

Blair Police Department

Administrative and Operational Review

December 2025

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Acknowledgments

For providing overall support and making resources available to the study team, the IACP wishes to thank Chief Jeremy Kinsey from the Blair Police Department. We also thank the men and women of the Blair Police Department who participated in interviews, completed surveys, and/or took the time to provide information, ideas, and suggestions to us.

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Acronyms

BPD	Blair Police Department
CAD	Computer-Aided Dispatch
CEO	Chief Executive Officer
CFS	Call(s) for Service
COPS	Community Oriented Policing Services Office, U.S. Department of Justice
FTE	Full-Time Employee
IACP	International Association of Chiefs of Police
ILP	Intelligence-led Policing
NIBRS	National Incident-Based Reporting System
RMS	Records Management System
SRO	School Resource Officer
UCR	Uniform Crime Reports
VIN	Vehicle Identification Number

Executive Summary

Blair, Nebraska, is a community considered one of the outer suburbs of the metropolitan Omaha community. It enjoys a relatively constant population levels but is planning for the issues facing a growing community, and the Blair Police Department (BPD), like many police agencies across the United States, is facing increasing demands and expectations for the delivery of police services. Moreover, in June 2025, there was a change in department leadership when the former chief retired, and as with leadership change in any organization, created an opportunity to evaluate the department to understand the current strengths and challenges facing the department and the new chief.

With that understanding in mind, the City of Blair and the Blair Police Department engaged the International Association of Chiefs of Police (IACP) to conduct a limited Police Department Administrative and Operational Review, Evaluation, and Audit. The study focused on the following areas:

- Evaluate and make recommendations on department patrol staffing levels.
- Evaluate the distribution of calls by geography, and temporal coverage that corresponds with comparable level of need for patrol presence.
- Evaluate the organizational framework and service provision systems of the department.

Methodology

This study analyzed information from the BPD, including interviews and agency reference material. Data included but was not limited to:

- Response data (call for service, reported crime incidents, etc.)
- Agency reference documents (policies and procedures, regulations, assessments, etc.)
- Administrative records (leave, schedules, staff demographics, etc.)

To the extent possible, personally identifiable information has been redacted in this report to protect the privacy and confidentiality of participants.

Based on the findings, recommendations were developed and assigned a priority level, as defined below.

- **Critical:** Tasks that are the most important and urgent. Failure to complete these tasks will result in negative consequences. If possible, these tasks should be done within the current budget year even if they require supplemental budgeting or reallocation of funds to address resource needs. *Level of Importance is High and Level of Urgency is High.*

- **High:** Planning and implementation for these tasks should be included in the next 1-2 budget years if resources are needed. Failure to complete these tasks could result in negative consequences. *Level of Importance is High and Level of Urgency is Medium.*
- **Medium:** Planning and implementation for these tasks should be included in the next 3-5 budget years if resources are needed. *Level of Importance is Medium and Level of Urgency is Medium.*
- **Low:** Planning and implementation for these tasks should be included in the 5-year strategic plan of the department. *Level of Importance is Medium and Level of Urgency is Low.*

Summary of Key Findings

This report contains 15 recommendations to improve the Blair Police Department. The recommendation summaries are listed below by section.

Policing Environment

Recommendation	Priority Level
1.1 Create another patrol supervisor (sergeant) position for a total of four patrol supervisor positions.	Critical
1.2 BPD should consider conducting a workload analysis and compare it against personnel allocations at least annually.	High
1.3 Establish a better process to capture incidents at the exact locations they occur and create neighborhood-based police beats.	Medium
1.4 Establish geographic accountability as a core element within the Blair Police Department and fully stress beat integrity.	Medium

Organizational Structure and Assessment

Recommendation	Priority Level
2.1 Add an additional command level officer.	High
2.2 Explore systems that will provide crime maps and other tools for both department personnel and community members.	Medium
2.3 Adopt and implement the Principles of Leadership	High
2.4 Each patrol team and functional unit within BPD should have a dedicated and trained supervisor. As an immediate step, BPD needs to create a fourth sergeant and have a dedicated sergeant on each patrol team.	Critical
2.5 Adopt wellness programs to improve officers' morale and health.	Medium

Patrol Workload Analysis

Recommendation	Priority Level
3.1 Conduct a full review of the processes and actions used in report writing and administrative preparation and checkout with the goal of reducing the time spent in those categories. Establish a performance goal of 32% as the amount of time patrol officers spend on administrative time duties.	Medium
3.2 Carefully monitor the time burdens of the administrative duties to ensure they are not unduly detracting from the opportunity for officers to perform their primary function.	Medium
3.3 Work with Washington and Douglas Counties to identify key data needs and establish a series of weekly/monthly reports that provide the data and information needed on a regular basis.	Critical
3.4 BPD command and supervisory staff continuously monitor the number of units responding to calls. First line supervisors (sergeants) need to make evaluations in the field on the number of units needed to respond and the time those units are out of service providing back up service.	High
3.5 Decide and implement the patrol staffing levels needed for the desired proactive time for patrol officers. <ul style="list-style-type: none"> • Determine the level of proactive time for patrol officers. • Determine the positions to be considered as primary call responders. 	High
3.6 Increase BPD patrol staffing by three (3) officers.	High

Section I. The Policing Environment

Examining the policing environment is an essential prerequisite to informed judgment regarding policing culture, practice, policy, operations, and resource requirements. The geography, service population, economic conditions, levels, and composition of crime and disorder, workload, and resources in Blair are salient factors that define and condition the policing requirements, response capacity, and opportunities for innovation. These factors are examined in this section.

City of Blair Overview

The City of Blair is located in eastern Nebraska on the Missouri River, approximately 20 miles north of the metropolitan Omaha area. Highways that run through Blair include Nebraska Highway 133 (Blair High Road), U.S. Highway 30, U.S. Highway 75 and Nebraska Highway 91. Interstate 29 is fifteen minutes east on Highway 30, and Interstate 680/80 is twenty-five minutes south on Highway 133. Blair is a city and county seat of Washington County, Nebraska and covers 5.5 square miles.¹

The Missouri River passed through a natural opening in the bluffs, known as Carter Valley, some twenty river miles north of Omaha. To take advantage of this excellent river-level crossing site, the Sioux City and Pacific Railroad routed its line to this point when surveying between Sioux City and the Union Pacific transcontinental route in 1864. Five years later, investor John I. Blair acquired the railroad, purchased 1075 acres of land about 1-1/2 miles west of the crossing and platted a town, naming it after himself. The City of Blair grew quickly – almost overnight – in the tradition of 19th Century speculative towns and soon assumed a role as regional nexus of overland transportation.²

Blair is an outer suburb of Omaha and is considered part of the Greater Omaha Statistical Reporting Area. Since 2010, Blair's population has remained relatively constant with the US Census indicating the population in 2010 was 7990 and 2020 the population was recorded at 7790.³ The State of Nebraska Crime data indicates Blair 2023 population as 8037.

¹ City of Blair, *About the City of Blair*, <https://www.blairnebraska.gov>

² Blair Historic Preservation Alliance, *History of Blair*, <https://www.blairhistoricpreservation.org>

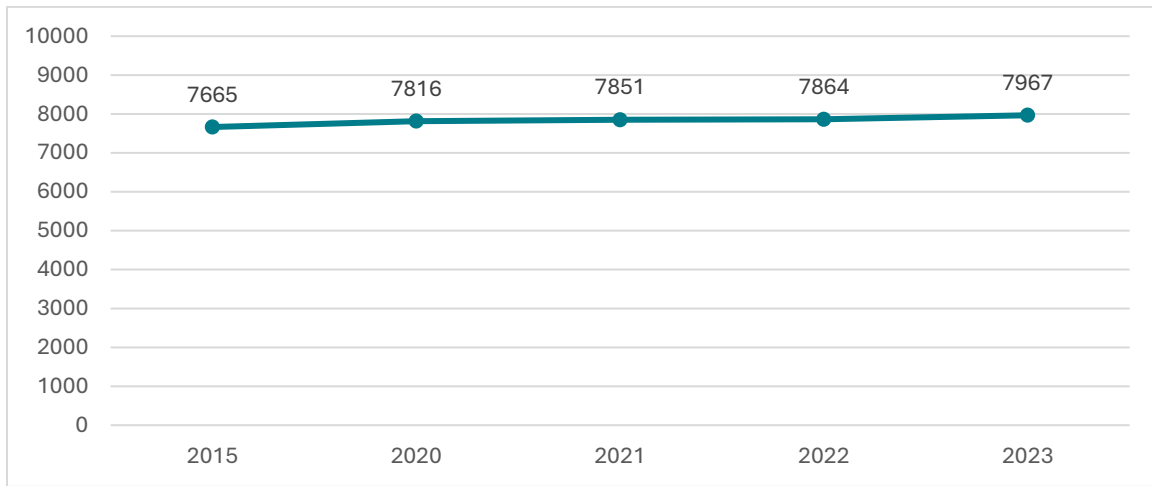
³ U.S. Census Bureau, *QuickFacts: Blair city, Nebraska*, last modified 2024, <https://www.census.gov/quickfacts/fact/table/blaircitynebraska/PST045224>.

