



Local Agency Formation Commission / Napa County

Political Subdivision of the State of California

Measuring Public Safety Services / Assigning Metrics to Mom and Apple Pie...

Public Safety is One Big Net

- Choosing Your Waters

- police protection
- fire protection
- emergency medical
- animal control
- code enforcement
- vector control
- solid waste
- flood control

- Perception Matters

- the pushback of qualitative reasoning
... what the public “feels” cannot be measured – at least not easily...





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Napa LAFCO Loves Municipal Service Reviews...

- Almost Done with Second Round of MSR
 - Comprehensive Study on Fire Protection (2008)
 - Comprehensive Study on Mosquito Abatement/Vector Control (2010)
 - Comprehensive Study on Law Enforcement Services (2012)
- Measuring Performance Key Focus in Second Round of MSR
 - adopted policy directs Napa LAFCO to consult with the affected agencies in identifying appropriate performance measures for each study.
 - mix and match; national standards work only in context to local conditions
.... demographics, geographies, densities, and community preferences matter
- Orientation Towards Assessing Performance of Any Public Safety Service
 - cover the baselines: (a) capacities (b) demands, and (c) outcomes



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Capacities / Financial Resources

- changes in general fund revenues (agency focus)
- police service expenses (service focus)
- percent of general fund monies dedicated to supporting police services (context)

Current Percentage of General Fund Monies Budgeted to Law Enforcement						
Table V/E; Source: Napa LAFCO						
Year	American Canyon	Calistoga	Napa	St. Helena	Yountville	County of Napa
2006-07	25%	37%	30%	28%	10%	11%
2010-11	34%	25%	33%	29%	13%	10%
<i>Change</i>	+41.6%	-33.2%	+13.2%	+5.8%	+28.5%	-5.5%

- growth ratio between general fund revenues and police service costs (context)

Agency Trends: General Fund Revenues to Law Enforcement Costs: Recent						
Table V/D; Source: Agency Comprehensive Annual Financial Reports and Budgets/Napa LAFCO						
Category	American Canyon	Calistoga	Napa	St. Helena	Yountville	County Sheriff
Change in General Fund Revenue	+16.4%	+40.8%	-5.3%	-2.1%	+23.3%	+22.1%
Change in Law Enforcement Cost	+64.9%	-5.9%	+7.0%	+3.5%	+58.5%	+15.4%
	<i>Negative</i>	<i>Positive</i>	<i>Negative</i>	<i>Negative</i>	<i>Negative</i>	<i>Positive</i>

* majority of agencies' police costs are proportionally exceeding general fund revenue increases

* Calistoga's ratio highlights their initial exposure to the recession and one of the first to cut service levels



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Capacities / Staffing Resources

- percent of sworn to non-sworn police personnel (dividing up resources)

Law Enforcement Personnel Within Local Jurisdictions: <u>Recent</u>										
Table V/K; Source: FBI Uniform Crime Reports										
Jurisdiction	2006-07		2007-08		2008-09		2009-10		2010-11	
	Sworn	Support	Sworn	Support	Sworn	Support	Sworn	Support	Sworn	Support
American Canyon	22	3	22	3	22	3	23	3	23	3
Calistoga	10	4	11	4	11	4	11	4	11	4
Napa	71	43	69	42	74	41	71	43	66	41
St. Helena	12	4	13	4	12	4	12	4	11	6
Yountville	3	0	3	0	3	0	4	0	4	0
County Sheriff	66	31	71	27	76	28	73	28	76	27
<i>Totals:</i>	184	85	189	80	198	80	194	82	191	81
<i>Division of Personnel:</i>	(68%)	(32%)	(70%)	(30%)	(71%)	(29%)	(70%)	(30%)	(70%)	(30%)

* despite budget constraints tied to recession, most agencies have maintained or added sworn staff

- sworn officers relative to local population (relationship with development/growth)
- average years of law enforcement experience among sworn staff (expertise)
- average years of law enforcement experience with current agency (familiarity)



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Capacities / Equipment and Facilities

- motor vehicles relative to population, jurisdiction, and sworn officers (coverage)

Motor Vehicles/Relative to Population: FY2011 Table V/N; Source: Napa LAFCO		
Agency	Motor Vehicles	Per 1,000 Residents
Calistoga	9	1.73
St. Helena	10	1.71
Yountville	4	1.33
County Sheriff	31	1.17
American Canyon	16	0.81
Napa	61	0.79

Motor Vehicles/Relative Jurisdiction: FY2011 Table V/O; Source: Napa LAFCO		
Agency	Motor me	Per Square Mile
Calistoga	9	3.46
Napa	61	3.35
American Canyon	16	2.91
Yountville	4	2.67
St. Helena	10	1.96
County Sheriff	31	0.04

Motor Vehicles/Relative to Sworn Staff: FY2011 Table V/P; Source: Napa LAFCO		
Agency	Motor Vehicles	Per Officers
Yountville	4	1.00
Napa	61	0.92
St. Helena	10	0.91
Calistoga	9	0.82
American Canyon	16	0.70
County Sheriff	31	0.41

