**Participants wishing to speak on a topic should message the meeting moderator. All participants are asked to mute their individual computers at times when they are not speaking to minimize background noise. Join: https://us02web.zoom.us/j/81786119786*

NOTICE OF A SPECIAL MEETING
BONDURANT CITY COUNCIL
SEPTEMBER 30, 2024

NOTICE IS HEREBY GIVEN that a Special Meeting of the City Council will be held at 6:00 PM on September 30, 2024, in the Bondurant Community Library, 104 Second Street, Northeast, Bondurant, Polk County, Iowa. Said meeting is open, and the public is encouraged to attend.

AGENDA

1. Roll Call
2. Call to Order and Declaring a Quorum
3. Abstentions declared
4. Perfecting and Approval of the Agenda
5. Consent Agenda:
   All items listed below are considered routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member or citizen so requests, in which event the item will be removed from the Consent Agenda and considered separately.
   a. Treasurer's Report August 2024
   b. - Resolution approving Job Descriptions Lieutenant Fire/EMS Coordinator
   c. - Resolution of endorsement for the City of Bondurant's application to the Iowa Department of Natural Resources' Water Recreation Access Cost-Share Program for funding to assist with the installation of the kayak launch at Lake Petocka
6. Guests requesting to address the City Council
7. Action Items
   a. O-240903-212 - (Second Reading) Ordinance amending the City Code of Bondurant, Iowa, by adding a new chapter titled Chapter 56 - Urban Chickens
8. Discussion Items -
   a. Bondurant Emergency Services Staffing and Operation Analysis
   b. Law Enforcement Study Findings (continued)
9. Reports / Comments and appropriate action thereon:
   a. Mayor
   b. Council Members
   c. Administrator

The Bondurant City Council maintains the right to waive the first and second readings of ordinances presented and may pass the third and final reading of the same ordinance within the same council meeting.

Any person with a disability who requires a modification or accommodation in order to participate in the meeting, or any person with limited English proficiency (LEP) who requires language assistance to communicate with the City Council during the meeting, should contact the City Clerk, (515) 967-2418 or shagan@cityofbondurant.com, no fewer than two business days prior to the meeting to enable the City of Bondurant to make reasonable arrangements to assure accessibility or language assistance for the meeting.

d. Directors

10. **Closed Session**- Pursuant to Iowa Code 21.5.1(j) to discuss property acquisition and 21.5.1(c) potential or pending litigation

11. Adjournment

The Bondurant City Council maintains the right to waive the first and second readings of ordinances presented and may pass the third and final reading of the same ordinance within the same council meeting.

Any person with a disability who requires a modification or accommodation in order to participate in the meeting, or any person with limited English proficiency (LEP) who requires language assistance to communicate with the City Council during the meeting, should contact the City Clerk, (515) 967-2418 or shagan@cityofbondurant.com, no fewer than two business days prior to the meeting to enable the City of Bondurant to make reasonable arrangements to assure accessibility or language assistance for the meeting.

Honorable Mayor, Members of the Council, and Citizens of the City of Bondurant, Iowa

Submitted for your review is the Treasurer's Report for August of the Fiscal Year Ending 2025. Following this letter is the year-to-date Fund Balance Report, Balance Sheet, Bank Reconciliation Spreadsheet, and Detail Report.

The City's checking account had a beginning balance on August 1, 2024, of $8,594,744.37. The ending balance as of August 31, 2024, was $15,292,203.91. This account earned $40,996.48 of interest. The annual percentage yield decreased from 5.12% to 4.78%. This account is in ideal financial condition.

The City's IPAIT accounts had a beginning balance on August 1, 2024, of $28,455,507.29. The ending balance as of August 31, 2024, was $22,291,119.20. These accounts earned a total of $114,939.91 of interest. There were 3 withdrawals this month. These withdrawals came out of City Campus ($5,000,000.00), Streets Master Plan ($1,000,000.00), and TIF Streets & Bridge ($279,328.00). These withdrawals were to cover current project expenditures. There were no contributions. These accounts are in ideal financial condition.

This month's significant expenditures include payments for Water Tower construction ($518,652.50), Civic Campus construction ($389,397.52), payroll ($257,560.07), BES Facility architecture ($193,928.16), engineering ($181,962.71), Insurance Renewals ($115,275.00), water ($101,404.57), and law enforcement ($70,272.25).

The utility bill autopay ACH collected $188,889.05 from 1570 accounts. Last year at this time, the City collected $184,345.05 from 1490 accounts.

The City received 33 payments for Emergency Medical Services rescue charges totaling $14,059.05. Last year at this time, the city received 35 payments for $19,330.39.

Please do not hesitate to contact the City's Finance & Employee Services Department if you have any questions.

Respectfully,

Jené Jess, MPA, SHRM-CP
Finance & Employee Services Director
jnjess@cityofbondurant.com

Consolidated Balance Sheet Report
Account Summary
As Of 08/31/2024

Account	Name	Balance	
Assets			
000-1101	CLAIM ON POOLED CASH	14,400,905.25	
000-1111	SAVINGS - CEMETERY XXX1037	38,175.12	
000-1113	CHECKING - WATER SINKING	114,201.12	
000-1114	CHANGE FUND - WATER	270.00	
000-1115	PETTY CASH - GENERAL	100.00	
000-1116	PETTY CASH - LIBRARY	200.00	
000-1117	CHANGE FUND - LIBRARY	20.00	
000-1150	IPAIT - GENERAL FUND 11763 MM	18,907,204.68	
000-1151	IPAIT - WATER OPERAT 104	2,467,374.10	
000-1153	IPAIT - NW TRK SEWR EXT 117	40,031.58	
000-1154	IPAIT - SEWER RESERVE 201	121,348.89	
000-1159	IPAIT - ROAD FUND 125	625,384.80	
000-1162	IPAIT - DEBT SERVICE 124	129,775.15	
000-1170	CHECKING - WATER DEPOSITS	77,014.76	
	Total Assets:	**36,922,005.45**	**36,922,005.45**
Liability			
050-2011	PENDING POOLED PAYABLES	94.50	
050-2120	FEDERAL WITHHOLDING	-3.18	
050-2121	FICA/MEDICARE WITHHOLDING	-5.18	
050-2122	STATE WITHHOLDING	1,314.50	
050-2123	IPERS WITHHOLDING	-5.25	
050-2124	HEALTH INSURANCE WITHHOLDING	52,295.70	
050-2125	DENTAL INSURANCE	3,424.18	
050-2132	VISION WITHHOLDING	400.35	
050-2141	APPLIED CREDITS	14,763.46	
050-2350	PY CORRECTION	-273.06	
	Total Liability:	**72,006.02**	
Equity			
050-3950	FUND BALANCE	37,320,666.39	
	Total Beginning Equity:	**37,320,666.39**	
Total Revenue		3,751,110.31	
Total Expense		4,221,777.27	
	Total Equity and Current Surplus (Deficit):	**36,849,999.43**	
	Total Liabilities, Equity and Current Surplus (Deficit):		**36,922,005.45**

Fund Balance Report

As Of 08/31/2024

Fund	Beginning Balance	Total Revenues	Total Expenses	Ending Balance
001 - GENERAL FUND	5,638,071.67	419,920.06	1,006,898.59	5,051,093.14
110 - ROAD USE TAX	557,566.35	167,752.44	141,888.74	583,430.05
112 - EMPLOYEE BENEFIT	155,726.21	3,632.34	178,705.94	-19,347.39
121 - LOCAL OPTION SALES & SERVICE TAX	300,009.43	274,223.82	0.00	574,233.25
125 - TIF	2,833.78	4,151.59	0.00	6,985.37
160 - ECONOMIC DEVELOPMENT	47,351.87	0.00	0.00	47,351.87
167 - LIBRARY GRANT	10,389.97	1,440.48	4,450.65	7,379.80
169 - PARK & REC	37,842.60	0.00	0.00	37,842.60
170 - DISASTER - EMERGENCY MANAGEMENT	2,573.71	0.00	0.00	2,573.71
172 - TREE FUND	18,676.35	4,637.50	0.00	23,313.85
200 - DEBT SERVICE	153,512.15	4,216.21	0.00	157,728.36
306 - CIVIC CAMPUS	10,037,305.44	78,710.15	721,594.34	9,394,421.25
316 - PAINE HTS DRAINAGE	0.00	0.00	0.00	0.00
320 - WASHINGTON STREET	0.49	0.00	0.00	0.49
324 - BRSC IMPROVEMENTS	0.00	0.00	0.00	0.00
325 - STREETS MASTER PLAN	4,487,035.12	36,995.82	24,255.72	4,499,775.22
327 - GRANT ST S/COMMUTER LOOP	173,521.30	1,314.54	0.00	174,835.84
329 - TIF-TRAIL TO CHICHAQUA	0.00	0.00	0.00	0.00
333 - DITCH 2 IMPROV	53.39	0.00	0.00	53.39
335 - PARK IMPROVEMENTS	2,741,986.29	109,503.28	68,068.26	2,783,421.31
337 - THE GRAIN DISTRICT	151,548.75	0.00	0.00	151,548.75
338 - MAIN STREET STORMWATER	0.00	0.00	0.00	0.00
340 - UNDERPASS-HWY 65/330	0.00	92,250.00	0.00	92,250.00
341 - TIF-PARK LAND PURCHASE	0.00	0.00	0.00	0.00
342 - TIF-1ST&MAIN ECONOMIC DVL	26,184.87	0.00	0.00	26,184.87
343 - DOWNTOWN PARKING	43,599.53	0.00	9,650.00	33,949.53
344 - 16TH ST NE - GRANT TO HUBBELL	0.00	0.00	0.00	0.00
346 - CITY HALL RECONSTRUCTION	17,928.74	0.00	32,444.98	-14,516.24
347 - BRIDGE/INTERSECTION	270,189.78	2,056.56	0.00	272,246.34
348 - NE STORMWATER EXPANSION/DOWNSTREAM SW CAPACITY	0.00	0.00	0.00	0.00
349 - PLEASANT GROVE	166,624.45	0.00	0.00	166,624.45
351 - LIBRARY CAPITAL	73,015.78	0.00	0.00	73,015.78
352 - WATER FACILITIES	-449,415.05	1,513,627.71	999,095.73	65,116.93
355 - CENTRAL DISTRICT STORMWATER IMPROVEMENTS	2,620,149.42	22,118.12	32,894.14	2,609,373.40
356 - CERTIFIED SITE IMPROVEMENTS	5,069,673.26	32,913.49	319,211.52	4,783,375.23
500 - CEMETERY PERPETUAL CARE	31,866.83	1,394.18	0.00	33,261.01
600 - WATER	1,817,626.66	479,999.20	269,843.80	2,027,782.06
610 - SEWER	2,530,982.90	318,938.90	282,030.43	2,567,891.37
670 - GARBAGE	191,396.66	99,112.39	95,650.58	194,858.47
741 - STORM WATER	392,398.36	82,201.53	34,857.46	439,742.43
820 - SELF-FUNDED INSURANCE	2,439.33	0.00	236.39	2,202.94
999 - POOLED CASH	0.00	0.00	0.00	0.00
Report Total:	**37,320,666.39**	**3,751,110.31**	**4,221,777.27**	**36,849,999.43**

BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT

Item No. 5.b.
For Meeting of 9/30/2024
Resolution

TITLE: - Resolution approving Job Descriptions Lieutenant Fire/EMS Coordinator

CONTACT PERSON:
Aaron Kreuder, Fire Chief
Jene Jess, Finance Director

BRIEF HISTORY & ANALYSIS: Summary:
The Emergency Services Department is seeking approval for the creation of a new Lieutenant Fire/EMS position within the department. This position will enhance the department's operational capacity by providing additional leadership and supervision over Fire/EMS personnel. The Lieutenant will oversee shift operations, provide guidance and training, ensure the maintenance and readiness of emergency equipment, and participate in all phases of fire suppression, emergency medical services, and hazardous material mitigation.

Background:
The Emergency Services Department has identified the need for a mid-level supervisory role to effectively manage growing operational demands. The proposed Lieutenant Fire/EMS position will address this need by providing a direct supervisor to the frontline staff, ensuring smooth coordination of fire and EMS activities, managing shift schedules, and providing additional support in emergency situations.

The position will be classified as hourly, with overtime paid after working 40 hours in a work week (Monday through Sunday). The Lieutenant will be responsible for carrying out both supervisory and operational duties, including incident management, personnel supervision, and public education.

Recommendation:
It is recommended that the City Council approve the creation of the Lieutenant Fire/EMS position as outlined in the attached job description.

FUNDING SOURCE: The position is funded with General Fund dollars.

STAFF RECOMMENDATION: Approve resolution on a roll call vote.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:

1. RESOLUTION NO. 240930-209
2. Lieutenant Job Description - proposed 9.30.2024

CITY OF BONDURANT
RESOLUTION NO. 240916-209

A RESOLUTION APPROVING THE CREATION OF THE LIEUTENANT FIRE/EMS POSITION WITHIN THE CITY OF BONDURANT EMERGENCY SERVICES DEPARTMENT

WHEREAS, the City of Bondurant recognizes the need for enhanced leadership within the Emergency Services Department to meet the growing operational demands; and

WHEREAS, the creation of a Lieutenant Fire/EMS position will provide the necessary supervision and support to the department, improving fire suppression, emergency medical services, hazardous material mitigation, and overall department efficiency; and

WHEREAS, the position is designed to manage shift operations, provide personnel supervision and training, and ensure the proper maintenance and readiness of all fire and emergency medical equipment; and

WHEREAS, this position will be classified as hourly, with overtime paid after working 40 hours in a work week, with the Lieutenant performing both operational and supervisory duties;

NOW, THEREFORE, BE IT RESOLVED by the City Council of Bondurant, Iowa:

1. The City Council hereby approves the creation of the Lieutenant Fire/EMS position within the Emergency Services Department.
2. The position, as described in the attached job description, will be added to the city's staffing plan.
3. The Emergency Services Department is authorized to proceed with the recruitment and hiring process for this position.

Passed this 30th day of September 2024,

By: ______________________________
Angela McKenzie, Mayor Pro Tem

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

____
Shelby Hagan, City Clerk

Council Action	Ayes	Nays	Abstain	Absent
Cox				
Peffer				
Driscoll				
McKenzie				
Sillanpaa				

Bondurant City (IA)

Lieutenant Fire/EMS Coordinator

CLASS CODE	FT-FIRE 04	**SALARY**	$36.67 - $48.89 Hourly
ESTABLISHED DATE	September 30, 2024	**REVISION DATE**	September 19, 2024

Job Description

The Lieutenant Fire/EMS reports to and receives general supervision from the Emergency Services Director and two Assistant Chiefs, who review and evaluate work performance. The Lieutenant supervises and leads the activities of Bondurant Fire/EMS personnel, participating in all phases of fire suppression, emergency medical services (EMS), hazardous material mitigation, and administrative support services. The Lieutenant assists in policy development, problem resolution, and coordination with other departments and agencies. In addition to supervisory responsibilities, the Lieutenant will perform the same duties as a firefighter and Paramedic, including complex medical procedures within approved protocols. This is an hourly position, with overtime paid after working 40 hours in a work week (Monday through Sunday).

Essential Duties and Responsibilities

1. Establishes and maintains effective working relationships with staff, City officials, other fire departments, outside agencies, and the public.
2. Supervises and manages shift operations, including scheduling personnel and ensuring operational readiness.
3. Directs Fire/EMS personnel, ensuring adherence to rules and regulations, and fostering a positive team environment through motivation and feedback.
4. Serves as Incident Commander during emergencies, managing fire suppression, EMS activities, and hazardous material incidents until relieved by a higher-ranking officer.
5. Provides advanced emergency medical treatment within the scope of certification, ensuring accurate medical documentation and post-incident analyses.
6. Escalates disciplinary actions to superior officers as needed and issues verbal or written reprimands as appropriate.
7. Plans and conducts training, ensuring personnel are prepared for fire suppression and EMS operations. Schedules staff training and development.
8. Ensures the maintenance and readiness of apparatus, equipment, and fire stations.
9. Operates fire engines and other apparatus, ensuring proper engine driving ability.
10. Participates in public education programs and risk reduction efforts within the community.
11. Attends training, conferences, and seminars, ensuring continuous professional development for assigned personnel.
12. Performs other duties as assigned.

Required Knowledge, Skills, Abilities, Certifications & Experience

- **Knowledge:** Fire suppression tactics, EMS procedures, hazardous materials operations, Incident Command System (ICS), fire codes, building construction, and state EMS regulations.
- **Skills:** Effective leadership, training, and personnel supervision. Strong communication skills for both public relations and documentation. Proficiency in firefighting and EMS equipment use.
- **Abilities:** Rapid decision-making under pressure, teamwork, and problem-solving in high-stress environments. Ability to escalate disciplinary actions when necessary.
- **Certifications:**
  - **Iowa Paramedic Certification** or **RN Exception** through the Iowa Department of Public Health
  - **Firefighter II**, **Instructor I**, **Fire Officer I**, **Hazardous Materials Operations**, **ICS 100, 200, 300, 400, and 700**
  - Must possess a valid **driver's license**, be **insurable by the City's liability insurance**, and have **Driver / Operator – Pumper** certification
  - Must complete assigned management training within 3 months of hire
- **Experience:** Minimum of 2 years of Fire/EMS experience with increasing supervisory responsibilities.

Supplemental Information

- **Physical Requirements:** Ability to perform physically demanding tasks, including lifting up to 100 pounds and working in extreme environmental conditions (heat, cold, confined spaces, hazardous materials).
- **Environmental Conditions:** Regular exposure to fire hazards, toxic materials, and adverse weather conditions. The role demands quick response in emergencies, with minimal downtime.
- **Work Schedule:** Must be available for off-hour shifts, emergency call-ins, and special assignments as needed.
- **Location Requirement:** Must reside within a designated distance from the city's emergency services facility to ensure timely response to incidents.
- **Job Functions:** As outlined by **NFPA 1582** (National Fire Protection Association), which defines the medical and physical requirements for fire service personnel.

BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT

Item No. 5.c.
For Meeting of 9/30/2024
Resolution

TITLE: - Resolution of endorsement for the City of Bondurant's application to the Iowa Department of Natural Resources' Water Recreation Access Cost-Share Program for funding to assist with the installation of the kayak launch at Lake Petocka

CONTACT PERSON:
Maggie Murray, Planning & Community Development Director

BRIEF HISTORY & ANALYSIS: The attached resolution endorses the City of Bondurant's grant application to the Iowa Department of Natural Resources' Water Recreation Access Cost-Share Program for funding to assist with the proposed kayak launch that will be incorporated into the Garden installation at the ARTocka Trail Loop at Lake Petocka. This kayak launch is supported by a number of City planning documents, including the Building Bondurant Comprehensive Plan, the Community Visioning Plan, the Parks, Trails, & Greenways Master Plan, and the Art, Culture, & Wayfinding Master Plan. The City of Bondurant will be requesting $16,392 from the Iowa DNR, which represents 75% of the overall estimated project cost to have this kayak launch installed.

FUNDING SOURCE: Grants/General Fund

STAFF RECOMMENDATION: Approve resolution on a roll call vote.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:
1. RESOLUTION NO. 240930-210

CITY OF BONDURANT
RESOLUTION NO. 240930-210

RESOLUTION OF ENDORSEMENT FOR THE CITY OF BONDURANT'S APPLICATION TO THE IOWA DEPARTMENT OF NATURAL RESOURCES WATER RECREATION ACCESS COST-SHARE PROGRAM FOR FUNDING TO ASSIST WITH THE INSTALLATION OF A KAYAK LAUNCH AT LAKE PETOCKA

WHEREAS, the proposed kayak launch at **Lake Petocka** is consistent with multiple community planning documents, described below; AND

WHEREAS, **Action Item 19A** of the Building Bondurant Comprehensive Plan reads, “Continue to activate and expand access to Lake Petocka for recreation and educational uses”; AND

WHEREAS, **Objective 5.2** of the Community Visioning Plan reads, “Construct a fishing pier and canoe launch at Lake Petocka”; AND

WHEREAS, **Objective 5.8** of the Community Visioning Plan reads, “Identify opportunities for public art along the Lake Petocka trail loop”; AND

WHEREAS, the 2024 Art, Culture, and Wayfinding Master Plan includes support for recreation and art installations at Lake Petocka to enhance public access and community engagement; AND

WHEREAS, the kayak launch is an integral part of the overall project known as **The Garden**, within the ARTocka Trail Loop, which has been endorsed by the City Council following recommendations from both the Parks & Recreation Board and the Artist Review Selection Committee; AND

WHEREAS, it is estimated that the installation of the kayak launch will cost approximately **$21,856.03**, and

WHEREAS, the City of Bondurant is appreciative of the opportunity to apply for funds through the **Iowa Department of Natural Resources Water Recreation Access Cost-Share Program**, requesting **$16,392** to assist with the installation of the kayak launch.

NOW, THEREFORE, BE IT RESOLVED, that the Bondurant City Council authorizes City Staff to submit an application to the **Iowa Department of Natural Resources Water Recreation Access Cost-Share Program** for funding to assist with the implementation of the kayak launch at **Lake Petocka**.

Passed this 30th day of September 2024,

By: ____
Angela McKenzie, Mayor Pro Tem

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

____
Shelby Hagan, City Clerk

Name	Yay	Nay	Abstain	Absent
Cox				
Driscoll				
McKenzie				
Peffer				
Sillanpaa				

BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT

Item No. 7.a.
For Meeting of 9/30/2024
Ordinance

TITLE: - (Second Reading) Ordinance amending the City Code of Bondurant, Iowa, by adding a new chapter titled Chapter 56 - Urban Chickens

CONTACT PERSON:
Marketa Oliver, ICMA-CM, SPHR, City Administrator
Isaac Pezley, City Planner
Maggie Murray, Planning & Community Development Director

BRIEF HISTORY & ANALYSIS: At the request of the City Council, staff presents the attached Chapter 56 - Urban Chickens ordinance and the attached associated Urban Chickens application form. This Chapter 56 - Urban Chickens code is based off of research done on various communities across the state. This Chapter 56 also takes into account previous feedback provided by City Council during both the July 29, 2024 workshop session and the August 19, 2024, City Council meeting. The attached Chapter 56 addresses permit review and approval processes, enclosure requirements, where and how many chickens can be on a property, among other things.

The first reading of the ordinance was adopted at the September 2, 2024, council meeting.

The subject of urban Chickens was also discussed at the September 16, 2024, council meeting.

FUNDING SOURCE: N/A

STAFF RECOMMENDATION: City Council may choose to consider approval of the second ordinance reading.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:
1. ORDINANCE NO. 240903-212
2. Urban Chicken Application Draft

CITY OF BONDURANT
ORDINANCE NO. 240903-212

ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF BONDURANT, IOWA, 2002, BY ADDING CHAPTER 56, URBAN CHICKENS

BE IT ENACTED by the City Council of the City of Bondurant, Polk County, Iowa:

Section 1: **CHAPTER ADDED.** Chapter 56 is added to the City's Code to read as follows:

CHAPTER 56

URBAN CHICKENS

56.01 PURPOSE. The purpose of this chapter is to protect the health, safety and welfare of the citizens within the City by allowing a process by which a property owner may keep a limited number of domesticated chickens on their property while observing minimum property standards.

56.02 DEFINITIONS. Definitions used in this chapter.

1. **"Chicken**" means a member of the subspecies Gallus gallus domesticus, a domesticated fowl.
2. **"Chicken run"** means an enclosed fenced area exclusively devoted to raising chickens.
3. **"Henhouse**" means a hen house, coop, cage, enclosure or building used for housing and protecting chickens from weather and predators.
4. **"Pen"** means an enclosure for chickens which allows freedom of movement but also prevents escape.
5. **"Permittee"** means an applicant who has been granted a permit to raise, harbor or keep chickens pursuant to this Chapter.
6. **"Permitting Officer"** means the administrative official or designee.
7. **"Tract of land"** means a property within a R-1 Low Density Residential District or R-2 Medium Density Residential District zoned lot that has one single-family dwelling located on the property or zoned lot.

8. **"Urban chicken"** means a chicken kept on a permitted tract of land pursuant to a permit issued under this Chapter.

56.03 PERMIT REQUIRED. No person shall raise, harbor, or keep chickens within the City without a valid permit obtained from the permitting officer under the provisions of this chapter.