Service Population Demographics

Estimates for population in Blair for 2025 reflect a 0% change. This is similar to changes in the State of Nebraska as well. According to an analysis done by the Nebraska Legislature, the state’s population grew by about 0.8% between 2020 and 2023.⁴

Figure 1 below shows the population changes in Blair from 2015 to 2023.

Figure 1. Blair Population Change (2015-2023)

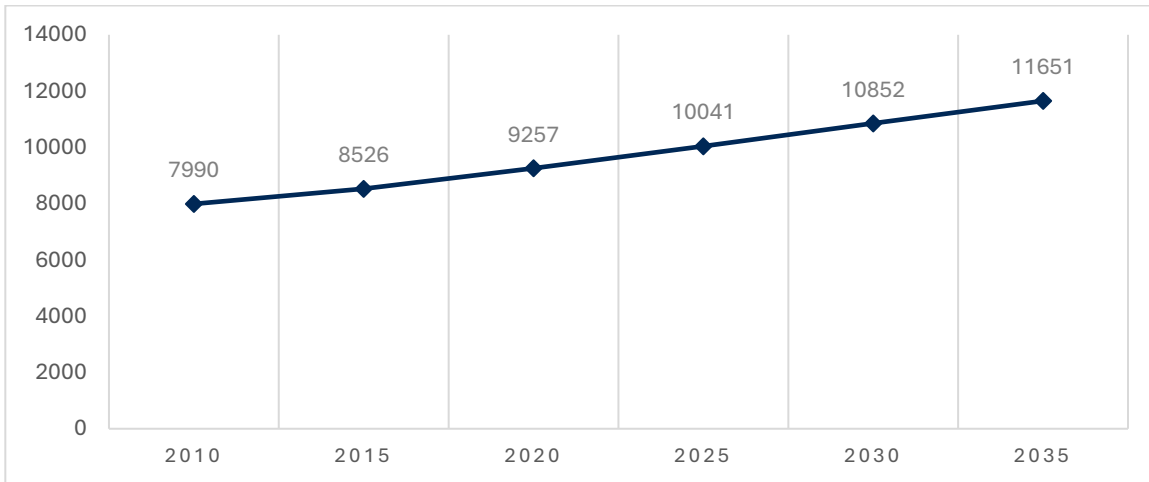


Source: US Census Bureau Quick facts

While the Census data indicates almost stagnant population growth (1.4% increase between 2021-2023), internal Blair documents project expected larger population growth in the future as shown in figure 2 below.

⁴ Dillon Cornett, *Counting Cornhuskers: Population Trends in Nebraska* (Lincoln, NE: Nebraska Legislature, Legislative Research Office, 2024), https://nebraskalegislature.gov/pdf/reports/research/population_trends_in_nebraska.pdf

Figure 2. City of Blair’s Population Projects



Source: Blair Comprehensive Plan Updated 2025-02-05

The population of Blair is overwhelming white (96.8%) with Hispanic/Latino being the next largest segment of the population, at 2.1%. Table 1 below shows the diversity of the population within Blair as reflected in the 2020 US Census. These factors are important as police agencies work toward hiring, recruiting, and staffing police departments that are representative of the communities they serve.

Table 1. City of Blair Ethnic Breakdown

Race	Count	Percentage
White (non-Hispanic)	7566	96.8%
Black or African American (non-Hispanic)	47	0.6%
Native American	0	0%
Asian	16	0.2%
Pacific Islander	0	0%
Other/Mixed	149	1.9%
Hispanic or Latino	164	2.1%

Source: US 2020 Census

37% of Blair’s population has a bachelor’s degree or higher and (30% have a graduate degree). This level of education also has resulted in a median household income level of \$76,232 and an unemployment rate of 9.7% (2023 data).⁵

⁵ U.S. Census Bureau, *QuickFacts: Blair city, Nebraska*, last modified 2024, <https://www.census.gov/quickfacts/fact/table/blaircitynebraska/PST045224>.

Census data indicates that Blair is a community of working-age people, with a median age of 34. This population cohort are more likely to be using the roadways at the same time during peak commuting hours, necessitating a commensurate police presence and response. Conversely, this working-age population also leaves many empty houses, apartments, and condominiums, presenting potential targets for criminals during working hours. In addition, Blair has a significant population identified as foreign born (35%) which can significantly impact police response and community-police relations. As the community continues to grow, it is important to monitor the population numbers in different age demographics, as significant shifts (either upward or downward) can affect the BPD's workload volumes.

While the staffing model does not rely on population as a variant for calculating staff demands, increases in population typically result in additional workload, and these shifts are often predictable and measurable.

Blair Police Department Overview

The Blair Police Department has an authorized staff of 22 sworn officers and 2 civilian employees in Records and one Animal Control Officer. The department faces many of the public safety issues found in departments across the United States.

At the time of this report, the Chief of Police is the Chief Executive Officer (CEO) and there is one captain position that serves as the Deputy Chief. There are three investigators (2 detectives and 1 task force officer) who did report to the captain but now they are direct reports to the Chief.

The patrol force works 12hr shifts with two teams working nights and two teams working day shifts. Each night shift has a sergeant and 2 officers assigned. One of the day shifts have a sergeant and 1 officer assigned, the other day shift just has 2 officers assigned. At the time of this report, the department had 2 new officers in training and four officer vacancies or about 23%. For perspective, the 2024 national average vacancy rate among police departments is 10-15%.⁶ The organizational structure of the department does not promote effective or efficient policing. Lack of a dedicated supervisor on a patrol team is a critical shortfall. Numerous studies have shown that the rapid response of a dedicated and trained supervisor to a tense patrol situation rapidly reduces the potential for unnecessary uses of force and improves the handling of criminal cases. The Chief has initiated changes that are discussed in "Section II: Organizational Structure and Administration." **It is recommended that BPD move as expeditiously as possible to create another patrol supervisor (sergeant) position to create four patrol supervisor positions.**

Blair Police Department Philosophy of Policing

The Department's mission statement lays out each member's commitment to the citizens of Blair:

⁶ RespondCapture Team, *The State of Police Recruiting in 2024: A Data-Driven Perspective*, August 1, 2024, <https://www.respondcapture.com/insights/the-state-of-police-recruiting-in-2024-a-data-driven-perspective/>

“The employees of the Blair Police Department will strive to enhance the quality of life in our community through vigilant service, unimpeachable integrity and respect of all citizens.”⁷

In furtherance of its commitment to community policing, the Blair Police Department has the following organizational values: ⁸

- **Integrity** - Doing the right thing just because it is the right thing.
- **Service** - Being available efficient and competent.
- **Vigilance** - Being ever watchful and prepared to act.
- **Excellence** - Striving to be the best in all endeavors.
- **Respect** - Consideration for the dignity of all persons.

The department’s web page also spells out its philosophy of policing with a strong emphasis on community policing.

“It is the mission of the Blair Police Department to strive to enhance the quality of life in our community through vigilant service, unimpeachable integrity and respect of all citizens. Public safety is our first priority as we work from a community-based philosophy of policing.

Our Community Policing philosophy promotes a partnership with our community. It is based on the premise that both police and the citizens must work together to identify, prioritize, and solve community concerns. We must be creative and innovative as we work with neighborhoods to reduce and prevent crime, disorder and fear.”⁹

Demographics

According to U.S. Census data, the City of Blair is almost completely white, with only a small percentage of Hispanic and almost nonexistent number of Asian and African American residents. While the department’s statistics mirror the community’s, it’s important that the department be cognizant of its diverse population and be prepared to address the specific needs of these communities. While the number of females in the department is far below the city’s female population and should be a focus point for the department , the eleven percent in BPD is

⁷ Blair Police Department, *Our Department*, <https://www.blairpolice.org/2293/Our-Department>.

⁸ Ibid

⁹ Blair Police Department, *Police Department*, <https://www.blairpolice.org/1086/Police-Department>.

comparable with the national average of 12%. Studies have shown that having more women in police agencies result in better public safety outcomes¹⁰

Table 2. City and Police Department Demographics

Race	City of Blair	Blair Police Department
African- American	0.6%	5%*
Asian	0.2%	0
Hispanic	2.1%	5% (chief)
White	96.8%	90%
Female	51%	11%

*One individual in hiring process as of 8/12/25
Source: US Census and Blair PD

Data Availability

For a police agency and police leaders, information is the key to effective and efficient operations. This includes open-source data that can be used to educate the public on community crime trends and police operations. From an internal operational perspective, a robust records management system (RMS) and computer-aided dispatch (CAD) are critical for making strategic decisions regarding the deployment of scarce police resources, supporting data-driven initiatives, and local, regional, and national sharing tools. CAD tools that are critical to police operations are:

- Temporal and geographic analysis of Calls for Service (CFS) and crimes
- Response times to include.
 - Communications Center Processing time
 - Patrol Officer response /travel time.
- Calls requiring multiple unit response.
- Total time spent on each call for service.

Using data systems and technology is a necessity for law enforcement. Technology can have a positive impact by increasing efficiency, enhancing information sharing and improving informational and analytical capabilities, the cornerstone of the recommendations developed in operational analysis studies.

