

City of Vancouver



Police Department Business Plan 2005-2006

Vancouver Police Department
Business Plan 2005-2006



Index

Part I: Introduction

Chief's Message	1
Welcome	2
Organizational Structure	2
Budget	4
Efficiencies	5
Goals	6
Growth.....	6

Part II: Department Functions

Office of the Chief	7
Administrative Division	10
Patrol Division	14
Special Operations Division	20
Investigations Division	27

Part III: Other Issues

Facilities	32
-------------------------	-----------

Part IV: Reference Materials

Tables & Charts.....	34
---------------------------------	-----------

Cover Photo: Officer Todd Schwartz with new Vancouver Police Canine Kenai, one of two dogs purchased in 2005 through a grant from the SWIFT Foundation. Generous donations from the community allowed us to purchase a total of four dogs for our Canine program. See page 22 for more information on Vancouver Police Canine Teams.

Vancouver Police Department Business Plan 2005-2006



Chief's Message

This Business Plan gives you an inside look at how the Vancouver Police Department operates. It describes our strengths, opportunities, challenges, efficiencies, and needs as we serve the City of Vancouver. We look forward to 2005-2006 as a great opportunity to continue improving service to our community. We started 2004 with all law enforcement positions filled for the first time since 1998, and will be filling 15 new police officer positions over the next two years. Assistant Chief Mitch Barker oversees our five-division structure with two-precinct patrol deployment.

With these structure changes in place and some resource hurdles cleared, we still face many challenges, including tough economic times ahead. We have implemented a number of efficiency measures and will continue to advocate for a budget to support the increased need for law enforcement services. With the type of community support we have, I am confident that our city will continue to fund the level of public safety services that our citizens expect. Community Oriented Policing is not a program, it is a way of doing business - and our community has shown us tremendous support over the last year.

In 2004, I was overwhelmed by the many ways in which our community members stepped up to support us. When our last police dog Captain died unexpectedly in September, our community members sent in money to purchase not just one dog, but four dogs - and equipment. We set up a Public Safety Fund through the Community Foundation of Southwest Washington to raise money for needed but unfunded police equipment and services, and we're starting a Friends of Mounted Patrol group for people who want to support police horse activities. We also have a number of committed volunteers who dedicate time every day to improve our department and our community. From data entry to mail delivery to child safety projects, every job is important and every volunteer is deeply appreciated!

Community support is also blossoming for the Vancouver Police Activities League, a separate nonprofit organization that works to improve the lives of at-risk youth, through large donations from Vancouver businesses Nautilus and Investment Management Development. These donations and partnerships with those corporations and their Police Activities League employees will allow us to create and expand programs to provide positive alternatives for youth in our community. In 2004, volunteers worked with over 500 local children to develop mentoring relationships through positive sports and academic programs.

Finally, I am excited to report that we are finally building a permanent facility in the heart of our city's east side. City-owned property at SE 155th Avenue and Mill Plain Boulevard will soon be the home of the Vancouver Police East Precinct and a new neighborhood park. This project is a symbol of our connection to the community, and the innovative partnership with Vancouver Parks Department reflects our shared commitment to youth development and community involvement. The building of a permanent precinct is a good business decision that will allow us to serve our citizens more effectively and efficiently.

We have many goals to accomplish throughout 2005-2006. I am confident that our command team and personnel are doing their best to provide the quality law enforcement services our community needs. Integrity, courage, compassion, commitment, and pride are our guiding principles, and will be our measures for success. This Business Plan is our road map for serving this community today and in the future.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Martinek".

Brian J. Martinek, Chief of Police

**Vancouver Police Department
Business Plan 2005-2006**



**Welcome to the
Vancouver Police Department**

Our Vision

We are a professional, progressive, and innovative law enforcement agency. We take pride in our role as an integral part of our community. We strive to be a full service organization that incorporates diverse values and beliefs to be fair, equitable, and responsible for providing quality law enforcement services to our public. Our employees are leaders in problem solving and crime prevention in our community, our agency and throughout the law enforcement profession.

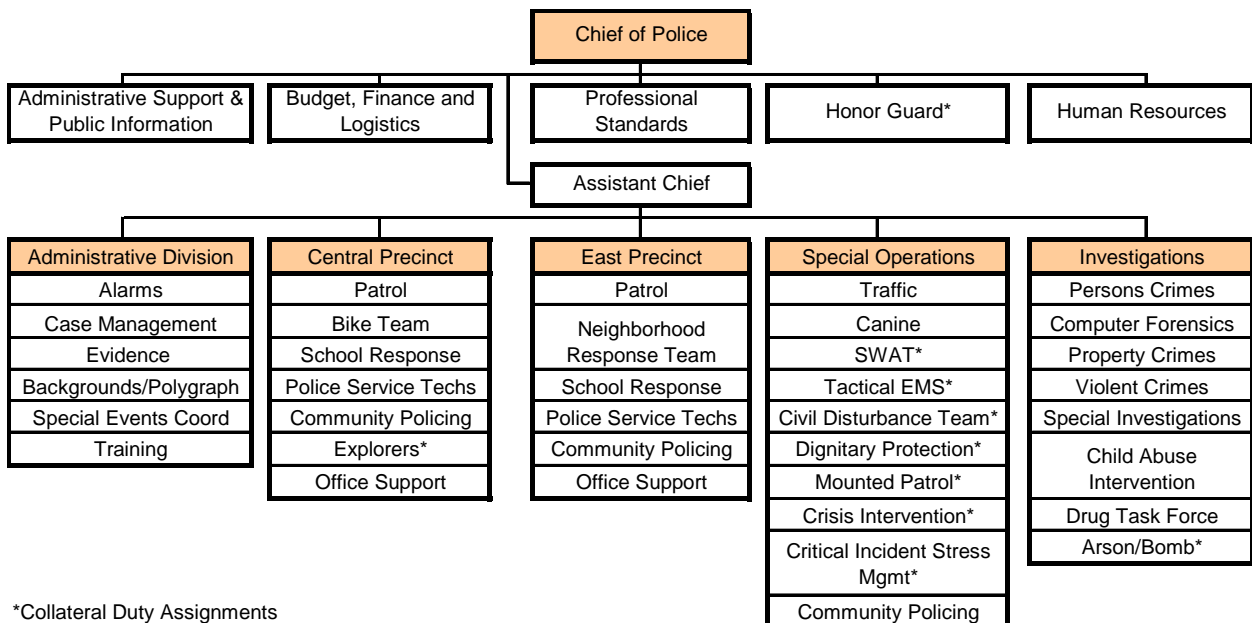
Our Mission

We work in partnership with the community to protect life and property. We enhance the quality of life in our city through proactive problem solving, fair and equitable law enforcement, and effective use of our resources. We serve the city of Vancouver with courage, strength, integrity, compassion, and pride.

Our Values

- Open, honest, and direct communication throughout the agency.
- Accountable to the public we serve.
- Responsive to our community's priorities and needs.
- Maintain self-discipline and credibility through honest, moral and ethical behavior.
- Respect, professionalism, and open mindedness directed towards every person we contact.
- Commitment to teamwork and cooperation among department members and the community.