1. Application. In order to obtain a permit, an applicant must submit a completed application on forms provided by the permitting officer and pay all fees required as approved from time to time by resolution of the City Council.
2. Requirements. The requirements to receive a permit shall include:
    a. All requirements of this chapter being met.
    b. All fees, as may be provided for from time to time by City Council resolution, for the permit are paid in full.
    c. All amounts owed to the City, including but not limited to liens, fines, and judgements must be paid in full.
    d. The tract of land to be permitted shall contain only one single family dwelling occupied and used as such by the permittee. Owner permission shall be required if the single family dwelling is occupied by someone other than the owner.
3. Issuance of Permit. If the permitting officer concludes as a result of the information contained in the application that the requirements for a permit have been met, then the officer shall issue the permit.
4. Fee. The fee for such permit shall be one-hundred ($100) dollars for new permits and fifty ($50) dollars for renewal permits.
5. Permits will be granted for one (1) year valid from January 1 through until December 31 and shall not be pro-rated for partial year.
    a. Permits may be purchased at any time during the year but will be valid only through December 31.
    b. Property owner shall notify the City upon discontinuance of housing chickens.
        i. As part of discontinuing of housing chickens on the property, the pen and coop areas shall be cleaned in a timely manner so as to not provide a nuisance to neighboring property owners.
    c. Fees shall not be refunded if the property owner removes the chickens from the premises.
    d. By the granting of the permit to raise chickens and the application thereof, the permittee authorizes that the City or its agents have the right to go onto permittee's property any time for the limited purpose of inspection
6. Denial, Suspension, Revocation, Non-Renewal. The permitting officer may deny, suspend, revoke, or decline to renew any permit issued for any of the following grounds:
    a. False statements on any application or other information or report required by this chapter to be given by the applicant.
    b. Failure to pay any application, penalty, re-inspection or re-instatement fee required by this chapter or City Council resolution.
    c. Failure to correct deficiencies noted in notices of violation in the time specified in the notice.
    d. Failure to comply with the provisions of an approved mitigation/remediation plan by the permitting officer or designee.

   e. Failure to comply with any provision of this chapter.
7. Notification. A decision to revoke, suspend, deny, or not renew a permit shall be in writing, delivered by ordinary mail or in person to the address indicated on the application.
8. Effect of Revocation. When an application for a permit is denied, or when a permit is revoked, the applicant may not re-apply for a new permit for a period of one year from the date of the denial or revocation.
9. Appeals. In any instance where the permitting officer has denied, revoked, suspended, or not renewed a permit, the applicant or holder of urban chickens may appeal the decision to the City Administrator, or designee other than the permitting officer within 10 business days of receipt by the applicant or holder of the permit of the notice of the decision. The applicant or holder of the permit will be given an opportunity for a hearing. The decision of the officer hearing, the appeal, or any decision by the permitting officer which is not appealed in accordance to this chapter shall be deemed final action.
10. Property Covenants. The property owner must provide a copy of property covenants, where applicable, to confirm that chickens are permitted under those covenants.

56.04 NUMBER AND TYPE OF CHICKENS PERMITTED. No more than six (6) chickens (hens) shall be kept or maintained per property at any time.

56.05 ENCLOSURE REQUIREMENTS. The following criteria shall be considered a minimum form of compliance for the City to consider issuing a permit allowing for the presence of any particular chickens unless allowing such chickens would endanger the health, safety, peace, quiet, comfort, enjoyment of, or otherwise become a public nuisance to nearby residents or occupants or places of business:

1. Chickens must be kept in an enclosure or fenced area at all times. Chickens shall be secured within a henhouse or chicken tractor during non-daylight hours.
2. Enclosures must be kept in a clean, dry, odor-free, neat, and sanitary condition at all times.
3. Henhouses, chicken tractors, and chicken pens must provide adequate ventilation, adequate sun, and shade and must be impenetrable to rodents, wild birds, and predators, including dogs and cats.
4. Henhouses and chicken tractors.
   A. Henhouses and chicken tractors shall be designed to provide safe and healthy living conditions for the chickens with a minimum of four-square feet per bird while minimizing adverse impacts to other residents in the neighborhood.
   B. A henhouse or chicken tractor shall be enclosed on all sides and shall have a roof and doors. Access doors shall be able to be shut and locked at night. Opening windows and vents shall be covered with predator and bird proof wire of one inch or smaller openings.
   C. The materials used in making a henhouse or chicken tractor shall be uniform for each element of the structure such that the walls are made of the same material, the roof has the same shingles or other covering, and any windows or openings are constructed using the same materials. The use of scrap, waste board, sheet

metal, or similar materials is prohibited. Henhouses and chicken tractors shall be well maintained.

D. Henhouses, chicken tractors, and chicken pens shall only be located in the rear yard.
E. Henhouses, chicken tractors, and chicken pens must be located at least three (3) feet from the property line and at least 25 feet from any adjacent residential principal structure and shall meet all other accessory structure provisions of the zoning ordinance.
F. Henhouses, chicken tractors and chicken pens must be located at least ten (10) feet from any storm water drainage/storm water detention/overland flowage easement and should not be located within any drainage swale that is not covered by easement.
G. Henhouses, chicken tractors and chicken pens must be located in the rear yard.

56.06 ZONING DISTRICTS ALLOWED. Permits will be granted only for tracts of land in an R-1 or R-2 residential district as identified on the current Official Zoning Map on file with the City. Permits will also be granted only for tracts of land in an R-1 or R-2 residential district in which the property owner can show that chickens are permitted under governing land covenants.

56.07 NON-COMMERCIAL USE ONLY. A permit shall not allow the permittee to engage in chicken breeding or fertilizer production for commercial purposes.

56.08 ODOR AND NOISE IMPACTS.

1. Odors from chickens, chicken manure, or other chicken related substances shall not be perceptible beyond the boundaries of the permitted tract of land.
2. Noise from chickens shall not be loud enough beyond the boundaries of the permitted tract of land at the property boundaries to disturb persons of reasonable sensitivity.

56.09 PREDATORS, RODENTS, INSECTS AND PARASITES. The permittee shall take necessary action to reduce the attraction of predators and rodents and the potential infestation of insects and parasites. Chickens found to be infested with insects and parasites that may result in unhealthy conditions to human habitation may be removed by the City health officer.

56.10 FEED AND WATER. Chickens shall be provided with access to feed and clean water at all times. The feed and water shall be unavailable to rodents, wild birds, and predators.

56.11 WASTE STORAGE AND REMOVAL. All stored manure shall be covered by a fully enclosed structure with a roof or lid over the entire structure. No more than three cubic feet of manure shall be stored on the permitted tract of land. All other manure not used for composting or fertilizing shall be removed. The henhouse, chicken tractor, chicken pen, and surrounding area must be kept free from trash and accumulated droppings. Uneaten feed shall be removed in a timely manner.

56.12 CHICKENS AT LARGE. The permittee shall not allow the permittee's chickens to roam off the permitted tract of land. No dog or cat or other domesticated animal which kills a chicken off the permitted tract of land will, for that reason alone, not be considered a dangerous or aggressive animal or the City's responsibility to enforce its animal control provisions.

56.13 UNLAWFUL ACTS.

1. It shall be unlawful for any person to keep chickens in violation of any provision of this chapter or any other provision of this Code of Ordinances.
2. It shall be unlawful for any owner, renter, or leaseholder of property to allow chickens to be kept on the property in violation of the provisions of this chapter.
3. No person shall keep chickens inside a single-family dwelling unit or any other structure than an approved henhouse or chicken tractor.
4. No person shall slaughter any chickens within the City outside of legally operating poultry production facilities.
5. No person shall keep a rooster.
6. No person shall keep chickens on a vacant or uninhabited tract of land.

56.14 NUISANCES. Any violation of the terms of this chapter that constitutes a health hazard or that interferes with the use or enjoyment of neighboring property is a nuisance and may be abated under the general nuisance abatement provisions in Chapter 50 of this Code of Ordinances.

<u>Section 2.</u> **REPEALER.** All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

<u>Section 3.</u> **SEVERABILITY.** If any section, provisions, sentence, clause, phrase or part of this ordinance shall be adjudicated, invalid or unconstitutional, such adjudication shall not affect the validity of the ordinance as a whole or any provision, section, subsection, sentence clause, phrase or part thereof not adjudged invalid or unconstitutional.

<u>Section 4.</u> **EFFECTIVE DATE.** This ordinance shall be effective after its final passage, approval and publication as provided by law until 12:01 a.m. January 1, 2026, at which time this ordinance will expire.

PASSED AND APPROVED by the City Council this ____ day of ___________________, 2024.

CITY OF BONDURANT, POLK COUNTY, IOWA

____

DOUG ELROD, MAYOR

ATTEST:

____
SHELBY HAGAN, CITY CLERK

(SEAL)

FIRST CONSIDERATION: September 3, 2024
SECOND CONSIDERATION: September 30, 2024
THIRD CONSIDERATION:

CLERK'S CERTIFICATE

I, Shelby Hagan, hereby certify that the foregoing Ordinance No. 240903-212, was published as required by law on the ___ day of _________________ 2024.

____
Shelby Hagan
City Clerk

City of Bondurant

200 2nd St NE, Bondurant, Iowa 50035
(515) 967-2418 • info@cityofbondurant.com

URBAN CHICKEN APPLICATION

Property Owner

Name

Address

City State Zip

Phone Email

Applicant (if not Property Owner)

Name

Address

City State Zip

Phone Email

Submittal Requirements:

All submittal requirements must be completed. Incomplete applications will not be considered.

Number of Chickens Proposed:

Y N

- I affirm I have read and understand the requirements of Chapter 56 Urban Chickens.
- I affirm I am aware I must first receive city approval before obtaining chickens.
- I affirm there are no neighborhood restrictive covenants/restrictions disallowing this use.
- I affirm my henhouse, chicken tractor and/or chicken pen meet the construction and permitting requirement of the City of Bondurant.
- I have a attached site plan showing dimensions and setbacks of the henhouse/ chicken tractor/chicken pen.
- I hereby grant the right for City staff to inspect my property prior to approval of this permit. I further grant the right for City staff to inspect my property within one year after this permit is granted and at any other time to investigate a complaint.

Urban Chicken Application Overview. Urban Chicken Permits are valid from January 1—December 31 and shall not be pro-rated for partial years.

How to Apply. Please submit application electronically to info@cityofbondurant.com or drop-off/mail to City Hall at 200 2nd Street NE, POB 37, Bondurant, IA 50035.

Permit Fee. $100 for new permit
$50 for renewal

Permit Revocation: City staff may revoke an urban chicken permit for any reason as stated in Chapter 56.3.6. A property may not receive an Urban chicken permit for one (1) year after the revocation of a permit.

This Application is for: New Permit / Renewal

FOR OFFICE USE ONLY

Received Date ____ Case No. ____ Fee Paid Date: ____

Approval Date ____ Staff Signature ____

Notice: The undersigned warrants that he/she has reviewed and is familiar with the provisions of the Municipal Code of the City of Bondurant and all applicable standards and will defend, indemnify, protect and save harmless the City and its employees from any and all liability, from any claim or cause of action which any person may have or claim to have by reason of any actual or alleged failure on the part of the undersigned to comply with the terms and provision thereof. I hereby certify that I have read and examined this application and its attachments and know the same to be complete, true and correct. All provisions of laws and ordinances governing this type of work will be complied with whether specified herein or not. I agree to adhere to the plans as submitted and approved by City Staff. The granting of a permit subsequent to this permit application does not presume to give authority to violate or cancel the provisions of any other state or local law. **My signature below verifies that I understand the above.**

Owner Signature **Applicant Signature** **Date**

BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT

Item No. 8.a.
For Meeting of 9/30/2024
Discussion Item

TITLE: Bondurant Emergency Services Staffing and Operation Analysis

CONTACT PERSON:
Aaron Kreuder, Fire Chief
Jene Jess, Finance Director

BRIEF HISTORY & ANALYSIS:
Subject: Review and Discussion of the Bondurant Emergency Services Staffing and Operations Report

Purpose: The purpose of this agenda item is to present a comprehensive report analyzing the current staffing model, operations, and future planning for the Bondurant Emergency Services (BES) Department. This report aims to guide the City Council in making informed decisions on the department's future staffing and operational standards.

Overview: The *Bondurant Emergency Services Staffing and Operation Analysis* provides a detailed review of the evolution of the department, from its origins as a volunteer-based organization to its current state, where it operates with a combination of full-time, part-time, and paid-per-call staff. The report includes an evaluation of call and response data, staffing alternatives, and cost comparisons. Furthermore, it outlines long-term strategic goals, including the transition to a fully staffed model and an updated wage study to ensure competitive compensation for BES personnel.
Key questions for the Council include determining which performance standards are most important for the community and identifying the level of service that should be provided, along with the associated costs. These decisions are critical as they will shape the future of BES staffing and operational effectiveness.

Staff Recommendations:

1. Transition to 12-hour shifts with four consistent crews working every other weekend off to enhance operational efficiency and reduce fatigue.
2. Transition from the paid-per-call model to employing all part-time or full-time staff, effective December 1, 2024, providing stability in emergency response staffing.

3. Create two new positions: Lieutenant Fire/Paramedic Coordinator (shift supervisor) and Fire/Paramedic Specialist (advanced medical responder), which will improve leadership and operational capabilities.
4. Gradually build toward fully staffed, four-person, full-time crews by FY29, hiring additional personnel each year to meet the growing demands of the community.

The report also evaluates the financial impact of these changes, comparing the costs and benefits of the various staffing models and highlighting operational and strategic goals for the department's growth.

The City Council's input and decisions on these recommendations will directly impact the quality of emergency services provided to the residents of Bondurant.

FUNDING SOURCE: Property Taxes

STAFF RECOMMENDATION: Review and Discuss

APPROVED FOR SUBMITTAL:

ATTACHMENTS:
1. Bondurant Emergency Services Staffing and Operation Analysis

Bondurant Emergency Services

Staffing and Operation Analysis

Executive Summary

This report provides a comprehensive review of the evolution of the operations, workflows, current staffing model, call and response data analysis, potential staffing alternatives, and cost comparisons for the Bondurant Emergency Services Department (BES). The analysis includes a review of internally produced reports by BES Director Aaron Kreuder and an external report by Emergency Services Consulting International (ESCI). Additionally, this report discusses the differences between the Fair Labor Standards Act (FLSA) for non-exempt employees and the firefighter exemption to overtime rules, along with staffing model analyses for various shift patterns.

Furthermore, this report will compare long-term goals and the progress made toward their implementation, providing a clear picture of the department's strategic direction. It will display options for transitioning from the current hybrid model of full-time, part-time, and paid-per-call staff to a full-time-only staffing model. This includes an evaluation of the operational, financial, and community impact of such a transition, ensuring that BES can continue to meet the growing demands of the community effectively and efficiently. Additionally, the report will include a comprehensive wage study to analyze current compensation structures and provide recommendations for competitive and sustainable wage adjustments.

By providing a thorough analysis of these areas, this report aims to guide the Bondurant Emergency Services Department in making informed decisions that will enhance their operational effectiveness, financial sustainability, and service delivery to the community.

Council Considerations for Staffing Decisions

As the Bondurant Emergency Services Department continues to grow and evolve, it is crucial for the City Council to provide guidance on key staffing decisions that will shape the future of the department. The following questions are essential for the Council to address to ensure that the department aligns with the community's needs and expectations:

1. **Determine Performance Standards:**
    - The City Council needs to establish which performance standards are most important to the community. This involves identifying the key metrics and

benchmarks that will define the quality and effectiveness of the emergency services provided. This task is scheduled for short-term completion and will guide future staffing and resource allocation decisions.

2. **Identify and Fund Performance Standards:**
    - Once the performance standards have been determined, the City Council needs to identify which standards should be accomplished, the degree to which they should be met, and the associated costs. This task is also planned for short-term completion and is essential for ensuring that the department's staffing levels and operational capabilities are aligned with the Council's expectations and the community's needs.

Overview of Staff Recommendations

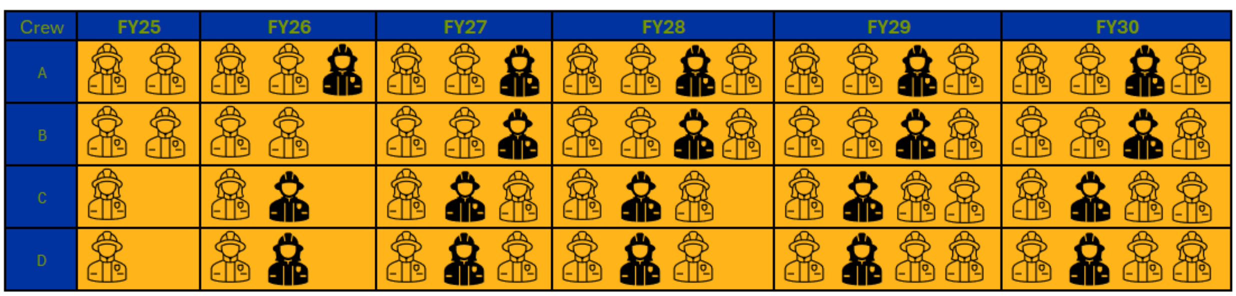
In light of the current and projected needs of the Bondurant Emergency Services Department, the following staff recommendations are proposed to enhance the department's efficiency, effectiveness, and capacity to serve the community:

1. **Transition to 12-Hour Shifts with Four Consistent Crews:**
    - It is recommended that the department transition to a 12-hour shift schedule, with four consistent crews working, every other weekend off. This shift structure would improve coverage, reduce fatigue among personnel, and ensure a more consistent and reliable emergency response.
2. **Transition from Paid-Per-Call to All Staff Employees:**
    - To further professionalize the department and ensure consistent staffing levels, it is recommended to transition away from the paid-per-call model and employ all staff as either part-time or full-time employees. This change would provide greater stability in staffing and improve the department's ability to respond to emergencies promptly. With Council's recent approval, the transition from Paid-Per-Call to All Staff Employees is slated to occur on December 1, 2024.
3. **Create Two New Positions:**
    - **Lieutenant Fire/Paramedic Coordinator:** This new position would function as a shift and crew supervisor, providing leadership and oversight during shifts. The Lieutenant Fire/Paramedic Coordinator would ensure that all operations run smoothly and that crews are adequately supported in their duties.

- **Fire/Paramedic Specialist:** This position would be introduced to attract and retain highly skilled paramedics who bring advanced capabilities to the department. The Fire/Paramedic Specialist would play a crucial role in delivering high-quality emergency medical services.

4. **Implement a Staffing Plan to Build Full-Time Crews:**
    - To work towards a long-term goal of building four-person full-time crews, it is recommended that the department implement a staffing plan that gradually adds personnel each year. This phased approach would allow the department to incrementally increase its full-time staffing levels, ensuring that the community is served by well-trained and fully staffed emergency crews.

These recommendations are designed to enhance the department's operational capacity, improve service delivery, and ensure that the Bondurant Emergency Services Department remains well-equipped to meet the community's needs as it continues to grow. The City Council's decisions on these matters will be critical in shaping the future of emergency services in Bondurant.



*Black personnel icons are Lieutenant Fire/Paramedic Positions

	FY25	FY26	FY27	FY28
Budget	$ 1,710,904.00	$ 2,149,384.00	$ 2,504,244.00	$ 2,788,529.00
FTE	19	22	25	27

*Personnel budget is salaries and benefits

Comprehensive Report on the Evolution and Strategic Decisions of the Bondurant Fire and EMS Department

Evolution of the Bondurant Fire and EMS Department

The Bondurant Fire and EMS Department has evolved significantly over the years, culminating in its transformation into the Bondurant Emergency Services Department in 2022. This evolution reflects the growing needs of the community and the department's unwavering commitment to providing comprehensive and professional emergency services.

Early Beginnings: A Volunteer Force

The Bondurant Fire Department was initially established to serve the fire protection needs of a small community. In its early days, the department was a volunteer organization, relying entirely on local residents who balanced their full-time jobs with their responsibilities as firefighters. Despite limited resources and equipment, these dedicated volunteers laid the foundation for what would eventually become a critical public safety institution in Bondurant.

The Shift to Paid Staff

As Bondurant's population grew, the complexity and volume of emergencies increased as well. To meet these rising demands, the City of Bondurant began professionalizing its fire and emergency medical services. The first significant step in this direction occurred in 2015 when the city hired its first paid staff member—the Fire Chief. This marked the beginning of the department's transition from a volunteer-based model to a more structured and full-time organization.

In 2016, a part-time paramedic position was introduced, which was later transitioned into a full-time Assistant Fire Chief - EMS Coordinator role in 2018. This position was crucial in enhancing the department's medical response capabilities and ensuring better coordination of EMS services within the community.

Expansion of Services and Staffing

The department continued to expand in 2018 with the hiring of an additional full-time Assistant Fire Chief - Fire Marshal, in anticipation of launching a rental inspection program. However, the program has yet to be fully implemented due to two primary challenges:

1. **Pushback from Property Owners:** Resistance from property owners has delayed the program's launch, as concerns and opposition have arisen regarding the new regulations.
2. **Credentialing Delays:** The Assistant Fire Chief - Fire Marshal faced unexpected delays in obtaining the necessary credentials to administer the program. Additionally, the credentials lapsed due to non-activity in the rental inspection program and a misunderstanding that the individual was responsible for paying for their credentialing, when in fact, the City was willing to cover these costs.
3. **Shifting Priorities:** Following the initial development of the rental program documents, the City began the development of plans for a Civic Campus and thereafter a new Bondurant Emergency Services Facility, which required staff attention. An administrative decision was made to put the deployment of the rental inspection program on hold until the facility was constructed.

With the award of the Staffing for Adequate Fire and Emergency Response (SAFER) grant in FY19, the department expanded further by hiring its first full-time firefighter and several additional part-time firefighters. This was a critical step in the department's evolution, allowing for consistent staffing to meet the growing demand for emergency services.

Transition to the Emergency Services Department

Circa 2007, the department underwent significant restructuring, transitioning from the Bondurant Fire and EMS Department to the Bondurant Emergency Services Department. This change was more than just a rebranding—it signified the department's expanded role in the community and its commitment to providing a comprehensive range of emergency services.

As part of this ongoing transition, the Fire Chief's role was elevated to Emergency Services Director in 2022, overseeing all aspects of the department's operations. The department now is comprised of a robust staffing structure, including:

- Emergency Services Director
- Two Assistant Chiefs
- Six Full-Time Firefighter/Paramedics
- Thirteen Part-Time Firefighter/EMTs and Paramedics
- Nine Paid-Per-Call Members

This continued growth in staffing reflects the department's ongoing efforts to adapt to the community's needs and ensure that Bondurant is well-equipped to handle any emergency situation.

Securing Resources: SAFER Grant and Financial Impact

The transition from a volunteer-based to a professionally staffed department was significantly supported by the SAFER grant, awarded in 2018. This grant provided the necessary funding to hire full-time and part-time personnel, ensuring the department could meet the community's growing needs.

Updated Projected Data

- **Projected Costs (Total):** $1,743,959
- **Projected Reimbursements (Total):** $723,787

Actual Data

- **Actual Costs (Total from FY19 to FY23):** $1,714,787.19
- **Actual Reimbursements (Total from FY19 to FY23):** $561,065.72

Comparison with RES 18-137 Projections RES 18-137 projected a specific trajectory for both costs and reimbursements, anticipating that the SAFER grant would cover a substantial portion of initial salary and benefits costs, with the expectation that these costs would increase as the department expanded. However, actual costs exceeded initial projections, particularly in the later years. The department's rapid growth and rising costs of salaries and benefits led to higher-than-anticipated expenses in certain categories. While overall dollars were not higher than expected, the dollars expended in certain categories affected the grant reimbursement.

Additionally, grant reimbursements did not fully align with projections, resulting in a larger financial burden on the city sooner than expected.

Moreover, under the grant, the City could have requested administrative cost reimbursement for the increased burden associated with managing the grant, but this was not done due to lack of awareness from the BES staff person handling the grant. Failure to complete reimbursement requests and quarterly reporting in accordance with the grant's rules also contributed to reduced actual reimbursements. In the future, the finance office should handle the administration of reporting and reimbursement requests from the date of the initial grant award to ensure compliance and full cost recovery.

Evaluation of the Investment in the Ultra High Pressure (UHP) System

The Bondurant Fire and EMS Department's investment in the Ultra High Pressure (UHP) system was initially driven by the need to address several operational challenges, including reducing response times and minimizing reliance on larger, more expensive firefighting apparatus. The UHP system was intended to enhance the department's capability to fight fires with smaller crews and to delay the purchase of a full engine by using this innovative technology. While the UHP system has provided some benefits, its practical application has been more limited than originally anticipated.

Intended Benefits of the UHP System

The UHP system was introduced with several key benefits in mind:

- **Reduced Response Times:** The UHP system was expected to allow a smaller, more agile vehicle to respond to fires more quickly than a traditional fire engine, particularly during daytime hours when recruiting paid-per-call (PPC) firefighters is more challenging.
- **Smaller Crew Requirements:** The department anticipated that the UHP system would enable one or two firefighters to begin fire suppression efforts immediately, reducing the need for a full crew to staff a traditional engine.
- **Cost Savings and Extended Lifespan of Engines:** The department aimed to extend the lifespan of its existing engines by using the UHP system for certain types of fires. By deploying the UHP system, the department intended to reserve the use of its engines

and pumpers primarily for supplying water, thereby reducing the wear and tear on these larger vehicles.

