

**KELLER POLICE DEPARTMENT**

**MULTI – YEAR PLAN**

**FY 2018-2019 THROUGH FY 2022-2023**



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CHIEF OF POLICE**

**SERVICE ~ JUSTICE ~ FAIRNESS**

Updated March 1, 2019

## OUR MISSION STATEMENT

The Keller Police Department is a value driven organization committed to excellence and will partnership with the community to make Keller a better place to live, visit, and conduct business.

## OUR GUIDING PHILOSOPHY AND VALUES



- **Empathy**  
–Listen, value diversity, other views, seek win – win, share information, be open, maturity
- **Edification**  
–Partnership relations, empowerment, recognition, team member, create value, honor the absent
- **Enthusiasm**  
–Have fun, serve others, improve quality of life for all stakeholders, and adapt to change, take ownership
- **Excellence**  
–High expectations, pride, performance, ethics, accountability, problem-resolution, quality

## Introduction

The Keller Police Department is an organization with a deep understanding of its role and purpose in the communities it serves. This understanding along with a strong Mission Statement and core values drive the organization to serve the greater good, justly apply the laws of our land, and demonstrate fundamental fairness to all whom we come in contact with. With the ever changing social and legal environment, police departments must continue to look beyond today to anticipate the future needs and challenges of their community if they are to properly serve their community. We continuously benchmark our performance against our past performances and exhaustively communicate where we want to be in the future. We are community driven and utilize “best practices” from our profession as well as input from our external and internal customers in our policing strategies.

This multi-year plan is built upon our role and fundamental purpose in our community and recognizes that in order to fulfill our role and purpose we must remain committed to our Mission Statement and Organizational Values. The multi-year plan includes anticipated workload and population trends, anticipated personnel levels, and anticipated capital improvements and equipment needs. Citizen and employee surveys as well as employee and staff meetings obtained the input for this plan.

In completing this Multi-Year plan, data from the department’s workload analysis was utilized to identify staffing needs to meet projected growth and service demands. The workload analysis was completed by the Police Department Command Staff. The Uniformed Services Captain, Support Services Captain, Criminal Investigations Lieutenant, and NETCOM Manager all participated providing workload data and needs for their respective units. This plan will continue to be reviewed and updated annually.

### **COLLABORATIVE SYSTEMS FOR THE 2018/2019 UPDATE**

Predicting the future is difficult. However, well-thought-out projections for the future can help guide the development of an organization to best meet the needs of its customers. The following trends should be noted and were taken into consideration when updating this plan.

- 1. 21<sup>st</sup> Century Policing.** In May 2015, the final report of the President’s Task Force on 21<sup>st</sup> Century Policing was released. The task force was charged with identifying best practices and making recommendations on practices that would successfully reduce crime while building public trust. The task force identified 6 pillars: Building Trust and Legitimacy; Policy and Oversight; Technology and Social Media; Community Policing and Crime Reduction; Training and Education; Officer Wellness and Safety.

Of the six pillars, the Keller Police Department has been on the forefront with our CALEA National Accreditation and State Accreditation Best Practices and contemporary policing approach. Even with our successes and achievements, we will continue to be challenged with Building Legitimacy and Trust, and Technology and Social Media. Both of these are environmental influences, which will impact the organization on a day to day

basis. To ensure success in managing these challenges, the organization has adopted and promotes a guardian mindset, bringing to the forefront that law enforcement officers are not battleground warriors, rather, guardians of a democracy ensuring and safeguarding the rights guaranteed to all citizens. This approach along with adopting a policy of procedural justice as one of our guiding principles works to promote legitimacy and trust with our internal and external customers.

In order to meet the Technology and Social Media challenge, our organization recognizes and accepts that both are a rapidly changing landscape. Rapid technology and growth faces the Communications Unit as Internet-based Telecommunications enable direct voice, text, and video communications with the Dispatch Centers, social media outlets beneficial to community engagement and enhancing partnerships, the incorporation of body cameras, and the cost of the technology and supporting it will be expensive. The Crime Control and Prevention District Sales Tax revenue support these efforts, but we will have to continue to prioritize the spending and differentiate needs versus wants. We will continue to partner with the city's IS department to incorporate best practices in the research, purchase, and assimilation of new technology.

