EVALUATING THE NEED FOR SWORN LAW ENFORCEMENT PERSONNEL

RESEARCH PAPER

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EXECUTIVE SUMMARY

The need for sworn law enforcement personnel in Idaho to provide effective service is critical in today's current socio-economic climate. This study, conducted by the Idaho Criminal Justice Forum, explores the variable factors that influence law enforcement work volume, performance, and need through the gathering of empirical data. Data was collected from survey results from 94 of Idaho's 118 law enforcement agencies. The agencies rated on a Likert scale from "major impact" to "no impact" of factors that created the most influence on providing effective service. The survey was broken into six sections: population factors, socio-economic factors, geography and environmental factors, industry and commerce, law enforcement factors, and other law enforcement resources.

Three issues emerged from the research data that were consistent between police departments and sheriff's offices. First was the lack of sufficient personnel to provide various duties and functions of law enforcement. Second was a flux of temporary populations within law enforcement agencies jurisdictions, such as traffic coming in and out of particular law enforcement's jurisdiction. Third were seasonal weather issues and other physical impediments to providing service. A separate issue emerged that was identifiable with sheriff's offices rather than police departments which were geographic issues, such as the coverage of large areas.

Based on the research data collected, three conclusions were reached as being primary influences on law enforcement services. First, the level of service expected by the agency's constituency and elected officials is higher than what the agency can provide because of lack of sworn law enforcement personnel. Second, the resources the public is willing to appropriate tends to impact the number of officers a particular department or office can hire and retain. Lastly, there are the issues of allocated resources and professional management.

The Idaho Criminal Justice Forum's study provides useful, practical and beneficial information on sworn personnel requirements that will be of value to law enforcement practitioners, elected officials, and the community at large.

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EVALUATING THE NEED FOR SWORN LAW ENFORCEMENT PERSONNEL

INTRODUCTION

The purpose of research conducted by the Idaho Criminal Justice Forum (ICJF) (see: Appendix "A" - Mission Statement of the ICJF) and this paper is to provide law enforcement practitioners, elected officials and the community at large with data and factors which allow for a thorough and comprehensive evaluation of the sworn personnel needs of a law enforcement agency. This paper focuses on research data pertaining to those variable factors which are readily identifiable and influence law enforcement work volume, performance and, therefore, impact the need for sworn personnel to provide effective service.

All governmental services, including law enforcement, are influenced by the availability of resources (personnel, operating budget, facilities, etc.). Therefore, the primary influences on law enforcement services are:

1. The level of service (response time, follow up investigations, ancillary personnel and services, etc.) expected by the agency's constituency and elected officials.
2. The resources the public is willing to appropriate and the elected officials with statutory responsibility for fiscal management are willing to allocate to law enforcement. NOTE: In Idaho, neither Chiefs of Police nor Sheriffs have statutory authority to allocate resources to the various components within a municipality or county.
3. The ability of a law enforcement agency to provide effective and efficient law enforcement services is dependent on allocated resources and professional management thereof.

This report will provide research data which:

1. Is specific to Police Departments and Sheriff's Offices as individual groups.
2. Identifies those factors with the highest rating averages.
3. Identifies those factors with the most impact.
4. Is practical and beneficial for the users of this information to assess the sworn personnel needs to a specific law enforcement agency.

AGENCY HISTORICAL DATA

Historical data from a law enforcement agency is a crucial source for assessing sworn personnel needs. This data can generally be divided into the following categories:

- Law enforcement activity:
  - NIBRS (National Incident Based Reporting System) criminal offenses and arrests, available through Uniform Crime Reports published annually in Crime in the United States, Federal Bureau of Investigation and Crime in Idaho, Idaho State Police.
  - Total incidents handled (service, traffic and criminal offenses).

- Response times to all emergency and non-emergency incidents.
- Criminal follow-up investigations.
  - Assigned cases per Detective/Investigator.
  - Cases cleared.
  - Percentage of cases cleared.

Law enforcement activity can be evaluated by:

- Historic trends of the individual agency for bullets 2-4 above.
- Analysis of comparable municipalities/counties (size, location, etc.) or law enforcement agencies in contiguous jurisdictions.

- Law enforcement personnel:
  - Sworn personnel per capita.
  - Civilian personnel per capita.

    NOTE: While personnel per capita are not in and of itself the defining number in determining the need for personnel or a level of law enforcement service, it is the "standard unit" for quantifying personnel of any law enforcement entity. Therefore, some of the data utilized in the research is based on sworn personnel per capita.

NOTE: For an example of "activity" and "law enforcement personnel" comparison see Appendix "B" – 2009 – Idaho Sheriff's Offices Comparison (Metropolitan Counties) utilized by the Kootenai County Sheriff's Department.

- Ancillary law enforcement programs/services:
  - School Resource Officers.
  - DARE/GREAT Program.
  - Gang Crimes/Drug Enforcement/Crime Suppression Units.
  - Joint Task Forces (Violent Crimes/Drugs/Terrorism).

  Sworn personnel assigned to these ancillary programs/services impact the availability of total personnel to perform basic first responder operational services.

METHODOLOGY

The ICJF sent a survey to all Idaho Police Departments, Sheriff's Offices and Idaho State Police (see: Appendix "C" – Sworn Personnel Needs Assessment). We received 58 responses from the 73 Police Departments (79.5%), 35 of 44 Sheriff's Offices (79.5%) and a response from the Idaho State Police. The Idaho State Police responses were included with those of Sheriff's Offices, as the consensus was that the demographics which impact their ability to perform their duties are more closely related to Sheriff's Offices than Police Departments. Anecdotal evidence suggests the significant response is due to a desire within the law enforcement profession for information that would assist in evaluating, requesting, and substantiating the need for sworn law enforcement personnel.

The survey form contained 58 individual questions and provided for responses from "No Impact/DNA" to "Major Impact", with quantification of answers from "0" (No Impact/DNA), "3" (Moderate Impact) to "5"

(Major Impact). There was also space provided to identify other factors which were not listed and a section for "Clarification/Comments".
The survey was broken down into the following sections:

- Population Factors
  This included factors such as: temporary population, part-time residents, long-term non-resident population, retirees, homeless, and transients.

- Socio-Economic Factors
  This includes factors such as: residents below the poverty level and unemployment rate.

- Geography/Environmental Factors
  This includes factors such as: proximity to other population bases, population base spread out, geographic area of coverage, geographic impediments to providing service, and physical impediments to providing service.

- Industry & Commerce
  This includes factors such as: types of businesses, industry/manufacturing and unique characteristics.

- Law Enforcement Factors
  This includes factors such as: presence of street/motorcycle gangs and/or organized crime, potential foreign or domestic terrorism targets, sufficient sworn personnel to provide specific service, and sufficient civilian personnel to provide specific services.

- Other Law Enforcement Resources
  This includes factors such as: availability of personnel from other law enforcement agencies for emergency, non-emergency, and major event support.

