



EAGLE MOUNTAIN CITY

POLICE SERVICES ANALYSIS

Prepared by the Administration Department
Last Revision: January 28, 2019

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Executive Summary

An analysis of Eagle Mountain City's police services provided by the Utah County Sheriff's Office (UCSO). This analysis examines the costs and benefits of maintaining the contract with the UCSO in comparison to an independent police department. To ensure the comparison is as accurate as possible, multiple sources of information were used to evaluate what an independent police department would require including interviews with police chiefs of other police departments, and data collected from external and internal sources.

First, information was collected from 25 cities in Utah to compare to. It was found that the UCSO contract allows Eagle Mountain City to provide police services at a much lower cost than all other cities despite having fewer officers and growing calls for service. Financial evaluation of the existing contract and two options for establishing an independent police department revealed that an independent police department would be significantly more costly mostly due to the lost access to pooled employees.

Finally, other details about the costs of an independent police department are reviewed, and other influences on the decision making are discussed. Based on the costs and risks involved with an independent police department and no immediate signs of reduced quality of services from the UCSO, the analysis ultimately favors maintaining the contract with the UCSO with minor alterations in the contract language.



Introduction

Effective local government management requires periodic review of services to ensure responsible and efficient use of public funds. Additionally, the community formally and informally establishes standards for services that are expected to be consistently met. This analysis is intended to be more than a typical assessment of Police services. It is a study into the viability of scenarios for establishing a standalone Police Department compared to maintaining the status quo. Therefore, although this analysis can serve as an assessment of our police services, it will be organized around examining these scenarios.

Eagle Mountain City Background

Eagle Mountain City, Utah was founded in 1996 at a population of about 250 residents. Despite being relatively young, the City has seen tremendous growth, surpassing 40,000 residents in 2019. The City will likely continue this growth for years to come given Utah's strong economy and state-wide growth, and the City's buildable land area of nearly 50 square miles.

Residents of Eagle Mountain are tech-savvy, well-educated, very young, and have larger families than the national average. Most employment opportunities are outside of the city and therefore residents frequently commute out of the city for work. Eagle Mountain city is seeing more retail growth but presently most residents travel out of the city for general shopping.

Eagle Mountain City has a smaller budget than most cities with similar population due to higher proportion of residential development. Many services are contracted out and the only utilities the City still maintains are water and sewer. Recent years have seen some very transformative events take place that are beginning to reshape the City. These events include the announcement of two large economic development projects (Facebook Data Center and Tyson Foods Packaging Facility), widening of major thoroughfares, and construction of Cedar Valley High School. These, among other developments, are spurring economic growth and enhancing the tax revenues of the City.

History of Police Services in Eagle Mountain City

Since Eagle Mountain was founded, police services have been provided by the Utah County Sheriff's Office (UCSO). The agreement between UCSO and Eagle Mountain City has been positive and provided the City with quality police services. The contract with UCSO is simple, permits contract termination following a 90-day notice, guarantees a certain number of officers for the City, and allows use of pooled resources from the County. The latest contract began in 2014 and is up for renewal this year, June 30, 2020.

Calls for service have grown over time, consistent with Eagle Mountain City's rapid population growth. Compared to other cities of similar size, Eagle Mountain sees fewer calls for service, possibly due to having less retail presence among other possible factors. Many of the calls are also minor incidents related to traffic, animal problems, and so forth. The low crime has allowed Eagle Mountain City to require fewer officers than a typical city of similar population.

Although crime is not as prevalent in Eagle Mountain City, the City has taken steps to ensure great service is provided to residents. For example, the City pays for three Student Resource Officers (SRO), which is

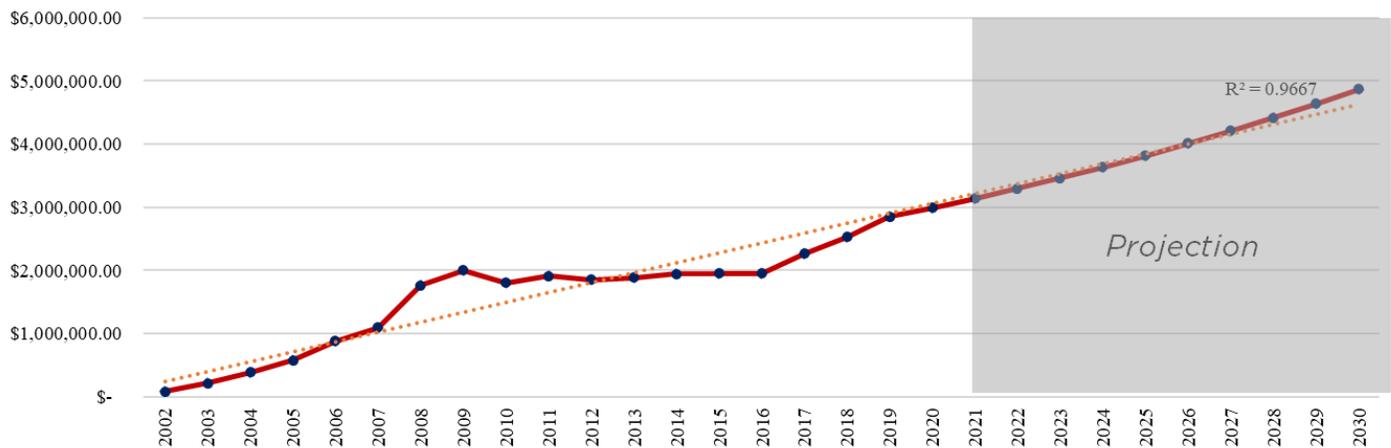


unusually high. Additionally, a contract city typically has a lieutenant as the lead officer, but Eagle Mountain City pays for a Chief Deputy to ensure that the needs of Eagle Mountain are being heard by Utah County.

Eagle Mountain Law - CAD Stats 2014 -2019

	Officer 14	Officer 15	Officer 16	Officer 17	Officer 18	Officer 19	Public 14	Public 15	Public 16	Public 17	Public 18	Public 19
Jan	224	374	441	483	576	569	433	488	496	530	618	650
Feb	210	392	611	452	461	496	359	505	483	538	545	620
Mar	299	377	491	570	519	591	573	653	658	642	642	833
Apr	285	278	496	468	604	531	478	542	589	561	690	739
May	310	326	451	651	545	540	621	583	611	766	748	837
Jun	311	342	437	408	373	630	551	661	700	759	787	832
Jul	336	426	578	503	431	724	636	688	676	714	796	896
Aug	302	454	410	514	593	734	601	687	622	686	721	905
Sep	338	507	399	604	520	665	555	647	639	690	688	845
Oct	395	453	487	547	558	747	667	590	604	632	655	841
Nov	453	557	463	699	767	680	465	618	548	583	668	814
Dec	296	448	490	652	475	560	520	517	524	609	715	758
Total	3759	4934	5754	6551	6422	7467	6459	7179	7150	7710	8273	9570
Total Calls	2014	2015	2016	2017	2018	2019						
Increase	10218	12113	12904	14261	14695	17037						
		1895	791	1357	434	2342						

Contract Cost Per Year



Impetus and Objectives for this Analysis

Eagle Mountain City regularly analyzes the quality and effectiveness of its various contracts for services. Police services provided by UCSO is no different and as one of the largest expenses for Eagle Mountain City, it receives considerable attention.

Economic and political climates are also frequently evolving. Eagle Mountain City is subject to both internal and external economic and political conditions including the desires of City Council, the Utah County



Commission, the State of Utah, and the residents of Eagle Mountain. Consequently, Eagle Mountain City must be adaptable and ready to make changes to how services are provided if needed.

The past three years have included some of these changes that affect Eagle Mountain's need to re-evaluate policing services. Two nearby cities, Herriman and Riverton in Salt Lake County trailblazed methods for separating from contract service models that proved fiscally successful and increased overall service levels. Additionally, Utah County has had to face the potential of significant budget cuts to respond to growing shortfalls. Eagle Mountain City learned that discussions among County Commissioners in response to these shortfalls included considerations of increasing contract costs for UCSO contracted cities, Eagle Mountain City being the largest of these. Although a 69% property tax increase was approved for Utah County, it is unknown if Utah County Commissioners still desire an increase in contract cost.

Eagle Mountain City has opted to stay a step ahead of evolving political and economic conditions by preparing alternative methods of providing police services and comparing those methods to the status quo. Additional planning has been conducted to anticipate costs and timetables for these alternative methods so that implementation is quicker and less costly should the City opt to modify existing services. Generally, the objectives of this analysis are to:

- Evaluate current police services to determine if there are any deficiencies,
- Investigate alternative methods of providing police services to ensure Eagle Mountain City is providing the best possible service for the residents of Eagle Mountain,
- Assess the costs and benefits of the alternatives explored and create an implementation plan for the preferred alternative that captures startup costs and timetables, and
- Compare the status quo with the preferred alternative and provide a recommendation.

