POLICE OPERATIONS AND DATA ANALYSIS REPORT

CELINA, TEXAS

Final Report

CPSM®

THE ASSOCIATION & THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Celina Police Department (CPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of the service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, the development of alternatives and recommendations, and engagement with key community stakeholders.

Based upon CPSM's detailed assessment of the Celina Police Department, we conclude that the department is doing an outstanding job considering the staffing challenges associated with the community's growth, and the staff is dedicated to the department's mission. Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties utilize the information and recommendations contained herein constructively to improve the operations of the Celina Police Department to provide a higher level of service to the community.

As part of this Executive Summary, we offer general observations that identify some of the department's more significant issues. We also list key recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Often these types of recommendations require a substantial financial commitment on the part of a jurisdiction. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the Celina Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete but perhaps years. The recommendations are intended to form the basis of a long-term plan for the city and department. Though lengthy, this list of recommendations is standard in our operational assessments of agencies around the country and should not be interpreted as an indictment of the department. While all of the recommendations are important, we suggest the Celina Police Department, in conjunction with the City Manager and community members, decide which recommendations should take priority for implementation.

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GENERAL OBSERVATIONS

- There is a sense of excitement that surrounds the Celina Police Department and its future. Employees feel that they are part of something special as the community grows and, of course, the police department grows.

- Morale appears to be high in the organization, and the employees appear to genuinely like their community and the work they are doing.

- Leadership in the department is well-respected by the employees. We (CPSM) sense that the existing leadership is strong and moving the organization in the right direction.

- The department is well-equipped and reasonably well-funded. It appears to be strongly supported by city leadership.

- Celina PD is moving toward being a mid-sized agency size by Texas and national standards. This growth is occurring very fast, and adjusting to that growth is creating challenges for some of the workforce accustomed to being in a smaller department. This is not to contradict the first observation, as the excitement still exists. Still, as the pace increases and expectations to grow increase, some employees feel overwhelmed by the change.

- With the department's continuing growth, there are several areas that need to be addressed soon. This includes consideration of a better police dispatching model as well as instituting new agency functions such as a dedicated Records Unit.

- Because most CPD employees have only been with the department a few years or less and most of the sworn officers have come to CPD from other departments, there is a very strong opportunity to build a healthy culture in the department. It is very difficult to change culture in established organizations where culture has evolved over several generations. CPD is in the enviable position of being able to set an appropriate tone for what will be a much larger organization in the future. Building that culture will make CPD a career destination for future officers.

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KEY RECOMMENDATIONS

Section 3. Community and Department Overview

Strategic and Succession Planning

(See pp. 13-14.)

1. CPSM recommends that the CPD engage in a facilitated strategic planning process.

2. CPSM recommends that CPD engage in a formal succession planning process.

3. The corporal position should be included in the Career Development Policy.

Department Policy Manual

(See pp. 15-16.)

4. CPSM recommends that CPD have all new policies and policy revisions reviewed by legal counsel before adoption and implementation.

5. We recommend that CPD continually reassess the benefits of managing the policy process internally versus outsourcing the process to an outside service.

Section 4. Administrative Services Division

Professional Standards:

(See pp. 19-21.)

6. CPSM recommends that CPD offer specific training in conducting internal investigations for all supervisors and managers in the department.

7. CPSM recommends an update to the internal investigations policy.

Records

(See pp. 21-22.)

8. CPSM recommends that CPD establish a Records Unit once the new records technician position that is planned in the FY 24 budget is filled.

Training

(See pp. 23-26.)

9. CPD should pursue becoming a TCOLE training provider or consider partnering with a regional TCOLE training provider to be able to report training hours to TCOLE using CPD officers who are TCOLE-certified instructors.

10. CPSM recommends the department establish a formal training and mentoring program for newly promoted supervisors.

11. We recommend the department develop a comprehensive field training manual and field training policy.

12. CPSM recommends the department establish the parameters it needs for training records and tracking capabilities for effective management of the training program and then explore available technology solutions to meet its needs.

Department Volunteers and Community Outreach

(See p. 27.)

13. CPSM recommends that a formal training program be developed for CPD volunteers and graduates of the citizens' police academy program be recruited as volunteers.

Section 5. Patrol Division

Patrol

(See pp. 28-46.)

14. CPSM recommends that CPD institute a practice that all officer activity be accurately captured in the department CAD system.

15. CPSM recommends that Celina PD divide up its geographic beat structure into additional beats that would be smaller in size than its existing beats.

16. We also recommend the department establish smaller reporting districts for future crime analysis work.

17. CPSM recommends that CPD take steps to clarify the use of administrative and out-of-service activity highlighted in this report.

18. CPSM recommends that CPD explore alternative workload mitigation measures as outlined in this report.

19. CPSM recommend that CPD and the City of Celina annually review the alarm response protocol. The number of overall alarms should be evaluated against the number of false alarms to ensure the city ordinance is having the desired effect to reduce false alarms and to ensure that CPD is properly categorizing the appropriate calls as "false alarms" or "good alarms".

Sworn Officer Staffing

(See pp. 51-56.)

20. CPSM recommends an increase of 25 sworn officers through FY 26-27.

21. CPSM recommends that CPD annually reassess crime numbers and call data to validate growth projections for staffing.

22. CPSM recommends CPD conduct a follow-up workload analysis in FY 26-27.

Section 6. Criminal Investigations Division

Detectives

(See pp. 57-62.)

23. CPSM recommends CPD explore grant funds through federal programs such as the Victims of Crimes Act (VOCA) to hire a crime victim liaison.

24. CPD should implement a process where solvability is a factor in determining whether to assign a case to a detective.

25. CPSM recommends that lower-level misdemeanor cases be taken to their logical conclusion by patrol officers without the assistance of a detective, when appropriate

26. CPSM recommends that the Detective Unit staffing be increased by one additional detective as soon as practical.

27. CPSM recommends the sergeant and lieutenant not routinely work cases and instead focus on supervising the unit and managing the division.

28. CPSM recommends the CID records technician handle NIBRS reporting until a Records Unit can be established.

29. CPSM recommends that a formal list of required and recommended training courses be developed for detectives.

Crime Scene Processing

(See p. 62.)

30. CPSM recommends a non-sworn crime scene technician position be combined with a property and evidence position to relieve detectives from performing these two functions.

Property and Evidence

(See pp. 62-63.)

31. CPSM recommends that the department purchase an off-the-shelf evidence management software system to properly account for and manage the stored and released items.

32. CPSM recommends that a non-sworn property and evidence technician be hired as soon as possible to take over the property and evidence functions for CPD and this person also perform crime scene technician duties.

School Resource Officers

(See pp. 64-65.)

33. CPSM recommends CPD begin discussions with Celina ISD about adding an additional SRO to replace the SRO sergeant as the campus officer. This would allow the sergeant to supervise and mentor all SROs. Additionally, the sergeant would be available to fill in when an SRO is off or be available to assist an SRO when they have a need for additional support due to a specific need on their campus.

Section 7. Other

Technology

(See pp. 67-68.)

34. CPSM recommends Celina evaluates other vendors for a robust computer database that integrates CAD, RMS, ticket writers, and other law enforcement records. This could be a component of the pending dispatch study mentioned in the dispatch section of this report.

35. CPSM recommends that CPD evaluate the benefits of allowing officers to undock their MDCs for greater flexibility in the area of mobile reporting.

Special Weapons and Tactics

(See pp. 68-70.)

36. CPSM recommends Celina bring its SRT team into NTOA compliance or pursue a partnership with one or more other law enforcement agencies in the area for the creation of a regional or joint tactical team that would include CPD officers.

37. In a regional arrangement, a SWAT manual should be developed and signed off by the participating agencies' chief executives. The manual should include NTOA best practices for operations, team selection, and training.

38. CPD should send two to three officers to basic and advanced crisis negotiations courses. These officers, once trained, can assist with patrol situations where a negotiator can assist with diffusing a situation that does not require a tactical team response. The negotiators should be included on a regional or joint tactical team or CNT unit.

39. CPD should develop a formal after-action review (AAR) process for major incidents and large events.

Communications and Dispatch

40. CPSM recommends Celina pursue a contract through the RFQ process for an assessment of its public safety communications/dispatch needs

Employee Wellness

41. CPSM recommends CPD develop a mandatory attendance policy for a counseling session or debrief after an employee is involved in any critical incident.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Celina Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 18,400 calls for service during the period of January 1, 2022, through December 31, 2022, which are those calls handled by the department's patrol officers.

Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with people throughout the organization and the City of Celina, Texas.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Celina Police Department. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol; investigations; support services such as records, dispatch operations, and property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In this report we will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors. In the case of Celina, we will also factor in community growth.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

Celina, Texas, is a community located in northeastern Texas on the outer edge of the Dallas–Fort Worth metroplex area. The city is mostly within Collin County, with a small area in Denton County. Celina was established in the late 1800s and incorporated as a city in 1907. Celina's population remained relatively small from its original incorporated date through 2000 at about 2,000 people. By 2010, official Census figures reported a growth of 224 percent to a population of about 6,000 and then further growth by 2020 to a population of just over 16,000 people. The explosive growth is continuing and is projected to continue. In 2023, Celina has a service-area population of approximately 43,000.

As of 2020, the official area of Celina was reported to be 42 square miles. However, there are areas in and around Celina that are served by the city and considered Municipal Utility Districts (MUDs). These areas are not officially part of Celina proper but are part of Celina's service area. The size of Celina with these additional areas is 78 square miles. It is anticipated that these areas will at some point in the future become part of the City of Celina. The estimated population of Celina with these additional service areas is approximately 43,000[1] people.

Politically, Celina is a home rule municipality served by an elected mayor and six council members and managed by a city manager. In Texas, a home rule status means the city may do anything authorized by its charter that is not specifically prohibited or preempted by the Texas Constitution or state or federal law.

Demographics

According to the 2020 census, Celina's demographic makeup is as follows: 73.3 percent White, 9.8 percent Hispanic, 7.6 percent Black, 6.8 percent Asian, and 9.5 percent two or more races. Approximately 96 percent of the population over the age of 25 has a high school diploma and 47.5 percent have a college degree.

The owner-occupied housing rate is 88.8 percent, and the persons per household is 2.93 people. The median owner-occupied home value is $339,400 versus the Texas average of $202,600. The median household income is $126,474 compared to the statewide median level of $67,321. Persons living in poverty make up 8.3 percent of the population compared to the Texas rate of 14.2 percent.

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1. In several sections of this report, the population and square miles of the city may be referenced and at times may not align. The GIS department in Celina has information that is more up-to-date than the U.S. Census figures. Data in this report may at times come from Census data and at other times from Celina GIS. Additionally, Census data only reports information within Celina proper; GIS data is inclusive of all areas for which Celina is responsible for providing services.

LAW ENFORCEMENT SERVICES

The City of Celina, Texas, and some of the unincorporated areas surrounding it are served by the Celina Police Department. CPD is a department in transition from a small police department into a mid-sized police agency. As that growth is taking place the department is establishing additional functions into its department operations. Although it is a stand-alone police department that provides service without reliance on other agencies for basic policing, it does rely on its neighboring agency relationships for assistance when required. Additionally, there are some functions in CPD, such as dispatch services that are currently provided by contract with the Collin County Sheriff's Office.

Most of the City is located within Collin County; however, there is a populated section of the city that is in Denton County. Because of this arrangement, the department has a relationship with both counties, and depending on where crime and arrests happen the department must work with different jails and district attorneys. This situation requires familiarity with both counties' practices.

The CPD has established administrative, patrol, and investigative divisions. At the time of this report, CPD is in the process of establishing a traffic unit and a community response unit (CRU). Although these functions are already on the department organization chart and in some cases have officer names assigned, the units are not active as those officers are still required for patrol duties.

Uniform Crime Report / Crime Trends

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in Celina measure up against those of other Texas communities as well as the State of Texas and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, representing the most serious crimes, the UCR index is split into two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

The following tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2012 through 2021, along with clearance rates for 2021.

In comparing Celina's data with other Texas jurisdictions, one can see that Celina reports a violent crime rate that is lower than both the state and national rates and a property crime rate that also is lower than the state and national rate. Celina's crime rates in both categories are generally lower—often significantly lower—than most of the comparable selected communities in Texas.

TABLE 3-1: Reported Crime Rates in 2020 and 2021, by City

Municipality	State	2020				2021			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Addison	TX	16,778	429	6,067	6,497	16,540	611	6,874	7,485
Anna	TX	16,036	87	1,023	1,110	18,215	214	769	983
Fairview	TX	9,375	21	459	480	9,595	42	490	532
Gainesville	TX	16,986	442	3,238	3,680	16,967	395	2,499	2,894
Glenn Heights	TX	13,662	264	1,405	1,669	14,610	370	1,109	1,478
Highland Park	TX	9,160	44	2,172	2,216	9,032	100	2,292	2,391
Highland Village	TX	16,848	53	469	522	17,071	23	545	568
Lake Dallas	TX	8,174	184	1,260	1,444	8,230	267	1,106	1,373
Melissa	TX	13,424	67	752	819	15,322	65	653	718
Princeton	TX	15,031	146	1,124	1,271	17,059	188	616	803
Prosper	TX	27,250	121	848	969	29,848	27	710	737
Roanoke	TX	9,862	101	1,491	1,592	10,234	88	1,270	1,358
Seagoville	TX	17,120	158	2,196	2,354	17,291	156	1,914	2,070
Celina	**TX**	**18,165**	**105**	**716**	**820**	**22,521**	**71**	**555**	**626**
Texas		**29,360,759**	**443**	**2,224**	**2,667**	**29,527,640**	**440**	**2,123**	**2,563**
National		**331,449,281**	**399**	**1,958**	**2,357**	***332,031,554**	**396**	**1,933**	**2,329**

Note: *We used national crime rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

FIGURE 3-1: Reported Celina Violent and Property Crime Rates, by Year, 2012–2021
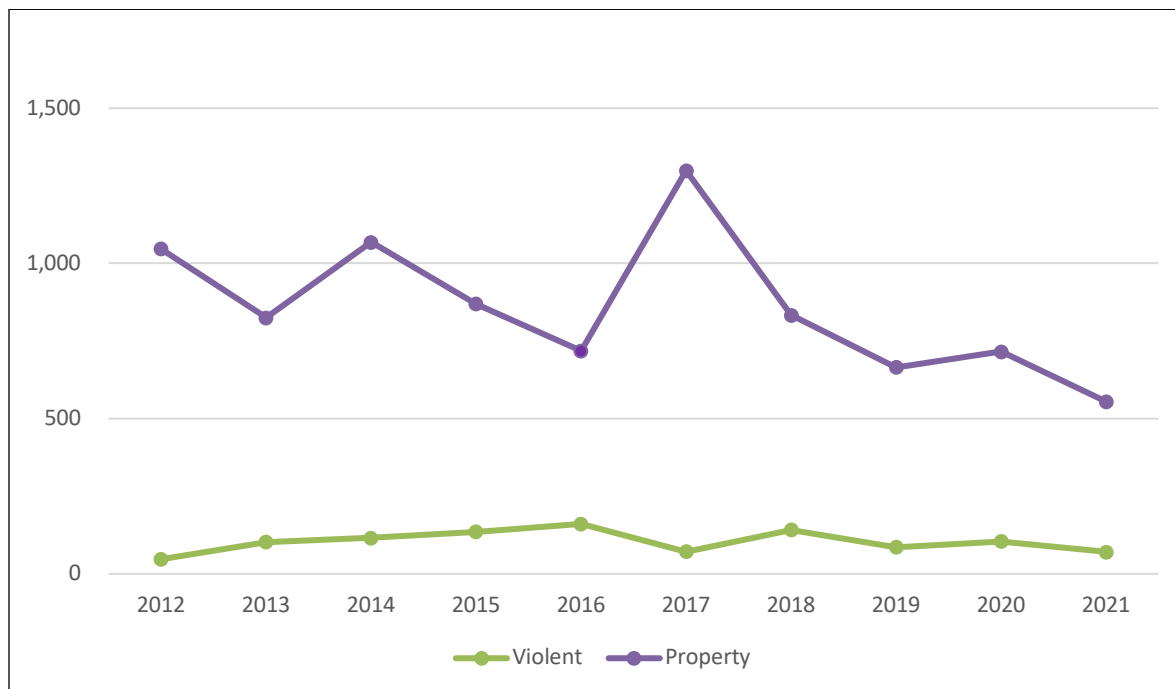
As noted earlier, Celina has experienced significant growth in recent years. The period accounted for in these figures included explosive growth. Although total crime numbers may have risen during this time, when the crime rate is adjusted for growth and indexed per 100,000 people the crime rates have remained relatively consistent and relatively low. The following table shows those crime figures (indexed) year to year for the period of 2012–2021.

TABLE 3-2: Reported Celina, Texas, and National Crime Rates, by Year, 2012–2021

Year	Celina				Texas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2012	6,350	47	1046	1,094	26,143,479	407	3,349	3,756	319,697,368	377	2,758	3,135
2013	6,786	103	825	928	26,533,703	399	3,235	3,634	321,947,240	362	2,627	2,989
2014	6,926	116	1,068	1,184	27,043,226	404	2,995	3,399	324,699,246	357	2,464	2,821
2015	7,367	136	869	1,004	27,555,914	410	2,818	3,228	327,455,769	368	2,376	2,744
2016	8,074	161	718	879	27,948,471	432	2,739	3,171	329,308,297	383	2,353	2,736
2017	8,388	72	1,299	1,371	28,304,596	439	2,563	3,002	325,719,178	383	2,362	2,745
2018	10,559	142	833	975	28,701,845	411	2,367	2,778	327,167,434	369	2,200	2,568
2019	13,977	86	665	751	28,995,881	419	2,391	2,810	328,239,523	379	2,010	2,489
2020	18,165	105	716	820	29,360,759	443	2,224	2,667	331,449,281	399	1,958	2,357
2021	22,521	71	555	626	29,527,640	440	2,123	2,563	332,031,554	396	1,933	2,329

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FIGURE 3-2: Reported City and State Crime Rates, by Year
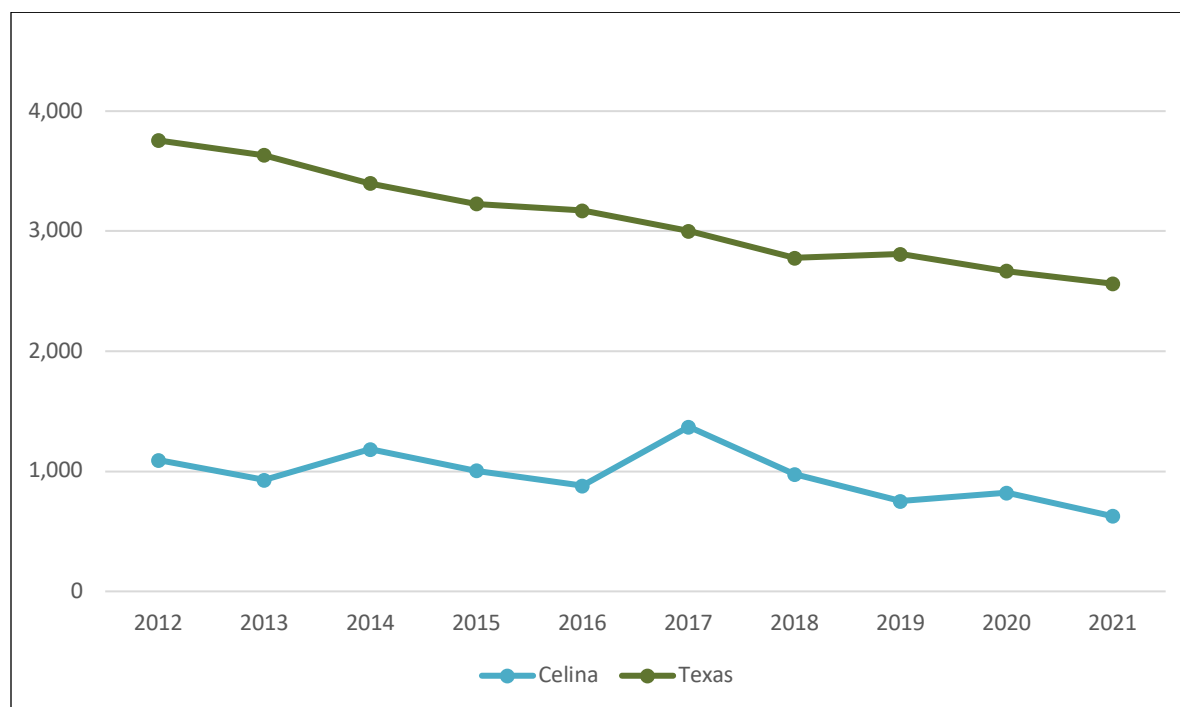
The above figure shows that although crime in Celina has remained relatively low and stable, the rate for the State of Texas has consistently dropped in recent years.

The following table compares Celina's crime clearance rates to the state and national averages in 2021. These clearance rates are based on the department's reporting to the UCR. As can be seen, the department's clearance rates are better than the state and national rates in most categories.

TABLE 3-3: Reported Celina, Texas, and National Crime Clearance Rates, 2021

Crime	Celina			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	3	100%	2,064	1,057	51%	22,900	11,500	50%
Rape	2	2	100%	14,671	2,673	18%	144,300	16,500	11%
Robbery	1	0	0%	22,443	4,217	19%	202,200	48,800	24%
Aggravated Assault	10	6	60%	90,876	31,858	35%	943,800	297,500	32%
Burglary	19	2	11%	95,800	7,845	8%	899,700	107,200	12%
Larceny	105	10	10%	443,309	37,040	8%	4,627,000	508,900	11%
Vehicle Theft	1	0	0%	87,703	8,101	9%	890,200	68,500	8%

Note: National crimes and clearances are estimated in the FBI's report _The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates_.

Strategic Planning

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

Effective strategic planning articulates not only where an organization is headed, and the actions needed to make progress, but also how it will know if it is successful.

The Celina Police Department has a five-year strategic plan document that specifically outlines future department needs based upon community growth projections. Our review of this document demonstrates the department's forward-thinking and proactive approach to the community's future needs. There are projections for anticipated needs in the sworn officer ranks and in support positions as well as major capital expenditures. The document also provides projections from the city's GIS staff on both population growth as well as growth in area.

In addition to the strategic planning document provided to CPSM, CPD leadership also stated that the units and divisions have been asked to think strategically and to establish their own five-year plans. There is no indication that any of this planning is official or built into future projections that align with actual department or city capabilities.

With its continuing population influx, Celina is in the midst of substantial growth and the police department will be growing along with the community. As the department transitions into a larger agency, it will become more complex and will have needs associated with that growth that are not mentioned in the current strategic planning document. Additionally, there will be recommendations contained within this report that will assist the department in that growth as well.

We believe the department is in a prime position to engage in a facilitated strategic planning process that involves voices from within the department but also the opinions and voices from leadership throughout the city to thoughtfully provide input on what CPD should look like in the next three to five years. A facilitated process should align goals with the actual financial capabilities of the city, it will also develop objectives that should be met throughout the process to ensure the growth is managed properly.

Strategic Planning Recommendation:

■ CPSM recommends the CPD engage in a facilitated strategic planning process. (Recommendation No. 1.)

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Succession Planning

For many smaller police departments such as Celina, succession planning is difficult and often informal. Oftentimes, resources can be scarce, and it can be difficult to have key management personnel away for any length of time for professional development. Celina PD does have a policy (General Orders 4.3) that is titled "Career Development, Promotions, and Transfers." This policy outlines the process for promotions to sergeant and lieutenant as well as how transfers are made within the agency. As far as career development is concerned, the policy states that the

police chief will ensure that any employee that is promoted will receive training specific to their new position within 12 months. However, there is no formal succession plan that outlines what training employees will receive to ensure their success at the current level as well as to develop their skills for future roles and positions within CPD.

The department recently created a corporal position in patrol for additional leadership capacity. The corporal position is not yet included in the policy on career development. With the addition of the corporal position as well as the fact than many of the sergeants are new in their roles and in many cases new to CPD, the department recognized that consistency and knowledge within those supervisor ranks was lacking. As such, it is creating a document intended to guide supervisors through many of the processes that supervisors are expected to know to enhance their capacity. This is a good step toward succession planning.

Successful succession planning requires an organizational commitment for both personnel and human resources to dedicate time and money to developing employees for future opportunities in the organization.

Celina PD has a police chief and assistant police who were hired in recent years to lead the agency. Both were recruited from outside the agency. We did not inquire about why the city, or the department elected to hire from outside or inquire as to the qualifications of internal managers to lead the organization. Oftentimes, the decision to hire from outside can have nothing to do with internal candidates and is done to bring an outside perspective to the agency. However, as Celina continues to grow as an agency and as a community, the need for strong leadership with a global perspective becomes more important. A defined succession plan that delineates the professional development that managers and supervisors should receive will assist in ensuring that outside perspective is always present in the CPD. A formal succession plan will also assist the city in ensuring that internal talent exists in the organization when needed for executive roles and will assist the department in ensuring that all leadership personnel have well-rounded experience and can assume any need in the agency.

Succession Planning Recommendations:

- CPSM recommends that CPD engage in a formal succession planning process. (Recommendation No. 2.)

- The corporal position should be included in the Career Development Policy. (Recommendation No. 3.)

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Mission and Vision Statement

The Celina Police Department's mission and vision statements are as follows:

Mission Statement
The Celina Police Department is committed to achieving a safer community by providing dedicated service and involving our community as partners.

Vision Statement
Embrace and nurture a culture of partnership with our community, cultivate progressive law enforcement techniques designed to protect life and property, reduce the fear of crime, and value and respect all who we serve.

Department Policy Manual

The CPD has the following documents that serve as policy and guidance for the agency:

- **General Orders** – The manual consist of 12 chapters outlining department policy and guidance on a multitude of operational and ethical expectations for CPD personnel. This manual largely follows best practice policies provided by the Texas Police Chiefs Association. Of the model policies provided by the association, CPD is able to adopt what is applicable for their organization. For instance, the TPCA has a model policy on jail operations but since CPD does not operate a jail, that policy is not included in the department General Orders.

- **Standard Operating Procedures** – There are three SOPs that have been adopted by CPD that cover the Criminal Investigations Division, Patrol Operations, and Special Operations. These SOPs are in addition to the General Orders and establish specific protocols for those divisions of the department.

- **Written Directives** – Written Directives are issued to provide guidance on new or changing policies. The department typically updates its General Orders or SOP's once per year. When that occurs, all written directives are incorporated into the department's policy manuals at that time.

In speaking with department management about the policies of CPD we learned that with the newer leadership in place there is an effort underway to update many of the existing policies. The police chief is actively reviewing existing General Orders while the assistant chief is reviewing procedures, both are making updates and changes as time permits and as concerns arise. We were told that many of the newer updates are not necessarily following the TPCA model policies used in the past but are being tailored more for the Celina Police Department. Additionally, both the chief and the assistant chief spent most of their career with other larger agencies prior to joining the CPD. As such, they have experience with other policy manuals and experience where certain policies may not have served their organizations well in the past. That past experience is factoring into some of the revisions.

CPSM did not carefully review every General Order, SOP, and Written Directive in this assessment. That work was recently done during an accreditation visit earlier this year by the Texas Police Chief's Association Foundation. We did review several of the critical policies as they apply to areas of the department we assessed. Many of the policies reviewed are cross-referenced or cited throughout this report.

The department uses a platform called Power DMS to manage its policy manual. This is a common platform used by agencies throughout the country. This software platform provides several benefits including the ability to track accountability to ensure officers have received and reviewed new policies.

One concern noted during our discussions with CPD regarding department policies and procedures is that no legal review of new policies is conducted prior to adoption and implementation. Legal review often serves to benefit organizations by ensuring the nuances of policy wording do not negatively impact an organization in potential future litigation. Quite often, agencies will use a policy service or adopt model policies word-for-word to ensure they meet legal scrutiny. If an agency elects to develop and/or customize its policies, we recommend that it have all new policies reviewed by legal counsel.

Policy Service
Many law enforcement agencies have elected to subscribe to an outside policy service, which ensures all policies meet industry best practices, are legally reviewed, and are continually

updated to ensure all industry changes are captured in policy in a timely manner. These services also provide for attestation to ensure employees both know and understand policy in a practical way. The CPD has evaluated these services in the past but determined that the cost of the service was too much at the time, as other expenses were a priority.

Cost and department finances factor into all management decisions. It is understandable that CPD may have determined that it was not worth the expense at the time it considered these outside services. However, when factoring the personnel time required to research, review, and write new policies and the cost of a legal review, coupled with the labor associated with tracking accountability, it might be more cost efficient in the long run to use a service versus managing the policy process in house.

Additionally, we have seen that growing agencies have to devote more and more personnel time to managing their policies and policy development. It is common to see an FTE assigned this area as a primary duty. We encourage CPD to consider these factors going forward and continually reassess if it should be managing the policy process in house.

Department Policy recommendations:

- CPSM recommends that CPD have all new policies and policy revisions reviewed by legal counsel prior to adoption and implementation. (Recommendation No. 4.)

- We recommend that CPD continually reassess managing the policy process internally versus outsourcing the process to an outside service. (Recommendation No. 5.)

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Accreditation

The Celina Police Department is an accredited agency by the Texas Police Chiefs Association Foundation (TPCAF).

Beginning in 2006, TPCAF instituted an accreditation program for agencies in Texas to ensure they are adhering to industry best practices. The TPCAF accreditation program is modeled after other industry national accreditation programs but tailored to Texas agencies. Celina PD is among 180 law enforcement agencies in the state to have this certification.

The following are excerpts from the Texas Police Chiefs Association website describing the accreditation program:

> The Law Enforcement Accreditation Program is a voluntary process whereby police agencies in Texas prove their compliance with 170 Texas Law Enforcement Best Practices. These Best Practices were carefully developed by Texas Law Enforcement professionals to assist agencies in the efficient and effective delivery of service, the reduction of risk and the protection of individual's rights.

> While similar in nature to the national accreditation program, the Best Practices Accreditation Program is easier to administer, lower in cost, and is designed specifically for Texas Law Enforcement. The Texas Legislature demands a great deal of professional law enforcement in Texas and the Best Practices were specifically designed to aid Texas agencies in meeting those demands and providing the best quality of service to the people of our State.

The certification and accreditation process is conducted every four years for participating agencies. The Celina Police Department was last evaluated in in early 2023 and was found to be "in-compliance" with "no areas of concern."

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Department Structure / Chain of Command

The Celina Police Department is led by a police chief and has a second in command holding the rank of assistant police chief. There are three divisions in the department each led by a police lieutenant. The divisions are as follows:

■ Administrative Services Division.

■ Patrol Division.

■ Criminal Investigations Division.

The following figure displays the Celina Police Department organizational chart as of July 2023. This chart adequately outlines the department chain of command and division responsibilities.

FIGURE 3-3: Celina Police Department Organizational Chart (July 2023)
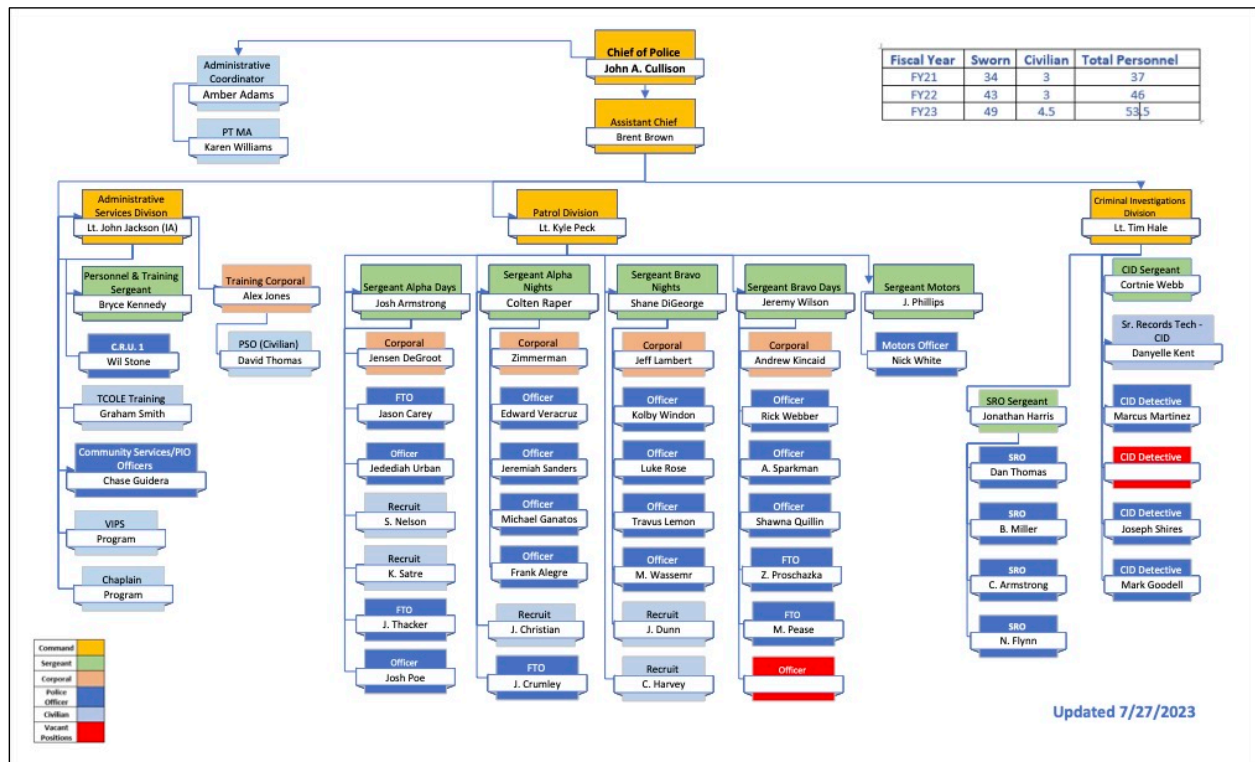
Staffing

The staffing landscape of the Celina Police Department is quickly changing due to the fast-growing nature of the community. The following table is a breakdown of the authorized positions in the Celina Police Department by rank in July 2023. This table and the organizational chart above is inclusive of officers that are hired and attending the academy but not yet assigned to their future roles in the department.

TABLE 3-4: CPD Authorized Personnel, July 2023

Position	Authorized
Police Chief	1
Assistant Police Chief	1
Lieutenant	3
Sergeant	8
Corporal	5
Police Officer	31
Civilian Employees	4.5
Total Civilian Employees	*4.5*
Total Sworn Employees	*49*
Total	**53.5**

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SECTION 4. ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division of the Celina PD is managed by a police lieutenant. Department units and responsibilities include personnel and training, including academy training and TCOLE management, as well as community affairs and PIO responsibilities. For the purpose of this report we will also report on the department's records function in this section.

PROFESSIONAL STANDARDS

The Administrative lieutenant serves as the primary professional standards investigator in the Celina Police Department. The policy of CPD as it relates to citizen complaints and internally generated investigations of misconduct is covered in the department's General Order 2.4; it was last updated in April 2011.

CPD's policy is that all complaints will be accepted through a variety of means and all complaints will be investigated according to department policy. Any allegation of employee misconduct that may involve a criminal complaint will be investigated separately from the internal investigation.

Department policy specifically states that complaints may be received online (in addition to in person and via telephone). We navigated the department website to verify this and found that a fillable complaint format can be found on the home page after navigating to "Officer Feedback, Professional Standards, Complaint Process, Compliant Form." This involves several steps that would likely challenge someone who is not technology savvy, but it does meet what department policy states. CPD's webpage does involve more steps than many departments. Many departments (example: Dallas Police https://dallaspolice.net/) place a direct link on their department homepage.

As complaints are received there is a review of the allegations to determine who will investigate the matter. Lower-level concerns may be directed to the direct supervisor / sergeant of the effected employee. That supervisor will investigate and forward his / her findings to the Administrative lieutenant for review.

We believe that CPD's process of directing lower-level investigations to an employee's direct supervisor is a best practice. Typically, these allegations, even if found to be sustained, would only involve minor disciplinary actions. The experience is beneficial for supervisors to be involved in this administrative process from an employee development standpoint. However, when inquiring about the work product of supervisors conducting investigations, we learned that there is not an official training program for supervisors in this area. Most training involves word of mouth learning from other supervisors and managers. As a result, the work product is not always consistent from one investigation to another.

CPD told us it recognizes this shortcoming and is looking to address it with supervisor training in the future. We recommend that CPD follow through with this and provide agency-specific training on conducting IA investigations to all employees who may be involved in the process, including existing managers.

Investigations Process

More serious allegations are investigated by the Administrative lieutenant. In some instances, the matter may be referred to the affected employee's manager / lieutenant for the investigation.

The Administrative lieutenant walked us through his typical process. By all accounts, it appears the department is administratively aligned with best practices as it relates to employee notifications, due process, and investigative process, which are aligned within the law and regulations in the State of Texas.

