



Agenda
Crowley Crime Control and Prevention District
Board of Directors
December 18, 2025
Regular Session - 6:00 PM

Crowley City Hall
201 E. Main Street
Crowley TX 76036

Citizens may address the Crime Control and Prevention District Board of Directors by filling out a blue “Citizen Participation” card to discuss any issue that is on the Agenda. Please turn in cards to the board secretary. Speakers are limited to three minutes (if using a translator, the time limit will be doubled).

Regular Session - December 18, 2025 - 6:00 PM

- I. Call to Order and Roll Call**
- II. Public Hearings**
- III. CCPD Business**
 - 1. Discuss and consider approving the minutes from the meeting held on November 20, 2025.
 - 2. Presentation from GSBS Architects
- IV. Adjournment**

I, the undersigned authority, do hereby certify that this Agenda of the Crowley Crime Control and Prevention District Board of Directors meeting to be held on December 18, 2025 at 6:00 PM is a true and correct copy posted on December 12, 2025 at 4:00 pm at Crowley City Hall, a place convenient and readily accessible to the public at all times.

A handwritten signature in blue ink that reads 'Carol C. Cannady'.

Carol C. Cannady, Secretary

The Crowley City Hall is wheelchair accessible, and accessible parking spaces are available. Requests for accommodations must be made 48 hours prior to this meeting. Please contact the City Secretary’s Office at 817-297-2201 ext. 4000 for more information.



**City of Crowley, Texas
Crime Control and Prevention District Board of
Directors Agenda Report**

Presenter: Carol Cannady	Meeting Date: December 18, 2025
Department: City Secretary	Agenda Item: III.1.
Subject: Discuss and consider approving the minutes from the meeting held on November 20, 2025.	

Background:

Recommendation:

Financial Information:

None

Attachments:

1. 11202025 CCPD Minutes

MINUTES OF THE CRIME CONTROL AND PREVENTION DISTRICT BOARD OF DIRECTORS REGULAR SESSION HELD NOVEMBER 20, 2025. The Crime Control and Prevention District Board of Directors of the City of Crowley, Texas met in Regular Session on Thursday, November 20, 2025, at 6:15 PM in the City Council Chambers, 201 East Main Street, Crowley City Hall, Crowley, Texas.

Call to Order and Roll Call

President Jesse Johnson called the Session to order at 6:15 p.m. Board Secretary Carol Cannady called roll and noted a quorum was present.

Present were

Member Jim Hirth, President Member Jesse Johnson, Member Scott Gilbreath, Member Matt Foster, Member Tina Pace

Staff included:

City Manager Lori Watson
Police Chief Kit Long
Secretary Carol Cannady

Absent:

Member Billy Davis, Member Jerry Beck

CCPD Business

1. Discuss and consider approving the minutes from the meeting held on June 5, 2025

Member Jim Hirth made the motion to Approve the minutes as presented; second by Member Matt Foster, the board voted unanimously to approve the motion as presented. Motion carried 5-0.

2. Discuss and consider 2025-26 CCPD Budget Amendment #1 for the purchase of Ticket Writer Software, Air Conditioner Replacement, Cell phone cases and screen protectors and additional cell phone services in the amount of \$29,430.

Member Scott Gilbreath asked if the numbers were correct on the amendment because \$6,500 for air conditioning seemed very cheap. Asst Finance Director Heather Gwin explained it was the installation of a small split unit for the server room.

Member Scott Gilbreath made the motion to Approve the FY2025-26 CCPD Budget Amendment #1; second by Member Tina Pace, the board voted unanimously to approve the motion as presented. Motion carried 5-0.

Adjournment

As there was no further business, President Jesse Johnson adjourned the meeting at 6:19 p.m.

ATTEST:

Jesse Johnson, CCPD Board President

Carol Canandy, CCPD Secretary



**City of Crowley, Texas
Crime Control and Prevention District Board of
Directors Agenda Report**

Presenter: Kit Long	Meeting Date: December 18, 2025
Department: Police	Agenda Item: III.2.
Subject: Presentation from GSBS Architects	

Background:

The Crime Control Prevention District approved an agreement with GSBS Architects to analyze the Crowley Police Department facility. This presentation will cover the pre-design analysis and conceptual design of the police department, considering both current and future operational needs.

Recommendation:

Financial Information:

No financial impact.

Attachments:

1. 25-12-10 Crowley PD Report-Final

CITY OF CROWLEY

POLICE DEPARTMENT ASSESSMENT

12.10.2025



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EXECUTIVE SUMMARY

GSBS Architects was engaged to perform a comprehensive assessment of the Crowley Police Department's facilities to evaluate overall space utilization and develop recommendations for adaptation of the existing facilities, as needed, to support staff operations. The team evaluated facility layout, use, operations, and staff for all departments using:

- On-Site Observations
- Meetings with Police Administration
- Calculations of Square Footages/Employees/Functionality
- Floor/Site Plans
- Crime and Population Analysis
- Level of Service Analysis
- Staff Growth Analysis

The comprehensive assessment was executed in three primary phases:

1. Review Of Existing Conditions

The team examined how effectively existing spaces support the department's operational requirements, with particular attention to the diverse roles and responsibilities of the staff. By assessing current building and site conditions, patterns of use, and functional needs, the assessment established a baseline for identifying areas of inefficiency, as well as opportunities for improvement in support of both short and long-term objectives.

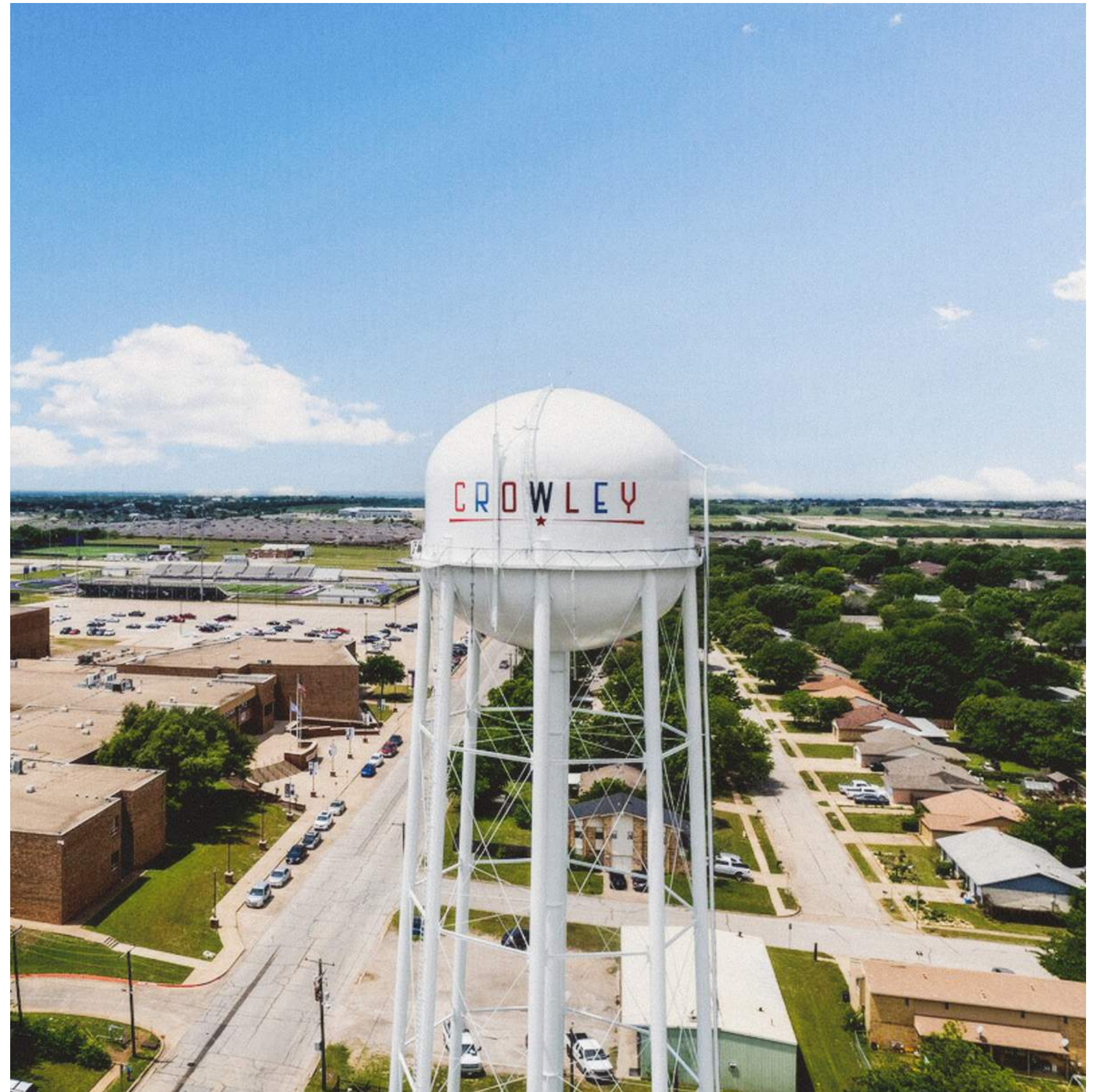
2. Analysis Of Current and Future Needs

GSBS analyzed projected growth within the City of Crowley and its influence on staffing projections, and future space requirements for both the building and site. It was determined that the existing building is deficient in square footage to support current staff operations, and this deficiency is expected to increase as the population of the city continues to grow. It was also determined that site parking for the staff is insufficient and lacks adequate security.

3. Recommendations For Adaptation

Based on the project analysis, recommendations were developed to optimize space utilization in accordance with both existing and future operational needs. GSBS proposes a remodel of approximately 13,000 sf within the existing building and an addition of approximately 7,000 sf of new building. These modifications to the existing building will allow for reconfiguration of Department Leadership, Administrative Bureau, Staff Support, Operations, and Building Support to increase space utilization and efficiency within these departments. Addition of approximately 14 new parking spaces, all of which will be included in a total of 69 secure parking spaces, is also recommended.

Based on growth projections for the City of Crowley, GSBS advises that this recommendation is a solution to allow the police department to perform based on current operational needs, utilizing the existing building and site for a limited period of time. It is recommended that the City of Crowley begin planning efforts necessary to relocate the police department to a larger facility in the near future to accommodate the staff and operational growth needed to maintain the same level of service for the city in the future.



EXISTING SITE INVENTORY

NARRATIVE

SPACE USAGE

- The Crowley Police Department site is 13.71 acres located on South Beverly Street (FM 1187) east of Crowley Fire Station #2, Crowley Veterans' Plaza, the Public Library, and the Recreation Center.
- North of the recreation center is a skatepark, playground, and large grassy area.
- Within the parcel, an 18,000-square-foot grassy open space is in the eastern third, surrounded by parking.
- The site slopes south toward a creek, with much of the southern portion in the floodplain, limiting development because of numerous mature trees, many estimated to be over 20 years old.
- Single-family residential housing borders the parcel on the east and west sides.
- The Police Department's public lot contains 20 unsecured stalls, with no direct connection to the rest of the site.
- The easternmost curb cut provides access to the secured areas through the southern portion of the site.
- The secured parking lot contains 10 stalls and functions as a dead end, requiring vehicles to turn around to exit, forty-seven additional unsecured parking spaces are available on-site
- The only building entrance from the secured lot is via stairs, while the ADA-accessible path is located outside the fencing.
- Electrical equipment, including a transformer and generator, is located adjacent to the secured lot.
- A radio tower with its own secured enclosure is located southwest of the building.