The timing of this analysis is intended to align with budget planning for the FY 2021 budget. Should no action be taken for the FY 2021 budget, this analysis will need to be updated due to costs frequently changing and the possibility of future significant effects that may alter the economic or political climate of Eagle Mountain City.

Sources

To capture as much relevant information as possible, multiple methods were used to source information. These sources were interviewed or reviewed between October 2019 to January 2020. Although more information could be gathered from additional interviews and so forth, the information thus far gathered is sufficient for the nature of this analysis. Following the selection of a path forward, additional information would likely be reviewed to help optimize any decision making.

Interviews

A few interviews were conducted of Police Chiefs and other support personnel to gather first-hand accounts of transition processes, understanding of decision making around police force size, and other valuable information to aid in this analysis. These interviews also often resulted in shared information in the form of spreadsheets or other documents that expedited the calculations needed for the various scenarios reviewed. Each interview had unique questions relevant to known circumstances of an interviewee's history or situation.

***Utah County Sheriff's Office***

Chief Deputy Eric McDowell was interviewed on four separate occasions. As an expert on Eagle Mountain City service needs, Chief Deputy McDowell provided information on current officer wages and benefits, equipment costs, and service dependencies. Additionally, we reviewed staffing scenarios, contract opportunities, startup needs, and more.

Riverton City, UT

Chief Hutson of the recently formed Riverton Police Department provided a great deal of information on the startup costs for a new police department. We reviewed financial, morale, and political impacts of making a transition to a new police department. Chief Hutson also explained at length their recruiting strategy, their strategies for expanding facility space, and how they are planning for future increased costs. Also interviewed was Kevin Hicks, Administrative Services Director for Riverton City, and a resident of Eagle Mountain. Mr. Hicks provided the spreadsheets they used for calculating costs and instruction regarding how they are to be used.

Herriman City, UT

Herriman City was the first city to begin a recent trend of leaving larger police organizations and to use the public service district model. Chief Troy Carr and Deputy Chief Chad Reyes provided extensive background on the decision to transition to a public safety taxing district, the various unforeseen costs, and the strategies they used to prepare against worst-case scenarios given a tight timeline. Herriman City also provided additional insight into their staffing planning, recruiting strategies, and their growth management efforts.

Saratoga Springs, UT

To consider other alternatives to establishing our own police department or keeping the status quo, Saratoga Springs Police Chief Andrew Burton was also interviewed. Chief Burton was prepared with cost information and other insights should we be interested in contracting with Saratoga Springs. Because of the similarity of our two cities, Chief Burton was able to provide some valuable insights into staffing and performance planning, vehicle considerations, and facility needs.

St. George, UT

Between 2015 and 2016, St. George, UT Police Department sought to upgrade its fleet of vehicles. A phone interview with St. George City's fleet services manager provided some insight into what has and has not worked well with using a 4-year lease program for many vehicles at one time. They also provided information on how vehicles are disposed of following the 4-year term.

Data

- 2014 Utah County Law Enforcement 2014-2020 Contract
- 2015 Utah County Sheriff's Office Labor Agreement
- 2018 Property Assessed Values: (Exhibit A)
- 2019 County Tag (Vehicle) Log: (Exhibit B)



- 2019 UCSO Wages and Benefits, Current and Recommended (Exhibit C)
- 2019 City Budget and Cost Comparisons (American Fork, Bountiful, Cottonwood Heights, Draper, Eagle Mountain, Farmington, Kaysville, Layton, Lehi, Logan, Murray, Orem, Pleasant Grove, Provo, Sandy, Saratoga Springs, South Jordan, South Salt Lake, Spanish Fork, Springville, St. George, West Jordan, West Valley). 2017 used to ensure a common year. Information was compiled into a single spreadsheet for comparing various data points: (Exhibit D)
- 2020 Cottonwood Heights Vehicle Purchasing Quote, Ken Garff Dealerships: (Exhibit E)
- 2019 Priority One Response Time (Exhibit F)
- 2019 UCSO Eagle Mountain Officer Salary & Benefits Table (Exhibit G)
- 2019 Saratoga Springs Compensation Study (Exhibit H)
- 2019 West Jordan Employee Expense Template and Police Salary Tables
- “An analysis of police department staffing: How many officers do you really need?” Review of 62 police agencies analyzed by the ICMA/CPSM.
- 2029 Facebook CRA Budget
- 2020 Tyson CRA Budget

Internally Provided Information

Crime Data

- 2019 Traffic Citations, by Area: (Exhibit I)
- 2019 Year to Year Total Calls: (Exhibit J)

Subject Matter Experts

Chief Deputy Eric McDowell, Office Manager Cassie Patton, and current UCSO officers assigned to Eagle Mountain provided additional estimates and other supporting information to assist in the calculations. For example, City Operations Director, Jeff Weber, and UCSO officers provided expert opinions on ideal vehicles for Eagle Mountain which factors into the total startup costs (Exhibits B & E).

Methods

Benchmarking & Comparisons

Comparison of Utah Police Departments

Because every city is affected differently by a variety of uncontrollable variables, police departments cannot be perfectly compared. A higher crime-rate in one city may not be indicative of a poor-functioning police department and may even be seasonal. Different police departments need to balance services or staffing differently depending on what challenges the city encounters most. However, for the purposes of this analysis, we can reduce the scope of the comparison to financial data and refer to information obtained from interviews to establish performance-related benchmarks.

Information for a total of 25 Utah cities was collected, including population, geographic size, general fund budget size, allocation from general fund for police services, the type of agency (contract or independent), number of sworn officers, and calls for service (Exhibit D). Other calculations were



performed using this information to gain additional insights such as number of residents per officer, cost for police services per resident, cost per call for service, etc.

This data helps to identify police departments that are abnormally low or high cost relative to the number of sworn officers in their department. Knowing which cities have these peculiarly low costs focuses the analysis to look at the cities which are most able to keep costs down, assuming there is not some abnormality affecting their revenues or expenditures for police services. Additionally, this data helps set a benchmark for the number of sworn officers using the officers per capita measure.

Benchmark comparisons between Eagle Mountain City and 25 other Utah cities

Cost per Resident:	\$79.28
Average Cost for other Cities:	\$160.91
Next Highest after Eagle Mountain (Clinton) :	\$102.09

Eagle Mountain is the Lowest

Residents per Officer:	2,131
Average Residents for other Cities:	1,221
Next Highest after Eagle Mountain (Logan) :	1,518

Eagle Mountain is the Highest

Calls per Population:	0.42
Average Calls per Population:	0.59
Next Highest after Eagle Mountain (South Jordan) :	0.51

Eagle Mountain is the 3rd Lowest

Cost per Call for Service:	\$833.30
Average Cost per Call for Service:	\$1,130.87
Next Highest after Eagle Mountain (Clinton) :	\$838.42

Eagle Mountain is 6th lowest

Staffing Needs Analysis

A few methods have been used by police departments around the nation to assess the proper number of sworn officers for a police department including evaluating residents per officer, number of calls per officer, number of officer-initiated events vs. resident-initiated events, and the International City Manager’s Association (ICMA) 60/60/60 method. Nearly every Police Chief spoken to during this analysis used a different method for calculating the number of sworn officers needed. No available data can verify that one method is better than the other, therefore, to take advantage of the knowledge gained, a hybrid is a practical solution.



Performance: Examination of our current staffing shows that we are efficient with potential for weaknesses. Presently Eagle Mountain City has a total of 2,132 residents per officer, and about 1,000 calls for service per patrol officer (Exhibit J). Response times to priority one calls averages at seven minutes and fifty seconds, compared to City of Saratoga Springs average of eight minutes and twenty-three seconds even though Eagle Mountain City has significantly more land area (Exhibit F). So, although the number of residents per officer is higher compared to the comparison cities (1,148 residents per officer on average), our officers are not necessarily overworked.

The calls for service increased by over 2,000 calls from 2018-2019 (Exhibit J). Comparing sworn officers to calls per officer (It is not feasible to try to distinguish which officers take calls in each city for comparison), Eagle Mountain’s total calls per officer would be 896. If the same were to happen in 2020, assuming no changes in staffing, the calls per officer would increase to around 1000 calls for service per sworn officer. For comparison, Saratoga Springs, Utah is a similar population, with a larger retail presence has nearly 4,000 more calls for service each year. All cities evaluated had about 700 calls for service per sworn officer on average.

Eagle Mountain Resident Survey Data on Satisfaction with Police Services

Safe or Very Safe from Property Crimes	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	55%	74%	77%	74%	72%
Overall Satisfaction Level (Out of 5)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Crime Prevention	3.55	3.66	3.61	3.64	3.65
Traffic Enforcement	3.37	3.59	3.33	3.47	3.35
Animal Control	3.37	3.39	3.36	3.39	3.39
<i>Other Departments Average for Reference</i>	3.53	3.46	3.51	3.51	3.52

Shift Management: Chief Deputy McDowell already has planned to ask for two additional officers this coming fiscal year (FY 2021). Should Eagle Mountain City desire an independent police department, some staffing changes would need to occur due to gaps created from the loss of pooled officers from the County. Civilian staff would need to increase by at least 1.5 FTEs to account for a records clerk, a possible part time evidence technician, and compensation for additional human resources workload. Additional changes would need to take place throughout the department to ensure proper supervision for all shifts. Based on information gathered a proposed organizational chart was created (Exhibit K) that would meet bare minimum needs.

