

Performance and Cost Data

POLICE SERVICES

PERFORMANCE MEASURES FOR POLICE SERVICES

SERVICE DEFINITION

Police Services consists of all police activities performed by sworn and non-sworn personnel. This includes, but is not limited to, activities performed by patrol, traffic, investigations, special units, support staff, supervisors, and police administration. This definition captures all functions of the police department except for emergency communications.

NOTES ON PERFORMANCE MEASURES

1. Dispatched Calls

These are calls resulting in the dispatch of an officer. Most dispatches result from calls coming into the emergency communications center or the police department, but some are self-initiated by officers on duty. Multiple calls resulting in the dispatch of several officers are counted as one.

2. Uniform Crime Reporting (UCR) Part I Crimes

Uniform Crime Reporting (UCR) Part I crimes include crimes against persons (criminal homicide, forcible rape, robbery, and aggravated assault) and crimes against property (burglary, larceny, motor vehicle theft, and arson).

3. Incident Based Reporting (IBR) Part I Crimes

Incident Based Reporting (IBR) Part I crimes includes crimes against persons (criminal homicide, forcible rape, robbery, and aggravated assault) and crimes against property (burglary, larceny, motor vehicle theft, and arson). The difference between the UCR method and the IBR method for reporting crimes is that IBR counts crime and arrest activities at the incident level as opposed to counting only the most serious crime with multiple offenses.

4. Full-Time Equivalent (FTE) Positions: Sworn Officers

The number of full-time equivalent (FTE) positions is the number of budgeted positions for sworn officers during the fiscal year.

5. Response Time to High Priority Calls

Each police department defines high priority calls somewhat differently. The definitions generally refer to crimes in progress or situations where there are risks of injury or threats to life or property. Response time commences with the dispatch of an officer and ends with the arrival of the officer at the scene of the incident. The officer may be dispatched while on patrol or from the police station.

Police Services

Summary of Key Dimensions of Service

City or Town	Police Department Accredited?	Number of Sworn Officers	Average Length of Service for Sworn Officers (Years)	Number of Patrol Vehicles	Reporting Format	Part I Crimes			Part II Crimes	Dispatched Calls	Number of Traffic Accidents
						Against Persons	Against Property	Total			
Asheville	Yes	207	9.2	206	IBR	400	3,880	4,280	3,720	110,353	3,321
Burlington	Yes	118	11.0	143	IBR	434	4,283	4,717	5,577	66,996	1,829
Cary	Yes	168	8.8	118	IBR	136	2,193	2,329	2,349	120,709	3,602
Concord	No	158	8.2	185	IBR	176	3,202	3,378	1,919	95,703	3,004
Durham	Yes	512	9.6	348	IBR	1,729	12,345	14,074	7,525	273,399	9,911
Greensboro	Yes	642	10.0	217	IBR	1,482	14,658	16,140	14,344	282,289	8,454
Greenville	Yes	188	9.5	183	IBR	623	5,094	5,717	4,903	86,862	5,466
Hickory	No	118	8.6	165	IBR	272	2,925	3,197	3,937	72,099	1,939
High Point	No	227	10.3	227	IBR	547	5,216	5,763	2,772	125,482	2,516
Salisbury	Yes	88	9.8	100	IBR	243	1,646	1,889	2,392	35,447	1,797
Wilmington	No	267	10.3	270	UCR	817	6,075	6,892	5,079	170,552	3,481
Wilson	Yes	116	8.5	135	UCR	259	2,440	2,699	3,856	88,015	2,383
Winston-Salem	Yes	530.5	10.8	438	IBR	1,738	14,022	15,760	31,674	236,373	8,546

EXPLANATORY FACTORS

These are factors that the project found to affect police services performance and cost in one or more of the municipalities:

- Demographic makeup of the community
- Community policing policies
- Population density and land area
- Downtown area characteristics
- Use of incident based reporting
- Presence of unique problems in particular areas, such as drugs or gangs
- Emphasis on quick response to all calls
- Vehicle take-home policy
- Beat structure
- Use of special units

Asheville

Police Services

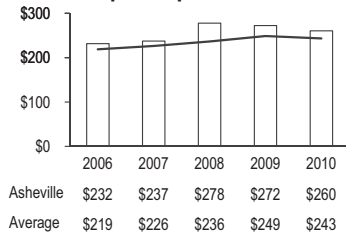
Key: Asheville ■

Benchmarking Average —

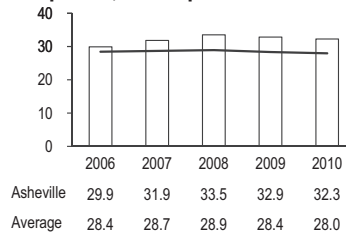
Fiscal Years 2006 through 2010

RESOURCE Measures

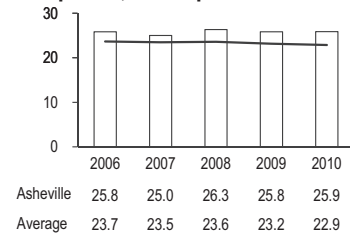
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

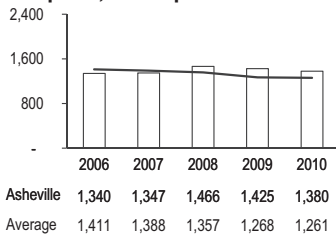


Sworn Police Officers per 10,000 Population

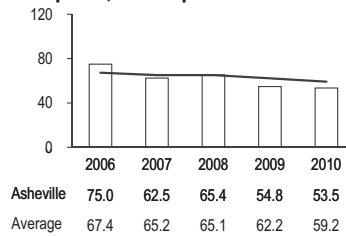


WORKLOAD Measures

Calls Dispatched per 1,000 Population

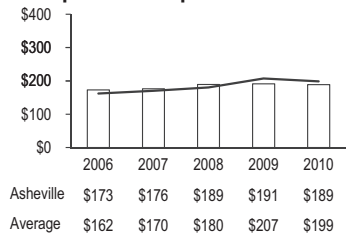


Part I Crimes per 1,000 Population

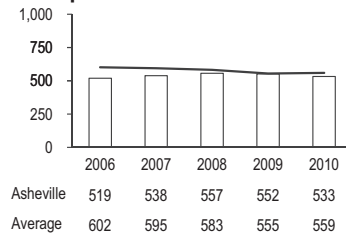


EFFICIENCY Measures

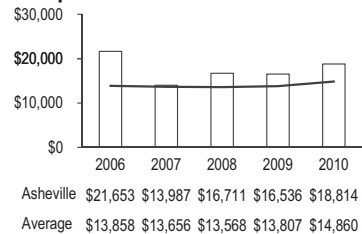
Police Services Cost per Call Dispatched



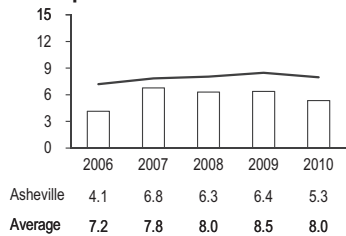
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

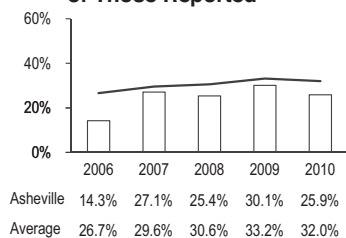


Part I Cases Cleared per Sworn Officer

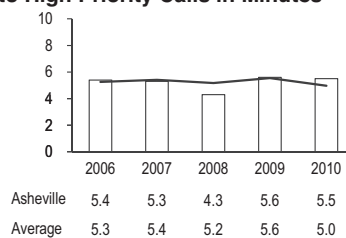


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Asheville

Police Services Fiscal Year 2009–10

MUNICIPAL PROFILE	
Population (OSBM 2009)	79,973
Land Area (Square Miles)	44.99
Persons per Square Mile	1,778
County	Buncombe
Median Family Income (US Census 2000)	\$44,029
Unemployment Rate (ESC-09)	8.6%
Part I Crimes Reported	
Homicide	3
Rape	26
Robbery	173
Assault	198
Burglary	819
Larceny	2,653
Auto Theft	325
Arson	83
TOTAL	4,280
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	70.9%
Operating Costs	20.7%
Capital Costs	8.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 14,774,328
Operating Costs	\$ 4,309,335
Capital Costs	\$ 1,743,269
TOTAL	\$ 20,826,932
SERVICE PROFILE	
FTE Positions—Sworn	207.0
FTE Positions—Other	51.0
Part I Crimes Cleared	
Persons	241
Property	866
TOTAL	1,107
Reporting Format	IBR
Part II Crimes Reported	3,720
Number of Calls Dispatched	110,353
Traffic Accidents	3,321
Property Damage	\$11,391,406

EXPLANATORY INFORMATION

Service Level and Delivery

The Asheville Police Department provides an array of police services, including patrol, investigations, a telephone response unit, a canine unit, a special response unit, animal control, a drug enforcement unit, a hostage negotiation team, a hazardous device team, and several other special programs to provide quality service.

The city had 207 sworn officer positions authorized for FY 2009–10, with an average length of service of about nine years. Police services occupies five facilities, the main downtown facility shared by the fire department and four substations.

Officers in Asheville work a varied DuPont schedule based on a fourteen day period working six twelve-hour days and one eight-hour day. The schedule requires two or three days on followed by two days off in alternating sequences over the two week period. A power squad is assigned to work the evening shift during the peak time of calls. Detectives work four ten-hour days with half the detectives off Monday and the other half off on Fridays. Detective supervisors work five eight-hour days.

Specialty units such as traffic, SWAT, and detectives have assigned take home cars. Additionally, sergeants and higher ranked officers also have assigned vehicles. Patrol cars have multiple users.

The police department was successful in clearing a total of 1,107 Part I cases in FY 2009–10.

The definition of a high priority call in Asheville is any call dealing with a crime in progress or a situation where there is immediate danger to a person.

Conditions Affecting Service, Performance, and Costs

Asheville switched over its crime reporting format from UCR to IBR in June 2009.

Significant efforts have been made starting in FY 2006–07 to reduce drug crime in Asheville. The number of Part I crimes has declined, which is believed to be due in part to the focus on reducing drug crime.

Asheville's costs for police services were up in FY 2007–08 due to the addition of 15 sworn officers during the year and the final stages of implementation of a market based pay plan for police officers.

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls are not included in the response time. Due to a better classification of high priority calls at the Asheville communications unit, police have been able to lower their response time to high priority calls.