RESEARCH DATA

The survey and research included 58 specific factors within the previously identified 6 sections which influence work volume and/or performance for law enforcement agencies to varying degrees. The following tables reflect these specific factors and the rating scale of:

- 5 – Major Impact
- 4 – High Moderate Impact
- 3 – Moderate Impact
- 2 – Low Moderate Impact
- 1 – Minor Impact
- 0 – No Impact/Did Not Apply

NOTE: **BOLD** numbers indicate the highest average/response number in a chart.

CHART #1

POLICE DEPARTMENTS (57 or 58 responses)

Rating Average (2.75 or higher of total responses)

FACTOR / Survey Question #	RATING AVERAGE – ALL	RATING AVERAGE – IMPACT ONLY RESPONSES (1-5) / Number of 57 or 58
Sufficient sworn personnel to provide: necessary investigative follow up personnel (Investigators/Detectives) / 18d	**2.98** / (57)	3.15 / (53)
Total calls for service (criminal, traffic and public service – 2008) / 20a	**2.98** / (57)	3.09 / (55)
Temporary population: state highway traffic / 1d	2.97 / **(58)**	**3.44** / (50)
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	2.86 / (57)	2.91 / (**56)**
Physical impediments to providing service: seasonal weather issues / 12d	2.84 / **(58)**	3.06 / (54)
Sufficient sworn personnel to provide: coverage based on population / 18a	2.77 / (57)	2.93 / (54)

CHART #2

POLICE DEPARTMENTS (57 or 58 responses)

Major Impact (20% or higher of total responses)

FACTOR / Survey Question #	NUMBER	PERCENTAGE
Temporary population: state highway traffic / 1d	**13** / **58**	**22.4%**
Sufficient sworn personnel to provide: necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) / 18e	12 / 57	21.1%
Physical impediments to providing service: seasonal weather issues / 12d	12 / **58**	20.7%

CHART #3

POLICE DEPARTMENTS (57 or 58 responses)

High Moderate Impact (20% or higher of total responses)

FACTOR / Survey Question #	NUMBER	PERCENTAGE
Total calls for service (criminal, traffic and public service – 2008) / 20a	**15** / 57	**26.3%**
Sufficient sworn personnel to provide: mutual aid to other agencies / 18f	14 / 57	24.6%
Temporary population: interstate highway interchange/s / 1c	13 / **58**	22.4%
Temporary population: state highway traffic / 1d	13 / **58**	22.4%
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	12 / 57	21.1%
Unique characteristics: potential haz-mat issues (chemical plant/storage, rail line, trucking, etc.) / 15c	12 / **58**	20.7%

CHART #4

POLICE DEPARTMENTS (57 or 58 responses)

Major, High Moderate and Moderate Impact (60% or higher of total responses)

FACTOR / Survey Question #	MAJOR IMPACT	HIGH MODERATE IMPACT	MODERATE IMPACT	TOTAL NUMBER / PERCENTAGE
Sufficient sworn personnel to provide: necessary investigative follow up personnel (Investigators/Detectives / 18d	9	12	18	**39** / 57 **(68.4%)**
Sufficient sworn personnel to provide: coverage based on population / 18a	5	9	**25**	**39** / 57 **(68.4%)**
Temporary population: state highway traffic / 1d	**13**	**13**	12	38 / **58** (65.5%)
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	8	12	16	36 / 57 (63.2%)
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	8	11	16	35 / 57 (61.4%)
Physical impediments to providing service: seasonal weather issues / 12d	12	10	13	35 / **58** (60.3%)

CHART #5

SHERIFF'S OFFICES* (36 responses)

Rating Average (3.25 or higher of total responses)

FACTOR / SURVEY QUESTION #	RATING AVERAGE – ALL (36)	RATING AVERAGE – IMPACT ONLY RESPONSES (1-5) / NUMBER of 36
Physical impediments to providing service: seasonal weather issues / 12d	**3.86**	3.86 / **36**
Geographic area of coverage contains significant public lands / 10b	3.67	**3.88** / 34
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	3.53	3.74 / 34
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	3.53	3.63 / 35
Geographic area of coverage is large / 10a	3.44	3.75 / 33
Temporary population: state highway traffic / 1d	3.36	3.56 / 34
Population base spread out / 9	3.36	3.56 / 34
Sufficient sworn personnel to provide: coverage based on population / 18a	3.36	3.46 / 35
Temporary population: destination area for visitors / 1a	3.25	3.55 / 33

* Includes Idaho State Police

CHART #6

SHERIFF'S OFFICES* (36 responses)

Major Impact (25% or higher of total responses)

FACTOR / QUESTION #	NUMBER	PERCENTAGE
Physical impediments to providing service: seasonal weather issues / 12d	**18**	**50.0%**
Temporary population: destination area for visitors / 1a	14	38.9%
Geographic area of coverage is large / 10a	14	38.9%
Geographic area of coverage contains significant public lands / 10b	14	38.9%
Geographic impediments to providing service: Mountains / 11a	14	38.9%
Geographic area of coverage: contains significant remote/wilderness areas / 10c	12	33.3%
Geographic impediments to providing service: waterways (lakes, rivers and/or reservoirs) / 11b	11	30.6%
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	11	30.6%
Population base spread out / 9	9	25.0%
Sufficient sworn personnel to provide: necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) / 18e	9	25.0%
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	9	25.0%

* Includes Idaho State Police

CHART #7

SHERIFF'S OFFICES* (36 responses)

High Moderate Impact (25% or higher of total responses)

FACTOR/QUESTION#	NUMBER	PERCENTAGE
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	**12**	**33.3%**
Geographic area of coverage: contains significant public lands / 10b	10	27.8%
Sufficient sworn personnel to provide: coverage based on population / 18a	10	27.8%
Sufficient civilian personnel to provide: support functions (Animal Control, Report Takers, Community Service Officers, Evidence Technicians, etc.) / 19b	10	27.8%
Population base spread out / 9	9	25.0%
Sufficient sworn personnel to provide: appropriate response times (average for all calls for service) / 18b	9	25.0%
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	9	25.0%

* Includes Idaho State Police

CHART #8

SHERIFF'S OFFICES* (36 responses)

Major, High Moderate and Moderate Impact (80% or higher of total responses)

FACTOR / Survey Question #	MAJOR IMPACT	HIGH MODERATE IMPACT	MODERATE IMPACT	TOTAL NUMBER / PERCENTAGE
Total calls for service (criminal, traffic and public service – 2008) / 20a	7	6	**19**	**32 / 88.9%**
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	9	**12**	10	31 / 86.1%
Physical impediments to providing service: seasonal weather issues / 12d	**18**	5	7	30 / 83.3%
Geographic area of coverage contains significant public lands / 10b	14	10	6	30 / 83.3%
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	11	9	10	30 / 83.3%
Sufficient sworn personnel to provide: necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) / 18e	9	7	14	30 / 83.3%
Temporary population: state highway traffic / 1d	8	8	14	30 / 83.3%
Sufficient sworn personnel to provide: coverage based on population / 18a	7	10	13	30 / 83.3%

