Prince William County, Virginia
Police Department
Analysis and Benchmarking

November 3, 2015
(as amended December 14, 2015)

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Table of Contents

December 14, 2015

The Audit Committee of
Prince William County, Virginia
1 County Complex Court
Prince William, Virginia 22192

Pursuant to the approved internal audit plan for fiscal year ("FY") 2015-2016 for Prince William County, Virginia (the "County" or "PWC"), we hereby present our performance analysis of the Police Department workforce as it relates to comparable local, surrounding and national jurisdictions. The Police Department's mission is to enhance the quality of life by providing police services through shared responsibility with the public. The objective of our internal audit focused on reviewing, benchmarking and analyzing comparative data and other police operations related to workforce and makeup of the Police Department to assist the County with decision making.

Our report includes an overview as well as analysis and benchmarking against a select peer group for composition and responsiveness, budget and analytics, community representation, crime rates, attrition and vacancies, key performance indicators and public opinion. Organizations of all types and sizes recognize the value of comparing themselves to other like organizations. This process of benchmarking yields valuable information to leaders and decision makers. There are, however, some dangers inherent in the benchmarking process. There are numerous factors which make comparing staffing between police departments challenging. Organizations often account for data differently and no two organizations are alike. Thus, there are inherent limitations to this study. In addition to the national "published data" obtained and utilized, where possible, we used 'published data' from respective organizations' budget books, web sites and the Comprehensive Annual Financial Reports. This information has not been audited by RSM and in many cases, at all. The information used throughout the analysis has been provided to us by the individual police departments. We accept no liability for the content of this analysis or for the consequences of any actions taken on the basis of the information provided.

We would like to thank the staff and all those involved in assisting the Internal Auditors in connection with this analysis.
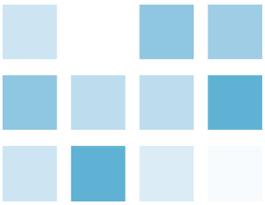
Respectfully Submitted,

RSM US LLP

INTERNAL AUDITORS
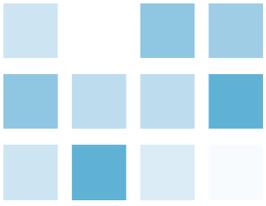
Introduction

Introduction

The objective of our performance analysis focused on reviewing, benchmarking and analyzing comparative data and other police operations related to workforce and makeup of the Prince William County Police Department ("PWC Police") to assist the County with decision making. Staffing police departments is a continuous challenge and one that has become more complex in recent years. The PWC Police put together the picture below to show just how complex their work can be. Because of the complexities and nature of what the police of today do, and are expected to do, there are numerous factors to take into consideration when doing an analysis like this. Consideration should be given 'collectively' to the population including growth rates and citizen demographics, density, crime rates, response times, community involvement, location (proximity to Washington DC) public opinion and philosophy.

"Every society gets the kind of criminal it deserves. What is equally true is that every community gets the kind of law enforcement it insists on." – Robert Kennedy
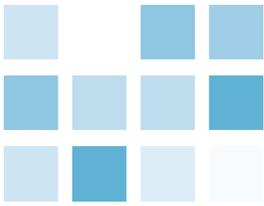
Introduction - continued

The current climate and national feelings regarding the police are summed up through unflattering and controversial headlines during 2015:

THE WALL STREET JOURNAL.

US Attorney forms Chicago Crime Unit
New effort will be carved out from Narcotics and Gangs Group

Explaining Away the New Crime Wave
Activists continue to deny the importance of proactive community policing, even as shootings increase

The New Nationwide Crime Wave
The consequences of the 'Ferguson effect' are already appearing. The main victims of growing violence will be the inner-city poor.

The New York Times

Hundreds of officers gathered in Queens to pay respects to New York City Police officer, the fourth officer fatally shot in the line of duty in 10 months.

NEW YORK POST — Just a Buck!
LATE CITY FINAL

IT WAS NOT A CRIME
● Grand jury clears Garner cop
● Protesters shut down traffic

FBI director calls lack of data on police shootings 'ridiculous,' 'embarrassing'

The Washington Post

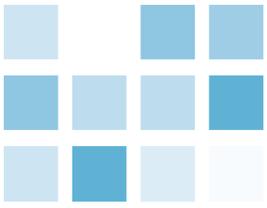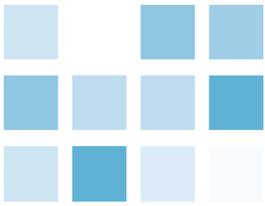**DC Council wants to see public transparency for police body cameras**

Huffington Post

Martese Johnson, Black Virginia Student Bloodied During Arrest, Files $3 Million Suit

The suit alleges false arrest, excessive use of force, civil rights violations and a failure to train or supervise the agents adequately.

Overview

Prince William County Police Department

In 1970, the Board of County Supervisors established the Prince William County Police Department, which assumed the primary responsibility for law enforcement. The PWC Police is a full-service police department, which provides the full spectrum of police services to the entire county.

Mission Statement

*The mission of the Prince William County Police Department is to **enhance the quality of life** by providing police services through **shared responsibility with the public**.*

Accreditation

The County Police have been nationally accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) since 1987 (the Department has undergone the process of being re-accredited in 1992, 1997, 2000, 2003, 2009, and again in 2012). CALEA, an independent entity, was founded in 1979 through the joint efforts of the International Associations of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriff's Association and the Police Executive Research Forum. The Commission is charged with administering an accreditation process unique to law enforcement agencies in the United States and several foreign nations. The ultimate goal of the process is to increase the professionalism of law enforcement agencies. The accreditation process benefits both the agency and the community it serves by ensuring that the Department remains committed to providing the highest quality of professional service. It also promotes community cooperation and understanding which are essential to law enforcement in the 21st century.

In 2009, the Department became the fifth law enforcement agency in the United States to earn the TRI-ARC Award of Excellence from CALEA. The TRI-ARC Award is bestowed upon agencies that concurrently hold all three CALEA accreditation awards: Law Enforcement Accreditation, Public Safety Communications Accreditation, and Public Safety Training Academy Accreditation. The Office of Public Safety Communications has been accredited since 2003. The Prince William County Criminal Justice Academy earned its first independent accreditation from CALEA in 2009.
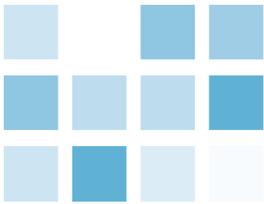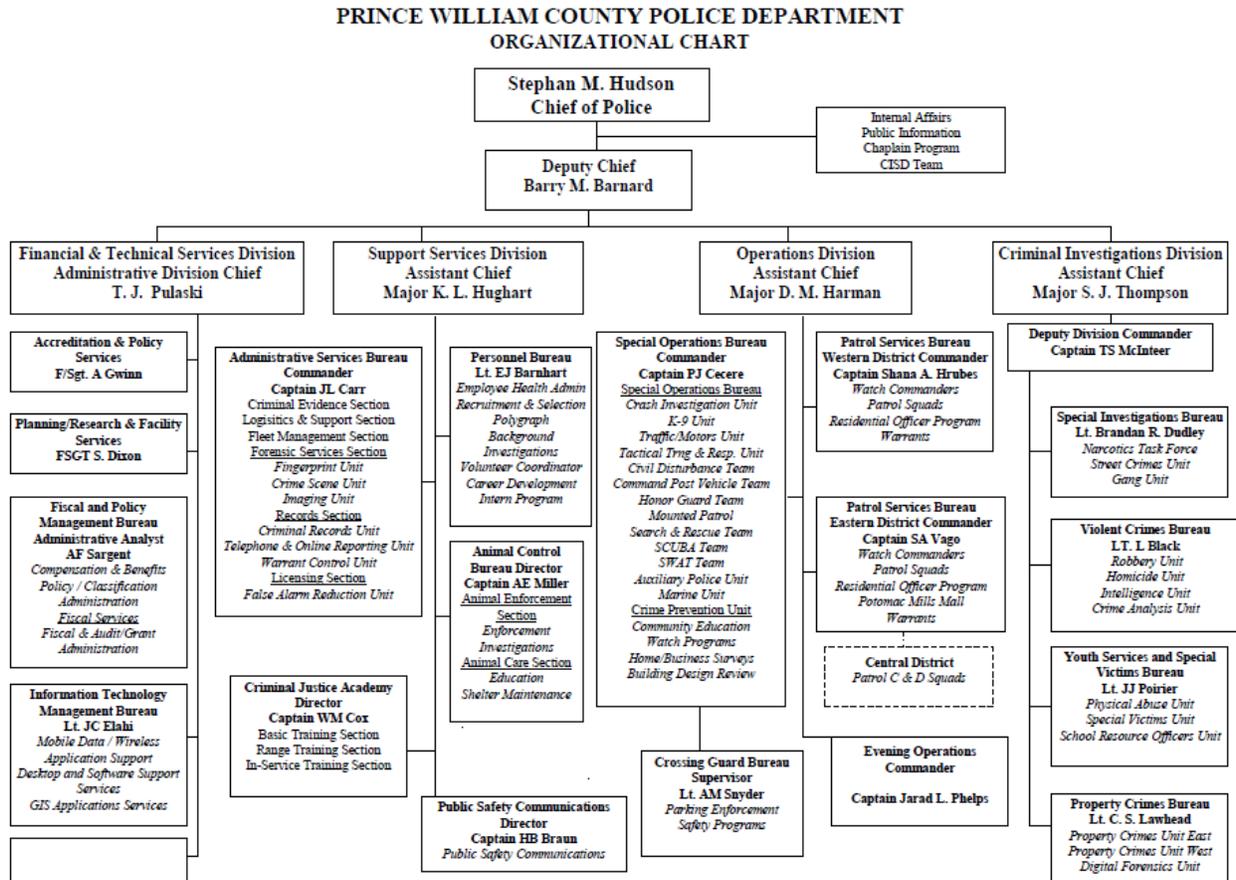
Prince William County Police Department - continued

Organizational Structure and Staffing

Led by the Chief of Police, the Department has a Deputy Chief, a Senior Administrative Manager and 3 Assistant Chiefs. The Department staffing for FY 2015 included 820 employees as following: 635 sworn officers, 116 civilians, 46 crossing guards and 23 animal control staff. Following is the organizational chart.

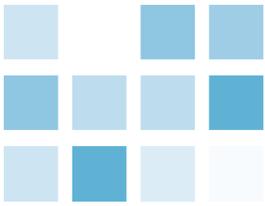**PRINCE WILLIAM COUNTY POLICE DEPARTMENT ORGANIZATIONAL CHART**

Last Update: 10/01/15 sdc

Values Statement

The Prince William County Police Department is responsible for **protecting constitutional guarantees** *and* **impartially enforcing the law.**

We believe that **integrity is the basis of public trust** *and that honesty and equality in the delivery of police services is essential.*
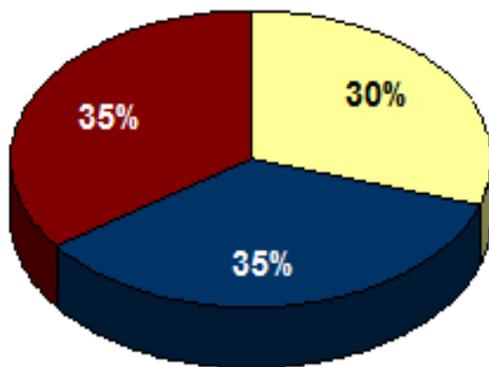
Police William County Police Department - continued

Managed Workload Concept

The graph below was provided by PWC Police and is a Community Policing Staffing model that PWC Police adopted over 20 years ago. The Department's staffing methodology is built on the premise that by freeing up officer time, more time can be provided for officers to develop collaborative partnerships that will develop solutions to problems and improve trust in police. The goal is to have officers balance their workload between the traditional, (responding to calls and investigating crimes) and community policing, which concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety, enables law enforcement officers to better address the needs of the community and the factors that contribute to crime. The referenced workload percentages are goals. Currently the operational workload can range from 50-60% of an officer's time, which reduces the time for community policing initiatives.

Managed Workload Methodology

o   Operational - 35%
  u   Calls for Service
  u   Accident and On-Scene Criminal Investigation
  u   Report Writing
o   Administrative - 35%
  u   Training
  u   Court
  u   Miscellaneous
o   Self-Initiated - 30%
  u   Officer Back Up
  u   Community Policing
  u   Problem Solving

☐ Self-Initiated
■ Administrative
■ Operational

Date: 11/09/2015

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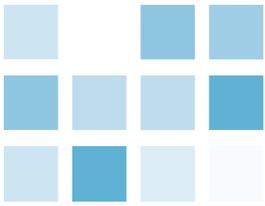
Police William County Police Department - continued

The graph below is a representation of data collected of the population for Prince William County, between 2005 to 2015 compared with the chart below showing number of sworn officers.

Prince William County Police Department – continued
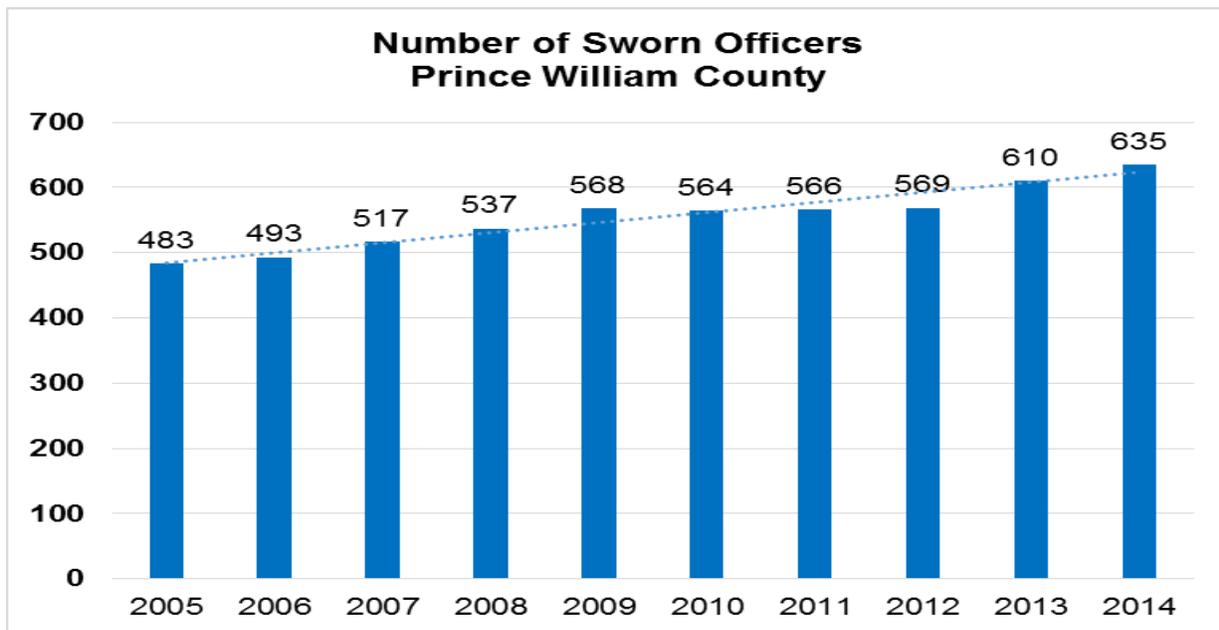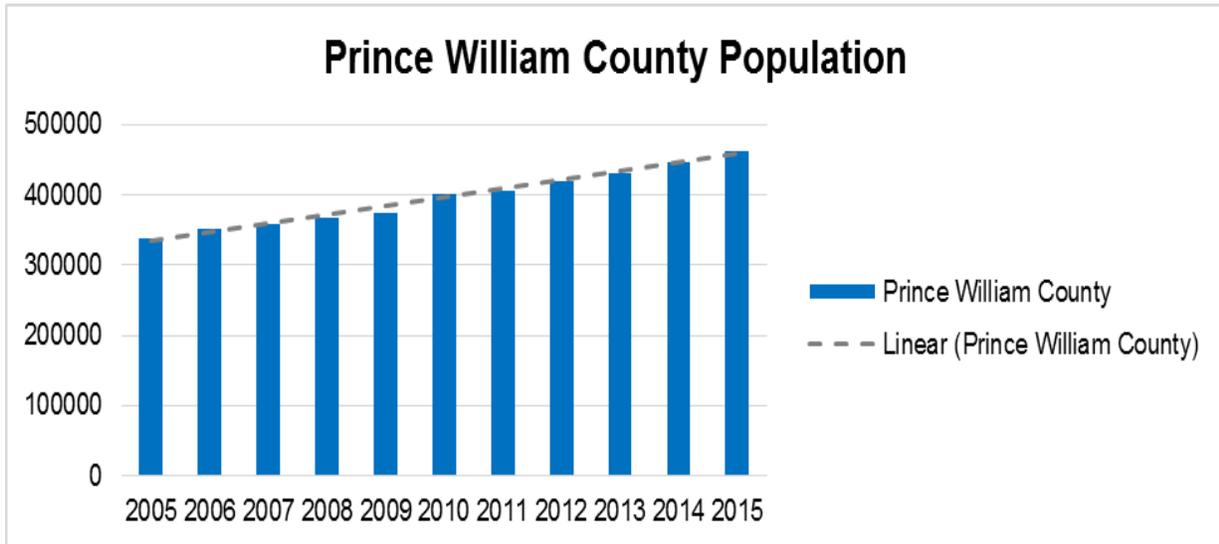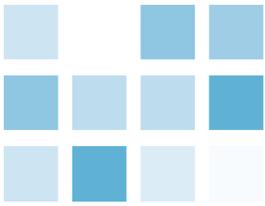
Prince William County Police Per 1,000 Population
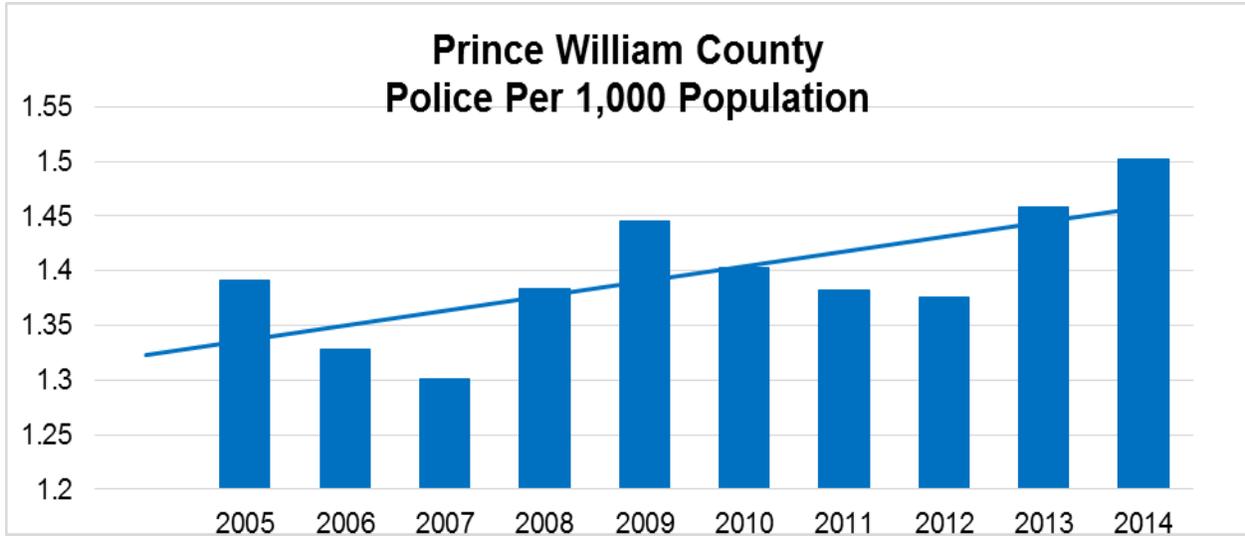
Above is the police rate per 1,000 population. This is a widely debated key performance indicator, unpopular with police leadership throughout the country for not showing a complete picture of the workforce and efforts by the police. It should be noted there are additional resources from other police departments in Prince William County including: 1 from Quantico, 8 from Haymarket, 7 from Dumfries and 1 from Occoquan Police Departments.
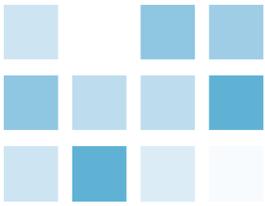
Prince William County Police Department - continued