Burlington

Police Services

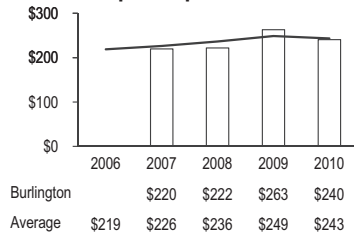
Key: Burlington ■

Benchmarking Average —

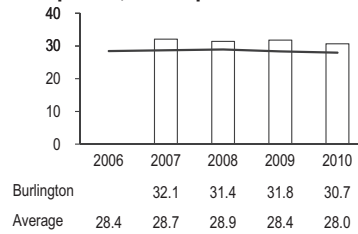
Fiscal Years 2006 through 2010

RESOURCE Measures

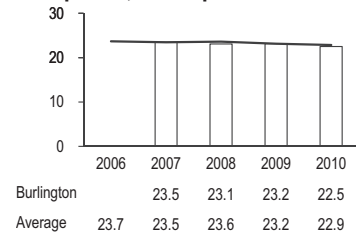
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

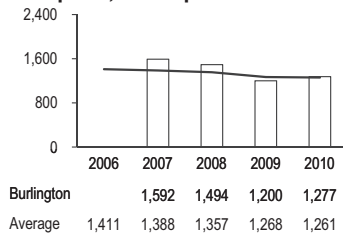


Sworn Police Officers per 10,000 Population

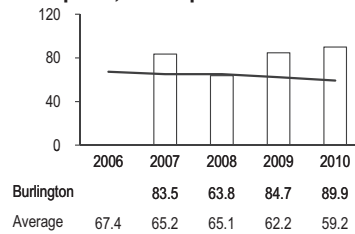


WORKLOAD Measures

Calls Dispatched per 1,000 Population

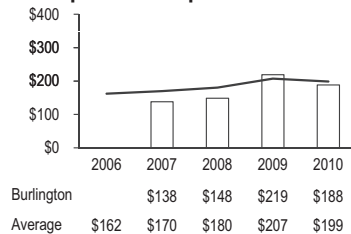


Part I Crimes per 1,000 Population

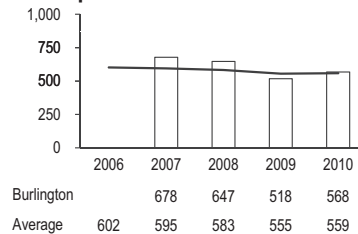


EFFICIENCY Measures

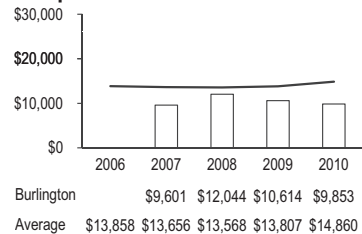
Police Services Cost per Call Dispatched



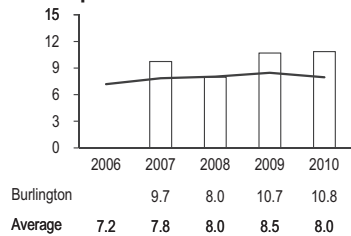
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

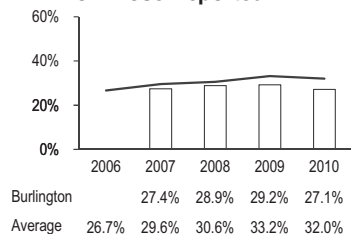


Part I Cases Cleared per Sworn Officer

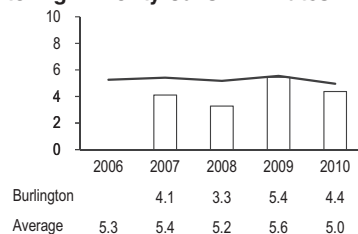


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Burlington

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	52,457
Land Area (Square Miles)	25.14
Persons per Square Mile	2,087
County	Alamance
Median Family Income (US Census 2000)	\$45,441
Unemployment Rate (ESC-09)	12.0%
Part I Crimes Reported	
Homicide	2
Rape	20
Robbery	116
Assault	296
Burglary	872
Larceny	3,243
Auto Theft	160
Arson	8
TOTAL	<u>4,717</u>

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	78.0%
Operating Costs	13.3%
Capital Costs	<u>8.8%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 9,831,438
Operating Costs	\$ 1,671,467
Capital Costs	<u>\$ 1,109,435</u>
TOTAL	\$ 12,612,340

SERVICE PROFILE

FTE Positions—Sworn	118.0
FTE Positions—Other	43.0
Part I Crimes Cleared	
Persons	248
Property	<u>1,032</u>
TOTAL	1,280
Reporting Format	IBR
Part II Crimes Reported	5,577
Number of Calls Dispatched	66,996
Traffic Accidents	1,829
Property Damage	\$7,204,909

EXPLANATORY INFORMATION

Service Level and Delivery

The Burlington Police Department provides an array of police services, including patrol, investigations, a telephone response unit, a canine unit, a motorcycle unit, a special response unit, a drug enforcement unit, an animal control officer, and other programs to provide quality service.

The town had 118 sworn officer positions authorized for FY 2009–10, with an average length of service of eleven years. Police services occupies its own separate building. There are also several substations and a separate facility for animal control services and a pet adoption center.

Burlington's uniform patrol officers work a permanent day or night shift with four days on, four days off, for 10.75 hours each day for a total of 2,080 hours per year. The schedule includes eighty-four court hours and forty training hours. Investigators work a forty-hour week of four ten-hour days.

Vehicles are assigned following a take home policy. All sworn employees with the exception of the Chief, Deputy Chief, and Major have take home vehicles.

The definition of a high priority call in Burlington is any call requiring immediate police response. These include crimes in progress where there is a threat to life and officers responding to traffic crashes or other incidents creating a life threatening situation.

The police department was successful in clearing a total of 1,032 Part I cases in FY 2009–10.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls are not included in the response time.

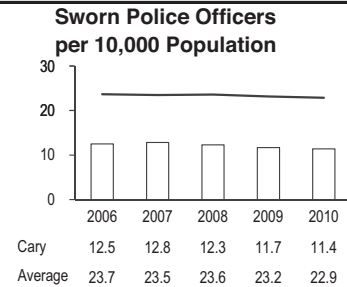
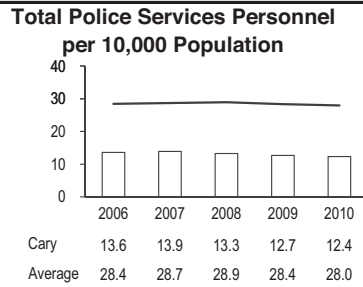
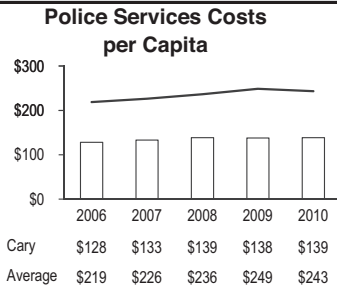
Burlington began participation in the benchmarking project in 2007 with its first reporting data for FY 2006–07.

Cary

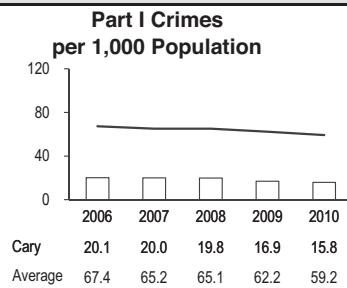
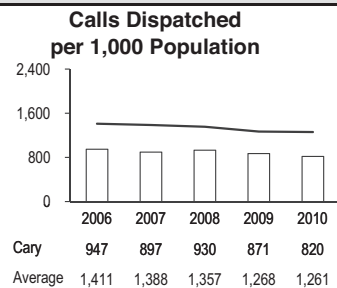
Police Services

Key: Cary ■ Benchmarking Average — Fiscal Years 2006 through 2010

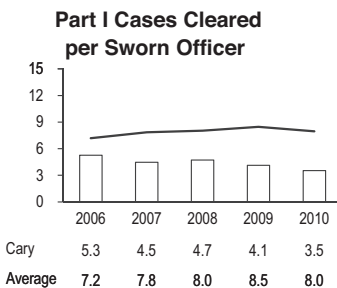
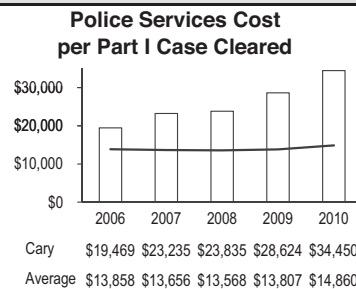
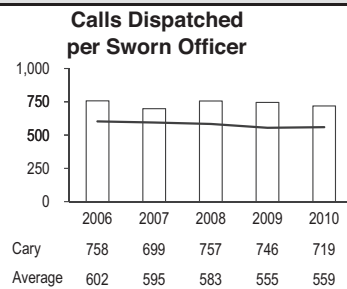
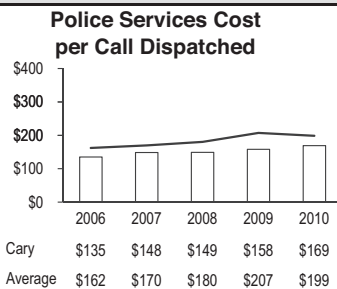
RESOURCE Measures



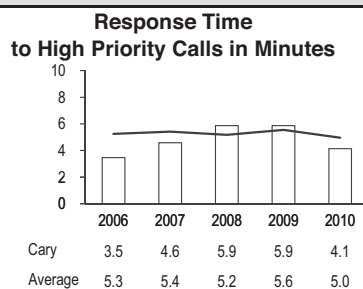
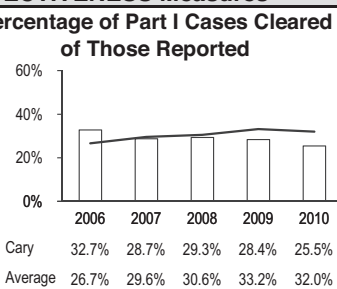
WORKLOAD Measures



