



City of Centennial Police Department Feasibility Study 2019

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Introduction

On September 12, 2000, the citizens voted to incorporate the City of Centennial and chose *Centennial* as the official name reflecting Colorado's admission into the Union as the 38th state in 1876 (the Centennial State). The City of Centennial incorporated on February 7, 2001. Sources indicate that, at that time, it was the largest incorporation in United States history. Centennial is a young city; it certainly doesn't have the history of other municipalities in the region. At times, Centennial struggles with its identity and many people in the Denver-metro area and state don't even realize Centennial is a city, let alone the tenth (10th) most-populated city in the state of Colorado.

Despite being a young city, Centennial is a safe, robust, educated and thriving city. The City is thriving due to the efforts of the community, businesses, schools, government and elected officials.

Since the incorporation of the City of Centennial on February 7, 2001, the Arapahoe County Sheriff's Office has provided law enforcement services to the City through an Intergovernmental Agreement (IGA) with the Arapahoe County Board of County Commissioners. The most recent IGA, which became effective January 1, 2018, remains in full force until midnight, December 31, 2027, unless there is an earlier termination of that agreement.

Furthermore, Section 11.2.1 of the IGA specifically states "In the event of the election or appointment of a new SHERIFF other than the person elected to fill such role as of the Effective Date of this agreement, and within 180 days of such event, the City shall have the right to terminate this agreement with at least 365 days' notice in the event that the City is not satisfied that the policies, vision or management services of the new SHERIFF align with the CITY vision, policy or goals for law enforcement or public safety services within the CITY."

The election in November, 2018 resulted in a new Sheriff assuming that role on January 8, 2019. The City elected to have a feasibility study completed to "research, evaluate and provide information to the City on the services, performance standards, equipment, capital equipment, resources (human and otherwise) and any other component related to the operation of an accredited law enforcement and public safety department within a municipality similar in size and demographics."

The Study considered an accredited agency and the necessary staffing, facilities, equipment, policies and procedures, contracting/agreements, training, performance standards, timeline, options, Community Engagement Plan and cost estimates.

General Assumptions

It is abundantly clear in dealing with the elected Mayors, Council Members and City staff over the past decade that there are some general assumptions that have been formulated to be used in the completion of this work for the City. These assumptions must be committed to, and adhered to, if a world-class police department were to be developed and established in the City of Centennial. Regardless of the outcome as a result of this study (status quo, changes to the IGA, a hybrid model or the establishment of a police department), these general assumptions are very relevant to ensure the continued safety of the City of Centennial.

The general assumptions identified are as follows:

- The City of Centennial is widely recognized as the **safest city of its size** in the state of Colorado and is always highly ranked in that category on a national basis. The City, and more importantly the citizens, shall insist that they continue to be blessed with a safe place to live, work, travel, recreate and patronize business establishments. The desire to be a safe City is always confirmed through discussions with citizens, as well the citizen surveys that are conducted at the local level.
- In keeping with the goal of continuing to be a safe city, the City shall insist that the partnership with the Littleton Public Schools and the Cherry Creek School District remains committed to **keeping our schools as safe as possible**.
- The community and City want to have **local control** on how government services are provided by the City and establish a strategic direction for the future of the City and residents.
- The community and the City are committed to having a **qualified and professional workforce**. Through policy and procedure, job descriptions and hiring practices for every position impacting the City of Centennial, every employee will meet or exceed every requirement of the City.
- The community and the City are committed to having a **workforce that is educated**, and embraces lifelong learning and continuous, relevant training.
- The community and City demand that **law enforcement services are as responsive as possible and as thorough as necessary**. Furthermore, there is a community expectation that law enforcement personnel shall be timely in their arrival to life-threatening situations. The law enforcement services should meet the needs of the entire City of Centennial.
- The City of Centennial should be **innovative** in all aspects of government.
- The **City building, at 13133 East Arapahoe Road, is at its capacity** and cannot accommodate any additional functions or personnel as currently designed.
- **Information available from citizens and businesses should be considered and utilized** as appropriate in considering the future of City of Centennial law enforcement services.
- The City desires that their law enforcement provider utilize **best practices** in the area of policing, and one such way to compliment those efforts are through accreditation through organizations such as the **Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)**.

Population, Schools, Traffic

The City of Centennial has approximately 112,000 residents living throughout the approximate thirty (30) square miles. **Generally**, the City is bounded by:

- Broadway on the west side
- Orchard Road, Quincy Avenue or Hampden Avenue on the north side
- County Line Road on the south side
- Within ½ mile of E-470 on the east side

The city abuts Littleton, Greenwood Village, Cherry Creek State Park, Aurora, Foxfield, unincorporated Douglas County and Lone Tree. Additionally, there are many areas of unincorporated Arapahoe County that abut the City of Centennial. There are fourteen (14) cities in the state of Colorado with a population greater than 75,000 residents. The City of Centennial is the 10th most-populated city in the state.

The City of Centennial will have a population of approximately 114,436 on July 1, 2020. By July 1, 2030, the City's population will be approximately 130,000 (129,132 if it maintains a similar percentage of the population of Arapahoe County; or, 129,823 if the population increases as a similar rate that occurred between 2010 – 2017, 1.265% per year). Population estimates for the City of Centennial may vary greatly depending on future annexations and development.

There are two school districts that are represented in the City of Centennial; Littleton Public Schools and the Cherry Creek School District. The Littleton Public Schools are served by two law enforcement agencies; the Littleton Police Department and the Arapahoe County Sheriff's Office. The Cherry Creek School District is served by five law enforcement agencies; the Aurora Police Department, Denver Police Department, Cherry Hills Village Police Department, Greenwood Village Police Department and the Arapahoe County Sheriff's Office.

The Littleton School District will replace Newton Middle School (will open in the Fall of 2021) and will include a new junior stadium on the property. Ames Elementary will be scraped and rebuilt (will open in the Fall of 2021) and Franklin Elementary will be scraped and rebuilt (will open in the Fall of 2022). There are no new schools planned in the district that would impact Centennial. **None of these projects will have any additional significant impact on providing law enforcement services for the Littleton Public Schools.**

In the short term, within the **Cherry Creek School District, there are no projects or plans that would have any additional impact on providing law enforcement services within the City of Centennial.** Cherry Creek Schools is anticipating two additional elementary schools in the southeast area of their district, probably within the City of Aurora. In the longer term and depending on Centennial annexations and the development of residential areas, the Cherry Creek School District could possibly have an additional need for the construction of school(s) within Centennial.

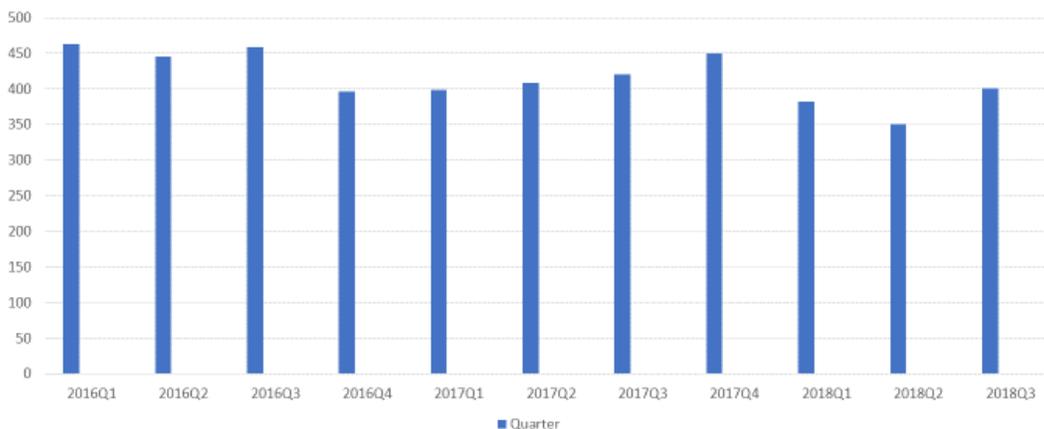
There are also numerous private and religious schools within the City of Centennial. There are no plans, at this time, for additional growth in this area that would have an impact on the current or future demands for law enforcement services.

City of Centennial staff provided daily traffic volume data for 59 different locations within the City of Centennial, and that information was reviewed and taken into consideration for the development of staffing needs. Traffic volume, generally, has increased in the City of Centennial (as well as throughout the County and Denver metropolitan area as our population and registered vehicles have increased).

In terms of traffic and the correlation/connection with a police department, traffic volume can impact the number of motor vehicle accidents, the severity of those accidents, complaints regarding traffic control and enforcement, police department staffing/deployment and response times.

Generally, the number of traffic accidents has trended downward since the first quarter of 2016 (see chart below).

Traffic Accidents



The information about transportation and traffic will have an impact on traffic accidents and the importance of traffic law enforcement and response times. This will influence patrol deployment (due to things like traffic volume by time of day, major roadways, etc.) in the future.

Accreditation

Accreditation, in any industry, is one method to be compared with recognized standards that are developed as **best practices** and to have an independent review done to ensure compliance with the established standards. Accreditation has always been an important goal (and is in the Intergovernmental Agreement) of the City of Centennial.

The “Gold Standard” of accreditation for law enforcement agencies in the United States is the **Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)**. It was created in 1979 as a credentialing authority through the joint efforts of the International Association of Chiefs of Police (IACP), the National Sheriffs’ Association (NSA), the National Organization of Black Law Enforcement Executives (NOBLE) and the Police Executive Research Forum (PERF).

Accreditation can occur very quickly after an agency’s written directive system is established. In the event the City of Centennial would form its own police department, it is recommended that a “CALEA on-site” be conducted within weeks/months of the “start-up” of a police department.

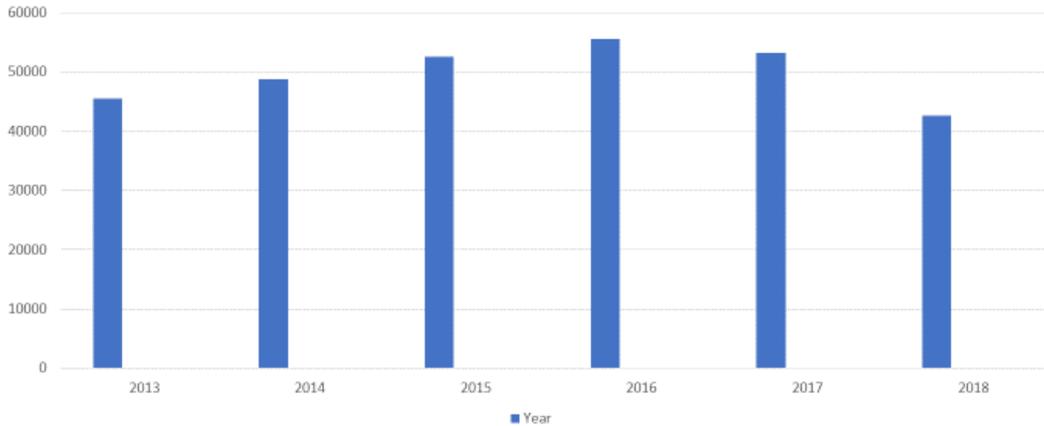
Calls for Service, Crime, Response

Calls for service for law enforcement agencies is a key driver related to workload, and patrol personnel should be distributed/deployed as a result of the number of incidents, locations, variations in workload, response times and community expectations, as examples. Calls for service and crime are not synonymous.

Calls for service may include, but are not limited to, traffic accidents and complaints, suspicious persons, alarms, persons experiencing some level of a mental health crisis, medical calls and crime. Crime is not the majority of calls that are received by law enforcement agencies. Additionally, one traffic accident might be reported to a dispatch center by twenty (20) individuals and have a response by numerous law enforcement officers, fire personnel and emergency medical services, but that would be counted as one call for service.

The Arapahoe County Sheriff’s Office has reported the following number of calls for service in the City of Centennial from 2013 – 2018:

City of Centennial Calls for Service



There was an upward trend in total calls for service from 2013 to 2016, and then a slight decline of 4% from 2016 (55,502) to 2017 (53,227). The presented numbers indicated a decline of 20% from 2017 (53,227) to 2018 (42,625).