BPD operates its own Records Management System (RMS) and is planning to deploy a new system in the fall of 2025. Washington County Sheriff’s Office Emergency Communications Center

¹⁰ National Policing Institute, *Women in Policing*, March 22, 2024, <https://www.nationalpolicinginstitute.org>

provides dispatch services for the BPD, and Douglas County provides the technical support for CAD data requests for both BPD and Washington County. As a result of this arrangement, BPD faces challenges in obtaining accurate, timely, and consistent data.

When accurate and usable data is unavailable, assumptions must be used to compensate for the lack of specific department data. That is the case in the study of Blair. Key elements such as the specific time units spend on backup, type of calls for service requiring backup units, were among the key data elements that were not available in sufficient granularity despite the best efforts of the BPD to obtain that data.

This issue of the availability of timely, accurate and consistent data is of such importance that it is one of the primary recommendations for this study. This type of data is critical for policing and the ability to obtain and use this information for their respective jurisdictions would greatly benefit law enforcement operations in both Douglas and Washington Counties. The analysis for this study primarily involves only one calendar year (2024) and looking at other years may provide a different distribution.

It is strongly recommended that BPD have the ability to obtain needed data and conduct this type of analysis at least annually, and agency leaders should consider this analysis against personnel allocations. Since BPD does not have control of CAD, the department and, if needed, city leadership should establish standard reports that it wants from Washington County / Douglas County Communication Centers and Bonneville County IT. This can often be done by creating reports that provide the data on a weekly, monthly, and yearly basis. This should ensure the timeliness, accuracy and consistency of BPD data.

It is also important to note here that significant increases in CFS volume will naturally occur with the further development of the city. New developments tend to add work volume, which will affect personnel distributions. This growth will require significant and ongoing monitoring to ensure staffing allocations are appropriate and that staff are able to manage workloads effectively. BPD command and, if needed, city leadership need to work with the other jurisdictions to obtain this data in a complete and timely fashion.

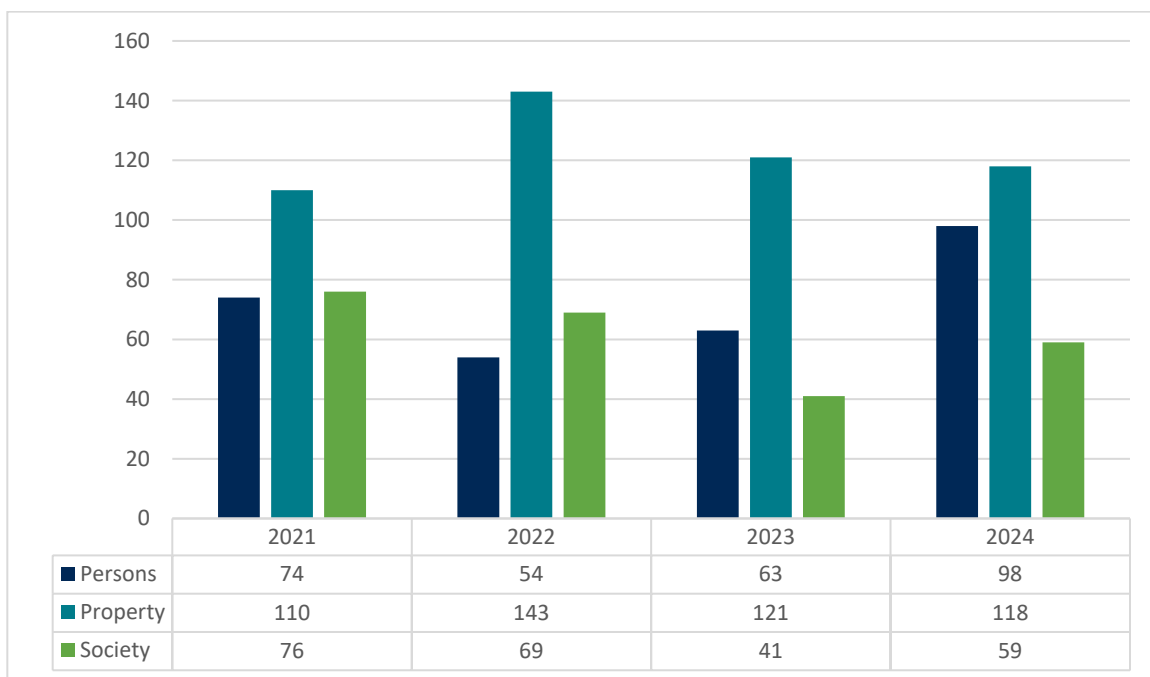
Crime Data

BPD utilizes an incident-based reporting system; it results in significantly different crime reporting than Part I and Part II crimes. The National Incident-Based Reporting System, or NIBRS, was implemented to improve the overall quality of crime data collected by law enforcement, captures details on each single crime incident—as well as on separate offenses within the same incident—including information on victims, known offenders, relationships between victims and offenders, arrestees, and property involved in the crimes. Unlike data reported through UCR's traditional Summary System—an aggregate monthly tally of crimes—the NIBRS data goes much deeper because of its ability to provide circumstances and context for crimes. It includes all offenses

within a single Incident and additional aspects about each event, like location, time of day, and whether the incident was cleared. Ultimately, NIBRS will improve the detail and overall quality of crime data, which will help law enforcement and communities around the country use resources more strategically and effectively. Under the BPD NIBRS reports, crimes are generally classified as Crimes Against Persons, Crimes Against Property, and Crimes Against Society.

Over the past four years, Blair has experienced fluctuations in all categories of the reported general crime classifications as shown in figure 3 below. While all categories did vary year to year, analysis shows that as crimes against persons and/or property increase, crimes against society decrease. Crimes against society are quality of life issues and in Blair there are primarily drug and narcotic violations. These crimes are almost exclusively officer-initiated cases so what the analysis shows that as the community-initiated crimes (crimes against persons and property) increase the amount of time officers have for officer-initiated activity decreases.

Figure 3. Crime Categories 2021-2024



Source: NIBRS Crime Data supplied by BPD Records Dept.

Table 3 below provides the specific data of serious crimes between 2021-2024.

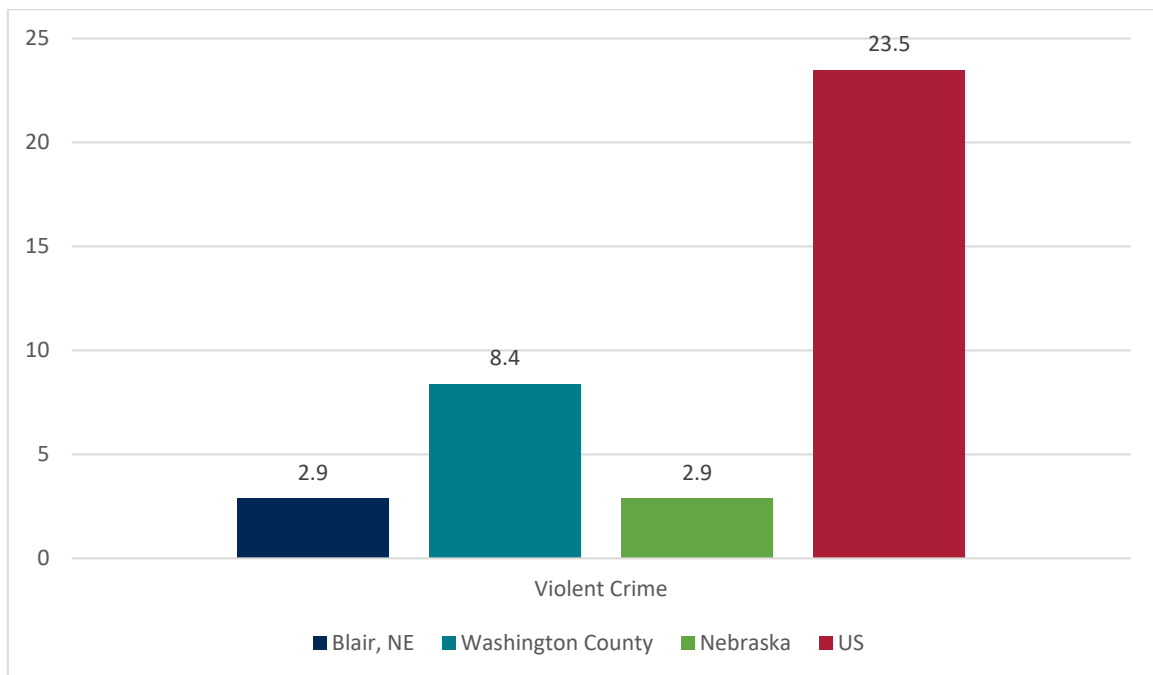
Table 3 . Serious Crimes (2021-2024)

Year	Homicide	Rape	Robbery	Aggravated Assault	Simple Assault	Burglary	Dest of Property	Shoplifting	All other Larceny	Motor Vehicle Theft
2021	0	6	0	6	56	4	28	14	19	10
2022	0	3	0	3	25	5	34	14	25	4
2023	1	9	0	2	32	4	39	20	14	10
2024	0	4	0	9	58	8	29	17	13	7