EFFICIENCY Measures



EFFECTIVENESS Measures



Cary

Police Services

Fiscal Year 2009–10

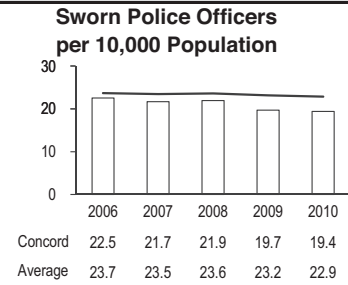
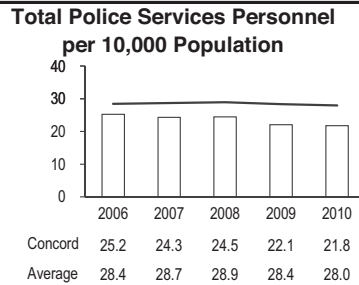
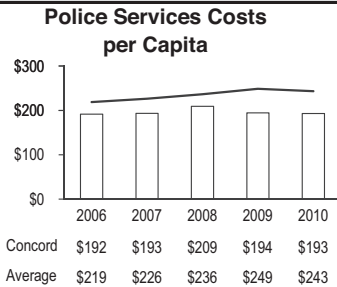
MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	147,282	<p>Service Level and Delivery The Cary Police Department provides an array of police services, including patrol, investigations, a motorcycle unit, a special response unit, bicycle patrol, animal control, drug enforcement, a youth services program for public schools, and a canine unit.</p>
Land Area (Square Miles)	54.01	
Persons per Square Mile	2,727	
County	Wake	
Median Family Income (US Census 2000)	\$88,074	<p>The town had 168 sworn officer positions authorized for FY 2009–10, with an average length of service of 8.8 years. The primary police headquarters is located in a three-story building shared with the town's technology services department. The department also operates three substations.</p> <p>In order to provide continuous service to the citizens of Cary, personnel are assigned to permanent shifts. These shifts overlap by design to provide sufficient protection during shift changes and to provide additional coverage during the times of peak activity. Tuesday through Friday the staff consists of three platoons of officers working ten-hour shifts. Saturday through Monday the staff consists of two platoons of officers working twelve-and-a-half hour shifts. Investigators work on call schedules and are also scheduled to work some evening hours to ensure coverage during the most active times of the day.</p> <p>Two uniformed patrol officers are assigned to each marked vehicle. Traffic officers and detectives are assigned individual vehicles. Only the detective on call is allowed to take home a vehicle, and the on-call assignment rotates.</p> <p>The town defines a high priority call as one which is life threatening in nature.</p> <p>The police department was successful in clearing a total of 593 Part I cases in FY 2009–10.</p> <p>Conditions Affecting Service, Performance, and Costs The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.</p>
Unemployment Rate (ESC-09)	8.4%	
Part I Crimes Reported		
Homicide	1	
Rape	22	
Robbery	40	
Assault	73	
Burglary	488	
Larceny	1,607	
Auto Theft	78	
Arson	20	
TOTAL	2,329	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	72.3%	
Operating Costs	21.2%	
Capital Costs	6.5%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 14,766,923	
Operating Costs	\$ 4,337,901	
Capital Costs	\$ 1,324,215	
TOTAL	\$ 20,429,039	
SERVICE PROFILE		
FTE Positions—Sworn	168.0	
FTE Positions—Other	14.0	
Part I Crimes Cleared		
Persons	92	
Property	501	
TOTAL	593	
Reporting Format	IBR	
Part II Crimes Reported	2,349	
Number of Calls Dispatched	120,709	
Traffic Accidents	3,602	
Property Damage	\$12,639,210	

Concord

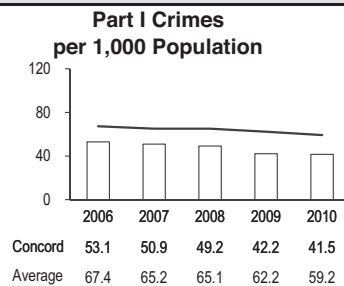
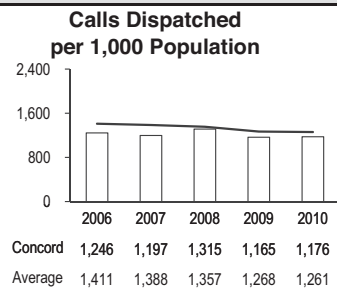
Police Services

Key: Concord ■ Benchmarking Average — Fiscal Years 2006 through 2010

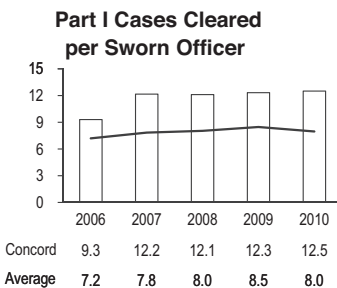
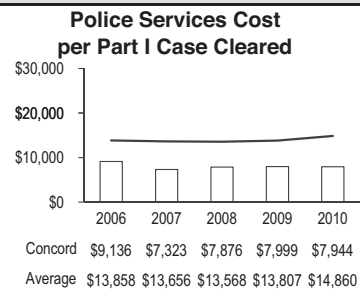
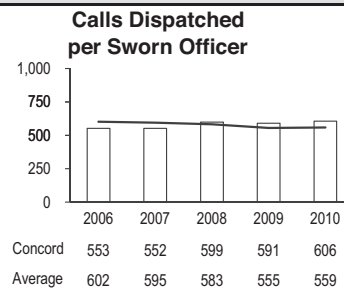
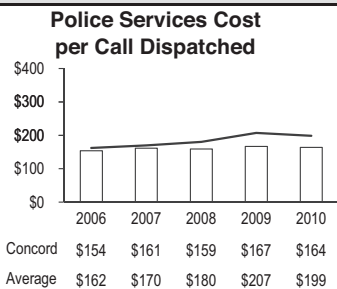
RESOURCE Measures



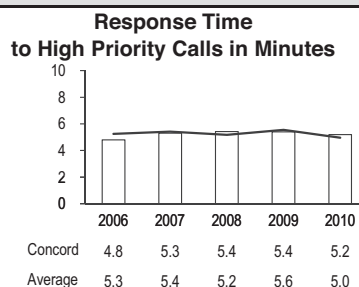
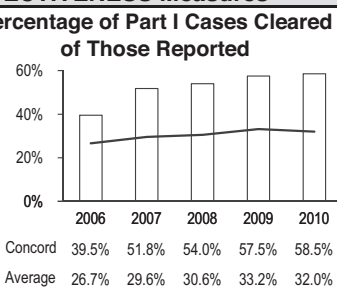
WORKLOAD Measures



EFFICIENCY Measures



EFFECTIVENESS Measures



Concord

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	81,370	Service Level and Delivery Concord's police department provides an array of police services, including patrol, investigations, a traffic unit, a telephone response unit, a canine unit, a special response unit, a bicycle patrol unit, a drug enforcement unit, and other programs such as school resource officers.
Land Area (Square Miles)	59.59	
Persons per Square Mile	1,365	
County	Cabarrus	
Median Family Income (US Census 2000)	\$53,571	The city had 158 sworn officer positions authorized for FY 2009–10, with an average length of service of 8.2 years. The police headquarters is in a new separate building located downtown. Four substations are used, two in fire stations and two in shopping malls.
Unemployment Rate (ESC-09)	11.2%	
Part I Crimes Reported		Uniformed patrol officers work twelve-hour rotating shifts. Investigators work five eight-hour days on first and second shift. District Commanders had the authority to change individual schedules to meet peak demands. The city defines high priority emergency calls as those involving an assault in progress, personal injury, breaking and entering, or robbery in progress. Concord uses a one-on-one car plan. Officers may take their vehicles home if they live in the city or within one mile of the city limits. The police department was successful in clearing a total of 1,977 Part I cases in FY 2009–10.
Homicide	7	
Rape	21	
Robbery	71	
Assault	77	
Burglary	502	
Larceny	2,451	
Auto Theft	238	
Arson	11	
TOTAL	3,378	
FULL COST PROFILE		Conditions Affecting Service, Performance, and Costs The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls are not included.
Cost Breakdown by Percentage		
Personal Services	67.9%	
Operating Costs	20.9%	
Capital Costs	11.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 10,664,421	
Operating Costs	\$ 3,283,184	
Capital Costs	\$ 1,758,007	
TOTAL	\$ 15,705,612	
SERVICE PROFILE		
FTE Positions—Sworn	158.0	
FTE Positions—Other	19.0	
Part I Crimes Cleared		
Persons	123	
Property	1,854	
TOTAL	1,977	
Reporting Format	IBR	
Part II Crimes Reported	1,919	
Number of Calls Dispatched	95,703	
Traffic Accidents	3,004	
Property Damage	\$9,965,641	

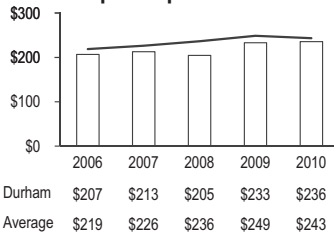
Durham

Police Services

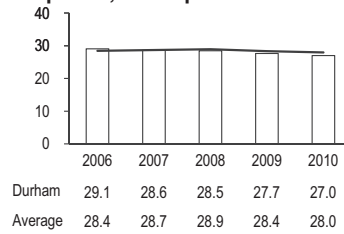
Key: Durham ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

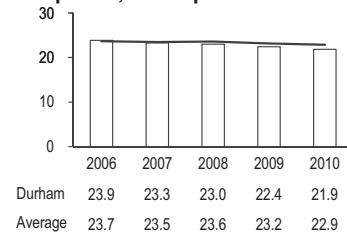
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

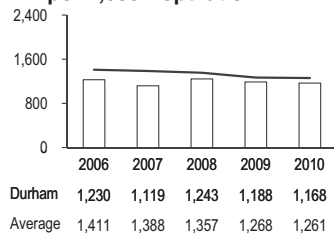


Sworn Police Officers per 10,000 Population

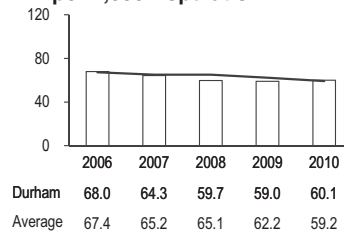


WORKLOAD Measures

Calls Dispatched per 1,000 Population

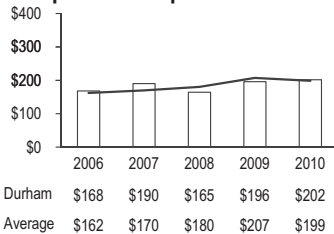


Part I Crimes per 1,000 Population

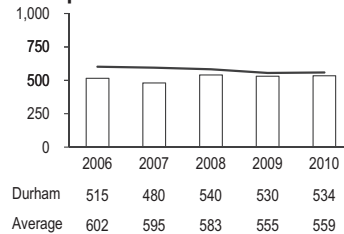


EFFICIENCY Measures

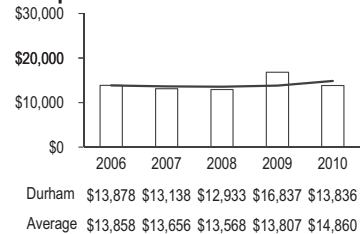
Police Services Cost per Call Dispatched



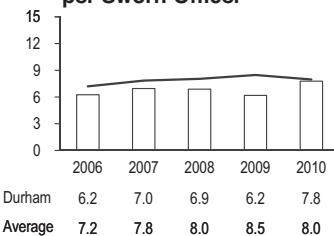
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