Workload did not decrease in Centennial from 2017 to 2018. The Sheriff's Office went online with a new CAD (computer-aided dispatch) system, Tri-Tech, in 2018 which tracks cars/response differently than the prior CAD system. It is difficult, or impossible without an incredible amount of time commitment, to make "apples to apples" comparisons under two different CAD systems.

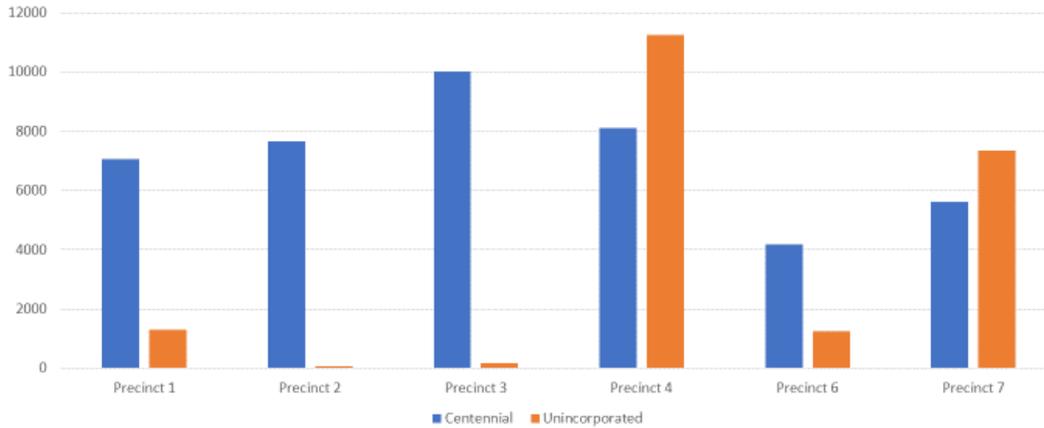
It is also critical to understand where, within the City of Centennial, calls for service are originating. This is especially important for staffing, deployment and response times. Equally important is the number of calls for service in unincorporated areas of Arapahoe County that abut Centennial as it is more likely than not that a Centennial paid asset (deputy sheriff) would be the first responder in most of the precincts.

Currently, the Arapahoe County Sheriff's Office patrol staffing model encompasses eight "precincts" or districts. The City of Centennial is entirely within Precincts 1, 2, 3, 4, 6 and 7. While Precinct 1 contains several small pockets of unincorporated Arapahoe County, Precincts 4, 6, and 7 contain numerous, larger areas of unincorporated Arapahoe County with a substantial population (discussed in greater detail later in the report).

Precincts 1, 2, 3, 4, 6 and 7 are numbered from west to east in the City of Centennial. Precincts 1, 2 and 3 are west of Interstate 25, Precinct 4 is between Interstate 25 and Parker Road, and Precincts 6 and 7 are east of Parker Road.

The calls for service (by precincts 1, 2, 3, 4, 6, 7) for the City of Centennial and in the unincorporated areas of Arapahoe County, in 2018, are in the following chart.

Calls For Service – By Precinct



Calls for service in Precinct 1, 2, 3 and 6 are overwhelmingly more frequent in the City of Centennial (vs. unincorporated Arapahoe County). Unincorporated Arapahoe County calls for service exceed that of City of Centennial calls for service in Precinct 4 and 7.

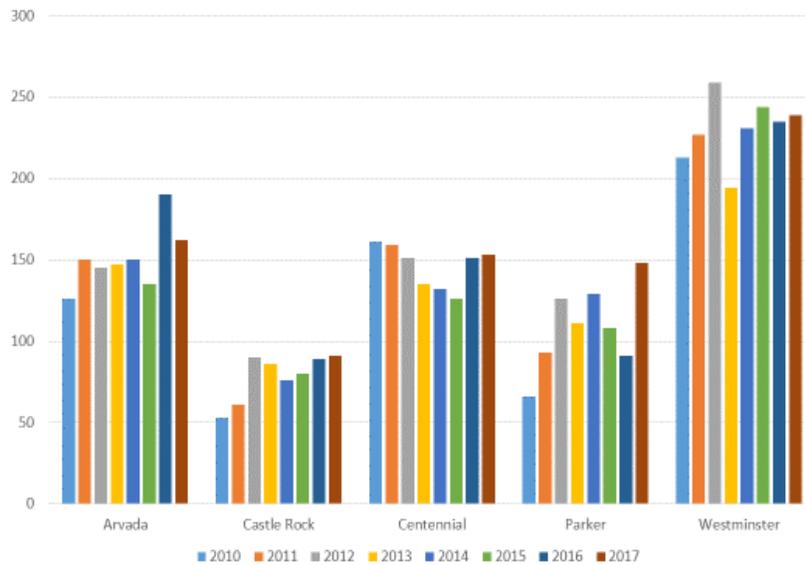
The total number of calls for service, in 2018, for Centennial was 42,625. The total number of calls for service for unincorporated Arapahoe County in Precincts 1, 2, 3, 4, 6 and 7 was 21,381. **The percentage of calls for service for Centennial and unincorporated Arapahoe County for these areas was 66.595% and 33.405%, respectively.**

The City of Centennial is widely recognized as the safest city in the state of Colorado with a population of greater than 75,000 and is recognized nationally as a safe city through numerous publications and articles.

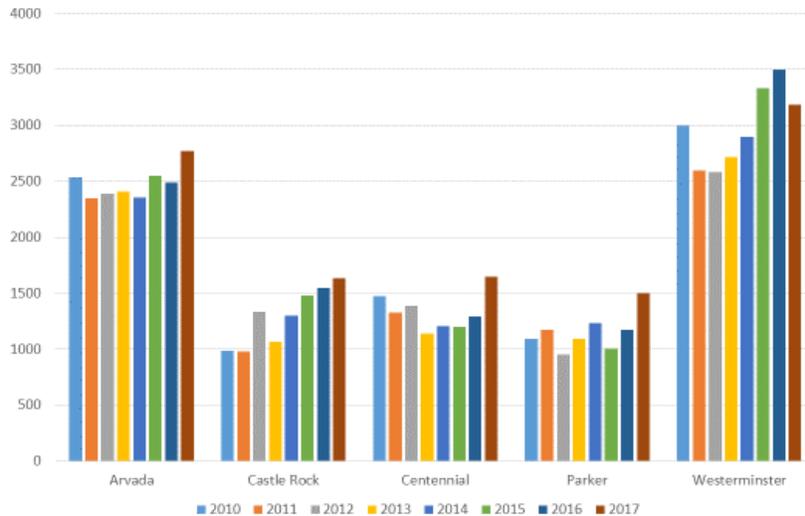
It is useful to review and compare data for planning purposes, as well as for assignments and staffing needs/deployment. Generally, comparison data with similar sized cities (or even smaller cities) is useful to identify similar trends and, theoretically, compare staffing.

The violent crime and property crime data for the years 2010 – 2017 is presented below (2018 is not yet available). The rate is the number of crimes per 100,000 population. According to the FBI, violent crime is defined as murder/attempted murder, rape/sexual assault, robbery and aggravated assault. Property crime is defined as burglary, larceny/theft, motor vehicle theft and arson.

Violent Crime Rate - City Comparison



Property Crime Rate – City Comparison



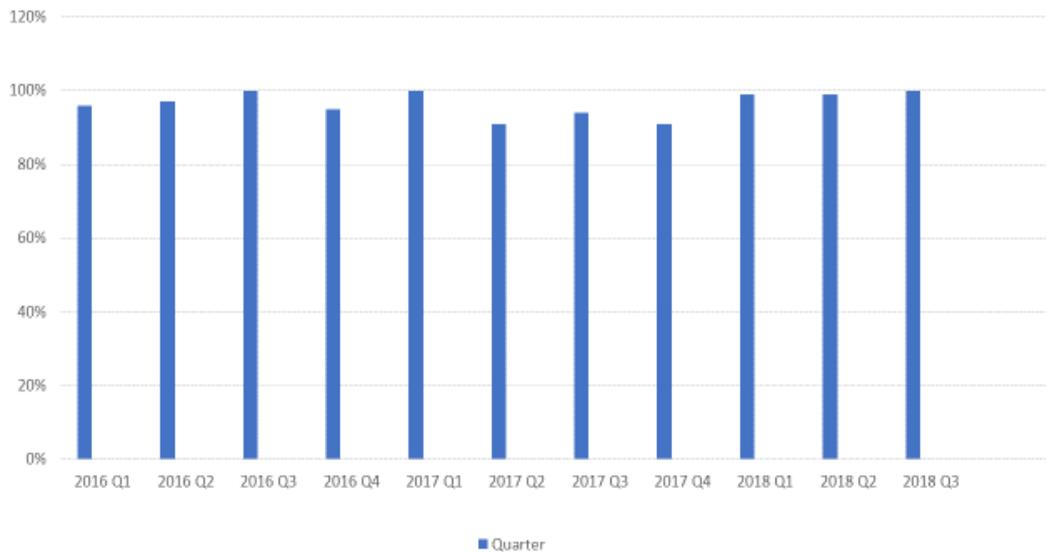
As cities grow in population, crime rates generally increase (unless national trends trickle down to the local level, which does happen). Strong policing efforts (patrol and investigative work) matter in attempting to control crime, and crime rates should always be reviewed to assist in the development of staffing and deployment models.

Every quarter, the Arapahoe County Sheriff’s Office reports to the City of Centennial as part of the City’s Key Performance Measurements (KPM) program. One measurement in the KPM process is the reporting

of response time information related to Priority One Calls For Service (CFS). Priority One CFS are those which are an immediate threat to life, a felony in progress or a call where a weapon is being utilized. The response time is the length of time from when a Priority One call is received by the Communications Center/Dispatch to the time that a deputy sheriff arrives on scene. The goal set forth in the KPM process is to respond to 95% of the calls within eight (8) minutes and respond to 70% of the Priority One calls within five (5) minutes.

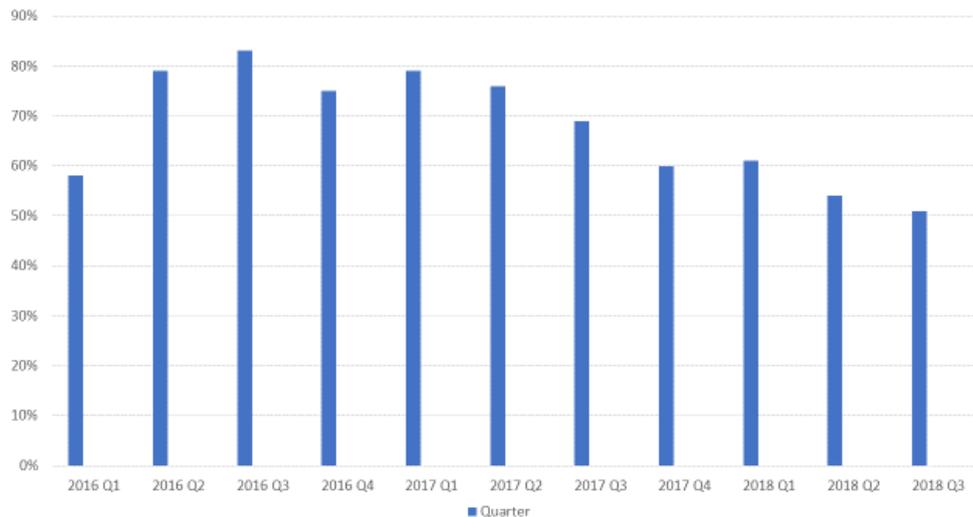
The graph below represents the percentage of time where deputy sheriffs have responded to Priority One calls within eight minutes since the first quarter of 2016 through the third quarter of 2018 (11 quarterly reports). The goal (95%) was achieved in eight of the eleven quarters (from 95% - 100%), while the three quarters where the goal was not met were reported to have achieved scores of 91%, 94% and 91%. The average percentage score, over the eleven quarters, for arriving on scene within eight minutes was 96.6%.

Response to Priority One Calls for Service
Percent Less Than Eight (8) Minutes



The graph below details the percentage of Priority One calls where deputy sheriffs arrive on scene within five (5) minutes. Again, the City of Centennial KPM goal for this particular measurement is 70%.