2. **Operating in the “New Normal”.** The City of Keller has experienced strong economic growth and saw home valuations continue to increase substantially over the past year. Continued economic development in Old Town is a focus with the city's first hotel slated to open in late 2019. With our economic successes and increased home valuations, we are faced with legislative challenges relating to tax caps for municipalities. The current cap is set at 8%; however, legislation has been brought forward in the 2019 legislative session that could significantly impact tax revenues for the city. Our creative funding mechanisms with the Town of Westlake, City of Southlake, and City of Colleyville agreements, Crime Control and Prevention District Sales Tax, and our cautious approach to budgeting has allowed us to continue to lessen our financial impact on the General Fund budget, allowing city leaders to utilize revenues from the regional agreements to lower our citizens tax rate and provide increases in their homestead exemption. The DFW market is very competitive when it comes to hiring public safety personnel. The salary and benefits continue to increase faster than the rate of inflation. Following the 3% salary increase in 2016, our city leaders approved a step pay plan for our sworn personnel in 2017. The plan consists of 2% steps that are designed to top officers out in 13 years. In 2018, our city leaders again authorized a 2% market adjustment and 2% step for our officers. Our Netcom Dispatchers received a 2% market adjustment as well along with a 2% merit increase based on their annual performance. The remaining non-sworn members received a 1.5% market adjustment and a 2% merit increase for FY 2018/2019. The implementation of the step plan helped ease the problem with salary compression. The competitive market for police officers has had a major impact on our department. With more agencies offering high paying lateral entry positions, sign on bonuses, and the one-year lag time in hiring and training new officers, we redesigned our recruiting and hiring plan. For the first time in the history of the Keller Police Department we implemented a relocation package paid immediately to candidates hired who resided more than 75 miles from the City of Keller, developed a lateral officer bonus program, and began recruiting nationally for police officers. Along with the challenge of hiring

and retaining police officers, healthcare costs continue to be a concern and will impact how compensation increases are given in the future. The city is committed to keeping the salary range competitive with the surrounding cities. Economic conditions will always dictate whether the city can continue to fund step and market increases, along with the recruiting incentives. Leadership will continue to do its part by communicating the current economic and environmental factors impacting compensation and molding a rewarding work environment in the City of Keller.

- 3. Increase in the Training required for employees.** The minimum training requirements mandated by the State of Texas (TCOLE), the Federal Government, Texas Best Practices and CALEA continues to increase. The time needed to provide the training has increased overtime costs and impacted staffing. In calendar year 2018, officers averaged 125 training hours, which took them away from their duties. We must continuously monitor this impact to staffing or service delivery to our community will suffer. To mitigate the impact we continue to utilize computer based learning for many core training classes.
- 4. Keller is approaching build out.** Keller is quickly approaching to build out population. As of January 1, 2017 the population estimate is at 44,904. The projected build out population is estimated to be 48,000 – 52,000. The remaining property to be developed for residential is in the north section of the city and the zoning calls for low density. There are some commercial areas left to develop along the north section of Highway 377 and in Town Center. The revitalization and popularity of Old Town is bringing economic development in the forms of entertainment, retail, and restaurants. The city council allocated funds to conduct a study to design improvements for the east side of Old Town and could begin revitalization as early as 2020. With continued popularity and growth, Old Town could require modifications in deployment during the evening and late night hours. What has been surprising, and a good thing for our city budget, is that the citizen initiated calls for service have seen no significant increase in the past nine years. Cities that mature have a difficulty delivering the same level of services without increasing taxes. It will take political will coupled with innovative measures to keep us properly staffed and properly compensated.
- 5. Organizational Restructure with New Command and Supervisory Staff.** In September 2017, the department restructured and adopted an organizational design that enhanced efficiency, eliminated communication barriers, reduced work repetition, aligned work functions, added new leadership roles for growth and development of team members, and met the needs of an organization that serves multiple jurisdictions. The rank of Lieutenant was added to the sworn ranks, and in Netcom, the Assistant Manager position was eliminated and two (2) Shift Supervisor positions were created. Retirements in 2018 caused many openings in the command and supervisory staff. Those positions have been filled by internal candidates with the exception of the Patrol Lieutenant position, which will be filled by the summer of 2019. As we have seen with our retirements over the past 3 years our career development focus and succession planning has allowed us to promote all current sworn leadership from within. The current Patrol

Lieutenant position has been the first opened to external candidates in over 20 years. This is due to there being just one internal candidate qualified for the position.

