APPENDIX G:
PUBLIC SERVICES DATA
September 23, 2013

Ted Leach, Fire Inspector
Contra Costa County Fire Protection District
2010 Geary Road
Pleasant Hill, CA 94523

Re: The Landing at Walnut Creek Environmental Impact Report (EIR)

Dear Inspector Leach:

The Planning Center | DC&E is working with the City of Walnut Creek to prepare an Environmental Impact Report (EIR) for the proposed Landing at Walnut Creek Apartments Project (proposed project). The proposed project is located in Downtown Walnut Creek adjacent to the BART station, bounded by Ygnacio Valley Road to the north, multi-family residential to the east, Lacassie Avenue to the south, and Oakland Boulevard to the west. The proposed project would demolish 21 existing residential units and construct a total of 178 residential units on a 1.78-acre site. The 178 residential units include 35 studio apartments, 109 one-bedroom apartments, and 34 two-bedroom apartments. In addition, approximately 222 parking stalls1 would be provided in an enclosed garage/podium below the residential units, and 22 bike stalls2 are planned, along with a common area, which includes podium patios, a rooftop patio, a lounge, and a fitness room. The proposed project would generate approximately 381 new residents.3

The purpose of the EIR is to assess the proposed project’s potential impacts to various environmental issue areas, as well as public services and utility agencies, including the Contra Costa County Fire Protection District. The EIR will also provide recommendations that may be necessary to reduce such potential impacts to “less-than-significant” levels. Any assistance that you can provide with the following questions would be greatly appreciated.

The Planning Center | DC&E previously contacted your department to obtain similar information for another project, the Paragon Apartment EIR (currently under construction as the BRIO Apartments), and would like to find out whether any of the information you provided us in January of 2012 has since changed. Please review Exhibit A (Excerpt from the Paragon Apartments EIR) and let me know if any of the information has been changed and needs to be updated for the proposed project. I highlighted information that is especially important for the EIR, but please do not hesitate to provide information regarding any other facts that have changed since the Paragon Apartments EIR project.

1 This is based on the parking generation rates for each apartment type: 1.0 for studio apartments, 1.25 for one-bedroom apartments; and 1.5 for two-bedroom apartments.
2 This is based on the required ratio of one bike stall for every 10 car stalls.
3 This is based on an average generation rate of 2.14 persons per household, the Association of Bay Area Governments (ABAG) projection for Walnut Creek in 2025, multiplied by 178 new housing units.
Also, if you have any helpful published documents on the services your department provides, we would greatly appreciate if you could either let me know where I can locate them or send them directly to me. These documents could include annual reports or any other publicly available documents on your services and department operations in general.

In order to ensure the timely completion of our analysis, please provide your response (via mail, email, or fax) no later than Tuesday, October 1, 2013. Should you have any questions, feel free to call me at (510) 848-3815 or email to epanzer@planningcenter.com.

Sincerely,

Eric Panzer, Project Planner
The Planning Center | DC&E

Attachments:
Exhibit A  Excerpt from the Paragon Apartments EIR
Figure 1  Regional and Location Map
Figure 2  Conceptual Site Plan
Existing Conditions

The CCCFPD maintains 30 fire stations and employs a staff of 348 personnel. The CCCFPD has no plans to add shifts or personnel at this time.\(^1\) As shown in Figure 4.10-1, four of the CCCFPD’s fire stations (Stations 1, 3, 4, and 7) are located within the City of Walnut Creek. An additional two stations (Stations 2 and 10) each cover a 1-mile service area, portions of which are within the City limit. The Project site falls within the response area of Fire Station 1, located at 1330 Civic Drive, approximately 0.25 miles south of the Project site.\(^2\) The resources currently allocated to the four fire stations (Stations 1, 3, 4, and 7) within Walnut Creek include a total of five fire engines, one ladder truck and 12 personnel. Fire Station 1 is staffed with a crew of three personnel, and equipped with a Type 1 engine, a Type 3 engine, and one ladder truck.\(^3\)

The CCCFPD responds to all fire and medical emergency calls in Walnut Creek, dispatching personnel from facilities in Walnut Creek, Lafayette, Pleasant Hill, and Concord as needed. The CCCFPD also maintains automatic aid agreements with the San Ramon Valley Fire Department and the Orinda-Moraga Fire Department, which allows the closest fire engine to respond to fire and medical emergencies, regardless of jurisdiction. From January 1, 2011 to November 27, 2011, the CCCFPD responded to 41,913 calls for service throughout its entire service area, of which 26,703 were emergency medical service calls.

The CCCFPD strives to uphold a five minute primary response time for 90 percent of all service calls. Based on nationally recognized standards, the CCCFPD also strives to maintain the capacity to deploy an initial full alarm assignment within an eight minute response time for 90 percent of all incidents within its jurisdiction. Currently the CCCFPD is not meeting its primary response time objective, responding to only 20 percent of calls within five minutes. However, by relocating some existing fire stations, the CCCFPD has managed to improve response times in recent years. The average district-wide response time for all service calls regardless of type was approximately six minutes in 2011, which was one minute less than the average district-wide response time in 2009.\(^4\)

The risk of structural fires within Walnut Creek is low primarily because most buildings are relatively new and in compliance with current fire and building code standards. The CCCFPD Fire Prevention Bureau reviews development plans and inspects construction projects to ensure that all new and remodeled buildings and facilities meet State and local Building and Fire Code requirements.\(^5\) In addition, the CCCFPD implements a vigorous building inspection program to ensure compliance with applicable standards and regulations, including requirements for

---

2. City of Walnut Creek. *Walnut Creek General Plan 2025*, Chapter 6, Figure 6.
emergency access. In 2010-2011, the CCCFPD’s General Fund Budget was $99,948,587. This source funds salaries and benefits, services and supplies, and other expenditures. Portions of property taxes collected within the CCCFPD are directed to the budget’s revenue, as are impact fees levied on new development in the CCCFPD service area. The CCCFPD assesses the following impact fees on new development:

- $285 per residential dwelling unit;
- $376 per 1,000 square feet of office space; and
- $329 per 1,000 square feet of retail/commercial space.

The CCCFPD has no plans to expand existing facilities or construct new ones at this time.  

---

8 Leach, Ted, Fire Inspector, Contra Costa County Fire Protection District. Personal communication with The Planning Center | DC&E. January 9, 2012.
FIGURE 1
REGIONAL AND LOCATION MAP
From: Leach.Ted [mailto:TLeac@cccfpd.org]  
Sent: Monday, September 30, 2013 4:51 PM  
To: Eric Panzer  
Subject: RE: The Landing at Walnut Creek EIR - Service Letter for Contra Costa County Fire Protection District  

Eric,  

A bit has changed since January of 2013.  

Currently CCCFPD maintains 23 fire stations and employs a staff of approximately 262 (222 suppression and 40 support). Due to the closure of Station 4, there are currently only three (3) fire stations within the City of Walnut Creek (Stations 1, 3, and 7). The resources allocated to these three fire stations consist of four (4) fire engines, one (1) ladder truck, and nine (9) personnel. Currently, the average district-wide response time is approximately 7 minutes.  

Let me know if you have any additional questions.  

Regards,  

Ted Leach - Fire Inspector  
Contra Costa County  
Fire Protection District  
2010 Geary Road  
Pleasant Hill, CA 94523  
(925) 941-3539  

‘CONFIDENTIALITY NOTICE: This electronic mail transmission may contain privileged and/or confidential information only for use by the intended recipients. Unless you are the addressee (or authorized to receive messages for the addressee), you may not use, copy, disclose, or distribute this message (or any information contained in or attached to it) to anyone. You may be subject to civil action and/or criminal penalties for violation of this restriction. If you received this transmission in error, please notify the sender by reply e-mail or by telephone and delete the transmission. Thank you.’

From: Eric Panzer [mailto:epanzer@planningcenter.com]  
Sent: Monday, September 23, 2013 7:24 PM  
To: Leach.Ted  
Subject: [BULK] RE: The Landing at Walnut Creek EIR - Service Letter for Contra Costa County Fire Protection District  
Importance: Low  

Dear Inspector Leach,  

My apologies. The previous attachment I sent you was incomplete. Please find attached the letter with all Exhibits included. Thank you.  

--Eric Panzer
Dear Inspector Leach,

The Planning Center | DC&E is preparing an Environmental Impact Report on the Landing at Walnut Creek for the City of Walnut Creek. We would like to get some information on existing services in order to analyze potential impacts on the Project vicinity and the fire protection district in general.

Attached, please find the service letter with queries regarding services provided by the Contra Costa County Fire Protection District. Please provide answers to these queries no later than Tuesday, October 1, 2013. Please let me know if you have any questions or need clarifications on any of the questions in the letter.

Thank you for your cooperation in advance,

Eric Panzer
Project Planner

THE PLANNING CENTER | DC&E
1625 Shattuck Avenue, Suite 300 | Berkeley CA 94709
510.848.3815 | 510.848.4315 (f)
epanzer@planningcenter.com
www.planningcenter.com | www.dceplanning.com
Re: The Landing at Walnut Creek Environmental Impact Report (EIR)

Dear Lieutenant Gorski:

The Planning Center | DC&E is working with the City of Walnut Creek to prepare an Environmental Impact Report (EIR) for the proposed Landing at Walnut Creek Apartments Project (proposed project). The proposed project is located in Downtown Walnut Creek adjacent to the BART station, bounded by Ygnacio Valley Road to the north, multi-family residential to the east, Lacassie Avenue to the south, and Oakland Boulevard to the west. The proposed project would demolish 21 existing residential units and construct a total of 178 residential units on a 1.78-acre site. The 178 residential units include 35 studio apartments, 109 one-bedroom apartments, and 34 two-bedroom apartments. In addition, approximately 222 parking stalls1 would be provided in an enclosed garage/podium below the residential units, and 22 bike stalls2 are planned, along with a common area, which includes podium patios, a rooftop patio, a lounge, and a fitness room. The proposed project would generate approximately 381 new residents.3

The purpose of the EIR is to assess the proposed project’s potential impacts to various environmental issue areas, as well as public services and utility agencies, including the Walnut Creek Police Department. The EIR will also provide recommendations that may be necessary to reduce such potential impacts to “less-than-significant” levels. Any assistance that you can provide with the following questions would be greatly appreciated.

The Planning Center | DC&E previously contacted your department to obtain similar information for another project, the Paragon Apartment EIR (currently under construction as the BRIO Apartments), and would like to find out whether any of the information you provided us in January of 2012 has since changed. Please review Exhibit A (Excerpt from the Paragon Apartments EIR) and let me know if any of the information has been changed and needs to be updated for the proposed project. I highlighted information that is especially important for the EIR, but please do not hesitate to provide information regarding any other facts that have changed since the Paragon Apartments EIR project.

---

1 This is based on the parking generation rates for each apartment type: 1.0 for studio apartments, 1.25 for one-bedroom apartments; and 1.5 for two-bedroom apartments.
2 This is based on the required ratio of one bike stall for every 10 car stalls.
3 This is based on an average generation rate of 2.14 persons per household, the Association of Bay Area Governments (ABAG) projection for Walnut Creek in 2025, multiplied by 178 new housing units.
Also, if you have any helpful published documents on the services your department provides, we would greatly appreciate if you could either let me know where I can locate them or send them directly to me. These documents could include annual reports or any other publicly available documents on your services and department operations in general.

In order to ensure the timely completion of our analysis, please provide your response (via mail, email, or fax) no later than Tuesday, October 1, 2013. Should you have any questions, feel free to call me at (510) 848-3815 or email to epanzer@planningcenter.com.

Sincerely,

Eric Panzer, Project Planner
The Planning Center | DC&E

Attachments:
Exhibit A  Excerpt from the Paragon Apartments EIR
Figure 1  Regional and Location Map
Figure 2  Conceptual Site Plan
Existing Conditions

The WCPD is a full-service municipal police agency which provides police protection services for the City of Walnut Creek. The department embraces a community policing model of service that promotes police-community partnerships and proactive problem solving.\(^1\) With a staff made up of sworn officers and civilian personnel, WCPD provides 24 hour a day patrol services and responds to calls for service, based on the priority and on geographical areas, called sectors, within its jurisdiction. The Project site is located within patrol Sector 3, which encompasses the area from the edge of downtown Walnut Creek to the City of Concord on the north and east sides, and unincorporated Contra Costa County territory on the south side.

