



## Public Safety & Court Committee Agenda

Wednesday, February 07, 2024  
11:00 AM

City Hall - 141 W. Renfro  
Burleson, TX 76028

### 1. CALL TO ORDER

### 2. CITIZEN APPEARANCES

Each person in attendance who desires to speak to the Committee on an item NOT posted on the agenda, shall speak during this section. A speaker card must be filled out and turned in to the City Secretary prior to addressing the Committee. Each speaker will be allowed three minutes to speak.

Each person in attendance who desires to speak on an item posted on the agenda shall speak when the item is called forward for consideration.

### 3. GENERAL

A. Nominate and elect a Chair for the Public Safety & Municipal Court Committee for Fiscal Year 2023-2025 term. *(Staff Contact: Amanda Campos, City Secretary)*

B. Consider approval of the minutes from the April 30, 2020 Public Safety & Municipal Court Committee meeting. *(Staff Contact: Amanda Campos, City Secretary)*

C. Receive a report, hold a discussion and provide staff direction regarding public safety communications operations and initiatives. *(Staff Presenter: Ashley Manning, Director of Public Safety Communications)*

D. Receive a report, hold a discussion, and provide staff feedback regarding Police Reporting Areas (PRAs) and patrol beat realignment for the Burleson Police Department *(Staff Presenter: Billy J. Cordell, Chief of Police)*

### 4. BOARD REQUESTS FOR FUTURE AGENDA ITEMS OR REPORTS

### 5. EXECUTIVE SESSION

In accordance with Chapter 551 of the Texas Government Code, the Committee may convene in Executive Session in the City Council Workroom at City Hall to conduct a closed meeting to discuss any item listed on this agenda.

**Pending or Contemplated Litigation or to Seek the Advice of the City Attorney  
Pursuant to Section 551.071**

### 6. ADJOURN

**CERTIFICATE**

I hereby certify that the above agenda was posted on this the 31st of January 2024, by 5:00 p.m., on the official bulletin board at the Burleson City Hall, 141 W. Renfro, Burleson, Texas.



Amanda Campos

City Secretary

**ACCESSIBILITY STATEMENT**

The Burleson City Hall is wheelchair accessible. The entry ramp is located in the front of the building, accessible from Warren St. Accessible parking spaces are also available in the Warren St. parking lot. Sign interpretative services for meetings must be made 48 hours in advance of the meeting. Call the A.D.A. Coordinator at 817-426-9600, or TDD 1-800-735-2989.

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## Public Safety & Court Committee

**DEPARTMENT:** City Secretary's Office  
**FROM:** Amanda Campos, City Secretary  
**MEETING:** February 7, 2024

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**SUBJECT:**

Nominate and elect a Chair for the Public Safety & Municipal Court Committee for Fiscal Year 2023-2025 term. *(Staff Contact: Amanda Campos, City Secretary).*

**SUMMARY:**

Council committees select a chair to help run the committee meetings. The committee will have the opportunity to nominate and elect from among its members a chair. The chair will serve a two-year term.

**OPTIONS:**

- 1) None.

**RECOMMENDATION:**

Nominate and elect a chair for a two-year term.

**PRIOR ACTION/INPUT (Council, Boards, Citizens):**

N/A.

**FISCAL IMPACT:**

N/A.

**STAFF CONTACT:**

Amanda Campos  
City Secretary  
[acampos@burlesontx.com](mailto:acampos@burlesontx.com)  
817-426-9665

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## Public Safety & Court Committee

**DEPARTMENT:** City Secretary's Office  
**FROM:** Amanda Campos, City Secretary  
**MEETING:** February 7, 2024

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**SUBJECT:**

Consider approval of the minutes from the April 30, 2020 Public Safety & Municipal Court Committee meeting. (*Staff Contact: Amanda Campos, City Secretary*)

**SUMMARY:**

The Public Safety & Municipal Court Committee duly and legally met on April 30, 2020 for a regular meeting.

**OPTIONS:**

- 1) Committee may approve the minutes as presented or approve with amendments.

**RECOMMENDATION:**

Approve.

**PRIOR ACTION/INPUT (Council, Boards, Citizens):**

N/A.

**FISCAL IMPACT:**

N/A.

**STAFF CONTACT:**

Amanda Campos  
City Secretary  
[acampos@burlesontx.com](mailto:acampos@burlesontx.com)  
817-426-9665

**PUBLIC SAFETY & MUNICIPAL COURT COUNCIL COMMITTEE**  
**April 30, 2020**  
**DRAFT MINUTES**

**Roll Call: All members of council were present via video conference and live streamed via the City of Burleson website.**

Council present:

Ken Shetter  
 Todd K. Hulsey  
 Ronnie Johnson

Council Absent:

Staff present via video conference

Bryan Langley, City Manager  
 Amanda Campos, City Secretary  
 Billy Cordell, Police Chief  
 K.T. Freeman, Fire Chief  
 Matt Ribitzki, Deputy City Attorney  
 Casey Davis, Assistant Fire Chief  
 Mike Jones, Fire Department

**Call to order – Time: 1:15 p.m.**

**1. Meeting Speaker Protocol in response to COVID-19:**

A member of the public who would like to submit a question on any item listed on this agenda may do so via the following options:

- Online: An online speaker card may be found on the city's website (**[www.burlesontx.com](http://www.burlesontx.com)**) at either the home page or the agenda/notices page. Speaker cards received will be read during the meeting in the order received by the Mayor or City Secretary.
- By phone: Please call **888-475-4499** Meeting ID 6114974473, and provide your name, address, and question. Your question will be read by the Mayor or City Secretary during the meeting in the order they are received.

**2. Consider approval of minutes from the October 29, 2019 Public Safety & Court Council Committee meeting. (Staff Presenter: Amanda Campos, City Secretary)**

Motion made by Todd K. Hulsey and seconded by Ronnie Johnson to approve.

Motion passed 3-0.

**3. Receive a report, hold a discussion, and give recommendations regarding City of Burleson Fire/EMS and Health Authority operations for the 2019 Coronavirus Disease (COVID-19). (Staff Presenter: K.T. Freeman, Fire Chief)**

K.T. Freeman, Casey Davis, Mike Jones and Dr. Steve Martin gave presentation and answered questions on current COVID-19 statistics and data.

The committee discussed Fire/EMS and Health Authority operations related to the 2019 Coronavirus Disease.

Motion made by Ronnie Johnson and seconded by Todd K. Hulsey to adjourn the meeting.

Mayor Shetter adjourned the meeting.

**Time: 2:33 p.m.**

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Amanda Campos  
City Secretary

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**Public Safety Committee**

**DEPARTMENT:** Public Safety Communications  
**FROM:** Ashley Manning, Director of Public Safety Communications  
**MEETING:** February 7, 2024

**SUBJECT:**

Receive a report, hold a discussion and provide staff direction regarding public safety communications operations and initiatives. (*Staff Presenter: Ashley Manning, Director of Public Safety Communications*)

**SUMMARY:**

The purpose of this discussion is to provide City Council with a detailed overview of key accomplishments, current projects and goals of the Public Safety Communications Department.

**STAFF CONTACT:**

Ashley Manning  
Director of Public Safety Communications  
[amanning@burlesontx.com](mailto:amanning@burlesontx.com)  
817-426-9647



# Public Safety Communications

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Ashley Manning, Director of Public Safety Communications



# Outline

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- Discuss Recent Initiatives
- Review Departmental Goals
- Provide Industry Update





# EMD Implementation

- Public Safety Communications (PSC) initiated the implementation of Emergency Medical Dispatch based on the recommendation of the Medical Director, coinciding with the Burleson Fire Department providing EMS/ambulance services
- The kickoff for Emergency Medical Dispatch (EMD) onboarding and implementation began in February 2023
- Weekly meetings with the protocol provider, Priority Dispatch, included education for administrative staff on managing the protocol system, planning training sessions for front-line staff, and collaborating with IT staff to strategize software installation and behind-the-scenes operation
- All Staff attended in-person, instructor-led training to obtain EMD Certification in July of 2023
- There was a heavy focus on training between certification and go-live to ensure staff retained knowledge and skills. Staff were provided with a number of different training opportunities to hone skills, including utilizing Artificial Intelligence (AI)-based software that mimicked real-life medical scenarios for staff to practice medical call-taking



# EMD Implementation

- PSC began processing medical calls utilizing EMD protocols on September 29, 2023 at 08:00
- PSC went live with EMD call-taking two days ahead of EMS/ambulance go-live, which began just after midnight on October 1<sup>st</sup>. This allowed staff the opportunity to adjust to the new call-taking process without the additional changes of dispatching ambulances. During this period, all medical calls were still being transferred to MedStar for an ambulance dispatch after medical instruction was completed
- Our protocol provider, Priority Dispatch, had representatives on-site for two days for both the day shift and the night shift to help guide staff through the transition
- The implementation was extremely successful, and we contribute that success to the proactive training approach and the number of hours staff spent on sharpening their skills before go-live
- Since Implementation, we have consistently averaged very close to accreditation standards with our quality reviews

# 12-hour Shifts

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- In an effort to address recurring challenges in PSC, consideration was given to transitioning from an 8-hour shift model to a 12-hour shift model
- Challenges faced with 8-hour shifts:
  - The nature of 9-1-1 communications work, combined with the challenges of an 8-hour work schedule, make recruitment and retention of qualified staff extremely difficult
  - High turnover rates place a strain on operational efficiency and morale in the communications center, leading to employee burnout
  - Less consecutive time off for staff impacts work-life balance and overall job satisfaction
- With CMO approval, 12-hour shifts with fixed days off were implemented on January 1, 2024
- Collaborated with HR and Legal to plan implementation and create appropriate policies and procedures to support both employees and the operational needs of the communications center
- Advantages of 12-hour shifts:
  - Increased minimum staffing requirements to three staff per shift at all times. Previously, the department operated with two staff between the hours of 22:00-10:00
  - Higher candidate pool of experienced dispatchers after marketing for 12-hour shifts
  - More consecutive days off for staff, allowing for better work-life balance. Staff receive three days off one week and four days off the following week, allowing them more time to focus on family and personal commitments as well as mental health and well-being

# Nature Code/Priority Revisions for Police

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- Background:
  - A nature code is a classification system used to categorize the nature or type of emergency being reported during a 9-1-1 call. These codes assist staff in quickly understanding the nature of the situation and in dispatching appropriate resources
  - Priority response refers to the level of urgency associated to a particular emergency call or nature code
- PSC staff worked with PD staff to revise existing nature codes and priority responses
- This project coincides with the beat realignment project that PD has been working on
- These corrected nature codes and priority responses will help to ensure we are utilizing resources appropriately and will assist in more precise data collection for PD

# Calltaking Guidecards for Police

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- While working through the nature code project, staff realized a deficit in our existing operations and saw the need to provide staff with a guide to follow for police-specific call-taking
- Created guidecards that align with each police-specific nature code, providing a detailed description of the nature code along with questions for staff to ask callers to ensure we gather the appropriate information to pass along to officers
- As staff work through the questioning, they enter that information into CAD, which is then relayed to officers by the dispatcher. Officers also have the ability to view this information in real-time on their in car computer
- Similar to EMD protocols, but guidecards allow staff to use discretion if warranted, whereas protocol systems require strict adherence
- Worked very closely with PD staff during this project, solicited feedback and guidance throughout the process to ensure it was a good fit for both department operations



## Assault (ASSA)

### Assault with Injury (ASSAIN) – Priority 1

Assault can be loosely defined as one person making physical contact with another person(s). The contact would or could be considered as offensive, provocative or cause bodily injury to the contacted person. After asking, "Okay, tell me exactly what happened" if the caller does not provide voluntary information about injuries ask a clarifying question. If the victim(s) report anything about strangulation medical must respond to check the person per city strangulation protocol. If time allows after all questions have been asked, attempt to identify any involved person and add it to the call card.

1. Were any weapons involved?
  - a. (Yes) What type?
  - b. (Yes) Where is the weapon now?
2. How many people are involved?
3. Where is the person now?
  - a. (Suspect left) How did they leave?
    - i. (Vehicle) What is the vehicle description?
    - ii. What direction did they go?
  - b. (Suspect on-scene) Do they have a vehicle?
    - i. (Yes) What is the vehicle description?
4. What is the person's description?
5. (3<sup>rd</sup> party) What is the victim's Name?
  - a. What is the victim's description?
  - b. What is the victim's current location?
6. Have any involved parties been using drugs or alcohol?
7. (Injuries) Transition to EMD Protocol 4 >>>
8. (No Injuries) Callers name, address, and phone number.



### Priority Breakdown –

**Priority 1** - 2 Patrol officers code 3

- If in progress with Actor on Scene and there is a continued threat of injury.

# TCOLE Agency

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- Burleson Public Safety Communications Department received final approval and activation as a Texas Commission on Law Enforcement (TCOLE) Telecommunications Agency effective January 11, 2024
- BPD currently maintains all Telecommunicator licenses for PSC staff, including reporting all required continuing education hours to TCOLE
- PSC will begin the process of transferring all Telecommunicator licenses to our agency
- This allows staff to report all information directly to TCOLE rather than reporting through PD staff
- If in the future Burleson opts to participate in regionalization and take on call-taking and dispatching services for other agencies, this would be a necessary first step that we have already accomplished





# Goals



- Focus on recruitment, hiring and training. We are seeking experienced Telecommunicators to potentially reduce training time. Typically, it requires a 6-month training period with non-experienced individuals and a 3-6 month training period for experienced ones. Our goal is to become fully staffed by the end of the year
- Create guidecards for FD, similar to those we have for PD. We have already begun revising nature codes and have recurring meetings scheduled with Fire staff to work through this process together
- We are working with IT on CAD implementation and currently developing a timeline
- Initiated the process of rewriting department policies and will be working with HR and Legal on that process.
- Work towards accreditation
  - The Commission on Accreditation for Law Enforcement (CALEA)- Public Safety Communications Accreditation
  - Association of Public Safety Communications Officials (APCO)- Agency Training Program Certification
  - International Academy of Emergency Dispatch (IAED)- Accredited Center of Excellence (ACE)
- Continued focus on Cross-Departmental Collaboration and Relationships

# Industry Update

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## 9-1-1 Saves Act of 2023

- A bipartisan bill has been introduced in the House seeking to reclassify 9-1-1 professionals from 'Office and Administrative Support Occupations' to 'Protective Service Occupations'
- Currently, 9-1-1 professionals are identified as Police, Fire, and Ambulance Dispatchers and classified as 'Office and Administrative Support Occupations,' the same category as Taxi and Trucking Services Dispatchers
- If passed, this bill will increase federal funding for the industry and address key challenges, including technological advancements, training, mental health support, and overall system improvement

# Questions / Comments

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**Public Safety & Court Committee**

**DEPARTMENT:** Police  
**FROM:** Billy J. Cordell, Chief of Police  
**MEETING:** February 7, 2024

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**SUBJECT:**

Receive a report, hold a discussion, and provide staff feedback regarding Police Reporting Areas (PRAs) and patrol beat realignment for the Burleson Police Department (*Staff Presenter: Billy J. Cordell, Chief of Police*)

**SUMMARY:**

Staff will present on Police Reporting Areas (PRAs) and the upcoming realignment of patrol beats for the Burleson Police Department.

