2011 COPS Conference

‘Data-Driven Decision Making: Reducing Operating Costs While Maintaining Mission Excellence’

Lexipol CEO Dan Merkle
Police Chief Jim Bueermann (ret)
Capt. Michael Garner / Henderson (NV) Police Department

August 1, 2011
Briefing Overview

Economic Reality in Context
Emerging Trends
Re-engineering
Successful Solutions
Q&A
USA Inc.

‘Our country is in deep financial trouble. Federal, state and local governments are deep in debt yet continue to spend beyond their means, seemingly unable to stop. Our current path is simply unsustainable.

What to do?’

– George P. Schultz, Paul Volcker, Michael Bloomberg, Richard Ravitch & John Doerr

February 2011
Revenue, Spending Trends

Figure 2: Year-to-Year Change in General Fund Revenues and Expenditures (Constant Dollars)
Economic Constraints
Impacts on law enforcement

Seven key revenue sources, all curtailed

- Property tax
- Sales tax
- State income tax
- Fees
- State and federal funding transfers
- Budget reserves
- Bond sales
Economic Constraints
Curtailed revenue sources

Property tax

• Property taxes ~45% of local government revenue
• Property tax bills, collections lag at least 18 months behind market
• Record foreclosures in Q4 2010, slowed in 2011
• Banks foreclosing again – 1 million+ for 2012
• Fourth consecutive year of declining values
• 30% of houses valued below mortgage balances
Home Price Index

C-10 Case Shiller Index
- Jun. 2006 -
Curtailed Revenue Sources

Property tax

Sales tax

• About 70% of U.S. GDP from consumer spending
• In Q2, household purchases rose 0.1% – terrible
• U.S. consumer confidence index lowest in two years
• Household debt as percentage of disposable personal income: 130% in ’07; 115% now
• Average household debt 1975-2000: 75%
• Consumers paying down debt, not purchasing
Across America

Long-term economic structural reset

• 2010 downturns, cutbacks worst in 25 years
• 17 states face shortfalls of more than 20%
• From ’09-’11, 40 states have raised various taxes
• Nationally, state tax collections still 7.8% below pre-recession levels (inflation adjusted) for 2011
• 25% of cities cut public safety spending in 2010
• Only 58.2 percent of U.S. population employed, a 25-year low
Household Debt
Curtailed Revenue Sources

Property tax, Sales tax

State income tax

- Income tax revenue based on *employed* workers
- Only 58.2% of U.S. population working; lower than when recession ended in 2009
- 14 million+ unemployed; far more not even looking
- Job growth effectively stopped
- Wage growth effectively stopped
- Average real hourly earnings down 1.1% ’09-’11
Percent Job Losses

MoneyGame Chart of the Day

Percent Job Losses In Post WWII Recessions, Aligned At Maximum Job Losses

- 1948
- 1953
- 1958
- 1960
- 1969
- 1974
- 1980
- 1981
- 1990
- 2001
- 2007
- ex-Census

- Current Employment Recession
- Dotted line ex-Census Hiring

calculatedriskblog.com (07/08/11)

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Curtailed Revenue Sources

Property tax, Sales tax, State income tax

Fees

• Fees harder to track, easier to add than taxes
• No good national trending data; localized issue
• California increased fees on parks, universities
• New $150 fire fee on 850,000 rural homeowners
• 2/3 legislative vote for new taxes; only 1/2 for fees
• 2010’s Prop 26 tightened definition of ‘fees’
Curtailed Revenue Sources

Property tax, Sales tax, State income tax, Fees
State and federal funding transfers

Figure 2:
Few Recovery Act Funds (Including August Extension) Available After 2011

<table>
<thead>
<tr>
<th></th>
<th>FY2009</th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds</td>
<td>$31</td>
<td>$68</td>
<td>$59</td>
<td>$6</td>
</tr>
</tbody>
</table>

Revised September 2010.

