

Glendale Police

# Staffing Study

2009

City of Glendale  
Arizona



# Glendale Police 2009 Staffing Study

## Mission

*To protect the lives and property of the people we serve.*

## Values

*Integrity  
Courage  
Excellence  
Respect  
Compassion  
Dedication*

## Objectives

*Crime Prevention  
Crime Control  
Community Involvement  
Fair and equitable treatment*

## Vision

During an era of unprecedented growth and development, the Glendale Police Department will focus on preventing crime and maintaining order, while supporting numerous major events.

We recognize the importance of our employees in meeting the challenges of the future. Our growing organization will emphasize the development of professional knowledge and leadership skills within our ranks. We will recruit exemplary men and women who reflect our community. We embrace a progressive mindset that encourages one and all to seek innovative techniques and emerging technologies in order to accomplish our mission.

Community participation in formulating police strategies will be encouraged. Our common goal will be to provide the most effective possible response to law enforcement emergencies, neighborhood problems and the enforcement of traffic laws, ensuring that Glendale continues to be a desirable place to live, raise a family, educate, recreate and do business.

Everything that we do, collectively or individually, will be done in accordance with our values and objectives.



# Executive Summary

The Glendale Police Department, like virtually every other police department in the region and nation, has felt the effects of the economic turmoil. Budget constraints, a hiring freeze, staff furloughs, early retirements and other consequences of the economic crisis necessitate significant adjustments to operational programs. Department leadership has worked diligently to devise more efficient and effective operational methods to maintain appropriate service levels for the police while the demands for services has increased in response to the economic conditions. Unemployment, housing foreclosures, reduced city revenues have all contributed to the realignment of service strategies and plans for the future.

A sales tax initiative passed in the fall of 2007. The revenues derived from this initiative were proscribed to fund additional police officers and fire fighters. Partially based on the expected new revenues, a total of 41 new police positions were authorized by the City Council, effective July 1. Twenty-seven were sworn positions and fourteen were civilian. Due to the faltering economy, sales tax revenues have not matched expectations. As a result, sixteen of the authorized positions were frozen pending sufficient revenue generation to support them. Despite the economy, 40 new police officers were hired in 2008. The new officers, however, only amounted to a net increase of 15 due to 25 departures. On the civilian side, the department gained 16 positions after 31.75 hires and 15 departures.

The police department was recently restructured to better address community needs and to better position itself to serve the community in the future. An Executive Assistant Chief assignment was created and will assume responsibility and control over more of the day-to-day operations of the department. The change will afford the Chief of Police greater opportunity for community outreach and closer working relationship with other city leaders on common issues. The existing functional divisions will be split between the remaining Assistant Chief and the Assistant Director.

This report first examines national and regional “best practices” in order to ensure that Glendale Police continue to adapt and implement the latest validated strategies for law enforcement. In an effort to set the context for the recommendations of this report, a comprehensive examination of



the organization of the department is provided, along with an overview of changes made in the last year. This report contains information about crime, calls for service and department efforts to prevent and control crime. While progress has been made, such as a marked improvement in response times to calls for service, room for additional improvement remains. Despite a minor drop in the volume of calls for service in 2008, the data continues to support the need for increased uncommitted patrol time for proactive efforts.

Staffing challenges continue to impact the recruitment and hiring program. The current economic conditions have significantly changed the nature of the applicant pool. Recruitment programs were modified in order to address emerging market conditions and improve screening and selection methods. A hiring moratorium imposed on civilian employees in the early part of 2009 and the voluntary early retirements anticipated will challenge the department to realign and re-task existing staff to maintain quality service levels. Efforts to fill sworn vacancies, both new positions and those created through attrition, remain a high priority.

Despite advances and improved efficiency, additional resources are needed to enable the department to fully accomplish its mission of protecting the Glendale community and its citizens. Officers need additional time throughout their shift for proactive, policing efforts. They need to be in a position to respond more quickly when crimes occur. Detectives need to be able to follow-up on all crimes when investigative leads are present. Officers and detectives depend on support staff to adequately sustain police efforts through the performance of dispatch, detention, training, records and other administrative duties. Additional sworn and non-sworn personnel are needed to meet these various demands.