The proposed structure for an independent police department would bring the total number of sworn officers from 19 to 20, and office staff from one to up to two and a half. At this level of sworn officers, the police department would have about 2,025 residents per officer and about 852 calls per sworn officer.



The Utah County Sheriff's Office still offers significant advantages in cost savings due primarily to the costs of staffing because Eagle Mountain City is benefiting from use of pooled services. Despite a lower-than-average officer count, UCSO officers can effectively respond to incidents and deploy additional assets from the County as needed. Until Eagle Mountain City experiences some new paradigm, it is likely that the UCSO will continue to remain effective for Eagle Mountain City in terms of staffing.

Compensation Analysis

Salary and benefits make up a tremendous portion of the costs of a police department, whether contracted or independent. Any changes to salary and benefits can have big impacts on the overall budget. Furthermore, compensation can affect the ability to recruit officers from an already very competitive market. Utah County Sheriff's Office is already aware of this and currently offers competitive wages and benefits (Exhibit G). The City of Saratoga Springs completed a compensation analysis in October 2019 and found that Utah County was among the top five paying organizations of those studied, and second highest in Utah County (Exhibit H).

After speaking with Riverton City and the City of Herriman, both of which separated from the Unified Police Department of Salt Lake County to setup their own independent police departments, wages and benefits were clearly a major concern. The City of Herriman hired many of the officers from UPD already serving the city but did also have to increase wages to attract officers from other agencies. Riverton City significantly increased wages and benefits and stands out as an anomaly that likely exceeded what is necessary. Both Police Departments felt that it was important to increase wages to attract officers with experience. The experience would be necessary to ensure the department could operate at 100% capacity on day one. Both police departments went above and beyond to recruit the best officers they could. One might question if these departments overspent for officers. Saratoga Springs does not include Riverton city in compensation analysis because they are considered an anomaly or outlier. Herriman city's cost to operate its police department is much higher than other cities (example, Herriman City has 35 sworn officers, and Lehi City has 52, but the budget for Herriman police department is only \$800,000 shy of Lehi City).

Should Eagle Mountain city opt to establish an independent police department, wages and benefits would be sufficient remaining at current levels (Exhibit C). Industry-wide there is an expectation of about a 3% increase in pay each year. The financial analysis conducted as part of this report included a 5% increase to account for increased wages and an additional sum that spreads the costs of additional officers over time.

Financial Analysis

Assumptions & Conditions

The financial analysis was conducted based on the impetus and objectives mentioned earlier in this report wherein Eagle Mountain City desires to compare its current police services arrangement to other alternatives. The alternatives included and described later within this document were selected with the assumption that Eagle Mountain City desires to provide policing services at the lowest cost possible to



residents while maintaining optimal performance. The alternatives selected also assumes that Eagle Mountain City is open to creative solutions for funding police services. The entire police analysis is valid on condition that the Utah County Sheriff's Office does not call for a significant increase in the contract cost. Should that happen, the analysis must be reviewed for the possibility of revised conclusions.

Also assumed is continued growth for Eagle Mountain City, at a rate between 4-5% per year. Projected increased costs for equipment, wages and benefits, fleet purchases, and so forth are also calculated at 5% growth each year.

Due to Eagle Mountain City's limited physical space for increased staff or equipment, it is assumed that some existing City contracts would be expanded to cover aspects of delivering police services such as IT and insurance. Costs are conditional upon working up new contracts for other shared services such as evidence management, SWAT, and a justice court. These costs have not been fully implemented into the financial analysis at this time because they require negotiation with entities that Eagle Mountain City is not prepared to proceed with at this time.

Contract Analysis

The contents of the contract with the Utah County Sheriff's Office has financial implications that cannot be completely evaluated at this time. The current contract places certain costs upon the County such as costs related to records keeping, that should the City separate from the Utah County Sheriff's Office, would fall upon the City at a higher value than what the County pays due to the absence of economies of scale.

Eagle Mountain City benefits from pooled staffing in the Utah County contract. Eagle Mountain City has access to detectives, patrol supervision, and support personnel on an as-needed basis which allows for cost savings. Additionally, Eagle Mountain city receives a citation credit of about \$50,000/year which is unusual given there is no justice court in Eagle Mountain City.

Funding Strategies

Most cities fund police services through their general fund budgets. As the city grows, its tax revenue increases, and the city is able to add additional officers. This method is not the only possible method for funding a police department, nor is it necessarily the most ideal. Furthermore, there are also strategies for funding or reducing costs of a police department that are worth exploring. Evaluating these strategies, in connection with the other analysis performed is what led to the scenarios shared later in this report.

General Funding Mechanisms: Although the increase in property and sales taxes that come from the growth of a City should be enough to finance a police department, it not always is. Funding a police department through the general fund means that the police department budget is at the whim of annual spending priorities. Public safety impact fees can help cover some costs but are also inconsistent and minimal. The cities of Herriman and Riverton opted to fund their police departments through new public safety taxing districts. The tax rates of these districts



were lower than what residents were already paying to the Unified Police Department through the Salt Lake Valley Law Enforcement Service Area (SLVLESA). The new taxing districts had lower tax rates than the SLVLESA. Additionally, by using a separate taxing district to fund a police department, the tax revenues collected are non-transferrable or in other words can only be used for police services. If a city faces the need for major budget changes, police services would be immune to such events.

Some cities such as Saratoga Springs also provide police services to neighboring entities to help cover or reduce costs. Saratoga Springs' contract to cover policing services for Bluffdale, Utah is a mutually beneficial contract that allows both entities to reduce staffing costs, equipment costs, and so forth. Eagle Mountain City would not be able to replicate such an arrangement with its neighbors. Due to the extremely low costs that the neighboring towns of Cedar Fort and Fairfield pay to Utah County for police services, it would not be in Cedar Fort's or Fairfield's best interest to contract with Eagle Mountain City.

Other options will continue to be evaluated. Alternative policing, new technologies, and so forth may contribute to lower crime rates and subsequently lower policing costs. However, presently the before-mentioned funding mechanisms are the only known viable methods of funding an independent police force and therefore have been the basis for the scenarios analyzed.

Cost Reduction Mechanisms: The largest cost burdens upon police departments, personnel and fleet, are also where the most creativity in cost savings can be found. Opportunities exist that can help mitigate the burden of taking on additional services following the end to a contract with the UCSO. For example, although most cities share SWAT services by training only a few officers from each department and pooling equipment costs, Saratoga Springs currently only shares that service with Bluffdale. It is likely that Saratoga Springs would be welcoming of the idea of sharing SWAT services since that would be mutually beneficial.

Cities are also experimenting with methods of financing vehicle costs such as opting to lease-to-own instead of purchasing out-right, or choosing to sell vehicles in the private market instead of at auction to recapture more of the cost at the end of a vehicles service life. Eagle Mountain City would likely benefit from employing similar methods should an independent department be established. Based on recent cost estimates provided to Cottonwood Heights, UT, we are able to estimate the costs of a 4-year lease for F-150 and Explorer Interceptor vehicles purchased from Ken Garff Dealerships (Exhibit E). These vehicles are selected based on feedback provided by Utah County Sheriff's Deputies. The Deputies remarked that in their experience, police vehicles in Eagle Mountain need the ability to go off-road and have sufficient clearance. The F-150 Lariate Marked Patrol vehicle has the most favorable initial cost, depreciation, and buy back values. Using Ford vehicles also prevents our facilities staff from needing to have multiple varieties of repair parts on hand.

The potential of these cost savings will need to be considered when comparing scenarios. Not all these cost reductions can be calculated or input into the scenarios at this time because it requires



more advanced discussions with potential partners that we are not prepared to engage in at this time. It is unlikely that the cost savings would be so substantial that they alone would affect the decision-making of Eagle Mountain City.

Long-Term Planning

Every scenario examined includes growth projections up to eight years in the future. As mentioned earlier, revenues and expenditures are projected to increase by 5% annually. 5% growth in salaries and benefits assumes 3% increase for officers and 2% for a growing reserve to hire new officers. By adding 2% for new officers, we can project the growth of the department and ensure that Eagle Mountain City will have the appropriate number of officers 30 years from now. West Jordan, UT was used as a model in this regard because their current population of about 120,000 is about where Eagle Mountain, UT is projected to be in 30 years. Presently West Jordan has 85 sworn officers. By 2050, using the 2% additional increase, Eagle Mountain City would potentially be able to support up to 89 sworn officers.

All other cost estimates are also calculated with a 5% increase including increase in dispatch contract costs, fleet maintenance costs, insurance costs, and so forth. Scenarios using a public safety taxing district show an excess of revenues over expenditures sufficient to build a fund balance over years that can be used for capital expenditures such as new police facilities and equipment. Herriman City and Riverton City used similar measures to plan for growth, but at 3% and 4% respectively. Our higher estimates are in line with our more rapid growth and total build-out potential compared to these other cities.

