

Burleson Police Department

Beat Realignment Project

Patrol Beat Realignment Report



Lt. Tim Mabry

January 2024

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Executive Summary

The Burlison Police Department is dedicated to providing the highest level of service to the community while maintaining officer safety. From October 2020 to September 2023, the Department has responded to over 60,000 citizen-initiated calls for service (approximately 20,000+ annually) and initiated over 108,000 self-initiated activities (approximately 36,000+ annually). Since 1985, the Department has utilized a four-district (North, East, South, and West) model to distribute areas of responsibility for patrol officers. As the city has grown from an approximately population of 14,000 in 1985 to over 50,000 residents, call load levels have become unequitable. For example, North district has carried approximately 41% of the citizen-initiated call load over the last three years. To further compound the population growth, the city has become more expansive with residential, commercial, and industrial developments reaching the furthest portions of the city limits. Lastly, the city is investing heavily into infrastructure improvements for the Chisolm Summit master planned community and Hooper Business Park, which is expected to bring in approximately 3,400+ doors. With the increased connectivity and undeveloped land on the western most portions of the city, it is expected the population, the number of commercial sites, and demands on the department will increase.

In 2018, the Department, with the assistance of City's IT and GIS Departments, began forming Police Reporting Areas (PRAs). The PRAs allow for more in-depth statistical analysis and for the Department to move away from the district model while maintaining statistical integrity. In 2023, the Department confirmed the PRAs and there are currently over 400 PRAs throughout the city. Further, the Department began analysis of the current district model to evaluate the equitability of service to the community, officer workload, and the ability to properly grow with the community. From these analyses, it was determined approximately 41% of the citizen-initiated calls for service occur in the North district, approximately 26% in the South district, and approximately 16% in both East and West districts respectively. Further, it was determined portions of the city have received limited service levels when compared to others due to demands on officers. For example, the officer assigned to the West district, which covers all of the city south of John Jones, is often times pulled to the North and South districts. With this pull, coupled with the geographical design of the city, it is difficult and timely for the West district officer to return to their district. Based on these findings, a Beat Realignment Committee was formed.

During the first week of January 2024, the committee met to evaluate the current district system and to create a model that is equitable in service, equitable in workload, and allows for future growth. The PRA concept and data were presented to the committee. Based on this information, the committee developed eight beats that meet the needs of the three criterion as well as optimizing officer safety. The citizen-initiated calls for service workload ranges from 6%-17%. The beats with the lower current demand from citizen-initiated calls for service are the furthest from the center of the city and are expected to experience substantial growth in the future. Prior to the beats being finalized, they were vetted and supported by all 90 sworn members of the Department. Based on transitioning to the beat model, the Department will adhere to the concept of beat integrity to fully

support the department's community oriented and proactive policing philosophies and the Department's use of Data Driven Approaches to Crime and Traffic Safety initiatives. Lastly, the beats were discussed with Public Safety Communications Administration to avoid any adverse impacts. It is anticipated the Department will transition to the beat model during the third quarter of 2024. The Department will continue to work alongside IT, GIS, and Public Safety Communications to ensure a smooth transition.

Beat Realignment Committee:

- Chair—Lt. Tim Mabry, Administrative Lieutenant
- Vice Chair—Alex Schneider, Crime Analyst
- Advisor—Lt. Don Adams, Operations Lieutenant
- Advisor—Lt. Chaz Garrett, Operations Lieutenant
- Sgt. Chris Price, Patrol
- Officer in Charge Colby Smith, Patrol
- Officer Jay Davis, Community Resources
- Officer John Fields, Traffic
- Officer Brandon Lyman, Strategic Response Team
- Officer Tony Buchanan, Patrol
- Officer Jose Orozco, School Resources
- Detective Madison Marston, Criminal Investigations
- Officer Daniel Moore, Patrol

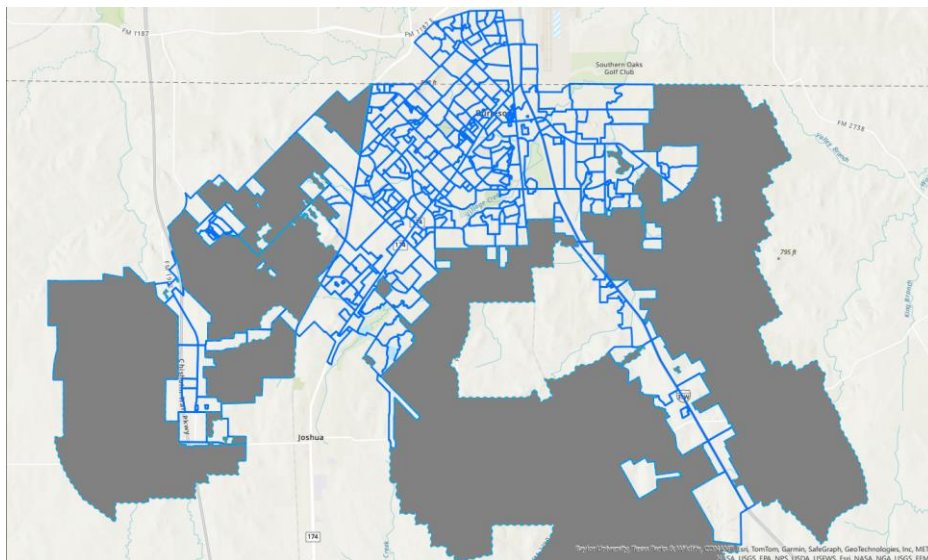
Introduction

Rooted in modern policing philosophies and industry standards, the Burleson Police Department utilizes data to determine the best practices for the daily operations of the Department. This includes the allocation of staff to ensure the highest levels of service to the community, optimizing officer safety, and ensuring the department is addressing current and potential areas of criminality in a timely manner. One area that has not been evaluated for a number of years is how patrol officers are distributed throughout the city. The department currently utilizes a four-district model that was established in 1985. Due to expansive growth of the community and increases in the population, a Beat Realignment Committee was formed to evaluate use of the district system. Through the use of Police Reporting Areas (PRAs) and staffing data, the Beat Realignment Committee determined there was a need to redistribute patrol staffing throughout the city to ensure equitable service levels to the community, equitable workload for employees, and allows for future growth. This summary report discusses the PRAs, citizen and self-initiated activities, district versus beat models, and the recommendations of the Beat Realignment Committee.

Police Reporting Areas (PRA)

In 2018, BPD collaborated with GIS to form a series strategically carved out sections of the city called Police Reporting Areas (PRA). Each PRA identifies a neighborhood, a homeowner's association neighborhood, businesses, schools, multi-family complexes or townhomes, or areas within the city that traditionally produce high levels of calls for service, such as the police department. There are currently over 400 PRAs.