The WCPD prioritizes calls for police services as follows: Priority 1 calls involve life-threatening situations; Priority 2 calls are not life-threatening but necessitate immediate response; all other calls are designated Priority 3. The WCPD response time standard is 5 minutes for Priority 1, 7 minutes for Priority 2, and 30 minutes for Priority 3 calls. In 2010, the WCPD received a total of 39,413 calls for service, and response time for Priority 1 calls was 4:18 minutes on average, while the average response time for Priority 2 calls was 7:29 minutes and 19:24 minutes for Priority 3 calls.\(^2\)

In 2011, the WCPD staff consisted of 76 sworn officers, for a staffing ratio of 1.14 sworn officers per 1,000 residents. Additionally, the WCPD staff included 34 civilian employees, 32 volunteers in Police Services, and 34 Volunteer Reserve Police Officers.\(^3\) The WCPD works to balance response time and patrol time, and achieve approximately 40 percent of an officer’s time on patrols and self-initiated activity. Considering different staffing measures, the unique service demands of the growing downtown, and the patrol time goal, in 2007 the WCPD projected a need to add five full-time officers over the next two budget cycles. However, due to budget constraints, WCPD staffing levels decreased from 80 sworn officers in 2007 to 76 in 2011, in spite of increasing demand for police services. As a result, the WCPD has cut services in some cases by not responding to lower priority calls (e.g. non-injury accidents) due to a lack of resources.\(^4\)

---

\(^1\)City of Walnut Creek, Walnut Creek Police Department Online, http://www.walnut-creek.org/citygov/depts/police/default.asp, accessed on December 18, 2011.

\(^2\)Gorski, Steve, Walnut Creek Police Department. Personal e-mail communication with The Planning Center | DC&E, December 2, 2011.

\(^3\)Gorski, Steve, Walnut Creek Police Department. Personal e-mail communication with The Planning Center | DC&E, December 2, 2011.

\(^4\)Gorski, Steve, Walnut Creek Police Department. Personal e-mail communication with The Planning Center | DC&E, December 2, 2011.
FIGURE 2

CONCEPTUAL SITE PLAN

CITY OF WALNUT CREEK

THE LANDING AT WALNUT CREEK APARTMENT PROJECT

PROJECT DESCRIPTION

BUILDING INFORMATION

UNIT SUMMARY:

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio (S)</td>
<td>35</td>
<td>19.7%</td>
</tr>
<tr>
<td>1-Bedroom (A)</td>
<td>109</td>
<td>61.2%</td>
</tr>
<tr>
<td>2-Bedroom (B)</td>
<td>34</td>
<td>19.1%</td>
</tr>
<tr>
<td>Total</td>
<td>178</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Density: 99.89 dwelling units/acre

LEGEND

- Residential Unit
- Typical Window Locations Shown - Refer to Drawings for Locations
- Circulation / Private Deck
- Amenities & Public Program
- Back of House Program
- Vertical Circulation
MISSION STATEMENT

The Walnut Creek Police Department protects and serves the community through professional conduct and proactive enforcement of the law.
The community continues to maintain a high level of trust and confidence in their police department. We face many challenges that must be addressed to preserve this trust, keep crime rates low and address quality of life issues. First and foremost, the police department is understaffed to meet all the needs of the community. This Strategic Plan offers several strategies to eliminate programs and services to make up for the depleted staffing levels. Without streamlining the services we provide we risk lowering service levels in all areas without a corresponding lowering of the community’s expectations for police services. The result would be a gradual loss of confidence in our ability to protect and service the community.

Some of the areas we have proposed to streamline are traffic enforcement, community outreach services, partnerships with schools, elimination of permitting oversight and expanding the types of responses that do not require an officer response.

We have eliminated school-related programs that, for many years, formed the backbone of our Community Policing Team. Our version of school resource officers, the Community Policing Team taught courses to elementary, middle school, and high school students on character development, substance abuse, bullying, and the dangers of drinking and driving. Programs like Character Counts, Awareness, Every Fifteen Minutes, and ROP also had the secondary benefit of bringing uniformed officers onto campuses to get to know administrators, teachers, and parents.

Our focus as an organization going forward must be on our core functions of patrol response and follow-up investigations.

Additional stressors on our resources include cuts to social services at the state and county levels, prison realignment, cutbacks in the county court system and cutbacks to partner law enforcement agencies. This is occurring as our community continues to grow and the demands for police services are higher than they have ever been.

We will continue to review crime patterns, the financial situation of the city, and the internal workings of the police department to make positive adjustments whenever possible.
## Personnel Development

The Walnut Creek Police Department is facing unprecedented challenges in the areas of succession planning and officer turnover. We must plan in advance for these challenges while still addressing the well-being of our current workforce.

- Continue to advocate for employee health by encouraging officers to participate in health and wellness seminars
- Ensure supervisors and field training officers are discussing the emotional and psychological effects of law enforcement work with new hires before critical events and detrimental personal habits occur
- Develop and implement the organization’s first ever Succession Plan
- Increase opportunities for training courses related to supervision, management, and leadership
- Rotate the non-patrol manager positions more frequently to expose lieutenants to administrative roles
- Review the current overlap training schedule for effectiveness and improvements

## Community Outreach

The organizational restructuring and the resulting elimination of the Community Policing Team has made Community Outreach more difficult. By placing a renewed emphasis on problem oriented policing at the patrol level we hope to compensate for this loss and maintain our strong partnerships with the community.

- Expand community outreach efforts online through Facebook, Twitter and the police department website
- Expand the role of Sector Managers to monitor and respond to crime trends and neighborhood problems within their area of responsibility
- Ensure all police department employees are emphasizing a community policing/problem solving approach to their work whenever possible.
“Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there.”

— John Kotter

The Walnut Creek Police Department first began developing and implementing Strategic Plans in 1973. Much has changed in 39 years, and our current Strategic Plan is a much improved, inclusive, and dynamic document. We recognize the importance of periodically examining our environment and the trends that influence policing. Given the financial difficulties faced by government agencies at all levels, the failure to adapt and change can be fatal to an organization such as ours. Through the strategic planning process, we will work to maximize our resources, partnerships, and crime fighting abilities. To achieve this goal we must first answer five crucial questions:

1. What are the future demographic, sociological, and fiscal trends that will impact our organization?
2. How should our organization be structured to best confront the challenges of the future?
3. How are we preparing and developing future leaders to ensure success?
4. How can we integrate the Strategic Plan into our operations?
5. When opportunities are presented, how will the Strategic Plan assist in making these a reality?

In addition to answering these questions we must ensure ongoing communication takes place between the key stakeholders and others impacted by this plan. We must continue to think critically about where we are and where we want to go as an organization. This Department will constantly work with the community in a problem solving partnership and will always strive to provide businesses, visitors and the citizens of Walnut Creek the best possible level of public safety service. This document examines the past and present in an effort to provide that direction. Our Values and Mission Statement provide foundation as we go forward.

Therefore, on behalf of the dedicated professionals that make up the Walnut Creek Police Department, I am proud to introduce the Walnut Creek Police Department's Strategic Plan 2012-2017.

Chief Joel H. Bryden

Department Restructuring continued

- Transfer a lieutenant from patrol to manage the Investigations Bureau. Another lieutenant will manage Dispatch and Training. Transfer a third lieutenant to manage Property and Records. Transfer a sergeant to supervise dispatch. Transfer the three civilian supervisors to supervise Property, Records and Police Service Officers.
- Continue to seek opportunities to regionalize services such as a multi-agency Special Weapons and Tactics Team, a task force to address narcotics and property related crimes and the processing of taxi permits.

Parking

The backbone of the city's parking enforcement is provided by our Police Services Officers (PSO). The city-wide Downtown Parking Plan, implemented by Administrative Analyst Matt Huffaker, lays the framework for addressing all aspects of vehicle parking in and around the downtown area. The police department is more narrowly focused on enforcement of parking violations.

- Partner with the Traffic Engineering Division's on implementing the Downtown Parking Plan to increase parking opportunities in the downtown core.
- Utilize technology to constantly improve the operability of parking meters to ensure they are user friendly.
- Ensure all parking areas and garages provide a safe environment for residents, visitors and employees to park.
- Enforce parking violations in special residential parking zones to ensure residents have parking access around their homes.
Information Technology and Infrastructure

The City of Walnut Creek Information Technology Division recently released a Strategic and Operational Plan. The benefits in that plan included improved business operations, improved customer service and increased staff productivity. By partnering with the Information Technology Division we can achieve these same benefits and reach the internal goals listed below.

- Work with the IT Division to implement the ITSOP recommendations related to the Police Department. These include replacement of the outdated police radio system, implementation of the Veri-Pic Photo Evidence Storage System, replacement of outdated mobile connection software, upgrades to the Versaterm System and implementation a new web-based overtime system.
- Continue to conduct a comprehensive analysis of our current computer, data, voice, and vehicle-mounted technology systems via the Police Information Technology Team. Make recommendations on current systems that are outdated or that need replacing. Make recommendations where new technologies can improve service levels, increase employee safety, or otherwise benefit the community.
- Reassign a civilian supervisor to the role of supervising, upgrading, and maintaining our Information Technologies.
- Employ a dedicated Information Technology employee to focus solely on the police department’s sixty-five different software technology programs and systems.

Department Restructuring

In 2012 the police department identified a need to restructure certain operations to maximize resources, ensure accountability and provide the best possible service to the public. The restructuring steps that have been completed or are in-progress are listed below.

- End the Character Counts program, the Awareness program, Crime Prevention outreach and Every 15 Minutes. Neighborhood Watch coordination will be assigned to sector Lieutenants to manage in their areas
- Encourage more online reporting by increasing the available crime classifications that qualify for online reports. Install a public use computer in the police lobby where citizens can complete online reports 24 hours a day.

**OUR MISSION STATEMENT**

“The Walnut Creek Police Department protects and serves the community through professional conduct and proactive enforcement of the law.”

**OUR VALUES**

*Integrity*

By serving honorably and behaving ethically, we uphold the trust of our community and our organization.

*Professionalism*

We, the dedicated and highly trained employees of the Walnut Creek Police Department, commit ourselves to superior community service.

*Respect*

We treat everyone with impartiality, courtesy, and dignity while maintaining our loyalty to the community, our department, and our profession.
Introduction

Executive Summary

The Walnut Creek Police Department has embarked on an ambitious strategic planning effort to enhance its capabilities and adapt to today's changing environment. Our goal is to improve the city’s ability to provide professional police services to the entire community. Changing demographics, sociological factors, and new economic realities make it more important than ever to have a comprehensive vision and strategy before making policy changes. This strategic planning effort is designed to assist us in directing efforts, accomplishing results, ensuring accountability, and properly allocating available resources into the future. This plan, and its companion document The State of the Police Department 2012, will provide a common roadmap for our organization as we move forward.

Conducting extensive research and gathering feedback from various sources was an important part of the planning process. The plan reflects the expertise of stakeholders from all levels of government, the public and non-profit organizations. Other city documents played a vital part in this research process. These documents included the Blue Ribbon Task Force report, the Information Technology Strategic Plan, the Downtown Parking Plan, the 2009-2014 Housing Element, the Long Term Financial Plan, the 2010-2012 budget and the Walnut Creek General Plan 2025.

For this plan we have decided to utilize a five-year outlook in our planning efforts. The first step toward meeting the challenges of the next five years is determining strategic goals that help us fulfill our mission as an organization. This plan identifies seven goals we as an organization intend to focus on.

Implementation of the Strategic Plan is the responsibility of the police department command staff. Annual updates of this plan will be conducted until a new plan is completed in 2017.

Strategic Goals

A Safe Community

Walnut Creek is a safe community. We have a relatively low overall rate of violent crime and will continue working hard to maintain that. Having a safe community involves prioritizing the Police Department's resources to best confront the challenges of the future. We have listed several goals to help maintain Walnut Creek as a safe community.

- Practice Information-Based Policing whenever possible. Redesign the briefing room to better facilitate communication, spread intelligence, increase efficiency, and highlight sector-specific issues.
- Form a Downtown Policing Team consisting of three officers and one sergeant. They will be responsible for calls for service, proactive enforcement of alcohol-related offenses within the downtown area, and partnering with businesses to solve problems.
- Increase responsibility of sector managers to coordinate problem solving in their respective sectors. This should include community outreach, partnering with community groups, and allocating resources to confront crime and quality-of-life issues.

Traffic and Pedestrian Safety

Staffing cutbacks have decreased the resources addressing the organization’s traffic enforcement mission. Our goal is to continue to make traffic and pedestrian safety a priority at the patrol level. Another important goal is to retain the expertise to investigate traffic collisions involving fatalities and serious injuries.