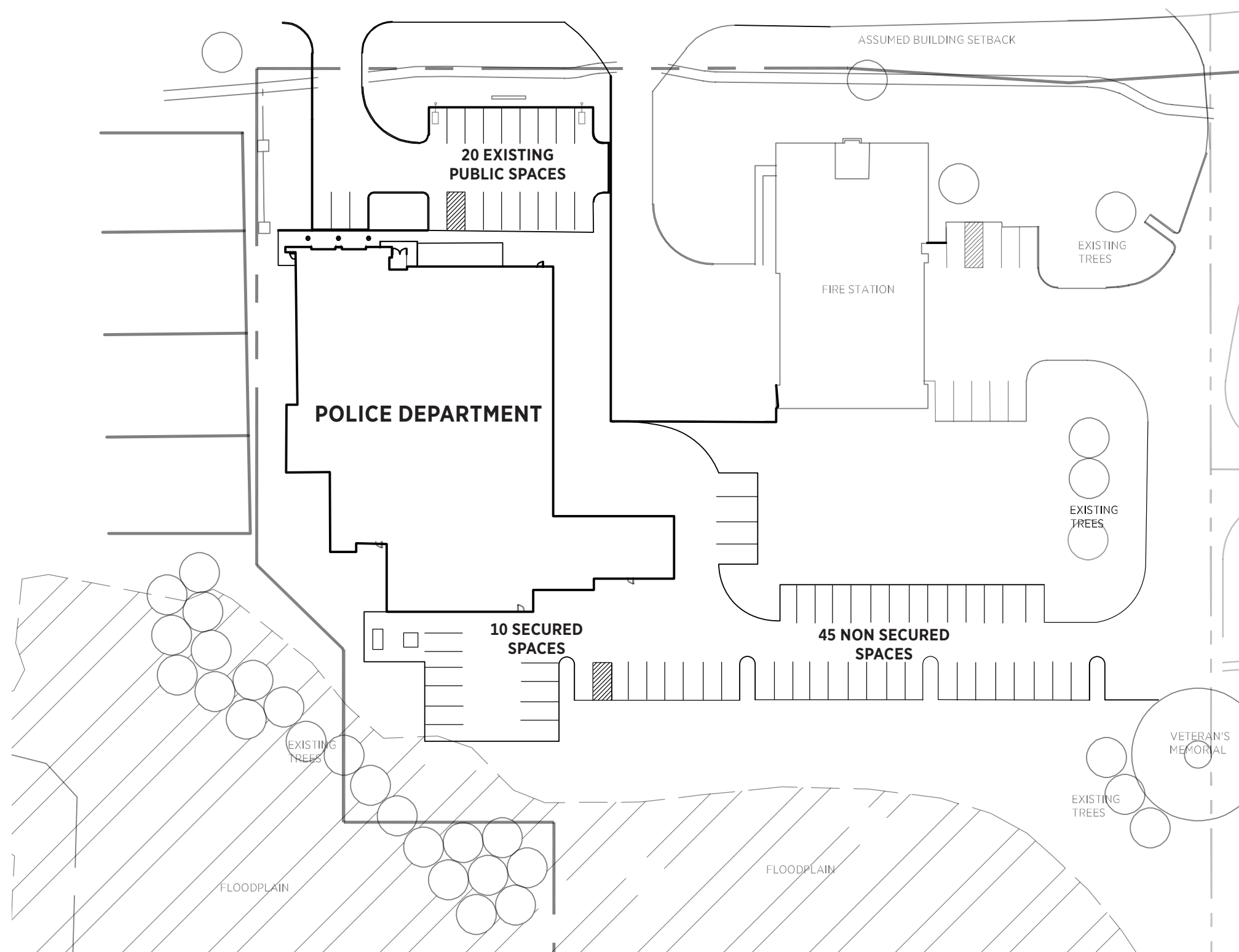
KEY CHALLENGES

- The site does not have enough secured or unsecured parking to meet current operational needs.
- Secured parking spaces are not covered.
- Vehicular circulation across the municipal complex is inefficient due to limited connectivity between the police department, fire department, and library.
- Veterans' Plaza restricts site improvement options because it occupies the end of a main drive aisle that could otherwise serve as an expansion area for the unsecured lot.
- The floodplain area cannot be developed without FEMA's CLOMR and LOMR processes.
- Residential adjacency may create opposition from nearby neighbors concerned about construction impacts or facility expansion.



EXISTING SITE INVENTORY

SITE PLAN



EXISTING PARKING ALLOCATION

Note	DESIGNATION	NON-SECURED SPACES	SECURED SPACES	SPACES ALLOCATE D
	Public	20	0	20
	Staff	25	0	25
	Fleet	20	10	30
		65	10	75

EXISTING BUILDING INVENTORY

BUILDING PLAN



EXISTING BUILDING INVENTORY

PROGRAMMING

DEPARTMENT LEADERSHIP

Room Number	ROOM	PROGRAMMED EXISTING AREA
133	Chief of Police	293
134	Closet	16
135	Secure Storage	15
136	Toilet	61
127	Operations Captain	200
128	Closet	12
122	Administrative Corporal	145
123	Closet	12
129	Senior Administrative Assistant	456
130	Support Services Manager	166
Subtotal Net Square Feet		1376

ADMINISTRATIVE BUREAU

Room Number	ROOM	PROGRAMMED EXISTING AREA
106	Finger Printing	35
107	I.T. Office	117
110	Community Liason Office	113
116	Detective	115
117	Detective	115
118	Detective	115
119	Detective	115
132	Conference	328
Subtotal Net Square Feet		1053

OPERATIONS

Room Number	ROOM	PROGRAMMED EXISTING AREA
125	Traffic Office	115
144	Locker Room	68
145	Sergeants	424
146	Storage	138
150	Briefing	595
151/152	Report Writing	303
Subtotal Net Square Feet		1643

BUILDING SUPPORT

Room Number	ROOM	PROGRAMMED EXISTING AREA
101	Vestibule	109
102	Lobby/Waiting	452
104	Womens Restroom	59
105	Mens Restroom	59
112	Storage	25
113	Mens Restroom	59
114	Womens Restroom	59
120	Storage	77
121	Office	77
126	Storage	57
131	Work Room	98
139	Exercise Room	553
141	Men's Locker Room	441
143	Women's Locker Room	341
147	Break Room/Kitchen	460
149	Closet	13
158	Electrical	213
161	Quartermaster	97
162	Armory	136
163	Vestibule	109
166	Sally Port	1145
185	Waiting	347
187	Unisex Restroom	58
189	Server Room	1552
199	Janitor	60
200	EOC/Training	661
201	Stations	11
202	Stations	12
203	Stations	12
204	Stations	13
205	Quiet Room	74
206	Information Technology	53
207	Radio	106
210	Riser Room	190
211	Property Storage	805
Subtotal Net Square Feet		8593

STAFF SUPPORT

Room Number	ROOM	PROGRAMMED EXISTING AREA
109	Code Enforcement	310
153	Evidence Records	138
154	Evidence Process	161
155	Drug Storage	135
157	Evidence Storage	485
160	Boneyard	100
190	Dispatch	359
191	Toilet	57
192	Kitchen/Lockers	209
194	Locker Room	72
195	Dispatch Supervisor	119
196	Records Office	120
197	Reception	153
198	Records	434
252	Records Clerk	63
Subtotal Net Square Feet		2915

JAIL

Room Number	ROOM	PROGRAMMED AREA
169	Womens Cell	274
171	Cell	144
172	Cell	133
173	Cell	131
174	Shower	114
175	Janitor	82
176	Kitchen Wash Room	220
177	Cell	136
178	Cell	133
179	Holding	126
180	Inmate Property	116
181	Photo/Finger	206
182	Interview Room	140
183	Inmate Room	72
184	Vestibule	60
186	Visit Room	77
212	Jail Corridor	730
Subtotal Net Square Feet		1285

BUILDING SF		15580
CIRCULATION		1.44
BUILDING TOTAL		22494

DEPARTMENT NEEDS

DEPARTMENT LEADERSHIP

SPACE USAGE

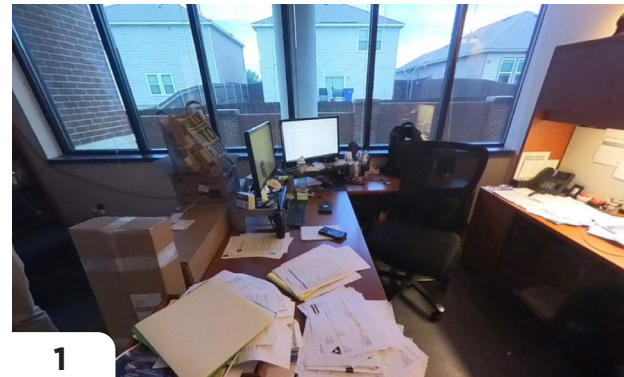
Department Leadership consists of the Chief of Police and the Senior Administration. The department is grouped together adjacent to the main corridor and the Administration Bureau.

KEY CHALLENGES

- 1 **Administrative Corporal 122** | Direct view from residential property into offices.
Limited space for furniture and equipment.
- 2 **Conference Room 132** | Size creates functional issues.
Exterior window creates security and visibility issues for conference screen.
- 3,4 **Lobby Room 129** | Waiting area is oversized and underutilized. Layout is inefficient leading to code concerns due to furniture layout.

OPPORTUNITIES

- Improve sound rating of interior walls to reduce sound transmission in private offices.
- Reconfigure conference and waiting area to be more efficient and create larger conference room.
- Create Bullet resistant building envelope assemblies.
- Create allocated storage space to clean up common areas.



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ADMINISTRATIVE BUREAU

SPACE USAGE

The Administrative Bureau includes the CID department, Community Liaison, and other administrative functions. They are adjacent to the Department Leadership, and private restrooms on the north side.

KEY CHALLENGES

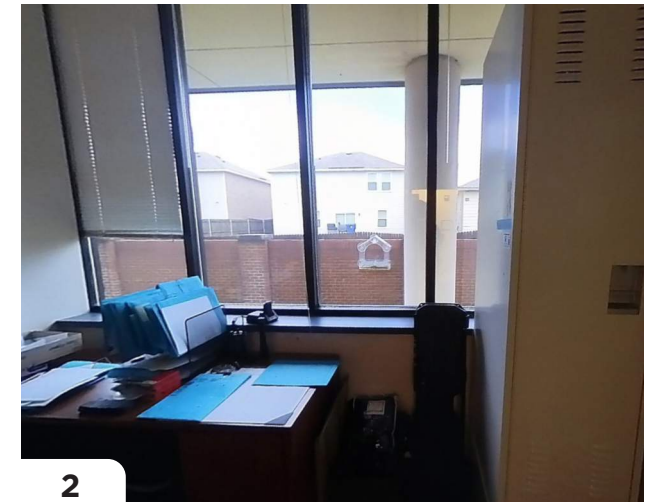
- 1,2 **Detective Room 118 and 119** | Direct view from residential property into offices.
Limited space for furniture and equipment.
- 3 **Reception Room 119** | No dedicated storage for equipment. Therefore, equipment is stored in individual offices.