Long-term financial planning does not include the possibility of a public safety impact fee. Eagle Mountain City had a public safety impact fee only a few years ago but stopped collecting the fee. Should the City desire to resume collecting the fee, it may affect some of the projected outcomes.

Management of Unknown

Some costs cannot be accurately calculated at this time because they require negotiations that Eagle Mountain City is not prepared for at this time. However, estimates have been added using information provided from Herriman City, Riverton City, West Jordan City, and the City of Saratoga Springs. Although many of the estimates are slightly inflated to mitigate against costs, after speaking with Police Chiefs from a few of these cities, it became apparent that there will still be some unexpected costs and every city has a different experience when evaluating options of independent police departments.

Eagle Mountain City's situation is unique from these other cities in a few ways that inherently creates some unknowns. Herriman City and Riverton City are both located in Salt Lake County and were already part of a public safety taxing authority (SLVLESA). Their contracts with Unified Police were more detailed regarding separation protocols, and they had existing facilities that were already owned by the respective cities. Every other city examined also had a much larger general fund budget and a much larger retail presence in the City which affected the available budget for the department and the staffing needs.



Interviewing the Police Chiefs and other staff from each of these cities has helped to compile a wealth of information that could aid in preparing for many unexpected circumstances. Many of the cases each of the interviewed cities mentioned were related to startup of an independent police department that affected timelines. The timeline is important because of recruitment costs. If officers are recruited and then the launch is delayed, those recruited officers still need to be paid. Therefore, the City could potentially be paying for two police departments for an unknown amount of time before launch.

Using the knowledge gained from interviewed Police Chiefs, an implementation plan would be created should Eagle Mountain City leadership desire to pursue an independent police department. Whereas Herriman City and Riverton City opted to launch police departments on a very short timeline, Eagle Mountain City can instead extend the timeline given that officers need not be recruited at the outset, and the potential for using existing UCSO officers assigned to Eagle Mountain as support for preparing the new department.

Scenario Overviews

Renew UCSO Contract, Status Quo,

The renewal of the UCSO contract is used as control to compare the other scenarios against. However, some assumptions need to be made. The contract cost has not grown consistently over the past twenty years. Some years saw sizeable increases while other years such as 2010 saw a 10% decrease. Overall, the average annual increase has been about \$143,000 or about 5%. Using this as a predictor of future growth, we can estimate the contract to start increasing by over \$200,000 per year starting in 2030, \$300,000 per year by 2038, and so forth, with a total contract cost of \$11,500,000 by 2050. This amount is in line with expected expenditures for a police department of about 85 sworn officers.

Contract costs with the UCSO only go towards salaries and benefits, equipment, and supplies. Therefore, in this scenario, no funds are being reserved for capital expenditures such as a police facility. Eagle Mountain City should expect additional large one-time expenditures in the years to come to supplement the police services in this scenario.

Self-Serve, Self-Fund Expanded Officer Count

Independent police department, funded from the General Fund, with expanded number of sworn officers to 20 and increased civilian operations to 2.5. The increase in officers and office staff is a necessity to account for the pooled resources from the UCSO that Eagle Mountain City would lose access to. This scenario would likely require a moderate increase in property taxes. The current revenues of the City would not cover the increase needed, therefore, the property tax rate would need to rise to our 2016 rate of about 0.0011 which would increase the tax burden to the average resident by about \$40 per year or \$3.33 per month.

Self-Serve, EMPSD Fund Expanded Officer Count

Independent police department, funded from the combination of an Eagle Mountain Public Safety District (EMPSD) that Eagle Mountain City contracts with, and existing officer counts. The EMPSD tax



rate by necessity would need to rise to our 2016 rate of about 0.0011 which would increase the tax burden to the average resident by about \$40 per year or \$3.33 per month. The Eagle Mountain City property tax rate is eliminated. In this scenario, residents do not see any difference in taxes paid from the previous scenario, and the increase to the police budget is similar to the General Fund only scenario, but the increase in expenses to the General Fund is less. Also unique in this scenario is the option for growth of a fund balance of the EMPSD, due to fewer restrictions on fund balances for special taxing districts, which could be used to fund future capital costs and does not experience the same caps as a general fund.

Because this scenario relies upon the Eagle Mountain City property tax to be eliminated to ensure the residents of Eagle Mountain see no increase in taxes, City leadership must consider the ramifications of having no City property tax given the considerable growth and potential large projects that may come to Eagle Mountain in the years ahead.

Results

1. Renew UCSO Contract, Status Quo

Number of Sworn Officers	19	Projected Police Budget Increase	\$	-
Number of Civilian Employees	1	Projected General Fund Expenditure Increase	\$	-
		Remove City Property Tax?		No

Revenue		FY 2021		FY 2028	
General Fund	\$	3,260,873.00	\$	4,606,695.00	<i>5.1% Growth</i>
ASD SRO Contribution	\$	45,000.00	\$	45,000.00	<i>Fixed</i>
TOTAL	\$	3,305,873.00	\$	4,651,695.00	
Expenditure					
Personnel	\$	113,085.00	\$	159,122.00	
Operations & Overhead	\$	3,192,788.00	\$	4,492,573.00	
TOTAL	\$	3,305,873.00	\$	4,651,695.00	
Net Revenues (Expenditures)	\$	-	\$	-	
Fund Balance	\$	-	\$	-	

**2. Self-Serve, Self-Fund Expanded Officer Count**

Number of Sworn Officers	20	Projected Police Budget Increase	\$	455,765.00
Number of Civilian Employees	2.5	Projected General Fund Expenditure Increase	\$	455,765.00
		Remove City Property Tax?		No

Revenue		FY 2021	FY 2028	
General Fund	\$	3,642,180.00	\$ 5,163,364.00	5.1% Growth
CRA Tax Increment	\$	90,082.00	\$ 126,977.00	Scheduled
VOCA Grant	\$	50,000.00	\$ 50,000.00	Fixed
ASD SRO Contribution	\$	45,000.00	\$ 45,000.00	Fixed
TOTAL	\$	3,827,262.00	\$ 5,385,341.00	

Expenditure		FY 2021	FY 2028
Personnel	\$	3,434,037.00	\$ 4,832,034.00
Operations & Overhead	\$	393,225.00	\$ 553,307.00
TOTAL	\$	3,827,262.00	\$ 5,385,341.00

Net Revenues (Expenditures)	\$	-	\$ -
Fund Balance	\$	250,000.00	\$ 401,175.00

3. Self-Serve, EMPSD Fund Expanded Officer Count

Number of Sworn Officers	20	Projected Police Budget Increase	\$	455,765.00
Number of Civilian Employees	2.5	Projected General Fund Expenditure Increase	\$	379,628.00
		Remove City Property Tax?		Yes

Revenue		FY 2021	FY 2028	
General Fund	\$	2,152,500.00	\$ 3,028,784.00	5% Annual Growth
Property Tax Revenue	\$	1,615,148.00	\$ 2,272,675.00	5% Annual Growth
CRA Tax Increment	\$	90,082.00	\$ 126,977.00	Scheduled
VOCA Grant	\$	50,000.00	\$ 50,000.00	Fixed
ASD SRO Contribution	\$	45,000.00	\$ 45,000.00	Fixed
TOTAL	\$	3,952,730.00	\$ 5,523,436.00	

Expenditure		FY 2021	FY 2028
Personnel	\$	3,434,037.00	\$ 4,832,034.00
Operations & Overhead	\$	393,225.00	\$ 553,307.00
TOTAL	\$	3,827,262.00	\$ 5,385,341.00

Net Revenues (Expenditures)	\$	125,468.00	\$ 138,095.00
Fund Balance	\$	250,000.00	\$ 1,337,089.00

NOTES: 5% growth of costs based on 3% COLA increase for personnel, a standard practice for law enforcement agencies, plus 2% additional increase for accommodating needs for additional officers. Using 5% growth, Eagle Mountain City should have an appropriate number of officers in the future.



Startup Analysis

Officer Recruitment

Personnel costs are potentially the largest costs for Eagle Mountain City if creating an independent police department, depending upon the recruiting strategy. Ideally, Eagle Mountain City would have the option to hire officers currently assigned to Eagle Mountain from UCSO. Any officers that do not wish to be hired by an Eagle Mountain City police department would need to be replaced at a carefully choreographed schedule to ensure that officers are not paid for too long prior to the department being launched.

Eagle Mountain City would need to select a Police Chief early in the process so that the selected individual can lead in the setup process. If an officer from UCSO assigned to Eagle Mountain is ultimately selected, the costs could be reduced significantly. However, if a Chief from outside of the UCSO is selected, they would need to be paid their salary and benefits, potentially for up to twelve months prior to launching the police department, totaling \$200,000 over that period.