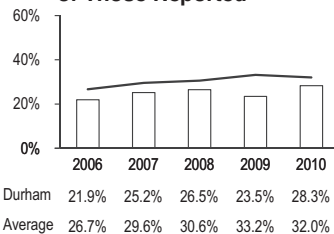


Part I Cases Cleared per Sworn Officer

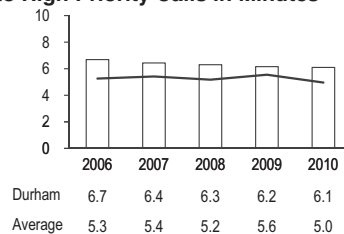


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Durham

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	234,140	Service Level and Delivery Durham provides an array of police services, including patrol, investigations, a traffic unit, a telephone response unit, a forensics laboratory, a canine unit, a motorcycle unit, a special response unit, a bicycle patrol unit, drug enforcement, and other selected programs.
Land Area (Square Miles)	105.59	
Persons per Square Mile	2,217	
County	Durham	
Median Family Income (US Census 2000)	\$51,162	<p>The city had 512 sworn officer positions authorized for FY 2009–10, with an average length of service of 9.6 years. Police headquarters is in a five-story building located in the downtown area that houses administrative offices, training and recruitment, personnel services, crime analysis, fiscal services, information and technology, special operations, criminal investigations, records, community services, telephone response, and warrants. The city also maintains five substations, each staffed with a captain, a lieutenant, sergeants, corporals, master patrol officers, investigators, and a secretary.</p> <p>The uniform patrol schedule includes four platoons, each working twelve-hour rotating shifts that total 168 hours in a twenty-eight-day period. Some officers work staggered hours to accommodate peak times.</p> <p>Most investigators work Monday through Friday from 8:00 a.m. to 4:30 p.m. Adjustments can be made by bureau commanders, with some positions working four ten-hour days with varying reporting times.</p> <p>Durham defines a high priority emergency call as a life-threatening or property-threatening situation in progress or an officer needing assistance.</p> <p>Vehicles are assigned as pool patrol vehicles by district and personally to most detectives, command officers, and sworn administrative officers. Some specialized units and support and administrative positions have assigned vehicles.</p> <p>The police department was successful in clearing a total of 3,987 Part I cases in FY 2009–10.</p>
Unemployment Rate (ESC-09)	7.9%	
Part I Crimes Reported		
Homicide	27	
Rape	90	
Robbery	726	
Assault	886	
Burglary	3,815	
Larceny	7,625	
Auto Theft	875	
Arson	30	
TOTAL	14,074	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	77.2%	
Operating Costs	14.6%	
Capital Costs	8.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 42,571,887	
Operating Costs	\$ 8,048,922	
Capital Costs	\$ 4,541,509	
TOTAL	\$ 55,162,318	
SERVICE PROFILE		
FTE Positions—Sworn	512.0	Conditions Affecting Service, Performance, and Costs The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are not included in the average response time to high priority calls.
FTE Positions—Other	120.0	
Part I Crimes Cleared		
Persons	875	
Property	3,112	
TOTAL	3,987	
Reporting Format	IBR	
Part II Crimes Reported	7,525	
Number of Calls Dispatched	273,399	
Traffic Accidents	9,911	
Property Damage	\$38,834,228	

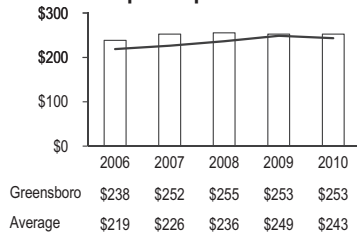
Greensboro

Police Services

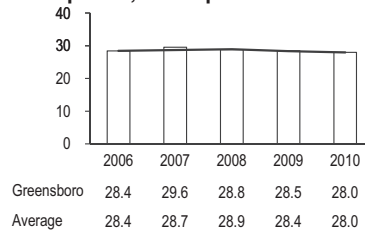
Key: Greensboro ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

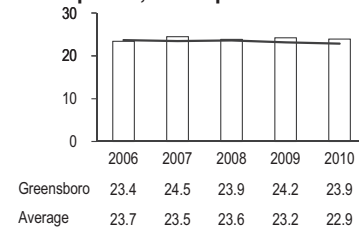
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

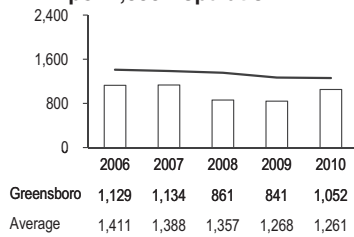


Sworn Police Officers per 10,000 Population

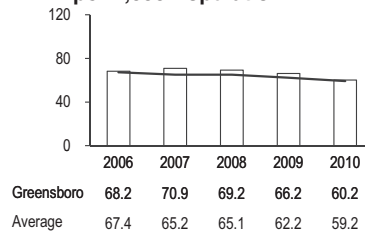


WORKLOAD Measures

Calls Dispatched per 1,000 Population

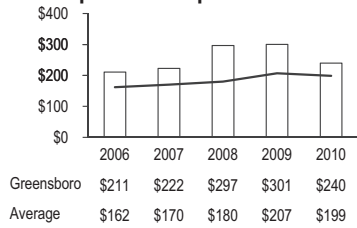


Part I Crimes per 1,000 Population

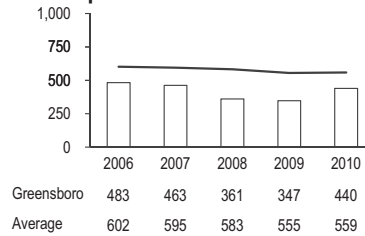


EFFICIENCY Measures

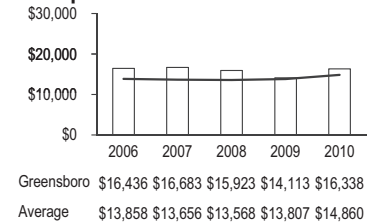
Police Services Cost per Call Dispatched



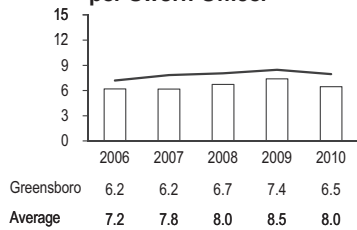
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

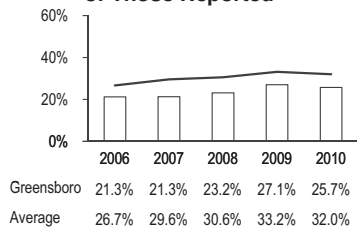


Part I Cases Cleared per Sworn Officer

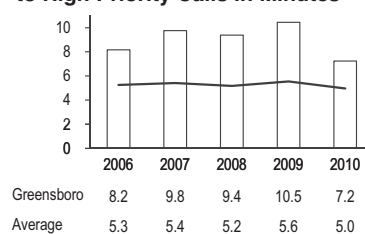


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Greensboro

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	268,283
Land Area (Square Miles)	127.75
Persons per Square Mile	2,100
County	Guilford
Median Family Income (US Census 2000)	\$50,192
Unemployment Rate (ESC-09)	11.0%
Part I Crimes Reported	
Homicide	16
Rape	63
Robbery	772
Assault	631
Burglary	4,476
Larceny	9,291
Auto Theft	788
Arson	103
TOTAL	16,140

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	75.6%
Operating Costs	24.4%
Capital Costs	0.0%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 51,201,392
Operating Costs	\$ 16,551,683
Capital Costs	\$ -
TOTAL	\$ 67,753,075

SERVICE PROFILE

FTE Positions—Sworn	642.0
FTE Positions—Other	109.0
Part I Crimes Cleared	
Persons	579
Property	3,568
TOTAL	4,147
Reporting Format	IBR
Part II Crimes Reported	14,344
Number of Calls Dispatched	282,289
Traffic Accidents	8,454
Property Damage	\$30,833,186

EXPLANATORY INFORMATION

Service Level and Delivery

Greensboro provides comprehensive police services, including patrol, investigations, a traffic unit, a telephone response unit, a forensics laboratory, a canine unit, a motorcycle unit, a special response unit, a bicycle patrol unit, a drug enforcement unit, and a student outreach and recruiting program.

The city had 642 sworn officer positions authorized for FY 2009–10, with an average length of service of ten years. The police department is housed in a downtown facility with other city departments. The city also has three substations that serve as remote line-up facilities.

Patrol officers work a five-days on and four-days off rotating schedule with fixed shifts. There are four shifts each day with each patrol officer shift lasting 10.25 hours. Investigators and administrative personnel work Monday through Friday from 8 a.m. to 5 p.m. Schedules can be adjusted at any time according to call demand, special events, or special incidents.

Patrol officers do not take vehicles home. Each bureau is assigned a fleet of vehicles to use for its assigned tasks. Some investigators may take cars home but must pay a monthly fee based on mileage if they exercise this option.

Greensboro defines a high priority emergency call as one where there is a potential for imminent serious injury or death.

The police department was successful in clearing a total of 4,147 cases in FY 2009–10.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls with the exception of traffic stops and report-only calls.

A new dispatch system in Greensboro beginning use in FY 2007–08 prevents repeat calls leading to multiple dispatches. If a call comes in from the same area on the same incident it will combine the calls rather than generating multiple dispatches. This system change means the number of dispatched calls for Greensboro declined due not to service changes but primarily data reporting differences.

Beginning in FY 2009–10 Greensboro refined its reporting of response time and now only includes patrol calls which the majority of calls. Calls to special units are no longer included. A change was also made in the prioritization of calls to which improved response time for those most urgent calls.

Dispatched calls rose noticeably over earlier years due to significant annexations to the city.