Response to Priority One Calls for Service Percent Less Than Five (5) Minutes



In the first quarter of 2016, the percentage of times when a deputy arrived on scene within five (5) minutes on Priority One calls was reported as 58%, which was below the goal of 70%. The next five quarters (2016 Quarter 2 – 2017 Quarter 2) of reported information revealed scores/percentages exceeding the established goal of 70%. **However, in the last five quarters reported (2017 Quarter 3 – 2018 Quarter 3), the goal of 70 % was not met. In fact, the decline has been 69%, 60%, 61%, 54%, and 51%, respectively.**

In some organizations, the goal is to respond to 90% of the “Priority One” calls within five (5) minutes. None of the eleven (11) quarters reported would have met the goal of 90%.

The most important aspect of reducing response time is staffing and deployment of resources.

Components of a Police Department

Today, police departments are more complex than ever due community expectations and attitudes, accountability and oversight, tasks, strategies, technology, equipment, tactics and resources. To complicate this challenge, the criminal element has continued to change, too.

In order to protect and to serve in this complex environment, and building strong relationships with the communities served, a police department should have the following components/functions with appropriate staffing to professionally and thoroughly complete the task. These functions require committed civilian and sworn staff.

Patrol is the backbone of any local law enforcement organization; our “first responders.” The most visible component of government is in the form of a marked patrol unit. Patrol personnel respond to calls for service, perform proactive patrol work and are the front line of Community Oriented Policing efforts, all in a 24/7/365 environment. Patrol personnel will also conduct follow-up, in varying degrees, of criminal investigations and other incidents. Generally, the patrol function will have approximately 60 – 70 % of the sworn personnel in a police organization assigned to that function.

Dispatch is the primary point of contact for citizens, or other agencies, who require or request the services of a police department. Dispatch handles the routine telephone calls or text messages, the 9-1-1 emergency calls, internal telephonic requests for information, radio dispatching, Colorado Crime Information Center (CCIC) and National Crime Information Center (NCIC) information, callouts of special unit/responses, notifications, communication from other entities and important coordination with multiple entities, all in a 24/7/365 environment.

Investigations personnel (detectives) are responsible for the investigative response to major crimes after the initial response by patrol personnel and follow-up on criminal reports and/or arrests by patrol personnel. Very often, detectives routinely handle cases involving homicide, assault, robbery, burglary, theft, finance, identity and crimes against children. Other types of cases/investigations that are generally conducted by detectives include cold cases (i.e. homicide), environmental, at-risk victims (elderly, handicapped), arson and domestic violence. Liquor license monitoring, investigations and reporting are often conducted by investigative personnel.

Additionally, **Investigations** personnel are also involved in efforts, sometimes with regional partners, in areas such as auto theft, terrorism, drugs, gangs, intelligence (“Intel”), computer forensic work, human trafficking and fugitive apprehension.

Traffic units can be a specialized function within a police department whose primary focus is the enforcement of traffic laws and traffic accident investigation. Generally, traffic units are deployed to enforce traffic laws in high accident areas, to respond to citizen complaints and special traffic enforcement locations (i.e. school zones). The goal of traffic units is to reduce the number of accidents, reduce the severity of accidents and attempt to change driver behavior to provide for safer roadways. Traffic units can also participate in special campaigns (i.e. DUI enforcement, seatbelt usage) with regional partners.

School Resource Officers (SRO’s) provide for additional safety for students and staff in our public, private and religious schools. It is the opinion of many members of our community that school safety is the most important function of law enforcement. Through partnerships with school districts and staff, parents and other law enforcement agencies, a police department should be fully committed to an SRO program.

All police departments have a frequent or occasional need for specialized functions that require a **Special Weapons and Tactics (SWAT) Team, Bomb Squad** and/or **K-9 Team**. These specialized functions, with highly-trained and dedicated members, can be obtained through full-time employees dedicated to that single purpose, through a regional effort/shared unit or through a request from another agency in the form of “mutual aid.”

Accreditation is one method for police departments to meet nationally recognized, professional standards and ensure the organization is committed to best practices. The Commission on Accreditation

for Law Enforcement Agencies, Inc. (CALEA), as an example, also performs periodic reviews by independent means to ensure compliance.

Internal Affairs is critical in any law enforcement agency to ensure professionalism, accountability and integrity within an organization. The role of an internal affairs function is fact-finding, not discipline. Any discipline is determined by other individuals within an organization after the allegation has been fully investigated. Law enforcement organizations should investigate all complaints.

Crime Analysis is the collection of data related to criminal activity for evaluation and dissemination on a timely basis to help solve or prevent crime. Through technology and other means, the role of crime analysts has become increasingly popular and effective in policing and prevention efforts.

The function of **Victim Services** is to ensure victims, and other witnesses and/or family members, of crimes or other traumatic events (deaths, serious injuries) receive professional assistance by law enforcement personnel. Oftentimes, full-time staff coordinate and function as victim services counselors while providing a cadre of community volunteers to assist in this effort.

Property and Evidence control provides for the secure control and inventory of evidence, and property that is seized, found, recovered, abandoned or lost. Strict measures for the receipt, handling, security and disposition of evidence is critical to prosecutorial success. The timely disposition of property and evidence is important, as well.

A **Crime Lab** is another component of a law enforcement agency that is critical to investigations, charging of crimes and a successful prosecution. Crime labs perform functions related to fingerprint analysis and identification, firearms and ballistics, DNA, biology, tool marks and other specialties. Generally, police departments send all of their processing needs to the Colorado Bureau of Investigation, have some functions performed in-house, participate in a regional lab, or have a full-service lab of their own.

The **Training** of law enforcement officers has become increasingly more time intensive and continues to be more expansive. Training can be categorized into basic academies (sworn), field training, in-service training, briefing training, specialized training, professional training and career development.

The **Records** function in a police department serves as a depository of agency records meeting the management, operational and information needs of an agency. Additionally, the records custodian (generally, the Records Manager) follows a records retention schedule and handles dissemination of all records.

Acquisition, Inventory, Maintenance and Disposition of all property within a police department is a challenging and vital role within an organization. This property includes, but is not limited to, vehicles, radios, computers, tasers, weapons, ammunition, uniforms, phones, body worn cameras and ballistic vests. A Quartermaster can be an essential individual for the issuance and inventory of equipment, and individuals with specialized education and/or experience are needed for radio equipment needs, as examples.

Planning and Research involves the development and efficient utilization of staff and resources, the reviewing of events that could pose risk to the credibility or capacity of the police department, and looking for systemic issues that could contribute to unintended outcomes. Further, articulating the goals and

objectives of an organization and the tracking/reporting of outcomes is part of this function. Another potential, and related, function of planning and research could be in the area of innovation in policing.

The **Staff Inspection** is designed to perform in-depth reviews of all organizational components of an agency to include, but is not limited to, adherence to policy and procedure, facilities, equipment and utilization of overtime.

Public Information supports the appropriate release of public information. There is an obligation to report information outside of an organization in order to be transparent to maintain the public's trust and confidence.

The function of a **Human Resources** can be done solely by a City department outside of a police department, done strictly by a police department, or the two can work in concert with each other to achieve the goal of **Recruiting** and **Hiring** the best candidates available. The goals of recruiting and hiring should be to ensure all applicants have an equal opportunity for employment and that sworn personnel in the agency should be representative of the available workforce in the City.

Information Technology is critical to every aspect of government. Systems must be in place to accomplish the mission of a police department without delay or failure, and future technologies must be evaluated and implemented on a timely basis.

Fiscal Management/Finance refers to the budgeting, purchasing, accounting, and procedures for the inventory and control of agency-owned or leased property.

Legal advice and direction comes from a Police Legal Advisor (PLA) within a City Attorney's Office. A PLA provides a wide range of professional legal advice on criminal and civil law. The PLA's duties may include items related to employment law, contracts and other binding documents, policy and procedure, legislative review and input, court decisions, training, litigation and records release and retention.

The role of **Emergency Management** is to lead a community and government through natural or man-made disasters or emergencies through preparedness, response and recovery.

Community Resources/Crime Prevention is a component of a police department that seeks to prevent crime through community engagement, education, awareness, involvement and action. The goal of any community resources activity is community involvement, reduce crime and the fear of crime.

Crime Scene Investigation refers to the systematic identification, collection, documentation, preservation and submission of evidence to an evidence room or laboratory in a timely matter.

Sex Offender Registration oversees registration of those sex offenders who are required by law to register and coordinates notification to the community of sexually violent predators released within the boundary limits of a City.

Other functions that may require staffing resources, if it is determined to be the responsibility of a police department may include **court security, building security, code enforcement** and **animal control/management**.

There are programs, ancillary duties and events that should be coordinated and handled by a police department in order to provide the best services possible to the community and the employees of the City and may include, but are not limited to, the following: Community Oriented Policing Efforts; Boards,

Commissions, Committees; Contracts; Training Committee; Subject Matter Experts/Training Leads (Firearms, Arrest Control, Driving); Peer Support; Mentoring; Career Development; Critical Response Team (Deadly Force Investigation); Explorers; Citizen Academy; Citizen Advisory Committee; Special event planning and coordination; VIP / Dignitary protection; Demonstrations; Neighborhood Watch; Business Watch; Crime Free Multi-Family Housing; Mental Health Centers (All Health Network and Aurora Mental Health); Co-Responder Program (related to Mental Health); Field Training Officer (FTO); Commendations; CompStat; Volunteers; Commendations; Extra Duty/Off Duty Employment; Abandoned Vehicle Abatement; Logistics; Bicycle Safety; and, the Highlands Ranch Law Enforcement Training Foundation and Facility (HRLETF)(POST Academy In-Service Training and Specialized Training).

Staffing – Police Department

For sworn and non-sworn staffing responding to calls for service, there are numerous methodologies that are utilized in the development of staffing requirements. While some are very simple and some are very complex, the best development of **staffing requirements should consider**, minimally, the following (all were considered when developing staffing levels for the City of Centennial):

- **Calls for service (workload based, by time of day, day of week, month)**
- **Weighted calls for service (consideration for calls for service and response requirements)**
- **Demand for service**
- **Officer Safety**
- **Crime (number, type, time of day and day of week), crime trends**
- **Shift Relief Factor (SRF)**
- **Community expectations**
- **Priority One calls for service**
- **Traffic**
- **Traffic accidents**
- **Response times**
- **Officer per 1,000 residents**
- **Minimum staffing levels**
- **Reactive/Committed vs. Proactive/Discretionary time considerations**
- **Constant availability of law enforcement for response to “high priority” calls for service**
- **Any special requirements/needs**
- **Residential, commercial mix and development**

As an immediate and quick method to compare staffing, the number of sworn officers per 1,000 residents for similar and surrounding agencies resulted in the following estimates:

Greenwood Village PD	Greater than 4.0 / 1,000 residents
Denver PD	Approximately 2.3 / 1,000 residents

Aurora PD	Approximately 2.0 / 1,000 residents
Arvada PD	Approximately 1.6 / 1,000 residents
Parker PD	Approximately 1.5 / 1,000 residents
Castle Rock PD	Approximately 1.3 / 1,000 residents
Centennial (2021 Recommended)	Approximately 1.33 / 1,000 residents
Centennial (2019)	Approximately 1.3 / 1,000 residents

In a review of 20 cities in the Denver metropolitan area, the range of officer per 1,000 residents went from 1.3 to almost 5, with the **average being approximately 2.2 / 1,000 residents**.

A 1.33 officers / 1,000 ratio is recommended for Centennial in 2021, growing to 1.36 / 1,000 by 2025.

The chart below details the positions that are included in the 2019 Intergovernmental Agreement Exhibit C for the City of Centennial, as well as recommended staffing levels in 2021 (first full year of a City police department) and 2025.