OPPORTUNITIES

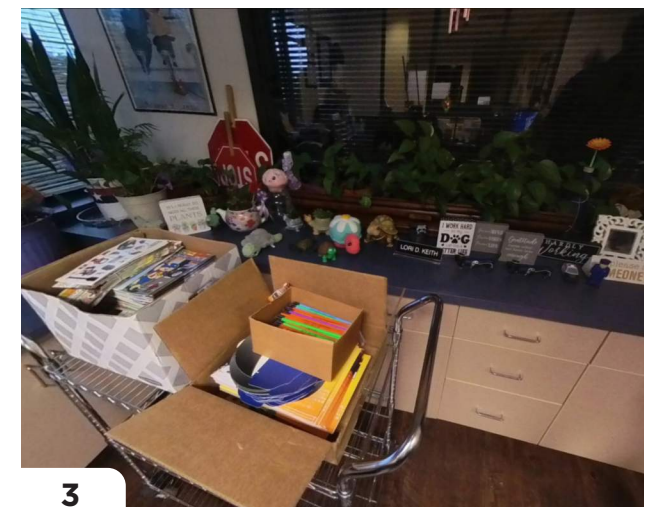
- Improve sound rating of interior walls to reduce sound transmission in private offices.
- Create Bullet resistant building envelope assemblies.
- Re-purpose Lobby area for public interview rooms.



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DEPARTMENT NEEDS

OPERATIONS

SPACE USAGE

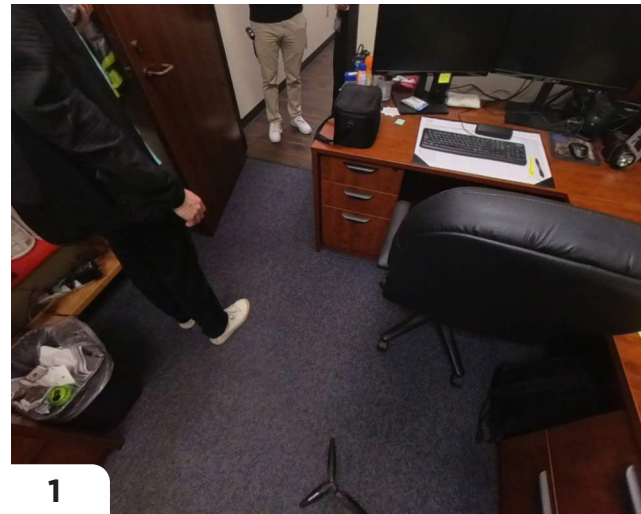
The Operations Bureau is composed of the Lieutenant, Patrols, and the Traffic unit. They are spread across the building, but are all connected to the main hall. Sergeants are adjacent to the Department Leadership and the Briefing room is adjacent to the Evidence storage.

KEY CHALLENGES

- 1,2 Traffic Office Room 125** | Multiple occupants in single occupant room. Limited Accessibility/Access.
- 3 Report Writing Room 151 and 152** | Juvenile report writing co-located with report writing. Limited space for processing Juveniles. -Report Writing Room Equipment is located on desks and limits useable work area for officers.
Temperature regulation in Report Writing is a challenge. Staff introduced fans for air circulation.
- 4,5 Briefing Room 150** | Briefing/Patrol Room includes additional storage, workspace, and other uses. Limits area dedicated to briefing. Equipment Storage in briefing room limits access to equipment during meetings.
- 6,7 Sergeants Room 145** | Limited space for furniture and equipment in cubicles.
- 8 Locker Room 144** | Accessibility issues and storage is inadequate.
- 9 Storage Room 146** | Office sized room that is storage space.

OPPORTUNITIES

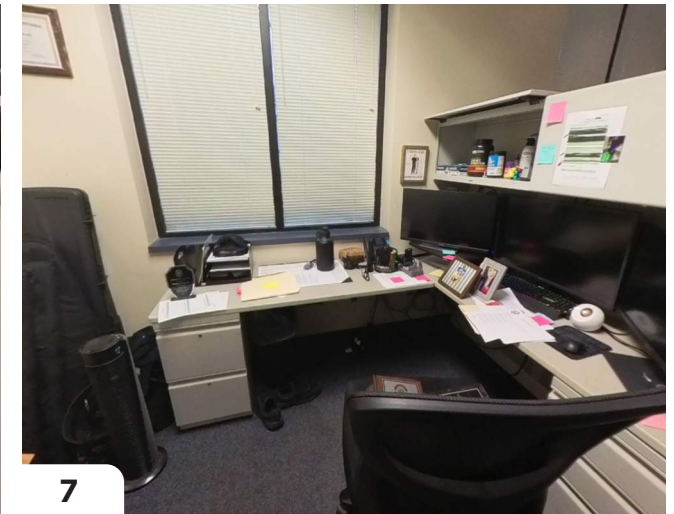
- Traffic Control Office to be reconfigured for multiple personnel.
- Expand Report Writing Area. Create Dedicated Juvenile processing area separate of other functions.
- Add patrol equipment storage separate from briefing.



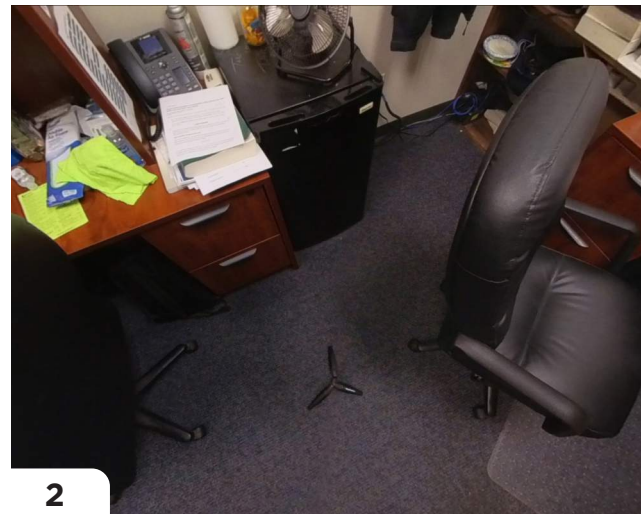
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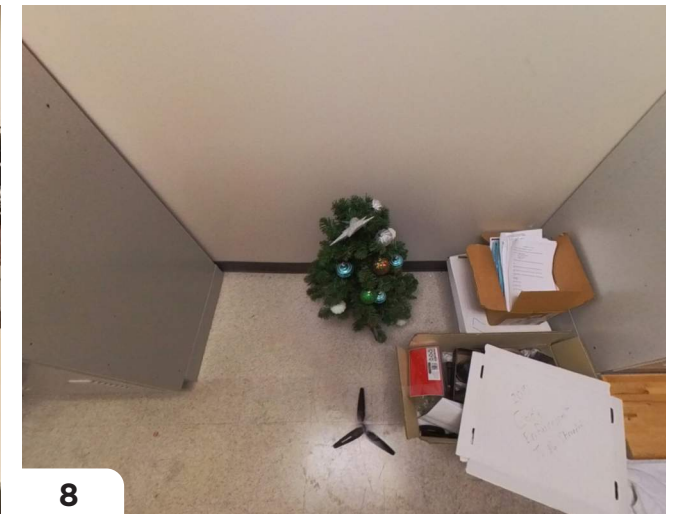
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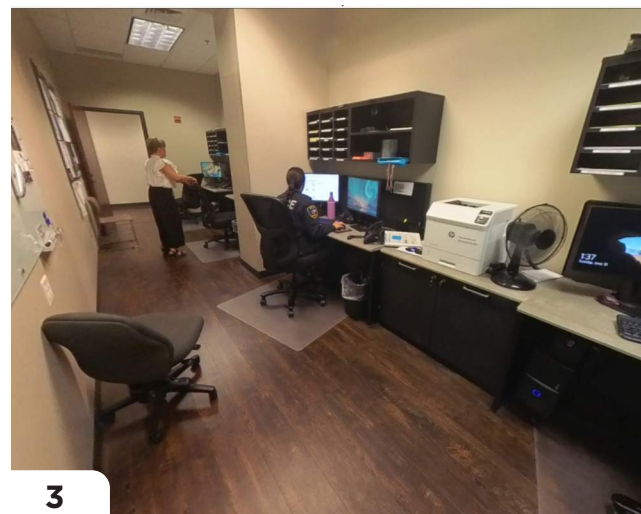
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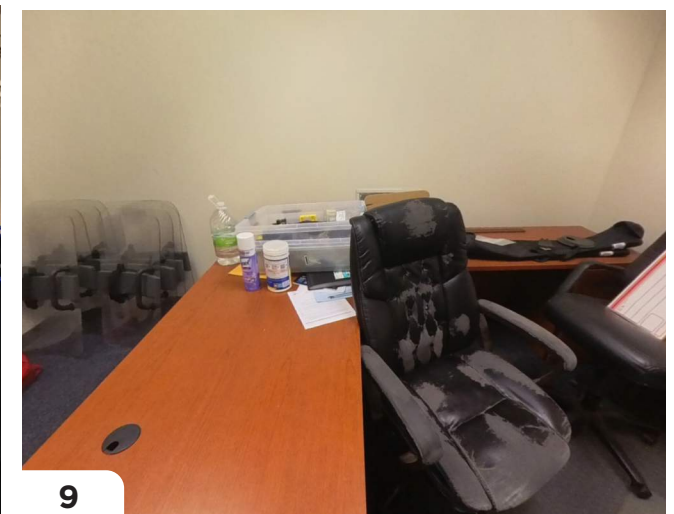
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DEPARTMENT NEEDS

BUILDING SUPPORT

SPACE USAGE

Building support includes all spaces that help the building function such as electrical, I.T., radio, riser room, but also include restroom/locker rooms, exercise room, armory, storage rooms, breakroom, quiet room, property storage, sally port, and parking, etc. These spaces are throughout the building.

KEY CHALLENGES

- 1,2,3** **Server Room 189** | is currently undersized and cables are exposed. Equipment locations provide limited serviceability and growth. I.T. is located on an exterior wall with minimal protection, which is a security concern.
- 4,5,6** **Mens Locker Room 141 and Womens Locker Room 78** | Men and Women locker rooms are undersized. Locker, toilet, and shower counts do not accommodate current staff levels and have accessibility concerns.
- 7** **Quiet Room 205** | Furniture limits accessibility. Furniture is overused and past its life.
- 8** **EOC/Training Room 200** | Lighting is dim and has limited functionality which hinders specific meetings and usage.
- 9** **Storage 126** | Storage room is undersized. Not designated for any specific storage need.
- 10** **Exercise Room 159** | Equipment limits accessibility.
- 11** **Property Storage 211** | Not fully enclosed, exposed to open air.
- 12** **Sally Port Room 116** | Limited space to store vehicles and equipment.
- 13** **Armory Room 162** | Armory is undersized and shelves limit accessibility.
- 14** **Waiting Room 103** | Lobby restrooms lack privacy and are loud.

OPPORTUNITIES

- Relocate and enlarge I.T. Room.
- Expand Locker Rooms, add additional toilet and shower fixtures.
- Provide dedicated storage space for items in training room.
- Lobby public restrooms can be reduced in total with shared lobby and jail waiting.