Leadership will have to understand that the millennials who we are hiring and make up close to half of our workforce are motivated differently. With the recent police use of force incidents around the country many college bound students will simply question if being a police officer is worth it anymore. We will need to continue to sell our profession as a noble calling that attracts people who want to make a difference in the communities that they serve. In our attempts to recruit and hire diverse law enforcement professionals we must continue to modify our recruiting and hiring strategies to incorporate more off-site testing and to appeal to a larger number of minority and female candidates.

## Long-Term Goals and Operational Objectives

Many organizations often fail to set measurable goals or if they do they fail to properly communicate the goals leaving employees on their own. This can result in cliques or factions within the agency doing their “own thing”. The Keller Police Department is an agency with a strong Mission Statement driven by core values of Empathy, Edification, Enthusiasm, and Excellence. Our long term goal is and will continue to be to make Keller a better place to live, visit, and conduct business by being a value-driven organization committed to excellence. We will continue to strive for a meaningful partnership with the community. With that in mind, the community and the department have established the following long-term goals.

Goal #1      **CONTINUE TO MEET THE SERVICE NEEDS OF A GROWING COMMUNITY WITH A VALUES DRIVEN, CUSTOMER FOCUSED STYLE OF POLICING DESIGNED TO IMPROVE THE QUALITY OF LIFE IN KELLER.**

Objectives to meet the goal.

1. This goal will require us to have the necessary staff to carry out our Mission.
  - a. Attempt to keep officers assigned to patrol sectors free at least 40% of the time (utilizing the ICMA Rule of 60 methodology) to deliver an appropriate response time (drive-time) of under 5 minutes for emergency calls and under 15 minutes for non-emergency calls.
  - b. Attempt to keep staffing in NETCOM appropriate to achieve the goals of answering all 9-1-1 calls within ten seconds and dispatching Priority 1 Fire Calls within one minute and Police Calls within two minutes.
  - c. Staffing should also be based on performance by asking the critical questions: “If we add this position what will this organization be able to

accomplish that we are not doing now or if we do not add this position what will happen with the service level to our customers”?

- d. Where appropriate, utilize the Volunteers in Policing (VIPS) to free up police officers from tasks that can be done properly with volunteers. Also utilize volunteers in Records, NETCOM, and the Regional Jail when appropriate.
2. Continue to stress a values driven style of policing. Develop new officers properly in our philosophy and continue to train officers throughout their career in what is expected. Reward positive behavior and correct behavior immediately that does not meet our Mission and Values.
3. Continue to foster an open line of communication with the public we serve utilizing Keller Connect, social media, community events, bike patrols, and formal customer surveys.
4. Continue our victim call back program for all reported property and violent Part 1 Crimes.

Goal #2      **RANK AMONG THE TOP FIVE CITIES REPORTING THE LOWEST PART I CRIME INDEX COMPARED TO THE 15 CITIES WE BENCHMARK AGAINST IN THE DALLAS/FORT WORTH METROPLEX.**

Objectives to meet the goal.

1. Based on the latest results of the 2017 Citizen Survey that showed Crime Prevention as the most wanted focus of our attention we will utilize social media immediately when pockets of property crime are reported as close to 58% of the citizens who answered the survey report they utilize our social media sites.
2. Continue to emphasize crime prevention measures through our full-time community service officer using the CPTED (Crime Prevention Through Environmental Design) process working with the Community Development Department for new buildings.
3. Continue the crime analysis function as required under CALEA standards. Train team members in the Crime Disruptor software platform that will provide patrol officers and investigators with predictive indicators of where crime will occur in Keller and Westlake based on historical crime data.
4. Engage and utilize our Volunteers in Policing program (VIPS) and Citizen Police Academy Alumni Association to assist patrol with routine tasks and increased



presence in the commercial parking lots and residential homes identified by the Crime Analysis as having the highest incidents of burglaries.