* Includes Idaho State Police

RESEARCH ANALYSIS

The research and survey included 58 specific factors within the previously identified 6 sections which influence work volume and/or performance to varying degrees. The specific factors and the rating scale of:

- 5 – Major Impact
- 4 – High Moderate Impact
- 3 – Moderate Impact
- 2 – Low Moderate Impact
- 1 – Minor Impact
- 0 – No Impact/Did Not Apply

All Law Enforcement Agencies

Three issues emerged from the research data that were consistent between Police Departments and Sheriff's Offices:

1. **The lack of "sufficient personnel to provide" various duties/functions within a law enforcement agency is a significant issue.**

Chart #1: Police Department - Rating Average (2.75 or higher of total responses)

Of the six survey questions which had a rating from all respondents (57 or 58) of over 2.75, three directly and one indirectly involved a lack of "sufficient sworn personnel to provide":

- "Necessary investigative follow up personnel (Investigators/Detectives)" (Question 18d): 2.98. This was tied for the highest rating of any of 58 questions in the survey. When only responses where any impact was noted, the rating was 3.15 for 53 of 57 responses, the second highest rating.
- "Necessary back up for first responders" (Question 18c): 2.86. This was rated fourth highest of any of 58 questions in the survey. When only responses where any impact was noted, the rating was 2.91 for 56 of 57 responses.
- "Coverage based on population" (Question 18a): 2.77. This was rated sixth highest of any of 58 questions in the survey. When only responses where any impact was noted, the rating was 2.93 for 54 of 57 responses.
- In addition, "Total calls for service (criminal, traffic and public service – 2008)" (Question 20a): 2.98. This was tied for the highest rating of 58 questions in the survey and is the corollary of the issue of lack of "sufficient sworn personnel". If sufficient personnel were available, the total calls for service would not be an issue or as significant an issue. When only responses where any impact was noted, the rating was 3.09 for 55 of 57 responses, the third highest rating.

Chart #2: Police Departments – Major Impact (20% or higher of total responses)

Of the three survey questions which had a rating of "Major Impact" from over 20 percent of respondents, a lack of "sufficient sworn personnel to provide: necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.)" (Question 18e), had the second highest rating with 21.1% (12 of 57 responses).

Chart #4: Police Departments – Moderate, High moderate and Major Impact (60% or higher of total responses)

Of the six survey questions which had a "Moderate, High Moderate or Major Impact", four involved a lack of "sufficient sworn personnel to provide":

- "Necessary investigative follow up personnel (Investigators/Detectives)" (Question 18d): 68.4% (39 of 57 responses). This was tied for the highest rating of any of 58 questions in the survey.
- "Coverage based on population" (Question 18a): 68.4% (39 of 57 responses). This was tied for the highest rating of 58 questions in the survey.
- "Necessary back up for first responders" (Question 18c): 63.2% (36 of 57 responses). This was the fourth highest rating of 58 questions in the survey.
- "Scheduling based on demand for service (power or overlapping shifts)" (Question 18g): 61.4% (35 of 57 responses). This was rated fifth highest of 58 questions in the survey.

Chart #5: Sheriff's Offices – Rating Average (3.25 or higher of total responses)

Three of the nine survey questions which had a rating from all respondents (36) of over 3.25 involved a lack of "sufficient sworn personnel to provide":

- "Scheduling based on demand for service (power or overlapping shifts)" (Question 18g): 3.53. This was tied for the third highest rating of 58 questions in the survey. When only responses where any impact was noted, the rating was 3.74 for 34 responses.
- "Necessary back up for first responders" (Question 18c): 3.53. This was tied for the third highest rating of any of the 58 questions in the survey. When only responses where any impact was noted, the rating was 3.63 for 35 responses.
- "Coverage based on population" (Question 18a): 3.36. This was the eighth highest rating of any of the 58 questions in the survey. When only responses where any impact was noted, the rating was 3.46 for 35 responses.

Chart #6: Sheriff's Offices – Major Impact (25% or higher of total responses)

Of the eleven survey questions which had a rating of "Major Impact" from 25 percent or higher of respondents, a lack of "sufficient sworn personnel to provide: necessary back up for first responders" (Question 18c), was tied for the seventh highest rated of 58 questions with 30.6% (11 of 36 responses). "Sufficient sworn personnel to provide: necessary support units" (Question 18e) and "sufficient personnel to provide: scheduling based on demand for service" (Question 18g) were tied for the tenth highest rating of 58 questions with 25.0% (9 of 36 responses).

Chart #8: Sheriff's Offices – Moderate, High Moderate and Major Impact (80% or higher of total responses)

Of the eight survey questions which had a "Moderate, High Moderate or Major Impact", four directly and one indirectly involved a lack of "sufficient sworn personnel to provide":

- "Scheduling based on demand for service (power or overlapping shifts)" (Question 18g): 86.1% (31 of 36 responses). This was the second highest rating of 58 questions in the survey.
- "Necessary back up for first responders" (Question 18c): 83.3% (30 of 36 responses). This was tied for the third highest rating of 58 questions in the survey.
- "Necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.)" (Question 18e): 83.3%% (30 of 36 responses). This was also tied for the third highest rating of 58 questions in the survey.
- "Coverage based on population" (Question 18a): 83.3% (30 of 36 responses). This was also tied for the third highest of 58 questions in the survey.
- In addition, "Total calls for service (criminal, traffic and public service – 2008)" (Question 20a): 88.9% (32 of 36 responses). This was the highest rating of 58 questions in the survey and is the corollary of the issue of lack of "sufficient sworn personnel". If sufficient personnel were available, the total calls for service would not be an issue or as significant an issue.

The issues of "sufficient sworn personnel" in Sheriff's Offices are generally more significant in terms of ranking and percentage of respondents than Police Departments. However, Police Departments have these issues ranked equally high in comparison with other questions in the survey. For example, 83.3 – 86.1% of Sheriff's Offices rated 4 questions pertaining to lack of "sufficient sworn personnel" in the top 8 as "Moderate, High Moderate or Major Impact". Correspondingly, 61.4 – 68.4% of Police Departments rated 4 questions pertaining to lack of "sufficient sworn personnel" in the top 6 as "Moderate, High Moderate or Major Impact".

This emphasis on lack of sufficient sworn personnel by respondents seems to be germane when national data on sworn personnel for law enforcement agencies is taken into consideration.

CHART #9

Full-time Law Enforcement Officers
Rate per 1,000 Inhabitants (A)

GEOGRAPHIC AREA	TOTAL	GROUP II CITIES 100,000 to 249,999	GROUP III CITIES 50,000 to 99,999	GROUP IV CITIES 25,000 to 49,999	GROUP V CITIES 10,000 to 24,999	GROUP VI CITIES UNDER 10,000
NATION – Police Depts.	2.3	1.8	1.7	1.8	1.9	3.5
IDAHO - Police Depts. (B)	1.6	NA	NA	NA	NA	NA
NATION – Sheriff's Offices	2.7	DNA	DNA	DNA	DNA	DNA
IDAHO – Sheriff's Offices (B)	1.6	DNA	DNA	DNA	DNA	DNA

NOTE: Idaho has no "Group I Cities" (250,000 and over). Nationally this group has 2.8 sworn personnel per 1,000 inhabitants.