Actual Usage and Limitations

In practice, the UHP system has found its primary use in responding to car fires and brush or vegetation fires. The system is also occasionally used for structure fires; however, its deployment in such cases is contingent upon the availability of both an engine and sufficient staff. Specifically:

- **Use in Structure Fires:** The UHP system is only used for structure fires when there is an engine on scene to supply water and there are enough staff members available to operate both vehicles. If staffing is limited, only the engine is dispatched, as it is necessary to ensure sufficient water supply and firefighting capability.
- **Role in Extending Engine Lifespan:** One of the key ways the UHP system contributes to extending the lifespan of the department's engines and pumpers is by allowing these larger vehicles to be used solely for supplying water to the UHP system. This reduced operational load helps preserve the condition of the engines and pumpers, potentially delaying the need for costly replacements.

Operational Challenges

Despite these benefits, the UHP system's use is constrained by its dependency on an engine or pumper to supply water. This limitation means that the UHP system cannot operate independently and must be paired with a traditional engine during fire suppression activities. As a result:

- **Limited Standalone Capability:** The UHP system's reliance on an engine or pumper restricts its standalone firefighting capabilities, particularly in situations where full staffing is not available.
- **Operational Efficiency:** While the UHP system can reduce the operational load on engines, its use is not always feasible, especially in scenarios where the full complement of firefighters is not present.

Conclusion

The investment in the UHP system was made with the intention of enhancing the department's firefighting capabilities and extending the lifespan of its engines. However, the system's practical application has been more limited than anticipated. While the UHP system is effective for car fires, brush fires, and certain structure fires (when adequate resources are available), it cannot function without support from an engine or pumper. As the department continues to evaluate its operational strategies, it may need to reconsider the role of the UHP system and explore additional or alternative solutions to meet the community's needs more effectively.

Previous Reports Summary

Bondurant Emergency Services State of the Department Monthly and Annual Reports/Director Messages Summary

The BES department has undergone significant changes over the years, with a clear mission to minimize loss of life, property, and the environment from fires, natural disasters, and life-threatening situations. Key highlights from these reports include:

- **Call Volume and Response Times:** There has been a consistent increase in the number of 911 calls and total incidents, reflecting the growing community needs. Average response times have generally improved, showing enhanced efficiency in service delivery.
- **Staffing and Equipment:** The department is staffed with a mix of full-time, part-time, and paid-per-call members. Significant investments have been made in state-of-the-art equipment, including new ambulances and firefighting apparatus. It is important to note that the ultra-high pressure (UHP) system, which is part of the department's equipment, is not used for structure fires. The NFPA (National Fire Protection Association) does not recognize the UHP system for use in structure fires; it is solely used for vegetation fires.
- **Goals and Accomplishments:** The department has achieved several milestones, such as improved scheduling software, enhanced training programs, and strategic collaborations with neighboring departments for mutual aid.
- **Operational Statistics:** In recent months, the department handled multiple simultaneous calls, including 1 in April and 10 in June, reflecting higher operational

demand. These included motor vehicle crashes, structure fires, grass fires, and mutual aid responses.

- **Training and Community Outreach:** Department members participated in extensive training sessions, covering EMS skills, driver/operator pumping, and RSI procedures. Community outreach and public education efforts reached thousands of citizens through numerous events, emphasizing fire safety and emergency preparedness.
- **Public Relations:** The department actively engaged with the community through participation in local events like the Summerfest Parade, Farmers Market, and fire safety talks. These efforts fostered strong community relationships and enhanced public awareness of emergency services.

Emergency Services Consulting International's Bondurant Emergency Services Long-Range Master Plan

The ESCI's Long-Range Master Plan provides a strategic framework for BES to address future challenges and opportunities. Key points include:

- **Community Risk Assessment:** Identification of potential hazards and risks within the community to tailor emergency response strategies, ensuring that BES is prepared for a wide range of emergencies.
- **Service Delivery and Performance:** Recommendations for improving service delivery include enhancements in staffing, training, and resource allocation. The plan emphasizes the need for better response times, increased personnel, and advanced training programs to meet the growing demands of the community.
- **Future Growth and Development:** Strategies to manage the increasing demand for emergency services due to community growth, including transitioning from a volunteer-based to a combination department with full-time staff. This involves hiring more full-time firefighters and paramedics, improving infrastructure, and expanding facilities.

Recommendations from the Long-Range Master Plan:

Major Recommendations

- **Formalize Chain-of-Command**: Clarify roles and responsibilities within the department to enhance organizational communication and decision-making.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: This requires Council approval of job descriptions and the organizational hierarchy.
- **Develop a Community Risk Assessment**: Conduct a comprehensive risk assessment to identify and prioritize hazards in the community.
    - **Cost**: $30,000 (if contracted out)
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: Data collection and community information are in progress to formalize the plan.
- **Create a Strategic Plan**: Align the department's long-term goals with a comprehensive strategic plan.
    - **Cost**: $50,000 (if contracted out)
    - **Term**: Short (0-2 years)
    - **Status**: Planned for 2025
    - **Details**: The planning process is ongoing, with the current report and Council study session completing the plan.
- **Improve Operational Planning**: Implement structured operational planning to enhance departmental efficiency and response.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: Staffing and Standard Operating Guidelines (SOGs) are being refined to optimize response standards.
- **Assign Capable Chief Officers**: Ensure chief officers are available for quick deployment during critical incidents.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: Implemented
    - **Details**: Chief officers are assigned to oversee structure fires, motor vehicle collisions, hazardous material incidents, and other critical events.
- **Implement the Two-in/Two-out Rule**: Ensure compliance with safety regulations, specifically the two-in/two-out rule for fire suppression.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: SOG updates are being developed to enforce compliance with this rule.

- **Improve Round-the-Clock Staffing**: Increase staffing to ensure 24/7 emergency coverage.
    - **Cost**: $0
    - **Term**: Medium (2-5 years)
    - **Status**: In Progress
    - **Details**: Current staffing includes 1 Emergency Services Director, 2 Assistant Chiefs, 6 Full-time Employees, 13 Part-time Employees, and 9 Paid Per Call Volunteers. The Paid Per Call Volunteer program will end on 11/30/2024. Starting 12/01/2024, eligible volunteers will transition to part-time employees.
- **Establish 24/7 Minimum Staffing**: Set minimum staffing levels to ensure continuous response capability.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: SOGs have been developed, and this report includes a recommended staffing plan on page 4. Should the Council approve it and decide that is the standard of service it wants to provide for the community, the plan can be implemented as the formal minimum staffing model.
- **Review Job Descriptions**: Ensure job descriptions are updated and reflect current department needs.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: Job descriptions were updated using the NeoGov platform in Spring 2024. The approval of Lieutenant positions by Council is pending.
- **Upgrade or Build a New Station**: Develop a new station to meet department needs, including modern facilities and equipment.
    - **Cost**: $5.6 million
    - **Term**: Medium (2-5 years)
    - **Status**: In Progress
    - **Details**: The new Bondurant Emergency Services (BES) building, currently under construction, will include many training upgrades, including a small-space rescue station, water rescue training, and provisions for a future training tower.
- **Establish a Fleet Replacement Fund**: Allocate annual funding for vehicle replacement to keep emergency response equipment up-to-date.
    - **Cost**: $275,000 annually
    - **Term**: Short, Medium, and Long-Term
    - **Status**: Implemented (with modifications)
    - **Details**: Fleet replacement is managed through capital planning and bonding, following the city's intergenerational equity policy.
- **Determine Community Performance Standards**: Identify community expectations for emergency response and service delivery.
    - **Cost**: $0

    - **Term**: Short (0-2 years)
    - **Status**: Pending
    - **Details**: The City Council will establish which performance standards are important to the community.
- **Identify and Fund Performance Standards**: Determine the standards to be achieved and allocate appropriate funding to meet those goals.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: Pending
    - **Details**: The City Council will identify and fund the standards necessary to meet community needs.

Minor Recommendations

- **Publicize Accomplishments**: Share the department's achievements and challenges with the public through various channels.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: Implemented
    - **Details**: Accomplishments are published in the budget, finance reports, and the city's online dashboard.
- **Use Social Media for Disaster Communication**: Enhance the use of social media for communication during emergencies.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: Social media is being utilized for community updates, and its use during emergencies will continue to be expanded.
- **Create a Community Occupancy/Hazards Database**: Develop a comprehensive database of community buildings, their layouts, and potential hazards, accessible to emergency responders.
    - **Cost**: $2,500 annually
    - **Term**: Medium (2-5 years)
    - **Status**: In Progress
    - **Details**: The database will identify internal and external hazards in commercial buildings. Pre-planning will be completed by a community risk reduction/community paramedic person and the fire marshal once shift staffing is addressed. This position is part of a future staffing plan.
- **Flexible Staffing Scheduling**: Implement flexible staffing to allow shift swaps while maintaining operational readiness.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: Implemented

    - **Details**: The department manages staffing to allow shift flexibility while ensuring minimum staffing levels are met.
- **Increase Paid Frontline Staff**: Gradually increase the number of paid frontline staff based on community needs.
    - **Cost**: $500,000-$1 million
    - **Term**: Long (5+ years)
    - **Status**: In Progress
    - **Details**: Plans are in place to increase frontline staff to six within five years and nine within ten years, if justifiable.
- **Allow Overtime for Full-Time and Part-Time Staff**: Permit both full-time and part-time staff to take on overtime shifts when coverage is difficult, while adhering to safety protocols for consecutive work hours.
    - **Cost**: $20,000
    - **Term**: Short (0-2 years)
    - **Status**: Implemented
    - **Details**: Both full-time and part-time staff are eligible for overtime when coverage is challenging, provided safety protocols for work hours are followed.
- **Implement a Policy Review Cycle**: Regularly review and update department policies to ensure they are current and effective.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: Implemented
    - **Details**: Policies are reviewed every two years to maintain relevance.
- **Develop a Multi-Year Training Schedule**: Create a training schedule that ensures compliance with state and federal requirements while addressing long-term training needs.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: A multi-year training calendar is being developed to exceed state EMS and ISO fire training standards.
- **Develop a Training Site**: Establish a training center with structures and props that simulate local conditions for realistic training.
    - **Cost**: $100,000
    - **Term**: Long (5+ years)
    - **Status**: In Progress
    - **Details**: The new BES building currently under construction will include significant training upgrades, such as a small-space rescue station, water rescue training capabilities, and a training tower designed for future expansion.

- **Establish Performance Standards**: Develop and implement performance standards for critical skills and evaluate them regularly.
    - **Cost**: $0
    - **Term**: Short (0-2 years)
    - **Status**: In Progress
    - **Details**: Performance standards for EMS and fire operations are being developed, with plans for annual testing and new hire training.
- **Incorporate Leadership Development**: Promote leadership development within the department to prepare for future growth and succession.
    - **Cost**: $5,000
    - **Term**: Short (0-2 years)
    - **Status**: Implemented
    - **Details**: The City has implemented and invested in the B.O.L.D. (Bondurant Organizational Leadership Development) program, addressing leadership development, succession planning, and skills development for promotable positions.
- **Evaluate Fire Prevention Staffing**
    - **Status**: Future needs
    - **Details**: Current staff is being trained to take on more fire prevention duties

By providing a detailed comparison of the ESCI recommendations with the progress made, this section aims to highlight the achievements and identify areas requiring further attention to ensure the successful implementation of the Long-Range Master Plan.

Wage Study

The City of Bondurant conducted a comprehensive wage study to assess how its compensation compares with the market, as determined by the City's compensation philosophy and policy. The labor sheds included in the study are Norwalk, Ankeny, Clive, Urbandale, Grimes, Johnston, Waukee, West Des Moines, Altoona, and Pleasant Hill.

Market Comparison Methodology

To account for differences in annual salary and required hours, the study controlled for inflated annual hours by dividing the salaries provided by each community by their respective minimum hour requirements. For example, in Pleasant Hill, a fire/paramedic's highest advertised annual salary is $88,572, but the position requires 2,756 hours annually, resulting in an effective hourly wage of $32.00. In contrast, Bondurant requires only 2,080 hours annually for its staff, with the highest range of salary at $81,120, making the effective hourly wage $39.00.

Findings

When comparing the labor shed, it turns out that Bondurant is leading the market. This was a goal expressed by the Council when adopting the compensation philosophy and policy. If the weighted average of the labor shed were applied to Bondurant's staff, it would lower the wage range from:

Fire/AEMT Specialist	Current	Wage Study Results
Min	$28.81	$21.00
Mid	$34.58	$25.00
Max	$38.58	$28.00

Recommendations

One recommendation arising from the wage study is to create an additional level of position to attract and retain the higher level of skills that a paramedic brings, which are required for a minimum standard of care. The proposed changes in job family and job category are as follows:

Current Structure:

Job Family	Job	Job Title
Emergency Services	Director	Emergency Services
	Coordinator	Assistant Fire Chief - EMS
		Assistant Fire Chief - Inspections
	Specialist	Fire/Advanced EMT Specialist
		Administrative Specialist - EMT
	Technician	Emergency Medical

Proposed Structure:

Job Family	Job Category	Job Title
Emergency Services	Director	Emergency Services
	Coordinator	Assistant Fire Chief - EMS Assistant Fire Chief - Inspections Lieutenant Fire/Paramedic Coordinator
	Specialist	Fire/Paramedic Specialist Fire/Advanced EMT Specialist Administrative Specialist - EMT
	Technician	Emergency Medical

By adding the "Fire/Paramedic Specialist" position, the City aims to attract and retain highly skilled paramedics, ensuring a high standard of care for the community.

Shift Analysis

Standard FLSA for Non-Exempt Employees

- **Overtime Requirements:** Overtime is required to be paid at 40 hours per week (2080 hours per year).
- **Benefits:** Employees have the potential to earn more with overtime pay, providing financial incentives and potentially higher overall wages.
- **Concerns:** The cost to the employer is higher, which can limit the ability to maintain a larger staff.

Firefighter Exemption

- **Overtime Requirements:** Salaries are based on a 2912-hour work year, with overtime paid after 53 hours in a workweek.
- **Benefits:** Lower overall wage costs per hour, allowing for more staff to be employed and in operation.
- **Concerns:** The exemption effectively lowers the hourly wage, which can devalue the employees' work and time compared to standard FLSA regulations.

Emergency Services Director Shift Recommendations and Insight

Operational Pros and Cons with the various shift models are included. Also included is a traditional 24/48-hour schedule for reference. It is important to note that this is not a reasonable option to pursue currently. Requirements are such that sleeping quarters would need to be provided to accommodate this schedule type and the current station does not meet those requirements. During the review process multiple options were evaluated to include shorter shift hours, both 8- and 10-hour workdays, however those shorter shifts created challenges with a 24-hour, 7-day work week and ultimately did not provide the consistency needed.

A 12-hour shift model provides the consistency needed and is the recommended model type. The 12-hour model works well with a 24-hour day and provides the desired work and home life balance. It also accommodates timely training. This model allows for four independent training sessions on back-to-back days to accommodate all full-time staff needs. Three 12-hour shift options were evaluated. Option one would rotate allowing for every other weekend off for each duty crew. This model would allow for equal holiday rotations and is predictable for the planning on and off duty life. This is the director's preferred option. Option two has duty crews on three days and off three days, this would require each crew to work three weekends in a row and then have three weekends off in a row. This model addresses predictability for the staff and management as well as home / life balance. With this model over the course of two years, the holidays would balance out. For this reason, it is the second choice for the director. Options three would be the same rotation as option two but adding a shift flip every quarter. With this option, each crew would work half a year on nights and half a year on days. Option three works on paper, however it does have the potential to create more of a work life balance challenge. Because of the two-year balance of holidays and potential to create more of a work life balance challenge, this is the directors third choice.

The three 12-hour models will require additional staffing. To increase staffing in a controlled growth, the paid per call positions should transition from paid per call to part-time. The benefit of doing this would be to capitalize on the training that those members have already received, equipment they have already been issued and the knowledge they currently obtain. Until such a time as all four duty crew positions are filled with full-time employees, part-time employees can make up the difference. All three models have six positions on each crew. This allows for a minimum staffing level to be achieved but prevents overstaffing when not needed. These models are built out for the future and future needs of the city, what is acceptable minimum staffing standards today will be different as the community continues to grow. With twenty-four positions available for full-time employees in the models, and currently six-line full-time employees, the need to increase the part-time staffing to fill those added positions increases. By the nature of part time, the vacant positions should be offered to the part-time staff in six-hour blocks to offer more flexibility for those employees. It is important to note that the third full time position filled on each shift should be filled with a Lieutenant, so each shift has entry level management (shift supervisor) in station and on scenes for span of control. This is currently not the case.

The staffing model for the future includes three full-time in FY26, three full-time in FY27 (part-time staffing needs should be evaluated at this time), two additional full-time in FY28, and two additional full-time in FY29. After the additional staff in FY29, four full-time employees would be assigned to each duty crew. After FY27, it could make sense to not replace some part-time employees if those positions should become vacant after a comprehensive review. This review should take place every two years until the model is completed with full-time staff or the growth of the community warrants a complete comprehensive review.

Shift Comparison and Calculation - Created by Finance & Employee Services Director

12 Hour Shifts

To accurately calculate the annual budget for a firefighting team working under the shift model described, we need to analyze the schedule under both standard FLSA rules and the FLSA exemption for firefighters. This model alternates weekly between 4 days on (resulting in 48 hours, with 8 hours overtime) and 3 days on (36 hours, no overtime).

Setup and Assumptions

- **Teams:** A, B, C, D
- **Shift Length:** 12 hours
- **Cycle:** Week 1: 4 days on, Week 2: 3 days on, repeat (2-week cycle)
- **Hourly Wage:** $33.99

- **Workforce:** 4 employees per team

Standard FLSA Rules

- **Overtime Threshold:** 40 hours per week
- **Overtime Rate:** 1.5 times the regular rate

FLSA Exemption for Firefighters

- **Exemption Cycle:** Typically up to 212 hours in a 28-day period without overtime.

Work and Overtime Calculation

- **Week 1:** 4 days × 12 hours = 48 hours (8 hours overtime)
- **Week 2:** 3 days × 12 hours = 36 hours (no overtime)

Standard FLSA Calculation

- **Bi-weekly Regular Hours:** 76 hours (48 hours + 36 hours over two weeks)
- **Bi-weekly Overtime Hours:** 8 hours every two weeks

Annual Calculation under Standard FLSA

Regular and Overtime Hours Annually

- **Regular Hours Annually:** 76×2676 \times 2676×26 bi-weekly periods = 1,976 hours
- **Overtime Hours Annually:** 8×268 \times 268×26 = 208 hours

Salary Calculation at $33.99 per Hour

- **Regular Pay Annually:** 1,976 \times $33.99 = $67,163.24
- **Overtime Pay Annually:** 208 \times $33.99 \times 1.5 = $10,619.04

Total Annual Salary per Firefighter

- **Total:** $67,163.24 + $10,619.04 = $77,782.28

Annual Calculation under FLSA Firefighter Exemption

Since each firefighter works 192 hours in a 28-day period under this rotation:

- **Exemption Regular Hours:** 192×36528192 \times \frac{365}{28}192×28365 = 2,500 hours approximately annually
- **Regular Pay Annually:** 2,184 \times $33.99 = $74,234.16
- **Overtime:** None required under exemption as hours do not exceed 212 in 28 days.

Fringe Benefits per Team Annually, (Group Insurance, FICA/Medicare, IPERS, Unemployment, Workers Compensation)

- **Total Fringe Benefits per Team:** $96,000 + $23,415.43 + $28,496.42 + $764 + $50,830.19 = $199,506.04

Combined Salary and Benefits per Team

Standard FLSA Rules

- **Total Salary for 4 Firefighters:** $77,782.28 × 4 = $311,129.12
- **Total Annual Costs Including Benefits per Team:** $311,129.12 + $199,506.04 = $510,635.16

FLSA Firefighter Exemption

- **Total Salary for 4 Firefighters:** $74,234.16 × 4 = $296,936.64
- **Total Annual Costs Including Benefits per Team:** $296,936.64 + $199,506.04 = $496,442.68

Total Budget for All Teams

- **Standard FLSA rules:** $510,635.16 per team × 4 = $2,042,540.64
- **FLSA Exemption for Firefighters:** $539,406.04 per team × 4 = $1,985,770.72

Pros and Cons of This Shift Model

Pros:

1. **Predictable Rhythm:** Alternating weeks provide a clear and predictable schedule.
2. **Balanced Workload:** Offers a balanced amount of regular and overtime hours, enhancing job satisfaction and operational readiness.
3. **Compliance with Rules:** Meets both standard FLSA and specific firefighter exemptions, offering flexibility in managing labor costs.
4. **Shift Equity**: For the Rotating shifts it creates an environment that requires all staff to work the most desirable and undesirable shifts.

Cons:

1. **Higher Overtime Costs Under Standard Rules:** Regularly scheduled overtime increases overall payroll expenses.
2. **Complexity in Scheduling:** Maintaining this cycle requires meticulous planning and can complicate leave and training schedules.
3. **Potential for Burnout:** Despite balanced hours, the intensity of 12-hour shifts can lead to fatigue and burnout over time.
4. **Family Strain:** For the rotating shifts, the rigorous schedule with nights away from home can stress personal relationships, potentially increasing divorce rates, which are statistically higher among firefighters than in other professions.
5. **Childcare Challenges:** For the rotating shifts, particularly burdensome for single-parent households, as finding childcare for 24-hour periods is significantly more challenging.
6. **Legal Risks:** For the **rotating** shifts, higher likelihood of employment-related lawsuits due to the demanding nature of the work and conditions.

These calculations demonstrate how different FLSA rules impact budgeting, requiring careful consideration of operational needs and financial constraints when planning firefighter schedules.

Every Other Weekend Off Recommended*

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
C-Shift	A-Shift	A-Shift	C-Shift	C-Shift	A-Shift	A-Shift

6 am- 6pm	6 am-6 pm	6 am-6 pm	6 am- 6pm	6 am- 6pm	6 am-6 pm	6 am-6 pm
D- Shift	B-Shift	B-Shift	D- Shift	D- Shift	B-Shift	B-Shift
6 pm- 6 am	6 pm-6 am	6 pm-6 am	6 pm- 6 am	6 pm- 6 am	6 pm-6 am	6 pm-6 am
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
A-Shift	C-Shift	C-Shift	A-Shift	A-Shift	C-Shift	C-Shift
6 am-6 pm	6 am- 6pm	6 am- 6pm	6 am-6 pm	6 am-6 pm	6 am- 6pm	6 am- 6pm
B-Shift	D- Shift	D- Shift	B-Shift	B-Shift	D- Shift	D- Shift
6 pm-6 am	6 pm- 6 am	6 pm- 6 am	6 pm-6 am	6 pm-6 am	6 pm- 6 am	6 pm- 6 am

3 Days on 3 Days off No Rotation

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
C-Shift	C-Shift	C-Shift	A-Shift	A-Shift	A-Shift	C-Shift
6 am- 6pm	6 am- 6pm	6 am- 6pm	6 am-6 pm	6 am-6 pm	6 am-6 pm	6 am- 6pm
D- Shift	D- Shift	D- Shift	B-Shift	B-Shift	B-Shift	D- Shift
6 pm- 6 am	6 pm- 6 am	6 pm- 6 am	6 pm-6 am	6 pm-6 am	6 pm-6 am	6 pm- 6 am
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
C-Shift	C-Shift	A-Shift	A-Shift	A-Shift	C-Shift	C-Shift

6 am- 6pm	6 am- 6pm	6 am-6 pm	6 am-6 pm	6 am-6 pm	6 am- 6pm	6 am- 6pm
D- Shift	D- Shift	B-Shift	B-Shift	B-Shift	D- Shift	D- Shift
6 pm- 6 am	6 pm- 6 am	6 pm-6 am	6 pm-6 am	6 pm-6 am	6 pm- 6 am	6 pm- 6 am

3 Days on 3 Days off With Rotation Day and Night Shifts

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
C-Shift	C-Shift	B-Shift	B-Shift	B-Shift	D- Shift	D- Shift
6 am- 6pm	6 am- 6pm	6 am-6 pm	6 am-6 pm	6 am-6 pm	6 am- 6pm	6 am- 6pm
D- Shift	D- Shift	A-Shift	A-Shift	A-Shift	C-Shift	C-Shift
6 pm- 6 am	6 pm- 6 am	6 pm-6 am	6 pm-6 am	6 pm-6 am	6 pm- 6 am	6 pm- 6 am
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
D- Shift	A-Shift	A-Shift	A-Shift	C-Shift	C-Shift	C-Shift
6 am- 6pm	6 am-6 pm	6 am-6 pm	6 am-6 pm	6 am- 6pm	6 am- 6pm	6 am- 6pm
C-Shift	B-Shift	B-Shift	B-Shift	D- Shift	D- Shift	D- Shift
6 pm- 6 am	6 pm-6 am	6 pm-6 am	6 pm-6 am	6 pm- 6 am	6 pm- 6 am	6 pm- 6 am

24 Hour Shifts

Setup and Assumptions

- **Teams:** A, B, C
- **Shift Length:** 24 hours
- **Hourly Wage:** $33.99
- **Workforce:** 4 employees per team
- **Rotation Cycle:** Repeats every three weeks
  - **Week 1:**
    - Team A: 72 hours
    - Team B: 48 hours
    - Team C: 48 hours
  - **Week 2:**
    - Team A: 48 hours
    - Team B: 48 hours
    - Team C: 72 hours
  - **Week 3:**
    - Team A: 48 hours
    - Team B: 48 hours
    - Team C: 72 hours

Standard FLSA Rules

- **Overtime Threshold:** Paid after 40 hours in a standard 7-day week at 1.5 times the regular rate.