Source: BPD NIBRS Reports 2021-2024

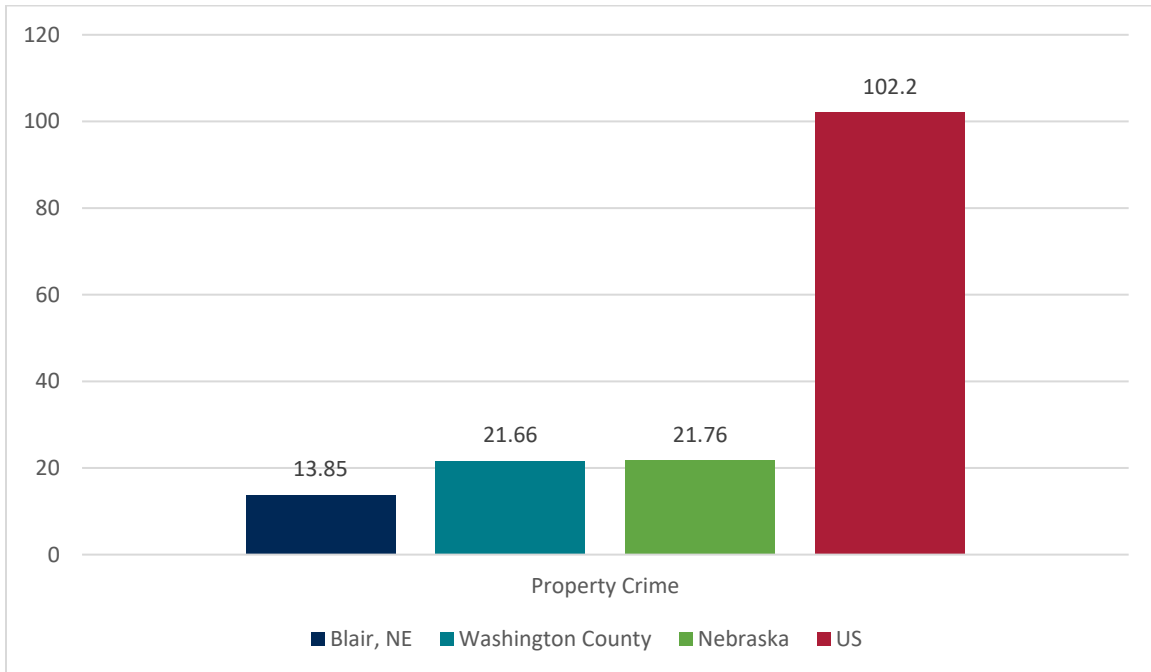
To better understand crime statistics for Blair, Figures 4 and 5 below provide a comparison of reported crime rates for October 2023 to September 2024 for the United States, State of Nebraska, Washington County and Blair. It is sometimes difficult to draw crime rate comparisons between certain communities or population areas, because of the population density variances and other differing factors. However, the crime rate and violent crime rates are relevant factors, as they reflect the likelihood that a person will become a victim of a violent or property crime.

Figure 4. Violent Crime Rates per 1000 population



Source: FBI Crime data Explorer

Figure 5. Comparison of Property Crime Rates per 1000 Population



Source: FBI Crime data Explorer

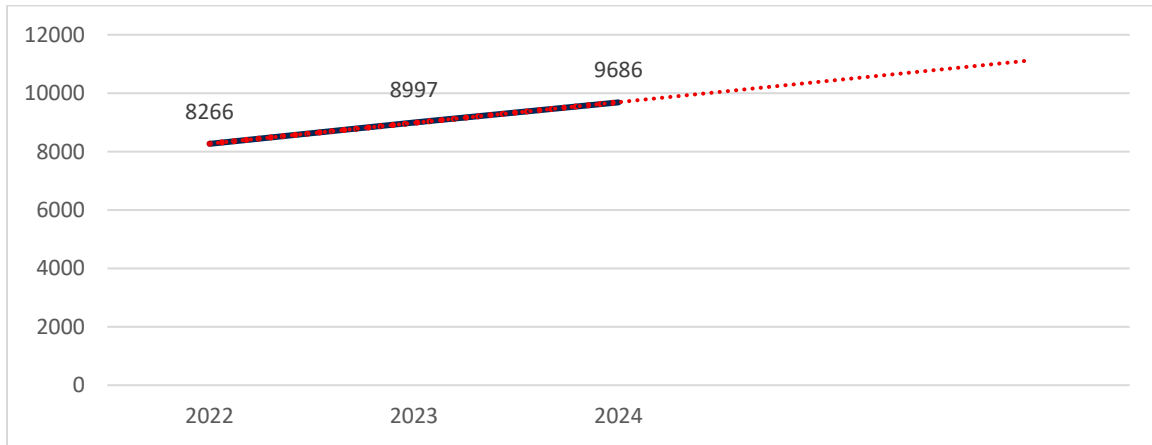
The crime rates as shown above clearly indicate that Blair is a very safe community when compared to rates in the United States, Nebraska and Washington County.

Calls for Service (CFS)

Calls for service (CFS) response represents the core function of policing and responding to community complaints and concerns is one of the key measures of effective policing in every community. CFS data can be used to measure the confidence and reliance the public has on their police department.

Community generated calls for service (CFS) are used to calculate obligated workload within the patrol division. CFS data is also critical in analyzing timeliness of police response, geographic demands for service, and scheduling and personnel allocations. BPD provided CAD incidents for the last four years as reflected in Figure 6 below. The data shows that reported BPD CAD incidents have increased by over 17% since 2022. (Note these CAD incidents reflect both community and officer-initiated incidents.) The trendline (red dash line) included in the figure below indicates continued growth in police incidents in future years. By comparison, the city population during the similar time period only increased by 1.4% thus indicating that factors other than population changes are affecting reported police incidents.

Figure 6. BPD CAD Incidents



Source: BPD CAD Data

Historically, the causes and origins of crime have been the subjects of investigation by many disciplines. Some factors that are known to affect the volume and type of crime occurring from place to place are:

- Population density and degree of urbanization.
- Variations in composition of the population, particularly youth concentration.
- Stability of the population with respect to residents' mobility, commuting patterns, and transient factors.
- Modes of transportation and highway system.
- Economic conditions, including median income, poverty level, and job availability.
- Cultural factors and educational, recreational, and religious characteristics.
- Family conditions with respect to divorce and family cohesiveness.
- Climate.
- Effective strength of law enforcement agencies.
- Administrative and investigative emphasis of law enforcement.
- Policies of other components of the criminal justice system (i.e., prosecutorial, judicial, correctional, and probational).
- Citizens' attitudes toward crime.
- Crime reporting practices of the citizenry.¹¹

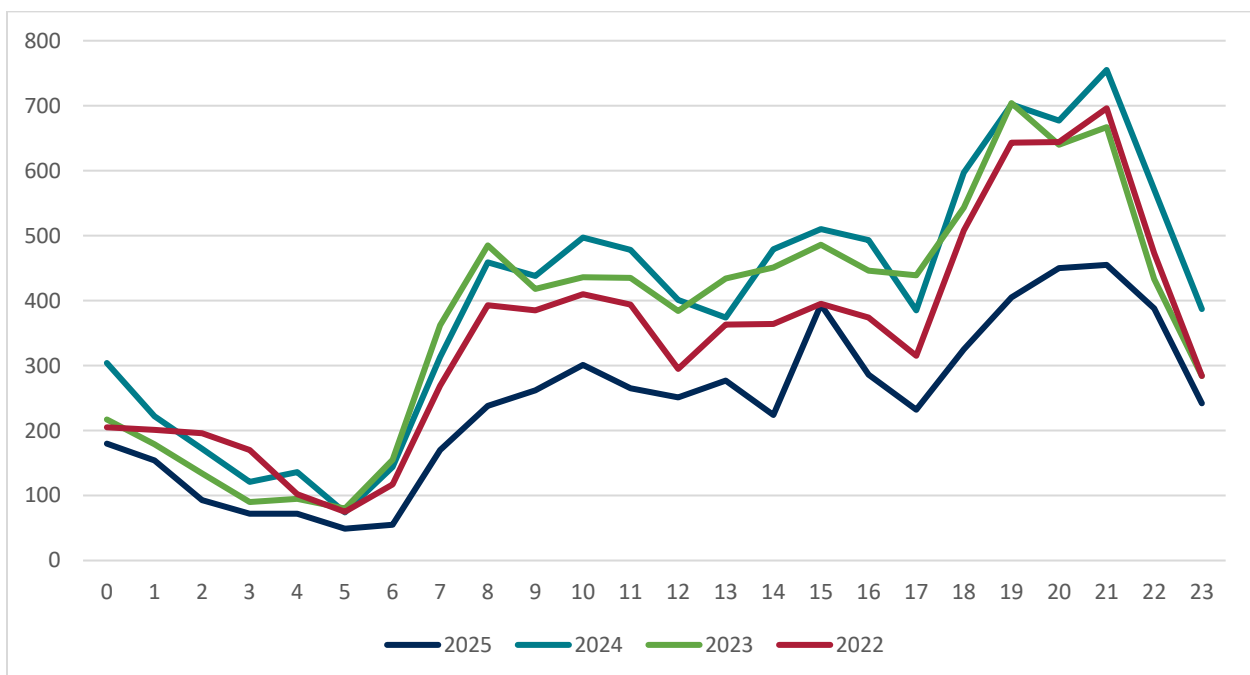
¹¹ Federal Bureau of Investigation, *Crime in the United States, 2011: Variables Affecting Crime*, [Uniform Crime Reports online] (Washington, DC: U.S. Department of Justice), <https://ucr.fbi.gov/crime-in-the-u.s/2011/crime-in-the-u.s.-2011/about-cius>.