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Curtailed Revenue Sources

Property tax, Sales tax, State income tax, Fees, State and federal funding transfers

Budget reserves

• After recession, ~75% states used ‘rainy day funds’
• CA RDF balance FY 06: $10,816 (millions)
• CA ‘rainy day fund’ balance FY 10: $0
• At least nine states planned to use ‘rainy day funds’ to balance FY 11 budgets
Curtailed Revenue Sources

Property tax, Sales tax, State income tax, Fees, State and federal funding transfers, Budget reserves

Bond sales

• State budget deficits expected to grow from $120 billion to $140 billion in 2012
• Muni bonds have not faltered as much as predicted
• Still vital to monitor muni bond volume, price
• Adversely affected by federal actions
Economic Trends
Impacts on law enforcement

• A scrutinizing society
• Inflation in core commodities
• Operational impacts
• New and expanding challenges
Scrubinizing Society

Increasing Transparency Demand

• Everyone has a cell phone with recorder including your officers and employees
• Increased public records requests
• WikiLeaks, YouTube, OpenWatch
• Pensions, cost of service, GASB
• Early warning systems, community oversight panels
• Media
Economic Threats

Inflation in core commodities

Fuel

• U.S. price per gallon January $3.383
• U.S. price per gallon last week $3.699 (+.95 year)
• Regular gas $4.339 per gallon now in Santa Monica
• Gas prices rose 67.3% from 2009-2010
• How many miles per gallon is your fleet getting?
• How many personnel have take-home cars?
• Each 10-cent rise = $14 billion from economy
Economic Threats
Inflation in core commodities

Fuel

Food

• Global Food-Price Index record high in Feb 2011
• Food prices 39% higher June ’11 than June ’10
• Serves as barometer for general consumer prices
• Higher food prices key factor in measuring U.S. inflation
• Analysts predict continued price increases
Economic Threats
Inflation in core commodities

Fuel, Food

Metals

• Copper, gold at all-time highs in 2011
• Gold up 29.8% to $1,400 – 10\textsuperscript{th} up year in a row
• As of July 29, gold up to new high: $1,628.30/oz
• Palladium (used in gas engines) up 97.3% in 2010
• Silver surged 83.8% in 2010
• Steel and aluminum at pre-recession levels
Economic Threats
Inflation in core commodities

Fuel, food, metals

Medical

• Aging prisoner population spikes medical costs
• Fed & state prisoners age 55+ up 76% 1999-2008
• Age-related serious/chronic health problems up
• CA prison care up from $1.2 B to $2.5B in 3 years
• Gov Brown budget shifts prisoners to local jails
Economic Threats
Operational impacts

Workers compensation
• Local government workers had the highest rate of occupational illness & injury in 2009 – by far

Vehicle operations
• Fatal traffic accidents leading cause of officer deaths for 13th straight year in 2010

Employment law
• Don’t make HR decisions without legal counsel
New and Expanding Challenges

- Jihadists and radicalized individuals
- Criminal drug cartels and gangs
- Cyber-facilitated crime
  - China, Iran, Russia, hackers
‘Geohot’ aka George Hotz
Process Adaptation

Financial triage
Investigate & monitor local economic drivers
Priority planning
Craft solutions
Technology
Consolidation/Regionalization
Privatization
Alternative Delivery & Policing Models
Solutions
Instant, near-term, extended

Technology
- Weapons
- Intelligence
- Enforcement
- Custody

Admonitions: Rapid adoption; public expectations; data protection; ongoing technical competency
Solutions
Instant, near-term, extended

Consolidation & regionalization

• Basic operations
• Special operations (hazmat, bomb, SWAT)
• PSAP / dispatch
• Custody
• True ‘public safety’ departments

Admonitions: Contractual liability; command & control; cultural compatibility; standardization
Solutions

Instant, near-term, extended

Privatization

- May have access to higher skill sets
- Cost efficiency
- Faster system improvement
- Greater flexibility
- Reduced costs

**Admonitions:** Tort caps & immunities; analytics; transparency; improvement model
Solutions
Instant, near-term, extended