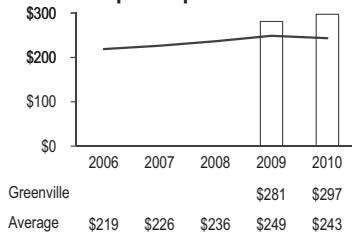
Greenville

Police Services

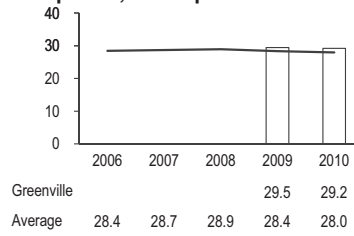
Key: Greenville ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

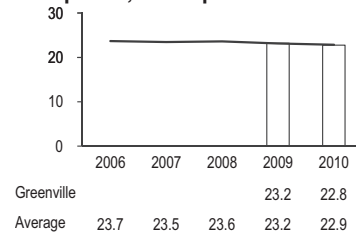
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

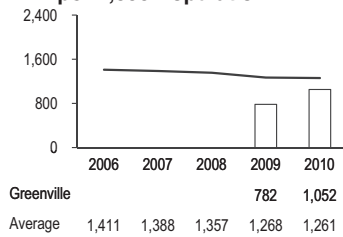


Sworn Police Officers per 10,000 Population

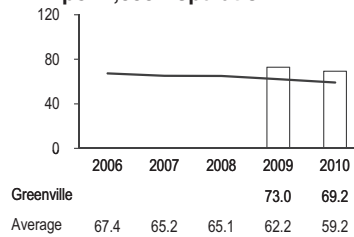


WORKLOAD Measures

Calls Dispatched per 1,000 Population

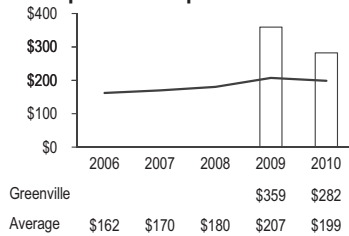


Part I Crimes per 1,000 Population

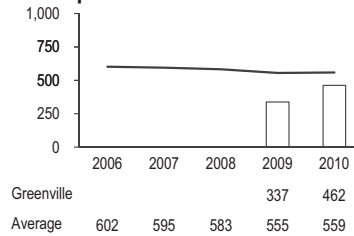


EFFICIENCY Measures

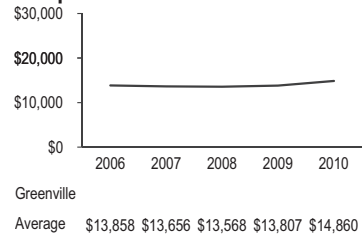
Police Services Cost per Call Dispatched



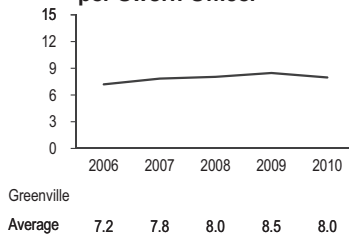
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

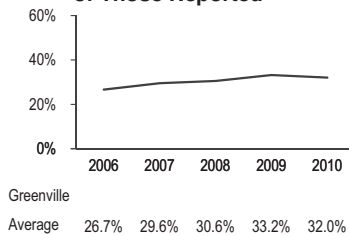


Part I Cases Cleared per Sworn Officer

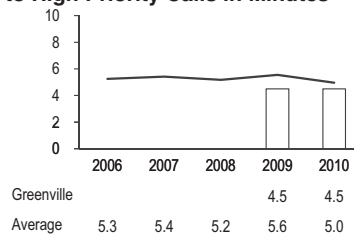


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Greenville

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	82,571	<p>Service Level and Delivery Greenville provides a full array of police services, including patrol, investigations, a canine unit, a special response unit, bicycle patrol, and drug enforcement.</p> <p>The city had 188 sworn officer positions authorized for FY 2009–10, with an average length of service of 9.5 years. The police department occupies space in the city government building.</p> <p>Patrol officers work a four day on four day off rotation with fixed shifts. There are four shifts each day for patrol officers with the shifts lasting eleven hours. Investigators and administrative personnel work Monday through Friday, with eight hour shifts. Schedules are subject to change based on call demand, special events, or unusual events.</p> <p>Patrol officers do not have take-home vehicles. Each bureau is assigned a fleet of cars for use within their assigned section. Some individuals such as investigators have take-home cars available to them, but the officer must pay mileage if he exercises this option.</p> <p>Greenville defines high priority emergency calls as those situations that present a potential for imminent serious injury or death. These calls will be dispatched to the first available patrol unit, which may require a citywide dispatch.</p> <p>Conditions Affecting Service, Performance, and Costs Greenville joined the project with the first year of reporting for FY 2008–09.</p> <p>Greenville switched to a new records management system near the end of FY 2008–09. Due to complications with the system changeover, the city was not able to provide data on clearances for crimes for FY 2008–09.</p> <p>The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls are not included in the response times.</p>
Land Area (Square Miles)	35.01	
Persons per Square Mile	2,358	
County	Pitt	
Median Family Income (US Census 2000)	\$44,491	
Unemployment Rate (ESC-09)	10.3%	
Part I Crimes Reported		
Homicide	3	
Rape	19	
Robbery	203	
Assault	398	
Burglary	1,867	
Larceny	3,037	
Auto Theft	168	
Arson	22	
TOTAL	5,717	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	68.8%	
Operating Costs	26.2%	
Capital Costs	5.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 16,876,456	
Operating Costs	\$ 6,427,868	
Capital Costs	\$ 1,225,538	
TOTAL	\$ 24,529,862	
SERVICE PROFILE		
FTE Positions—Sworn	188.0	
FTE Positions—Other	53.0	
Part I Crimes Cleared		
Persons	150	
Property	1,086	
TOTAL	1,236	
Reporting Format	IBR	
Part II Crimes Reported	4,903	
Number of Calls Dispatched	86,862	
Traffic Accidents	5,466	
Property Damage	NA	

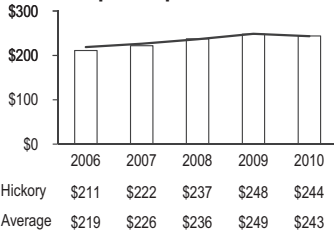
Hickory

Police Services

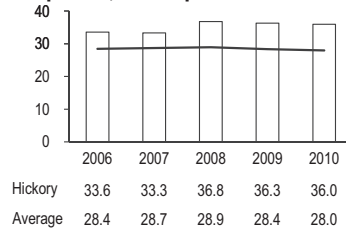
Key: Hickory ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

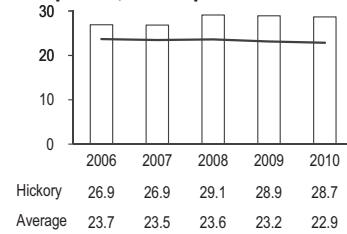
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

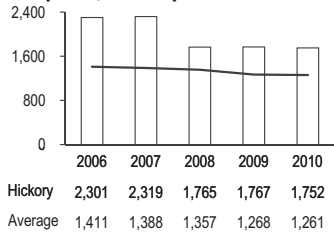


Sworn Police Officers per 10,000 Population

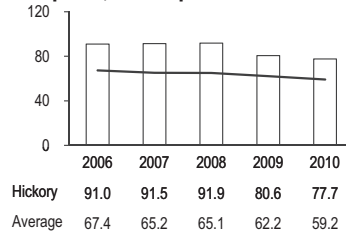


WORKLOAD Measures

Calls Dispatched per 1,000 Population

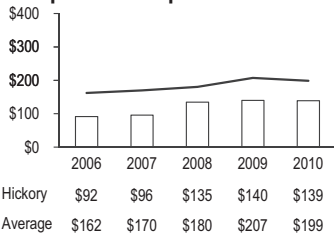


Part I Crimes per 1,000 Population

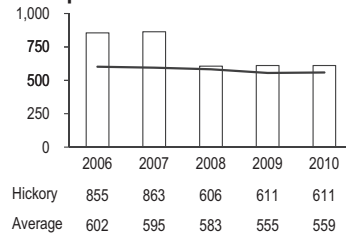


EFFICIENCY Measures

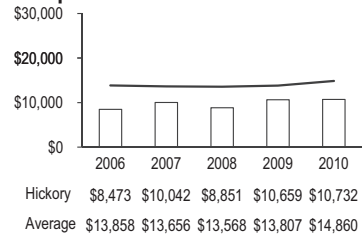
Police Services Cost per Call Dispatched



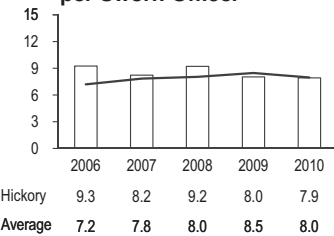
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

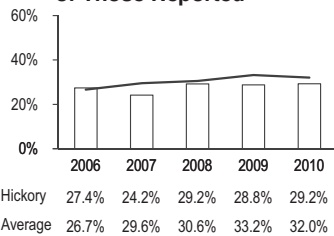


Part I Cases Cleared per Sworn Officer

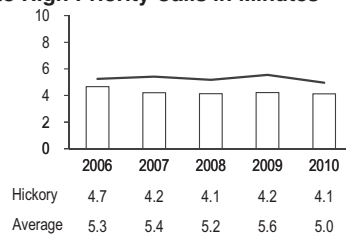


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Hickory

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	41,151	<p>Service Level and Delivery Hickory provides a full array of police services, including patrol, investigations, a traffic unit, a laboratory facility, a canine unit, a special response unit, bicycle patrol, a jail/holding facility, animal control, drug enforcement, and a DARE program.</p> <p>The city had 118 sworn officer positions authorized for FY 2009–10, with an average length of service of 8.6 years. The police department occupies its own three-story facility, completed in January 1996. Each of the five community police areas has an office located in their respective communities. These offices are not staffed. They are used for interviews, to obtain information, to store supplies, and to make phone calls.</p> <p>Patrol officers work a 14-day, 80.5-hour cycle. During this period, officers work seven 11.5-hour days. Each of the five districts is commanded by a lieutenant who establishes schedules based on need.</p> <p>Investigators work Monday through Friday, either from 8:30 a.m. to 5:00 p.m. or 3:30 p.m. to 12:00 a.m. for the second shift on-call investigators.</p> <p>Hickory uses the one-officer one-car plan. Officers take vehicles home if they live in or within one mile of the city. Officers who are members of specialized units needed for emergency response such as special operations, K-9, or criminal investigations may also take their vehicles home.</p> <p>Hickory defines high priority emergency calls as those situations that present an in-progress threat to life or serious property loss. Officers are authorized to utilize blue lights and sirens during response and may exceed posted speed limits by up to twenty miles per hour.</p> <p>The police department was successful in clearing a total of 935 Part I cases in FY 2009–10.</p> <p>Conditions Affecting Service, Performance, and Costs The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.</p> <p>Beginning in FY 2007–08, Hickory was no longer including property checks and citizen contacts as part of total service calls for service or dispatches. The decline represents not a drop in service but a change in what was being counted.</p>
Land Area (Square Miles)	29.28	
Persons per Square Mile	1,405	
County	Catawba	
Median Family Income (US Census 2000)	\$47,522	
Unemployment Rate (ESC-09)	14.4%	
Part I Crimes Reported		
Homicide	3	
Rape	23	
Robbery	99	
Assault	147	
Burglary	675	
Larceny	2,065	
Auto Theft	159	
Arson	26	
TOTAL	3,197	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	74.1%	
Operating Costs	18.6%	
Capital Costs	7.3%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 7,432,175	
Operating Costs	\$ 1,864,810	
Capital Costs	\$ 737,324	
TOTAL	\$ 10,034,309	
SERVICE PROFILE		
FTE Positions—Sworn	118.0	
FTE Positions—Other	30.0	
Part I Crimes Cleared		
Persons	139	
Property	796	
TOTAL	935	
Reporting Format	IBR	
Part II Crimes Reported	3,937	
Number of Calls Dispatched	72,099	
Traffic Accidents	1,939	
Property Damage	\$6,995,669	