Financial Data and Budget

The graph below shows the PWC Police expenditures by year, noting in 2005 it was approximately $56 million growing to $96.6 million in 2015, an increase of 72%.
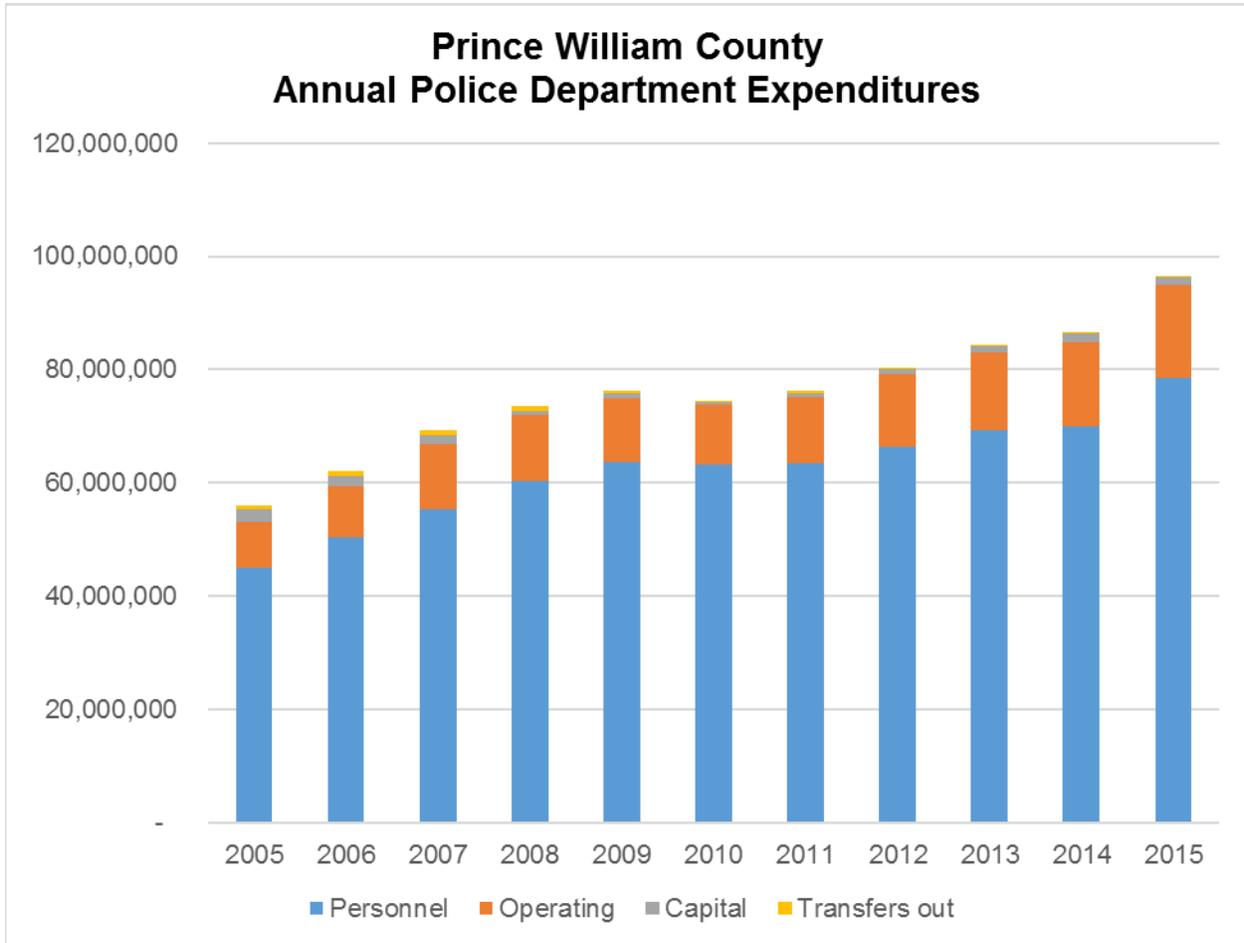
Police expenditures represent actual expenditures obtained from the police budgets two years in arrears. Police budgets each display the actual expenditures for previous years. 2015 expenditures represent the adopted budget as actual expenditures were not yet available at the time of the adoption of the 2016 budget.

| Prince William County	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Δ
Personnel	45,092,100	50,343,862	55,335,718	60,202,616	63,664,131	63,122,903	63,402,227	66,463,788	69,405,799	69,876,773	78,437,391	74%
Operating	8,084,462	9,168,707	11,389,734	11,829,999	11,212,933	10,626,404	11,821,483	12,651,733	13,541,876	15,040,313	16,599,970	105%
Capital	2,239,783	1,605,053	1,697,039	665,065	991,967	568,631	524,794	1,023,258	1,117,584	1,424,312	1,212,372	-46%
Transfers out	685,238	935,392	788,363	833,420	460,983	229,462	445,843	44,857	265,396	307,314	385,772	-44%
Total Cost	56,101,583	62,053,014	69,210,854	73,531,100	76,330,014	74,547,400	76,194,347	80,183,636	84,330,655	86,648,712	96,635,505	72%
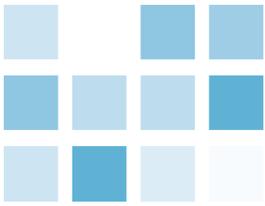
Prince William County Police Department - continued

As the graph below demonstrates, approximately 20-30% of total compensation is comprised of the benefits provided to sworn officers, with Prince William County benefits being in the middle between Chesterfield County and Fairfax County. This information was not available for Virginia Beach and Henrico County.

2015 Salaries and Benefits as a % of Personnel Costs

	PWC	Fairfax	Virginia Beach	Chesterfield
Benefits	24%	30%	26%	30%

Salaries ■ Benefits ■
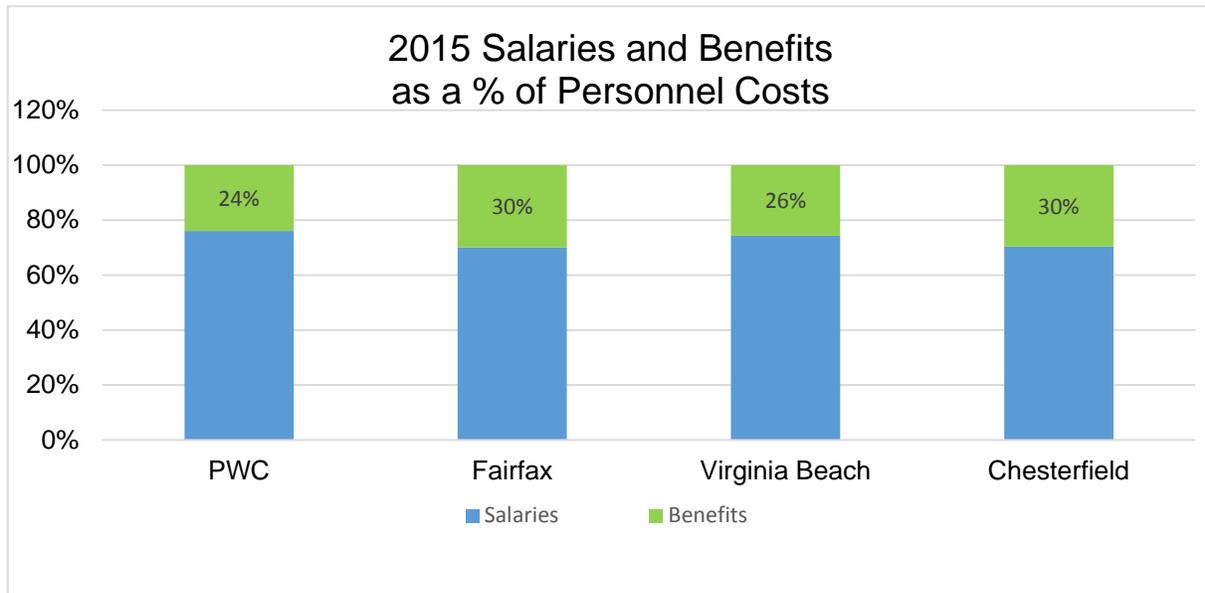
The following schedule details the relationship of benefits to the total compensation costs for all police department employees. Benefits remain between 20-30% of personnel costs.

2015 Salaries and Benefits as a % of Personnel Costs

	PWC	Fairfax	Virginia Beach	Chesterfield
Benefits	24%	30%	26%	30%

Salaries ■ Benefits ■
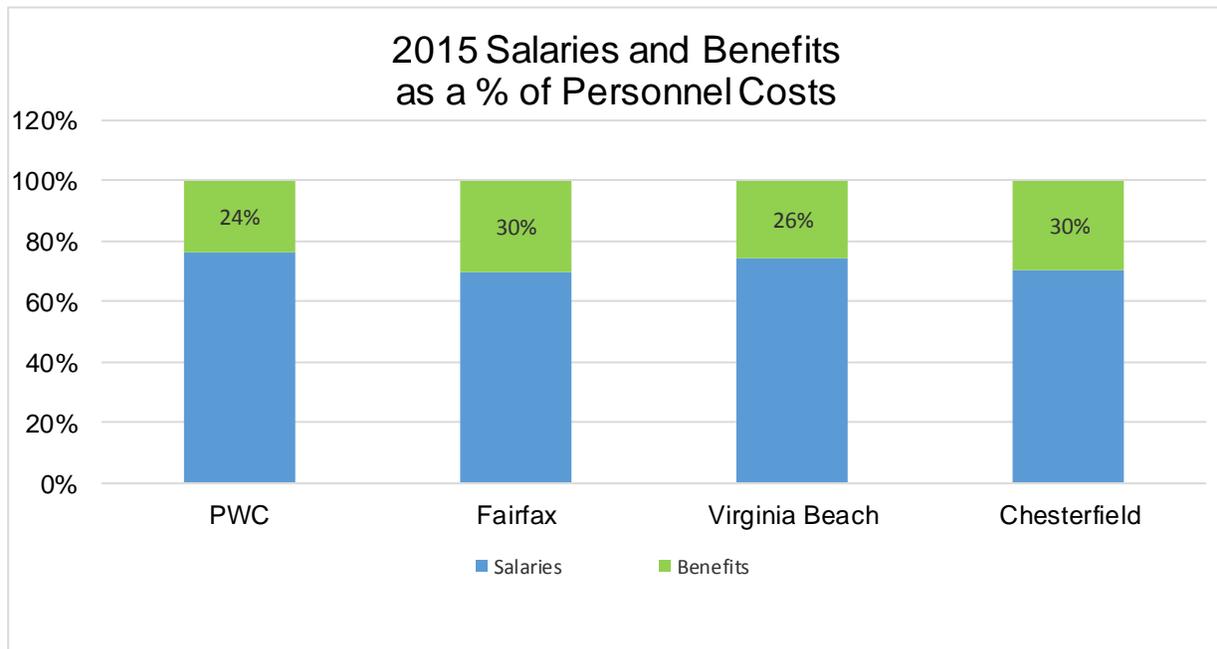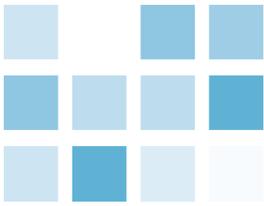
Prince William County Police Department - continued

Financial Data and Budget

The following graph displays the Police Department's expenditures as a percent of the total general fund expenditures. The police department expenditures as have grown over the period from 8.5% of general fund expenditures to 9.5% of general fund expenditures.

Total expenditures were obtained from the government's comprehensive annual financial report, and represent total governmental expenditures for the primary government.

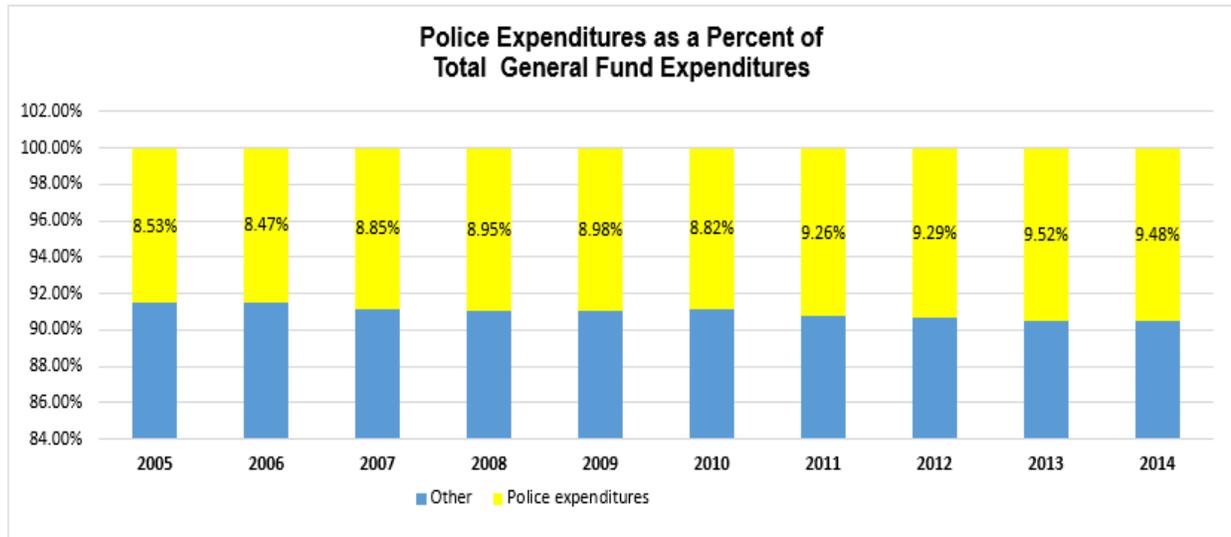| Prince William County	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Other	91.47%	91.53%	91.15%	91.05%	91.02%	91.18%	90.74%	90.71%	90.48%	90.52%
Police expenditures	8.53%	8.47%	8.85%	8.95%	8.98%	8.82%	9.26%	9.29%	9.52%	9.48%
Total Governmental Activities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Citizen Survey Results

PWC conducts a citizen's survey every two years. This allows the County to measure changes in residents' opinions and to assess the perception of County services and overall quality of life. This survey includes several questions regarding the police department. Overall, PWC Police receives high ratings for performance, being courteous/helpful, and responding quickly to requests for police assistance.

Prince William County	2014 (% Positive)	2012 (% Positive)
Police department's overall performance meets community needs	93%	94%
Police Officers are courteous and helpful to all community members	92%	91%
Requests for police assistance receive a prompt response	93%	92%

We requested citizen satisfaction survey results from each of our identified peers. Unfortunately, several of our peers were unable to provide or had no results available. Therefore, we were not able to compare survey results between PWC and the peer group.

Prince William County Police Department - continued

Demographics

The following bar graph shows the County demographics compared to the demographics of PWC Police for 2015 to the 2013 (the most recent available) demographics of the population of the community. The lines shows the ethnic breakout of the officers in 2011. Through our conversations with the Chief and his senior leadership, we understand efforts are being made to close the gap between the officer and the community diversity.
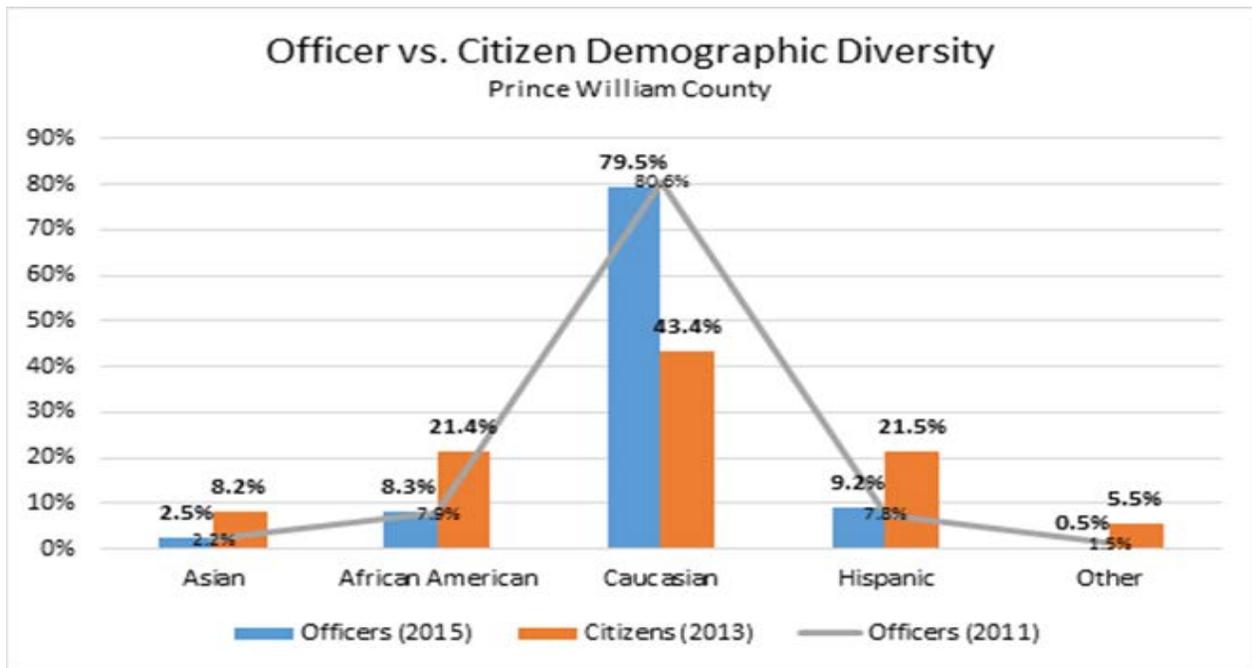
The graph below provides a breakout of police demographics for PWC Police, male and female sworn officers as of 2014. The County is currently working toward creating diversity across the entire police department.
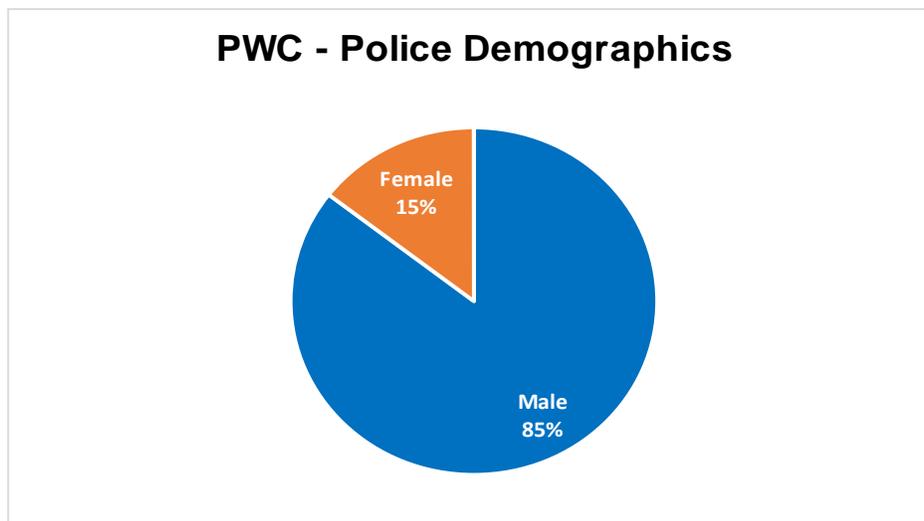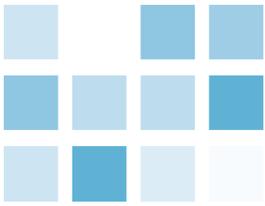
Prince William County Police Department - continued

Demographics – continued

The graph below displays PWC's crime rates per thousand Citizens for the years 2004-2014.