Our Structure



*Collateral Duty Assignments

**Vancouver Police Department
Business Plan 2005-2006**

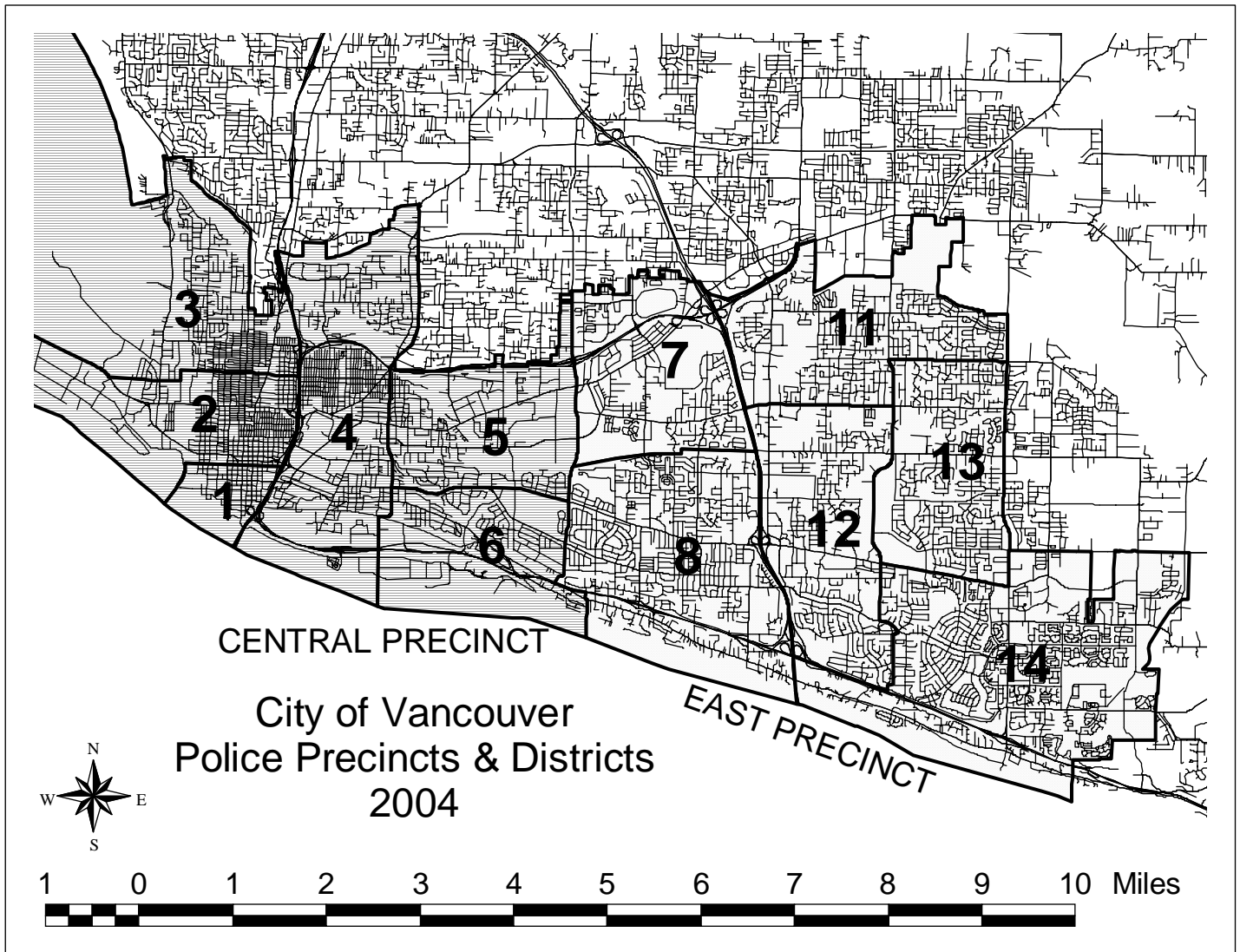


Our Community

As of January 2005, the Vancouver Police Department has 183 commissioned police officers and 33 civilians to serve the 152,900 citizens of Vancouver. Our jurisdiction includes 44.7 square miles, geographically organized into two precincts and twelve patrol districts. The dividing line between Central and East Precincts is Andresen Road, which turns into 72nd Avenue as it heads north.

A shift in deployment patterns was implemented in April 2003, following a needs assessment and resource allocation study. As our city grows and changes, we will continue to analyze calls for service by area to ensure our district boundaries make sense and help us to serve the public effectively while making the best use of patrol resources.

**City of Vancouver
Police Precinct and District Map**



**Vancouver Police Department
Business Plan 2005-2006**



2005 Budget

Administrative Budget	Budget	% Total
Training	\$ 650,955	2.50%
Administration	\$ 2,159,935	8.29%
Budget and Finance	\$ 233,666	0.90%
Logistics	\$ 1,777,728	6.83%
Fleet	\$ 1,460,971	5.61%
Alarms	\$ 112,959	0.43%
Human Resources	\$ 376,357	1.45%
Professional Standards Unit	\$ 227,665	0.87%
Evidence	\$ 282,678	1.09%
Honor Guard	\$ 3,552	0.01%
Law Enforcement Records Contract	\$ 1,270,850	4.88%
Clark Regional Emergency Services Contract	\$ 1,500,000	5.76%
	\$ 10,057,316	38.62%
Patrol Budget		
Assistant Chief	\$ 126,363	0.49%
Patrol	\$ 10,516,115	40.38%
School Response Team	\$ 190,763	0.73%
Police Service Technicians	\$ 379,043	1.46%
Crime Prevention-Safety Education	\$ 148,500	0.57%
	\$ 11,360,784	43.63%
Special Operations Budget		
Special Operations Budget	\$ 278,826	1.07%
Traffic	\$ 1,180,662	4.53%
Canine	\$ 172,089	0.66%
Special Weapons and Tactics	\$ 64,139	0.25%
Mounted Patrol	\$ 10,690	0.04%
	\$ 1,706,406	6.55%
Investigations Budget		
Detectives	\$ 1,775,028	6.82%
Child Abuse Investigations	\$ 347,820	1.34%
Violent Crimes Unit	\$ 357,500	1.37%
Narcotics Investigations	\$ 258,992	0.99%
Arson Investigations	\$ 3,416	0.01%
Special Investigations Unit	\$ 172,870	0.66%
	\$ 2,915,626	11.20%
Total Police Department Budget	\$ 26,040,132	100.00%

Vancouver Police Department Business Plan 2005-2006



Organizational Efficiencies

The Vancouver Police Department identified a number of challenges during the 2002 Business Planning process. Since that time, we have made many organizational changes to use our resources even more effectively.

In 2003, we reorganized the department and reassigned personnel to more efficiently meet the needs of the community through:

1. Maximizing use of command team structure by transitioning from two deputy chiefs and four commanders to one assistant chief and five commanders;
2. Restructuring patrol response from three precinct to two precinct deployment;
3. Assigning personnel to specialty units, including Training, Traffic, Investigations, and Case Management, to allow patrol officers to focus on patrol activities and reduce overtime expenditures.
4. False Alarm ordinance changes in 2002 nearly doubled program revenue in 2003.
5. Enhanced overtime tracking has provided data for Command to make informed decisions regarding collateral duties, extra duty assignments, and policies. Overtime expenditures were reduced in 2003 and 2004.
6. When directed by City Council to find supplemental revenue to support unbudgeted department needs, staff secured approximately \$2 million in grant funding for police operations, special programs, and community partners with cash awards for personnel, overtime pay, equipment, training, computer software, and outreach materials.

2004 organizational efficiencies included the following:

1. **New Resources.** After authorizing six new police officer positions and four new support staff positions in 2003, City Council approved funding for fifteen new officer positions in 2005-2006, with expenses partially offset by \$1.125 million in federal grant funding.
2. **Improved Customer Service.** The Traffic Hotline is an easy way for citizens to report traffic concerns, and each call is sent to the Traffic Unit for follow-up. Police Service Technicians are preparing for field duties, which will free up officers to respond to emergency calls and allow more uninterrupted time for officers to engage in proactive and problem solving activities. Police Service Technicians are working until 8:00 pm at our precinct offices to respond to citizen questions, concerns, and non-emergency matters during these high-volume call times.
3. **New Partnerships.** Investigations and Special Operations staff moved to the Ahlsten Building at the Washington State School for the Blind campus. Training staff are located at the Washington State Department of Transportation Campus at 4100 Main Street in Vancouver.
4. **New Technologies.** We are testing an Internet Reporting feature that will allow citizens to report certain types of non-emergency incidents on the internet. We expect Internet Reporting will reduce patrol workload and be more convenient for citizens. Additionally, we have purchased alarm program software that will reduce staff time for data entry, billing, and maintenance procedures.

Vancouver Police Department Business Plan 2005-2006



2005-2006 Department Goals

We are facing a number of challenges in providing essential police services for our community. We are actively developing solutions to address these challenges, and our 2005-2006 goals include the following:

- Revise performance evaluation system
- Implement new patrol deployment plan
- Break ground on our new East Precinct building
- Finalize corporal structure program
- Provide inservice training for Sergeants
- Design and implement a rotation policy
- Re-establish police canine program by purchasing dogs and training dogs and handlers
- Purchase, equip, and outfit a new command vehicle
- Hire new officer positions
- Establish a functioning reserve officer program
- Expand volunteer program
- Explore evidence facility solutions
- Implement night lieutenant program

Growth Issues

Population growth in the City of Vancouver in recent years has affected all areas of police operations, and we expect continued population growth will result in increased crime, more calls for police assistance, increased officer workload, and slower responses to emergency calls.

Specific areas of concern include the following:

1. Homeland Security is a primary concern at all levels of government as we try to maximize limited resources to guard against terrorism and other specific threats to the safety of our community. Investigative resources and collaborative partnerships with other law enforcement organizations are being cultivated to uncover and prevent potential threats.
2. Increasing drug abuse, gang activity, and organized crime require special kinds of police resources, including investigative resources, targeted enforcement strategies, and mitigation techniques.

We are already planning for future public safety needs. The City of Vancouver is expected to grow in two different ways:

- ✓ **Population Growth through Increasing Density.** Washington State and Clark County Long Range Planners conservatively anticipate 1.5% population density growth per year over the next 20 years.
- ✓ **Population Growth through Land Annexation.** Clark County and City of Vancouver Long Range Planning Departments anticipate that over the next 20 years the City of Vancouver will annex significant pieces of land within the City's Urban Growth Boundary. A growth plan, including the specific areas to be annexed and a timeline for proceeding, is currently being developed. Because these proposed annexations are expected to more than double our existing service area, we are planning for the police facilities, equipment, and staff that will be needed to serve this population. A Vancouver Police project team is working with Long Range Planning staff to plan for the future public safety needs of our community.