Sworn Positions	2019	2021	2025
Population	112,000	116,000	121,914
Sheriff/Chiefs/Captains*	1	3	3
Lieutenants/Commanders	4	7	7
Sergeant - Patrol	9	12	12
Sergeant - Investigations/Detectives	3	3	3
Sergeant - Internal Affairs	1	1	1
Sergeant - Narcotics	1	0	0
Sergeant - Training	1	1	1
Sergeant - Traffic	1	1	1
Sergeant - Community Resources	0	1	1
Sergeant - School Resource Officers	1	0	0
Sergeant - Planning, Innovation & Inspection	0	1	1
Deputy/Officer - Patrol	75	76	86
Deputy/Officer - K-9	2	4	4
Deputy/Officer - Investigator/Detective**	27	24	26
Deputy/Officer - Community Resources	2	4	4
Deputy/Officer - Traffic	8	8	8
Deputy/Officer - School Resource Officer	7	6	6
Deputy/Officer - Training	1	1	1
Deputy/Officer - Recruiting	0	1	1

Total Sworn	144	154	166
Sworn/1,000 Residents	1.27	1.33	1.36

Civilian Positions

Manager - Evidence/Property	1	1	1
Manager - Records	1	1	1
Manager - Public Information	0	1	1
Manager - Accreditation	0	1	1
Manager - Emergency Management	1	1	1
Manager - Co-Responder	1	1	1
Manager - Victim Assistance	0	1	1
Emergency Management Supv/Spec	2	0	0
Communications/Dispatch***	19	0	0
Criminalist (Lab)***	0	0	0
Telecom/Radio Tech***	1	0	0
Business Manager/Analyst	2	0	0
Crime/Intel Analyst	3	2	2
Victim Services Counselor	1	0	0
Evidence/Property Technician	3	4	4
Executive Assistant	0	1	1
Senior Administrative Assistant	2	4	4
Comm. Serv. Spec./Police Serv. Tech.	2	5	5
Records Technician	5	5	5
Human Resource Assoc./Background Inv.	2	0	0
Total Civilian	46	28	28
Total FTE Count	190	182	194
	2019	2021	2025

*Currently, the Sheriff, Undersheriff and Public Safety Bureau Chief are not billed/charged to the City of Centennial, although a portion of their time is dedicated to the City.

**The .75 Full Time Employee/Equivalent (FTE) for 2019 Exhibit C was rounded up to one (1) FTE. These numbers also reflect deputies/investigators/detectives assigned to task forces, etc.

***From 2021 through 2025, these would be contracted services, rather than FTE's.

In the staffing model above, there are key points that are changes between 2019 (current) and 2021 - 2025 (in what could be the staffing for a police department). Additionally, it is critical to understand that

the focus of the duties and responsibilities of every position is the City of Centennial (and not services in unincorporated Arapahoe County).

- Executive command of a Police Chief, reporting to a City Manager, and two Deputy Chiefs.
- An increase in the Lieutenant/Commander level (mid-management) to properly manage all components of a police department.
- An increase in the Sergeant level, which will result in better supervision of what occurs within the City of Centennial.
- There would not be a Sergeant assigned to the Arapahoe County Narcotics Team (detectives could be assigned so long as it benefited the City of Centennial).
- A Community Resources Sergeant would supervise Community Resource Officers and School Resource Officers.
- A Sergeant would be assigned specifically for Planning, Innovation and Staff Inspections.
- Double the number of K-9 Officers committed to the City of Centennial.
- A reduction in the number of detectives by not being involved in certain regional task forces. Caseload per investigator will go down as “unincorporated” cases will no longer be assigned to Centennial – paid detectives / investigators.
- Community Resources Officers will double to have one committed to each Council district and enhance contact with residents, contacts with businesses, enhance community and problem-solving efforts.
- A reduction in the number of School Resource Officers due to Centennial – paid assets only handling schools within the City of Centennial. Certainly, a coordinated effort with the Sheriff’s Office, other law enforcement agencies and the schools would be maintained.
- The addition of a Recruiting Officer to work with the City Human Resources Department.
- The addition of a Public Information Manager to work with City staff and an Accreditation Manager to ensure CALEA accreditation occurs and its maintained.
- A Victim Services Manager (and no Counselor) to provide services and resources to victims, and establish a Victim Services Volunteer Program.
- A reduction in Emergency Management staff. The Emergency Manager will work with the County and other cities.
- Staffing for Communications/Dispatch, Crime Lab personnel, Telecommunications would be eliminated as those functions should be contracted.
- A reduction in crime and intelligence analysts from 3 to 2, with the 2 solely committed and focused on the City of Centennial.
- An increase in Evidence (criminal and digital) and Property technicians.
- An addition of an Executive Assistant and Senior Administrative assistants (2) to work in conjunction with the Police Chief, Deputy Chiefs and all staff within a police department.
- There are no Finance and Human Resources personnel as those would be created and assigned to the City staff.
- The more than doubling of Community Services Specialists/Police Services Technicians to ensure civilians handle as much work as possible for sworn officers in the areas of evidence and property collection, crime scene processing, report taking, traffic accident investigation, etc.

Staffing – City of Centennial

The development and operation of a police department within the City of Centennial will have some or significant impact on every current City department/function. The financial impact will, mainly, be in the increased workload of the department/function resulting in the need for additional Full-Time Employees/Equivalents, or FTE's.

The **City Manager**, Matt Sturgeon, has indicated that he would not require any additional staff/FTE's (full-time employees/equivalents) within the City Manager's Office in the event the City of Centennial formed its own police department. He further advised that he would re-allocate the duties and responsibilities of his staff to ensure proper management of a police department.

According to Kimber Liss, **Centennial Court** Administrator, the number of tickets written into the Centennial Municipal court has declined since 2015. According to Ms. Liss, if the number of tickets came back to 2015 levels/numbers, she would not require any additional FTE's as long as the Court would continue to receive tickets electronically.

However, if the City of Centennial formed its own police department, consideration may be given to the expansion of the type of matters that are heard in the Centennial Municipal Court. These matters may include charges such as no proof of insurance, speeding 25+ over the posted limit, reckless driving, careless driving, theft up to \$2,000, disorderly conduct, harassment, underage possession or consumption of alcohol, trespassing, prostitution related offenses and indecent exposure.

There are a host of considerations for the City of Centennial to expand the type of matters heard related to costs, fines, juries, failure to appear and arrest warrants, transportation of inmates, sentencing, probation related issue/responsibilities, increase in court arraignments, time necessary for jury trials, etc. If additional matters were handled by the Court, Ms. Liss believes that it would require, at a minimum, two additional FTE's.

Every law enforcement organization, small or large, has a need for legal advice and direction in the form of what is referred to as a "**Police Legal Advisor**" or PLA. A PLA for a city or county provides a wide range of professional legal advice on criminal and civil law to members of a law enforcement organization, and for highly complex staff assistance to a Chief of Police or Sheriff. It is recommended that one (1) full-time employee (FTE) be hired to perform the function of a Police Legal Advisor.

According to Paula Gibson, **Human Resources** Manager for the City of Centennial, the City would need five (5) FTE's (Full-Time Employees/Equivalents) if the City were to establish their own police department with approximately two hundred (200) employees. The positions would include a Human Resources Generalist/Business Partner, Recruiter, Human Resources Technician, Benefits Specialist and Human Resources Employee Communications Specialist.

Scott Blumenreich, the City's Chief **Innovation and Technology** Officer (CITO), has estimated a need for ten (10) additional FTE's if the City were to develop a police department. The positions would be for applications support, technical support, reports and development.

Doug Farmen, the City of Centennial **Finance** Director, estimates that he would need 2.5 FTE's if the City to establish their own police department by adding 1.5 Payroll Technicians and a Purchasing Analyst.

Equipment

The equipment needed to operate a police department is substantial and expensive. In the police department staffing for 182 positions, 154 of those positions are sworn and 28 are non-sworn/civilian. For the purposes of equipment, further delineation of rank, assignments, sworn and non-sworn are taken into consideration when determining equipment needs of an organization.

The goal in the proper inventory and distribution of equipment is to ensure all employees, regardless of rank or sworn status, obtain quality equipment to perform the functions of their work, while keeping them as safe as possible. Additionally, it should be very clear than any sworn member (officer, sergeant, commander, deputy chief, chief) could be a “first responder” at any moment and should be equipped with that in mind. Additionally, it is noted that “spare” equipment is a requirement for many of the required items of equipment. The type of equipment (specific or in general terms), number needed for the City of Centennial and **NEW** cost is listed in the chart below.

Equipment	Cost	Number	Total cost
AED	\$ 1,250.00	68	\$ 85,000.00
Ballistic Vest	\$ 900.00	159	\$ 143,100.00
Body Worn Camera	\$ 1,100.00	113	\$ 124,300.00
Desk Phone	\$ 221.00	89	\$ 19,669.00
Desktop - OptiPlex 7010	\$ 660.00	20	\$ 13,200.00
Desktop Docking Station	\$ 300.00	63	\$ 18,900.00
HRLETF Fees	\$ 300.00	154	\$ 46,200.00
Laptop - Latitude 14 Rugged Xtreme (7404)	\$ 3,650.00	116	\$ 423,400.00
Laptop - Latitude E5550 - Dock Smartcard Reader	\$ 1,525.00	39	\$ 59,475.00
Laptop - Latitude E7450 - Dock High End	\$ 2,800.00	3	\$ 8,400.00
Laptop - ThinkPad Helix 2nd - Dock Smartcard Reader	\$ 1,876.00	4	\$ 7,504.00
Microsoft EA License	\$ 160.00	182	\$ 29,120.00
Mobile Phone plus monthly charges	\$ 1,200.00	171	\$ 205,200.00
Monitor - Computer	\$ 250.00	115	\$ 28,750.00
Office set up with desk, chair, and file cabinet	\$ 3,000.00	89	\$ 267,000.00
Radio - Portable - Motorola APX 6000	\$ 4,993.00	169	\$ 843,817.00
Radio - Vehicle - Motorola 800MHZ/vehicle	\$ 5,140.00	112	\$ 575,680.00
Scanner	\$ 2,500.00	6	\$ 15,000.00
Taser	\$ 1,200.00	116	\$ 139,200.00

Uniform - Civilian	\$ 190.00	14	\$ 2,660.00
Uniform - Commissioned	\$ 1,500.00	154	\$ 231,000.00
Vehicle - 2018 Harley Davidson	\$ 25,829.00	4	\$ 103,316.00
Vehicle - 2019 Ford Explorer	\$ 29,228.00	60	\$ 1,753,680.00
Vehicle - 2019 Ford Fusion SE AWD	\$ 27,806.00	48	\$ 1,334,688.00
Vehicle - Emergency Equipment - Detective	\$ 2,560.00	44	\$ 112,640.00
Vehicle - Emergency Equipment - Field Ops.	\$ 9,292.00	60	\$ 557,520.00
Vehicle - Emergency Equipment - Unmarked	\$ 7,638.00	4	\$ 30,552.00
Vehicle - Lojack	\$ 165.00	112	\$ 18,480.00
Weapon - AR15 & Magazines	\$ 650.00	154	\$ 100,100.00
Weapon - Shotgun	\$ 450.00	65	\$ 29,250.00

Total \$ **7,326,801.00**

Section 11.4 in the Intergovernmental Agreement (IGA) between Arapahoe County and the City of Centennial addresses the transition from County-provided services to another provider. Specifically, related to equipment, the IGA states “Any such transition plan shall take into consideration City contributions made to capital investments to support operations of the SHERIFF’s Office for vehicles, equipment, etc. and a credit shall be fairly determined and agreed to between the parties.” The total cost (**NEW**) of the equipment is \$7,326,801. Due to the provision in the IGA mandating a credit for “vehicles, equipment, etc.,” the **Transition Plan should include the credit given for the value of these items or the transfer of ownership of these items.** Factors in determining a “fairly determined” credit for the equipment would depend on such items as the age and serviceability of the equipment, replacement schedule, fair market value, ability and willingness of the City and County to reach a “fairly determined” value and/transition. The equipment listed above is budgeted as capital equipment, operational, FF&E, etc. in the budgeting models.

Additionally, in the budgeting models, a reduction of the number of vehicles (from the current number utilized by the Sheriff’s Office to a Centennial Police Department) is utilized, and the useful life of those vehicles has been increased.