It should be noted that this process within CPD was changed recently. As a result of new leadership it was determined that the past practices of the department were inadequate. Even simple matters related to employee due process and notification appeared to be lacking based on what employees shared. It appears those issues were addressed and resolved prior to this assessment. However, the changes that have aligned the agency with best practices are relatively new. This dynamic underscores the prior recommendation to ensure all supervisors and managers receive training in these sensitive investigations. This also highlights concerns with the policy. Although the policy is broadly written and addresses most areas that would be of concern in an IA investigation, it lacks detail and specific administrative actions being done by CPD. It does not contain the specifics that were outlined by the Administrative lieutenant who explained the process to us during our site visit.

The IA policy has not been updated since 2011. The department is aware of policy gaps in several areas and the current administration is working to update those policies as quickly as possible. In this report we recommend moving to a subscription-based policy service that will do this work for the department and keep policy updated on a regular basis to ensure CPD is aligned with current law and best practices. Absent moving to a policy service, we recommend that CPD update policy 4.2 concerning internal investigations as soon as possible.

The Administrative lieutenant who conducts most IA investigations of any significance has been performing these investigations for CPD for several years. The lieutenant has received advanced IA investigations training from ILEA and feels qualified to perform these types of sensitive investigations. The responsibility was inherited from a previous manager in the agency when CPD was significantly smaller than it is today. As CPD grows and becomes a larger agency it will face the reality of isolating these investigations into a dedicated unit versus the current practice of one employee juggling the responsibility with many other department responsibilities. The employee already suggests that when these investigations do arise there are many other areas of his responsibility that do not receive the attention they should receive. The existing department policy outlines a very fast timeline to conduct the investigation and to initiate discipline if deemed appropriate. Although this employee works to get investigations done in a timely manner the policy timeline should be reexamined during the policy review.

Additionally, with only one employee having the expertise to investigate the critical allegations of misconduct we believe CPD is exposed to a potential breakdown in its process and expectations in this area of department operations. There is assistance provided by other lieutenants when needed but we feel the department should be planning for the future to ensure continuity of operations. As part of the succession planning process we recommended earlier the department should involve more managers and supervisors in the process to investigate IA matters on a regular basis.

The following is a breakdown of the 2022 CPD IA investigations and their final disposition. These records are made publicly available as per department policy:

TABLE 4-1: Complaint Investigations and Dispositions, 2022

Incident No.	Division	Complaint	Disposition	Disciplinary Action
IA-22-001	Operations	Policy violation	Sustained	Coaching
IA-22-002	Operations	Policy violation	Unfounded	None
IA-22-003	Operations	Policy violation	Sustained	Letter of counseling and additional training
	Operations	Excessive force	Exonerated	None
	Operations	Policy violation	Sustained	Letter of counseling and additional training
	Operations	Excessive force	Exonerated	None
IA-22-004	Operations	Policy violation	Unfounded	None
	Operations	Policy violation	Sustained	Written reprimand and additional training
IA-22-005	Operations	Policy violation	Sustained	Written reprimand and additional training
IA-22-006	Operations	Policy violation	Sustained	Letter of counseling

The records provided by the department and available to the public is a good step toward being transparent with the community. There was about one complaint every two months, on average, in 2022, indicating that very few complaints are received. The fact that a majority of the investigations resulted in a finding of "sustained" indicates that CPD has a commitment to officer accountability.

CPSM did not conduct a complete audit of all complaints or read the contents of these cases, that type of analysis is outside the scope of this report.

Professional Standards Recommendations:

■ CPSM recommends CPD offer specific training in conducting internal investigations for all supervisors and managers in the department. (Recommendation No. 6.)

■ CPSM recommends an update to the internal investigations policy. (Recommendation No. 7.)

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RECORDS UNIT

The records functions in the CPD are split between the "Administrative Coordinator" and the CID sergeant. The Administrative Coordinator reports directly to the Chief of Police in a position similar to an administrative assistant to the chief in most organizations. The administrative coordinator handles public information requests (PIR), monthly statistical reports, and other administrative tasks assigned by the chief. A CID records technician position was added on the week the CPSM team was in Celina. This position will assume some of the records functions. We were advised that a department records position will be added in the new fiscal year, which begins in October 2023.

The CID sergeant is responsible for NIBRS (National Incident-Based Reporting System) and Uniform Crime Reporting (UCR) reporting and compliance. CPD is currently compliant with NIBRS reporting. The ICS Athena Records Management System is used for compiling and extracting the data needed for NIBRS reporting. In Texas, these reports are sent to the Texas Department of

Public Safety, which in turns sends the information to the FBI's Crime Reporting clearinghouse. The CID sergeant handles the processing of all police incident reports to include final dispositions, accountability, and forwarding them to the appropriate court. The CID sergeant is assisted by detectives and the CID lieutenant.

There are areas of concern for records handling that should be addressed. Since there is no dedicated unit, the staff responsible for records functions are spread thin due to the other duties they are each responsible for. The addition of the CID records technician will assist with this; however, case management in CID and assisting detectives should be the primary job of this position. The addition of a records technician in the new fiscal year should allow the department to establish a records unit. Some of the duties of the records unit could include:

- Warrant entry, validation, and updating databases.

- Monitoring police reports for accuracy and NIBRS / FBI UCR compliance.

- Public information requests.

- Performing a full range of clerical duties including public counter and answering department phones.

- Handling discovery requests for the District Attorney offices.

- Automated report merging and data entry into the department records management system.

- Assisting other agencies when called to provide records or department information.

Records Recommendation:

- CPSM recommends that CPD establish a Records Unit once the new records technician position that is planned in the FY 24 budget is filled. (Recommendation No. 8.)

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PUBLIC SERVICE OFFICER (PSO) / COMMUNITY SERVICE OFFICER (CSO)

A Public Service Officer (PSO), a non-sworn employee, assists with a variety of administrative tasks for CPD. This position reports to the Administrative Services Division lieutenant. The PSO is normally the first point of contact for the public when visiting the police building or when calling the non-emergency phone number. This position mans the front desk area of the police department. Other duties include assisting with moving vehicles, escorting visitors, and other administrative tasks. When this person is off, the chief's administrative coordinator assists with the duties. When CPD moves into its new building, it may be necessary to cross-train other employees to assist with the front desk duties when the PSO is away from the desk or off.

CPD has a sworn employee serving as a Community Service Officer (CSO) and Public Information Officer (PIO). This position reports to the Administrative Services Division lieutenant and the Training sergeant. The CSO/PIO is responsible for the Volunteers in Policing (VIPS) program, the citizens' police academy program, National Night Out, and for coordinating all other CPD community outreach events. Additionally, the position serves as the media spokesperson for the department, manages CPD's social media pages, and coordinates with the administrative coordinator on public information requests.

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TRAINING

CPD has a sergeant dedicated to Personnel and Training and a corporal dedicated to Training. Personnel and Training reports to the Administrative Services Division lieutenant. We were advised while on-site that a non-sworn TCOLE (Texas Commission on Law Enforcement) Specialist would be starting within the next week to assist with training. The Personnel and Training sergeant is also responsible for the Crime Reduction Unit (CRU), the Community Services/PIO Officer, volunteers, and the chaplain program. The Training corporal also serves as the department quartermaster, police radio maintenance, fleet management, and fleet purchasing.

The Texas Commission on Law Enforcement (TCOLE) requires that every certified police officer complete 40 hours of continuing professional education every two years to be in compliance with peace officer certification requirements. During each two-year training cycle, every Texas police officer has mandated hours of training based on their TCOLE proficiency certificate level (Basic, Intermediate, Advanced, Master). TCOLE requires all sworn officers to qualify with their firearm at least once annually. There are also additional training requirements in the areas of domestic violence, human trafficking, Spanish for law enforcement, canine encounters, cultural / racial diversity, and a host of other topics for Texas peace officers depending on their license level. Additionally, all Texas peace officers regardless of license proficiency level must attend a TCOLE approved Legislative Update course biennially. The current TCOLE training cycle ends on August 31, 2023. CPD officers are in 100 percent compliance with the mandated training cycle. Failure to meet the training requirements from TCOLE by the end of the training cycle can result in the suspension of the Texas peace officer license of a person not meeting the requirement.

In addition to the department training cycle, certain employees will receive additional specialty training based upon the needs of the department and the specialized assignment of the employee. For instance, detectives will attend specialized investigation courses to better develop their professional skills.

CPD is accredited by the Texas Police Chiefs Association Foundation law enforcement accreditation program. As such, there are specific training requirements that must be met annually or biennially depending on the specific accreditation standard. This includes training in de-escalation, use of force, tactical emergency casualty care, and other topics.

Over the past three years, CPD has average over 300 training hours per officer. This includes 3,498 training hours in 2020, 4,626 hours in 2021, and 10,071 hours in 2022. The large increase in hours for 2022 can be attributed to three new officers in the basic police academy. Training courses attended by CPD officers included defensive tactics, CPR, firearms, and a host of other topics. High-liability courses in sexual harassment, accident and injury prevention, Narcan deployment, de-escalation, crisis intervention, implicit bias, and less lethal weapons were covered as part of CPD's annual in-service training. The number of training hours and topics covered are impressive.

TABLE 4-2: Total Training Hours, 2020–2022

2020	2021	2022
3,498	4,626*	10,071**

Notes: * One cadet in the academy. ** Three cadets in the academy.

CPD is not a TCOLE-approved training provider. As such, it is permitted to train CPD officers only on topics instructed by CPD staff. CPD is able to host training conducted by other training providers who are approved by TCOLE to report training hours. It is our understanding that the new TCOLE specialist position starting the first week of August is experienced in this area, which

will allow CPD to become a TCOLE training provider. CPD should pursue becoming a TCOLE training provider or consider partnering with a regional TCOLE training provider to report training hours to TCOLE using CPD officers who are TCOLE-certified instructors.

CPD does have a robust cadre of 22 TCOLE-certified instructors. These instructors specialize in topics such as active shooter response (ALERRT), Taser, defense tactics, firearms, active bystandership (ABLE), standardized field sobriety testing (SFST), and other topics. It is impressive that Celina is an ABLE (Active Bystandership for Law Enforcement) agency. ABLE is designed to teach officers the skillset needed to intervene prior to a situation getting out of hand when a fellow officer needs to de-escalate. A small percentage of agencies in the U.S. have adopted ABLE.

There is a great deal of specialization and detail involved in tracking and managing a police training program. Most police departments have sworn officer involvement in the management of the program as well as providing instruction. In the case of CPD the Training sergeant manages the program and carries out much of the training regarding new officers. This is in addition to his other duties. Some of the workload that occupies the Training sergeant's time is administrative in nature. In many departments this administrative workload is handled by a civilian employee. This is the case for the recordkeeping involved in who receives and attends training, the scheduling of training, data entry concerning compliance, the issuing and recording of equipment, and the scheduling for outside courses, including making travel arrangements. These responsibilities should be performed by a non-sworn position as they do not require the skill set of a police sergeant. The addition of the non-sworn TCOLE specialist position will assist the Training sergeant and corporal with managing the workload.

New police officers are required to complete a state-certified law enforcement academy before they can be sworn in as a peace officer in the State of Texas. The Basic Peace Officer Course (BPOC) consists of a minimum of 720 hours of instruction. Completion of the BPOC is required for a new officer to be allowed to take the Texas peace officer licensing exam administered by TCOLE. Because of the competitive nature involved in police officer recruitment, most agencies will hire a new officer as a police officer trainee or police cadet before they have attended an academy. When this happens, the agency will both pay the new employee a salary to attend the academy and pay the academy tuition. This is often referred to as "sponsoring" a cadet in the basic police academy. This is a significant investment for an agency to incur before that employee reaches the point of serving as a police officer. CPD utilizes the Denton Public Safety Training Center and the Collin College Public Safety Training Center for its academy (BPOC) training.

CPD has sent four cadets to the police academy in the past several years. This includes no cadets in 2020, one cadet in 2021, and three cadets in 2022. All four cadets graduated from the academy and are working as patrol officers for CPD.

The department does not currently have a formal training program for newly promoted supervisors. New supervisors engage the TCOLE-mandated new supervisor's course (#3737) online. CPD has started sending supervisors to the Institute for Law Enforcement Administration (ILEA) four-week "Sergeant's Academy." The lieutenants are on the waiting list for the Leadership Command College at the Law Enforcement Management Institute of Texas. One lieutenant has applied for the FBI National Academy program. We recommend the department establish a formal training and mentoring program for newly promoted supervisors.

Field Training Program

Once new officers arrive at CPD, either as recent academy graduates or as lateral officers from another department, they enter the field training program. The CPD field training program has been 12 weeks in length for new academy graduates and six weeks in length for lateral officers. That training requirement is handled by six in-house certified field training officers (FTOs). Most of the FTOs hold the rank of corporal and serve as shift supervisor when the shift sergeant is off. The FTO program is managed by the Training sergeant.

A new seven-week orientation program in being implemented by the training sergeant for all new officers. Lateral officers will begin the orientation before the FTO program. Non-certified officers will complete the orientation after graduating from the academy and before they begin field training. The orientation program is designed to teach the "Celina way" to newly hired officers.

CPD has a traditional approach to field training; the department uses Power-DMS software to help manage the field training program. The program will now be comprised of a seven-week orientation and four phases of field training. The four phases are each between one and four weeks in length. Phase four is the evaluation phase where the new officer is expected to complete 100 percent of the work while on patrol with the FTO serving as a silent evaluator. Some refer to this as the "ghost phase." The new officer rotates to a different FTO in each phase and rotates to different shifts as well. Before being released for solo patrol, a sergeant completes a 12-hour "check ride" with all new officers.

The success rate for CPD new recruits in the FTO program is very good. Since 2020, 24 of the 26 new officers successfully passed their field training program and moved into solo officer status with CPD. This pass rate is higher than we see in many agencies, signifying that CPD takes training, its investment in hiring, and the success of new officers seriously. One of the challenges we heard with the large number of new officers being added to CPD ranks was "new people are training new people." The fast growth of Celina has caused this challenge, but CPD seems to be managing it well with the addition of experienced officers from other departments joining their ranks.

It should be noted that the field training program policy is not up to date with the actual practice being used for field training. We recommend a comprehensive field training manual and policy be developed.

Training Records

CPD does not use a dedicated software program to track officer training. The department does enter TCOLE-mandated training records in the Texas Commission on Law Enforcement Data Distribution System (TCLEDDS) database. However, this program does not track other types of training officers receive outside of TCOLE-approved courses. CPD relies on Excel spreadsheets for tracking training in addition to TCLEDDS.

From our research, we found the department's RMS system does not appear to have a training module contained within its software platform. A training database is a common module in most law enforcement RMS systems.

CPSM recommends the department establish parameters it needs for training records and tracking capabilities for effective management of the training program and then explore available technology solutions to meet its needs. This could be a stand-alone product or part of a future CAD/RMS program.

Training Recommendations:

- CPD should pursue becoming a TCOLE training provider or consider partnering with a regional TCOLE training provider to be able to report training hours to TCOLE using CPD officers who are TCOLE-certified instructors. (Recommendation No. 9.)

- CPSM recommends the department establish a formal training and mentoring program for newly promoted supervisors. (Recommendation No. 10.)

- We recommend the department develop a comprehensive field training manual and field training policy. (Recommendation No. 11.)

- CPSM recommends the department establish the parameters it needs for training records and tracking capabilities for effective management of the training program and then explore available technology solutions to meet its needs. (Recommendation No. 12.)

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RECRUITMENT

Celina PD is comprised of 55.5 total employees. This includes 43 male and five female officers. Civilian employees include three females and two males. A reserve officer is a white male, and the chaplain is an African-American male. Three officers are of Hispanic descent and 92 percent of all employees are Caucasian.

A common theme cited throughout this report is the explosive growth of Celina. This has created many opportunities and challenges for growth in the police department. CPD has been able to retain officers while adding additional experienced and new officers to their ranks. Starting in 2021, Celina started sending non-certified police applicants to the basic police academy. This, combined with the lateral entry officers choosing to transfer to Celina, has kept CPD ahead of the recruitment curve. Unlike many law enforcement agencies, it is fully staffed when counting those currently in the academy. The CPSM team heard more than once that "growth attracts people." This seemed evident from the retention and recruitment success of the department.

Many agencies find themselves having to hire new officers and pay for academy expenses. Celina is fortunate to have built an organization that attracts many experienced officers wanting to 'lateral' into CPD. This allows CPD to have a combination of new officers in the basic police academy and experienced lateral hire officers. This saves both time and money in the police officer hiring process. It is able to save money on the training piece and save time by having a new officer serve in the desired capacity faster than hiring new employees requiring academy training. At the same time, CPD has officers learning the Celina way and ready to step in and fill vacancies after they complete training.

The Administrative Services lieutenant is responsible for recruitment. The training unit comprised of the Training sergeant and Training corporal assist in recruitment efforts. The department utilizes social media, job fairs, and word of mouth. Recently, they attended a military event in a neighboring city where CPD set up a table for recruiting military reservists.

The onboarding process for hiring new police officers is very time-consuming and can take many months. Testing, background investigations, interview panels, medical testing, and other requirements can drag out the process. CPD reports its process previously took five to six months. During that time many applicants would lose interest or take other positions. The department has now streamlined the hiring process down to 45 days. This has created a positive response from applicants. CPD has outsourced the background investigation process as part of the

streamlining process. Outsourcing background investigations to private vendors has become a growing trend in law enforcement.

CPD has five officers currently in the police academy. Competition in the DFW market for police officer applicants is challenging and fiercely competitive. Despite this, Celina is fully staffed and has been able to entice officers from other agencies in the region and from out of state. The CPD team is to be commended for its outstanding recruitment and retention efforts.

DEPARTMENT VOLUNTEERS AND COMMUNITY OUTREACH

The department's program and community outreach are coordinated by the Community Services (CSO)/PIO officer. This position is supervised by the Training sergeant and under the direction of the Administrative Services lieutenant. CPD has four volunteers who are members of the Celina Community Police Foundation. In 2022, they contributed approximately 2,500 volunteer hours. Volunteers assist with various community events. Some of the community outreach events CPD participates in include Coffee with a Cop; National Night Out; Blue Santa; a citizens' police academy; and many community events occurring in Celina.

The CSO also serves as the department's public information officer (PIO). Most of the PIO duties involve monitoring and posting to social media. The PIO also coordinates the response to inquiries from the news media.

The CPSM team heard one person highlight CPD's commitment to community outreach and community policing best. They advised, "everyone is expected to be part of community outreach." Many added that the chiefs are "visible and approachable" in the community. These statements highlights Celina's commitment to community-oriented policing.

Volunteers in policing are a force multiplier. Some of the duties for which departments may use volunteers include assisting with administrative duties inside the police department; staffing an information window in the lobby; shuttling police vehicles between the police department and a repair shop; and assisting with community outreach initiatives. CPD can increase the number of volunteers. We recommend a formal training program for volunteers be established and graduates of the citizens' police academy be recruited to assist CPD as volunteers.

Celina does have one reserve police officer. Reserve programs are becoming increasing difficult for departments to maintain because state mandates have evolved, and reserve officers are expected to meet similar mandates as FTE police officers. This has impacted the ability of departments to recruit for the positions and as a result most departments are struggling to keep their programs afloat. We encourage the department to review this program and determine if maintaining a reserve officer program is viable.

Department Volunteers Recommendation:

- CPSM recommends that a formal training program be developed for CPD volunteers and graduates of the citizens' police academy program be recruited as volunteers. (Recommendation No. 13.)

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SECTION 5. PATROL DIVISION

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicates that nearly all police departments in the U.S. in the same size category as the Celina Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The CPD's philosophy is to address essentially all requests for service in a community policing style. With this in mind, it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand the *actual workload* (the time required to complete certain activities) it is critical to review the total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. In this section we will offer a number of charts and tables outlining this information.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to the current time spent to provide services.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy an officer's time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60 percent.

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency

response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. The patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the CPD's personnel data, patrol is authorized for approximately 34 sworn officers (1 Lieutenant, 5 sergeants, 4 corporals, and 24 Police Officers). These 34 of the approximately 49 sworn officers represent **69 percent** of the sworn officers in the Celina Police Department.

This part of the "rule" is not hard-and-fast. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration. The data presented by the department indicates that overall authorized staffing is adequately above the 60 percent recommendation. This does not imply that fewer people as a percentage should be assigned to the patrol function, it merely shows that the department is assigning an appropriate number of officers to the function.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies.

It is CPSM's contention that patrol staffing is optimally deployed when the saturation index (SI) is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized.

Departments must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the Celina Police Department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

WORKLOAD ANALYSIS

The following section represents workload, staffing, and the "saturation" of patrol resources in the CPD during the two months (seasons) on which we focused our workload analysis. The figures represent the manpower and demand during weekdays and weekends during the period of January 4 to February 28, 2022 (winter) and July 7 to August 31, 2022 (Summer). Examination of these figures permits exploration of the second part of the Rule of 60.

FIGURE 5-1: Deployment and All Workload, Weekdays, Winter 2022

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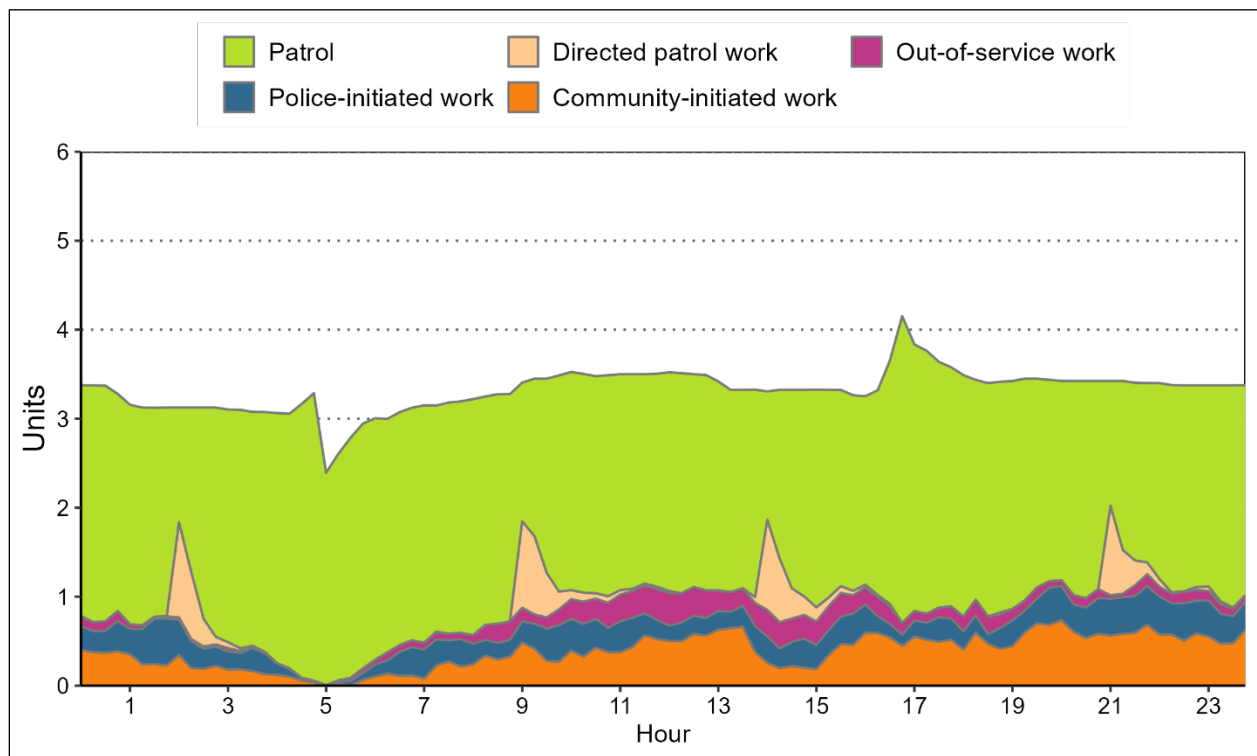
FIGURE 5-2: Percentage of Workload, Weekdays, Winter 2022
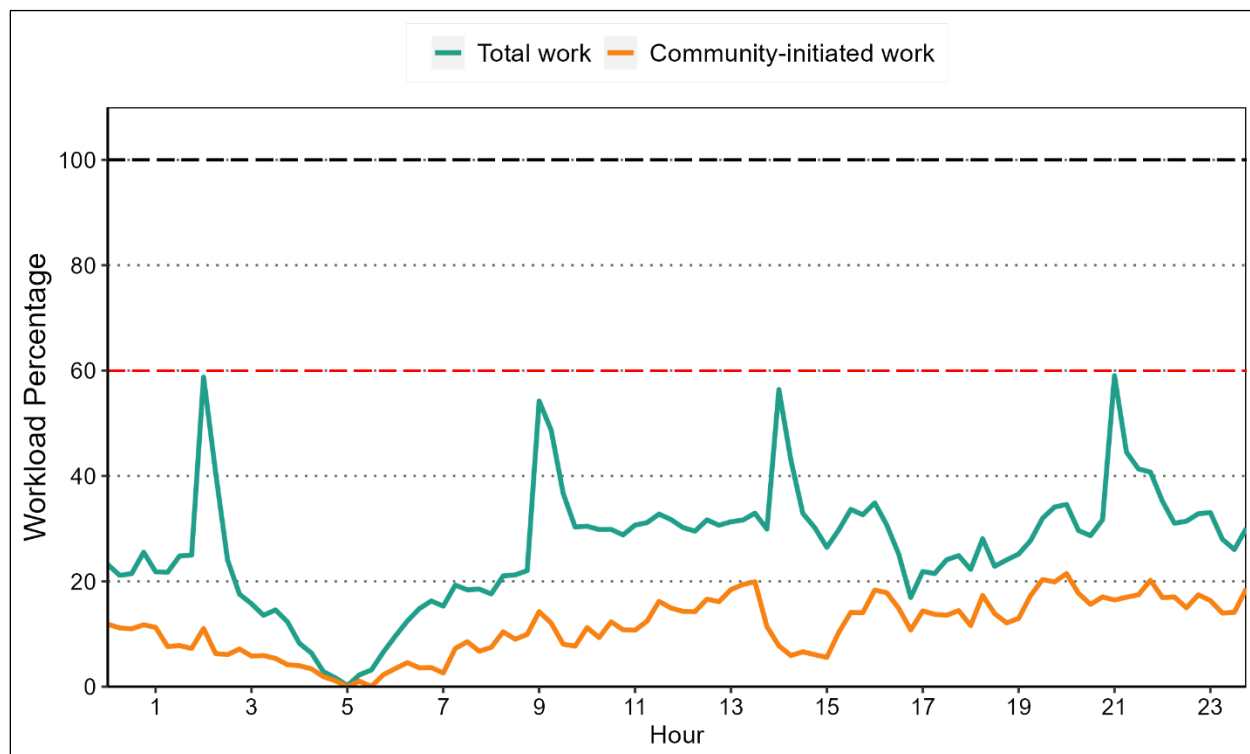
Workload v. Deployment – Weekdays, Winter

Avg. Deployment   3.3 officers per hour
Avg. Workload: 0.9 officers per hour
Avg. % Deployed (SI):   27 percent
Peak SI: 59 percent
Peak SI Time: 9:00 p.m.

The figures above and the following figures on workload represent a great deal of data. The "Deployment and All Workload" figures show the relationship of all on-duty police officers that were factored into the workload analysis and what work is represented by those officers throughout the course of the day. For weekdays in winter, average deployment throughout the day was 3.3 officers. The workload spikes observed at 1:30 a.m., 9:00 a.m., 1:30 p.m., and 9:00 p.m. represent a dispatch anomaly wherein directed patrols are assigned to on-duty officers. It was our understanding that this is a Collin County dispatch practice and does not necessarily represent actual workload. The spike during these times will slightly skew the math in these figures. The average saturation index (SI) is 27 percent, and the peak SI is 59 percent at 9:00 p.m. These figures would suggest that CPD was optimally deployed on the weekdays during the winter months in 2022.

We will discuss the potential inaccuracy of some of these numbers later in this section.

Now for the remainder of the remaining workload figures for the periods analyzed.

FIGURE 5-3: Deployment and All Workload, Weekends, Winter 2022

FIGURE 5-4: Percentage of Workload, Weekends, Winter 2022

Avg. Deployment: 3.4 officers per hour
Avg. Workload: 0.9 officers per hour
Avg. % Deployed (SI): 28 percent
Peak SI: 67 percent
Peak SI Time: 2:00 a.m.

FIGURE 5-5: Deployment and All Workload, Weekdays, Summer 2022

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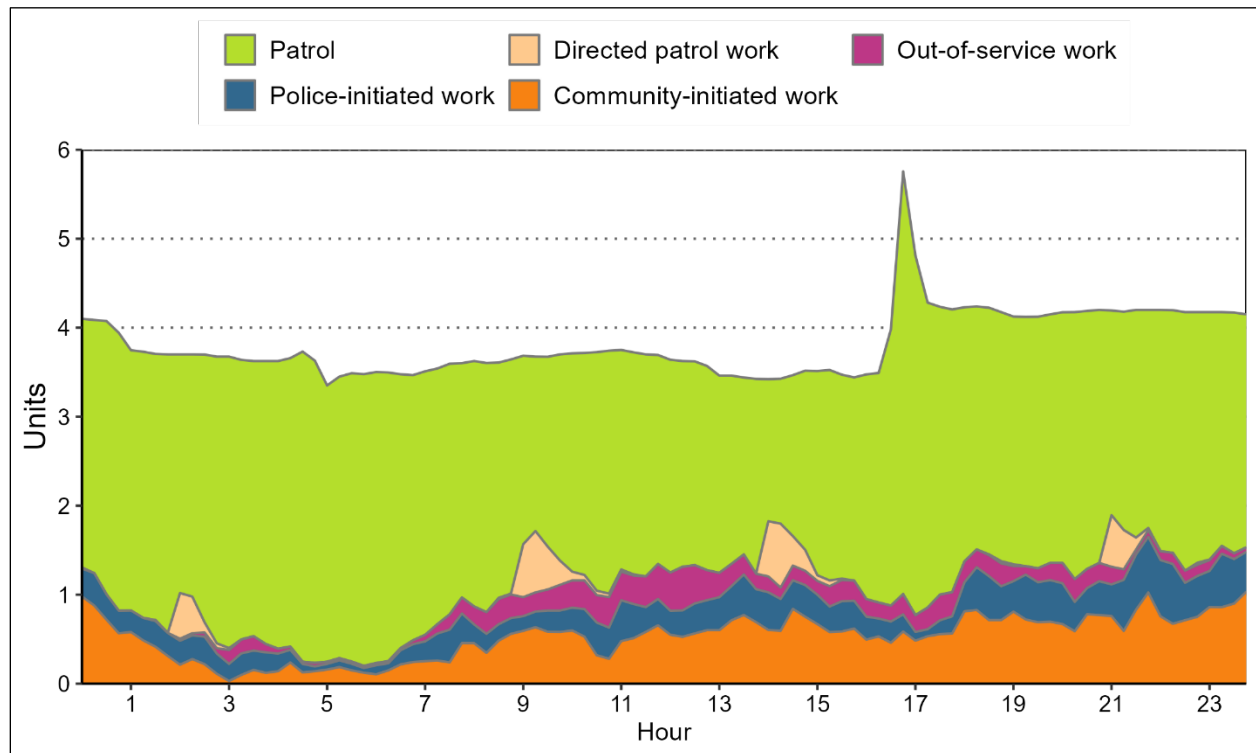
FIGURE 5-6: Percentage of Workload, Weekdays, Summer 2022
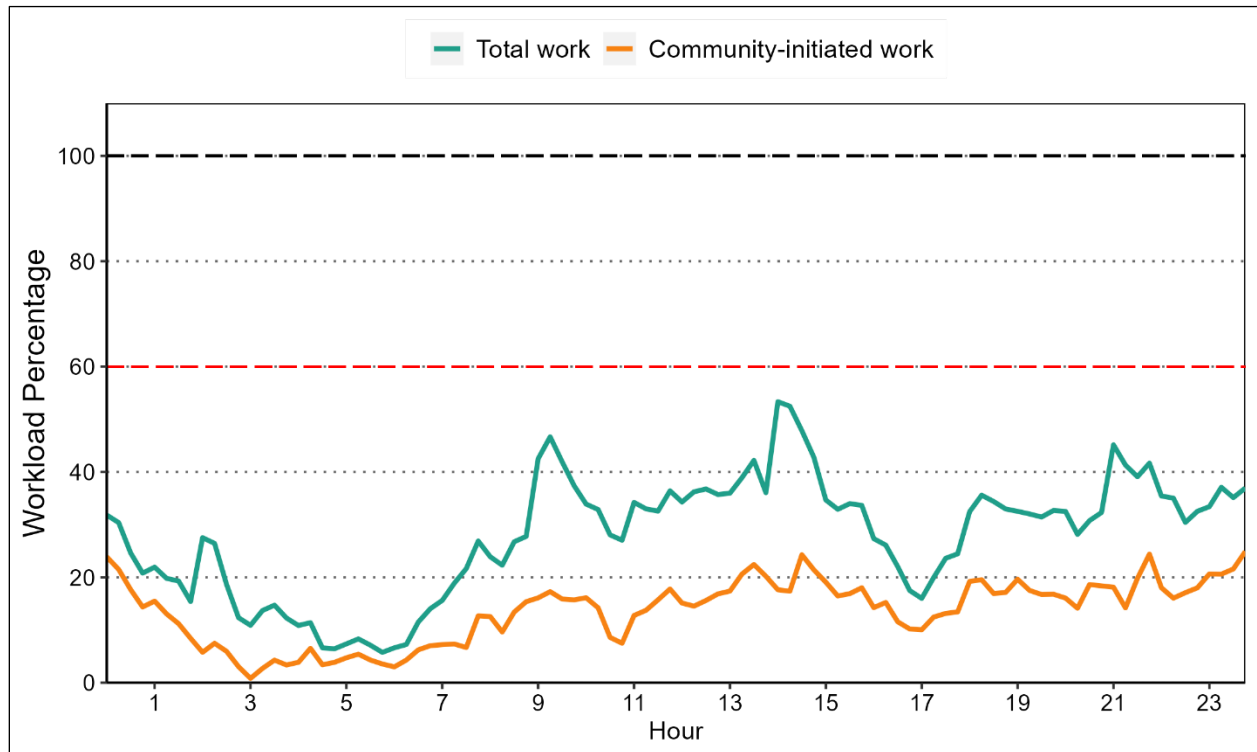
Workload vs. Deployment – Weekdays, Summer

Avg. Deployment: 3.8 officers per hour
Avg. Workload: 1.1 officers per hour
Avg. % Deployed (SI):   28 percent
Peak SI: 53 percent
Peak SI Time: 2:00 p.m.