5. Continue the Keller Police for Keller Youth Development project that will identify early offenders at risk and provide positive leadership and relationship building skills to prevent repeat offenders.
6. Continue to emphasize problem solving, geographic accountability, and community involvement in field training and with our work teams.

Goal #3      **CONTINUE TO MEET THE STANDARDS UNDER CALEA NATIONAL ACCREDITATION PROGRAM AND THE TEXAS LAW ENFORCEMENT BEST PRACTICES RECOGNITION PROGRAM.**

Objectives to meet the goal.

1. Continue to fund the accreditation process from the Keller Crime Control and Prevention Sales Tax.
2. Continue to maintain the Public Safety Accreditation Manager position in the budget and provide the proper training to the manager. Utilize Power DMS to assist in proper record keeping of standards.
3. Continue to communicate to the internal and external customers the benefits and goals of being a CALEA Accredited and Texas Best Practices Agency.

Goal #4      **PROVIDE QUALITY LEADERSHIP THAT FOSTERS EXCELLENCE AND CONTINUOUS IMPROVEMENT DESIGNED TO RETAIN AND REWARD VALUED TEAM MEMBERS.**

Objectives to meet the goal.

1. Identify, mentor, and develop future supervisors and managers. Working with the Departmental Training Committee (DTC) identify our training needs and administer the training to the entire department.
2. Send supervisors to the Texas Police Chiefs Leadership Class and send Bureau Commanders to management schools like the Executive Leadership Program and FBI National Academy. Have supervisors attend the City Career Advancement Program (CAPS).
3. Continue to develop department members by regular rotations in CID, the Traffic unit, and K9 Position. CID and Traffic positions will rotate after a 3-5 year



assignment and the K9 Position will rotate based on the health and performance of their K9 partner (typically a 5-8 year term) allowing a larger number of team members to perform those roles.

4. In conjunction with the accreditation cycle rotate Division Commanders and Lieutenants. Factors to be considered in making the rotation include professional development, organizational needs, re-training costs, tenure in the position, and proper fit.
5. Continue the use of employee committees to improve the internal communications within the agency.
6. Keep departmental performance measures ensuring that policing goals (which should be reevaluated annually) are out in front and in focus to the organization through monthly reports and individual goal setting. Continue to hold people accountable through performance measures and goals set as a team. Reward employees for performance but most importantly for integrity, ethics, and problem solving. The employee Reward system will consist of Peer, Supervisor, and Command Commendations culminating in nominations for the KPD Guardian Award. Monetary rewards for performance and demonstration of Organizational Values should be avoided due to the volatile economic environment that could result in not being able to fund the reward system resulting in a demotivating effect on team members. Peers should hold peers accountable for ethical behavior.
7. Fairly and consistently clear the path of employees who do not perform to standards. While seniority is valued and respected it is not the criteria to keep one's job. Continue the formal and informal recognition programs rewarding positive performance.
8. Continue to encourage physical fitness goals for sworn and civilian employees through positive encouragement and organizational incentives as part of an emphasis on wellness.

Goal#5

**MANAGE AND MONITOR THE AGREEMENTS TO PROVIDE JAIL AND PUBLIC SAFETY COMMUNICATIONS SERVICES TO THE CITIES OF SOUTHLAKE AND COLLEYVILLE, AND THE POLICE SERVICES AGREEMENT TO WESTLAKE WHILE EXPLORING OTHER COST EFFECTIVE SHARING OF SERVICES.**

Objectives to meet the goal.

1. Provide the Cities of Southlake, Colleyville and Town of Westlake with timely performance reports.

2. Utilize an annual report that shows not only the increase in service due to the merger but the cost savings to each community.
3. Hold “user-group” meetings with both cities to keep open the line of communications and look for areas of improvement. Involve Southlake, Colleyville, and Westlake in the policy and hiring decisions.
4. Continue to be the lead agency in the North Tarrant Regional SWAT Team and rotate the SWAT command to other agencies. Currently, a Southlake Lieutenant serves as Commander and Keller Captain as Assistant Commander.
5. Monitor and continually improve the Regional Animal Services with the Cities of Colleyville and Southlake. Continue the partnership with the North Texas Humane Society for the operation of the adoption center to reduce the costs and gain credibility with the animal advocate groups.
6. Continue to explore the possibilities of adding new partners in the jail and animal services.