- Traffic officers will be realigned to work as part of patrol teams. Four traffic officers will maintain their expertise in the area of traffic collisions and will comprise the START Team for accident investigations when fatalities and serious injuries are involved.
- One traffic officer will be made the Traffic Team Lead. This officer would be responsible for coordinating training and maintenance issues, supervising START Team call-outs, and staying abreast of current trends.
- Provide for training needs in the area of advanced traffic collision investigation and whenever possible make accommodations for traffic officers to train together as a team.
- Continue to partner with the Traffic Engineering Division to address safety concerns and mitigate traffic related problems.
Introduction

Executive Summary

The Walnut Creek Police Department has embarked on an ambitious strategic planning effort to enhance its capabilities and adapt to today's changing environment. Our goal is to improve the city's ability to provide professional police services to the entire community. Changing demographics, sociological factors, and new economic realities make it more important than ever to have a comprehensive vision and strategy before making policy changes. This strategic planning effort is designed to assist us in directing efforts, accomplishing results, ensuring accountability, and properly allocating available resources into the future. This plan, and its companion document The State of the Police Department 2012, will provide a common roadmap for our organization as we move forward.

Conducting extensive research and gathering feedback from various sources was an important part of the planning process. The plan reflects the expertise of stakeholders from all levels of government, the public and non-profit organizations. Other city documents played a vital part in this research process. These documents included the Blue Ribbon Task Force report, the Information Technology Strategic Plan, the Downtown Parking Plan, the 2009-2014 Housing Element, the Long Term Financial Plan, the 2010-2012 budget and the Walnut Creek General Plan 2025.

For this plan we have decided to utilize a five-year outlook in our planning efforts. The first step toward meeting the challenges of the next five years is determining strategic goals that help us fulfill our mission as an organization. This plan identifies seven goals we as an organization intend to focus on.

Implementation of the Strategic Plan is the responsibility of the police department command staff. Annual updates of this plan will be conducted until a new plan is completed in 2017.

Strategic Goals

A Safe Community

Walnut Creek is a safe community. We have a relatively low overall rate of violent crime and will continue working hard to maintain that. Having a safe community involves prioritizing the Police Department's resources to best confront the challenges of the future. We have listed several goals to help maintain Walnut Creek as a safe community.

- Practice Information-Based Policing whenever possible. Redesign the briefing room to better facilitate communication, spread intelligence, increase efficiency, and highlight sector-specific issues.
- Form a Downtown Policing Team consisting of three officers and one sergeant. They will be responsible for calls for service, proactive enforcement of alcohol-related offenses within the downtown area, and partnering with businesses to solve problems.
- Increase responsibility of sector managers to coordinate problem solving in their respective sectors. This should include community outreach, partnering with community groups, and allocating resources to confront crime and quality-of-life issues.

Traffic and Pedestrian Safety

Staffing cutbacks have decreased the resources addressing the organization's traffic enforcement mission. Our goal is to continue to make traffic and pedestrian safety a priority at the patrol level. Another important goal is to retain the expertise to investigate traffic collisions involving fatalities and serious injuries.

- Traffic officers will be realigned to work as part of patrol teams. Four traffic officers will maintain their expertise in the area of traffic collisions and will comprise the START Team for accident investigations when fatalities and serious injuries are involved.
- One traffic officer will be made the Traffic Team Lead. This officer would be responsible for coordinating training and maintenance issues, supervising START Team call-outs, and staying abreast of current trends.
- Provide for training needs in the area of advanced traffic collision investigation and whenever possible make accommodations for traffic officers to train together as a team
- Continue to partner with the Traffic Engineering Division to address safety concerns and mitigate traffic related problems
Information Technology and Infrastructure

The City of Walnut Creek Information Technology Division recently released a Strategic and Operational Plan. The benefits in that plan included improved business operations, improved customer service and increased staff productivity. By partnering with the Information Technology Division we can achieve these same benefits and reach the internal goals listed below.

- Work with the IT Division to implement the ITSOP recommendations related to the Police Department. These include replacement of the outdated police radio system, implementation of the Veri-Pic Photo Evidence Storage System, replacement of outdated mobile connection software, upgrades to the Versaterm System and implementation a new web-based overtime system.
- Continue to conduct a comprehensive analysis of our current computer, data, voice, and vehicle-mounted technology systems via the Police Information Technology Team. Make recommendations on current systems that are outdated or that need replacing. Make recommendations where new technologies can improve service levels, increase employee safety, or otherwise benefit the community.
- Reassign a civilian supervisor to the role of supervising, upgrading, and maintaining our Information Technologies.
- Employ a dedicated Information Technology employee to focus solely on the police department’s sixty-five different software technology programs and systems.

Department Restructuring

In 2012 the police department identified a need to restructure certain operations to maximize resources, ensure accountability and provide the best possible service to the public. The restructuring steps that have been completed or are in-progress are listed below.

- End the Character Counts program, the Awareness program, Crime Prevention outreach and Every 15 Minutes. Neighborhood Watch coordination will be assigned to sector Lieutenants to manage in their areas
- Encourage more online reporting by increasing the available crime classifications that qualify for online reports. Install a public use computer in the police lobby where citizens can complete online reports 24 hours a day.

Mission Statement

OUR MISSION STATEMENT

“The Walnut Creek Police Department protects and serves the community through professional conduct and proactive enforcement of the law.”

OUR VALUES

Integrity

By serving honorably and behaving ethically, we uphold the trust of our community and our organization.

Professionalism

We, the dedicated and highly trained employees of the Walnut Creek Police Department, commit ourselves to superior community service.

Respect

We treat everyone with impartiality, courtesy, and dignity while maintaining our loyalty to the community, our department, and our profession.
**Message From the Chief**

“Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there.”

— John Kotter

The Walnut Creek Police Department first began developing and implementing Strategic Plans in 1973. Much has changed in 39 years, and our current Strategic Plan is a much improved, inclusive, and dynamic document. We recognize the importance of periodically examining our environment and the trends that influence policing. Given the financial difficulties faced by government agencies at all levels, the failure to adapt and change can be fatal to an organization such as ours. Through the strategic planning process, we will work to maximize our resources, partnerships, and crime fighting abilities. To achieve this goal we must first answer five crucial questions:

1. What are the future demographic, sociological, and fiscal trends that will impact our organization?
2. How should our organization be structured to best confront the challenges of the future?
3. How are we preparing and developing future leaders to ensure success?
4. How can we integrate the Strategic Plan into our operations?
5. When opportunities are presented, how will the Strategic Plan assist in making these a reality?

In addition to answering these questions we must ensure ongoing communication takes place between the key stakeholders and others impacted by this plan. We must continue to think critically about where we are and where we want to go as an organization. This Department will constantly work with the community in a problem solving partnership and will always strive to provide businesses, visitors and the citizens of Walnut Creek the best possible level of public safety service. This document examines the past and present in an effort to provide that direction. Our Values and Mission Statement provide foundation as we go forward.

Therefore, on behalf of the dedicated professionals that make up the Walnut Creek Police Department, I am proud to introduce the Walnut Creek Police Department’s Strategic Plan 2012-2017.

Chief Joel H. Bryden

---

**Strategic Goals cont’d.**

**Department Restructuring continued**

- Transfer a lieutenant from patrol to manage the Investigations Bureau. Another lieutenant will manage Dispatch and Training. Transfer a third lieutenant to manage Property and Records. Transfer a sergeant to supervise dispatch. Transfer the three civilian supervisors to supervise Property, Records and Police Service Officers.
- Continue to seek opportunities to regionalize services such as a multi-agency Special Weapons and Tactics Team, a task force to address narcotics and property related crimes and the processing of taxi permits.

**Parking**

The backbone of the city’s parking enforcement is provided by our Police Services Officers (PSO). The city-wide Downtown Parking Plan, implemented by Administrative Analyst Matt Huffaker, lays the framework for addressing all aspects of vehicle parking in and around the downtown area. The police department is more narrowly focused on enforcement of parking violations.

- Partner with the Traffic Engineering Division’s on implementing the Downtown Parking Plan to increase parking opportunities in the downtown core.
- Utilize technology to constantly improve the operability of parking meters to ensure they are user friendly.
- Ensure all parking areas and garages provide a safe environment for residents, visitors and employees to park.
- Enforce parking violations in special residential parking zones to ensure residents have parking access around their homes.
Personnel Development

The Walnut Creek Police Department is facing unprecedented challenges in the areas of succession planning and officer turnover. We must plan in advance for these challenges while still addressing the well-being of our current workforce.

- Continue to advocate for employee health by encouraging officers to participate in health and wellness seminars
- Ensure supervisors and field training officers are discussing the emotional and psychological effects of law enforcement work with new hires before critical events and detrimental personal habits occur
- Develop and implement the organization’s first ever Succession Plan
- Increase opportunities for training courses related to supervision, management, and leadership
- Rotate the non-patrol manager positions more frequently to expose lieutenants to administrative roles
- Review the current overlap training schedule for effectiveness and improvements

Community Outreach

The organizational restructuring and the resulting elimination of the Community Policing Team has made Community Outreach more difficult. By placing a renewed emphasis on problem oriented policing at the patrol level we hope to compensate for this loss and maintain our strong partnerships with the community.

- Expand community outreach efforts online through Facebook, Twitter and the police department website
- Expand the role of Sector Managers to monitor and respond to crime trends and neighborhood problems within their area of responsibility
- Ensure all police department employees are emphasizing a community policing/problem solving approach to their work whenever possible.
The community continues to maintain a high level of trust and confidence in their police department. We face many challenges that must be addressed to preserve this trust, keep crime rates low and address quality of life issues. First and foremost, the police department is understaffed to meet all the needs of the community. This Strategic Plan offers several strategies to eliminate programs and services to make up for the depleted staffing levels. Without streamlining the services we provide we risk lowering service levels in all areas without a corresponding lowering of the community’s expectations for police services. The result would be a gradual loss of confidence in our ability to protect and service the community.

Some of the areas we have proposed to streamline are traffic enforcement, community outreach services, partnerships with schools, elimination of permitting oversight and expanding the types of responses that do not require an officer response.

We have eliminated school-related programs that, for many years, formed the backbone of our Community Policing Team. Our version of school resource officers, the Community Policing Team taught courses to elementary, middle school, and high school students on character development, substance abuse, bullying, and the dangers of drinking and driving. Programs like Character Counts, Awareness, Every Fifteen Minutes, and ROP also had the secondary benefit of bringing uniformed officers onto campuses to get to know administrators, teachers, and parents.

Our focus as an organization going forward must be on our core functions of patrol response and follow-up investigations.

Additional stressors on our resources include cuts to social services at the state and county levels, prison realignment, cutbacks in the county court system and cutbacks to partner law enforcement agencies. This is occurring as our community continues to grow and the demands for police services are higher than they have ever been.

We will continue to review crime patterns, the financial situation of the city, and the internal workings of the police department to make positive adjustments whenever possible.
**Mission Statement**

The Walnut Creek Police Department protects and serves the community through professional conduct and proactive enforcement of the law.

City Hall • 1666 North Main Street • Walnut Creek, CA 94596
www.walnutcreekpd.com
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Statement</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Current Organizational Structure, Staffing and Configuration</td>
<td>7</td>
</tr>
<tr>
<td>Future Forecasting</td>
<td>14</td>
</tr>
<tr>
<td>Crime Patterns and Other Challenges</td>
<td>24</td>
</tr>
<tr>
<td>Stakeholder Feedback</td>
<td>32</td>
</tr>
<tr>
<td>Conclusions</td>
<td>38</td>
</tr>
</tbody>
</table>
Our Mission Statement

The Walnut Creek Police Department protects and serves the community through professional conduct and proactive enforcement of the law.

Our Values

By serving honorably and behaving ethically, we uphold the trust of our community and our organization.

Professionalism

We, the dedicated and highly trained employees of the Walnut Creek Police Department, commit ourselves to superior community service.

Respect

We treat everyone with impartiality, courtesy, and dignity while maintaining our loyalty to the community, our department, and our profession.
1. Introduction

The Walnut Creek Police Department has embarked on an ambitious effort to enhance its capabilities and adapt to today’s changing environment. Our goal is to improve the city’s ability to provide professional police services to the entire community. Changing demographics, sociological factors, and new economic realities make it more important than ever to have a comprehensive vision and strategy before making policy changes. This State of the Police Department report is designed to assist us in directing efforts, accomplishing results, ensuring accountability, and properly allocating limited resources into the future. The report will also provide a common roadmap for operational level staff from a variety of departments as we move forward.

