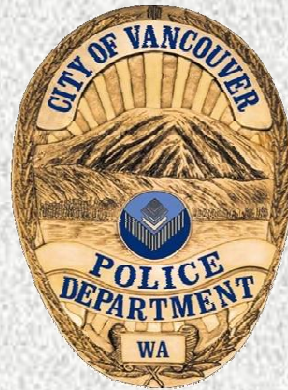


# Vancouver Police Department Update



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**Council Workshop August 15, 2011**  
**Clifford R. Cook, Chief of Police**



# Agenda

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- ▶ **Department Reorganization, Staffing and Budget**
- ▶ **2010 VPD Snapshot**
- ▶ **Current Re-engineering Efforts**
- ▶ **Future Strategic Outcomes**
- ▶ **Questions and Discussion**

# **Department Reorganization, Staffing and Budget**

*August 15, 2011*

# 2008 – 2011 Departmental Reorganization Efforts

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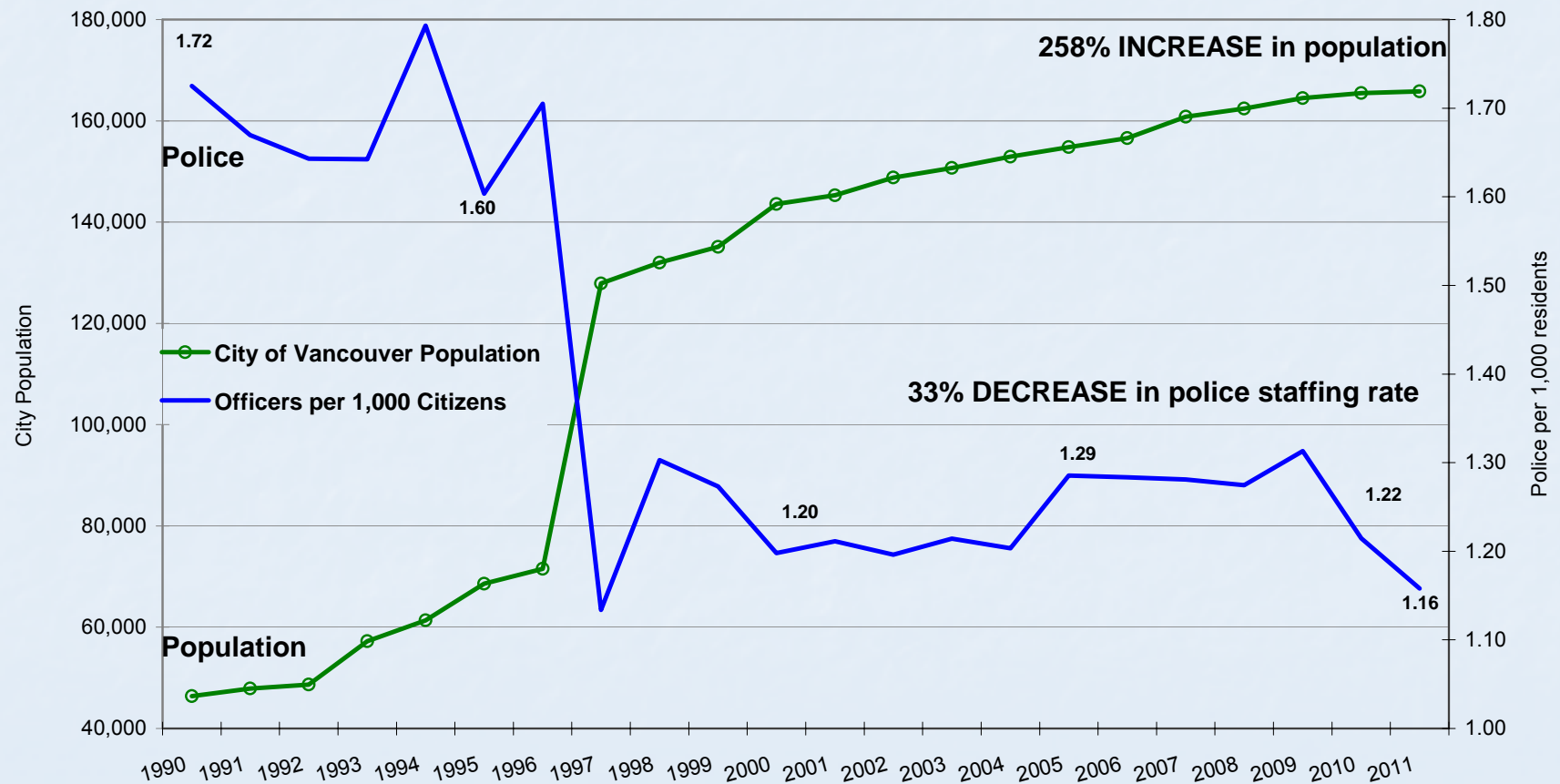
- ▶ Elimination of property crime detectives to maintain line level staffing
- ▶ Elimination of specialty response teams to maintain line level staffing
- ▶ Reduction of traffic unit to maintain line level staffing
- ▶ Reduction of police officer positions through attrition/retirements
- ▶ Reduction of civilian staff to maintain sworn positions
- ▶ Organizational Flattening to maintain line level staffing
- ▶ Reduced overtime through redeployment
- ▶ Returned budget savings to the general fund
- ▶ Expanded Volunteer programs to support sworn personnel