Privatization case study * Lexipol

• National League of Cities chapter in Oregon
• City/County Insurance Services (CIS)
• Three-year controlled LE comparison study
• Claims down 51%
• Severity of claims down 70%
• ZERO HR claims
Sources
Primary, secondary

Review primary data – don’t rely on ‘spin’
• Financial literacy, savvy a must going forward
• Do your own research – beware all ‘spin’
• Does your department have a dedicated MBA?
• Research, risk management can help reduce claims
• Question *status quo* – review contracts, budgets
• Develop your own high-risk ‘dashboard’ of data, stats to monitor and react to
Redlands Police Department

‘Four Strategic Pillars for Tough Times’

• Technology
• Research
• Volunteers
• Partnerships
Taxpayer Expectations

• Mission maintenance
• Government should be better stewards of their investment (taxes)
• Crime has been trending down since early 1990s
• Public confidence has remained stable around 50%
Focus On Outcomes

• Requires a ‘new view’ of how we deliver services
• Moves our perspective from strictly ‘law enforcement’ to ‘public safety’
• Helps engage others in co-producing public safety
Technology

• Information
• Less lethal
• Surveillance
• Communication
• Forensic advances
• Does it help?
Research

• Evidence-based policing
• IACP
• COPS
• National Institute of Justice (NIJ)
• Bureau of Justice Assistance (BJA)
• George Mason University ‘Matrix’
• ‘What works’ to control crime
Volunteers

• Lots of them
• Can work in almost every area of policing
• Tremendous department cheerleaders
• Essence of community based policing
• Support infrastructure
• Require a level of attention & maintenance
Partnerships

• Common interests
• Trust
• What ‘real’ partnerships mean
• Knowledge management
• Better outcomes
• Share victories and failures
• ‘We’ co-produce public safety
‘There’s No Free Lunch!’

• Unintended consequences
• Assess potential costs & benefits
• Manage the risk
• Track the costs & benefits
• Evaluate
• Act on the evaluation
Chief Jim Bueermann (ret.)
Redlands Police Department
jbueermann@me.com
909-557-6563
City History

- The Henderson Police Department was created in 1953 after the City of Henderson was incorporated.
- In 1990, there were 82 police officers; in 1995 there were 140 police officers; in 2000 there were 212 police officers.
- During the 2004 ‘boom,’ a voter-approved tax initiative funded the hiring of officers for all of Clark County police departments in an attempt to keep up with the rapidly growing population.
- After the ‘crash’ and reductions in tax income, hiring was frozen.
- Currently Henderson has 391 authorized sworn officers and 347 actual filled positions (as of September, we will be carrying 50 vacancies).
The City's population has increased by almost 50% since 2000.