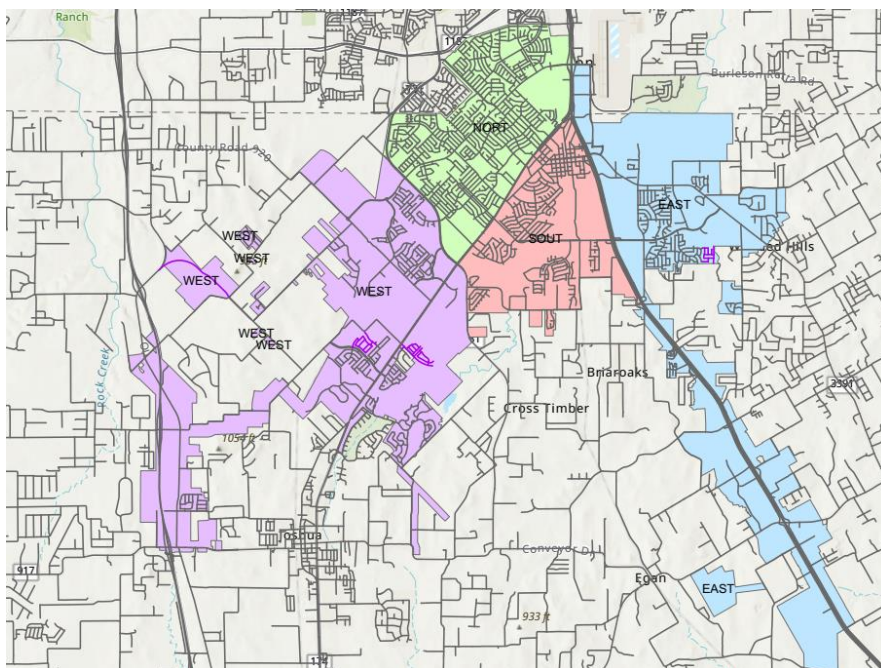
The below image divides the incorporated parts of the city into PRAs. Larger tracts usually define undeveloped land, larger parcels, such as schools or parks, or large businesses, such as Wal-Mart. For tracts of undeveloped land, there is a high probability the PRA will be divided into smaller PRAs as the area becomes developed, which can be observed within the Chisolm Summit Master Planned Community.



BPD moved to the PRA system for three main reasons. First, is to maintain statistical validity for geographic areas regardless of what patrolling district or beat with whom they are associated. Second, the PRAs allow for a more in-depth statistical analysis by geographic area or type of grouping. For example, the Department is commonly requested to present crime statistics to neighborhoods during community meetings. Without PRAs, the neighborhood would be associated with all the other neighborhoods and businesses within the district/beat the neighborhood is associated. This becomes problematic when the grouping is associated with a location that has a large call load, thus inflating the crime rate for the neighborhood which would normally have a much lower level of geographically associated criminality. Lastly, the PRAs allow for the department to make adjustments to patrolling areas while maintaining statistical validity.

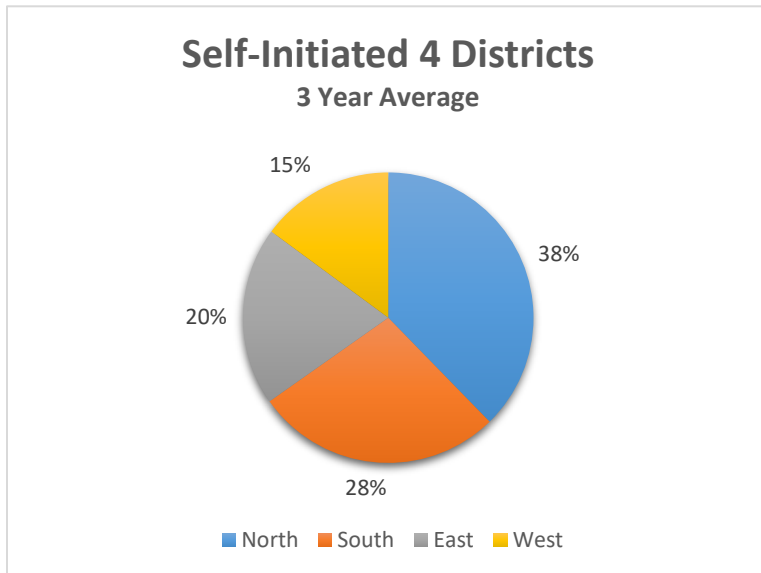
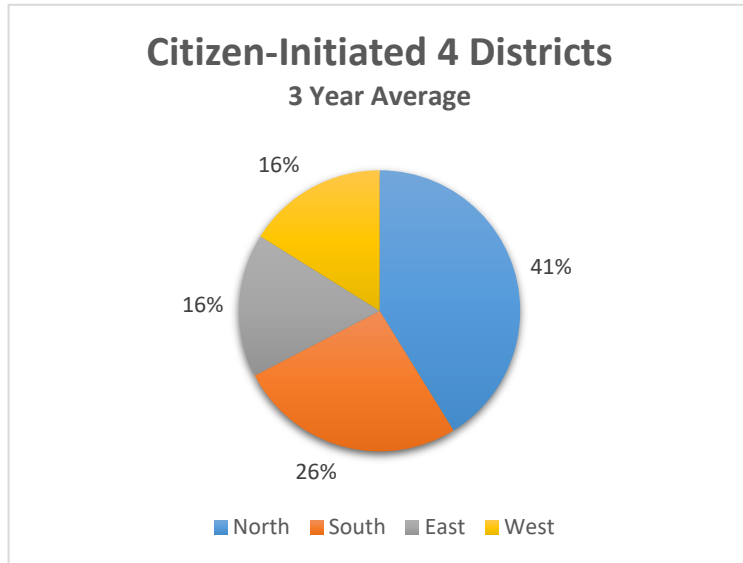
Patrol Districts

In approximately 1985, the city limits of Burleson were divided into four patrolling districts. These districts are known as North, East, South, and West. From the photograph (PHOTO LOCATION), North is the green area, East is the blue area, South is the pink area, and West is the purple area.



Each patrolling district represents unique characteristics and challenges. The North district holds a comparatively dense population and a large amount of commercial business located in Gateway Station. South district contains the Old Town Corridor, well-established neighborhoods, large and small multi-family units, large commercial, such as Wal-Mart, and the Burleson Police Department station. East contains I-35W in its entirety, new and established neighborhoods, and the Highpoint and Highpoint East Business parks. West is expansive and contains all areas Southwest of John Jones Dr. This area contains Chisholm Trail Tollway, several new and established neighborhoods, and will house the Chisholm Summit master planned community, which is anticipated to bring 3,400+ doors to the community, and the Hooper Business Park.

Between October 2020 to September 2023, the Burleson Police Department responded to over 60,000 citizen-initiated calls for service. The vast majority, approximately 41%, of those calls for service fell in the North District. South District had the second highest level of citizen-initiated calls with approximately 26% of the call load. Both East and West Districts carried approximately 16% each of the citizen initiated call load.