**RECOMMENDATION:**

N/A

**PRIOR ACTION/INPUT (Council, Boards, Citizens):**

N/A

**REFERENCE:**

N/A

**FISCAL IMPACT:**

N/A

**STAFF CONTACT:**

Billy J. Cordell  
Chief of Police  
[bcordell@burlesontx.com](mailto:bcordell@burlesontx.com)  
817-426-9912



# Public Safety Committee Burleson Police Department

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Beat Realignment

Chief Billy J. Cordell

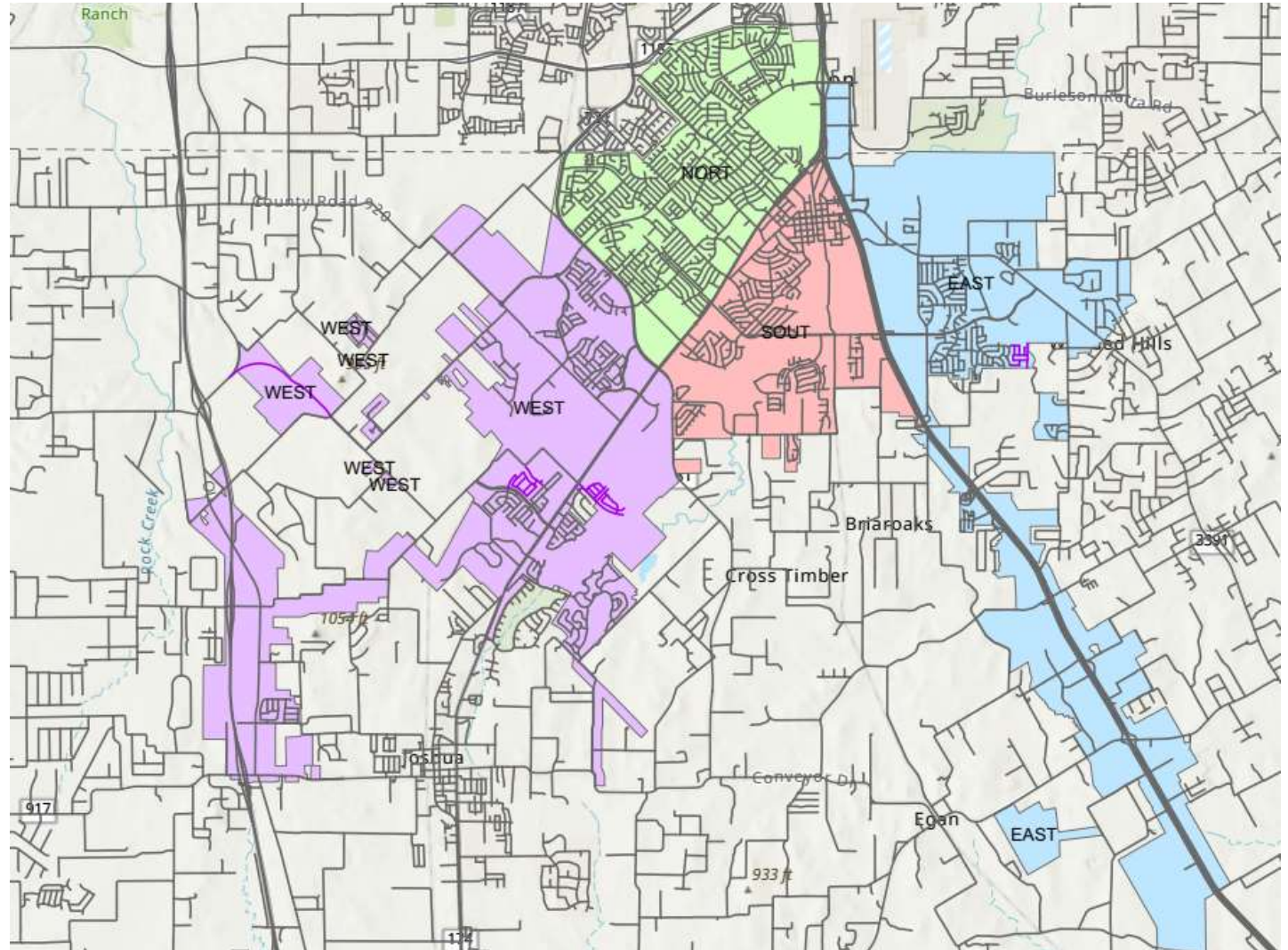
# Beat Realignment

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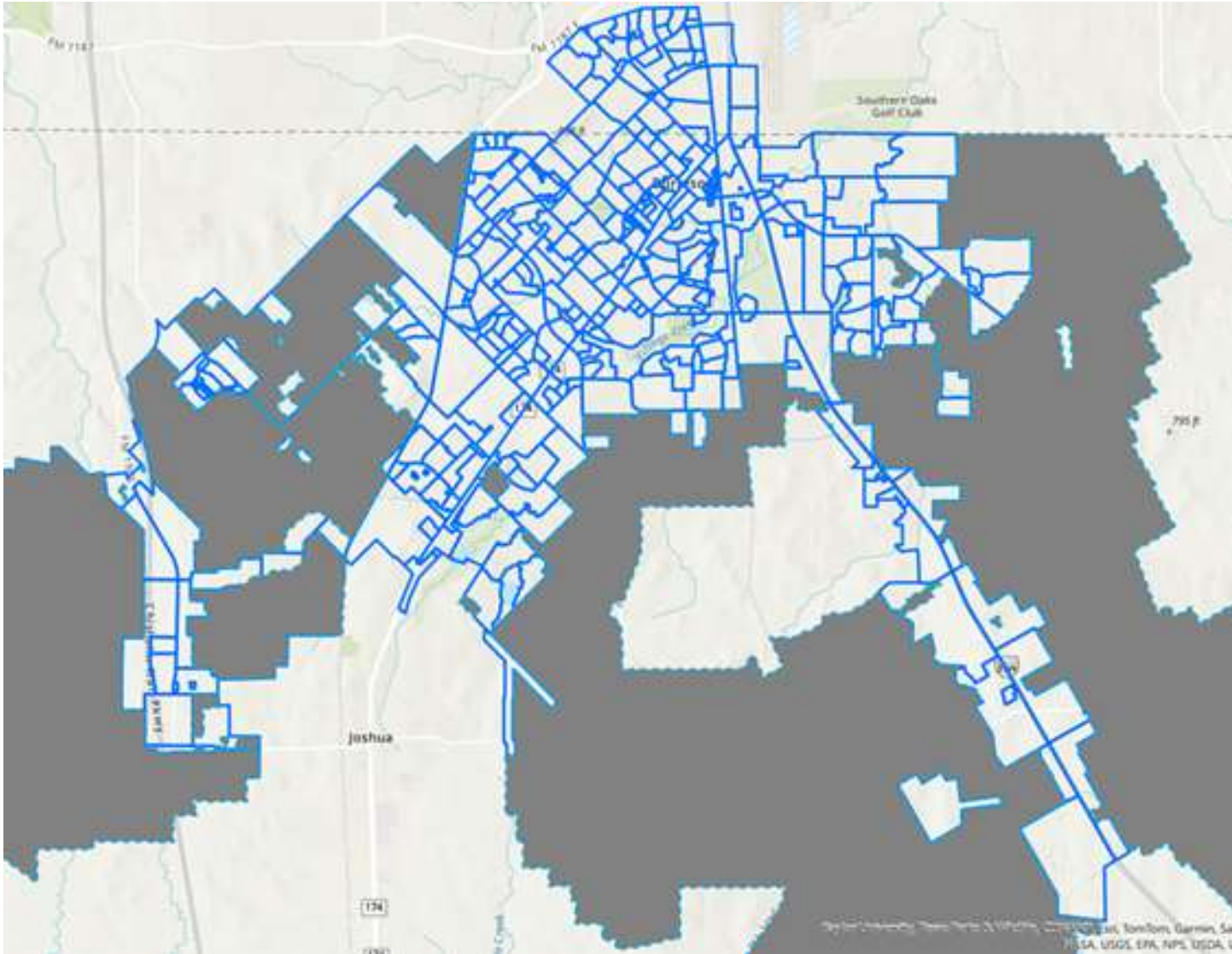
- An evaluation of the current police response model was completed in January 2024
  - Beat Realignment Committee:
    - Thirteen staff members representing all areas of the Department
    - Vetted and supported by all 90 sworn members of the Department
- District Model
- Police Reporting Areas (PRA)
- Beat Model
- District v. Beat comparison
- Response times

# District Model

- Adopted by the Department in 1985
- Divides the city into four patrolling districts (North, East, South, and West)
- Growth within Burleson and the ETJ has made this model inefficient
- Call load is very disproportionate







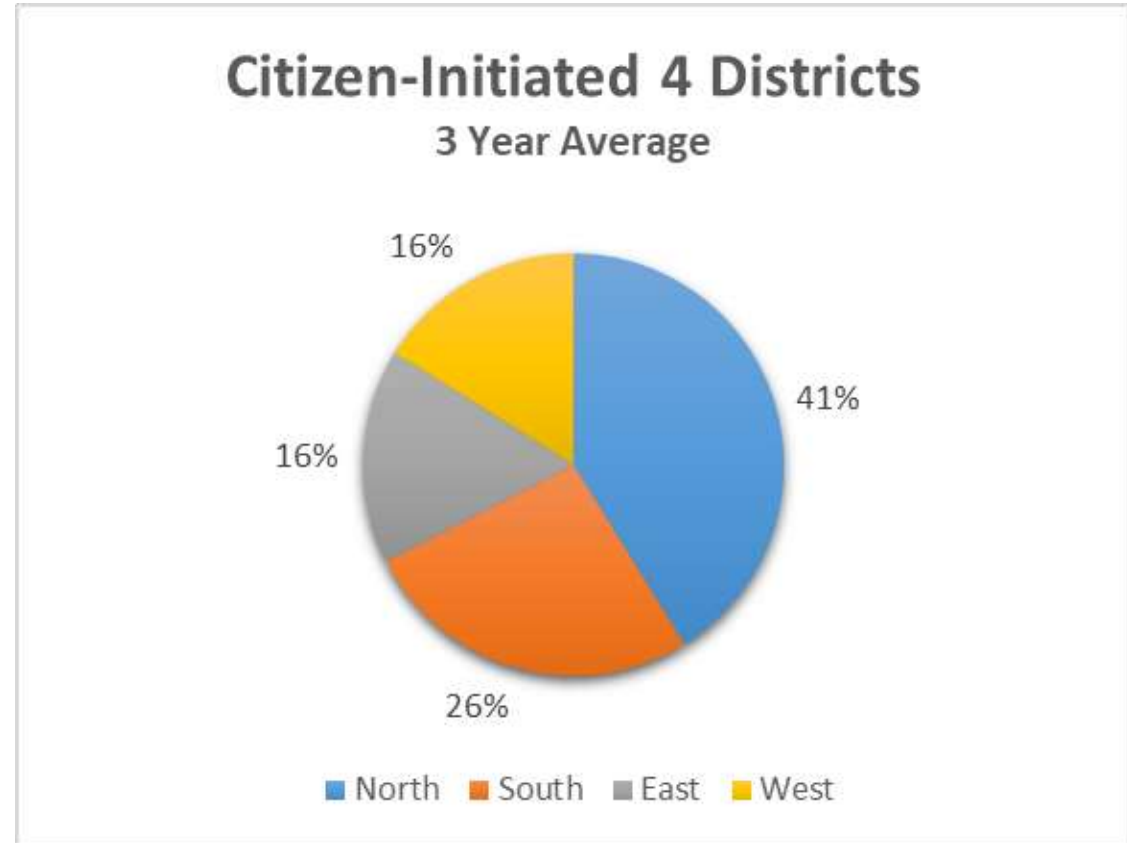
# Police Reporting Areas

- In 2018, the Department along with IT and GIS began creating Police Reporting Areas (PRA) for the city.
- PRAs are small geographical areas that sub-divide the city for future growth without compromising statistical validity
- There are currently over 400 PRAs



# By the Numbers: Citizen-Initiated Calls for Service under the District Model

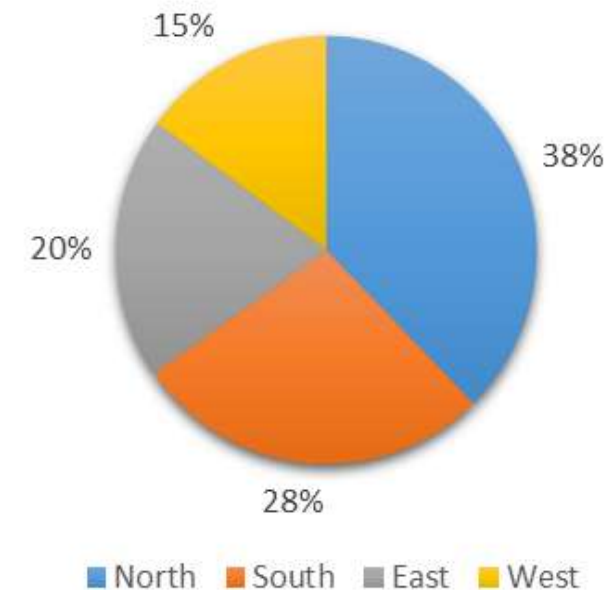
- Citizen-initiated calls for service are calls received by the Department from a source requiring a police response
- By the numbers (three-year observation period):
  - North District: Approximately 41%
  - South District: Approximately 26%
  - East District: Approximately 16%
  - West District: Approximately 16%
- During the observation period, BPD responded to over 60,000 citizen-initiated calls for service.

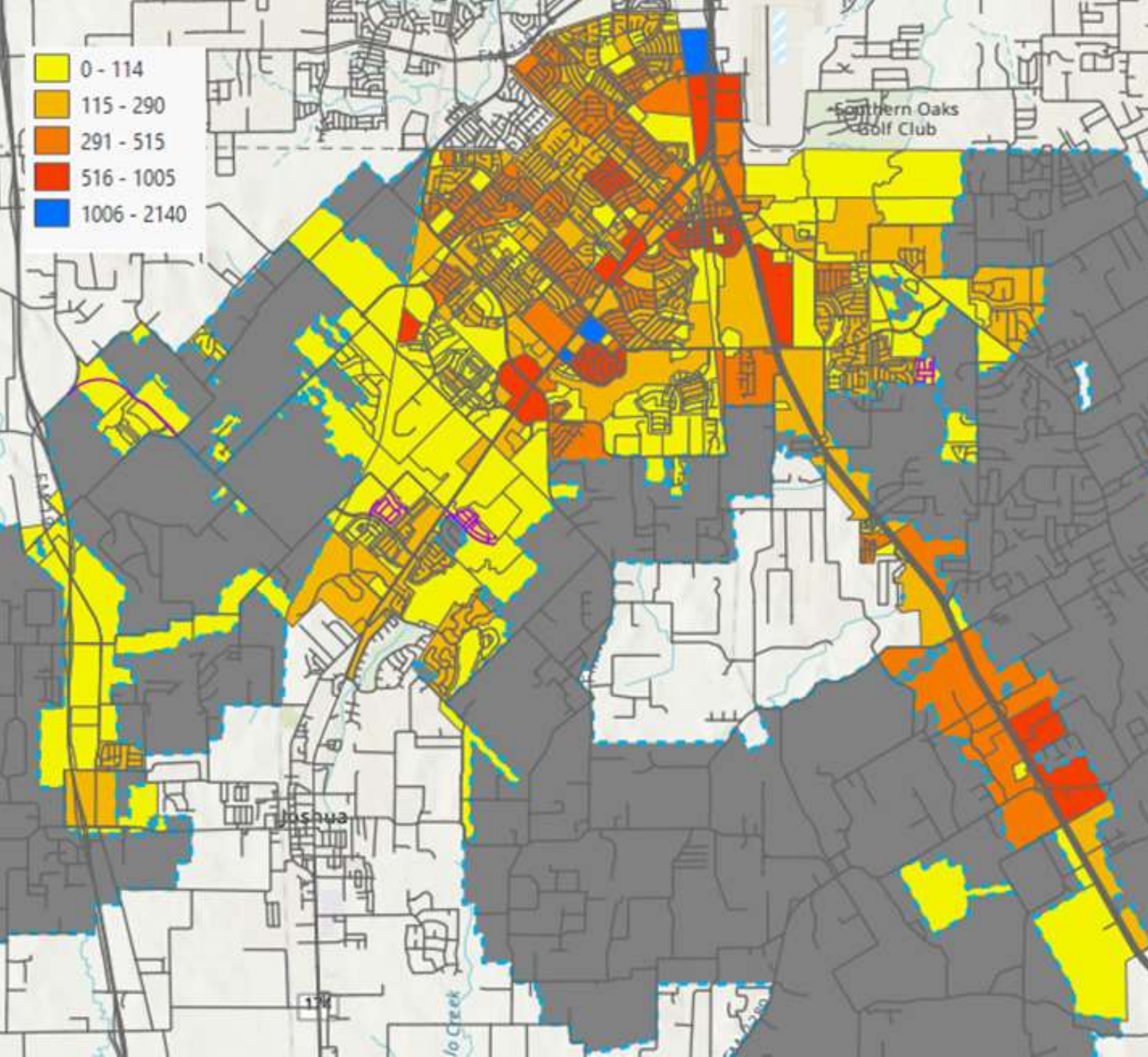


# By the Numbers: Self-Initiated Activities under the District Model

- BPD prescribes to a Proactive Policing Model, using of data and intelligence to determine current or potential areas of criminality to prevent crime.
- Our Community Policing efforts encourage officers to actively engage the community and listen to concerns so we can address those concerns through a partnership.
- By the numbers (three-year observation period):
  - North District: Approximately 38%
  - South District: Approximately 28%
  - East District: Approximately 20%
  - West District: Approximately 15%