# Population Growth vs Police Staffing Ratio 1990-2011

Current Authorized VPD Staffing is 192 Officers = 1.16 Officers per 1,000 Citizens

1.3 = 216 Ofc

1.5 = 249 Ofc



# 2011 Police Budget

## Staffing

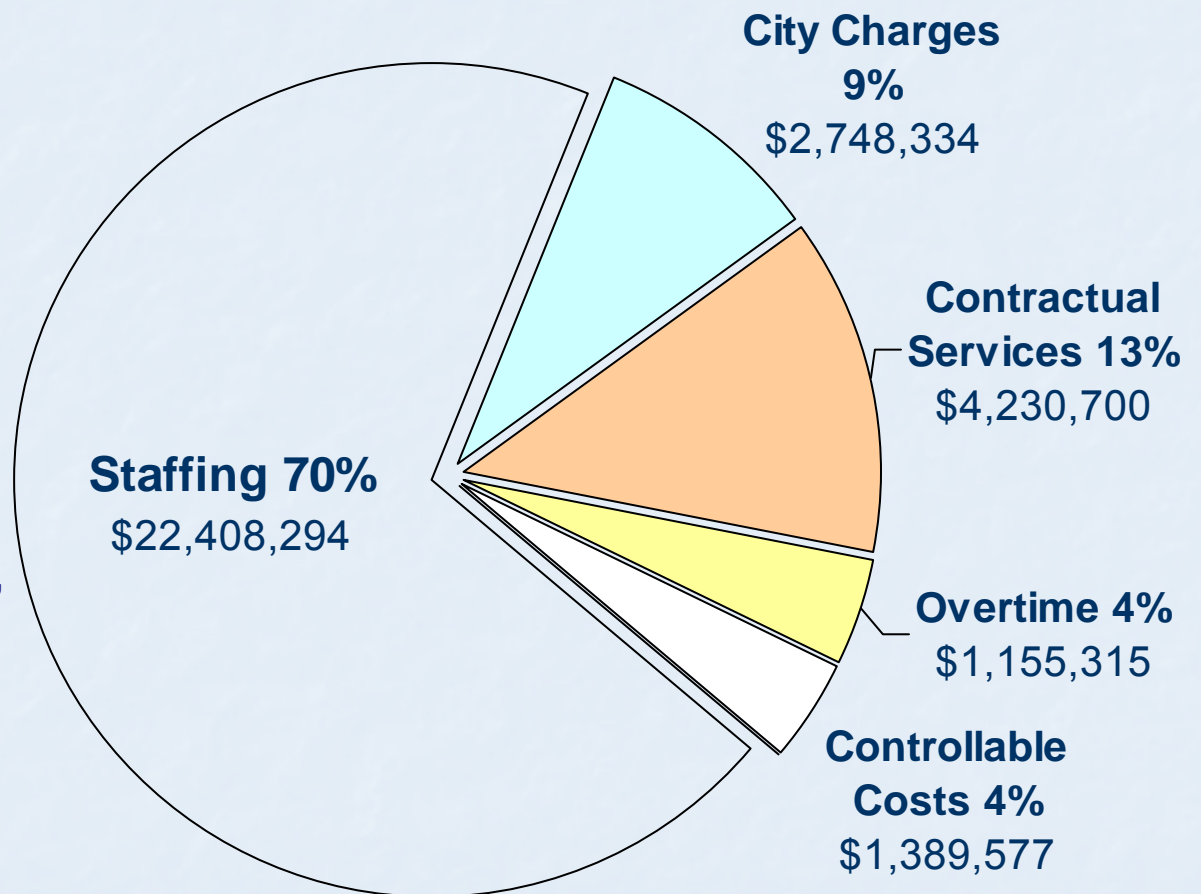
192 sworn + 21.5 civilian staff  
\*23 full-time VPD position funded by grants and contracts