Building/Space Requirements

The headquarters of the Arapahoe County Sheriff’s Office is located at 13101 East Broncos Parkway, Centennial, Colorado. Currently, approximately 50% of the Sheriff’s Office headquarters is dedicated to providing law enforcement services in the City of Centennial. Usable Square Feet (USF) are spaces actually

contained with dedicated functional areas, while Gross Square Feet include USF and shared areas (hallways, gym, locker room, etc.) The Usable Square Feet (USF) and Gross Square Feet (GSF) for the Sheriff’s Office are 85,292 and 111,447, respectively.

The Sheriff’s Office also deploys resources from the Arapahoe County Littleton Plaza Building and the Arapahoe County Fairgrounds. Littleton Plaza can deploy human resources in the areas of Patrol and Investigations. The Fairgrounds site is used for unincorporated areas of eastern Arapahoe County and eastern areas of Centennial for Patrol, Investigations, Training, Evidence and large equipment from a large metal building. The Usable Square Feet (USF) and Gross Square Feet (GSF) for all of these locations is 10,285 and 13,273, respectively.

In the event the City of Centennial would lease space, buy an existing property or construct new space in the future, the current and future needs should be considered. The approximate needs of the City of Centennial for a police department would be as follows (GSF):

	GSF
Administration	2500
Professional Standards	2000
Investigations	8000
Patrol	12000
Evidence	8000
Digital Evidence	1000
Training	5000
Community Space	5000
Emergency Management	1000
Records	2000
SallyPort	2000
Holding Area/Processing	2000
Gym/Locker Rooms	6000
Vehicle Storage/Processing	<u>3000</u>
Total	59500 Gross Square Feet

There would also be a need to secured and unsecured parking for staff and visitors. Depending on other City functions that could be co-located in the same facility, there would be a need for 200 - 300 parking spaces. **The requirements stated above (59,500 square feet and 200 – 300 parking spaces) would meet the needs of the City for a police department, even if the population were to grow to 180,000 and have 245 full-time employees (highest possible projection out to 2030).**

One of the **General Assumptions** is that the City of Centennial building at 13133 East Arapahoe Road is at its capacity and cannot accommodate any additional functions or personnel as currently designed. In the event the City of Centennial were to lease space, purchase existing property or build a new structure, consideration should be given to other City functions as the City will need to expand staff to accommodate a police department.

As examples, **the City may want to consider accommodating Information Technology staff and equipment, Human Resources, Finance and/or any other City function in the program recommendations for a building.**

Additionally, **the City should consider space planning for Courts, an Emergency Operations Center (possibly to work in conjunction with any Traffic Operations Center), Code Enforcement, Animal Control, or possibly City Council Chambers and offices.** Ultimately, when designed properly, **the level of security and safety for any function would be enhanced in a police department building.**

The best location for a police department building would be in the area between Interstate 25 and Parker Road. While there is a greater population and call load west of Interstate 25, there is more potential for population growth and call load east of Parker Road. The area between those two major arterials is a logical choice for a police building. Additionally, in the future, the City may want to consider the opening of “community centers” to serve Centennial residents in certain areas of the City. If that were to occur, the City should strongly consider decentralizing law enforcement functions into any developed community centers (e.g. the Streets of SouthGlenn area and on the Smoky Hill corridor).

There are **four options** for a location / space for a City police department. **First**, the City could lease space from the Arapahoe County Sheriff’s Office to co-locate the function of a police department with the Sheriff’s Office. This option is not recommended; however, the financial benefit should be considered, in the short term, if necessary.

Second, the City of Centennial could lease space from a private provider for while other arrangements are being finalized or completed. Leasing space may cost between \$18 and \$28 per square foot, with additional expenses to ensure a leased space would meet the needs of the City. This option is not recommended.

A **third** option for the City of Centennial could be the purchase of an existing structure. As one example, there is a building currently on the market is at 7150 South Fulton Street. This structure is a 66,800 square feet single-story office building and has over 300 parking spaces.



7150 South Fulton Street



7150 South Fulton Street

This purchasing and finishing costs related to this building would be as follows:

Purchase Price	\$11,000,000
Re-Model Costs	10,000,000
Furniture, Fixtures, Equipment	1,800,000

Site Improvements	250,000
Contingency	<u>2,305,000</u>
Total	\$25,355,000

There could be approximately **twelve (12) months for design and construction**, and two possible options for financing this purchase and finish could include:

1 - \$10,000,000 utilization of fund balance; \$15,355,000 in Certificates of Participation for 30 years at 3.95% - **\$924,756 per year**, debt service

2 - \$25,355,000 in Certificates of Participation for 30 years @ 3.95% - **\$1,527,036 per year**, debt service

Part of this building (6,000 square feet) is leased through July 31, 2020. The annual lease amount is \$90,000; the net being \$70,000. The current lessee would like to stay past July 31, 2020.

The **fourth** option for the City of Centennial would be to build a new police department, or potentially a new City building, on a newly purchased or previously purchased site (Potomac Park property). New construction (professional services, construction, FF&E, IT, signage, etc.) would be at a cost of approximately \$500 per square foot. Based on the square footage requirements previously mentioned, 60,000 square feet would have a cost of **\$30,000,000**.



Vacant Land, Fremont and Blackhawk Looking Toward Potomac Street

There could be approximately **eighteen (18) months for design and construction**, and two possible options for financing this purchase could include:

1 - \$10,000,000 utilization of fund balance; \$20,000,000 in Revenue Bonds for 30 years at 3.75% - **\$1,177,956 per year**, debt service, or Certificates of Participation for 30 years at 3.95% - **\$1,204,560 per year**, debt service

2 - \$30,000,000 in Revenue Bonds for 30 years at 3.75% - **\$1,766,940 per year**, debt service, or Certificates of Participation for 30 years at 3.95% - **\$1,806,852 per year**, debt service

In reviewing information related to the costs associated with the operation and maintenance of either building, it is anticipated that **\$1,033,000** would be needed on an annual basis for landscaping and maintenance, capital improvements and repairs, maintenance of equipment and repairs, natural gas, electricity, water, sewer and storm water, trash, landscaping and maintenance, custodial services, security services and systems, and snow removal.

Contract Services

There are many functions that are necessities for a law enforcement agency/police department. Additionally, in the case of the City of Centennial establishing their own police department, it would make good operational and financial sense to contract for some functions and services. The cost for many contracts would be included in operational costs for different functions within a police department, while others should be discussed independently.

The largest contract that the City / police department would be for communication services / dispatch. **It is recommended that a contract be negotiated with Arapahoe County if the City of Centennial were to establish their own police department.** As a general guideline, the estimated cost of that contract (for budgeting purposes) would be \$1,486,731, which is the amount of salary, benefits and operational costs of the current Centennial agreement with Arapahoe County. Additionally, funds from the Arapahoe County E-9-1-1 Authority benefit the ongoing operation of the Sheriff's Office communications function.

As a comparison, the Arvada Police Department contracts with the Jefferson County Communications Center Authority ("JeffCom 911") for dispatch services. JeffCom 911 handles communication services for many law enforcement, fire and emergency medical services providers in Jefferson County. The 2019 contract amount between the City of Arvada and JeffCom 911 is approximately \$1.49M. The Arvada Police Department serves a larger population than the City of Centennial and handles more calls for service per year than Centennial; therefore, it is estimated that a contracted amount would be between \$1.4M - \$1.558M.

If the County or the Sheriff would not want to negotiate a contract for communication services / dispatch, there are other **options** that could be considered.

First, the City of Centennial could consider contracting with another dispatch center for dispatch services. Possible options include MetCom, Littleton PD, Greenwood Village PD, the Douglas County Sheriff's Office or any other professional organization that has the willingness and ability to meet the needs of the City.

An estimated contract amount would be approximately \$1.5M, with additional funding possibly from the E-9-1-1 Authority to offset start-up costs and ongoing expenditures.

A **second option** for the City of Centennial would be to create their own communications / dispatch center. This option would mandate the need for **space, equipment and staffing**. Also, of critical importance, would be the willingness and ability of the Arapahoe County E-9-1-1 Emergency Communications Services Authority (the "Authority") to provide funding for a dispatch center. The Authority was formed in 1987 as a separate legal entity to fund the purchase and maintenance of the 911 network in Arapahoe County, with the exception of the portion within the City of Aurora. The Authority supports five (5) primary Public Safety Answering Points (PSAP) and one secondary PSAP. The five (5) primary PSAPs are located at the Arapahoe County Sheriff's Office, Littleton, Englewood, Greenwood Village and Glendale. The secondary PSAP is South Metro Fire Rescue (SMFR). According to the 2019 Budget for the Authority, the Authority covers approximately 712 square miles and approximately 330,000 residents. Funding for the Authority is primarily through a surcharge on telephone service of \$.70 per month per wired and wireless line. If Centennial were to create its own dispatch center, it would add a sixth (6th) primary PSAP within the Authority's area of responsibility. **By adding a sixth PSAP, it would create a situation where the Authority would have to make funding decisions that could negatively impact the other PSAPs and/or consider requesting the Colorado Public Utilities Commission (PUC) to increase the monthly 911 surcharge to greater than the current \$.70.** The current \$.70 per month surcharge is much lower than many other E-9-1-1 authorities (i.e. Adams County).

The physical **space** necessary for a dispatch center would be no more than 5,000 gross square feet (the Sheriff's Office has 5,096 gross square feet for their communications center, which includes twelve (12) dispatch work stations). However, a Centennial dispatch center would require no more than six (6) dispatch work stations and there could be efficiencies realized when designing the space within a police department building (conference rooms, break rooms, etc.). New space (not equipment) would equate to no more than \$2.5M (5,000 square feet @ \$500/square foot). The existing building (7150 South Fulton Street) previously mentioned could accommodate a dispatch center and the basic re-model costs have already been estimated. Additional costs that would be incurred would be the assurance of an adequately-sized uninterrupted power source (UPS), adequately-sized generator, and the appropriate network, wiring and circuits for a dispatch center (done as part of the design process).

Equipment for a dispatch center (FF&E, radio consoles, logging / recording equipment, "VIPER" 911 system, computer-aided dispatch software, records software, etc.) is expensive. As examples, Computer-Aided Dispatch (CAD) and a Records Management System (RMS) would cost \$2.5M - \$3M, radio consoles and the associated furniture would cost approximately \$600,000 (six work stations at approximately \$100K each), and a logging recorder / recording equipment would cost between \$150K - \$200K. If the City of Centennial would totally separate from Arapahoe County (to include Computer-Aided Dispatch (CAD) and Records Management, the upfront cost for a dispatch center would be **approximately \$5M**. However, by remaining on the County's systems and utilizing the equipment already in place by the Authority (i.e. VIPER 911), the cost would be greatly reduced. Additionally, if the Authority would fund what is legally permissible, the cost to the City could be reduced again, to **under \$1M**.

Access to the Statewide Digital Trunked Radio System Network (DTRS) is done through the Consolidated Communications Network of Colorado, Inc. (CCNC) on a nominal cost – per – device basis. There are over 1,000 user agencies and over 100,000 radio identifiers using the DTRS. Radio acquisition, maintenance

and programming could be done through a contract with Arapahoe County or a private provider at a similar amount being paid to the Sheriff's Office, and is included in the budgets provided.

Staffing for a dispatch center would require nineteen (19) FTE's. The salary, benefits and operational costs for 2021 would be \$1,561,997.

A **third option** for the City of Centennial would be for the creation of their own E-9-1-1 Authority (becoming an independent, City E-9-1-1 Authority). This would mean separation from the Arapahoe County Authority (similar to the City of Aurora). If the surcharge were to remain at \$.70 per wired and wireless line, the revenue generation for a City Authority would be approximately \$1.367M, annually. If the monthly fee were raised to a similar amount to what is paid in the City or Aurora (\$1.20), the annual revenue generation would be approximately \$2.343M. The Arapahoe County Authority has had discussions about raising the surcharge to address long-term needs. This option should be considered as it would ensure Centennial citizens receive services consistent with what they pay in surcharge fees.

