

SALT LAKE CITY COUNCIL STAFF REPORT

BUDGET ANALYSIS – FISCAL YEAR 2006-07

DATE: June 1, 2006

BUDGET FOR: Proposal for Mounted Police Patrol

STAFF REPORT BY: Lehua Weaver

cc: Rocky Fluhart, Sam Guevara, Chief Burbank, Jerry Burton, Steve Fawcett, Kay Christensen, Susi Kontgis, DJ Baxter

Council Member Saxton has proposed to the Council and Police Administration a pilot program to place mounted horse patrols in Pioneer Park, to be shared with Liberty Park on a to-be-determined schedule. The following is a proposed budget for this program:

Mounted Patrol - Council Member Saxton's Information		
Proposed 5-month test Budget		
	Trial Budget 5 months	Assumptions
Revenue & other sources		- 6 horses / 6 officers
Donations - toward officers time	\$ 50,000	
Donations - toward equipment, support needs	\$ 7,500	
Total revenue & other sources	\$ 57,500	
Operating Expenses		
Patrol - Personal Services (Salaries, Wages & Benefits)	\$ 75,833	- \$35/hour, 10-hour shifts, - 2-officers/day, 5-days per week
One-time Initial Officer Training - accreditation	\$ -	
Ongoing Training - Personal Services	\$ 2,100	- 2 hours per horse once per month
Feed & Care (feed, shoes, hauling, stable, etc.)	\$ 10,181	- \$10 per day per horse for feed - \$65 for shoes 6.5 times / year
Equipment for horse - training (one-time), tack	\$ 6,600	
Professional Services (VET)	\$ 500	- \$200 annually per horse
Uniform / Clothing	\$ 4,980	
Liability	\$ -	- City self-insured - replacement of officer-owned equipment if damaged - vet bills for horse if injured, - replacement of horse if damaged
Total Operating Expenses	\$ 100,195	

KEY ELEMENTS:

According to Council Member Saxton's proposal,

- The program would be initiated on a pilot or test basis for two-years with regular evaluation of the program's success.
- The program would begin as soon as possible and no later than July 1, 2006 and be conducted through October.
- The intent for the program is to bring more visitors to the Park by making it safer, more attractive, and more enjoyable through:
 - Enhanced presence of police officers in the park,
 - Value of using horses as an attraction and a novelty to bring more visitors to the park.
- Officers would be scheduled on an over-time basis, and the hourly rates used in calculations reflect an over-time rate.
- Six horses and six officers would participate in the program.

Details of the Costs:

All of the costs listed in the budget chart above are calculated for a five-month period (probable time for the remainder of the year), except for the upfront costs including horse and officer equipment.

\$75,833 in Patrol Personal Services – assumes 2 officers per 10 hour shift, 5-days per week using the Police Department's standard overtime rate of \$35/hour.

\$2,100 in Ongoing Training Personal Services – assumes 2 hours per horse (6 horses) per month using the standard over-time rate of \$35/hour for the officers time to conduct the training.

\$10,181 in Feed & Care – assumes \$10 per day per horse for feed, and \$65 for horseshoes on average 6.5 per year.

\$6,600 in Horse Equipment – training equipment for the horse, tack, etc.

\$500 in Vet services – assumes an average of \$200 per horse in annual veterinarian needs.

\$4,980 in Officer Equipment – uniform, clothing, boots, helmet, etc.

Police Department Response

Council Member Saxton consulted with the Police Department Administration for feedback on the feasibility of this pilot program.

Attached is a memo from the Police Department on their research and findings. Included in the memo are:

- Cost estimates for one-time training, ongoing training, patrol/operations, feed & care costs, officer and horse equipment and needs. (Please note, the costs in the Police memo are annualized and not a direct comparison to a 5-month budget proposal.)

- Conclusions regarding use of mounted horse units in other cities.
- Conclusions regarding the optimum use of Salt Lake City resources.

For your reference, a comparison of 5-month costs between Council Member Saxton's estimates and estimates provided by the Police Department is on page 4.