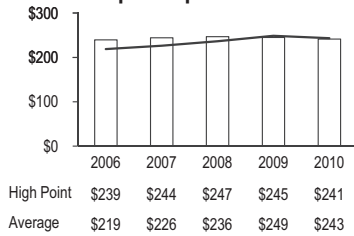
High Point

Police Services

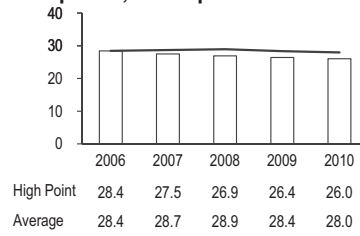
Key: High Point ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

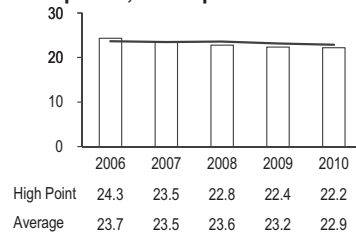
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

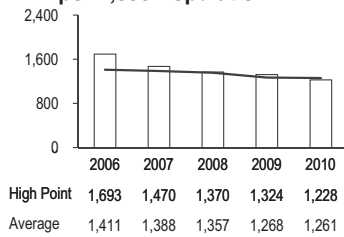


Sworn Police Officers per 10,000 Population

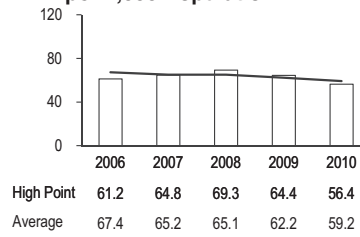


WORKLOAD Measures

Calls Dispatched per 1,000 Population

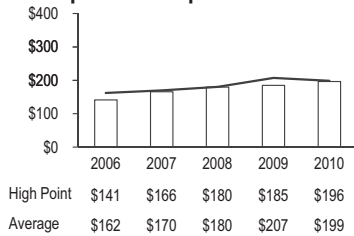


Part I Crimes per 1,000 Population

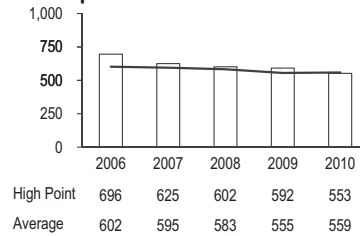


EFFICIENCY Measures

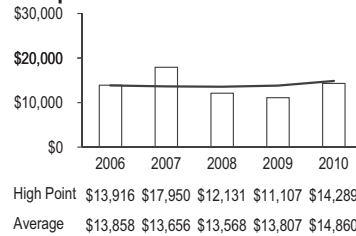
Police Services Cost per Call Dispatched



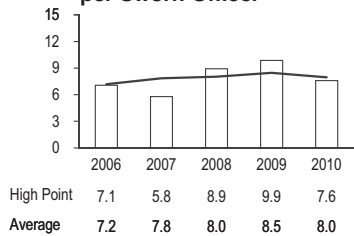
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

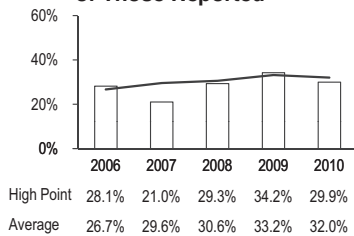


Part I Cases Cleared per Sworn Officer

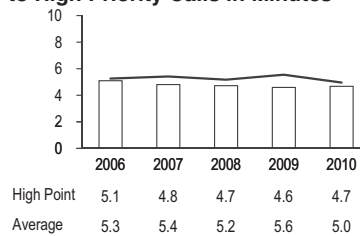


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



High Point

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	102,216
Land Area (Square Miles)	54.05
Persons per Square Mile	1,891
County	Guilford
Median Family Income (US Census 2000)	\$48,057
Unemployment Rate (ESC-09)	11.0%
Part I Crimes Reported	
Homicide	2
Rape	28
Robbery	220
Assault	297
Burglary	1,365
Larceny	3,556
Auto Theft	252
Arson	43
TOTAL	5,763

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	75.4%
Operating Costs	19.3%
Capital Costs	5.3%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 18,580,956
Operating Costs	\$ 4,751,112
Capital Costs	\$ 1,315,668
TOTAL	\$ 24,647,736

SERVICE PROFILE

FTE Positions—Sworn	227.0
FTE Positions—Other	39.0
Part I Crimes Cleared	
Persons	258
Property	1,467
TOTAL	1,725
Reporting Format	IBR
Part II Crimes Reported	2,772
Number of Calls Dispatched	125,482
Traffic Accidents	2,516
Property Damage	\$10,391,804

EXPLANATORY INFORMATION

Service Level and Delivery

High Point's police department provides an array of police services, including patrol, investigations, traffic, a telephone response unit, a forensics laboratory, a canine unit, a motorcycle unit, a special response unit, a bicycle patrol unit, an animal control function, a drug enforcement unit, and other programs such as school resource officers.

The city had 227 sworn officer positions authorized for FY 2009–10, with an average length of service of 10.25 years. The police department is located in a separate building from city hall.

Patrol officers work a 10.5-hour shift on either the first, second, or third shift. Officers are assigned to separate teams and alternate four days on and four days off. In order to provide coverage for peak hours, half the team reports early and the other half reports late. This applies to both daytime and night coverage.

Detectives work 28-day cycles of five days on and two days off. The first shift is from 8 a.m. to 5 p.m., and the second shift is from 4 p.m. to 12 a.m. Each week, three detectives rotate to cover the second shift.

Each officer is assigned a vehicle. Officers living within the city limits take vehicles home. If the officer lives outside of the city limits, the vehicle must be parked at an approved location within the city.

The city defines high priority emergency calls as those where the threat of physical injury or the level of danger created by a suspect or condition requires such a response.

The police department was successful in clearing a total of 1,725 Part I cases in FY 2009–10.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are not included in the average response time to high priority calls.

Salisbury

Police Services

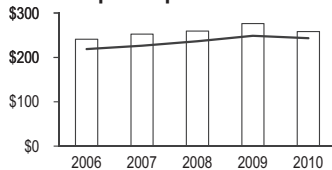
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2006 through 2010

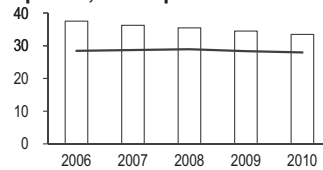
RESOURCE Measures

Police Services Costs per Capita



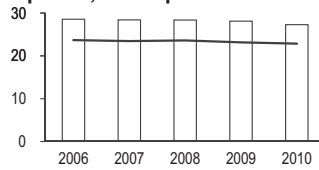
Year	Salisbury	Average
2006	\$241	\$219
2007	\$252	\$226
2008	\$259	\$236
2009	\$276	\$249
2010	\$258	\$243

Total Police Services Personnel per 10,000 Population



Year	Salisbury	Average
2006	37.5	28.4
2007	36.2	28.7
2008	35.5	28.9
2009	34.5	28.4
2010	33.5	28.0

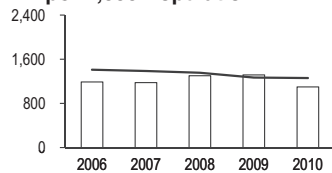
Sworn Police Officers per 10,000 Population



Year	Salisbury	Average
2006	28.6	23.7
2007	28.4	23.5
2008	28.4	23.6
2009	28.1	23.2
2010	27.3	22.9

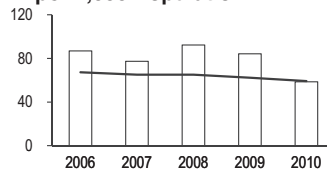
WORKLOAD Measures

Calls Dispatched per 1,000 Population



Year	Salisbury	Average
2006	1,189	1,411
2007	1,178	1,388
2008	1,304	1,357
2009	1,318	1,268
2010	1,099	1,261

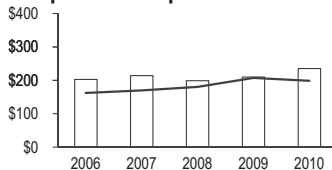
Part I Crimes per 1,000 Population



Year	Salisbury	Average
2006	87.0	67.4
2007	77.4	65.2
2008	92.3	65.1
2009	84.2	62.2
2010	58.6	59.2

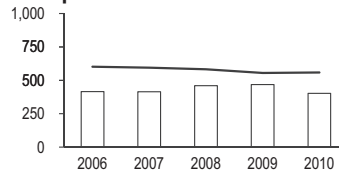
EFFICIENCY Measures

Police Services Cost per Call Dispatched



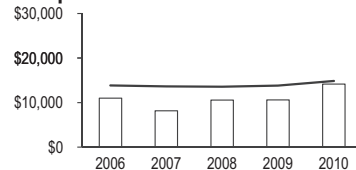
Year	Salisbury	Average
2006	\$203	\$162
2007	\$214	\$170
2008	\$199	\$180
2009	\$210	\$207
2010	\$235	\$199

Calls Dispatched per Sworn Officer



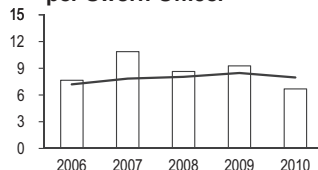
Year	Salisbury	Average
2006	416	602
2007	415	595
2008	460	583
2009	469	555
2010	403	559

Police Services Cost per Part I Case Cleared



Year	Salisbury	Average
2006	\$11,005	\$13,858
2007	\$8,173	\$13,656
2008	\$10,586	\$13,568
2009	\$10,603	\$13,807
2010	\$14,177	\$14,860

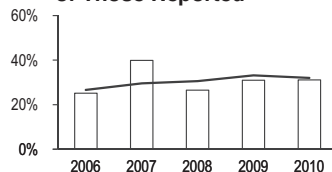
Part I Cases Cleared per Sworn Officer



Year	Salisbury	Average
2006	7.7	7.2
2007	10.9	7.8
2008	8.6	8.0
2009	9.3	8.5
2010	6.7	8.0

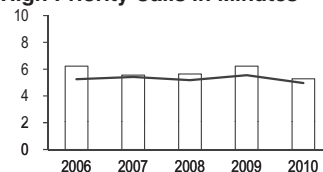
EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Year	Salisbury	Average
2006	25.2%	26.7%
2007	39.9%	29.6%
2008	26.6%	30.6%
2009	31.0%	33.2%
2010	31.1%	32.0%

Response Time to High Priority Calls in Minutes



Year	Salisbury	Average
2006	6.2	5.3
2007	5.6	5.4
2008	5.6	5.2
2009	6.2	5.6
2010	5.3	5.0

Salisbury

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	32,263
Land Area (Square Miles)	21.93
Persons per Square Mile	1,471
County	Rowan
Median Family Income (US Census 2000)	\$41,108
Unemployment Rate (ESC-09)	12.2%
Part I Crimes Reported	
Homicide	5
Rape	15
Robbery	96
Assault	127
Burglary	350
Larceny	1,193
Auto Theft	94
Arson	9
TOTAL	1,889

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	65.1%
Operating Costs	24.9%
Capital Costs	10.0%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 5,427,917
Operating Costs	\$ 2,073,592
Capital Costs	\$ 834,698
TOTAL	\$ 8,336,207

SERVICE PROFILE

FTE Positions—Sworn	88.0
FTE Positions—Other	20.0
Part I Crimes Cleared	
Persons	115
Property	473
TOTAL	588
Reporting Format	IBR
Part II Crimes Reported	2,392
Number of Calls Dispatched	35,447
Traffic Accidents	1,797
Property Damage	NA

EXPLANATORY INFORMATION

Service Level and Delivery

Salisbury's police department provides an array of police services, including patrol, investigations, traffic, canine, special response, bicycle patrol, drug enforcement units, animal control, a school program, and other programs.