Vancouver Police Department
Business Plan 2005-2006



Part II: Department Functions

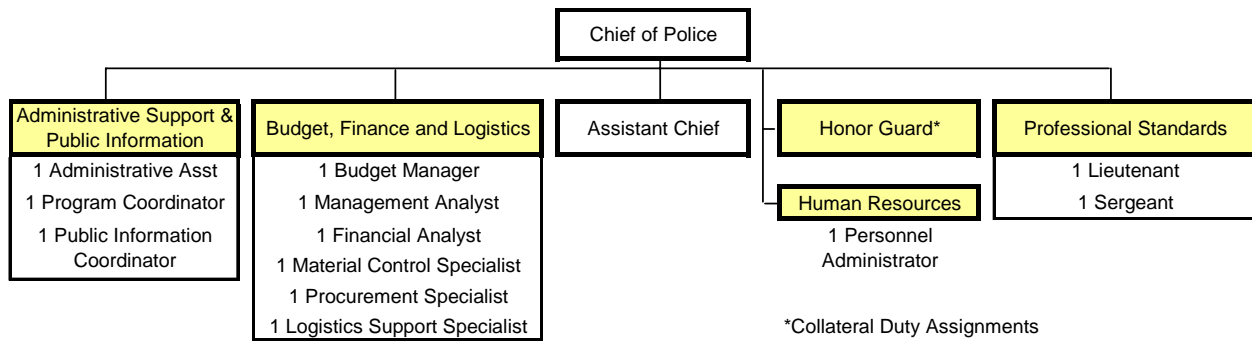
Office of the Chief

Description

The Office of the Chief provides leadership and support for police department functions and personnel. The following units or functions report directly to the Office of the Chief:

1. Administrative Support and Public Information
2. Budget, Finance & Logistics
3. Honor Guard
4. Human Resources
5. Professional Services Unit

Structure



Vancouver Police Department Business Plan 2005-2006



1. Administrative Support and Public Information

One administrative assistant and one program coordinator provide administrative support for the Chief, Assistant Chief, the Professional Services Unit, and other command staff members. Responsibilities include correspondence, transcription, responding to requests for public information, records retention, planning and coordinating award ceremonies, handling confidential and sensitive information, coordinating and scheduling meetings, and other duties as assigned.

In 2004, a new public information and outreach plan was designed to enhance our communications with the media and citizens. A civilian community relations specialist now acts as our public information coordinator and works with sworn personnel and the media to ensure that our message is delivered as effectively as possible. Command staff, supervisors, and on-duty media-trained officers are still responsible for most routine media-related matters, with the support of the civilian coordinator.

2. Budget, Finance & Logistics

A budget manager and five civilian employees manage the department's \$26 million annual budget and all police facilities, vehicles, equipment, and supplies. Major responsibilities include budget preparation and monitoring; financial planning and analysis; contract management; purchases and billing; payroll and overtime analysis; fleet management; equipment purchase, inventory, and repair; grant applications and compliance; and facilities issues.

Tight budgets mean we are also exploring ways to meet increasing needs with fewer resources. 2004 was a busy year and accomplishments included the following:

- Researching new technology, products, and vendors to locate cost-effective products and solutions.
- Reviewing major contracts and agreements to make sure we receive the services we need and pay for, and receive fair compensation for services we provide. This is complex, time-consuming work with significant potential for savings.
- Auditing processes and systems to ensure compliance with department, city, state, and federal policies and requirements.
- Tracking, analyzing, and reporting financial data. We are already seeing reductions in overtime expenditures through our increased ability to identify and manage trends.
- Researching grant opportunities, submitting proposals, and ensuring compliance.

Additionally, major 2004 facilities projects included remodeling 10,000 square feet at the Washington State School for the Blind to house the Investigations and Special Operations Divisions; coordinating a lease and moving the Training Unit to the Department of Transportation Campus at 4100 Main Street; planning the new East Precinct Facility; enhancing police building security by re-keying all police facilities; and enhancing Evidence Facility security.

Two logistics volunteers are essential for unit operations and donate 12-15 hours each week to order and issue supplies, log inventory, update and maintain files, enter data, and a variety of other tasks. Volunteers also conduct two mail runs each weekday to each of our major police work locations across the city.

In 2005, the budget manager and staff will continue exploring ways to use budgeted dollars even more efficiently, including auditing contracts and reviewing policies, researching new products and vendors, finding new opportunities to recover revenue, and seeking supplemental funding through grants and donations.

**Vancouver Police Department
Business Plan 2005-2006**



3. Honor Guard

One sergeant and six officers participate in the Vancouver Police Department Honor Guard, which was established in 1997 and represents Vancouver Police and the City at official functions throughout the region. One of the primary duties of the Honor Guard is the presentation of the colors at city and community functions. Other events include attendance at funerals for police officers, ceremonial functions at holiday events, parades, sporting events, and hiring or retirement ceremonies. Honor Guard members participate in functions as a collateral duty.

Honor Guard Activity

	2001	2002	2003	2004
VPD Events	NA	4	2	5
Local Events	NA	15	5	12
Regional Events	NA	5	2	3
Sporting Events	NA	4	5	1
Total Events	15	28	14	21
Hours Training	NA	NA	105	60
Hours Deployed	NA	NA	57	49

4. Human Resources

A civilian personnel administrator coordinates many of the department's human resources needs, including collective bargaining, recruitment and selection processes, civil service promotional exams, and policy and procedure development. We are expanding recruitment for volunteer and intern positions.

5. Professional Standards Unit

One lieutenant and one sergeant investigate cases involving police personnel that range from minor inquiries to major allegations of misconduct. Precinct level investigations include vehicle pursuits, collisions, minor inquiries, and use of force incidents. The Professional Standards Unit collects and analyzes case data so findings can be used to assess training needs and determine department policy. PSU is currently analyzing vehicle pursuits and is tracking use of force incidents that took place in 2004.

Investigation Summary

	2000	2001	2002	2003	2004
Major Allegations	22	16	26	16	15
Minor Inquiries	2	9	12	21	12
Pursuits	22	25	29	25	25
Collisions	26	12	18	16	27
Total	72	62	85	78	79

**Vancouver Police Department
Business Plan 2005-2006**



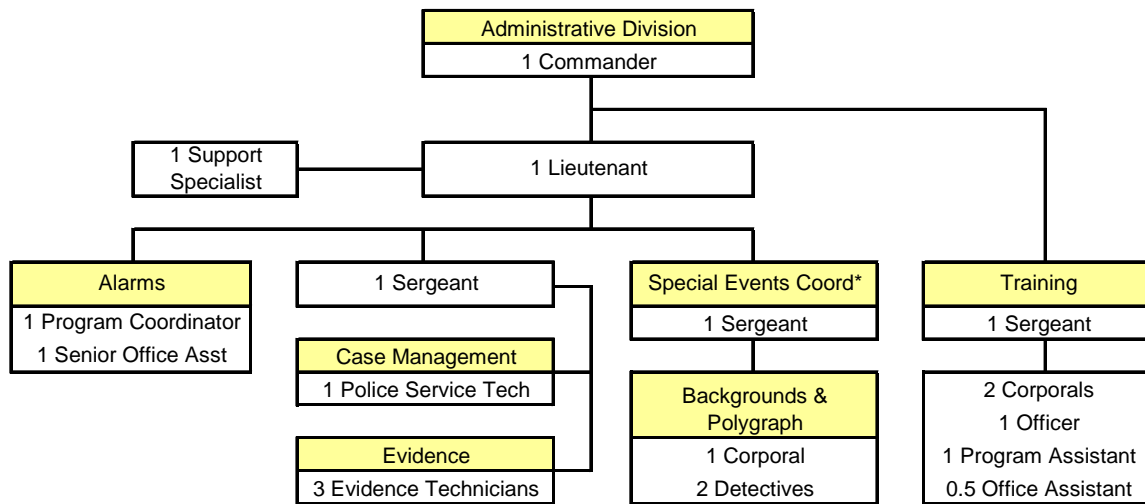
Administrative Division

Description

The Administrative Division is comprised of commissioned officers, civilians, and volunteers who provide administrative and support services for the entire department. The Administrative Division Commander reports to the Office of the Chief and is responsible for the following units and activities:

1. Alarms
2. Case Management
3. Evidence
4. Backgrounds and Polygraph
5. Special Events Coordination
6. Training
7. Reserve Officer Program

Structure



Vancouver Police Department Business Plan 2005-2006



1. Alarms

The Alarm Unit administers a false alarm reduction program established by the City of Vancouver's Alarm Ordinance. Two civilian staff are responsible for registering private security alarm users, providing alarm education and outreach, and tracking and billing false alarms generated from residential and commercial alarm systems. Staff work with the citizens and alarm companies to prevent false alarms, and program success can be seen in Vancouver's false alarm rate of 0.41, which is well below the national average of 1.0 to 2.2 false alarms per user per year.