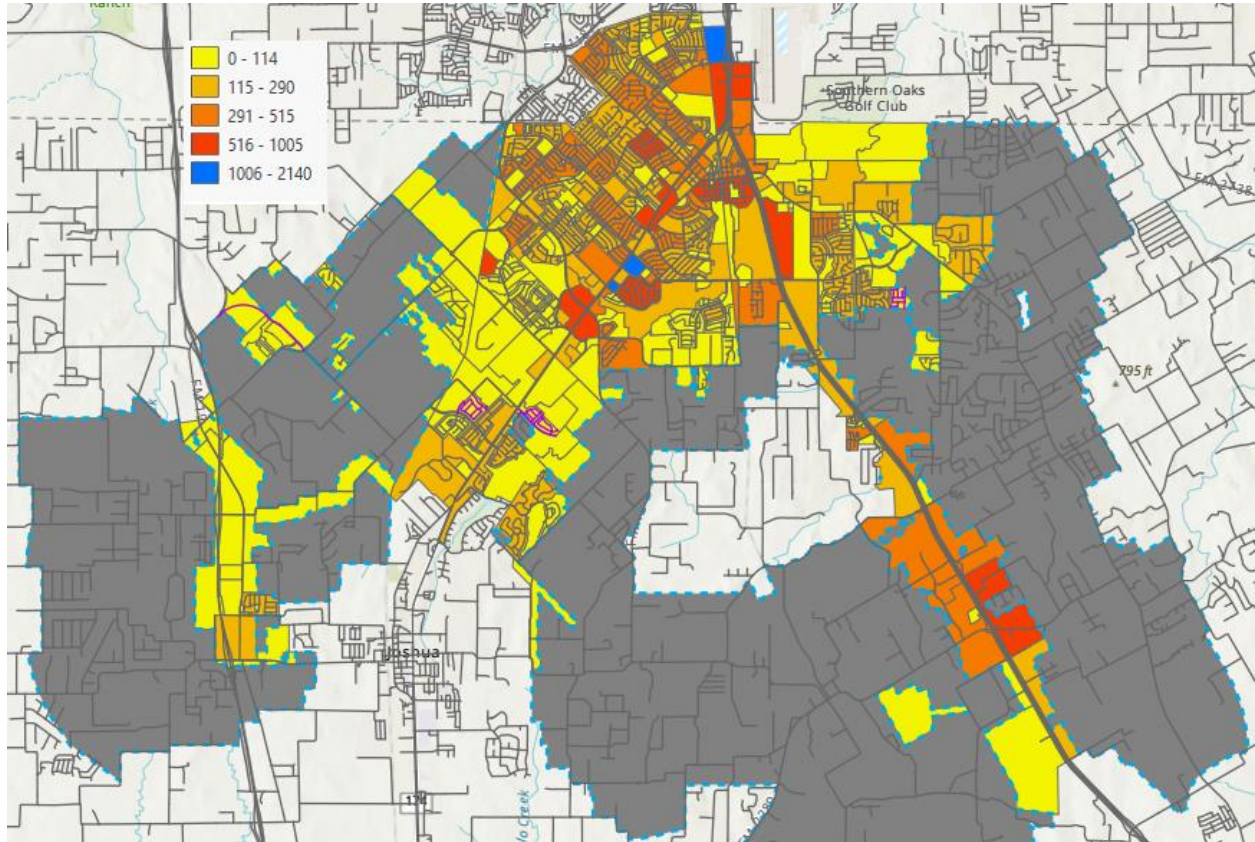
While officers are not on calls for service or report writing, they are expected to follow the tenets of the proactive policing model. Here, officers utilize this time to address areas of criminality and traffic concerns, as identified through the use of Data Driven Approaches to Crime and Traffic Safety (DDACTS) and ongoing analytics, engage with the community, and conduct traditional patrols throughout the community. During the observation period, officers

engaged in over 108,000 self-initiated activities. The distribution of self-initiated activity to the respective districts is fairly consistent with those observed citizen initiated calls for service.

Police Activity Distribution by PRA

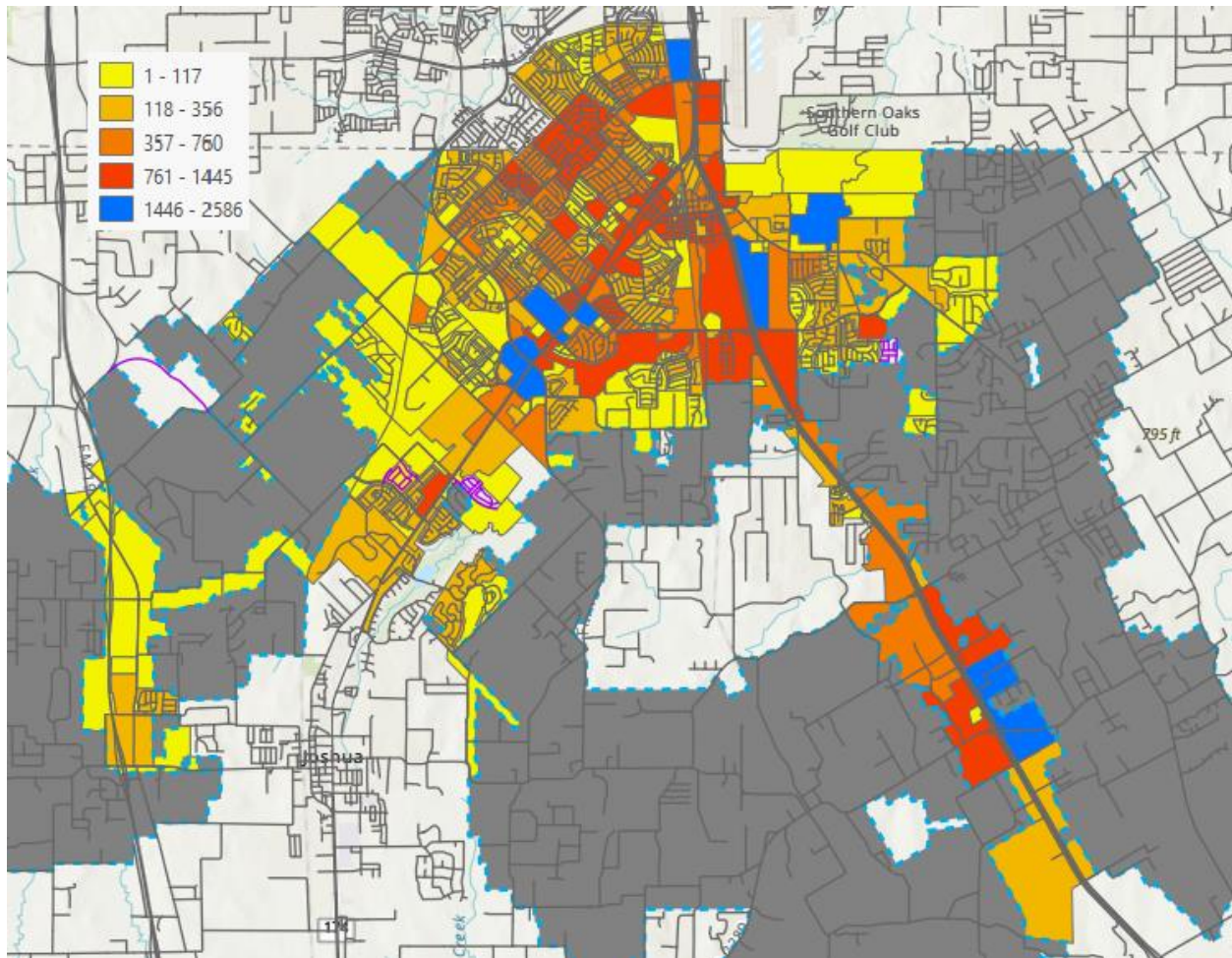
With the use of the PRAs, the Department is able to analyze the distribution of citizen and self-initiated call loads in order to determine how resources are being allocated throughout the city.