(A) Crime in the United States, 2009 - "Table 71".

(B) Crime in Idaho, 2009 - "2009 Law Enforcement Employee Information". NOTE: Idaho does not utilize grouping by city size in identifying sworn personnel per capita for Police Departments.

Chart #9 indicates that, in general, Idaho is significantly behind the national average for sworn personnel per capita (1.6 per 1,000 population in Idaho for both Police Departments and Sheriff's Offices compared to 2.3 nationally for Police Departments and 2.7 for Sheriff's Offices). With Idaho's demographics showing a significant majority of cities below 50,000 population and most below 10,000, the disparity in sworn personnel per capita becomes more pronounced for Police Departments. What is significant, Police Departments in Idaho are 69.6% of the national average for sworn personnel per capita and Sheriff's Offices are 59.3%.

Even when regional variations in sworn personnel per capita are taken into consideration, Idaho generally lags behind comparable departments. Chart #10 shows that Idaho lags behind virtually every region and division in the nation for sworn personnel per capita.

CHART #10

Full-time Law Enforcement Officers
Rate per 1,000 Inhabitants (A)

GEOGRAPHIC REGION/DIVISION	RATE PER 1,000 INHABITANTS
POLICE DEPARTMENTS	
NATION	**2.3**
NORTHEAST	**2.7**
New England	2.2
Middle Atlantic	2.9
MIDWEST	**2.2**
East North Central	2.3
West North Central	2.0
SOUTH	**2.6**
South Atlantic	3.0
East South Central	2.8
West South Central	2.1
WEST	**1.7**
Mountain **(B)**	1.9
Pacific	1.7
IDAHO (C)	**1.6**
SHERIFF'S OFFICES	
NATION (D)	**2.7**
IDAHO (C)	**1.6**

(A) Crime in the United States, 2009 - "Table 71".
(B) Within the "West – Mountain" division, of which Idaho is a component, the state lags behind two of the primary city groupings (V and VI), ties with one (IV), and is only slightly below two (II and III) (see Chart #11).
(C) Crime in Idaho, 2009 - "2009 Law Enforcement Employee Information".
(D) Sheriff's Offices are not divided by "Geographic Region/Division".

CHART #11

West – Mountain

Full-time Law Enforcement Officers

Rate per 1,000 Inhabitants (A)

GEOGRAPHIC AREA	TOTAL	GROUP II CITIES 100,000 to 249,999	GROUP III CITIES 50,000 to 99,999	GROUP IV CITIES 25,000 to 49,999	GROUP V CITIES 10,000 to 24,999	GROUP VI CITIES UNDER 10,000
WEST – MOUNTAIN	1.9	1.5	1.4	1.5	1.9	3.6
IDAHO (B)	1.6	NA	NA	NA	NA	NA

NOTE: Idaho has no "Group I Cities" (250,000 and over). In the West – Mountain Region this group has 1.9 sworn personnel per 1,000 population.

(A) Crime in the United States, 2009 - "Table 71". "West - Mountain" states = Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming.

(B) Crime in Idaho, 2009 - "2009 Law Enforcement Employee Information". Police Departments and Sheriff's Offices. NOTE: Idaho does not utilize grouping by city size in identifying sworn personnel per capita.

2. **Temporary populations within law enforcement agencies jurisdictions are a significant issue.**

Chart #1: Police Department - Rating Average (2.75 or higher of total responses)

Of the six survey questions which had a rating from all respondents (57 or 58) of 2.75 or higher, "Temporary population: state highway traffic" (Question 1d): 2.97. This was the third highest rated of any of 58 questions in the survey. When only responses where any impact was noted, the rating was 3.44 for 50 responses. This was the highest rating where responses indicated an impact.

Chart #2: Police Departments – Major Impact (20% or higher of total responses)

Of the three survey questions which had a rating of "Major Impact" from 20 percent or higher of respondents, "Temporary population: state highway traffic (Question 1d), had the highest rating with 22.4% (13 of 58 responses).

Chart #4: Police Departments – Moderate, High Moderate and Major Impact (60% or higher of total responses)

Of the six survey questions which had a "Moderate, High Moderate or Major Impact", "Temporary population: state highway traffic (Question 1d), had the third highest rating with 65.5% (38 of 58 responses).

Chart #5: Sheriff's Offices – Rating Average (3.25 or higher of total responses)

Two of the nine survey questions which had a rating from all respondents of over 3.25 involved issues pertaining to temporary populations:

- "Temporary population: state highway traffic (Question 1d): 3.36. This was the sixth highest rating of 58 questions in the survey. When only responses where any impact was noted, the rating was 3.56 for 34 responses.
- "Temporary population: destination area for visitors" (Question 1a): 3.25. This was the ninth highest rating of any of the 58 questions in the survey. When only responses where any impact was noted, the rating was 3.55 for 33 responses.

Chart #6: Sheriff's Offices – Major Impact (25% or higher of total responses)

Of the eleven survey questions which had a rating of "Major Impact" from 25 percent or higher of respondents, "Temporary population: destination area for visitors" (Question 1a): was the second highest rating of 58 questions with 38.9% (14 of 36 responses).

Chart #8: Sheriff's Offices – Moderate, High Moderate and Major Impact (80% or higher of total responses)

Of the eight survey questions which had a "Moderate, High Moderate or Major Impact", ""Temporary population: state highway traffic (Question 1d), ranked seventh highest of the 58 questions with 83.3% (30 of 36 responses).

3. Seasonal weather is a significant issue, although more prevalent with Sheriff's Offices.

Chart #1: Police Department - Rating Average (2.75 or higher of total responses)

Of the six survey questions which had a rating from all respondents (57 or 58) of 2.75 or higher, "Physical impediments to providing service: seasonal weather issues" (Question 12d): 2.84. This was the fifth highest rating of any of the 58 questions in the survey. When only responses where any impact was noted, the rating was 3.06 for 54 of 58 responses.

Chart #2: Police Departments – Major Impact (20% or higher of total responses)

Of the three survey questions which had a rating of "Major Impact" from 20 percent or higher of respondents, "Physical impediments to providing service: seasonal weather issues" (Question 12d), had the third highest rating with 20.7% (12 of 58 responses).

Chart #4: Police Departments – Moderate, High Moderate and Major Impact (60% or higher of total responses)

Of the six survey questions which had a "Moderate, High Moderate or Major Impact", "Physical impediments to providing service: seasonal weather issues" (Question 12d), had the sixth highest rating with 60.3% (35 of 58 responses).

Chart #5: Sheriff's Offices – Rating Average (3.25 or higher of total responses)

"Physical impediments to providing service: seasonal weather issues" (Question 12d): 3.86. This was the highest rating of 58 questions in the survey. When only responses where any impact was noted, the rating was 3.86 for 36 responses. This was the largest number of responses indicating an impact.

