

POLICE DEPARTMENT

MISSION AND SERVICES

Mission - The Police Department provides patrol, emergency police response and investigative services to county citizens, residents and visitors in order to protect lives and property.

The agency's mission supports accomplishing the countywide vision by:

- Working for safe communities
- Working for economic vibrancy
- Working to support families and individuals in need

Core Services –

- Patrol, including responding to calls for service
- Emergency police response
- Investigative services, including identifying and apprehending persons suspected of criminal acts

SERVICE DELIVERY PLAN AND PERFORMANCE

GOAL 1 - To provide uniform patrol services to the County's citizens, residents and visitors in order to mitigate crime.

Objective 1.1 - Reduce the number of violent crime incidents from 7.4 per 1,000 residents in calendar year (CY) 2008.

Targets	Long Term Target Compared with Performance										
<ul style="list-style-type: none"> ▪ Short term: By CY 2010 – 6.7 ▪ Intermediate term: By CY 2013 – 6.5 ▪ Long term: By CY 2016 – 6.3 	<p>Long term target (FY 16): 6.3</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">8.2</td> <td style="text-align: center;">7.4</td> <td style="text-align: center;">7.0</td> <td style="text-align: center;">6.8</td> <td style="text-align: center;">6.6</td> </tr> <tr> <td style="text-align: center;">CY 2007 Actual</td> <td style="text-align: center;">CY 2008 Actual</td> <td style="text-align: center;">CY 2009 Actual</td> <td style="text-align: center;">CY 2010 Estimated</td> <td style="text-align: center;">CY 2011 Projected</td> </tr> </table>	8.2	7.4	7.0	6.8	6.6	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected
8.2	7.4	7.0	6.8	6.6							
CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected							

Performance Measures -

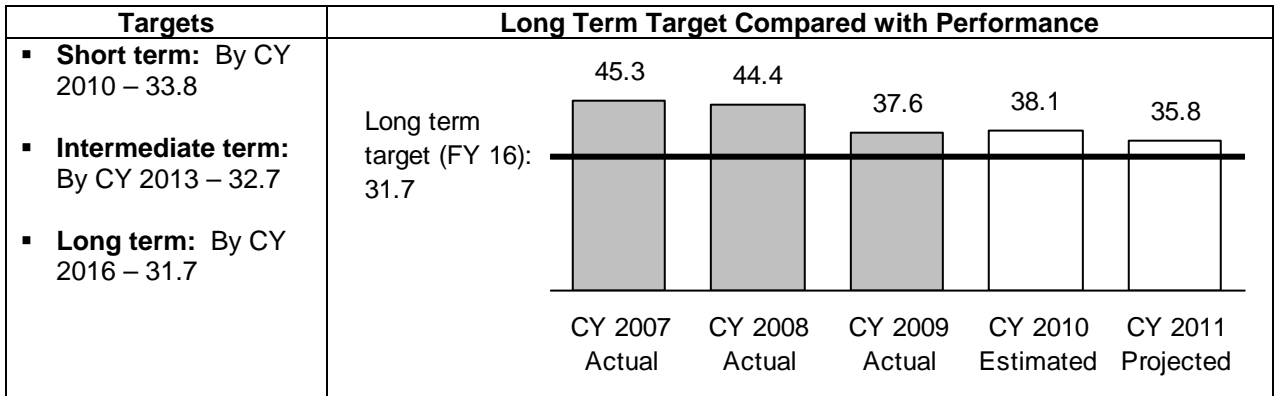
Measure Name	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected
Resources (input)					
Number of officers assigned to patrol squads in district stations	1,001	1,040	1,098	1,125	1,150
Number of volunteers who assist the Police Department with a variety of tasks			35	50	65
Workload, Demand and Production (output)					
Number of calls for service for violent crime	7,047	6,391	6,070	5,800	5,700
Average number of patrol officers per 1,000 population	1.2	1.3	1.3	1.4	1.4
Number of violent parolee cases opened			375	425	450
Number of EXILE convictions for illegal gun use			33	40	45
Efficiency and Quality					
Average number of violent crime calls per patrol officer	7.0	6.1	5.5	5.2	5.0
Average response time for priority calls (in minutes)	5.2	5.1	5.0	4.9	4.8
Impact (outcome)					
Number of violent crimes per 1,000 population	8.2	7.4	7.0	6.8	6.6

Performance Measures Explanation – Violent crime includes homicides, rapes, robberies, carjacking and assaults. Violent crime has steadily declined since 2005 and is anticipated to continue to do so in the data illustrated above. The department projects that it will better its short term goal of 6.7 violent crime incidents per 1,000 residents in 2011. Data is reported on a calendar year basis to correspond with the FBI's Uniform Crime Reporting standards. Please note that violent crime numbers for 2009 are estimated. Data for all measures, for all years is not available at this time.