FLSA Exemption for Firefighters

- **Exemption Cycle:** Typically allows up to 212 hours in a 28-day period without overtime.

Annual Salary Calculations

Under Standard FLSA

- **Total Salary for Each Team Annually Including Overtime:**
  - Team A: $592,737.27
  - Team B: $509,373.67

- Team C: $679,063.57

Under FLSA Firefighter Exemption

- **No Overtime Pay:**
  - Team A: $395,317.58
  - Team B: $339,102.12
  - Team C: $452,834.86

Fringe Benefits per Team Annually

- **Total Fringe Benefits per Team:** $199,506.04.

Total Annual Budget for All Teams

- **Under Standard FLSA Rules:** $2,379,692.63
- **Under FLSA Exemption for Firefighters:** $1,785,772.68

Pros and Cons of This Shift Model

Pros:

- **Extended Rest Periods:** Allows for significant recovery time between shifts.
- **Predictable Schedule:** Facilitates personal and professional planning with a fixed rotation.
- **Comprehensive Coverage:** Ensures continuous coverage for optimal emergency responsiveness.
- **Traditional Shift for the Fire Service:** For many employees, this allows them to have second jobs. This can promote employee satisfaction.

Cons:

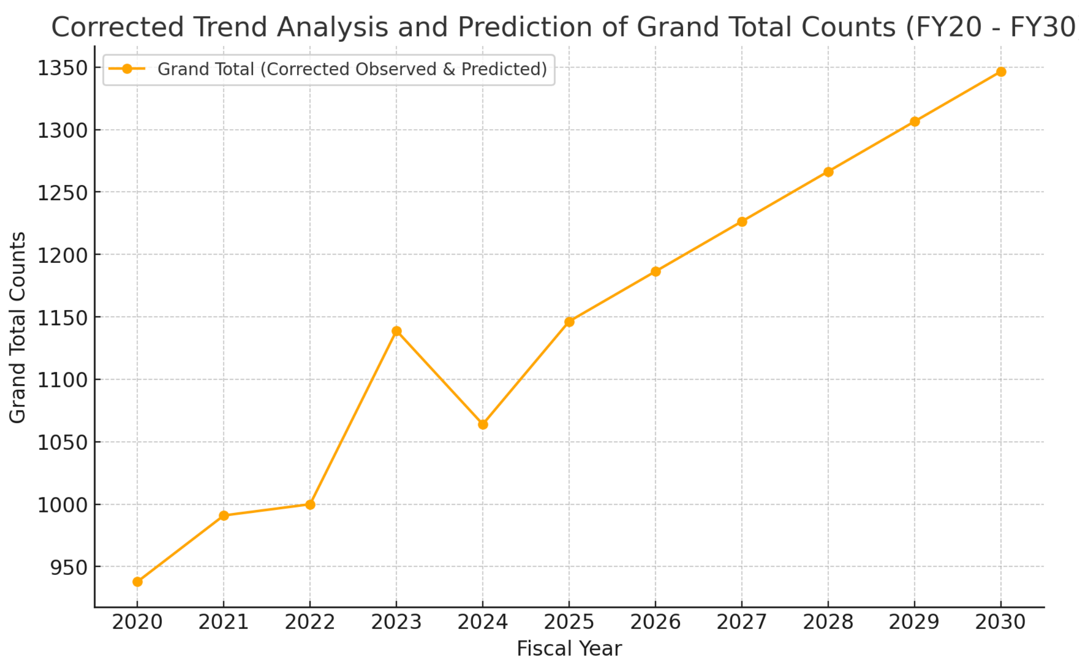
- **High Overtime Costs:** Substantial overtime under standard FLSA rules increases financial burdens.

- **Health Risks:** Prolonged shifts can elevate risks of physical exhaustion and mental stress.
- **Family Strain:** The rigorous schedule and nights away from home can stress personal relationships, potentially increasing divorce rates, which are statistically higher among firefighters than in other professions, with 60–75% of first marriages ending in divorce compared to the national average of 42%.
- **Childcare Challenges:** Particularly burdensome for single-parent households, as finding childcare for 24-hour periods is significantly more challenging.
- **Legal Risks:** Higher likelihood of employment-related lawsuits due to the demanding nature of the work and conditions.
- **Traditional Shift for the Fire Service:** For many employees, this allows them to have second jobs. This can be a liability for the City, if an employee is injured on the second job.
- **Productivity:** Compensates employees for sleeping for ⅓ of the shift, which means the *City would be investing $414,797.34 annually for employees to sleep*.
- **Higher Risk of injury:** The cohort contained 966,082 shifts, 4,382 employees, and 950 outcome reports. Risk of occupational injury and illness was lower for shifts ≤8 hours in duration (RR 0.70; 95% CI 0.51–0.96) compared to shifts >8 & ≤12 hours. Relative to shifts >8 & ≤12 hours, risk of injury was 60% greater (RR 1.60; 95% CI 1.22–2.10) for employees that worked shifts >16 and ≤24 hours.
  -https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4686303/
- **Increased Operation Cost:** Administrative costs such as payroll entry, human resource functions, and increased overtime when covering days off.

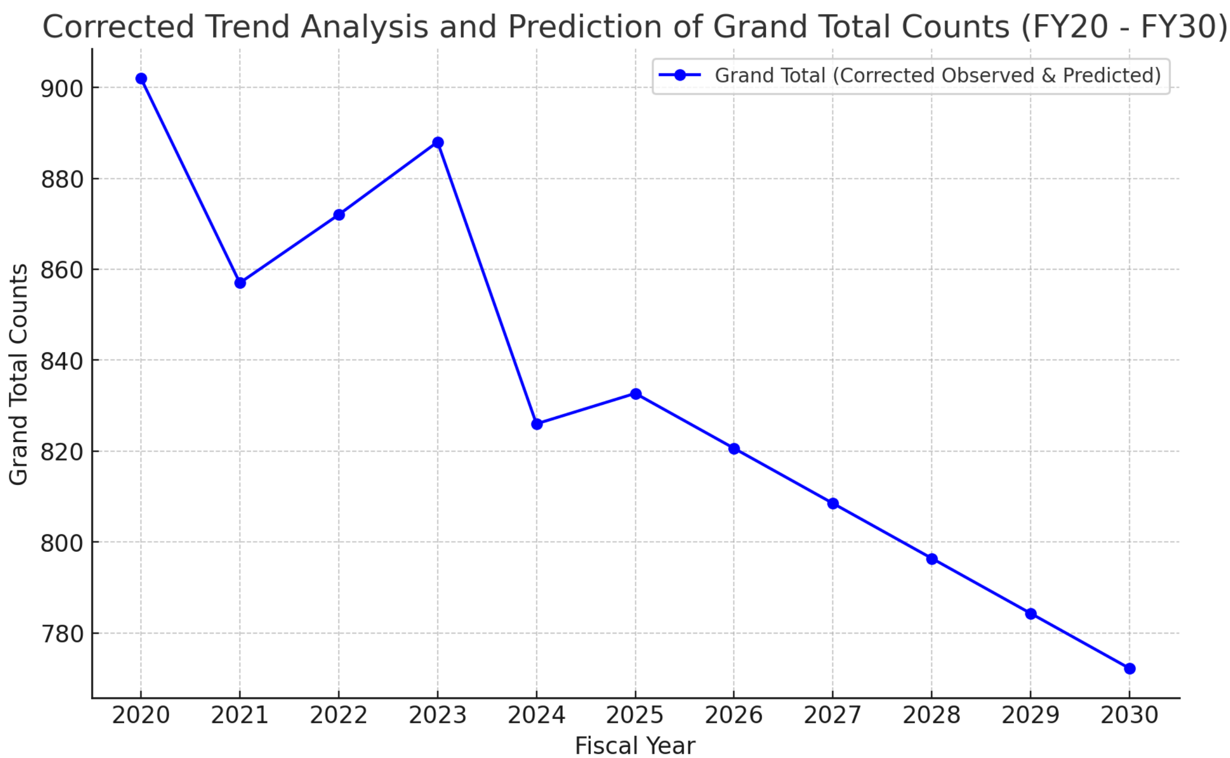
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
A-Shift	C-Shift	A-Shift	B-Shift	A-Shift	B-Shift	C-Shift
24 hours	24 Hours	24 hours	24 Hours	24 hours	24 Hours	24 Hours
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
B-Shift	C-Shift	A-Shift	C-Shift	A-Shift	B-Shift	A-Shift

24 Hours	24 Hours	24 hours	24 Hours	24 hours	24 Hours	24 hours
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
B-Shift	C-Shift	B-Shift	C-Shift	A-Shift	C-Shift	A-Shift
24 Hours	24 Hours	24 Hours	24 Hours	24 hours	24 Hours	24 hours

Data Analysis Call Data



Annual Calls										
FY20	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**
938	**991**	**1000***	**1139**	**1064**	**1146**	**1186**	**1226**	**1266**	**1306**	**1346**



Annual Hours Spent On a Call										
FY20	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**
902	**857**	**872***	**888**	**826**	**833**	**821**	**809**	**796**	**784**	**772**

When analyzing the impact of staff increases on the number of calls and time spent at calls, several key factors should be considered. These include the availability and quality of staff, the types of calls being handled, and the overall operational efficiency resulting from changes in staffing levels.

Footnote: The annual number of calls used in this analysis excludes both canceled calls (those that possibly required the assembly of a crew but were canceled prior to arrival) and standby calls (which alert the crew and hold the staff ready during that time, preventing them from responding to other non-emergency calls). This exclusion was made to present the most accurate representation of emergency calls within the City of Bondurant. However, it is important to note that there was no way to control for calls that engaged the staff in our district but occurred outside of Bondurant. This analysis aims to reflect the truest number of emergency calls within the city limits as accurately as possible.

Increased Staffing and Call Volume

- **Availability of Staff:** With more staff available, the capacity to respond to calls increases, which could lead to a higher number of calls being handled. A well-staffed department can respond more promptly and efficiently to multiple incidents, reducing response times and potentially increasing the total number of calls managed.
- **Impact on Call Duration:** Increased staffing, especially with professionals who have higher levels of training and education, can lead to more efficient handling of calls. This might reduce the time spent on each call due to better decision-making, faster response times, and more effective on-site operations. However, if the complexity of calls increases (e.g., due to the nature of the incidents or higher expectations of service), the time spent at each call could remain stable or even increase.

Professional vs. Paid-Per-Call Staff

- **Professional Staff Impact:** Professional staff, who generally have higher training and education levels, are more likely to handle complex or high-priority calls efficiently. Their expertise can lead to faster resolution of incidents, more effective resource management, and potentially fewer errors, all of which contribute to better service delivery. Their presence might also elevate the overall standards of the department, leading to a positive feedback loop where improved service attracts more calls or more complex cases.
- **Paid-Per-Call Staff:** While paid-per-call staff are crucial for handling a high volume of incidents, they may lack the specialized training or experience that professional staff have. This could mean longer on-scene times for complex calls or a reliance on more experienced staff to manage difficult situations. However, their presence allows the department to maintain high availability, particularly for less complex or routine calls.

The increase in professional staff has likely had a dual impact:

1. **Increased Call Volume:** More available and better-coordinated staff lead to higher call volumes, as the department can handle more incidents effectively.
2. **Efficient Call Handling:** Professional staff, with their higher levels of training, are likely reducing the time spent on each call while improving the quality of response, especially in complex situations. This efficiency might also lead to a slight reduction in the average time spent on calls, even as the number of calls increases.

Based on the data provided, here is a summary of where staffing should be focused in terms of the most and least required apparatus/call types and when they occur:

Calls by Shift:

1. **14:00-22:00** - 283 counts
2. **6:00-14:00** - 215 counts
3. **22:00-6:00 -** 110 counts

This ranking shows that the 14:00-22:00 shift has the highest activity, followed by the 6:00-14:00 shift, with the 22:00-6:00 shift being the least active.

Calls by Day:

1. **Wednesday -** 532 counts
2. **Thursday** - 505 counts
3. **Tuesday** - 486 counts
4. **Monday** - 434 counts
5. **Sunday** - 393 counts
6. **Friday** - 351 counts
7. **Saturday** - 351 counts

This ranking shows that Wednesday is the most active day, followed by Thursday and Tuesday, with Friday and Saturday being the least active, tied at the bottom.

Apparatus Types/Call Types:

1. **ALS unit** - 1,981 counts
2. **Chief officer car -** 1,505 counts
3. **Engine** - 966 counts
4. **Brush truck** - 770 counts
5. **Mobile command post** - 141 counts
6. **Rescue unit -** 88 counts
7. **Tanker & pumper combination -** 48 counts

This ranking indicates that ALS units are the most frequently used apparatus, followed by chief officer cars and engines, with tanker & pumper combinations being the least used.

Footnote: This report is based on current staffing levels and data collected when staffing was not always available to respond to calls with certain types of equipment. An example would be an engine or rescue company that requires a minimum of three firefighters with one certified operator to respond to any call for service. As the staffing model changes the expectation would be that the utilization of specific apparatus would also change, resulting in an increased use of appropriate apparatus, based on call types.

ALS Unit:

- **Highest Usage:** ALS units are consistently the most utilized apparatus across all shifts and days. With a grand total count of 1,981, staffing should prioritize ALS units, especially during peak shifts.
- **Key Shifts:** The 14:00-22:00 shift shows the highest demand, followed by the 6:00-14:00 shift.

Chief Officer Car:

- **High Usage:** Chief officer cars are the second most utilized, with a total count of 1,505. Ensuring sufficient staffing for these vehicles is crucial, especially during the same high-demand shifts.
- **Key Shifts:** Similar to ALS units, the 14:00-22:00 shift and the 6:00-14:00 shift are where these cars are most needed.

Least Required Apparatus Types:

Tanker & Pumper Combination:

- **Lowest Usage:** With a total count of 48, this apparatus type has the least demand. Staffing for these vehicles can be lower, and they may only be needed in specific scenarios or emergencies.
- **Key Shifts: There is no specific shift where this apparatus type is in high demand, indicating its usage is more sporadic.**

Rescue Unit:

- **Low Usage:** Rescue units also have a low total count of 88, suggesting that they are not as critical as other apparatus types. Staffing can be minimal, with availability focused on shifts where their usage might increase slightly.
- **Key Shifts:** Similar to the tanker & pumper combination, there is no specific high-demand shift for rescue units.

Probability of Apparatus Usage During Each Shift:

- **14:00-22:00:** 46.55%
- **6:00-14:00:** 35.36%
- **22:00-6:00:** 18.09%

Probability of Apparatus Usage on Any Given Day:

- **Wednesday:** 17.43%
- **Thursday:** 16.55%
- **Tuesday:** 15.92%
- **Monday:** 14.22%
- **Sunday:** 12.88%
- **Friday:** 11.50%
- **Saturday:** 11.50%

Probability of Using Each Apparatus Type:

- **ALS Unit:** 36.02%

- **Chief Officer Car:** 27.37%
- **Engine:** 17.57%
- **Brush Truck:** 14.00%
- **Mobile Command Post:** 2.56%
- **Rescue Unit:** 1.60%
- **Tanker & Pumper Combination:** 0.87%

These probabilities give a clear picture of the likelihood of apparatus usage depending on the shift, day, and type, with the highest activity generally occurring during the 14:00-22:00 shift, on Wednesdays, and most frequently involving ALS units.

The probabilities of the ALS unit being used on each shift on each day of the week are as follows:

14:00-22:00 Shift:

- **Wednesday:** 2.92%
- **Thursday:** 2.77%
- **Tuesday:** 2.67%
- **Monday:** 2.38%
- **Sunday:** 2.16%
- **Friday:** 1.93%
- **Saturday:** 1.93%

6:00-14:00 Shift:

- **Wednesday:** 2.22%
- **Thursday:** 2.11%
- **Tuesday:** 2.03%
- **Monday:** 1.81%
- **Sunday:** 1.64%
- **Friday:** 1.47%
- **Saturday:** 1.47%

22:00-6:00 Shift:

- **Wednesday:** 1.14%
- **Thursday:** 1.08%
- **Tuesday:** 1.04%
- **Monday:** 0.93%
- **Sunday:** 0.84%
- **Friday:** 0.75%
- **Saturday:** 0.75%

These probabilities indicate that the likelihood of the ALS unit being used varies across shifts and days, with the highest probability occurring during the 14:00-22:00 shift on Wednesdays.

The probabilities of the Tanker & Pumper combination being used on each shift on each day of the week are as follows:

14:00-22:00 Shift:

- **Wednesday:** 0.071%
- **Thursday:** 0.067%
- **Tuesday:** 0.065%
- **Monday:** 0.058%
- **Sunday:** 0.052%
- **Friday:** 0.047%
- **Saturday:** 0.047%

6:00-14:00 Shift:

- **Wednesday:** 0.054%
- **Thursday:** 0.051%
- **Tuesday:** 0.049%
- **Monday:** 0.044%
- **Sunday:** 0.040%
- **Friday:** 0.035%

- **Saturday:** 0.035%

22:00-6:00 Shift:

- **Wednesday:** 0.028%
- **Thursday:** 0.026%
- **Tuesday:** 0.025%
- **Monday:** 0.022%
- **Sunday:** 0.020%
- **Friday:** 0.018%
- **Saturday:** 0.018%

These probabilities indicate that the likelihood of the Tanker & Pumper combination being used is very low across all shifts and days, with the highest probability occurring during the 14:00-22:00 shift on Wednesdays.

Recommendations for Staffing

Focus on Peak Shifts: The data indicates that the 14:00-22:00 and 6:00-14:00 shifts Monday through Thursday require the most staffing, particularly for ALS units and Chief Officer cars. These shifts should have the highest staffing levels to ensure coverage.

Flexible Staffing for Low-Demand Apparatus: For apparatus types like the Tanker & Pumper Combination and Rescue Units, staffing can be more flexible, with fewer personnel assigned to these during low-demand shifts.

Monitor and Adjust: Continuous monitoring of apparatus usage trends will allow for adjustments in staffing to meet any changes in demand, especially with the projections showing an increasing trend in overall incidents.

BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT

Item No. 8.b.
For Meeting of 9/30/2024
Discussion Item

TITLE: Law Enforcement Study Findings (continued)

CONTACT PERSON:
Marketa Oliver, ICMA-CM, SPHR, City Administrator
Jene Jess, Finance Director

BRIEF HISTORY & ANALYSIS: The purpose of this item is to review the Public Safety study that was recently conducted. Attached is the study and a summary that staff presented in July. This will be an opportunity for on-going discussion.

FUNDING SOURCE: This is a discussion item that potentially has a significant impact on the general fund and levy rate.

STAFF RECOMMENDATION: This is a discussion item.

APPROVED FOR SUBMITTAL:

ATTACHMENTS:
1. Final Report - Bondurant Public Safety Study
2. Discussion Presentation - Bondurant Public Safety Study

Public Safety in Bondurant

Armando Bryson, Josh Reynolds, and
Lisa Truong

Bondurant
Life Connecting

In partnership with:

IOWA | Initiative for Sustainable Communities

IOWA | School of Planning and Public Affairs

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Introduction

Project Team Members

The Project Team consists of Master of Public Affairs candidates Armando Bryson, Josh Reynolds, and Lisa Truong. Under the guidance of faculty advisors Dr. Sam Zuhlke and Professor Travis Kraus, we aim to assess Bondurant's public safety needs and provide actionable recommendations.

The project is administered by the School of Planning and Public Affairs (SPPA) at the University of Iowa as part of the partnership between the University of Iowa's Initiative for Sustainable Communities (IISC) and the City of Bondurant. IISC, established in 2009, is dedicated to involving students in practical projects within local Iowa communities. These initiatives strive to enhance sustainability, facilitate connections among students, faculty, and community leaders, and cultivate a spirit of fellowship and collaboration in Iowa.

The team would also like to acknowledge our project partner Jené Jess, Finance & Employee Services Director for the City of Bondurant, for her valuable insight and aid that helped make this project possible.

Master of Public Affairs Candidate

Armando Bryson

Master of Public Affairs Candidate

Josh Reynolds

Master of Public Affairs Candidate

Lisa Truong

Assistant Professor, Faculty Advisor

Dr. Sam Zuhlke

Associate Professor of Practice,
Director of IISC

Travis Kraus

Executive Summary

A team of graduate students from the University of Iowa School of Planning and Public Affairs collaborated with the City of Bondurant to evaluate current public safety provision and decision-making around public safety solutions in Bondurant, Iowa. More specifically, the City of Bondurant requested an assessment regarding the feasibility and consequences of transitioning from contracted law enforcement services with the Polk County Sheriff's Office to establishing an independent municipal police department, given the city's projected future population growth. This study aims to understand current community public safety needs and recommend actions regarding future law enforcement services in Bondurant.

The team began their study by conducting in-depth research consisting of academic literature reviews and policy expert interviews and creating a base of knowledge ultimately contributing towards the recommendation. They then analyzed Polk County Sheriff's Department call data, focusing on calls initiated for the city of Bondurant, dividing them into different categories of call types. Next, they performed a cost-benefit analysis comparing contracted services to the policy alternative of establishing an independent police department within Bondurant. Lastly, the report provides a decision-making toolkit that Bondurant can utilize in the future to revisit this question. Likewise, the toolkit can be useful to other municipalities facing the same complex decision Bondurant faces today.

Research and analysis suggest, given current conditions, that the City continue the contracted law enforcement services with Polk County Sheriff Department. As the city grows and circumstances change, the report recommends that the City revise its current contracting structure such that this contract can be evaluated every 3 years, following a decision-making process similar to the approach outlined in this study.

Issue Statement

Amidst the evolving political and social landscape and extreme population growth in Bondurant, Iowa, the City faces critical decisions regarding the delivery of public safety services. Currently, the City has a contractual arrangement with the Polk County Sheriff's Office to provide Bondurant residents with law enforcement services. To date, this practice has presented a cost-effective means of public safety provision, yet the impending surge in Bondurant's population is prompting the City to reassess its long-term public safety strategy. With Bondurant's population projected to quadruple by 2050 to an estimated 32,000 residents, a comprehensive understanding of evolving community needs is essential to ensure effective and sustainable law enforcement service delivery.

To address these challenges, the collaborative effort between Bondurant and the University of Iowa's Initiative for Sustainable Communities (IISC) aims to conduct a thorough study to evaluate the viability and potential consequences of establishing a new police department. This study is crucial for informed decision-making and considers factors such as city staff/ council demands, the perspectives and options of residents, and the administrative/ economic pressures as it pertains to the demand for services.

The heart of this initiative lies in proactively responding to Bondurant's changing demographic landscape and anticipating stresses created by its future population growth. By investigating the community's public safety needs, drawing upon research and best practices, this project seeks to provide data-driven recommendations for optimizing the delivery of public safety services. Furthermore, the project seeks to provide a decision-making toolkit for Bondurant if they need to reconsider this question in the future.

Framework: The 4 Es of Public Administration

Applying the theory of the 4 Es — effectiveness, efficiency, economy, and equity — provides a structured framework for evaluating the performance and impact of law enforcement services. Efficiency involves achieving goals with minimal waste, emphasizing optimization of resources. Economy focuses on prudent resource management, ensuring resources are used judiciously. Effectiveness evaluates the extent to which objectives are met, emphasizing the successful outcomes of public programs and policies. Equity underscores fairness and justice, striving for impartial treatment and equal access to services for all. As defined, the 4 Es of public administration serve as a framework for public administrative policy evaluation. Each E - effectiveness, efficiency, economy, and equity – serves to analyze policy outcomes breaking it down into four distinct buckets.

These principles serve as guiding pillars throughout this report. The 4 Es help generate key research questions that the team will answer to inform our final recommendations to Bondurant. For example:

- Does Polk County Sheriff's Office adequately address Bondurant's demand of service?
- Is Polk County Sheriff's Office efficient in providing for demand of service?
- Do the economic benefits of establishing a police force outweigh the costs?
- Is Polk County's Sheriff's Office equitably serving Bondurant?

By reviewing current literature on law enforcement, interviewing policy experts, analyzing call data and service quality metrics, and conducting a cost benefit analysis through the lens of the 4 Es, policymakers can identify strengths, weaknesses, and opportunities for improvement in policy delivery and management. This approach facilitates evidence-based decision-making, fosters transparency and accountability, and ultimately enhances the effectiveness and responsiveness of law enforcement in meeting the needs of the community they serve.

Equitable Access to Public Safety Services

This project analyzes public service provision through the possible creation of an independent municipal police department. One goal of any public safety approach is that all residents in Bondurant have equitable access to services.[1] The American Society for Public Administration defines equity as "the fair, just equitable management of all institutions serving the public directly or by contract. The fair and equitable distribution of public services, and the implementation of public policy; and the commitment to promote fairness, justice, and equity in the formation of public policy"[2].