Goal #6 **MONITOR THE LONG TERM FINANCIAL PLAN TO FUND THE CAPITAL NEEDS OF THE POLICE DEPARTMENT WITH THE REMAINING 2 YEARS OF THE CRIME CONTROL SALES TAX.**

Objectives to meet the goal.

1. Adhere to the objectives of the spending plan approved by the voters (vehicles, equipment, accreditation, technology, jail and building capital).
2. Fund an annual contribution to pay the debt for the jail and Regional Animal Services Center and the building/equipment replacement account so a significant amount of funds will be there to keep the equipment and building in proper shape without the need to defer maintenance or borrow funds for replacement items. Non-capital equipment will be considered on a yearly basis at budget time. Our computers are on a replacement schedule as part of our long-term technology plan for the city.
3. Explore technology options to control and prevent crime.
4. Monitor the overall financial condition of the city utilizing the adopted city financial contingency plan.

## Projections

### General Population Growth

#### City of Keller

| YEAR | ACTUAL POPULATION | ESTIMATED POPULATION |
|------|-------------------|----------------------|
| 1990 | 13,683            |                      |
| 2000 | 27,345            |                      |
| 2005 | 34,224            |                      |
| 2010 | 39,627            |                      |
| 2015 | 42,890            |                      |
| 2018 |                   | 47,959               |
| 2023 |                   | 52,653               |

#### Housing Units

| YEAR | ACTUAL UNITS | ESTIMATED UNITS |
|------|--------------|-----------------|
| 1990 | 4,792        |                 |
| 2000 | 9,216        |                 |
| 2005 | 11,539       |                 |
| 2010 | 13,514       |                 |
| 2015 | 15,001       |                 |
| 2018 |              | 16,085          |
| 2023 |              | 17,606          |

## Calls for Service

| YEAR     | CITIZEN INITIATED | % INCREASE OVER PREVIOUS YEAR | OFFICER INITIATED | % INCREASE OVER PREVIOUS YEAR | TOTAL CALLS FOR SERVICE | % INCREASE OVER PREVIOUS YEAR |
|----------|-------------------|-------------------------------|-------------------|-------------------------------|-------------------------|-------------------------------|
| 2001     | 18,632            | -                             | 19,744            | -                             | 38,376                  | -                             |
| 2002     | 22,500            | 21%                           | 26,194            | 30%                           | 48,111                  | 25%                           |
| 2003     | 23,498            | 4%                            | 33,971            | 32%                           | 57,484                  | 19%                           |
| 2004     | 28,789            | 23%                           | 43,798            | 28%                           | 72,588                  | 26%                           |
| 2005     | 31,126            | 8%                            | 46,203            | 5%                            | 77,329                  | 7%                            |
| 2006     | 30,601            | -2%                           | 51,575            | 12%                           | 82,176                  | 6%                            |
| 2007     | 26,573*           | -15%*                         | 49,138*           | -5%*                          | 75,711*                 | -9%*                          |
| 2008     | 29,453            | 11%                           | 59,393            | 21%                           | 88,846                  | 17%                           |
| 2009     | 31,081            | 6%                            | 53,046            | -11%                          | 84,127                  | -5%                           |
| 2010     | 29,275            | -6%                           | 52,929            | 0%                            | 82,204                  | -2%                           |
| 2011     | 30,730            | 5%                            | 56,683            | 7%                            | 87,413                  | 6%                            |
| 2012     | 28,725            | -7%                           | 61,484            | 8%                            | 90,209                  | 3%                            |
| 2013     | 28,825            | 0%                            | 63,617            | 3%                            | 92,442                  | 2%                            |
| 2014     | 26,363            | -8%                           | 66,211            | 4%                            | 92,574                  | 0%                            |
| 2015     | 25,783            | -2%                           | 64,564            | -3%                           | 90,347                  | -2%                           |
| 2016     | 23,799            | -8%                           | 62,527            | -3%                           | 86,326                  | -5%                           |
| 2017     | 24,713            | 4%                            | 69,353            | 11%                           | 94,066                  | 9%                            |
| 2018     | 21,861            | -11%                          | 57,991            | -16%                          | 79,852                  | -15%                          |
| 2019 est | 25,140            | 15%                           | 66,689            | 15%                           | 91,829                  | 15%                           |
| 2020 est | 26,775            | 6 %                           | 67,116            | 1%                            | 93,891                  | 2%                            |
| 2021 est | 27,310            | 2%                            | 67,787            | 1%                            | 95,097                  | 1%                            |
| 2022 est | 27,500            | 1%                            | 68,000            | 0%                            | 95,500                  | 0%                            |
| 2023 est | 28,000            | 2%                            | 68,700            | 1%                            | 96,700                  | 1%                            |

\*Change in CADS System that does not count CFS exactly the same as old CADS System.