PWC Crime Rates - Per 1,000 Population
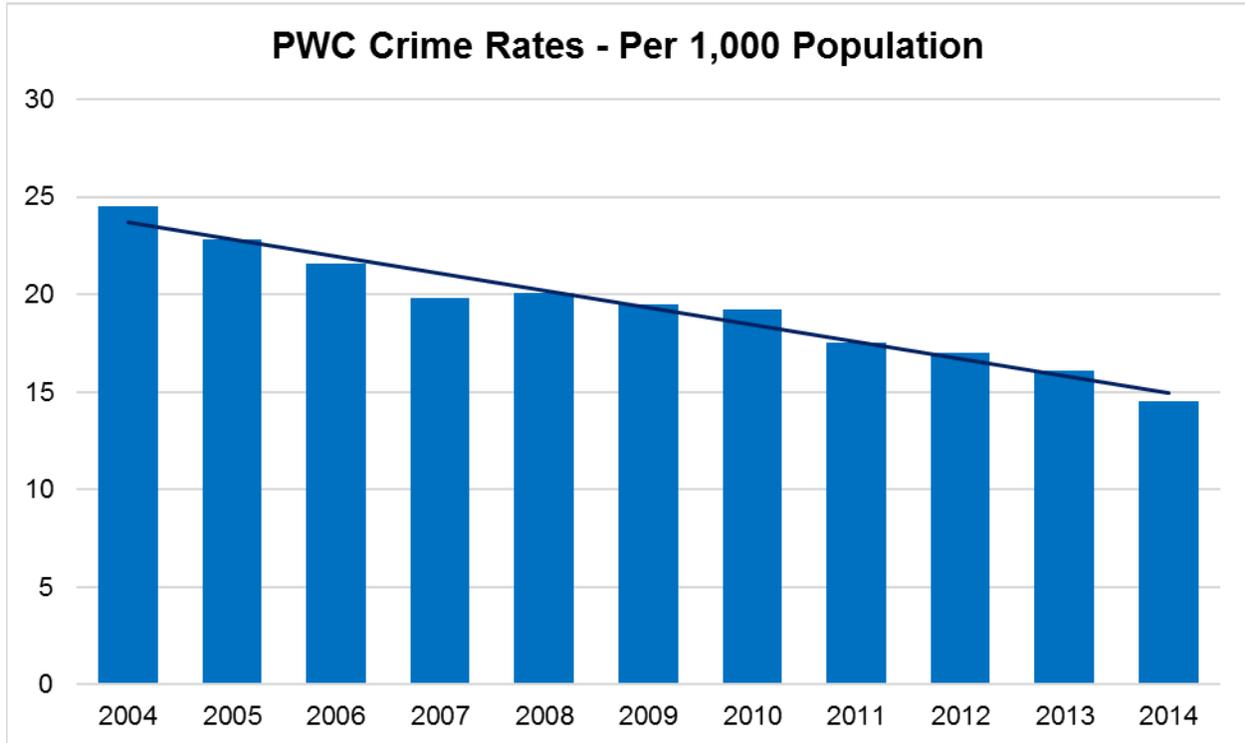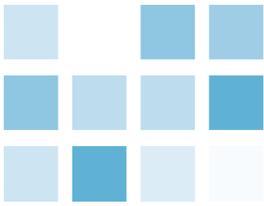
Peer Groups

Identifying comparable peer groups can be extremely challenging, as no two jurisdictions are exactly alike. Our report includes an overview as well as analysis and benchmarking against a select peer group for; composition and responsiveness, budget and analytics, community representation, crime rates, attrition and vacancies, key performance indicators and public opinion. Organizations of all types and sizes recognize the value of comparing themselves to other like organizations. This process of benchmarking yields valuable information to leaders and decision makers. There are, however, some dangers inherent in the benchmarking process. There are numerous factors which make comparing staffing between police departments challenging. Organizations often account for data differently and no two organizations are alike. Thus, there are inherent limitations to this study. In addition to the national "published data" obtained and utilized, where possible, we used 'published data' from respective organization's budget books, web sites and the Comprehensive Annual Financial Reports. This information has not been audited by RSM and in many cases, at all. The information used throughout the analysis has been provided to us by the individual police departments. We accept no liability for the content of this analysis or for the consequences of any actions taken on the basis of the information provided. In selecting police departments for this performance analysis, we took into consideration the following factors:

- Population Size
- Density of Population
- Location
- Geography
- Education Level
- Persons per Household
- Poverty Levels

- Reputation
- Budget
- Accreditations
- Business Community
- Median Income
- Homeownership Rates
- Crime Rates

Chesterfield County   **County of Henrico**   **County of Fairfax**   **City of Virginia Beach**

Below is a high level comparison of the Peer Groups selected for this analysis. A detailed comparison of the Peer Group data is included in the appendix of this report.

	Prince William	Chesterfield	Fairfax	Virginia Beach	Henrico
Population	446,094	332,499	1,137,538	450,980	321,924
Budget (FY 14 Adopted)	$85,665,079	$56,141,800	$175,549,661	$93,151,147	$66,110,980
Crime Rate (Per 1000)	14.5	12.1	14.1	24.0	26.2
Sworn Officers (Per 1000)	1.37	1.48	1.20	1.79	1.39
Attrition Rate	6.7%	1.0%	7.0%	9.4%	6.2%
Response Time (Minutes)	6.5	5.7	N/A	6.6	6.6
CALEA Certified	Yes	No	No	Yes	Yes

Peer Groups - continued

Virginia had 95 counties and 38 cities, after the City of Bedford shifted to town status in 2013
Source: US Geological Survey (USGS) National Atlas, County Map
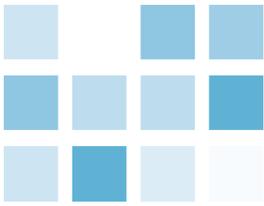
Population data used throughout this report was obtained from each government's 2014 Comprehensive Annual Financial Report with three exceptions. Chesterfield County's population data was obtained for the County's website www.Chesterfield.gov. 2014 census information for all governments was obtained from the U.S. Census Bureau Quickfacts, and 2015 census numbers were assumed using a growth rate equivalent to the growth rate experienced between the 2013-2014 years.

Body-Worn Cameras

The Peer Groups were polled on their status with Body-worn Cameras and noted the following:

Prince William County	The County is conducting a pilot program in the spring of 2016 with implementation during the summer of 2016.
Chesterfield County	They recently completed a pilot of body-worn cameras and are waiting for project funding for roll-out.
Henrico County	They have implemented approximately 400 cameras in the field.
Fairfax County	They are planning to conduct a pilot of body-worn cameras in the near future.
Virginia Beach	They are planning to conduct a pilot of body-worn cameras in the near future.
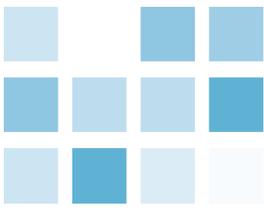
Peer Group - continued

The graph below shows the population trends for each of the Peer Group members from 2005 to 2015.

Peer Group Population
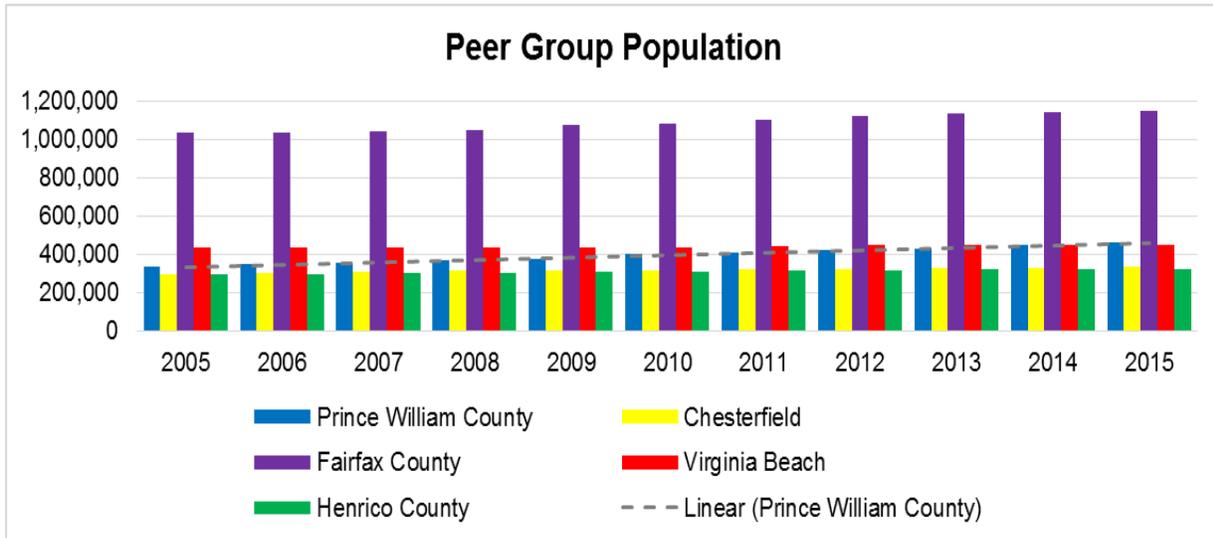
All of the peer groups saw an increase in population from 2005 to 2015. PWC experienced the highest growth rising by 20.5% over the 10+ years, while Virginia Beach saw the lowest population growth of 3.7% over the same period.

The graph below shows a comparison among the peer group for the number of police per 1,000 citizens. This is a widely debated key performance indicator, unpopular with police leadership throughout the country for not 'showing a complete picture' of the workforce and efforts by the police.

Police - Per 1,000 Population
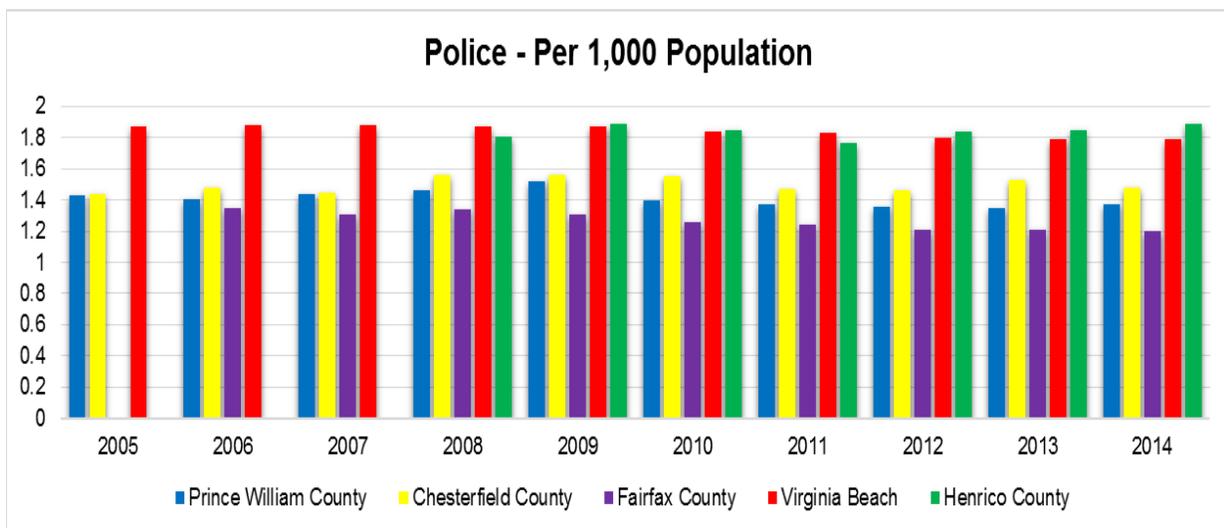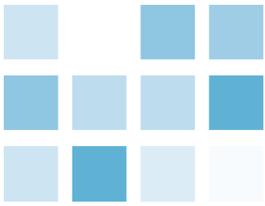
Peer Group – continued

The graph below is a representation of data collected of crime rates per a 1,000 population for each respective peer group, between 2004 to 2014.
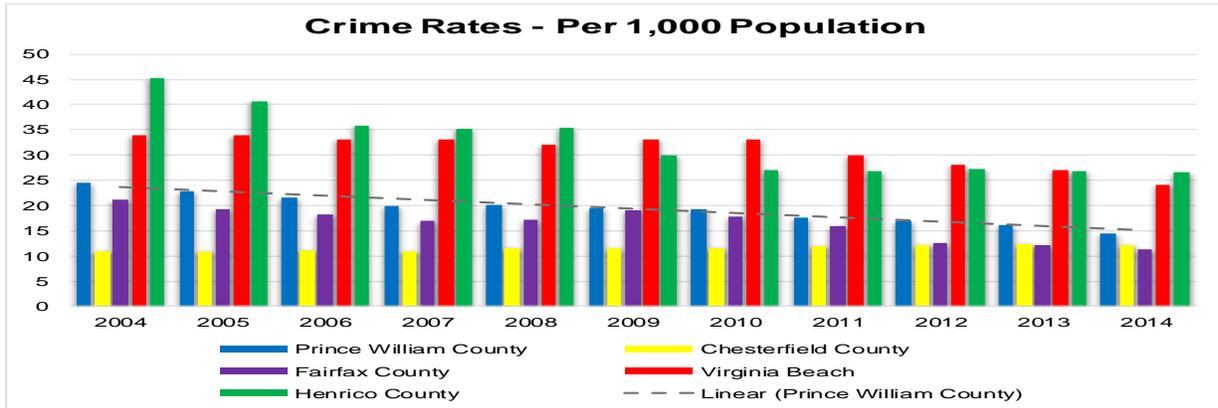
Most of the peer group saw a decrease in the rate of crime over the 10+ year period. The high of 45.3 crimes per 1,000 in Henrico County in 2004 and the low was 10.9 in Chesterfield County in the same year. Chesterfield was the exception, as it saw an increase of 1.2 crimes per thousand form 2004-2014. In 2012, Fairfax County changed to a different reporting crime reporting system (National Incident – Based Reporting System "NIBRS"), causing a 'spike' in their reported crime rate.

Average response times, in minutes, for medium- to high-priority calls are shown in the graph below. These times depict when an officer is dispatched to a call to service, up until the officer arrives on scene. While this is a common internal metric to show the effectiveness of a police department to serve its citizens in a timely manner, each department classifies calls as varying priorities and therefore an accurate external comparison is challenging. Due to this, it is often not shown in annual reports and therefore had to be provided by the departments through our special request.
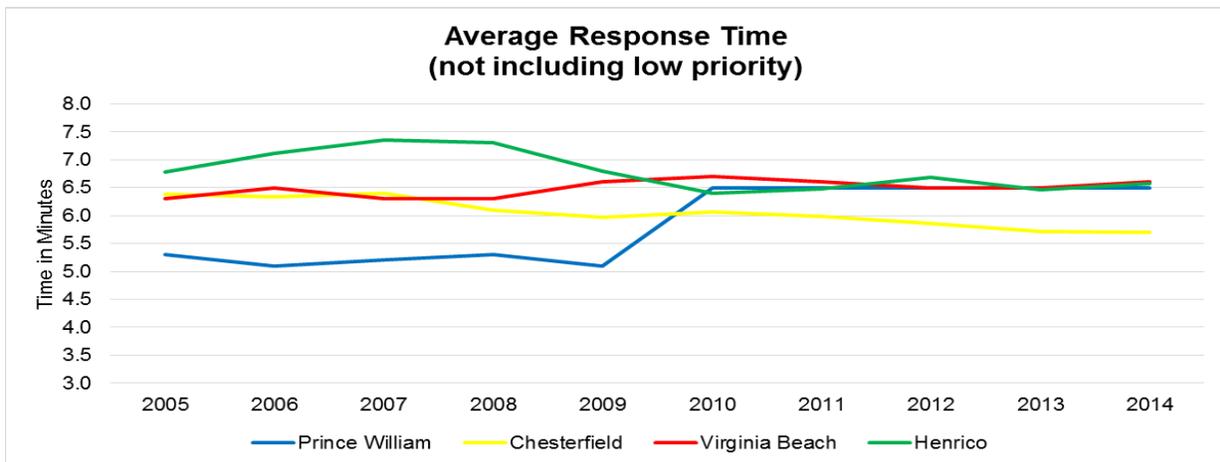
As seen above, there are not many correlations in the responses times across departments. Fairfax was not included. The data received from Chesterfield, Virginia Beach, and Henrico provided average response times for multiple priorities, in which the medium-and high-priority response times were averaged to get a single data point. Prince William County provided only a single average response times per year, yet given the range of the other data, it was assumed this was most likely an average of varied categories as well.
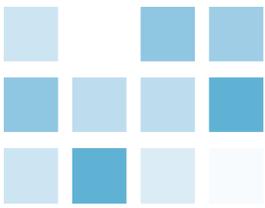
Peer Group - continued

As a measure of public opinion we obtained complaint data from PWC and the peer group. Police departments conduct investigations of complaints for multiple reasons. The goal is to investigate and resolve allegations of police misconduct and to act as an early warning sign for potential "problem officers." Additionally, the complaint process acts as a means to hold the Departments and their employees accountable to the public. We found that PWC and our peer group all have easy access to file complaints against their respective police department. Complaint forms can be found on-line and subsequently submitted on-line or via U.S. Mail. Each police department details out the steps of what a citizen can expect after filing a complaint. Below you will find the history of total complaints filed year over year for each of the selected police departments. Additionally, you will see the number sustained complaints, or the complaints that led to administrative action.