In 2004, the Alarm Unit moved to the Police Administration building. This location provides public access to alarm staff and space for volunteers to assist with routine duties. In 2005, the unit will convert to a more efficient software program, convene an alarm advisory committee, and create additional opportunities for education and outreach.

Alarms Activity

	2001	2002	2003	2004
Registered Alarm Permits	12,802	13,747	13,317	5,737**
Vancouver Police Alarm Responses	3,410	3,004	2,392	2,467
False Alarms	96%	96%	96%	96%
Alarms Billing/Revenue	\$135,290	NA	\$268,057	\$271,440

*Data system changes mean 2002 information is not comparable to 2003 statistics.

**In 2004, Clark County took over administration for alarms in Clark County.

2. Case Management

Case Management ensures that police reports are completed in a timely manner and routed to other agencies or departments for follow up action. One sergeant and one police service technician were assigned to Case Management in 2003. In 2004, computer software and interface enhancements have further improved case tracking.

Case Management

	2003	2004
Cases requiring Case Management follow-up	-	1,398
Sex Offender Cases Assigned	5,381	*

*Responsibility for Sex Offender Case follow-up moved to the Investigations Division in 2004.

3. Evidence

The Case Management Sergeant supervises three full-time Evidence Technicians who provide a well-documented chain of custody during the intake, storage, and release of every item in the evidence system. Staff maintain an inventory of nearly 28,000 items and are also responsible for submitting items to the State of Washington Forensic Lab System, testing and identifying controlled substances, and testifying in court. Evidence Technicians often provide on-site assistance for patrol by retrieving and transporting evidence. Starting in 2003, unclaimed items no longer needed as evidence may be sold on E-Bay or at auction, generating revenue for the City of Vancouver.

**Vancouver Police Department
Business Plan 2005-2006**



The former West Precinct building has been remodeled and is being used for evidence storage. Evidence building security enhancements in 2004 include card key entry, alarmed interior and exterior doors, and a fenced lot. The first floor of the building has been prepared for evidence storage, and a new area has been secured for drug storage and processing. However, evidence needs continue to change and a long-term facility will be needed as the city grows. An evidence building is included in the capital facilities plan but other short-term needs must be addressed, including refrigeration of DNA evidence, bloodborne pathogen processing and storage, and drug evidence processing.

Evidence Unit Activity

	2001	2002	2003	2004
Items Received	8,759	11,108	12,890	12,886
Items Released	9,033	8,339	9,100	11,833
Revenue Generated	\$0	\$0	\$9,365	\$1,842

4. Backgrounds and Polygraph

Backgrounds personnel recruit new candidates and conduct timely, thorough, and objective pre-employment investigations for Vancouver Police and other city departments on request. Two full-time police detectives conduct background investigations for new employees and volunteers, conduct recruiting, and administer testing for lateral police officer candidates. A detective corporal assists with recruitment and backgrounds investigations, and conducts polygraph examinations for both pre-employment and criminal investigations. Vancouver Police is the only certified polygraph unit in southwest Washington and often assists other agencies by providing polygraph interviews. Recruiting and background investigations are ongoing processes so we can fill officer positions without delay when vacancies occur. Backgrounds detectives are also trained in collateral duties and often flex their hours to minimize overtime costs.

During 2004, Backgrounds detectives held two community recruiting seminars and attended recruiting fairs throughout the region. Additionally, a new cross-departmental recruitment team of approximately 15 officers has received functional training in human resources and recruiting practices for this collateral assignment. These precinct-based recruiters are available to meet with potential candidates to answer questions and conduct facility tours and ride-alongs.

Backgrounds & Polygraph Activity

	2001	2002	2003	2004
Background Investigations	132	141	131	113
Lateral Candidates Tested	-	63	53	
Polygraph Examinations (total)	50	47	44	57
Pre-employment polygraph examinations	32	29	29	40
Police Personnel Hired	20	11	19	7

Also in 2004, Backgrounds detectives tested 60 people for the new Vancouver Police Reserve program, including behavioral assessments and background investigations. Eight of the 60 candidates were sent to police Reserve Academy in January 2005.

**Vancouver Police Department
Business Plan 2005-2006**



5. Special Events Coordination

Special events coordination is a time-consuming collateral duty for the administrative lieutenant and sergeant, who evaluate department resources and review requests for special events from the public, other city departments, and internal requests. Larger events are generally coordinated with a cross-departmental City Special Events work group. Special events are posted for extra duty assignment and cost recovery, when applicable, is tracked through the budget system.

In 2005 we will work toward integrating reserve officers in special events assignments and continuing cost recovery for mandated events.

Special Events Coordination

	2001	2002	2003	2004
Number of Events	57	87	85	51
Cost Recovery	NA	\$18,000	\$22,687	\$33,560

6. Training

One sergeant, two corporals, one officer, one civilian program assistant and one civilian part-time employee are responsible for assessing, planning, developing, coordinating, conducting and documenting training for the department. The Training Unit also provides training to outside agencies through hosted classes and departmental contract, and we are beginning to recover revenue for training provided to other departments. Training staff coordinate all out of town travel, including reservations, billing, and reimbursements.

2004 accomplishments include expanded taser deployment, facilitating a weapons transition for the entire department, and moving to the Department of Transportation campus at 4100 Main Street in January 2005. Future needs include a long-term training facility and firearms range, which are both listed as critical needs in the capital facilities plan.

Training Activity

	2001	2002	2003	2004
Instructor Hours	4,898	2,738	4,196	3,859
Student Hours	19,343	17,039	19,187	23,986

7. Reserve Officer Program

In 2005, we are starting a Reserve Officer program that will offer civilians the opportunity to become volunteer police officers. In phase one, five reserve officers will be trained to support police in non-emergency functions. We will continue building this program in 2006.

Vancouver Police Department
Business Plan 2005-2006



Operational Divisions

Description

The Patrol, Special Operations, and Investigations Divisions report to the Assistant Chief.

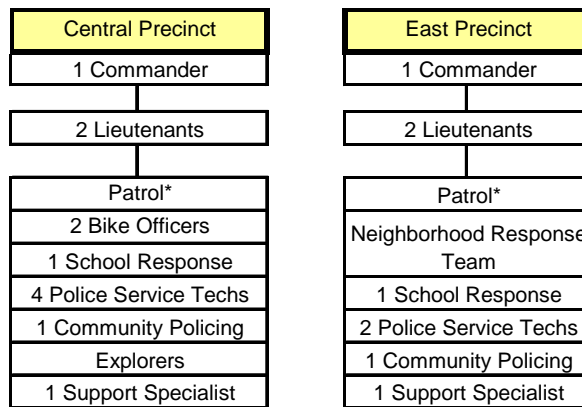
Patrol Division

Description

The goal of the Patrol Division is to respond to calls for emergency assistance effectively and in a timely manner, with time for officers in each district to address neighborhood livability issues through problem solving, crime deterrence, and proactive enforcement. The Patrol Division is based out of two precinct locations, and is responsible for the following units and activities:

1. Patrol
2. Neighborhood Response Team
3. Bike Unit
4. School Response Team
5. Police Service Technicians
6. Community Policing Specialists
7. Explorers
8. Office Support Specialists

Structure



*See next page for Patrol staffing

**Vancouver Police Department
Business Plan 2005-2006**



1. Patrol

Patrol response to emergency calls is the primary function of the Vancouver Police Department, and all other units serve to support this function. Patrol area is divided into two precincts. The dividing line between Central and East Precincts is Andresen Road, which turns into 72nd Avenue as it heads north. The Central Precinct office is located at 2800 Stapleton Road and the East Precinct office is located at 1201 Tech Center Drive.

Each precinct has six patrol districts and January 2005 scheduled staffing is shown below:

Patrol Schedule				
	Central Precinct		East Precinct	
	A	B	A	B
Days 06:00- 16:30	1 Sergeant 1 Corporal 6 Officers 1 Bike Officer 1 School Response Officer	1 Sergeants 1 Corporal 6 Officers 1 Bike Officer	1 Sergeant 1 Corporal 7 Officers 1 School Response Officer	1 Sergeant 8 Officers
Swing 15:00- 01:30	1 Sergeant 1 Corporal 7 Officers	1 Sergeant 1 Corporal 7 Officers	1 Sergeant 1 Corporal 7 Officers	1 Sergeant 1 Corporal 7 Officers
Graves 20:00- 06:30	1 Sergeant 7 Officers 1 K9-Officer	1 Sergeant 7 Officers 1 K9-Officer	1 Sergeant 1 Corporal 6 Officers	1 Sergeant 1 Corporal 6 Officers
Supple- mental 10:30- 21:00		A 1 Sergeant	B 1 Sergeant	

Patrol frequently operates below full staffing due to long-term military leave, family medical leave, long-term disabilities, academy, and field training. Additional drains on daily resources include vacation, sick, training, bereavement, and other types of leave. While supervisors take measures to minimize the impact on service delivery, these factors still affect daily operations.