<table>
<thead>
<tr>
<th>Year</th>
<th>89002</th>
<th>89011</th>
<th>89012</th>
<th>89014</th>
<th>89015</th>
<th>89044</th>
<th>89052</th>
<th>89074</th>
<th>Total</th>
<th># of New Residents</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>-</td>
<td>92</td>
<td>16,013</td>
<td>79,255</td>
<td>62,016</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>157,376</td>
<td>12,818</td>
<td>8.9%</td>
</tr>
<tr>
<td>1999</td>
<td>-</td>
<td>256</td>
<td>24,943</td>
<td>82,102</td>
<td>63,775</td>
<td>-</td>
<td>-</td>
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<td>171,076</td>
<td>13,700</td>
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<td>2000</td>
<td>-</td>
<td>356</td>
<td>18,307</td>
<td>83,513</td>
<td>65,442</td>
<td>-</td>
<td>18,055</td>
<td>-</td>
<td>185,673</td>
<td>14,597</td>
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<tr>
<td>2001</td>
<td>-</td>
<td>504</td>
<td>21,015</td>
<td>38,573</td>
<td>67,105</td>
<td>-</td>
<td>24,398</td>
<td>46,631</td>
<td>198,226</td>
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<tr>
<td>2002</td>
<td>-</td>
<td>621</td>
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<td>39,063</td>
<td>68,780</td>
<td>-</td>
<td>30,287</td>
<td>47,238</td>
<td>210,206</td>
<td>11,980</td>
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<td>-</td>
<td>654</td>
<td>25,672</td>
<td>38,892</td>
<td>71,332</td>
<td>-</td>
<td>36,566</td>
<td>47,120</td>
<td>220,236</td>
<td>10,030</td>
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<td>2004</td>
<td>-</td>
<td>847</td>
<td>26,438</td>
<td>39,363</td>
<td>74,468</td>
<td>1,589</td>
<td>42,357</td>
<td>48,444</td>
<td>233,506</td>
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<tr>
<td>2005</td>
<td>-</td>
<td>967</td>
<td>27,510</td>
<td>39,529</td>
<td>78,145</td>
<td>4,586</td>
<td>44,573</td>
<td>48,587</td>
<td>243,897</td>
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<td>2006</td>
<td>29,345</td>
<td>13,816</td>
<td>28,510</td>
<td>39,943</td>
<td>41,018</td>
<td>8,307</td>
<td>46,256</td>
<td>48,933</td>
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<tr>
<td>2007</td>
<td>31,525</td>
<td>16,165</td>
<td>28,567</td>
<td>40,120</td>
<td>41,138</td>
<td>12,202</td>
<td>48,207</td>
<td>47,866</td>
<td>265,790</td>
<td>9,662</td>
<td>3.8%</td>
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<tr>
<td>2008</td>
<td>32,355</td>
<td>17,320</td>
<td>29,376</td>
<td>40,818</td>
<td>41,339</td>
<td>14,535</td>
<td>48,139</td>
<td>48,181</td>
<td>272,063</td>
<td>6,273</td>
<td>2.4%</td>
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<tr>
<td>2009</td>
<td>32,843</td>
<td>18,670</td>
<td>28,713</td>
<td>40,170</td>
<td>41,523</td>
<td>15,858</td>
<td>49,315</td>
<td>48,042</td>
<td>275,134</td>
<td>3,071</td>
<td>1.1%</td>
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<tr>
<td>2010</td>
<td>32,165</td>
<td>19,187</td>
<td>28,829</td>
<td>40,423</td>
<td>40,876</td>
<td>16,486</td>
<td>49,987</td>
<td>48,475</td>
<td>276,428</td>
<td>1,294</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

Source: City of Henderson Community Development Department, July 2010
City Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Population Increase</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>5,717</td>
<td>-</td>
<td>-</td>
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<tr>
<td>1960</td>
<td>12,525</td>
<td>6,808</td>
<td>119%</td>
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<tr>
<td>1970</td>
<td>16,400</td>
<td>3,875</td>
<td>31%</td>
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<tr>
<td>1980</td>
<td>23,376</td>
<td>7,976</td>
<td>49%</td>
</tr>
<tr>
<td>1990</td>
<td>64,942</td>
<td>40,566</td>
<td>166%</td>
</tr>
<tr>
<td>2000</td>
<td>175,381</td>
<td>110,439</td>
<td>170%</td>
</tr>
<tr>
<td>2011</td>
<td>277,502</td>
<td>167,063</td>
<td>63%</td>
</tr>
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</table>