## Present Authorized Police Department Employees

### SWORN

### CIVILIAN

- (1) Chief of Police
- (2) Captains
- (2) Lieutenants
- (5) Sergeants
- (4) Corporals
- (36) Officers
- (1) Less than FT SRO

51 Sworn

- (1) Regional Dispatch Manager
- (1) Public Safety Accreditation Manager
- (4) Netcom Shift Supervisors
- (16) Regional Police/Fire/EMS Dispatchers
- (3) Records Technicians
- (1) Administrative Secretary
  
- (3) Animal Control Officers
- (8) Detention Officers
- (1) Custodian
- (1.5) Kennel Tech

39.5 Civilian

90.5 Total Personnel

## Future Estimated Staffing

| YEAR | SWORN                                     | CIVILIAN                                                               | Patrol Officer unallocated patrol time | Future costs for additional personnel |
|------|-------------------------------------------|------------------------------------------------------------------------|----------------------------------------|---------------------------------------|
| 2010 | 50<br>Warrant officer position eliminated | 33<br>2 FTE added due to Colleyville Dispatch Merger                   | 55%                                    |                                       |
| 2011 | 50                                        | 33                                                                     | 55%                                    |                                       |
| 2012 | 50<br>Upgrade one officer to a Corporal.  | 34.5<br>Added 1.5 due to the ACO merger with Southlake and Colleyville | 55%                                    |                                       |
| 2013 | 50                                        | 34.5                                                                   | 55%                                    |                                       |
| 2014 | 50                                        | 35.5<br>Add one Detention Officer new jail                             | 61%                                    | \$60,000                              |
| 2015 | 50                                        | 36.5                                                                   | 60%                                    | \$65,000                              |

|      |                                                                                                                                |                                                                              |       |                                                                                                                                              |
|------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                                                                                                | Add one detention officer                                                    |       |                                                                                                                                              |
| 2016 | 50                                                                                                                             | 36.5<br>Upgrade one detention officer to jail supervisor                     | 58%   | \$20,000                                                                                                                                     |
| 2017 | 50                                                                                                                             | 37.5<br>Add one clerk to assist case filing, property room, records          | 48.3% | \$0 Budget impact from freezing 1 police officer position                                                                                    |
| 2018 | 51<br>Created 2 Lieutenant positions by eliminating 1 Captain position and enhancing 1 Sergeant.<br><br>Added Less than FT SRO | 38.5<br>Added 2 PT Kennel Tech positions                                     | 35.8% | The SRO was funded 100% by KISD<br><br>\$0 General Fund Budget Impact                                                                        |
| 2019 | 51<br><br>Created a One Officer Over Hire Policy in efforts to maintain 96% staffing level to meet community demands           | 39.5<br><br>Added 1 Public Safety Accreditation Manager                      | * 40% | The Public Safety Accreditation Manager was funded by KCCPD<br><br>The over hire of 1 officer will be funded through existing budget Savings |
| 2020 | 52<br>Consider adding an additional officer to the Westlake contract to meet current demands and maintain service levels       | 40.5<br><br>Add 1 FT Netcom Dispatcher to meet minimum staffing requirements | 40%   | The Westlake officer will be 100% pass through to the Town of Westlake<br><br>\$35,000                                                       |
| 2021 | 52                                                                                                                             | 40.5                                                                         | 40%   |                                                                                                                                              |

|      |                                                    |      |     |                                            |
|------|----------------------------------------------------|------|-----|--------------------------------------------|
|      |                                                    |      |     |                                            |
| 2022 | 53<br>Add 1 officer to<br>the Westlake<br>contract | 40.5 | 40% | Pass through to<br>the Town of<br>Westlake |
| 2023 | 53                                                 | 40.5 | 40% |                                            |

\* Transitioned to the ICMA Rule of 60 staffing model for Patrol Functions and PERF 1560 model of available time for all other units.