Population growth, city annexations, and demographic changes - without a corresponding increase in staffing - present further challenges, including:

- Increasing number of emergency calls, longer response times, and more police reports require more officer time
- Engaging in proactive problem solving in light of increasing call loads and staffing limitations
- Implementing further differential call response strategies without significantly diminishing service delivery

**Vancouver Police Department
Business Plan 2005-2006**



In 2004, we worked with Information Technology staff to improve hardware and software systems. Mobile Data Computers in patrol vehicles were upgraded, which increased system speed and reliability. The Electronic Police Reporting system was also upgraded to provide in-car access to suspect jail booking photos and improve evidence processing and search capabilities. A database was created to track citizen reports of suspicious activity for drug investigation follow-up, and Field Interview Report cards are now logged in a new database for easy search access.

During 2005, we are putting the following measures in place as we develop other solutions:

- An internet reporting process for non-emergency reports will reduce patrol call load and provide convenience for citizens reporting certain types of non-emergency crimes;
- An internet-based crime mapping system will be available to the public in late 2005, with a separate layer of confidential crime information for police access only;
- Adding night lieutenant positions will provide oversight and enhance communication with line staff during patrol's busiest call hours;
- Changing how we use patrol resources so we can more effectively: 1) Provide thorough initial investigations for cases with significant solvability factors; 2) Use data to identify problem areas and proactively refocus patrol resources to reduce and prevent crime; 3) develop and report on performance measures that focus on real impacts to the community.

While we have implemented a number of technological solutions to manage radio traffic and dispatch needs, including Mobile Data Computers and Nextel, a second dedicated dispatch net is needed as VPD continues to grow. Funding is not currently available, but we will pursue discussions with Clark Regional Emergency Services Agency for the 2007-08 budget.

Call Activity*

	2001	2002	2003	2004
911 Calls	104,667	104,582	100,861	108,693
Dispatched Calls	74,138	78,115	74,784	75,800
Traffic Stops	26,570	32,181	30,667	27,938
EPR Reports Written	28,336	26,336	28,155	34,883
Booked/Referred for Arrest	9,615	11,261	11,067	12,737

*Statistics reflect department totals for all units

2004 Response Times

Call Type	Description	% of Dispatched Call Volume	911 Call - Dispatch	Dispatch-Arrival	Total Time
Priority 1	Imminent threat to life	0.3%	01:37	03:20	04:57
Priority 2	Imminent threat to harm people or property	9.8%	02:01	05:54	07:55
Priority 3	Urgent situation where officers can act to prevent, deter, or apprehend	48.6%	08:07	08:54	17:01
Priority 4	Police response needed but not time-critical	39.1%	18:52	14:35	33:27
Priority 5	Scheduled call or follow up when available	2.2%	11:22	11:46	23:08

2. Neighborhood Response Team

One sergeant and four officers staff the Neighborhood Response Team, which is a new approach in 2005 for proactively addressing chronic quality of life and safety issues within the city. The unit will be trained and equipped to conduct a variety of operations, including property crimes, person crimes, and narcotics investigations.

**Vancouver Police Department
Business Plan 2005-2006**



3. Bike Unit

The Bike Unit currently has two officers assigned to day shift, one for each letter day. Specially trained Bike officers provide a visible presence in the downtown and uptown areas of Vancouver. This geographic area is highly diverse and totals about thirty concentrated blocks of residences, businesses, restaurants, light industry, a transit mall, a large park, and bike trails. This density lends itself to the mobility, agility, and speed of Bike Unit officers, who can often respond to and enter areas more quickly than marked patrol units. Bike-trained officers are also used for special assignments in parks, trails, neighborhoods, and special events.

Recent development in the downtown and uptown areas is generating new activity, including concerts in the park, cultural events, sporting activities, and a year-round Farmers Market. Additionally, the population of the downtown area is expected to increase dramatically as revitalization plans include a large hotel and convention center, new condominium structures, and new business developments. To provide better police services for the downtown area, the Bike Unit should be expanded as development continues.

4. School Response Team

The School Response Team provides consistent and responsive services to the school community. Two patrol officers are assigned to the School Response Team, one per precinct. When not handling issues in the schools, School Response Team officers are available to provide traffic enforcement, conduct follow-up investigations on school related cases, or assist patrol with other calls. When school is out of session, School Response Officers often help provide staffing coverage for patrol.

The School Response Team is experiencing many of the same challenges as the Patrol Unit. School growth, increasing calls for service, increasing complexity of school calls, and engaging in proactive problem solving in light of increased call loads all combine to stretch police resources to the limit. Increasing demands further compromise our ability to provide adequate service to the school community. We must work even more closely with schools to identify workable solutions.

5. Police Service Technicians

Civilian Police Service Technicians provide support to patrol in both office and field settings, allowing for more efficient and effective use of police resources. Six Police Service Technicians assigned to the precincts take non-emergency police reports by telephone or in person. Police Service Technicians also perform special assignments as needed, and currently one is assigned to Case Management in the Administrative Division. Two of the six precinct Police Service Technicians have moved to an early swing shift to provide better service to our citizens and assist patrol by taking non-emergency during the busy early evening hours.

Police Service Technician Activity

	2001	2002	2003	2004
Phone Calls	46,257	52,084	44,754*	30,066*
Walk-Ins	10,063	12,400	11,179*	6,446*
Reports Written	3,410	3,054	4,576	5,392
Field Response	0	0	182	286

*Note: Police Service Technician phone call and walk-in activity has decreased since office support specialists took primary responsibility for reception duties starting in 2003.

**Vancouver Police Department
Business Plan 2005-2006**



6. Community Policing Specialists

Two full-time civilian Community Policing Specialists work with community members, neighborhoods, businesses, schools, and social service agencies to provide information on crime prevention, personal safety, and injury prevention for Central and East Precincts.

In 2004, Community Policing Specialists coordinated our annual Citizen Academy to educate and inform community members about how our police department works. A citywide National Night Out event was scheduled to support the national crime prevention campaign. Crime Free Housing landlord-tenant seminars, personal safety presentations, identity theft prevention, injury prevention, and other classes were scheduled for community members throughout the year.

Community growth continues to stress our ability to provide these services and programs for the public. Program evaluation, enhanced communication, and coordination are needed to effectively support patrol crime prevention and safety education efforts.

Community Policing

	2003	2004
Number of Presentations/Events	281	233
Number of People Contacted	27,236	12,539*

*Data does not include contacts made during the 10-day Clark County Fair, which 220,341 persons attended in 2004.

7. Explorers

The Vancouver Police Law Enforcement Explorer program is a positive way for responsible and mature young people between the ages 14-20 to learn important life skills and explore careers in law enforcement while volunteering time to serve the community. Explorers develop positive learning relationships with Vancouver Police personnel and receive training in core subjects and electives, including communication skills, ethics, domestic violence, interviewing, and legal updates at scheduled meetings and academies. Police officer advisors assist with Explorer meetings, events, training and fundraising as a collateral duty. A sergeant addresses day-to-day operations and command-level personnel provide program oversight.

Explorers frequently ride along with patrol officers and assist the department with special assignments throughout the year, including scenario-based training, security at local school events, the Fort Vancouver 4th of July Celebration, and community safety and education events such as Car Seat Safety Check-Up Events and Bicycle Safety Rodeos. During 2004, the post has logged approximately 4433 service hours which includes 1656 academy training hours, 147 additional training hours, 1109 event and community service hours, 960 meeting hours and 561 ride-a-long hours. In 2005, our Explorer Post is planning to host a Spring Explorer Challenge in Vancouver for Explorer youth throughout the region.

Explorers

	2001	2002	2003	2004
Number of Youth	7	20	21	20
Youth Hours Volunteered	348	1,063	3,863	4,433

**Vancouver Police Department
Business Plan 2005-2006**



8. Office Support

A civilian support specialist provides reception and clerical support at headquarters and each precinct. Our three support specialists work business hours Monday through Friday and report to command staff and sergeants. Support specialists handle routine phone calls and walk-ins, which frees up Police Service Technicians for police reports and patrol assistance. Support specialists also provide precinct staff support with timesheets, court coordination, supply inventory and ordering, and other duties as needed.

2004 is the first year we have collected office support specialist call statistics. While some contacts may be duplicated when a phone call or walk-in is transferred to a Police Service Technician, the table below is one indicator of office support specialist activity.