Total Number of Complaints by Year

PWC — Chesterfield — Fairfax — VA Beach — Henrico

Number of Complaints vs. Number of Sustained Complaints

PWC Total — PWC Sustained — Chesterfield Total — Chesterfield Sustained — Fairfax Total — Fairfax Sustained — VA Beach Total — VA Beach Sustained* — Henrico Total — Henrico Sustained

*VA Beach and PWC did not maintain the number of complaints sustained.
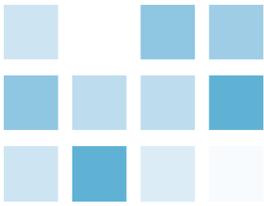
Peer Group - continued

The table below shows the per capita police department expenditures for each government. The expenditure data for each jurisdiction was derived from the actuals shown in annual budgets. Please note that the County's expenditures include animal control, crossing guards, and costs such as fleet and IT service costs, which may be excluded from other jurisdiction departmental expenditures.
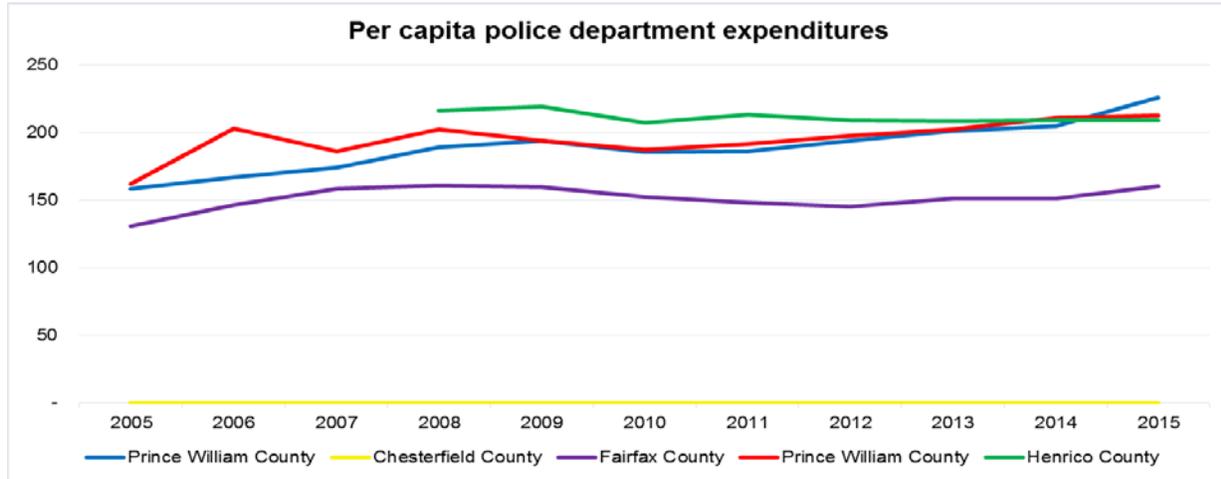
The per capita police expenditures have steadily increased for most of our governments, from a low of $130.01 for Chesterfield County in 2005 to a high of $212.51 for Virginia Beach in 2015. Henrico's data was not available until 2008, however, from that point on their cost has remained consistent with a slight decline from $216.08 in 2008 to $209.23 in 2015. In 2008, Henrico had the highest per capital spending. The following graph displays the police department expenditures as a percentage of total governmental expenditures for each member of our peer group.

Fairfax County expenditures are consistently lower than the remaining peer group, hovering around 4%. The remaining members of the peer group are consistently in the 7% - 9% range.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Prince William County	8.5%	8.5%	8.9%	8.9%	9.0%	8.8%	9.3%	9.3%	9.5%	9.5%
Chesterfield	7.0%	6.9%	6.7%	7.1%	7.5%	7.8%	7.8%	8.4%	8.8%	9.1%
Fairfax						5.8%	5.6%	5.5%	5.6%	5.5%
Virginia Beach	10.8%	10.6%	10.4%	10.9%	9.8%	10.1%	10.2%	9.5%	10.4%	10.6%
Henrico				12.3%	12.3%	11.6%	12.1%	11.9%	12.5%	12.0%

Peer Group - continued

The following table shows the average personnel cost per FTE. Personnel costs include salary and benefits. FTE's were obtained from each entity's budgets. We were unable to obtain personnel costs from Virginia Beach, so Virginia Beach has been excluded from the graph below. The personnel costs per total FTE have climbed over the 10-year period for each government, however Prince William County remains the most 'expensive' in most years. It should be noted that Fairfax County Police have a separate pension plan and do not participate in the Virginia Retirement System.
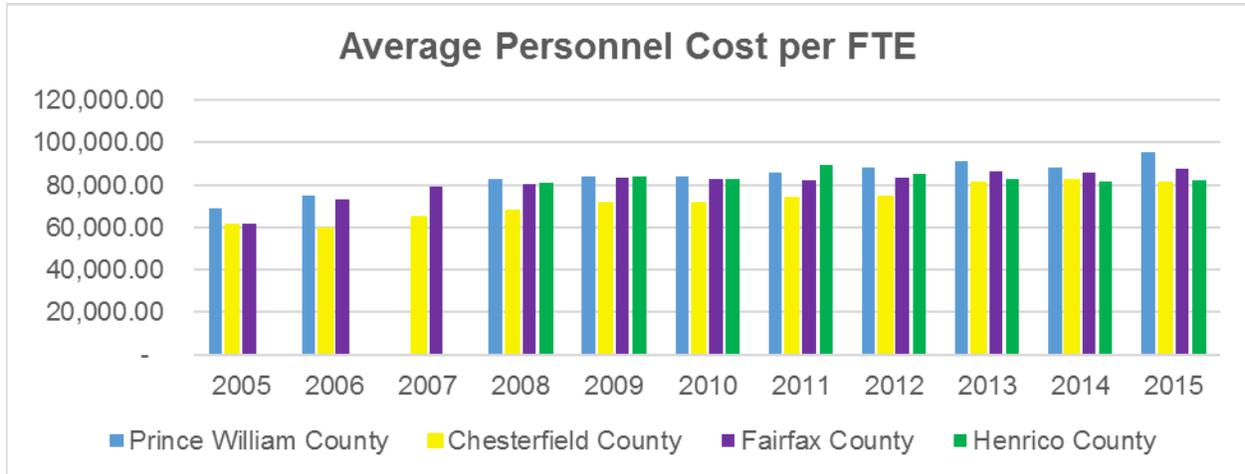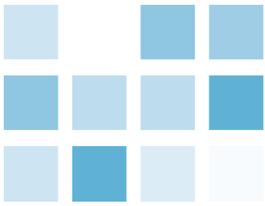
Peer Group – continued

The following graph details the trend of voluntary terminations for PWC (excluding retirements).

PWC Sworn Separations Less Retirements and Terminations
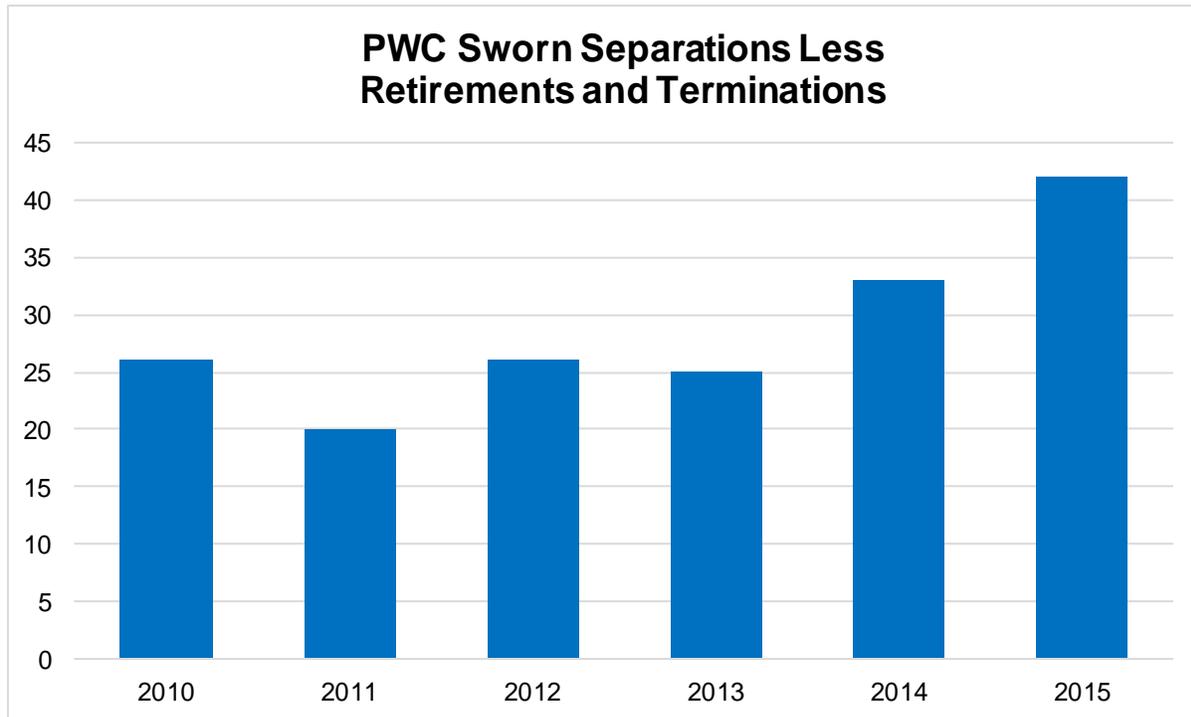
The following graph shows the attrition rate (including involuntary terminations and retirements) as a percent of the authorized strength.
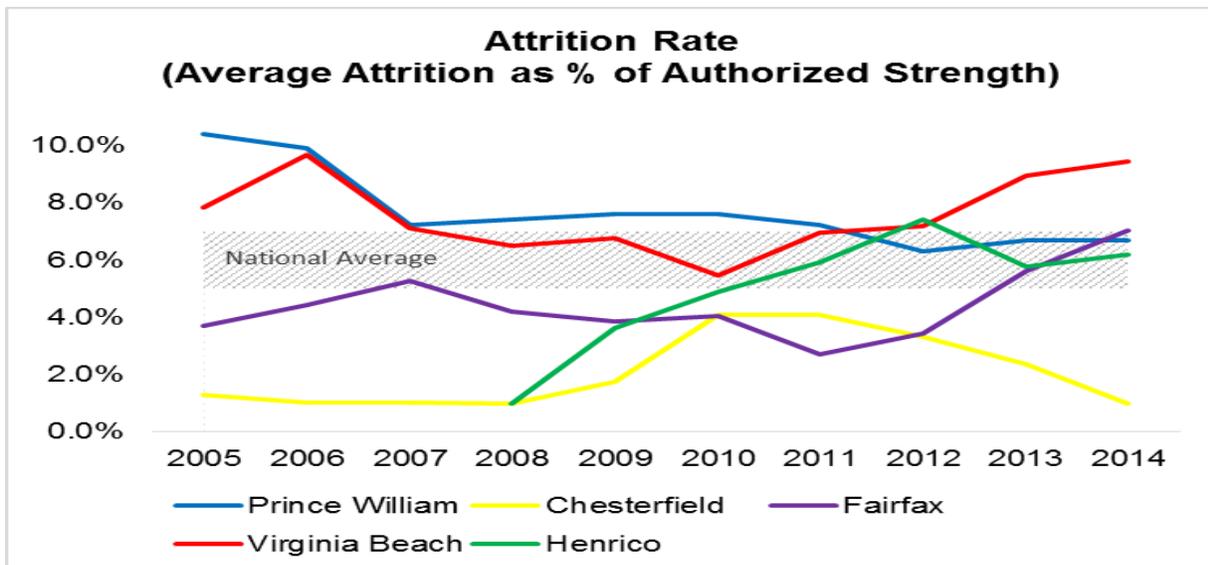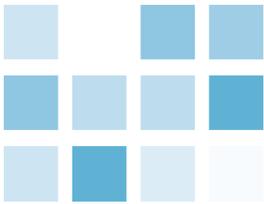
Peer Group – continued

The following table show the minimum, maximum, and mid-point salaries for various jurisdictions in the Northern Virginia Region. This analysis was provided by the County and is the most current data available. For purposes of this table, salaries are compared to other jurisdictions close to Washington D.C, rather than based on population density. The proximity to Washington D.C. requires higher more competitive salaries due to the higher cost-of-living than other parts of the state, as well as due to increased competition for labor.

PRINCE WILLIAM								
	POI	POII	Sgt	1st Sgt	Lt	Capt	Major	Dep Chief
min	$47,299	$53,239	$59,514	$65,695	$72,793	$83,800	$92,405	$101,884
mid	$63,794	$71,813	$80,306	$88,627	$98,214	$113,044	$124,663	$137,439
max	$80,288	$90,366	$101,097	$111,559	$123,614	$142,288	$156,920	$172,973
	Figures (excluding POI) include retention supplement							
retention supplement %	0%	3%	5%	5%	5%	5%	5%	5%

ALEXANDRIA								
	POI + II	POIII	Sgt		Lt	Capt	Dep Chief	
min	$47,863	$50,252	$58,166	No Match	$67,325	$77,726	$91,394	No Match
mid	$65,373	$68,636	$79,445		$91,955	$106,161	$126,640	
max	$82,884	$87,020	$100,725		$116,586	$134,596	$161,886	

ARLINGTON								
	POI	POII	Sgt		Lt	Capt*	Dep Chief*	
min	$48,006	$50,419	$61,131	No Match	$61,922	$70,720	$82,430	No Match
mid	$63,846	$67,049	$81,307		$92,987	$106,995	$124,779	
max	$79,685	$83,678	$101,483		$124,052	$143,270	$167,128	

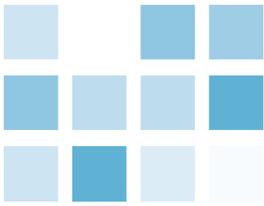| FAIRFAX								
	POI	POII	Sgt	2nd Lt	Lt	Capt	Dep Chief	
min	$50,264	$52,561	$57,822	$60,712	$70,788	$83,736	$107,680	No Match
mid	$66,070	$69,090	$76,006	$79,804	$93,048	$110,067	$141,540	
max	$81,876	$85,619	$94,189	$98,895	$115,308	$136,397	$175,401	

LOUDOUN								
	Field Dep	Dep 1st Class	Sgt	2nd Lt	1st Lt	Capt	Major	Chief Dep
min	$46,072	$50,680	$58,403	$61,323	$67,454	$77,548	$87,163	$97,971
mid	$62,318	$68,552	$78,996	$83,895	$92,489	$104,893	$117,889	$132,518
max	$78,563	$86,423	$99,590	$106,466	$117,525	$132,237	$148,635	$167,065

SUMMARY (Market Averages & Percent Differences)								
min	$48,051	$50,978	$58,880	$61,018	$66,872	$77,433	$92,167	$97,971
	-2%	4%	1%	8%	9%	8%	0%	0%
mid	$64,401	$68,332	$78,938	$81,849	$92,620	$107,029	$127,712	$132,518
	-1%	5%	2%	8%	6%	6%	-2%	4%
max	$80,752	$85,685	$98,997	$102,680	$118,367	$136,625	$163,262	$167,065
	-1%	5%	2%	9%	4%	4%	-4%	0%

KEY: Above Market Average

The County's policy compares PWC salaries to the midpoint of these other jurisdictions as the average. When comparing individual positions, Prince William County has the highest midpoint salary for Police Officer II, 1st Sargent, Lieutenant, and Captain. The Sargent mid-range is $1,001 below the next highest, Arlington County. Major and Deputy Chief are classified differently and therefore are not comparable.

It is important to note that in Prince William County, Police Officer I are automatically promoted to Police Officer II at the end of their eighteen month probationary period, with an automatic raise to the Police Officer II salary, plus any appropriate cost of living adjustments or merits given in the budget. In the comparison jurisdictions, the promotion to Police Officer II is a competitive process with a limited number of slots.

Peer Group - continued

The graph and data below compare the demographic diversity of the sworn officers and the citizens. The civilian data is compiled from the 2013 census and the police department data is compiled from 2013 and 2015 data, as available.

Officers vs. Citizen Demographic Diversity										
	Prince William		**Chesterfield**		**Fairfax**		**Virginia Beach**		**Henrico**	
	Officers	Citizens	Officers	Citizens	Officers	Citizens	Officers	Citizens	Officers	Citizens
Asian	2.5%	8.2%	1.4%	3.6%	4.4%	18.8%	1.9%	6.6%	0.0%	7.6%
African American	8.3%	21.4%	8.2%	23.2%	7.4%	9.9%	9.1%	20.0%	8.8%	30.0%
Caucasian	79.5%	43.4%	88.0%	62.2%	83.2%	51.0%	82.0%	61.4%	87.5%	54.5%
Hispanic	9.2%	21.5%	2.2%	7.7%	4.9%	16.2%	3.7%	7.5%	2.3%	5.3%
Native American	0.3%	1.1%	0.2%	0.6%	0.1%	0.7%	0.3%	0.5%	1.3%	0.4%
Other	0.2%	4.4%	0.0%	2.6%	0.0%	3.5%	3.0%	4.1%	0.0%	2.3%

Peer Group - continued

The graph below is a representation of the police demographics for each respective jurisdiction for 2014-2015.

As shown in the graph, each jurisdiction has more male sworn officers than female. This is representative of the most current data available for each jurisdiction. Prince William is on par with their peer counties, as they have approximately the same percentage of male and female officers.

Police Department Demographics		
County	Male	Female
Prince William County	518	88
Chesterfield County	452	49
Fairfax County	1194	184
Virginia Beach City	683	106

National and State Comparison

The graph below compares the number of police per 1000 population to the national average per the FBI's 2012 Uniform Crime Reports.

Police per 1000 population

	Value
Prince William County	~1.37
National Average Counties	~2.60
National Average Suburban Counties	~2.40
National Average, Cities > 250,000	~2.70
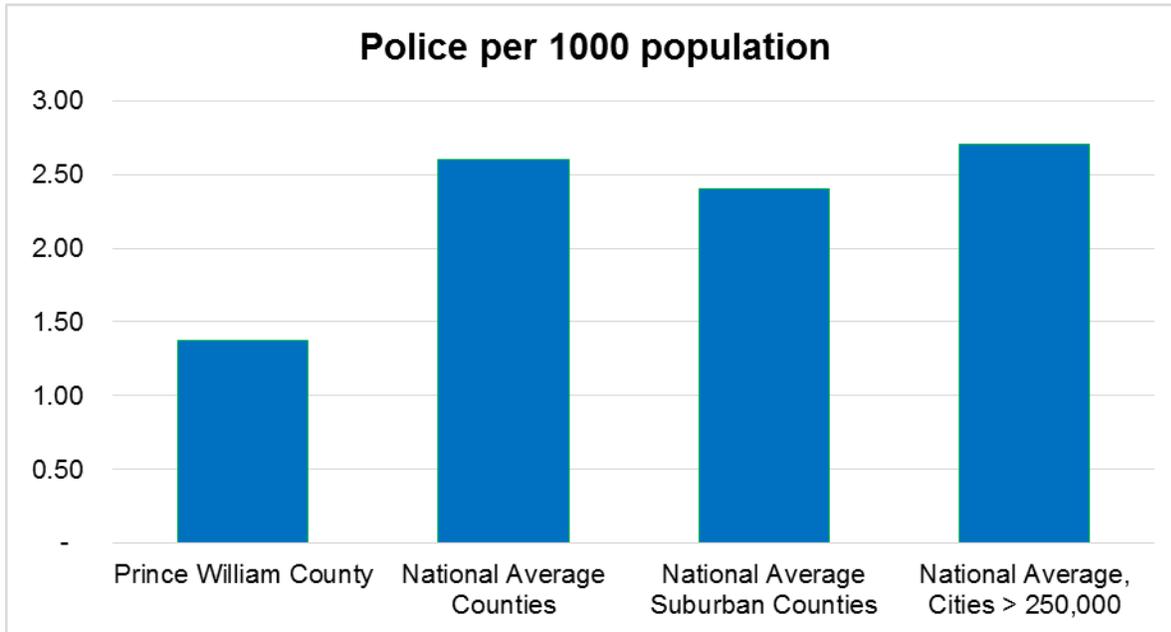
It is crucial to remember that although one police department, such as Prince William County, may serve the entire county, there may be other local police departments that serve citizens within a particular city of that county. In addition to this, there are also federal and state law enforcement agencies with jurisdiction in that county, such as the highway patrol. So although there may be only 1.37 Prince William County police officers per 1,000 residents, there are other agencies with "boots on the ground" in the county as well.