*Source: U.S. Census Bureau*
### Officer To Citizen Ratio*

<table>
<thead>
<tr>
<th>Year</th>
<th>Sworn Officers</th>
<th>Population</th>
<th>Officers Per 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>140</td>
<td>116,482</td>
<td>1.20%</td>
</tr>
<tr>
<td>1996</td>
<td>160</td>
<td>130,116</td>
<td>1.23%</td>
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<tr>
<td>1997</td>
<td>174</td>
<td>144,558</td>
<td>1.20%</td>
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<tr>
<td>1998</td>
<td>192</td>
<td>157,376</td>
<td>1.22%</td>
</tr>
<tr>
<td>1999</td>
<td>204</td>
<td>171,076</td>
<td>1.19%</td>
</tr>
<tr>
<td>2000</td>
<td>212</td>
<td>185,673</td>
<td>1.14%</td>
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<td>2001</td>
<td>219</td>
<td>198,226</td>
<td>1.10%</td>
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<td>2002</td>
<td>251</td>
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<td>1.19%</td>
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<td>2003</td>
<td>259</td>
<td>220,236</td>
<td>1.18%</td>
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<td>2004</td>
<td>267</td>
<td>233,000</td>
<td>1.15%</td>
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<tr>
<td>2005</td>
<td>273</td>
<td>252,516</td>
<td>1.08%</td>
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<td>2006</td>
<td>363</td>
<td>256,127</td>
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</tr>
<tr>
<td>2007 (Jan)</td>
<td>371</td>
<td>263,983</td>
<td>1.41%</td>
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<tr>
<td>2007 (July)</td>
<td>391</td>
<td>263,983</td>
<td>1.48%</td>
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<td>2008</td>
<td>391</td>
<td>269,245</td>
<td>1.45%</td>
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<tr>
<td>2008</td>
<td>391</td>
<td>269,826</td>
<td>1.45%</td>
</tr>
<tr>
<td>2009</td>
<td>391</td>
<td>273,804</td>
<td>1.43%</td>
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<tr>
<td>2009</td>
<td>391</td>
<td>274,293</td>
<td>1.43%</td>
</tr>
<tr>
<td>2010</td>
<td>391</td>
<td>276,792</td>
<td>1.41%</td>
</tr>
</tbody>
</table>

* Based on authorized positions
Risk Management in Law Enforcement

Another tool in budgeting
Even with all the current technology, risk is greater in this job than ever before. We face a different type of criminal; faster cars; multi-tasking; amateur videographers; and much more. There are increases in traffic-related officer deaths, uses of force, and other liabilities. To change, it will take a department-wide commitment to understand risk management.
Purpose

To increase safety and reduce the financial impact to the department budget through awareness, education, and prevention.
If it’s predictable, it’s preventable!
Performance Measures

• Reduced officer at-fault accidents
• Reduced unintended discharges
• Reduced workers’ compensation claims
Tactics

Two-prong approach:

Data Collection/Statistics

Gathering data that is prioritized to identify the leading incident resulting in expenditures, e.g., accidents, ergonomics, etc.

Education and Training

Educating department personnel about how to avoid these incidents, thus keeping themselves safer and limiting expenditures.
# HPD Vehicle Accidents

<table>
<thead>
<tr>
<th>Total Accidents</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>2</td>
<td>25%</td>
</tr>
<tr>
<td>February</td>
<td>7</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>-40%</td>
</tr>
<tr>
<td>March</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>150%</td>
</tr>
<tr>
<td>April</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>0%</td>
</tr>
<tr>
<td>May</td>
<td>8</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>June</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>-17%</td>
</tr>
<tr>
<td>July</td>
<td>6</td>
<td>5</td>
<td>7</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>August</td>
<td>7</td>
<td>5</td>
<td>1</td>
<td></td>
<td>-80%</td>
</tr>
<tr>
<td>September</td>
<td>1</td>
<td>5</td>
<td>3</td>
<td></td>
<td>-40%</td>
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<tr>
<td>October</td>
<td>5</td>
<td>4</td>
<td>7</td>
<td></td>
<td>75%</td>
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<tr>
<td>November</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td></td>
<td>-33%</td>
</tr>
<tr>
<td>December</td>
<td>5</td>
<td>6</td>
<td>4</td>
<td></td>
<td>-33%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>61</strong></td>
<td><strong>53</strong></td>
<td><strong>49</strong></td>
<td><strong>18</strong></td>
<td><strong>-8%</strong></td>
</tr>
</tbody>
</table>
## HPD At-Fault Accidents