The city had eighty-eight sworn officer positions authorized for FY 2009–10, with an average length of service of 9.8 years. The police department is located in a two-story facility and also has two substations. One substation is located in a neighborhood and one substation is office space located at Rowan Regional Medical Center.

Uniformed officers work a variety of shift schedules. The most common schedule is one 12-hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5-hour shifts, with four days on and three off. This 10.5-hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.

Officers are assigned a vehicle when hired and are allowed to take it home if they live within Rowan County. If they live within Rowan County but beyond five miles of the city limits, they have to reimburse the city for the cost of mileage in excess of the five miles.

The police department was successful in clearing a total of 588 Part I cases in FY 2009–10.

The city defines high priority emergency calls as those involving crimes that are in progress or calls that involve life threatening or potentially life threatening circumstances.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

Salisbury has increased special initiatives to reduce crime, such as projects aimed at "hot spots" and aggressive prosecutions, such as Project Safe.

Wilmington

Police Services

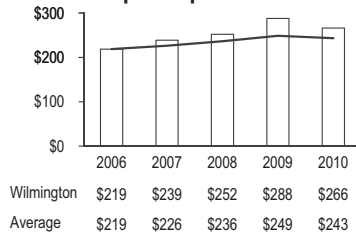
Key: Wilmington ■

Benchmarking Average —

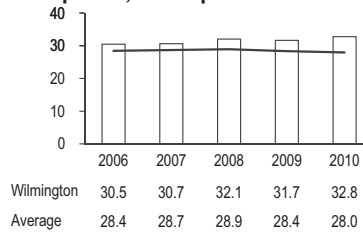
Fiscal Years 2006 through 2010

RESOURCE Measures

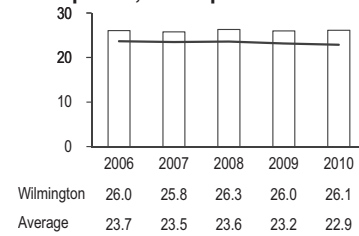
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

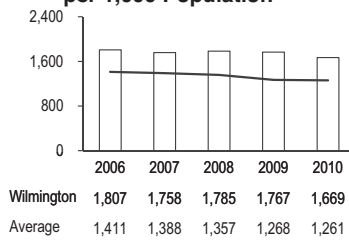


Sworn Police Officers per 10,000 Population

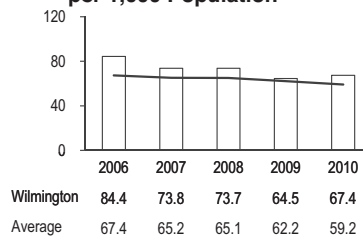


WORKLOAD Measures

Calls Dispatched per 1,000 Population

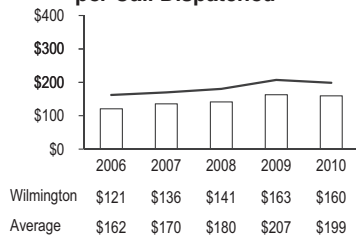


Part I Crimes per 1,000 Population

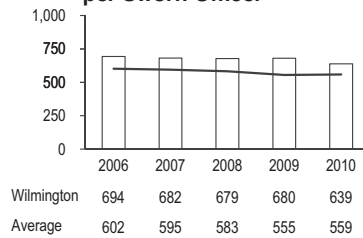


EFFICIENCY Measures

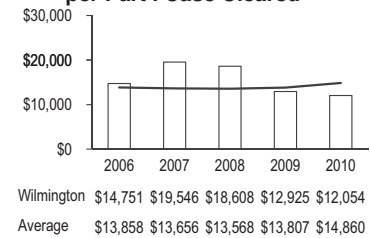
Police Services Cost per Call Dispatched



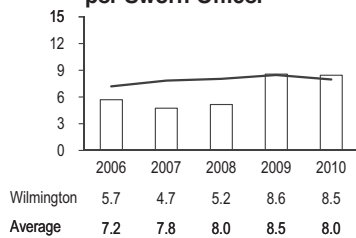
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

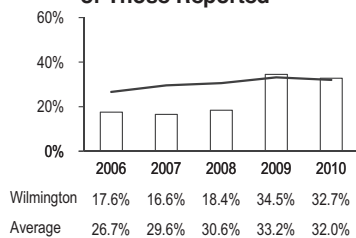


Part I Cases Cleared per Sworn Officer

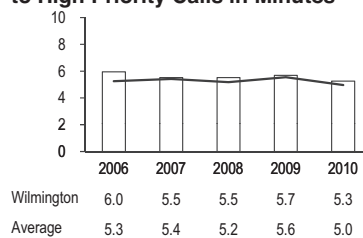


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Wilmington

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	102,207
Land Area (Square Miles)	51.55
Persons per Square Mile	1,983
County	New Hanover
Median Family Income (US Census 2000)	\$41,891
Unemployment Rate (ESC-09)	9.4%
Part I Crimes Reported	
Homicide	4
Rape	48
Robbery	321
Assault	444
Burglary	1,574
Larceny	4,011
Auto Theft	477
Arson	13
TOTAL	<u>6,892</u>

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	68.9%
Operating Costs	22.1%
Capital Costs	<u>9.0%</u>
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 18,733,698
Operating Costs	\$ 6,025,351
Capital Costs	<u>\$ 2,446,361</u>
TOTAL	\$ 27,205,410

SERVICE PROFILE

FTE Positions—Sworn	267.0
FTE Positions—Other	68.0
Part I Crimes Cleared	
Persons	467
Property	<u>1,790</u>
TOTAL	2,257
Reporting Format	UCR
Part II Crimes Reported	5,079
Number of Calls Dispatched	170,552
Traffic Accidents	3,481
Property Damage	\$14,801,455

EXPLANATORY INFORMATION

Service Level and Delivery

Wilmington operates a full-service police department, including patrol, investigations, a traffic unit, a telephone response unit, a canine unit, a mounted/equine unit, a special response unit, drug enforcement, a warrants unit, and other crime prevention programs.

The city had 267 sworn officer positions authorized for FY 2009–10, with an average length of service of 10.25 years. The police department took occupancy of a new facility early in 2007 located on the northside of the city. The department has one substation housing the special operations division and a second substation for the Southeast Patrol region.

There are eight shifts for patrol officers. There are two shifts for investigators, a day shift and an evening one.

Take-home vehicles are assigned at the discretion of the chief or deputy chief. Generally, the chief, deputy chiefs, captains, lieutenants, and sergeants receive take-home cars. Additionally, specialty units such as ERT and traffic are assigned take-home vehicles. Under the Individual Vehicle Assignment Program (IVAP), all sworn personnel with two years of service who live within fifteen miles of the Wilmington city limits are assigned take-home cars.

The police department was successful in clearing a total of 2,257 Part I cases in FY 2009–10.

Wilmington defines high priority emergency calls as those involving incidents in progress and presenting the potential for injury or property damage or situations where a suspect is at the scene and will elude apprehension or create a potential for personal injury, damage, or loss if officers do not arrive rapidly.

Conditions Affecting Service, Performance, and Costs

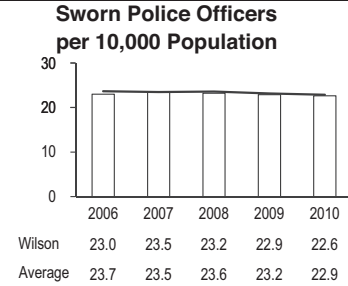
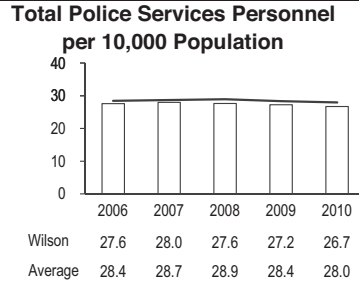
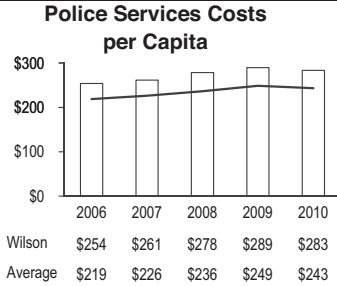
The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

Wilson

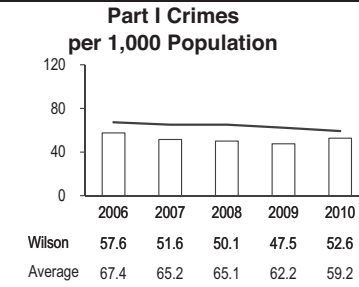
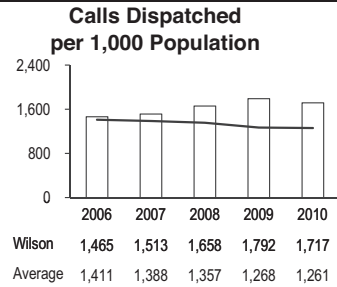
Police Services

Key: Wilson ■ Benchmarking Average — Fiscal Years 2006 through 2010

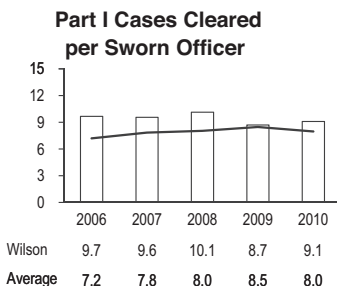
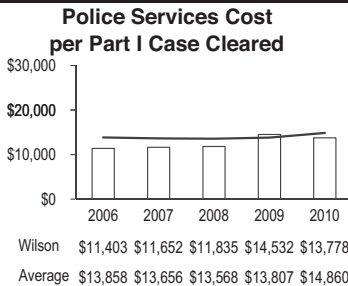
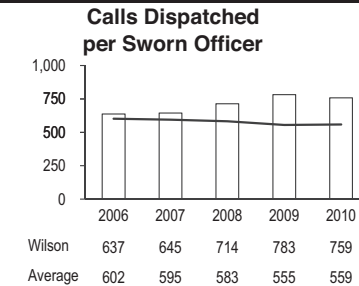
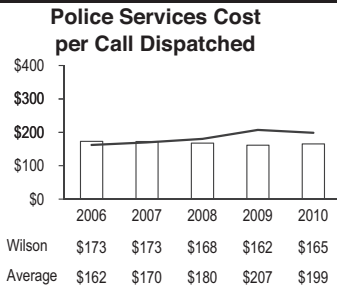
RESOURCE Measures