FBI Disclaimer - Each year when *Crime in the United States* is published (by the FBI), some entities use reported figures to compile ranking of cities and counties. These rough rankings provide no insight into the numerous variables that mold crime in a particular town, city, county, state or region. Consequently, they lead to simplistic and/or incomplete analysis that often create misleading perceptions adversely affecting communities and their residents. Valid assessments are possible only with careful study and analysis of the range of unique conditions affecting each local law enforcement jurisdiction. The data user is, therefore, cautioned against comparing statistical data of individual reporting units from cities, metropolitan areas, states or colleges or universities solely on the basis of their population coverage or student enrollment.
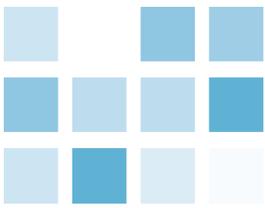
National and State Comparison - continued

We compiled national crime rate data from the FBI web site and it noted the national crime rate has experienced a steady reduction over the 10+ year period, dropping from 66.1 in 2004 to 45.1 in 2014. The County crime rate also saw a steady drop from 25.4 in 2004 to 14.5 in 2014. The crime rates in PWC are far below the national crime rates reported by the FBI.
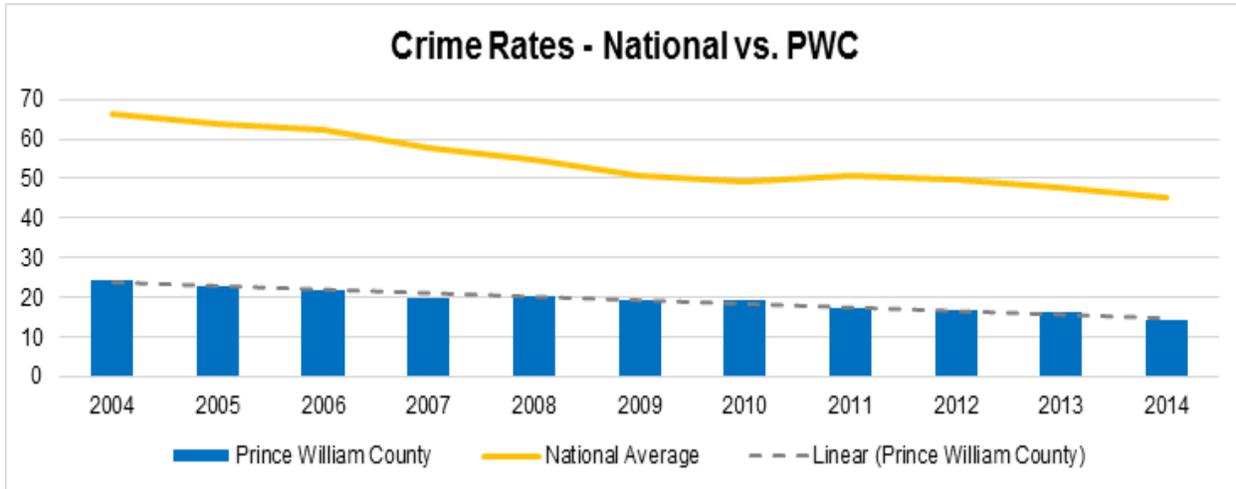
As shown above, both Prince William County and the Nation experienced a drop in crime rate during the time period from 2004 to 2014. Prince William experienced a greater drop in crime, at 41%, while nationally crime fell by only 32% from 2004 to 2014.

County	Crime Rates - National vs. PWC											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	% Δ
Prince William County	24.5	22.8	21.6	19.8	20.1	19.5	19.2	17.5	17.0	16.1	14.5	-41%
National Average	66.1	63.8	62.5	57.6	54.5	50.6	49.2	50.6	49.9	47.9	45.1	-32%
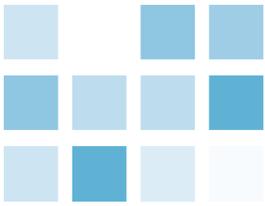
National and State Comparison – continued

As the graph below details, Prince William County's crime rate remains significantly below that of the State of Virginia as a whole. The chart below depicts the rate of Group A offenses based on the National Incident- Based Reporting System. The crime rate in Prince William County has steadily decreased, with 2014 experiencing the lowest rate in 24 years, according to Chief Stephan Hudson.   Chief Hudson credits the steady decline to the ongoing collaborative community partnerships and citizen engagement with their police department.

Crime Rates - Per 1,000 Population Virginia vs. PWC
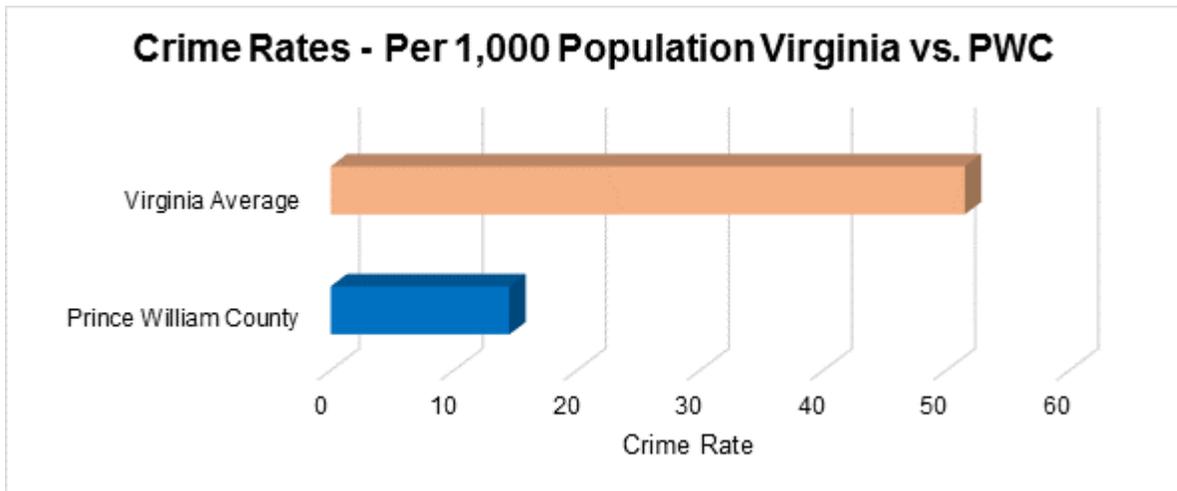
Crime Rates - Virginia vs. PWC	
County	2014
Prince William County	14.5
Virginia Average	51.5
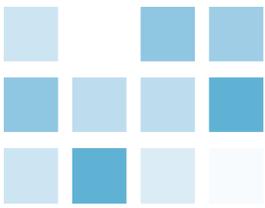
National and State Comparison - continued

An offense is cleared, or "closed," in one of two ways: by arrest or by exceptional means. A case is cleared by arrest when all three of the following conditions are met for at least one person: arrested, charged with the commission of the offense, and turned over to the court for prosecution. A case is cleared by exceptional means when there are elements beyond law enforcement's control that prevent the agency from arresting and formally charging the offender.

The graph below is a representation of case closure rate data collected for violent crimes for Prince William County and the national average, beginning in 2004 through 2014.
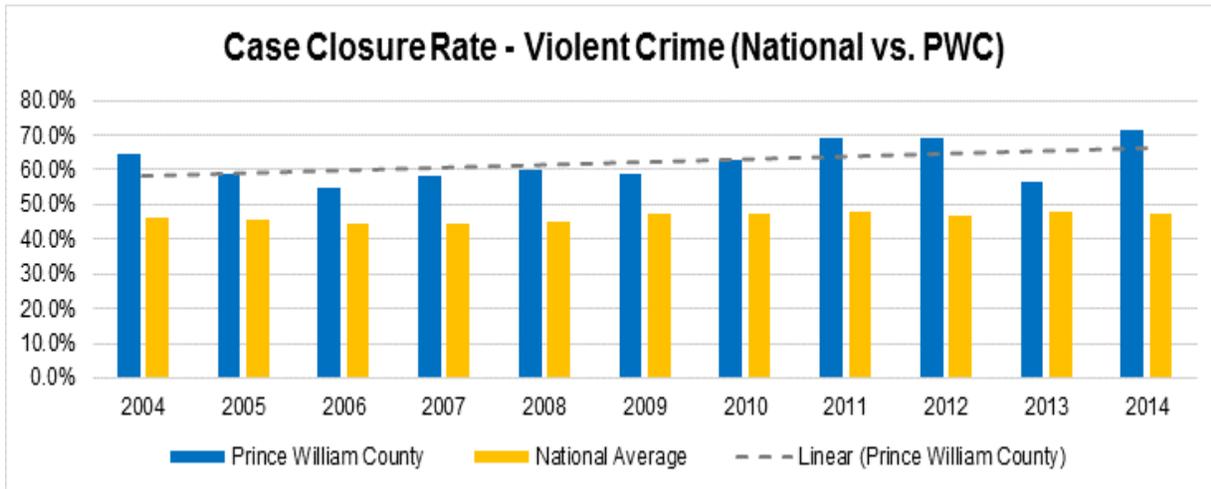
Both PWC and the national average saw an increase in violent cases closed during the time period. PWC had a higher growth than nationally, rising by 6.7%, as the County closed a higher percentage of these cases.

County	Case Closure Rates (Violent Crimes)										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Prince William County	64.6%	59.0%	54.9%	58.4%	60.2%	58.6%	63.0%	69.0%	69.0%	56.3%	71.3%
National Average	46.3%	45.5%	44.3%	44.5%	45.1%	47.1%	47.2%	47.7%	46.8%	48.1%	47.4%
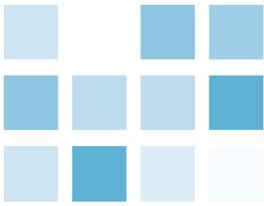
National and State Comparison - continued

The graph below is a representation of case closure rate data collected for non-violent crimes for Prince William County compared to the national average, starting in 2004 through 2014.
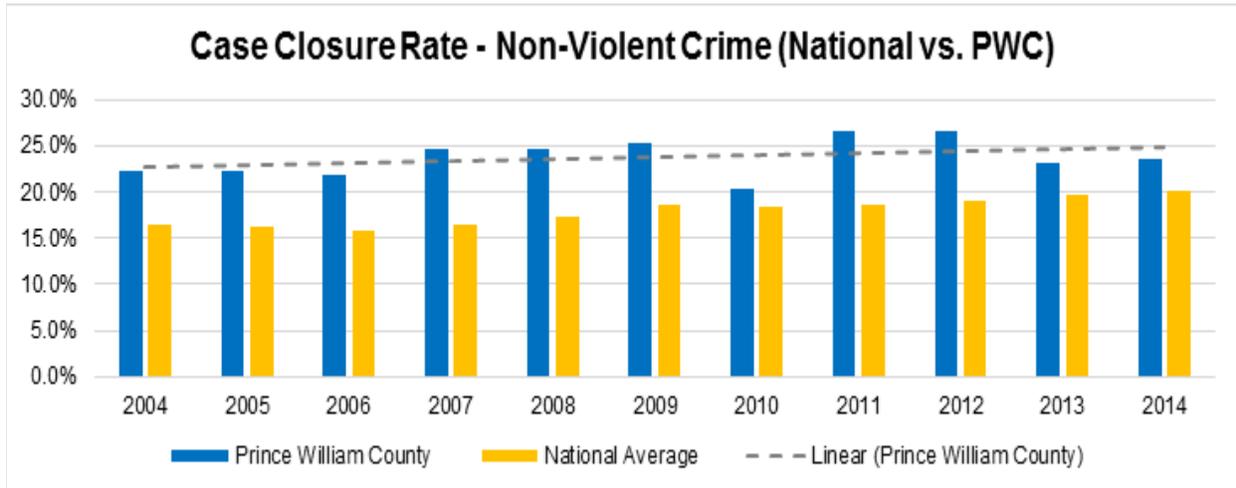
Both PWC and the national average saw an increase in non-violent cases closed during the time period. The national average showed a higher growth than the County rising up by 3.7%. PWC closed a higher percentage of cases, 23.5%, during 2014 compared to the National rate of 20.2%.

	Case Closure Rates (Non-Violent Crimes)										
County	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Prince William County	22.2%	22.3%	21.8%	24.6%	24.7%	25.2%	20.4%	26.5%	26.5%	23.1%	23.5%
National Average	16.5%	16.3%	15.8%	16.5%	17.4%	18.6%	18.3%	18.6%	19.0%	19.7%	20.2%
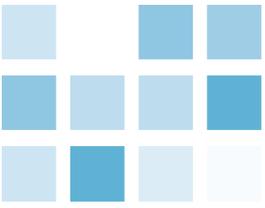
Analysis and Benchmarking
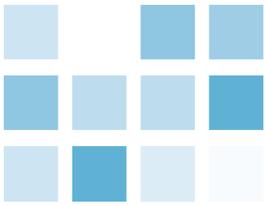
Public Opinion

As a measure of public opinion we obtained complaint data from PWC and the peer group. Police departments conduct investigations of complaints for multiple reasons. The goal is to investigate and resolve allegations of police misconduct and to act as an early warning sign for potential "problem officers." Additionally, the complaint process acts as a means to hold the Departments and their employees accountable to the public. We found that PWC and our peer group all have easy access to file complaints against their respective police department. Complaint forms can be found on-line and subsequently submitted on-line or via U.S. Mail. Each police department details out the steps of what a citizen can expect after filing a complaint. Below you will find the history of total complaints filed year over year for each of the selected police departments. Additionally, you will see the number sustained complaints, or the complaints that led to administrative action.

*VA Beach did not maintain the number of complaints sustained.
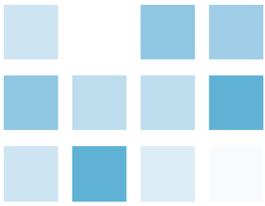
Public Opinion – continued

Awards, Accreditations, and Certifications

There are a variety of awards and accreditations standard to police departments throughout the nation and state of Virginia, with the most recognized being the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). Prince William County has been CALEA accredited since 1987 (the Department has undergone the process of being re-accredited in 1992, 1997, 2000, 2003, 2009, and again in 2012). CALEA, an independent entity, was founded in 1979 through the joint efforts of the International Associations of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriff's Association and the Police Executive Research Forum.

The Commission is charged with administering an accreditation process unique to law enforcement agencies in the United States and several foreign nations. The ultimate goal of the process is to increase the professionalism of law enforcement agencies.

In 2009, the Department became the fifth law enforcement agency in the United States to earn the TRI-ARC Award of Excellence from CALEA. The TRI-ARC Award is bestowed upon agencies that concurrently hold all three CALEA accreditation awards: Law Enforcement Accreditation, Public Safety Communications Accreditation, and Public Safety Training Academy Accreditation. The Office of Public Safety Communications has been accredited since 2003. The Prince William County Criminal Justice Academy earned its first independent accreditation from CALEA in 2009.

Other accreditations included the Virginia Department of Criminal Justice Services ("VA DCJS"), Virginia Law Enforcement Professional Standards Committee ("VLEPSC"), and the Virginia Alcohol Safety Action Program ("VASAP").

Police Department Standards				
Letters of Accreditation, Awards, and Certificates				
Prince William County	*Chesterfield*	*Fairfax*	*Virginia Beach*	*Henrico*
CALEA, **VA DCJS** and **ASCLD/LAB** Accreditation **CALEA TRI-ARC** Award **VASAP/MADD DUI** Enforcement Award	**VLEPSC**	**VLEPSC**	**CALEA** Accreditation	**CALEA** Accreditation

*We also recognize Virginia Federation of Humane Societies, Humanitarian Award, Veterinary Partnership Award, Outstanding Crossing Guard of 2014 (Virginia Department of Transportation), Virginia Department of Environmental Quality, Environmental Excellence Program, Sustainability Partners Award and APCO Project 33 Agency Training Program Certification.
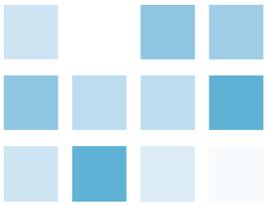
Public Opinion – continued

Citizen Survey Results

PWC conducts a citizen's survey every two years. This allows the County to measure changes in residents' opinions and to assess the perception of county services and overall quality of life. This survey includes several questions regarding the police department. Overall, PWC Police receives high ratings for performance, being courteous/helpful, and responding quickly to requests for police assistance.

Prince William County	2014 (% Positive)	2012 (% Positive)
Police department's overall performance meets community needs	93%	94%
Police Officers are courteous and helpful to all community members	92%	91%
Requests for police assistance receive a prompt response	93%	92%

We requested citizen satisfaction survey results from each of our identified peers. Unfortunately, several of our peers were unable to provide or had no results available. Therefore, we were not able to compare survey results between PWC and the peer group.

Composition

The graph below shows the population trends for each of the Peer Group members from 2005 to 2015.
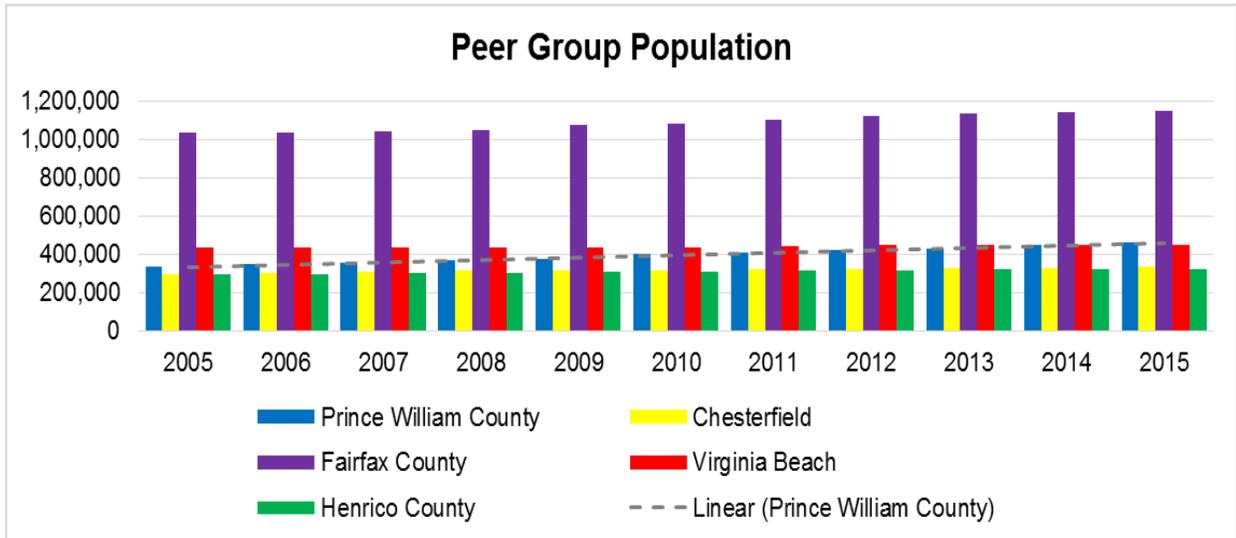
All of the peer group jurisdictions saw an increase in population from 2005 to 2015. PWC experienced the highest growth, rising up by 20.5% over the 10+ years, while Virginia Beach saw the lowest population growth of 3.7% over the same period.

