Date: February 25, 2026

To: Ivins City Council, Chief Studley

From: Mike Scott

Re: Police Department Trends

I asked Chief Studley for detailed operational data to better understand the proposed budget. He provided extensive material, which I am happy to share. Rather than restating everything he sent, here are the key trends that I think are relevant to our budget discussion. If I've misunderstood any of the data, please feel free to correct me.

Workload Growth: Structural Load Acceleration

From 2020 to 2025, total calls for service increased 31% (4,404 to 5,757). However, average total call time increased from 30.4 minutes to 43.5 minutes, a 43% increase per call.

Combining volume and duration, total annual officer call-handling time increased approximately 87% over five years. In other words, workload has nearly doubled while staffing has increased modestly.

Police Call Trends		*Time in minutes:seconds*			
Year	**Total Calls**	**Dispatch to on scene**	**Officers response**	**Time on scene**	**Total call time**
2020	4404	8:52	6:44	23:41	30:25
2021	4074	9:32	5:46	24:18	33:50
2022	4476	9:11	6:18	25:02	34:13
2023	5805	9:36	6:27	26:41	36:17
2024	5520	9:52	6:34	27:58	38:11
2025	5757	15:36	6:52	28:30	43:28

Officer travel time remained essentially stable (+2%), indicating geography is not the driver. The increase is concentrated in:

- On-scene time (+20%), consistent with greater call complexity the Chief noted (domestic, mental health, service-oriented incidents).
- Dispatch-to-on-scene time increased sharply in 2025 (+76%), following relatively stable trends in prior years. Because dispatch services are centralized regionally, clarifying the source of the 2025 increase would help distinguish between department constraints and regional dispatch dynamics. Regardless of origin, this warrants further understanding.

Staffing Density and Structural Capacity

Staffing increased from 14 officers in 2019 to 18 currently. Civilian staffing has been constant at four positions. The department operates at 0.92 officers per 1,000 residents (18 officers / 19,401 population).

Adding two officers would raise this to 1.03 per 1,000 (Washington City level). Hurricane (1.39) and St. George (1.41) operate at substantially higher densities. Matching those levels would require approximately 27 officers. These comparisons indicate a structurally lean model relative to regional peers.

Officer-to-population ratios are not performance measures, but they are structural capacity indicators. When viewed alongside the 87% workload increase and rising response times, the data suggests capacity pressure rather than discretionary expansion.

Additionally, population-based ratios do not account for transient demand. As Black Desert Resort continues expanding lodging inventory and large-scale event activity, peak-period service population will likely grow rapidly. This does not replace the ratio benchmark, but it does suggest that resident-based ratios may understate forward demand pressure.

Police Department Staffing

Year	Chief	Captain	Lt	Sgt	Det	Patrol	K9	SRO	TF	Total Officers	Civilian
2019	1	1	1	2	2	5	1	1	0	14	4
2020	1	1	0	3	2	5	1	1	0	14	4
2021	1	1	0	3	1	5	1	1	0	13	4
2022	1	1	1	2	2	6	1	1	1	16	4
2023	1	1	1	2	2	6	1	1	1	16	4
2024	1	1	0	3	2	7	1	1	1	17	4
2025	1	1	0	3	2	7	1	2	1	18	4
2026	1	1	0	3	1	8	1	2	1	18	4

Note: Lt = Lieutenant, Sgt = Sergeant, Det = Detective, TF = Task force

Allocation vs. Expansion

While total sworn staffing increased since 2019, the internal distribution has shifted: SRO positions increased from 1 to 2; a Task Force position was added; the department currently operates without a Lieutenant; and one detective was reassigned to patrol to maintain 24/7 two-officer coverage.

Deployable patrol capacity and supervisory bandwidth have therefore not increased proportionally to total headcount. The structural effect is reallocation rather than expansion. As workload has grown, the margin for investigative depth and supervisory oversight has narrowed.

Compensation Compression

Regional comparison indicates structural compression in supervisory ranks. The Washington County Sheriff's Office Patrol Sergeant scale ranges from $46.20 to $53.76 per hour, while Ivins Sergeants currently range from $41.25 to $47.38. This represents a gap of roughly $10,000 to $20,000 annually at full-time equivalency. A similar differential exists at the Captain level. I was not provided comparative data for the Chief position.

This gap reflects supervisory compression, where experienced mid- and senior-level personnel are compensated near or below entry-level supervisory rates in neighboring agencies. Compression narrows the pay spread between ranks, weakens promotion incentives, and increases exposure to lateral recruitment by higher-paying jurisdictions.

Over time, persistent compression can erode institutional knowledge through loss of experienced personnel, increase turnover and recruitment costs, and complicate succession planning stability. Based on the data provided, the exposure appears concentrated in supervisory tiers rather than across-the-board compensation levels.

Fleet Lifecycle Management

The department operates 19 owned vehicles (plus one leased). As reflected in the lifecycle table, 42% of the fleet is currently in the 85,000+ mile range, with three units exceeding 115,000 miles. That concentration places a significant portion of the fleet within the highest-maintenance phase.

Patrol vehicles average about 18,000 miles per year. But that doesn't account for prolonged idling, heavy electrical loads, rapid acceleration and deceleration, and continuous equipment operation. So, effective mechanical wear materially exceeds raw mileage accumulation.

At 18,000 miles annually, a patrol unit reaches 100,000 miles in approximately five to six years. Beyond that point, maintenance costs, downtime risk, and resale value deterioration accelerate.

A structured five-year / 100,000-mile rotation model aligns replacement timing with duty-cycle realities, stabilizes capital planning, and prevents deferred replacement clustering. The current vehicle request reflects lifecycle normalization rather than fleet expansion.

Fleet Lifecycle Summary (As of Feb 2026)

Lifecycle Tier	Criteria	# of Vehicles	% of Fleet	Notes
Tier 1 – New / Early Cycle	0–30,000 miles or 2024–2025 model	6	32%	Low maintenance risk; strong resale value
Tier 2 – Mid-Cycle	30,000–85,000 miles	5	26%	Entering heavier wear phase; monitor maintenance trend
Tier 3 – Late Cycle / Replacement	85,000+ miles	8	42%	Higher downtime and repair exposure

Conclusion

Taken together, the data reflects increasing operational load within a lean structural model. The central policy question is not whether the department is expanding, but how much operational elasticity we believe is prudent as workload and service complexity continue to rise. I appreciate the Chief's transparency and the data provided to support this discussion.