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FIGURE 5-7: Deployment and All Workload, Weekends, Summer 2022
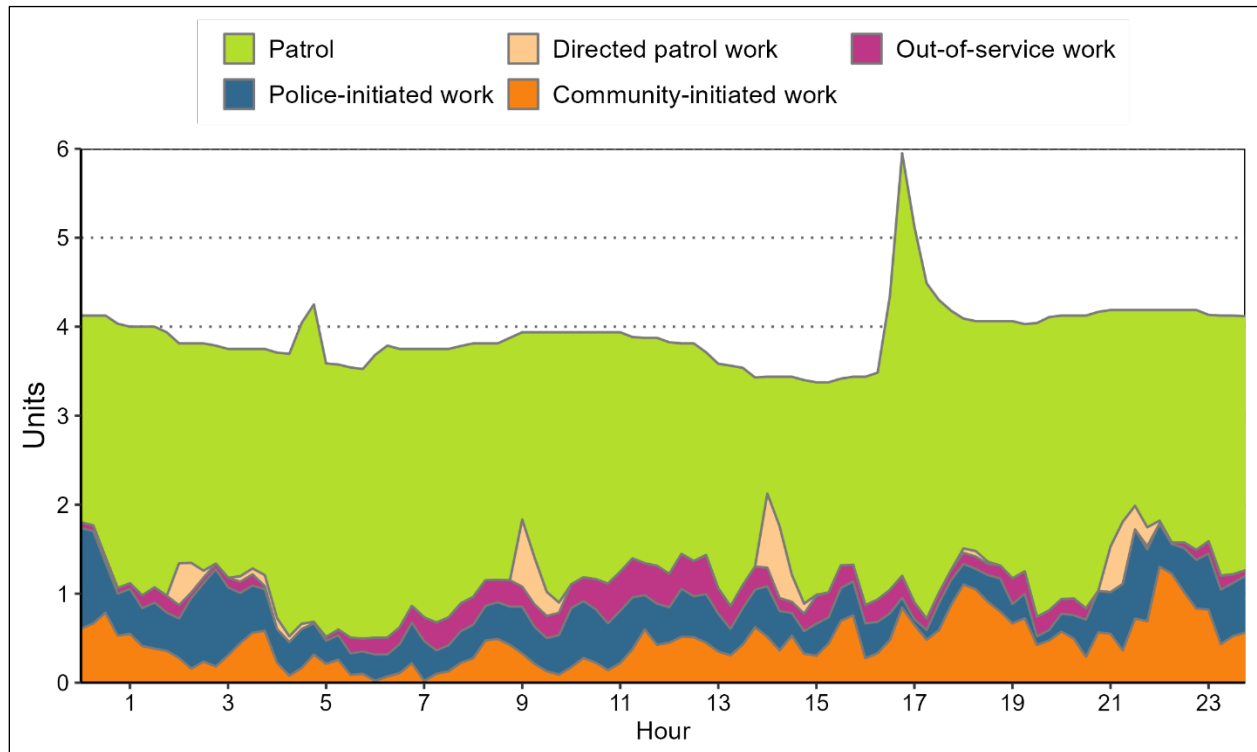
FIGURE 5-8: Percentage of Workload, Weekends, Summer 2022
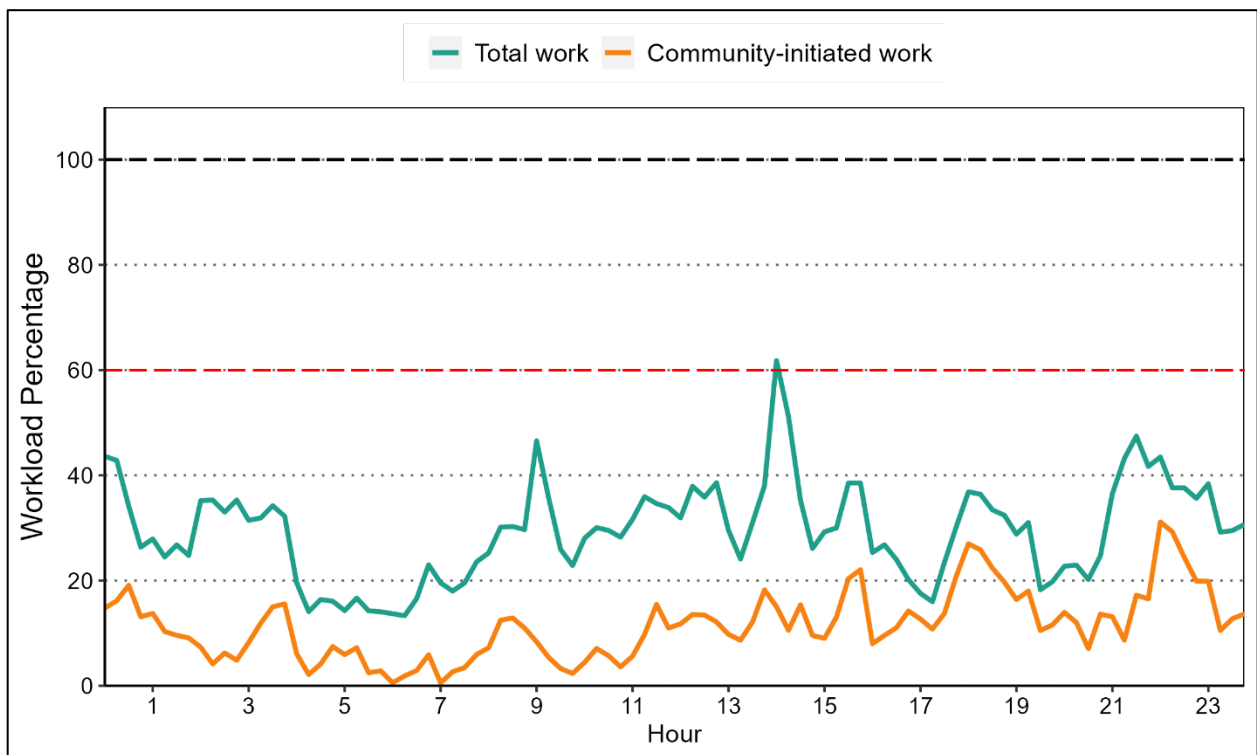
Avg. Deployment: 3.9 officers per hour
Avg. Workload: 1.2 officers per hour
Avg. % Deployed (SI): 29 percent
Peak SI: 62 percent
Peak SI Time: 2:00 p.m.

As indicated earlier, the figures and data represented above are from 8-week periods during winter and the summer of 2022; the data is broken down by weekdays and weekends. In evaluating the workload against the available staffing in the CPD patrol division it "appears" the division is properly staffed.

We know from conducting assessments involving departments throughout the country that these workload numbers do not represent all work being done in the department. Police culture by its very nature does not encourage 100 percent accounting of an officer's time. Beat integrity is a cultural element in all departments and beat integrity encourages officers to be available to handle any service call or crime report in their area of responsibility. As a result, officers tend to remain "available" in the department's CAD system and not record all activity such as report writing and other administrative tasks.

When we discussed these figures with Celina PD leadership, they immediately believed that there was an anomaly with the data figures that did not represent the true amount of occupied time that patrol officers experience. It is important to point out that the data figures that CPSM used here was based entirely on information from the computer-aided dispatch records (CAD). CPD strongly believes that its officers were not recording all of their activity; thus, prior to our site visit the department asked patrol officers to begin collecting that information in an effort to show us more realistic workload information.

When we arrived in Celina for our site visit in late July the department provided data that was tracked internally during the months of June and July. The tables and data provided by the department are not in the same format in which that CPSM compiles and presents data. However, assuming the data is accurate and is a true accounting of officer activity it would suggest that workload is closer to 40 to 50 percent, with available time being closer to 50 percent. For instance, data provided for the "Alpha" team working dayshift suggests that available time for the entire shift was approximate 47 percent, "on a call" was 29 percent, officer training was 15 percent, and the remaining time was categorized as "not available." There are similarities in the data provided for the other teams on other shifts. It's unlikely CPSM would have come up with the same percentages as CPD did for these two months. For instance, officers designated as being in training would likely not have been factored into the workload. That officer would have been removed from the day's line-up, thereby reducing the available labor for the shift.

Nonetheless, after talking with staff and patrol officers we believe there is reason to believe the true workload may be a little higher than represented in the department CAD data. CPD is a dispatch customer of Collin County, and shares a radio frequency with several other departments. Because there are so many officers that might be on this radio frequency many officers described situations where radio traffic was so heavy, they could not advise dispatch of their activity. Patrol explained that this was becoming more frequent as all the surrounding communities sharing the radio channel were also getting busier.

The importance of officers accurately tracking their time cannot be understated. If Celina desired to move into the direction of being a data-driven department and to staff according to real workload, then the real workload must be measured. Celina PD, like many departments, has

its officers voice dispatch themselves whenever they are involved in any activity. This is often done so that other officers hear it on the radio and are aware of where their colleague is working and what they are doing. It is deemed a basic safety principle for officers. However, along with that safety many departments have established protocols where officers can place themselves on a call within their mobile data computer (MDT) in the patrol car to alleviate unnecessary radio traffic. These are all best practice decisions for the agency. Regardless of what CPD elects to do we encourage it to ensure that all officer activities are accurately captured in CAD. Additionally, not just enforcement work or citizen contact should be captured but administrative time should also be tracked. Examples of administrative time would be meal breaks and report writing when those reports cannot be tracked within the original call.

FIGURE 5-9: Percentage Events per Day, by Initiator
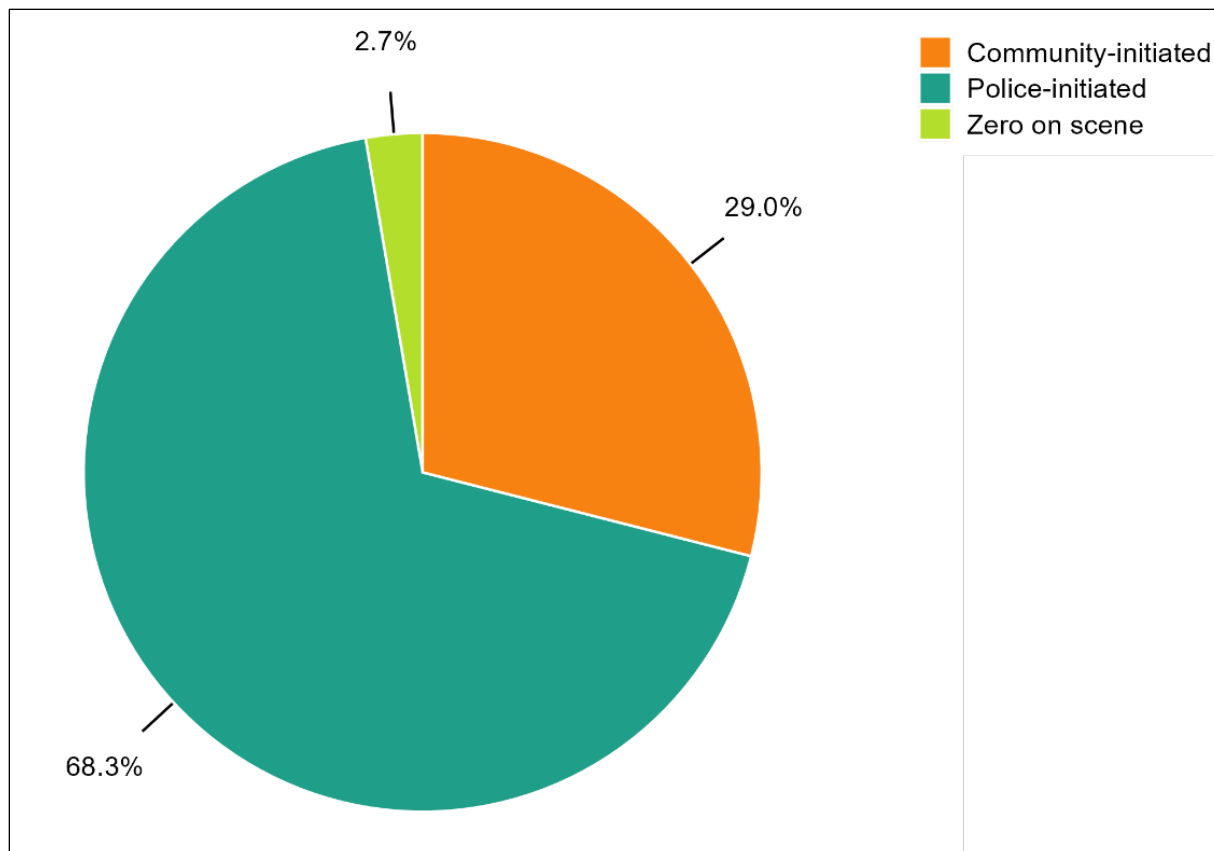
Note: Percentages are based on a total of 18,400 events.

TABLE 5-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community	5,331	14.6
Police	12,572	34.4
Zero on scene	497	1.4
Total	**18,400**	**50.4**

The above data shows the percentage of activity occurring daily within CPD. As can be seen there is an average of 14.6 calls for service per day that are initiated by the community (calls into dispatch either through the business line or through 911) representing 29 percent of all

workload while officer-initiated activity (primarily traffic stops) represent 68.3 percent of all workload, or 34.4 calls per day. The zero on-scene category are simply CAD entries that amounted to so little time that they were largely excluded from the analysis.

In many cases we see officer-initiated and community-initiated ratios that are opposite the Celina data. For instance, officer-initiated activity is usually closer to 30 percent while community-initiated activity would command a much larger percentage of an officer's total workload. The percentages observed in Celina would support the department's emphasis on officers being active and addressing traffic-related concerns while not on a regular call for service.

The table and figure below further break down the daily events experienced by CPD and show the emphasis on traffic-related stops and enforcement plus the directed patrols mentioned in the workload section above.

FIGURE 5-10: Percentage Events per Day, by Category
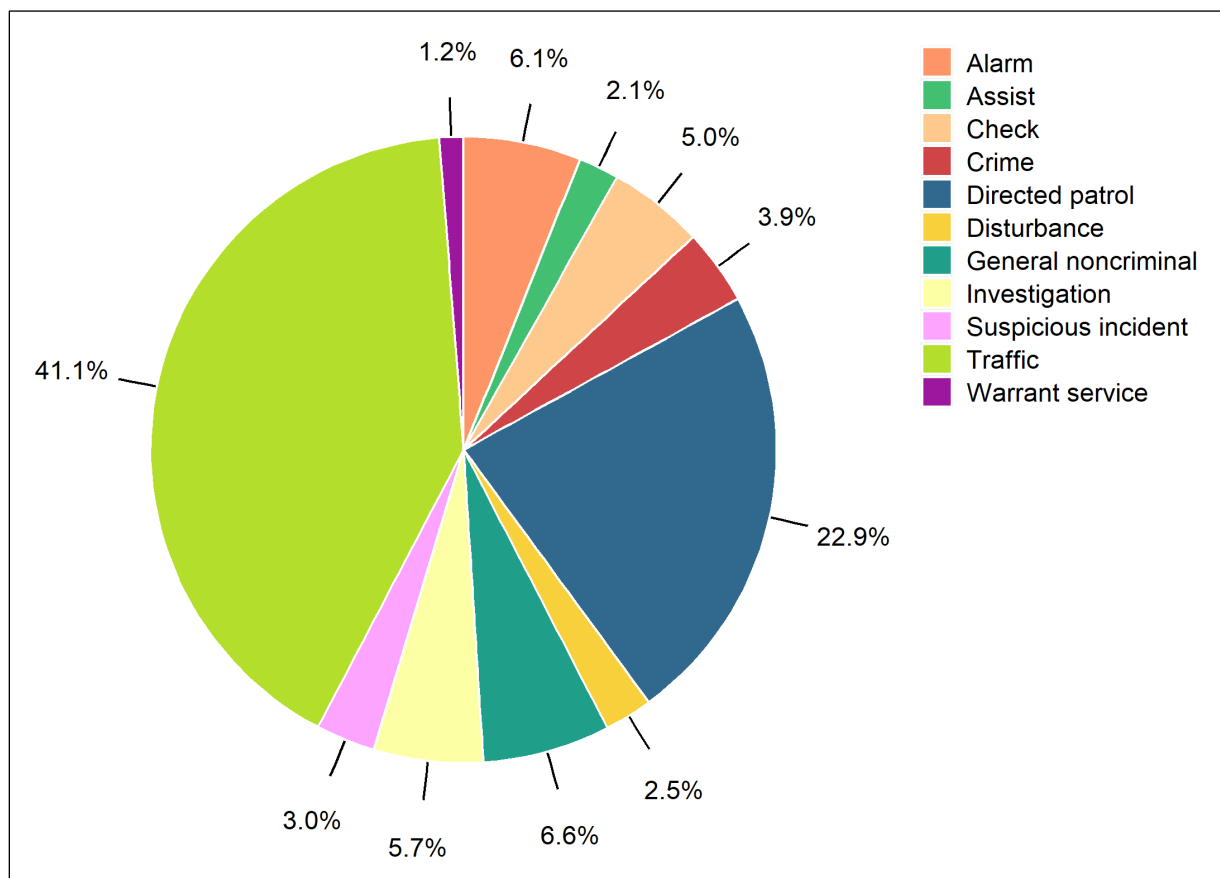
TABLE 5-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	454	1.2
Alarm	1,115	3.1
Animal call	275	0.8
Assist other agency	384	1.1
Check	911	2.5
Civil matter	208	0.6
Crime against persons	112	0.3
Crime against property	485	1.3
Crime against society	119	0.3
Directed patrol	4,220	11.6
Disturbance	456	1.2
Investigation	1,041	2.9
Juvenile	147	0.4
Mental health	88	0.2
Miscellaneous	192	0.5
Suspicious incident	561	1.5
Traffic enforcement	1,286	3.5
Traffic stop	5,814	15.9
Violation	303	0.8
Warrant/prisoner	229	0.6
Total	**18,400**	**50.4**

Celina Police Beats and Workload Distribution

The Celina Police Department divides the city into four beats. Beats 1,2, and 3 are all in the southern half of the community while beat 4 encompasses the entire northern half of the city. The 'beats' are historical in nature and they are all exceptionally large by municipal policing standards. Although the workload in each area is not significant the travel time between different areas of the city can be extensive due to the existing roadway infrastructure. During the site visit and while on a patrol ride-along we asked to travel to a newer neighborhood in the southwest area of Celina in Denton County. This neighborhood is dealing with some emerging police-related calls and was cited as a patrol challenge. From the central area of the city, it took about 20 minutes to travel to that area due in part to the distance and the lack of a dedicated thoroughfare but also because of the road construction that is taking place all over Celina. These circumstances are regularly cited as concerns because travel to areas within the same beat can have extended response times.

The patrol coverage we observed in Celina is much more consistent with what we would observe in a county sheriff's department, with patrol responsibilities spread over large rural areas. Traditional municipal policing structure would call for smaller beats and coverage that would allow for shorter travel times and better officer back-up coverage for officer safety. Celina's geographic structure is traditionally rural. The growth the community is experiencing consists of large, planned housing developments on land that was formerly farmed or just undeveloped.

The way the development is playing out is these housing tracts are being scattered around different areas of the city but still separated by rural areas between them. This is creating an environment where Celina is moving from a rural city to a traditional municipal area with increasing density.

FIGURE 5-11: Percentage Calls and Work Hours, by Beat
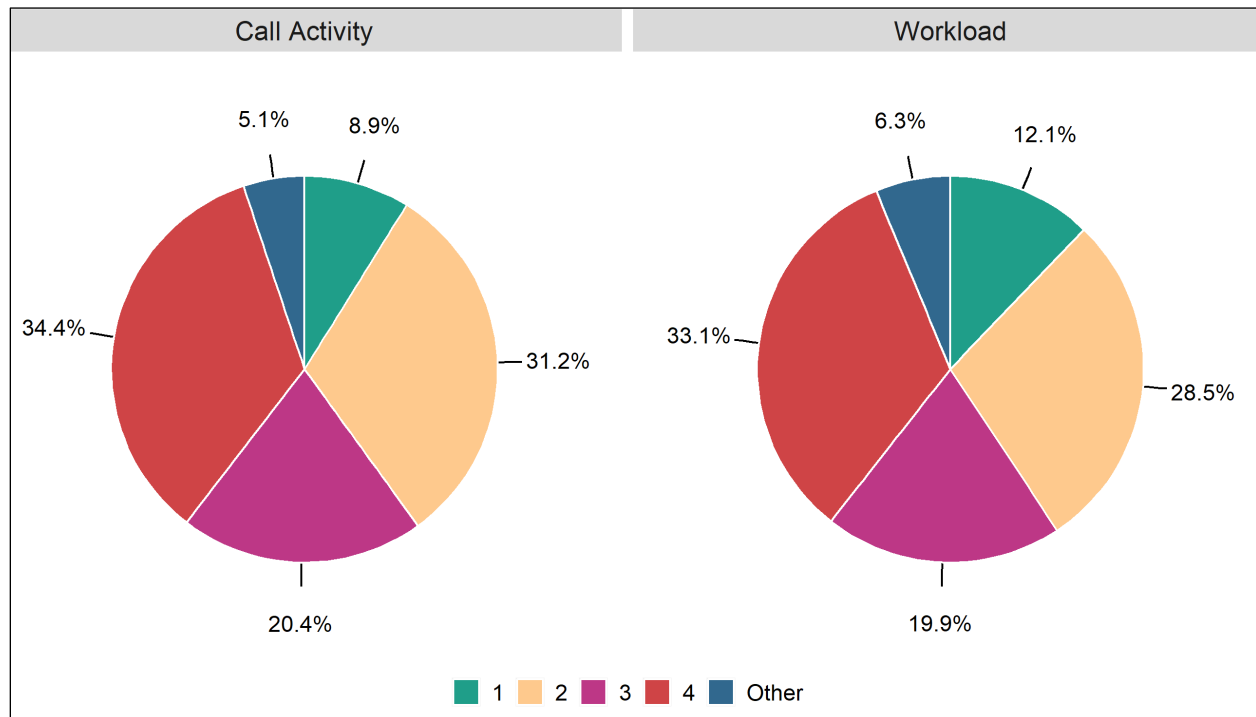
TABLE 5-3: Calls and Work Hours by Beat, per Day

Beat		Calls	Work Hours
1		3.4	2.4
2		12.0	5.7
3		7.9	4.0
4		13.3	6.6
Other	HQ	0.9	0.8
	Miscellaneous	1.0	0.5
	Unknown	0.1	0.0
Total		38.5	19.9

FIGURE 5-12: CPD Beats
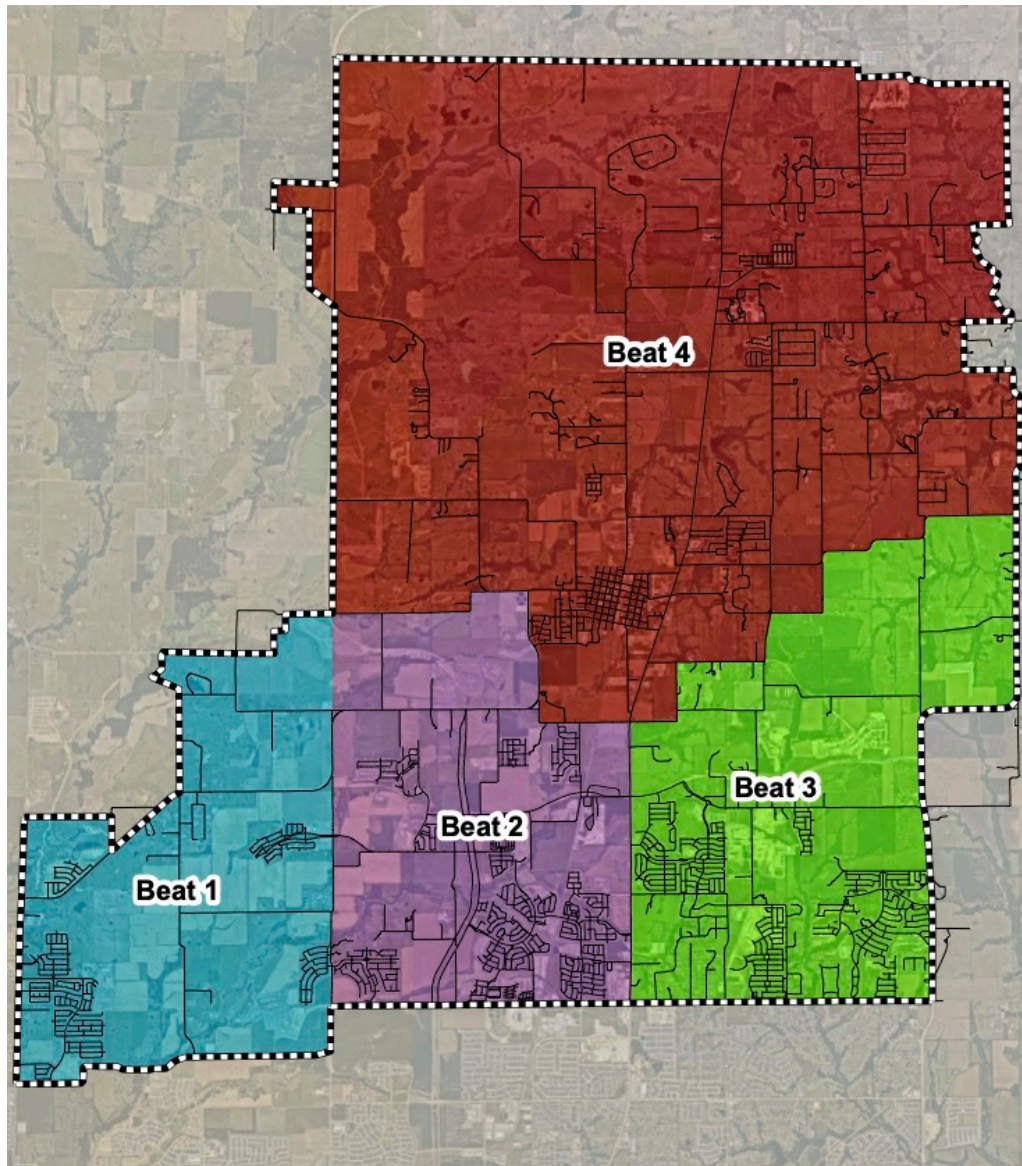
As Celina continues to grow and more of its rural land is developed into additional housing stock and denser neighborhoods, the policing structure will need to change. At the time of this report, Celina had very limited commercial and retail space. However, within the next year there are large commercial and retail centers planned to support the growing population. This includes a planned Costco and Walmart. These types of business, although desirable, will inevitably create a significant increase in call load and likely a measurable increase in theft-related crime.

We believe that CPD should restructure its beat boundaries and increase the number of beats to make them smaller and more manageable. We also suggest that within those beats, smaller areas be broken down into separate reporting districts. Considering the projected square miles of Celina at build-out and the projected population in excess of 200,000 to 300,000 people over the next 20 to 30 years, Celina could easily be broken down in 8 to 10 beats, with multiple reporting districts within those beats.

It is important to point out that a "beat" does not imply that a single officer must always be assigned that beat 24-7. A beat should be thought of as a geographic area that is manageable in size that allows for patrol resources to be optimally deployed throughout a wider jurisdiction. Beat integrity becomes a cultural and policy expectation that officers remain in their geographic area unless priority service needs arise to have them leave that area. Ideally, beats would be designed to have a reasonably similar workload and calls. Although it may be difficult to know how that workload will be distributed as the community grows at its current rate there are existing build-out plans that will assist the department in this endeavor.

The existing four-beat configuration allows the department to spread its existing on-duty officers throughout the city. If "additional" beats to account for the future were established now, then obviously the department does not have an adequate workforce to staff them all. Additionally, the existing workload would not necessitate the need to staff them all now. However, officers could still be optimally deployed with existing staffing and simply have officers take more than one beat per shift or have officers share beats with common borders. As staffing increases there would be a beat structure in place for more than four officers per shift and if daily staffing exceeds the number of beats due to workload in the future the department could simply double up busier beats or create rover units to provide assistance citywide.

Reporting districts (RD) serve an altogether different purpose. RDs should be relatively small and numerous. Breaking down areas into smaller RDs will enable better data analysis in the future. Smaller, defined areas make crime spikes easier to spot and help enable a faster solution to those problems. Smaller reporting districts would allow the department to track the impact of certain types of development and housing more carefully.

Out-of-Service Activities

Workload activity is divided into three distinct categories. Community-initiated work involves calls for service that officers are dispatched to handle. For instance, when someone calls 911 to report a crime and an officer is sent to investigate, then it will be classified as a community-initiated call. Self-initiated or self-directed work is also self-explanatory. An officer who makes a traffic stop and takes whatever appropriate action deemed necessary will have that call classified as self-initiated. Almost all other work recorded in a department CAD system gets classified as being administrative in nature or as this category implies, "out-of-service" activity.

The following table is a breakdown of all out-of-service activity which CPSM extracted from CPD's CAD data.

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TABLE 5-4: Activities and Occupied Times by Description

Status	Description	Occupied Time	Count
S3	At CCSO or CEPD	117.1	34
CT	Court duty	110.7	25
RW	Report writing	91.6	171
SR	School patrol	225.6	26
AA	Special assignment	79.7	116
AU	Special assignment	95.5	65
VS	Vehicle maintenance	70.3	154
Miscellaneous		93.4	18
Administrative - Weighted Average/Total Activities		**92.3**	**609**
S5	Lunch Break	50.3	527
10	Short Break	58.5	49
Personal - Weighted Average/Total Activities		**51.0**	**576**
Weighted Average/Total Activities		**72.2**	**1,185**

When looking at the overall activity level of CPD officers there are no significant concerns that out-of-service activity is being misrepresented or misused. However, unless properly monitored by field supervisors to ensure accountability, the use of this time categorization can become problematic.

There are some areas of this data that should be further explored:

- Lunch and short breaks are noted at the bottom of the table. Traditionally, department policy gives an allowable lunch break period (often 30 minutes) and policy also allows for a limited number of shorter breaks, such as two 15-minute breaks during an officer's shift. Patrol SOP 302.01 (Meal and Personal Breaks) should outline what is allowable. However, this section of the SOP is incomplete as it does not provide written guidelines. At CPD, when documented, meal breaks are 50 minutes and "short" breaks are even longer (although not very common throughout the year). This area should be clarified in policy and monitored by field supervision.

- The fact that report writing is present and is among the larger categories used here is encouraging, it demonstrates that officers are to some extent recording this very important administrative activity. We would suggest that to the extent possible, report writing time be captured within the originating call to be able to measure the true workload of those call categories. Additionally, as CPD becomes a busier department, officers may be reluctant to record report writing out of concern they will not be available for a call in their beat. The creation of a call code denoting "report writing but available for a call" should alleviate this possibility.

- Special Assignment is a category that is vague and should be more carefully documented. As this type of data is explored in further detail by the department weeks and months later this category of calls documented in this manner would not be helpful.

- School Patrol incidents average nearly four hours. This is either excessive or it represents an SRO positioned at the school during their shift. In either case it should be clarified. It's an exceptionally long time for a patrol officer to be extra patrolling a school; if it's an assigned call it should be categorized elsewhere and if it's an SRO it should not be noted under the patrol workload.

The importance of accurately capturing the use of administrative time is important. There should be a management expectation that field supervisors are actively managing the shift to ensure officers are being judicious with their time and to the greatest extent possible in their assigned beats handing community concerns. This can only be done when supervision has an accurate picture of what every officer is doing.

Workload Mitigation Strategies

Whenever evaluating the workload within any patrol force there should always be the question of what workload could be mitigated or achieved more efficiently. Celina's existing workload is not problematic wherein it is critical that the agency find alternative ways of handling its service demand. Additionally, growth within the agency to handle patrol workload should initially focus on the addition of sworn officers to ensure that on-duty capacity can be in place to handle larger incidents or at least two to three labor-intensive (two or more officers) calls for service at the same time.

By the very nature of what police officers do and the potential danger and liability associated with their actions and responsibilities, the sworn officers within any agency will be the among the most expensive labor a city will invest in. There comes a point in every organization where the use of technology and less expensive labor becomes a commonsense necessity. Celina's growth will undoubtedly cause it to explore one or all the potential mitigation strategies outlined below.

Response to Traffic Collisions

Investigating traffic collisions represents a significant workload for any police department. In CPD's case it accounts for 1.2 calls per day or 452 calls annually. In most cases, collisions require multiple units and can be time-consuming at nearly one hour of labor per incident in these cases. Although this workload appears light it will increase significantly as the population grows and traffic volume in the community grows.

Serious crashes involving injuries or criminal conduct (DUI, etc.) certainly require a police response. However, most crashes are minor in nature and do not involve injuries or criminal prosecution. In many of those cases, departments can either seek an alternate response or elect not to respond at all since these incidents are often deemed to be civil in nature. Non-injury crashes can be handled by the involved parties exchanging information and managing the process through their auto insurance companies. This is a difficult decision for many organizations because it is deemed a reduction in customer service and there will likely be community push back. But if the department modifies its response now it may pay dividends in the future as this workload increases. We often recommend that departments modify their response to these types of service demands.

Use of Civilian Employees

The use of civilians in patrol work is found in departments across the nation and is deemed a best practice for departments seeking to deliver service in the most efficient manner. When deployed effectively these resources can be a force multiplier by handling nonhazardous, time-consuming patrol duties, thereby freeing up sworn officers to handle more critical functions as well as direct their efforts to community problem solving. Another benefit of utilizing civilians in the patrol workforce is the lower training threshold in comparison to sworn officers. Although we encourage that all employees receive proper training for the jobs they are tasked with performing and departments should provide extensive training to civilian employees working in the patrol function, there is no need or requirement to send these employees to a fully certified police academy for state certification. Civilian employees can typically be hired and trained

internally at a much faster rate that a regular police officer. This can be a benefit when a department is struggling to fill existing vacancies.

Although we will not make recommendations to immediately add civilian employees into the patrol workforce, we do encourage the department to start establishing the groundwork for this position. The only reason we are not recommending these employees at this time is because the existing workload is not problematic, and we believe CPD should focus on additional sworn employees for the next several years as growth occurs. However, in the future and as workload starts to impact the existing patrol workforce in a negative manner, we believe CPD should be prepared to managed workload growth with this labor source.

Note: This conclusion on civilian employees only applies to civilians in the patrol workforce. We do recommend civilians be hired into other aspects of CPD operations as outlined in this report.

Alternative Reporting Options
Responding to service calls for very basic police reports is not an efficient use of sworn officers' time. Aside from using civilian employees for basic service calls, many agencies have turned to technology to offset the workload. There are off-the-shelf software solutions that provide the ability for citizens to create their own police reports through online portals or mobile applications. Many of these platforms integrate into a department CAD / RMS system for streamlined workflow. Additionally, some CAD / RMS vendors offer these solutions as well when paired to their existing systems.

False Alarm Mitigation
Mitigating false alarm calls is another area where agencies could be more efficient with a streamlined response and internal control mechanisms to mitigate unnecessary calls. We made inquiries to the CPD process and found they are adhering to best practices. Celina has an industry best practice municipal code that requires all alarms in the city to be registered. The city has a structure in place to track the number of alarm calls, the location of those calls, and a mechanism to levy a fine for a certain number of false alarm responses by CPD.

The concern that we have with the alarm program in Celina is that alarm responses make up the single highest component of workload outside of department / officer-initiated work. This workload will continue to increase as the population increases and with that population increase the number of registered alarms will increase.

During the evaluation period of this report CPD responded to 1,115 alarms, about 3.1 events per day. A majority were undoubtedly false. Although that number does not seem high it is important to point out the number will increase and for every alarm call there is typically a two-officer response for safety reasons. Under current staffing allocations in patrol that means a majority of staffing available is responding to a call that is likely false and those officers are unavailable to respond to or manage a more serious community concern.

Patrol Recommendations:

- CPSM recommends that CPD institute a practice that all officer activity be accurately captured in the department CAD system. (Recommendation No. 14.)

- CPSM recommends that Celina PD divide up its geographic beat structure into additional beats that would be smaller in size than its existing beats. (Recommendation No. 15.)

- We also recommend the department establish smaller reporting districts for future crime analysis work. (Recommendation No. 16.)

- CPSM recommends that CPD take steps to clarify the use of administrative and out-of-service activity highlighted in this report. (Recommendation No. 17.)

- CPSM recommends that CPD explore alternative workload mitigation measures as outlined in this report. (Recommendation No. 18.)

- CPSM recommends that CPD and the City of Celina annually review the alarm response protocol. The number of overall alarms should be evaluated against the number of false alarms to ensure the city ordinance is having the desired effect to reduce false alarms and to ensure that CPD is properly categorizing the appropriate calls as "false alarms" or "good alarms." (Recommendation No. 19)

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Response Times

The Celina Police Department is served by the Collin County Sheriff's dispatch center. The center serves multiple agencies within Collin County. As outlined later in the report, CPD does not have adequate operational control over CCSO dispatch practices and does not have any control over the dispatch processing times that we will discuss. These factors should be considered when evaluating CPD response times outlined in this section of the report.

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with calls for 1,641 calls in winter and 2,101 calls in summer. We limited our analysis to community-initiated calls, which amounted to 666 calls in winter and 817 calls in summer. In addition, we removed the calls lacking a recorded arriving unit, a few calls located at headquarters, as well as calls outside Celina police patrol beats, and calls missing beats. We were left with 613 calls in winter and 767 calls in summer for our analysis. For the entire year, we began with 14,068 calls and limited our analysis to 5,229 community-initiated calls. With similar exclusions, we were left with 4,857 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 5-13: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer, 2022
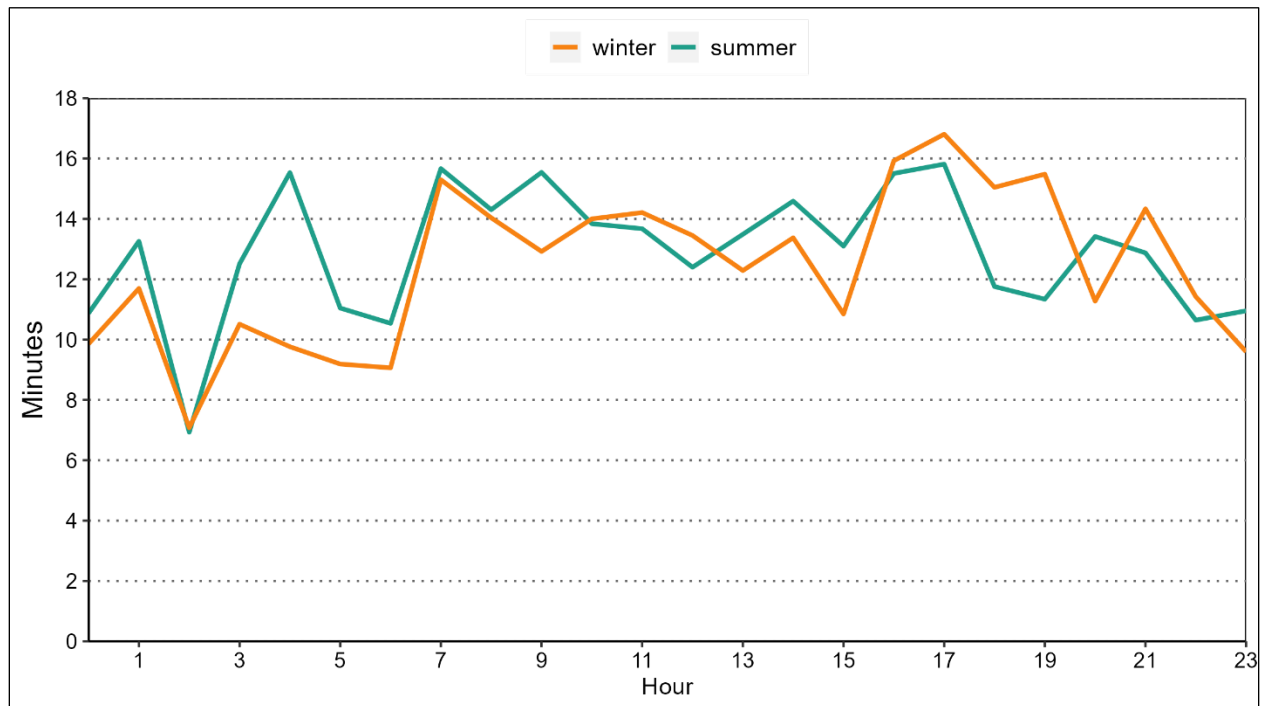
The above figure shows the consistency in department response times at different times of the year (winter and summer). Many agencies we analyze show lower response time during the early morning hours with times steadily increasing as it gets later in the day and calls get heavier. This pattern shows the CPD call load pattern is consistent throughout most hours of the day.