Cities interviewed have also stated that there are some additional costs that are less predictable including the total number of background checks that need to be run on new officers, pay for training, the burden upon human resources for all of the initial setup, and so forth.

Police Vehicles

Leasing costs are already accounted for in the costs of officers. However, there may be an upfront burden from leasing many vehicles at one time. These burdens include preparing maintenance plans, procuring replacement parts, initial IT setup, setting up vehicle insurance, and so forth. Therefore, the biggest cost will be in time and resources needed to prepare all these vehicles. Following the initial setup, new vehicles being leased will be easier to manage and may even be able to use some equipment carried over from previous vehicles (Exhibit B).

Eagle Mountain City has a case for claiming ownership over the vehicles currently used by UCSO in Eagle Mountain City. Assuming these vehicles could be retained, the up-front vehicle demand could be reduced.

Equipment Costs

Although most equipment is covered under personnel costs (Exhibit C), some equipment comes with a large startup cost. For example, new radios are very expensive, and as a new independent police department launches, each radio needs to be programmed by a specialist. Through the experience of Riverton and Herriman Cities, we know that the costs of purchasing and preparing radios can grow to be well over \$100,000. Additionally, some tools used by officers requires maintenance supplies and/or equipment such as firearms. Firearms require regular maintenance and a proper workspace to complete that maintenance such as a workbench.

The contract with the UCSO also states that computer equipment, printers, and other office equipment and supplies would be returned to Utah County should the contract be terminated. We can expect that there may be other equipment that Utah County would wish to similarly retain. Eagle Mountain City



will need to evaluate all the current equipment carefully to identify whether it could be considered an “Actual Cost” as defined in the UCSO contract so that Eagle Mountain City can reduce startup costs.

Eagle Mountain City’s IT provider, Executech, has provided a quote of just over \$100,000 needed to create a new separate technology environment appropriate for a highly secure police department. Costs include about \$75,000 in separate computer equipment (up to 28 laptops, servers, etc.), licensing costs, labor, and so forth. A review of the costs has shown they are in-line with costs reported by other municipalities including Riverton and West Jordan.

Facilities Costs

The costs for additional facilities are largely dependent upon what contracts could be worked out with other entities. For example, most police departments must devote significant space to evidence management including processing areas, storage space, and even potentially climate-controlled or refrigerated storage. Should Eagle Mountain City be able to contract with Utah County, Saratoga Springs, or otherwise to assist in management of evidence at least temporarily, then facility costs are reduced. However, if this cannot be done, then it is very likely that if Eagle Mountain City desires an independent police department that an expansion or addition of facilities would be required.

Temporary detention of detained individuals also creates an issue for facilities. Presently individuals can be brought to the City offices but are not intended to remain here. Furthermore, there are no gated areas for cars to enter and ensure suspects do not attempt an escape prior to entering the building. If temporary detention is intended to occur at Eagle Mountain City hall, at a minimum the gated area would need to be constructed, potentially requiring major modifications to the north side of the parking lot to accommodate the gated area and maintain sufficient parking for other City Hall staff or visitors.

The increase in civilian staff can currently be satisfactorily accommodated with the offices the UCSO currently occupies by modifying workspace layouts. However, the current space for the UCSO is not protected with bullet-proof glass or other safeguards as most police departments have.

Justice Court: Presently Eagle Mountain City does not have the space available to provide a justice court and therefore must rely on other entities. Eagle Mountain could, for the convenience of residents, negotiate use of Saratoga Springs, Lehi, or other closer justice courts. This would likely come at a minimal cost to Eagle Mountain City if the contracting city is permitted to retain the citation fines and other fees to cover the cost of the increased demand. When Eagle Mountain City is prepared to have its own public safety building, a justice court would financially be an easy decision because all justice courts analyzed paid for themselves through the citation fines and other fees.

Discussion

Additional Required Analysis

Although this analysis attempts to be as comprehensive as possible, some additional investigation remains that cannot be completed at this time.

***Future of Property Tax Collection:***

First and foremost, additional analysis should be undertaken to assess the implications of eliminating a municipal property tax should an independent police department be desired. If eliminating the City property tax is not a reasonable option, then the separate taxing district scenario should not be pursued. Although the property tax collection for the City is not currently a large portion of tax revenues, it is tied into deals made with Facebook Inc. and Tyson Foods and would require some renegotiation.

Contracts and Facilities:

Should Eagle Mountain City desire to create an independent police department, it will need to evaluate the possibility of new contracts and shared services with Utah County or other entities. The contracts would be necessary in the short-term to handle needs such as SWAT, holding of detained individuals, and more. If these contracts are unfavorable or cannot occur for any reason, an independent police department may be significantly more costly. Tied into the contracts is facilities. Eagle Mountain City will also need to evaluate in more depth the impact to its facilities and whether current facilities could support an independent police department or whether they could be modified to fit the need. Critical aspects of policing such as evidence management uses a considerable amount of space that even cities with larger available property could not handle without expansions.

Records Transfer:

Some coordination would also need to happen with Utah County regarding records. There is no guarantee that Eagle Mountain City would use the same records management software as Utah County, therefore there may be complications in transferring or replicating crime records into Eagle Mountain City's software of choice. The transfer of these records will also require the time and expertise of office staff familiar with police records which may require hiring of office staff earlier than anticipated.

Other Influences on Decision Making***Growth of Eagle Mountain City***

The rapid growth of Eagle Mountain City has implications for any choice made. Should the City opt to remain with the Utah County Sheriff's office, the growth of the City may in time cause a rebalancing of City revenues as more retail, job centers, and so forth come to the City. That growth may also come with increased demand on our police services. Growth of the City has already made a difference in that property tax revenues are sufficient now under the proposal to establish a public safety district to fund a police department without additional burden on residents. However, waiting for the growth also potentially increases the startup costs due to our contract with the Utah County Sheriff's Office as more officers will mean more vehicles to start with, and a new police facility would be all but guaranteed necessary with potentially no fund reserve to pay for it.

Utah County is also impacted by Eagle Mountain City's growth. Eagle Mountain City is already the largest contracted city with Utah County, and our non-central location causes several their officers to be inconveniently located. Should a large emergency take place elsewhere in the County, response time could be higher than ideal. More officers in Eagle Mountain means also means more liability the County potentially takes on in the event of use of force scenarios and so forth.



Eagle Mountain is also under considerable pressure related to facility space. The current UCSO Eagle Mountain office is located at Eagle Mountain City Hall which is currently at capacity for staff. Future growth in sworn officers will add to the pressure eventually creating an environment that impacts the quality of police work. No mechanism exists within the UCSO contract to jointly build a public safety building; therefore, Eagle Mountain City must find a way to provide a larger space for the police department in the very near future.

Political Environment

Eagle Mountain City's use of the Utah County Sheriff's Office for police services diverts some political pressures to the County. Nationwide there is significant discussion regarding policing policies and practices. Should Eagle Mountain City opt to have its own independent police department, the City is inherently politically tied to that police department and every action of its officers, whereas a Utah County Sheriff's Deputy or otherwise is subject to Utah County policies and procedures. So should a politically unfavorable incident take place, the County potentially becomes the focus of attention, rather than Eagle Mountain City.

Local politics may turn the City toward an independent police department. Both Riverton City and Herriman City cited politics as a major factor in their desire to initiate the change to an independent police force. In Herriman City's case, the City Council at the time desired to separate from Unified Police so much that the financial implications were near irrelevant. Eagle Mountain City is in a peculiar position wherein Utah County may desire to shed Eagle Mountain City as a contract city to cut costs or even for philosophical reasons.

Resident Interest

During the interviews with Riverton and Herriman Police Departments, both spoke to the positive impact a local independent police department had on public perception of police services. However, that was following general dissatisfaction with the Unified Police Department. Based on the most recent resident survey, we know that public perception of safety in Eagle Mountain City is high with 87% of residents responding feeling safe or very safe from personal crimes, and 72% feeling safe or very safe from property crimes. The UCSO received a 3.65/5.0 rating overall which is .15 over the average of all departments.

Although residents somewhat frequently question why we do not have our own independent police department, the questioning does not generally evolve into a desire for an independent police department. As mentioned earlier, despite having fewer officers than a typical city of 40,000 residents, calls per officer are still at a manageable level. Establishing an independent police department now could be perceived by the average resident as unnecessary or fixing something that isn't broken.

BYU MPA Program Analysis

Early in the analysis, the BYU MPA program became involved in the analysis to provide an external review and recommendation on the findings. A group of 2nd-year students were tasked with examining provided



information, seeking out additional information as necessary or feasible, evaluate the costs and benefits of scenarios of their own design, and ultimately provide a recommendation. Eagle Mountain City provided notes of interviews with police chiefs, spreadsheets being used for calculating scenario costs, and all information provided from the Utah County Sheriff's Office.

The students ultimately recommended that Eagle Mountain City renegotiate a short-term contract with the Utah County Sheriff's Office that modifies language so that ownership of vehicles and other assets is clearer. The lack of available funding for startup costs is cited as the dominant reason for not establishing an independent police department at this time.