Last year, a four-year hiring plan was proposed to achieve appropriate staffing requirements. A combination of grant funding, general funds and sales tax revenues were used to meet resources needs during 2008. This report represents the police department's continuing commitment to examine staffing levels annually and to adjust our staffing recommendations based on current conditions. Based on the current analysis of calls for service, crime trends and the desire to improve the quality of life for our citizens, an additional 50 sworn personnel and 64.5 civilian support personnel are needed. Recruitment, selection and training such a number in a single year is logistically impossible and would require in excess of \$19 million dollars. A multi-year approach, therefore, to staffing with incremental adjustments will allow the department to meet



service level demands while focusing more resources on crime prevention and crime control. The multi-year approach further facilitates annual reevaluation of needs and corresponding adjustments.

Recognizing current economic conditions and the need for resource conservation, **no staffing additions are being requested for fiscal year 2009-10**. The addition resources needed as defined in this analysis will be deferred to the latter years of the outlined 4-year plan. The department will fill sworn positions as allowed under current cost control programs and funding constraints in order to maintain sufficient police staffing to meet anticipated service demands and community needs. Full implementation of the outlined plan in the coming years, of course, will depend, at least, on some degree of economic recovery and revenue increases. The figures contained herein are based on current known salaries, benefits and equipment costs. The impact of future collective bargaining, benefit cost increases, or inflation have not been factored into projected costs.

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# Impact of the Economy on Public Safety

One need not be reminded of the recessive state of the economy. Evidence confronts us daily, both personally and professionally. Bank and commercial business failures, property foreclosures, rising costs and reduced revenues are all constant testaments to the problem entailing local, national and global impacts. Two perspectives can be identified that relate to the provision of public safety services. First, is the impact the economic slump has on city and police budgets that limit the delivery of police services and response to community needs. The other is the socio-economic impacts, specifically those effecting crime and other activity requiring police response. Both perspectives as they pertain to the City of Glendale will be evaluated briefly in this section.

## Budget and Operations

In recent months anecdotal evidence of the impact of the current economic downturn on public services, including law enforcement, has been ubiquitous. The Police Executive Research Foundation (PERF) conducted a study in late December 2008 and early January 2009 in order to measure the extent to which the faltering national economy is impacting local police department's budgets and operations, and to explore police executive views about whether the economy is affecting crime levels.<sup>1</sup> Nearly two out of three police agencies responding reported making plans for cutting their budgets. The Glendale Police Department experienced a budget shortfall in FY08/09, most of it resulting from reduced sales tax revenues that support public safety positions. For FY09/10 a 5.4% budget reduction is anticipated necessitating significant budget adjustments.

According to the PERF Survey, police leaders are employing a variety of strategies in dealing with the imposed budget limitations. Survey respondents indicated 57.7% of the implemented or planned cuts would come from personnel costs, including salaries and overtime. Personnel costs represent the largest portion of police budgets and cannot be avoided when considering cost cutting measures. Fifty-three percent of responding agencies reported implementing a hiring

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<sup>1</sup> Police Executive Research Forum. January 2009 "63 Percent of Local Police Departments Are Facing Budget Cuts, PERF Survey Shows". *PER- Subject to Debate: Newsletter* Vol. 23, No. 1, p.1



freeze for non-sworn personnel, and 27 percent said they have implemented a freeze for sworn positions. Consistent with such actions, the Glendale Police implemented a hiring freeze for non-sworn positions in early 2009.

The retention of sworn officers universally remains a high priority. Only twelve percent of those responding to the PERF survey indicated consideration of police employee layoffs or forced retirements. Ten percent reported having already implemented unpaid furloughs of employees to reduce spending. The City of Glendale, so far, has avoided any layoffs. Voluntary unpaid furloughs and voluntary early retirements have been instituted, and mandatory furloughs are planned for FY09/10 to address the budget shortfall. The police union has agreed to defer programmed rate increases and will give up 52 hours of holiday pay in FY09/10 in exchange for eliminating mandatory furloughs for sworn personnel.