Citizen-Initiated Calls by PRA



Citizen-initiated calls for service stem when someone contact the department and requests assistance. From the map, the range of citizen-initiated calls for service per PRA during the three year observation period are 0-2140. As expressed in the key, bright yellow represents 0-114 citizen-initiated calls for service while blue represents 1006-2140 calls for service. Three locations hold the highest levels of citizen initiated calls for service, which are the Burleson Police Department, Wal-Mart, and Gateway Station. Overall, the calls for service are consistent with levels of density of residential, industrial, and commercial locations.

Self-Initiated Activity by PRA



Self-initiated activities consist of actions driven by officers in the field. Examples of these activities include traffic stops, suspicious activity investigations, close patrols, neighborhood patrols, and community engagement initiatives. The Department prescribes to DDACTs and the proactive policing models. Under these disciplines, officers are to utilize data and intelligence to areas of current or potential criminality. Once areas are identified, resources are to be deployed in a strategic method to prevent crime. The department also prescribes to the community policing model where officers are expected to engage with the community to collectively identify areas of concern and develop strategies to address those concerns.

From the map above, the self-initiated activities range from 1-2589 per PRA during the three year observation period. The bright yellow areas signify those with 1-117 activities while blue represents 1446-2586 activities. While the density of the activities are relatively consistent with the density observed with citizen-initiated calls for service, there are areas with higher and lower density. For example, the areas associated with the commercial businesses at the intersection of Wilshire/John Jones have a higher density for self-initiated activities when compared to citizen-initiated calls for service. This is due to these areas falling within the scope of DDACTs.

Observations

While the calls for service and activities observed are overall consistent, there are areas of the community that are challenging to provide equitable levels of service under the current district design. For example, while at minimum staffing, there is one officer assigned to each district with one rover unit who assists with filling gaps when they are formed. Specific calls for service, such as anything involving an arrest, traffic crashes in the roadway or with injury, and disturbances, require a minimum of a two-officer response. With a large volume of calls falling in the North and South districts, the back-up units are usually pulled from the West and East districts, thus leaving them vacated and timely to get back into.

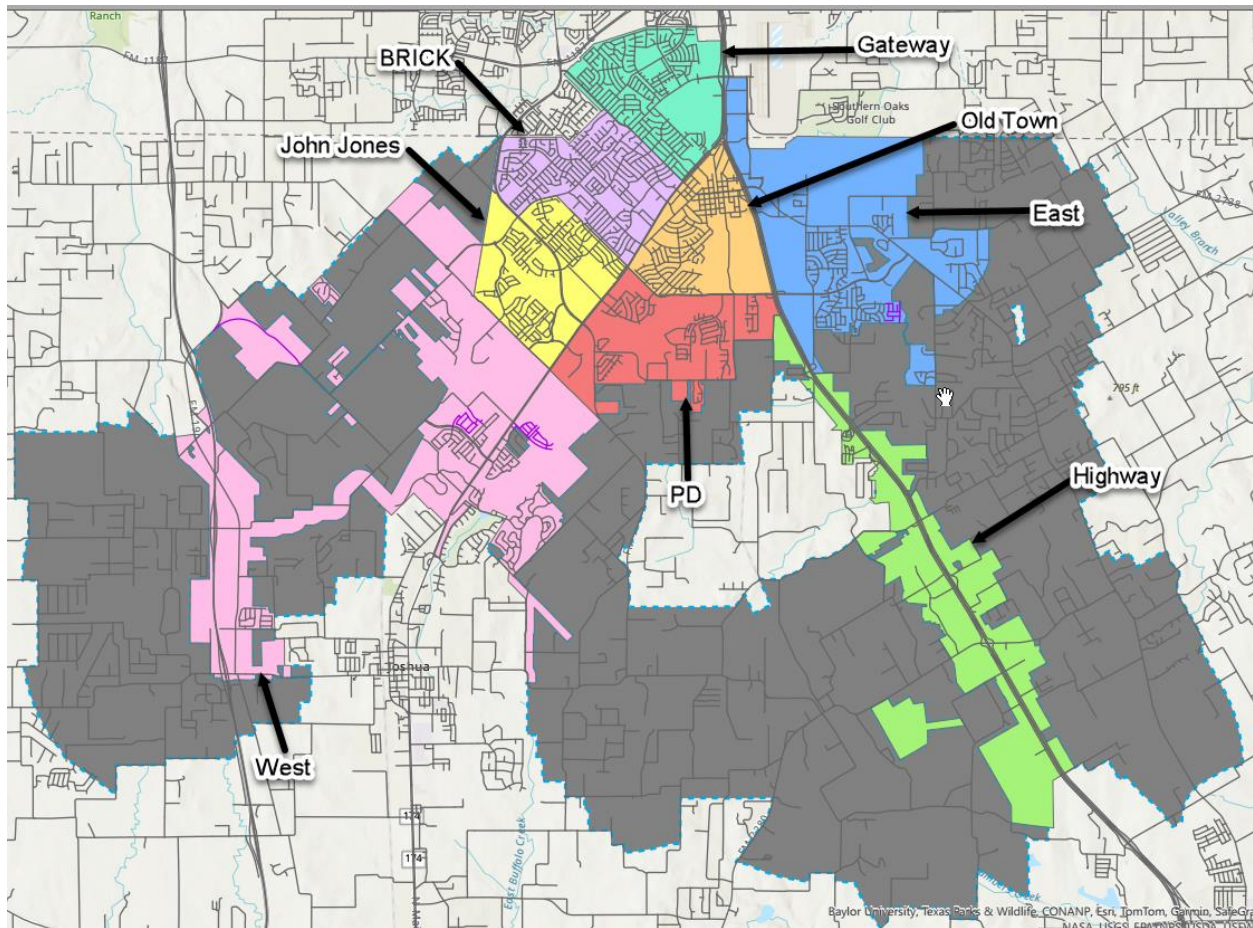
Beat Realignment

In September 2023, the Department met with Economic Development and the Planning Department to discuss known and potential future growth of the city. With the anticipated growth associated with the Chisolm Summit master planned community and surrounding areas, coupled with observed growth and challenges of recent years, the need to evaluate the current district model was ever apparent. In September 2023, BPD analytics staff began pulling data to begin the evaluation process and it was determined there was a need to confirm the PRAs. In October 2023, BPD met with IT and GIS with the need to evaluate, adjust as needed, and confirm the PRAs. This process was started immediately and the PRAs were finalized shortly thereafter. Once the PRAs were confirmed, three years of data was pulled and evaluated. From this evaluation, a beat realignment committee was formed. The committee consisted of twelve sworn members, whom were selected from all sections of the department and represented approximately 13% of the authorized 90 person sworn staffing level, and the crime analyst.