Peer Group Population												
	2005	% Δ	2006	% Δ	2007	% Δ	2008	% Δ	2009	% Δ	2010	% Δ
Prince William	354,383	N/A	371,178	4.7%	397,221	7.0%	388,269	-2.3%	392,900	1.2%	402,002	2.3%
Chesterfield	298,496	N/A	304,636	2.1%	309,837	1.7%	313,096	1.1%	316,236	1.0%	317,103	0.3%
Fairfax	1,033,646	N/A	1,037,311	0.4%	1,041,507	0.4%	1,050,315	0.8%	1,074,227	2.3%	1,081,726	0.7%
Virginia Beach	436,156	N/A	435,001	-0.3%	434,058	-0.2%	436,944	0.7%	437,275	0.1%	437,994	0.2%
Henrico	293,382	N/A	299,443	2.1%	302,518	1.0%	305,580	1.0%	307,832	0.7%	311,726	1.3%
	2011	% Δ	2012	% Δ	2013	% Δ	2014	% Δ	2015	% Δ	Total % Δ	
Prince William	409,345	1.8%	413,396	1.0%	418,385	1.2%	422,727	1.0%	427,114	1.0%	20.5%	
Chesterfield	320,346	1.0%	323,862	1.1%	327,745	1.2%	332,449	1.4%	337,221	1.4%	13.0%	
Fairfax	1,100,692	1.8%	1,118,602	1.6%	1,130,924	1.1%	1,137,538	0.6%	1,144,191	0.6%	10.7%	
Virginia Beach	441,246	0.7%	447,489	1.4%	449,628	0.5%	450,980	0.3%	452,336	0.3%	3.7%	
Henrico	315,157	1.1%	318,158	1.0%	321,382	1.0%	321,924	0.2%	322,467	0.2%	9.9%	
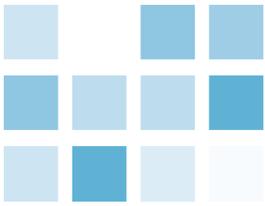
Composition – continued

The graph below is a representation of data collected of police per a 1,000 population for each respective county, between 2005 to 2014.
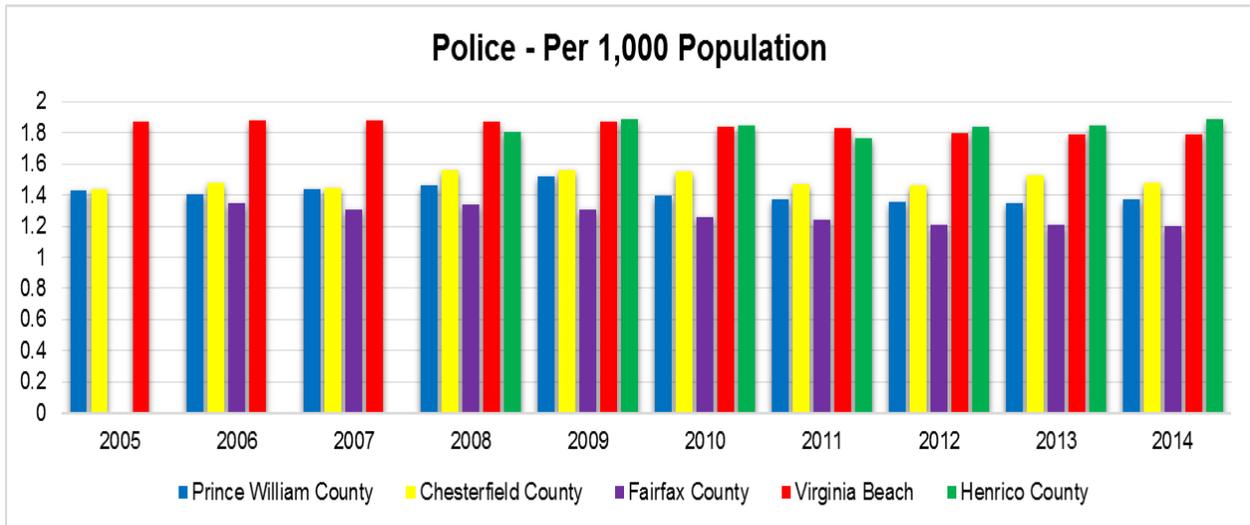
According to the graph, most of the counties experienced an initial rise in police per a 1,000 population between 2007-2009. Henrico County reported a high of 1.89 while Fairfax County reported a low of 1.20. Chesterfield and Henrico saw an overall increase of 3% and 4% respectively in police between 2005-2014. Henrico County data was unavailable before 2008. In 2014, the latest reported Police data for each county was 1.37, 1.48, 1.20, 1.79, and 1.89 for Prince William County, Chesterfield County, Fairfax County, Virginia Beach, and Henrico County respectively.

County	Police - Per 1,000 Population										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	% Δ
Prince William County	1.39	1.33	1.30	1.38	1.45	1.40	1.38	1.38	1.46	1.50	8%
Chesterfield County	1.44	1.48	1.45	1.56	1.56	1.55	1.47	1.46	1.53	1.48	3%
Fairfax County		1.35	1.31	1.34	1.31	1.26	1.24	1.21	1.21	1.20	-11%
Virginia Beach	1.87	1.88	1.88	1.87	1.87	1.84	1.83	1.80	1.79	1.79	-4%
Henrico County				1.81	1.89	1.85	1.77	1.84	1.85	1.89	4%

Population data was obtained from each government's 2014 Comprehensive Annual Financial Report with three exceptions. Chesterfield County's population data was obtained for the County's website Chesterfield.gov. 2014 census information for all governments was obtained from the U.S. Census Bureau Quickfacts, and 2015 census numbers were assumed using a growth rate equivalent to the growth rate experienced between the 2013-2014 years.
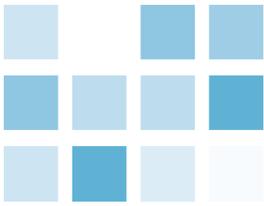
Composition - continued

The following chart shows the breakdown of sworn officers versus civilian personnel, expressed as a percentage of a whole. The stacked bars represent Prince William County, whereas the lines detail the percent of sworn officers for peer group jurisdictions.
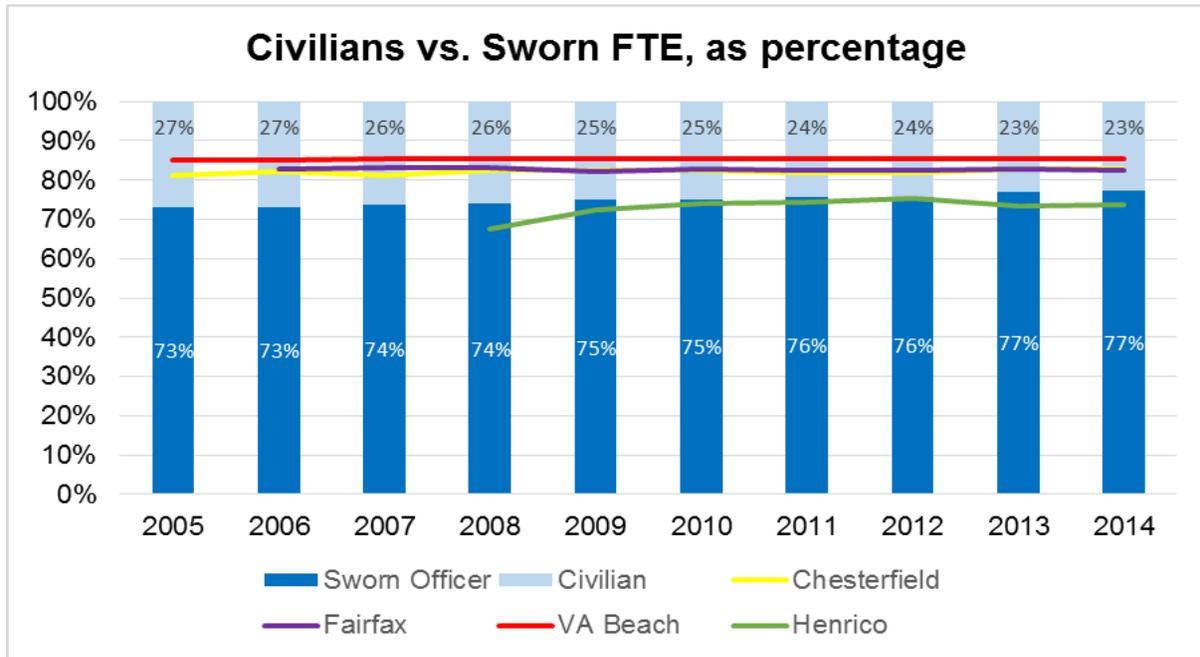
As seen above, Prince William County is composed of a slightly higher percentage of civilians compared to Chesterfield, Fairfax, and Virginia Beach. Henrico County has historically (within the sample years provided back to 2008) the highest percentage of civilians in the workforce, with nearly 26% civilian composition in 2014. The combined county average for all of the years is 20% civilian, with the average for 2014 also being 20%. The 2012 national average for police departments serving over 50,000 residents is 23% civilian composition, according to a survey completed by the FBI.

(http://www.governing.com/gov-data/safety-justice/police-officers-per-capita-rates-employment-for-city-departments.html)

Number of Sworn Officers vs. Civilians											
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
Sworn Officers											Total % Δ
Prince William	483	493	517	537	568	564	566	569	610	635	31%
Chesterfield	428	448	447	486	492	491	471	470	499	490	14%
Fairfax		1401	1368	1406	1402	1359	1360	1359	1370	1369	-2%
Virginia Beach	781	788	805	798	777	783	780	779	779	785	1%
Henrico				552	583	577	559	587	596	607	10%
Civilians											
Prince William	180	180	184	188	190	187	181	182	182	185	2.8%
Chesterfield	98	98	104	104	104	103	104	103	103	101	3.1%
Fairfax		288	279	286	304	281	288	288	284	287	-0.3%
Virginia Beach	136	136	136	135	133	132	133	133	134	134	-1.5%
Henrico				263	222	202	194	193	214	216	-17.9%
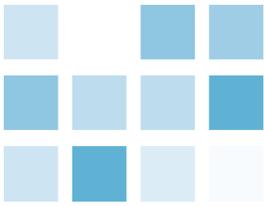
Composition – continued

The graph and data below compare the demographic diversity of the sworn officers to the citizens. The civilian data is compiled from the 2013 Census, and the police department data is compiled from 2013 and 2015 data, as available.

Officers vs. Citizen Demographic Diversity										
	Prince William		Chesterfield		Fairfax		Virginia Beach		Henrico	
	Officers	Citizens	Officers	Citizens	Officers	Citizens	Officers	Citizens	Officers	Citizens
Asian	2.5%	8.2%	1.4%	3.6%	4.4%	18.8%	1.9%	6.6%	0.0%	7.6%
African American	8.3%	21.4%	8.2%	23.2%	7.4%	9.9%	9.1%	20.0%	8.8%	30.0%
Caucasian	79.5%	43.4%	88.0%	62.2%	83.2%	51.0%	82.0%	61.4%	87.5%	54.5%
Hispanic	9.2%	21.5%	2.2%	7.7%	4.9%	16.2%	3.7%	7.5%	2.3%	5.3%
Native American	0.3%	1.1%	0.2%	0.6%	0.1%	0.7%	0.3%	0.5%	1.3%	0.4%
Other	0.2%	4.4%	0.0%	2.6%	0.0%	3.5%	3.0%	4.1%	0.0%	2.3%

"When police departments diversify, they become less monolithic places, less insular places, and less likely to take an Us vs Them approach." David Sklansky, Stanford University

Composition – continued

The graph below is a representation of the police demographics for each respective jurisdiction for 2014-2015.

As shown in the graph, each jurisdiction has more male sworn officers than female. This is representative of the most current data available for each jurisdiction. Prince William is on par with their peer counties, as they have approximately the same percentage of male and female officers.

Police Department Demographics		
County	Male	Female
Prince William County	518	88
Chesterfield County	452	49
Fairfax County	1194	184
Virginia Beach City	683	106

Responsiveness

Calls for service are a common metric reviewed when assessing crime statistics for a particular area. A call for service is an instance in which a citizen calls the police for assistance or when the police proactively generate enforcement activity. When the number of calls for service is divided by the population size for that year, correlation is shown in the chart below. The average number of calls for service per person for all of the jurisdictions combined is shown as a dashed line.
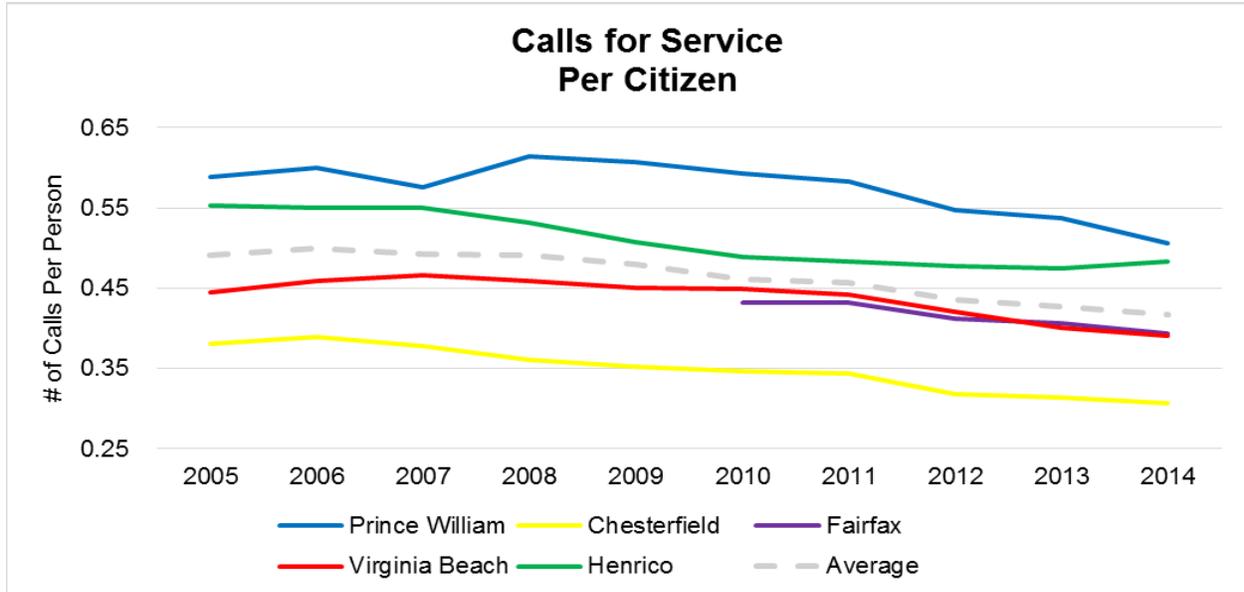
Although there is a clear difference in calls for service per person, a downward trend is consistent for each county. When compared to the average for all of the jurisdictions over the 10+ year sample, both Prince William and Henrico had a higher number of calls per person, with Prince William being the highest of all the jurisdictions for every year except 2014. On the other hand, Virginia Beach, Fairfax, and Chesterfield had lower calls for service per person compared to the average, with Chesterfield being the lowest.

Calls for Service by Year										
	2005	**% Δ**	**2006**	**% Δ**	**2007**	**% Δ**	**2008**	**% Δ**	**2009**	**% Δ**
Prince William	208,676		222,818	6.8%	228,785	2.7%	238,651	4.3%	238,376	-0.1%
Chesterfield	113,510		118,603	4.5%	117,135	-1.2%	112,864	-3.6%	111,236	-1.4%
Fairfax		N/A	No Data Available							
Virginia Beach	193,794		199,653	3.0%	202,253	1.3%	200,360	-0.9%	196,716	-1.8%
Henrico	162,009		164,601	1.6%	166,330	1.1%	162,474	-2.3%	156,152	-3.9%
	2010	**% Δ**	**2011**	**% Δ**	**2012**	**% Δ**	**2013**	**% Δ**	**2014**	**% Δ**	**Total % Δ**
Prince William	238,376	0.0%	238,376	0.0%	226,292	-5.1%	224,977	-0.6%	214,050	-4.9%	2.6%
Chesterfield	109,722	-1.4%	110,247	0.5%	102,983	-6.6%	102,817	-0.2%	102,174	-0.6%	-10.0%
Fairfax	466,746	N/A	474,840	1.7%	461,130	-2.9%	459,574	-0.3%	447,818	-2.6%	-4.1%
Virginia Beach	196,626	0.0%	195,156	-0.7%	187,884	-3.7%	179,974	-4.2%	176,474	-1.9%	-8.9%
Henrico	152,593	-2.3%	152,308	-0.2%	151,736	-0.4%	152,308	0.4%	155,517	2.1%	-4.0%
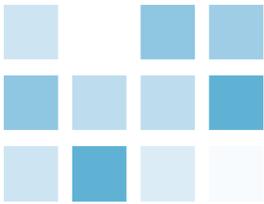
Responsiveness - continued

Average response times ("ART"), in minutes, for medium- to high-priority calls are shown in the graph below. These times depict when an officer is dispatched to a call to service, up until the officer arrives on scene. While this is a common internal metric to show the effectiveness of a police department to serve its citizens on a timely manner, each department classifies calls as varying priorities and therefore it is hard to make an accurate external comparison. Due to this, it is often not shown in annual reports and therefore had to be provided by the departments through special request.

Average Response Time (not including low priority)
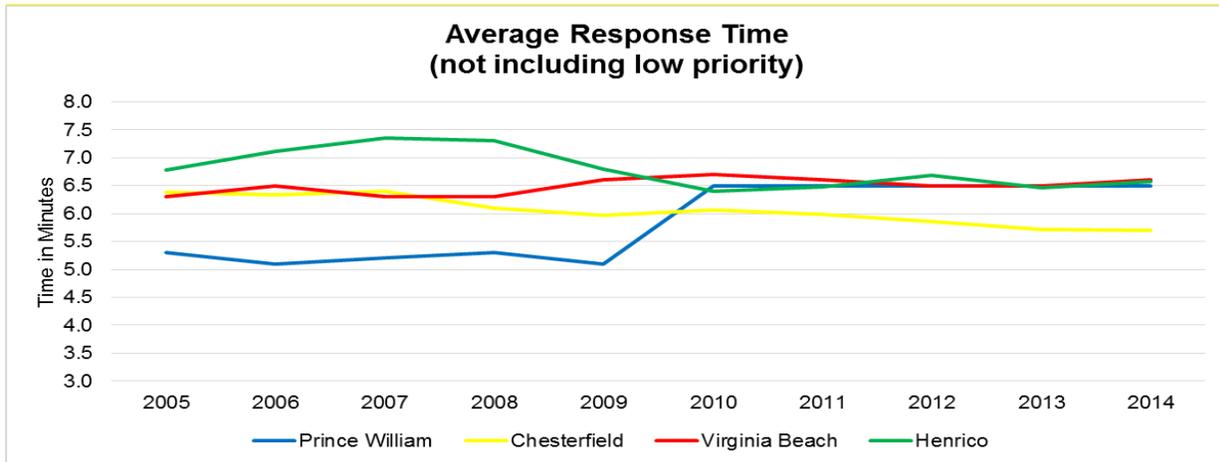
The ART provided by Fairfax was not included as they complete and calculate it differently. The data received from Chesterfield, Virginia Beach, and Henrico provided ART for multiple priorities, in which the medium- and high-priority response times were averaged to get a single data point. Prince William County provided only a single ART per year, yet given the range of the other data, it was assumed this was most likely an average of varied categories as well.

Prince William showed a significant increase (32%) in ART from 2009 to 2010, though it appears to have leveled off on average with no predictable future trend and a response time still very comparable to its peers. Chesterfield's ART has decreased steadily (11%) over the past 10 years. Virginia Beach shows a very slight increase (5%) over the time frame, with a peak in 2010. Henrico experienced a peak in 2007, but the overall response times for the past 10 years have decreased (3%).

Average Response Time by Year											
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total % Δ
Prince William	5.3	5.1	5.2	5.3	5.1	6.5	6.5	6.5	6.5	6.5	22.6%
Chesterfield	6.4	6.3	6.4	6.1	6.0	6.1	6.0	5.9	5.7	5.7	-10.5%
Virginia Beach	6.3	6.5	6.3	6.3	6.6	6.7	6.6	6.5	6.5	6.6	4.8%
Henrico	6.8	7.1	7.4	7.3	6.8	6.4	6.5	6.7	6.5	6.6	-3.1%
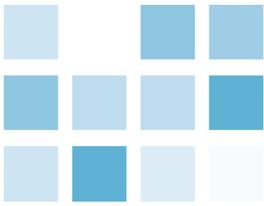
Budget and Analytics

Below are several graphs benchmarking Prince William County against some of its peers on various financial trends. The calculations use the following data: Expenditures are actual expenditures obtained from the Government's budgets two years in arrears (2016 budgets detail 2014 actual expenditures) with the exception of 2015, which are based on the adopted budget, or in the case of Fairfax County, the amended budget. We were only able to obtain Henrico's actual expenditures from 2008 and later. Population data was obtained from each government's 2014 Comprehensive Annual Financial Report with three exceptions. Chesterfield County's population data was obtained for the County's website Chesterfield.gov. 2014 census information for all governments was obtained from the U.S. Census Bureau Quickfacts, and 2015 census numbers were assumed using a growth rate equivalent to the growth rate experienced between the 2013-2014 years.