Conducting extensive research and gathering feedback from various sources is an important part of the planning process. The report reflects the expertise of stakeholders from all levels of government, the public, and non-profit organizations. With this information the State of the Police Department report will examine the three questions below.

1. What are the future demographic, sociological, and fiscal trends that will impact our organization?
2. How should our organization be structured to best confront the challenges of the future?
3. How are we preparing and developing future leaders to ensure success?

A separate Strategic Plan will be released to the public that outlines specific steps we plan on taking to achieve our goals.

1.2 Stakeholder Involvement

Stakeholders from throughout the police department, other city departments, and members of the public were involved in developing this report. These stakeholders provided valuable insight through their expertise of subject matter, knowledge of their respective organizations, and understanding of how different city departments work together to promote public safety and a high quality of life. The stakeholders’ honest feedback and frank sharing of information was integral to developing the plan.

1.3 Organization of this Document

This document is divided into six sections.

Section 1 provides a background on the research process and introduces the reader to the mission and values of the organization.
Section 2 reviews the current structure, staffing, and configuration of our organization.

Section 3 is titled Future Forecasting as it is an examination of current and future challenges we face as an organization. Changing demographics, sociological factors, and monetary issues are all examined in this section.

Section 4 provides an analysis of past, current, and future crime trends in Walnut Creek based on statistical crime data and the trends identified in Section 3. This section also examines other potential challenges we may face.

Section 5 examines feedback from key stakeholders involved in the planning process.

Section 6 provides a conclusion of the State of the Police Department report.
2. Current Organizational Structure, Staffing and Configuration

2.1 Organizational Structure

The Police Department has two divisions, Operations and Administration. Traffic, Community Policing, Investigations, and the Police Services unit are in the Operations Division. Dispatch, Records, Training, and Administrative Services are in the Administration Division. Volunteers also provide key assistance with several of these programs.

Currently there are six patrol teams. Monday through Thursday there are three shifts of officers working a ten-hour schedule. Friday through Sunday there are three shifts working a twelve and one half hour schedule. The patrol schedule requires a minimum of thirty-three officers and six sergeants to address all staffing needs. Three lieutenants also act as watch commanders for all six shifts. If the patrol force falls below this number, forced overtime is required to maintain minimums. When the patrol force goes below the minimum for significant periods, officers are reassigned from special assignments to supplement patrol. Reassigning personnel from Investigations and Traffic assures that core and essential patrol functions are maintained. Obviously, when personnel are removed from special assignments, the services provided to the community by those assignments are greatly diminished. This has, unfortunately, been a regular occurrence for the past two years.

Beginning in March 2012, the Police Department instituted a short-term restructuring process. Sergeants were assigned to watch commander roles due to a shortage of managers. The Traffic Team was temporarily suspended, and the traffic officers were moved to patrol teams to cover shortages. The Community Policing Team changed to the Downtown Policing Team and refocused its efforts toward the downtown area with an emphasis on bars and nightclubs. This was due to the increased quantity and severity of fights and other crimes in and around bars. The Community Policing Team suspended the majority of its efforts to partner with local schools on a variety of programs like Awareness and Every 15 Minutes. Neighborhood Watch, crime prevention, and other community outreach programs were also suspended.

2.2 Operations Division

The Operations Division, which is commanded by a police captain, is comprised of four bureaus that provide field services to the community: Patrol, Traffic, Parking, Investigations and Community Policing. Four lieutenants manage the three bureaus; three are assigned to the Patrol Bureau, and an operations lieutenant is assigned to manage the Traffic, Community Policing, and Parking Bureaus.
2.2.1 Patrol and Traffic Bureaus

The Patrol Bureau provides a wide range of police services to the community 24 hours a day, 7 days a week. A sergeant supervises each of the six patrol teams. Patrol officers, sergeants, and lieutenants change teams and shift assignments every four months.

When fully staffed, six officers and one sergeant, deployed on motorcycles, are assigned to the Traffic Bureau and provide traffic-related services to the community. The traffic sergeant coordinates the Traffic Team’s response to traffic-related complaints, and when necessary arranges special traffic enforcement activities. Members of the Traffic Team are also called to assist during off-hours in the investigation of major injury or fatal traffic accidents.

2.2.2 Investigations Bureau

The Investigations Bureau consists of ten detectives and two sergeants. The detectives specialize in a number of different areas including fraud/forgery, computer crimes, robbery/homicide, sex crimes, juvenile offenses, and burglaries/thefts. Detectives handle follow-up investigations from patrol officers and investigate most major crimes. In some cases detectives are involved in proactive street level enforcement activities, but more often they are investigating cases and working with the district attorney’s office to ensure the successful prosecution of criminals.

Over the past ten years, the areas of computer-related and financial crimes have increased dramatically. As a result, the number of detectives devoted to these specialties has also increased. Since staffing levels have remained stagnant, these detectives have transferred responsibilities at the expense of narcotics investigations. Ideally, the police department would have two to three additional detectives to focus solely on narcotics enforcement and the property-related crimes that are often associated with such drug activity.

2.2.3 Police Services and Parking Bureau

Also assigned to the Operations Division is the Police Services Officers (PSO). Staffing includes one civilian lead police services officer and seven police services officers. The police services
officers provide various services from 5:00 A.M. to 9:00 P.M., six days a week. One of the primary responsibilities of the police services officers is parking enforcement. Parking enforcement services are provided Monday through Saturday and include enforcement of permit parking in the outlying residential areas. One PSO is assigned to the Property and Evidence Room to assist in the management of property and evidence.

2.3 Administration Division

The Administration Division consists of the following units: Records, Property and Evidence, Communications, Volunteers in Police Service, and the Police Reserves. Each unit supports various daily activities of the police department.

A captain commands the Administration Division and also oversees the operation of our temporary holding facility. The Services Bureau is managed by a police manager or lieutenant.

2.3.1 Records/Property and Evidence Unit

Tasks in Records are divided into six main groupings, each performed by a Police Records Technician (PRT), in addition to other general duties performed by all technicians. The main duties consist of complaints, statistics, court calendar, warrants, records release, and transcription. Records technicians’ general duties include case review, mail distribution, occasional assistance in the jail, California Law Enforcement Telecommunications System requests, filing, answering the general information phone lines, processing registrants for The Department of Justice (DOJ), second floor reception relief, marijuana records purging, and records sealing.

Property and evidence management is part of the Records/Property Section. It is staffed by one police assistant, one police services officer, and is supervised by the records supervisor. Property chain-of-custody is one of the primary missions of the property section. The property/evidence clerk is responsible for the efficient operation of the evidence facilities in the station and at the corporation yard, processing evidence, transporting it to and from the county crime lab, and ultimately disposing of the evidence according to statutory and departmental regulations. Record keeping and property storage and purging require constant attention.
2.3.2 Communications

Our communications center is the primary Public Safety Answering Point (PSAP) for 9-1-1 emergency calls within the City of Walnut Creek. The majority of 9-1-1 calls are for police service, with the remainder being for emergency fire or ambulance requests. The dispatch center also answers 9-1-1 calls from cell phones originating from the Walnut Creek area from most carriers.

The communications center is staffed 24 hours each day, seven days a week. There are at least two dispatchers working a majority of the time, but the staffing drops to one during most early morning hours. When fully staffed, the Communications Division is staffed by fourteen police assistant/dispatchers, one lead police assistant/dispatcher, and is supervised by a civilian police services supervisor.

The main duties of the police assistant/dispatcher in the communications center are operating the police radio, answering 9-1-1 and other phone lines, and operating a wide variety of other computer systems. Each dispatcher is also responsible for assisting with collateral duties.

The main function for the police assistant/dispatcher classification is communications. However, there are a variety of other special assignments that are available for police assistant/dispatchers depending on interest and a special assignment process. The property & evidence officer is one of those positions. This position works in the property and evidence division of the police department and is usually held for approximately three years. Another position is the crime prevention coordinator, which is assigned to the Community Policing Team. This position works with residents on neighborhood watch programs, runs the alarm permitting process, and offers support to other community policing efforts. Two other special assignments available to the police assistant/dispatchers are tactical dispatch (part of the Special Weapons and Tactics team/SWAT), and communications training officer.

Newly hired police assistant/dispatchers are required to attend a three-week Police Officer Standards and Training (POST) Basic Dispatch Academy. In addition, all dispatchers are required to receive 24 hours of POST professional training every two years.

2.3.3 Volunteers in Police Services (VIPS)

There are currently 35 civilian volunteers that assist with a variety of duties around the police department. Some of the VIPS work as HAM radio operators to assist with disaster preparedness. Others perform vacation house checks, while still others handle important administrative functions around the police department. Last year, this group dedicated
over 3500 hours to their community by volunteering at the police department. This equates to over $85,000 of savings to the city based on studies that assign monetary figures to volunteer hours by state.

Also included in the volunteer category are two police chaplains and nine police cadets.

2.3.4 Reserve Division

The Police Reserve Unit consists of highly trained volunteer reserve police officers. A reserve captain and his staff of two reserve lieutenants and six reserve sergeants manage the unit. The reserve captain answers directly to the administrative captain, and a police lieutenant is a liaison between the reserve unit and department's management staff. The unit is staffed by 25 reserve officers. The commitment of these volunteers, as well as the reliance the police department places upon them, has grown considerably. Over the last three years, the reserves volunteered more hours than at any time in their 60 year history. In 2009, the reserves worked 10,594 hours, and in 2010 and 2011 over 13,000 hours were worked each year. This is a staggering amount of hours that were spent transporting prisoners to county jail, providing extra patrol downtown, and working numerous special events all over town. While the reserves provide an invaluable service, there are limits on their use as volunteers. They do not investigate crimes or write police reports and only initiate enforcement action when there is a pressing danger to the public or fellow officers.

2.4 Calls for Service

Calls for service represent the actual amount of activity in which the patrol force is engaged. The majority of calls for service come from citizens reporting crimes or requesting a service. Some shifts, like dayshift, are generally busier than others.

Studies suggest a minimum of 40% of an officer's time should be uncommitted patrol time. This is the time officers are not writing reports, conducting an investigation or following up on cases. Uncommitted patrol time is usually spent patrolling neighborhoods, conducting traffic enforcement, or taking some type of proactive enforcement in high crime areas. If officers spend too much time responding to calls for service or writing reports, it is at the expense of these other important activities. The 40% standard is consistently met on graveyard shifts, but is more sporadic on day and swing shifts.
2.5 Sector Structure

The City of Walnut Creek is currently broken down into three separate patrol sectors. Each sector is unique and presents its own policing challenges. The sector system has been in place for many years and does a reasonable job of spreading the workload equally. This is important to maintain a consistent amount of proactive patrol time and also to ensure officers are not clustered in only one or two parts of the city. The current system does have faults that can be attributed largely to our growing downtown. Most of the traditional downtown area north of Mt. Diablo Blvd. is part of Sector Two. Broadway Plaza and Plaza Escuela are within Sector One. The growth of primarily retail and commercial space in these two areas has created a disproportionate work load during certain days and times.
3. Future Forecasting

3.1 Housing and Retail Trends

Walnut Creek was incorporated in October 1914, and at that time was a small agricultural town. At the time of incorporation there were approximately 450 residents. The city grew slowly for the next couple of decades, and by 1940 the population had grown to 1,578 residents according to US Census records. Individual night watchmen, constables and town marshals served most public safety needs for most of the first two decades after incorporation. After World War II, Walnut Creek began to grow rapidly and housing subdivisions began to appear. In 1950 the population was 2,234, and by 1960 it had increased to 9,903.

Demand for police services began to increase with the rapid growth of the city, and police staffing began to grow in the 1950s. In 1951 Broadway Plaza and Las Lomas High School opened as the city began to develop. In 1955 Joseph Eichler built the first large housing development in the region, Rancho San Miguel, in the Ygnacio Valley. By 1960, housing units totaled 3,272 and the construction of Interstate 680/Highway 24 interchange was underway. By 1970 the population was 39,844 and housing units increased to 14,593; that same year the city officially opened Heather Farm Park. BART began service between Concord and Oakland in 1973 providing commuters with new access to employment centers from Walnut Creek. In 1974 voters approved bonds for the acquisition of the first 1,400 acres of open space. Northgate High School opened in 1974 as the Ygnacio Valley developed.

The 1980 census showed a population of 53,643 and 24,750 housing units. By 1990 the population reached 60,423 and there were 29,907 housing units. Large residential subdivisions were mostly completed by the 1990s and new development became filled with higher density residences accounting for increases in housing units. In 2000 the population was 64,244 with 31,398 housing units. In 2010 the population was 64,140 with 32,677 housing units. Population decreased for the 2010 census because of a large amount of vacant homes due to the financial crisis and many foreclosure properties sitting empty (estimated at approximately 7% in Census Data). It is important to note that Walnut Creek’s population will reach a new high in excess of 67,000 when all these empty housing units are filled and vacancy rates return to a normal frictional rate around 2%. Additional development of almost 2,000 new units is also likely to push the total population to over 70,000 by 2015.