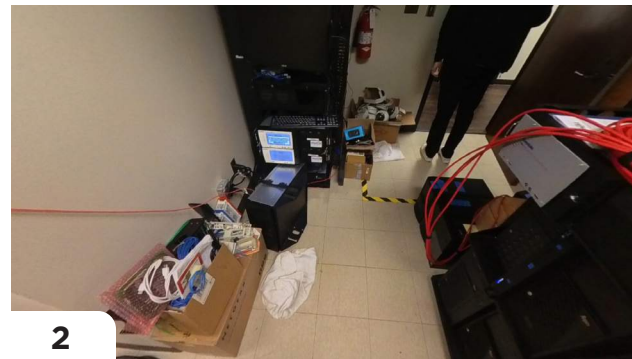
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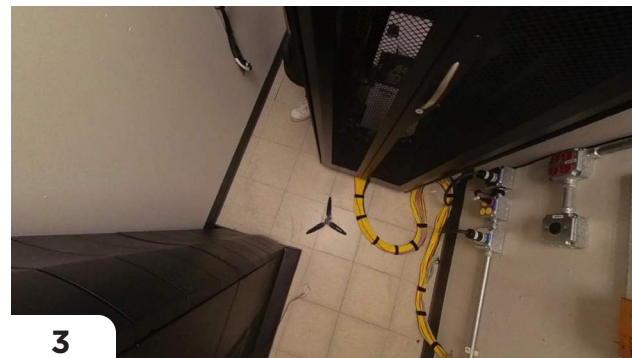
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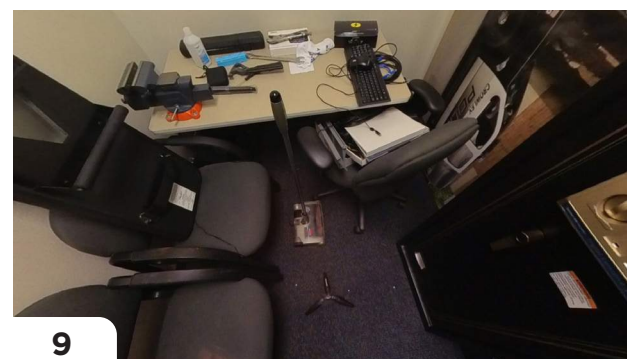
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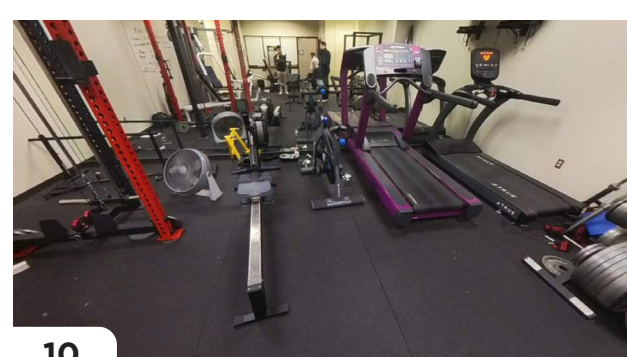
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DEPARTMENT NEEDS

STAFF SUPPORT

SPACE USAGE

Staff Support includes many different departments including the support service manager, Dispatch, Records, Code enforcement, and Property and Evidence staff. They are located throughout the building. Dispatch is adjacent to Records, the Jail, and Waiting. Evidence is adjacent to Briefing and Code Enforcement is located off the hall near Storage and Janitor.

KEY CHALLENGES

- 1** **Locker Room 194** | Dispatch locker room has accessibility issues.
- 2** **Kitchen/Lockers Room 193** | Dispatch lockers located in corridor are a code issue. Additionally, trash receptacle near the door is an accessibility issue.
- 3** **Kitchen/Lockers Room 193** | Printer located in break room. Access to storage and usable counter space is limited.
- 4,5** **Records Room 52** | Storage is inadequate. Accessibility issues with items in front of door. Workstation located in storage room.
- 6,7** **Dispatch Room 190** | Column in Dispatch room obstructs sightlines.
- 8** **Dispatch Room 190** | Bullet-resistant protection only provided at transaction window. Limited protection for staff. Dispatch mailboxes located on usable desk surface.
- 9** **Dispatch Supervisor Room 195** | Private office furniture layouts are inefficient for seating clearance and circulation.
- 10** **Evidence Storage Room 157** | Storage is inadequate, lithium battery safe is confined to a corner location.

OPPORTUNITIES

- Create Bullet resistant building envelope assemblies.
- Reconfigure dispatch and supporting uses.
- Relocate office in records storage to allow for storage growth and a private office.
- Expand dispatch and evidence storage.



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DEPARTMENT NEEDS

SITE

SPACE USAGE

Site includes any component of the Police department not contained within the building envelope. Site encompasses exterior building conditions, public parking, staff parking, secure parking, drive lanes, building and property adjacencies, and site conditions and components.

KEY CHALLENGES

- 1 Staff Parking** | Number of parking spaces is inadequate to accommodate fleet and personal vehicles of current staff at shift changes. Parking is unsecured and uncovered.
- 2 Secure Parking** | Number of secure parking spaces is grossly undersized for current fleet of department vehicles. Secure spaces are uncovered.
- 3 Parking Access** | Staff and secure parking limited to single point of access on south side of property due to building and dedicated drive lane for fire station.
- 4 Server Security** | I.T. Server room on front exterior face of building creates security concern.
- 5 Site Grade** | Grade change on the east side of the building requires retaining wall and/or circulation elements to increase parking or building footprint.
- 6,7 Building Constraints** | Building expansion limited by housing to the west, floodplain to the south, and fire station to the east.
- 8 Parking Constraints** | Parking expansion restricted by Veteran's Memorial to the east and floodplain to the south.

OPPORTUNITIES

- Increase total number of parking spaces.
- Expand secure parking perimeter to include all staff and fleet vehicles.
- Provide cover for staff and fleet parking spaces in secure lot.
- Update building envelope to address security concerns.



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GROWTH PROJECTIONS & ANALYSIS

WHY THIS MATTERS

DFW metroplex is estimated to **grow from 7.9M now to 12.3M by 2050** ¹

According to population forecasts calculated by the North Central Texas Council of Governments (NCTCOG), Crowley could reach **42,514 residents** by 2050

2020 Census	18,070
2024 Estimate (NCTCOG)	20,480
2035 Estimate (NCTCOG)	32,514
2050 Estimate (NCTCOG)	42,617

That’s an **increase of 108%**

Given regional growth patterns coupled with approved and pending residential development entitlements, the comprehensive plan considers that by 2045, Crowley will “most likely be built out”

From a review of the town’s recent comprehensive plan, Crowley in 2045 aspires to be a **small, connected, and vibrant community** that balances smart growth with strong local values, sustainable infrastructure, and a revitalized downtown core. It is proactively planning not just for expansion, but for **quality, identity, and livability**.

Does anticipated Police Department growth match the city’s projected population growth for 2050?

How much department growth will it take to maintain the same level of service (LOS)?

Can current facilities bear this expected growth?

¹ nctcog.org



GROWTH PROJECTIONS & ANALYSIS

FRAMEWORK FOR LEVEL OF SERVICE

Public administration often defines Level of Service (LOS) for staff in terms of **employee-to-population ratios** or other workload indicators, to ensure services are provided efficiently and equitably.

Some examples:

- Law enforcement: Officers per 1,000 residents
- Fire/EMS: Firefighters per 1,000 residents; response times
- Planners: Planners per 10,000 residents
- Public works staff: Staff per mile of roadway or per capita
- Social workers: Caseloads per worker

This can provide context for staff needs as population grows and to maintain a defined standard of service.

General Approach

1. Define the service standard – what is the current level of service and is it adequate?
2. Collect current data – includes current staffing levels, current population, current workload factors (# calls)
3. Calculate current LOS – employee-to-population ratio and compare with nation-wide best practices
4. Forecast future demand – use population forecasts to project future demand
5. Determine staffing gaps – identify how many additional employees are needed to maintain LOS standard at future population levels

Simplified Example

Current planners: 5 FTEs
Current population: 50,000
LOS standard: 1 planner per 10,000



Population grows to 60,000
Maintain LOS



1 additional planner
needed to maintain LOS

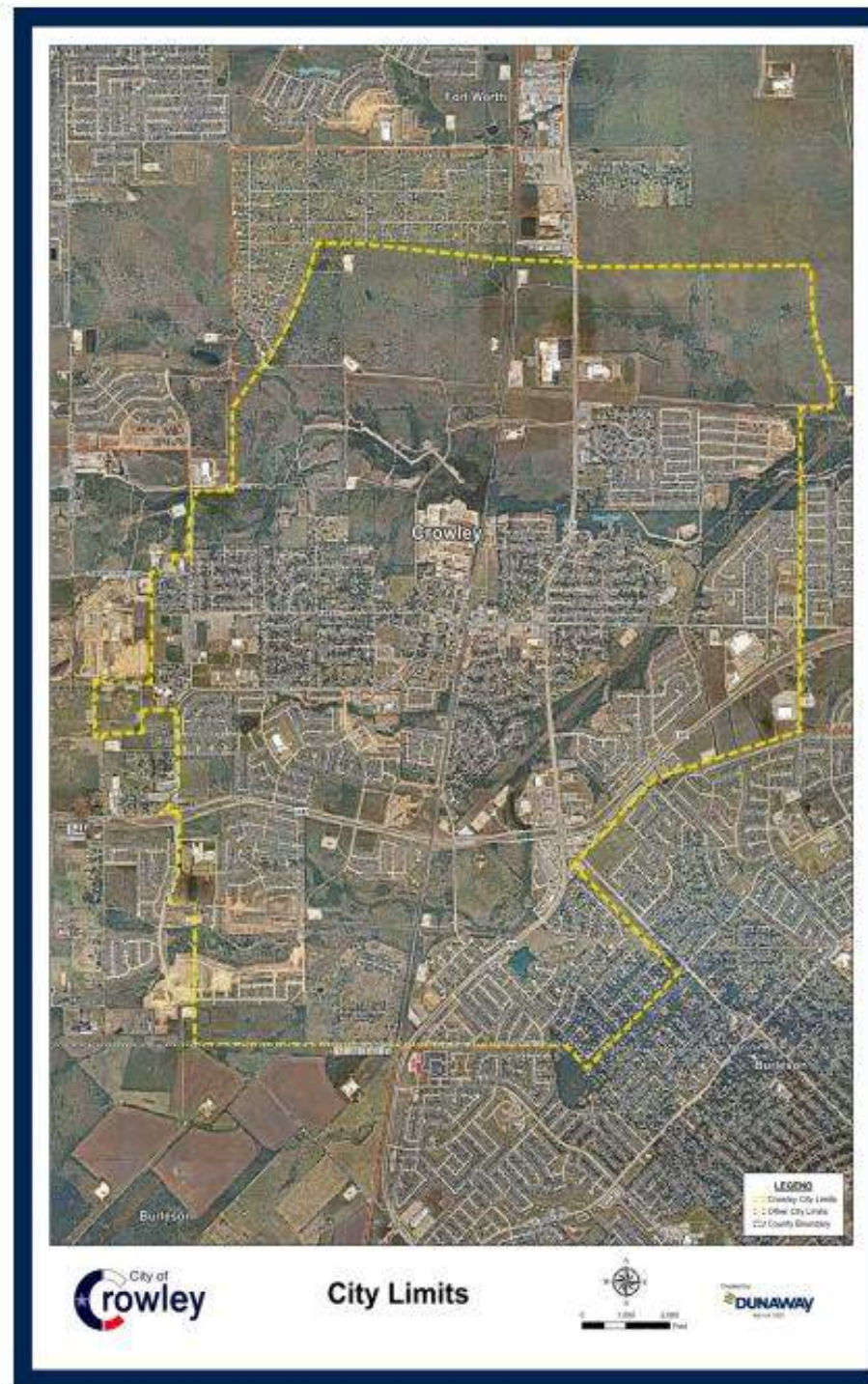
$$\frac{50,000 \text{ residents}}{5 \text{ planners}} = 10,000 \text{ residents/planner}$$

$$\frac{60,000}{10,000} = 6 \text{ planners needed}$$

All figures have been converted into per capita rates for ease of comparison

GROWTH PROJECTIONS & ANALYSIS

DATA SOURCES and PROCESS



- City of Crowley 2045 General Plan
- US Census Bureau 2024 5-year American Community Survey (ACS)
- Esri Community Profile Data
- NCTCOG 2050 Demographic Forecast
- Texas Department of Public Safety Uniform Crime Reporting System
- Federal Bureau of Investigation Uniform Crime Report
- 9 comparable DFW-metropolitan area cities and towns

Considering these data points, Crowley's population, crime rates, and number of law enforcement employees are normalized and compared to near-peers and the state average over a 5-year (2019-2023) period.