The following table shows response times by season to the various types of calls received.

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TABLE 5-5: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	4.3	7.4	11.7	55	4.4	7.2	11.7	62
Alarm	3.1	8.5	11.6	142	4.1	9.1	13.1	146
Animal call	8.3	7.3	15.7	21	6.0	10.5	16.5	63
Assist other agency	4.0	5.9	9.9	35	3.9	7.2	11.1	48
Check	8.0	9.9	17.9	26	6.0	9.0	15.0	25
Civil matter	5.9	6.2	12.2	30	5.2	8.9	14.1	24
Crime against persons	8.2	6.9	15.1	13	5.4	8.4	13.8	7
Crime against property	6.4	12.9	19.3	46	7.8	9.2	17.1	67
Crime against society	7.9	7.7	15.6	16	4.5	6.5	11.0	14
Disturbance	5.9	9.0	14.8	52	5.3	8.0	13.3	61
Investigation	4.5	8.4	12.9	36	5.2	9.5	14.7	56
Juvenile	5.7	6.0	11.6	17	4.4	8.0	12.4	19
Mental health	7.2	6.4	13.7	6	4.1	8.2	12.3	19
Miscellaneous	6.0	8.7	14.7	11	6.2	6.7	12.9	22
Suspicious incident	3.7	6.9	10.7	32	3.4	8.9	12.3	56
Traffic enforcement	5.2	6.3	11.5	65	4.8	4.8	9.6	64
Violation	3.8	11.7	15.6	5	2.6	13.5	16.1	5
Warrant/prisoner	2.1	8.7	10.9	5	2.6	5.4	8.0	9
Total Average	**5.0**	**8.1**	**13.1**	**613**	**4.9**	**8.3**	**13.2**	**767**

Note: The total average is weighted according to the number of calls per category.

CPD's fastest overall response time is associated with assisting other agencies.

Next we will examine the response to calls based on priority. Police departments will divide call types by priority as a means to ensure more pressing calls receive a faster response than more routine calls. CPD divides calls into five priority levels; for this analysis we also looked just at injury traffic collision responses. One reason we look at injury collision calls is because agencies typically consider that call some level of an emergency response and will be among the faster response times in these categories. Note the 90th percentile category simply shows the response time 90 percent of the time versus the average noted in the first columns.

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TABLE 5-6: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	2.5	6.2	8.7	537	14.8
2	4.1	8.6	12.7	1,328	23.2
3	5.8	8.5	14.3	2,405	29.1
4	6.1	7.3	13.4	471	30.6
5	6.9	7.4	14.3	116	34.9
Total	**5.1**	**8.1**	**13.2**	**4,857**	**26.1**
Injury Accident	2.2	5.1	7.3	162	11.6

Note: The total average is weighted according to the number of calls within each priority level.

The dispatch time noted is the total time from the moment a 911 call is received, entered into the CAD system, and sent to a patrol unit for a response. The travel time is self-explanatory; it begins the moment a call is received by the officer and continues through the time it takes to drive to the location of the call.

Ideally, departments strive to have a response time of five minutes or less to critical in-progress calls that may pose a threat to life. In the case of CPD, the highest category of calls is priority 1 and the average response time to those calls is well over the five-minute target.

Agencies often have multiple call types included in priority 1 responses and which may not be as serious as many true emergencies are; therefore, the totals in this call category can be misleading. But injury collisions are serious and almost always garner a fast response. CPD's response in this area is still above the five-minute target at 7.3 minutes.

We believe the reason CPD does not meet a standard of close to five minutes is primarily due to the travel dynamics within the community. As noted, Celina has a relatively large area with populated housing sections spread out. Many roads within the community are inadequate for expedited travel and many are also under construction due to the growth of the community. The only real solution for Celina to meet faster response time targets is to have additional resources evenly spread throughout the city. This will only be accomplished with additional officers staffing more beats within the city.

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Celina PD Benchmarked

The following table shows Celina's metrics in many variables as compared to other departments and jurisdictions evaluated by CPSM.

TABLE 5-7: Celina Benchmarks Compared to Jurisdictions Evaluated by CPSM

Variable	Median	Minimum	Maximum	Celina PD	Compared to Median
Population	43,105	4,474	833,024	22,521	Lower
Primary Unity Service Time, Community-Initiated Call	30.33	13.0	54.66	31.49	Higher
Primary Unit Service Time, Police-Initiated Call	17.0	7.1	56.8	16.06	Lower
Responding Units, Community-Initiated Call	1.74	1.0	2.56	1.64	Lower
Responding Units, Police-Initiated Call	1.26	1.0	1.99	1.16	Lower
All Units Service Time, Community-Initiated Call	45.58	19.7	88.09	45.45	Lower
All Units Service Time, Police-Initiated Call	22.25	7.73	140.08	20.11	Lower
Workload Percent, Summer Weekdays	38.04	5.54	85.66	27.93	Lower
Workload Percent, Summer Weekends	39.43	5.02	81.95	29.41	Lower
Workload Percent, Winter Weekdays	36.22	5.08	66.61	26.84	Lower
Workload Percent, Winter Weekends	35.13	4.12	68.99	27.92	Lower
Response Time, Summer	13.1	2.4	81.35	13.25	Higher
Response Time, Winter	12.74	3.1	82.56	13.1	Higher
High-Priority Calls Response Time	7.23	2.84	23.12	8.72	Higher
Violent Crime Rate (Per 100,000)	221.19	0	1,776.46	71.0	Lower
Property Crime Rate (Per 100,000)	2,152,16	319.04	11,234	555.0	Lower
Total Crime Rate (Per 100,00)	2,446.3	404.96	12,424.0	626.0	Lower

Future Staffing and Growth

Throughout this report we have highlighted Celina's recent and future growth. The city's growth is significant and one of the primary reason this report has been commissioned is to evaluate workload and provide a third-party recommendation for future staffing of the police department. City officials believe the long-term build-out of Celina will result in a population in excess of 200,000 to 300,000 people. That estimate is for 20 to 30 years in the future and is based on certain assumptions about growth and housing that may or may not happen. For the purpose of this analysis, we will look at current workload in comparison to past call volume and crime and make projections of future workload and staffing over the next three to four years. Although current workload does not meet the 60 percent threshold cited in this report, we are working with the assumption that city officials are satisfied with the current performance of the Celina Police Department and desire to keep workload at or near current levels for patrol staffing.

We have also cited other areas to support growth in the sworn officer ranks, specifically the overall geographic size of the community, distance dynamics between individual neighborhoods, and the need to increase the overall number of beats to make them smaller and more manageable for the patrol staff. Another critical factor that should be noted is the future growth and development of commercial property in Celina. There are immediate plans for a Costco and a Walmart and with those anchor stores will come a number of supporting retail and restaurants. This will increase overall vehicular and foot traffic and will dramatically increase call load as Celina currently has very little of that type of development.

The following data is from the City of Celina and the Celina Police Department.[2] This is internal data related to calls for service, crime, and population of the CPD service area. As noted in other parts of this report, the service area includes the city limits of Celina plus other areas outside the city limits where CPD is required to provide police services.

The following table shows past, current, and projected future population in Celina.

TABLE 5-8: Celina's Population Projections, 2019–2027

Year	2019	2020	2021	2022	2023	2024	2025	2026	2027
City Limits Total	14,680	17,942	22,793	29,170	34,776	40,310	49,987	60,691	72,096
Service Area Total	18,860	22,641	28,413	36,213	43,126	49,853	60,615	72,249	84,373

Source: City of Celina (GIS)

The following table is current and past staffing levels as well call load data from the Celina Police Department. The data provided in 2023 is through mid-July. Projecting total calls for 2023 based on the monthly average would indicate CPD is on-pace to have approximately 30,838 calls for service. It should be noted that that these CFS numbers are raw data provided by CPD. We are using CPD-provided data because CPSM data for the smaller period of time evaluated was adjusted for workload analysis reasons. The year-to-year CPD data should provide consistency for comparable years.

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2. Throughout this report we cite information from different sources (e.g., FBI NIBRS Data). For this portion of the report we seek to evaluate past statistics, current data, and projected future data. Other sources used may not be current and do not provide projected data. For that reason we are only using data provided by the City of Celina in this section.

TABLE 5-9: CPD Staffing and Calls for Service, 2017–2023 (YTD)

Year	2017	2018	2019	2020	2021	2022	2023*
Sworn Officers	21	24	28	33	34	42	49
Civilian Employees	1	0	1	2	2	3	3
Calls for Service	13,247	15,105	18,276	20,402	19,071	20,198	19,274

Note; *As of July 2023.

The following table shows internally-generated numbers provided by the Celina Police Department regarding crime. The crime numbers for 2023 are through mid-July; projecting the crime totals for 2023 based on the current pace results in approximately 267 total crimes for the year. It should be noted that these numbers are showing an increase in total crime, but Celina's crime when indexed against its population is not going up.

TABLE 5-10: Crime Data as Gathered by Celina PD, Number of Incidents

Crime	2017	2018	2019	2020	2021	2022	2023*
Forcible Rape	4	4	8	13	5	3	4
Robbery	2	1	0	0	1	1	0
Arson	0	1	0	0	0	3	4
Burglary	40	17	16	15	19	22	23
Larceny / Theft	70	57	50	87	107	186	118
Vehicle Theft	5	1	7	2	1	5	3
Aggravated Assault	6	10	11	8	12	14	15
Total	**127**	**91**	**92**	**127**	**145**	**234**	**167**

Note: *2023 data is YTD July 2023.
Source: Celina Police Department

We analyzed the above call and crime data from Celina, and evaluated that data against population growth; we then projected that data forward through 2027 to estimate calls for service and crime totals. The following figures and discussion are the estimates from that analysis.

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FIGURE 5-14: Projected Calls for Service in Relation to Population Growth

Calls by Year with Population Growth
Point size indicates population size. Red points are projections.
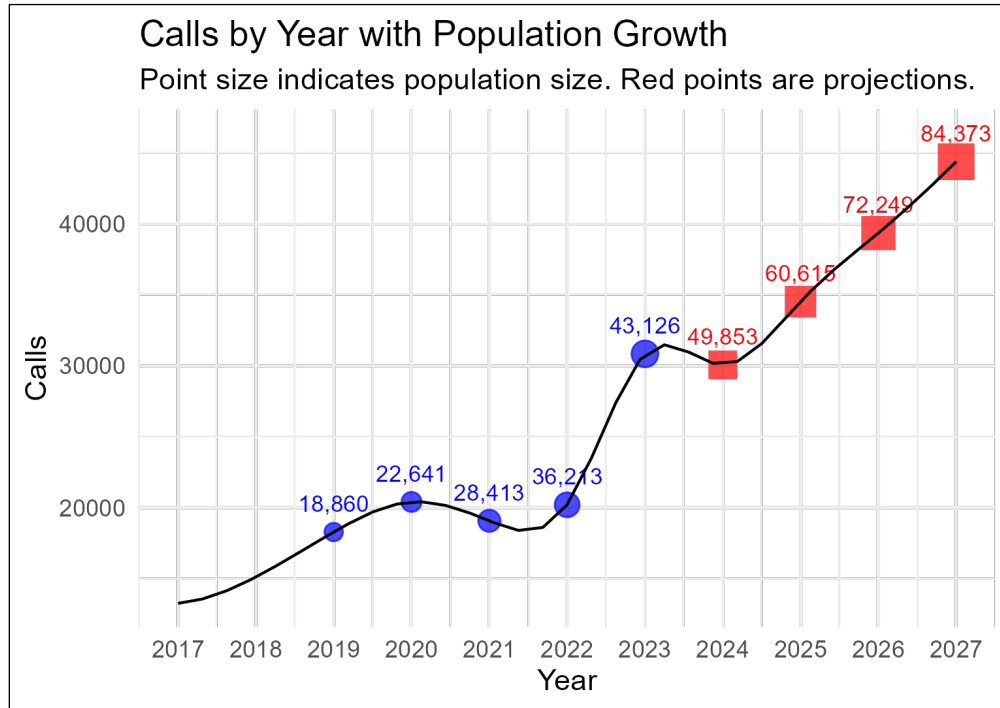
The average number of calls for service per sworn officer from 2017 through 2023 was 599 calls. Using Celina's estimated population growth through 2027 we estimate that calls for service will increase to the following numbers:

- 2024 – 30,059.
- 2025 – 34,526.
- 2026 – 39,355.
- 2027 – 44,387.

To keep pace with Celina's average of calls per officer from 2017 to 2023 (599) the following number of sworn officers would be needed:

- 2024 – 50.
- 2025 – 58.
- 2026 – 66.
- 2027 – 74.

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FIGURE 5-15: Projected Crime Totals in Relation to Population Growth

Crime Count by Year with Population Growth
Point size indicates population size. Red points are projections.
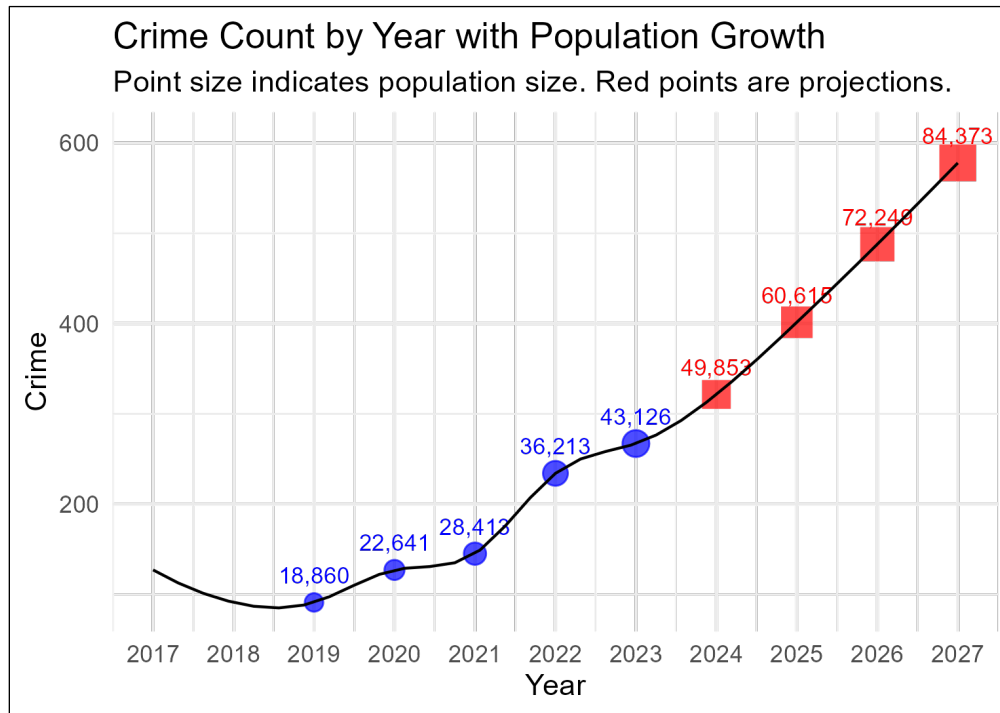
The part 1 crime numbers in Celina have historically been very low. Yet, as the population has increased, crime has continued to increase. The following are estimates of projected crime incidents in relation to population growth through 2027:

- 2024 – 321.

- 2025 – 401.

- 2026 – 487.

- 2027 – 577.

The average number of part 1 crimes per officer per year from 2017 through 2023 was 4.55 incidents. Applying the same number crimes per officer using the projected increase in crimes would result in the following number of officers needed going forward:

- 2024 – 70.

- 2025 – 88.

- 2026 – 107.

- 2027 – 126.

Based on these two measures, the number of officers required to keep pace with population growth are significantly different. Based on that difference we also looked at growth in relation to the officer-to-population ratio. Although we do not recommend basing staffing needs on an officer-to-population to ratio, we believe there is value in the measure to provide the context of that method in relation to the other methods presented here. The average officer-to-population ratio between 2019 to 2023 in Celina was 1 officer for every 787 residents. The ratio for 2023 is 1 officer for every 880 residents, which indicates that growth is happening faster than Celina is

adding police officers. The following table shows the number of officers that would be required to keep pace with the five-year average ratio as well as the 2023 ratio:

TABLE 5-11: Number of Officers Needed: Five-Year Average Ratio versus 2023 Ratio

Year	Five-year Average (1 per 787)	2023 Average (1 per 880)
2024	63	56
2025	77	68
2026	91	82
2027	107	96

Earlier in this report we discussed the "Rule of 60," which recommends that workload for patrol should generally remain at or under 60 percent for optimal deployment. The Celina PD workload percentage was well below that 60 percent threshold. We presented mitigating factors that would indicate the workload might be higher than what was recorded in CAD and we made recommendations to rectify those inaccuracies going forward.

The policing dynamics in Celina are changing rapidly and the sheer number of calls for service, the crime numbers, and the community expectations will continue to increase as the population increases. We have also highlighted some of the new commercial developments being built as well as the addition of a new hospital that is planned. This development will have an impact on police deployment and will demand more resources.

Existing workload for the current workforce is manageable for CPD. Additionally, a significant percentage of that workload is officer-initiated work directed toward traffic issues within the community. As the number of officers in patrol grow the workload percentage should shift toward being more reactive to community calls for service and less focused on just officer-initiated activity. Most agencies assessed by CPSM see a more balanced response from their patrol workforce. IACP recommendations indicate self-initiated activity should be closer to 30 percent of time of deployed officers in patrol, while citizen-initiated calls and administrative duties occupy the remaining time. Our recommendations for officer growth will be on the conservative side of the various models presented above.

Recommended Sworn Officer Increases
We recommend the following increases for sworn officers over the next four years:

- FY 23-24 – 51 Sworn Officers (+2).

- FY 24-25 – 59 Sworn Officers (+8).

- FY 25-26 – 66 Sworn Officers (+7).

- FY 26-27 – 74 Sworn Officers (+8).

The 25 new positions recommended over the next four years represents a 50 percent increase in CPD sworn staffing while the population is anticipated to grow 95 percent (43,126 in 2023 to 84,373 in 2027). These recommended increases should be manageable in today's labor environment for the CPD.

These staffing recommendations consider the city's projected population growth along with the projected calls for service. There are several factors that account for those assumptions,

including the completion of residential and commercial developments that are planned as well as those developments being occupied. A constant reassessment of those projections should be made to ensure an appropriate level of growth for the department. If growth slows or does not meet projections, then a reassessment of additional positions should be considered. Additionally, crime numbers and calls for service should be annually reassessed to ensure they are meeting the projections outlined above.

A follow-up workload assessment should be conducted in FY 26-27 to evaluate the actual patrol workload at that time and to re-evaluate staffing needs beyond 2027.

Sworn Officer Staffing Recommendations:

- CPSM recommends an increase of 25 sworn officers through FY 26-27. (Recommendation No. 20.)

- CPSM recommends that CPD annually reassess crime numbers and call data to validate growth projections for staffing. (Recommendation No. 21.)

- CPSM recommends that CPD conduct a follow-up workload analysis in FY 26-27. (Recommendation No. 22.)

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CPD's Internal Growth Plan (including Civilian Employees)

CPD has an internal planning document that calls for a total of 85 sworn officers by 2027. As one can see we have metrics in our analysis that would support the department's foresight to increase sworn staffing to those levels. While we do not recommend against the department's desire to reach that number of sworn officers by 2027 (or 97 by 2028) we are intentionally conservative due to the reasons we have outlined earlier.

The department's plan includes four additional school resource officers. Normally, and as is the case in Celina, SROs are mostly funded by the school district. It is our opinion that if the school district desires those additional services and is willing to fund the positions then the additional SROs should be in addition to our recommended staffing levels.

In FY24, the department also calls for a "mental health" officer. We did not discuss the specifics of this planned position with CPD staff but having dedicated officers assigned to a partnership with mental health service providers is a best practice. If this is a formal program with funding for the position, then it too should be in addition to our recommendations.

With the above officers accounted for in the future plans of the department then the difference between the department planning and CPSM recommendations is only six FTE sworn officers.

The department planning document outlines specific ranks and assignments for all the additional positions through 2028. This appears to be good planning and foresight on the part of the department.

The plan also calls for an additional 28 civilian employees by 2027. Many of those projected positions are dispatch center employees that will be needed if CPD assumes the responsibility of building and operating its own dispatch center. The remaining civilian positions included in the department plan appear well thought out and will support the needs of the department as it grows.

SECTION 6. CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division is managed by a lieutenant who reports to the assistant chief of police. In addition to the lieutenant, the division consists of a sergeant, four detectives, and a CID records technician, which is a non-sworn position. The CID lieutenant also supervises the school resource officer (SRO) unit, which consists of a sergeant and two SROs. CPD does not participate in any regional task force operations.

Detectives are selected by an oral selection board made up of CPD personnel and experienced investigators from other agencies. Due to the growth in CPD, experienced detectives have been promoted or assigned to other divisions. This has created a constant change in personnel in the division. Over time, the experience lost here can impact the effectiveness of the unit and clearance rates.

The CID lieutenant oversees all incoming cases and handles the assignment of cases to detectives for investigation. Assignment of cases to detectives may be delegated to the CID sergeant, but the CID lieutenant remains responsible for case management. The lieutenant recently stopped carrying a caseload; however, the sergeant works assigned cases and carries an active caseload. All incoming reports are reviewed by CID lieutenant and assigned by crime type.

All case reports are assigned to detectives including non-criminal and information-only reports. This is being done as part of an accountability check and balance for police reports. The CID lieutenant or CID sergeant have been assigning themselves the reports not needing any additional follow-up investigation. An example of the cases assigned to the lieutenant or sergeant for administrative processing include Class C misdemeanors, mental health reports, and information-only reports. This process is being utilized due to the department not having a dedicated Records Unit. On the week the CPSM team visited Celina, a new CID records technician began work. The records technician will handle the administrative processing of reports not needing follow-up investigation. This will help alleviate some of the administrative processing of incident reports being performed by the lieutenant and sergeant.

CPD detectives specialize in crimes against persons, family violence offenses, crimes against children, and property crimes. However, the specialization of the detective is just one of the criteria used to determine how cases are assigned. Cases are assigned to detectives based on the following criteria: 1) workload distribution between the detectives; 2) specialized training or specialization of the detective; 3) work schedules and the priority of the case being assigned; 4) nature of the case and victim consideration; and 5) an effort at make sure that all cases, including information reports, are assigned, properly prioritized, and actively worked (General Order 400.02).

A Crime Reduction Unit (CRU) has been formed to handle specialized and proactive investigations. The unit is currently comprised of a sergeant, who also serves as the Training sergeant, and one patrol officer. There was no data available for the effectiveness of this unit due to it being newly formed. CPD management should monitor the effectiveness of the unit and the workload distribution given the many tasks the Training sergeant performs. The unit is currently under the direction of the Administrative Services Division lieutenant rather than the Criminal Investigations Division.

CASE MANAGEMENT

The case management system the detectives use is the ICS Athena records management system. The initial crime reports are taken by patrol officers and entered into the Athena system. The department uses the Athena system to manage the flow of reports from when a patrol officer writes the report to when a detective submits the case for prosecution. All interview rooms at CPD are audio and video recorded.

The Investigations lieutenant typically is the person responsible for determining when a case is assigned and to whom it is assigned. Detectives manage their cases in the Athena system, which tracks all investigative activities by the assigned detective. Solvability factor are not one of the considerations used when assigning cases. All cases are assigned to a member of the CID team even if there is no criminal offense.

During the site visit, our team was told the case management process would be improved since a non-sworn employee with records experience from another agency had recently been hired as the CID records technician. Many of the administrative tasks performed by the CID lieutenant and CID sergeant will transition to the CID records technician. This includes case dispositions, preparing reports for the district attorney's office, and record-keeping activities.

Celina participates in the Collin County Child Advocacy Center through a participant MOU. The agreement provides support for children who are victims. The center has trained clinicians and other forensic staff to help gather evidence and provide services to victims and their families. This type of partnership is an outstanding way to improve service levels to victims and improve prosecutions. The partnership brings a multi-disciplinary team together to provide wrap-around services to the families who need them most. When victims are properly treated and seamlessly supported, investigations and all other associated outcomes improve. We tend to see these types of multi-agency partnerships in larger agencies where resources are more available. For a smaller-sized community such as Celina, CPD, and its partners are unique and their level of commitment to these strategies is commendable.

CPD does not have a crime victim's advocate on staff or available through an MOU with another agency. Crime victim liaisons can provide direct assistance to victims of crime regarding available resources, financial assistance through the Texas Crime Victim's Fund, support during the trial of the offender, and encouragement to break the cycle of violence in domestic violence cases. Crime victim liaisons can assist in reducing certain crimes by assisting victims with resources that help them get out of abusive situations. There are grant funds available to assist law enforcement agencies to start a crime victims liaison program. CPSM recommends CPD explore grant funds through federal programs such as the Victims of Crimes Act (VOCA) to hire a crime victim liaison.

WORKLOAD

While there are no absolute standards to determine the appropriate caseload for police investigators, the International Association of Chiefs of Police (IACP) suggests that a caseload for a detective should be between 120 and 180 cases per year (10 to 15 per month) for it to be manageable. One murder investigation could occupy the time of several detectives for months. On the other hand, one detective could handle numerous theft cases in a similar period.

When looking at the caseload for Celina detectives, it is important to look at the last several years due to the crime numbers involved. Over the previous three years, the CPD Detective Unit

averaged 1,113 cases per year for four detectives, The CID lieutenant and CID sergeant assisted with a portion of the caseload. This equates to a moderately high caseload of 278 cases per year for each detective. Due to the high volume of cases, the Criminal Investigations Division lieutenant and sergeant have been regularly assigning themselves cases as part of the standard rotation, which still averages 185 cases per investigator. The practice of the supervisor and manager working a caseload means they are working as investigators instead of managing the division. The following table indicates the number of cases worked by detectives over the last three years.

TABLE 6-1: Number of Investigations Cases by Year, 2020–2022

Year	Assigned Cases	Cases Per Detective
2020	986	247
2021	1,105	276
2022	1,247	312

Detectives average 23 assigned cases each per month. The ICS Athena system used for case management maintains statistics on case assignments and dispositions. However, the total number of cases assigned to each detective is difficult to decipher due to the breakdown of the case status and an additional data set for "All Other Activity." The "All Other Activity" tracks each time a detective completes a task on a case they are assigned provided they document the activity in ICS. In order to determine the actual number of cases assigned to each detective, the active, inactive, unfounded, and pending cases must be added up. A spreadsheet maintained by the CID Lieutenant and provided to the chief's assistant provides a more comprehensive look at case assignments and detective activity.

An additional consideration when determining an appropriate number of cases for a detective caseload is that over the past few years, investigative techniques, filing standards, and mandates have increased the amount of investigative work required on many cases. Basic investigations often now include search warrants that require a much higher level of investigation and time commitment due to the need to examine digital evidence (smartphones, tablets, etc.), information from social media accounts, and cellular telephone tower and transmission data. These changes have compounded the time required to investigate a case with pursuable leads over the past few years, with no empirical metric yet developed as a "benchmark" for police agencies.

Regardless of which standard or benchmark we use to compare the caseloads of an average detective in Celina with an industry standard, the number of cases worked by Celina detectives is slightly higher than the industry standards. This type of high-volume caseload often results in burnout, lower solvability rates, and a higher dissatisfaction rate from crime victims. Additionally, CPD detectives serve in a variety of others roles including two of them serving as the property & evidence custodians and all of them providing relief to the school resource officers and patrol when needed.

Since every case is assigned to a detective or a supervisor in CID, the workload is somewhat exaggerated. Many cases only require administrative processing by the detective and little to no investigative follow-up. The CID records technician position should be used to handle reports needing administrative processing only. CPD should implement a process where solvability is a factor in determining whether to assign a case to a detective.

Additionally, the current practice of every case being assigned to a detective includes lower-level misdemeanor cases in which a patrol officer has performed most of the work needed for

criminal charges or requiring very little additional investigative steps. We recommend that low-level misdemeanor cases where a patrol officer could complete a case with a small number of investigative steps (i.e. statements from an on-scene victim or witness, preparing a criminal complaint, etc.) be taken to their logical conclusion without the assistance of a detective, when appropriate. For example, an officer sees a person they know is criminally trespassing at a location and the subject flees when they attempt to arrest them. We were advised that only detectives can obtain warrants. The officer who views this incident may be the best person to obtain a warrant in this situation and then arrest the subject.

Considering the various factors and criteria discussed above, CPSM recommends that the Detective Unit staffing be increased by one additional detective as soon as practical. The one additional detective will help alleviate the workload of cases from the CID lieutenant and sergeant and allow them to focus more on being supervisors. For quality control and accountability purposes, the detectives' cases and reports should be reviewed by a supervisor. Cases should be reviewed to ensure they are worked thoroughly when possible and left pending only when all leads have been exhausted according to department policy. There was a discussion about a mental health officer in the next fiscal year budget being assigned to CID as a detective with a caseload until the mental health response duties increased. This seems to be a good transitional step to increase staffing in CID.

CPSM recommends the sergeant and lieutenant not routinely work cases and instead focus on supervising the unit and managing the division. The Property and Evidence Unit (discussed in detail in a separate section) is just one example of an area that needs increased supervision and managerial oversight. The CID sergeant is currently handling state and federal crime reporting through the National Incident Based Crime Reporting (NIBRS) system. As mentioned in the Records section of this report, CPSM recommends the CID records technician handle NIBRS reporting until a Records Unit can be established.

DETECTIVE TRAINING

Detectives newly assigned to the unit are sent to an interview and interrogation school. Detectives are encouraged to seek out other investigative-level training opportunities. However, there is no formal training plan or list of topics for detectives. A best practice recommend by CPSM is that a formal list of required and recommended training courses be developed for detectives. The training a detective attends should be evaluated by a supervisor every year during their evaluation period and be reflected on the detective's evaluation. The supervisor should assist the detectives in planning the training they attend to meet the needs of the department, the unit, and the individual detective.

SCHEDULE

All detectives work a 4-day, 10-hour schedule. Each detective works four days on and has three days off. The days off are staggered as either Friday, Saturday, and Sunday, or Saturday, Sunday, Monday. This provides the availability of a detective Monday through Friday. The detectives rotate on-call duties for after-hours and weekend callouts. The on-call time rotates each week with a detective having one week on-call and three weeks off. For major incidents, all detectives, the CID lieutenant, and CID sergeant may respond depending on the investigative needs of the incident. Many police departments that CPSM has studied across the country utilize a similar four-day workweek, with staggered days off in order to have a detective

available Monday through Friday. The schedule appears to work well for CPD and there are no changes recommended.

CLEARANCE RATES

The most recent data available for clearance rates is from 2021; clearance rates for the CPD, the state, and the nation are shown in the following table. The data was retrieved from the FBI and taken from the department's Universal Crime Reporting (UCR) data. Celina PD clearance rates are well above the average clearance rates at the state and national level for violent crimes. The data shows Celina's clearance rates for some property crime types above the average for the state and the nation and some clearance rates below the state and national averages. This level of performance, in regard to case clearances, is typical for most small- to mid-sized agencies. We do believe CPD's overall clearance rates can be improved with the implementation of the recommendations being made for the Criminal Investigations Division.

It is also worth noting that the CPD chief has started tracking clearance rates internally along with all other police activity with a comprehensive monthly report prepared with information provided by the command staff. The chief's comprehensive report is an impressive snapshot of all CPD activity. Clearance rates can be a valuable metric used to help determine the effectiveness of a department's investigation efforts. Regular monitoring of clearance rates can assist the leadership of a department in making more effective, data-driven decisions. Many departments also track clearance rates for each detective as a metric to evaluate a detective's effectiveness.

TABLE 6-2: Reported Celina, Texas, and National Crime Clearance Rates, 2021

Crime	Celina			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	3	100%	2,064	1,057	51%	22,900	11,500	50%
Rape	2	2	100%	14,671	2,673	18%	144,300	16,500	11%
Robbery	1	0	0%	22443	4,217	19%	202,200	48,800	24%
Aggravated Assault	10	6	60%	90,876	31,858	35%	943,800	297,500	32%
Burglary	19	2	11%	95,800	7,845	8%	899,700	107,200	12%
Larceny	105	10	10%	443,309	37,040	8%	4,627,000	508,900	11%
Vehicle Theft	1	0	0%	87,703	8,101	9%	890,200	68,500	8%

Note: National crimes and clearances are estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates*

Detective Recommendations:

- CPSM recommends CPD explore grant funds through federal programs such as the Victims of Crimes Act (VOCA) to hire a crime victim liaison. (Recommendation No. 23.)

- CPD should implement a process where solvability is a factor in determining whether to assign a case to a detective. (Recommendation No. 24.)

- CPSM recommends that lower-level misdemeanor cases be taken to their logical conclusion by patrol officers without the assistance of a detective, when appropriate. (Recommendation No. 25.)

- CPSM recommends that the Detective Unit staffing be increased by one additional detective as soon as practical. (Recommendation No. 26.)

- CPSM recommends the sergeant and lieutenant not routinely work cases and instead focus on supervising the unit and managing the division. (Recommendation No. 27.)

- CPSM recommends the CID records technician handle NIBRS reporting until a Records Unit can be established. (Recommendation No. 28.)

- CPSM recommends that a formal list of required and recommended training courses be developed for detectives. (Recommendation No. 29.)

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CRIME SCENE PROCESSING

Celina does not have a crime scene technician. Detectives process their own scenes for evidence in addition to performing investigative tasks. For major crime scenes, CPD requests the assistance of the Collin County Sheriff's Office Crime Scene Unit.

For a department the size of CPD, we often see the CSI and property and evidence functions shared. As Celina continues to grow, it will experience more complex crime, and have more crime scenes to process. We recommend CPD consider combining the property and evidence function with a CSI function to form a unit to relieve detectives from these two functions. CPSM believes initially one civilian employee could handle the property and evidence function along with the crime scene responsibilities. This civilianization of property and evidence and the CSI function will fit nicely into the design for the new police building, which includes a separate area for property and evidence.

Crime Scene Processing Recommendation:

- CPSM recommends a non-sworn crime scene technician position be combined with a property and evidence position to relieve detectives from performing these two functions. (Recommendation No. 30.)

PROPERTY AND EVIDENCE

The primary and secondary evidence custodians are detectives who perform the property and evidence functions in addition to their investigative duties in the Criminal Investigations Division. The evidence custodian reports to the Criminal Investigations sergeant. It should be noted that CPD Policy 702.02 states the CID sergeant is responsible for property and evidence.

The policies governing the property and evidence functions are in the department's policy manual (General Order 12.1 and Directive 700). These policies meet Texas best practices and follow the Texas Law Enforcement Accreditation Program. The general order includes specific department property and evidence manual for specific procedures inside the property room.

A complete inventory of the property room was completed in January 2023, with another planned in October 2023. The last narcotics destruction was in February 2023; however, it is unknown when the last weapons destruction was. In 2022, 693 pieces of property and evidence was processed compared to 814 pieces in 2021, and 658 in 2020.

Both evidence custodians have completed a basic property technician course and a property and evidence management course.

The process for officers to impound property and evidence starts in a hallway outside the patrol room where officers secure property and evidence in temporary storage lockers just outside one of the property storage rooms. The temporary lockers lock when closed and can only be opened by one of the property and evidence custodians. The lockers are not the type normally designed for property evidence rooms but appear to work within the limitations of the current police building. The property and evidence custodians remove the property/evidence from the temporary storage locker and place it in the property and evidence room where they log it in using the Athena RMS system. Older property and evidence is still stored in CPD's former RMS system, CrimeStar.

CPD has two evidence rooms located in separate areas of the main police building. The rooms are secured by an electronic lock system and are equipped with a security alarm. Only the two detectives assigned as property and evidence custodians have access to them. They use a security code to disarm the alarm system and then their access card to unlock the doors in order to gain access to the property and evidence rooms. Both rooms are monitored and recorded by cameras.

Various software vendors have developed property and evidence software systems that can be networked or integrated with the records management systems. These programs offer a digital management system that is much more sophisticated, efficient, and effective for agencies to manage their property and evidence adequately. CPSM recommends that the department purchase an off-the-shelf evidence management software system to properly account for and manage the stored and released items.

A time-consuming process for managing property and evidence is the lawful disposal of property and evidence items. It is easier to take evidence in than it is to remove it. This often involves researching court dispositions, locating property owners, auctioning off items where an owner cannot be found, or destruction of contraband items. Two detectives carrying an active caseload do not have the time needed to fully manage the property and evidence function, to include the disposal process. CPSM recommends that a non-sworn property and evidence technician be hired as soon as possible to take over the property and evidence functions for CPD. As mentioned in the section on crime scene processing, this position could be combined with the CSI position. As the community grows, the workload of these positions will increase and may need to be split.