Office Support Specialist Contacts

	2004
Phone Calls	28,709
Walk-Ins	5,782

**Vancouver Police Department
Business Plan 2005-2006**



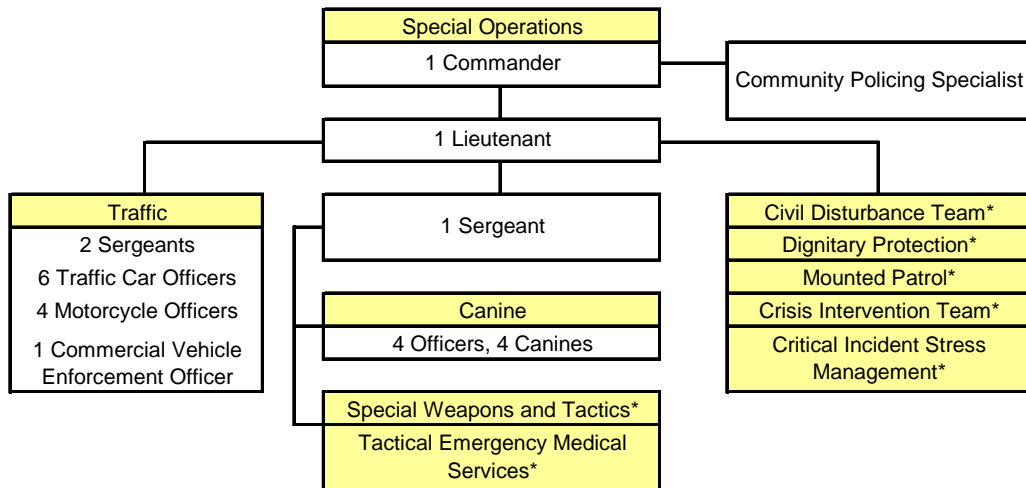
Special Operations Division

Description

The Special Operations Division provides specialized and tactical support for patrol operations and is responsible for the following units and activities:

1. Traffic
2. Canine
3. Special Weapons and Tactics
4. Tactical Emergency Medical Services
5. Civil Disturbance Team
6. Dignitary Protection
7. Mounted Patrol
8. Crisis Intervention Team
9. Critical Incident Stress Management
10. Community Policing Services

Structure



*Indicates Collateral Duties

**Vancouver Police Department
Business Plan 2005-2006**



1. Traffic

The Traffic Unit enforces traffic laws, investigates serious motor vehicle accidents, and conducts hit and run follow up and impaired driving enforcement. Two sergeants supervise six traffic car officers, four motorcycle officers, and a commercial vehicle enforcement officer. Other duties include school zone and pedestrian safety emphasis, child passenger safety, traffic safety corridor enforcement, and investigation of citizen traffic complaints.

Commercial vehicle enforcement safeguards our roadways by ensuring that large commercial trucks are safe to travel. Safety inspections take about an hour while the officer checks vehicle weight and the mechanical condition of the truck, driver logs, and other supporting documentation. Violations result in citations or taking the unsafe vehicle out of commission until repairs can be made. Traffic Unit officers regularly train patrol officers in Standard Field Sobriety Testing techniques. This increased level of training will enhance recognition and investigation of impaired drivers, making the roadways safer throughout our city.

A partnership with Subaru of America has provided unmarked vehicles to combat aggressive driving and street racing, which has been a highly successful approach requiring very little financial commitment from the City. The Traffic Unit regularly applies for mini-grants to help with equipment purchases and overtime costs. During 2003, traffic officers issued enough school zone citations to obtain a new BMW police motorcycle through a special program by the Washington Traffic Safety Commission. In 2004, traffic officers participated in a citywide Traffic Safety Task Force that was granted \$250,000 for engineering changes, traffic enforcement, and safety education for the Fourth Plain Corridor Safety Project.

In 2004, traffic officers received several awards at the regional Night of 1,000 Stars Traffic Safety Awards Presentation. Additionally, out of 160 registered police motorcycle riders, all four of our motors officers ranked in the top 10 at the 2004 North American Motor Officers Conference and won several awards, including 1st Place Kawasaki Overall, Rookie Rider of the Year, 6th and 7th Place Pairs Competition, 3rd Place Kawasaki Slow Race, 4th Place BMW Barrel Race, and Top 15 Finish Advanced Proficiency BMW.

In 2005, we will add two motorcycle officer positions. Lower equipment costs and increased mobility make motorcycle officers an effective tool for proactive traffic enforcement.

Traffic Unit Activity

	2001	2002*	2003	2004
Traffic Hotline Complaints	0	378	214	214
Traffic Unit Impaired Driver Arrests		183	125	307
Serious Traffic Investigations	25	16	4	6
Collisions Traffic Responded To		287	233	399
Citations Issued by Traffic		4,071	8,896	5,410
Total Bail Fines	\$378,007	\$782,901	\$1,281,071	\$1,323,477

*2002 data reflects only April – December activity.

**Vancouver Police Department
Business Plan 2005-2006**



2. Canine Teams

Primary canine team duties include locating and apprehending suspects, enhancing officer safety, and finding evidence related to criminal behavior. Canine teams also support patrol by providing a visual deterrent at potentially violent scenes, locating missing persons, and detecting illicit narcotics. We work closely with the Clark County Sheriff's Office and Burlington Northern Canine Units by providing mutual aid and training together each week.

In 2004, one canine was retired and the other died from a sudden medical condition. Thanks to the generosity of our community, in 2005 we will be purchasing and training four new canines for police work. Each canine team will complete 390 hours of basic training, specialized narcotics search training, and local weekly training to maintain proficiency and develop specialized skills. We hope to have all four canine teams fully trained and working with patrol in summer 2005.

Canine Unit Activity

	2001*	2002	2003	2004
Total Deployments	66	296	366	211
Deployments in City of Vancouver	54	-	276	204
Deployments in County	8	-	75	6
Deployments in small cities		-	15	1
CCSO Deployments in City of Vancouver	114	-	321	250
Successful Apprehensions	11	39	71	68

*Canine Units began service on 08/01/2001. 2001 data reflects Aug-Dec activity.

3. Special Weapons and Tactics

The Southwest Washington Regional SWAT team provides specialized tactical responses to high-risk situations throughout Clark County. By using specialized equipment and tactics, the SWAT team minimizes risk of harm to public safety personnel, victims, suspects, and the community. As the host agency for the Southwest Washington Regional SWAT team, Vancouver Police coordinates training and activations and provides financial and administrative oversight. This regional team has 36 members (including Hostage Negotiators) from local police agencies and serves all of Clark County. This unit also provides back up support for the Multnomah - Gresham SWAT Team.

SWAT provides annual "active shooter" scenario training for tactics developed in response to several tragic school shootings across the nation. In 2004, SWAT officers provided Rapid Deployment training for 130 local law enforcement officers from 4 different agencies.

Our SWAT team took 1st Place in the 2004 Washington State Tactical Officers' Association SWAT Rodeo. SWAT also provided instructor assistance for the Washington State Criminal Justice Training Commission Basic SWAT Academy, and participated on the Executive Board for the Washington State Tactical Officers' Association. SWAT members received specialty training in chemical munitions deployment, advanced breaching techniques, SWAT-K9 deployment, and advanced defensive tactics.

**Vancouver Police Department
Business Plan 2005-2006**



Special Weapons and Tactics Activities

	2001	2002	2003	2004
Number of Tactical Operations	37	24	27	34
City Deployments	-	-	14	18
County Deployments	-	-	11	7
Other Deployments	-	-	2	9
Hours Training	171	260	280	260

4. Tactical Emergency Medical Services

The Tactical Emergency Medical Services unit provides emergency medical care for patients when it is not safe for conventional medical personnel to enter a scene. Members are deployed for SWAT training and missions. Tactical Emergency Medical Services unit members are commissioned law enforcement officers who are medically trained and certified by the Clark County Emergency Medical Services Director to evaluate, treat, and stabilize a patient until it is safe for conventional medical personnel to enter the location or the patient can be removed from the scene and brought to a staging area. The unit consists of four tactical medics and a team physician from Southwest Washington Medical Center's Department of Emergency Medicine.

The Southwest Washington Regional Tactical Emergency Medical Support (TEMS) received commendation from the International Tactical EMS Association as leaders in public safety for expanding emergency care to high-risk police units. We are also the first in the region to have nationally certified personnel who can treat and stabilize life-threatening emergencies for police dogs in the field. Also in 2004, a surplus ambulance from the United States Air Force was converted to an Advanced Life Support Tactical Rescue Vehicle to support emergency medical operations.