This seeks to understand if the current level of service is adequate, or if future hiring expectations should be considered. In addition, this has implications on building requirements to fully serve department space needs.

GROWTH PROJECTIONS & ANALYSIS

GENERAL PLAN

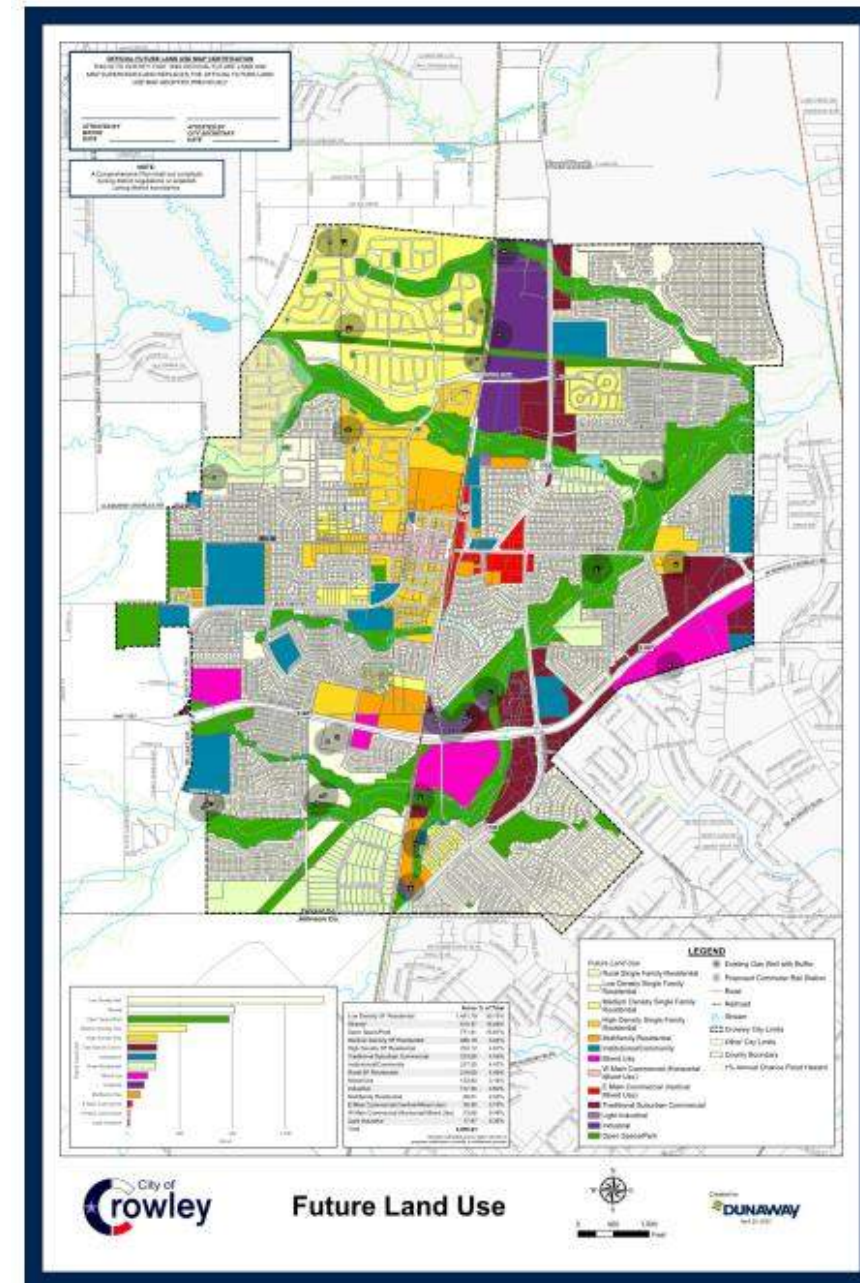
KEY ELEMENTS

- *Crowley 2045* does not include a specific annexation policy or strategy. However, it does note a key point about Crowley’s jurisdiction:
 - **Crowley no longer has any extraterritorial jurisdiction (ETJ).**
 - Agreements with the City of Fort Worth removed all ETJ and even added a small area to Crowley at its northeast corner
- Single-Family Residential is the dominant use – both existing and planned

TAKEAWAYS

- City area will remain unchanged
- Single-family residential use does not inherently “generate” crime, but it can either prevent or attract crime depending on:
 - **Design**²
 - **Maintenance and Investment**²
 - **Social Cohesion and Residential engagement**³

City of Crowley 2045



² Newman (1972)

³ Sampson, Raudenbush, and Earls (1997)



GROWTH PROJECTIONS & ANALYSIS

CURRENT POSITIONS and 10-YEAR PATHWAY

KEY TAKEAWAYS

Crowley Police Department is entering a period of expansion and reorganization, a reflection of the town’s growth. These charts crosswalk the current force structure with the anticipated organizational realignment. Over the next decade the department is projected to add 39 employees across Support Services and both bureaus. There is no anticipated loss of positions, save for one, which is the result of reorganization and is subsequently recaptured.

This forecasted information, provided by the department, provides insight into the future and serves as an additional point of reference regarding LOS projections for Crowley in 2050.

These 39 additional operational and support positions will require additional equipment and weapon storage considerations, locker room space, and office / cubicles; while there may be some opportunities for co-use space shared between shifts, most of these positions will require private or at least non-shared workspaces in the performance of their duties.

Even without projecting to 2050, this anticipated growth may overwhelm current facilities.

	Current	2035	Delta
Department Total	52	91	+39

	Current	2035	Delta
Department Leadership	2	3	+1
Chief of Police	1	1	-
Assistant Chief of Police	0	1	+1
Senior Admin Asst	1	1	-

	Current	2035	Delta
Support Services	17	33	+16
Support Services Mgr	1	1	-
Dispatch Spv	1	1	-
Dispatch Leads	0	4	+4
Dispatchers	10	12	+2
Quality Assurance	0	1	+1
Records Spv	0	1	+1
Division Records Clerk	2	2	-
Code Enforcement	1	3	+2
Property Tech	1	3	+2
Administrative Asst	1	1	-
Information Tech	0	1	+1
Crime Analyst	0	1	+1
Victim Assistance	0	1	+1
PIO / Social Media	0	1	+1

	Current	2035	Delta
Operations Bureau	27	43	+16
Captain	0	1	+1
Lieutenant	1	2	+1
Patrol Sergeant	4	4	-
Patrol Corporal	4	4	-
Patrol Officer	16	28	+12
Traffic Unit	2	4	+2

	Current	2035	Delta
Administrative Bureau	6	12	+6
Administrative Captain	0	1	+1
Administrative Lieutenant	1	0	-1
Administrative Sergeant	0	1	+1
Community Liaison	1	2	+1
Corporal	1	1	-
Detectives	2	6	+4
CID Clerk	0	1	+1



GROWTH PROJECTIONS & ANALYSIS

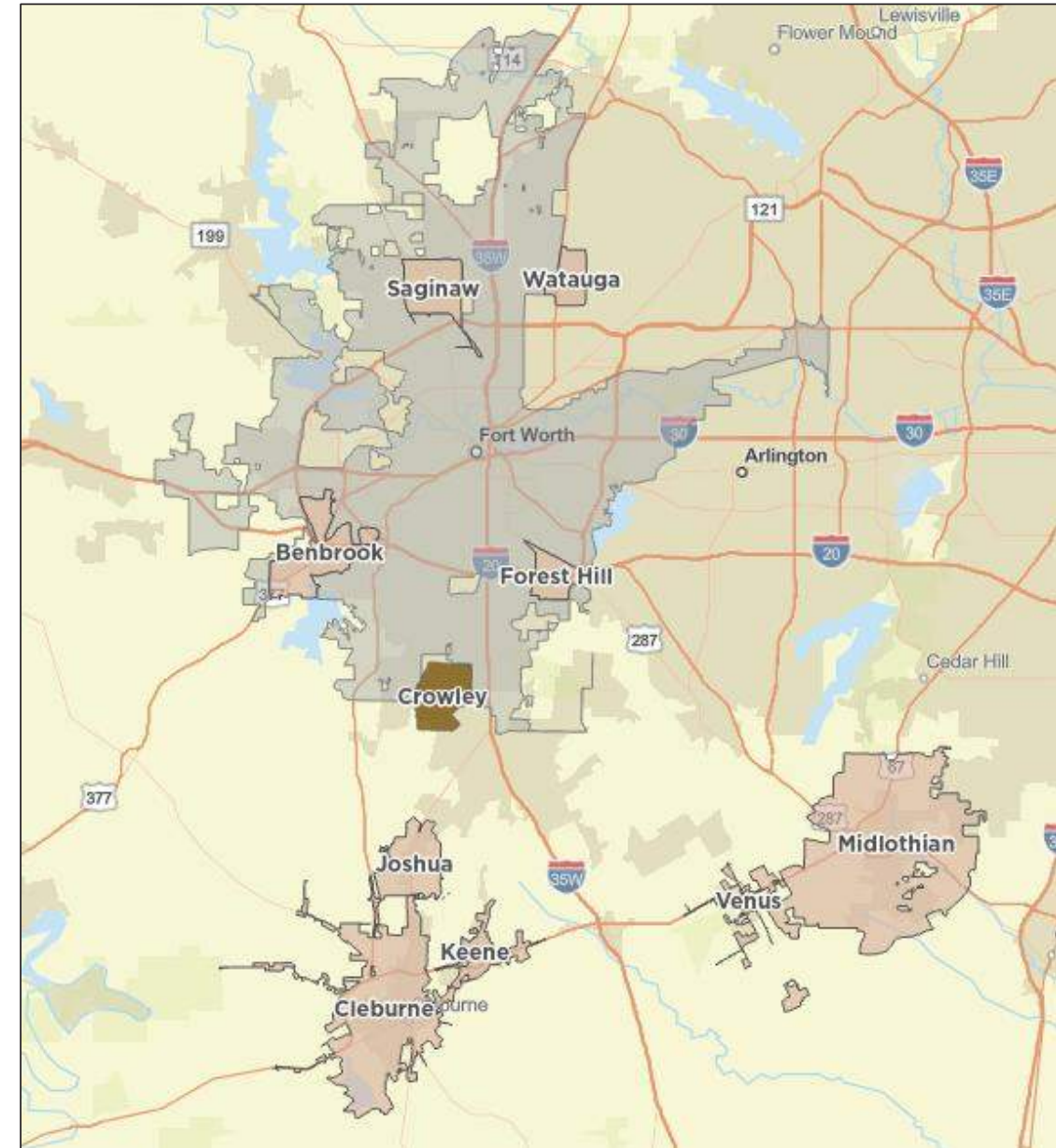
REFERENCE CITIES⁴

INITIAL SCREENING CRITERIA

- In the DFW metroplex, Fort Worth-oriented (western)
- Proximity to Fort Worth
- Rural to suburban urban form
- Similar population and demographic composition
- Along or near the I-35 corridor