Property and Evidence Recommendations:

- CPSM recommends that the department purchase an off-the-shelf evidence management software system to properly account for and manage the stored and released items. (Recommendation No. 31.)

- CPSM recommends that a non-sworn property and evidence technician be hired as soon as possible to take over the property and evidence functions for CPD and this person also perform crime scene technician duties. (Recommendation No. 32.)

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SCHOOL RESOURCE OFFICER PROGRAM

Celina PD provides school resource officers (SROs) to the Celina Independent School District (ISD). Celina ISD is a fast-growth school district that covers 97 square miles including part of the City of Celina. The school district consists of a high school, a middle school, an alternative school, a Pre-K, and three elementary schools. Celina ISD pays 75 percent of the salary of CPD officers assigned as SROs and the city pays the other 25 percent. Celina ISD does have a school district police department, but only has one officer who serves as the chief. The Celina ISD police chief primarily covers the Pre-K and alternative school campuses.

The south part of Celina is in the Prosper School District. Prosper ISD has its own school district police department that covers the three campuses in Celina. Four additional Prosper ISD schools are planned to be built in Celina, with at least one of them already under construction. CPD has a good working relationship with Prosper ISD Police.

CPD's three school resource officers report to the Criminal Investigations Division lieutenant. One of the three officers is the SRO sergeant who supervises the other SROs. The SRO sergeant is assigned to Celina High School. Due to the sergeant having an assigned campus it is difficult to supervise and mentor the other SROs. An SRO is assigned to Celina Middle School and the remaining SRO is assigned to O'Dell Elementary School. The other two elementary campuses do not have SROs; however, a plan is in place to add two SROs at the beginning of the 2023 school year for the other elementary campuses. Celina ISD is projecting to build one new school a year to keep up with the city's growth. We recommend CPD have discussions with Celina ISD about adding an additional SRO to replace the SRO sergeant as the campus officer. This would allow the sergeant to supervise and mentor all SROs. Additionally, the sergeant would be available to fill in when an SRO is off or be available to assist an SRO when they have a need for additional support due to a specific need on their campus.

The SROs work a five-day, eight-hour shift schedule to match the school day. The officers wear their regular duty uniform Monday through Thursday and are permitted to wear a soft uniform on Fridays consisting of khaki style pants and a polo style shirt.

All CPD SROs have completed the state-mandated School Based Law Enforcement (SBLE) and Active Shooter Response training courses. All three SROs have attended the National Association of School Resource Officers (NASRO) basic course and two of them have attended the NASRO advanced course. The SROs have access to long guns on each campus, which are kept in a locked safe in their individual office on the respective campus.

The department's use of SROs is a traditional model. SROs provide patrols on campus, interact with students, and work with school administrators to provide a safe environment for students, teachers, and staff. The SROs handle all calls for service at their assigned school and investigate crimes on campus property. They also provide some training and regularly consult with campus leadership regarding safety issues.

The 88th Texas Legislature's House Bill 3 is requiring all school districts in Texas to have an armed person on each campus. This can be accomplished with a sworn police officer, a school marshal, a trained guardian, or security guard. This new law is in response to the tragedy that occurred at Robb Elementary in Uvalde, Texas in 2022. The Celina school district plans to utilize the SROs and school guardians to meet the requirements of HB 3. Guardians are current school employees who receive state-mandated training in order to carry a firearm as a concealed defensive weapon on campus.

The SROs have started a Law Enforcement Explorer Program for youth who are interested in the criminal justice field. An Explorer Program is a great way for police departments to develop rapport with youth. The CPD Explorer Program is not affiliated with the Boy Scouts of America as are many law enforcement Explorer posts. It is not unusual for agencies to choose to be independent with their Explorer Program.

SRO Program Recommendations:

- CPSM recommends CPD begin discussions with Celina ISD about adding an additional SRO to replace the SRO sergeant as the campus officer. This would allow the sergeant to supervise and mentor all SROs. Additionally, the sergeant would be available to fill in when an SRO is off or be available to assist an SRO when they have a need for additional support due to a specific need on their campus. (Recommendation No. 33.)

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SECTION 7. OTHER

FACILITY

The current police facility housing the Celina Police Department is located at 110 N. Colorado St. in the old downtown area of Celina. This property consists of a main building that houses most police functions and some annex portable buildings that house investigative functions. The existing facility is not ideal for modern police functions. Although the building appears well cared for and clean, logistically it is inadequate and the department is making do as best it can. There are areas that we would normally point out as problematic, such as there being no dedicated property and evidence area that is set up according to modern best practices. However, the city and the department are constructing a new police facility that is located several miles away, southeast of downtown. The new facility will take care of any problematic areas.

FIGURE 7-1: Current CPD Facility

Noted below is a rendering of the new police facility. We viewed the construction of the new facility and discussed the project with department leadership. The city and CPD engaged a professional architectural firm and thoughtfully planned the new facility to serve the anticipated needs of the department for the next several years, including anticipated growth and the addition of new department functions (example: dedicated space for a dispatch center). Additionally, the property has additional space for growth and the design of the new building anticipates additional annexes for a department that may grow even more. We applaud the city and the department for their forward-thinking approach to a new facility.

FIGURE 7-2: New CPD Facility

DEPARTMENT TECHNOLOGY

Every modern police department relies heavily upon technology to perform basic policing services. During our site visit, we evaluated the department's use of technology. We are not information technology experts. Our observations and opinions are based on our experiences and the experiences of other police departments we have worked with over many years.

Data suggests law enforcement's use of body-worn cameras has proven effective in reducing violent confrontations during enforcement contacts and complaints against officers. BWC recordings provide contextual documentation of police encounters and have become an important tool for increasing public trust through a transparent review of an officer's performance and documentation of a police contact and enforcement action.

CPD recently transitioned from Watchguard cameras to Axon for both body-worn cameras and in-car camera systems. Using the same system will streamline the way the organization collects, stores, and analyzes captured videos from police field contacts as well as investigative interviews. The body-worn camera and in-car camera systems the officers use are essential pieces of technology that increase public trust and transparency. Current department policy requires random audits of video footage by supervisors to ensure officers perform their jobs correctly. This follows a best practice in policing for regular random audits of available footage to ensure officers perform at an acceptable level.

Celina has comprehensive policy concerning the use, activation, review, and retention of BWCs (General Order 5.3). The Celina BWC policy is in compliance with Texas law (1701.655 Texas Occupations Code), which regulates the use of BWCs by law enforcement. In short, officers are expected to activate their BWC on all police-related field contacts. The policy also calls for a randomized audit by supervisors of existing BWC footage for each officer under their command. The function of random audits by supervisors of the employees using the cameras meets best practices.

Overall, the department uses many modern technology tools. However, there are areas where technology could be expanded or updated to improve the department's service level.

Agencies on the Collin County Communications system utilize the ICS Athena software program for both CAD and RMS. Although the systems meet the department's basic needs, there are integrated products available that would enhance CPD's ability to meet service demands for Celina.

During the site visit, we learned the ICS Athena CAD and RMS systems do not fully interface. Only a small portion of CAD data transfers over to the RMS. This causes more work for officers in the area of data entry. Additionally, the Brazos ticket writer software does not interface with the RMS system. We recommend Celina evaluate other vendors for a robust computer database that integrates CAD, RMS, ticket writers, and other law enforcement records. This could be a component of the pending dispatch study mentioned in the dispatch section of this report.

CPD officers do not have the ability to undock their mobile data computers (MDC) from their cars to work on reports. The MDCs are locked in the in-car dock system and the keys to the docks are maintained by supervisors at the police station. The ability to undock the MDC and take it into places such as the jail for completing reports has benefits. CPD should evaluate the benefits of allowing officers to undock their MDC for greater flexibility in the area of mobile reporting. Two-factor authentication will address computer security concerns with undocking.

Many departments utilize technology as a force multiplier. Systems such as automated license plate readers (LPR) can assist with crime reduction and increased solvability of criminal incidents.

CPD has a great working relationship with the city's GIS department. This partnership has led to a live GIS map available to officers on the city's network. The map contains crime data, vehicle crashes, neighborhood cameras, and other data pinpoints. This allows the department to determine hot spots and use data-driven approaches to how it deploys its resources. This mapping system and the partnership with the Celina GIS Department is impressive.

Celina provides each officer with a cell phone for official use. This follows best practices and is the most efficient way for an officer to utilize the Axon Evidence.com program to upload pictures and check out body-worn cameras.

Celina utilizes the Cellbrite system for digital evidence analysis of cell phones. Cellbrite is maintained in the CID unit.

Technology Recommendations:

- CPSM recommends Celina evaluate other vendors for a robust computer database that integrates CAD, RMS, ticket writers, and other law enforcement records. This could be a component of the pending dispatch study mentioned in the dispatch section of this report. (Recommendation No. 34.)

- CPSM recommends that CPD evaluate the benefits of allowing officers to undock their MDCs for greater flexibility in the area of mobile reporting. (Recommendation No. 35.)

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SPECIAL WEAPONS AND TACTICS (SWAT)

The Celina Police Department has a Special Response Team (SRT) rather than a SWAT team. SRT teams are typically smaller tactical units comprised of sworn members of the agency who have full time responsibilities in addition to being a member of the SRT team. SRT is comprised of six CPD police officers. The team is under the direction of the Administrative lieutenant.

If CPD needs SWAT resources beyond the capabilities of the SRT team, it turns to the McKinney Police Department (15.6 miles), Frisco Police Department (16.1 miles), or Plano Police Department (33.1 miles) for assistance. Celina PD is a participant in the Dallas-Fort Worth Regional Law Enforcement Mutual Aid Task Force Agreement. This MOU includes McKinney, Frisco, Plano, and the majority of the cities and counties in the Dallas-Fort Worth (DFW) area. The

MOU is broad and includes requests for any law enforcement assistance among the signers. This MOU between the agencies in the DFW region is impressive. Cooperation between this large a number of law enforcement agencies is a model for regional mutual aid. Celina signed the agreement in 2004. We recommend the mutual aid agreement be updated with signatures from the current City of Celina leadership and chief of police.

The current SRT team general order covers the basic elements of tactical team operations, selection, and training. The training does not meet the National Tactical Officers Association (NTOA) for a full SWAT team nor does the size and scope of the team.

Because of the highly technical and complex nature of SWAT team operations, the training required is extensive. The danger, stress, and liability associated with SWAT or SRT teams also demand rigorous training standards. According to the National Tactical Officers Association (NTOA), the CPD team would not be defined as a tactical team in its current state. This is due to their size and training standards. The NTOA recommends a "Tactical Response Team (TRT)," which is similar to how the Celina team is designed, should have at least 15 members and train at least 16 hours per month.

In 2020, the SRT team was utilized for one search warrant. It had no deployments in 2021. In 2022, the SRT participated in the execution of one search warrant. There were no call-outs of the team for any other missions.

TABLE 7-1: Team Callouts / Use

	2020	2021	2022
Call Outs	0	0	0
Warrant Service	1	0	1

Due to the low number of demands for tactical resources, there does not appear to be the need for an independent SWAT or TRT team at CPD. However, with the growth of the city a regional tactical team to which CPD contributes members may be the best approach. Participation in a regional team made up of officers from several agencies brings benefits in the form of economies of scale, tactical training, and uniformity of response. SWAT officers can bring back to the rest of the agency the training they obtain to raise the level of safety and proficiency of the department in response to police calls for service in Celina.

CPD does not have a Crisis Negotiation Team (CNT) or any trained negotiators on staff. It relies on McKinney PD if negotiators are needed. CPSM recommends training two to three CPD officers as negotiators and assigning them to train alongside the SRT team. Trained negotiators are useful for diffusing patrol situations that do not necessarily require a tactical response (i.e., a suicidal subject threatening to jump off a bridge or building).

Team members learned that CPD does not have a formal after-action review (AAR) process for critical or major incidents. The AAR process allows for a major incident or event to be debriefed where lessons learned can be implemented. This fosters discussion that improves response to future events and addresses safety concerns and other lessons learned. We recommend a formal AAR process be implemented.

Tactical Team (SWAT) Recommendations:

- CPSM recommends Celina should bring its SRT team into NTOA compliance or pursue a partnership with one or more other law enforcement agencies in the area for the creation of a regional or joint tactical team that would include CPD officers. (Recommendation No. 36.)

- In a regional arrangement, a SWAT manual should be developed and signed off by the participating agencies' chief executives. The manual should include NTOA best practices for operations, team selection, and training. (Recommendation No. 37.)

- CPD should send two to three officers to basic and advanced crisis negotiations courses. These officers, once trained, can assist with patrol situations where a negotiator can assist with diffusing a situation that does not require a tactical team response. The negotiators should be included on a regional or joint tactical team or CNT unit. (Recommendation No. 38.)

- CPD should develop a formal after-action review (AAR) process for major incidents and large events. (Recommendation No. 39.)

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COMMUNICATIONS / DISPATCH

Emergency communications, 911 calls, and dispatching are handled through the Collin County Sheriff's Office Communications Center. The Center is organized as a division within the Collin County Sheriff's Office. It serves over 20 law enforcement agencies in Collin County. The Center is located in McKinney, Texas, 14 miles from Celina. The current MOU with Collin County ends September 30, 2023; however, it appears to renew annually with an adjustment to the cost to each agency being the primary reason for the annual renewal. The MOU with Collin County does not spell out operational procedures and appears to only address costs of services. Celina's cost for dispatch service for fiscal year 2023 (October 1, 2022, to September 30, 2023) is $216,643, which is paid in quarterly installments. The basis for the cost is based on the number of radios used by each agency at a cost of approximately $5,000 per radio.

The City of Celina has very little input into the operations of the Collin County Communications Center. This is a frustration for the staff of CPD. The radio channel used by CPD is shared with several other police agencies. The CPSM team was advised that there are times when it is difficult for a CPD officer to talk on the radio because the frequency is so busy.

Celina has designed its new police building to have room for a stand-alone dispatch center for Celina. The city has advertised a request for qualifications (RFQ) for a consulting firm to access the communications/dispatch needs for Celina. We recommend that Celina pursue a contract with an assessment firm to undergo a comprehensive review of communications/dispatch needs to determine the best way to move forward to fulfill its mission better.

Assessing the communications center is outside the scope of this assessment but the operational shortcomings at the center are having a significant impact in CPD daily operations. Due to the number of agencies utilizing the Collin County Communications Center, there are times when first responders or community members are underserved by the Center when all the dispatchers are busy. There is a genuine possibility during simultaneous incidents in the county that dispatchers would not be able to adequately serve a first responder or community member during a life-threatening emergency. This structure simply has unrealistic expectations of the dispatchers if simultaneous incidents or multiple emergencies occur.

Communications Center / Dispatch Recommendation:

- CPSM recommends Celina pursues a contract through the RFQ process for an assessment of its public safety communications/dispatch needs. (Recommendation No. 40.)

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EMPLOYEE WELLNESS

The health and wellness of police department employees is a significant focus of the policing profession. Agencies across the United States have been increasing efforts to provide resources to their employees for their health and wellness. The profession itself has long struggled with lower life expectancies, higher divorce rates, and higher suicide rates when compared to the general population. In the aftermath of the COVID pandemic, anti-policing movements, and other negative issues facing the profession, we have seen long-term effects on officer wellness and increased officer suicides. Wellness includes emotional, physical, family, financial, and spiritual health. CPD has instituted the following steps to provide for the health and wellness of its employees:

- CPD provides a modestly equipped gymnasium in an older city building. The new police building will have a state-of-the-art fitness facility known as the "Officer Performance Center." Team members were able to see the outside of this facility under construction and it is impressive.

- The Celina Police and Fire Departments have a combined Peer Support Team available for critical stress management. They deploy the support team as an emergency response team during critical incidents as needed. Employees can access peer support teams for critical incident debriefings and related services.

- CPD has mental health professionals available to which to refer employees after involvement in a critical incident. Participation is only mandatory for officer-involved shootings.

- The department has a wellness policy with physical fitness, proper nutrition, healthy habits, and resources for the employees as its foundations.

- CPD has officers trained by the Cooper Institute as fitness instructors to assist employees in meeting their fitness goals.

- CPD allows each employee one hour of on-duty time to exercise. This is dependent on call volume for the patrol staff.

- CPD has a mandatory annual fitness assessment. The assessment consists of a 2,000-meter row on a Concept 2 Rower. CPD uses the baseline testing and procedures developed by the Texas Department of Public Safety. The DPS model has been adopted by many law enforcement agencies in Texas. All officers are required to participate but are not required to pass. The overwhelming majority of officers do pass the annual assessment.

- Celina provides incentive pay for those who pass the annual physical assessment in the form of a one-time payment based on their passing rate.

- CPD has a police chaplain available to employees on a voluntary basis.

It is good practice that the department has counseling services available. The department does require attendance at counseling and an evaluation by a mental health professional after an officer-involved shooting. However, the policy of voluntary attendance after a critical incident for traumatic incidents other than an officer-involved shooting should be changed. It has been proven that officers tend to decline mental health services when they are needed. Mandatory attendance at a mental health evaluation after an officer has been in a critical incident is standard practice in the industry. CPSM recommends CPD develop a mandatory attendance policy for a counseling or debrief session after any employee is involved in a critical incident. CPD does make visits to mental health professionals available to employees without requiring involvement in a critical incident. The process is anonymous and does not require a supervisor or

Human Resources approval. We commend CPD for the Peer Support and Wellness policies and practices it has in place. This process ensures all employees have access to mental health care as needed and increases the likelihood of utilizing the services.

Employee Wellness Recommendation:

- CPSM recommends CPD develop a mandatory attendance policy for a counseling session or debrief after an employee is involved in any critical incident. (Recommendation No. 41.)

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SECTION 8. DATA ANALYSIS

This data analysis focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using computer-aided dispatch (CAD) data from the Collin County Sheriff's Communications Center.

CPSM collected data for one year from January 1, 2022, through December 31, 2022. The majority of the first section of the report, concluding with Table 8-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2022, or winter, and the second period is from July 7 through August 31, 2022, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.

- At this point, we have a series of records that we call "events." We identify these events in three ways:

  - We distinguish between patrol and nonpatrol units.

  - We assign a category to each event based on its description.

  - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."

- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.

- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Celina's dispatch data. We made assumptions and decisions to address these issues.

- 497 events (about 3 percent) involved patrol units spending zero time on scene.

- The computer-aided dispatch (CAD) system used approximately 146 different event descriptions, which we condensed into 21 categories for our tables and 11 categories for our figures (shown in Chart 8-1). Table 8-20 in the appendix shows how each call description was categorized.

Between January 1, 2022, and December 31, 2022, the communications center recorded approximately 18,400 events that were assigned call numbers, which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 50.4 patrol-related events per day, approximately 3 percent of which (1.4 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 8-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agency	Assist
Check	Check
Crime against persons	Crime
Crime against property	
Crime against society	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal call	General noncriminal
Civil matter	
Juvenile	
Mental health	
Miscellaneous	
Violation	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Warrant/prisoner	Warrant service

FIGURE 8-1 Percentage Events per Day, by Initiator
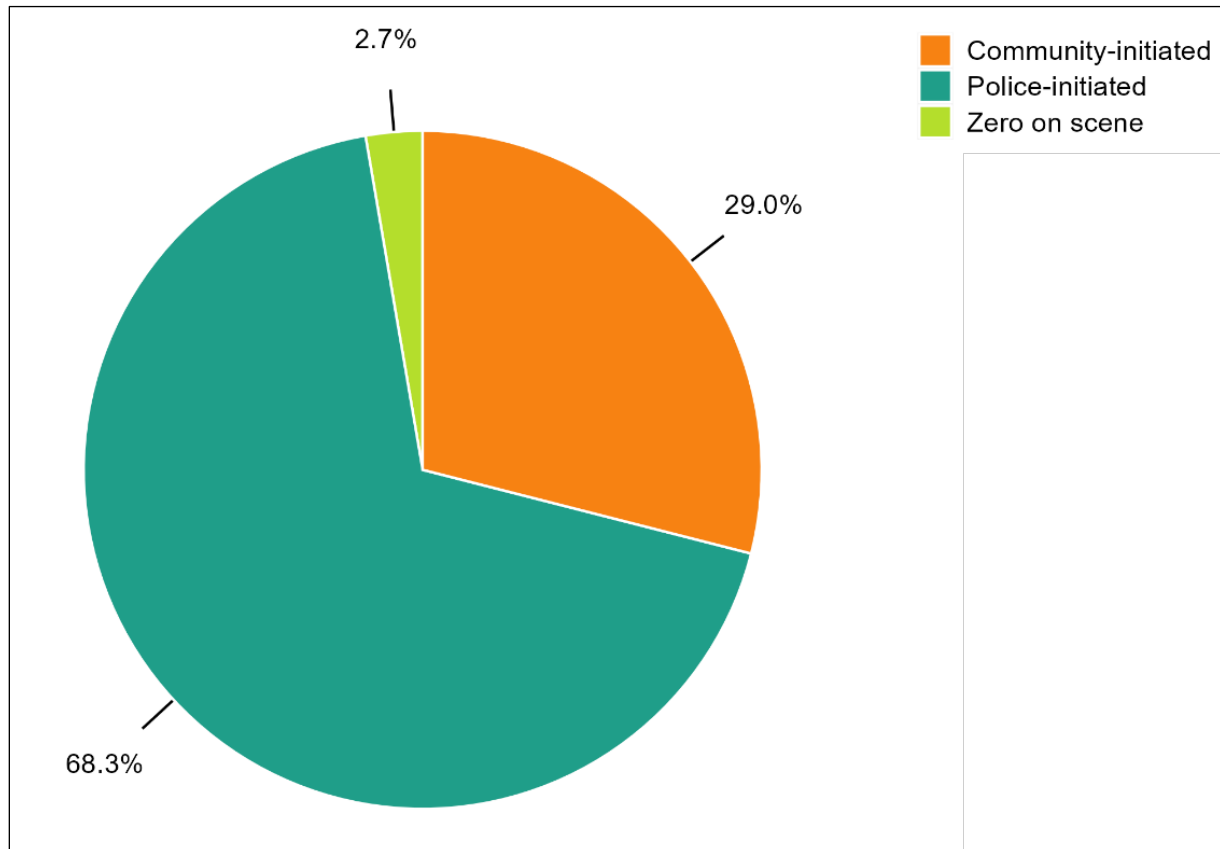
Note: Percentages are based on a total of 18,400 events.

TABLE 8-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community	5,331	14.6
Police-initiated	12,572	34.4
Zero on scene	497	1.4
Total	**18,400**	**50.4**

Observations:

- 3 percent of the events had zero time on scene. About 77 percent of zero on scene events were directed patrol activities.

- 68 percent of all events were police-initiated.

- 29 percent of all events were community-initiated.

FIGURE 8-2: Percentage Events per Day, by Category
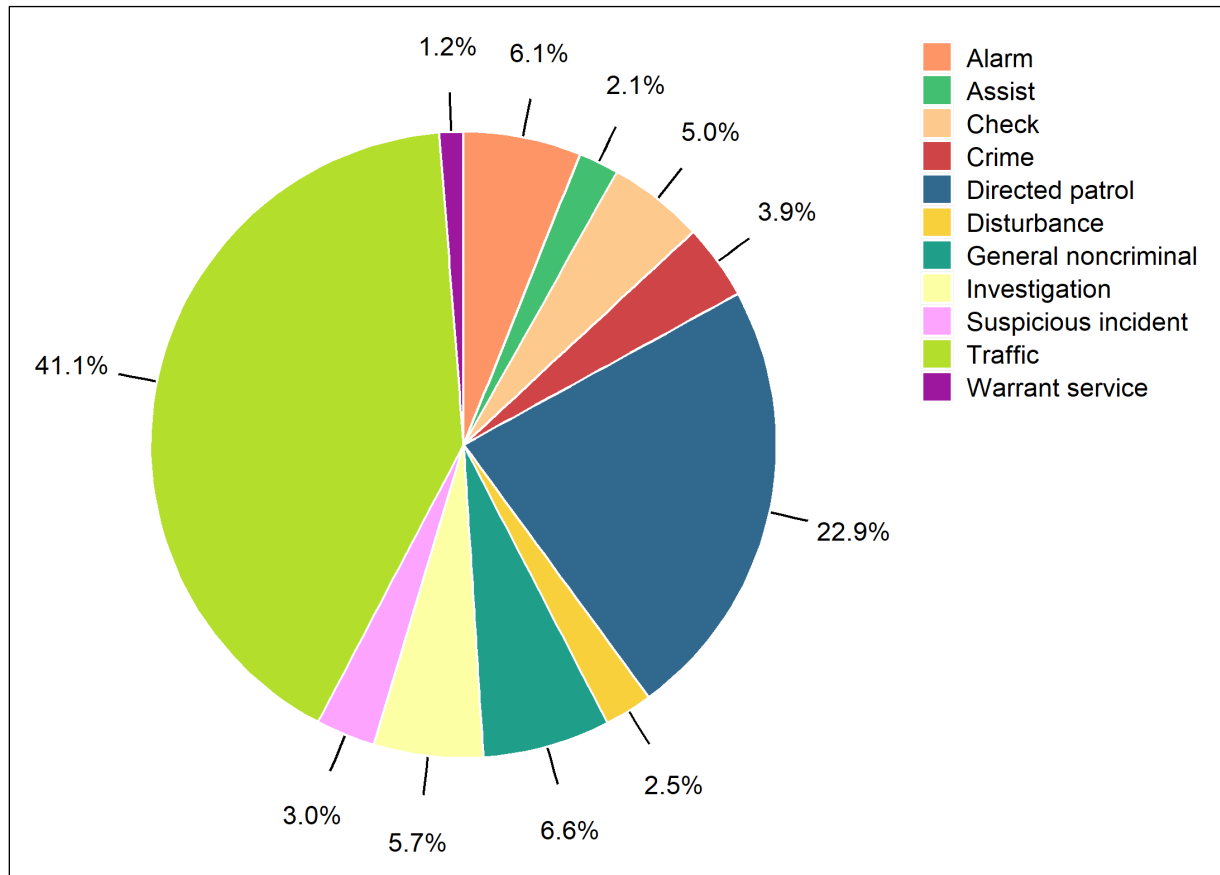
Pie chart legend:
- Alarm
- Assist
- Check
- Crime
- Directed patrol
- Disturbance
- General noncriminal
- Investigation
- Suspicious incident
- Traffic
- Warrant service

Pie chart values: 1.2%, 6.1%, 2.1%, 5.0%, 3.9%, 22.9%, 2.5%, 6.6%, 5.7%, 3.0%, 41.1%

Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	454	1.2
Alarm	1,115	3.1
Animal call	275	0.8
Assist other agency	384	1.1
Check	911	2.5
Civil matter	208	0.6
Crime against persons	112	0.3
Crime against property	485	1.3
Crime against society	119	0.3
Directed patrol	4,220	11.6
Disturbance	456	1.2
Investigation	1,041	2.9
Juvenile	147	0.4
Mental health	88	0.2
Miscellaneous	192	0.5
Suspicious incident	561	1.5
Traffic enforcement	1,286	3.5
Traffic stop	5,814	15.9
Violation	303	0.8
Warrant/prisoner	229	0.6
Total	**18,400**	**50.4**

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top five categories accounted for 83 percent of events:
  - 41 percent of events were traffic-related.
  - 23 percent of events were directed patrol activities.
  - 7 percent of events were general noncriminal activities.
  - 6 percent of events were alarms.
  - 6 percent of calls were investigations.
- 4 percent of events were crimes.

FIGURE 8-3: Percentage Calls per Day, by Category

Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	452	1.2
Alarm	1,104	3.0
Animal call	273	0.7
Assist other agency	378	1.0
Check	884	2.4
Civil matter	208	0.6
Crime against persons	105	0.3
Crime against property	477	1.3
Crime against society	119	0.3
Disturbance	454	1.2
Investigation	1,026	2.8
Juvenile	146	0.4
Mental health	87	0.2
Miscellaneous	188	0.5
Suspicious incident	558	1.5
Traffic enforcement	1,273	3.5
Traffic stop	5,811	15.9
Violation	299	0.8
Warrant/prisoner	226	0.6
Total	**14,068**	**38.5**

Note: The focus here is on recorded calls rather than recorded events. We removed 497 events with zero time on scene, and another 3,835 directed patrol service activities.

Observations:

- On average, there were 38.5 calls per day, or 1.6 per hour.

- The top four categories accounted for 78 percent of calls:

    □ 54 percent of calls were traffic-related.

    □ 9 percent of calls were general noncriminal calls.

    □ 8 percent of calls were alarms.

    □ 7 percent of calls were investigations.

- 5 percent of calls were crimes.

FIGURE 8-4: Calls per Day, by Initiator and Month
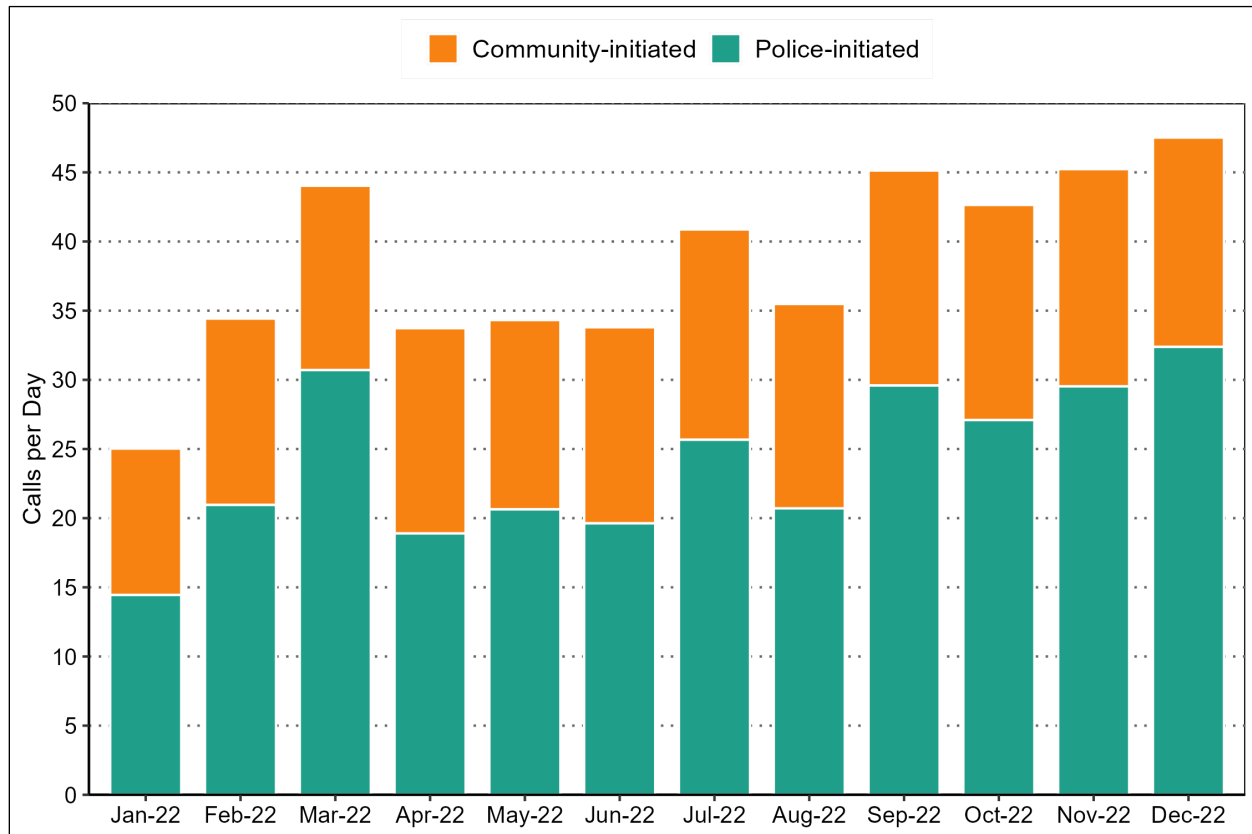
TABLE 8-4: Calls per Day, by Initiator and Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	10.6	13.5	13.3	14.8	13.7	14.2	15.2	14.8	15.5	15.5	15.7	15.1
Police	14.5	21.0	30.7	18.9	20.6	19.6	25.7	20.7	29.6	27.1	29.5	32.4
Total	25.0	34.4	44.0	33.7	34.3	33.8	40.9	35.5	45.1	42.6	45.2	47.5

Observations:

- The number of calls per day was the lowest in January.

- The number of calls per day was highest in December.

- The months with the most calls had 90 percent more calls than the months with the fewest calls.

- December had the most police-initiated calls, with 124 percent more than January, which had the fewest.

- October and November had the most community-initiated calls, with 48 percent more than January, which had the fewest.