The consideration of Diversity, Equity, Inclusion, and Justice (DEIJ) in the decision to establish an independent city police force is crucial for three core reasons. A representative police force reflects the community it serves, fostering trust and understanding among residents. Secondly, an equitable approach ensures fair treatment and protection for all individuals, regardless of race, ethnicity, or socio-economic status. Lastly, inclusion ensures that marginalized voices are heard and represented in law enforcement policies and practices, leading to greater accountability and responsiveness to community needs.

It is imperative to note that in various communities around the United States, equity within public safety and law enforcement has been scrutinized. In recent years, as stories about police-related deaths have gained national attention, overall trust in the criminal justice system has declined.[3] A large part of this discussion centers around equity among vulnerable and historically marginalized groups.

While acknowledging this reality, this project serves to highlight effectiveness, efficiency, and economic viability of the current structure while considering equity relative to the current community context in Bondurant. The project team recognizes the immense value of Diversity, Equity, Inclusion, and Justice in local governance and public safety, and also acknowledges that the policing issues and controversies facing other communities may not reflect conditions in Bondurant. By incorporating DEIJ considerations into decision-making, the City of Bondurant can foster a just, inclusive, and responsive public safety system that meets the needs of its increasingly diverse population.

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[1] *International Association of Chiefs of Police. "Law Enforcement Code of Ethics." Theiacp.org,* *www.theiacp.org/resources/law-enforcement-code-of-ethics.*

[2] *Norman-Major, Kristen. "Balancing the Four Es; or Can We Achieve Equity for Social Equity in Public Administration?" Journal of Public Affairs Education, vol. 17, no. 2, June 2011, p. 237, https://doi.org/10.1080/15236803.2011.1200164*

[3] *https://www.forbes.com/sites/emilywashburn/2023/02/03/america-less-confident-in-police-than-ever-before-a-look-at-the-numbers/?sh=221342006afb*

Background

The project team conducted background research on contemporary best practices within law enforcement agencies, their relationship to city budgets, and the structural frameworks of law enforcement entities across various cities. The overarching goal was to cultivate a comprehensive understanding of how cities are delivering public safety services in 2024.

Not surprisingly, the research revealed that there is no singular approach or definitive best practice when it comes to law enforcement. Each community tailors its law enforcement strategies based on its unique budgetary constraints and specific needs. Communities employ a diverse array of approaches to public safety, some opting to have their own municipal police departments and others contracting for services with county agencies, as is currently the case in Bondurant. Contracting with external agencies is not unique to rural small towns, larger municipalities like those in Los Angeles County, California, or Broome County, New York have adopted this approach as well. Additionally, some communities have transitioned away from municipal police departments into contracted services and vice versa, further illustrating the varied landscape of law enforcement practices.

City Profile

Over the past decade, the city of Bondurant has had a 90 percent increase in population, marking a significant leap from 3,860 residents in 2010 to 7,365 in 2020 seen in Figure 1. According to the latest 2024 census data, the city's population is 8,035 residents, with a continued growth rate of approximately 9 percent per year. This recent upsurge in population is predominantly attributed to an influx of single families moving to Bondurant and the growing Des Moines metropolitan area.

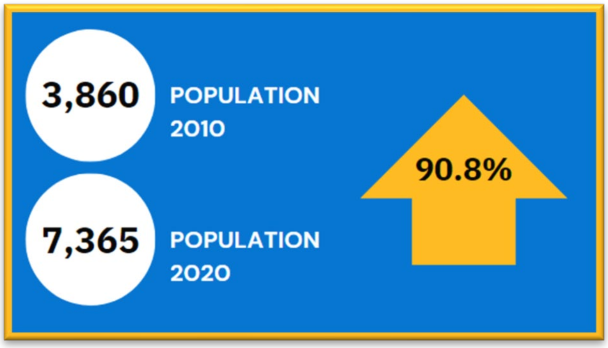

Figure 1: Population Growth in Bondurant

As illustrated in Figure 2, Bondurant residents tend to have higher wealth levels than the state average, translating into elevated home values. Bondurant's median household income of $120,588 is significantly higher than the state of Iowa at $70,571. Similarly, Bondurant has a relatively high median home value of $274,800, compared to the state at $221,200.

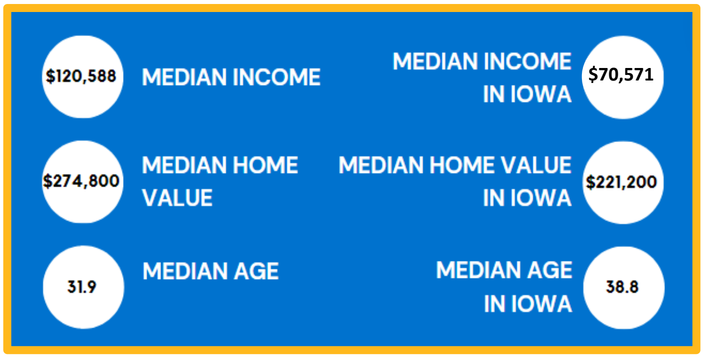

Figure 2: Bondurant and Iowa Sociodemographic Indicators (ACS 5-year estimates)

From a racial and ethnic demographic perspective, Bondurant aligns closely with the broader demographics of Iowa. As illustrated in Figure 3,[4] approximately 88 percent of the city's residential population identifies as White, with 6 percent identifying as Black, and 3.5 percent as Latinx. These figures closely mirror the demographic composition of Iowa.

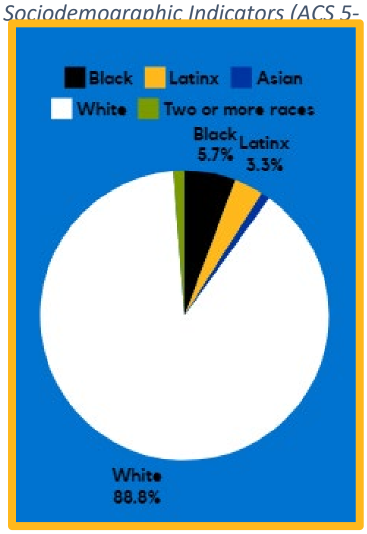

Figure 3: Bondurant race and ethnicity

From a political standpoint, the city of Bondurant leans more conservative in terms of policy, political ideology, and presidential party support.[5] Over 56% of all Bondurant community members voted in the last local election.[4] This is a higher level of civic engagement compared to nearby Des Moines, where 49% of the population voted in the city's 2023 elections.[6] Polk County, where Bondurant is located, leans more liberal and has seen higher support for Democratic candidates in the past five presidential elections. The majority of Bondurant voters have consistently favored Republican presidential candidates, having voted for only one Democratic candidate in the past five elections.[4]

[4] *U.S. Census Bureau QuickFacts: Bondurant City, Iowa. www.census.gov/quickfacts/fact/table/bondurantcityiowa/PST045223.*

[5] *"Bondurant, IA Politics & Voting." BestPlaces, www.bestplaces.net/voting/city/iowa/bondurant. Accessed 16 Apr. 2024.*

[6] *https://sos.iowa.gov/elections/pdf/2022/general/countystats.pdf*

Topic and Significance

What is Public Safety?

Public safety encompasses measures and initiatives undertaken by law enforcement agencies and community stakeholders to ensure the protection, security, and well-being of individuals within society. It encompasses a wide range of strategies, including crime prevention, emergency response, disaster preparedness, and public health interventions, aimed at mitigating risks and enhancing resilience. Public safety initiatives are grounded in the principle of safeguarding individuals from harm and maintaining social order, thereby fostering environments conducive to the physical, mental, and social welfare of citizens. These efforts involve collaboration among law enforcement agencies, government agencies, community organizations, and the public to address diverse threats and hazards, ranging from criminal activities to natural disasters and public health crises.

This study considers public safety as it relates to policing and law enforcement, focusing more on crime prevention versus crime deterrence in the research methods. It is essential to recognize that while deterrence aims to dissuade individuals from committing crimes through the threat of punishment, crime prevention focuses on addressing underlying factors that contribute to criminal behavior, such as poverty, lack of education, and social inequality. Moreover, traditional approaches to crime prevention often rely heavily on law enforcement interventions, such as increased police presence and surveillance. Alternative providers to crime prevention in cities, such as community-based organizations, social services, and educational programs, offer alternative approaches that empower communities to create safer environments through education, social support, and resource allocation. The research aims to consider various strategies that effectively reduce crime rates while promoting community well-being.

What is Crime?

Public safety, as noted prior, embodies the collective measures undertaken by authorities and communities to foster an environment conducive to the security, well-being, and quality of life of individuals. It includes a broad spectrum of initiatives, ranging from crime prevention strategies and law enforcement efforts to emergency response protocols and public health interventions. The overarching goal of public safety initiatives is to mitigate risks, enhance resilience, and promote social cohesion within society.[7]

[7] John P (2023) Public Safety: Ensuring Society's Security and Well-Being. J Pol Sci Pub Aff.

In contrast, crime refers to behaviors or actions that transgress established laws and regulations, posing a threat to public safety and order. These behaviors can manifest in various forms, including property crimes, violent offenses, white-collar crimes, and cybercrimes, among others. Crime should not be considered synonymous with violence. The perpetration of crime often stems from complex socio-economic, psychological, and situational factors, with perpetrators motivated by diverse intentions such as financial gain, personal vendettas, or ideological beliefs.[8]

By understanding the distinction between public safety and crime, policymakers, law enforcement agencies, and community stakeholders can devise holistic strategies that address the root causes of criminal behavior while simultaneously fostering environments that promote safety, well-being, and resilience for all members of society.

Public Law Enforcement in Iowa

In Iowa, the landscape of law enforcement is characterized by significant fragmentation, with 395 agencies spread across the state, accounting for 2% of the nation's total agencies despite Iowa's population representing less than 1% of the national population. These agencies employ thousands of sworn officers tasked with patrolling communities, investigating crimes, and ensuring compliance with state laws and regulations. According to the Iowa Department of Public Safety, the overall crime rate in the state decreased by 3.4% from 2019 to 2020 and continues to decrease year after year. However, specific types of crimes, such as burglary and motor vehicle theft, saw increases during the same period. Considering this dynamic, it is reasonable to consider innovative solutions to consolidate resources, foster collaboration, and enhance the effectiveness of law enforcement services statewide.

Current Law Enforcement in Bondurant

The City of Bondurant is currently in its fourth year of a decade-long agreement with the Polk County Sheriff's Office for law enforcement services. The Polk County Sheriff is publicly elected and serves a four-year term. Initiated in May 2020 and set to expire in June 2030, the contract reflects Bondurant's expectations of increased challenges posed by population growth and escalating law enforcement costs. Under the terms of the contract, the Polk County Sheriff's Office provides a comprehensive suite of law enforcement services to the City of Bondurant, including routine patrols, criminal investigations, animal control, and community policing initiatives[9], with staffing levels increasing incrementally over the contract period.

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[8] Onyeneke, C.C.; Karam, A.H. An Exploratory Study of Crime: Examining Lived Experiences of Crime through Socioeconomic, Demographic, and Physical Characteristics. Urban Sci. 2022, 6, 43. https://doi.org/10.3390/urbansci6030043

[9] Schneider, Kevin J. Overview Of Base Law Enforcement Services For Bondurant. Polk County Sheriff's Office, 2022.

While the Sheriff's Office primarily manages law enforcement decisions, Bondurant has access to incident data, ensuring transparency and accountability. Financially, the contract is structured to accommodate Bondurant's budgetary constraints, with escalating annual payments projected to reach $1,251,593 in the final year, covering various expenses associated with law enforcement provision.

As the city navigates rapid population growth, local leaders seek to learn more about alternatives to its existing policy to best plan for future needs. Discussions within the city council primarily center on the cost-effectiveness of the contract versus starting a municipal police department.

As Table 1 shows, the cost in the first year of the contract was $656,651 and will nearly double to $1,251,593 by the final year of the contract.

Fiscal Year	Contract Cost
2020-2021	$656,651
2021-2022	$689,199
2022-2023	$723,214
2023-2024	$940,991
2024-2025	$987,098
2025-2026	$1,035,326
2026-2027	$1,085,772
2027-2028	$1,138,551
2028-2029	$1,193,781
2029-2030	$1,251,593

Table 1: Contract Costs with the Polk County Sheriff's Office

Other Public Safety Expenditures

Public safety of Bondurant's residents is a significant component of the overall city budget. In 2024 budget, the City allocated $3,439,887 for public safety expenditures. This commitment to public safety extends beyond law enforcement, with a $53,350 budget for health and social services and $5,238 for animal control (some of which is also handled through the Polk Conty Sheriff's Office).

Bondurant's independent public safety services, comprised of both Fire and EMS, play a large role in public safety services and budgeting. This collaborative team of Fire and EMS personnel, led by Fire Director Aaron Kreuder, is staffed with 36 full-time employees. The City of Bondurant Emergency Medical Services team serves at the center of public safety, health, and care. They work in conjunction with the Fire Department and function under the same $1.4 million budget. As a collective, both departments have continued to elevate as a cohesive body, upgrading their service rating from 6 to 5 over the past five years (Service ratings range from 10 to 1; having 1 the best of service ratings). Both the City of Bondurant Fire Department and EMS have responded to over 900 calls in the year 2022 (Figure 5), increasing exponentially as time progresses.

As part of internally provided city services, the City of Bondurant offers various types of insurance coverage through its contractual agreements. One key insurance type is Accidental Injury Insurance, which covers the city against liability for worker's compensation and statutory liability for the costs of hospitalization, nursing, and medical attention for members injured while performing their duties, whether within or outside the city limits. This coverage extends to all members under the contract.

Another crucial insurance category is Liability Insurance, wherein the Council contracts to insure against the cities or members of the Bondurant Emergency Services' liability for injuries, death, or property damage resulting from the performance of duties within or outside the city limits.

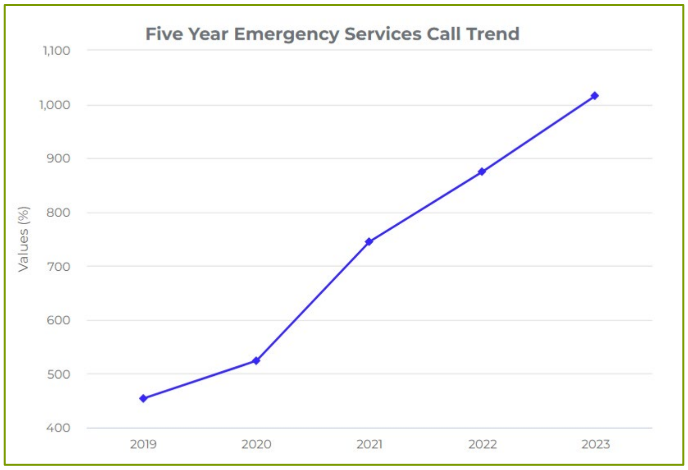

Figure 4: Emergency Services Call Trends from EMS

Methods

Measuring public safety in Bondurant is a multifaceted endeavor that requires a comprehensive understanding of key challenges and current efforts. To evaluate the Bondurant's public safety against the framework of the 4 Es, the project team conducted data collection of policy expert interviews, call data, financial estimates, and literature reviews. These data collection methods serve to identify existing programs, policies, and best practices, laying the groundwork for evidence-based policy recommendations.

Terminology

When discussing law enforcement and public safety, distinguishing between incidents, calls, call types, crime, and crime rates helps provide accurate understanding of terminology and effective policy implementation.

- ***Incidents*** constitute a broader category, encapsulating a diverse array of events such as accidents, disturbances, or public safety issues, regardless of criminal intent.
- ***Calls*** pertain to notifications or requests for police intervention. Calls act as a measure of demand encompassing a spectrum of urgencies and concerns reported by individuals or entities within a community.
- ***Call types*** are the label used to categorize the calls in the record system.
- ***Crime*** denotes any act deemed unlawful and punishable by law, ranging from minor infractions to severe felonies, meticulously documented through police reports and investigative procedures. As referenced prior, crime is not inherently violent.
- ***Crime rates*** represent the frequency or prevalence of criminal activity within a given population over a specific period. These rates are typically expressed as the number of crimes per capita or per 100,000 residents, allowing for standardized comparisons across different regions or time periods. Clarity in defining these terms is imperative for accurate data analysis, strategic resource allocation, and informed decision-making within the realm of law enforcement and public safety.

Categorizing Crime

In the context of evaluating and analyzing crime data, the adoption of a standardized approach provides not only a structured framework but also clear metrics for organization. This becomes particularly crucial in areas like Bondurant, where an array of call types exist. Through categorization, crimes can be grouped, facilitating a more streamlined understanding of their severity and potential impact on the community. This approach not only enhances the efficiency of identifying solutions but also aids in prioritizing responses based on the urgency and gravity of each situation, ultimately contributing to more effective crime management and community safety initiatives. For this project, the categorization of call types was done using the National Incident-Based Reporting System (NIBRS).

The National Incident-Based Reporting System (NIBRS) serves as a comprehensive framework for categorizing various offenses, providing a nuanced understanding of crime dynamics. Developed in the 1980s to supplant the Summary Uniform Crime Reporting (UCR) method, NIBRS became the national standard on January 1, 2021. As of June 2022, all 50 U.S. states and the District of Columbia are certified to report crime data to NIBRS.

› *Group A Offenses* encompass Crimes Against Persons, Crimes Against Property, and Crimes Against Society. Crimes Against Persons include offenses such as aggravated assault, kidnapping/abduction, forcible rape, and murder. Crimes Against Property encompass offenses aimed at obtaining money, property, or other benefits, such as burglary, larceny/theft, motor vehicle theft, and arson. Crimes Against Society consists of victimless crimes or activities prohibited by society, including drug/narcotic violations, prostitution, gambling offenses, and weapon law violations.

› *Group B Offenses* comprise offenses resulting in arrests, such as driving under the influence, disorderly conduct, liquor law violations, and curfew/loitering/vagrancy violations. Based on this, it is arguable that Group A offenses are more violent and harmful to public safety than Group B.

Using the FBI's guidelines for categorizing crime, outlined in Figure 6, the project team categorized the list of all the call types creating a basis for analysis. The outlined criteria for determining Group A offenses, covering seriousness, frequency, national prevalence, law enforcement attention, data burden, and statistical validity, offer a systematic method for resource prioritization, trend identification, and assessing crime prevention effectiveness.

Furthermore, crime rates are derived from NIBRS data through a systematic process involving the collection, classification, and population adjustment of reported incidents. Law enforcement agencies utilize the NIBRS framework to categorize incidents into specific crime categories or groupings, such as Crimes Against Persons, Crimes Against Property, and Crimes Against Society. Once incidents are classified, the total number of reported offenses for each category is divided by the population of the area being analyzed to adjust for differences in population size. This population-adjusted figure yields the crime rate, expressed as the number of offenses per 1,000 or 100,000 individuals. Crime rates serve as standardized metrics for assessing the prevalence of criminal activity within communities and enable comparisons across different geographic areas and population groups. They play a key role in informing strategic decision-making processes related to law enforcement resource allocation, policy formulation, and crime prevention efforts, ultimately contributing to efforts aimed at enhancing public safety and well-being.

Group "A" Offenses

NIBRS OFFENSES	NIBRS CODES	NIBRS OFFENSES	NIBRS CODES
Arson	200	**Human Trafficking**	
Assault Offenses		-Commercial Sex Acts	64A
-Aggravated Assault	13A	-Involuntary Servitude	64B
-Simple Assault	13B	**Kidnapping/Abduction**	100
-Intimidation	13C	**Larceny/Theft Offenses**	
Bribery	510	-Pocket Picking	23A
Burglary/B&E	220	-Purse Snatching	23B
Counterfeiting/Forgery	250	-Shoplifting	23C
Destruction/Damage/Vandalism of Property	290	-Theft from Building	23D
Drug/Narcotic Offenses		-Theft from Coin-Operated Machine or Device	23E
-Drug/Narcotic Violations	35A	-Theft from Motor Vehicle	23F
-Drug/Narcotic Equip. Violations	35B	-Theft of Motor Vehicle Parts or Accessories	23G
Embezzlement	270	-All Other Larceny	23H
Extortion/Blackmail	210	**Motor Vehicle Theft**	240
Fraud Offenses		**Pornography/Obscene Material**	370
-False Pretenses/Swindle/ Confidence Games	26A	**Prostitution Offenses**	
-Credit Card/Automatic Teller Machine Fraud	26B	-Prostitution	40A
-Impersonation	26C	-Assisting or Promoting Prostitution	40B
-Welfare Fraud	26D	-Purchasing Prostitution	40C
-Wire Fraud	26E	**Robbery**	120
Gambling Offenses		**Sex Offenses (Forcible)**	
-Betting/Wagering	39A	-Forcible Rape	11A
-Operating/Promoting/ Assisting Gambling	39B	-Forcible Sodomy	11B
-Gambling Equip. Violations	39C	-Sexual Assault with An Object	11C
-Sports Tampering	39D	-Forcible Fondling	11D
Homicide Offenses		**Sex Offenses (Non-Forcible)**	
-Murder/Non-Negligent Manslaughter	09A	-Incest	36A
-Negligent Manslaughter	09B	-Statutory Rape	36B
-Justifiable Homicide	09C	**Stolen Property Offenses**	280
		Weapon Law Violations	520

Group "B" Offenses

Group B's MUST have an arrest to be NIBRS Reportable

NIBRS OFFENSES	NIBRS CODES	NIBRS OFFENSES	NIBRS CODES
Bad Checks	90A	**Family Offenses, Non-Violent**	90F
Curfew/Loitering/Vagrancy Violations	90B	**Liquor Law Violations**	90G
Disorderly Conduct	90C	**Peeping Tom**	90H
Driving Under the Influence	90D	**Trespassing**	90J
Drunkenness	90E	**All Other Offenses**	90Z

Source: Association of State Uniform Crime Reporting Programs (ASUCRP). Accessed on June 6, 2014.

Figure 5: Group A and B Categorization of Offenses

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Call Set Data

To better understand and evaluate public safety in Bondurant, the project team obtained Bondurant call data from the Polk County Sheriff's Office. The call data set ranged from January of 2019 until December of 2023 and contained a total of 33,438 calls. The data set contained variables including the date, time, location, and call types. For the purposes of this project, the following variables were included in the analysis: number of calls, call types, and call time stamps as a means of quantifying calls and track crime occurring in Bondurant.

Due to challenges in obtaining a guide or codebook for the dataset, universal definitions on crime outlined by the FBI were used. Additionally, data gaps and errors further limited the analysis. Considering the absence of formal documentation and data inconsistencies, interpretations of specific variables within the dataset were informed by comprehensive literature reviews and interviews with experts representing various disciplinary perspectives.

Policy Expert Interviews

To gain insights into the law enforcement landscape of Iowa, the project team conducted interviews with twelve policy experts from surrounding areas regarding public administration, public safety practices, and innovative approaches. Those interviewed included individuals from cities across Iowa, selected in conjunction with the community partner, based on their roles in comparable communities. Comparable communities share commonality with Bondurant in community issues, size, or potential service structure. A comprehensive list of all interview participants, cities, and contributions to the report can be found in Appendix A.

These interviews were conducted over Zoom in February 2024. Each interview lasted approximately one hour and followed a common set of questions regarding various aspects of law enforcement, public safety services, as well as community priorities. These interviews served the purpose of gathering perspectives on starting a police force, the challenges and benefits of operating a local police department, potential unexpected costs, and resource requirements for managing a police department.

Interview Questions

1. **How would you describe your community's current approach to law enforcement and public safety services? Has it always been set up this way?**
2. **What additional service providers and key partnerships do you value when reflecting on your community's approach to public safety?**
3. **What would you change about how law enforcement is provided or managed in your community?**
4. **What are the challenges you would expect a city starting their own police force to experience, and what guidance would you provide someone navigating this decision?**
5. **What do you see as the benefits to a municipality maintaining its own police force as opposed to contracting out this service?**
6. **In a fictional universe, you are the single decision-maker for a community of 8,000 people. What are your priorities when it comes to public safety? How does that change if you are a community of 30,000+?**
7. **What is the most important budgetary consideration when it comes to public safety?**
8. **Is there anything else you feel that it's important for us to know about policing and public safety? Something that we didn't ask about, but we should have?**

Figure 6: Policy Expert Interview Questions

Findings and Analysis

Crime Rates in Bondurant

Crime rates typically reflect the prevalence of violent crimes within a community; however, they can capture a broader spectrum of criminal activities, both violent and non-violent. As mentioned above, law enforcement agencies utilize the NIBRS framework to categorize incidents into specific crime categories or groupings, such as Crimes Against Persons, Crimes Against Property, and Crimes Against Society. A city's crime rate is calculated by utilizing the NIBHS framework for crime and crime rates. In this project the calls were divided into Group A and Group B as seen in Figure 10. Group A offenses tend to be more violent and harmful to public safety and is the oft-used metric for determining crime rates. With the categorized offenses, the total number of reported offenses for each category is divided by the population of the area being analyzed to adjust for differences in population size.