The committee was tasked with looking at service areas within the community and were to objectively develop service areas that met three criteria: equitability in service level for the community, equitability of workload for staff, and is adaptable for future growth of the community. These criteria meet the objectives of the department to provide the highest level of service to the community and overall officer safety. The committee determined moving to a beat model for areas of patrol was the best option. The beat model is consistent with industry standards and is widely adopted throughout the country.

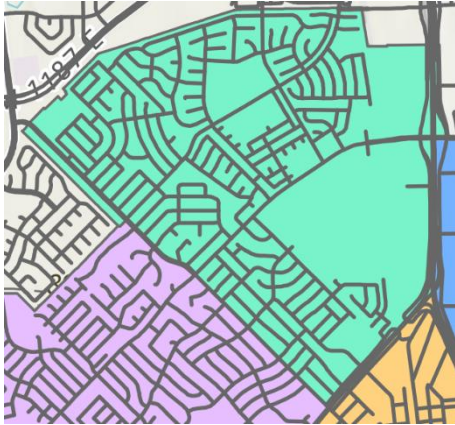
Beat Model

Based on the data and the direction of the committee, a total of eight beats were developed.



Once the proposed beat lines were developed, the committee drove the beats in their entirety and collected data related to the time it took to get to the furthest point from the police department and how long it took to patrol the beat within its entirety. After driving the beats, the committee reconvened and confirmed the beats were sound in their design and met the needs of the prescribed criterions. The committee then provided all 90 sworn members of the department an opportunity to hear an overview of the committee and the proposed beats. Feedback was obtained and the committee met to discuss the feedback. From the feedback, the committee made adjustments to the originally planned beats and came up with a finalized beat configuration as depicted in the image above. The beats are as follows:

Gateway

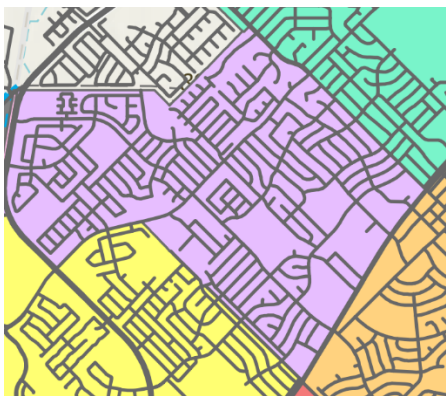


The Gateway beat, the teal portion of the map, is located at the northernmost portion of the city and contains Gateway Station, two elementary schools, and established neighborhoods. The beat has direct connectivity to the cities of Fort Worth and Crowley.

Based on the committee's driving of the beat, it took approximately eleven and half minutes to get to the furthest point of the beat from the police department under normal driving conditions. In addition, it took approximately one hour and nineteen minutes to completely patrol the area.

Based on the three year observation period data, this beat will be responsible for approximately 3,474 citizen-initiated calls for service (approximately 17%) annually and will contain approximately 4,642 self-initiated activities (approximately 13%) annually. This beat shares adjacencies with the BRICK, Old Town, and East beats.

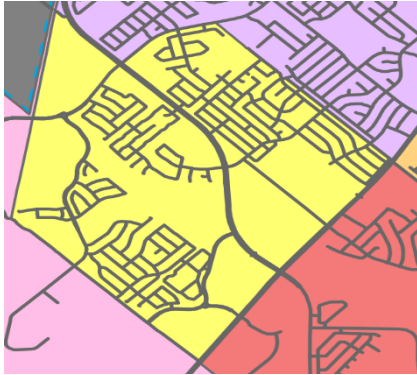
BRICK



The BRICK beat, the purple portion of the map, has boundary lines of SW Wilshire, Renfro, McNairn, Alsbury, and John Jones. The beat includes several businesses, multi-family dwellings, established neighborhoods, and the Burleson Recreation Center. The beat also has direct connectivity with the city of Crowley.

Based on the committee's driving of the beat, it took approximately nine and half minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately one hour and forty-three minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 3,388 citizen-initiated calls for service (approximately 17%) annually and will contain approximately 5,807 self-initiated activities (approximately 16%) annually. This beat shares adjacencies with the Gateway, Old Town, John Jones, and PD beats.

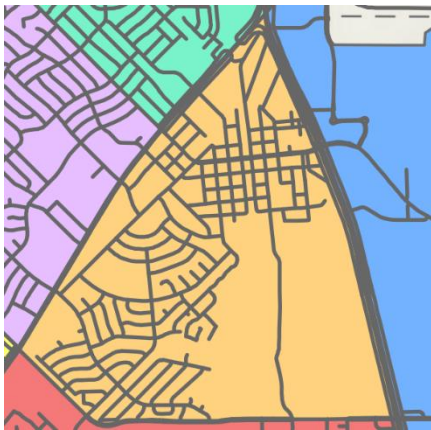
John Jones



The John Jones beat is the yellow portion of the map and has boundary lines of McNairn, Wilshire, Hulen, and the railroad tracks. The beat includes established neighborhoods, several large multi-family complexes, established commercial businesses, and will contain Alley Cats. The beat has direct connectivity with Johnson County.

Based on the committee's driving of the beat, it took approximately nine minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately two hours and fifteen minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 2,836 citizen-initiated calls for service (approximately 14%) annually and will contain approximately 5,321 self-initiated activities (approximately 15%) annually. It should be noted this beat is expected to have an increase of both commercial and residential density over time and is adequately sized to absorb this growth. The beat shares adjacencies with the West, PD, BRICK, and Old Town beats.

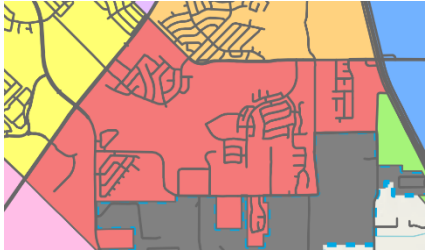
Old Town



The Old Town beat is the orange portion of the map and has boundary lines of Wilshire, I-35W, and Hidden Creek. The beat includes established neighborhoods, schools, and several commercial sites, including the Old Town Corridor.