FIGURE 8-5: Calls per Day, by Category and Month
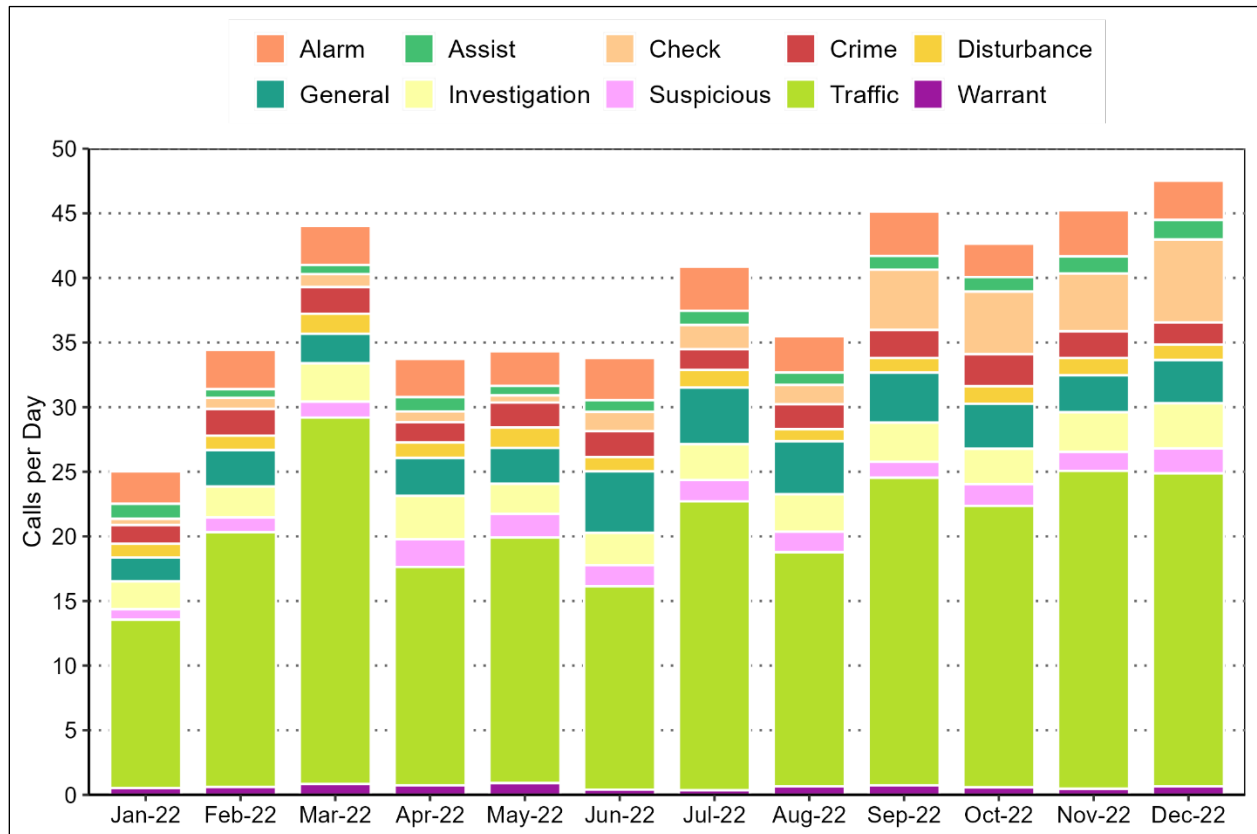
Note: The figure combines categories in the following table according to the description in Chart 8-1.
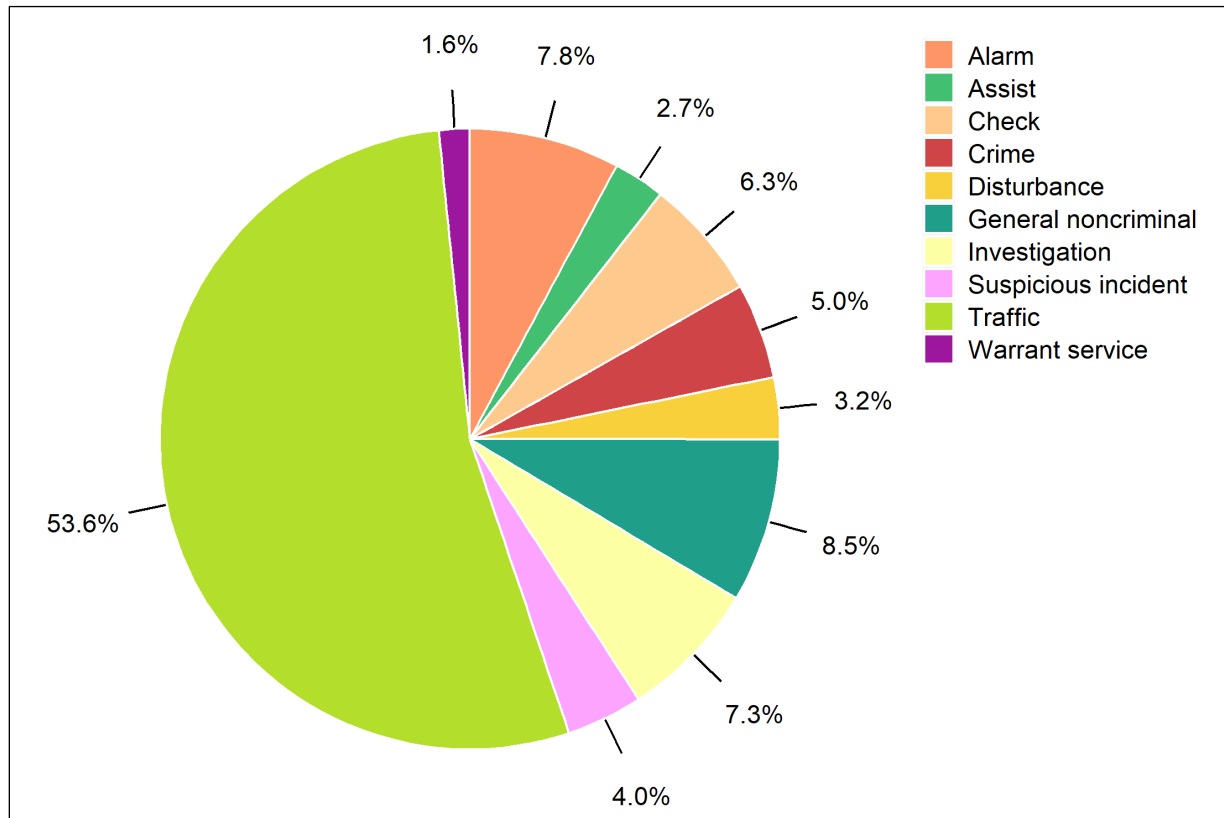
TABLE 8-5: Calls per Day, by Category and Month

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	0.8	1.4	1.2	1.2	1.4	1.3	1.0	1.3	1.4	1.4	1.4	1.1
Alarm	2.5	3.0	3.0	3.0	2.7	3.3	3.4	2.8	3.4	2.6	3.6	3.0
Animal call	0.2	0.8	0.6	0.7	0.6	0.5	1.2	1.3	1.2	0.8	0.6	0.6
Assist other agency	1.2	0.7	0.7	1.1	0.7	0.9	1.1	1.0	1.1	1.1	1.3	1.5
Check	0.5	0.9	1.0	0.8	0.5	1.5	1.9	1.5	4.7	4.8	4.5	6.4
Civil matter	0.5	0.6	0.3	0.4	0.3	0.7	0.7	0.5	0.6	0.5	0.7	1.0
Crime against persons	0.3	0.2	0.3	0.3	0.3	0.1	0.1	0.2	0.3	0.7	0.3	0.2
Crime against property	0.8	1.5	1.5	1.1	1.3	1.5	1.3	1.4	1.3	1.5	1.4	1.2
Crime against society	0.3	0.4	0.3	0.2	0.4	0.4	0.2	0.3	0.5	0.3	0.4	0.3
Disturbance	1.1	1.1	1.5	1.2	1.6	1.1	1.4	0.9	1.1	1.4	1.3	1.2
Investigation	2.2	2.4	3.0	3.4	2.3	2.5	2.8	2.9	3.0	2.7	3.1	3.5
Juvenile	0.3	0.3	0.2	0.8	0.5	0.5	0.5	0.4	0.3	0.6	0.2	0.2
Mental health	0.1	0.1	0.3	0.2	0.1	0.3	0.2	0.5	0.1	0.3	0.4	0.3
Miscellaneous	0.3	0.6	0.3	0.5	0.6	0.3	0.5	0.7	0.6	0.6	0.5	0.5
Suspicious incident	0.8	1.1	1.2	2.1	1.8	1.6	1.6	1.6	1.2	1.7	1.5	1.9
Traffic enforcement	1.8	3.5	3.5	3.3	3.4	2.8	3.2	3.3	5.0	4.9	4.2	3.1
Traffic stop	10.5	14.9	23.7	12.5	14.2	11.6	18.1	13.5	17.4	15.5	19.0	20.1
Violation	0.4	0.5	0.6	0.3	0.7	2.4	1.3	0.8	1.1	0.6	0.5	0.7
Warrant/prisoner	0.5	0.6	0.8	0.7	0.9	0.4	0.4	0.6	0.7	0.6	0.5	0.6
Total	**25.0**	**34.4**	**44.0**	**33.7**	**34.3**	**33.8**	**40.9**	**35.5**	**45.1**	**42.6**	**45.2**	**47.5**

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 72 and 83 percent of calls throughout the year:

  □ Traffic calls averaged between 13.0 and 28.4 calls per day throughout the year.

  □ General noncriminal calls averaged between 1.8 and 4.8 calls per day throughout the year.

  □ Alarm calls averaged between 2.5 and 3.6 calls per day throughout the year.

  □ Investigation calls averaged between 2.2 and 3.5 calls per day throughout the year.

- Crime calls averaged between 1.5 and 2.5 calls per day throughout the year and accounted for 4 to 6 percent of total calls.

FIGURE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator
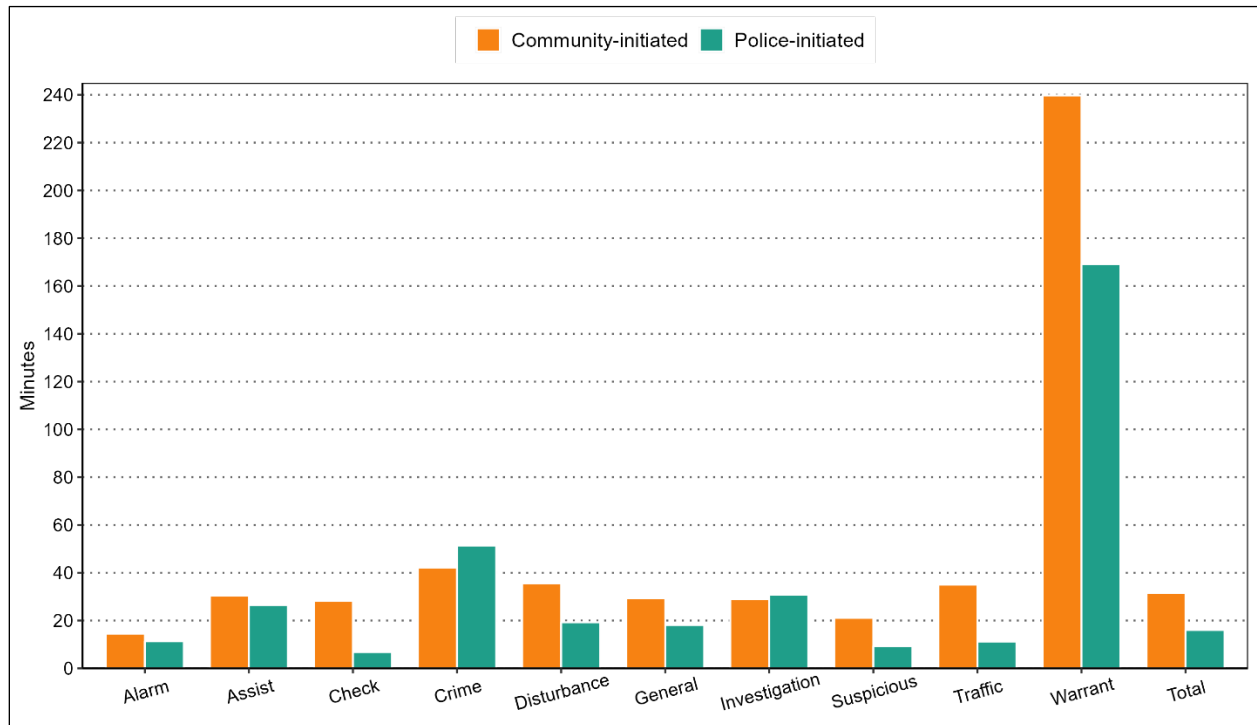
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	51.4	428	44.1	24
Alarm	14.5	1,097	11.4	7
Animal call	21.8	233	17.1	40
Assist other agency	30.4	326	26.5	52
Check	28.3	218	6.8	666
Civil matter	26.4	197	31.4	11
Crime against persons	61.0	87	56.7	18
Crime against property	41.1	408	47.2	69
Crime against society	30.5	105	64.9	14
Disturbance	35.5	435	19.3	19
Investigation	28.9	314	30.9	712
Juvenile	37.3	127	27.1	19
Mental health	70.8	85	66.5	2
Miscellaneous	21.0	168	41.6	20
Suspicious incident	21.1	314	9.3	244
Traffic enforcement	22.4	552	17.2	721
Traffic stop	NA	0	10.3	5,811
Violation	18.1	68	14.5	231
Warrant/prisoner	239.7	67	169.2	159
Weighted Average/Total Calls	**31.5**	**5,229**	**16.1**	**8,839**

Note: The information in Figure 8-6 and Table 8-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 7 to 240 minutes overall.

- The longest average times were for community-initiated warrant service calls.

- The average time spent on crime calls was 42 minutes for community-initiated calls and 51 minutes for police-initiated calls.

FIGURE 8-7: Number of Responding Units, by Initiator and Category
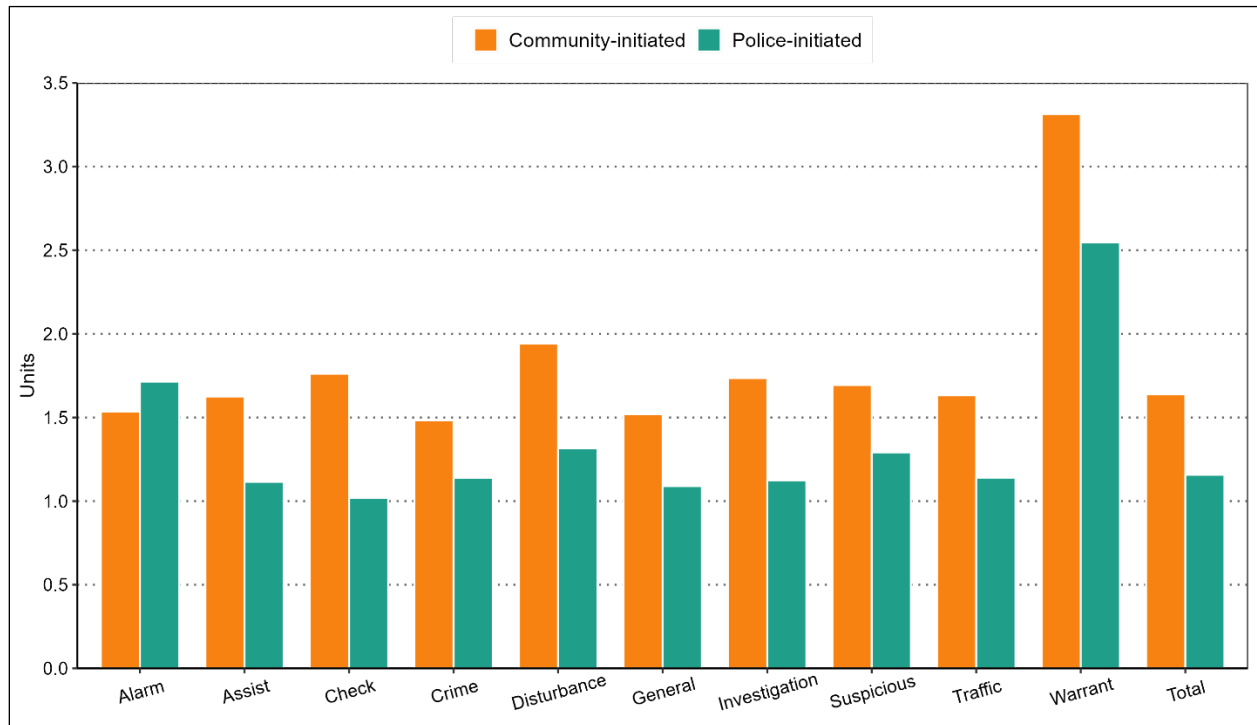
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.9	428	1.5	24
Alarm	1.5	1,097	1.7	7
Animal call	1.5	233	1.1	40
Assist other agency	1.6	326	1.1	52
Check	1.8	218	1.0	666
Civil matter	1.4	197	1.0	11
Crime against persons	1.5	87	1.1	18
Crime against property	1.4	408	1.0	69
Crime against society	1.6	105	1.7	14
Disturbance	1.9	435	1.3	19
Investigation	1.7	314	1.1	712
Juvenile	1.7	127	1.2	19
Mental health	2.5	85	2.0	2
Miscellaneous	1.3	168	1.1	20
Suspicious incident	1.7	314	1.3	244
Traffic enforcement	1.4	552	1.1	721
Traffic stop	NA	0	1.1	5,811
Violation	1.4	68	1.1	231
Warrant/prisoner	3.3	67	2.5	159
Weighted Average/Total Calls	**1.6**	**5,229**	**1.2**	**8,839**

Note: The information in Figure 8-7 and Table 8-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 8-8: Number of Responding Units, by Category, Community-initiated Calls

Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

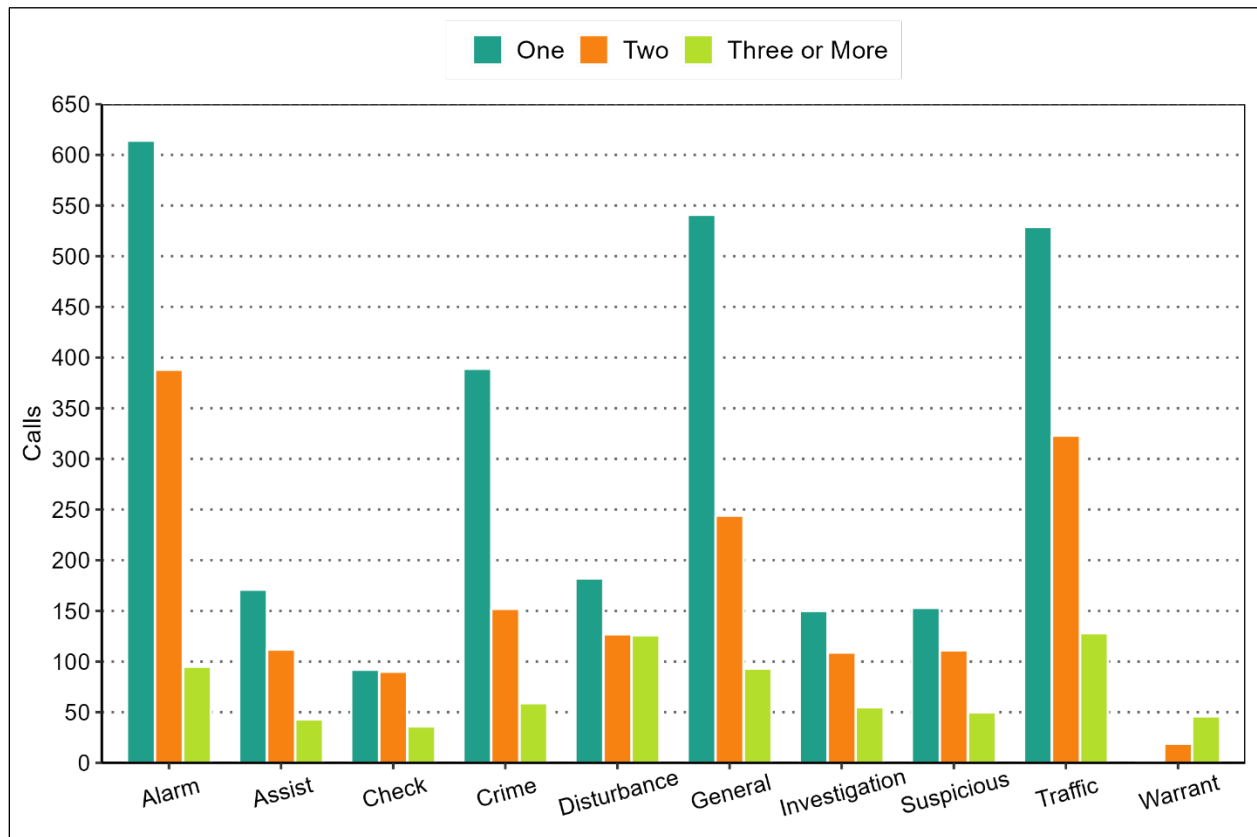## TABLE 8-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	152	187	89
Alarm	614	388	95
Animal call	143	76	14
Assist other agency	171	112	43
Check	92	90	36
Civil matter	138	49	10
Crime against persons	56	21	10
Crime against property	275	97	36
Crime against society	58	34	13
Disturbance	182	127	126
Investigation	150	109	55
Juvenile	64	44	19
Mental health	12	35	38
Miscellaneous	137	21	10
Suspicious incident	153	111	50
Traffic enforcement	377	136	39
Violation	47	19	2
Warrant/prisoner	2	19	46
Total	**2,823**	**1,675**	**731**

Observations:

- The overall mean number of responding units was 1.2 for police-initiated calls and 1.6 for community-initiated calls.

- The mean number of responding units was as high as 3.3 for warrant service calls that were community-initiated.

- 54 percent of community-initiated calls involved one responding unit.

- 32 percent of community-initiated calls involved two responding units.

- 14 percent of community-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units were traffic-related.

FIGURE 8-9: Percentage Calls and Work Hours, by Beat
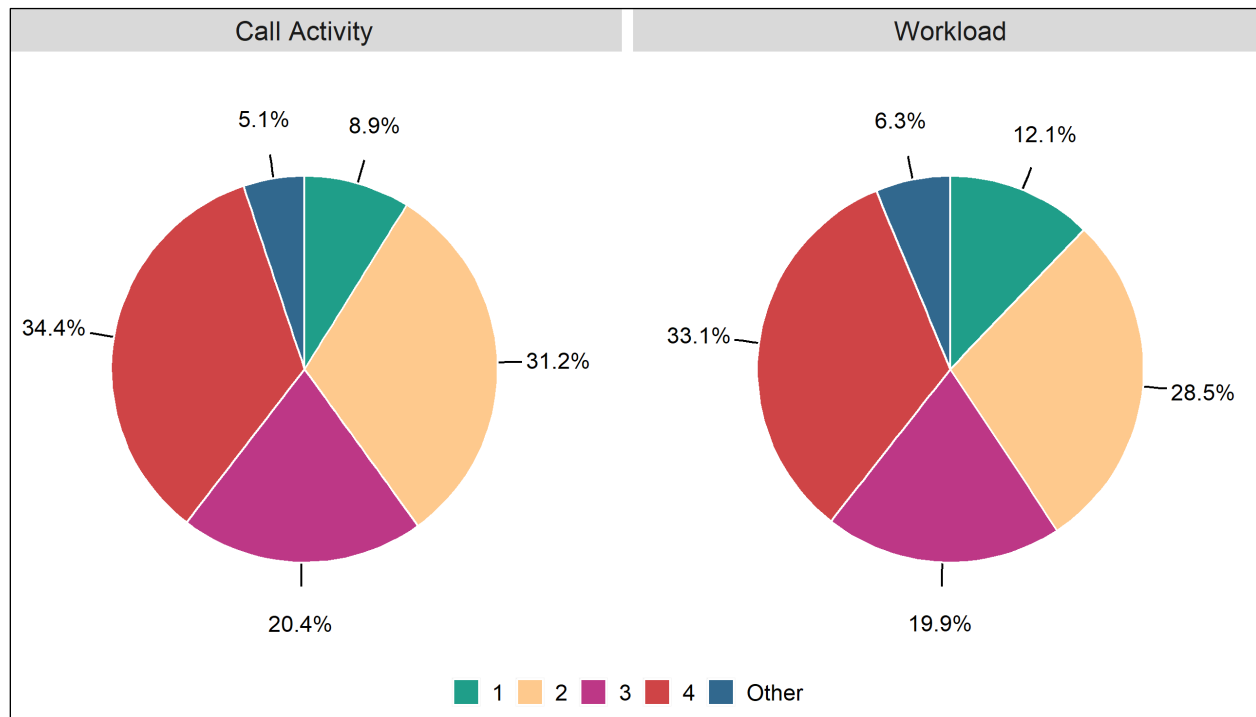
Note: The "other" category includes calls with miscellaneous beats, for example, beat 110, beat 8400, beat 3000, as well as calls located at headquarters and calls missing beats.

TABLE 8-9: Calls and Work Hours by Beat, per Day

Beat		Calls	Work Hours
1		3.4	2.4
2		12.0	5.7
3		7.9	4.0
4		13.3	6.6
Other	HQ	0.9	0.8
	Miscellaneous	1.0	0.5
	Unknown	0.1	0.0
Total		**38.5**	**19.9**

Observations:

- Beat 4 had the most calls and largest workload; it accounted for 34 percent of total calls and 33 percent of total workload.

- An even distribution of calls and work would allot 9.2 calls and 4.7 work hours per beat.

FIGURE 8-10: Percentage Calls and Work Hours, by Category, Winter 2022

Call Activity	Workload

Call Activity:
1.8%, 9.4%, 3.0%, 2.4%, 6.0%, 3.6%, 7.9%, 8.0%, 3.2%, 54.8%

Workload:
5.8%, 6.2%, 2.4%, 9.7%, 6.8%, 7.8%, 9.0%, 1.8%, 33.3%, 17.1%

Legend: Alarm, Assist, Check, Crime, Disturbance, General, Investigation, Suspicious, Traffic, Warrant
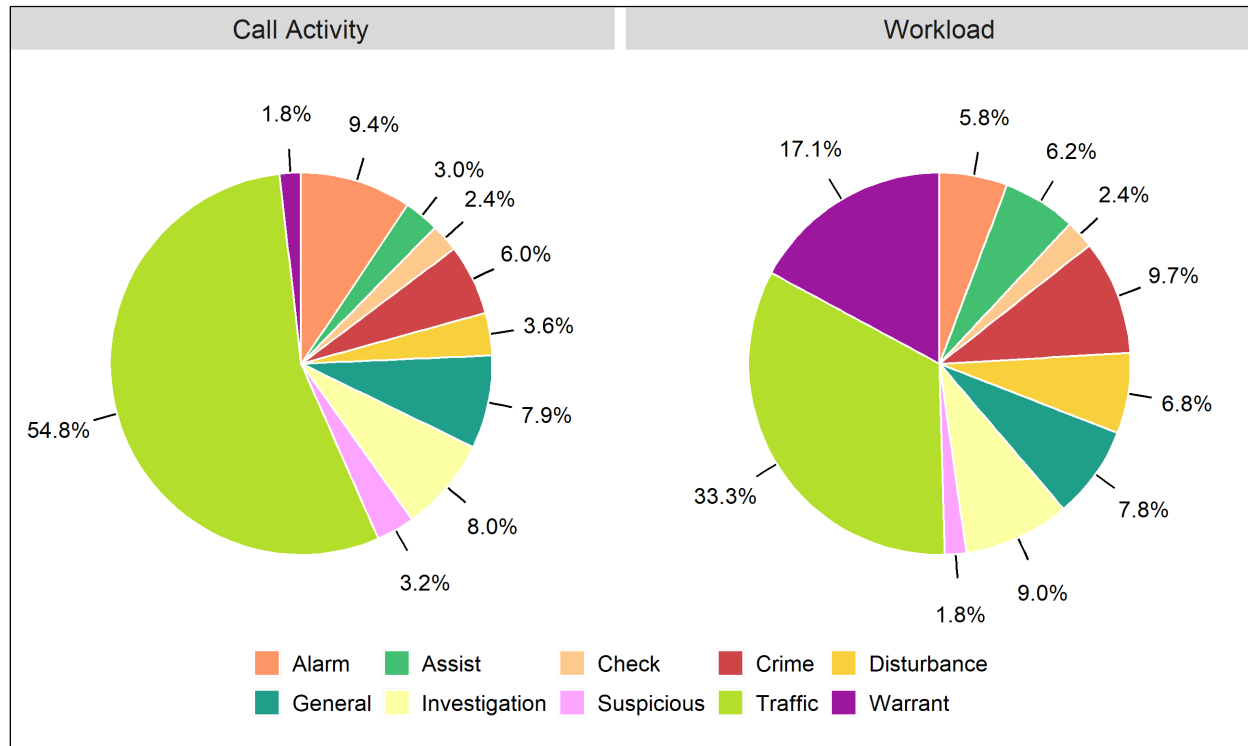
TABLE 8-10: Calls and Work Hours per Day, by Category, Winter 2022

Category	Per Day	
	Calls	Work Hours
Accident	1.1	1.2
Alarm	2.8	0.9
Animal call	0.5	0.2
Assist other agency	0.9	1.0
Check	0.7	0.4
Civil matter	0.6	0.2
Crime against persons	0.2	0.5
Crime against property	1.2	0.9
Crime against society	0.3	0.2
Disturbance	1.1	1.1
Investigation	2.3	1.5
Juvenile	0.3	0.3
Mental health	0.1	0.3
Miscellaneous	0.4	0.2
Suspicious incident	0.9	0.3
Traffic enforcement	2.6	1.3
Traffic stop	12.4	2.9
Violation	0.4	0.1
Warrant/prisoner	0.5	2.8
Total	**29.3**	**16.2**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 29 per day or 1.2 per hour.

- The total workload averaged 16 hours per day, meaning that on average 0.7 units per hour were busy responding to calls.

- Traffic calls constituted 55 percent of calls and 33 percent of workload.

- General noncriminal calls constituted 8 percent of calls and 8 percent of workload.

- Alarm calls constituted 9 percent of calls and 6 percent of workload.

- Investigation calls constituted 8 percent of calls and 9 percent of workload.

- These top four categories constituted 80 percent of calls and 56 percent of workload.

- Crime calls constituted 6 percent of calls and 10 percent of workload.

Call Activity	Workload

Call Activity: 1.4%, 8.0%, 2.7%, 3.9%, 5.0%, 2.9%, 10.0%, 7.4%, 4.5%, 54.3%

Workload: 15.2%, 4.4%, 3.0%, 2.9%, 6.8%, 5.2%, 13.9%, 12.1%, 4.3%, 32.3%

Legend:
- Alarm
- Assist
- Check
- Crime
- Disturbance
- General
- Investigation
- Suspicious
- Traffic
- Warrant

TABLE 8-11: Calls and Work Hours per Day, by Category, Summer 2022

Category	Per Day	
	Calls	Work Hours
Accident	1.2	1.8
Alarm	3.0	0.9
Animal call	1.3	0.6
Assist other agency	1.0	0.6
Check	1.4	0.6
Civil matter	0.6	0.3
Crime against persons	0.2	0.1
Crime against property	1.4	1.1
Crime against society	0.3	0.2
Disturbance	1.1	1.1
Investigation	2.8	2.5
Juvenile	0.4	0.4
Mental health	0.3	1.0
Miscellaneous	0.6	0.3
Suspicious incident	1.7	0.9
Traffic enforcement	3.3	1.5
Traffic stop	15.9	3.2
Violation	0.6	0.2
Warrant/prisoner	0.5	3.1
Total	**37.5**	**20.4**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and daily workload were higher in summer than in winter.

- Total calls averaged 38 per day or 1.6 per hour.

- Total workload averaged 20 hours per day, meaning that on average 0.8 units per hour were busy responding to calls.

- Traffic calls constituted 54 percent of calls and 32 percent of workload.

- General noncriminal calls constituted 10 percent of calls and 14 percent of workload.

- Alarm calls constituted 8 percent of calls and 4 percent of workload.

- Investigation calls constituted 7 percent of calls and 12 percent of workload.

- These top four categories constituted 80 percent of calls and 63 percent of workload.

- Crime calls constituted 5 percent of calls and 7 percent of workload.

OUT-OF-SERVICE ACTIVITIES

In the period from January 1, 2022, through December 31, 2022, the dispatch center also recorded out-of-service activities that were not assigned incident numbers. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.

- After these exclusions, 1,185 activities remained. These activities had an average duration of 72.2 minutes.

In this section, we report out-of-service activities and workload by description. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 8-12: Activities and Occupied Times by Description

Status	Description	Occupied Time	Count
S3	At CCSO or CEPD	117.1	34
CT	Court duty	110.7	25
RW	Report writing	91.6	171
SR	School patrol	225.6	26
AA	Special assignment	79.7	116
AU	Special assignment	95.5	65
VS	Vehicle maintenance	70.3	154
Miscellaneous		93.4	18
Administrative - Weighted Average/Total Activities		**92.3**	**609**
S5	Lunch Break	50.3	527
10	Short Break	58.5	49
Personal - Weighted Average/Total Activities		**51.0**	**576**
Weighted Average/Total Activities		**72.2**	**1,185**

Observations:

- The most common administrative out-of-service activity was "report writing."

- The activities with the longest average time were school patrol activities.

FIGURE 8-12: Activities per Day, by Month
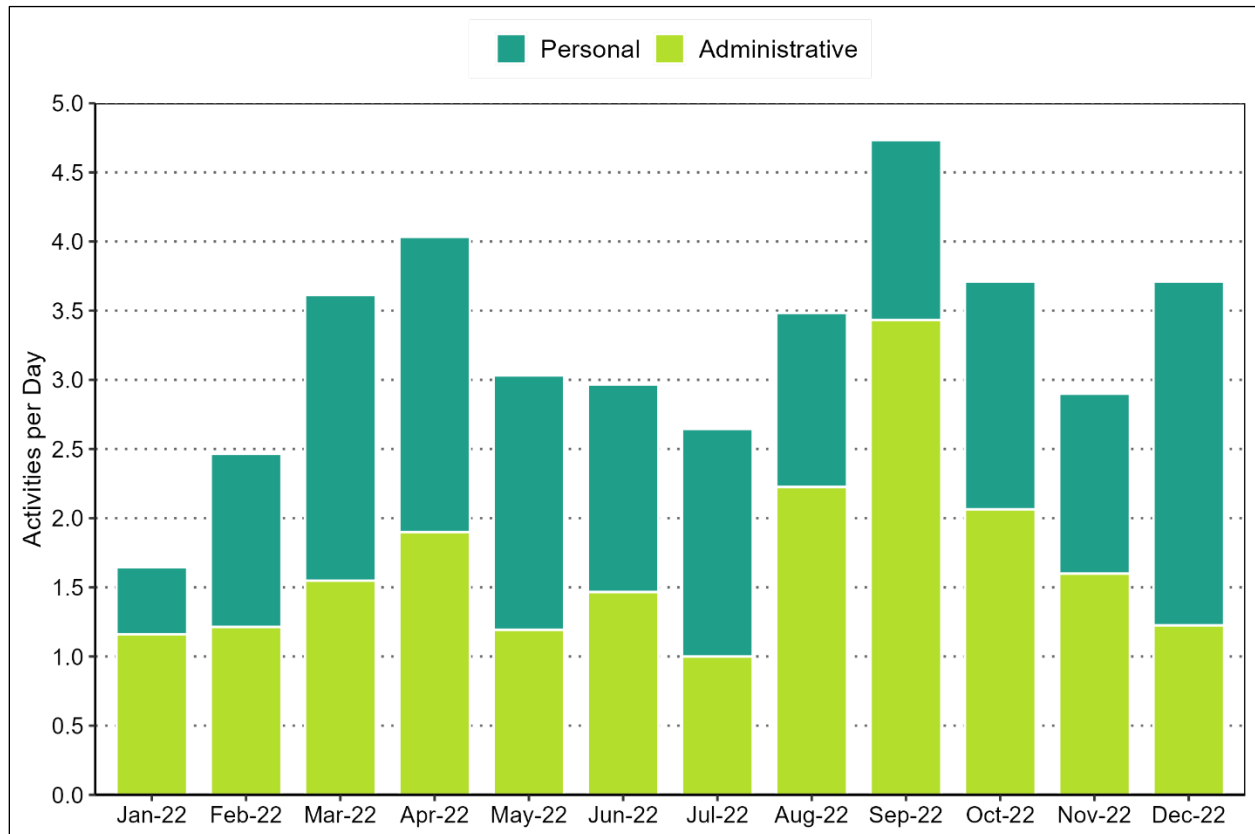
TABLE 8-13: Activities per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Administrative	1.2	1.2	1.5	1.9	1.2	1.5	1.0	2.2	3.4	2.1	1.6	1.2
Personal	0.5	1.2	2.1	2.1	1.8	1.5	1.6	1.3	1.3	1.6	1.3	2.5
Total	**1.6**	**2.5**	**3.6**	**4.0**	**3.0**	**3.0**	**2.6**	**3.5**	**4.7**	**3.7**	**2.9**	**3.7**

Observations:

- The number of activities per day was the lowest in January.

- The number of activities per day was highest in September.

FIGURE 8-13: Activities per Day, by Day of Week
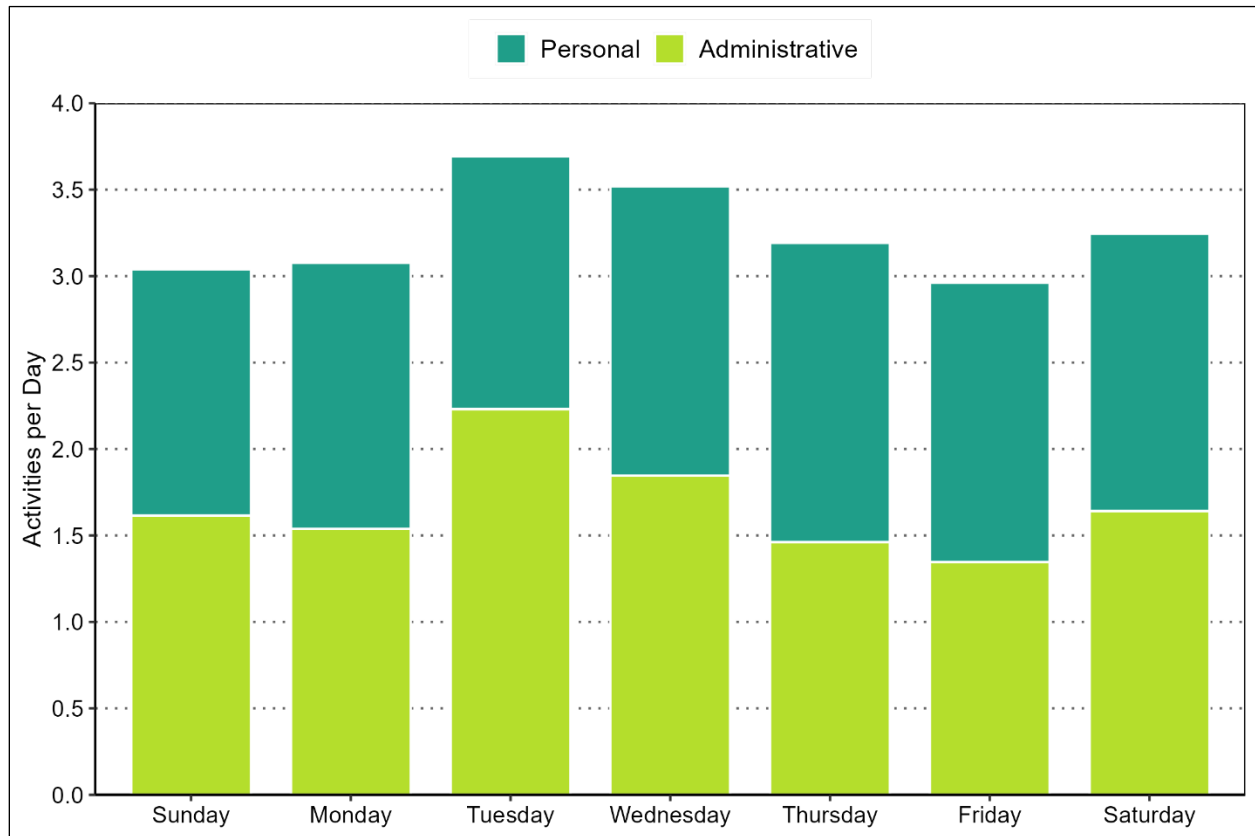
TABLE 8-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal
Sunday	1.6	1.4
Monday	1.5	1.5
Tuesday	2.2	1.5
Wednesday	1.8	1.7
Thursday	1.5	1.7
Friday	1.3	1.6
Saturday	1.6	1.6
Weekly Average	**1.7**	**1.6**

Observations:

- The number of out-of-service activities per day was lowest on Fridays.
- The number of out-of-service activities per day was highest on Tuesdays.