Recommendation

Establishing an independent police department would be costly, potentially significantly modify taxation, and could take several months to complete. But establishing an independent police department may also be a necessity that Eagle Mountain City should preemptively prepare for and could resolve some standing issues. For example, the UCSO cannot currently enforce City Code. As mentioned earlier, there are also options to allow for building reserves of funds to be used for facility construction or other major capital costs. Utah County may create conditions wherein Eagle Mountain City is forced to establish an independent police department and if the City is unprepared, greater costs could be incurred by taking the easiest path by necessity instead of the most beneficial.

It is my recommendation that Eagle Mountain City maintain its contract with the Utah County Sheriff's Office. Financially, Eagle Mountain City has no room in its general fund to absorb the necessary increase in costs for an independent police department, even with a separate taxing authority. Revenues are not presently strong enough to cover enough of the costs of the police department. Growth of the Utah County Sheriff's Office contract does grow at a rate that is sufficient for Eagle Mountain City and projects adequate staffing growth for the foreseeable future. However, by maintaining the UCSO contract, some risk is assumed. No funding is collected for future facilities, and the possibility of a cost increase from Utah County could affect the benefits of staying with UCSO for police services.

By separating from the UCSO, the department would lose its ability to call upon County resources as needed. The value of this benefit is difficult to ignore and a major factor in keeping costs unattainably lower compared to an independent police department.

Conclusion

Eagle Mountain City is charged with providing adequate police services to its residents. Through the contract with the Utah County Sheriff's Office, residents have been protected and supported by excellent officers who are greatly appreciated. In years past, Eagle Mountain City could not conceivably establish its own independent police department, largely due to the certainty of increased costs. Now, the City is fortunate to have options, and examples to learn from to continue to provide excellent police services for residents, regardless of the method selected.



EXHIBIT A: 2018 Property Tax Final Values

UTAH STATE TAX COMMISSION
 Property Tax Division
2018 LIST OF FINAL VALUES ALL TAX ENTITIES
 BY ENTITY/BY PROPERTY TYPE

County Number: 25 County Name: UTAH

Entity Number: 3047 Entity Name: EAGLE MOUNTAIN CITY

REAL PROPERTY - LAND	<u>Taxable Value</u>	<u>Market Value</u>
Primary Residential	\$349,866,605	\$636,121,100*
Secondary Residential	\$348,200	\$348,200
Commercial and Industrial	\$10,843,200	\$10,843,200
FAA	1,131,645	\$1,131,645
Unimproved Non FAA - Vacant	\$137,319,730	\$137,319,730
TOTAL REAL PROPERTY - LAND	\$499,509,380	\$785,763,875
REAL PROPERTY - BUILDINGS		
Primary Residential	\$947,535,655	\$1,722,792,100*
Secondary Residential	\$276,400	\$276,400
Commercial and Industrial	\$24,897,200	\$24,897,200
Agricultural	\$4,614,600	\$4,614,600
TOTAL REAL PROPERTY - BUILDINGS	\$977,323,855	\$1,752,580,300
TOTAL REAL PROPERTY	\$1,476,833,235	\$2,538,344,175
PERSONAL PROPERTY		
Primary Mobile Homes	\$0	\$0*
Secondary Mobile Homes	\$0	\$0
Other Business Personal Property	\$10,640,684	\$10,640,684
SCME	\$0	\$0
TOTAL PERSONAL PROPERTY	\$10,640,684	\$10,640,684
CENTRALLY ASSESSED VALUES		
TOTAL CENTRALLY ASSESSED VALUES	\$75,834,551	\$75,834,551
GRAND TOTAL REAL PROPERTY, PERSONAL PROPERTY, CENTRALLY ASSESSED	\$1,563,308,470	\$2,624,819,410
MOTOR VEHICLE VALUES		
MOTOR VEHICLE VALUE ESTIMATE	\$10,187,097	\$10,187,097
<i>Value estimate for entity. Calculation: Revenue/.015</i>		
GRAND TOTAL REAL PROPERTY, PERSONAL PROPERTY, CENTRALLY ASSESSED, AND MOTOR VEHICLE	\$1,573,495,567	\$2,635,006,507

*This information is provided from TC-233b reports from each county.
 Motor Vehicle value estimate is calculated from the age-based and fee-in-lieu entity-specific revenue reported by the county treasurer and is calculated Revenue/.015.



EXHIBIT C: 2019 Utah County Officer Actual Costs (Current)

Contract City Cost Analysis		Chief Deputy*	Patrol Sergeant	Deputy III	Patrol OS III		
Number of Personnel in Division/Bureau							
Division Costs (2018 Exp)							
1100	Salaries	\$117,495.00	\$75,599.00	\$65,738.00	\$43,202.00		
1300	Benefits	\$84,596.00	\$54,431.00	\$47,331.00	\$31,105.00		
1400	Uniform Allowance	\$1,020.00	\$1,020.00	\$1,020.00	\$0.00		
2100	Books, Subs, Memberships	\$144.00	\$144.00	\$144.00	\$144.00		
2200	Public Notices	\$16.00	\$16.00	\$16.00	\$16.00		
2310	Mileage / Parking	\$9.00	\$9.00	\$9.00	\$9.00		
2400	Office Supplies	\$112.00	\$112.00	\$112.00	\$112.00		
2410	Postage	\$1.00	\$1.00	\$1.00	\$1.00		
2500	Equipment Maintenance & Supplies	\$168.00	\$168.00	\$168.00	\$168.00		
2800	Cell phone usage / wireless usage	\$1,030.00	\$1,030.00	\$1,030.00	\$0.00		
3050	Copier Maintenance	\$221.00	\$221.00	\$221.00	\$221.00		
3100	Professional Services	\$55.00	\$55.00	\$55.00	\$55.00		
3300	Local Training	\$77.00	\$77.00	\$77.00	\$77.00		
3400	Conference & Travel	\$762.00	\$762.00	\$762.00	\$762.00		
3900	Sheriff Buy Funds	\$0.00	\$0.00	\$0.00	\$0.00		
4800	Special Dept Supplies	\$174.00	\$174.00	\$174.00	\$174.00		
4850	Software	\$277.00	\$277.00	\$277.00	\$277.00		
5610	Motor Pool Lease	\$11,793.00	\$11,793.00	\$11,793.00	\$0.00		
5630	Building Lease	\$0.00	\$0.00	\$0.00	\$0.00		
5640	Phones	\$0.00	\$0.00	\$0.00	\$0.00		
5650	Radios/Pagers	\$910.00	\$910.00	\$910.00	\$0.00		
5670	Computers	\$1,392.00	\$1,392.00	\$1,392.00	\$1,392.00		
6200	Miscellaneous Services	\$44.00	\$44.00	\$44.00	\$44.00		
7410	Inventory > \$5000	\$0.00	\$0.00	\$0.00	\$0.00		
7420	Inventory < \$5000	\$499.00	\$499.00	\$499.00	\$499.00		
7470	Computer Equipment	\$12.00	\$12.00	\$12.00	\$12.00		
*Position reflects actual wages							
Cost Per Position		\$220,807.00	\$148,746.00	\$131,785.00	\$78,270.00		
Administrative Costs (based on 2015 expenditures):						Employees	Total Budget
c/c 400	SWAT (per enforcement personnel)	\$0.00	\$607.00	\$607.00	\$607.00	170	\$103,273
c/c 500	K-9 (per enforcement personnel)	\$0.00	\$399.00	\$399.00	\$399.00	170	\$67,868
See Note 3	Evidence (per enforcement personnel)	\$0.00	\$3,880.00	\$3,880.00	\$3,880.00	170	\$659,582
1.58%	County Overhead (per county employee)	\$3,489.00	\$2,350.00	\$2,082.00	\$1,237.00	1,199	
	Spillman User Fee	\$290.00	\$290.00	\$290.00	\$290.00	386	\$112,101
Cost/position w Spillman		\$224,586.00	\$151,386.00	\$134,157.00	\$79,797.00		
Anticipated Revenue Hourly		\$100.00	\$68.00	\$60.00	\$38.00		



EXHIBIT C Cont.: 2019 Utah County Officer Actual Costs (Recommended)