Chart #6: Sheriff's Offices – Major Impact (25% or higher of total responses)

"Physical impediments to providing service: seasonal weather issues" (Question 12d), was the highest rated of 58 questions with 50.0% (18 of 36 responses).

Chart #8: Sheriff's Offices – Moderate, High Moderate and Major Impact (80% or higher of total responses)

Of the eight survey questions which had a "Moderate, High Moderate or Major Impact", "Physical impediments to providing service: seasonal weather issues" (Question 12d), ranked third highest of the 58 questions with 83.3% (30 of 36 responses).

In addition to personnel ramifications, the prevalence of this issue among all law enforcement agencies in Idaho would also have some operational and capital budgetary implications: four wheel drive vehicle, search and rescue equipment, uniforms, etc.

Sheriff's Offices

Perhaps not surprisingly, geographic issues were prevalent among Sheriff's Offices' responses.

Chart #5: Sheriff's Offices – Rating Average (3.25 or higher of total responses)

Four of the nine survey questions which had a rating from all respondents of over 3.25 involved issues pertaining to geography:

- "Geographic area of coverage contains significant public lands" (Question 10b): 3.67. This was the second highest rating of any of the 58 questions in the survey. When only responses where any impact was noted, the rating was 3.88 for 34 responses. This was the highest rating where responses indicated an impact.
- "Geographic area of coverage is large" (Question 10a): 3.44. This was the fifth highest rating of 58 questions in the survey. When only responses where any impact was noted, the rating was 3.75 for 33 responses.
- "Population base spread out" (Question 9): 3.36. This was the seventh highest rating of any of the 58 questions in the survey. When only responses where any impact was noted, the rating was 3.56 for 34 responses.

Chart #6: Sheriff's Offices – Major Impact (25% or higher of total responses)

Of the eleven survey questions which had a rating of "Major Impact" from 25 percent or higher of respondents, issues pertaining to geography accounted for five:

- "Geographic area of coverage is large" (Question 10a): 38.9% (14 of 36 responses). This was tied for the second highest rating of 58 questions in the survey.
- "Geographic area of coverage contains significant public lands" (Question 10b): 38.9% (14 of 36 responses). This was also tied for the second highest rating of any of the 58 questions in the survey.
- "Geographic impediments to providing service: mountains" (Question 11a): 38.9% (14 of 36 responses). This was also tied for the second highest rating of any of the 58 questions in the survey.
- "Geographic impediments to providing service: contains significant remote/wilderness areas" (Question 10c): 33.3% (12 of 36 responses). This was the sixth highest rating of any of the 58 questions in the survey.
- "Geographic impediments to providing service: waterways (lakes, rivers and/or reservoirs" (Question 11b): 30.6% (11 of 36 responses). This was tied for the seventh highest rating of any of the 58 questions in the survey.

The following chart may help put the geographic issues of Idaho Sheriff's Offices into proper perspective.

CHART #12

Counties - Area and Population

GEOGRAPHIC AREA	AVERAGE SQUARE MILES PER COUNTY	AVERAGE POPULATION PER SQUARE MILE
Nation (Without Idaho)	1,198.1	80.2
Nation (Without ID & Alaska)	992.6	92.5
Idaho	1,899.3	17.7

Source: County and City Data Book: 2007, U.S. Census Bureau – Table B-1.

Idaho counties are 58.5% larger than the average for all other counties in the United States, and 91.3% larger if Alaska is excluded (Alaska skews the totals, as they have the largest 11 counties (boroughs) in the country, 147,843 square miles being the largest and average 24,565.4 square miles per borough). Alaska also has a small population (47th smallest state), again skewing the average population per square mile. In addition, it is appropriate to exclude Alaska as their boroughs do not have a Sheriff's Office.

The ramifications of Idaho's comparatively large geographic counties are:

- Sworn personnel response time is adversely impacted.
- The sparse population base is spread out over significant areas, making response to calls for service more difficult.
- With a majority of Idaho counties having significant elevation differences, traversing these counties becomes even more difficult.
- Lack of sworn personnel becomes a more significant issue.

SUMMARY

The survey and research by the Idaho Criminal Justice Forum compiled data on both Police Departments and Sheriff's Offices in 6 areas (population factors; socio-economic factors; geography/environmental factors; industry and commerce; law enforcement factors; and other law enforcement resources) and 58 specific factors which influence work volume and/or performance for law enforcement agencies to varying degrees. While some of the empirical data may not surprise veteran law enforcement practitioners, it provides some significant conclusions with empirical data on the impact to law enforcement agencies and, therefore, need for sworn personnel to provide service.

Police Departments

- Providing sufficient sworn personnel for more than basic response to calls for service was a significant issue identified by survey respondents. Personnel to provide "investigative follow up',

"support units SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) and "necessary back up for first responders" received a number of high ratings. There is a strong correlation with these responses and the fact that the Idaho average for sworn personnel per capita in Police Departments is well below the average for Police Departments in the United States (1.6 sworn personnel per 1,000 residents served in Idaho versus 2.3 for the United States), including all nine regions. Idaho also lags behind the national average for each of five categories of cities by population. In addition, Idaho lags significantly behind the West – Mountain Region (which includes Idaho) in sworn personnel per capita in cities below 25,000 residents (the vast majority of Idaho cities).

- "Temporary population" from state highway traffic was another factor which received high ratings from survey respondents. Idaho's limited state highway system clearly funnels significant traffic through many municipalities, hence a resulting demand for law enforcement services.
- Chart #13 provides a compilation of the key survey data for Police Departments. An assessment of a Police Department's need for sworn personnel should utilize the information provided. The more of these factors present, the more need for sworn personnel to provide efficient and effective law enforcement service to its constituency.

CHART #13

POLICE DEPARTMENTS

Factor Rankings by Chart

FACTOR / Survey Question #	CHART #1 Rating Average (2.75 or higher of total responses)	CHART #2 Major Impact (20% or higher of total responses)	CHART #3 High Moderate Impact (20% or higher of total responses)	CHART #4 Major, High Moderate and Major Impact (60% or higher of total responses)
Sufficient sworn personnel to provide: necessary investigative follow up personnel (Investigators/Detectives / 18d	**1** / **6**	DNA	DNA	**1** / **6**
Total calls for service (criminal, traffic and public service – 2008) / 20a	2 / 6	DNA	**1** / **6**	DNA

Sufficient sworn personnel to provide: coverage based on population / 18a	6 / 6	DNA	DNA	2 / 6
Temporary population: state highway traffic / 1d	3 / 6	**1 / 3**	4 / 6	3 / 6
Sufficient sworn personnel to provide: necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) / 18e	DNA	2 / 3	DNA	DNA
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	4 / 6	DNA	5 / 6	4 / 6
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	DNA	DNA	DNA	5 / 6
Sufficient sworn personnel to provide: mutual aid to other agencies / 18f	DNA	DNA	2 / 6	DNA
Temporary population: interstate highway interchange/s / 1c	DNA	DNA	3 / 6	DNA
Physical impediments to providing service: seasonal weather issues / 12d	5 / 6	3 / 3	DNA	6 / 6
Unique characteristics: potential haz-mat issues (chemical plant/storage, rail line, trucking, etc.) / 15c	DNA	DNA	6 / 6	DNA