Based on the committee's driving of the beat, it took approximately six minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately forty-two minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 2,759 citizen-initiated calls for service (approximately 14%) annually and will contain approximately 5,859 self-initiated activities (approximately 16%) annually. As the Old Town Corridor becomes fully developed, it is anticipated the call loads and activities will increase and the beat is adequately sized to absorb this growth. The beat shares adjacencies with the Gateway, BRICK, John Jones, PD, and West beats.

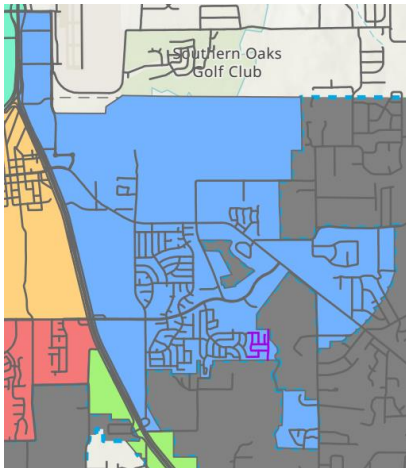
PD



The PD beat is the red portion of the map and has boundary lines of Hidden Creek, Wilshire, CR 714, and I-35W. The beat includes two areas with the highest demand on officers, which are the police department and Wal-Mart. The beat also contains established and developing neighborhoods, multi-family residences, and commercial sites.

Based on the committee's driving of the beat, it took approximately six and a half minutes to reach the furthest point of the beat from the police department under normal driving conditions. Further, it took approximately forty-five minutes to patrol the area. The beat has direct connectivity with Johnson County. Based on the three year observation period data, this beat will be responsible for approximately 2,816 citizen-initiated calls for service (approximately 14%) annually and will contain approximately 4,875 self-initiated activities (approximately 13%) annually. It is anticipated this area will continue to grow in both commercial and residential density and the beat is adequately sized to absorb this growth. This beat shares adjacencies with the BRICK, Old Town, East, Highway, West, and John Jones beats.

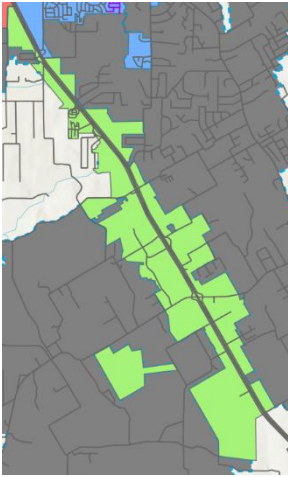
East



The East beat is the blue portion of the map and has boundary lines of Alsbury, I-35W, and the east city limits. The beat includes established and developing neighborhoods, large areas prime for future growth, schools, commercial business, and the majority of hotel/motels in the city. The beat has direct connectivity with the city of Fort Worth and Johnson County.

Based on the committee's driving of the beat, it took approximately ten minutes to get to the beats furthest point from the police department under normal driving conditions. Further, it took one hour and thirteen minutes to patrol the area. Based on the three year observation period data, this beat will be responsible for approximately 2,191 citizen-initiated calls for service (approximately 11%) annually and will contain approximately 4,815 self-initiated activities (approximately 13%) annually. It is anticipated this beat will become more densely populated as undeveloped land becomes either residential or commercial sites or the city limits expand into the ETJ. The beat is adequately sized to absorb this growth and also has the ability to become multiple beats if the need arises in the future. The beat shares adjacencies with the Gateway, Old Town, PD, and Highway beats.

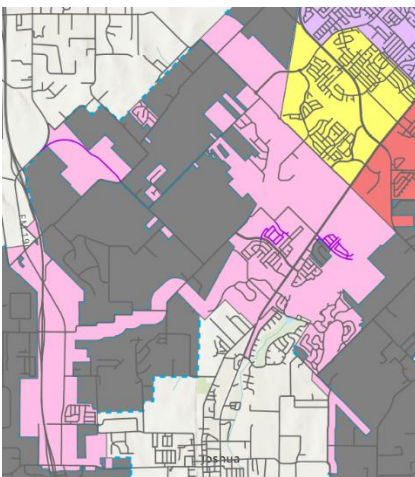
Highway



The highway district is the green portion of the map and has boundary lines of Hidden Creek and the south city limits. The beat includes the Highpoint and Highpoint East Business Parks, Jelly Stone RV park, established and developing commercial, and future residential communities. The beat has direct connectivity to Johnson County and Alvarado.

Based on the committee's driving of the beat, it took approximately fourteen minutes to get to the beats furthest point from the police department under normal driving conditions. Further, it took approximately one hour and ten minutes to patrol the beat. The committee member who tested the beat advised the manner in which the beat was patrolled would be very different during nighttime hours when compared with daytime hours due to the limited visibility and the need for a more in-depth patrol of commercial and industrial areas. Based on the three year observation period data, this beat will be responsible for approximately 1,288 citizen-initiated calls for service (approximately 6%) annually and will contain approximately 2,604 self-initiated activities (approximately 7%) annually. It is believed the self-initiated figures would increase significantly due to the officer's availability and accessibility to the beat when compared to the current East district configuration. As demonstrated by the new community being developed to the west of the interstate and FM 917, it is believed this beat will continue to become more densely populated with residential and commercial sites and the beat is adequately designed to absorb this growth. The beat shares adjacencies with the East and PD beats.

West



The West beat is the pink portion of the map and has boundary lines of Hulen, the railroad tracks at Alsbury, and the west and southwest city limits. The beat contains established and developing neighborhoods, schools, and limited commercial sites. The Chisolm Summit master planned community is anticipated to bring in 3400+ doors, which will create a significant increase of the City's population. The beat has direct connectivity with Joshua and Johnson County.

Based on the committee's driving of the beat, it took approximately seventeen and half minutes to get the furthest point of the beat from the police department under normal driving conditions. However, it should be noted there was an approximate five minute delay due to road construction on FM 917 and the roadway operating as a single lane. Further, it took approximately two hours and five minutes to patrol the beat. It should be noted it is believed this time would be reduced once the road construction around the Chisolm Summit development is complete as the committee member had to double back on roadways to complete the patrol.

Based on the three year observation period data, the beat will be responsible for approximately 1,380 citizen-initiated calls for service (approximately 7%) annually and will contain approximately 2,197 self-initiated activities (approximately 6%) annually. With the known growth and potential areas of growth, it is believed both sets of activities will significantly increase as the area develops further. The City is in the process of significantly improving the infrastructure in the area and this will provide an opportunity to short west and deep west to connect more effectively. Additionally, there is the potential for the city to absorb areas west of the Chisolm Trail Tollway. As this area continues to develop and as the need arises, the beat has the ability to easily be divided into multiple beats. The beat shares adjacencies with the PD and John Jones beats.