By 1990 Walnut Creek was a mature city, largely built out with limited vacant land available for development. Most construction after this point was redevelopment of older properties with more dense newer construction. During the late 1980s and early 1990s, Walnut Creek
transitioned from a suburban bedroom community to an urban center in its own right. A regional theatre (Lesher Center) was opened in 1990 and considerable office properties were constructed during this period. In 1999 the rebuilding and widening of the I-680/Hwy 24 interchange was completed after years of construction.

At the turn of the century, Walnut Creek saw a new trend towards high-density residential development in and around its traditional downtown center, furthering the urban nature. The apartments on Ivy Hill and the Mercer building brought many new residents into the downtown area. Thousands more high-density, residential housing units are proposed for the same area at this time and they will place further demands on police services, particularly in the core area. Also during the last two decades there has been a significant increase in retail space built. Both John Muir and Kaiser have undergone major expansions since 2000, and both are now major regional health care centers bringing thousands of people into the City of Walnut Creek every day.

Today Walnut Creek has approximately 3,400,000 square foot of retail space, of which approximately 690,000 SF is neighborhood centers. Major retail centers including Broadway Plaza, Plaza Escuela, Broadway Pointe, Main St. Plaza, Olympia Place, Newell Promenade, Newell Hill Center, Palm Court Center, The Corners, 2500 N. Main St., and Target make up approximately 1,500,000 SF of the total space. The remainder is smaller retail spread along the major commercial thoroughfares (N. Main St., Mt. Diablo Blvd., and the traditional downtown area). Walnut Creek has become one of the top five retail destinations on the West Coast of the United States, along with Rodeo Drive in Beverly Hills, Union Square in San Francisco, Stanford Shopping Center in Palo Alto, and Redmond Town Center in Seattle’s eastside in Washington. Large numbers of shoppers flock to Walnut Creek from throughout Northern California.

As of 2012 there is approximately 3,400,000 SF of retail and commercial space within the City of Walnut Creek. An additional 94,000 SF is under construction for approximately 3,500,000 SF of retail. There are currently seven projects in the planning approval process for an additional 595,000 SF of retail space. The space currently under construction and in the approval process represents an approximate 20% increase from the existing 3,400,000 SF of commercial space.
Walnut Creek has approximately 32,500 households with about 53% single-family (17,198) and 47% multi-family residential (15,275). With nearly 2,000 units of housing currently proposed for construction, almost all of which are in larger multi-family projects within or on the edges of the traditional downtown core area, there will soon be approximately 50% multi-family household composition in Walnut Creek. Nearly all of these new housing units are located in and around the downtown area or BART, and will significantly change the downtown characteristics.

Walnut Creek has a unique geographical setting that makes it a natural regional hub. The freeway interchange between Highway 24 and Interstate 680 brings many cars through Walnut Creek every day. According to Caltrans figures, Highway 24 has approximately 168,000 to 187,000 cars per day. Interstate 680 has about 175,000 cars a day south of the interchange and between 276,000 and 302,000 cars a day north of the interchange. An additional 75,000 cars come through Walnut Creek on Ygnacio Valley Rd., and about 55,000 cars pass through the city on Treat Blvd.

According to US Census figures, during the daytime, Walnut Creek has approximately 88,000 people living and working in the city. This is net of the approximately 65,000 residents, less those that leave the city in the daytime to work, plus residents of other communities that work in Walnut Creek.

The regional entertainment, employment, medical, and retail centers attract large numbers of people to Walnut Creek every day. At least 10,000 people a day visit Walnut Creek to receive medical care or visit patients at John Muir or Kaiser medical facilities. Over 15,000 more come to Walnut Creek to shop, and around 10,000 people dine at restaurants in Walnut Creek every day. Over 500 persons lodge at hotels and motels in Walnut Creek on an average night. Approximately 550 people swim at Walnut Creek community pools every day. Approximately 1300 people attend weekly civic arts classes, and about 450 toddlers attend ARCS preschools every week. Diablo Hill Golf Course attracts between

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Housing Units</th>
<th>Single Family</th>
<th>Multi Family</th>
<th>Percentage Multifamily</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>45919</td>
<td>20739</td>
<td>9256</td>
<td>11084</td>
<td>53.4%</td>
</tr>
<tr>
<td>1976</td>
<td>47600</td>
<td>21202</td>
<td>9850</td>
<td>11969</td>
<td>52.2%</td>
</tr>
<tr>
<td>1977</td>
<td>49100</td>
<td>21801</td>
<td>9651</td>
<td>11950</td>
<td>54.8%</td>
</tr>
<tr>
<td>1978</td>
<td>51200</td>
<td>22319</td>
<td>10015</td>
<td>12004</td>
<td>53.8%</td>
</tr>
<tr>
<td>1979</td>
<td>51800</td>
<td>23121</td>
<td>10895</td>
<td>12226</td>
<td>52.9%</td>
</tr>
<tr>
<td>1980</td>
<td>53643</td>
<td>24750</td>
<td>12485</td>
<td>12254</td>
<td>49.5%</td>
</tr>
<tr>
<td>1981</td>
<td>55955</td>
<td>25805</td>
<td>12720</td>
<td>12907</td>
<td>50.0%</td>
</tr>
<tr>
<td>1982</td>
<td>56334</td>
<td>25956</td>
<td>12959</td>
<td>12851</td>
<td>49.5%</td>
</tr>
<tr>
<td>1983</td>
<td>57452</td>
<td>26274</td>
<td>13284</td>
<td>12875</td>
<td>49.0%</td>
</tr>
<tr>
<td>1984</td>
<td>55118</td>
<td>26290</td>
<td>13459</td>
<td>12818</td>
<td>48.8%</td>
</tr>
<tr>
<td>1985</td>
<td>58767</td>
<td>26671</td>
<td>13824</td>
<td>12796</td>
<td>48.0%</td>
</tr>
<tr>
<td>1986</td>
<td>60187</td>
<td>27516</td>
<td>14304</td>
<td>12266</td>
<td>48.1%</td>
</tr>
<tr>
<td>1987</td>
<td>62087</td>
<td>28763</td>
<td>15173</td>
<td>13166</td>
<td>47.3%</td>
</tr>
<tr>
<td>1988</td>
<td>63538</td>
<td>29036</td>
<td>15394</td>
<td>13700</td>
<td>47.2%</td>
</tr>
<tr>
<td>1989</td>
<td>62551</td>
<td>29097</td>
<td>15645</td>
<td>13733</td>
<td>47.2%</td>
</tr>
<tr>
<td>1990</td>
<td>60509</td>
<td>29969</td>
<td>15954</td>
<td>13953</td>
<td>46.6%</td>
</tr>
<tr>
<td>1991</td>
<td>60507</td>
<td>30158</td>
<td>16106</td>
<td>14063</td>
<td>46.6%</td>
</tr>
<tr>
<td>1992</td>
<td>61323</td>
<td>30470</td>
<td>16176</td>
<td>14294</td>
<td>46.9%</td>
</tr>
<tr>
<td>1993</td>
<td>61513</td>
<td>30665</td>
<td>16323</td>
<td>14373</td>
<td>47.0%</td>
</tr>
<tr>
<td>1994</td>
<td>61704</td>
<td>30619</td>
<td>16278</td>
<td>14361</td>
<td>46.9%</td>
</tr>
<tr>
<td>1995</td>
<td>61956</td>
<td>30711</td>
<td>16327</td>
<td>14384</td>
<td>46.8%</td>
</tr>
<tr>
<td>1996</td>
<td>61602</td>
<td>30784</td>
<td>16377</td>
<td>14407</td>
<td>46.8%</td>
</tr>
<tr>
<td>1997</td>
<td>62092</td>
<td>30892</td>
<td>16461</td>
<td>14341</td>
<td>46.4%</td>
</tr>
<tr>
<td>1998</td>
<td>62720</td>
<td>30990</td>
<td>16509</td>
<td>14481</td>
<td>46.7%</td>
</tr>
<tr>
<td>1999</td>
<td>63428</td>
<td>31088</td>
<td>16583</td>
<td>14505</td>
<td>46.7%</td>
</tr>
<tr>
<td>2000</td>
<td>64244</td>
<td>31398</td>
<td>16850</td>
<td>14548</td>
<td>46.3%</td>
</tr>
<tr>
<td>2001</td>
<td>65537</td>
<td>31712</td>
<td>16951</td>
<td>14781</td>
<td>46.6%</td>
</tr>
<tr>
<td>2002</td>
<td>65793</td>
<td>31802</td>
<td>17001</td>
<td>14801</td>
<td>46.5%</td>
</tr>
<tr>
<td>2003</td>
<td>65884</td>
<td>31857</td>
<td>17017</td>
<td>14840</td>
<td>46.6%</td>
</tr>
<tr>
<td>2004</td>
<td>66138</td>
<td>32025</td>
<td>17069</td>
<td>14956</td>
<td>46.7%</td>
</tr>
<tr>
<td>2005</td>
<td>66044</td>
<td>32227</td>
<td>17101</td>
<td>15126</td>
<td>46.9%</td>
</tr>
<tr>
<td>2006</td>
<td>65288</td>
<td>32267</td>
<td>17127</td>
<td>15140</td>
<td>46.9%</td>
</tr>
<tr>
<td>2007</td>
<td>65056</td>
<td>32303</td>
<td>17126</td>
<td>15147</td>
<td>46.9%</td>
</tr>
<tr>
<td>2008</td>
<td>65263</td>
<td>32343</td>
<td>17162</td>
<td>15181</td>
<td>46.9%</td>
</tr>
<tr>
<td>2009</td>
<td>65915</td>
<td>32473</td>
<td>17168</td>
<td>15275</td>
<td>47.0%</td>
</tr>
</tbody>
</table>

PROJECTED
| 2015  | 70000   | 34112   | 17308   | 16814   | 49.3%   |
75 and 100 golfers per day, and Boundary Oaks attracts about twice that amount. Bars can attract an additional 1,000 to 1,500 persons every evening.

About 300,000 persons a year attend an event at the Lesher Center for the Arts. This averages about 822 persons per day. Over six thousand persons per day use the Walnut Creek BART station. At least 3,650 of the students at K-12 schools in Walnut Creek live outside the city limits. A large population of students at Acalanes and Walnut Creek School Districts live in unincorporated areas of the county and attend schools within the City of Walnut Creek. The same is true for Mt. Diablo Schools that have boundaries that include students that reside in the City of Concord. This brings not only the students, but vehicle trips with a non-resident parent driver, in most instances. Grocery stores in Walnut Creek have a similar pattern of draw and have approximately 15,000 shoppers a day, with approximately one third estimated to be from outside Walnut Creek.

Additional redevelopment, particularly in the downtown core area, remains highly likely. Although not yet noted on the city’s “Pipeline” of development applications, Safeway has proposed razing its existing building on Broadway and rebuilding a much larger 55,000 SF store built over a parking garage, much like the current Target structure. Several small retail and residential developments along Mt. Diablo Blvd. are also currently being examined. Continued development of the traditional downtown core area will bring a very urban setting to Walnut Creek's center surrounded by mature and stable residential neighborhoods creating a diverse set of policing needs for the community. A majority of the city's daytime population is focused in the downtown core area. More than 75,000 persons per day pass through the city's traditional downtown area, creating a very urban environment. Despite the extensive redevelopment and urbanization of the downtown core area, WCPD still operates at the same staffing levels as it did in the 1970s when Walnut Creek was simply a suburban town.
3.2 Population Growth

According to a study done by the Association of Bay Area Governments (ABAG), Walnut Creek’s population is expected to grow moderately over the next fifteen years. The population of workers coming to Walnut Creek is also projected to grow. Figure 3.1 shows the projected growth of both the resident population and the service population. Service populations are used in city and regional planning and are a combination of the total resident population plus 50% of the worker population. The chart also displays predictions for the total daytime population.

![Population Growth Chart](image)

**Figure 3.1**

### 3.2.1 Daytime Population

Perhaps the best figure to examine when discussing service levels is the so-called “daytime” population. Daytime populations represent the total number of people in an area at any given time. In our case, the daytime population represents the actual number of people the police department services. This is important since every person within Walnut Creek’s borders may require police assistance and by extension utilize police resources. In this sense it does not matter if we are talking about a resident, worker, shopper, commuter, or even a homeless person. Failure to examine how many people are actually receiving police protection and services does a disservice to our residents and hinders our efforts to adequately plan for any public safety-related scenario.