Temporal Analysis

BPD provides patrol coverage and calls for service response for the Blair community on a 24/7 basis. In doing a complete operational study it is important to analyze time (time of day and day of week) of police incidents and location of occurrence. By having a complete picture of time and location occurrence, BPD can make more informed decisions on staffing needs and deployments.

Figure 7 below is a graphic presentation of BPD’s calls for service by hour of the day for the years 2022- 2025. There is no fluctuation in the volume of activity between each year (note 2025 only covers January-August so while the numbers are less, the trend line mirrors each preceding year).

Figure 7. CFS by Hour of Day



Source: BPD CAD Data

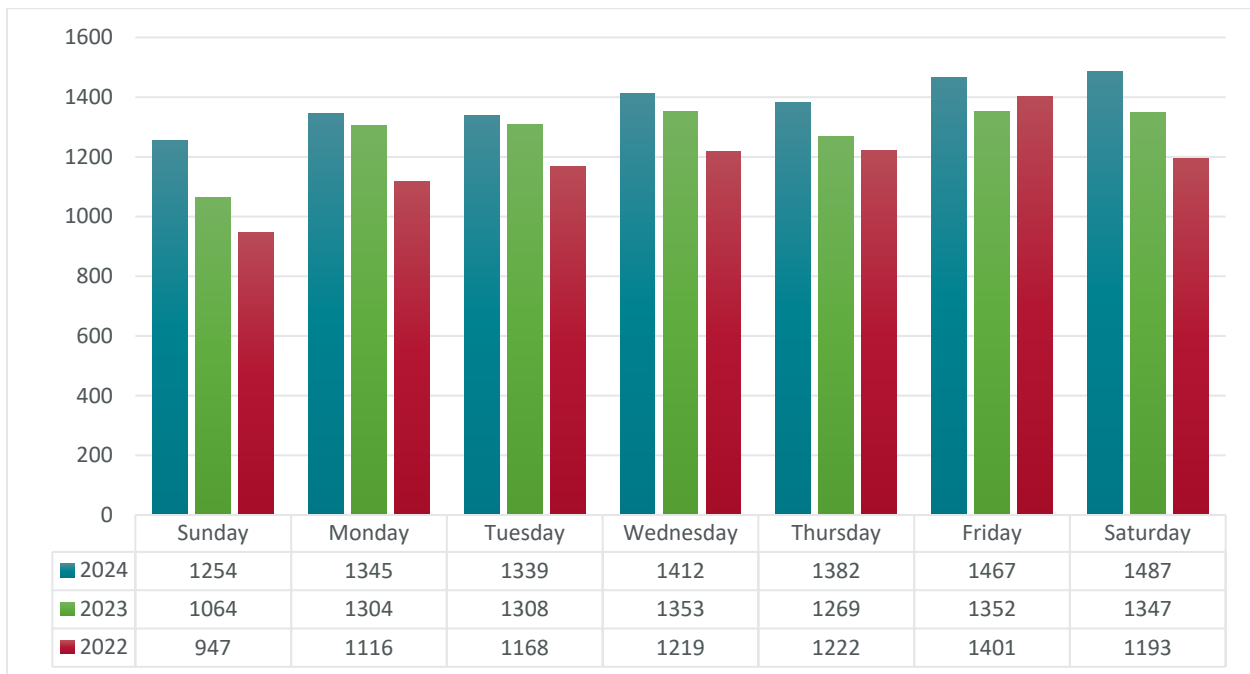
Table 4. Percent of Police Activity (Averages 2022-2024)

Time of Day	Percent Police Incidents	Percent Patrol Officers deployed
Day Shift (0600-1800)	51.5%	40%
Night Shift (1800-0600)	48.5%	60%

As reflected in Table 4 above, calls for service during day shift (0600-1800) accounts for 51.5% of police incidents. The night shift (1800-0600) accounts for 48.5 % of police incidents. Under the current allocation of personnel there is a significant shortfall of patrol personnel.

It is important to examine work volume patterns from a variety of perspectives. Figure 8 below depicts the number of police incidents by day of the week, over the period 2022-2024. On average the busiest days are Friday and Saturday and the slowest are Sundays and Mondays.

Figure 8. Police Incidents by Day of the Week (2022-2024)



Source: BPD CAD Data

Geographic Accountability

Geographic accountability has been a long standard core component of effective community policing programs, and it is not a new concept. The COPS office identifies geographic accountability as one of the key organizational transformation steps that agencies must take as they develop and implement community policing/community engagement in their community.

“With community policing, there is a shift to the long-term assignment of officers to specific neighborhoods or areas. Geographic deployment plans can help enhance customer service and facilitate more contact between police and citizens, thus establishing a strong relationship and mutual accountability. Beat boundaries should correspond to neighborhood boundaries, and other

government services should recognize these boundaries when coordinating government public-service activities.”¹²

Besides upholding public safety, law enforcement is expected to be proactive, to build community relationships, to effectively address problems, and to access resources by utilizing a problem-solving process. To create bonds with the community, specific and continuous effort must be made to the development of relationships with members of the community and their law enforcement partners. To foster this, law enforcement officers need to be assigned long-term to specific areas of the community so that they develop connections and relationships through consistent interactions. Law enforcement visibility is increased through less formal interactions such as engaging in informal conversation with homeowners or storeowners.

The City of Blair covers 5.5 square miles, and it currently does not have defined patrol beats. Rather officers patrol and respond in an undefined fashion. As a result, it is difficult to track specific geographic areas where crime and/or workload is the highest; or in simple terms, identify the “hotspot” areas responsible for criminal activity. A number of studies have shown that a relatively small number of geographic locations (3%) accounted for 50% of the calls for service.¹³ During the interviews a number of officers identified a particular location as the location for most calls for service but there is no data to support this statement.

The department will need to establish a better system to capture incidents at the exact locations they occur. This is critical for workload analysis and crime analysis. BPD could create neighborhood-based Police Beats. By establishing these smaller neighborhood areas, the department will be able to accurately deploy its officers to match workload and crime occurrences and foster stronger relationships with the community.

Input from all levels of the department indicates that outside of scheduled community events, there is limited community engagement. Certainly, workload and the availability of proactive time impacts this but so does organizational structure and culture. The Chief has made it clear that his goal is to make community engagement part of the BPD culture not just an additional duty done by some officers. Additionally, without designated beats, officers do not routinely work in the same geographic areas, and it is very difficult to make community contacts, track community problems and crime trends within neighborhoods.

The BPD must be organized to support the concept of geographic accountability and continuously strive to implement it. The first step is to establish community-oriented beats. Once this occurs

¹² U.S. Department of Justice, Office of Community Oriented Policing Services, *Community Policing Defined*, Washington, DC: U.S. Department of Justice, <https://www.justice.gov/doj/office-community-oriented-policing-services>

¹³ Joel Hunt, “From Crime Mapping to Crime Forecasting: The Evolution of Place-Based Policing,” NIJ Journal, no. 281 (July 2019), <https://nij.ojp.gov/topics/articles/crime-mapping-crime-forecasting-evolution-place-based-policing>

then BPD can begin to incorporate geographic accountability and thus community engagement into the BPD organizational culture.

Geographic accountability is not easy, and there is a tendency to stray from this concept. If a patrol shift staffing falls below minimum levels, officers may have to cover multiple beats, perhaps not the one of their permanent assignments. Additionally, in smaller, slower (CFS or crime rates) areas officers may feel bored because of a lack of “police action.” This phenomenon occurs because the concept of beat/geographic accountability is not a priority.

It is recommended that geographic accountability is established as a core element within the Blair Police Department. The department should fully stress beat integrity. Officers and supervisors should focus on beat discipline to increase the culture of accountability within the area for which they are responsible. Review how beats are set up and assigned and designate neighborhoods and geography for coverage by the same officers so that those officers are responsible for that geography.

While not on an assignment, it is critical that officers know exactly what they should be doing during their “unobligated” time, as the concept of “random patrol” is no longer efficacious. Specific efforts should be based on crime analysis and data-driven policing, concerns of residents, and supervisory direction regarding strategies, and every officer should know exactly what is expected of them when not on a call for service. Based on these factors, expectations and efforts will be unique to each beat. These efforts may include checking in on businesses, presence, and visibility in a particular location, parking the vehicle and walking a neighborhood, bike patrol, traffic control and direction, disrupting drug sales, outreach to homeless, identifying suspects, talking with residents, etc. All these efforts should be tracked for specific function and for time, location, and duration.