**Self-Initiated 4 Districts**  
3 Year Average





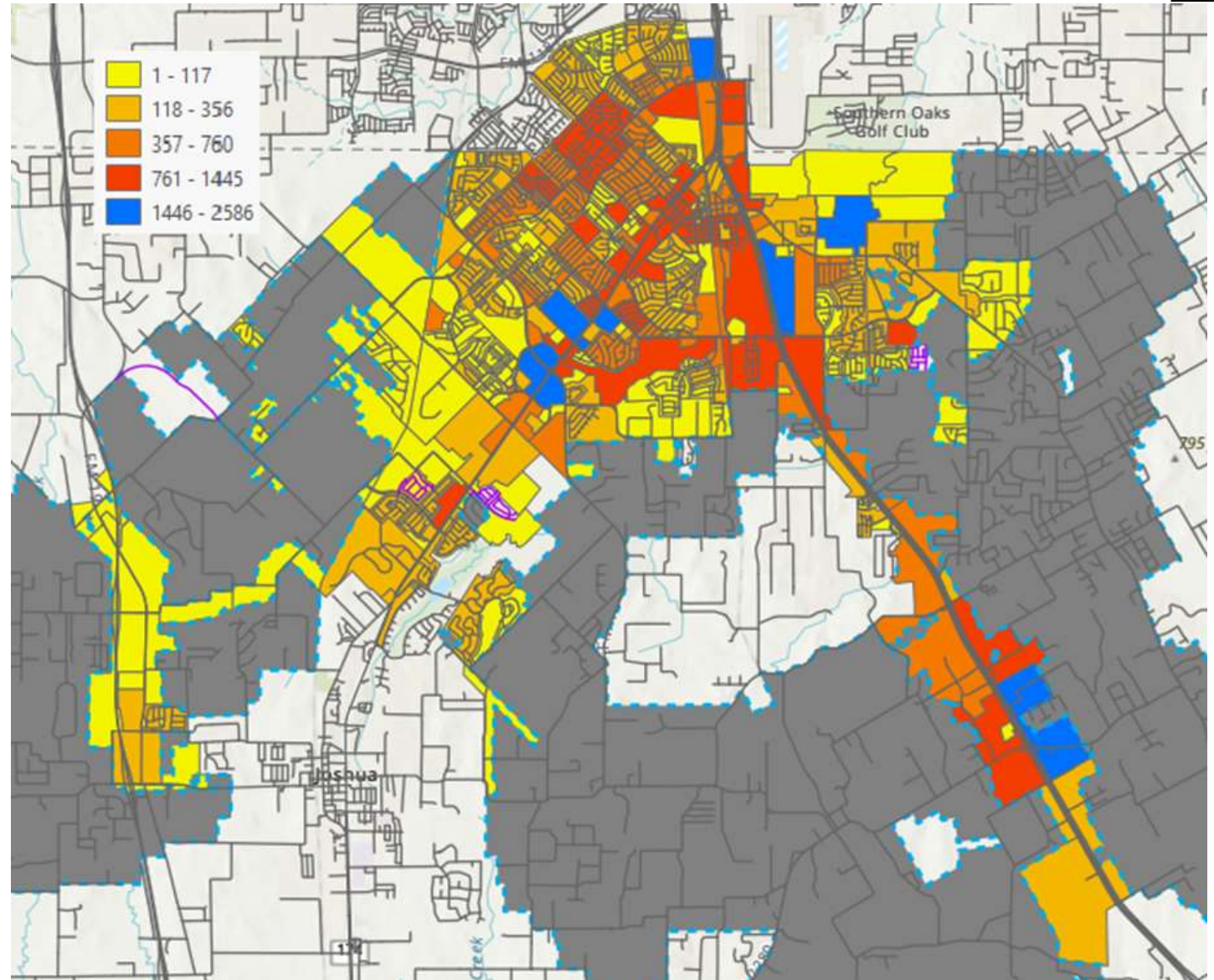
# Police Activity Distribution by PRA—Citizen-Initiated Calls

- Based on a three-year observation period:
  - Bright yellow signifies 0-114 citizen-initiated calls for service
  - Blue signifies 1006-2140 citizen-initiated calls for service



# Police Activity Distribution by PRA Self-Initiated Activities

- Based on a three-year observation period:
  - Bright yellow signifies 1-117 self-initiated activities
  - Blue signifies 1446-2586 self-initiated activities
- During the observation period, the Department completed over 108,000 self-initiated activities

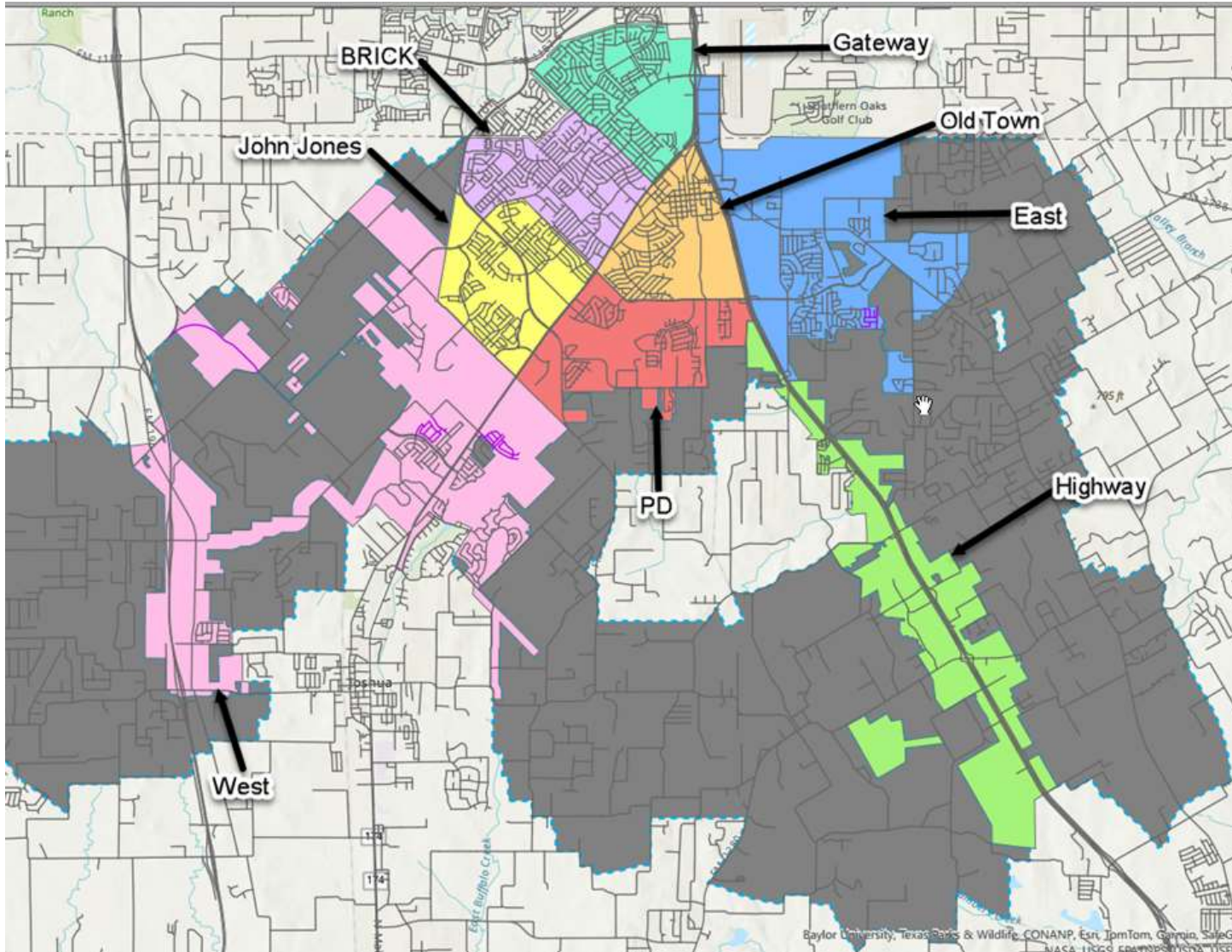


# Beat Realignment

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- September 2023:
  - The Department met with Economic Development and Planning Departments to discuss known and potential future growth of the city.
    - Chisolm Summit master planned community—3400+ doors
    - Hooper Business Park
  - Crime Analyst began pulling data and determined PRAs needed to be confirmed
- October 2023:
  - The Department, IT, and GIS adjusted and confirmed PRAs
  - Three years of data was extracted and a thorough analysis completed
- January 2024:
  - The Beat Realignment Committee determined there was a need to transition to the Beat Model





# Beat Model

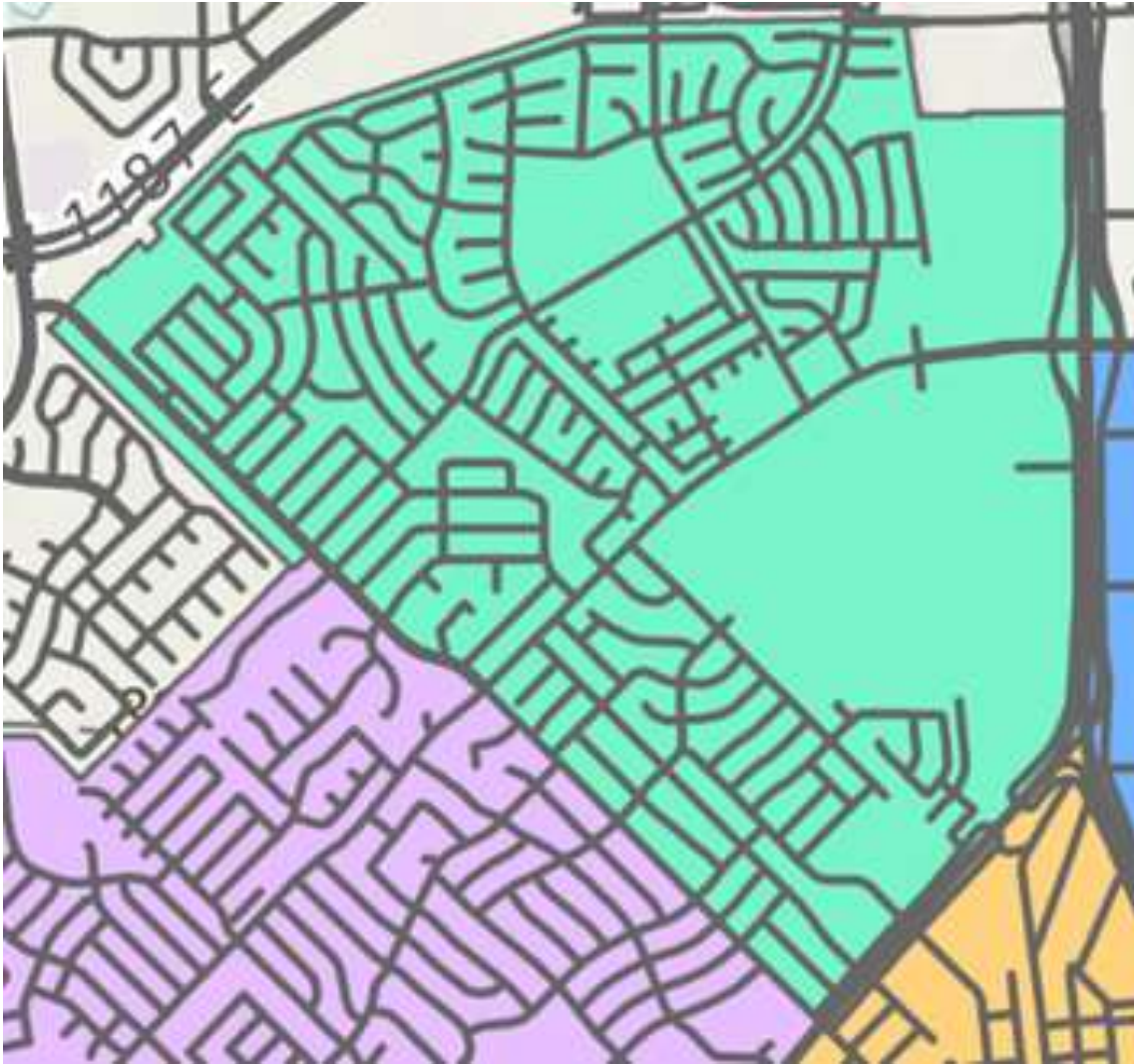
Criteria for beat development:

- Equitable service level to the community
- Equitable workload for staff
- Allows for future growth

Based on this criteria and supported by data, a total of eight beats were formed

The committee members physically drove the beat to determine how long it would take to patrol the area

The committee presented the beats to all 90 sworn members of the department and made appropriate adjustments prior to finalizing the model.



# Gateway Beat

Located at the northernmost portion of the city and contains Gateway Station, schools, and established neighborhoods with direct connectivity with Fort Worth and Crowley

11.5 minutes to travel to the furthest point of the beat from the police department. 1 hour and 19 minutes to patrol the beat without taking calls for service

Will be responsible for approximately:

- 3,474 (annual) citizen-initiated calls for service (Approx. 17%)
- 4,642 (annual) self-initiated activities (Approx. 13%)



# BRICK Beat

Boundary lines of Wilshire, Renfro, McNairn, Alsbury, and John Jones. Includes businesses, multi-family dwellings, established neighborhoods and the BRICK.

9.5-minute drive time to the beat and approximately 1 hour 43 minutes to patrol

Will be responsible for approximately:

- 3,388 (annual) citizen-initiated calls (17%)
- 5,807 (annual) self-initiated activities (16%)







# John Jones Beat

Boundary lines of McNair, Wilshire, Hulen, and the railroad tracks. Includes established neighborhoods, large multi-family complexes, established commercial, and will contain Alley Cats.

9-minute drive time to the beat and approximately 2 hours and 15 minutes to patrol

Will be responsible for approximately:

- 2,836 (annual) citizen-initiated calls (14%)
- 5,321 (annual) self-initiated activities (15%)
- Allows for expected growth within the beat