Unfortunately, there is no agency that compiles data on a daytime population for Walnut Creek. Our starting point is the total resident population, plus the number of workers coming to Walnut Creek, subtracted by the number of residents that leave town to work elsewhere. This number is currently approximately 88,000 people. This figure is then added to the number of...
people coming to Walnut Creek in the average day for pleasure, shopping, recreation, or other reason.

As a result of the numerous regional attractions available within Walnut Creek, a range of daytime population of between 150,000 and 175,000 results on typical weekdays, with an estimated 150,000 daytime average on weekends. This estimate is probably short of the actual number, because it does not include any count of persons that come to Walnut Creek each day to visit professional offices of accountants, doctors, lawyers, architects, therapists, and many other professional services that are located within the city. During the holiday season the daytime population likely exceeds 200,000.

### 3.3 Downtown Business District

Both Walnut Creek’s traditional downtown core and the rapidly growing downtown area south of Mt. Diablo Boulevard (Plaza Escuela and Broadway Plaza) pose unique policing challenges. During the daytime and evening hours these areas are saturated with shoppers, employees, and diners. A large volume of calls for police service are generated from this downtown area. Of particular note are calls related to property crimes that occur in retail establishments. These calls often require an officer to spend several hours booking prisoners and investigating crimes like shoplifting and fraud. Many larger stores have their own internal security that routinely apprehend shoplifters before turning them over to the police for investigation and booking.

![Downtown Safety](image)

Downtown Safety

<table>
<thead>
<tr>
<th></th>
<th>Daytime</th>
<th>After Dark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents who feel very safe downtown</td>
<td>77%</td>
<td>32%</td>
</tr>
</tbody>
</table>
During the nighttime hours, the downtown area transforms into a late night dining and nightclub destination spot. Of particular concern for the police department is a recent citywide survey that showed a significant drop in how safe Walnut Creek residents feel downtown after dark. The goal of the police department is to have all residents and visitors feeling very safe in the downtown area during both daytime and nighttime hours.

### 3.3.1 Bars and Nightclubs

The police department has been dealing with the challenges of policing bars and nightclubs for many years. The problem has grown more systemic in recent years as more and more officers are needed to keep the peace. This, in turn, draws resources away from other areas of the city. There are several reasons for the growing late night problems downtown that are likely to continue or even worsen in the coming years.

First, we are seeing more alcohol serving establishments based simply on supply and demand. Walnut Creek was deemed “oversaturated” with alcohol serving establishments by the State of California many years ago. This means no new businesses that exclusively serve “full alcohol” are approved. However, there are many restaurants that morph into bars or nightclubs as the evening progresses. These new restaurant/bars and businesses that serve just beer or wine (i.e. wine bars) make up a majority of the new alcohol serving businesses that operate into the late night hours.

Another factor is the changing demographics of many of the nightclub patrons. To increase profits, many nightclubs and bars have started using club promoters to advertise theme nights and popular disc jockeys all over the Bay Area. These promotions can often attract a sizeable criminal element to the nightclubs. This corresponds to troubling trends in and around the clubs like increases in the number of firearms seized, increased numbers of gang members contacted and arrested, increased narcotics trafficking, and more fights involving groups of five or more at a time.

An additional factor can simply be attributed to Walnut Creek’s overall success as a destination city. As more people come to work, play, and dine, the larger our nighttime crowds become. Ten years ago the bar problem was largely focused around the summertime when college students were home. Today we see large crowds on weekend nights year round.

In early 2012 the police department instituted a short-term restructuring plan in part to increase police presence in and around the bars. Four Community Policing Team officers were shifted from schools, crime prevention activities, and quality-of-life enforcement to bolster enforcement...
downtown. The extra enforcement served primarily to allow some officers to police other areas of the city and not be tied up with bar issues downtown. The targeted enforcement helped curb some of the high profile violence that had been seen in late 2011 in the downtown area.

### 3.3.2 Transient Population

The transient population in Walnut Creek has grown considerably over the past ten years. Finding concrete figures for the number of homeless is a challenge and any “homeless counts” like the biannual one conducted by Contra Costa County are likely to be low. What we do know is these counts show an increasing transient population in Walnut Creek. The most recent census in 2011 lists 77 homeless people in Walnut Creek. Previous estimates over the past ten years have been in the low 40’s and 50’s.

Another gauge is the number of people requesting services at the non-profit homeless assistance center called Fresh Start. Fresh Start is located near the downtown area and provides a variety of programs and services to the local homeless population. Fresh Start Executive Director William M. Lunghi recently said:

“On March 24, 2011, Fresh Start (founded in 1998) set a record with 73 participants helped; on Feb. 17, it set a one-day record by accepting nine new participants. Fresh Start receives about 6,000 participants a year, which has been increasing about 20 percent each year for the last three years.”

Officers work hard to help those in need find assistance. By partnering with organizations like Fresh Start, that job is made easier. Unfortunately, we also receive a high volume of calls for service related to transients. Some in this growing population are contacted repeatedly by officers for violations like public intoxication, fighting, drug use, theft, public urination, weapons violations, violating municipal codes related to soliciting, and creating public disturbances. The end result in many of these contacts is a citation or arrest. We must continue to look for proactive and innovative ways to deal with this growing problem.

### 3.4 Events and Trends

As part of an internal survey, all police department employees were asked to provide five events or trends that could have both a positive and a negative impact on policing in Walnut Creek over the next five years. Twenty to twenty-five events and trends were captured in each category. These responses were further broken down into the ten most important by a group of sixteen employees representing every area of the organization. The following responses are in no particular order (top five in bold).
Events and Trends that could have a Positive Impact on Policing:

1. Increased staffing levels
2. A growing local economy
3. More internal support for the police department
4. A labor contact that is comparable in the local policing marketplace
5. Promote capable leaders with vision and intelligence
6. Recruiting top quality employees
7. Regionalize some services with other police departments
8. Retain our current top quality officers
9. Increase training opportunities
10. Increased morale

Events and Trends that could have a Negative Impact on Policing:

1. Increased growth without a corresponding increase in resources
2. Mass exodus of officers due to salary/benefit inequality within the marketplace
3. Failure to plan for expected leadership turnover
4. Major technology (radio system, computers) breakdown
5. Lower hiring standards
6. Poor leadership
7. Less training resulting in increased liability and decreased competence
8. Decreased community support
9. Lack of support from city Leadership
10. Loss of Traffic Officers

We ignore these events and trends at our peril. Our organization must work in partnership with city leaders and the community to address both the positive and negative items on this list.

3.5 East Bay Regional Communications System (EBRCS)

The East Bay Regional Communications System (EBRCS) is the most significant upgrade to our communications equipment and infrastructure in decades. The implementation of the program has required years of administrative and technical work and the costs represent a sizable financial investment for the city.

EBRCS is a subset of the Bay Area SUASI, or Super Urban Area Security Initiative. SUASI’s purpose was to create special infrastructure protections in concentrated urban areas, the Bay Area among them. The EBRCS project, as part of the overall SUASI effort, was to create a contiguous and seamless radio communications system for all East Bay (Alameda and Contra Costa County) public safety and local government entities. The EBRCS system is wholly managed by the EBRCSA -- the East Bay Regional Communications System Authority.
-- a specially created governmental entity called a Joint Powers Association, or JPA, and is headquartered in Dublin. The concept was, that with all public safety agencies on a compatible radio system, there could be better coverage with shared infrastructure and interoperability in times of emergencies such as a natural disaster or terrorist attack. In the 2010-2011 timeframe Walnut Creek PD made the decision to go with the EBRCS system for its police operations because of the benefits of better coverage, reliability, and interoperability with other agencies.

According to Motorola, the coverage of the new system in our geographical area is guaranteed to be effective 95% of the time using a portable radio on the belt. The actual coverage in any specific area can only be assessed when the system and all its piece parts are installed. Since we will be keeping our old infrastructure for a period of time, we chose a radio that could be switched back and forth between systems in the event of failures. Training for both officers and dispatchers will occur prior to the system being implemented in 2013.

There are several financial implications of the decision to go with the EBRCS radio system. The first part is essentially complete -- the purchase of the portables and mobile units. Additional units for vehicles or officers will cost approximately $5,000 each. These costs will partially be offset at any time we choose to abandon our existing infrastructure -- at which time we no longer will have to maintain it. However, that will not take place for some time. Clearly, for the short term, the EBRCS is a cost increase.

To pay for the infrastructure, each agency is assessed a cost of approximately $25 - $30 per month per radio. Since Walnut Creek will have some 188 units, that is approximately $5000 per month, or $60,000 per year of continuing expense. That cost may go up or down, but we have committed to bearing that cost for the next 30 years.

### 3.5.1 Other Technology Issues

The police department currently maintains or uses over 65 computer systems, databases, and programs. This includes everything from databases tracking sex offenders and computer-aided dispatching systems to the police department’s website. Each and every one of these systems requires one or more members of the police department to maintain it. Almost every major police Information Technology (IT) system has been modified or replaced within the past few years. We also recently began implementing the East Bay Regional Communications System. These new technologies and day-to-day technology issues are supported by a small number of IT employees that service the entire city.

Since many of the police department systems are unique and require constant maintenance, the need for additional IT support has grown to the breaking point. A major technology failure would have serious implications for public safety within Walnut Creek. Planning for our future needs and the possibility of interruptions must be part of the long-term planning process.
4. Crime Patterns and Other Challenges

4.1 Statistical Crime Data for Walnut Creek

When evaluating crime patterns in any city, there are a number of variables that need to be taken into consideration. We know from extensive research that the geographic, socio-economic and demographic characteristics of a city are the primary determinants of the levels of crime and other police-related tasks in that city. The levels of crime and other police-related tasks are also the primary determinants of the numbers of police needed to deal with the problems. Although these are the primary variables, there is a much wider range of possible contributors to the level of crime in any given city. Those variables include the following:

- Total population
- Numbers of people in high-crime sub-groups (males age 15-25)
- Retail turnover
- Family violence reports
- Numbers of liquor licenses
- Numbers of major events (sports, concerts, etc.)

These variables serve as good indicators of levels of crime and can provide a more accurate picture of current crime levels due to their direct impact on policing, their statistical significance, availability, and the frequency with which they can be updated.

The police department collects information on the number of crimes that are reported and those that are known or suspected to have occurred even if not reported. The Federal Bureau of Investigation also collects statistical crime data that is reported to them by police departments. These figures provide the most accurate crime data available given certain parameters. For several reasons the numbers are always lower than the actual amount of crime.

First, a principal known as the Hierachercy Rule is used when compiling crime statistics. This means if there are multiple crimes committed during the same incident, only the most serious crime gets reported.

A larger contributing factor is the incidence of crimes that go unreported. The United States Department of Justice estimates that 51% of violent crimes and 62% of property crimes are not reported to the police. A city-sponsored survey of Walnut Creek residents in 2011 shows that fewer residents are reporting crimes. In 2007, 92% of residents that were the victims of a crime reported it to the police. In 2012 that number dropped to 82%. This means at least 18% of crimes (where a Walnut Creek resident is the victim) go unreported. This number is likely much higher for non-residents that are the victim of a crime.
Lastly, the computer system Walnut Creek uses to collect and store information on the number, type, and location of crimes can often provide statistics that slightly underreport some crimes. This is due to differences in how officers classify similar types of crimes.

### 4.1.1 Property Crimes

Property Related Crimes, broadly termed PART II Crimes, make up the majority of crime in Walnut Creek. These crimes are usually non-violent in nature and most often involve some type of financial gain or property damage. Common PART II crimes are theft, vandalism, fraud, identity theft, and vehicle burglary. Walnut Creek's large elderly population is particularly susceptible to financial crimes which can involve a significant amount of investigation. Often these cases involve large amounts of money and regional or even multi-national criminal gangs. Figure 4.1 shows Walnut Creek suffers from much higher rates of property crime than comparable cities in the area.

![Figure 4.1](image)

### 4.1.2 Persons Crimes

Persons crimes are generally speaking Part I crimes of a violent or serious nature. Violent crime rates in the City of Walnut Creek are historically much lower than property crime rates. We do, however, still experience a fair number of robberies, sexual assaults, felony assaults, and other Part I crimes. Violent crime rates are the highest amongst young adults, when, for example,
abuse of alcohol or drugs coincides with independence from parental supervision, frequent and accessible social activity and the sometimes ill-judged attempts to form adult relationships. Access to alcohol and nightlife in Walnut Creek has combined to create an influx of police-related events in the downtown. We see evidence of this in the consistent rise in arrests for public intoxication and alcohol rated traffic collisions over the last ten years.