Sheriff's Offices

- "Seasonal weather issues" being an impediment to providing service had high ratings from survey respondents. Geographic factors such as comparatively large geographic counties with small populations and terrain issues (mountains, lakes and rivers) clearly impact Sheriff's Offices' responses to calls for service in inclement weather.
- "Significant public lands" was another highly rated issue among survey respondents. These areas are a major draw for residents and visitors alike, creating resource intense law enforcement issues such as patrol and response to calls for service, including search and rescue.
- Providing sufficient sworn personnel for more than basic response to calls for service was a significant identified issue with survey respondents. Personnel to provide "scheduling based on demand for service (power or overlapping shifts), "necessary back up for first responders", "support units SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) and "coverage based on population" received a number of high and/or overall ratings. There is a strong correlation with these responses and the fact that the Idaho average for sworn personnel per capita in Sheriff's Offices is well below the average for Sheriff's Offices in the United States (1.6 sworn personnel per 1,000 residents served in Idaho versus 2.7 for the United States). In addition, Idaho's counties tend to be larger than the national average, which impacts on the ability to provide necessary law enforcement services, such as increased response times.
- Chart #14 provides a compilation of the key survey data for Sheriff's Offices. An assessment of a Sheriff's Office need for sworn personnel should utilize the information provided. The more of these factors present, the more need for sworn personnel to provide efficient and effective law enforcement service to its constituency.

CHART #14

SHERIFF'S OFFICES

Factor Rankings by Chart

FACTOR / Survey Question #	CHART #5 Rating Average (3.25 or higher of total responses)	CHART #6 Major Impact (25% or higher of total responses)	CHART #7 High Moderate Impact (25% or higher of total responses)	CHART #8 Major, High Moderate and Major Impact (80% or higher of total responses)
Total calls for service (criminal, traffic and public service – 2008) / 20a	DNA	DNA	DNA	**1 / 8**
Sufficient sworn personnel to provide: scheduling based on demand for service (power or overlapping shifts) / 18g	3 / 9	11 / 11	**1 / 7**	2 / 8
Physical impediments to providing service: seasonal weather issues / 12d	**1 / 9**	**1 / 11**	DNA	3 / 8
Geographic area of coverage contains significant public lands / 10b	2 / 9	4 / 11	2 / 7	4 / 8
Sufficient sworn personnel to provide: necessary back up for first responders / 18c	4 / 9	8 / 11	7 / 7	5 / 8
Sufficient sworn personnel to provide: necessary support units (SWAT, Task Force [Narcotics, Gang, etc.] Marine, Crowd Control, etc.) / 18e	DNA	10 / 11	DNA	6 / 8

Temporary population: state highway traffic / 1d	6 / 9	DNA	DNA	7 / 8
Sufficient sworn personnel to provide: coverage based on population / 18a	8 / 9	DNA	3 / 7	8 / 8
Geographic area of coverage is large / 10a	5 / 9	3 / 11	DNA	DNA
Population base spread out / 9	7 / 9	9 / 11	5 / 7	DNA
Temporary population: destination area for visitors / 1a	9 / 9	2 / 11	DNA	DNA
Geographic impediments to providing service: Mountains / 11a	DNA	5 / 11	DNA	DNA
Geographic area of coverage: contains significant remote/wilderness areas / 10c	DNA	6 / 11	DNA	DNA
Geographic impediments to providing service: waterways (lakes, rivers and/or reservoirs) / 11b	DNA	7 / 11	DNA	DNA
Sufficient civilian personnel to provide: support functions (Animal Control, Report Takers, Community Service Officers, Evidence Technicians, etc.) / 19b	DNA	DNA	4 / 7	DNA
Sufficient sworn personnel to provide: appropriate response times (average for all calls for service) / 18b	DNA	DNA	6 / 7	DNA

CONCLUSION

The research conducted by the Idaho Criminal Justice Forum provides empirical data for law enforcement practitioners, elected officials and the community at large to evaluate sworn personnel requirements for law enforcement agencies to provide effective services to their respective jurisdictions. Evaluation of the identified population factors; socio-economic factors; geography/environmental factors; industry and commerce; law enforcement factors; and other law enforcement resources, will allow for in-depth analysis of the sworn personnel needs for a particular law enforcement agency. In addition, the data provides a mechanism for organizational planning, budget preparation and supporting justification for identified sworn personnel requests.

It was the intention of the Idaho Criminal Justice Forum to provide useful, practical and beneficial information on sworn personnel requirements that will be of value to law enforcement practitioners, elected officials and the community at large. We believe the cooperation of Idaho law enforcement in this research project has allowed us to accomplish that goal.

IDAHO CRIMINAL JUSTICE FORUM

Tad Leach, Chairman – Undersheriff, Kootenai County Sheriff's Department

Jon Sowers, Secretary - Criminal Justice Administration Faculty, University of Phoenix

Albert Erickson - Chief of Police, Parma Police Department

Shane Evans – Director, Treatment and Programs, Idaho Department of Corrections

Steve Jett - Director, Southwest Idaho Juvenile Detention (SWJDC)

Ron Mesler - Senior Probation & Parole Officer, Idaho Department of Corrections

Monty Prow - Project Manager, Idaho Department of Juvenile Corrections

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Bill Thompson – Latah County Prosecutor

John Walter – Chief of Police, Mountain Home Police Department

Jeff Zmuda - Chief of Prisons Division, Idaho Department of Corrections

December 21, 201

APPENDIX "A"

Idaho Forum Criminal Justice

"One Profession, One Voice"

Mission Statement

The *Idaho Criminal Justice Forum* (Forum) is established for the purpose of bringing together CJ professionals from a variety of agencies in the region to collect, discuss, and recommend actions and solutions to current issues having impact across the criminal justice community. The Forum functions as a collective body of subject matter experts (SME) from all elements of criminal justice, joining together in the mutual ability to integrate questions and problems from the field, analyze solutions, and disseminate information back to regional agencies for consideration. The Forum provides this information at no charge to regional criminal justice agencies, other than providing members to the Forum as requested. The Forum is a body of experts formed for the purpose of open discussion and dialogue on these topics of impact on fellow professionals and agencies.

Membership

The Idaho Criminal Justice Forum is comprised of practitioners from the various components of Idaho's Criminal Justice System: Law Enforcement, Prosecution, Corrections, Parole / Probation and Training / Education. Membership is comprised of professionals with experience and subject matter expertise in their respective fields.

Prospective members invited to participate in ICJF will provide a cover letter and resume to the current membership for review and acceptance, and be prepared to actively commit themselves to the work of the Forum.