**External admin and support**  
“City” charges (Fleet, IT, Mailroom, Insurance, etc.)

**Contractual Services** CRESA, LERIS, Jail

**Overtime** Emergency callouts, patrol vacation & sick coverage, court, etc.

**Controllable Costs** such as Electric bills, uniforms, equipment, training, etc.



2011 budget: \$30,134,711 + \$1,797,509 grants & contracts

# 2011: Use of Grant Funds

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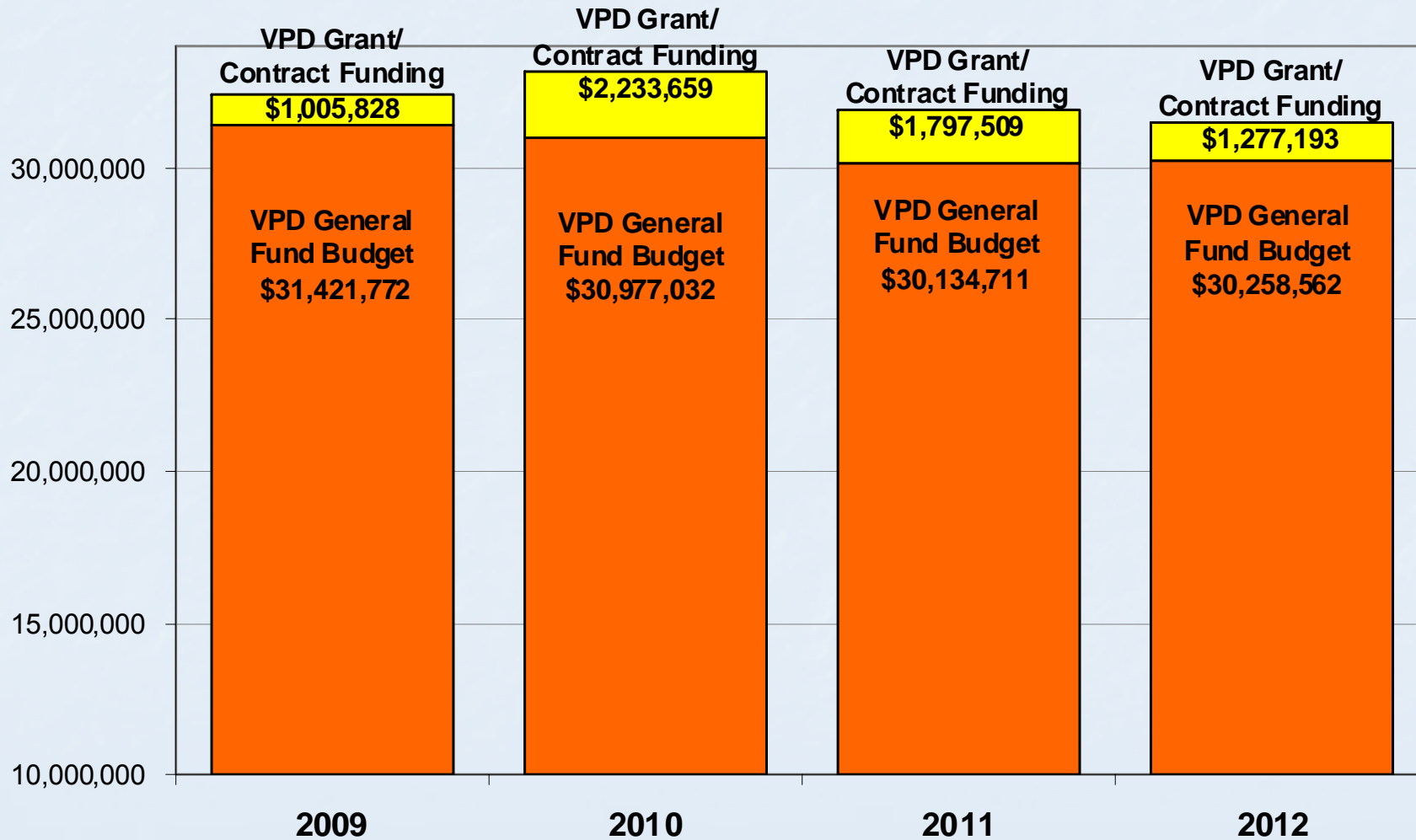
**Limited Term Grants and Contracts assists VPD in providing police services:**