City	2024 Population	Distance to FW	Metro Access	Character	Med HH Income
Crowley	20,400	15	High	Rural/Suburban	\$75,500
Benbrook	25,000	15	High	Suburban	\$84,000
Cleburne	32,000	30	Moderate	Rural/Suburban	\$66,000
Forest Hill	13,000	10	High	Suburban	\$57,000
Joshua	8,500	25	High	Rural/Suburban	\$72,000
Keene	6,500	30	Moderate	Rural/Suburban	\$68,500
Midlothian	38,000	30	High	Suburban/Rural	\$98,000
Saginaw	24,000	10	High	Suburban	\$86,500
Venus	6,000	30	Moderate	Rural	\$70,500
Watauga	24,000	15	High	Suburban	\$68,000

Bolding text indicates municipalities within 15 miles of Fort Worth



⁴ US Census, 2024 5-year American Community Survey

GROWTH PROJECTIONS & ANALYSIS

VIOLENT and PROPERTY CRIME RATES⁵

Violent Crime Rate / 1000						
	2019	2020	2021	2022	2023	5-yr avg
State-wide	4.21	4.56	4.49	4.35	4.06	4.34
Crowley	2.31	2.56	2.43	2.52	2.26	2.42
Benbrook	1.62	1.68	1.99	2.21	2.42	1.98
Cleburne	3.32	3.40	4.76	2.01	2.57	3.21
Forest Hill	2.78	3.51	5.64	3.60	1.91	3.49
Joshua	0.74	2.89	1.23	2.77	1.35	1.80
Keene	1.53	2.33	1.55	2.67	1.75	1.97
Midlothian	0.68	0.93	1.05	1.14	1.09	0.98
Saginaw	1.85	2.12	2.58	2.37	1.91	2.17
Venus	1.14	2.83	1.63	1.18	2.52	1.86
Watauga	1.64	1.48	2.10	1.78	1.61	1.72

Bolding indicates municipalities within 15 miles of Fort Worth

Property Crime Rate / 1000						
	2019	2020	2021	2022	2023	5-yr avg
State-wide	23.89	22.63	21.52	23.04	22.29	22.67
Crowley	25.45	22.72	15.47	15.50	22.63	20.35
Benbrook	15.78	13.40	12.23	11.41	21.24	14.81
Cleburne	18.82	16.75	16.02	11.76	11.19	14.91
Forest Hill	31.86	23.60	19.75	17.84	16.53	21.92
Joshua	6.68	7.42	10.50	8.41	7.64	8.13
Keene	7.02	6.06	9.15	8.90	8.16	7.86
Midlothian	8.60	8.67	10.20	9.93	10.40	9.56
Saginaw	16.82	19.36	14.90	11.89	11.85	14.97
Venus	4.79	7.84	4.73	3.85	5.31	5.30
Watauga	15.63	13.18	12.49	13.40	13.56	13.65

Bolding indicates municipalities within 15 miles of Fort Worth

KEY TAKEAWAYS

- Crowley’s 5-year average property and violent crime rates are **lower than the state-wide rate**
- Crime is a spatially organized problem; as related to the cities within 15 miles of downtown Fort Worth:
 - Crowley’s 5-year averaged **violent crime rate is on par (2.41 vs 2.36)**
 - Crowley’s 5-year averaged **property crime rate is moderately higher (20.42 vs 17.15)**
 - Compared to cities beyond 15 miles, Crowley has a 5-year averaged **property crime rate that is double (20.42 vs 9.15)**
- Compared to all cities with populations greater than 20k, Crowley’s 5-year average violent and property crime rates are higher (2.41 vs 2.08 and 20.42 vs 14.72, respectively)



*all data normalized on a / 1000 residents given population estimates for the specified period. Higher values indicate more crime events.

⁵CDE

GROWTH PROJECTIONS & ANALYSIS

LAW ENFORCEMENT TOTAL EMPLOYMENT COMPARISONS⁵

Law Enforcement Employees						
	2019	2020	2021	2022	2023	2024
<i>National</i>	3.48	3.49	3.57	3.51	3.51	3.59
<i>State-wide</i>	3.36	3.41	3.36	3.32	3.37	3.67
<i>Crowley</i>	2.43	2.25	2.09	2.01	2.24	2.39
Benbrook	2.09	2.15	2.04	1.78	1.92	2.13
<i>Cleburne</i>	2.07	2.16	2.14	1.89	1.88	1.82
Forest Hill	-	-	-	2.34	1.33	1.1
<i>Joshua</i>	-	1.56	2.02	2.06	1.88	1.77
<i>Keene</i>	1.97	-	1.96	2.36	2.18	2.03
<i>Midlothian</i>	3.18	2.72	2.78	2.62	2.71	3.05
Saginaw	2.01	2.05	1.97	1.92	1.69	1.61
<i>Venus</i>	3.01	2.84	2.91	2.04	2.31	2.31
Watauga	1.82	1.91	1.98	1.61	1.89	2.11

KEY TAKEAWAYS

- Crowley currently employs less law enforcement personnel per 1000 people as compared to nation or state-wide rates
- **As compared to all cities, Crowley has a slightly higher law enforcement employment rate (2.39 vs 2.03)**
- Considering proximity to Fort Worth and 2024 employment rates:
 - Crowley employs law enforcement at a higher rate as compared to the average of the 5 cities within 15 miles (2.39 vs 1.86)
- Considering cities with a population greater than 20,000 residents and 2024 employment rates:
 - Crowley employs law enforcement at a slightly higher rate as compared to those 6 cities (2.39 vs 2.19)

*all data normalized on a / 1000 residents given population estimates for the specified period.

⁵CDE

GROWTH PROJECTIONS & ANALYSIS

PROJECTING LEVEL OF SERVICE

Law Enforcement Employees, Crowley					
	2025	2035	2050	2050	Notes for Enhanced LOS
Context	Baseline	10-yr Projection	Maintain LOS	Enhanced LOS	
LOS	2.54	2.80	2.79	3.10	
Population	20,480	32,514	42,617		
# Employees (Crowley PD data)	52	91			
# Employees (Calculated)	-	-	119	132	Includes 13 allocated positions below
Operations Bureau					
#	27	43	57	63	+1 Patrol (1x SGT, 1x CPL, 4x Officer)
LOS	1.32	1.32	1.34	1.48	
Administrative Bureau					
#	6	12	16	18	+2 investigative / community roles
LOS	.29	.37	.38	.42	
Support Services, without Dispatch					
#	6	15	20	22	+2 Support Services role
LOS	.29	.46	.47	.49	
Dispatch – by # Consoles					
#	3	4	5	6	+1 console (4x lead / operator)
LOS	.15	.12	.12	.14	
Department Leadership	2	3	3	3	No change
Additional / Unallocated Staff	-	-	3	3	No change

KEY TAKEAWAYS

- Crowley’s forecasted population growth – from 21.5k to 42.6k over the next 25 years – will have a significant impact on the size of the police force if the same population-based LOS is maintained. Patrol / Operations, Criminal Investigations, Support Services and Dispatch should each consider implications around this and what it would mean to more than double in size.

*all LOS calculations are normalized on a / 1000 resident basis given population estimates for the given year. A higher value indicates an improved (higher) level of service.



GROWTH PROJECTIONS & ANALYSIS

ADDITIONAL DISPATCH CENTER ANALYSIS and LOS ASSESSMENT

Dispatch Engagements Volume								
	2019	2020	2021	2022	2023	2024	2050 Low Estimate	2050 High Estimate
<i>Calls</i>	22,749	20,020	23,087	25,098	25,643	23,601	-	-
<i>Texts</i>	-	12	37	20	41	43	-	-
Total	22,749	20,032	23,124	25,118	25,684	23,644	51,063	54,379
<i># Consoles</i>	2	2	2	2	2	3	5	5
<i>Engagements / Console</i>	11,375	10,016	11,562	12,559	12,842	7,881	10,212	10,876
Average # Engagements, all years	23,392						-	-
Average # Engagements, 2020-2022 excluded	24,026						-	-
Average # Engagements per Console	11,039						-	-
# Engagements per Capita	1.38	1.11	1.20	1.29	1.29	1.15	1.2	1.28

KEY TAKEAWAYS

- The “typical” resident will generate 1.24 engagements with the emergency dispatch center. If COVID-19 impacted years (2020 – 2022) are removed, then the “typical” resident generates 1.28 engagements. If only COVID-19 impacted years are referenced, the “typical” resident could be expected to generate 1.2 engagements. These figures are not remarkably different or distinct. **Using 1.2 and 1.28 as low / high estimate factors for a forecasted population of 42,617 in 2050, between 51,603 and 54,379 engagements could be generated.**
- Given that forecast, and to maintain a similar level of service based upon the average number of engagements per console, **two additional consoles will be required in 2050. This work-load based LOS mirrors and supports / is support by the previous population-driven LOS calculations.**

GROWTH PROJECTIONS & ANALYSIS

RECOMMENDATIONS

To maintain the same staff-to-population level of service in 2050, given NCTCOG population projections, the Crowley Police Department will need to consider increasing its Operations Bureau by 30, Administrative Bureau by 11, Support Service roles (minus dispatch) by 13, and dispatch consoles by 2 from the 2025 baseline. Such an increase of personnel and operations will have significant impact on department administrative requirements beyond what is represented in the 10-year-organizational chart and may induce additional staffing requirements in terms of service and operational support staffing.

Three positions – not allocated for in projections for any one bureau – are added to the overall projection to account for such unknown demands or future reorganizations. To maintain the current level of service, Crowley Police Department will need to expand to 119 employees and officers. The proposed enhanced LOS will drive the department total upwards, to 132 employees and officers.

Considering both population and distance to Fort Worth, Crowley has higher police staffing levels and higher crime rates. Crowley has a lower police staffing ratio than both the national and state-wide rates. To improve the level of service provided to the community, Crowley may need to increase staffing beyond just maintaining the current level of service; the Enhanced Staff-to-Population staffing numbers shown below will shift Crowley to be more in line with larger cities, like Midlothian, while not exceeding state-wide rates.

As the city's population grows through increased development, the Police Department will need additional staffing to meet the community's safety priorities outlined in *Crowley 2045*. These figures should factor into the redesign and space planning of any facility.