MATTERS AT ISSUE:

One item raised during discussions with the Police Chief included the need for accredited training for officers prior to beginning a mounted horse patrol program. Based on information from other cities, officers go through either a 5-week or 10-week training course. The cost for this type of upfront training was not included in the original budget.

Council Member Saxton has asked staff to check with the Ogden City Police Department about their training practices. That request for information has been made, but a response was not available before completion of the staff report.

Comparison of 5 month Budgets

Mounted Patrol - 5 month proposed pilot budgets				
	Council Member Saxton's Information		Police Department Information	
	Trial Budget 5 months	Assumptions	Trial Budget 5 months	Assumptions
Revenue & other sources		- 6 horses / 6 officers		- 6 horses / 6 officers
Donations - toward officers time	\$ 50,000		\$ 50,000	using same donations as under Council Member Saxton's proposal
Donations - toward equipment, support needs	\$ 7,500		\$ 7,500	using same donations as under Council Member Saxton's proposal
Total revenue & other sources	\$ 57,500		\$ 57,500	
Operating Expenses				
Patrol - Personal Services (Salaries, Wages & Benefits)	\$ 75,833	- \$35/hour, 10-hour shifts, - 2-officers/day, 5-days/week	\$ 30,333	- \$35/hour, 10-hour shifts, - 2-officers/day, 2-days/week
One-time Initial Officer Training - accreditation	\$ -		\$ 103,200	- 10 week course - 5 week option (\$51,600)
Ongoing Training - Personal Services	\$ 2,100	- 2 hours per horse once per month	\$ 27,950	- One day per week, every week
Feed & Care (feed, shoes, hauling, stable, etc.)	\$ 10,181	- \$10 per day per horse for feed - \$65 for shoes 6.5 times / year	\$ 22,303	- Officers' time - \$150 for shoes 8.6 times / year - trailer & transport
Equipment for horse - training (one-time), tack	\$ 6,600		\$ 6,000	
Professional Services (VET)	\$ 500	- \$200 annually per horse	\$ -	
Uniform / Clothing	\$ 4,980		\$ 12,000	
Liability	\$ -	- City self-insured - replacement of officer-owned equipment if damaged - vet bills for horse if injured, - replacement of horse if damaged	\$ -	- City self-insured - replacement of officer-owned equipment if damaged - vet bills for horse if injured, - replacement of horse if damaged
Total Operating Expenses	\$ 100,195		\$ 201,786	
Total WITHOUT One-time Training	\$ 100,195		\$ 98,586	
				\$ 101,591 \$ (1,609)



Salt Lake City Police Department

Memorandum

To: Council Member Nancy Saxton

Date: 30 May 2006

Re: Mounted Horse Patrol Review

From: Chief Chris Burbank

Issues

- Verify the financial commitment to fund a productive and successful mounted horse patrol.
- Review the time commitment to train and certify mounted horse patrol officers.
- Determine a selection process and training program for horses.
- Considerations of the continuing time commitment for in-service training.
- Equipment needs to properly out-fit a mounted horse patrol unit.
- Salt Lake City Corporation "Use Contracts" for privately owned horses defining compensation, veterinarian and transporting fees.

Summary

The proceeding paper outlines research and input from various law enforcement agencies that have established mounted horse patrol units across the country. These agencies provided information concerning officer training, horse selection and training, equipment requirements, and other related costs and needs of a mounted horse patrol unit.

Officer Training

Most law enforcement agencies require officers to attend a ten-week (400 hour) certifying training course.¹ One agency required officers to attend a five-week certifying training course (200 hours).² To obtain this training, there would be a cost to either bring a certified instructor here to Salt Lake City (one instructor quoted \$500.00 per week plus expenses) or the cost of sending our officers out of state, with all related travel expenses for officers and horses.

¹ Houston Police Department, Metropolitan Police Department Washington, DC, United States Park Service

² Los Angeles Police Department

There are currently six Salt Lake City Police officers interested in the mounted horse patrol unit. In an attempt to affix a cost for certifying officers, the Department has used the average new hire officer rate of \$43.00 per hour for calculating the time loss of replacing these officers for either the ten or five week course.