Patrol sergeants should decide how patrol staff time should be spent on each tour of duty, which is the most critical component of community engagement. If each officer does not know how the department and department supervisors want them to spend their time while not on a call for service, there is a critical information disconnect. Sergeants must ensure that officers are appropriately spending non-obligated time as directed by current crime patterns, community concerns, etc. There should not be one business, community group, or school (private or public), that does not know which officers are responsible for their area and who receives proactive contact on a routine basis from the agency.

Summary of Recommendations

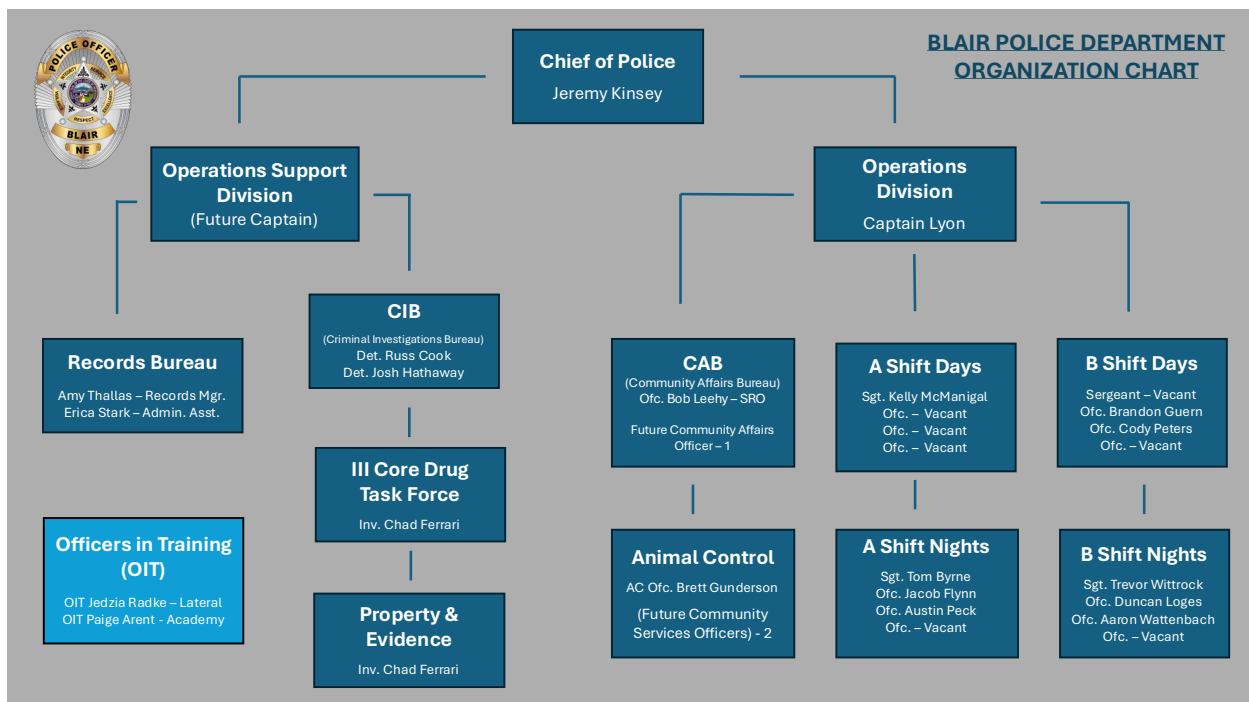
Recommendation	Priority Level
1.1 Create another patrol supervisor (sergeant) position to create four patrol supervisor positions	Critical
1.2 BPD should consider conducting a workload analysis and compare it against personnel allocations at least annually.	High
1.3 Establish a better system to capture incidents at the exact locations they occur.	Medium
1.4 Establish Geographic Accountability as a core element within the Blair Police Department and fully stress beat integrity.	Medium

Section II. Organizational Structure and Administration

The chief has initiated several organizational changes and identified some future positions that he would like to incorporate into the department as shown in figure 9 below. It provides direct supervision for each of the patrol trams and an effective chain of command for non-patrol units by creating two divisions: Operations and Operations Support, with each commanded by a captain (one proposed for the future) who reports to the Chief of Police. The Operations Division is the patrol force and uses four shifts which provide 24/7 coverage. Also under the Operations Division is the Community Affairs Bureau (which is currently the School Resource Officer [SRO]) and the Animal Control Officer.

Under the Operations Support Services Division there is an Investigations Bureau with two investigators and an investigator who is assigned to the Core Drug Task Force and also serves as the property and evidence officer. The Records Bureau, with two non-sworn members also is under the Operations Support Division. Figure 9 is the department’s current Organizational Chart as of June 2025.

Figure 9. Department Organization Chart (June 2025)



Source: Blair Police Department

Under the current staffing for command level officers (chief and 1 captain) the members of the Operations Support Services Division are direct reports to the Chief. This is not a tenable solution.

As the department expands and community engagement of the department grows the chief's focus will need to be more community focused, resulting in the need for an additional command level officer to command the Operations and Support Division. **It is recommended that the department seeks an additional command level officer for this command.** Given the interrelated nature of many of the BPD units and operational functions, the inclusion of another command-level officer is critical to the effective implementation and long-term sustainability of the other recommendations outlined in this report.

Data-Driven Policing

For a police agency to operate in the most efficient and effective manner it must have ready access to data and be able to rapidly convert that raw data into actionable strategies. Actionable strategies are used for management (such as deployment or staffing decisions), crime reduction and prevention strategies and to address quality of life issues. While BPD does not have a crime analyst, training is being provided for personnel in the Records Bureau to assume some of these duties.

By definition, intelligence-leading is the process of gathering and analyzing data and turning it into actionable intelligence and strategies. Key to this is information sharing. Beyond the sharing of crime intelligence and information within the law enforcement community, ILP calls for the sharing of crime information with the public as a means of crime prevention and community engagement. While Blair does not have this capability nor own the CAD system there are secondary systems that can use CAD Data to provide crime data for both the department and the community. **It is recommended that BPD explore systems that will provide crime maps and other tools for both department personnel and community members.**

As mentioned in the patrol staffing / workload analysis section of this report, it is important that patrol officers have unobligated time to address crime problems and enhance community engagement. Key to this is the availability of data and data analysis for a fully supported and operational intelligence led policing (ILP) program.

It is important that the department utilizes its available technology appropriately and uses data and intelligence in decisions and deployment strategies. The department needs to develop a culture of data driven decisions/ intelligence led policing at all levels. While the chief and captain use data to make operational decisions, intelligence-led policing calls for officers at all levels to use data to make decisions, solve community problems and solve crimes. To achieve this may require a sea change in the patrol force's operational culture. Instead of waiting for information/intelligence reports to be supplied, an intelligence led officer seeks out the information they need to carry out their duties.

Leadership and Supervision

When a new police chief takes over, the agency is likely to undergo a sea change in its operation and culture, BPD is no different. Leadership style is a vital component of any successful organization, and police agencies are no different. While the organizational structure of most agencies, including BPD, is paramilitary, that organizational structure does not mandate a leadership style that stymies individual creativity or empowerment. The best agencies foster a climate of leadership that accomplishes their mission and develops their staff to their fullest potential.

Successful police agencies follow these principles of leadership:

- Believe in, foster, and support teamwork.
- Be committed to the problem-solving process; use it and let facts, not emotions, drive decisions.
- When possible, seek employees' input before making key decisions.
- Believe that the best way to improve the quality of work or service is to ask and listen to the employees promptly and fairly.
- Strive to develop mutual respect and trust with employees.
- Have a service orientation with a focus toward employees and citizens.
- Manage on the behavior of most employees, not on the few who cause problems, deal with all employees promptly and fairly.
- Encourage creativity through risk taking, while continuing to improve systems and examine process upgrades.
- Be a facilitator and coach. Develop an open atmosphere that encourages both providing and accepting feedback.
- Apply teamwork, develop with employees agreed-upon goals and plans to achieve them.

It is recommended that BPD adopt and implement the above Principles of Leadership.

Another area of concern for BPD is the insufficient number of supervisors to meet its operational needs. As of the writing of this report, the BPD has 3 sergeants. There are four patrol teams which means one team (a day shift team) does not have a field supervisor.

A police sergeant or first line field supervisor is one of the most important roles in any police department. The position involves getting the job done through others, maintaining the standards of the department, evaluating and constantly train officers and ensuring the high service to the community .

The sergeant provides leadership through planning, organization, direction and control. Most importantly, it is the sergeant's main responsibility to continuously evaluate their officers, ensure compliance with policy and procedures and immediately correct performance deficiencies.¹⁴

The department and the City of Blair are creating a significant and unnecessary exposure to adverse civil litigation. While the presence of a sergeant is not an absolute safeguard from litigation, research has shown that the sooner a trained supervisor is on the scene of a call involving conflict the potential for use of excessive force decreases. Additionally, without having a dedicated supervisor the potential for inadequate supervision cases increases.

There is a clear difference between leadership and supervision; supervisors and managers get the work done. They monitor the plan to get the work done, break the work down into steps and sequences, identify what is required and what resources staff need, and take corrective action when necessary. Leaders are role models, accept responsibility, make difficult decisions, see through the eyes of others, and value people more than procedures.¹⁵

It is recommended that each patrol team and functional unit within BPD have a dedicated and trained supervisor. As an immediate step, BPD needs to create a fourth sergeant and have a dedicated sergeant on each patrol team.