Bondurant's annual crime rate averages around 0.06 cases per 1000 residents. Compared to the national and Iowa 2022 crime rate averages, Bondurant's crime rate is significantly lower.

While Group A data is pivotal for calculating crime rates, it represents only a fraction of the dataset, 7.6% of all crime. Despite its significance, this subset reveals that incidents in Bondurant tend to be non-violent and pose minimal direct harm to the community. Frequently calculating the crime rates will help identify the changes in crime presences and the potential to consider additional or alternative methods of maintaining public safety.

USA Crime Rate

3.80/1000 residents

Iowa Crime Rate

2.87/1000 residents

Bondurant Crime Rate

0.06/1000 residents

Figure 7: Comparative Crime Rates

Source: FBI

Examination of crime rate trends provide insights into the effectiveness of law enforcement efforts in crime prevention and reduction over time.

Figure 9 illustrates that while there may be slight fluctuations, the overall trend of crime rate in Bondurant remains relatively low and consistent from 2019-2023. Despite this consistency, there is room for further improvement. By implementing targeted strategies aimed at continual crime reduction, law enforcement agencies can build upon their existing successes and strive for even safer communities.

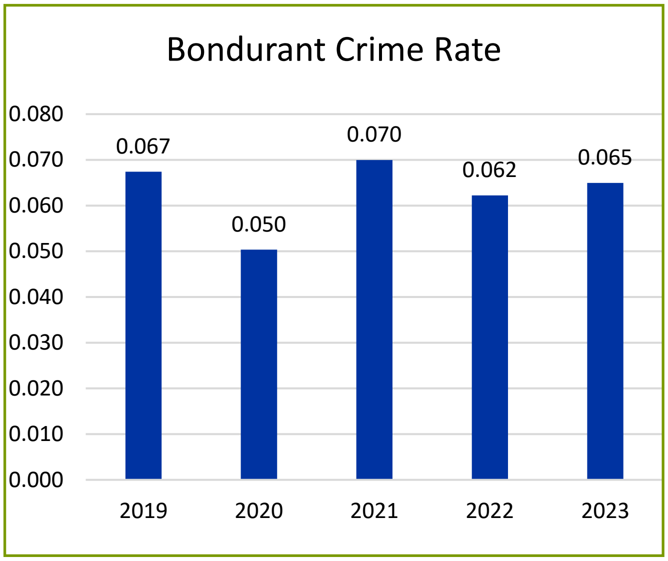

Figure 8: Crime Rates in Bondurant

Group A	Group B	
ACCIDENT	ABANDONED VEHICLE	INVESTIGATION ASSIGNMENT
ASSAULT	ALARM SILENT	MENTAL PROBLEM
BOMB THREAT	ANIMAL CALL	MESSAGE
BURGLARY	ASSIST OFFICER/AGENCY	MISCELLANEOUS TRIP
CHASE OR PURSUIT	ATTEMPT TO LOCATE	MISSING PERSON
DISPUTE/DISAGREEMENT	AUDIBLE ALARM	OPEN DOOR
DOMESTIC	BAR CHECK	OWI
DRIVEBY SHOOTING	BROADCAST	PROWLER
FIGHT	BUILDING CHECK	PUBLIC ASSIST (POLICE)
FRAUD	CARE	PUBLIC WORKS INFORMATION
GUNSHOTS	CHILD IN NEED OF ASSISTANCE	RADAR SETUP
HIT & RUN	(CHINA)	RECKLESS DRIVER(S)
ILLEGAL POSSESSION	CIVIL CASE	RECOVERED/FOUND PROPERTY
LARCENY MOTOR VEHICLE	COMMERCIAL FIRE	RESCUE - CHOOSE SUB TYPE
LOST PROPERTY	CONTROLLED BURN	RESIDENTAL FIRE
NARCOTIC ACTIVITY	DEBRIS IN ROADWAY	ROADS HAZARDOUS/BLOCKED
ROBBERY	DPQ	RUNAWAY
SEXUAL ASSAULT	ENFORCEMENT CHECK	SCHOOL BUS VIOLATION
SHOOTING	ESCORT	SEARCH WARRANT
SHOPLIFTER	FOLLOW UP	SEIZED PROPERTY
STABBING	HARASSMENT	SPECIAL WATCH
THEFT	HAZMAT - CHOOSE SUB TYPE	STALLED VEHICLE
THREATS	HOME VISIT	STILL ALARM - CHOOSE SUB TYPE
VANDALISM	ILLEGAL HUNTERS	SUICIDE
	ILLEGAL PARKING	SUSPICIOUS
	INCOMPLETE 911 CALL	TEST EVENT
	INDECENT EXPOSURE	TRAFFIC SIGNAL PROBLEM
	INFORMATION	TRAFFIC STOP
	INTOXICATED PERSON	

Figure 9: Call Type Categorization

Call Data Analysis

An important aspect of the data is the increase in the number of calls received over the specified timeframe. Here, a call refers to a notification or request for police intervention.

As shown in Figure 11, Bondurant has experienced a gradual rise in call volume from the years 2019-2023. This slight upward trajectory suggests a possible increased demand for more support services, especially considering the expanding population of Bondurant. Ongoing monitoring of call rates throughout the year can provide valuable insights into when policy adjustments might be necessary to adequately address evolving demands.

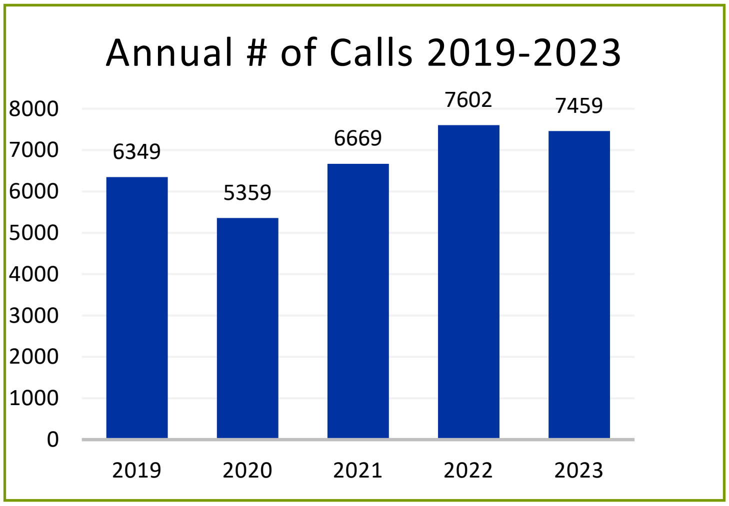

Figure 10: Calls Trends

Furthermore, it's crucial to distinguish between crime and violence. Research conducted by the Vera Institute of Justice on 911 calls nationwide reveals that less than 3 percent of these calls pertain to situations involving violent crimes.[10] According to Figure 12, this low rate of violent crime applies to the city of Bondurant as well. Most calls made from 2019-2023 do not involve violent offenses- 56% of all calls pertain to traffic stops and building checks. This pattern is consistent when each individual year is analyzed. Individual charts for each year of data are available in the Appendix C.

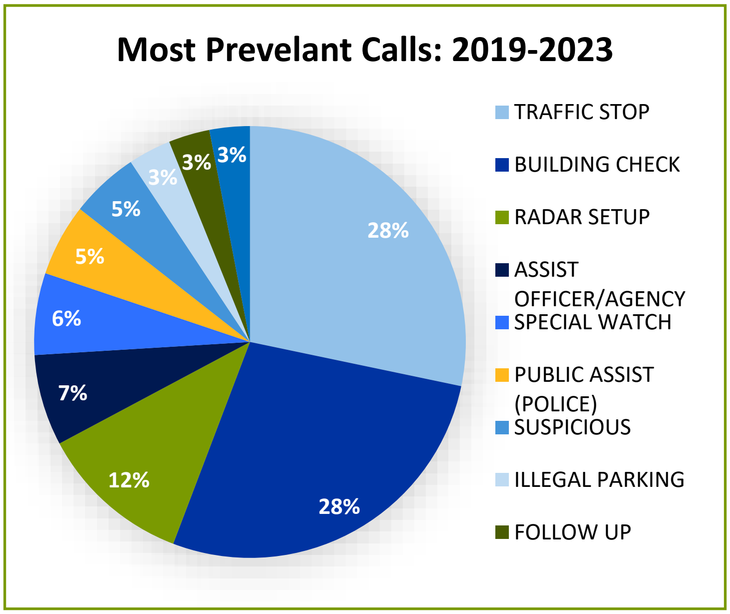

Figure 11: Most Prevalent Calls from 2019-2023

[10] https://www.vera.org/downloads/publications/911-analysis-we-can-rely-less-on-police.pdf

Response Times

Response times are a standard indicator of law enforcement efficiency. Response time standards vary depending on where you are and the type of incident. For emergencies, the International Association of Chiefs of Police (IACP) suggests aiming for a 5-minute response time, while the National Sheriff's Association (NSA) recommends a 15 to 30-minute window for non-emergencies.[11,12] Comparing response times form the data to these metrics offers valuable insights into the efficiency of the Polk County Sheriff's department in serving Bondurant.

To calculate response time within the Polk County data, the analysis measures the time between the time stamp of when the call was initiated and the time stamp when law enforcement arrived. Then, this data is used to calculate average response times.

Notably, the Polk County data includes a significant number of cases where response time is zero (e.g., 0:00). Only 25% of calls within the data set had a response time greater than 0:00. A response with no time could indicate different scenarios such as reporting issues or instant service from an officer. Given this dual data generating process and the lack of a formal codebook, it is difficult to decipher the true reasoning for the large case of 0:00 calls in Bondurant.

Initially, the team took the entire set of calls with response time resulting in an average response time of **1 minute and 52 seconds**. However, to gain a better understanding of efficiency, the following calculation was done without any calls with response times of 0:00. When removing calls where response time equals 0:00, the average response time increases to **6 minutes and 54 seconds**.

When analyzing both data points, it can be argued that the Polk County Sheriff's Office currently operates within an efficient framework. As previously mentioned, the lack of context or guidance to interpret variables hindered the understanding of the rationale behind the high number of calls with response times of 0:00. This ambiguity may potentially impact the accuracy and reliability of the results. Clarifying the circumstances and having complete data content surrounding these instances would provide a more comprehensive understanding of the department's performance and aid in making informed decisions regarding service optimization.

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[11] *International Association of Chiefs of Police (IACP). "Policy Center: Emergency Response Time." Retrieved from https://www.theiacp.org/policy-center/policy-center-emergency-response-time*

[12] *National Sheriff's Association (NSA). "Standards for Law Enforcement Agencies." Retrieved from https://www.sheriffs.org/sites/default/files/uploads/NSA%20Standards%20for%20Law%20Enforcement%20Agencies%20November%202020.pdf*

Interview Key Themes

Throughout the interviews, key themes emerged regarding community approaches to law enforcement, the importance of partnerships and collaboration, challenges faced by cities starting their own police force, and budgetary considerations for public safety. The experts provided valuable perspectives on the benefits of maintaining a local police force versus contracting out services and recommendations for enhancing public safety initiatives. Furthermore, the interviews highlighted the significance of communication and community engagement in law enforcement strategies. Themes across all interviews are described below.

Staffing Challenges and Retention Practices

Across all interviews, staffing remained a critical concern in law enforcement, with retention and hiring practices emerging as pivotal factors for success. City Administrators, Managers and Chief of Police from Iowa shared the precarious nature of personnel retention, observing that they struggled to retain officers in smaller municipalities. For example, an interviewee from University Heights noted that the city pays for the officers to receive extensive training through the police academy, often significantly investing in training only for the officer to depart for larger police forces capable of paying more after a few years.

Bondurant may face similar challenges if they started an independent police force, as they are close to many competing law enforcement agencies that are also looking to fill multiple positions.

Collaboration with External Agencies

Many interviewees highlighted that collaboration with other law enforcement agencies is inherent to the fabric of effective law enforcement. Law enforcement agencies, by their very nature, operate within an interconnected network aimed at safeguarding communities. Collaborative efforts among agencies enhance resource utilization and operational efficiency, and foster unity and collective responsibility in addressing public safety challenges. In the context of the city of Bondurant, forging partnerships with external agencies is not merely advantageous but essential for comprehensive safety solutions. By embracing collaboration, Bondurant can leverage the collective expertise and resources of various stakeholders to create a safer and more secure environment for all residents.

Technological Advancements

Leveraging technological advancements also emerged as a key strategy in enhancing operational efficiency and effectiveness. Equipping officers with state-of-the-art technology to perform tasks and administrative duties remotely minimizes administrative burdens and maximizes time spent engaging with the community. Integrating technology into daily operations enhances efficiency and improves overall service delivery but comes at a cost. As Polk County Sheriff's Department is one of Iowa's largest agencies, they may be better positioned to shoulder the upfront cost compared to a smaller, newly established law enforcement agency.

Community Development and Trust-Building

According to common literature and local policy experts, community engagement and trust-building initiatives play a pivotal role in strengthening public safety outcomes. The interviews underscored the importance and benefits of programs such as "Shop with a Cop", “Safety Town” which provides education for kindergarten students,” and community events like food drives, blood drives, and parades. These initiatives foster positive relationships between law enforcement and the community, laying the foundation needed to enhance public safety. Polk County Sheriff’s Office participates often in local events, helping establish trust in their partnering communities. A Bondurant-branded municipal police department could similarly build goodwill and support community-building efforts to strengthen connections with residents.

Efficiency and Operational Structure

The interviews revealed potential strengths and inefficiencies inherent in how each city provides public safety services. It is imperative to acknowledge these potential strengths and inefficiencies as cities assess the effectiveness of their current services and compare alternatives. To do this for Bondurant, we take a deeper look at three communities offering law enforcement services in three different formats below in the case study section.

Case Studies

North Liberty

Situated approximately 100 miles east of Bondurant, North Liberty found itself navigating the same rapid growth just 25 years ago that Bondurant faces today. In 1999, with 5,000 residents and viewed as a bedroom community for the Iowa City area, North Liberty, made a pivotal decision to establish its own police force. When the department first started, they didn’t offer 24/7 services to residents. However, as the city grew, so did the police force. Today, their police department provides two important takeaways for Bondurant and other communities weighing their options- the importance of hiring and retaining high quality officers and ensuring these officers have the same vision of public safety as the city.

Back in 1999, North Liberty hired its first patrol officer, Diane Venenga. Now as acting Chief, Diane Venenga and the city of North Liberty prioritize on community engagement. The careful selection and training of officers has been crucial in maintaining this priority.

Additionally, with a current population of 21,000 and a focus on community engagement, North Liberty has embraced innovative initiatives to enhance public safety beyond a police department. For example, they employ a communication team that partners with volunteer Neighborhood Ambassadors [13]. This program serves as a conduit for disseminating city news, alerts, and announcements through tailored communication channels aligned with the preferences of each neighborhood. Beyond mere communication, these Ambassadors catalyze neighborhood cohesion by organizing gatherings, orchestrating community-driven projects such as library visits and storm drain painting, and even establishing welcoming committees. In essence, North Liberty's emphasis on community policing and proactive outreach underscores its commitment to not just policing, but also nurturing vibrant and connected neighborhoods.

Grimes

As a suburb of Des Moines, Grimes shares many similarities with Bondurant. They have a slightly larger population than Bondurant at 16,000 residents but are in a similar period of growth. While both cities currently contract with Polk County Sheriff's Office and experience roughly the same level of service, Grimes frequently revisits the topic of starting their own Police Department. However, City Administrator, Jake Anderson, has opted to continue to contract with the Polk County Sheriff's Office underscoring the city's commitment to provide public services efficiently.

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[13] *"Neighborhood Ambassador Application." City of North Liberty, northlibertyiowa.org/residents/great-neighborhoods/neighborhood-ambassador-application/.*

Grimes works closely with the Polk County Sheriff's Office, prioritizing branding and building community good will that cultivates a strong sense of identity and trust within the community. Not only do they host monthly meetings where the Sheriff's Office reports data at city meetings, but police cruisers are branded as "Grimes Patrol". This serves as a visible symbol of law enforcement presence and community pride and highlights the importance of community engagement and transparency in building trust between law enforcement agencies and residents.

It is important to note that while Grimes' agreement includes two officers providing 24/7 services, the city assumes the additional costs of branding and trust-building initiatives. Nevertheless, these investments are seen as essential for fostering a sense of security and connection within the community. Bondurant may benefit from considering similar strategies as it continues to grow and evolve.

Harlan

Harlan, home to a population of 5,000 residents, stands apart from the communities previously discussed due to its unique circumstances. Unlike those experiencing rapid urbanization, Harlan grapples with distinct challenges maintaining a municipal police department in rural Iowa.

Faced with retirements and turnover in key city positions, including that of the Chief of Police, Harlan encountered challenges in hiring and retaining officers, compounded by resource constraints. As a result, led by City Administrator Gene Gettys, Harlan opted to undergo a significant transition from maintaining an independent police force to contracting law enforcement services through the Shelby County Sheriff's Office. This strategic decision stemmed from the city's recognition of the fiscal and logistical hurdles tied to sustaining an independent police force, as well as the imperative of efficiency in managing limited resources.

Bondurant and its counterparts can learn from Harlan's experience, emphasizing that despite the significant difference in demographics, contracted services provide a workable alternative in ensuring effective law enforcement services.

Cost-Benefit Analysis

To further assess the efficiency and economy of contracted services, the project team conducted a cost-benefit analysis that considered various financial aspects to evaluate the economic feasibility of the two different law enforcement service models: contracted services and a locally run police department. More specifically, the team undertook a net present value analysis (NPV) to compare these policy alternatives. NPV is a form of cost-benefit analysis that allows for comparison between costs and benefits while accounting for the changing value of money overtime. In short, NPV allows us to evaluate whether a decision made today will result in a favorable cost to benefit return in the future.

The identification of costs includes personnel expenses, equipment and technology investments, infrastructure development, administrative overhead, and ongoing operational needs. These expenses, ranging from officer salaries and benefits to facilities and equipment, amount to millions of dollars annually. However, the benefits of a dedicated police force cannot be overlooked. Improved response times enhance public safety, increase community trust, and provide the city with greater control over law enforcement strategies, which can lead to a more tailored approach to address the unique needs and priorities of Bondurant. Furthermore, the presence of a locally run police department signals stability, security, and a commitment to public safety, potentially creating jobs and potentially increasing property values in Bondurant.

However, these benefits are hard to measure. Because of this, the cost-benefit analysis requires the analyst to make a variety of assumptions to simplify real-world factors that can't easily be accounted for. While making these assumptions, the analysis leans toward conservative financial estimates (i.e. airing on the side of low expenses). This approach assumes a low cost option and a large fiscal benefit. The timeline of the analysis is short to minimize the impact of assumptions. Specifically, the analysis assumes:

1. The City of Bondurant will move forward with the same number of FTEs as requested by the city from Polk County Sheriff's department.
2. All upfront equipment costs would be covered by DOJ COPS grants.
3. Basic cost of living increases that include a salary increase of 2.5% annually, an increase in insurance of 6% annually, and an IPERS employer contribution of 9.51%. These were established using the current estimated percentages that Polk County uses while developing contracts with local municipalities.
4. Hiring a new police officer often requires an estimated $40,000 in training and testing, with the police academy typically taking up the bulk of this cost. Across Iowa, law enforcement agencies are paying for this training as a recruitment piece. However, the analysis assumes that all hired police officers were previously trained.
5. The Bondurant Police Department would be housed at no additional expense in the emergency services building. While this may work for an initial short-term solution, the

construction of facilities that can handle significant growth could be necessary. This scenario would add an estimated cost of $5 million based on similar police department buildings constructed in Iowa.

6. No increase in insurance or legal expenses were included in the calculation as they are based on need. However, significant annual increases for cities that transition from no police on staff to a police force on staff could be expected.

These assumptions resulted in defining the cost of ownership by averaging the budget of ten Iowa Police forces that ranged from 6 patrol officers to 10 patrol officers (Appendix D). This resulted in the finding of an annual cost of $1.9 million.

Next, the annual cost is multiplied by the average annual increase of the current Bondurant and Polk County Sheriff's Office agreement at 7.7%, resulting in the estimated cost of ownership shown in Figure 13. With the total cost of ownership estimated over the next 5 years, the analysis considers the cost savings of no longer contracting police services as a benefit and is used to calculate the net present value.

	Present	Year 1	Year 2	Year 3	Year 4	Year 5
	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
	1,940,000.00	1,941,505.97	1,943,013.12	1,944,521.43	1,946,030.91	1,947,541.57
	(1,096,733.00)	(1,058,110.97)	(840,663.12)	(790,059.43)	(737,161.91)	(681,837.57)
		5 Year NPV Analysis				
	5%	($4,690,149.51)				
	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
Estimated Benefits	843,267.00	883,395.00	1,102,350.00	1,154,462.00	1,208,869.00	1,265,704.00
Estimated Cost for Ownership	1,940,000.00	1,941,505.97	1,943,013.12	1,944,521.43	1,946,030.91	1,947,541.57
Net Benefit	(1,096,733.00)	(1,058,110.97)	(840,663.12)	(790,059.43)	(737,161.91)	(681,837.57)

Figure 12: Cost-Benefit Analysis

The net present value analysis over 5 years found that if a police force were started today, the cost outweighs the benefits by $4.7 million. Further, expanding the analysis over 51 years, we continued to find that the cost outweighed the benefits by millions of dollars.

Conclusions and Policy Recommendations

Based on our findings, the project team concludes that it is not currently advisable to transition from county contracted services to a city police department at this time. This recommendation is based on an analysis grounded in the 4 Es framework. The analysis suggests that the Polk County Sheriff's Office currently provides public safety services to Bondurant that are effective, efficient, and economical. As for equity, we outlined above the difficult task of measurement. During our analysis, we did not discover evidence of inequalities with respect to specific demographic subsets of Bondurant, or by mapping out calls and reviewing frequency of responses in areas across Bondurant. As a result, we recommend that the city continues its already-in-place contracted law enforcement services with Polk County Sherrif Department, but that it also performs a similar analysis of crime rates, response times, costs and benefits every three years.

Further, we found that it is standard for cities to concurrently be served by at a minimum two law enforcement agencies (local, county, state). Pooling resources at these higher levels via a contract provides an effective and efficient way to offer the residents of Bondurant and other similar communities law enforcement services at a much lower cost than a city managed police force can. These cost savings also allow a community like Bondurant to explore providing additional services to their community with a focus on equity.

However, we acknowledge that the decision-making process involves political dimensions, and that every county and state offers a different quality of services than what is available to Bondurant via the Polk County Sheriff's Office. If the quality-of-service lowers or the community residents desire a local police department, the creation of a local police force could be justified. Our recommendations for Bondurant are two-fold, actions that can be taken now and actions to consider if the political pressure or quality-of-service demands that Bondurant starts its own police force.

Our recommendations center around 3 key themes: evaluation and contract recommendations that we believe should be worked on now regardless of expanding and specializing which have a greater cost associated with them but provide opportunities to improve services in Bondurant and a focus on collaboration and sharing resources.

Evaluation and Contract Recommendations

1. **Conduct Regular Public Satisfaction Surveys.** Public satisfaction surveys gauge residents' perceptions of safety and security. These surveys will serve as indicators of service effectiveness and community satisfaction and provide an opportunity for the community to provide anonymous feedback.

2. **Establish a review process every three years to assess crime data and satisfaction survey results.** This allows for local leaders to have the most up-to-date data to inform decision-making regarding investments in public safety, whether it be to evaluate services from Polk County Sherrif's Office or to consider funding for other service agencies.
3. **Engage in shorter law enforcement service contract cycles, favoring a five-year term with a mid-term review to assess service efficiency.** Building off the three-year review process, this allows for evaluation of contracted services while also ensuring adequate time for establishing a municipal police department, if that were ever to be the community preference. Appendix E includes a toolkit for starting a municipal police department, recommending at least two years of planning and work to get started.

Expand and Specialize

Amidst the ongoing national dialogue surrounding policing, this report focuses on Bondurant's approach to law enforcement and public safety. While we recommend maintaining a partnership with Polk County for law enforcement services, there is an opportunity to expand and specialize in services offered to the residents of Bondurant. By considering the alternatives below Bondurant can enhance its capacity to address a wide range of safety concerns. Diversifying service offerings not only increases community resilience but also promotes holistic safety solutions that encompass various aspects of well-being.

- The Polk County Crisis Negotiation Team serves dual purposes for mental health and SWAT services. Hiring a social worker and implementing a co-response model which pairs police officers with mental health professionals or social workers has been shown to effectively address complex situations involving mental health crises.
- Introducing specialized units into the emergency services department such as Community Outreach Officer that will allow for the community to become more engaged in activities and events. By fostering positive relationships between law enforcement and residents a tighter bond is created. Performing activities like passing out stickers and bike helmets aid efforts to create a more cohesive community.
- Establish dedicated traffic enforcement officers who focus on addressing road safety issues, reducing traffic violations, and improving overall traffic management within the city. Roughly 43% of all calls initiated or dispatched during 2019- 2023 by Polk County Sheriff's Office were related to this work, which could be accomplished by a traffic enforcement officer at a lower cost to the city.
- Establish or enhance animal control services to address issues related to stray animals, animal welfare, and public health concerns. Animal control officers can play a vital role

in responding to animal-related emergencies, enforcing animal control ordinances, and educating the community on responsible pet ownership. Animal calls make up 3% of calls in 2019-2023. The city paid an additional animal control service fee of $7,902.