▶ **23 Full-time VPD positions funded by grants and contracts**

▶ <b>Unit/Grant</b>	<b>Expires</b>
■ Gang Unit (4)	6/30/12
■ Auto Theft Task Force (1)	12/31/11
■ School Resource Officers (3)	6/30/12
■ School Resource Officer (1)	6/30/11
■ Domestic Violence (1)	8/31/13
■ CHRP (10)	9/30/12
■ Sex Offender (1) / Child Predator (2)	8/31/12

# 2009-2012 Police Budget

## VPD General Fund and Grant Funded Revenues Budgeted 2009-2012



# 2010 VPD Snapshot

*August 15, 2011*

# **Our Goal: To ensure Vancouver is a safe and livable community**

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**We accomplish this by:**

- ▶ Surveying our citizens regarding their sense of safety**
- ▶ We solve crime**
- ▶ We assist the Community**
- ▶ We respond effectively to 9-1-1 calls**
- ▶ We improve traffic safety**
- ▶ Our specialty teams are effective**
- ▶ And we use resources responsibly**

# Our community is safe & livable

Performance Measures	Goal	2006	2008	2010	△
Overall Quality of Life good/ excellent	≥80%	73%	82%	74%	↓9.8%
Neighborhood Feels Safe – at night	≥64%	64%	61%	55%	↓9.8%
Neighborhood Feels Safe – in day	≥90%	91%	90%	92%	↑2.2%
Satisfaction with Police 911 Response	≥74%	68%	74%	75%	↑1.4%

This is the single most important community outcome – how safe and livable the community “feels” to its residents and visitors

- These are measured every two years in the community survey
- Changes of 3% or less are generally not significant unless a trend
- Citizens feel safe during the day, less so at night
- Good satisfaction with police emergency response

# We solve violent crimes

Performance Measures	Goal	2008	2009	2010	Change
FBI Violent Crimes per 1,000	≤4.2	3.7	4.0	4.1	↑2.5%
Violent Crime cases assigned to Major Crimes Unit	NA	265 14%	328 14%	386 17%	↑17.1%
Of Violent crime cases assigned, % closed	> 90%	248 92%	309 94%	299 79%	↓3.2%

- The FBI Index varies annually based on national averages
- The Major Crimes Unit case load is increasing
- Vancouver's violent crime rate has fluctuated between 3.7 and 4.1 since 2004
- 2010 is the highest violent crime rate since 2004

# We solve property crimes

Performance Measures	Goal	2008	2009	2010	Change
FBI Index Property Crimes (PC) per 1,000	≤30.3	38.8	36.1	39.5	↑9.4%
Property crimes reported	NA	9,051	9,391	10,340	↑10%
PC solved or cleared by prosecution referral, arrest, or citation (%)	More	2,101 23%	2,325 25%	2,184 21%	↓6.1%
Property crimes suspended	Less	4,526 50%	4,246 45%	5,076 49%	↑19.5%

- Property crime has been above the national average but decreasing each year from 2003 to 2009 as resources were applied to the problem
- Property crime detectives were eliminated in 2010
- Patrol now investigated most of the 2,184 cases in 2010.
- Increases in auto prowl (39%), larceny theft (8%), malicious mischief (6%).