The table below shows the per capita police department expenditures for each government.
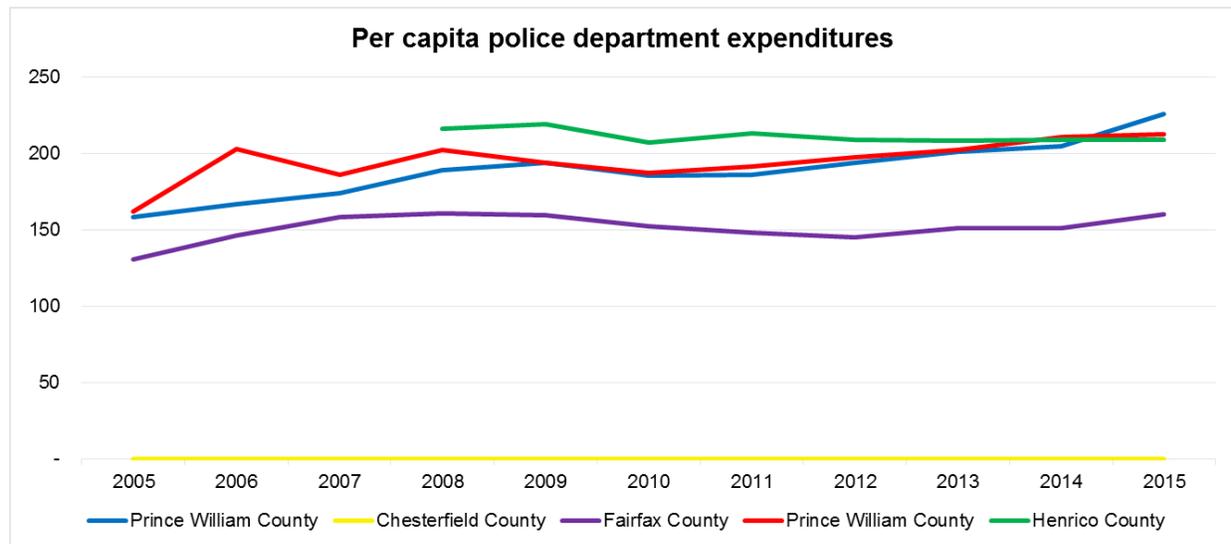
Per capita police department expenditures

The per capita police expenditures have steadily increased for most of our governments, from a low of $130.01 for Chesterfield County in 2005 to a high of $212.51 for Virginia Beach in 2015. Henrico's data was not available until 2008, however, from that point on their cost has remained consistent, with a slight decline from $216.08 in 2008 to $209.23 in 2015. In 2008, Henrico had the highest per capital spending. In the period from 2005 until 2015, the increases in per capita spending on police services were 26%, 35%, 22% and 31% for Prince William County, Chesterfield County, Fairfax County, and Virginia Beach, respectively.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Prince William County	158.31	167.18	174.24	189.38	194.27	185.44	186.14	193.96	201.56	204.98	226.25
Chesterfield County	-	-	-	-	-	-	-	-	-	-	-
Fairfax County	130.96	146.72	158.61	161.00	159.98	152.22	148.02	145.05	151.19	151.02	160.32
Prince William County	162.20	203.25	185.98	202.35	193.92	187.56	191.48	197.46	202.45	211.20	212.51
Henrico County				216.08	219.36	207.06	213.57	209.07	208.62	208.81	209.23
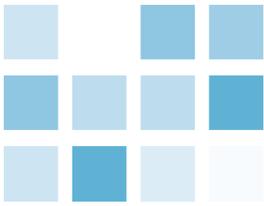
Budget and Analytics - continued

The following graph displays the police department expenditures as a % of total governmental expenditures for each member of our peer group.

Fairfax County expenditures are consistently lower than the remaining peer group, hovering around 4%. The remaining members of the peer group are consistently in the 7% - 9% range.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Prince William County	8.5%	8.5%	8.9%	8.9%	9.0%	8.8%	9.3%	9.3%	9.5%	9.5%
Chesterfield	7.0%	6.9%	6.7%	7.1%	7.5%	7.8%	7.8%	8.4%	8.8%	9.1%
Fairfax						5.8%	5.6%	5.5%	5.6%	5.5%
Virginia Beach	10.8%	10.6%	10.4%	10.9%	9.8%	10.1%	10.2%	9.5%	10.4%	10.6%
Henrico				12.3%	12.3%	11.6%	12.1%	11.9%	12.5%	12.0%

Budget and Analytics - continued

The following table shows the average personnel cost per FTE. Personnel costs include salary and benefits. While most governments provide a breakout of their total expenditures by Personnel cost, operating cost, and capital expenditures, we were unable to obtain this information from Virginia Beach, so Virginia Beach has been excluded from the graph below. The personnel costs per total FTE have climbed over the 10-year period for each government, however Prince William County remains the most 'expensive' in most years. It should be noted that Fairfax County Police have a separate pension plan, and do not participate in the Virginia Retirement System.
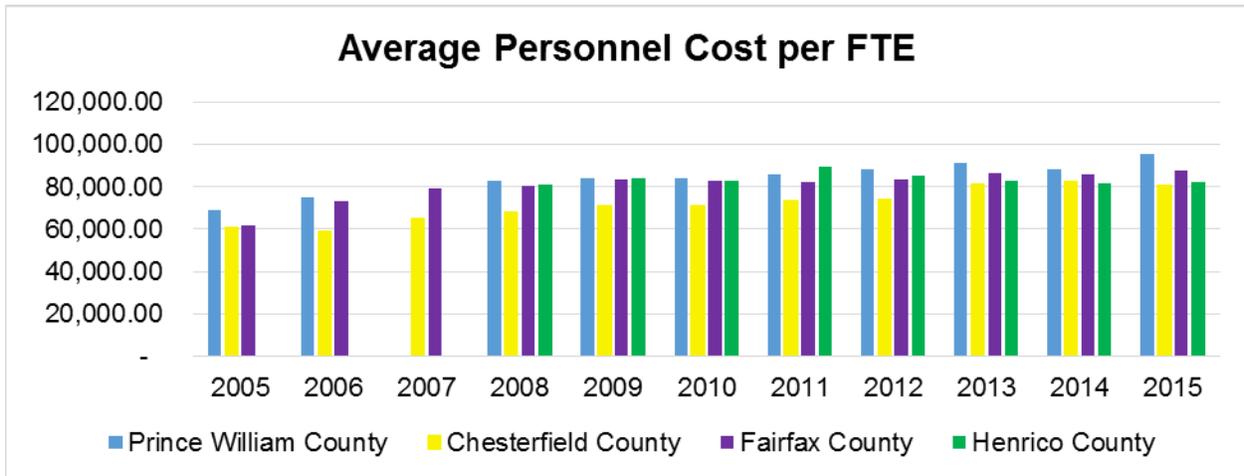
The personnel costs per total FTE have climbed over the 10+ year period for each government, however Prince William County remains the most 'expensive' in most years. Growth in costs between 2008-2015 has been 15%, 19%, 9% and 2% for Prince William County, Chesterfield County, Fairfax County and Henrico County, respectively. The actual costs per FTE for 2014, the last year for which actual data is available were $88,229, $80,905, $87,893, and $82,380 for Prince William County, Chesterfield County, Fairfax County and Henrico County, respectively.

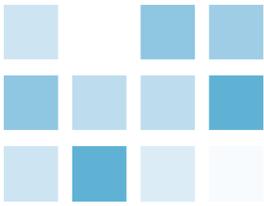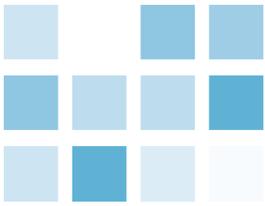|	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Prince William County	68,800.88	74,760.71	Since 2008	82,992.30	83,945.32	84,141.43	85,771.41	88,500.38	90,964.35	88,228.25	95,655.35
Chesterfield County	60,902.72	59,094.31	64,899.09	67,978.10	71,279.93	71,233.11	73,794.28	74,398.07	81,072.34	82,514.79	80,905.10
Fairfax County	61,490.99	72,933.41	78,992.28	80,359.37	83,687.64	83,037.17	82,508.19	83,375.77	86,644.74	86,006.39	87,893.46
Henrico County				81,019.46	83,884.26	82,857.31	89,388.23	85,280.50	82,775.64	81,679.28	82,380.00

Budget and Analytics - continued

The following table show the minimum, maximum, and mid-point salaries for various jurisdictions in the Northern Virginia Region. This analysis was provided by the County and is the most current data available. For purposes of this table, salaries are compared to other jurisdictions close to Washington D.C, rather than based on population density. The proximity to Washington D. C. requires higher, more completive, salaries due to the higher cost-of-living than other parts of the state, as well as due to increased competition for labor.

PRINCE WILLIAM								
	POI	POII	Sgt	1st Sgt	Lt	Capt	Major	Dep Chief
min	$47,299	$53,239	$59,514	$65,695	$72,793	$83,800	$92,405	$101,884
mid	$63,794	$71,813	$80,306	$88,627	$98,214	$113,044	$124,663	$137,439
max	$80,288	$90,366	$101,097	$111,559	$123,614	$142,288	$156,920	$172,973
Figures (excluding POI) include retention supplement								
retention supplement %	0%	3%	5%	5%	5%	5%	5%	5%

ALEXANDRIA								
	POI + II	POIII	Sgt		Lt	Capt	Dep Chief	
min	$47,863	$50,252	$58,166	No Match	$67,325	$77,726	$91,394	No Match
mid	$65,373	$68,636	$79,445		$91,955	$106,161	$126,640	
max	$82,884	$87,020	$100,725		$116,586	$134,596	$161,886	

ARLINGTON								
	POI	POII	Sgt		Lt	Capt*	Dep Chief*	
min	$48,006	$50,419	$61,131	No Match	$61,922	$70,720	$82,430	No Match
mid	$63,846	$67,049	$81,307		$92,987	$106,995	$124,779	
max	$79,685	$83,678	$101,483		$124,052	$143,270	$167,128	

FAIRFAX								
	POI	POII	Sgt	2nd Lt	Lt	Capt	Dep Chief	
min	$50,264	$52,561	$57,822	$60,712	$70,788	$83,736	$107,680	No Match
mid	$66,070	$69,090	$76,006	$79,804	$93,048	$110,067	$141,540	
max	$81,876	$85,619	$94,189	$98,895	$115,308	$136,397	$175,401	

LOUDOUN								
	Field Dep	Dep 1st Class	Sgt	2nd Lt	1st Lt	Capt	Major	Chief Dep
min	$46,072	$50,680	$58,403	$61,323	$67,454	$77,548	$87,163	$97,971
mid	$62,318	$68,552	$78,996	$83,895	$92,489	$104,893	$117,889	$132,518
max	$78,563	$86,423	$99,590	$106,466	$117,525	$132,237	$148,635	$167,065

SUMMARY (Market Averages & Percent Differences)								
min	$48,051	$50,978	$58,880	$61,018	$66,872	$77,433	$92,167	$97,971
	-2%	4%	1%	8%	9%	8%	0%	0%
mid	$64,401	$68,332	$78,938	$81,849	$92,620	$107,029	$127,712	$132,518
	-1%	5%	2%	8%	6%	6%	-2%	4%
max	$80,752	$85,685	$98,997	$102,680	$118,367	$136,625	$163,262	$167,065
	-1%	5%	2%	9%	4%	4%	-4%	0%

KEY: Above Market Average

The County's policy compares PWC salaries to the midpoint of these other jurisdictions as the average. When comparing individual positions, Prince William County has the highest midpoint salary for Police Officer II, 1st Sargent, Lieutenant, and Captain. The Sargent mid-range is $1,001 below the next highest, Arlington County. Major and Deputy Chief are classified differently and therefore are not comparable.

It is important to note that in Prince William County, Police Officer I are automatically promoted to Police Officer II at the end of their eighteen month probationary period, with an automatic raise to the Police Officer II salary, plus any appropriate cost of living adjustments or merits given in the budget. In the comparison jurisdictions, the promotion to Police Officer II is a competitive process with a limited number of slots.
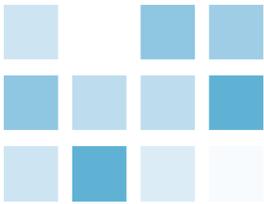
Community Representation

We compiled a listing of the various ways PWC and the peer group are represented in their community. We found that each police department performs several functions or activities to interact with the community. These activities go beyond law enforcement to address crime and work to educate and form community partnerships. There are various programs to address the needs and issues of different neighborhoods, ethnicities and age groups. Therefore, we found that the types of programs vary by county.   We found that Prince William County and our identified peers are currently or were recently **Certified Crime Prevention Communities**. Established in 1998 by Executive Order created the New Partnership Commission for Community Safety, charged with the responsibility of advising the Governor on new initiatives to "promote community safety, particularly youth and family safety." The Commission worked diligently to assess the needs of localities across the Commonwealth and assist them in addressing their individual community safety issues. One of the first of its kind in the nation, the program encourages localities to develop and implement collaborative community safety plans within a flexible framework designed by the Commission. Furthermore, it provides an ongoing process by which communities can reassess and update their plans to address emerging community safety issues. To obtain certification, a locality must meet 12 core community safety elements/strategies augmented by a minimum of seven approved optional elements. It was noted by PWC Police leadership that the County's certification expired in 2014 and that the police department would no longer seek this certification. This decision was made after consideration of the laborious re-certification process; the minimal benefit received from this designation, coupled with, the low participation across the state of Virginia. However, Leadership stated that they still meet or exceed most, if not all, of the 12 core community safety elements.

Below we provide detail about the various programs for three of the four jurisdictions in the peer group and the impact on the community by including the number of citizens involve. These are presented as they were represented to us in our request. Henrico County noted that this information was not available.

Prince William County

Citizen Police Academy	The Citizen Police Academy gives citizens an overview of the Prince William County Police Department. Graduates of the course will have a better understanding of the operation of the Department, and a greater awareness and appreciation of the challenges and decisions faced by Prince William County police officers each day. The 10-week program consists of classroom and hands-on instruction. In 2014, PWC had two programs that involved 43 citizens. Additionally, there is a Citizens Police Academy Alumni Association with 75 active citizens.
Police Explorers	The Prince William County Police Explorer program provides youth with the knowledge of the law enforcement function in their community, and it gives them an idea of day-to-day police operations. Involvement in the Police Exploring program establishes an awareness of the complexities of police service. The Post has approximately 20 active members.
Community Watch Programs	Neighborhood Watch Program – PWC has 355 active Neighborhood Watch Programs. Worship Watch – PWC has 36 active Worship Watch Program. Similar to Neighborhood Watch except that it is designed for members of a church, synagogue, mosque or temple.
National Night Out	PWC has 15 communities involved in this annual event.
School Presentation	Most recently PWC lead 131 school presentations with over 2,000 students attending.

Community Representation – continued

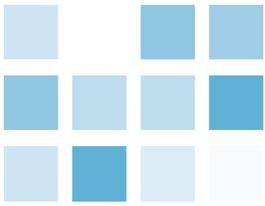**Prince William County - continued**

Crime Prevention Through Environmental Design (CPTED)	• Officer involved in planning process and working with other County and private sector agencies to provide a safe environment for all citizens. • Site plans are reviewed and comments provided to the planning department. 84 site plans were reviewed in most recent year provided, FY2014. • Conduct security assessments of government buildings, private businesses as well as private residences. Many of these assessments required working with other governmental and private organizations and multiple officers. The unit completed 41 security surveys in FY2014.
Other	The PWC Police Department is active in approximately 14 other programs that allow the Department to interact with its citizens. These programs include: Special Olympics, Toys for Tots, Coat Drive, Read-A-Thon, Santa Cop and Santa Ride. These programs allowed the PWCPD to interact with over 700 citizens.

Chesterfield County

Preventing crime and keeping kids safe is just as important to the Police Department as solving crimes. The department's Community Services Division continued providing outstanding programs, educating people of all ages. The ever-popular Citizens Academy had 39 graduates, while the Senior and Teen Academies graduated 20 and 11 people, respectively. The division delivered 338 crime-prevention programs, reaching more than 20,652 people. The division delivered 5,457 child safety programs, reaching more than 25,309 students. The Neighborhood Watch and Business Watch programs continued to achieve success. Chesterfield County's National Night Out event was ranked eighth in the nation for localities with populations larger than 300,000.

Fairfax County

|	
Teen Police Academy	Approximately 20-25 high school students from area high schools participate in the annual Teen Police Academy. Students spend approximately 20 hours working with experienced officers learning more about what the officers do how they do it and why. Additionally, the class participates in various activities. For example, the driving track, K-9 training, traffic stops and crime scene processing.
Future Women Leader in Law Enforcement	Billed as a chance for young women to explore careers in law enforcement. Created in 2014, these interactive sessions were led by women who have built successful careers and are already leaders within the Department. The 38 participants were offered a personal perspective on the variety of jobs and the skills police work demands.
Explorer Posts	Two explorer posts that offer unique learning opportunities for young men and women between ages 14 and 21. Police Officers teach the Explorers how to investigate a variety of incidents such as traffic violations, automobile crashes and burglaries. The Explorers also learn how to locate and collect evidence at crime scenes.
National Night Out	One night a year where crime prevention interacts with neighborhood gatherings.
Touch-A-Truck Fair	This event provides an opportunity to mix with the community and foster communication and improved police-public partnerships. Approximately 2,800 adults and children participated in the event, which allowed them to climb in, over and through some of the biggest vehicles operated by local business and government.