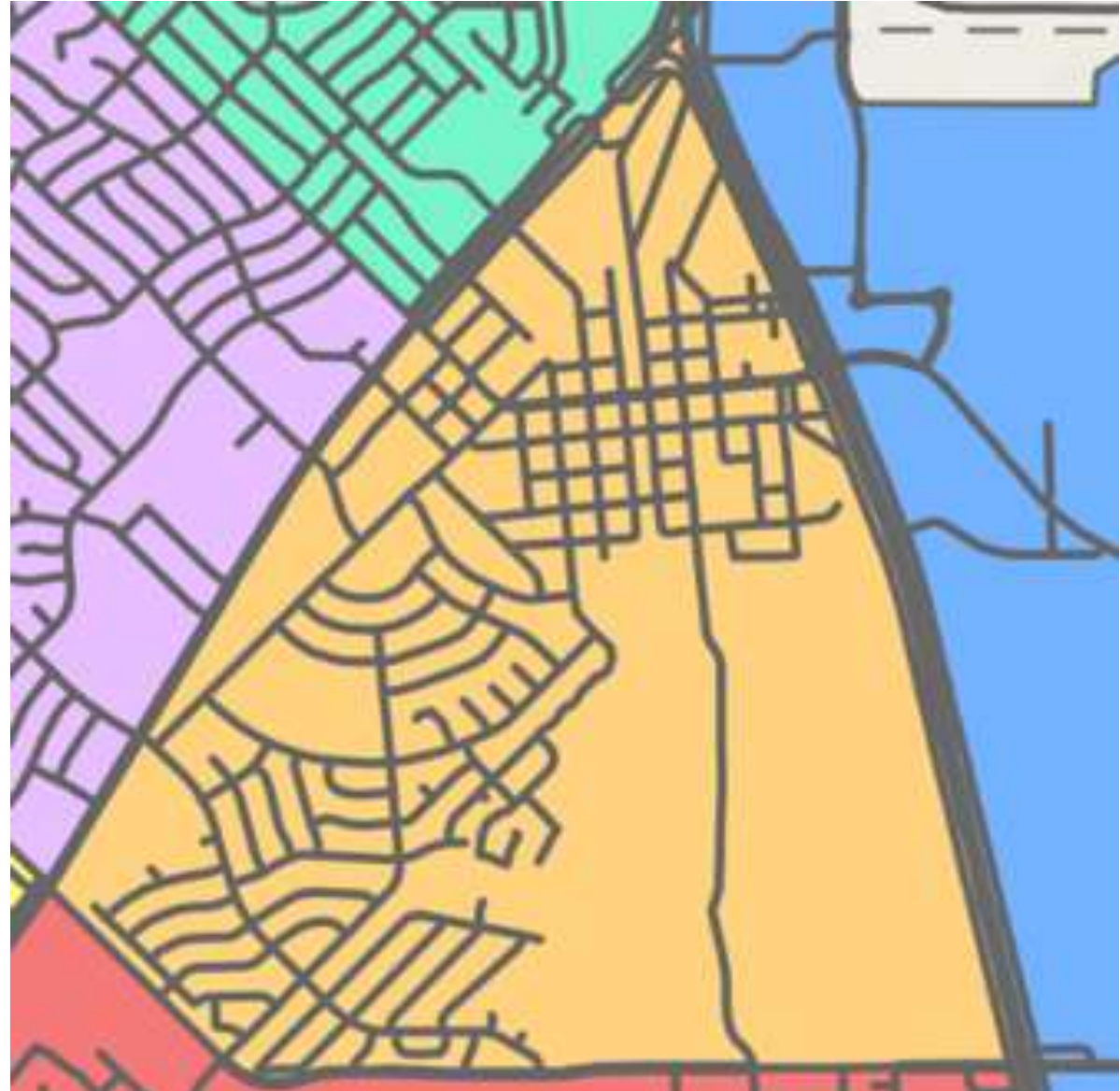
# Old Town Beat

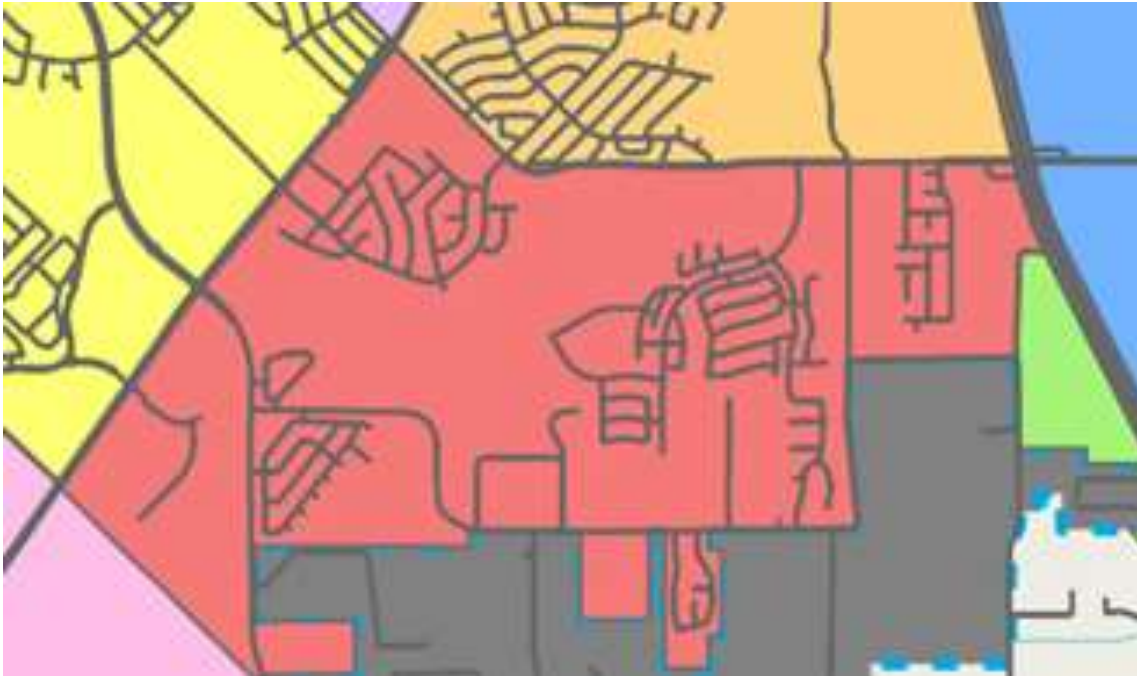
Boundary lines of Wilshire, I-35W, and Hidden Creek. Includes established neighborhoods, schools, and commercial, including the Old Town Corridor

6-minute drive time to the beat and approximately 42 minutes to patrol

Will be responsible for approximately:

- 2,759 (annual) citizen-initiated calls (14%)
- 5,859 (annual) self-initiated activities (16%)
- Allows for expected growth within the beat





## PD Beat

Boundary lines of Hidden Creek, Wilshire, CR 714, and I-35W. Contains two of the busiest locations within the city and contains established and developing neighborhoods, multi-family complexes, and commercial sites

6.5-minute drive time and approximately 45 minutes to patrol

Will be responsible for approximately:

- 2,816 (annual) citizen-initiated calls (14%)
- 4,875 (annual) self-initiated activities (13%)
- Allows for expected growth within the beat



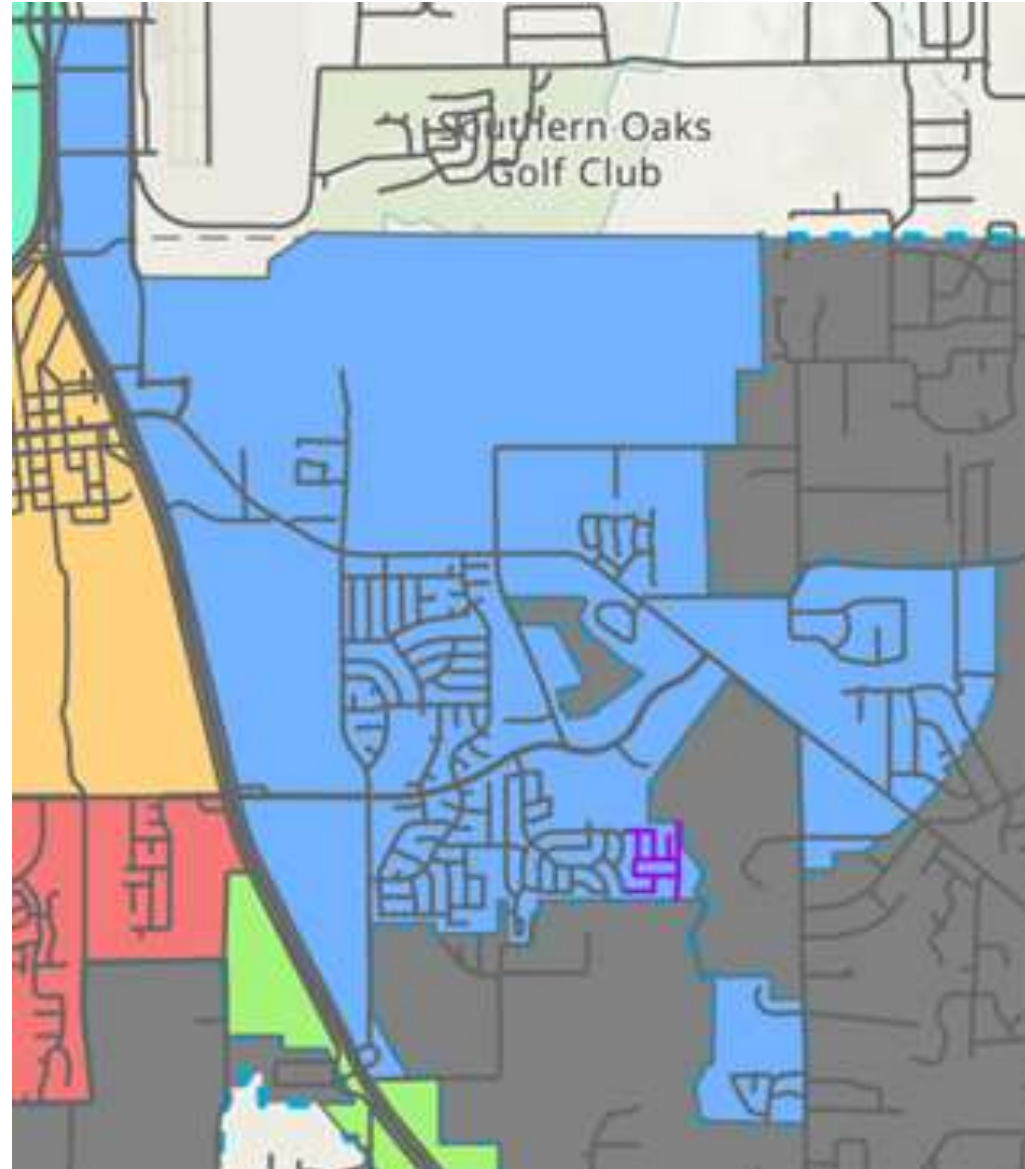
# East Beat

Boundary lines of I-35W, Alsbury, and the east city limits. Includes established and developing neighborhoods, large tracts prime for future growth, commercial, and hotel/motels.

10-minute drive time and approximately 1 hour and 13 minutes to patrol.

Will be responsible for approximately:

- 2,191 (annual) citizen-initiated calls (11%)
- 4,815 (annual) self-initiated calls (13%)
- Allows for expected growth with the beat





# Highway Beat

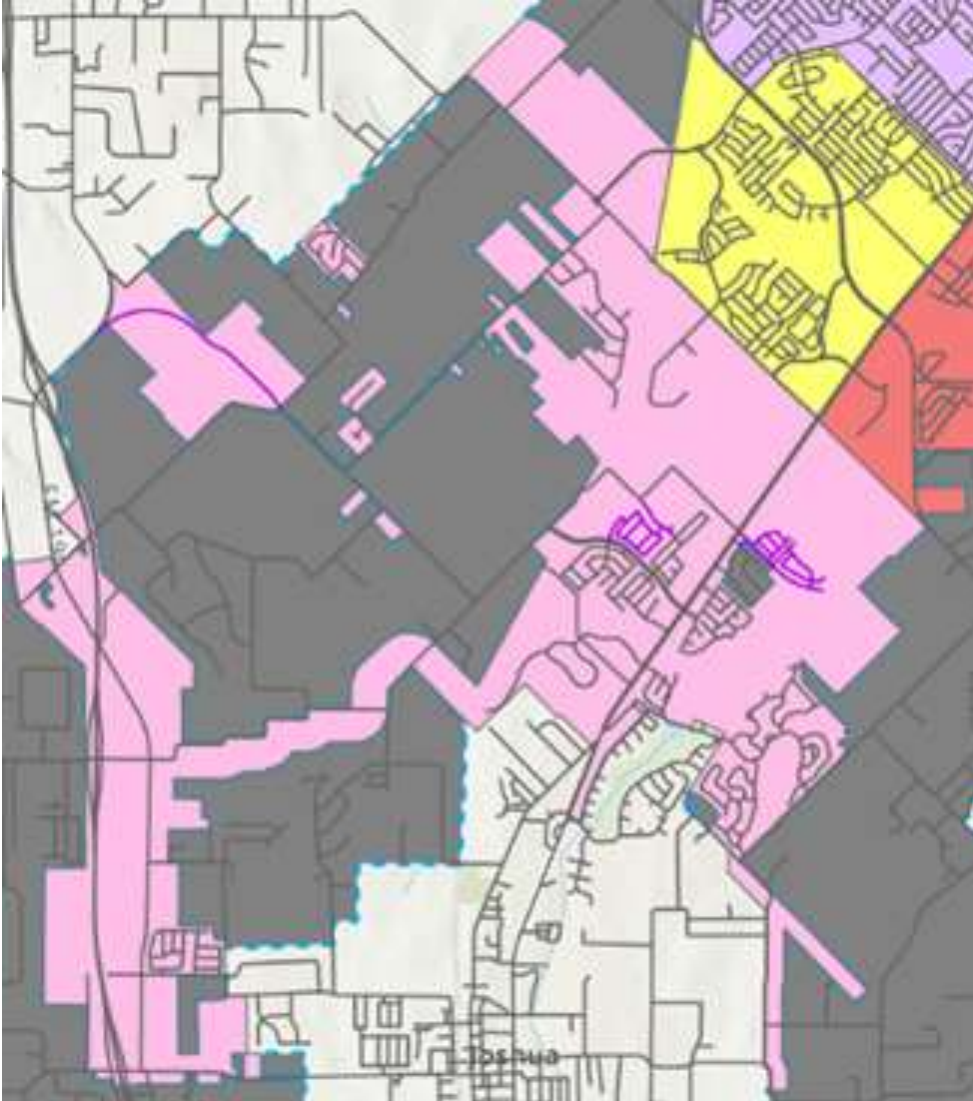
Boundary lines of Hidden Creek and the south city limits. Contains Highpoint and Highpoint East Business Parks, Jelly Stone, established and developing commercial, and established and developing residential. Direct connectivity with Alvarado and Johnson County

14-minute drivetime to beat and approximately 1 hour and 10 minutes to patrol

- Noted it would take much longer to patrol at night

Will be responsible for approximately:

- 1,288 (annual) citizen-initiated calls (6%)
- 2,604 (annual) self-initiated activities (7%)
- Allows for expected future growth within the beat and addresses geographical challenges



# West Beat

Boundary lines of Hulen, railroad tracks, and the west and southwest city limits. Contains established and developing neighborhoods, schools, and commercial. Future home of Chisolm Summit. Expected to have substantial growth as greater connectivity to the area is developed.

17.5- minute drive time and 2 hours and 5 minutes to patrol.

Will be responsible for approximately:

- 1,380 (annual) citizen-initiated calls for service (6%)
- 2,197 (annual) self-initiated calls for service
- Allows for expected future growth within the beat and addresses geographical challenges

# Beat Integrity and Call Prioritization

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- **Beat Integrity:**

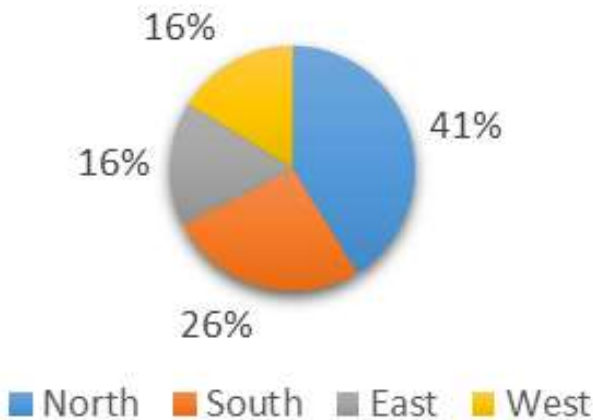
- Officers are assigned a beat to patrol and will be expected to remain on the beat during their shift
- Allows officers to become familiar with the beat so they can quickly identify potential issues
- They are the first officer dispatched on any call on their beat, when they are available

- **Call Prioritization:**

- Examines the nature of the call and prioritizes our response based on urgency
  - The beat officer is the primary responding officer for ALL calls on their beat.
  - Life threatening calls represent our highest priority- Dispatched to beat officer or the nearest officer as soon as possible
  - When an assist officer is needed, the second officer dispatched should be on a neighboring beat closest to the call
  - When a call for service does not involve a life-threatening issue or is not "in-progress", the call can hold for a period of time until the beat officer can respond. If that time elapses, Public Safety Communications can pull a neighboring beat officer to respond.
- **The goal is to maximize the time officers are on their beat.**