<table>
<thead>
<tr>
<th>At-Fault Accidents</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>400%</td>
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<tr>
<td>February</td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>-33%</td>
</tr>
<tr>
<td>March</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>100%</td>
</tr>
<tr>
<td>April</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>100%</td>
</tr>
<tr>
<td>May</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>-33%</td>
</tr>
<tr>
<td>June</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>-40%</td>
</tr>
<tr>
<td>July</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>67%</td>
</tr>
<tr>
<td>August</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>-</td>
<td>-300%</td>
</tr>
<tr>
<td>September</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>-</td>
<td>-50%</td>
</tr>
<tr>
<td>October</td>
<td>3</td>
<td>1</td>
<td>5</td>
<td></td>
<td>400%</td>
</tr>
<tr>
<td>November</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td></td>
<td>-25%</td>
</tr>
<tr>
<td>December</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td></td>
<td>-67%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>36</td>
<td>35</td>
<td>34</td>
<td>10</td>
<td>-3%</td>
</tr>
</tbody>
</table>
## HPD Vehicle Repair

### City Cost for Vehicle Repair

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henderson Police Vehicles</td>
<td>$104,855.05</td>
<td>$84,967.56</td>
<td>$72,164.71</td>
<td>$15,630.76</td>
</tr>
<tr>
<td>City Paid - Citizen Vehicles</td>
<td>$210,135.52</td>
<td>$33,652.82</td>
<td>$67,896.62</td>
<td>$29,250.06</td>
</tr>
<tr>
<td>Total Repair Expense</td>
<td>$314,990.57</td>
<td>$118,620.38</td>
<td>$140,061.33</td>
<td>$44,880.82</td>
</tr>
</tbody>
</table>
Education & Training

• Altered EVOC training to address the causes of vehicle accidents as determined in the Data Collection & Statistics phase
• Posted daily safety reminder that pops up each time employees log on to their computer
• Focused on increased seatbelt usage
• Ahead of curve on cell phone usage restrictions – instituted policy BEFORE the new cell phone law (Note: 70% of Nevada agencies will NOT be exercising the police exception to the law)
• Looking to the future: Voice-activated computers may reduce attention needing to be paid to display
Safety Message From The Chief

"Using your phone behind the wheel is a reckless activity that can kill."
Stay vigilant and safe and as always, **buckle up!**

2011 at fault accidents YTD:
East - 3
West - 2
North - 5
Correction - 0
Technical Services - 0
Investigative Services - 0
Special Services - 2

Date of last at fault traffic accident: July 12, 2011
Division: North

2011 accidental discharges YTD:
Total - 1

Date of last accidental discharge: April 1, 2011
Division: North
# Unintended Discharges

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Unintended</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Discharges</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Education & Training

• Instead of keeping it quiet, unintended discharges are displayed on the pop-up safety box so officers are aware of them
• Increased focus on gun safety
• Range training days include training in handling and use of guns, plus accuracy and speed scenarios
Workers’ Comp Claims

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011 (01/01-07/25)</th>
</tr>
</thead>
<tbody>
<tr>
<td>YEARLY TOTALS</td>
<td>$694,637</td>
<td>$323,215</td>
<td>$458,638</td>
<td>$123,997</td>
</tr>
</tbody>
</table>

Of the 112 claims for 2010 and 2011, 28 claims (25%) could have been prevented with improved officer fitness.
Education & Training

• Many of our workers’ compensation claims are due to the fitness of our officers. To improve officer fitness, the Training Division instituted voluntary CrossFit / P90X fitness classes available four times per day.

• Defensive Tactics classes also include a short CrossFit portion so officers can judge their fitness level.
In the past 18 months, we focused on accidents, unintended discharges and workers’ compensation-related injuries; through the initiatives we implemented, we improved officer safety and health and were able to save the City taxpayers hundreds of thousands of dollars.

In addition to continuing these efforts, our next areas of focus will be in lost/stolen/damaged property and uses of force.
Conclusion

To effectively use risk management as a budgeting tool, the mindset of the supervisors, managers, and executives must change first in order to change the mindset of the entire department.
Thank you
We welcome your questions, comments and suggestions

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