Ten-Week Course

6 Officers	400 hours	\$43.00/hour	\$ 103,200.00
------------	-----------	--------------	----------------------

Five-Week Course

6 officers	200 hours	\$43.00/hour	\$ 51,600.00
------------	-----------	--------------	---------------------

To maintain the training of both the horse and rider, most departments conduct weekly in-service training. This is held one day each week when the unit works on various aspects of mounted horse patrol and tactics. This could be done by allowing officers to train every other week for a ten-hour shift. The cost for this in-service training would be calculated at the rate of \$43.00/hour as previously listed.

Annual Training

6 officers	20 hrs/month	\$43.00/hour	\$ 67,080.00
------------	--------------	--------------	---------------------

Horse Selection Processes

Selecting a horse that is compatible for police work in an urban environment is extremely critical. These horses are tasked with doing things that are very unnatural to their basic instincts. For this reason, horse selection and training is vital for a successful and safe mounted horse unit.

Houston Police Department evaluates their horses for a 30 – 60 day period, assessing the horse to ensure it is compatible for police service. They also screen their horses with a full veterinarian evaluation to make sure the horse is physically capable for the strenuous conditions of this work. Once a horse has passed these tests, it is continuously evaluated and for liability reasons, a diary/history is maintained of the training accomplishments and failures. Metropolitan Police Department Washington, DC has a 90-day evaluation period for their horses. Concerning horse selection, Los Angeles Police Department states one out of each 100 horses reviewed is selected to be a member of LAPD's mounted horse patrol unit.

Operational Funds

To determine the operational costs of deploying mounted horse units, the Department is using the average overtime rate of \$35.00 per hour. If two mounted units were deployed Saturday and Sunday for a ten-hour shift, the following indicates the costs for one year:

Annual Operational Funds

2 units	Saturday	10 hours	\$35.00/hour	\$ 36,400.00
2 units	Sunday	10 hours	\$35.00/hour	\$ 36,400.00
Total				\$ 72,800.00

Note - On average, there is a time span of 90 minutes at the beginning and end of each shift necessary to care for the horse and equipment needs. A ten-hour shift would net seven hours of horse patrol time.

Salt Lake City “Use Contracts” for Horses

Salt Lake City requires a “use contract” on all privately owned animals, which includes K-9 dogs and presumably horses. These contracts specifically list the responsibilities and financial requirements for both the City and the owner.

In the case of K-9 service dogs, the Police Department compensates the handlers 20 hours per month off-duty for the care of the dogs. The City also pays for food and veterinarian care. The City would most likely compensate horse owners in the same manner:

Annual “Use Contracts” Costs

6 officers	20 hours/month	\$35.00/hour	\$ 50,400.00
6 horses	150.00 for shoeing	every six weeks	\$ 1,275.00

Horses would have to be trailered to and from their work assignments. This would involve the use of two vehicles, the truck and trailer, for which the owner would have to be reimbursed as follows:

.445 per mile (2) vehicles	Sat. & Sun.	\$ 1,851.20
----------------------------	-------------	--------------------

Note - For calculation purposes the average round trip is estimated at 10 miles.

Officer and Horse Equipment Needs

Officers and horses need specific equipment for mounted horse patrol, i.e. boots, pants, helmets, saddles, etc. Most agencies contacted indicate the annual costs are approximately \$2,000.00 to properly outfit an officer and approximately \$1,000.00 to outfit the horse.

6 officers	\$2,000.00	\$ 12,000.00
6 horses	\$1,000.00	\$ 6,000.00
Total		\$ 18,000.00

Summary of Financial Requirements

Officer Training	\$ 103,200.00
In-Service Training	67,080.00
Operational Funds	72,800.00
“Use Contracts” for Horses	53,526.20
Equipment Needs	<u>18,000.00</u>

Total	<u>\$ 314,606.20</u>
--------------	-----------------------------

Conclusion

Many of the agencies contacted about mounted horse patrols state the mounted horse patrol units are a great resource for crowd control and special events. They are however, demanding in resources, staffing and budget commitments. Chiefs across the country have stated they are not an effective patrol method.

Given the current staffing levels and budget constraints of the Salt Lake City Police Department, the Department can use the available resources to better serve the citizens of Salt Lake City in a more efficient manner.

Chief Chris Burbank