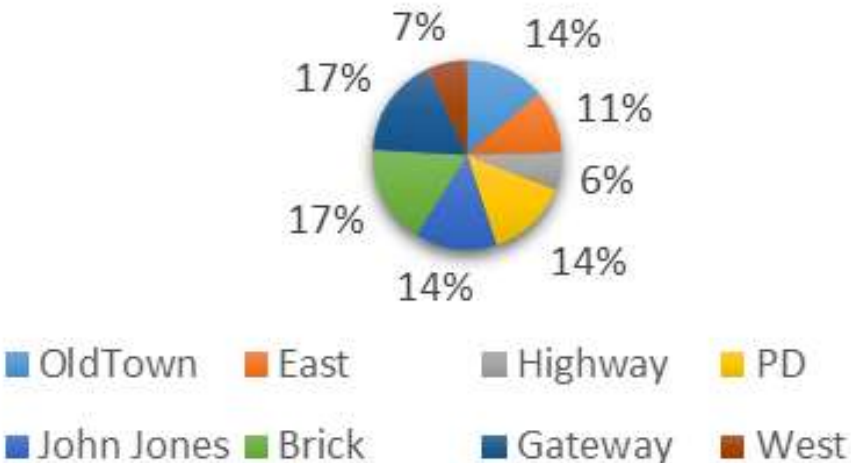
# Citizen-Initiated 4 Districts

3 Year Average



# Citizen-Initiated 8 Beats

3 Year Average

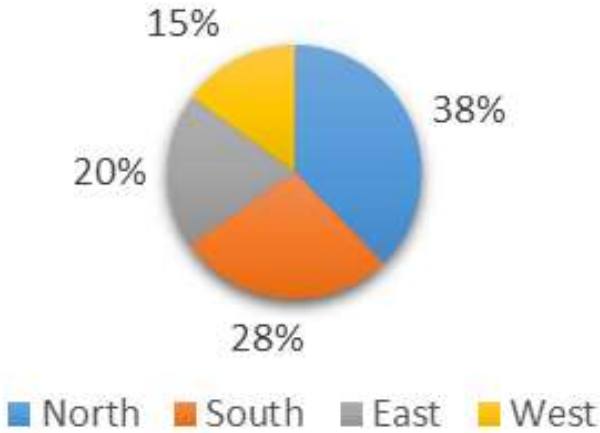


District vs Beat Comparison—Citizen-Initiated



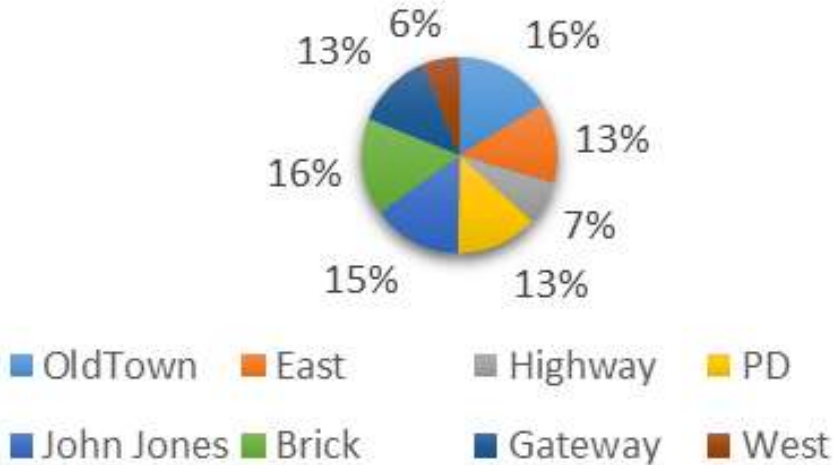
# Self-Initiated 4 Districts

3 Year Average

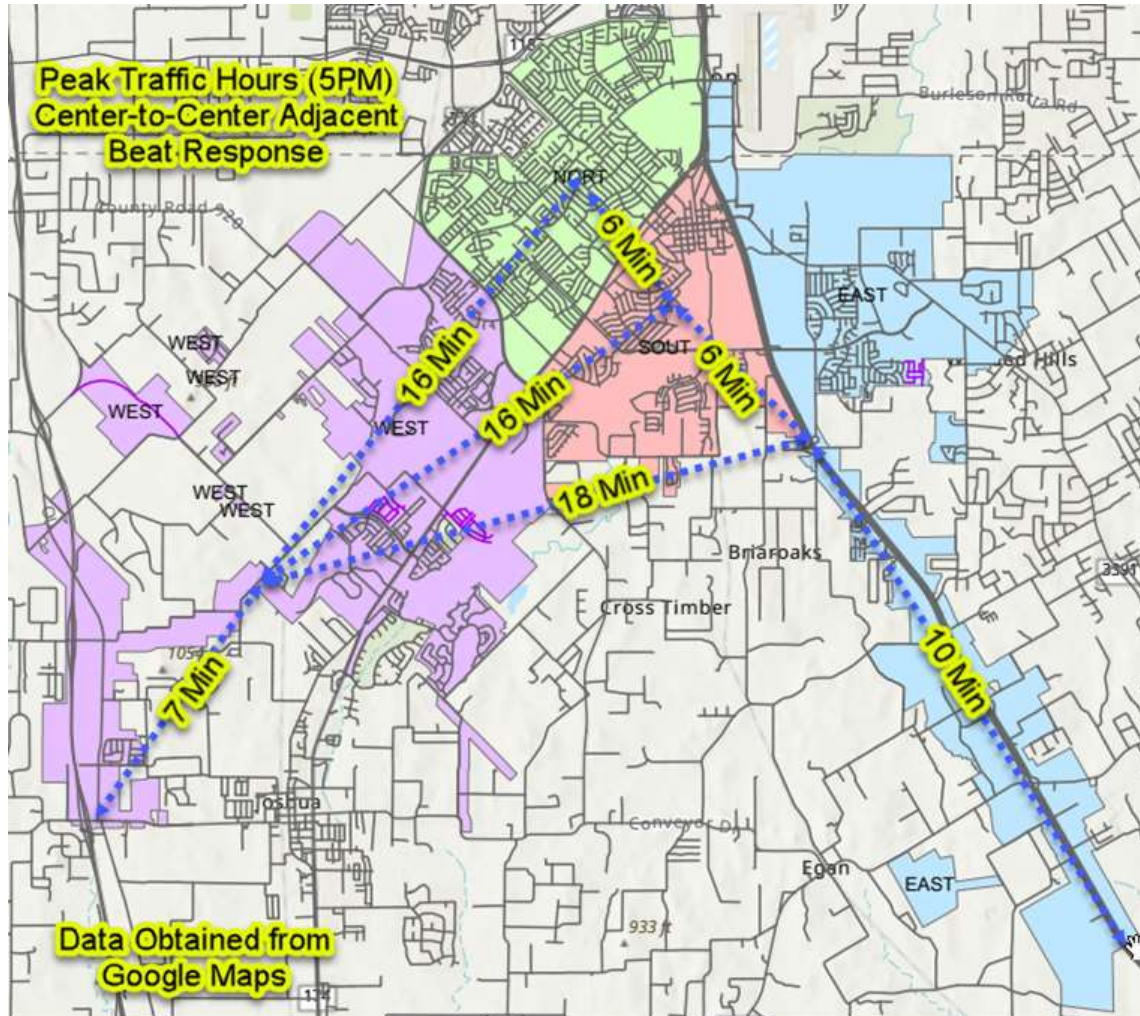


# Self Initiated 8 Beats

3 Year Average



District vs Beat Comparison—Self-Initiated



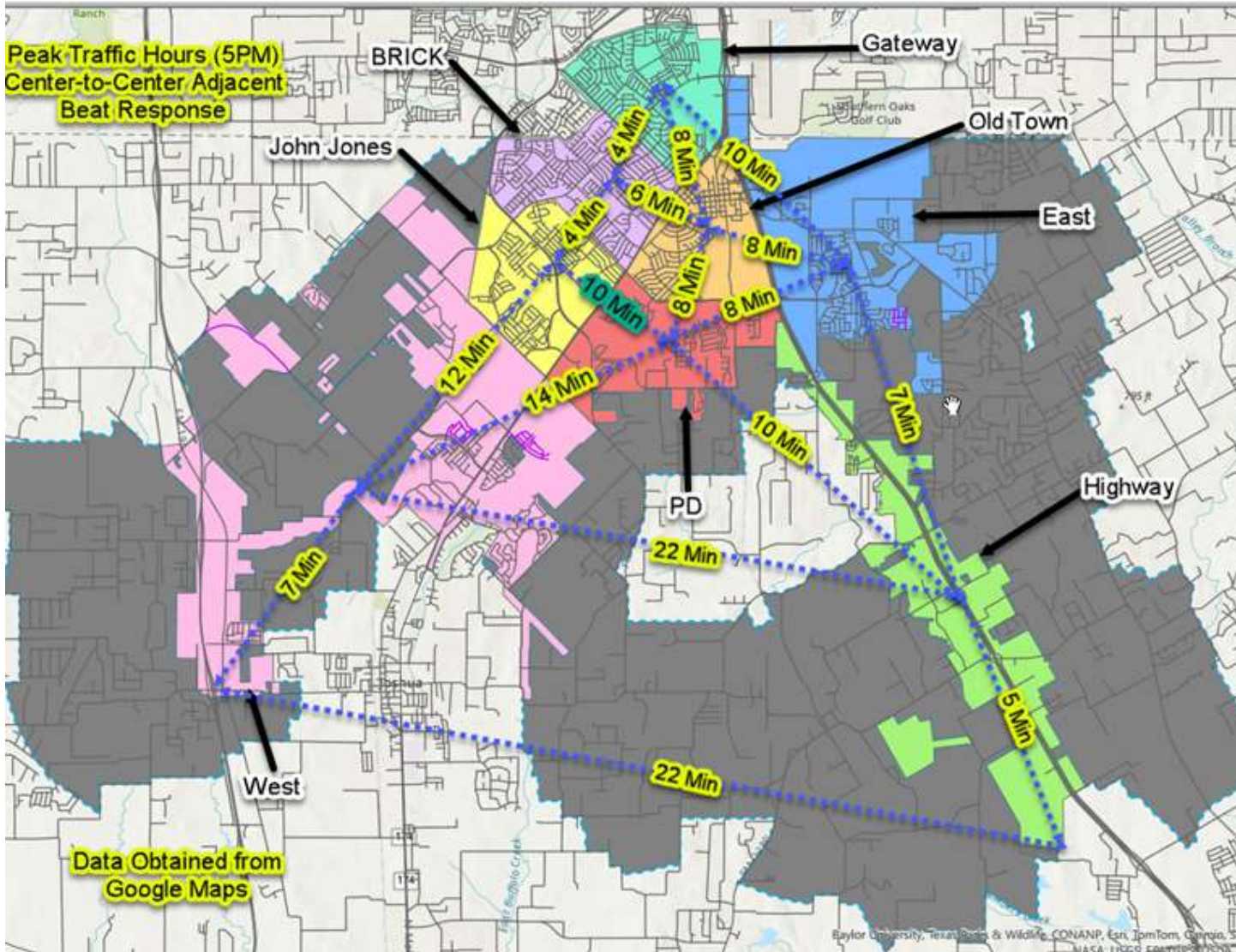
# Response District-to-District

Under the district model, response times are extended due to traffic and the geographical design of the city.

For example, it takes approximately 35-40 minutes to travel from Gateway Station to deep West during peak traffic hours

This represents a safety issue for residents and officers





# Response Beat-to-Beat

## Beat model-

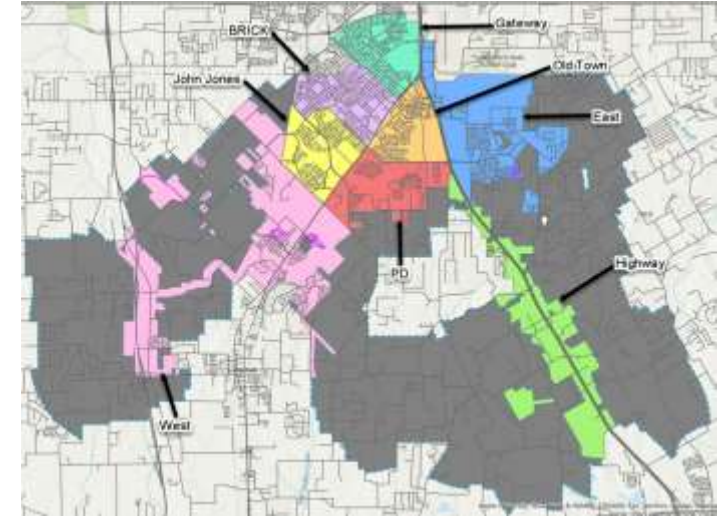
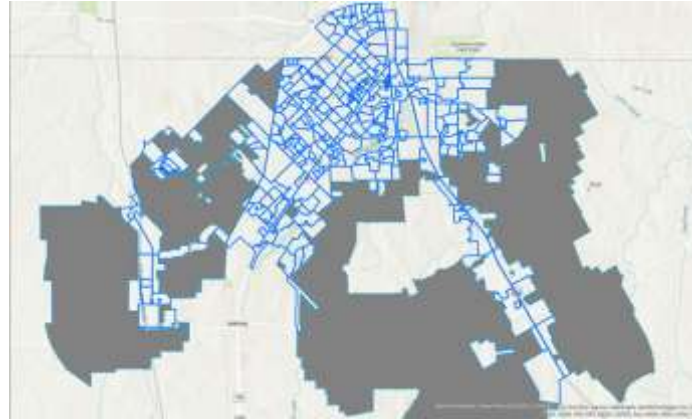
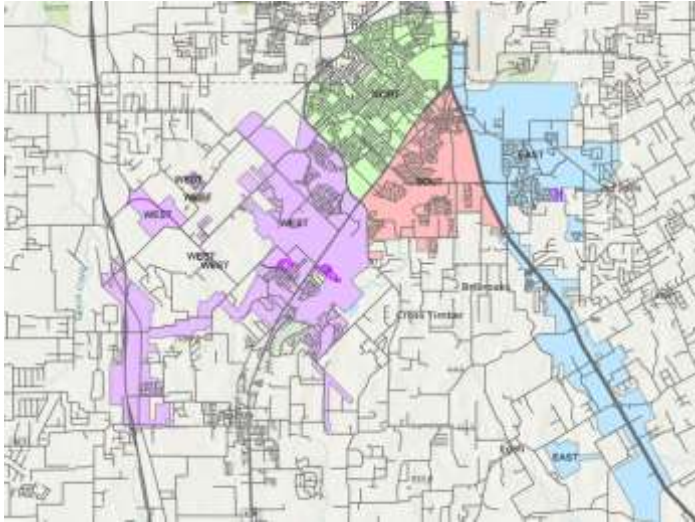
Reduces response times between beats compared to the district model

Increases officer safety and enhances the department's level of response to the community

## Next Steps

We anticipate transitioning to the beat model during the third quarter of 2024 (July-September)

We will continue to work alongside Public Safety Communications, IT, and GIS to ensure a smooth transition to the beat model.



Questions/Comments



# **Burleson Police Department**

## **Beat Realignment Project**

### **Patrol Beat Realignment Report**



**Lt. Tim Mabry**

January 2024

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## Executive Summary

The Burleson Police Department is dedicated to providing the highest level of service to the community while maintaining officer safety. From October 2020 to September 2023, the Department has responded to over 60,000 citizen-initiated calls for service (approximately 20,000+ annually) and initiated over 108,000 self-initiated activities (approximately 36,000+ annually). Since 1985, the Department has utilized a four-district (North, East, South, and West) model to distribute areas of responsibility for patrol officers. As the city has grown from an approximately population of 14,000 in 1985 to over 50,000 residents, call load levels have become unequitable. For example, North district has carried approximately 41% of the citizen-initiated call load over the last three years. To further compound the population growth, the city has become more expansive with residential, commercial, and industrial developments reaching the furthest portions of the city limits. Lastly, the city is investing heavily into infrastructure improvements for the Chisolm Summit master planned community and Hooper Business Park, which is expected to bring in approximately 3,400+ doors. With the increased connectivity and undeveloped land on the western most portions of the city, it is expected the population, the number of commercial sites, and demands on the department will increase.

In 2018, the Department, with the assistance of City's IT and GIS Departments, began forming Police Reporting Areas (PRAs). The PRAs allow for more in-depth statistical analysis and for the Department to move away from the district model while maintaining statistical integrity. In 2023, the Department confirmed the PRAs and there are currently over 400 PRAs throughout the city. Further, the Department began analysis of the current district model to evaluate the equitability of service to the community, officer workload, and the ability to properly grow with the community. From these analyses, it was determined approximately 41% of the citizen-initiated calls for service occur in the North district, approximately 26% in the South district, and approximately 16% in both East and West districts respectively. Further, it was determined portions of the city have received limited service levels when compared to others due to demands on officers. For example, the officer assigned to the West district, which covers all of the city south of John Jones, is often times pulled to the North and South districts. With this pull, coupled with the geographical design of the city, it is difficult and timely for the West district officer to return to their district. Based on these findings, a Beat Realignment Committee was formed.

During the first week of January 2024, the committee met to evaluate the current district system and to create a model that is equitable in service, equitable in workload, and allows for future growth. The PRA concept and data were presented to the committee. Based on this information, the committee developed eight beats that meet the needs of the three criterion as well as optimizing officer safety. The citizen-initiated calls for service workload ranges from 6%-17%. The beats with the lower current demand from citizen-initiated calls for service are the furthest from the center of the city and are expected to experience substantial growth in the future. Prior to the beats being finalized, they were vetted and supported by all 90 sworn members of the Department. Based on transitioning to the beat model, the Department will adhere to the concept of beat integrity to fully

support the department's community oriented and proactive policing philosophies and the Department's use of Data Driven Approaches to Crime and Traffic Safety initiatives. Lastly, the beats were discussed with Public Safety Communications Administration to avoid any adverse impacts. It is anticipated the Department will transition to the beat model during the third quarter of 2024. The Department will continue to work alongside IT, GIS, and Public Safety Communications to ensure a smooth transition.