Beat Integrity

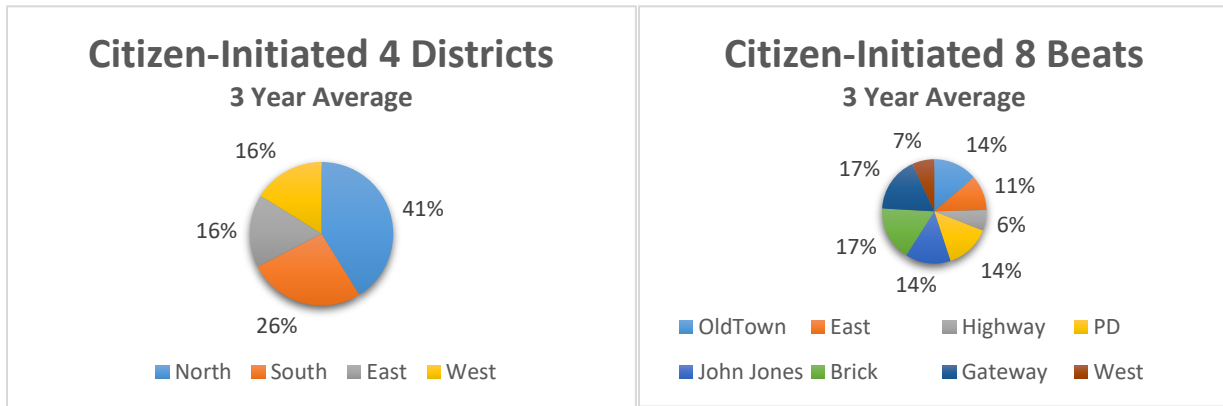
With the Department moving to the beat model, the discipline of beat integrity will be employed. Under the concept of beat integrity, officers will be assigned a beat to patrol and will work their assigned beat during their shift. This allows the officers to become familiar with the norms within the beat, thus being able to quickly identify when the norms are out of place. For example, when someone moves into a new neighborhood, they are not wholly familiar with the streets, residences, residents, and vehicles of the neighborhood. As time progresses, the individual becomes familiar with what is normally observed in the area. In the inverse, they are also sentient of when something is out of place. The same holds true for an officer. Once they have developed a baseline of the norms within the area, they become acutely aware when something is out of place.

The Department, along with Public Safety Communications, are in the process of evaluating and updating the prioritization of calls for service. Call prioritization examines the calls for service and sorts them by how immediate of a response is necessary to address the matter. For example, calls of service with imminent life safety issues, including but not limited to, crashes with injuries, assaults in progress, and disturbances, there is a need for an immediate response from available officers. On the other hand, if a call for service that is not in progress or poses no immediate threat, such as an identity theft report or phone call investigation, the call can hold for a period of time. If the beat officer is occupied with a different call for service or out of service due to an arrest, the low priority call for service can then be dispatched to an officer from an adjoining beat once the time has expired. This allows officers to maintain beat integrity while continuing to provide high levels of service to the community. The reprioritization for calls for service is currently in the developmental phase.

District vs. Beat Comparison

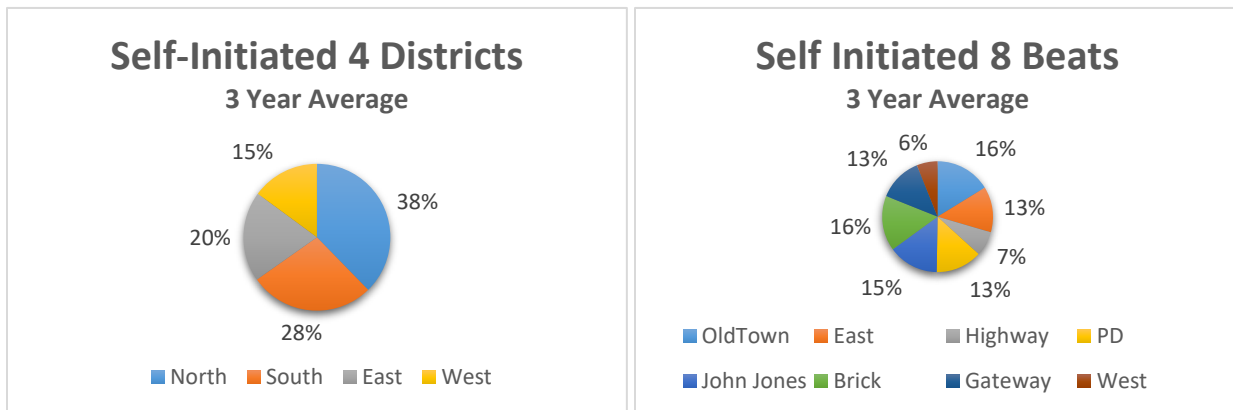
The beat configuration will provide equitable service levels throughout the community, equitability of workload for staff, and lends itself to easily address the current and future growth of the city.

Citizen-Initiated Calls for Service



When looking at call load distribution for staff, the current model is not equitable. North district carries the highest call load with approximately 41% over the observation period. This has a two-fold effect. First and foremost, the officers working this beat are responsible for a large portion of the city that is densely populated. This causes the officers working the beat to focus the majority of their time on this calls and does not provide much opportunity for proactive policing measures to address areas of criminality. Second, it causes officers from adjacent districts to be pulled out of their districts for an extended period of time, thus reducing the service level provided in those districts. Under the new model and their beat adjacencies, the beat model will not only stabilize workload for staff, but will also allow for beat accountability. An additional byproduct of this model is an anticipated impact on response times (from time of dispatch to time of arrival). With closer adjacencies, there should be a theoretical reduction in response times under the beat model, even if a beat is vacated due to an officer being out of the beat or assigned to a call for service.