# We assist the community

Performance Measures	Goal	2008	2009	2010	Change
911 calls with dispatch	NA	60,608	57,584	60,093	↑4.4%
Officer-initiated calls w/traffic	NA	51,665	48,746	42,984	↓11.8%
Percent of calls officer-initiated	> 40%	46%	46%	42%	↓8.7%
Non-911 civilian assists*	NA	50,173	54,279	17,293	↓68.1%
Citizens filing online reports	More	737	646	1,158	↑79.3%
Arrests (booked at jail)	NA	7,692	7,663	7,163	↓6.5%

- Increase in number of dispatched calls, fewer high priority
- Fewer non-traffic officer initiated calls (down 11%)
- Fewer traffic stops (down 25%) due mostly to staffing changes
- Less help available for lower priority assistance
- Concern that more crimes are now going unreported

# We respond effectively to 9-1-1 calls

Response Times	Goal	2008	2009	2010	Change
Priority 1 Emergency 0.2%	5 min	4:46	3:35	4:27	↑24.2%
Priority 2 Emergency 5.9%	7 min	7:31	5:46	7:52	↑36.4%
Priority 3 Urgent 64.0%	20 min	16:37	16:29	10:39	↓35.4%
Priority 4/5 Other 29.9%	35 min	28:04	27:53	23:25	↓16%
Patrol responses to alarms	NA	1,883	1,593	1,243	↓22%
Valid alarm rate (# valid alarms)	more	5% (96)	6% (94)	7% (89)	↑16.7%

- In light of recent cuts, staffing patrol has been our top priority
- High priority responses all slower
- Alarm responses down, valid alarm rate improving

# We improve traffic safety

Performance Measures	Goal	2008	2009	2010	Change
Traffic Stops	NA	34,407	31,512	23,784	↓24.5%
Impaired Driving Arrests	NA	360	277	236	↓ 14.8%
Traffic stops cleared with citation, arrest, or report	≥40%	46%	37%	37%	Stable
Collisions reported to State	Less	1,312	1,250	1,140	↓8.8%
Injury Crashes	Less	306	458	306	↓33.2%
Traffic Fatalities	Less	1	4	6	↑50%

- Reduced traffic unit to bolster patrol 911 response; fewer traffic stops and impaired driving arrests by traffic & patrol
- New data point: 63 crashes (6%) involved impaired drivers
- Fewer collision reported-may be a financial decision by citizens

# Specialty teams are effective

Performance Measures	Goal	2008	2009	2010	Change
Child Abuse (CA) Cases investigated	NA	232	210	359	↑71%
CA Cases closed	≥ 90%	93%	85%	86%	Stable
Career Criminal Arrests	NA	473	327	328	Stable
Drug Task Force Arrests	NA	43	52	81	↑55.8%
DTF Arrest - % of cases	≥ 40%	38%	56%	37%	↓33.9%
Computer Crime Cases	NA	190	283	197	↓30.4%

- These teams represent a multi-agency approach
- DTF arrests have increased but the number of cases have increased even more. This is becoming a problem area
- Computer crime drop due to reduced investigations that refer cases

# Specialty teams are effective

Performance Measures	Goal	2008	2009	2010	Change
Domestic Violence (DV) Cases	NA	2,892	3,756	3,858	↑ 2.7%
DV Arrests	NA	241	729	531	↓7.2%
DV Arrest Rate	higher	8.3%	19.4%	13.8%	↓28.9%
Safe Streets Task Force Cases	NA	New	New	300	NA
SSTF - Arrests	NA	New	New	210	NA
SSTF – Arrest Rate	≥ 50%	New	New	70%	NA

- Stable number of DV cases but far fewer arrests
- New metrics for SSTF

# We use resources responsibly

Performance Measures	Goal	2008	2009	2010	Change
Commissioned FTEs (Budget)	NA	207	216	201	↓7.4%
Operating \$ Budgeted	NA	\$30.1m	\$32.0m	\$30.9m	↓3.4%
Overtime (\$m)	Less	\$1.24m	\$1.22m	\$1.07m	↓11.8%
OT as % of personnel cost	< 5%	5.1%	5.1%	4.8%	↓5.9%
Cost Recovery	More	\$851k	\$1.31m	\$719k	↓45.1%
Grant revenues	More	\$710k	\$1.11m	\$1.28m	↑ 15.3%
New grant awards	More	\$636k	\$6.38m	\$1.43m	↓87.6%

- Cumulative elimination of 14 police manager and supervisors positions
- Met overtime goal: budgeted \$145k less & saved a total of \$283k
- Cost recovery and grant revenues are staying high, but low level of new grants is worrisome