Beat Realignment Committee:

- Chair—Lt. Tim Mabry, Administrative Lieutenant
- Vice Chair—Alex Schneider, Crime Analyst
- Advisor—Lt. Don Adams, Operations Lieutenant
- Advisor—Lt. Chaz Garrett, Operations Lieutenant
- Sgt. Chris Price, Patrol
- Officer in Charge Colby Smith, Patrol
- Officer Jay Davis, Community Resources
- Officer John Fields, Traffic
- Officer Brandon Lyman, Strategic Response Team
- Officer Tony Buchanan, Patrol
- Officer Jose Orozco, School Resources
- Detective Madison Marston, Criminal Investigations
- Officer Daniel Moore, Patrol



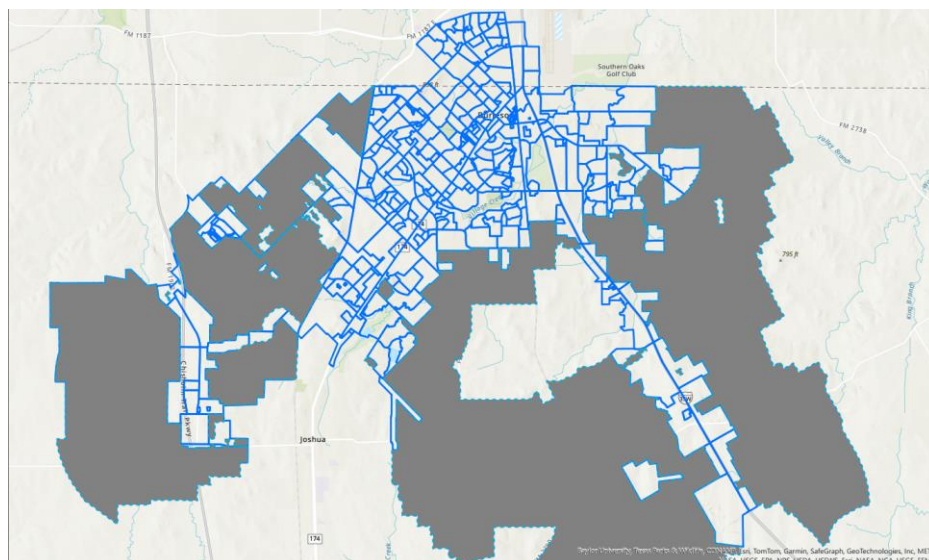
## Introduction

Rooted in modern policing philosophies and industry standards, the Burleson Police Department utilizes data to determine the best practices for the daily operations of the Department. This includes the allocation of staff to ensure the highest levels of service to the community, optimizing officer safety, and ensuring the department is addressing current and potential areas of criminality in a timely manner. One area that has not been evaluated for a number of years is how patrol officers are distributed throughout the city. The department currently utilizes a four-district model that was established in 1985. Due to expansive growth of the community and increases in the population, a Beat Realignment Committee was formed to evaluate use of the district system. Through the use of Police Reporting Areas (PRAs) and staffing data, the Beat Realignment Committee determined there was a need to redistribute patrol staffing throughout the city to ensure equitable service levels to the community, equitable workload for employees, and allows for future growth. This summary report discusses the PRAs, citizen and self-initiated activities, district versus beat models, and the recommendations of the Beat Realignment Committee.

## Police Reporting Areas (PRA)

In 2018, BPD collaborated with GIS to form a series strategically carved out sections of the city called Police Reporting Areas (PRA). Each PRA identifies a neighborhood, a homeowner's association neighborhood, businesses, schools, multi-family complexes or townhomes, or areas within the city that traditionally produce high levels of calls for service, such as the police department. There are currently over 400 PRAs.

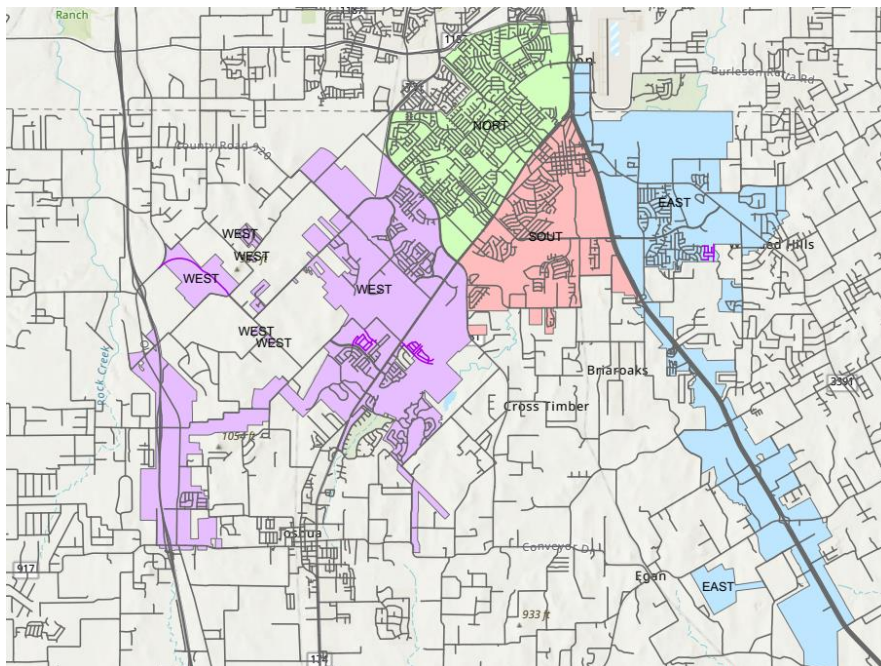
The below image divides the incorporated parts of the city into PRAs. Larger tracts usually define undeveloped land, larger parcels, such as schools or parks, or large businesses, such as Wal-Mart. For tracts of undeveloped land, there is a high probability the PRA will be divided into smaller PRAs as the area becomes developed, which can be observed within the Chisolm Summit Master Planned Community.



BPD moved to the PRA system for three main reasons. First, is to maintain statistical validity for geographic areas regardless of what patrolling district or beat with whom they are associated. Second, the PRAs allow for a more in-depth statistical analysis by geographic area or type of grouping. For example, the Department is commonly requested to present crime statistics to neighborhoods during community meetings. Without PRAs, the neighborhood would be associated with all the other neighborhoods and businesses within the district/beat the neighborhood is associated. This becomes problematic when the grouping is associated with a location that has a large call load, thus inflating the crime rate for the neighborhood which would normally have a much lower level of geographically associated criminality. Lastly, the PRAs allow for the department to make adjustments to patrolling areas while maintaining statistical validity.

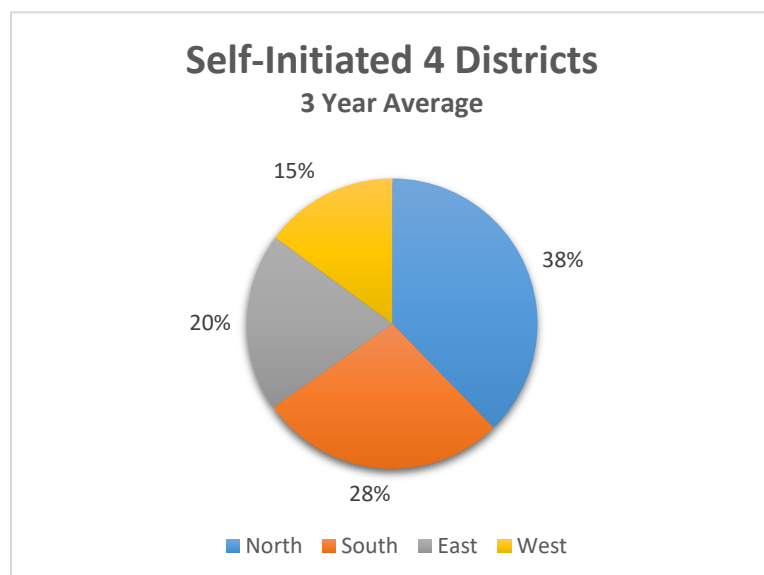
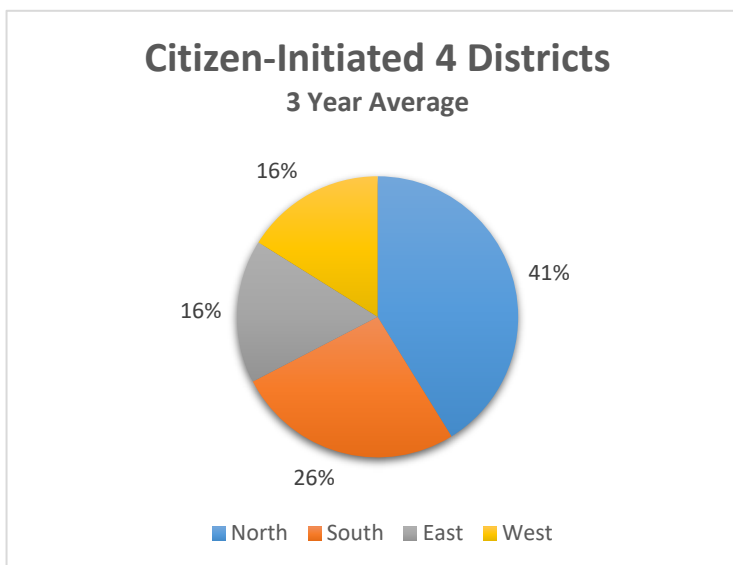
## Patrol Districts

In approximately 1985, the city limits of Burleson were divided into four patrolling districts. These districts are known as North, East, South, and West. From the photograph (PHOTO LOCATION), North is the green area, East is the blue area, South is the pink area, and West is the purple area.



Each patrolling district represents unique characteristics and challenges. The North district holds a comparatively dense population and a large amount of commercial business located in Gateway Station. South district contains the Old Town Corridor, well-established neighborhoods, large and small multi-family units, large commercial, such as Wal-Mart, and the Burleson Police Department station. East contains I-35W in its entirety, new and established neighborhoods, and the Highpoint and Highpoint East Business parks. West is expansive and contains all areas Southwest of John Jones Dr. This area contains Chisholm Trail Tollway, several new and established neighborhoods, and will house the Chisholm Summit master planned community, which is anticipated to bring 3,400+ doors to the community, and the Hooper Business Park.

Between October 2020 to September 2023, the Burleson Police Department responded to over 60,000 citizen-initiated calls for service. The vast majority, approximately 41%, of those calls for service fell in the North District. South District had the second highest level of citizen-initiated calls with approximately 26% of the call load. Both East and West Districts carried approximately 16% each of the citizen initiated call load.



While officers are not on calls for service or report writing, they are expected to follow the tenets of the proactive policing model. Here, officers utilize this time to address areas of criminality and traffic concerns, as identified through the use of Data Driven Approaches to Crime and Traffic Safety (DDACTS) and ongoing analytics, engage with the community, and conduct traditional patrols throughout the community. During the observation period, officers

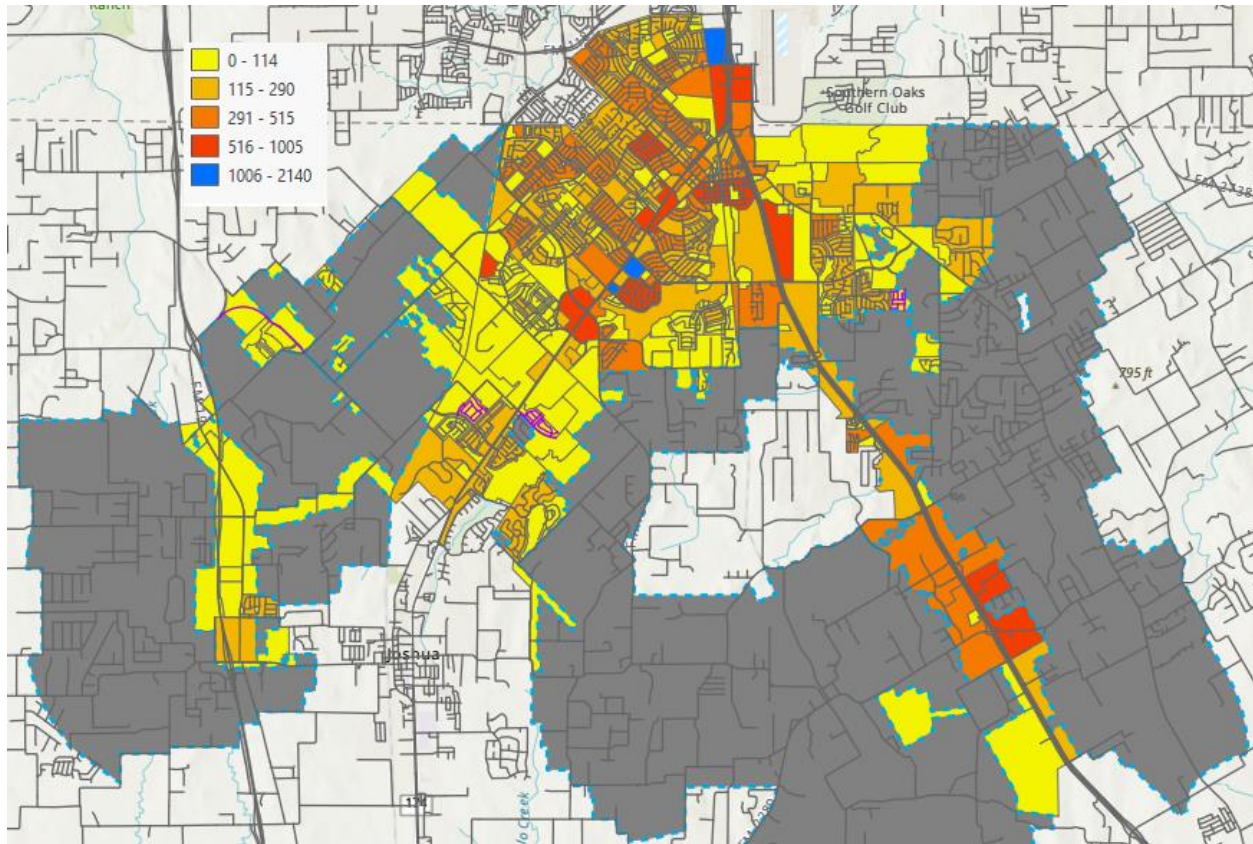
engaged in over 108,000 self-initiated activities. The distribution of self-initiated activity to the respective districts is fairly consistent with those observed citizen initiated calls for service.



## Police Activity Distribution by PRA

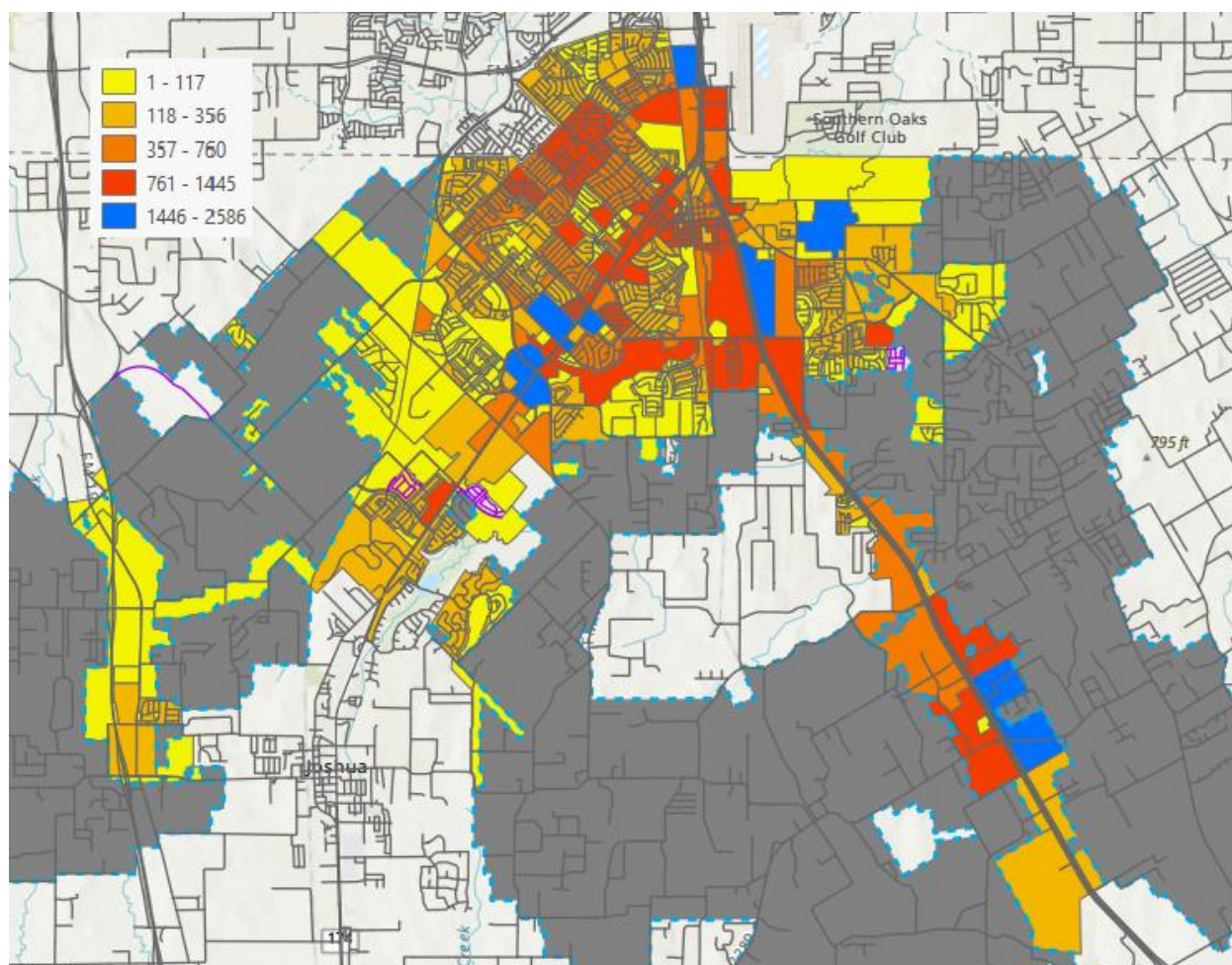
With the use of the PRAs, the Department is able to analyze the distribution of citizen and self-initiated call loads in order to determine how resources are being allocated throughout the city.