Figure 4.2 shows the number of violent crimes in Walnut Creek. This does not include all PART I crimes but focuses specifically on those of a serious and violent nature (homicide, rape, robbery and aggravated assault). Since 2007 this number of violent crimes has been on a downward trend. In 2012 the numbers began to trend upward again.

4.1.3 Future Crime Patterns

If we consider that police staffing has not risen over the last five years, we can presume the attention given to the downtown area has monopolized police resources, taking away the attention that was once given to the neighborhoods of Walnut Creek. Growing retail space, additional and creative events at alcohol establishments and the popularity of Walnut Creek as a nightlife destination will continue to attract large numbers of young adults who statistically represent the majority of crime offenders.

Although there are a significant number of variables to consider, we can look back at the recent crime trends and project that with the planned growth and expansion of retail and residential space in Walnut Creek, combined with limited police staffing and a reduction in crime prevention programs and special task forces, there will likely be an increase in both property crimes and persons crimes in Walnut Creek. Predications are assumptions are usually based on prior crime events, trends, and statistics. The unique and changing aspect of Walnut Creek’s downtown will play a major role in the future of crime in Walnut Creek. Increased retail means more opportunities for fraud, identity theft, counterfeiting and vehicle burglary.

The technology boom has also provided criminals with more advanced means of committing complex crimes that require detailed investigations. One of the principal reasons for the
increase in counterfeiting in recent years is the advances made in technologies like personal computers, scanners, color laser printing, photocopiers and desktop publishing software. The commercial availability as well as the decreasing costs of these technologies has increased their accessibility, which in turn has provided a greater number of people with the opportunity to commit a number of fraud-related crimes. As the automation of financial transactions increases, so will the opportunities for online theft and fraud. Walnut Creek has seen a consistent rise in fraud and identity theft related cases over the past 4 years, from 177 reports taken in 2007 to 323 reports taken in 2011 (82% rise). We should expect that these types of crimes will continue to rise, placing a strain on police resources due to the complexity of the investigations required in each case.

The growing senior population in Walnut Creek presents opportunities for criminals that include crimes related to identity theft, fraud, and financial abuse. Rossmoor alone has approximately 10,000 residents over the age of 55, creating an attractive group of potential victims all in one place. Many of these crimes go unreported because of the fear and embarrassment associated with scams and financial crimes. Many seniors are victimized by family members as well, creating a more complex investigation and contributing to the lack of reporting of many incidents.

In summary, crime in Walnut Creek is far from predictable. If anything, the types of crimes perpetrated in Walnut Creek have grown and are changing to include more serious and often more complex crimes. As the Walnut Creek community grows and evolves to become a multi-dimensional destination city our police force will be pressured to respond to a growing number of crimes that will result from the masses of visitors and patrons coming through the city at any given time of day. The bustling business community compounded by the attractive retail and dining districts will combine to create ample opportunities for criminals looking to commit crimes.
4.2 Violence against Law Enforcement Officers

The past few years have seen a nationwide rise in the rates of police officers killed in the line of duty. From 2009 to 2010 the number rose 37%. From 2010 to 2011 the number rose again by 14%. This means we are seeing one law enforcement officer killed in the line of duty almost every other day.

While there are potentially many causes for this rise in violence against police officers, California has seen a few trends that are particularly troubling. The Occupy Movement and similar anti-government or anti-police movements have taken hold and increased animosity toward the police. Law enforcement fatal incidents involving subjects experiencing financial stresses and veterans with post-traumatic stress disorder have also increased. Another factor that plays a contributing role in officer deaths is reduced police staffing levels, reduced training, and equipment cutbacks.

Here in Walnut Creek we have seen increases in instances of both resisting arrest and officers assaulted in the line of duty. Resisting arrest cases generally involve subjects who are fleeing from officers or are combative. These cases sometimes result in injuries to officers, but they are usually not of a serious nature. Instances of assaults on officers are more serious and usually involve a felony assault where the officer sustains some type of injury. Of particular note is the number of officer assaults occurring downtown. In 2011, for the first time, the number of both of these crimes that occurred in the downtown area exceeded the number that occurred in the rest of the city combined.

Figure 4.4
A comprehensive effort must be undertaken to reduce the upward trend of officer assaults and resisting arrest cases. This could involve additional training, permanently dedicating additional resources downtown, and reviewing existing tactics.

### 4.3 Walnut Creek the Destination City

Walnut Creek continues to evolve into a regional destination city for shopping, the arts, dining, and open space. Our popularity also leads to an increase in the number of large scale events being held in town. These events can create a significant strain on police resources. We have also seen increases in the frequency of both planned and unplanned rallies and events. Sometimes these are political in nature such as the 2011-2012 Occupy Walnut Creek protests and sometimes they are in reaction to a specific event like the Oscar Grant shooting rally. Labor-related protests are also on the rise. Large rallies have been held at hospitals and different businesses around downtown. These events require varying degrees of police resources including costs for overtime and the need to occasionally request mutual aid support from other police agencies. A few of the special events that require police resources are listed below.

- Amgen Tour of California
- Diablo Man Triathlon
- Family Fest
- Festival of Latin Culture
- Turkey Trot
- Oktoberfest
- Outdoor Concerts
- Occupy Walnut Creek
- Oscar Grant Rally
- Tea Party Rallies
- Gay Rights Rallies
- Cry to God Protests
- Half Marathon
- Parades
- Walnut Festival Events
- Art and Wine
- Planned Parenthood Protests
- Labor Rallies

Walnut Creek has become ground zero for those looking to make political statements. No other city in the county draws the kind of media attention for events and rallies that Walnut Creek does. This leads to a cycle that has the potential to draw in more and more disruptive groups. For example, there is the very real possibility that some of the more radical factions of the Occupy Movement may decide moving demonstrations from areas like San Francisco and Oakland to Walnut Creek would garner the media attention they seek. During the Oscar Grant rallies we saw how quickly large numbers of people could converge on the city using mass transit like BART. Technology and social media also allow for coordination of large scale events on short notice.
We are not adequately prepared for these types of large scale movements here in Walnut Creek. Anarchist groups bent on the destruction of property and confrontation with police have been gaining experience in how to rapidly organize large groups and respond to police tactics to achieve their goals. The use of weapons and incendiary devices has also become common among these groups. Our organization needs to better prepare for the “black bloc” type tactics that have been used across the country. We must ensure we have the equipment, training, and resources to protect the community in the event large scale disturbances arise. We must also plan to deal with unannounced events. A single supervisor may have to coordinate a police response for several hours until additional resources can be mobilized.

**4.4 Public Safety Realignment Act (AB 109)**

In 2011 the Public Safety Realignment Act under Assembly Bill (AB) 109 went into effect. The so-called Prison Realignment bill is the most significant legislation involving California’s prisons in decades and it impacts all aspects of public safety. The bill transfers the responsibility of housing inmates convicted of non-serious, non-violent, and non-sexual crimes to county jails instead of state prisons. Before AB 109 county jails only held lower level inmates for less than one year or until they were transferred to state prison. Inmates have already begun serving 2, 3, 5, and even 10 year sentences at our county jail.

AB 109 also redirects the responsibility for supervision of most convicted felons from the state parole department to local county probation departments. The last major change is the transferring of violation hearings from state-run parole boards to the local county court system. These changes are already having a massive impact in Contra Costa County and every city, including Walnut Creek, within the county. There are several major drawbacks to this new law. The first deals with the fact that the state is substantially underfunding the realignment program and counties are forced to make up the difference. The second major drawback is even though the law only applies to so-called “non-violent” offenders, this only applies to the current offense the person is charged with. In other words, if a criminal with a long history of violence and even sex-related crimes commits a new minor offense, they are labeled “non-violent” and qualify for the program. The last major fault is that criminals who re-offend under the law will face far lighter penalties than before. Before AB 109 most felons that re-offended knew they were likely to be sent back to prison to complete their term. Now, most criminals that re-offend will be directed into the county court system where the sentences will be brief unless they are
charged with new violent crimes. Finally, one of the unknowns is how our Sheriff’s Office will deal with the increase in its jail population from both convicted non-violent offenders and new re-offenders.

There are several possible long term scenarios resulting from this law. The most likely involve far shorter sentences for the majority of offenders and the early release of low level offenders to increase bed space. Criminals are also quickly learning that the deterrent of being sent back to prison for re-offending has been replaced with short “flash” ten-day incarcerations in county jail. The combination of shorter sentences, early releases, removal of effective deterrents, and unfunded supervision programs does not bode well for California and Walnut Creek specifically. Like all cities, we are preparing to see higher levels of property crime and less oversight of both violent and non-violent offenders.

4.5 Loss of Governmental Services

We have recently seen significant cutbacks in federal, state, and county social service programs, within the county court system and at other law enforcement agencies. These cuts are being acutely felt at the local level. As an example, the ending of the Central Contra Costa County Narcotics Enforcement Team has left a void in higher level investigations of narcotics trafficking in and around Walnut Creek. The state also eliminated the Department of Justice section of the Bureau of Narcotics Enforcement (BNE). BNE provided training, resources, and enforcement of mid to upper range narcotics dealers all over the state. They were the primary enforcement arm of these cases in the Bay Area and had an active presence in the central county area. This has led to a serious lack of enforcement at a time when this county still has a significant problem with methamphetamine, cocaine, marijuana, and a variety of dangerous club type drugs.

Cuts to the Sheriff’s Office have also impacted Walnut Creek. With many unincorporated areas around Walnut Creek, the Sheriff’s Office often asks Walnut Creek officers to respond to priority calls in the county’s jurisdiction when there are no deputies available.

Social Service cuts at the state and county level to homeless programs, substance abuse treatment programs, and mental health services have a significant impact on the local level. Police officers are often the first to contact the people that are most in need of these services and the strain on police resources can be significant when there is no help for those in need.
5. Stakeholder Feedback

5.1 Background

An integral part of the planning process involves gathering input from key stakeholders. For purposes of this document, feedback has been broken down into two main categories, internal and external. Internal stakeholders encompass members of the police department. This includes full-time sworn police officers, police dispatchers, records technicians, police services officers, police reserve officers, volunteers, and cadets.

5.2 Internal Feedback

In an effort to gather internal stakeholder input, a forty-four question online survey was sent to every member of the police department. The response rate from sworn police officers was 80%. The rate for civilian employees was over 90%. Additional feedback came from meetings with individual employees, meetings with specific work groups, and retreats with command staff members.

The first question officers were asked was what is the single most important issue facing our police department in the next five years. The overwhelming majority of respondents cited police officer staffing levels as a primary challenge we face. Succession planning and recruiting and retention of officers were the number two and three responses.

5.3 External Feedback

External feedback came largely from questioning done as part of the 2012 Citizen Survey conducted by an independent consultant for the city. Two thousand mailers were sent out to the community to gauge opinions on a number of topics including public safety. The survey shows that overall, Walnut Creek residents rate the police department very highly.
The survey also showed that Walnut Creek residents feel extremely safe in and around their homes. 97% of respondents in both 2007 and 2012 said they feel very safe or somewhat safe in their neighborhood during the day. Of particular concern is a falling number of residents that cited feeling very safe or somewhat safe in the downtown area after dark.

Another measure of how we are doing comes from the number of liability claims that result from police action. Over the past five years, Walnut Creek has had some of the lowest liability claims in Contra Costa County according to the Municipal Pooling Authority of Northern California (MPA). There are 14 agencies in the MPA, and Walnut Creek is ranked 5th in crimes per 1000 residents. Despite this, we rank 10th in the number of liability claims per sworn officer. Only Clayton, Moraga, and Hercules have fewer claims. Walnut Creek also represents 11% of the sworn officers in the MPA, yet the city’s total incurred costs were less than 2% of the pool. This potentially saves the city hundreds of thousands of dollars in claim payouts, contracted attorney’s fees, and court mandated training.

5.4 Staffing Levels

Of 57 officers surveyed in early 2012, 95% said the police department was not adequately staffed to meet the needs of the community. 81% of civilian employees felt the staffing levels of civilians (dispatchers, records clerks, police services officers) were insufficient to meet the needs of the community.

In 2006 the police department had 81 officers. The staffing recommendation from the strategic plan at the time stated the following:

“Two different staffing formulas indicated a need for an additional five officers, three Police Service Officers, two Police Records Technicians and two Police Assistants over the next five years.”