Tactical Emergency Medical Services

	2001	2002	2003	2004
Number of Activations	-	-	27	38
Patients Treated	8	-	11	49

5. Civil Disturbance Team

The Civil Disturbance Team is a team of approximately 30 highly trained and specially equipped officers who respond to civil disorder situations, from passive resistance demonstrations to fully involved riots. The department is able to protect life and property during times of civil disobedience by maintaining a well-trained and properly equipped team. Training and equipment also helps minimize civil liability for the department and the city. The Civil Disturbance Team frequently works with our Mounted Patrol Unit and provides 8 hours of tactical training each year to Vancouver Police patrol officers. The Civil Disturbance Team is also a useful partner and contingent for the Portland Police Bureau Rapid Response Team for call-outs and protest situations. We train with Portland Police and are a welcome asset to their regional group of teams. In January 2005, several Civil Disturbance Team officers went to Washington, D.C. to assist with security for the Presidential Inauguration.

**Vancouver Police Department
Business Plan 2005-2006**



Civil Disorder Team Activities

	2001	2002	2003	2004
Deployments inside City	2	-	2	2
Deployments outside City	-	-	1	1
Number of Members	20	-	31	30
Hours Team Member Training	16	-	40	58

6. Dignitary Protection

The Dignitary Protection Team is responsible for protecting highly visible public figures from potential harm during visits to Vancouver. The Dignitary Protection team assists surrounding jurisdictions as needed, and is generally more active during election years. Dignitary Protection is a collateral duty for all team members. The team consists of a core group of members who have received specialized training in personal protection and a vanguard of SWAT members who provide moving formation protection and counter assault capabilities. The Special Investigations Unit provides intelligence information and threat assessment for Dignitary Protection activities.

7. Mounted Patrol

Vancouver Police is the host agency for a regional Mounted Patrol Unit. Mounted Patrol is a team of police officers who use horses to provide specialized support for patrol, crowd control or riot situations, and special events. The unique benefits of a Mounted Patrol Unit include high visibility, effective criminal deterrence, increased mobility, improved officer safety, and positive interaction with citizens. Current staffing includes eight team members, with six Vancouver Police officers and two officers from other local police agencies. Mounted Patrol members personally own and maintain the horses, and must attend regular training and complete state certification each year. Mounted Patrol is a collateral duty, and officers participate in special activities as available and needed.

In 2004, the Mounted Patrol Unit trained with Vancouver Police Department's Civil Disturbance Team, and Portland Police Bureau's Rapid Response Team and Mounted Unit in riot control, crowd control, and street patrol tactics. The Mounted Patrol Unit responded to several riot and crowd control events throughout the Portland/Vancouver metropolitan area. Also in 2004, the "Friends of Vancouver Mounted Patrol" was established to organize and focus community support for the Mounted Patrol Unit.

Mounted Patrol Activities

	2001	2002	2003	2004
Number of Team Members	6	8	8	8
Deployment Requests	54	29	33	15
Number of Deployments	26	14	17	12
Number of Hours Training	-	-	91	192.5

**Vancouver Police Department
Business Plan 2005-2006**



8. Crisis Intervention Team

The Crisis Intervention Team is a team of patrol officers who are trained to respond to persons who are in crisis. Due to state and local budget cuts, many people with mental health issues do not have adequate support networks, and may act out in response to mental health conditions, lack of medication, or stressful life events. These persons can present a threat to themselves, public safety personnel, and the community. Crisis Intervention Team members respond as a collateral patrol duty when they are needed to de-escalate a situation, establish rapport, and stay with the person until an appropriate treatment plan or course of action can be implemented. Crisis Intervention Team members provide effective service to community members with mental health conditions while requiring less patrol time and reducing the risk of violence. The result is improved officer safety and better service to the community and citizens in need.

The Crisis Intervention Team has provided three 40-hour training courses in the last two years. In 2004, Mental Health Crisis Intervention training was extended to members of the Clark County Sheriff's Office and the Washington State Department of Corrections. Because the need for this service exceeds our ability to respond, we will continue to develop partnerships with the mental health support community and train more officers in Crisis Intervention techniques

Crisis Intervention Team Activities

	2003	2004
Number of Mental Health Related Calls	523	615
Number of Responses	41	120
Number of Members	8	22
Number of Hours Training	90	40

9. Critical Incident Stress Management

Critical Incident Stress Management Peer Support program helps police employees cope with stress, and includes support for officers who have been exposed to traumatic incidents in the line of duty and support for officers returning from active military duty. These situations can create unique needs as these officers transition back into work.

Twenty police department members are trained to serve as peer counselors, and are available if a coworker needs someone to listen. A referral is made if the problem is beyond the scope of the peer counselor and the employee seeking help.

10. Community Policing Services

One Community Policing Specialist is assigned to the Special Operations Division. This position was established in late-2003 through precinct redeployment and coordinates education and outreach activities for traffic safety education, bike safety, pedestrian safety, child passenger safety, impaired driving prevention, drug awareness, and other programs. This position takes a leadership role in multi-disciplinary regional and state-level taskforces on traffic safety, crime prevention, and injury prevention. As the Chair of the Clark County Child Passenger Safety Team and a nationally certified Child Passenger Safety Technician, she has been invited to become the first nationally certified Child Passenger Safety Technician-Instructor in Southwest Washington.

**Vancouver Police Department
Business Plan 2005-2006**



This Community Policing Specialist extensively uses trained citizen volunteers for safety education and injury prevention programs and activities. Volunteer use involves community members in rewarding activities while cost-effectively providing safety programs for the whole community.

Community Policing Activities

	<i>2004</i>
Number of presentations/events	100
Number of persons contacted	7,219

**Vancouver Police Department
Business Plan 2005-2006**



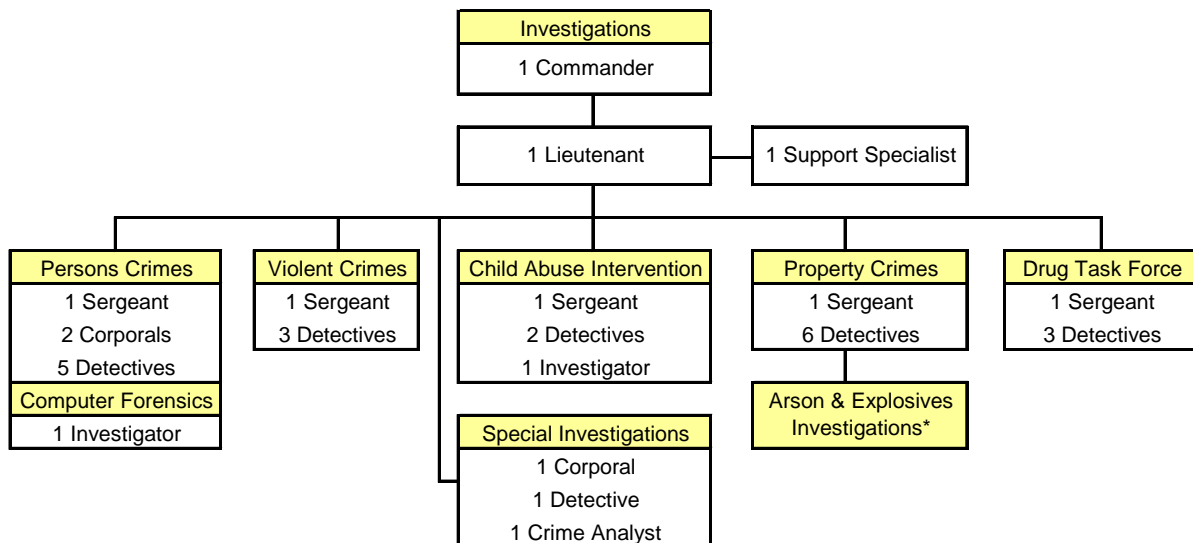
**Investigations
Division**

Description

The Investigations Division investigates and solves crimes by working with victims, suspects, police, and other agencies. Detectives routinely provide training for civic groups, community forums, and members of other law enforcement agencies. In late 2004, the Investigations Division moved to the Ahlsten Building through a partnership with the Washington State School for the Blind. This move has enhanced communication, promoted efficiency, and provided adequate office space for the Investigations Division. The Investigations Division is responsible for the following units and activities:

1. Major Persons Crimes
2. Computer Forensics
3. Property Crimes
4. Violent Crimes
5. Special Investigations
6. Child Abuse Intervention
7. Drug Task Force
8. Arson/Explosives Investigations

Structure



*Indicates Collateral Duty Assignments

**Vancouver Police Department
Business Plan 2005-2006**



1. Major Persons Crimes

One sergeant and seven detectives investigate felony crimes against persons, including sex crimes, robberies, homicides, assaults, kidnappings, domestic violence, and sex offender tracking.

In 2003, a Crime Scene Van was purchased and equipped for response to major incidents. Video capturing equipment and training was obtained, which allows detectives the ability to capture still photos from surveillance tapes without having to contract with outside vendors, resulting in faster service and reduced costs. Computer software was purchased to create three-dimensional crime scene sketches.

In 2004, detective positions were added for domestic violence cases and sex offender tracking.