The second largest contract that the City/police department would be for **vehicle maintenance and fuel** (and could include vehicle purchasing). The estimated contractual amount for fleet maintenance and fuel is approximately \$600,000. The County Fleet Department currently provides this service for Centennial – paid vehicles, and it would make good financial and operational sense to continue this as a contract. Additionally, the location is perfectly situated to allow for the efficient operation for the City of Centennial. However, just like contracting for communication / dispatch services with an entity other than the County, there should be consideration given to seeking out these services from a private provider. The cost of fleet management by a private provider would be very similar to that of what is estimated as the ongoing expense. Options include a fleet management company or car dealership.

The City of Centennial would also contract with a mental health provider for the “co-responder” program. An employee of the police department, the Co-Responder Manager, would administer and manage the program, while contracted mental health staff would provide further services to citizens of Centennial contacted or known to law enforcement personnel. The amount of this contract is estimated at \$438,085.

There are several specialized functions that the City should consider partnering with, or solely utilizing, the Sheriff's Office.

There is no need for a stand-alone SWAT Team to serve the City of Centennial. An agreement for a regional effort and contribution by the City (in the form of personnel as an ancillary duty) should be completed. Operational costs of \$54,938 is being budgeted. In the event the Sheriff's Office would not want to partner with the City, other options should be considered (i.e. Greenwood Village PD or Littleton PD). A better long-term solution to SWAT services may be a greater regional effort to include every City in the County (except Aurora PD).

The Sheriff's Office Narcotics Team is made up of personnel from the Sheriff's Office, Littleton PD and Englewood PD. The City should consider adding staff to that team, and operational costs in the amount of \$30,208, as part of a regional effort. The City would need to ensure that the level of service, or utilization of the team within Centennial, is roughly commensurate with the staffing levels provided by the partnering agencies.

The Sheriff's Office currently operates a County-wide Bomb Squad, which is very efficient and very well respected. The City would not need, and probably couldn't get the approval by the FBI, to

start a Bomb Squad. Through mutual aid, the City should continue to utilize the services of the Sheriff's Office Bomb Squad, which is the same procedure for every other municipality in Arapahoe County.

Another consideration for contracted services would be in the area of **Information Technology**. Start-up and ongoing costs for the City to assume the role of managing information technology for a police department are over \$2M per year, yet the indirect costs that the City of Centennial pays Arapahoe County for information technology is approximately \$1M per year.

Other contracts, agreements and services that are included in the associated budget include, but are not limited to, the Highlands Ranch Law Enforcement Training Foundation, police supplies, vehicle set-up costs (radios, lights, graphics, security cages, etc.), software, medical exams, psychological exams, ammunition, polygraph services, fitness standard implementation and programming, training, CALEA (accreditation), towing and the Juvenile Assessment Center.

Budget, Timeline

When presenting information regarding staffing, equipment and services, the 2018 Intergovernmental Agreement (IGA) between Arapahoe County and the City of Centennial is of extreme importance.

Section 11.4 of the IGA states **“In the event Services covered hereby are not continued to be provided by the COUNTY, whether by termination, expiration without a new agreement or otherwise, the Parties agree to develop in advance a transition plan which will govern the timing and process of transfer of responsibility for delivering Services from the COUNTY, through the SHERIFF, to the City or to another service provider.”** A transition period of three (3) months is recommended, with an **“exact time at which the responsibility for providing Services transfers from the County, through the SHERIFF”** to be determined by the City and the County. However, the decision of the “exact time” to transfer the services to the City of Centennial can be dependent on the selection of a building / space for a police department. An existing building would take approximately twelve (12) months to re-model, and a new building could take approximately eighteen (18) months to build. As an example, if the City decides to purchase of an existing building, the building could be completed in approximately twelve (12) months. If notice to terminate the IGA was made on July 1, 2019, for example, the City could give notice to Arapahoe County that the transfer of services could become effective at 12:01AM on July 1, 2020. The City could save approximately \$150,000 per month (salary costs of individuals that are hired as part of the transition) by taking over the responsibility of providing services sooner. However, the development of a police department should be done thoughtfully and thoroughly, and not quickly. There are risks in attempting to establish a police department too quickly.

Additionally, in Section 11.4, the IGA states that there should be **“a mutually agreeable transition budget.”** This should include, but is not limited to, the hiring Arapahoe County staff by the City (to where the City is not being charged twice, once through the contract and then again as an employee of the City)

and the reduction or elimination of indirect costs to the City as a result of the transference of responsibilities to the City as occurs in the Transition Period.

Lastly, it is critical that **“Any such transition plan shall take into consideration CITY contributions made to capital investments to support operations of the SHERIFF’s Office for vehicles, equipment, etc. and a credit shall be fairly determined and agreed to between the parties”** (Section 11.4).

A Transition Plan with the County should include, but is not limited to, discussions regarding all purchased equipment, transitioning of current and new staff, transitioning of indirect costs to the City of Centennial to lessen 2020 contract costs and contracting for services with the Sheriff’s Office.

Related to staffing, the goal should be to hire 75%, or more, of the staff for the City of Centennial from Arapahoe County. However, many factors may influence the ability or desire of current Arapahoe County employees to move to a City of Centennial Police Department. Additionally, the City should recruit and hire only the best candidates from Arapahoe County, as well as from other sources.

Actions and Costs – First Six Months

The Transition process should begin immediately after a notification of termination is given to Arapahoe County. Activities and costs are based on 2019 estimates, and the costs indicated include salary, benefits and operational expenses for the related positions.

- | | |
|---------|--|
| Phase 1 | Notification of Termination of the Intergovernmental Agreement |
| | Establish a start-up date for a fully operational police department, preferably January 1 |
| | Initiate a process to hire a Police Chief |
| | Make decision on Building / Space (Lease, Buy Existing, Build) |
| | Initiate conversation with the County regarding a Transition Plan, Transition period and the willingness and ability for contract services |
| Phase 2 | Hire a Police Chief (1) (\$103,483) |
| | Begin hiring processes for Deputy Chiefs (2), Executive Assistant (1), Commander (1), Sergeants (2), Police Officer (2), Public Information Manager (1), Accreditation Manager (1) |
| | Hire Human Resources Staff (2) (\$67,550) |
| | Hire a Police Legal Advisor (1) (\$90,000) |
| | Rent Office Space, Equipment Acquisition (\$100,000) |
| Phase 3 | Hire Information Technology Staff (2) (\$62,333) |

Costs for the first six (6) months are \$423,366, which includes salary, benefits and operational costs. This does not include decisions related to a permanent building / space and the related costs of furniture, fixtures, equipment, utilities, information technology, etc.

Actions and Costs – Months 6 - 18

Varying scenarios were developed for staffing and budgeting (that includes the transition year of 2020) purposes that are based on the percentage of individuals who would be hired from Arapahoe County to the City of Centennial. The higher number of individuals who transition from Arapahoe County to the City of Centennial is of financial benefit to the City as hiring and training costs will be greatly reduced. As an example, an employee could work for Arapahoe County as a deputy sheriff working in the City of Centennial on October 31, 2020, and be a City of Centennial police officer on November 1, 2020 with very little hiring and training expenses. Conversely, a deputy sheriff or officer hired from another jurisdiction (other than Arapahoe County) would require additional hiring and training expenses. Furthermore, if an individual is hired and must go through a full POST (Police Officer Standards and Training) Basic Law Enforcement Academy, the expenses are even greater due to the salary being paid to the “employee” and the cost of the Academy.

One of three scenarios developed were for **30%** of a Centennial Police Department (**30%** of 182 full-time employees) being hired from Arapahoe County. This scenario includes the hiring of 55 individuals from Arapahoe County and 127 individuals from “outside” sources (from other law enforcement organizations or otherwise). The 55 individuals from Arapahoe County would include 46 sworn positions and 9 civilian positions. The 127 individuals from the “outside” would include 108 sworn positions and 19 civilian positions.

The second of three scenarios developed were for **50%** of a Centennial Police Department (**50%** of 182 full-time employees) being hired from Arapahoe County. This scenario includes the hiring of 91 individuals from Arapahoe County and 91 individuals from the “outside.” Both pools (91 from Arapahoe County and 91 from the “outside”) would include 77 sworn positions and 14 civilian positions.

The third of the three scenarios developed were for **75%** of a Centennial Police Department (**75%** of 182 full-time employees) being hired from Arapahoe County. This scenario includes the hiring of 137 individuals from Arapahoe County and 45 individuals from the “outside.” The 137 from Arapahoe County would include 116 sworn positions and 21 civilian positions. The 45 individuals from the “outside” would include 38 sworn positions and 7 civilian positions.

The timing, positions and number of individuals hired after the first six months is detailed below. The percentage of individuals hired from Arapahoe County have an impact on the 2020 costs due to the hiring and training costs associated with new employees (especially for police officers, and whether they come from Arapahoe County or the “outside” as explained above). The percentage of individuals hired from Arapahoe County on any given date may or may not equate to 30%, 50% or 75% due to the needs of the City of Centennial; however, the total hires (percentages of a total full-time employees) are consistent with the 30%, 50% and 75% scenarios detailed above.

Dates and positions hired are listed below, as are the number of those positions hired listed in parenthesis. Positions that are hired to be employees of Centennial that should be transferred from the County (hired from ACSO) have little or no salary impact as they would be included in the current year Centennial budget already established (the monies were already appropriated, and this is critical in the discussion related to a transition budget).

NOTE 1 indicates that some, or even all, of the work conducted by these new City of Centennial employees would already be in the Centennial budget (contract with Arapahoe County), either as FTE's or through indirect costs. If these employees would come from the County (as their workload would decrease and wouldn't require as many FTE's), the costs should be negotiated downward (or a credit being given). **NOTE 2** indicates the cost of a POST Academy is included. **Note 3** is the **30%** scenario. **Note 4** is the **50%** scenario. **Note 5** is the **75%** scenario.

Month 7	Hire Deputy Chiefs (2), Executive Assistant (1), Public Information Manager (1) and Accreditation Manager (1). The Police Chief (1), Police Legal Advisor (1), Human Resources Staff (2) and IT Staff (2) (Note 1) hired in 2019 and are already in place.
Month 8	Hire Commander (1), Sergeants (2), Police Officers (2), Finance Staff (1), Human Resources Staff (1) and IT Staff (2) (Note 1).
Month 12	Hire Commanders (2), Emergency Manager (1), Evidence Manager (1), and Records Manager (1).
Month 13	Hire Finance Staff (1.5), Human Resources Staff (2) and IT Staff (6) (Note 1)
Month 14	Hire Evidence Technicians (2), Senior Administrative Assistants (2) and Police Officer (16) for the POST Academy (Note 2)
Month 15	Hire Co-Responder Manager (1) (Note 1), Victim Assistance Manager (1), Crime/Intel Analysts (2) (Note 1), Digital Evidence Technicians (2) (Note 1), Senior Administrative Assistants (2), Police Services Technicians (2) from ACSO, Police Services Technicians (3), Records Technicians (5) from ACSO and Sergeants (4)
Month 16	Hire Commanders (4) from ACSO, Sergeants (14) from ACSO, Police Officers (35) (Note 3) from ACSO and Police Officers (35) (Note 3) Hire Police Officers (60) (Note 4) from ACSO and Police Officers (23) (Note 4) Hire Police Officers (92) (Note 5) from ACSO and Police Officers (14) (Note 5)
Month 17	Hire Police Officers (36) (Note 3) Hire Police Officers (23) (Note 4)

The salary, benefits and academy cost for the three scenarios are:

75% Scenario - \$4,966,368

50% Scenario - \$5,500,603

30% Scenario - \$5,990,842

Budgets for the “transition year,” first full year of an independent police department and the following four (4) years, which includes an increase of six (6) FTE in both year three (3) and year five (5), are in the following pages. There are assumptions that have been made regarding the preparation of the five (5) year budgets.