Contract City Cost Analysis		Patrol Lieutenant	Patrol Sergeant	Patrol Deputy III	Detective	ACO Deputy II	Patrol OS II	TOTAL	
Number of Personnel in Division/Bureau		2	9	38	11	4	2	66	
Division Costs (based on 2009 Budget)									
1100	Salaries	\$69,277.00	\$63,278.00	\$49,888.00	\$54,243.00	\$47,760.00	\$16,107.00		
1300	Benefits	\$35,127.00	\$33,102.00	\$28,581.00	\$30,051.00	\$27,863.00	\$14,530.00		
1400	Uniform Allowance	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$1,020.00	\$0.00		
2100	Books, Subs, Memberships	\$86.00	\$86.00	\$86.00	\$1,489.00	\$9.00	\$86.00		
2200	Public Notices	\$10.00	\$10.00	\$10.00	\$295.00	\$0.00	\$10.00		
2310	Mileage / Parking	\$9.00	\$9.00	\$9.00	\$139.00	\$0.00	\$9.00		
2400	Office Supplies	\$142.00	\$142.00	\$142.00	\$712.00	\$0.00	\$142.00		
2410	Postage	\$26.00	\$26.00	\$26.00	\$41.00	\$0.00	\$26.00		
2500	Equipment Maintenance & Supplies	\$952.00	\$952.00	\$952.00	\$859.00	\$50.00	\$952.00		
2800	Cell phone usage / wireless usage	\$1,504.00	\$1,504.00	\$1,504.00	\$2,629.00	\$1,445.00	\$0.00		
3050	Copier Maintenance	\$24.00	\$24.00	\$24.00	\$1,200.00	\$0.00	\$24.00		
3100	Professional Services	\$881.00	\$881.00	\$881.00	\$62.00	\$5,529.00	\$881.00		
3300	Local Training	\$406.00	\$406.00	\$406.00	\$1,850.00	\$531.00	\$406.00		
3400	Conference & Travel	\$364.00	\$364.00	\$364.00	\$1,693.00	\$114.00	\$364.00		
3900	Sheriff Buy Funds	\$0.00	\$0.00	\$0.00	\$227.00	\$0.00	\$0.00		
4800	Special Dept Supplies	\$579.00	\$579.00	\$579.00	\$4,270.00	\$859.00	\$579.00		
4850	Software	\$25.00	\$25.00	\$25.00	\$138.00	\$0.00	\$25.00		
5610	Motor Pool Lease	\$15,702.00	\$15,702.00	\$15,702.00	\$12,373.00	\$14,140.00	\$0.00		
5630	Building Lease	\$1,298.00	\$1,298.00	\$1,298.00	\$1,341.00	\$0.00	\$1,298.00		
5640	Phones	\$92.00	\$92.00	\$92.00	\$1,069.00	\$90.00	\$92.00		
5650	Radios/Pagers	\$2,154.00	\$2,154.00	\$2,154.00	\$1,667.00	\$1,672.00	\$0.00		
5670	Computers	\$2,097.00	\$2,097.00	\$2,097.00	\$7,490.00	\$2,181.00	\$2,097.00		
6200	Miscellaneous Services	\$38.00	\$38.00	\$38.00	\$4,321.00	\$188.00	\$38.00		
7410	Inventory > \$5000	\$124.00	\$124.00	\$124.00	\$0.00	\$0.00	\$124.00		
7420	Inventory < \$5000	\$974.00	\$974.00	\$974.00	\$672.00	\$818.00	\$974.00		
See Note 3	Evidence (does not include salaries/benefits)	\$0.00	\$0.00	\$0.00	(\$3,278.00)	\$0.00	\$0.00		
Base Cost Per Position		\$132,911.00	\$124,887.00	\$106,976.00	\$139,573.00	\$104,269.00	\$38,764.00		
Base Cost Per Position with Lt. Allocated			\$126,901.00	\$108,990.00	\$141,587.00	\$106,283.00	\$40,778.00		
Administrative Costs:								Employees	Total Budget
See Note 3	Evidence (per enforcement personnel)		\$1,383.00	\$1,383.00	\$1,383.00	\$1,383.00	\$1,383.00	235	\$325,065
	Captain (per enforcement personnel)		\$389.00	\$389.00	\$389.00	\$389.00	\$389.00	235	\$91,520
	Financial Analyst (per enf personnel)		\$97.00	\$97.00	\$97.00	\$97.00	\$97.00	235	\$22,802
5.60%	County Overhead (per county employee)		\$2,650.00	\$2,650.00	\$2,650.00	\$2,650.00	\$2,650.00	1,466	\$3,885,087



EXHIBIT D: City Budget and Cost Comparisons (2017 Budgets)

City Information (2017)				Financial Summary (2017)			Public Safety Data			
City	Population	Square Miles	Pop Per SqMi	Total GF Budget	Police Expenditur	% of Budget	Agency Type	# of Officers	Residents per Offic	Max Hiring Salar
American Fork	29,527	9.2	3,209	\$ 24,567,100.00	\$ 4,886,400.00	20%	Local	34	868	\$ 62,400.00
Bountiful	44,107	13.5	3,267	\$ 16,629,878.00	\$ 7,110,557.00	43%	Local	22	2,005	
Cottonwood Heights	33,996	6.8	4,999	\$ 18,832,422.00	\$ 5,746,822.00	31%	Local	40	850	\$ 75,155.00
Draper	47,710	30.1	1,585	\$ 35,174,730.00	\$ 5,735,153.00	16%	Local	30	1,590	
Eagle Mountain	40,000	41.7	959	\$ 9,518,671.00	\$ 2,348,150.00	25%	Contract	19	2,105	
Farmington*	24,066	10	2,407	\$ 12,176,207.00	\$ 2,701,001.00	22%	Local	18	1,337	
Kaysville	31,776	10.5	3,026	\$ 13,532,150.00	\$ 3,563,389.00	26%	Local	14	2,270	
Layton	76,691	22.2	3,455	\$ 32,618,499.00	\$ 7,462,459.00	23%	Local	50	1,534	
Lehi	62,712	26.7	2,349	\$ 32,727,469.00	\$ 6,865,267.00	21%	Local	47	1,334	
Logan	51,115	18.5	2,763	\$ 42,445,894.00	\$ 7,102,489.00	17%	Local	34	1,503	
Murray	49,295	12.3	4,008	\$ 48,596,117.00	\$ 11,107,854.00	23%	Local	78	632	
Orem	97,839	18.3	5,346	\$ 101,675,498.00	\$ 13,527,498.00	13%	Local	82	1,193	
Pleasant Grove	38,845	9.2	4,222	\$ 13,928,006.00	\$ 3,487,988.00	25%	Local	25	1,554	\$ 58,323.00
Provo*	117,335	44.17	2,656	\$ 61,593,669.00	\$ 19,248,274.00	31%	Local	104	1,128	
Sandy	96,145	22.4	4,292	\$ 52,866,180.00	\$ 15,034,763.00	28%	Local	111	866	\$ 73,320.00
Saratoga Springs	29,608	21.7	1,364	\$ 14,729,177.00	\$ 4,020,138.00	27%	Local	22	1,346	
South Jordan	70,954	22.1	3,211	\$ 42,947,216.00	\$ 6,666,624.00	16%	Local	64	1,109	
South Salt Lake	24,956	6.9	3,617	\$ 30,818,239.00	\$ 7,564,583.00	25%	Local	59	423	\$ 68,224.00
Spanish Fork	39,443	15.4	2,561	\$ 22,467,807.00	\$ 5,050,334.00	22%	Local	31	1,272	
Springville	33,294	14.4	2,312	\$ 17,112,205.00	\$ 3,657,732.00	21%	Local	19	1,752	\$ 68,453.00
St. George	84,405	64.9	1,301	\$ 66,099,009.00	\$ 13,047,252.00	20%	Local	84	1,005	\$ 63,457.00
West Jordan	113,905	30.9	3,686	\$ 63,395,007.00	\$ 18,868,339.00	30%	Local	85	1,340	\$ 63,003.00
West Valley	136,170	35.5	3,836	\$ 75,719,756.00	\$ 23,641,585.00	31%	Local	160	851	\$ 72,925.00
* FY 2018 Budgets										