- Create a program that empowers community members to act as neighborhood ambassadors, thus fostering a sense of belonging and solidarity within neighborhoods and providing an avenue for improving communication.
- Ensuring that dispatch staff are adequately trained to recognize appropriate responses. While emergency calls often default to 911, communities must train dispatch personnel to identify situations where alternatives like 988 (the National Suicide Prevention Lifeline) and mobile crisis teams are more appropriate. Bondurant has a well-established Emergency Services team. An expansion of this team would provide strong benefits. Polk County Dispatch staff training is necessary to make them aware of Bondurant Emergency Services' capabilities. Supplementing dispatch with a liaison that can efficiently transfer calls to Bondurant's specialized services should be considered to optime response times and ensure the most appropriate assistance is provided.
- In expanding service offerings, directing non-emergency calls away from the sheriff's offices and towards specialized services allows for renegotiation of contracts to focus on the more resource-intensive aspects of policing.

Collaboration and Resource Sharing

Emphasizing collaboration with external agencies is paramount to optimizing resource utilization and service delivery. By leveraging partnerships, unity can be fostered to enhance operational effectiveness and improve overall public safety. Bondurant should continue to benefit from utilizing the Polk County Dispatch, K9 units, School Resource Officers, investigative services, and Crisis Negotiation teams, which contribute valuable expertise and resources to community safety efforts. Furthermore, establishing relationships with Polk County Public Health for addressing issues like hoarding and homelessness complements traditional law enforcement functions.

In addition to governmental agencies, collaboration with area non-profits is vital for addressing various community needs. Examples listed here are from the greater Des Moines area but provide an opportunity for improving public safety in Bondurant:

- Animal Control services via Animal Rescue League of Iowa.
- Homeless outreach and support via Central Iowa Shelter and Services & The Beacon.
- The Iowa Coalition Against Domestic Violence, The Iowa Coalition Against Sexual Assault and Planned Parenthood of Greater Iowa for victim support services.
- Proteus, Inc. and Refugee Cooperative Services for migrant services.

By fostering collaborative relationships with both governmental and non-profit entities, Bondurant can leverage a diverse array of resources and expertise to better serve its community and promote holistic safety solutions.

This concludes our report, but during our research and analysis we gathered valuable information. This is included in Appendix D and E, the decision-making roadmap, and toolkit. These sections consist of two resources that we hope Bondurant or any city in a similar position will review should they evaluate alternatives for public safety and law enforcement.

Appendices

Appendix A: Policy Expert Interviewees

Name	Title	City
Laura Bergus	City Councilwomen	Iowa City, IA
Ryan Heiar	City Administrator	North Liberty, IA
Brad Deets	City Administrator	Waukee, IA
Geoff Fruin	City Manager	Iowa City, IA
Redmond Jones	Deputy City Manager	Iowa City, IA
Jake Anderson	City Administrator	Grimes, IA
Ben Champ	City Manager	Pleasant Hill, IA
Diane Venenga	Chief of Police	North Liberty, IA
Chad McCluskey	Chief of Police	Waukee, IA
Troy Kelsay	Chief of Police	University Heights, IA
Greg Staples	Chief of Police	Norwalk, IA

Policy Expert Interviews

Appendix B

Laura Bergus
Iowa City Councilwomen

Geoff Fruin
Iowa City Manager

Redmond Jones
Deputy City Manager

Troy Kelsay
University Heights Chief of Police

Chad McCluske
Waukee Chief of Police

Brad Deets
Waukee City Administrator

Chad McCluskey, Waukee Chief of Police, and Brad Deets, Waukee City Administrator, represented a community that has experienced rapid growth over the past two decades similar to that of the City of Bondurant.

Diane Venenga, North Liberty Chief of Police, and Ryan Heiar, City Administrator, shared insights from North Liberty.

Diane Venenga
North Liberty Chief of Police

Ryan Heiar
North Liberty City Administrator

Jake Anderson
Grimes City Administrator

Gene Gettys
Harlan City Administrator

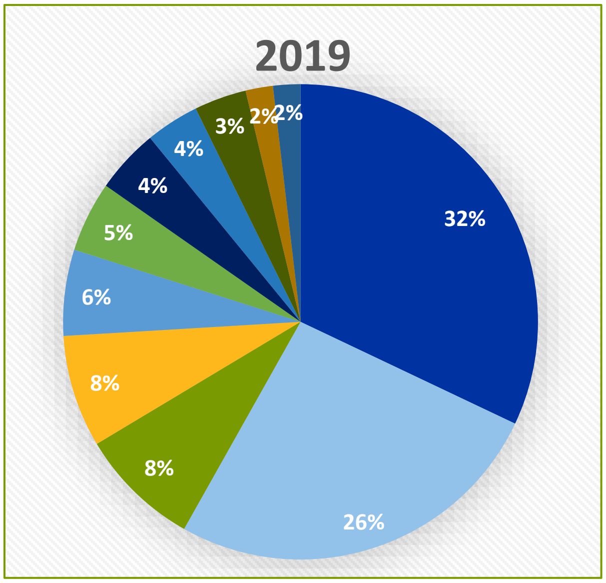
Jake Anderson, the City Administrator of Grimes, which continues to rely on contracted services, and Gene Gettys, City Administrator of Harlan, which shifted from having its own police force to contracting services through the Shelby County Sheriff's Office.

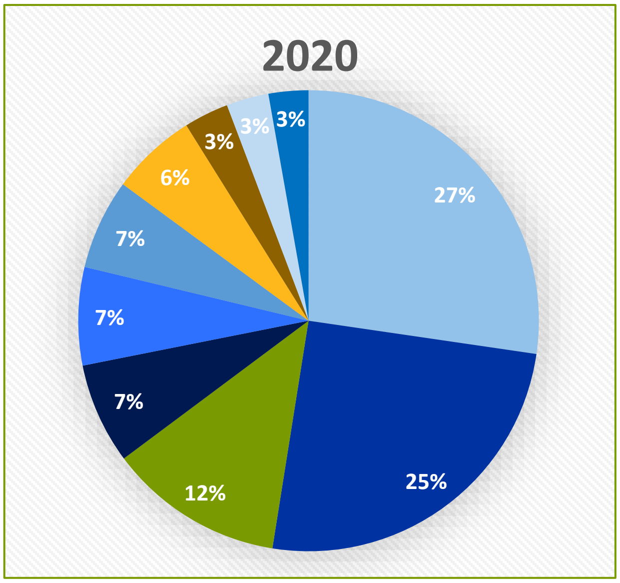
Norwalk Chief of Police Greg Staples was previously hired by the current City Administrator of Bondurant and Ben Champ, the City Manager of Pleasant Hill.

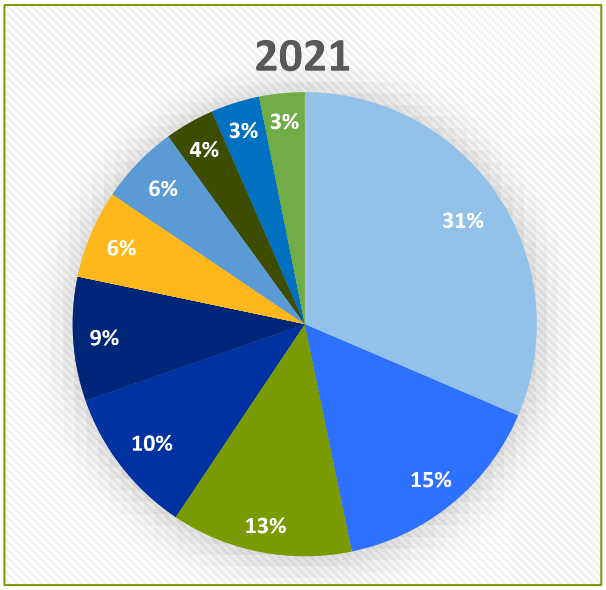
Greg Staples
Norwalk Chief of Police

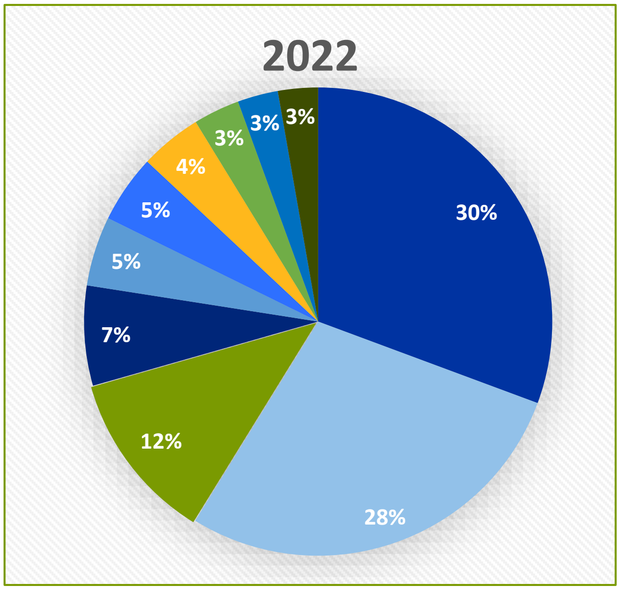
Ben Champ
Pleasant Hill City Manager

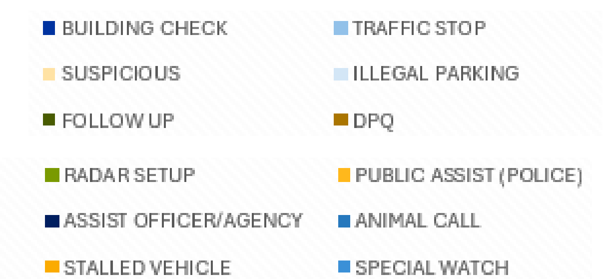
Appendix B: Annual Crime Types

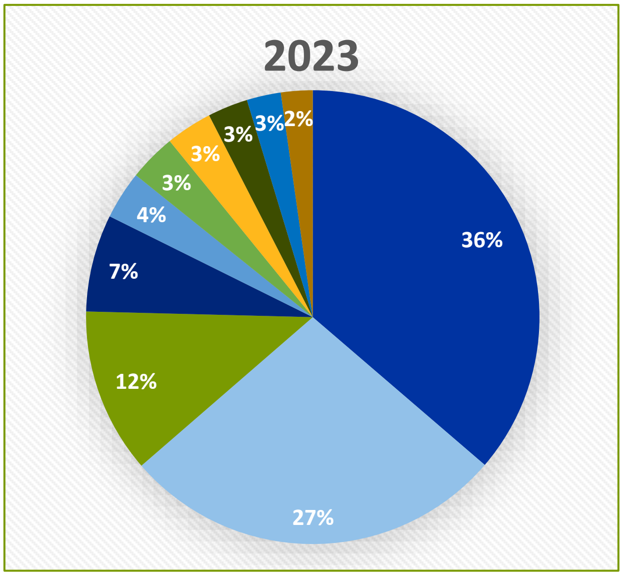










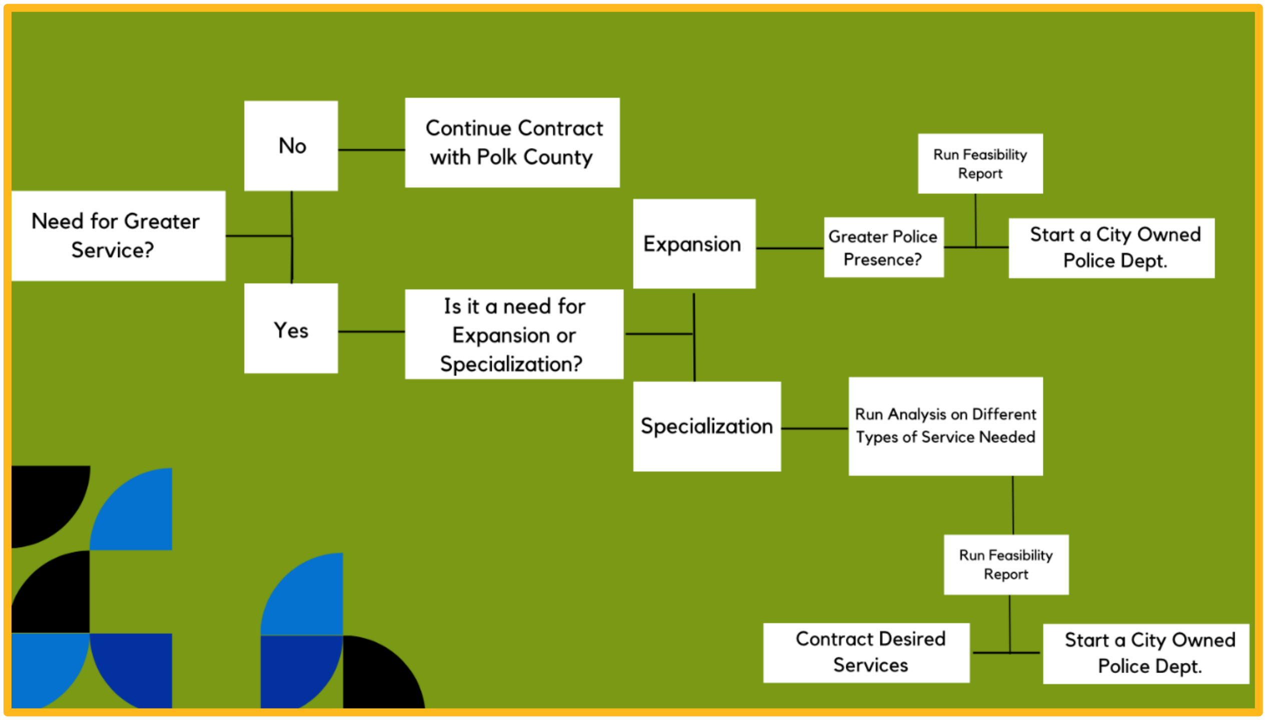


Appendix C: Comparison of Municipal Police Departments in Iowa

City	# of Personnel	2021 Expenses (in Millions)
Decorah	7	2
Grinnell	9.5	1.5
Pella	6	3.1
Carroll	10	1.9
Pleasant Hill	9	2.5
Nevada	6	1.2
Washington	7	1.5
Denison	10	1.7
Oskaloosa	7	1.9
Waverly	9	2.1
Average	**8.05**	**1.94**

Appendix D: Decision-Making Roadmap

In the decision-making process, we created and utilized a comprehensive road map that asked the question "What's next?" The image below serves as a roadmap presenting the potential steps and specific data points to gather, guiding the team in making informed and optimal recommendations. By visually outlining the necessary components and sequential process, it provides a framework for conducting thorough analyses and formulating conclusions. We utilized this road map in our analysis as it offers a visual aid for policy makers when reviewing what would be the most advantageous steps to take for their community regarding public safety administration.



As you progress through the visualization, reflecting on the current level of service received by your residents and deciding if there is a need for greater service, you will need to determine if you are going to expand or specialize. Either way, you will eventually need to run a feasibility report. At that time, we suggest reviewing the methods section of this report, rerun the crime and response analysis, and the cost-benefit analysis of your current solution, to come to a conclusion. If it is time to expand and add to your police force or contracted service, your crime and response times will be important factors. Compare your crime rate and response rate to current national averages, open conversations with your community about the quality of service and if there is a need for a larger police presence, expand, or if different types of needs are unmet, consider specializing.

Appendix E: Toolkit – Starting a Municipal Police Department

This toolkit further investigates the multifaceted process of creating a law enforcement agency and the implications for community safety and efficiency. The decision to establish a municipal police force marks a significant endeavor for any city, requiring meticulous planning, strategic hiring, and a commitment to quality standards. It is our intention that this toolkit can be used by any municipality considering the same questions Bondurant is considering today. Before utilizing this toolkit, please ensure that you revisit recommendations previously mentioned that outline when and why this toolkit should be initialized.

Planning Phase

At its core, the journey towards establishing a municipal police force is a journey of foresight and preparation. It begins with a careful examination of community needs and a strategic timeline that ideally starts two years prior to opening. During these two years, cities should focus on shaping the identity of their future police department through branding efforts that reflect the values and priorities of the community. This branding exercise serves as a foundational step, laying the groundwork for subsequent policy development.

At this point, we recommend working with an outside firm on the development of the brand as well as joining the Iowa Chief of Police listserv. It can be used to stay up to date on current events, best practices, and regulations, and provide important networking and policy examples.

Policy Development

Next is the crucial phase of Policy Development, a collaborative effort between the City Council and the City Administrator. Together, they articulate the department's purpose, priorities, and budget, providing a blueprint for its operations and guiding principles. We recommend utilizing the Police Executive Research Forum (PERF) to gain insights on current policy templates and needs.

Community Engagement

Transparent communication with the community about the establishment process is equally crucial for fostering trust and collaboration. Managing expectations and addressing concerns promptly lay the foundation for a successful partnership between law enforcement and the community. It is important to consider all stakeholders, including the local law enforcement offices that might currently provide services.

Hiring Phase

Up to this point, no additional staff has been required. Everything performed in the planning phase can and should be done with current city staff or contracted experts. Now, however, the focus shifts from planning to implementation, marking a crucial juncture in establishing a municipal police force. The first step is recruiting a Chief of Police (COP) who aligns with the community's values and vision. The COP's leadership is instrumental in shaping departmental culture, establishing Standard Operating Procedures (SOPs), and spearheading community engagement efforts.

During the hiring phase, explore the option of retaining experienced personnel from the contracted department to facilitate a smooth transition and preserve valuable local expertise. Maintaining a positive relationship with the contracted company is essential to ensure their continued collaboration within the community. It is likely that these officers were hired and funded because of your ending contract. To ensure that the contracted company faces no further burdens because of this change, it is key to offer to take on any expected FTE loss in order to maintain a good relationship as they continue to serve your community.

Additionally, consider starting with flexible staffing arrangements, such as employing officers for specific daytime shifts or events while contracting out less public shifts that occur overnight. This not only optimizes resource allocation and cost-effectiveness but begins to build goodwill with the community.

Furthermore, we recommend adopting a formulaic approach to staffing, informed by data on population size, crime rates, and community needs, to ensure efficient resource allocation. We also recommend using the national average of 1,500 hours for a full-time patrol officer to calculate and hire the desired number of FTEs required to meet your community's patrol coverage. This average takes into consideration leave and non-patrol related duties. This formulaic approach can provide guidance as you transition from contracted to managed law enforcement services. Additionally, we recommend referencing the FBI guidance to determine the appropriate size of a police force. While this will not be relevant during the transition phase, it is a useful tool to put department size into perspective.

Supplemental Staff and Contracts

In addition to patrol officer staffing considerations, the establishment of a municipal police force could necessitate additional Human Resources staff to handle recruitment, personnel management, and employee relations. A Public Information Officer may be required to manage data, maintain transparency, and facilitate communication with the public and media outlets. A Records Manager oversees the organization and maintenance of police records, ensuring compliance with legal requirements and facilitating access to information. IT professionals may be needed to support the implementation and maintenance of digital systems, including record-keeping databases, communication networks, and surveillance technologies. Additionally, a significant increase in the city's liability insurance and the need for an external legal counsel on retainer should be expected.

Training

Prioritizing community-centric hiring ensures that the department reflects the diversity and needs of the community it serves. Training programs, in collaboration with county agencies, equip officers with the skills and relationships needed to address emerging challenges.

We recommend you continue to use the county for the following services: dispatch, SWAT, and co-response to mental health crisis calls.

Quality Standards

In addition to focusing on staffing and operational logistics, establishing a municipal police force committed to quality standards and professionalism is key. Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) is considered the Gold Standard of Public Safety. Currently, only 12 of Iowa’s 395 law enforcement agencies have achieved the Total Agency accreditation.

We recommend setting CALEA accreditation as a goal from day one. Ensure that the police force meets nationally recognized standards for law enforcement agencies and pursue accreditation from the CALEA.

Ongoing Collaboration Phase

Law enforcement agencies have an innate nature of collaboration already instilled as part of the culture. Every agency, including your city's soon-to-be-established agency, will work together on major calls. It is important to maintain positive relationships throughout this process.

We recommend working in partnership with nearby neighbor forces from all levels (city, county, state) and area nonprofits. A diverse service offering is required to meet the needs of a growing population. By fostering collaboration and resource-sharing, participating communities can access a broader range of expertise, specialized services, and innovative strategies to address evolving public safety challenges. Enhanced law enforcement services contribute to a safer and more attractive environment for businesses and investors, thereby promoting economic development and prosperity. Communities with effective law enforcement services are more likely to thrive economically, attract new residents and businesses, and create opportunities for growth and advancement.

Appendix F: Funding Alternatives and Financial Recommendations

In the event Bondurant decides to implement a city-run police department, generating a reoccurring revenue source will be challenging. Below are alternatives that can be considered.

In January 2020, Bondurant implemented a one-cent Local Option Sales Tax (LOST) following an 80% yes vote from the city legislature. Revenue acquired from LOST, of which the city estimates 33% will be collected from visitors, will be allocated with 60% earmarked for property tax relief and 40% for capital needs. With the property tax levy rate reduced to $1.95 initially, decreasing by $0.05 each subsequent year, the city is poised to establish a recurring revenue source for funding a city-run police department.

Utilization of LOST Revenue

The FY 24 LOST revenue is estimated at $1,194,889, and the Property Tax Revenue estimate stands at $3,413,050. Given this, Bondurant can redirect a portion of the 40% allocated for capital needs to support the establishment of a police department. This may entail reducing the percentage allocated for property tax relief from 60% to the state minimum of 50% or reestablishing the original property tax levy. Any decision regarding this reallocation should be integrated into the city's 5-year capital plan at an early stage and would require another majority vote as a display of the community's support for funding a city-run police department.

Exploration of Hotel Motel Tax Revenue

As Bondurant considers downtown redevelopment and potential hotel construction, revenue from hotel motel taxes becomes a core funding source. While 5% of each room rental is remitted back to the state, the city can collect up to an additional 7% of room rental revenue. The revenue must be allocated mainly for tourism-related activities, economic development, and community enhancement. Although direct funding for law enforcement services may not be permissible, revenue generated from hotel motel taxes can support general public safety programs, contributing, indirectly, to law enforcement efforts.

Pursuit of Grant Opportunities

Bondurant can explore grant opportunities offered by various providers, such as the Community Oriented Policing Services (COPS) grants and Department of Justice (DOJ) grants. These grants offer financial assistance for hiring and training personnel and acquiring equipment and technology to enhance the police department's effectiveness. Securing such grants can augment the city's resources for establishing and operating its police force.

Establishment of a Capital Improvement Levy

Consideration may be given to establishing a capital improvement levy specifically designated for building and equipping the Bondurant Police Department. This levy, capable of generating up to 6 cents per $1,000, can play a pivotal role in funding infrastructure development and equipment acquisition essential for law enforcement purposes.

Bondurant has access to multiple funding avenues that can support the establishment and operation of its own local police department. By strategically leveraging LOST revenue, hotel motel tax revenue, grant opportunities, and the establishment of a capital improvement levy, Bondurant can ensure the provision of effective and efficient law enforcement services to its growing community. These funding recommendations should be integrated into the city's long-term financial planning to ensure sustainable support for public safety initiatives.

Automated Traffic Enforcement

Investigate the viability of automated traffic enforcement systems to supplement revenue streams and alleviate policing burdens. These systems enhance road safety and generate additional funding for public safety initiatives. A typical setup results in the city partnering with a vendor, receiving free cameras from the vendor and collecting up to 75% of the issued penalty with 25% going to the vendor [14, 15]. In one instance, another Iowa community has earned enough revenue to fund 33 officer full-time equivalent positions with revenue from these systems and utilized it to pay 7.3 million in officer salaries. In Bondurant over the five years of reviewed data, traffic enforcement accounted for 43% of all logged calls (28% traffic stops, 12% radar set up, 3% illegal parking.)

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[14] *Opsahl, Robin. "Lawmakers Say Bill Addresses Speed Camera Use as "Revenue Generators" • Iowa Capital Dispatch." Iowa Capital Dispatch, 24 Apr. 2023, iowacapitaldispatch.com/2023/04/24/lawmakers-say-bill-addresses-speed-camera-use-as-revenue-generators/#:~:text=LSA%20reported%20these%20technologies%20generated. Accessed 9 Apr. 2024*

[15] *"Automated Traffic Enforcement." www.cedar rapids.org/local_government/departments_g_-_v/police/automated_traffic_enforcement.php#:~:text=Revenue%20from%20the%20Automated%20Traffic. Accessed 9 Apr. 2024.*

PUBLIC SAFETY IN BONDURANT

Presented by Armando Bryson, Josh Reynolds, and Lisa Truong

Introduction

ARMANDO

JOSH

LISA

Acknowledgements

IOWA | School of Planning and Public Affairs

Assistant Professor,
Faculty Advisor
Dr. Sam Zuhlke

Bondurant
Life Connecting

Finance & Employee
Services Director
Jene Jess

IOWA | Initiative for Sustainable Communities

Associate Professor of
Practice, Director of IISC
Travis Kraus

Issue

Facing rapid population growth, the City of Bondurant is considering how to best meet the growing needs of public safety in Bondurant.