FIGURE 8-14: Activities per Day, by Hour of Day
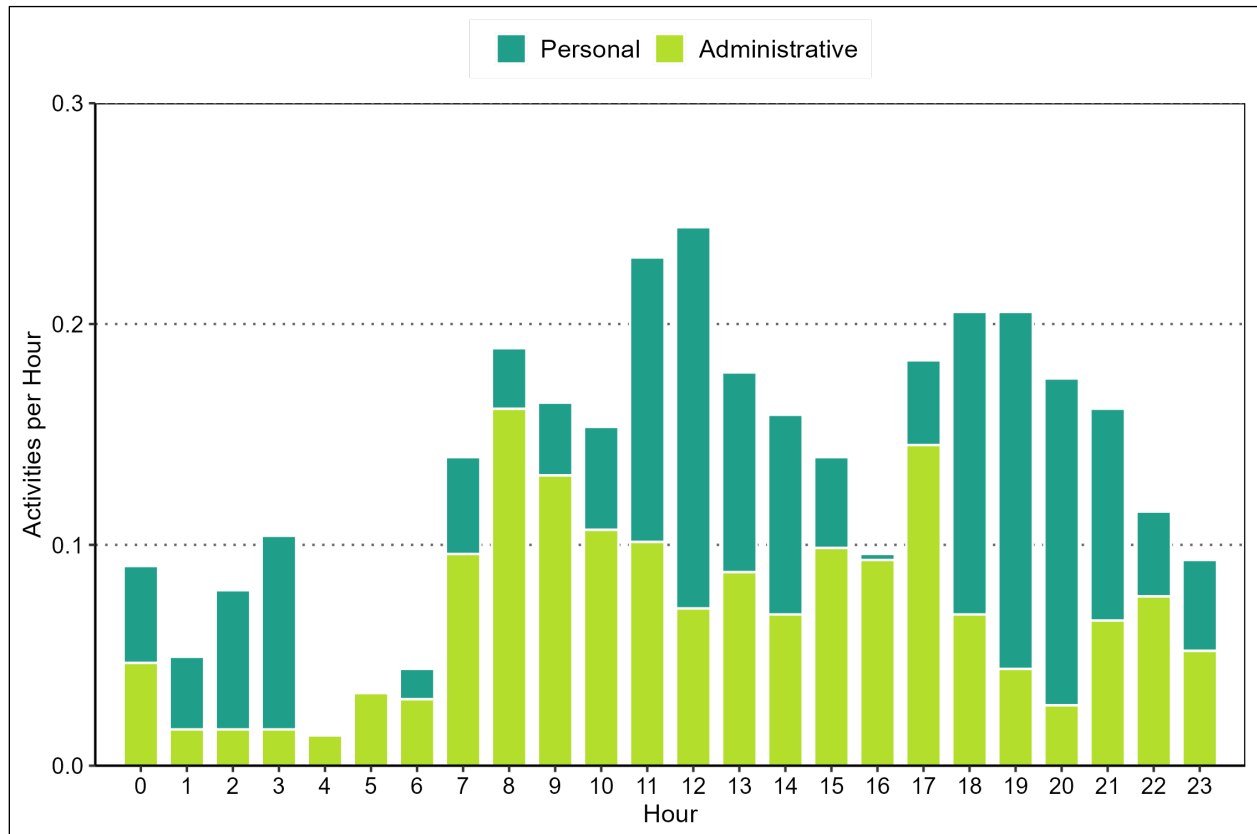
TABLE 8-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative
0	0.04	0.05
1	0.03	0.02
2	0.06	0.02
3	0.09	0.02
4	0.00	0.01
5	0.00	0.03
6	0.01	0.03
7	0.04	0.10
8	0.03	0.16
9	0.03	0.13
10	0.05	0.11
11	0.13	0.10
12	0.17	0.07
13	0.09	0.09
14	0.09	0.07
15	0.04	0.10
16	0.00	0.09
17	0.04	0.15
18	0.14	0.07
19	0.16	0.04
20	0.15	0.03
21	0.10	0.07
22	0.04	0.08
23	0.04	0.05
Hourly Average	**0.07**	**0.07**

Observations:

- The number of activities per hour was lowest between 4:00 a.m. and 5:00 a.m.

- The number of activities per hour was highest between noon and 1:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2022) and eight weeks in summer (July 7 through August 31, 2022). The department's patrol force consists of patrol officers, patrol corporals, patrol sergeants, and a traffic sergeant, operating on 12-hour shifts starting at 5:00 a.m. and 5:00 p.m. The police department's patrol force deployed an average of 3.3 officers per hour during the 24-hour day in winter 2022 and an average of 3.8 officers per hour in summer 2022.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.

- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.

- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

FIGURE 8-15: Deployed Officers, Weekdays, Winter 2022
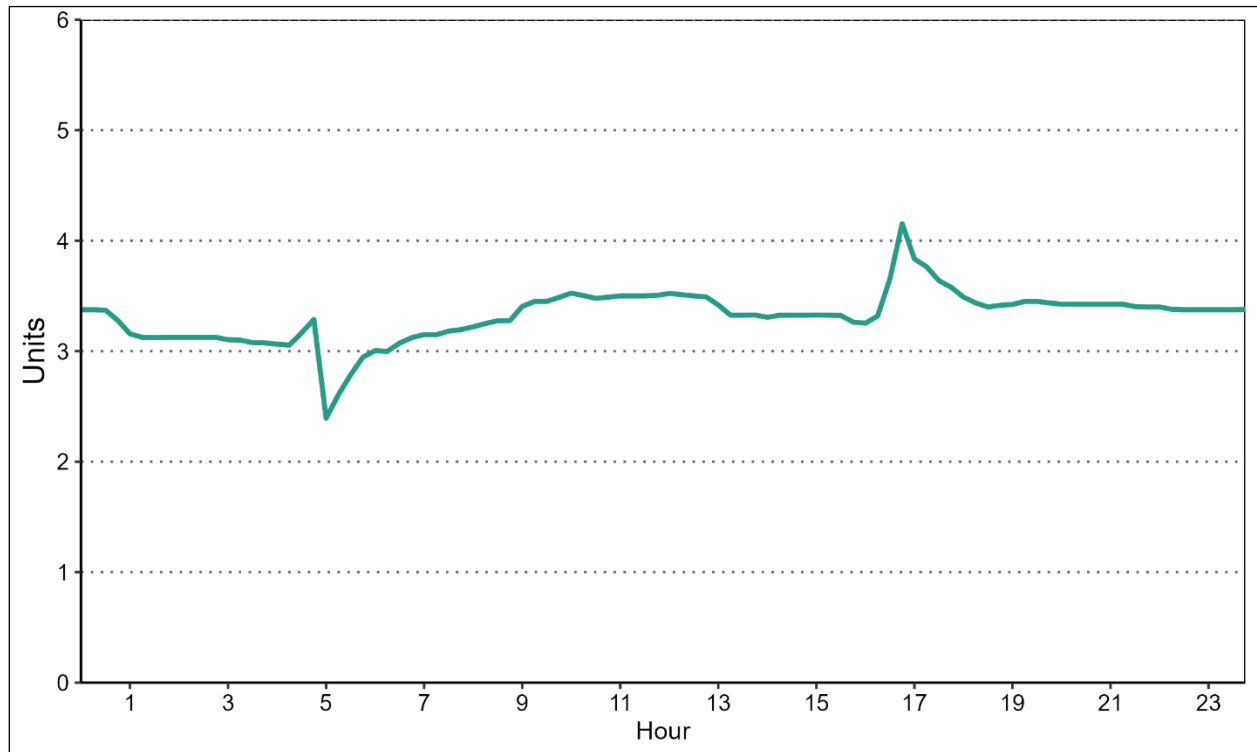
FIGURE 8-16: Deployed Officers, Weekends, Winter 2022
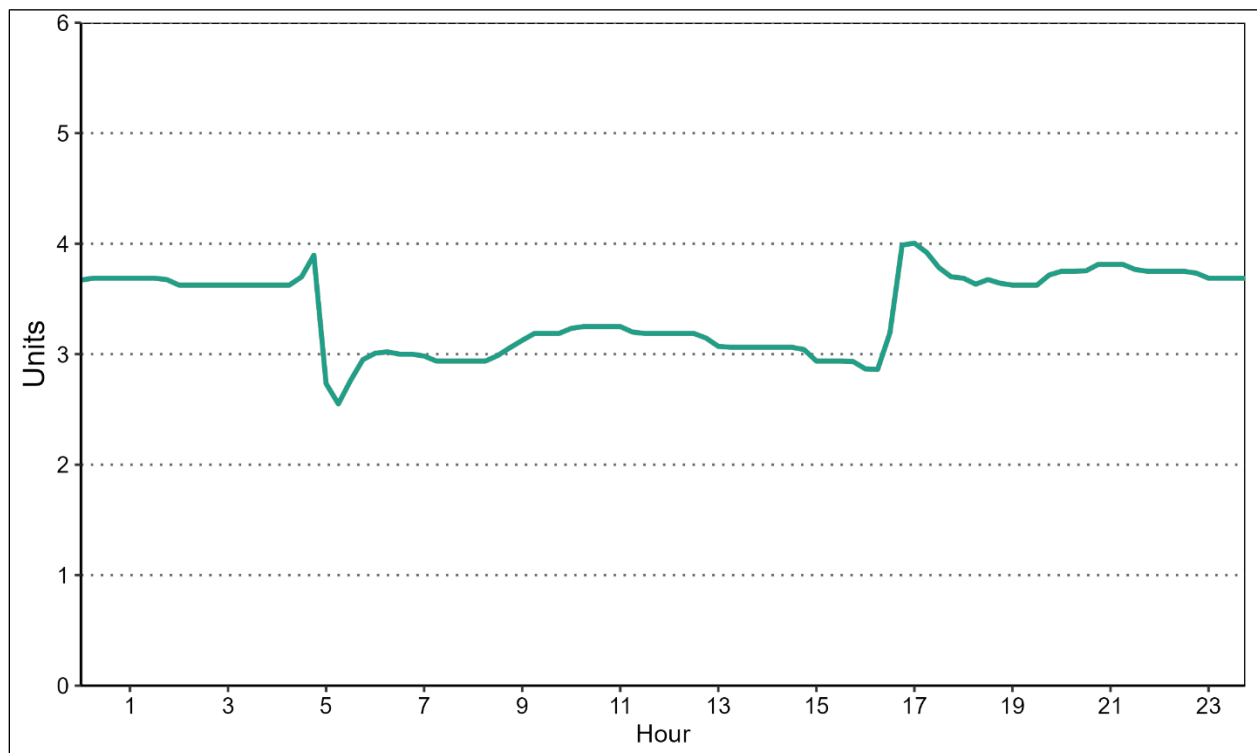
FIGURE 8-17: Deployed Officers, Weekdays, Summer 2022
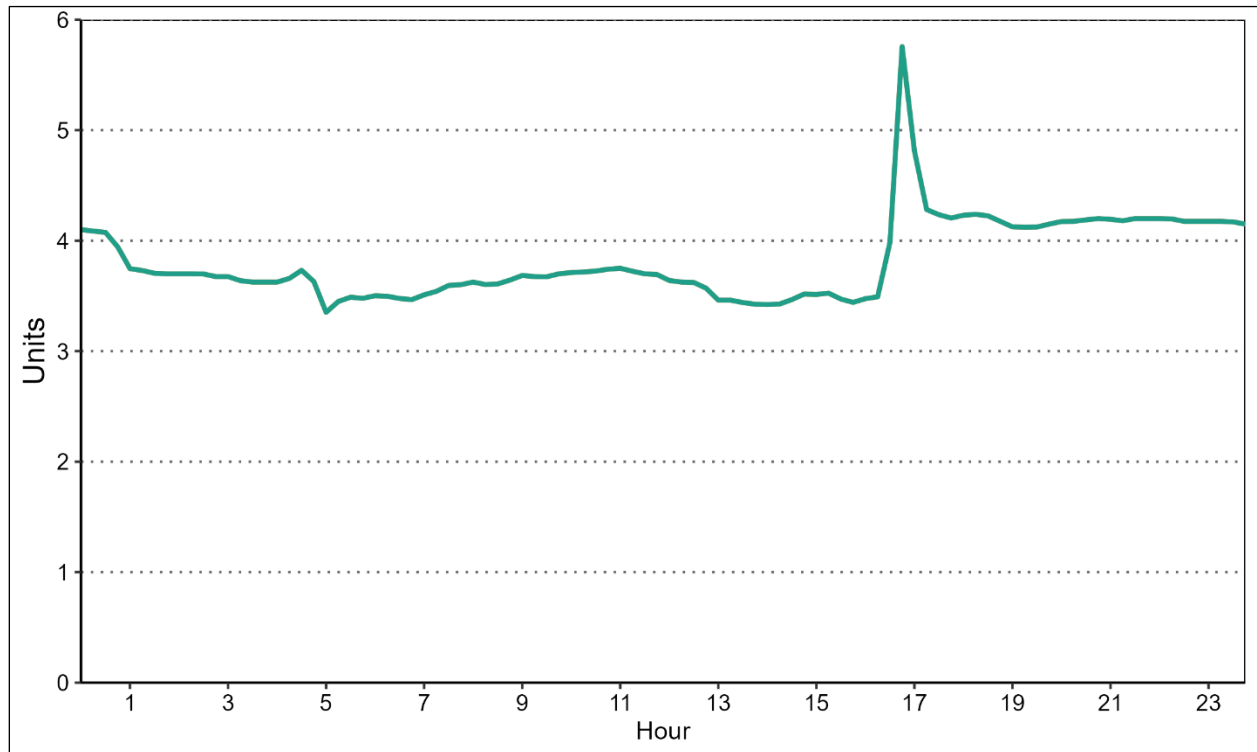
FIGURE 8-18: Deployed Officers, Weekends, Summer 2022
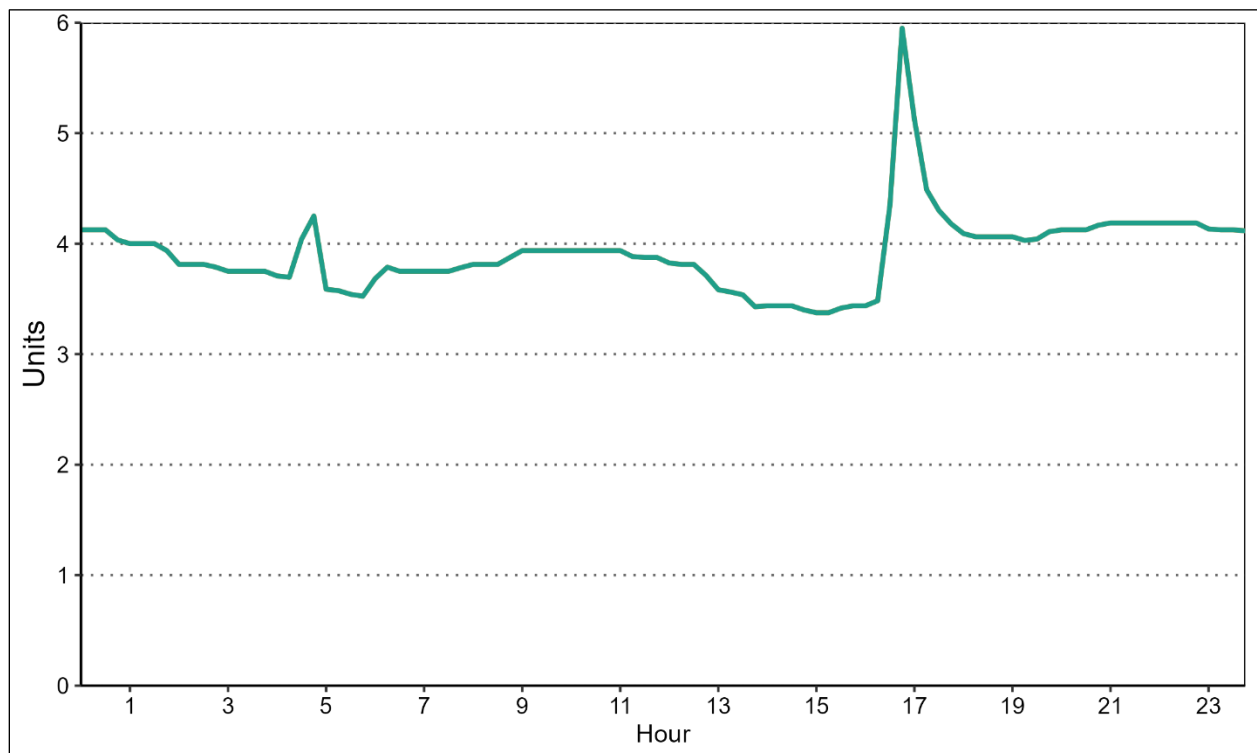
Observations:

- For Winter (January 4 through February 28, 2022):

  □ The average deployment was 3.3 units per hour during the week and 3.4 units per hour on the weekend.

  □ Average deployment varied from 2.4 to 4.2 units per hour on weekdays and 2.5 to 4.0 units per hour on weekends.

- For Summer (July 7 through August 31, 2022):

  □ The average deployment was 3.8 units per hour during the week and 3.9 units per hour on the weekend.

  □ Average deployment varied from 3.4 to 5.8 units per hour on weekdays and 3.4 to 6.0 units per hour on weekends.

FIGURE 8-19: Deployment and All Workload, Weekdays, Winter 2022
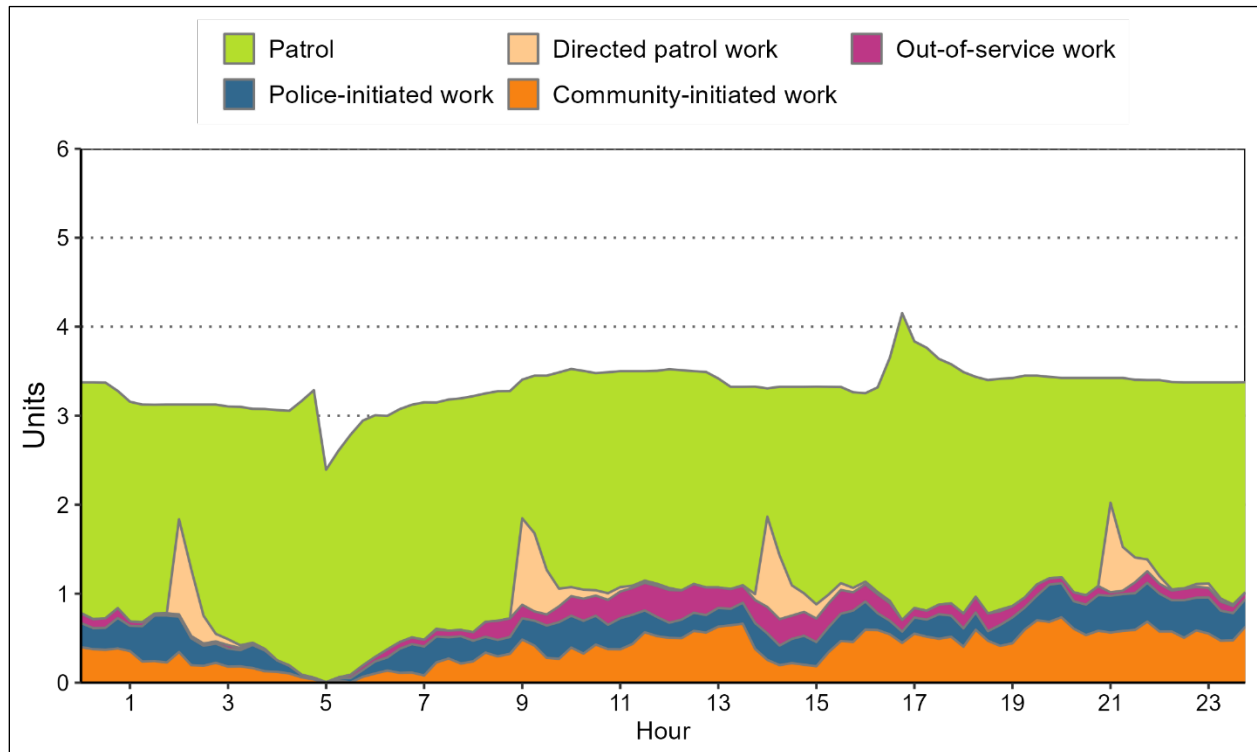
FIGURE 8-20: Deployment and All Workload, Weekends, Winter 2022
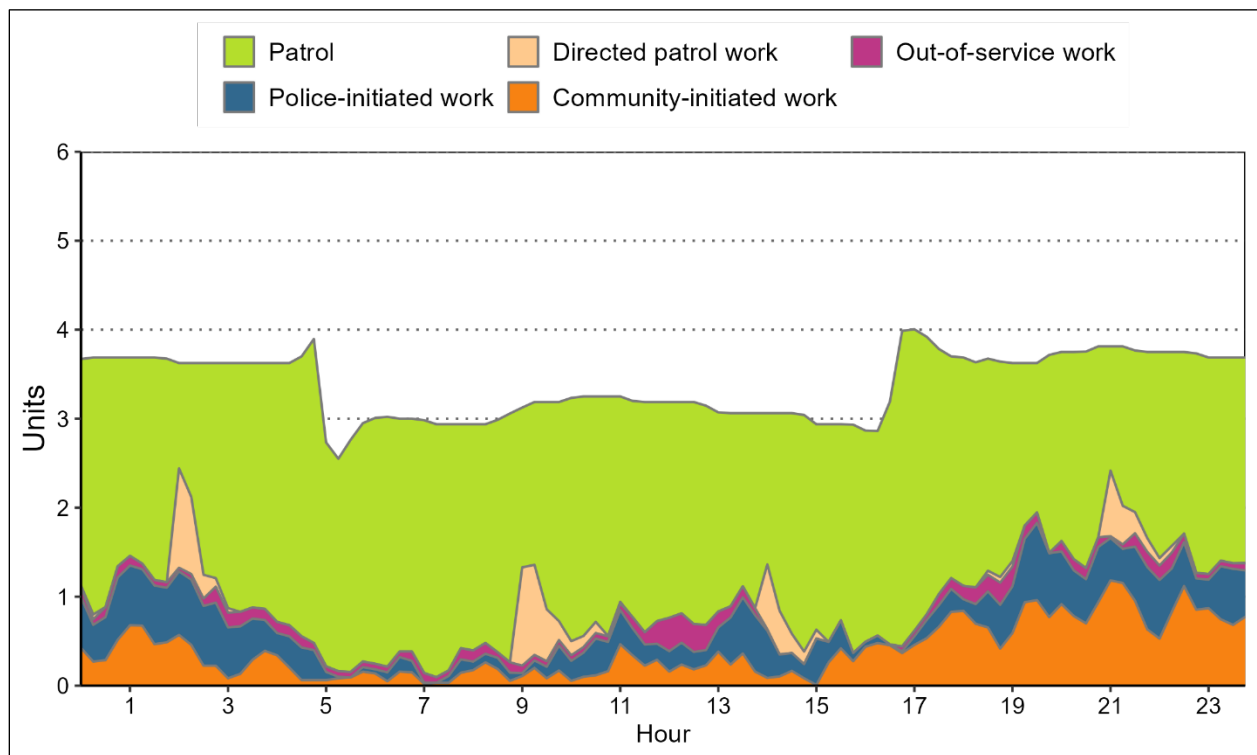
FIGURE 8-21: Deployment and All Workload, Weekdays, Summer 2022
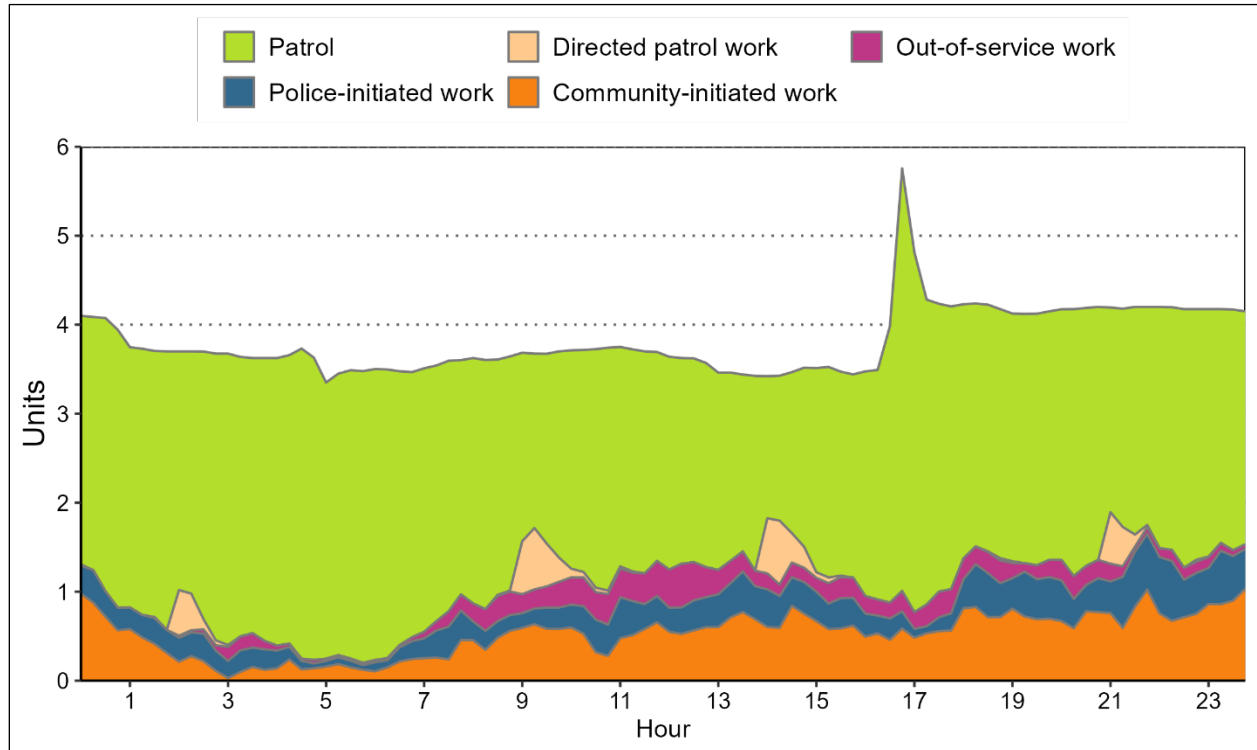
FIGURE 22: Deployment and All Workload, Weekends, Summer 2022
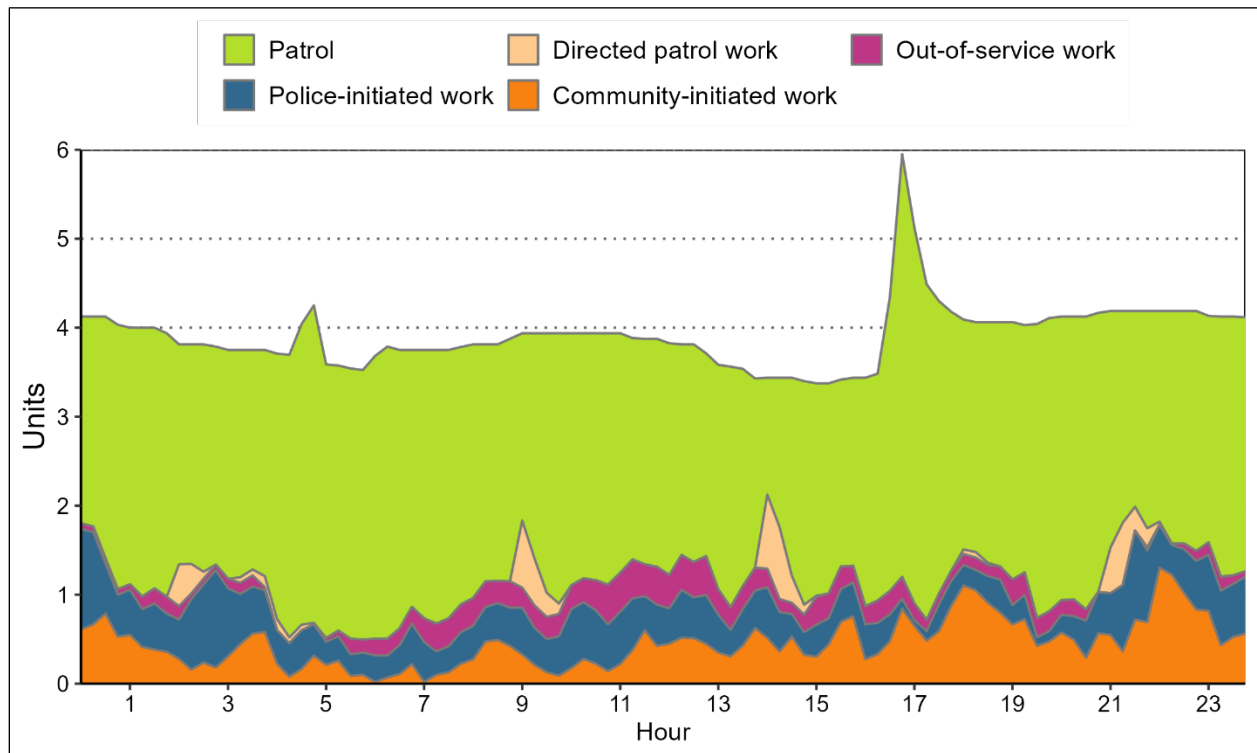
Note: Figures 8-19 to 8-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Winter:

- Community-initiated work:

  - Average community-initiated workload was 0.4 units per hour during the week and 0.4 units per hour on weekends.

  - This was approximately 11 percent of hourly deployment during the week and 12 percent of hourly deployment on weekends.

- All work:

  - Average workload was 0.9 units per hour during the week and 0.9 units per hour on weekends.

  - This was approximately 27 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:

  - Average community-initiated workload was 0.5 units per hour during the week and 0.5 units per hour on weekends.

  - This was approximately 14 percent of hourly deployment during the week and 12 percent of hourly deployment on weekends.

- All work:

  - Average workload was 1.1 units per hour during the week and 1.2 units per hour on weekends.

  - This was approximately 28 percent of hourly deployment during the week and 29 percent of hourly deployment on weekends.

FIGURE 8-23: Percentage of Workload, Weekdays, Winter 2022
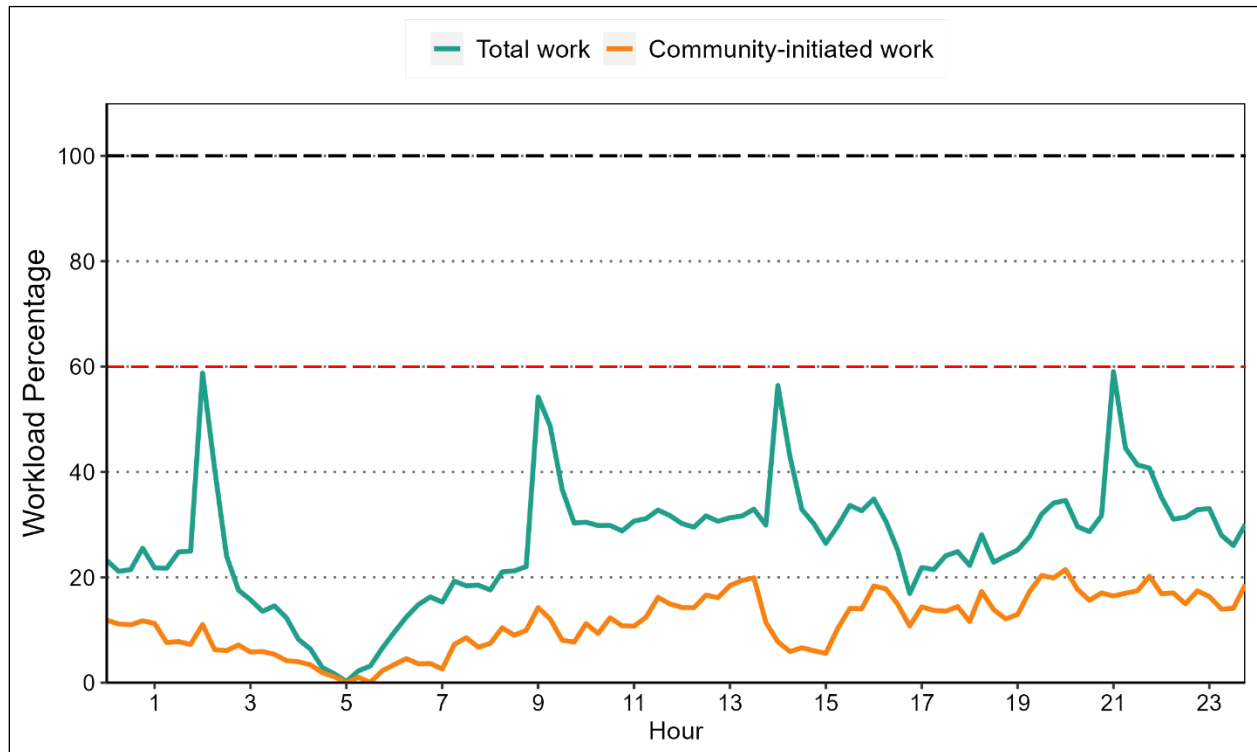
FIGURE 8-24: Percentage of Workload, Weekends, Winter 2022
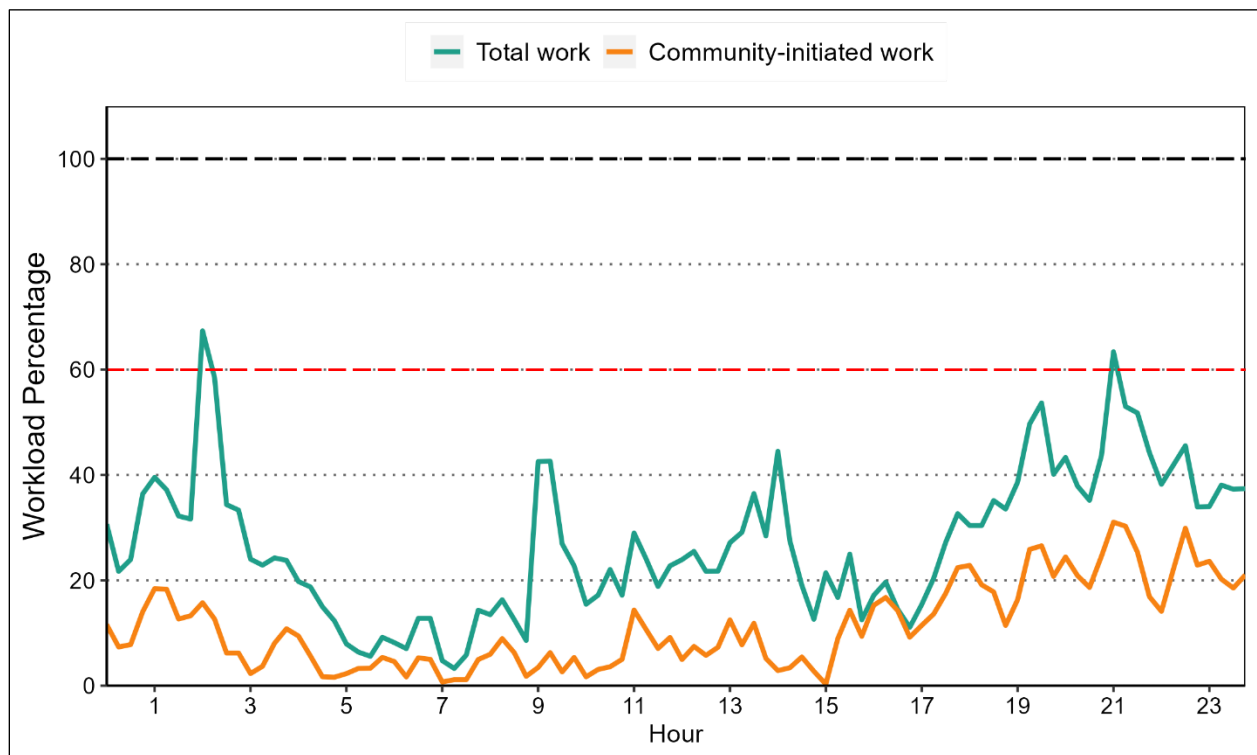
FIGURE 8-25: Percentage of Workload, Weekdays, Summer 2022
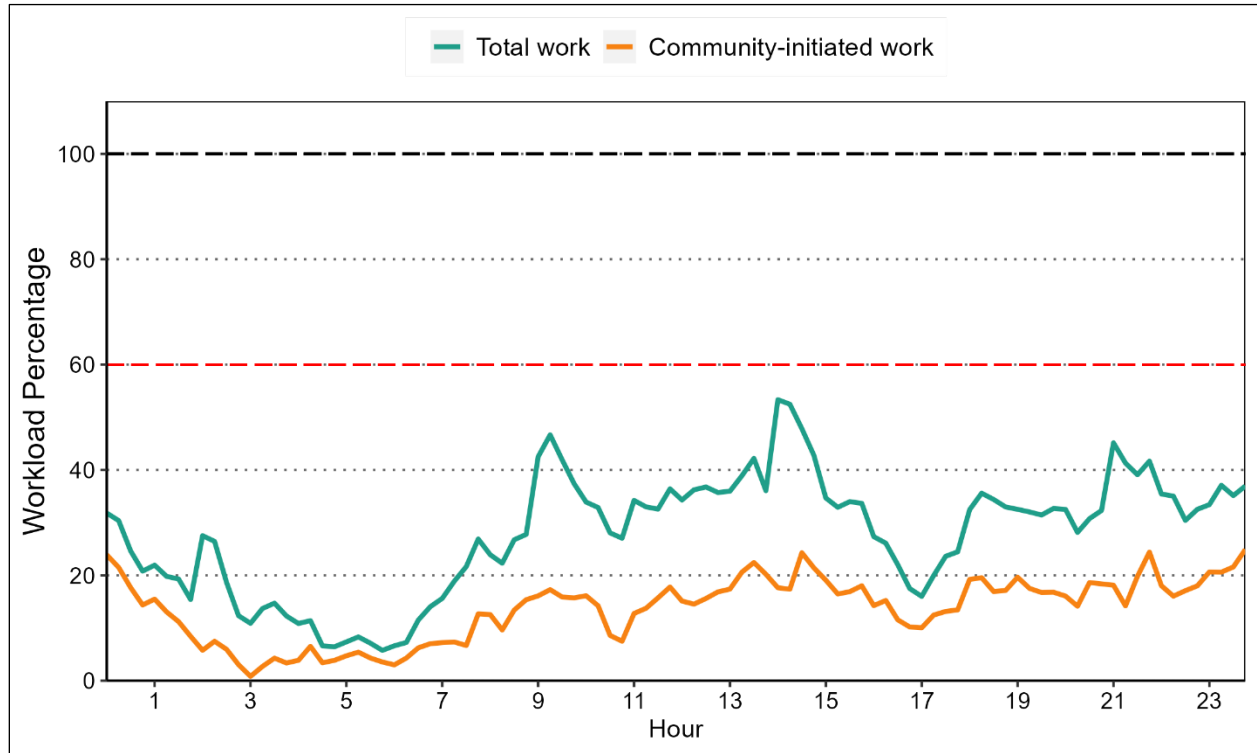
FIGURE 8-26: Percentage of Workload, Weekends, Summer 2022
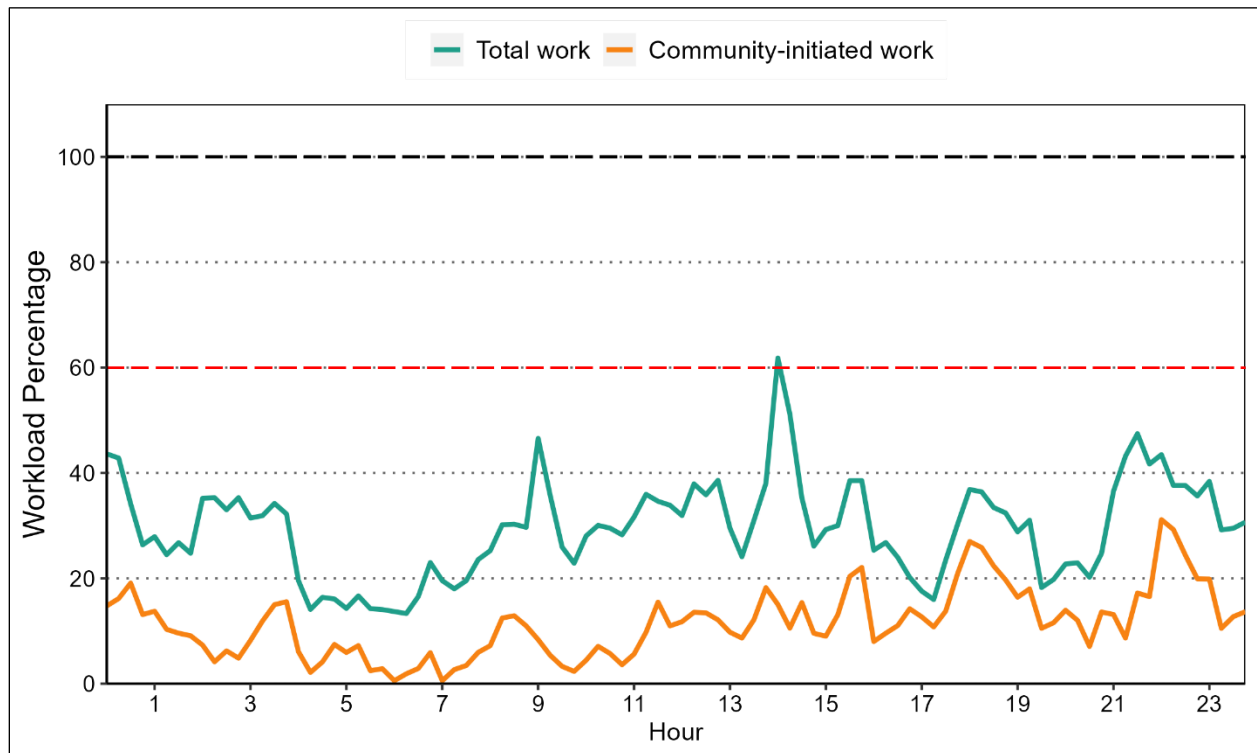
Observations:

Winter:

- Community-initiated work:

  - During the week, the workload reached a maximum of 21 percent of deployment between 8:00 p.m. and 8:15 p.m.