Strategies to Accomplish the Objective –

- **Strategy 1.1.1** – Partner with citizens, residents and visitors to mitigate crime
- **Strategy 1.1.2** – Hold statistical review meetings with county, municipal, State and Federal law enforcement partners to discuss how to achieve and improve toward the agency's objective
- **Strategy 1.1.3** – Concentrate police and probation resources on the most violent offenders who are highly likely to commit future violent crimes
- **Strategy 1.1.4** – Utilize the EXILE program combining law enforcement, prosecution and community action to combat gun crime which if a person is convicted requires mandatory Federal prison sentences

Objective 1.2 - Reduce the number of property crime incidents from 44.4 per 1,000 residents in CY 2008.



Performance Measures –

Measure Name	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected
Resources (input)					
Number of officers assigned to patrol squads in district stations	1,001	1,040	1,098	1,125	1,150
Workload, Demand and Production (output)					
Number of documented property crimes	37,420	36,457	30,714	31,000	29,000
Number of public seminars to provide the public with information to protect themselves			4	6	8
Efficiency and Quality					
Average number of property crimes per patrol division officer	37.4	35.1	28.0	27.6	25.2
Average response time for non-priority calls (in minutes)	5.3	5.3	5.2	5.1	5.0
Impact (outcome)					
Number of documented property crimes per 1,000 population	45.3	44.4	37.6	36.5	35.8
Number of stolen vehicles per 1,000 population	12.1	10.0	9.6	9.2	8.9

Performance Measures Explanation - Property crime includes burglary, larceny, theft and stolen vehicles. There has been a continuous reduction in property crime since 2004, which is anticipated to continue through FY 2011. From FY 2007 to FY 2009 represents a 17% decrease in property crimes per 1,000 persons. Data is reported on a calendar year basis to correspond with the FBI's Uniform Crime Reporting (UCR) standards. Please note that property crime numbers for 2009 are estimated. Data for all years is unavailable.

Strategies to Accomplish the Objective –

- **Strategy 1.2.1** – Partner with citizens, residents and visitors to mitigate crime
- **Strategy 1.2.2** – Hold statistical review meetings with county, municipal, State and Federal law enforcement partners to discuss how to achieve and improve toward the agency's objective
- **Strategy 1.2.3** – Share crime prevention information with citizens, residents and visitors through public information

GOAL 2 - To provide emergency police response services to the County's citizens, residents and visitors in order to improve response times.

Objective 2.1 - Reduce average emergency response time from 5.10 minutes in CY 2008.

Targets	Long Term Target Compared with Performance																		
<ul style="list-style-type: none"> ▪ Sort term: By CY 2010 – 4.60 ▪ Intermediate term: By CY 2013 – 4.35 ▪ Long term: By CY 2016 – 4.10 	<table style="margin: auto; border-collapse: collapse;"> <tr> <td></td> <td style="text-align: center;">5.20</td> <td style="text-align: center;">5.10</td> <td style="text-align: center;">5.00</td> <td style="text-align: center;">4.90</td> <td style="text-align: center;">4.80</td> </tr> <tr> <td style="text-align: left;">Long term target (FY 16):</td> <td colspan="5" style="text-align: center;">4.10</td> </tr> <tr> <td></td> <td style="text-align: center;">CY 2007 Actual</td> <td style="text-align: center;">CY 2008 Actual</td> <td style="text-align: center;">CY 2009 Actual</td> <td style="text-align: center;">CY 2010 Estimated</td> <td style="text-align: center;">CY 2011 Projected</td> </tr> </table>		5.20	5.10	5.00	4.90	4.80	Long term target (FY 16):	4.10						CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected
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Performance Measures –