### Criminal and Traffic Arrests

| YEAR      | CRIMINAL | % INCREASE<br>(DECREASE)<br>OVER<br>PREVIOUS<br>YEAR | Traffic<br>Citations | % INCREASE<br>(DECREASE)<br>OVER<br>PREVIOUS<br>YEAR |
|-----------|----------|------------------------------------------------------|----------------------|------------------------------------------------------|
| 2008      | 1847     | 6%                                                   | 11665                |                                                      |
| 2009      | 1544     | -16%                                                 | 9776                 | -16%                                                 |
| 2010      | 1476     | -4%                                                  | 11703                | 20%                                                  |
| 2011      | 1540     | -4%                                                  | 9254                 | -21%                                                 |
| 2012      | 1480     | 0%                                                   | 9209                 | 0%                                                   |
| 2013      | 1501     | 1%                                                   | 10732                | 17%                                                  |
| 2014      | 1298     | -13%                                                 | 11149                | 4%                                                   |
| 2015      | 1094     | -15%                                                 | 11469                | 3%                                                   |
| 2016      | 1124     | 3%                                                   | 12577                | 10%                                                  |
| 2017      | 1011     | -10%                                                 | 12485                | -1%                                                  |
| 2018      | 832      | -17%                                                 | * 7255               | -42%                                                 |
| 2019 est. | 957      | 15%                                                  | 11500                | 37%                                                  |
| 2020 est. | 1040     | 9%                                                   | 12564                | 9%                                                   |
| 2021 est. | 1133     | 9%                                                   | 12650                | 1%                                                   |
| 2022 est. | 1150     | 1%                                                   | 13000                | 3%                                                   |
| 2023 est. | 1200     | 4%                                                   | 13200                | 1%                                                   |

\* Averaged 15% staff vacancies for the year.



### Part I Crime and Clearance Rates

| YEAR      | NUMBER OF PART I CRIMES | % INCREASE (DECREASE) OVER PREVIOUS YEAR | PER 1,000 POPULATION | CLEARANCE RATE |
|-----------|-------------------------|------------------------------------------|----------------------|----------------|
| 2001      | 541                     | -                                        | 19.35                | 9%             |
| 2002      | 606                     | 12%                                      | 21.21                | 28%            |
| 2003      | 538                     | -12%                                     | 16.09                | 19%            |
| 2004      | 610                     | 13%                                      | 17.67                | 32%            |
| 2005      | 632                     | 4%                                       | 17.89                | 28%            |
| 2006      | 576                     | -10%                                     | 15.69                | 24%            |
| 2007      | 534                     | -8%                                      | 14.45                | 28%            |
| 2008      | 553                     | 4%                                       | 14.50                | 28%            |
| 2009      | 531                     | -4%                                      | 13.28                | 29%            |
| 2010      | 523                     | -2%                                      | 13.08                | 31%            |
| 2011      | 525                     | 0%                                       | 13.09                | 29%            |
| 2012      | 402                     | -23%                                     | 10.05                | 28%            |
| 2013      | 420                     | 5%                                       | 10.20                | 29%            |
| 2014      | 397                     | -5%                                      | 9.45                 | 38%            |
| 2015      | 351                     | -12%                                     | 8.2                  | 45%            |
| 2016      | 295                     | -16%                                     | 6.7                  | 33%            |
| 2017      | 325                     | 10%                                      | 7.2                  | 29%            |
| 2018      | 346                     | 6%                                       | 7.9                  | * 21%          |
| 2019 est. | 330                     | -5%                                      | 7                    | 30%            |
| 2020 est. | 335                     | 1%                                       | 7                    | 32%            |
| 2021 est. | 345                     | 3%                                       | 6.9                  | 36%            |
| 2022 est. | 350                     | 1%                                       | 6.9                  | 40%            |
| 2023 est. | 355                     | 1%                                       | 6.8                  | 42%            |

\* Staffing shortages in the department resulted in 40% vacancy in CID for 2018.