ADDITIONAL 2050 STAFFING — MAINTAIN CURRENT STAFF-TO-POPULATION RATIOS

- +30 operations, patrol, and traffic officers
- +11 administrative officers or detectives
- +2 dispatch consoles
- +13 Support Service staff (non-dispatch)
- +3 department-wide admin roles

ADDITIONAL 2050 STAFFING — ENHANCED STAFF-TO-POPULATION RATIOS

- +36 operations, patrol, and traffic officers
- +13 administrative officers or detectives
- +3 dispatch consoles
- +14 Support Service staff (non-dispatch)
- +3 department-wide admin roles

GROWTH PROJECTIONS & ANALYSIS

CURRENT POSITIONS and 25-YEAR PATHWAY*

	Current	2035	2050M	2050E
Department Leadership	2	3	3	3
Chief of Police	1	1	1	1
Assistant Chief of Police	0	1	1	1
Senior Administrative Asst	1	1	1	1

	Current	2035	2050M	2050E
Operations Bureau	27	43	57	63
Captain	0	1	1	1
Lieutenant	1	2	2	2
Patrol Sergeant	4	4	6	7
Patrol Corporal	4	4	6	7
Patrol Officer	16	28	36	40
Traffic Unit	2	4	6	6

	Current	2035	2050M	2050E
Administrative Bureau	6	12	16	18
Administrative Captain	0	1	1	1
Administrative Lieutenant	1	0	1	1
Administrative Sergeant	0	1	1	1
Community Liaison	1	2	3	4
Corporal	1	1	1	1
Detectives	2	6	7	8
CID Clerk	0	1	2	2

	Current	2035	2050M	2050E
Support Services	17	33	43	48
Support Services Mgr	1	1	1	1
Dispatch Spv	1	1	1	1
Dispatch Leads	0	4	5	6
Dispatchers	10	12	15	18
Quality Assurance	0	1	1	1
Records Spv	0	1	1	1
Division Records Clerk	2	2	2	3
Code Enforcement	1	3	4	4
Property Tech	1	3	4	4
Administrative Asst	1	1	1	1
Information Tech	0	1	1	1
Crime Analyst	0	1	2	2
Victim Assistance	0	1	1	1
PIO / Social Media	0	1	1	1
Add'l Admin (non-aligned)*	-	-	3	3

	Current	2035	2050M	2050E
Department Total	52	91	119	132

*The Individual position allocations represented here is an example of a potential staffing solutions used to assist facility space models. While bureau and department-wide analysis accurately reflects LOS standards, the positional projections are not intended to predict department composition. Such examples are the 3 "Additional Admin" positions, or an additional Division Records Clerk. This analysis **cannot** possibly know positions that may exist in the future or may be necessary, but can infer some internal and external requirements for a growing organization



RECOMMENDATIONS

NARRATIVE

Upon review of the existing facilities, evaluation of the current staff size and operations, and analysis of level of service in relation to local and national metrics, the existing facilities are considered deficient in both size and functionality to properly serve the operations of the City of Crowley’s Police Department. Assessment of program requirements suggest the existing building is deficient by approximately 7,000 square feet, and the site is deficient of secured covered parking spaces.

Assuming the current level of service is maintained, the existing jail is appropriately sized for current and future growth. Considering this, in conjunction with the premium cost associated with remodel of the hardened jail facility, relocation or significant remodel of the jail facility does not seem necessary.

Based on this assessment, GSBS proposes two options to address the deficiencies of the existing facilities:

OPTION 01

Department Leadership and the Administrative Bureau departments will be reconfigured in the existing building to consolidate departments and increase space efficiency. Dispatch will be relocated and increased in size. Construction phasing will be required to allow the current dispatch to remain operational until the new dispatch is complete to create a seamless transition of operations. A small addition on the north end of the building will allow for increased functional control of the public lobby space and will serve to create a secure buffer between IT and the exterior of the building.

Building expansion to the east will house locker rooms, restrooms, exercise room, and the Patrol department, which will have direct access to the secure yard. Relocation of these functions will allow existing space to be reconfigured to accommodate the larger dispatch, right-sized training room, and larger evidence storage. However, the location of the jail and sally port in the existing building creates a physical separation of Patrol from the rest of the department. While this disconnect is not ideal, it is a compromise for allowing the secure sally port to remain, saving construction time and cost.

Site modifications will include addition of a secure fence to convert the 45 non-secured parking spaces on the south side of the property to secure parking. Approximately 14 additional secure parking spaces will also be added to the area just south of the existing fire station. All secure parking spaces will be covered to keep fleet and personal staff vehicles protected from the elements, and to allow for sheltered maintenance of fleet vehicles.

Based on recent experience, market conditions, and construction costs for projects of similar scale and scope, GSBS anticipates a Rough Order of Magnitude (ROM) construction cost of approximately \$6,000,000 to \$7,000,000 for Option 1.

OPTION 02

This solution is the same as Option 1, however considers relocation of the sally port further north. Shifting the sally port north allows it to remain connected to the jail to maintain the functional security required while simultaneously allowing direct internal connection from the Patrol function to the rest of the department.

This option serves to provide greater functional efficiency for the department staff, but comes at a cost of additional construction time and cost for demolition and rebuild of the sally port. Vehicular access to the sally port will also be required through the fire department site.

Based on recent experience, market conditions, and construction costs for projects of similar scale and scope, GSBS anticipates a Rough Order of Magnitude (ROM) construction cost of approximately \$6,500,000 to \$7,500,000 for Option 2.

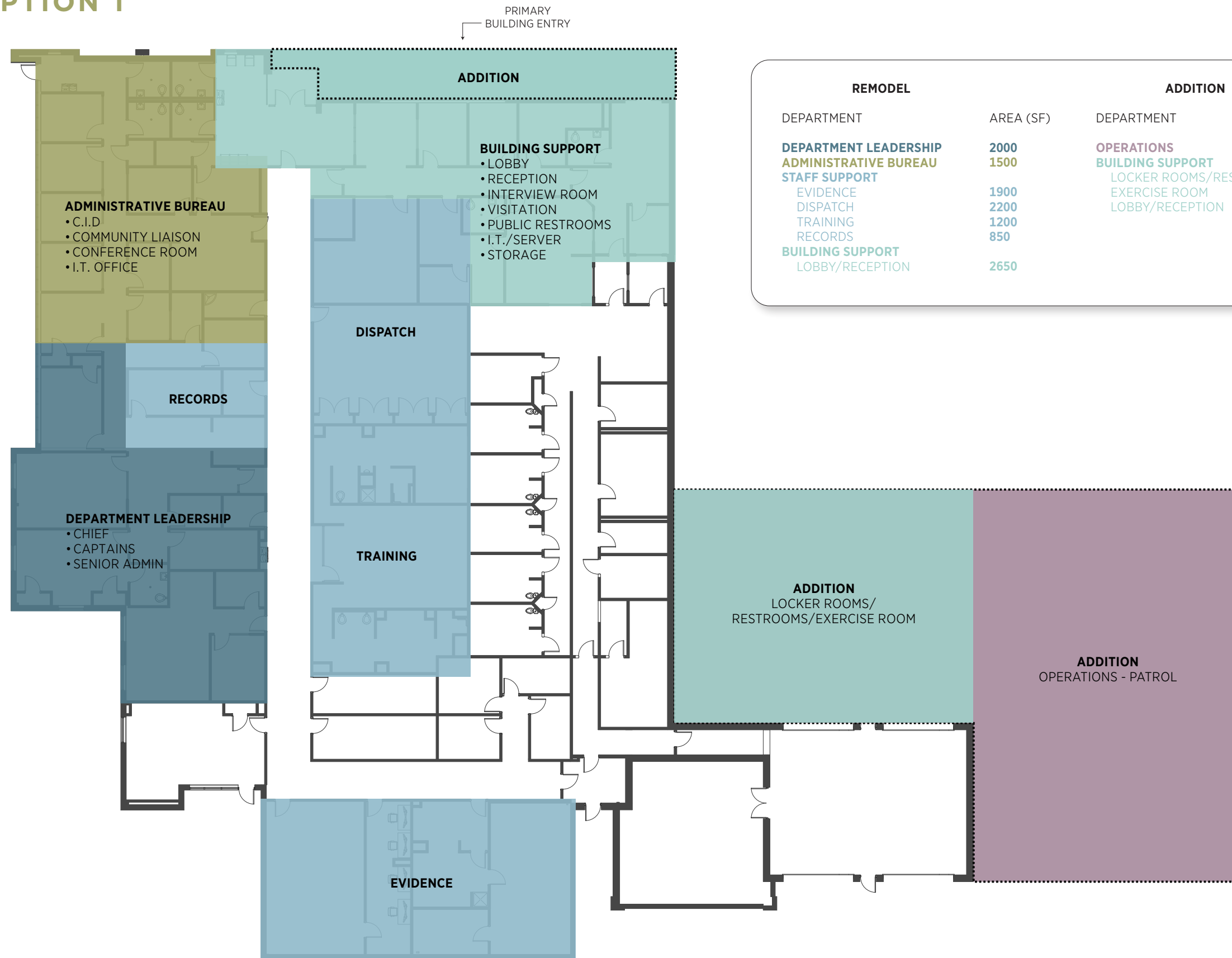
Based on anticipated growth projections for the City of Crowley, GSBS advises that modifications to the existing facilities be considered a remedy to address only the immediate needs of the Police department. GSBS also advises that the City of Crowley begin strategically planning for an alternate and more long-term solution for future Police facilities.



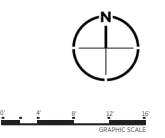
Murray City Hall & Police Headquarters, Murray Utah