“There is a need for an additional staff of five officers over next five years or we will face a predicted reduction in service level.”
By 2012 the police department’s authorized strength had been reduced to 76 sworn officers. In the 2008-2010 budget, one police assistant, one police services officer and three officer positions were frozen as a cost-saving measure. In the 2010-2012 budget, an additional civilian police manager, police lieutenant, police officer, and a police assistant were frozen. Figure 5.4 shows Walnut Creek’s continued population growth pattern including projections through 2025. Police staffing should correspond to this growth pattern; unfortunately, we see the opposite occurring.

There are several police staffing formulas in use today. One comes from the International
Association of Chiefs of Police (IACP). This rather complex formula attempts to account for the total calls for service, proactive patrol time, an officer’s time off, and the average length of time officers spend on each call. The formula is also weighted based on the call type. According to this formula, Walnut Creek requires 55 officers dedicated to handling calls for service on patrol. Our current staffing level, including patrol sergeants, is 39.

The Federal Bureau of Investigation (FBI) maintains statistics on police department staffing levels. The most current data available is from 2009. According to the FBI, Walnut Creek falls into Group III comprised of cities with populations between 50,000 to 99,999. Walnut Creek’s current authorized sworn officer level is 77 officers. When long-term injuries and officers recalled to active duty military service are factored in, the staffing level for officers is 72. With 72 officers, Walnut Creek’s staffing level is 1.08 officers for every 1000 residents. This ratio rises to 1.14 using 77 officers. Using either the 77 or 72 officer level puts Walnut Creek near the bottom 10% of all police departments our size in terms of officers per 1000 residents. This data is also supported by surrounding police agencies in Contra Costa County, the majority of which have staffing ratios per resident at levels well above 1.1 per 1000. The FBI also provides averages for different regions of the country. For the Western region the average for Group III cities is 1.3 officers per 1000 residents. To meet this average ratio Walnut Creek should have 87 sworn police officers.

Figure 5.5 (Source: FBI)
5.2.1 Succession Planning

In an internal survey of 57 sworn police officers, only 7% responded that the police department was “definitely” doing a good job of preparing the leaders of tomorrow. Given the high number of potential turnover among supervisors and managers by the year 2017, this must become a high-priority for the organization.

Figure 5.7 lists all the officers that will be eligible to retire within the next five years. A total of 36% of all officers fall into this category. Of those 27 officers, 15 are currently at retirement age but still working. 88% of command staff members (chief, captains, and lieutenants) and 40% of sergeants will all be eligible to retire by 2017. An internal survey also showed 46% of sworn officers were considering looking for a job at another police department within the next five years. This data tells us we need to diligently plan for the future and address both recruiting and retention. It also indicates a pressing need to plan for future leadership transitions and all the challenges that come from recruiting a large number of officers over a short time period.
### Figure 5.7

<table>
<thead>
<tr>
<th>RANK</th>
<th>ELIGIBLE</th>
<th>YEAR 2012 SERVICE YEARS</th>
<th>YEAR 2014 SERVICE YEARS</th>
<th>YEAR 2017 SERVICE YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief</td>
<td>2007</td>
<td>32</td>
<td>34</td>
<td>37</td>
</tr>
<tr>
<td>Officer</td>
<td>2007</td>
<td>12</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Officer</td>
<td>2007</td>
<td>16</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Lieutenant</td>
<td>2008</td>
<td>18+</td>
<td>20+</td>
<td>23+</td>
</tr>
<tr>
<td>Sergeant</td>
<td>2008</td>
<td>30</td>
<td>32</td>
<td>35</td>
</tr>
<tr>
<td>Officer</td>
<td>2008</td>
<td>32</td>
<td>34</td>
<td>37</td>
</tr>
<tr>
<td>Officer</td>
<td>2010</td>
<td>28</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>Sergeant</td>
<td>2011</td>
<td>27+</td>
<td>29+</td>
<td>32+</td>
</tr>
<tr>
<td>Sergeant</td>
<td>2011</td>
<td>27+</td>
<td>29+</td>
<td>32+</td>
</tr>
<tr>
<td>Officer</td>
<td>2011</td>
<td>26</td>
<td>28</td>
<td>31</td>
</tr>
<tr>
<td>Captain</td>
<td>2012</td>
<td>25</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Lieutenant</td>
<td>2012</td>
<td>26+</td>
<td>28+</td>
<td>31+</td>
</tr>
<tr>
<td>Officer</td>
<td>2012</td>
<td>14+</td>
<td>16+</td>
<td>19+</td>
</tr>
<tr>
<td>Officer</td>
<td>2012</td>
<td>23</td>
<td>25</td>
<td>28</td>
</tr>
<tr>
<td>Officer</td>
<td>2012</td>
<td>6</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>Captain</td>
<td>2013</td>
<td>28+</td>
<td>30+</td>
<td>33+</td>
</tr>
<tr>
<td>Officer</td>
<td>2013</td>
<td>19</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>Officer</td>
<td>2014</td>
<td>17</td>
<td>19</td>
<td>22</td>
</tr>
<tr>
<td>Lieutenant</td>
<td>2015</td>
<td>20</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>Sergeant</td>
<td>2015</td>
<td>24+</td>
<td>26+</td>
<td>29+</td>
</tr>
<tr>
<td>Officer</td>
<td>2015</td>
<td>11+</td>
<td>13+</td>
<td>16+</td>
</tr>
<tr>
<td>Officer</td>
<td>2015</td>
<td>4</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Officer</td>
<td>2016</td>
<td>18</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Officer</td>
<td>2016</td>
<td>13</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Lieutenant</td>
<td>2017</td>
<td>20+</td>
<td>22+</td>
<td>25+</td>
</tr>
<tr>
<td>Officer</td>
<td>2017</td>
<td>21+</td>
<td>23+</td>
<td>27+</td>
</tr>
<tr>
<td>Officer</td>
<td>2017</td>
<td>19+</td>
<td>21+</td>
<td>24+</td>
</tr>
</tbody>
</table>

The “+” symbol in the table indicates the employee has additional years of service with another PERS agency.
6. Conclusions

The community continues to maintain a high level of trust and confidence in their police department. There are many challenges that must be overcome to preserve this faith in our organization. First and foremost, the police department is understaffed to meet all the needs of the community.

Without streamlining the services we provide we risk lowering service levels in all areas without a corresponding lowering of the community’s expectations for police services. The result would be a gradual loss of confidence in our ability to protect and service the community.

Some of the areas we have proposed to streamline or eliminate are traffic enforcement, community outreach services, partnerships with schools, permitting oversight and expanding the types of responses that do not require an officer to respond.

Traffic enforcement just ten years ago consisted of up to ten traffic officers and a sergeant on a dedicated traffic team. One of the top complaints of Walnut Creek residents is speeding vehicles and other traffic-related issues. This team used a combination of proactive enforcement and traffic education to address these complaints and enforce the organization’s traffic mission of reducing traffic-related injuries and maintaining the smooth flow of vehicular traffic. Recent structural changes eliminated the traffic team and assigned four traffic officers to individual patrol teams. Due to staffing shortages the four traffic officers have all been assigned to patrol and will remain there until staffing levels improve (likely in 2014). This has drastically reduced traffic enforcement citywide and lowered our ability to complete the traffic mission.

We have eliminated school-related programs that, for many years, formed the backbone of our Community Policing Team. Our version of school resource officers, the Community Policing Team, taught courses to elementary, middle school, and high school students on character development, substance abuse, bullying, and the dangers of drinking and driving. Programs like Character Counts, Awareness, Every Fifteen Minutes, and ROP also had the secondary benefit of bringing uniformed officers onto campuses to get to know administrators, teachers, and parents. In addition to these programs being eliminated, the Community Policing Team will no longer coordinate Neighborhood Watch, crime prevention activities, or handle neighborhood quality-of-life issues.

The four officer Downtown Policing Team helped address problems in the growing downtown core area. The team focused on alcohol related violence in the downtown area but also handled other problems like an increasing transient population and retail crime. Due to staffing shortages the team has been reassigned to patrol for an indefinite amount of time.

The elimination of the Central Contra Costa County Narcotics Enforcement Team (CCCN) has left a void in narcotics enforcement. Since 2008 the Investigations Bureau began addressing the increasing frequency and complexity of computer-related crimes. Today the department has two officers dedicated to computer crimes (one is partially funded by grant money). These positions come at the expense of having two dedicated narcotics detectives. With the elimination of CCCNET, the police department is not focusing any resources toward the prevention and apprehension of drug dealers and suppliers in our community.
We will increase the types of crimes that qualify for online reporting in an effort to increase the availability of officers to patrol neighborhoods and take proactive action. We will also seek to reduce administrative duties by no longer collecting and processing taxi permits and massage permits.

Our focus as an organization going forward must be on our core functions of patrol response and follow-up investigations. Support staff in the form of police services officers, police records technicians, and police assistants have been permanently cut leading to only the most basic of functions being carried out.

Additional stressors on our resources include cuts to social services at the state and county levels, prison realignment, and cutbacks to partner law enforcement agencies. This is occurring as our community continues to grow and the demands for police services are higher than they have ever been. We must prepare for additional cuts to the services we provide for the community. These will likely have to take place in the next few years. A few possibilities include eliminating police responses for all non-criminal matters, refusing to book people arrested by retail establishments for non-felony crimes, de-prioritizing some vice crimes and marijuana violations, scaling back parking enforcement and records duties, and the elimination of all traffic officers and the downtown policing team.

Ideally, the police department’s staffing levels (sworn and civilian) should continue to grow and by the year 2017 we would have a minimum of 90 sworn officer positions authorized. Our civilian staffing levels would also grow accordingly to meet rising service demands. However, realizing that the general fund budget depends a great deal on inconsistent property and sales tax revenue, getting to ideal staffing numbers may not be possible. Additional staffing in communications and records should also be strongly considered to keep up with workloads and to reduce liability. Obviously, staffing goals must be balanced based on the financial health of the city and the funding priorities of the City Council.

We must also be diligent of the unique situation in which we find ourselves in relation to recruiting, retention, and succession. Never have we seen so many of our leaders at or near retirement age. Just as crucial are the high numbers of employees expressing an interest to explore employment elsewhere. The new department succession plan will address some of these concerns.

We will continue to review crime patterns, the financial situation of the city, and the internal workings of the police department to make positive adjustments whenever possible.
Response Times

For the time period of **01/01/12** to **12/31/12** there were **43,336** events reported City-wide.

Of those,

- **144** were classified priority 1
- **7,197** were classified priority 2
- **17,067** were classified priority 3
- **18,928** were all other priorities 4,9 etc. Traffic stops are included in this group.

Average response times include the time it takes to process and dispatch the call and in this study, the time it takes after dispatch for the officer to get to the scene. We did not attempt to drop off outliers. Calls with missing time parameters were not included.

<table>
<thead>
<tr>
<th>Call Priority</th>
<th>Time from Receipt to Dispatch</th>
<th>Time from Dispatch to Arrival</th>
<th>Total Response Time</th>
<th>% sample deemed valid to measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1:13</td>
<td>3:29</td>
<td>4:42</td>
<td>98%</td>
</tr>
<tr>
<td>2</td>
<td>3:06</td>
<td>4:44</td>
<td>7:50</td>
<td>69%</td>
</tr>
<tr>
<td>3</td>
<td>12:56</td>
<td>6:59</td>
<td>19:55</td>
<td>85%</td>
</tr>
</tbody>
</table>
Response Times

For the time period of **01/01/11** to **12/31/11** there were **44,241** events reported City-wide.
Of those,

<table>
<thead>
<tr>
<th>Call Priority</th>
<th>Time from Receipt to Dispatch</th>
<th>Time from Dispatch to Arrival</th>
<th>Total Response Time</th>
<th>% sample deemed valid to measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1:18</td>
<td>3:40</td>
<td>4:58</td>
<td>92%</td>
</tr>
<tr>
<td>2</td>
<td>2:49</td>
<td>4:36</td>
<td>7:25</td>
<td>70%</td>
</tr>
<tr>
<td>3</td>
<td>12:49</td>
<td>6:19</td>
<td>19:08</td>
<td>86%</td>
</tr>
</tbody>
</table>

Average response times include the time it takes to process and dispatch the call and in this study, the time it takes after dispatch for the officer to get to the scene. We did not attempt to drop off outliers. Calls with missing time parameters were not included.

were classified priority 1
7,105 were classified priority 2
17,808 were classified priority 3
19,198 were all other priorities 4,9 etc. Traffic stops are included in this group.