Self-Initiated Activity

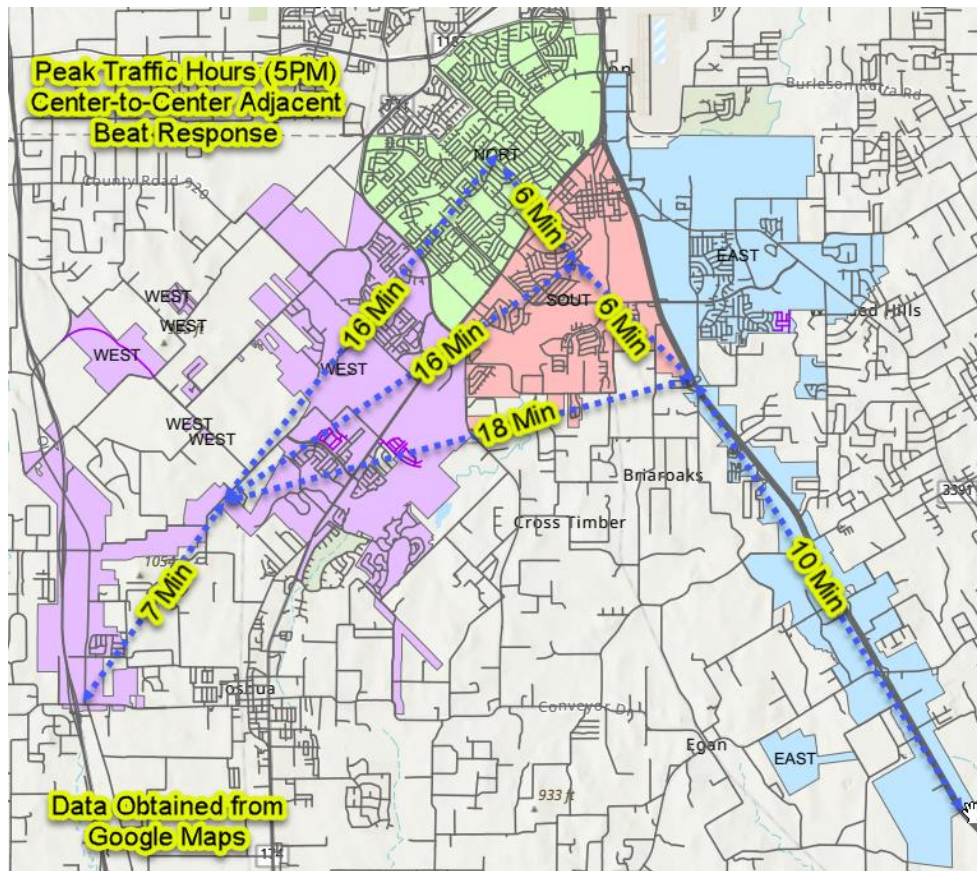


When evaluating self-initiated activity, North and South districts receive the highest levels of service, with East and West receiving the least. With the geographic design of the city, the highway, deep east, and west areas of the city are difficult and timely to get to the deepest points. With the realignment of beats, the propensity for officers to be pulled from these areas becomes greatly reduced. This will allow for an increase in self-initiated activities in these areas For

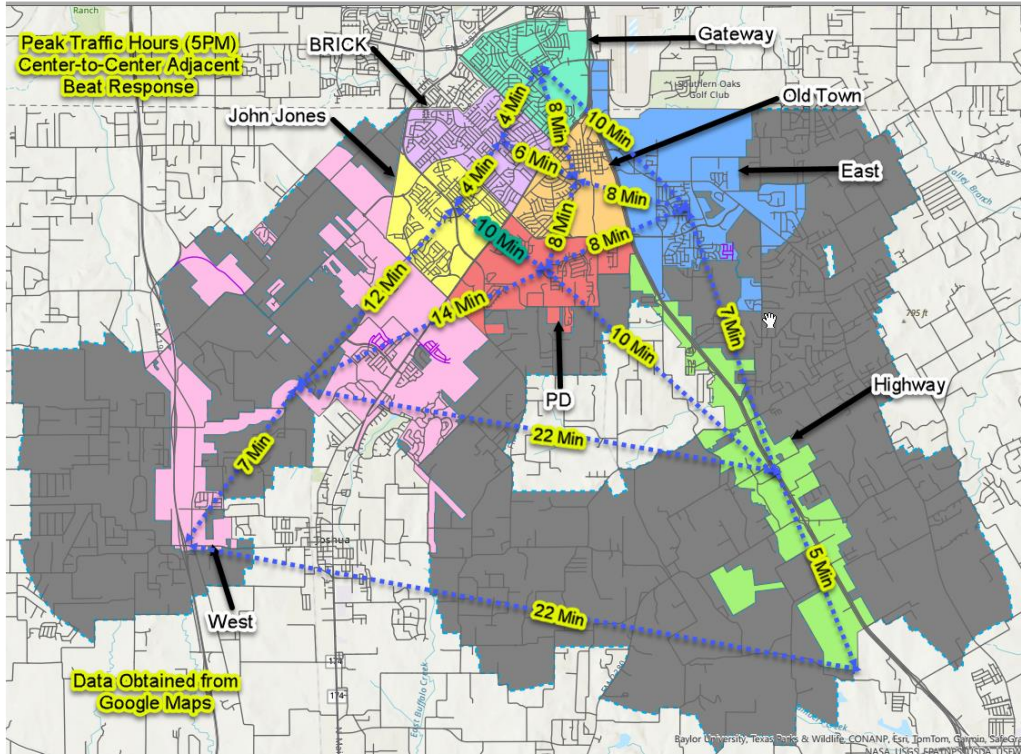
example, as demonstrated during the committee’s driving of the area, it took approximately seventeen and half minutes to get to the furthest point of the West Beat (FM 917/Chisolm Trail). When an officer is pulled from the West district to assist with a call for service at Gateway Station, the time to respond back out to the furthest point of the West beat increases to upwards of 35-40 minutes during peak traffic times (Google Maps, 2024). In contrast, under the beat model, the West beat officer responding to or back from the center point of the John Jones beat will take approximately twelve minutes during peak traffic times (Google Maps, 2024).

Response Time to Adjacent Districts/Beats

One area of focus the committee wished to explore and is directly to officer safety and response times, is the travel time between the center points of adjacent districts/beats. The first map below shows the time it takes to travel from one district to another under the existing model. The second map below shows the travel times under the beat model. The data for both was pulled from Google Maps with a condition of a 5:00 PM on a Friday. The dotted lines do not show the route taken, rather is there for demonstrative purposes.



As shown above, the travel times to and from the center point of the West district to the remaining three districts ranges from 16-18 minutes. The travel time from North to South District is approximately six minutes and the travel time from the South to East District is approximately six minutes.



With the new beat alignments, the travel time is significantly reduced across the board. In the main areas of the city, the travel times range from 4-10 minutes. The travel times to the West beat from the John Jones and PD beats ranges from 12-14 minutes. It should be noted the travel times from the southernmost portions and respective center points of the Highway and West Beats is 22 minutes.

Conclusion

Rooted in data, confirmed by the Beat Realignment Committee, and supported by all departmental sworn staff, the shift to the beat model is the best option moving forward to address the criteria of providing equitable service to the community, equitability of workload for staff, and adaptability for future growth of the community. These criteria meet the overarching objectives of the Department to provide exceptional service to the community and to create the highest level of officer safety possible. It is anticipated the department will move to the beat model in the third quarter of 2024.

The Department is aware there is the possibility of implications to other departments within the city with this transition. In order to prevent any negative implications, the Department met with the administrative staff of the Public Safety Communications Department in January 2024 and discussed pending changes within not only the beats, but a shift in patrolling philosophies. These include the discipline of beat integrity and the restructuring of call priorities. As we continue to finalize these items, Public Safety Communications will be a part of the process to ensure a smooth transition. Additionally, the Department will maintain consistent communication with IT and GIS throughout the transition and as the Department evaluates future needs of the beat configurations.