RECOMMENDATIONS

BUILDING | OPTION 1

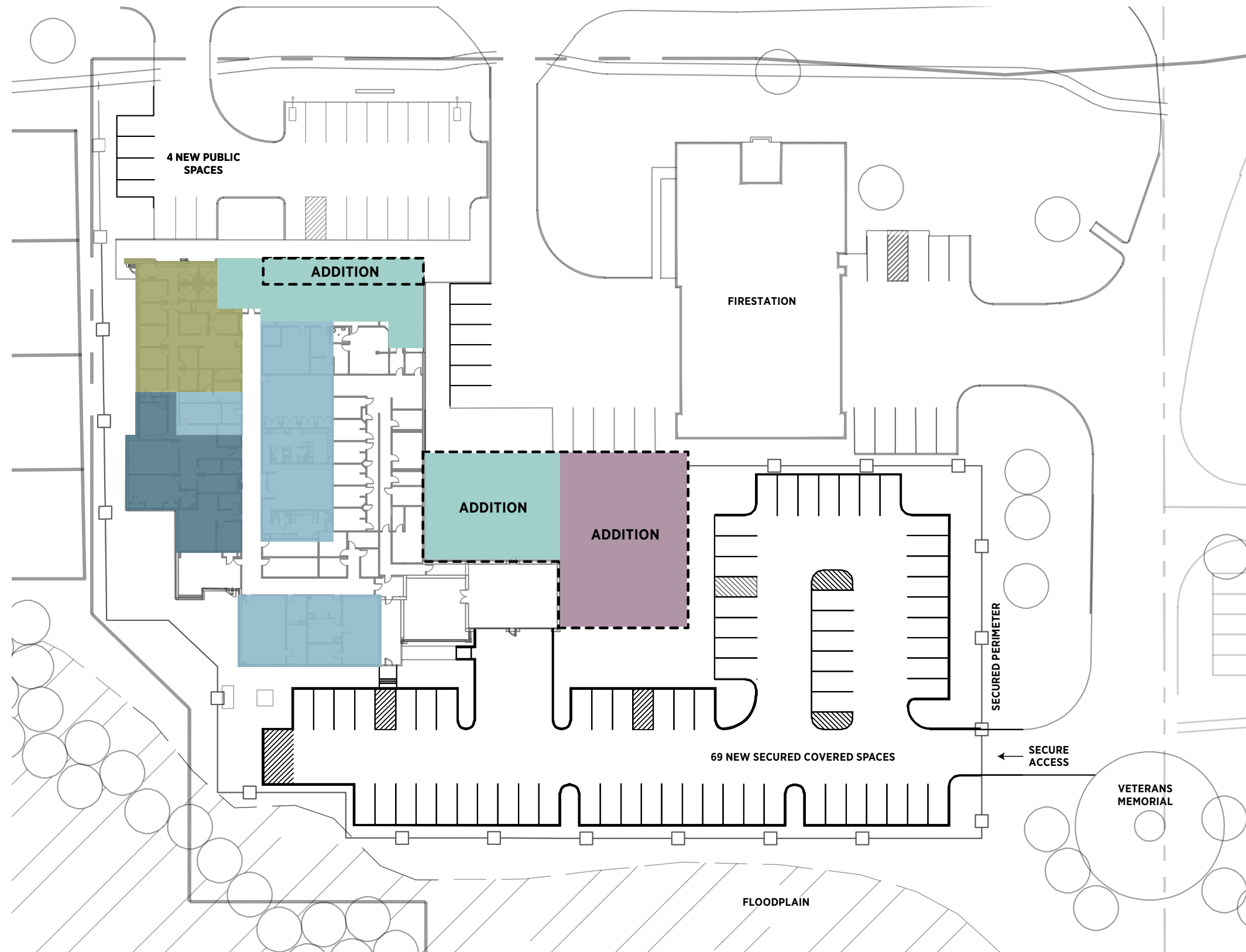


REMODEL		ADDITION	
DEPARTMENT	AREA (SF)	DEPARTMENT	AREA (SF)
DEPARTMENT LEADERSHIP	2000	OPERATIONS	3900
ADMINISTRATIVE BUREAU	1500	BUILDING SUPPORT	
STAFF SUPPORT		LOCKER ROOMS/RESTROOMS	1700
EVIDENCE	1900	EXERCISE ROOM	670
DISPATCH	2200	LOBBY/RECEPTION	750
TRAINING	1200		
RECORDS	850		
BUILDING SUPPORT			
LOBBY/RECEPTION	2650		

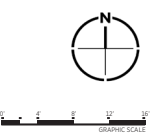


RECOMMENDATIONS

SITE | OPTION 1

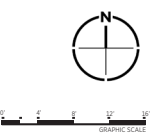
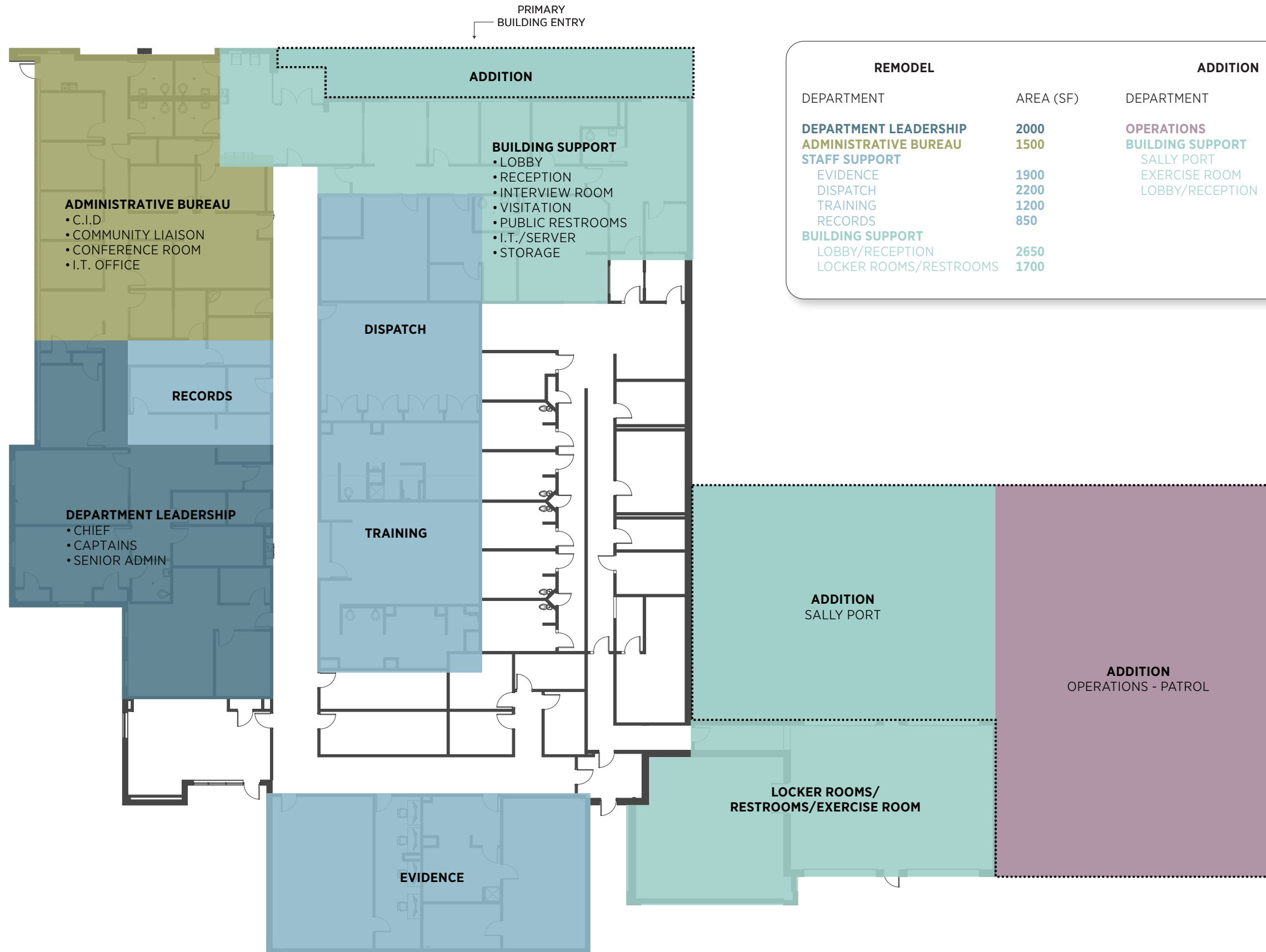


	EXISTING		ADDITION	
	NON SECURED	SECURED	NON SECURED	SECURED
PUBLIC	20	0	24	0
STAFF	25	0	0	34
FLEET	20	10	0	35
TOTAL	65	10	24	69



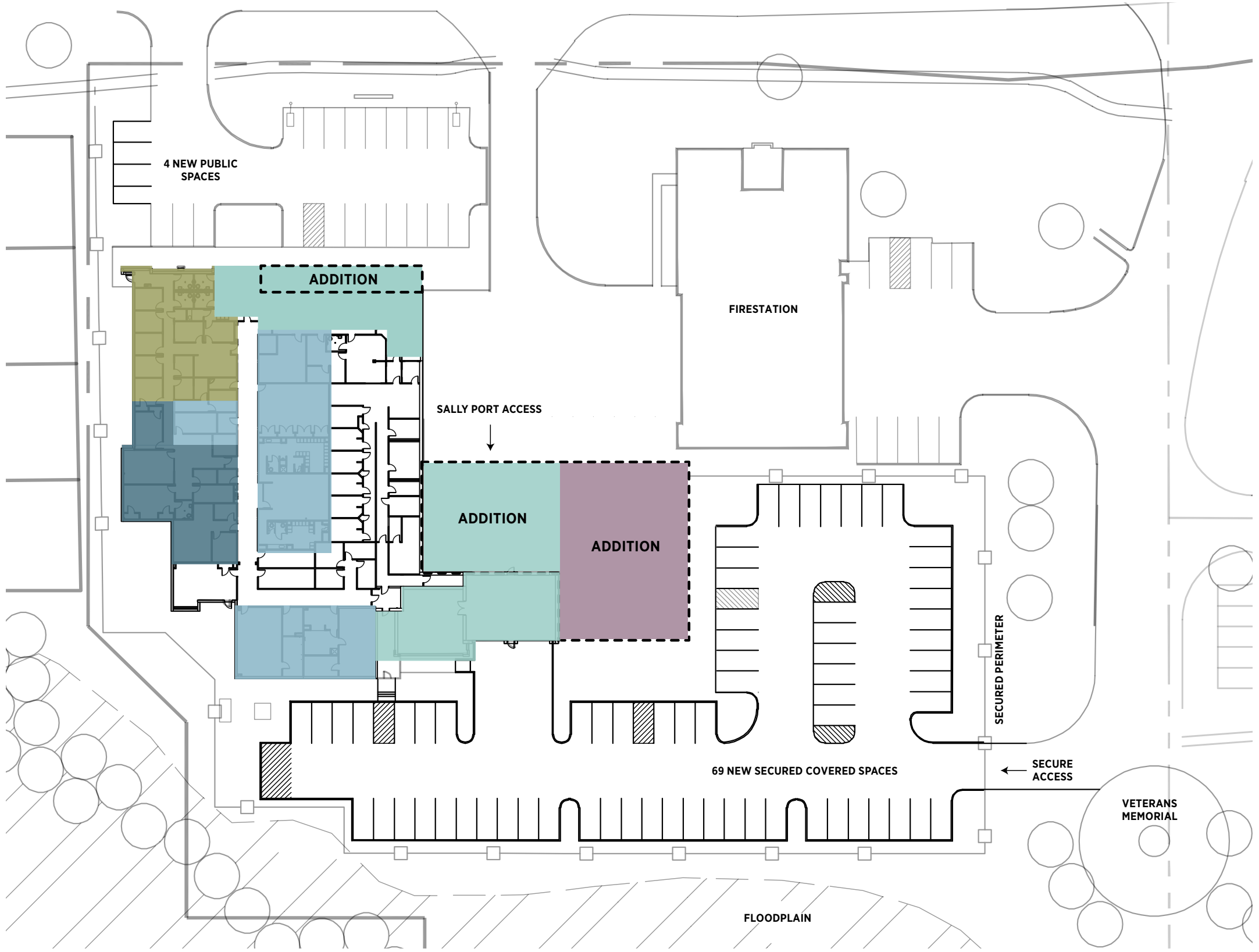
RECOMMENDATIONS

BUILDING | OPTION 2



RECOMMENDATIONS

SITE | OPTION 2



	EXISTING		ADDITION	
	NON SECURED	SECURED	NON SECURED	SECURED
PUBLIC	20	0	24	0
STAFF	25	0	0	34
FLEET	20	10	0	35
TOTAL	65	10	24	69*

* PARKING SPACES ALLOCATED TO FIRE SERVICES REMOVED FOR SALLY PORT ACCESS