Communication and Morale

Historically, communication within the BPD has been a significant issue. This issue is both a culture issue and a system/process issue. Common themes from interviews indicate that there is good and effective horizontal communication (between units and officers) and that the communication mechanism (emails) was an effective means of communication within BPD. However, vertical communication from the command staff was lacking and more visibility by the upper command, as well as actual information, was desired. Feedback from the interviews indicates that under the new chief, the vertical and horizontal communications are improving.

In interviews, interviewees were asked about morale. Morale in BPD is also in a state of transition. Most interviewees stated that morale was low but that there was much positive anticipation about the impact that the new chief will have on morale.

Good morale is the state of mind and the willpower to get the most from the equipment available, to perform a job with the greatest effect, to take setbacks with the least depression, and to hold out for the longest time. Good morale is vital to police work.

¹⁴ A. D. Hamann, *Police Sergeant – The First-Line Supervisor – His Role, Duties and Responsibilities*, NCJ 60465 (Washington, DC: National Institute of Justice), <https://www.ojp.gov/ncjrs/virtual-library/abstracts/police-sergeant-first-line-supervisor-his-role-duties-and>

¹⁵ <http://aboutleaders.com/management-and-supervision-vs-leadership/>

A police officer needs good morale in order to accomplish their objectives. An officer’s daily work demands that they deal with troublesome problems, have many setbacks and discouragements. Good morale stimulates persistence, energy, and initiative.¹⁶

In order to address morale issues within a police department, the chief must have an understanding of what causes low morale issues and what steps/issues can be taken to address the issues. Recognized causes include:¹⁷

- Public criticism and scrutiny are significant causes of low police officer morale.
 - While often out of the hands of the local chief, words of encouragement and transparency can reduce the stress caused by public scrutiny.
 - Recent Gallup Poll shows that public confidence has continued to improve in 2024.
- High-risk nature of law enforcement work
 - Working in such a high-pressure, high-stress environment can be overwhelming and enhances feelings of burnout and exhaustion.
 - Danger is inherent in police work. Training and adequate resources can reduce the stress caused by the nature of police work.
- Increased workloads and burnout
 - Greater workloads and work longer hours magnify officers’ exhaustion, overwhelm, and burnout – making them feel unsupported by their departments.
 - Proper staffing, scheduling and time off can alleviate exhaustion and burnout.
 - Many agencies today have made officer wellness a top priority. **It is recommended that BPD adopt wellness programs to improve officers’ morale and health.**

Interviewees indicated that the leading cause of low morale in the Blair Police Department was the poor communication during the last administration and the staff shortages which caused burnout and increased concern about officer safety.

Summary of Recommendations

Recommendation	Priority Level
2.1 Add an additional command level officer.	High
2.2 Explore systems that will provide crime maps and other tools for both department personnel and community members.	Medium
2.3 Adopt and implement the Principles of Leadership	High

¹⁶ B. W. Gocke, Morale in a Police Department, 36 J. Crim. L. & Criminology 215 (1945)

¹⁷

Recommendation	Priority Level
2.4 Each patrol team and functional unit within BPD should have a dedicated and trained supervisor. As an immediate step, BPD needs to create a fourth sergeant and have a dedicated sergeant on each patrol team.	Critical
2.5 Adopt wellness programs to improve officers' morale and health.	Medium

Section III. Patrol Workload Analysis

Personnel allocation is an imperfect process; the analysis here involves only one calendar year and looking at prior years may provide a different distribution. In addition, despite the best efforts of the department, it is likely that there will always be some variations between CFS workloads and personnel distributions. However, larger deviations suggest an ongoing condition that demands additional scrutiny. This type of analysis should occur at least annually, and agency leaders should consider this analysis against personnel allocations.

Officer Availability

Patrol staffing requirements are determined by evaluating the total workload in hours against hours of officer availability. Officers are not able to work for a variety of reasons, including days off, vacation, sick leave, holiday time, and training obligations. To define staffing needs, deploy officers properly, and evaluate productivity, it is necessary to calculate the actual amount of time officers are available to work.

BPD officers are budgeted to work 2080 hours per year; however, to gain a more accurate picture of how many hours per year the average officer is available to work, various leave categories must first be deducted from this total. Generalized leave data from BPD covering 2023-2025 was analyzed to assist in these calculations. Over the three-year period, the department's average annual leave usage was 6,416 hours. The average staff level for each of these 3 years was 20. The average leave usage by BPD officers was 321 hours per year. Additionally, BPD officers attend on average 50 hours of training (both mandatory and career enhancement) each year resulting in an average of 371 hours of leave / training per year. After subtracting leave categories and training from the total, the average officer is available to work 1709 hours per year, not 2,080 hours, as is often thought (understanding that this represents the cumulative average—individual availability can vary greatly).

Understanding the actual amount of work time available for officers is central to building appropriate staffing levels and to ensuring that adequate shift coverage is attained in relation to CFS needs. It is also a critical component in calculating staffing demands, based on an examination of workload against worker capacity. Often called the shift relief factor, it shows the relationship between the maximum number of hours that an officer can work absent overtime (2080 hrs.) and actually works. Knowing this is necessary to estimate the number of officers that should be assigned to patrol in order to ensure that the appropriate number is working and that those officers have the proactive time for community engagement that the department and community want.

Overtime

Another way to explore patrol officer availability is to evaluate the amount of overtime that is routinely used to fill patrol vacancies. BPD provided the data in Table 5 below that shows the number of hours used to fill patrol vacancies in calendar years 2023 and 2024.

Table 5. Overtime Used to Fill Patrol Vacancies

Year	Overtime Hours used to fill Patrol Vacancies
2023	3,371.3 hours
2024	3,868.0 hours

Source: BPD data

In simple terms, BPD is using the equivalent of just slightly less than **TWO (1.9)** full time positions to fill recurring vacancies without considering any leave or training hours to fill holes in its patrol coverage.

Patrol Workload Analysis and Models

Measurement standards make it possible to evaluate and define patrol staffing and deployment requirements, and the patrol staffing model evaluates the amount of time that patrol officers are required to use in responding to community-initiated calls for service. Community-initiated calls for service are those that are generated by communities. Calls initiated by patrol officers are considered proactive actions and are accounted for elsewhere in the workload model.

In evaluating this data, a patrol officer's time is classified into three parts:

- Administrative Time
- Obligated Time - Response to Community Initiated CFS
- Community Engagement Time

CFS response should account for between 30-50% of a patrol officer's time, administrative time 30%, and the remainder should be devoted to specific proactive problem solving and community engagement. Departments that follow this model and allow patrol officers significant time for problem solving and community engagement are more successful in crime reduction strategies and building strong and lasting partnerships with the community they serve.

Administrative Time

Precise information is rarely available in CAD for many administrative activities, due to variances in officer *call outs* for these activities. To gather a clear picture of administrative time, BPD patrol officers were asked to track their administrative time via a survey. The survey was completed by 14 officers and covered duties found on both day and night shifts. While not completely scientifically

accurate, nevertheless, the surveys combined with interviews provide a valid picture of the administrative time used by BPD officers. The data in table 7 below shows the activity and the average time used by BPD officers and well as the average time used by officers surveyed for previous IACP studies. The data for BPD appears to be above the average range of previous studies, primarily in the categories of administrative preparation/report checkout, report writing, and case follow up. Improvements in these categories can often be improved by process review and re-engineering. BPD is in the process of fielding a new Report Management System (RMS) and this will afford the chief and command staff the opportunity to evaluate the processes used and institute changes to reduce the time spent in these categories. **It is recommended that BPD command staff monitor conduct a full review of the processes and actions used in report writing and administrative preparation and checkout with the goal of reducing the time spent in those categories. BPD should establish a performance goal of 32% as the amount of time patrol officers spend on administrative time duties.**

Profession-wide, administrative time generally accounts for approximately 30% of an officer’s average day, and for BPD the average daily time used for administrative functions is 38% as shown in detail in Table 6 below.

Table 6. Daily Administrative Time Usage

Activity	BPD Average Time (minutes)	Other IACP Studies Average Time (minutes)
Patrol briefings roll call	21	30
Training	17	
Administrative preparation/report checkout	40	30
Meal and Wellness breaks	36	30
Vehicle maintenance and fueling	15	15
Meetings with supervisors	23	30
Report-writing and case follow up	120	75
Daily Average time / percent of workday	272 minutes / 38% of their workday (272/720)	210 minutes / 30%

Source: BPD patrol officer survey

The numbers above help to demonstrate a substantive administrative workload, which is otherwise not typically captured or considered. It is also important for the BPD to recognize that these supplemental duties, while important, result in a reduction of *productive* time for patrol officers to

manage the obligated workload. **Accordingly, it is important for the BPD to carefully monitor the time burdens of these activities to ensure they are not unduly detracting from the opportunity for officers to perform their primary function.**

Obligated Time

Obligated time is the aggregate amount of time consumed by officers to answer calls for service generated by the public and to address on-view situations discovered and encountered by officers. It is the total of criminal, non-criminal, traffic, and backup activity initiated by a call from the community. When expressed as a percentage of the total labor in an officer’s workday, obligated time of officers designated as first responders should fall between 30%-50%.