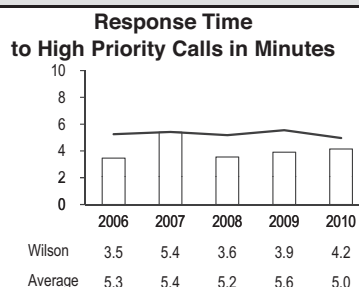
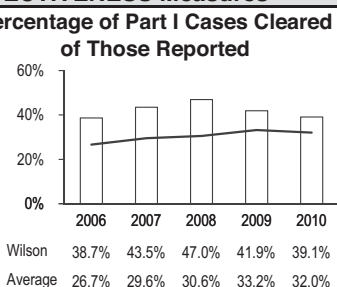
WORKLOAD Measures



EFFICIENCY Measures



EFFECTIVENESS Measures



Wilson

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	51,274
Land Area (Square Miles)	29.02
Persons per Square Mile	1,767
County	Wilson
Median Family Income (US Census 2000)	\$41,041
Unemployment Rate (ESC-09)	12.1%
Part I Crimes Reported	
Homicide	2
Rape	13
Robbery	70
Assault	174
Burglary	760
Larceny	1,570
Auto Theft	104
Arson	6
TOTAL	<u>2,699</u>

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	64.1%
Operating Costs	28.9%
Capital Costs	7.0%
TOTAL	<u>100.0%</u>

Cost Breakdown in Dollars	
Personal Services	\$ 9,321,081
Operating Costs	\$ 4,203,119
Capital Costs	\$ 1,011,435
TOTAL	<u>\$ 14,535,635</u>

SERVICE PROFILE

FTE Positions—Sworn	116.0
FTE Positions—Other	21.0
Part I Crimes Cleared	
Persons	164
Property	891
TOTAL	<u>1,055</u>
Reporting Format	UCR
Part II Crimes Reported	3,856
Number of Calls Dispatched	88,015
Traffic Accidents	2,383
Property Damage	NA

EXPLANATORY INFORMATION

Service Level and Delivery

Wilson's police department provides an array of police services, including patrol, investigations, a telephone response unit, a forensics laboratory, a canine unit, a part-time mounted equine unit, a special response unit, street crimes, drug enforcement, and other services.

The city had 116 sworn officer positions authorized for FY 2009–10, with an average length of service of 8.5 years. The main police department headquarters is located in downtown Wilson, housing administration, records, property, major case investigations, police information services, victim services, evidence, and recruitment and training. There are six substations.

Patrol officers work twelve-hour shifts, working fourteen days of a twenty-eight day cycle (168 hours). Shifts are either 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m. and are rotated every two weeks. Department needs may cause shifts to vary.

Investigators generally work eight-hour shifts five days per week. Shifts are 8 a.m. to 5 p.m.

Each patrol officer is assigned a vehicle and may take the vehicle home if he or she resides in the city. Officers living outside the city limits park their vehicles at businesses.

The police department was successful in clearing a total of 1,055 Part I cases in FY 2009–10.

Wilson defines high priority emergency calls as calls related to crimes in progress that require immediate response: murder, rape, robbery, burglary, arson/fire, and assaults.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first unit to arrive. Self-initiated calls with a response time of zero are not included in the average response time to high priority calls.

Winston-Salem

Police Services

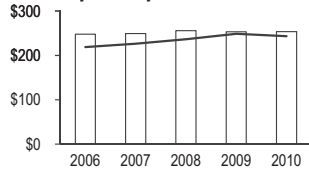
Key: Winston-Salem ■

Benchmarking Average —

Fiscal Years 2006 through 2010

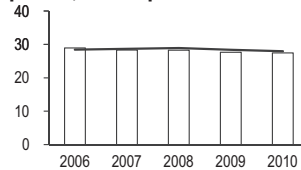
RESOURCE Measures

Police Services Costs per Capita



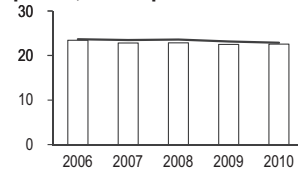
Winston-Salem	\$248	\$249	\$256	\$253	\$253
Average	\$219	\$226	\$236	\$249	\$243

Total Police Services Personnel per 10,000 Population



Winston-Salem	29.0	28.3	28.3	27.7	27.5
Average	28.4	28.7	28.9	28.4	28.0

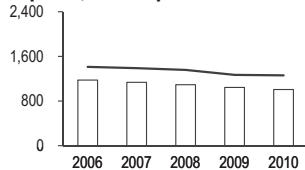
Sworn Police Officers per 10,000 Population



Winston-Salem	23.4	22.8	22.9	22.5	22.6
Average	23.7	23.5	23.6	23.2	22.9

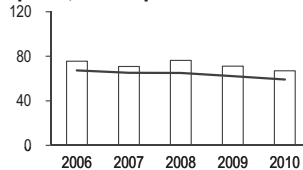
WORKLOAD Measures

Calls Dispatched per 1,000 Population



Winston-Salem	1,174	1,135	1,094	1,044	1,006
Average	1,411	1,388	1,357	1,268	1,261

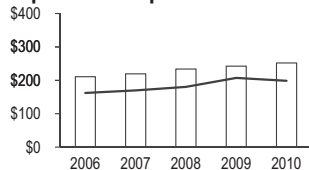
Part I Crimes per 1,000 Population



Winston-Salem	75.6	70.9	76.3	71.2	67.0
Average	67.4	65.2	65.1	62.2	59.2

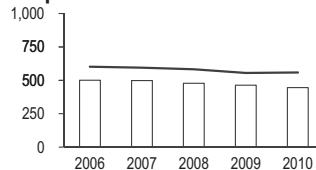
EFFICIENCY Measures

Police Services Cost per Call Dispatched



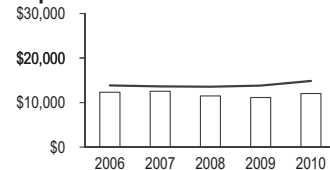
Winston-Salem	\$211	\$219	\$234	\$242	\$252
Average	\$162	\$170	\$180	\$207	\$199

Calls Dispatched per Sworn Officer



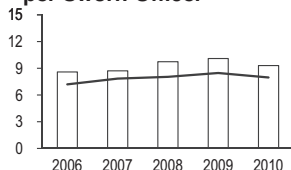
Winston-Salem	501	498	478	464	446
Average	602	595	583	555	559

Police Services Cost per Part I Case Cleared



Winston-Salem	\$12,313	\$12,538	\$11,488	\$11,138	\$12,055
Average	\$13,858	\$13,656	\$13,568	\$13,807	\$14,860

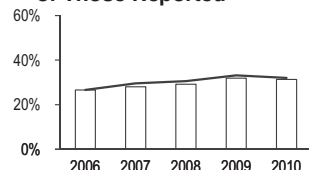
Part I Cases Cleared per Sworn Officer



Winston-Salem	8.6	8.7	9.7	10.1	9.3
Average	7.2	7.8	8.0	8.5	8.0

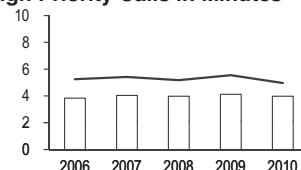
EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Winston-Salem	26.6%	28.0%	29.2%	31.9%	31.4%
Average	26.7%	29.6%	30.6%	33.2%	32.0%

Response Time to High Priority Calls in Minutes



Winston-Salem	3.8	4.0	4.0	4.1	4.0
Average	5.3	5.4	5.2	5.6	5.0

Winston-Salem

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	235,075
Land Area (Square Miles)	133.19
Persons per Square Mile	1,765
County	Forsyth
Median Family Income (US Census 2000)	\$46,595
Unemployment Rate (ESC-09)	9.7%
Part I Crimes Reported	
Homicide	11
Rape	132
Robbery	539
Assault	1,056
Burglary	4,617
Larceny	8,611
Auto Theft	794
Arson	NA
TOTAL	15,760

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	76.0%
Operating Costs	15.3%
Capital Costs	8.6%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 45,295,678
Operating Costs	\$ 9,137,517
Capital Costs	\$ 5,141,845
TOTAL	\$ 59,575,040

SERVICE PROFILE

FTE Positions—Sworn	530.5
FTE Positions—Other	115.0
Part I Crimes Cleared	
Persons	925
Property	4,017
TOTAL	4,942
Reporting Format	IBR
Part II Crimes Reported	31,674
Number of Calls Dispatched	236,373
Traffic Accidents	8,546
Property Damage	\$25,076,180

EXPLANATORY INFORMATION

Service Level and Delivery

Winston-Salem provides an array of police services to its citizens, including patrol, investigations, a traffic enforcement unit, a telephone response unit, a canine unit, a special response unit, bicycle patrol, drug enforcement, a gang unit, and other crime prevention programs.

The city had 530.5 sworn officer positions authorized for FY 2009–10, with an average length of service of 10.8 years. The police department occupies the public safety center. It houses the police department, emergency communications, and the fire department administration. The special investigations division occupies offices in leased space in another facility. A downtown bike patrol office is maintained in the central downtown area.

The department employs a forward-rotating schedule of five shifts. Officers work five days on and four days off. Shifts are ten hours in length. The majority of investigators work Monday through Friday from 8 a.m. to 5 p.m.

Patrol vehicles are assigned to individual officers. Officers residing within Forsyth County take their vehicles home. If officers reside outside of the county, they park their vehicles in a residential or business area within the city limits.

The police department was successful in clearing a total of 4,942 Part I crimes in FY 2009–10 in 4,864 distinct cases.

Winston-Salem defines highest priority emergency calls as those dealing with a significant threat of imminent injury to persons or with crimes against persons that are in progress or just occurred and where the suspect is still there.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

The Winston-Salem Police Department does not investigate arsons, so arsons are not included in the crimes reported here. Arson investigations are handled by the Winston-Salem Fire Department.

During FY 2009–10, the Police Department received a federal stimulus grant that funded twenty-five additional police officers. Because these positions were not authorized until December, the number of sworn FTE positions only includes 12.5 FTEs to represent these grant funded positions. In addition, the Police Department received a federal grant that funded four non-sworn positions in the Crime Analysis Unit, but this was just for half the year so it only counted as two FTE positions.