Framework

Effectiveness	Efficiency	Economy	Equity
Does Polk County sheriff's dept. address Bondurant's demand of service?	Is Polk County sheriff's dept. efficient in providing for demand of service?	Does the economic benefits of establishing a police force outweigh the costs?	Is Bondurant being equitably served by Polk County's sheriff's dept.?

Methods

Informational Interviews

Literature Review

Call Data Analysis

Cost Benefit Analysis

Findings

Informational Interviews

Literature Review

- Conducted 12 policy expert interviews ranging from city administrators to chiefs of police.

- Utilized scholarly texts, articles, books, and previously implemented policies as a means of gaining our final recommendation.

Findings

Literature Review

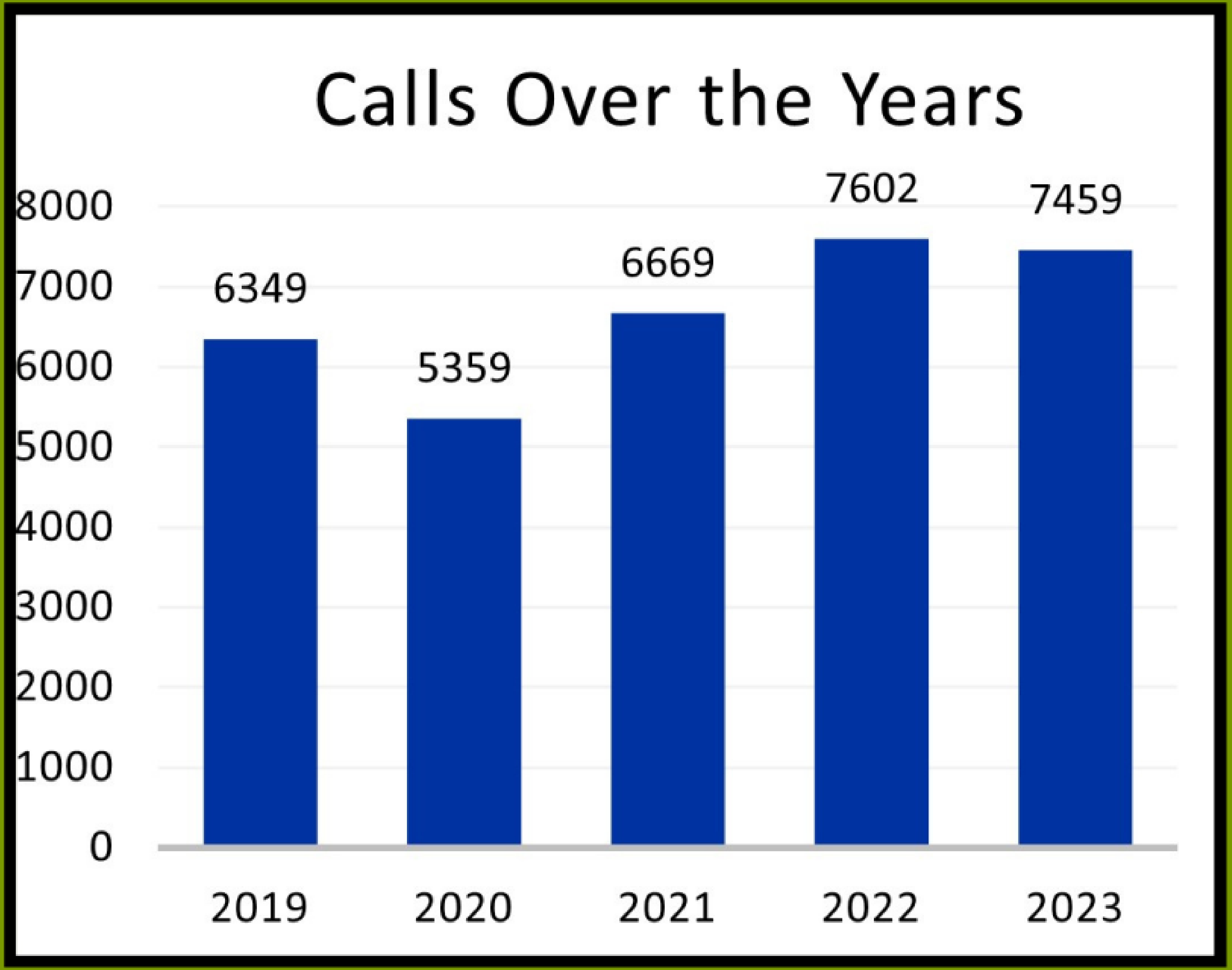
Informational Interviews

Key Themes

- Efficiency and Operational Structure
- Community Development and Trust-Building
- Collaboration with External Agencies

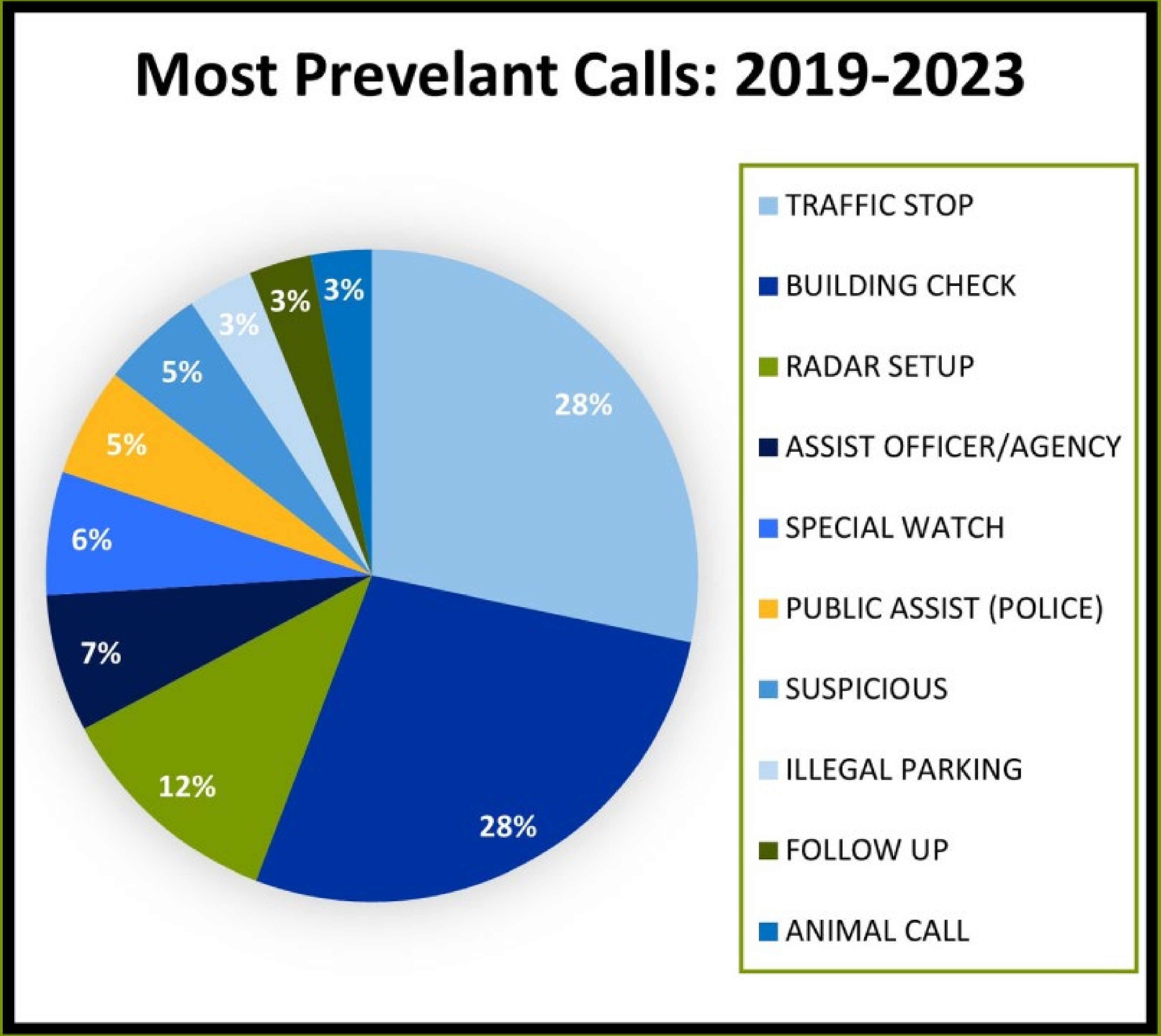
Findings

Call Data Analysis



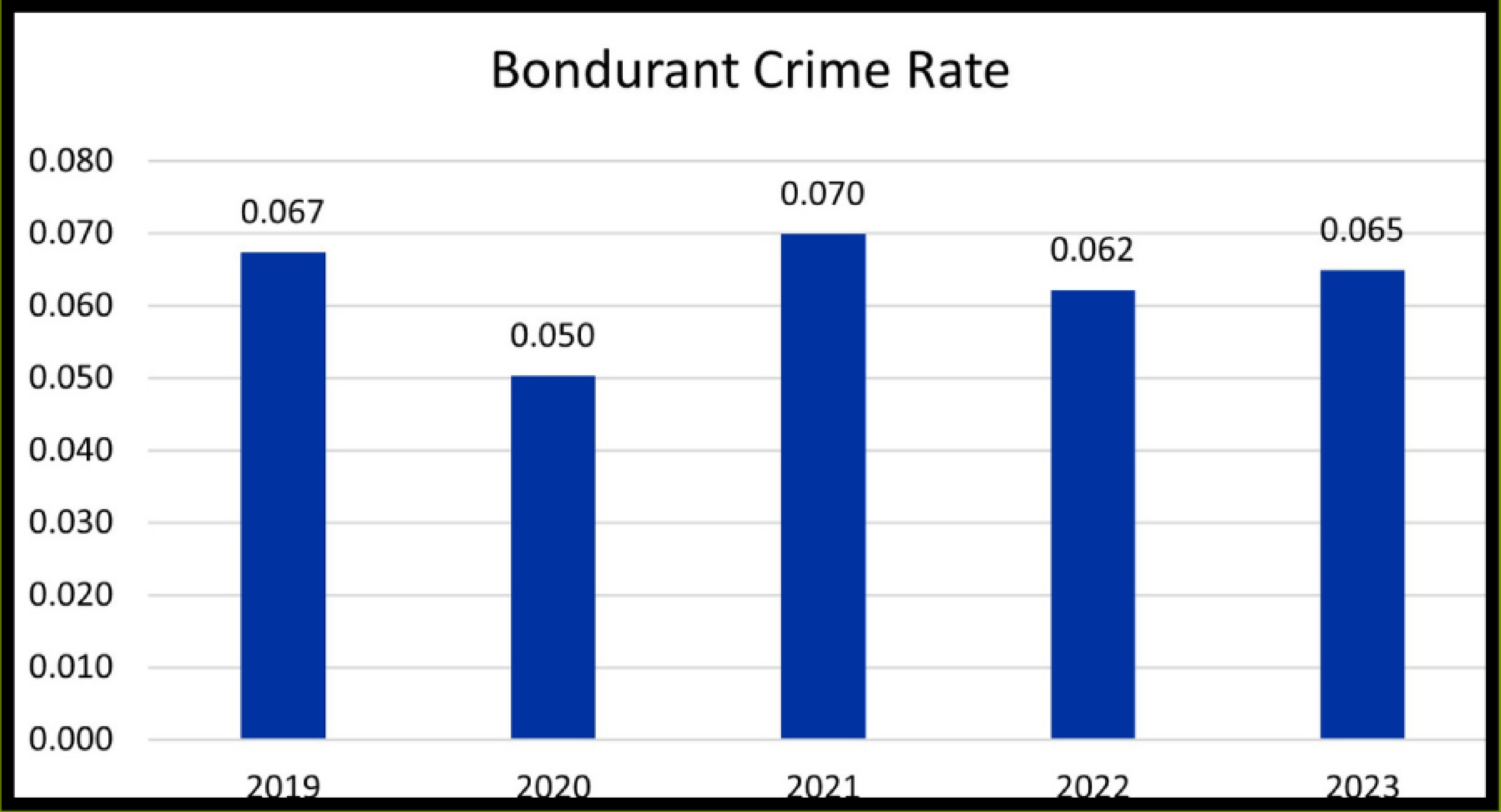
Findings

Call Data Analysis



Findings

Call Data Analysis



USA Crime Rate

3.80/1000 residents

Iowa Crime Rate

2.87/1000 residents

Bondurant Crime Rate

0.06/1000 residents

Findings

Call Data Analysis

Response times:

Recommended national target: 5:00

National Average: 10:00

Bondurant Average: 6:57

Findings

- Benefit based on money saved on total cost of contract
- Cost based avg. cost of 10 cities and mimics projected increase built into contract cost

- Assumptions
  - Desired FTE same as contracted force
  - All upfront costs covered by grants
  - No increase in city insurance (liability, unemployment)
  - No increase in worker compensation
  - No increase in legal expense
  - Police Department would be able to be housed in the emergency services building
  - No additional support staff needed in HR, Finance, Maintainence, and IT
- Assumptions made by Polk County and assumed by project
  - Salary: 2.5% annual increase
  - Insurance: 6% increase
  - IPERS: 9.51% flat

Findings

Cost Benefit Analysis

	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
Estimated Benefits	843,267.00	883,395.00	1,102,350.00	1,154,462.00	1,208,869.00	1,265,704.00
Estimated Cost for Ownership	1,940,000.00	1,941,505.97	1,943,013.12	1,944,521.43	1,946,030.91	1,947,541.57
Net Benefit	(1,096,733.00)	(1,058,110.97)	(840,663.12)	(790,059.43)	(737,161.91)	(681,837.57)

Net Present Value: – 4.7 Million

Recommendations

Continue Service with Polk County Sheriff Departnient

- Economic viability
- Assessment of administrative costs and burdens associated with implementation
- Equitable public distribution of services

Recommendations

Evaluation and Renewal Cycle

- Establish a shorter-term evaluation cycle
- Review crime data, cost-benefit analysis, and residents' satisfaction every 3 years
- Allow two years to transition to police force

Consider

- Current structure: County Sheriffs are publicly elected officials allowing for drastic policy changes and challenges
- Rapid growth in Bondurant.
- Limitations in public and crime data assessment
- Higher cost for public safety

Recommendations

Opportunities to Expand or Specialize

Despite finding no major issues with the services provided with Polk County there is room to expand or specialize without needing to start a law enforcement department.

Consider

- Adding a social worker to the emergency services department and implementing a co-response model
- Add a Bondurant branded community engagement officer that positively engages with residents

Recommendations

Collaboration and Resource Sharing

Though the increased collaboration with alternative organizations, nonprofits, and outside entities, the city of Bondurant can innovate and at **a fraction of the cost.**

Consider

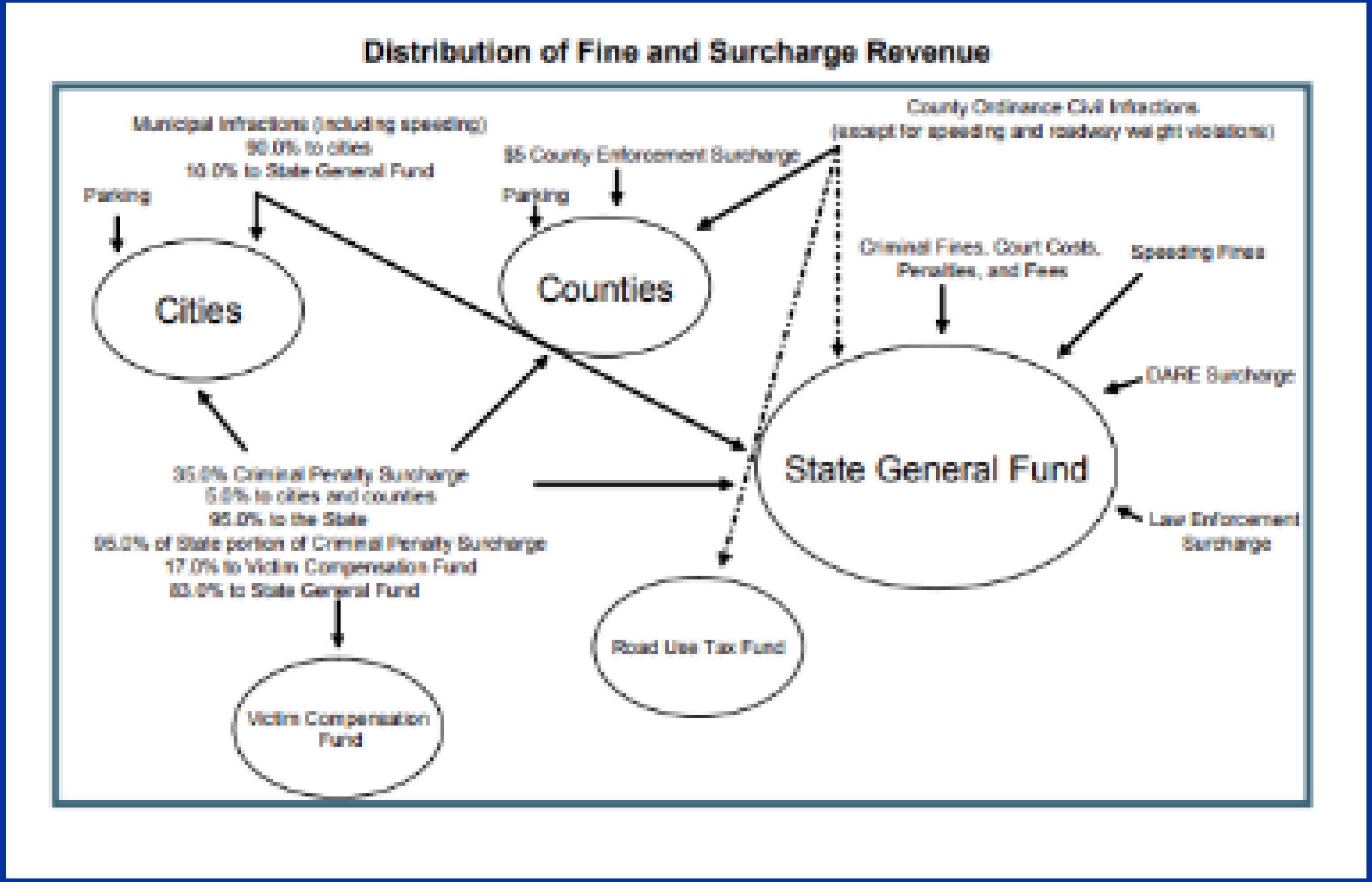
The utilization of outside providers with the goal of elevating the overall quality of service.

- Victim Support Services
- Migrant Services
- Homeless outreach and support
- **Animal Control**

Conclusion

Evidence suggests that today Polk County Sheriff's Department is **efficient**, **effective**, **economical**, and **equitable**. If Bondurant prefers to maintain the level of service offered by the Polk County Sheriff, they can continue unless the quality of service decreases, crime increases to the point that community members no longer feel safe and secure, or the cost-benefit analysis suggests otherwise.

Revenue Myth



- tickets often cost more to prosecute
- only small portion goes to the city
- doesn't apply to traffic cameras

Financial Considerations

General Fund Tax Dollars Invested by Department

FY25 Net present value of Need: $1,184,733

FY25	**Expense**	**Revenue**	**Net GF Investment**
Law Enforcement	$843,267	$232,973	$610,294
Fire	$711,603	$42,000	$669,603
Ambulance	$1,038,679	$610,633	$428,046
Building Inspections	$296,231	$339,610	($43,379)
Misc. Protective Services	$6,555	$3,110	$3,445
Roads	$242,429	$56,079	$186,350
Welfare Asssistance (Metro Home)	$30,000	$0	$30,000
Mosquito Spraying	$24,730	$0	$24,730
Library	$787,432	$81,352	$706,080
Parks	$170,288	$4,850	$165,438
Recreation	$66,533	$4,605	$61,928
Cemetery	$43,168	$4,480	$38,688
Other Culture and Recreation	$14,000	$3,375	$10,625
*Economic Development	$561,696	$368,790	$192,906
*Planning & Zoning	$406,645	$25,007	$381,638
Mayor & Council	$170,882	$0	$170,882
*Clerk, Treasurer, & Finance Adm.	$353,862	$220,495	$133,367
Legal	$15,000	$0	$15,000
City Hall & General Buildings	$29,150	$104,050	($74,900)
Insurance	$138,750	$44,200	$94,550

*These are budgeted numbers and do not include grant funding secured.

FY26 Net present value of Need: $1,151,391

FY26	**Expense**	**Revenue**	**Net GF Investment**
Law Enforcement	$883,395	$247,468	$635,927
Fire	$1,283,469	$542,000	$741,469
Ambulance	$1,635,333	$1,085,367	$549,966
Building Inspections	$308,027	$336,500	($28,473)
Misc. Protective Services	$6,817	$3,234	$3,583
Roads	$0	$7,000	($7,000)
Welfare Asssistance (Metro Home)	$30,000	$0	$30,000
Mosquito Spraying	$25,355	$0	$25,355
Library	$782,076	$81,352	$700,724
Parks	$268,387	$4,850	$263,537
Recreation	$177,035	$4,605	$172,430
Cemetery	$47,545	$4,480	$43,065
Other Culture and Recreation	$14,000	$3,375	$10,625
*Economic Development	$417,264	$184,255	$233,009
*Planning & Zoning	$443,149	$5,325	$437,824
Mayor & Council	$186,761	$0	$186,761
*Clerk, Treasurer, & Finance Adm.	$367,425	$355,495	$11,930
Legal	$15,000	$0	$15,000
City Hall & General Buildings	$29,150	$54,050	($24,900)
Insurance	$144,300	$46,440	$97,860

*These are budgeted numbers and do not include grant funding secured.

Financial Considerations

General Fund Tax Dollars Invested by Department

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Legal	$15,000	$0	$15,000
City Hall & General Buildings	$29,150	$104,050	($74,900)
Insurance	$138,750	$44,200	$94,550

*These are budgeted numbers and do not include grant funding secured.

Total of all other areas: $1,037,489

FY26 Net present value of Need:			$1,151,391
FY26	**Expense**	**Revenue**	**Net GF Investment**
Law Enforcement	$883,395	$247,468	$635,927
Fire	$1,283,469	$542,000	$741,469
Ambulance	$1,635,333	$1,085,367	$549,966
Building Inspections	$308,027	$336,500	($28,473)
Misc. Protective Services	$6,817	$3,234	$3,583
Roads	$0	$7,000	($7,000)
Welfare Asssistance (Metro Home)	$30,000	$0	$30,000
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City Hall & General Buildings	$29,150	$54,050	($24,900)
Insurance	$144,300	$46,440	$97,860

*These are budgeted numbers and do not include grant funding secured.

Total of all other areas: $1,245,736

Financial Considerations

Alternative Funding Sources:

- **Franchises Fees**
  $400K annually

Financial Considerations

Future Bonding

GO Bond (prospective projects/purchases)	FY2026	FY2028	
Brush Truck	$300,000		
Ambulance	$525,000		
UHP and Truck	$200,000		
Grant St S Land Acq.	$1,000,000		
16th Street		$5,000,000	
2nd/Truman	$1,293,000		
City Park	$600,000		
2nd Street Grain District to HWY 65	$5,300,000		
Pumper Truck		$600,000	
SCBA Fill Station replacement	$82,000		
Subtotal:	**$9,300,000**	**$5,600,000**	
Target Bond:	$8,155,000	$9,180,000	**FY26-FY28 GO Bond Capacity with no Changes**
Difference	($1,145,000)	$3,580,000	**$2,435,000**

TIF	FY2026	FY2028
Grain District	$6,500,000	$1,500,000
CVT Trail Extension	$1,500,000	
10th Street Ext.	$4,500,000	
Fire Station	$10,000,000	
Grant Street S land Acq	$4,600,000	$2,000,000
Grant Street S Construction		$10,000,000
16th Street		$1,500,000
Subtotal:	$27,100,000	$15,000,000

Financial Considerations

Options:	FY2026	FY2028	Available for building design and construction	
			$2,517,000	Original Capacity
Delay 16th Street to 2030		$6,500,000	$9,017,000	Total with project repriroritization
Delay 10th Street Extension	$4,500,000		$13,517,000	Total with project repriroritization
Delay Grant Street S project by 2 years	$4,600,000	$12,000,000	$30,117,000	Total with project repriroritization
Add $18.2M GO Bond in FY28			Increases levy $0.57028	

Organizational Considerations

Transition and Building Period

- Continue to contract for certain hours if possible
- Would need PCSO for backup
- With 7 positions, would have periods with only 1 officer patrolling