  - On weekends, the workload reached a maximum of 31 percent of deployment between 9:00 p.m. and 9:15 p.m.

- All work:

  - During the week, the workload reached a maximum of 59 percent of deployment between 2:00 a.m. and 2:15 a.m. and between 9:00 p.m. and 9:15 p.m.

  - On weekends, the workload reached a maximum of 67 percent of deployment between 2:00 a.m. and 2:15 a.m.

Summer:

- Community-initiated work:

  - During the week, the workload reached a maximum of 25 percent of deployment between 9:45 p.m. and 10:00 p.m. and between 11:45 p.m. and 12:00 a.m.

  - On weekends, the workload reached a maximum of 31 percent of deployment between 10:00 p.m. and 10:15 p.m.

- All work:

  - During the week, the workload reached a maximum of 53 percent of deployment between 2:00 p.m. and 2:15 p.m.

  - On weekends, the workload reached a maximum of 62 percent of deployment between 2:00 p.m. and 2:15 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 1,641 calls in winter and 2,101 calls in summer. We limited our analysis to community-initiated calls, which amounted to 666 calls in winter and 817 calls in summer. In addition, we removed the calls lacking a recorded arriving unit, a few calls located at headquarters, as well as calls outside Celina police patrol beats and calls missing beats. We were left with 613 calls in winter and 767 calls in summer for our analysis. For the entire year, we began with 14,068 calls and limited our analysis to 5,229 community-initiated calls. With similar exclusions, we were left with 4,857 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 8-27: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer, 2022
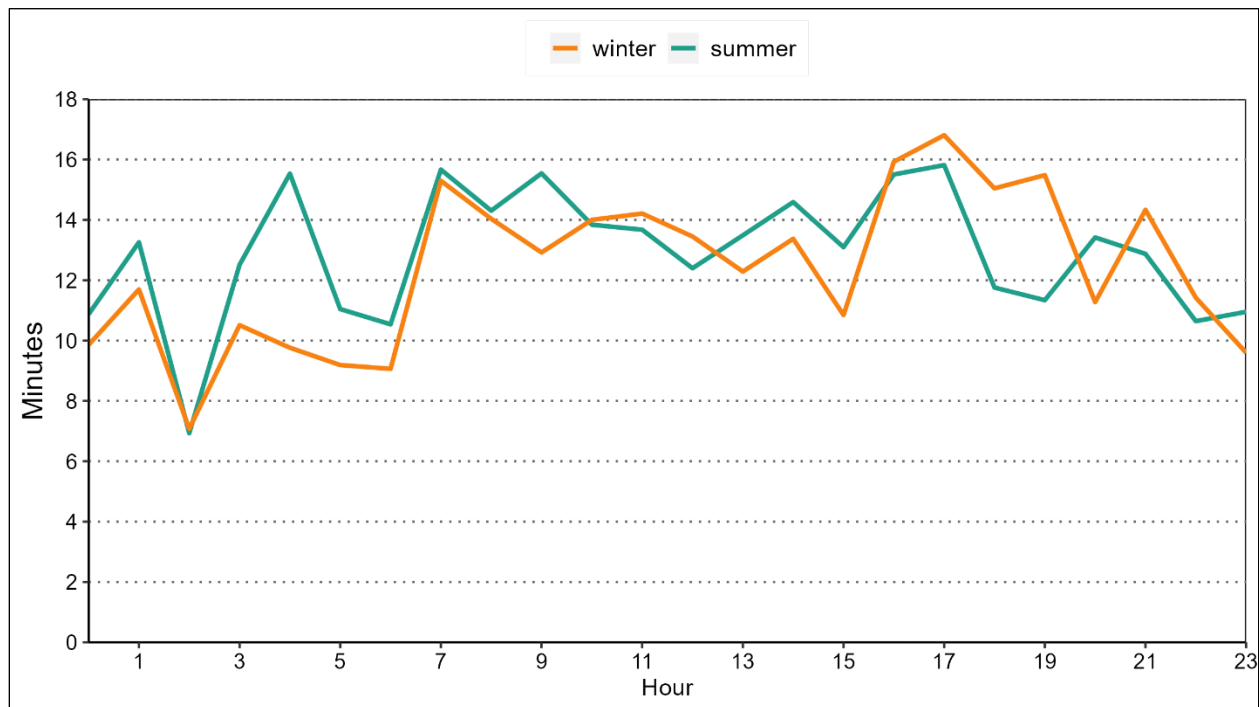
Observations:

- Average response times varied significantly by the hour of the day.

- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 16.8 minutes.

- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.1 minutes.

- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 15.8 minutes.

- In summer, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 6.9 minutes.

FIGURE 8-28: Average Response Time by Category, Winter 2022

FIGURE 8-29: Average Response Time by Category, Summer 2022

TABLE 8-16: Average Response Time Components, by Category

Category	Winter Minutes Dispatch	Travel	Response	Count	Summer Minutes Dispatch	Travel	Response	Count
Accident	4.3	7.4	11.7	55	4.4	7.2	11.7	62
Alarm	3.1	8.5	11.6	142	4.1	9.1	13.1	146
Animal call	8.3	7.3	15.7	21	6.0	10.5	16.5	63
Assist other agency	4.0	5.9	9.9	35	3.9	7.2	11.1	48
Check	8.0	9.9	17.9	26	6.0	9.0	15.0	25
Civil matter	5.9	6.2	12.2	30	5.2	8.9	14.1	24
Crime against persons	8.2	6.9	15.1	13	5.4	8.4	13.8	7
Crime against property	6.4	12.9	19.3	46	7.8	9.2	17.1	67
Crime against society	7.9	7.7	15.6	16	4.5	6.5	11.0	14
Disturbance	5.9	9.0	14.8	52	5.3	8.0	13.3	61
Investigation	4.5	8.4	12.9	36	5.2	9.5	14.7	56
Juvenile	5.7	6.0	11.6	17	4.4	8.0	12.4	19
Mental health	7.2	6.4	13.7	6	4.1	8.2	12.3	19
Miscellaneous	6.0	8.7	14.7	11	6.2	6.7	12.9	22
Suspicious incident	3.7	6.9	10.7	32	3.4	8.9	12.3	56
Traffic enforcement	5.2	6.3	11.5	65	4.8	4.8	9.6	64
Violation	3.8	11.7	15.6	5	2.6	13.5	16.1	5
Warrant/prisoner	2.1	8.7	10.9	5	2.6	5.4	8.0	9
Total Average	**5.0**	**8.1**	**13.1**	**613**	**4.9**	**8.3**	**13.2**	**767**

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 10 minutes and 18 minutes.

- In winter, the average response time was as short as 10 minutes (for assists) and as long as 18 minutes (for checks).

- In summer, the average response time for most categories was between 8 minutes and 15 minutes.

- In summer, the average response time was as short as 8 minutes (for warrant services) and as long as 16 minutes (for crimes).

- The average response time for crimes was 18 minutes in winter and 16 minutes in summer.

TABLE 8-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	7.6	15.0	21.3	7.0	12.6	23.9
Alarm	4.6	14.9	20.9	8.5	17.1	23.5
Animal call	27.4	14.6	34.8	13.5	17.9	27.8
Assist other agency	7.2	10.7	16.3	9.4	14.1	20.8
Check	15.4	24.2	41.1	8.8	15.0	23.0
Civil matter	11.8	14.0	21.7	9.6	18.2	28.6
Crime against persons	26.6	15.0	39.0	10.2	18.2	23.1
Crime against property	14.5	28.1	47.3	24.3	26.1	38.2
Crime against society	20.5	14.2	31.5	8.7	14.3	20.4
Disturbance	13.0	16.0	31.3	12.9	14.0	22.2
Investigation	9.7	20.0	25.1	9.3	19.0	25.7
Juvenile	12.4	13.3	28.0	9.3	17.5	20.4
Mental health	15.2	11.7	21.7	7.5	13.7	21.1
Miscellaneous	9.3	22.6	26.4	10.8	12.8	29.6
Suspicious incident	6.5	14.4	18.6	5.8	18.0	21.3
Traffic enforcement	13.9	14.0	22.1	10.7	11.2	19.6
Violation	4.5	25.3	29.9	3.6	21.1	23.0
Warrant/prisoner	3.2	13.3	14.9	5.1	7.4	11.8
Total Average	**10.5**	**16.2**	**25.5**	**10.2**	**16.7**	**25.1**

Note: A 90th percentile value of 25.5 minutes means that 90 percent of all calls are responded to in fewer than 25.5 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 15 minutes (for assists) and as long as 44 minutes (for crimes).

- In summer, the 90th percentile value for response time was as short as 12 minutes (for warrant services) and as long as 34 minutes (for crimes).

FIGURE 8-30: Average Response Time Components, by Beat
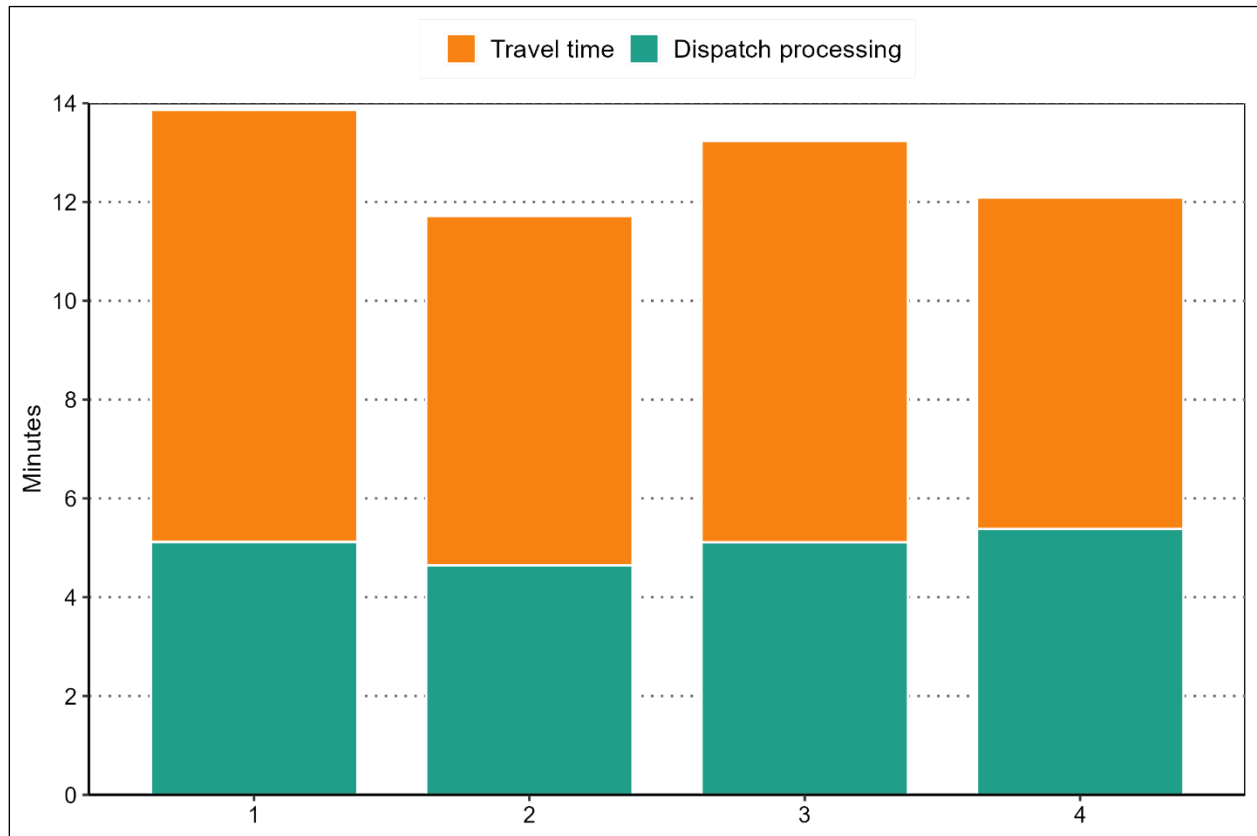
TABLE 8-18: Average Response Time Components, by Beat

Beat	Minutes			Calls
	Dispatch	Travel	Response	
1	5.4	11.5	16.9	735
2	5.2	7.8	13.0	1,503
3	5.2	8.1	13.3	1,115
4	4.6	6.7	11.4	1,504
Total Average	**5.1**	**8.1**	**13.2**	**4,857**

Observations:

- All four beats share a similar dispatch processing time, which is about 5 minutes.

- Beat 4 had the shortest average response time of 11.4 minutes.

- Beat 1 had the longest average response time of 16.9 minutes.

High-Priority Calls

The department assigned priorities to calls with priority 1 as the highest priority. Table 8-19 shows average response times by priority. Also, we identified injury accidents by including accident calls whose descriptions matched "FATALITY ACCIDENT," "HIT AND RUN MAJOR," and "MAJOR ACCIDENT."

TABLE 8-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	2.5	6.2	8.7	537	14.8
2	4.1	8.6	12.7	1,328	23.2
3	5.8	8.5	14.3	2,405	29.1
4	6.1	7.3	13.4	471	30.6
5	6.9	7.4	14.3	116	34.9
Total	**5.1**	**8.1**	**13.2**	**4,857**	**26.1**
Injury Accident	2.2	5.1	7.3	162	11.6

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 8-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour
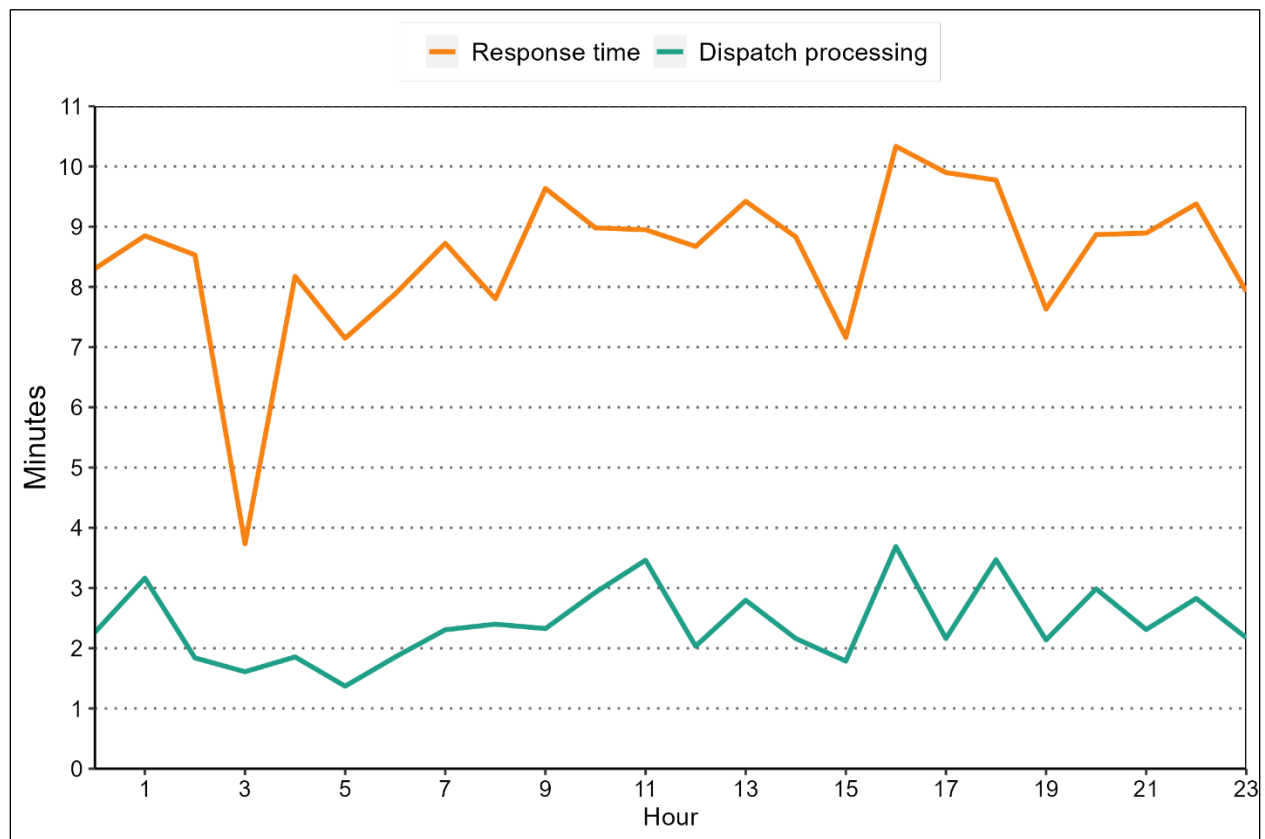
Observations:

- High-priority calls had an average response time of 8.7 minutes, lower than the overall average of 13.2 minutes for all calls.

- Average dispatch processing was 2.5 minutes for high-priority calls, compared to 5.1 minutes overall.

- For high-priority calls, the longest response times were between 4:00 p.m. and 5:00 p.m., with an average of 10.3 minutes.

- For high-priority calls, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 3.7 minutes.

- Average response time for injury accidents was 7.3 minutes, with a dispatch processing time of 2.2 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2022, to December 31, 2022, were classified into the following categories.

TABLE 8-20: Call Type, by Category

Call Type Code	Call Type Description	Table Category	Figure Category
AALARM	Audible alarm	Alarm	Alarm
VCALARM	Commercial video alarm		
PALARM	Panic alarm		
SALARM	Silent alarm		
AAST	Agency assist	Assist other agency	Assist
CFALARM	Commercial fire alarm		
DOWN	Down power line		
TREE	Down tree		
DROWN	Drowning		
FALARM	Fire alarm		
APUBLIC	Fire public assist		
FIRST	First responder		
FLOOD	Flooding reported		
GFIRE	Grass fire		
LOCKED	Locked veh/resd		
ME	Medical examiner		
LEAK	Natural gas leak		
SFIRE	Structure fire		
UFIRE	Unknown fire		
VFIRE	Vehicle fire		
WATER	Water leak		
BUILDCK	Building check	Check	Check
SCHX	Sro school check		
CHECK	Welfare concern		
911ABUSE	911 abuse	Crime against persons	Crime
AGG	Agg assault		
AGG2	Agg assault just occurred		
ASSLT2	Assault just occurred		
ASSLT	Assault report		
ACHILD	Child abuse report		
HARASS	Harassment report		
ONLINEH	Online harassment		
PHONE	Phone harassment report		
STEXT	Sexting text		
SCHILD	Sexual assault of child		

Call Type Code	Call Type Description	Table Category	Figure Category
RAPE	Sexual assault report		
BURG1	Burg in progress	Crime against property	
BURG2	Burg just occurred		
BURG	Burglary report		
TRESP	Criminal trespass		
FRAUD	Fraud report		
ITHEFT	Identity theft		
VTHEF2	Vtheft2		
PROWL	Prowler		
ROB	Robbery report		
SHOP	Shoplifter		
THEFT1	Theft in progress		
THEFT2	Theft just occurred		
THEFT	Theft report		
BURN	Unauthorized burn		
VAND1	Vandalism in progress		
VAND2	Vandalism just occurred		
VANDAL	Vandalism report		
VBURG1	Veh burg in progress		
VTHEFT	Veh theft report		
VBURG	Vehicle burglary		
CRUEL	Animal cruelty	Crime against society	
CPORN	Child pornography		
DWI	Driving while intoxicated		
FIGHT	Fight in progress		
GUN	Fire arm complaint		
EXPOSE	Indecent exposure		
NARC	Narcotics investigation		
SHOOT	Shooting		
THREAT	Threats		
ESCORT	Funeral escort	Directed patrol	Directed patrol
WATCH	House watch		
EWATCH	Ewatch		
TRAFCOM	Trafcom		
EVENT	Special event		
SWATCH	Special watch		
TRAFFIC	Traffic complaint		
CDIST	Customer disturbance	Disturbance	Disturbance
DIST	Disturbance		
DDIST	Domestic disturbance		

Call Type Code	Call Type Description	Table Category	Figure Category
NDIST	Noise disturbance		
ONLINE	Online solicitation		
PARTY	Party call		
PI	Public intoxication		
VENDOR	Solicitor complaint		
UDIST	Unknown disturbance		
VDIST	Vehicle disturbance		
VERBAL	Verbal disturbance		
BITE	Animal bite	Animal call	General noncriminal
ANIMAL	Animal complaint		
HURT	Injured animal		
LOOSE	Loose livestock		
CIVIL	Civil problem	Civil matter	
CIVILS	Civil standby		
JUVENILE	Juvenile problems	Juvenile	
RUN	Runaway report		
TRUANT	Truancy		
ASUICI	Attempt suicide	Mental health	
MENTAL	Mental subject		
SUICI	Suicide		
TSUICI	Threat suicide		
BROAD	Broadcast information	Miscellaneous	
CS	Civil service		
DELIVE	Deliver emergency message		
INFO	Documentation purpose		
WEATHER	Severe weather/storms		
UNK	Unknown request for police		
WORKS	Fireworks	Violation	
LOITER	Loitering		
CODE	Code		
PARKING	Parking violation		
PENAL	Penal code violation		
TRASH	Trash dumping		
HANGUP	911 hangup	Investigation	Investigation
ABAND	Abandoned vehicle		
NCHILD	Chld neglect report		
CITIZEN	Citizen contact		
FI	Follow up		
FCHILD	Found child		

Call Type Code	Call Type Description	Table Category	Figure Category
FOUND	Found property report		
OVERDOSE	Medication overdose		
MCHILD	Missing child		
MP	Missing person		
LINE	Open line		
RSTOLEN	Recovered stolen veh/property		
PASSED	Subj passed out		
CIRCUM	Suspicious circumstances		
DEATH	Unattended death		
OPEN	Open door / building	Suspicious incident	Suspicious incident
CHASE	Pursuit		
PERSON	Suspicious person		
VEH	Suspicious vehicle		
FATAL	Fatality accident	Accident	Traffic
FMAJOR	Fleet major		
FMINOR	Fleet minor		
HMAJOR	Hit and run major		
HMINOR	Hit and run minor		
MAJOR	Major accident		
MINOR	Minor accident		
MASST	Motorist assist	Traffic enforcement	
RECKLS	Reckless driver		
RAGE	Road rage		
SPEED	Speeding vehicle		
TASST	Traffic assist		
TEA	Traffic enforcement area		
HAZARD	Traffic hazard		
TS	Traffic stop	Traffic stop	
ARREST	Arrested person	Warrant/prisoner	Warrant service
PRISON	Prisoner transfer		
PROTECT	Protection order		
WS	Warrant service		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Texas Department of Public Safety. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2012 through 2021, along with clearance rates for 2020 and 2021. Crime rates are expressed as incidents per 100,000 population.

TABLE 8-21: Reported Crime Rates in 2020 and 2021, by City

| Municipality | State | 2020 | | | | 2021 | | | |
| | | Population | Crime Rates | | | Population | Crime Rates | | |
			Violent	Property	Total		Violent	Property	Total
Addison	TX	16,778	429	6,067	6,497	16,540	611	6,874	7,485
Anna	TX	16,036	87	1,023	1,110	18,215	214	769	983
Fairview	TX	9,375	21	459	480	9,595	42	490	532
Gainesville	TX	16,986	442	3,238	3,680	16,967	395	2,499	2,894
Glenn Heights	TX	13,662	264	1,405	1,669	14,610	370	1,109	1,478
Highland Park	TX	9,160	44	2,172	2,216	9,032	100	2,292	2,391
Highland Village	TX	16,848	53	469	522	17,071	23	545	568
Lake Dallas	TX	8,174	184	1,260	1,444	8,230	267	1,106	1,373
Melissa	TX	13,424	67	752	819	15,322	65	653	718
Princeton	TX	15,031	146	1,124	1,271	17,059	188	616	803
Prosper	TX	27,250	121	848	969	29,848	27	710	737
Roanoke	TX	9,862	101	1,491	1,592	10,234	88	1,270	1,358
Seagoville	TX	17,120	158	2,196	2,354	17,291	156	1,914	2,070
Celina	**TX**	**18,165**	**105**	**716**	**820**	**22,521**	**71**	**555**	**626**
Texas		**29,360,759**	**443**	**2,224**	**2,667**	**29,527,640**	**440**	**2,123**	**2,563**
National		**331,449,281**	**399**	**1,958**	**2,357**	***332,031,554**	**396**	**1,933**	**2,329**

Note: *We used national crime rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

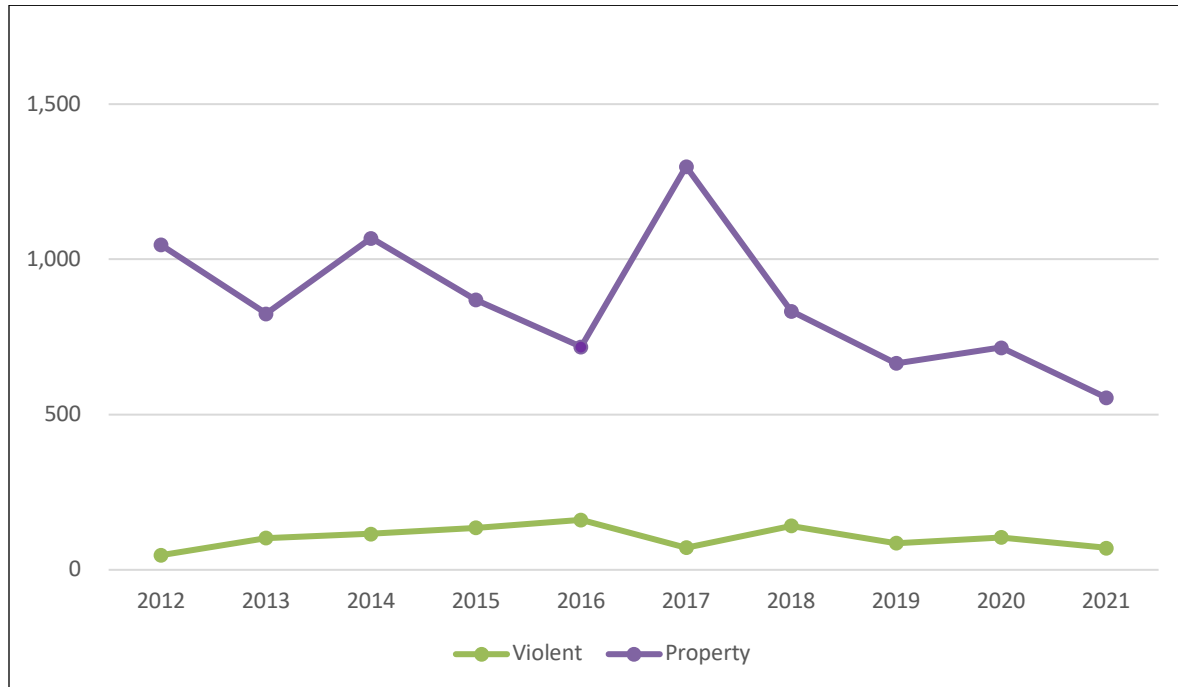**FIGURE 8-32: Reported Celina Violent and Property Crime Rates, by Year**

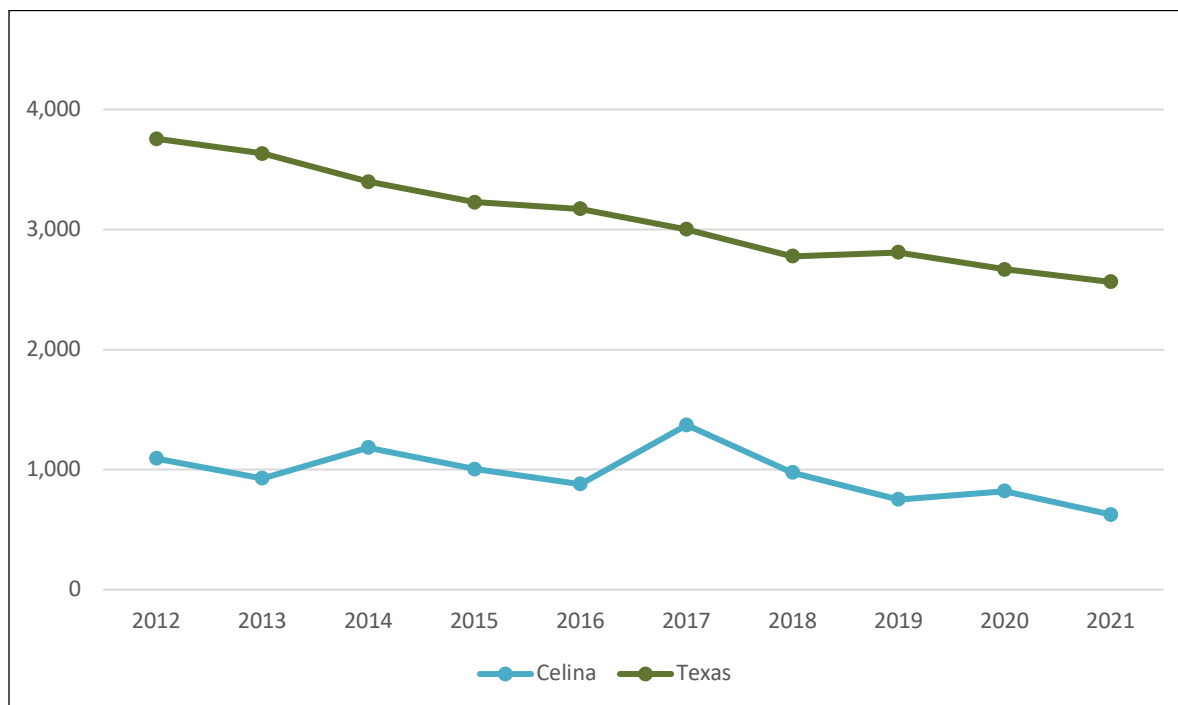**FIGURE 8-33: Reported City and State Crime Rates, by Year**

TABLE 8-22: Reported Celina, Texas, and National Crime Rates, by Year

Year	Celina				Texas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2012	6,350	47	1046	1,094	26,143,479	407	3,349	3,756	319,697,368	377	2,758	3,135
2013	6,786	103	825	928	26,533,703	399	3,235	3,634	321,947,240	362	2,627	2,989
2014	6,926	116	1,068	1,184	27,043,226	404	2,995	3,399	324,699,246	357	2,464	2,821
2015	7,367	136	869	1,004	27,555,914	410	2,818	3,228	327,455,769	368	2,376	2,744
2016	8,074	161	718	879	27,948,471	432	2,739	3,171	329,308,297	383	2,353	2,736
2017	8,388	72	1,299	1,371	28,304,596	439	2,563	3,002	325,719,178	383	2,362	2,745
2018	10,559	142	833	975	28,701,845	411	2,367	2,778	327,167,434	369	2,200	2,568
2019	13,977	86	665	751	28,995,881	419	2,391	2,810	328,239,523	379	2,010	2,489
2020	18,165	105	716	820	29,360,759	443	2,224	2,667	331,449,281	399	1,958	2,357
2021	22,521	71	555	626	29,527,640	440	2,123	2,563	332,031,554	396	1,933	2,329

TABLE 8-23: Reported Celina, Texas, and National Crime Clearance Rates, 2020

Crime	Celina			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	1	0	0%	1,927	1,024	53%	18,109	9,851	54%
Rape	7	0	0%	13,327	2,709	20%	110,095	33,689	31%
Robbery	0	0	0%	26,750	NA	NA	209,643	60,377	29%
Aggravated Assault	11	3	27%	88,030	32,225	37%	799,678	371,051	46%
Burglary	13	3	23%	108,015	8,630	8%	898,176	125,745	14%
Larceny	116	4	3%	461,421	46,992	10%	4,004,124	604,623	15%
Vehicle Theft	1	1	100%	83,504	8,509	10%	727,045	89,427	12%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

TABLE 8-24: Reported Celina, Texas, and National Crime Clearance Rates, 2021

Crime	Celina			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	3	100%	2,064	1,057	51%	22,900	11,500	50%
Rape	2	2	100%	14,671	2,673	18%	144,300	16,500	11%
Robbery	1	0	0%	22443	4,217	19%	202,200	48,800	24%
Aggravated Assault	10	6	60%	90,876	31,858	35%	943,800	297,500	32%
Burglary	19	2	11%	95,800	7,845	8%	899,700	107,200	12%
Larceny	105	10	10%	443,309	37,040	8%	4,627,000	508,900	11%
Vehicle Theft	1	0	0%	87,703	8,101	9%	890,200	68,500	8%

Note: National crimes and clearances are estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates*.

END