- The expenditure budget does not account for additional revenue. As an example, after the transition, it is anticipated that ticket revenue will increase back to prior levels (2015) which would equate to additional revenue of \$678,894 (over 2018 revenue). Additionally, if there are changes in the type of actions heard by the Municipal Court, the City could see a positive revenue.
- All costs are estimated at the highest, reasonable amount. The transition year budget is in addition to any agreed upon budget between the City and the County.
- A fair, reasonable negotiation with the County regarding equipment.
- Every line item in the transition budget can be reduced by decisions including, but not limited to, the timing of the hiring of the positions, the negotiated transition with Arapahoe County, establishment of an “in-house” IT function or contracting with Arapahoe County to continue those services, the decision regarding a building (purchase existing or new build, and the timing), and a different model for providing crime scene investigation and crime lab services.
- Decisions regarding salaries for new employees based on their qualifications and experience.
- Salaries and benefits are targeted to ensure hiring and retaining the best employees possible.
- Contracting for services such as communications/dispatch, radio/radio maintenance, vehicle maintenance and fuel, Co-Responder Program.
- Participation in multi-jurisdictional efforts to include the Juvenile Assessment Center (JAC), special teams, narcotics investigations, crime lab services.
- Adding additional staff in year three (3) and year five (5), as well as the necessary equipment, as necessary.
- An inflation factor of 2.5%, per year, unless there were other considerations.
- Debt service was estimated at \$1,204,560, which is the construction of a new building, utilizing \$10,000,000 in fund balance, opting to finance through Certificates of Participation for 30 years at a rate of 3.95%
- Building Maintenance costs are estimated after reviewing similar data for several buildings.
- CIRSA insurance costs are estimated by that organization based on financial, staffing and equipment information provided to that organization.
- The contribution by the Littleton Public Schools would remain in effect.
- The Cherry Creek School District would provide a contribution back to the City of Centennial, which is what they presently contribute to other law enforcement agencies.

- The E911 Authority would contribute monies to a City of Centennial Agency Operating Fund (AOF), similar to what is done with other agencies (fire and police) who do not operate dispatch centers.

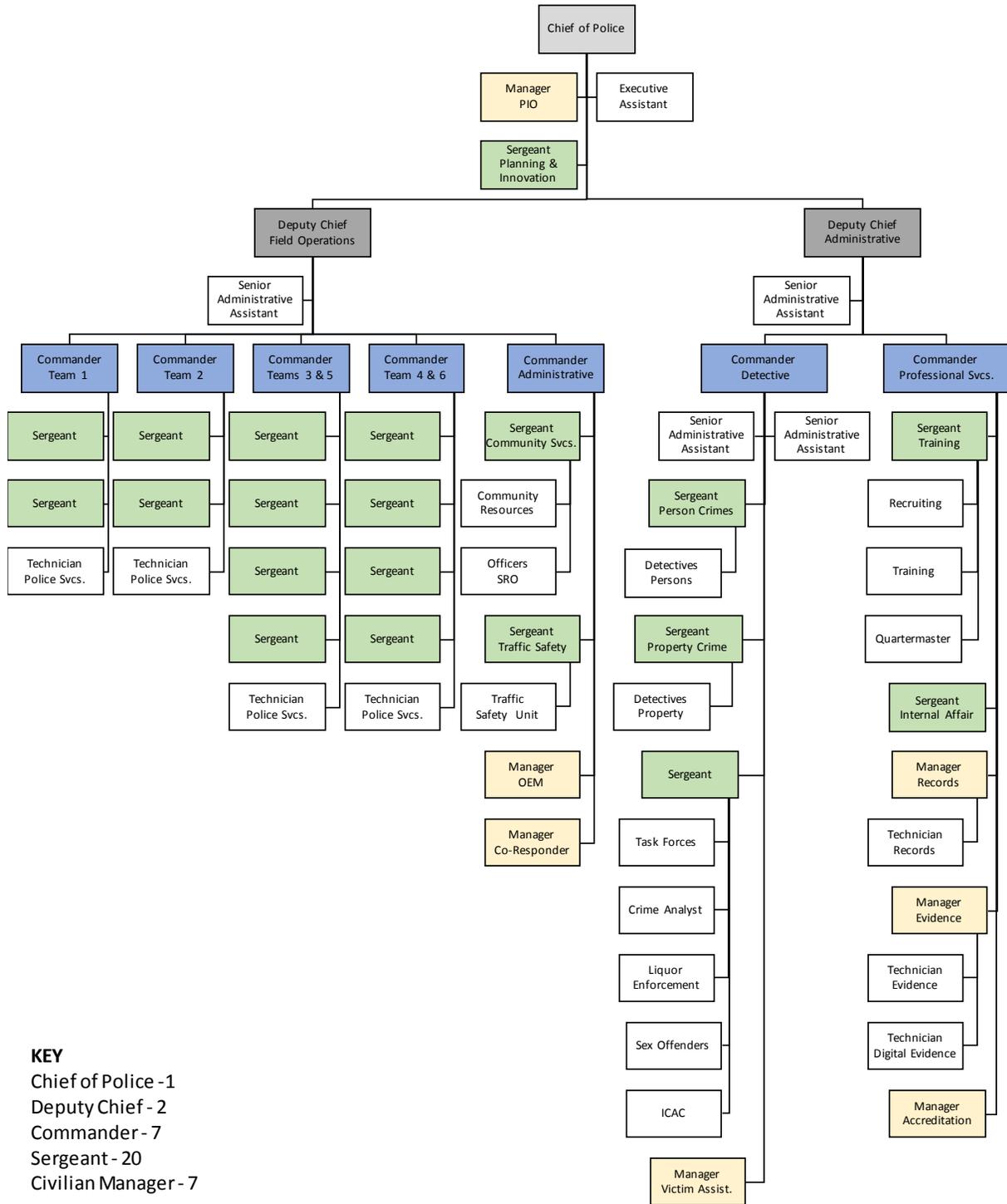
Budget estimates below are based on a July, 2019 date so the most current rates could be used for estimates. The amounts below are in addition to the estimated 2020 contract amount of \$29,313,283.

2020 Transition Budget - Supplemental	2020 75% Hiring Scenario		2020 50% Hiring Scenario		2020 30% Hiring Scenario	
Police Department - Salary and Benefits	\$	3,411,851.00	\$	3,946,086.00	\$	4,436,325.00
Police Department - Operational	\$	244,043.00	\$	306,443.00	\$	355,193.00
Police Department - Capital	\$	88,300.00	\$	117,100.00	\$	139,600.00
Police Department - Uniforms	\$	231,000.00	\$	231,000.00	\$	231,000.00
Police Department - Vehicles	\$	251,624.00	\$	251,624.00	\$	251,624.00
Information Technology - Salary and Benefits	\$	804,500.00	\$	804,500.00	\$	804,500.00
Information Technology - Operational	\$	1,266,070.00	\$	1,266,070.00	\$	1,266,070.00
Finance - Salary and Benefits	\$	117,027.00	\$	117,027.00	\$	117,027.00
Finance - Operational	\$	7,022.00	\$	7,022.00	\$	7,022.00
Human Resources - Salary and Benefits	\$	332,990.00	\$	332,990.00	\$	332,990.00
Human Resources - Operational	\$	39,959.00	\$	39,959.00	\$	39,959.00
Police Legal Advisor - Salary and Benefits	\$	300,000.00	\$	300,000.00	\$	300,000.00
Police Legal Advisor - Operational	\$	12,000.00	\$	12,000.00	\$	12,000.00
Office Space, Equipment	\$	240,000.00	\$	240,000.00	\$	240,000.00
TOTAL	\$	7,346,386.00	\$	7,971,821.00	\$	8,533,310.00

	2021	2021	2021	2021
	FTE	Salary and Benefits	Operational Costs	Total
Administration	4	\$ 581,106.00	\$ 46,488.00	\$ 627,594.00
Field Ops - Administration	2	\$ 278,637.00	\$ 16,718.00	\$ 295,355.00
Field Ops - Patrol	101	\$ 11,629,117.00	\$ 1,162,911.00	\$ 12,792,028.00
Field Ops - Community Services	5	\$ 588,241.00	\$ 70,589.00	\$ 658,830.00
Field Ops - School Resource Officers	7	\$ 834,634.00	\$ 100,156.00	\$ 934,790.00
Field Ops - Traffic	9	\$ 1,034,902.00	\$ 82,792.00	\$ 1,117,694.00
Field Ops - Emergency Management	1	\$ 132,125.00	\$ 15,855.00	\$ 147,980.00
Field Ops - Co-Responder	1	\$ 85,282.00	\$ 6,823.00	\$ 92,105.00
Admin Serv - Administration	2	\$ 278,637.00	\$ 16,718.00	\$ 295,355.00
Admin Serv - Investigations	33	\$ 3,760,111.00	\$ 225,607.00	\$ 3,985,718.00
Admin Serv - Recruiting and Training	4	\$ 529,503.00	\$ 105,901.00	\$ 635,404.00
Admin Serv - Internal Affairs	1	\$ 141,580.00	\$ 8,495.00	\$ 150,075.00
Admin Serv - Records	6	\$ 476,558.00	\$ 28,593.00	\$ 505,151.00
Admin Serv - Evidence	5	\$ 432,263.00	\$ 34,581.00	\$ 466,844.00
Admin Serv - Accreditation	1	\$ 120,414.00	\$ 9,633.00	\$ 130,047.00
Sub Total	182	\$ 20,903,110.00	\$ 1,931,860.00	\$ 22,834,970.00
Contract/IGA - Dispatch				\$ 1,561,997.00
Contract/IGA - Vehicle Maintenance, Fuel				\$ 619,868.00
Contract/IGA - Telecommunications				\$ 392,780.00
Contract/IGA - Co-Responder				\$ 449,037.00
Contract/IGA - SWAT				\$ 44,164.00
Contract/IGA - Narcotics				\$ 31,737.00
Contract/IGA - JAC				\$ 34,010.00
Crime Lab Services				\$ 796,799.00
City - Human Resources	5	\$ 421,665.00	\$ 50,600.00	\$ 472,265.00
City - Finance	2.5	\$ 175,808.00	\$ 10,548.00	\$ 186,356.00
City - Legal	1	\$ 307,500.00	\$ 12,300.00	\$ 319,800.00
City - Information Technology	10	\$ 1,200,788.00	\$ 1,164,221.00	\$ 2,365,009.00
Debt Service - Building				\$ 1,204,560.00
Maintenance - Building				\$ 1,033,000.00
Equipment Replacement				\$ 260,713.00
Vehicle Replacement				\$ 643,858.00
CIRSA Insurance				\$ 584,551.00
Littleton Public Schools Contribution				\$ (223,331.00)
Cherry Creek Schools Contribution				\$ (125,000.00)
E911 Authority Agency Op Fund				\$ (25,000.00)
Total with Indirect Costs - Centennial PD				\$ 33,462,143.00
2021 ACSO Contract Estimate				\$ 29,608,468.00
Variance				\$ 3,853,675.00