Measure Name	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected
Resources (input)					
Number of officers assigned to patrol squads in district stations	1,001	1,040	1,098	1,125	1,150
Workload, Demand and Production (output)					
Number of calls for service	655,994	700,000	676,662	650,000	625,000
Efficiency and Quality					
Average number of calls for service per district station officer	655.3	673.1	616.3	577.8	543.5
Impact (outcome)					
Average response time for priority calls for service (in minutes)	5.2	5.1	5.0	4.9	4.8

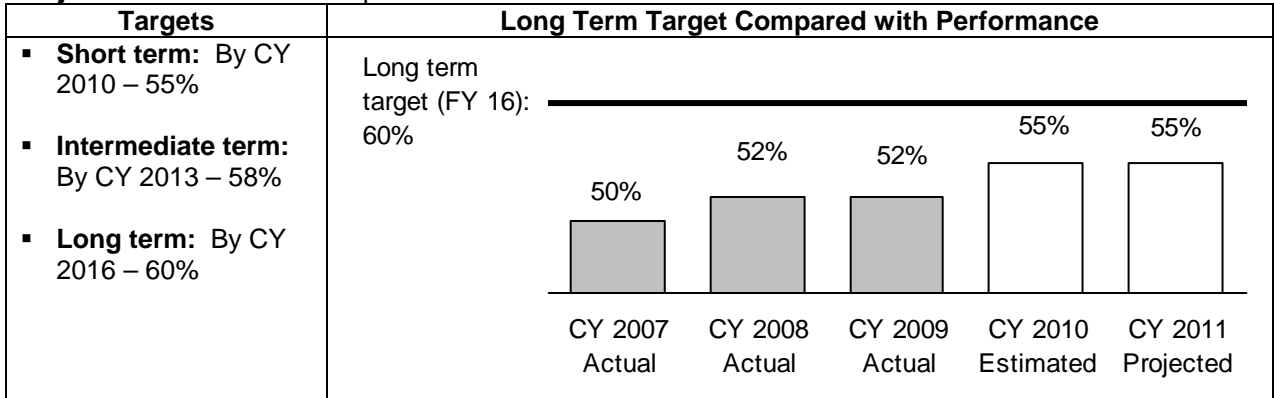
Performance Measures Explanation - Priority calls for service include all life threatening calls, major incidents in progress and those that have just occurred or incidents where a suspect may still be on the scene. Examples of priority calls include homicides, robberies, sex offenses, suicides, hit and run accidents with injuries and officer in trouble calls. Responding to these calls in a timely manner is critical in protecting the public as well as solving cases. The department has reduced its average response time for priority calls since 2004 of 6.1 minutes. The above data is reported on a calendar year basis; the numbers for 2009 are estimated.

Strategy to Accomplish the Objective –

- **Strategy 2.1.1** – Have one patrol officer available for every 700 annual calls for service

GOAL 3 - To provide investigative services to the County’s citizens, residents and visitors in order to improve case closures.

Objective 3.1 - Increase the percent of homicide cases closed from 52% in CY 2008.



Performance Measures –

Measure Name	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Estimated	CY 2011 Projected
Resources (input)					
Number of homicide investigators	25	30	32	32	32
Workload, Demand and Production (output)					
Number of homicide cases	141	120	105	90	80
Number of gunshot calls in areas where surveillance cameras are installed		21	19	17	15
Efficiency and Quality					
Average number of homicide cases per investigator	5.6	4.0	3.3	2.8	2.5
Percent of homicide trials resulting in a conviction		90%	100%	95%	95%
Impact (outcome)					
Percent of homicide cases closed	50%	52%	52%	55%	55%

Performance Measures Explanation – The department has been successful in improving the percent of homicides cases closed since 2007. With recent increases in the number of homicide investigators and a renewed emphasis on training, the department expects to meet its short term objective of closing 55% of homicide cases in 2010. Data is reported on a calendar year basis; the numbers for 2009 are estimated. In some cases, 2007 data is unavailable.

Strategies to Accomplish the Objective –

- **Strategy 3.1.1** – Train officers in homicide investigative techniques
- **Strategy 3.1.2** – Utilize video surveillance and gunshot detection technology