Persons Crimes Unit Activity

	2001	2002	2003*	2004
Cases Investigated	109	215	149	252
Sex Offenders Tracked	370	-	480	480

*Due to a change in unit supervision, only April-December 2003 data is available.

2. Computer Forensics

A civilian Computer Forensic Investigator Technician provides forensic support in the investigation of crimes involving computer technology, including computers, hard drives, and loose media. This investigator conducts a forensic review of computer data systems and documents evidence retrieved through recognized forensic protocols. Criminal charges often include identify theft, fraud, possession of child pornography, and other targeted-victim crimes. To date, 100% of cases investigated for which criminal charges were filed have resulted in suspect conviction.

Since Vancouver Police is the only local agency with this expertise, investigative services are often provided for other agencies. During 2004, an agreement has been reached that will allow us to charge other agencies for these services beginning in 2005, which will help to recover costs for personnel and materials expended in the course of an investigation.

Computer Forensics Activity

	2001	2002	2003	2004
Number of cases investigated	55	-	61	85
% of VPD cases	80%	-	62%	48%
% of cases for multi-agency taskforces	NA	-	20%	17%
% of cases for other agencies	20%	-	18%	35%

**Vancouver Police Department
Business Plan 2005-2006**



3. Violent Crimes

One sergeant and three detectives investigate violent crimes including drive-by shootings, home invasion robberies, street robberies where a firearm is used, gun trafficking, burglaries where firearms are stolen, and gang-related crimes. Most 2004 cases were robberies with firearms, felony assaults, and thefts of firearms. Firearms recovery is a high priority for detectives, since stolen firearms are likely to be used in violent crimes. In 2004, detectives enhanced working relationships with local prosecutors and the federal Bureau of Alcohol, Tobacco, and Firearms (ATF). Other 2004 priorities were to proactively impact the community, develop informants, arrest criminals, maintain a good working relationship with patrol units, and respond to violent crimes.

In 2005, detectives will begin using computer software that will provide a direct connection to the ATF firearms tracing center in Virginia, which will expedite tracing for confiscated firearms.

Violent Crimes Unit Activity

	2001	2002*	2003	2004
Cases assigned	144	110	146	166
Firearms recovered	NA	35	29	54
Search Warrants	-	-	20	23

*2002 data reflects only March-December activity. The Violent Crimes Unit was established in 2003, and prior to that time, these positions were assigned to the Clark-Vancouver Gang Task Force.

4. Child Abuse Intervention

The Child Abuse Intervention Center is a regionally coordinated multi-disciplinary approach to the investigation and prosecution of felony child abuse, and is designed to reduce the number of interviews and minimize the traumatic impact of these cases on child victims. Vancouver Police dedicates four full-time staff: one sergeant, two detectives, and one investigator.

The Child Abuse Intervention Center continues to serve an ever-increasing population with significant social resource needs. We will continue working with local partners to develop medium and long-range goals.

Child Abuse Intervention Activity

	2001	2002	2003	2004
Referrals to CAIC	965	1,027	1,302	1,142
Cases Assigned for Investigation	477	-	460	436
Percent of Cases Assigned to VPD	57%	-	54%	51%
Cases Referred for Prosecution	244	240	217	236

**Vancouver Police Department
Business Plan 2005-2006**



5. Property Crimes

One sergeant and six detectives investigate felony property crimes, including theft, fraud, and burglary. Detectives also train citizens, community groups, and other law enforcement agencies in crime prevention strategies.

A number of efficiencies have been implemented. Research into pawn investigations revealed that approximately half the pawnshops are located in the County, and responsibility for those pawn investigations was transferred to the appropriate agencies in 2003. In 2004, to help manage workload, fraud reporting links were added to the Vancouver Police website, a crime prevention brochure for citizens was created, and a questionnaire was developed to assist citizens and patrol. Detectives also provided Identity Theft and Forgery training to patrol officers to enhance our ability to recognize, respond to, and solve these crimes.

Despite these efficiencies, fraud, forgery, and identity theft cases continue to exceed the response capabilities of the Property Crimes unit. Additional detective resources are needed to investigate the rapidly growing number of felony cases. Another option is to increasing the referral criteria for cases, which is currently at \$2,000 in loss.

Property Crimes Unit Activity

	2001	2002	2003	2004
Felony cases assigned	234	220	310	302
Felony cases cleared	107	189	253	197
Cases carried over to the following year	-	-	56	105
Pawn tickets collected	82,042	50,536	0	0

6. Arson & Explosives Investigation

Specially trained investigators work with Clark County Fire Marshal's Office investigators and prosecutors to investigate and prosecute arson cases. The Arson Investigations Unit provides fire and explosives investigations and limited training in fire, explosives, and weapons of mass destruction. Arson investigation is a collateral duty for trained officers assigned to Patrol.

Arson Investigations

	2001	2002	2003	2004
Arson Unit Call-Outs	60	-	37	33
Police Reports Filed	38	27	18	27
Arrests	-	9	4	0

7. Special Investigations Unit

The Special Investigations Unit (SIU) consists of three full-time personnel: one corporal, one officer, and one civilian crime analyst. Staff responded to more than 25 requests per week from Federal, State and local law enforcement authorities. Requests typically include Homeland Security and infrastructure issues, criminal backgrounds, and statistical analysis of criminal activity. Increased participation in regional intelligence groups is helping to safeguard our community and the metropolitan area.

**Vancouver Police Department
Business Plan 2005-2006**



8. Drug Task Force

One sergeant and two officers are assigned to work with the Clark-Skamania Drug Task Force, which investigates mid- and upper-level drug dealers operating in Clark and Skamania counties.

Drug Task Force Unit Activity

	2001	2002	2003	2004
Number of Methamphetamine Labs	26	33	24	18
Number of Marijuana Grows	23	19	18	12
Number of Arrests	86	123	150	90
Value of Forfeited Property	\$583,689	\$209,365	\$249,751	\$10,062



Part III: Other Issues

1. Facilities

A. Facilities Projects

1) East Precinct

Site surveys have been conducted, architectural and engineering services have been selected, and community input is being gathered as we build a new East Precinct facility at 155th Avenue and Mill Plain Boulevard. The 26,000 square foot building should be completed in mid-2006, and the site will also include a 2-acre community park.

2) Evidence Facility

We are currently using the former West Precinct building for evidence storage. However, this building is inadequate for future needs. We will need to retrofit the former West Precinct building or build on a new location in the next 3-5 years.

B. Capital Facilities: Future Needs

1) West Precinct

Two-precinct deployment was implemented in 2003 as a short-term contingency plan to alleviate staff shortages. As the City of Vancouver grows, a third precinct will be needed. In addition to increases in population density, the City of Vancouver Urban Growth Boundary includes highly-populated areas to be annexed north of our former West Precinct jurisdiction. This population cannot be served as effectively with a two-precinct structure.

2) Central Precinct

Central Precinct is already filled to capacity and must be expanded or relocated in the short-term future. Central Precinct is increasing in density and the City anticipates annexations that cannot be served out of our existing facility. Central Precinct expansion or relocation are imperative if we are to serve this growing population.

3) Training Facility

While short-term lease arrangements are being secured, we must plan for long-term training facility needs. No funding for a long-term training facility has been identified.

4) Firing Range

We currently pay Clark County for use of their firing range. However, this range is in a location that will not be usable for many more years. A new firing range must be planned, and there is the possibility of bringing in revenue to help pay for expenses by renting it out to other agencies.

**Vancouver Police Department
Business Plan 2005-2006**



5) Vehicle Impound

We currently rent vehicle impound space from Clark County at a high cost. Vehicle impound and storage are logically part of the evidence function and should be planned along with the new Evidence Facility.

6) Headquarters Building

As the Fort Vancouver Historic Reserve grows, we understand that the current Police Headquarters at 605 East Evergreen will need to be relocated so that the current building can be used for appropriate Reserve functions.

**VANCOUVER POLICE DEPARTMENT
FUTURE CAPITAL FACILITIES NEEDS**

<u>Project</u>	<u>Funded</u>	<u>Not Funded</u>
West Precinct		7 to 9 Million
Central Precinct		7 to 9 Million
Training Facility		3 to 4 Million
Firing Range		2 to 3 Million
Vehicle Impound		.5 to .8 Million
Headquarters Building		4 to 5 Million



Part IV: Reference Materials

Index of Charts

1. 911 Call Types by Priority
2. 911 Call Response Times by Year and Priority
3. 911 Call Priority by Percent
4. Traffic Stops by Year and Clearance Type
5. UCR Part I Violent Crimes by Year and Type
6. UCR Part I Property Crimes by Year and Type
7. UCR Part I Crime Rate Comparison by Year
8. Citizen Ratings of Personal Safety
9. Population Data for Clark County and its Cities
10. Map of the City of Vancouver and Urban Growth Boundary