* reasonable to assume a person can flag down a patrol car in Calistoga

- facility space relative to personnel (accommodate administrative functions)



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Demands / Service Calls

- volume/trend of annual service calls (tie to population growth)
- location of service calls (do certain areas generate disproportional amount of calls)
- ratio of service calls to population divider (context; actual citizen requests)

Five-Year Average Service Calls Per 1,000 Residents Among Local Law Enforcement Agencies Table V/W; Source: Affected Local Agencies / Napa LAFCO			
Agency	Average Annual Calls 2005-06 to 2009-10	Current Population	Service Calls Per 1,000 Residents
St. Helena	10,320	5,849	1,764.4
Calistoga	7,076	5,188	1,364.0
County Sheriff	24,115	26,448	911.8
American Canyon	17,140	19,693	870.4
Napa	60,344	77,464	779.0
Yountville	2,052	2,997	684.6
Totals	121,048	137,639	879.5

* residents of St. Helena and Calistoga really like calling the police



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Demands / Reported Crimes

- volume/trend of annual reported crimes (tie to overall population growth)
- location of reported crimes (identifying areas with disproportional incidents)
- ratio of reported crimes to population divider (context; actual crime level)
- relationship between service calls and reported crimes (assigning value to calls)

Average Call to Crime Ratio: FY2006 to FY2010 Table V/Y; Source: Napa LAFCO	
Napa	19 to 1
American Canyon	32 to 1
Yountville	32 to 1
County Sheriff	37 to 1
Calistoga	44 to 1
St. Helena	94 to 1

** chances are relatively slim an actual crime is happening when someone in St. Helena is calling 911*



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Demands / Types of Crimes

- breakdown/trend of reported crime types (are there regional hot spots)

Agency Trends in Violent Crimes: FY2006 to FY2010 Table V/CC; Source: Napa LAFCO	
American Canyon	+84.4%
Yountville	+33.3%
County Sheriff	+0.0%
St. Helena	-20.0%
Calistoga	-25.0%
Napa	-29.2%

Agency Trends in Simple Assaults: FY2006 to FY2010 Table V/DD; Source: Napa LAFCO	
County Sheriff	-3.9%
Napa	-18.3%
American Canyon	-25.5%
Calistoga	-33.3%
Yountville	-42.1%
St. Helena	-45.5%

Agency Trends in Property Crimes: FY2006 to FY2010 Table V/EE; Source: Napa LAFCO	
American Canyon	+50.1%
Calistoga	-6.8%
Napa	-8.5%
County Sheriff	-14.6%
Yountville	-20.4%
St. Helena	-40.3%

* significant increase in violent and property crime incidents in American Canyon; things looking much better in St. Helena



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Napa LAFCO's Take on Measuring Police Services...

- Measuring Outcomes / Clearance Rates

- ratio of clearances to crime totals (rating overall effectiveness)
- trends in clearances for crime totals (tracking direction of effectiveness)

Average and Trends in Clearance Rates: Individual Agencies in Napa County							
Table V/II; Source: CA Department of Justice/ Napa LAFCO							
Category	2005-06	2006-07	2007-08	2008-09	2009-10	Average	Trend
American Canyon	40.1	30.3	27.2	38.6	43.3	36.4	+8.0%
Calistoga	29.9	31.8	25.1	31.3	35.4	30.5	+18.4%
Napa	37.4	30.9	31.1	34.3	38.3	34.2	+2.4%
St. Helena	16.6	34.3	26.8	16.7	19.5	22.4	+17.5%
Yountville	56.6	21.6	28.9	26.8	24.1	33.1	-57.4%
County Sheriff	41.4	27.8	30.4	33.0	31.9	32.6	-22.9%

* clearance rates are relatively consistent and good with the exception of St. Helena and to a lesser extent Calistoga

* clearance trends are generally moving in a positive direction with the notable exception of Yountville and County

-trends in clearances within individual crime types (assessing proficiency type)

Agency Average Clearance Rates for Violent Crime: FY2006 to FY2010	
Table V/JJ; Source: Napa LAFCO	
Calistoga	81.7%
County Sheriff	67.6%
St. Helena	64.7%
Napa	64.0%
American Canyon	61.0%
Yountville	60.0%

Agency Average Clearance Rates for Simple Assault Crime: FY2006 to FY2010	
Table V/LL; Source: Napa LAFCO	
St. Helena	77.8%
County Sheriff	77.7%
American Canyon	76.3%
Napa	76.0%
Yountville	74.2%
Calistoga	66.2%

Agency Average Clearance Rates for Property Crime: FY2006 to FY2010	
Table V/NN; Source: Napa LAFCO	
American Canyon	25.9%
Yountville	20.8%
County Sheriff	15.4%
Napa	15.0%
Calistoga	14.6%
St. Helena	12.8%