# Performance Trends in 2011

Staffing & Differential Response Policy has impacted below statistics

	Jan - June 2010	Jan - June 2011	Numerical Change	Percentage Change
<b>Total VPD CRESA Events</b>	65,548	65,745	197	0.30%
<b>Total 911 Calls</b>	45,257	44,025	-1,232	-2.72%
<b>Total # CRESA Calls Responded to</b>	40,255	29,950	-10,305	-25.60%
<b>Percentage of CRESA Calls Responded to</b>	88.95%	68.03%	-0.209	-23.52%
<b>Number of Priority 1 Calls</b>	81	76	-5	-6.17%
<b>Response time for Priority 1 Calls</b>	4:27**	2:26**		
<b>Number of Priority 2 Calls</b>	2,449	1,998	-451	-18.42%
<b>Response time for Priority 2 Calls</b>	7:52	2:44		0.00%
<b>Reported Violent Crimes</b>	1,172	1,145	-27	-2.30%
<b>Reported Property Crimes</b>	3,865	4,289	424	10.97%
<b>Officer Initiated Events (minus Traffic Stops)</b>	9,102	10,747	1,645	18.07%
<b>Officer Initiated Traffic Stops</b>	11,188	10,966	-222	-1.98%

\*\* CRESA response time tracking protocol changes

# Current Re-engineering Efforts

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# Current Strategy Overview: Re-engineer Police Operations

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- ▶ Greater Employee Collaboration
- ▶ Technology
  - Electronic Inventory System
  - On-Line Training
  - On-Line Reporting
  - Crime Analysis and Predictive Policing
  - Effective Management Systems
- ▶ Civilianization
- ▶ Integration of Police Services – Federal, State, local partners
- ▶ Use of Volunteers

# Current Strategy: Positive Collaboration with Employees

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- ▶ Communication Work Group
  - Internal Affairs “Lessons Learned”
  - Regular Labor / Management Meetings
- ▶ Policy Manual Work Group
  - Policies Updated – Professional Competencies
- ▶ IA Policy Work Group
  - Streamline inquiry / Complaint Process
- ▶ Training Work Group
  - Learning Organization / Professional Competencies
- ▶ Differential Response Work Group
  - On Line Reporting – CopLogic
- ▶ Electronic Work Performance Tracking Work Group
  - Automating Employee Performance Statistics

# Current Strategies: Improve Effectiveness through Technology

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## VPD is Restructuring Police Services using Force Multipliers

- ▶ Acquire New / Improve Technology
  - CopLogic - Differential Response/on-line reporting
  - FirstWatch - used to provide crime alerts for investigators and citizens through text or email.
  - Video Conferencing – improved patrol briefings and direct internal communication
  - Crime Mapping – Emerging trends and resource deployment
  - CrimeReports.com –
  - Rapid Pawn data system – improved theft and property crime follow up investigations
  - Vanstat – EPR, CAD, Crime Mapping
  
- ▶ Automation of Key Operations
  - Bill Board Warning signs
  - Electronic tickets – greater efficiencies in officer field time
  
- ▶ Training
  - Develop professional competencies by expanding training programs and focused service to impact emerging crime trends.

# Current Strategies: Provide Service Differently

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## Re-engineering Police Services by diversifying how service is delivered

### ▶ Civilianization

- Lower level calls for service - no hazard/no identified suspect
- Community Outreach – improved community awareness
- Crime Analysis / Predictive Policing – Joint deployment of NOW with differential field responses to reduce crime

### ▶ Integration of Police Services Continued

- Focused Enforcement Teams – comprised of patrol/investigative resources

### ▶ Volunteers

- Community Safety and livability
- Communities and neighborhoods empowered

# Future Strategic Outcomes

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# Future Direction and Strategic Outcomes

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- ▶ A Department culture of continuous innovation, evolution and positive change
- ▶ Redesigned deployment of limited resources that maximize outcomes that benefit the community
- ▶ An engaged community involved in determining how police services are delivered and how we measure success
- ▶ Reduced reliance on un-sustainable grants
- ▶ Public reinvestment through dedicated public safety revenues

# How we will Achieve Outcomes

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To rebuild VPD from the ground up, while relying upon current resource levels, we must:

- ▶ Engage our workforce by:
  - Encouraging ingenuity and creativity
  - Exploring of new structural models
  - Identifying innovative policing strategies
  - Developing new service delivery models
  - Established employee workgroups, Command Retreat for strategic planning
- ▶ Engage our community by:
  - Involving them in discussions about desired levels of service and acceptable service costs
  - Encourage greater involvement in Police Services

**This is VPD's future organizational direction**

# Questions & Discussion

*August 15, 2011*

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