EXHIBIT E: Ken Garff Police Vehicle Quote to Cottonwood Heights City

CITY OF COTTONWOOD HEIGHTS															12/13/2019
Model Year	Make	Model	Drive	Trim	Equipment Spec	MSRP	State Discount	Vehicle	Equipment	Total	Lease Term Years	Agreed Upon Mileage Cap	Ken Garff Buyback	Depreciation	Depreciation /Yr
2020	FORD	F-150	4x4	LARIAT	UNMARKED PATROL	\$54,190.00	\$14,473.00	\$39,715.76	\$0.00	\$39,715.76	4	66000	\$20,500.00	\$19,215.76	\$4,803.94
2020	FORD	F-150	4x4	LARIAT	MARKED PATROL	\$54,190.00	\$14,473.00	\$39,715.76	\$0.00	\$39,715.76	4	66000	\$19,500.00	\$20,215.76	\$5,053.94
2020	FORD	F-150	4x4	LARIAT	K9	\$54,190.00	\$14,473.00	\$39,715.76	\$0.00	\$39,715.76	4	66000	\$15,000.00	\$24,715.76	\$6,178.94
2020	FORD	F-150	4x4	RAPTOR	DETECTIVE	\$68,830.00	\$3,103.00	\$65,727.00	\$0.00	\$65,727.00	4	66000	\$27,000.00	\$38,727.00	\$9,681.75
2020	FORD	EXPEDITION	4x4	LIMITED	UNDER COVER	\$73,480.00	\$11,222.00	\$62,258.00	\$0.00	\$62,258.00	4	66000	\$20,000.00	\$42,258.00	\$10,564.50
2020	FORD	EXPEDITION	4x4	PLATINUM	UNDER COVER	\$80,805.00	\$12,028.00	\$68,777.00	\$0.00	\$68,777.00	4	66000	\$24,000.00	\$44,777.00	\$11,194.25
2020	FORD	RANGER	4x4	LARIAT	UNDER COVER	\$41,095.00	\$5,580.00	\$35,515.00	\$0.00	\$35,515.00	4	66000	\$10,000.00	\$25,515.00	\$6,378.75
2020	FORD	EXPLORER INTERCEPTOR	4x4	HYBRID	MARKED PATROL	\$43,250.00	\$5,022.00	\$38,228.00	\$0.00	\$38,228.00	4	66000	\$9,500.00	\$28,728.00	\$7,182.00
2020	FORD	EXPLORER HYBRID	4x4	LIMITED	UNDER COVER	\$56,995.00	\$7,174.00	\$49,821.00	\$0.00	\$49,821.00	4	66000	\$14,500.00	\$35,321.00	\$8,830.25
2020	FORD	EXPLORER	4x4	XLT	MARKED PATROL	\$45,335.00	\$5,883.00	\$39,452.00	\$0.00	\$39,452.00	4	66000	\$13,000.00	\$26,452.00	\$6,613.00
2020	CHEVROLET	COLORADO	4x4	LT	UNDER COVER	\$38,210.00	\$4,306.00	\$33,904.00	\$0.00	\$33,904.00	4	66000	\$13,000.00	\$20,904.00	\$5,226.00
2020	CHEVROLET	TAHOE	4x4	LT	UNDER COVER	\$61,070.00	\$9,964.00	\$51,106.00	\$0.00	\$51,106.00	4	66000	\$22,000.00	\$29,106.00	\$7,276.50
2020	CHEVROLET	TAHOE	4x4	PREMIER	UNDER COVER	\$67,495.00	\$10,418.00	\$57,077.00	\$0.00	\$57,077.00	4	66000	\$27,000.00	\$30,077.00	\$7,519.25
2020	CHEVROLET	2500 HD	4x4	LTZ	UNDER COVER	\$66,460.00	\$12,340.00	\$54,120.00	\$0.00	\$54,120.00	4	66000	\$30,000.00	\$24,120.00	\$6,030.00
2020	CHEVROLET	TRAVERSE	4x4	LT	UNDER COVER	\$45,390.00	\$6,950.00	\$38,440.00	\$0.00	\$38,440.00	4	66000	\$13,000.00	\$25,440.00	\$6,360.00
2020	CHEVROLET	BLAZER	4x4	LT	UNDER COVER	\$41,595.00	\$1,984.00	\$39,611.00	\$0.00	\$39,611.00	4	66000	\$17,000.00	\$22,611.00	\$5,652.75
2020	HONDA	ACCORD	FWD	EX-L	UNDER COVER	\$33,200.00	\$1,700.00	\$30,500.00	\$0.00	\$30,500.00	4	49500	\$9,500.00	\$21,000.00	\$5,250.00
This quote is to illustrate purchase price and the Ken Garff Buy-Back Guarantee															
This quote does not include the lease interest or financing charges															



EXHIBIT F: UCSO Priority One Response Time



Utah County Sheriff's Office Average CAD Call Response Times, by Priority

<u>Priority</u>	<u>Pre-Disp</u>	<u>Response</u>	<u>Travel</u>	<u>Assigned</u>	<u>At Scene</u>	<u>Total</u>
1	00:00:39 (5304)	00:02:09 (5060)	00:07:50 (1025)	**:*:* (0)	00:11:33 (5078)	00:13:11 (5416)
Avg.All Calls	00:00:39	00:02:09	00:07:50	**:*:*	00:11:33	00:13:11

Total reported: 1

- Notes:
- Pre-Dispatch : From address accept to first unit enroute or first unit on scene (whichever comes first)
 - Travel : From first unit enroute to first unit on scene
 - Response : From address accept to first unit on scene
 - At scene : From first unit on scene to call cleared
 - Total : From address accept to call cleared
 - **:*:* : Not possible to calculate time (No Radio log)
 - (N) : Number of calls considered in calculating Avg



EXHIBIT G: UCSO Eagle Mountain Officer Salary & Benefits Table



December 31, 2019

Staffing Plan for Eagle Mountain City 2019 – 2020

Chief Deputy, Full-time	\$224,586	x 1 =	\$224,586
Patrol Sergeant, Full-time	\$151,386	x 2 =	\$302,772
Patrol Deputy, Full-time	\$134,157	x 10 =	\$1,341,570
School Resource/C.O.P., Full-time	\$134,157	x 3 =	\$402,471
Patrol Deputy A.C.O.	\$134,157	x 1 =	\$134,157
Detective, Full-time	\$134,157	x 1 =	\$134,157
Sex Crimes Detective, Full-time	\$134,157	x 1 =	\$134,157
Office Specialist III, Full-time	\$79,797	x 1 =	\$ 79,797
1000 HR Office Specialist II	\$30,000	<u>x 1</u> =	\$ 30,000
Sub Total Staffing			\$2,783,667
Overtime Budget (Billed Separately/Per Usage)			\$ 90,000
Detective On-Call (Billed Separately)			\$ 7,285
Insurance Per Contract (Billed Separately-\$1,176.47 x 19)			\$ 22,353
Total Contract Amount			<u>\$2,903,305</u>

**EXHIBIT H: Saratoga Springs Compensation Analysis**

POSITION	ORGANIZATION	2019 MINIMUM PAY	RANK	TOP OUT PAY	RANK
Officer	Lindon City	\$ 25.20	1	UNK	UNK
Officer	Herriman City	\$ 23.15	2	\$ 34.79	6
Officer	Murray City	\$ 23.13	3	\$ 38.04	1
Officer	Sandy City	\$ 22.29	4	\$ 35.25	2
Officer	Utah County	\$ 22.25	5	\$ 33.81	9
Officer	South Salt Lake	\$ 22.16	6	\$ 32.80	11
Officer	Alpine Highland	\$ 21.90	7	UNK	UNK
Officer	UPD	\$ 21.71	8	\$ 33.51	10
Officer	State of Utah	\$ 21.00	9	\$ 32.00	13
Officer	Payson City	\$ 21.61	10	\$ 32.41	12
Officer	Provo City	\$ 21.35	11	\$ 34.91	5
Officer	SLC	\$ 21.01	12	\$ 35.10	3
Officer	South Jordan	\$ 21.00	13	\$ 34.16	8
Officer	Draper City	\$ 21.00	14	\$ 34.26	7
Officer	West Valley	\$ 20.75	15	\$ 35.06	4
Officer	Lehi City	\$ 20.60	16	UNK	UNK
Officer	American Fork	\$ 20.24	17	\$ 30.00	15
Officer	Saratoga Springs	\$ 20.00	18	\$ 31.71	14
Officer	Pleasant Grove City	\$ 19.35	19	\$ 28.04	16



EXHIBIT I: Traffic Citations, by Area



Utah County Sheriff's Office

Total Traffic Citation Report, by Area

<u>Area</u>	<u>Citations</u>	<u>Violations</u>
EM100 NORTH RANCHES	84	144
EM200 CEDAR PASS RANCH	257	458
EM300 SOUTH RANCHES	573	1062
EM400 OVERLAND PARK	151	242
EM500 HIDDEN VALLEY	110	195
EM600 AIRPORT	169	309
EM700 LAKE MOUNTAIN	25	65
EM900 WHITE HILLS	7	15

Report Totals	1376	2490
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EXHIBIT J: Year to Year Total Calls

Eagle Mountain Law - CAD Stats 2014 - 2019												
	Officer 14	Officer 15	Officer 16	Officer 17	Officer 18	Officer 19	Public 14	Public 15	Public 16	Public 17	Public 18	Public 19
Jan	224	374	441	483	576	569	433	488	496	530	618	650
Feb	210	392	611	452	461	496	359	505	483	538	545	620
Mar	299	377	491	570	519	591	573	653	658	642	642	833
Apr	285	278	496	468	604	531	478	542	589	561	690	739
May	310	326	451	651	545	540	621	583	611	766	748	837
Jun	311	342	437	408	373	630	551	661	700	759	787	832
Jul	336	426	578	503	431	724	636	688	676	714	796	896
Aug	302	454	410	514	593	734	601	687	622	686	721	905
Sep	338	507	399	604	520	665	555	647	639	690	688	845
Oct	395	453	487	547	558	747	667	590	604	632	655	841
Nov	453	557	463	699	767	680	465	618	548	583	668	814
Dec	296	448	490	652	475	560	520	517	524	609	715	758
Total	3759	4934	5754	6551	6422	7467	6459	7179	7150	7710	8273	9570
	2014	2015	2016	2017	2018	2019						
Total Calls	10218	12113	12904	14261	14695	17037						
Increase		1895	791	1357	434	2342						



EXHIBIT K: Organizational Chart of Independent Police Department