APPENDIX "B"

"Idaho Sheriffs' Office Comparison"

(Kootenai County Sheriff's Department)

2009 - IDAHO SHERIFF'S OFFICES COMPARISON
(METROPOLITAN COUNTIES (A))

COUNTY (A)	POPULATION PRIMARILY SERVED BY SHERIFF'S DEPT. (B)	TOTAL COUNTY POPULATION (B)	SWORN OFFICERS PER 1,000 POPULATION SERVED (B)	CIVILIANS PER 1,000 POPULATION SERVED (B)	SUMMARY BASED REPORTING CRIME PER 100,000 POPULATION (C)	RANK AMONG METRO. COUNTIES	GROUP "A" CRIME RATE PER 100,000 POPULATION (D)	RANK AMONG METRO. COUNTIES
ADA	99,258	389,109	1.4	2.6	1,069.9	8	2,736.6	6
KOOTENAI	59,543	140,410	1.4	1.3	2,168.2	1	4,709.2	2
CANYON	58,279	189,900	1.4	2.0	1,139.3	6	2,362.8	8
BONNEVILLE	46,012	100,714	1.5	0.7	2,140.7	2	5,363.8	1
JEFFERSON	20,904	24,342	0.9	0.7	679.3	10	1,358.6	10
BANNOCK	14,001	81,065	2.9	1.9	1,071.4	7	3,035.5	3
GEM	10,158	16,595	1.3	1.2	472.5	12	1,023.8	11
OWYHEE	8,390	10,854	1.3	1.1	1,251.5	3	2,908.2	5
FRANKLIN	7,429	12,530	1.6	0.4	780.7	9	1,507.6	9
NEZ PERCE	7,128	38,992	3.2	2.5	1,150.4	5	2,567.3	7
BOISE	7,084	7,084	1.6	0.4	649.4	11	988.1	12
POWER	3,605	7,672	2.5	2.2	1,220.5	4	2,968.1	4
METROPOLITAN COUNTIES (12) AVERAGE			1.75	1.38	1,149.5		2,627.5	
IDAHO SHERIFF'S AVERAGE (44) (B)			1.6	1.4	1,140.9		2,922.8	
UNITED STATES SHERIFF'S AVERAGE (E)			2.7	2.0				

IDAHO SHERIFF'S DEPARTMENT COMPARISION - REFERENCES

(A) "Metropolitan Counties" as defined in Crime in the United States 2009, Federal Bureau of Investigation, as:

"Metropolitan Statistical Areas (MSAs) - Each MSA contains a principal city or urbanized area with a population of at least 50,000 inhabitants. MSAs include the principal city; the county in which the city is located; and other adjacent counties that have, as defined by the OMB, a high degree of economic and social integration with the principal city and county as measured through commuting. In the UCR Program, counties within an MSA are considered metropolitan. In addition, MSAs may cross state boundaries."

(B) Crime in Idaho 2009 - Idaho State Police

(C) Crime in Idaho 2009 - Glossary of Terms and Abbreviations

"**Summary Based** - represents eight crime classifications (murder, forcible rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, arson), which is recognized on the national level as Part 1 crimes. The Part 1 crimes are currently used to measure fluctuations and distribution of crime between reporting states.

Summary Crime Rate - represents the number of Part 1 crimes reported for each unit of population."

(D) Crime in Idaho - 2009

Group "A" Offenses

Murder	Embezzlement
Negligent Manslaughter	Extortion/Blackmail
Forcible Rape	Fraud
Robbery	Gambling
Aggravated Assault	Kidnaping
Burglary	Pornography
Larceny	Prostitution
Motor Vehicle Theft	Forcible Sodomy
Arson	Sexual Assault w/Object
Simple Assault	Forcible Fondling
Intimidation	Incest
Bribery	Statutory Rape
Counterfeiting/Forgery	Stolen Property
Vandalism	Weapon Law Violation
Drug/Narcotics	
Drug Equipment	

(E) Crime in the United States - 2009 - Federal Bureau of Investigation.

APPENDIX "C"

Idaho Criminal Justice Forum

"Sworn Personnel Needs Assessment Survey"

IDAHO CRIMINAL JUSTICE FORUM

Sworn Personnel Needs Assessment

INSTRUCTIONS

1. Check the appropriate box for each factor which indicates how much impact (No Impact/Not Applicable – Major Impact) the particular category has on your agency and the need for sworn personnel.

2. Write any other specifically related factor within the category in the designated "Other" space.

3. Pages 7 contains areas for written clarification/comments and an area to list any factors and impact not included in the survey that you feel are important.

Population Factors

1. TEMPORARY POPULATION:

	No Impact/NA	Minor		Moderate		Major Impact
1a. Destination Area for Visitors	☐	☐	☐	☐	☐	☐
1b. Convention and/or Business Centers/Facilities	☐	☐	☐	☐	☐	☐
1c. Interstate Highway Interchange/s	☐	☐	☐	☐	☐	☐
1d. State Highway Traffic	☐	☐	☐	☐	☐	☐
1e. Other (Identify) _____ _____ _____	☐	☐	☐	☐	☐	☐

2. PART-TIME RESIDENTS:

	No Impact/NA	Minor		Moderate		Major Impact
2a. Second Home/Vacation Residence	☐	☐	☐	☐	☐	☐
2b. Migrant/Seasonal Workers	☐	☐	☐	☐	☐	☐
2c. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

3. LONG-TERM NON-RESIDENT POPULATION:

	No Impact/NA	Minor		Moderate		Major Impact
3a. College/University	☐	☐	☐	☐	☐	☐
3b. Military Base	☐	☐	☐	☐	☐	☐
3c. Medical Facilities	☐	☐	☐	☐	☐	☐
3d. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

4. RETIREES:

	No Impact/NA	Minor		Moderate		Major Impact
4a. Residents Living Independently	☐	☐	☐	☐	☐	☐
4b. Retirement, Assisted Living or Extended Care Facilities	☐	☐	☐	☐	☐	☐
4c. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

	No Impact/NA	Minor		Moderate		Major Impact
5. HOMELESS :	☐	☐	☐	☐	☐	☐
6. TRANSIENTS:	☐	☐	☐	☐	☐	☐

Socio-Economic Factors

7. SOCIO-ECONOMIC CLASSIFICATION OF RESIDENTS:

	No Impact/NA	Minor		Moderate		Major Impact
7a. Residents Below Poverty Level	☐	☐	☐	☐	☐	☐
7b. Unemployment Rate	☐	☐	☐	☐	☐	☐
7c. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

Geography/Environmental Factors

8. YOUR PROXIMITY TO (Area of impact on law enforcement services, including from other states):

	No Impact/NA	Minor		Moderate		Major Impact
8a. Larger City / Metropolitan Area	☐	☐	☐	☐	☐	☐
8b. Other Cities and/or Populated Unincorporated Areas	☐	☐	☐	☐	☐	☐
8c. Tribal Reservation	☐	☐	☐	☐	☐	☐
8d. International Border	☐	☐	☐	☐	☐	☐
8e. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