### Citizen-Initiated Calls by PRA



Citizen-initiated calls for service stem when someone contact the department and requests assistance. From the map, the range of citizen-initiated calls for service per PRA during the three year observation period are 0-2140. As expressed in the key, bright yellow represents 0-114 citizen-initiated calls for service while blue represents 1006-2140 calls for service. Three locations hold the highest levels of citizen initiated calls for service, which are the Burleson Police Department, Wal-Mart, and Gateway Station. Overall, the calls for service are consistent with levels of density of residential, industrial, and commercial locations.

### Self-Initiated Activity by PRA



Self-initiated activities consist of actions driven by officers in the field. Examples of these activities include traffic stops, suspicious activity investigations, close patrols, neighborhood patrols, and community engagement initiatives. The Department prescribes to DDACTs and the proactive policing models. Under these disciplines, officers are to utilize data and intelligence to areas of current or potential criminality. Once areas are identified, resources are to be deployed in a strategic method to prevent crime. The department also prescribes to the community policing model where officers are expected to engage with the community to collectively identify areas of concern and develop strategies to address those concerns.

From the map above, the self-initiated activities range from 1-2589 per PRA during the three year observation period. The bright yellow areas signify those with 1-117 activities while blue represents 1446-2586 activities. While the density of the activities are relatively consistent with the density observed with citizen-initiated calls for service, there are areas with higher and lower density. For example, the areas associated with the commercial businesses at the intersection of Wilshire/John Jones have a higher density for self-initiated activities when compared to citizen-initiated calls for service. This is due to these areas falling within the scope of DDACTs.



## Observations

While the calls for service and activities observed are overall consistent, there are areas of the community that are challenging to provide equitable levels of service under the current district design. For example, while at minimum staffing, there is one officer assigned to each district with one rover unit who assists with filling gaps when they are formed. Specific calls for service, such as anything involving an arrest, traffic crashes in the roadway or with injury, and disturbances, require a minimum of a two-officer response. With a large volume of calls falling in the North and South districts, the back-up units are usually pulled from the West and East districts, thus leaving them vacated and timely to get back into.

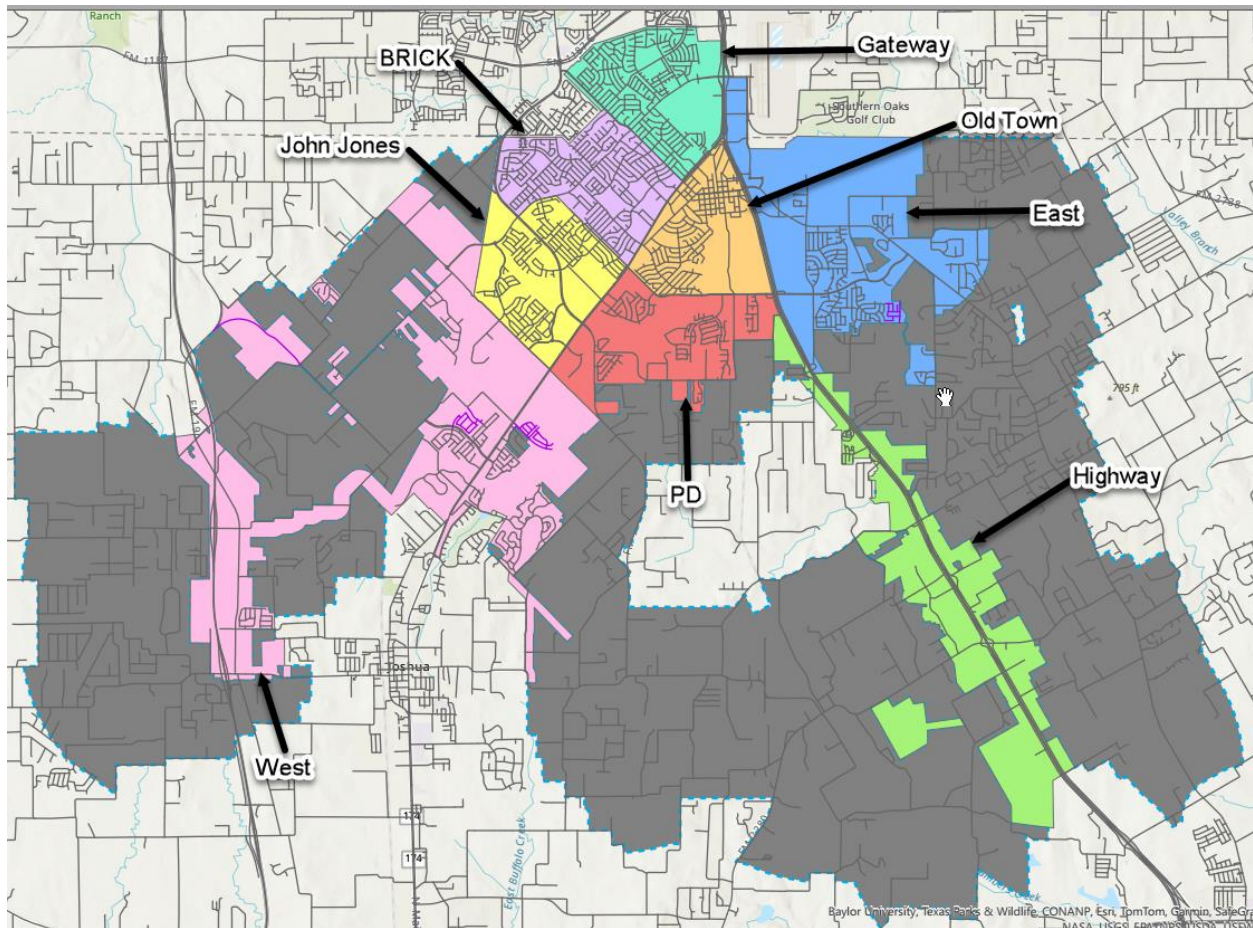
## **Beat Realignment**

In September 2023, the Department met with Economic Development and the Planning Department to discuss known and potential future growth of the city. With the anticipated growth associated with the Chisolm Summit master planned community and surrounding areas, coupled with observed growth and challenges of recent years, the need to evaluate the current district model was ever apparent. In September 2023, BPD analytics staff began pulling data to begin the evaluation process and it was determined there was a need to confirm the PRAs. In October 2023, BPD met with IT and GIS with the need to evaluate, adjust as needed, and confirm the PRAs. This process was started immediately and the PRAs were finalized shortly thereafter. Once the PRAs were confirmed, three years of data was pulled and evaluated. From this evaluation, a beat realignment committee was formed. The committee consisted of twelve sworn members, whom were selected from all sections of the department and represented approximately 13% of the authorized 90 person sworn staffing level, and the crime analyst.

The committee was tasked with looking at service areas within the community and were to objectively develop service areas that met three criteria: equitability in service level for the community, equitability of workload for staff, and is adaptable for future growth of the community. These criteria meet the objectives of the department to provide the highest level of service to the community and overall officer safety. The committee determined moving to a beat model for areas of patrol was the best option. The beat model is consistent with industry standards and is widely adopted throughout the country.

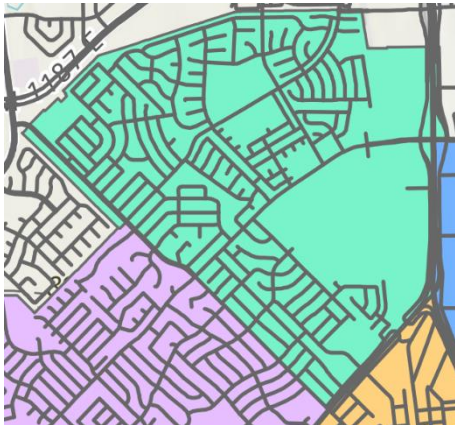
## Beat Model

Based on the data and the direction of the committee, a total of eight beats were developed.



Once the proposed beat lines were developed, the committee drove the beats in their entirety and collected data related to the time it took to get to the furthest point from the police department and how long it took to patrol the beat within its entirety. After driving the beats, the committee reconvened and confirmed the beats were sound in their design and met the needs of the prescribed criterions. The committee then provided all 90 sworn members of the department an opportunity to hear an overview of the committee and the proposed beats. Feedback was obtained and the committee met to discuss the feedback. From the feedback, the committee made adjustments to the originally planned beats and came up with a finalized beat configuration as depicted in the image above. The beats are as follows:

### *Gateway*

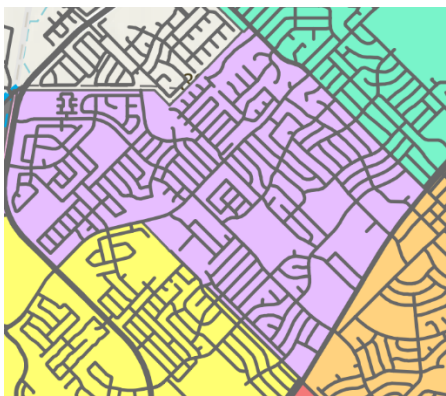


The Gateway beat, the teal portion of the map, is located at the northernmost portion of the city and contains Gateway Station, two elementary schools, and established neighborhoods. The beat has direct connectivity to the cities of Fort Worth and Crowley.

Based on the committee's driving of the beat, it took approximately eleven and half minutes to get to the furthest point of the beat from the police department under normal driving conditions. In addition, it took approximately one hour and nineteen minutes to completely patrol the area.

Based on the three year observation period data, this beat will be responsible for approximately 3,474 citizen-initiated calls for service (approximately 17%) annually and will contain approximately 4,642 self-initiated activities (approximately 13%) annually. This beat shares adjacencies with the BRICK, Old Town, and East beats.

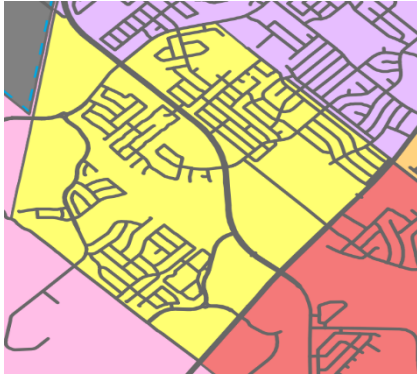
### *BRICK*



The BRICK beat, the purple portion of the map, has boundary lines of SW Wilshire, Renfro, McNair, Alsbury, and John Jones. The beat includes several businesses, multi-family dwellings, established neighborhoods, and the Burleson Recreation Center. The beat also has direct connectivity with the city of Crowley.

Based on the committee's driving of the beat, it took approximately nine and half minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately one hour and forty-three minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 3,388 citizen-initiated calls for service (approximately 17%) annually and will contain approximately 5,807 self-initiated activities (approximately 16%) annually. This beat shares adjacencies with the Gateway, Old Town, John Jones, and PD beats.

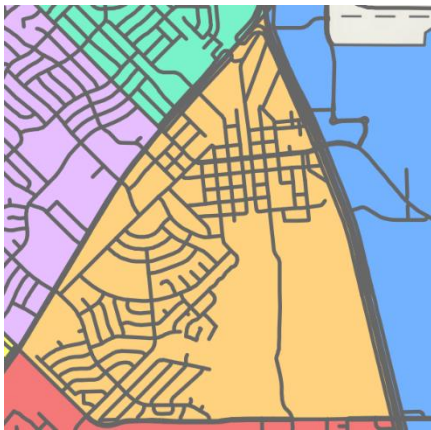
### *John Jones*



The John Jones beat is the yellow portion of the map and has boundary lines of McNairn, Wilshire, Hulen, and the railroad tracks. The beat includes established neighborhoods, several large multi-family complexes, established commercial businesses, and will contain Alley Cats. The beat has direct connectivity with Johnson County.

Based on the committee's driving of the beat, it took approximately nine minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately two hours and fifteen minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 2,836 citizen-initiated calls for service (approximately 14%) annually and will contain approximately 5,321 self-initiated activities (approximately 15%) annually. It should be noted this beat is expected to have an increase of both commercial and residential density over time and is adequately sized to absorb this growth. The beat shares adjacencies with the West, PD, BRICK, and Old Town beats.

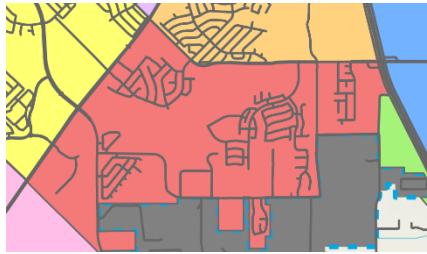
### *Old Town*



The Old Town beat is the orange portion of the map and has boundary lines of Wilshire, I-35W, and Hidden Creek. The beat includes established neighborhoods, schools, and several commercial sites, including the Old Town Corridor.

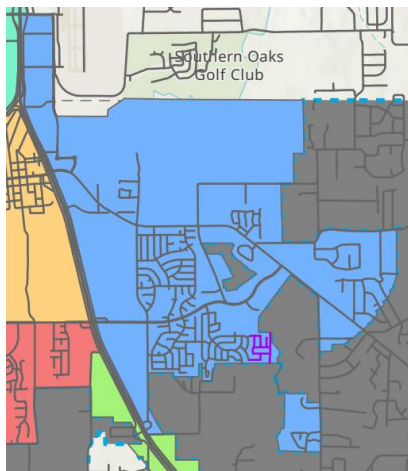
Based on the committee's driving of the beat, it took approximately six minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately forty-two minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 2,759 citizen-initiated calls for service (approximately 14%) annually and will contain approximately 5,859 self-initiated activities (approximately 16%) annually. As the Old Town Corridor becomes fully developed, it is anticipated the call loads and activities will increase and the beat is adequately sized to absorb this growth. The beat shares adjacencies with the Gateway, BRICK, John Jones, PD, and West beats.



*PD*

The PD beat is the red portion of the map and has boundary lines of Hidden Creek, Wilshire, CR 714, and I-35W. The beat includes two areas with the highest demand on officers, which are the police department and Wal-Mart. The beat also contains established and developing neighborhoods, multi-family residences, and commercial sites.

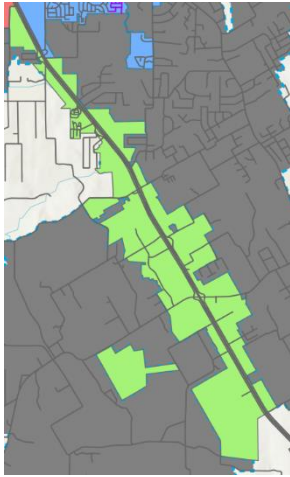
Based on the committees driving of the beat, it took approximately six and a half minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately forty-five minutes to patrol the area. The beat has direct connectivity with Johnson County. Based on the three year observation period data, this beat will be responsible for approximately 2,816 citizen-initiated calls for service (approximately 14%) annually and will contain approximately 4,875 self-initiated activities (approximately 13%) annually. It is anticipated this area will continue to grow in both commercial and residential density and the beat is adequately sized to absorb this growth. This beat shares adjacencies with the BRICK, Old Town, East, Highway, West, and John Jones beats.

*East*

The East beat is the blue portion of the map and has boundary lines of Alsbury, I-35W, and the east city limits. The beat includes established and developing neighborhoods, large areas prime for future growth, schools, commercial business, and the majority of hotel/motels in the city. The beat has direct connectivity with the city of Fort Worth and Johnson County.

Based on the committee's driving of the beat, it took approximately ten minutes to get to the beats furthest point from the police department under normal driving conditions. Further, it took one hour and thirteen minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 2,191 citizen-initiated calls for service (approximately 11%) annually and will contain approximately 4,815 self-initiated activities (approximately 13%) annually. It is anticipated this beat will become more densely populated as undeveloped land becomes either residential or commercial sites or the city limits expand into the ETJ. The beat is adequately sized to absorb this growth and also has the ability to become multiple beats if the need arises in the future. The beat shares adjacencies with the Gateway, Old Town, PD, and Highway beats.