Community Representation - continued

City of Virginia Beach

|	
Neighborhood Watch	There are 7,196 citizens registered on Neighborhood Watch platform Nextdoor.com. Nextdoor.com has allowed PD to communicate with citizens and help make neighborhoods safer. There are 120 active traditional Neighborhood Watch programs.
Personal Safety Programs	Best Defense Workshop - Crime Prevention officers conduct presentations on personal safety and self-defense. Bi-annual class; 90 participants each. Learn hands on self-defense moves and receive tips on personal safety, awareness and home security. Active Shooter course - Newly developed course which covers workplace violence information, to include proper reporting procedures, responding to hostile customers, and warning signs indicative to potential violence; hundreds of participants.
Crime Prevention Through Environmental Design (CPTED)	- Officer involved in planning process and working with other city and private sector agencies to provide a safe environment for all citizens. - Site plans and preliminary subdivision plats are reviewed and comments provided to the planning department. 158 site plans were reviewed in most recent year provided. - Reviewed and/or commented on approximately 102 applications for rezoning, subdivision variance, street closure, modification of conditions/proffers, planned unit development and conditional use permits. - Conduct security assessments of popular destinations and offices of high-profile city residents. For example, Virginia Aquarium; Congressman Rigell's Virginia Beach office; Court of Appeals of Virginia, Judge Glen Huff's office.
Youth Programs	*Virginia Rules* - A legal issues curriculum with middle school and high school components. Program educates students about crimes which affect their age group and community – total Virginia Rules students 9,474 *Every 15 Minutes* - An interactive two day anti-drunk driving and alcohol awareness program. The primary themes of the program are: to instill good decision making in our students, relay how one's decisions impact others, show that there are consequences to one's decisions, and tell how a person's decisions may affect the entire community. – total student body 5,674 *Partners for Safe Driving*: Partner with the Virginia Beach City Public Schools Driver's Training Program with School Resource Officers (SROs) from our department. A total of 1,105 students attended the Partners for Safe Teen Driving Program. *Youth Police Academy*: To learn about the operations of our organization, the students are actively involved in training sessions that provide them with a better understanding of how the Virginia Beach Police Department serves the community. The 2011-12 school year and 32 participants completed the 20-week program. *Youth Attending Displays, Lectures, and Other Presentations*: 4,000 youth attended other events (displays, lectures, other presentations) that were provided by the Department's Crime Prevention Unit. 35,000 youth participated in police programs that were presented by the Department. *Police Explorer Program*: The Explorer Post members accumulate approximately 1,170 volunteer hours per year. Membership is approximately at 21 active members. *School Crime Solvers Program*: mechanism for motivating student involvement in reducing and preventing crime and violence within our school system, thereby improving the quality of life on and off campus within the City of Virginia Beach. Five high schools were active in the program. We received 13 tips, which resulted in 13 arrests, 14 charges, $322 in recovered narcotics, and paid $2,100 in tip rewards.
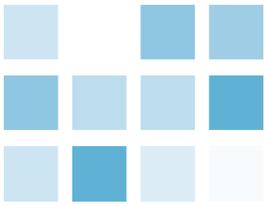
Crime Rates

Most of the peer group saw a decrease in the rate of crime over the 10+ year period. The high was 45.3 crimes per 1,000 in Henrico County in 2004 and the low was 10.9 in Chesterfield County in that same year. Chesterfield was the exception, as it saw an increase of 1.2 crimes per thousand from 2004 to 2014. In 2012, Fairfax County changed to a different reporting crime reporting system (National Incident – Based Reporting System "NIBRS") causing a 'spike' in their reported crime rate.
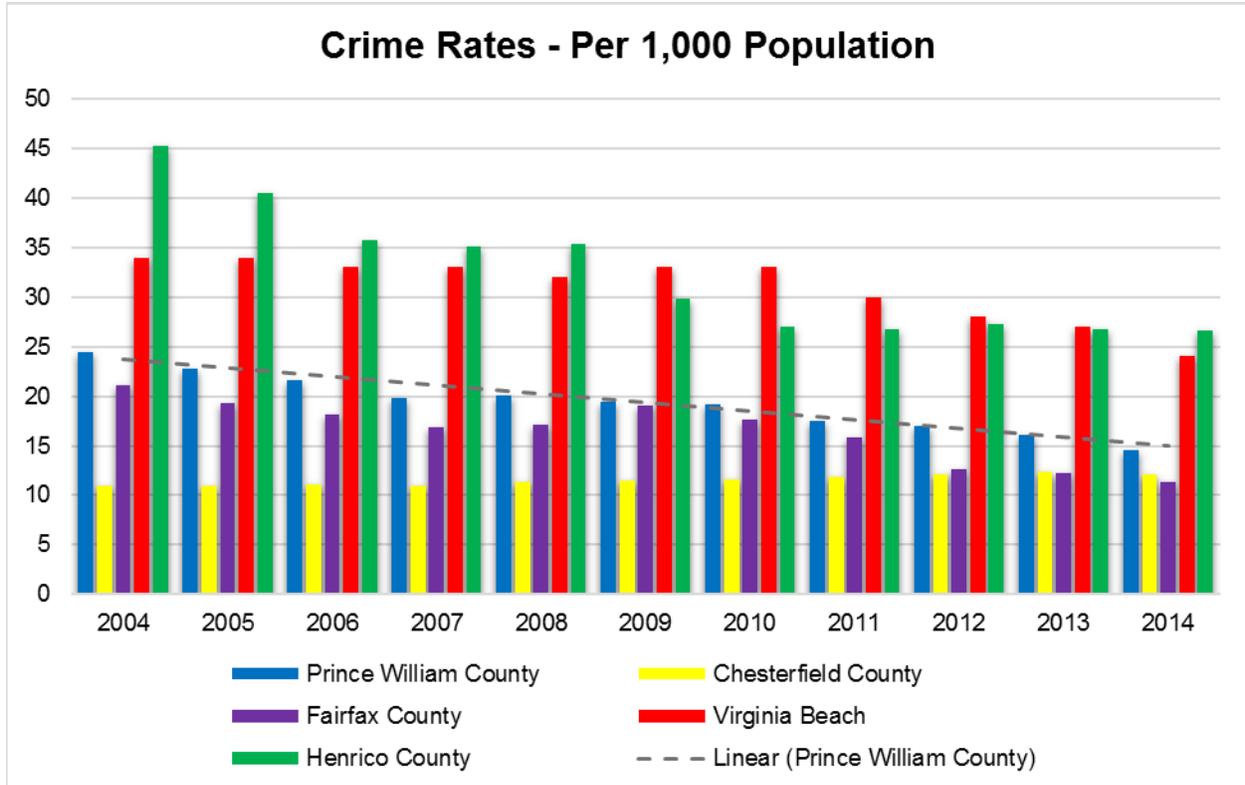

County	Crime Rates - Per 1,000 Population											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	% Δ
Prince William County	24.5	22.8	21.6	19.8	20.1	19.5	19.2	17.5	17.0	16.1	14.5	-41%
Chesterfield County	10.9	10.9	11.1	10.9	11.4	11.5	11.6	11.9	12.1	12.4	12.1	11%
Fairfax County	21.1	19.3	18.2	16.9	17.1	19.0	17.7	15.8	12.6	12.2	14.1	-33%
Virginia Beach	34.0	34.0	33.0	33.0	32.0	33.0	33.0	30.0	28.0	27.0	24.0	-29%
Henrico County	45.3	40.5	35.7	35.1	35.4	29.9	27.0	26.8	27.3	26.7	26.6	-41%
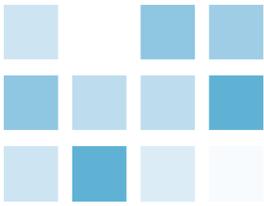
Crime Rates – continued

The following graphs show a comparison of case closure rates for violent and non-violent crimes amongst the respective peer group between 2004-2014.
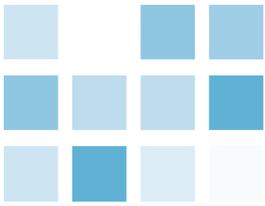
Case Closure Rate - Violent Crime
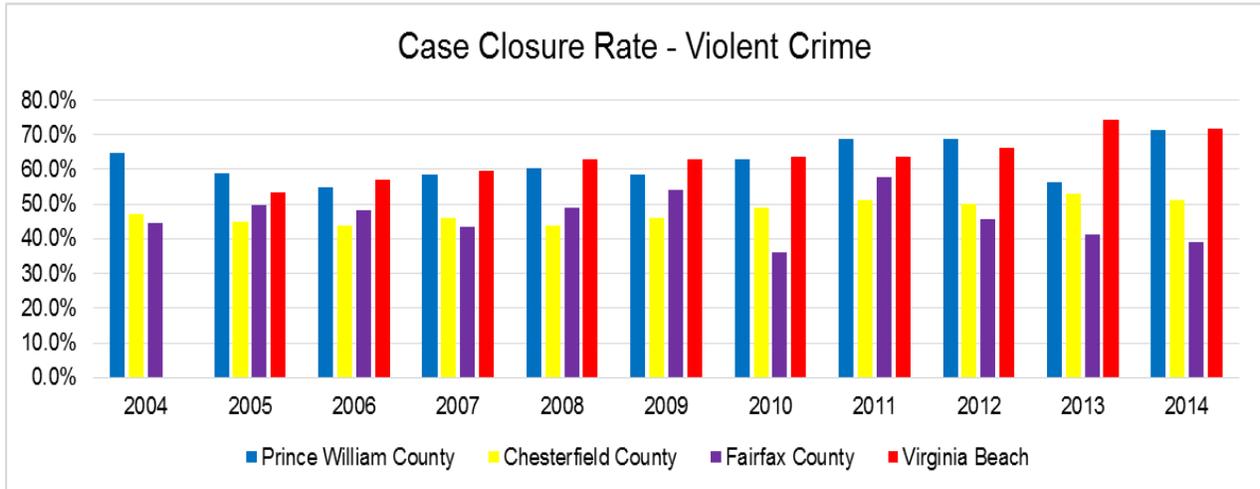
The table above shows the percentage of cases that were closed for all violent crimes within each of the jurisdictions in the benchmarking study, except for Henrico County's data which was unavailable. Each jurisdiction experienced an increase between 2007-2009. The highest case closure rate was 74.5%, held by Virginia Beach in 2013. Fairfax County reported the highest decrease of violent cases closed with a 5.4% drop, while Virginia Beach had the highest increase with a 18.3% spike between 2004-2014.

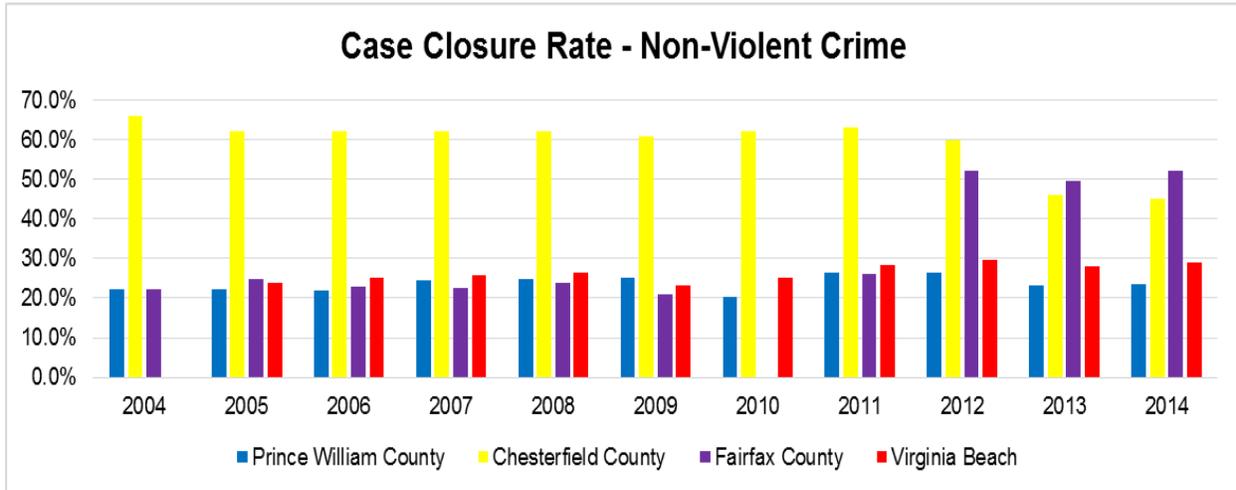| County	Case Closure Rates (Violent Crimes)										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Prince William County	64.6%	59.0%	54.9%	58.4%	60.2%	58.6%	63.0%	69.0%	69.0%	56.3%	71.3%
Chesterfield County	47.0%	45.0%	44.0%	46.0%	44.0%	46.0%	49.0%	51.0%	50.0%	53.0%	51.0%
Fairfax County	44.4%	49.6%	48.4%	43.5%	49.0%	54.2%	36.2%	57.7%	57.4%	41.2%	39.0%
Virginia Beach		53.3%	57.0%	59.7%	63.1%	63.0%	63.8%	63.7%	66.4%	74.5%	71.6%

"Crime is of great concern to all citizens of Virginia. By use of crime statistics, criminal justice agencies can make an informed decision concerning the most efficient and effective manner in which to dedicate their limited resources toward the reduction of crime in their communities."

Virginia Crime Report 2014

Crime Rates - continued

The table below shows the percentage of cases that were closed for all non-violent crimes within each of the jurisdictions in the benchmarking study, except for Henrico County's data, which was unavailable.

Case Closure Rate - Non-Violent Crime

The highest case closure rate was 66.0%, reported by Chesterfield County. Chesterfield County reported the highest decrease of non-violent cases closed with a 21.0% drop, while Virginia Beach had the highest increase with a 5.3% spike between 2004-2014.

| County	Case Closure Rates (Non-Violent Crimes)										
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Prince William County	22.2%	22.3%	21.8%	24.6%	24.7%	25.2%	20.4%	26.5%	26.5%	23.1%	23.5%
Chesterfield County	66.0%	62.0%	62.0%	62.0%	62.0%	61.0%	62.0%	63.0%	60.0%	46.0%	45.0%
Fairfax County	22.2%	24.7%	23.0%	22.5%	23.7%	20.8%		26.1%	52.2%	49.7%	52.0%
Virginia Beach		23.8%	25.2%	25.9%	26.3%	23.3%	25.2%	28.2%	29.6%	28.0%	29.1%
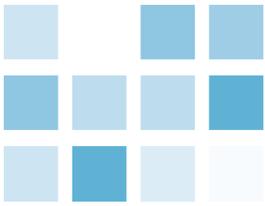
Attrition and Vacancies

The chart below details the sworn officer attrition as a percentage of authorized strength. For these samples of data, attrition includes when an officer resigns, retires, or is dismissed from the police force for any other reason. Authorized strength is the initial number of officers recommended by the local government for the police department, typically varying by year based on the budget.

Attrition Rate
**(Average Attrition as % of Authorized Strength)**
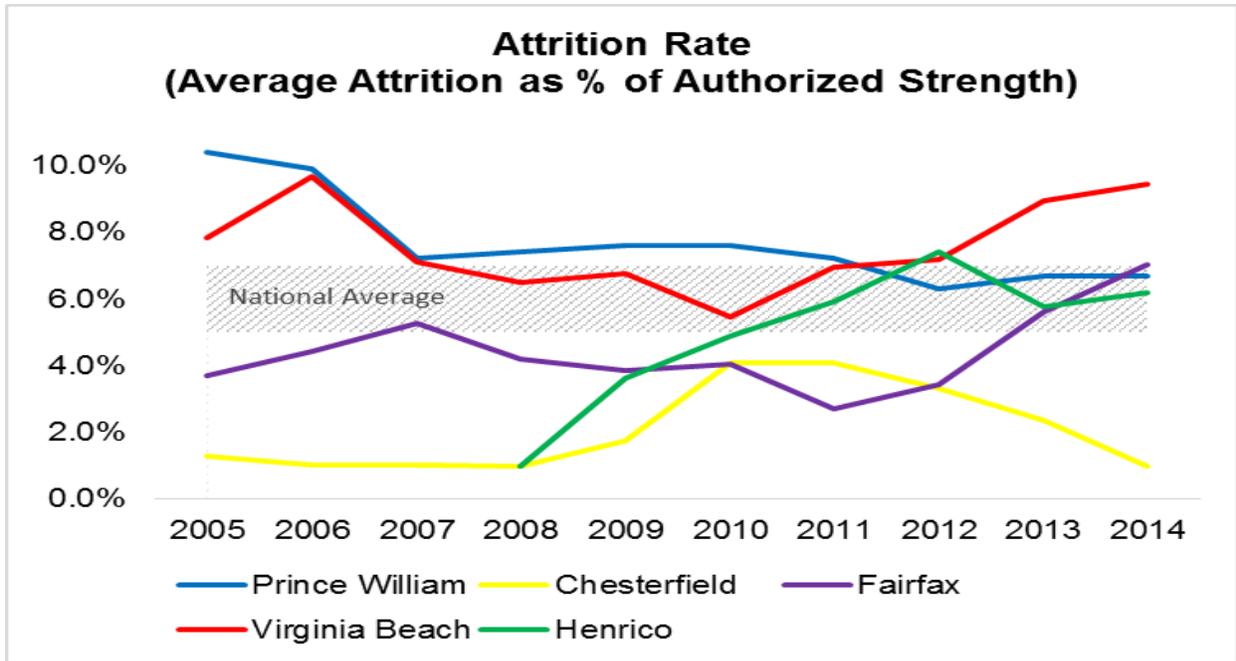
As shown, there is no direct correlation between any of the departments in terms of their attrition rate. Even during the financial crisis of 2007-2008, there are no noticeable trends in sworn officers leaving the department for any particular reason. Fairfax and Virginia Beach were similar, with an overall decrease in attrition through 2010, where it then began to increase. Prince William County noticed a 3.2% decrease in attrition between 2005 and 2007, meaning more officers were staying with the department. The following years seemed to level off, with a further decrease in attrition starting in 2009. No data was provided before 2008 for Henrico County.
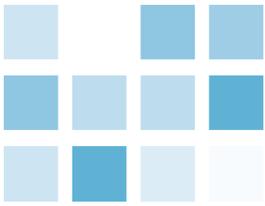
Attrition and Vacancies - continued

The following chart outlines the average number of vacancies as a percentage of authorized strength. While vacancy data was not provided by every department in the peer group for each year, the average number of vacancies was either provided by the department or calculated by subtracting the number of actual officers from the authorized strength.
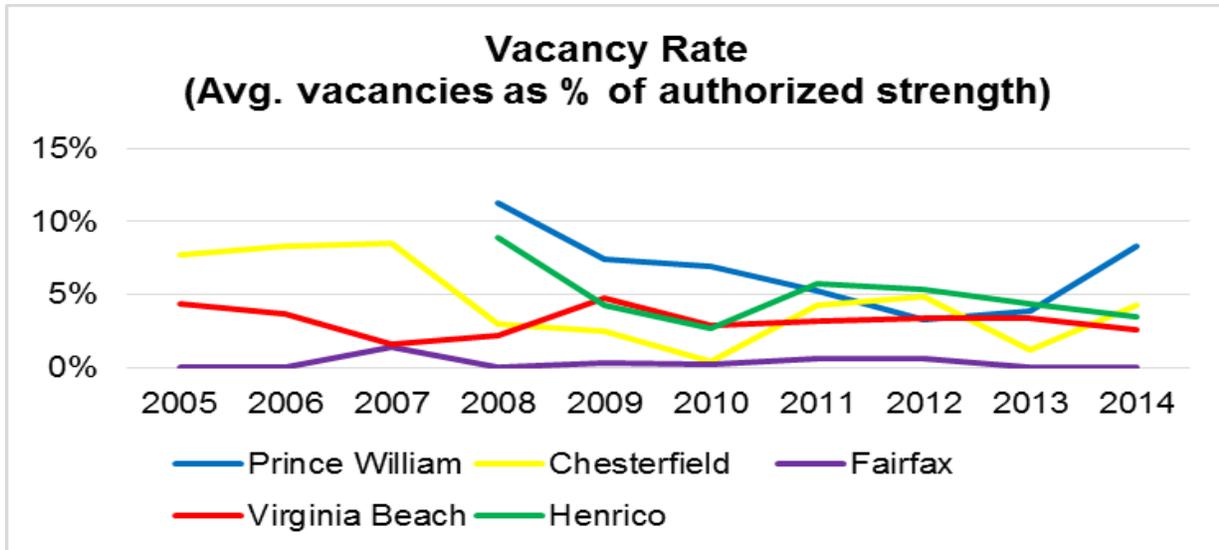
While Prince William County had the highest vacancy rate in the first year of their sample data, they were able to steadily reduce their vacancy rate until 2012. The rate then increased again over the next two years, but still remained lower than the first year provided. Both Chesterfield and Henrico followed a similar trend, with their lowest rates in 2010, followed by a rise and then decline in the subsequent years. Virginia Beach had their lowest rate in 2007, and then followed trends of the other data. Fairfax did not appear to follow any trend, with vacancy rates of 0% in some years. While this could be attributable to differences in data collection, they may have also hired more officers than authorized.

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