	No Impact/NA	Minor		Moderate		Major Impact
9. POPULATION BASE SPREAD OUT:	☐	☐	☐	☐	☐	☐

10. GEOGRAPHIC AREA OF COVERAGE:

Please Provide the Square Miles of Your Jurisdiction _____

	No Impact/NA	Minor		Moderate		Major Impact
10a. Is Large	☐	☐	☐	☐	☐	☐
10b. Contains Significant Public Lands	No Impact/NA	Minor		Moderate		Major Impact
	☐	☐	☐	☐	☐	☐
10c. Contains Significant Remote/ Wilderness Areas	☐	☐	☐	☐	☐	☐
10d. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

11. GEOGRAPHIC IMPEDIMENTS TO PROVIDING SERVICE:

	No Impact/NA	Minor		Moderate		Major Impact
11a. Mountains	☐	☐	☐	☐	☐	☐
11b. Waterways (Lakes, Rivers and/or Reservoirs)	☐	☐	☐	☐	☐	☐
11c. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

12. PHYSICAL IMPEDIMENTS TO PROVIDING SERVICE:

	No Impact/NA	Minor		Moderate		Major Impact
12a. Interstates	☐	☐	☐	☐	☐	☐
12b. Railways	☐	☐	☐	☐	☐	☐
12c. Road System Limitations	☐	☐	☐	☐	☐	☐
12d. Seasonal Weather Issues	☐	☐	☐	☐	☐	☐
12e. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

Industry & Commerce

13. BUSINESSES:

	No Impact/NA	Minor		Moderate		Major Impact
13a. Malls/Shopping Centers	☐	☐	☐	☐	☐	☐
13b. Convenience Stores	☐	☐	☐	☐	☐	☐
13c. Big Box Stores	☐	☐	☐	☐	☐	☐
13d. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

	No Impact/NA	Minor		Moderate		Major Impact
14. INDUSTRY / MANUFACTURING:	☐	☐	☐	☐	☐	☐

15. UNIQUE CHARACTERISTICS:

	No Impact/NA	Minor		Moderate		Major Impact
15a. Airport	☐	☐	☐	☐	☐	☐
15b. Correctional Facilities (Does NOT include Sheriff's Jail)	☐	☐	☐	☐	☐	☐
15c. Potential Haz-Mat Issues (Chemical Plant/Storage, Rail Line, Trucking, etc.)	☐	☐	☐	☐	☐	☐
15d. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

Law Enforcement Factors

16. PRESENCE OF STREET/MOTORCYCLE GANGS AND/OR ORGANIZED CRIME:

	No Impact/NA	Minor		Moderate		Major Impact
16a. Gangs Locally	☐	☐	☐	☐	☐	☐
16b. Gangs in the Area	☐	☐	☐	☐	☐	☐
16c. Organized Crime Locally	☐	☐	☐	☐	☐	☐
16d. Organized Crime in the Area	☐	☐	☐	☐	☐	☐
16e. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

17. POTENTIAL FOREIGN OR DOMESTIC TERRORIST TARGETS:

	No Impact/NA	Minor		Moderate		Major Impact
17a. Federal, National Guard, Utilities, and/or Transportation Facilities; etc.	☐	☐	☐	☐	☐	☐
17b. Nuclear Facility	☐	☐	☐	☐	☐	☐
17c. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

18. SUFFICIENT SWORN PERSONNEL TO PROVIDE:

	No Impact/NA	Minor		Moderate		Major Impact
18a. Coverage based on population	☐	☐	☐	☐	☐	☐
18b. Appropriate Response Times (Average for All Calls for Service)	☐	☐	☐	☐	☐	☐
18c. Necessary Back Up For First Responders	☐	☐	☐	☐	☐	☐
18d. Necessary Investigative Follow Up Personnel (Investigators/Detectives)	☐	☐	☐	☐	☐	☐
18e. Necessary Support Units (SWAT, Task Force [Narcotics, Gang, etc.], Marine, Crowd Control, etc.).	☐	☐	☐	☐	☐	☐
18f. Mutual Aid to Other Agencies	No Impact/NA	Minor		Moderate		Major Impact

	No Impact/NA	Minor		Moderate		Major Impact
	☐	☐	☐	☐	☐	☐
18g. Scheduling Based on Demand for Service (Power or Overlapping Shifts)	☐	☐	☐	☐	☐	☐
18h. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

19. SUFFICIENT CIVILIAN PERSONNEL TO PROVIDE:

	No Impact/NA	Minor		Moderate		Major Impact
19a. Logistical Support (Record Keeping, Dispatching, etc.)	☐	☐	☐	☐	☐	☐
19b. Support Functions (Animal Control, Report Takers, Community Service Officers, Evidence Technicians, etc.)	☐	☐	☐	☐	☐	☐
19c. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

20. CALLS FOR SERVICE:

	No Impact/NA	Minor		Moderate		Major Impact
20a. Total Calls for Service (Criminal, Traffic and Public Service – 2008).	☐	☐	☐	☐	☐	☐

Please Provide the Total Calls for Service in 2008 for Your Agency (NOTE: Sheriff's Offices don't include the civil process as a call for service) _____

	No Impact/NA	Minor		Moderate		Major Impact
20b. "Summary Based Reporting" Crime Per Capita **(A)**	☐	☐	☐	☐	☐	☐
20c. "Group 'A' Crimes" Per Capita **(A)**	☐	☐	☐	☐	☐	☐
20d. Other (Identify) _____ _____	☐	☐	☐	☐	☐	☐

(A) As Reported In "Crime in Idaho - 2008".

Other Law Enforcement Resources

21. AVAILABILITY OF PERSONNEL FROM OTHER LAW ENFORCEMENT AGENCIES FOR EMERGENCY SUPPORT (City, County, State, Tribal and/or Federal):

No Impact/NA ☐ Minor ☐ ☐ Moderate ☐ ☐ Major Impact ☐

22. AVAILABILITY OF PERSONNEL FROM OTHER LAW ENFORCEMENT AGENCIES FOR NON-EMERGENCY AND MAJOR EVENTS SUPPORT (City, County, State, Tribal and/or Federal):

No Impact/NA ☐ Minor ☐ ☐ Moderate ☐ ☐ Major Impact ☐

CLARIFICATION / COMMENTS (Please identify question number):

_____

_____

_____

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_____

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_____

FACTOR NOT LISTED (Please identify factor AND impact (same scale as questions 1- 22):

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_____

QUESTIONS:

Undersheriff Tad Leach
Kootenai County Sheriff's Department
Chairman I.C.J.F.
208.446.1316 (Direct)
208.661.4970 (Cell)
208.446.1308 (FAX)
tleach@kcgov.us

SURVEY COMPLETED BY:

Name_____
Title_____
Agency_____
Address_____
_____
Telephone_____
E-mail_____

A copy of the final research report will be sent to the person who completed the report!

Check One: ☐ ***Electronic Copy*** ☐ ***Hard Copy***

THANK YOU FOR THE SUPPORT!!