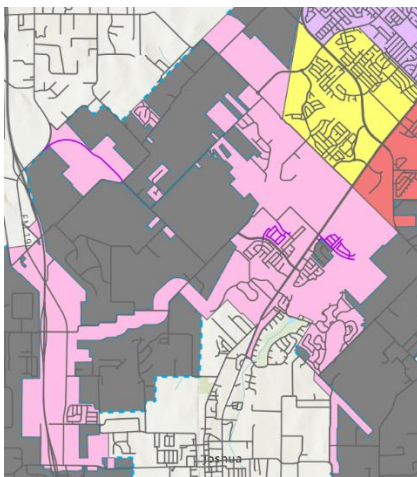
## Highway



The highway district is the green portion of the map and has boundary lines of Hidden Creek and the south city limits. The beat includes the Highpoint and Highpoint East Business Parks, Jelly Stone RV park, established and developing commercial, and future residential communities. The beat has direct connectivity to Johnson County and Alvarado.

Based on the committee's driving of the beat, it took approximately fourteen minutes to get to the beats furthest point from the police department under normal driving conditions. Further, it took approximately one hour and ten minutes to patrol the beat. The committee member who tested the beat advised the manner in which the beat was patrolled would be very different during nighttime hours when compared with daytime hours due to the limited visibility and the need for a more in-depth patrol of commercial and industrial areas. Based on the three year observation period data, this beat will be responsible for approximately 1,288 citizen-initiated calls for service (approximately 6%) annually and will contain approximately 2,604 self-initiated activities (approximately 7%) annually. It is believed the self-initiated figures would increase significantly due to the officer's availability and accessibility to the beat when compared to the current East district configuration. As demonstrated by the new community being developed to the west of the interstate and FM 917, it is believed this beat will continue to become more densely populated with residential and commercial sites and the beat is adequately designed to absorb this growth. The beat shares adjacencies with the East and PD beats.

## West



The West beat is the pink portion of the map and has boundary lines of Hulen, the railroad tracks at Alsbury, and the west and southwest city limits. The beat contains established and developing neighborhoods, schools, and limited commercial sites. The Chisolm Summit master planned community is anticipated to bring in 3400+ doors, which will create a significant increase of the City's population. The beat has direct connectivity with Joshua and Johnson County.

Based on the committee's driving of the beat, it took approximately seventeen and half minutes to get the furthest point of the beat from the police department under normal driving conditions. However, it should be noted there was an approximate five minute delay due to road construction on FM 917 and the roadway operating as a single lane. Further, it took approximately two hours and five minutes to patrol the beat. It should be noted it is believed this time would be reduced once the road construction around the Chisolm Summit development is complete as the committee member had to double back on roadways to complete the patrol.



Based on the three year observation period data, the beat will be responsible for approximately 1,380 citizen-initiated calls for service (approximately 7%) annually and will contain approximately 2,197 self-initiated activities (approximately 6%) annually. With the known growth and potential areas of growth, it is believed both sets of activities will significantly increase as the area develops further. The City is in the process of significantly improving the infrastructure in the area and this will provide an opportunity to short west and deep west to connect more effectively. Additionally, there is the potential for the city to absorb areas west of the Chisolm Trail Tollway. As this area continues to develop and as the need arises, the beat has the ability to easily be divided into multiple beats. The beat shares adjacencies with the PD and John Jones beats.

### Beat Integrity

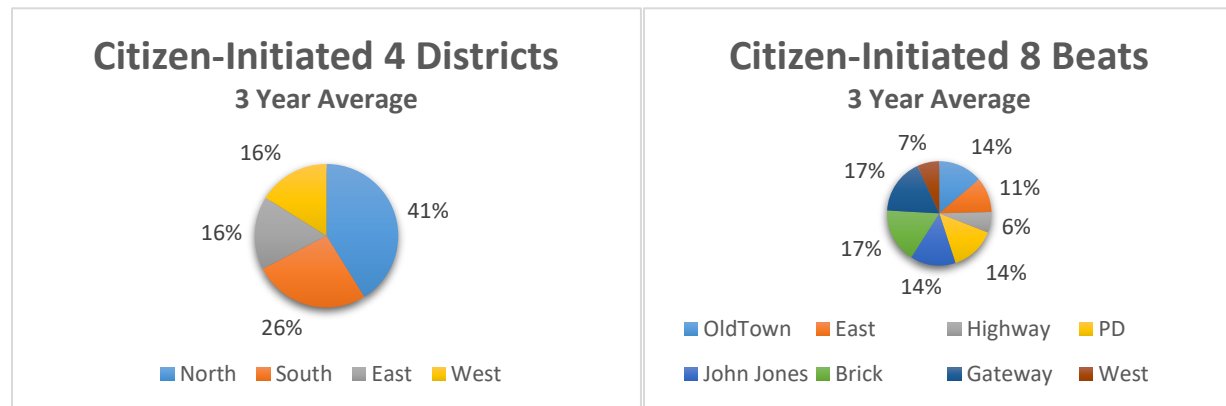
With the Department moving to the beat model, the discipline of beat integrity will be employed. Under the concept of beat integrity, officers will be assigned a beat to patrol and will work their assigned beat during their shift. This allows the officers to become familiar with the norms within the beat, thus being able to quickly identify when the norms are out of place. For example, when someone moves into a new neighborhood, they are not wholly familiar with the streets, residences, residents, and vehicles of the neighborhood. As time progresses, the individual becomes familiar with what is normally observed in the area. In the inverse, they are also sentient of when something is out of place. The same holds true for an officer. Once they have developed a baseline of the norms within the area, they become acutely aware when something is out of place.

The Department, along with Public Safety Communications, are in the process of evaluating and updating the prioritization of calls for service. Call prioritization examines the calls for service and sorts them by how immediate of a response is necessary to address the matter. For example, calls of service with imminent life safety issues, including but not limited to, crashes with injuries, assaults in progress, and disturbances, there is a need for an immediate response from available officers. On the other hand, if a call for service that is not in progress or poses no immediate threat, such as an identity theft report or phone call investigation, the call can hold for a period of time. If the beat officer is occupied with a different call for service or out of service due to an arrest, the low priority call for service can then be dispatched to an officer from an adjoining beat once the time has expired. This allows officers to maintain beat integrity while continuing to provide high levels of service to the community. The reprioritization for calls for service is currently in the developmental phase.

### **District vs. Beat Comparison**

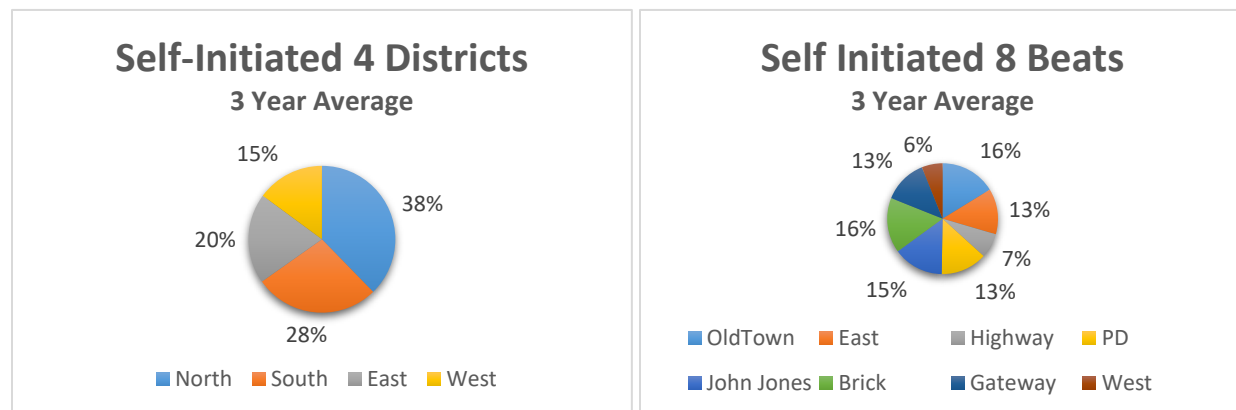
The beat configuration will provide equitable service levels throughout the community, equitability of workload for staff, and lends itself to easily address the current and future growth of the city.

### Citizen-Initiated Calls for Service



When looking at call load distribution for staff, the current model is not equitable. North district carries the highest call load with approximately 41% over the observation period. This has a two-fold effect. First and foremost, the officers working this beat are responsible for a large portion of the city that is densely populated. This causes the officers working the beat to focus the majority of their time on this calls and does not provide much opportunity for proactive policing measures to address areas of criminality. Second, it causes officers from adjacent districts to be pulled out of their districts for an extended period of time, thus reducing the service level provided in those districts. Under the new model and their beat adjacencies, the beat model will not only stabilize workload for staff, but will also allow for beat accountability. An additional byproduct of this model is an anticipated impact on response times (from time of dispatch to time of arrival). With closer adjacencies, there should be a theoretical reduction in response times under the beat model, even if a beat is vacated due to an officer being out of the beat or assigned to a call for service.

### Self-Initiated Activity

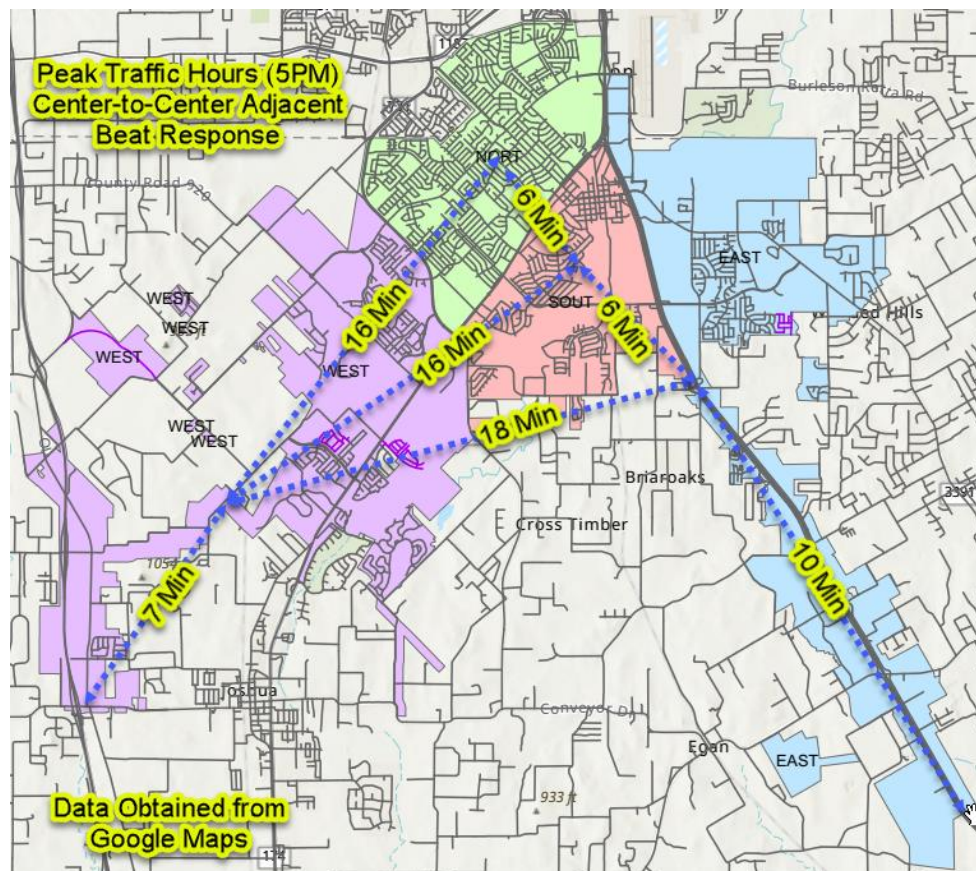


When evaluating self-initiated activity, North and South districts receive the highest levels of service, with East and West receiving the least. With the geographic design of the city, the highway, deep east, and west areas of the city are difficult and timely to get to the deepest points. With the realignment of beats, the propensity for officers to be pulled from these areas becomes greatly reduced. This will allow for an increase in self-initiated activities in these areas For

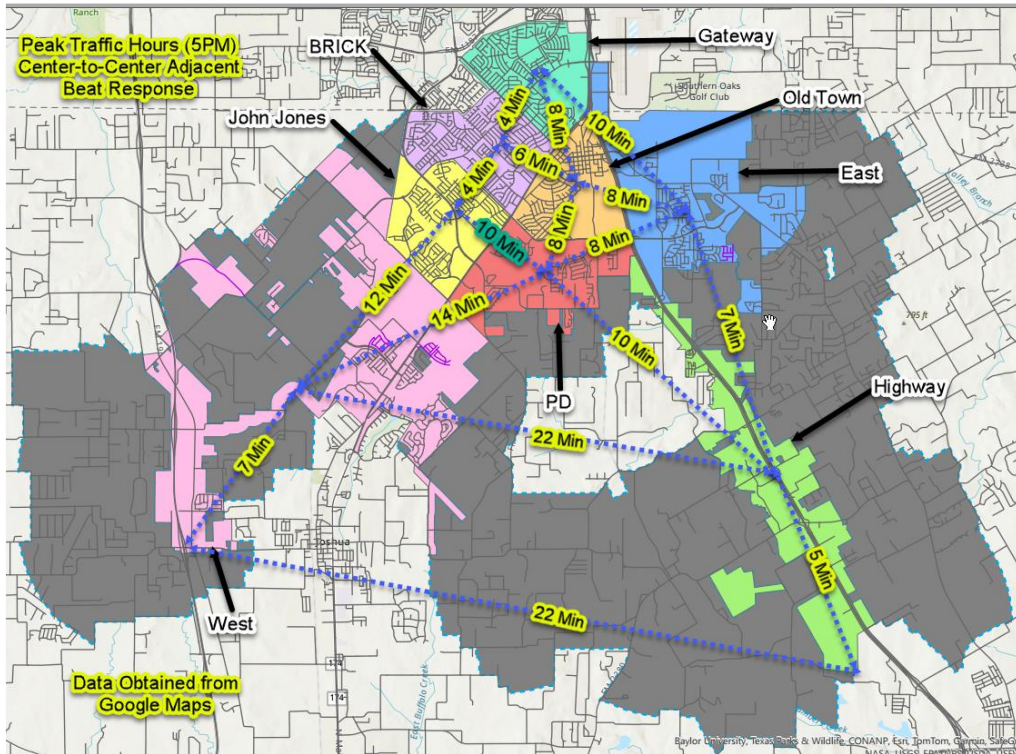
example, as demonstrated during the committee's driving of the area, it took approximately seventeen and half minutes to get to the furthest point of the West Beat (FM 917/Chisolm Trail). When an officer is pulled from the West district to assist with a call for service at Gateway Station, the time to respond back out to the furthest point of the West beat increases to upwards of 35-40 minutes during peak traffic times (Google Maps, 2024). In contrast, under the beat model, the West beat officer responding to or back from the center point of the John Jones beat will take approximately twelve minutes during peak traffic times (Google Maps, 2024).

#### Response Time to Adjacent Districts/Beats

One area of focus the committee wished to explore and is directly to officer safety and response times, is the travel time between the center points of adjacent districts/beats. The first map below shows the time it takes to travel from one district to another under the existing model. The second map below shows the travel times under the beat model. The data for both was pulled from Google Maps with a condition of a 5:00 PM on a Friday. The dotted lines do not show the route taken, rather is there for demonstrative purposes.



As shown above, the travel times to and from the center point of the West district to the remaining three districts ranges from 16-18 minutes. The travel time from North to South District is approximately six minutes and the travel time from the South to East District is approximately six minutes.



With the new beat alignments, the travel time is significantly reduced across the board. In the main areas of the city, the travel times range from 4-10 minutes. The travel times to the West beat from the John Jones and PD beats ranges from 12-14 minutes. It should be noted the travel times from the southernmost portions and respective center points of the Highway and West Beats is 22 minutes.

## Conclusion

Rooted in data, confirmed by the Beat Realignment Committee, and supported by all departmental sworn staff, the shift to the beat model is the best option moving forward to address the criteria of providing equitable service to the community, equitability of workload for staff, and adaptability for future growth of the community. These criteria meet the overarching objectives of the Department to provide exceptional service to the community and to create the highest level of officer safety possible. It is anticipated the department will move to the beat model in the third quarter of 2024.

The Department is aware there is the possibility of implications to other departments within the city with this transition. In order to prevent any negative implications, the Department met with the administrative staff of the Public Safety Communications Department in January 2024 and discussed pending changes within not only the beats, but a shift in patrolling philosophies. These include the discipline of beat integrity and the restructuring of call priorities. As we continue to finalize these items, Public Safety Communications will be a part of the process to ensure a smooth transition. Additionally, the Department will maintain consistent communication with IT and GIS throughout the transition and as the Department evaluates future needs of the beat configurations.