	Year	2022	2023	2024	2025
FTE Count - PD		182	188	188	194
Salary, Benefits, Operational					
Administration	\$	642,122.00	\$ 658,175.00	\$ 674,629.00	\$ 691,495.00
Field Ops - Administration	\$	302,321.00	\$ 309,879.00	\$ 317,626.00	\$ 325,567.00
Field Ops - Patrol	\$	13,082,756.00	\$ 14,184,124.00	\$ 14,538,727.00	\$ 15,395,232.00
Field Ops - Community Services	\$	673,536.00	\$ 690,374.00	\$ 707,633.00	\$ 725,324.00
Field Ops - School Resource Officers	\$	955,656.00	\$ 979,547.00	\$ 1,004,036.00	\$ 1,029,137.00
Field Ops - Traffic	\$	1,143,567.00	\$ 1,172,156.00	\$ 1,201,460.00	\$ 1,231,497.00
Field Ops - Emergency Management	\$	151,283.00	\$ 155,065.00	\$ 158,942.00	\$ 162,916.00
Field Ops - Co-Responder	\$	94,237.00	\$ 96,593.00	\$ 99,008.00	\$ 101,483.00
Admin Serv - Administration	\$	302,321.00	\$ 309,860.00	\$ 317,607.00	\$ 325,547.00
Admin Serv - Investigations	\$	4,079,721.00	\$ 4,181,714.00	\$ 4,286,257.00	\$ 4,654,722.00
Admin Serv - Recruiting and Training	\$	648,642.00	\$ 664,858.00	\$ 681,479.00	\$ 698,516.00
Admin Serv - Internal Affairs	\$	153,615.00	\$ 157,455.00	\$ 161,391.00	\$ 165,426.00
Admin Serv - Records	\$	517,065.00	\$ 529,992.00	\$ 543,242.00	\$ 556,823.00
Admin Serv - Evidence	\$	477,651.00	\$ 489,592.00	\$ 501,832.00	\$ 514,378.00
Admin Serv - Accreditation	\$	133,057.00	\$ 136,383.00	\$ 139,793.00	\$ 143,288.00
Sub Total	\$	23,357,550.00	\$ 24,715,767.00	\$ 25,333,662.00	\$ 26,721,351.00
Contract/IGA - Dispatch	\$	1,601,047.00	\$ 1,641,073.00	\$ 1,682,100.00	\$ 1,724,152.00
Contract/IGA - Vehicle Maintenance, Fuel	\$	635,365.00	\$ 668,213.00	\$ 684,919.00	\$ 725,809.00
Contract/IGA - Telecommunications	\$	402,600.00	\$ 429,172.00	\$ 439,901.00	\$ 466,867.00
Contract/IGA - Co-Responder	\$	460,263.00	\$ 471,769.00	\$ 483,564.00	\$ 495,653.00
Contract/IGA - SWAT	\$	45,268.00	\$ 46,400.00	\$ 47,560.00	\$ 48,749.00
Contract/IGA - Narcotics	\$	32,530.00	\$ 33,344.00	\$ 34,177.00	\$ 35,032.00
Contract/IGA - JAC	\$	34,860.00	\$ 35,732.00	\$ 36,625.00	\$ 37,541.00
Crime Lab Services	\$	816,719.00	\$ 837,137.00	\$ 858,065.00	\$ 879,517.00
City - Human Resources (5 FTE)	\$	484,072.00	\$ 496,173.00	\$ 508,578.00	\$ 521,292.00
City - Finance (2.5 FTE)	\$	191,015.00	\$ 195,790.00	\$ 200,685.00	\$ 205,702.00
City - Legal (1 FTE)	\$	327,795.00	\$ 335,989.00	\$ 344,390.00	\$ 352,999.00
City - Information Technology (10 FTE)	\$	2,424,134.00	\$ 2,484,738.00	\$ 2,546,856.00	\$ 2,610,527.00
Debt Service - Building	\$	1,204,560.00	\$ 1,204,560.00	\$ 1,204,560.00	\$ 1,204,560.00
Maintenance - Building	\$	1,058,825.00	\$ 1,085,296.00	\$ 1,112,428.00	\$ 1,140,239.00
Equipment Replacement	\$	267,230.00	\$ 284,192.00	\$ 291,296.00	\$ 308,544.00
Vehicle Acquisition & Replacement	\$	659,954.00	\$ 807,433.00	\$ 726,110.00	\$ 902,597.00
CIRSA Insurance	\$	599,165.00	\$ 634,390.00	\$ 650,250.00	\$ 687,778.00
Littleton Public Schools Contribution	\$	(228,914.00)	\$ (234,636.00)	\$ (240,504.00)	\$ (246,518.00)
Cherry Creek Schools Contribution	\$	(125,000.00)	\$ (125,000.00)	\$ (125,000.00)	\$ (125,000.00)
E911 Authority Agency Op Fund	\$	(25,000.00)	\$ (25,000.00)	\$ (25,000.00)	\$ (25,000.00)
Total with Indirect Costs - Centennial PD	\$	34,224,038.00	\$ 36,022,532.00	\$ 36,795,222.00	\$ 38,672,391.00
2022 - 2025 ACSO Contract Estimates	\$	30,570,743.00	\$ 31,564,293.00	\$ 33,337,582.00	\$ 33,065,948.00
Variance	\$	3,653,295.00	\$ 4,458,239.00	\$ 3,457,640.00	\$ 5,606,443.00

ORGANIZATIONAL CHART



Community Engagement Plan

Introduction

Community is made up of the people who live, work, visit or invest in Centennial and all members of the community who may be impacted by the City's decision to develop their own police department.

A community engagement process is necessary in order to keep the community informed and to maintain trust with the community. This is a process through which the community is informed and invited to contribute, through consultation and/or involvement, to the development and start-up process of a police department.

Purpose

The Community Engagement Plan will ensure:

- Input from a wide range of community members is considered before making key decisions
- Community members are given the opportunity to contribute to the planning and development process, as well as having post-transition input and evaluation

The Plan will:

- Establish a process for community engagement during the development and activation phases
- Ensure that the process is implemented by City of Centennial staff, current or future, and any external consultants contracted by the City
- Ensure that inclusive and efficient consultation is undertaken throughout the process
- Ensure that the community is kept informed of decisions as a result of community engagement

The Plan contains three key strategies:

- Inform
- Consult
- Involve

Each strategy has a specific goal, a commitment to the community and a set of methodologies. If City Council elects to move forward with the formation of its own police department, a communications plan should be developed to set specific goals, objectives and evaluation metrics for each part of the plan.

Scope

This Community Engagement Plan relates to activities undertaken by Centennial related to the development and start-up of its own police department.

Benefits

There are a number of benefits from having a Community Engagement Plan including, but not limited to, the following:

- Commits the City of Centennial to being open, accessible and accountable
- Assists the City to formulate a police department that community needs at the highest level
- Enables the City to prioritize needs and make the best decisions possible regarding the use of resources
- Allows a broader range of views to be expressed and more information to be assembled prior to making decisions
- Allows for the City and the community to work together in the best interest of the whole and to achieve balanced decisions
- Offers opportunities for the community to contribute ideas and influence outcomes which directly affect their daily lives
- Ensures an open and familiar process which becomes easier for community members to participate

Community Engagement Strategy 1: Inform

Information dissemination is the primary form of community engagement. In order to be able to actively engage in the community and in Centennial's decision-making process related to law enforcement services and the development of its own police department, the community requires information in a variety of ways to reach all sections of the community.

Goal - To provide the community with appropriate and timely information regarding the development and start-up of a police department. Specific information related to cost, timing, staff, equipment and facilities should be a priority.

Commitment to the Community - We will keep the community informed, ensuring that information is easy to access, relevant to the issue and easy to understand using clear, jargon-free language.

Methodology - By making up-to-date information available on Centennial's processes related to this endeavor and ensuring that all information is in a form that is accessible to all groups in the community.

Methods can include:

- Advertising or Articles - Newspapers – Including Colorado Community Media publications (such as the Centennial Citizen), The Aurora Sentinel, The Colorado Sun and the Denver Post. Other publications can be considered depending on the target group.
- Advertising - Newsletters - including the Centennial Connection newsletter, school newsletters and HOA publications.

- Advertising - Radio – Available, used as appropriate.
- Email Notification - to Centennial lists including, but not limited to, the South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce, Centennial Council of Neighborhoods (CenCON), community groups, faith leaders, and other identified stakeholders.
- Flyers (Brochures / Reports) - available in person from Centennial facilities, via mail or email upon request.
- Posters - at Centennial facilities.
- Public Meetings / Forums / Focus Groups - at various location, as appropriate.
- City of Centennial – Via official website, mentions at public meetings, through Centennial Connection newsletter.
- Social Networks – Through official Centennial social media accounts and those established for the police department.

The entire community needs to be aware of the methods that are in use and information dissemination should begin immediately when decisions are being considered and after decisions have been finalized.

Community Engagement Strategy 2: Consult

Consultation takes place when feedback is required or requested. As it relates to the development of a police department, this may include:

- The development of new policies, procedures, strategies and plans
- Details related to police department logos and vehicle design
- Uniform, patch and badge development
- Development of core values, a mission statement and a values statement
- Requirements for positions
- Participation in hiring processes
- Individual and community safety concerns
- Specific groups or areas of focus such as seniors, youth, schools, businesses
- Traffic management and traffic enforcement

Goal - To capture community input on strategic plans, directions, issues, and priorities, through a community needs assessment and other tactics.

Commitment to the Community - We will listen to you, consider your ideas and keep you informed about what input was received, an analysis of this input and the final decisions.

Methodology - Consultation mechanisms will be chosen that consider the primary stakeholders and their accessibility. Community consultation techniques will vary depending on who is being consulted and the nature and complexity of the issue. Available resources will also determine the type of techniques that can be used such as timeframes, funds and staff availability. A range of consultation techniques may be used to ensure greater levels of participation.

These may include:

- Workshops - open to the community with the aim of briefing interested residents and businesses on specific projects and getting feedback.
- Focus Groups - open by invitation to specific groups with relevant experience of the issue being addressed/considered.
- Online Comment - through the City of Centennial website, email and through online surveys.
- Social Media - Polling through social media platforms.
- Shop Fronts - staffed informational display taken to the community at shopping centers, Centennial facilities and events. The community can participate at their convenience to review information and have their questions answered, and give feedback to, by City of Centennial staff.
- Surveys/Questionnaires - a series of relevant questions regarding a subject, with the collated replies available for consideration and distribution. These may be conducted via mail, email / web or in person to ensure the inclusion of community members who may not normally be able to participate in community engagement.

The City of Centennial, to include staff and Council, should ensure that the community is consulted on issues which impact on, or are of concern to, the community in regards to the formation of a police department in a timely manner to allow adequate community comment to occur and be analyzed in order to inform decision makers on community concerns and issues.

Additionally, staff and Council should make every attempt to identify and consult community members or segments who may be directly impacted, and should commit to informing the whole community. Stakeholders will vary according to the issue, but may include residents, businesses, volunteers, those who visit or work in the city, other service providers/agencies, community groups, other levels of government, etc. It could also include particular groups within the community such as seniors, families, youth and varying employees of business and government.

Community Engagement Strategy 3: Involve

Community involvement enables the community to provide ongoing and in-depth input into the planning process, and the development of solutions and resources that are best able to meet the community's needs. It also enables the community and recipients of law enforcement services to have substantial input into the development of services. Community engagement has the potential to empower communities and to enable community members to gain skills in community participation. In turn, they provide for ongoing dialogue with the City of Centennial and the potential for higher quality and specialized input into Centennial's planning and decision making processes as they relate to a police department.

Goal - To work on an ongoing basis with the community to ensure that community ideas, concerns and aspirations are heard and understood and that community knowledge is harnessed for the benefit of all in the community.

Commitment to the Community - Work with the community on an ongoing basis to ensure that your ideas, concerns and aspirations regarding a police department are considered. The City of Centennial will provide feedback on Centennial staff decisions.

Methodology - Community involvement techniques will vary depending on who is involved, and the nature and complexity of the issue. Available resources will also determine the type of techniques that can be used (timeline, funds, staffing, capacity).

A range of involvement techniques will be used to ensure inclusive participation levels. These may include:

- Annual “State of the Agency” public meetings in the first five years held during a regular public meeting of Centennial City Council.
- Development of a commission or committee to provide input and raise awareness.
- Establishment of working groups, focus groups or a Citizen’s Advisory Committee through the police department to focus on particular issues or long-term strategy. The composition of these groups should be determined by the police department with specific terms of reference and reporting mechanisms.
- Initiate a Volunteers in Policing (VIP) group to assist the police department in certain functions and bring further connection to the community.

City of Centennial staff should ensure that the community is involved in issues which impact or are of concern to the community or to any group within the community in a timely manner to allow adequate community involvement to occur and be analyzed in order to inform decision makers.

Community members who are impacted will be invited to be involved. Stakeholders will vary according to the issue, but could include residents, businesses, volunteers, those who visit or work in the city, other service providers/agencies, community groups, other levels of government, or others. It could also include particular groups within the community, such as seniors, families, youth and employees of businesses and government.

Post-Transition

Assessing the community’s view of a transition to an independent police department, it is important for City of Centennial staff and Council understand community perceptions surrounding the transition. Post-transition surveys should be conducted quarterly in the first year and annually in years two through five.

Survey results will be used to consider adjustments in policies, procedures, communication methods, or other areas deemed appropriate based on information provided by community members.

A Communication Plan, with input from City staff and Council, should contain SMART goals, objectives, strategy and relevant evaluation components for each part of the Community Engagement Plan.