To quantify the amount of workload volume, a thorough examination of CAD data provided by BPD was conducted. As discussed in other sections of this report, the use of data is a critical component of intelligence led, or data-led policing. Leading practices in the police profession use data to determine staffing allocations, deployment plans and shift schedules in order to achieve the maximum results with the limited police resources available. Key to this is the ability to obtain and analyze data such as calls for service. This is an area that challenged BPD staff. The ability to obtain accurate and timely data from Washington and Douglas County CAD systems was difficult at best and in several instances restricted the ability to conduct a full analysis. **It is recommended that BPD staff work with Washington and Douglas Counties to identify key data needs and establish a series of weekly/monthly reports that provide the data and information needed on a regular basis.**

Because of the challenges that BPD experienced in obtaining clear and definitive CAD data, some assumptions needed to be made. BPD was able to provide a partial year of data for calendar year 2023. That data showed that for the 5 months of 2023 data provided, community-initiated calls accounted for 48.4% of the reported police incidents, so the 48.4% community-initiated calls were used for all of the workload analysis. This data is reflected in Table 7 below.

Table 7. Distribution of Police Incidents

Year	2022	2023	2024
Community-Initiated	4001	4355	4688
Officer-Initiated	4265	4642	4998
Total CAD Reported Police Incidents	8266	8997	9686

Source: BPD Supplied CAD Data; IACP Analysis

The second part of data critical for workload analysis shown in Table 7 above is the amount of time spent on community-initiated calls. The Chief and BPD staff tried diligently to obtain accurate time on call (from time of dispatch to time call is cleared) from the CAD to no avail. The lack of accurate data seriously hampers this analysis and requires that the analysis be based upon assumptions. The first assumption is the amount of time that is spent on community-initiated calls for service. To

develop these assumptions, data from previous IACP reports of small police agencies was reviewed. The average time on community-initiated calls was seventy-one (71) minutes. The BPD chief and staff reviewed this data and concurred with the assumption that the average time on community-initiated calls in BPD for 2024 was 71 minutes. Using the community-initiated BPD 2024 data of 4,688 CAD incidents at 71 minutes each yield 332,848 minutes or 5,548 hours used by BPD officers handling community-initiated calls during 2024.

Back up Time for Community Initiated Calls for Service

Since BPD operates one person patrol units, a second unit, or in a number of cases multiple units, often respond to community-initiated calls for service and it is important to track the time used by back up units to calls for service. Again, accurate CAD data was not available, so the same process was used to develop assumptions on the number of back up occurrences and the time spent performing those duties. The assumption is that 38% of the community-initiated calls required an additional unit (s) to respond in addition to the primary unit and the average time on call for these multiple unit response was 29 minutes per call. Thus, the assumption for back up unit work in 2024 is as follows; 1,782 calls (4,688x38%) required back up unit response and 51,678 minutes or 862 hours were spent in 2024 providing back up response to community-initiated calls for service. Table 8 below provides a summary of the data developed through assumptions for 2024.

Table 8. Obligated 2024 Patrol Workload

Patrol Workload Calculation	Hours
Total 2024 Primary unit Community initiated CAD Hours	5,548
Community initiated Backup calls time (29 minutes per unit)	862
Adjusted patrol workload	6,410

Source: IACP calculation from BPD CAD data

Workload Models

In this section, different workload analysis models are provided. In the tables and narrative below, a brief overview is provided regarding the calculations used in determining the workload for patrol services. As noted, the model relies on removing workload that is not part of community-initiated calls for service, unless it is obviously part of the obligated workload (e.g., backup time). Each of the analysis methods are shown in table 9 below.

The department has indicated that it does not want sergeants (first line supervisors), to be considered as primary first responders / call responders. This is a standard practice in the profession as the primary role of sergeants and above is to supervise patrol officers and manage patrol functions. Sergeants are tasked with:

- Providing leadership and guidance to patrol officers.

- Conducting personnel management and training.
- Coordinating day-to-day operations and engaging with the community.
- Responding to critical incidents and ensuring officer safety.
 - Research has shown that the faster an experienced supervisor is on the scene of a potential volitive incident, the less likely that the incident will result in an excessive force incident.

Additionally, the department stated that the officers assigned to Operations Support Division (detectives and SRO) should not be considered as primary call responders. The officers considered *primary* CFS responders in BPD are the seven assigned patrol officer positions (two on each of the two night shifts and two on one day shift and one on the other day shift).

Table 9. Patrol Workload Analysis – Current Status

	Literal Explanation and Formula	Current Status
A	Total Patrol Unit Obligated Hours	6,410
B	Available Hours per officer	1,709
C	Current Number of First Responder Officers in Patrol (7)	7
D	Current Patrol Hours Available	11,963
E	Percent Time Responding to Citizen CFS	54%
H	Administrative Time	38%
I	Total Obligated Time	92%
J	Proactive Community Engagement Time Available	2%

Source: IACP calculation from BPD data

Applying this analysis to the BPD, the current allocation of patrol officers (7) spends 92% of their time handling obligated workloads yielding in general terms only 2% for proactive community engagement.

Community Engagement Time (uncommitted time)

The cumulative obligated and administrative labor that officers must engage should not be so significant that they are unable to respond to emergencies in a timely fashion or engage in mission-critical elective activities and problem-solving efforts. A proportion of the workday must be uncommitted to any other type of labor. Uncommitted time allows officers to do the following:

- To engage the community
- To have and initiate public-service contacts.
- To participate in elective activities selected by the agency, such as community policing and problem solving.

- To make pedestrian and business contacts
- To conduct field interviews
- To engage proactive traffic stops and proactive patrol efforts.

In simple terms it is the amount of proactive community engagement time that has the greatest impact on a police department’s ability to address crime and quality of life issues in its community.

In order to increase the amount of proactive community engagement time for BPD officers a number of models (45%, 40%, 30%) of targeted time responding to calls have been provided for BPD command to evaluate and determine which model best serves the needs for the Blair community. While ultimately this is a leadership decision, the current workload distribution does not provide sufficient time for proactive community engagement.

Table 10 . Patrol Workload Analysis – Various Performance Indicators

	Literal Explanation and Formula	45% Spent on CFS Response Time	40% Spent on CFS Response Time	30% Spent on CFS Response Time
A	Total Patrol Unit Obligated Hours	6,410	6,410	6,410
C	Targeted Percent Time Responding to Citizen CFS	45%	40%	30%
B	Current Patrol Hours Needed for Targeted Time	14,244	16,025	21,367
D	Administrative Time	38%	38%	38%
E	Total Obligated Time	83%	78%	68%
F	Proactive Community Engagement Time Available	17%	22%	32%
G	Available Hours per officer	1709	1709	1709
H	First Responder Officers Required to Meet Target Obligated Workload	9	10	13
I	Additional Primary CFS First Responder Officers Needed	2	3	6

Source: IACP calculation from BPD data

The level of police staffing, while identified and managed by the chief of police, is ultimately the community’s decision and responsibility to determine the level of police service they want. **It is recommended that BPD patrol staffing should be increased by three (3) officers.** The distribution should be as follows:

- A trained and dedicated field supervisor (sergeant on each of the 4 patrol shifts

- BPD should increase its number of primary first responders to ten (10) initially with three (3) on night shifts and two (2) on days. In future years, the day shifts should be increased to three (3) patrol officers.
 - BPD overtime for patrol shortages accounts for the cost of two (2) positions. While the additional positions will not eliminate the use of overtime it will reduce the amount of overtime used for patrol shortages
 - Increases in the number of primary patrol responders will increase the time officers have for community engagement.
 - Increases in patrol numbers will reduce officer burnout often seen when overtime is used to address staffing shortages.

Summary of Recommendations

Recommendation	Priority Level
3.1 Conduct a full review of the processes and actions used in report writing and administrative preparation and checkout with the goal of reducing the time spent in those categories. Establish a performance goal of 32% as the amount of time patrol officers spend on administrative time duties.	Medium
3.2 Carefully monitor the time burdens of the administrative duties to ensure they are not unduly detracting from the opportunity for officers to perform their primary function.	Medium
3.3 Work with Washington and Douglas Counties to identify key data needs and establish a series of weekly/monthly reports that provide the data and information needed on a regular basis.	Critical
3.4 BPD command and supervisory staff continuously monitor the number of units responding to calls. First line supervisors (sergeants) need to make evaluations in the field on the number of units needed to respond and the time those units are out of service providing back up service.	High
3.5 Decide and implement the patrol staffing levels needed for the desired proactive time for patrol officers. <ul style="list-style-type: none"> • Determine the level of proactive time for patrol officers. • Determine the positions to be considered as primary call responders. 	High
3.6 Increase BPD patrol staffing by three (3) officers.	High



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International Association of
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International Association of Chiefs of Police

44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

Direct: 703-836-6767
Main Line: 800-THE-IACP
Fax: 703-836-4543

www.theIACP.org