Overtime expense is frequently a prime target of such budget cuts. Sixty-two percent of the respondents to the PERF study said they have already cut overtime spending. Such overtime reductions are significant because police departments, including Glendale, often use overtime to increase patrol levels temporarily in response to a crime spike in a particular neighborhood, or to meet their minimum staffing levels. The Glendale Police instituted a plan to reduce unnecessary overtime expense in FY08/09 and later substituted compensatory time off rather than paid overtime in order to maintain service levels while reducing expenses. The accumulation of compensatory time by sworn officers will require careful management in order to avoid staffing level issues at a later date.

The PERF survey asked police executives about other strategies being considered or planned by their departments in order to save money. Forty-nine percent said they have already cut back or eliminated plans to acquire technology. Forty-seven percent said they have already reduced or discontinued various types of officer training. Civilianization is being planned by forty-three percent of the responding agencies to rely to a greater extent on less-costly civilian employees, rather than sworn officers. Thirty-six percent said they are looking for ways to discontinue or delay police response to certain types of calls for service. Twenty-nine percent said they are planning to discontinue special units, such as street crimes units, narcotics task forces, community policing units, and so on.

The PERF Survey indicated that many police leaders believed the foundering economy would



have demonstrable impacts on their ability to provide public safety services. Chiefs believed that budget cuts will hurt the long-term quality of the agency. Maintaining contributions for police employee pensions was seen as becoming a serious problem. Planned or already implemented budget cuts were seen to threaten the reduction of police services in the community. “We know that when police departments saw increases in violent crime in 2005 and 2006, they were able to respond quickly by using overtime to flood crime hot spots with additional patrol and sending specialized units in,” PERF Executive Director Chuck Wexler said in a news media advisory. “This helped to bring crime back down again in 2007 and the first half of 2008. The threat posed by the economic crisis is that a lot of departments will no longer have these options available to keep crime and violence down.”<sup>2</sup>

In 2008 the U.S. Conference of Mayors conducted a brief survey of mayors and police chiefs to identify key issues relating to crime in cities today<sup>3</sup>. Responses from 124 cities in 36 states and Puerto Rico provide a snapshot of current issues relating to crime and policing, including the impact of economic downturn. The cities ranged in size from Los Angeles with a population of nearly 3.7 million, to Morristown (TN) with a population of 25,800.

The cities responding to the survey reported currently having a total of 62,157 police officers; an average 8.6 percent decline from the 68,026 officers these cities had at the peak of their staffing level. The cities said that the realistic, ideal number of officers that their departments should have is 70,704, an average 13.75 percent increase over the current level. Despite efforts to retain sworn personnel, the economy clearly has impacted police staffing. The average monthly vacancy rate for police positions in the Glendale Police Department has increased from 3.5 percent in 2007 to 5.3 percent in 2008; and 6.6 percent for the final six months of the year.

The declining economy has impacted police budgets and will continue to significantly affect the ability of police organizations to provide public safety services. If the recession is deep and long-lasting, additional measures will be needed. New staffing models that maximize the utilization of available resources while minimizing unnecessary costs will be required. Strategies must be developed to save money through increased efficiency in policing operations such as better equipment procurement, improved resource deployment, and the development and adoption of

<sup>2</sup> Police Executive Research Forum.

<sup>3</sup> The United States Conference of Mayors 2008 *Economic Downturn and Federal Inaction Impact on Crime: Mayors and Police Chiefs 124 Cities Report to the Nation '08* Mayors' Action Forum on Crime. Philadelphia, August 6, 2008



new technologies that increase officer availability, improve efficiency and reduce bureaucracy.

## Crime Patterns

The relationship between crime and the state of the economy is complex and one must be careful drawing conclusions from simple correlations. Most criminologists stop short of making predictions about the recession's impact on crime, because of the myriad factors beyond the economy that influence crime. Nevertheless, certain assumptions are worthy of analysis and comment.

According to the U.S. Conference of Mayors study, more than four in 10 of the survey cities (42 percent) report seeing increased crime as a result of current economic conditions<sup>4</sup>. The crimes most frequently cited as being impacted by the economy were:

- Robbery, by 39 percent of the cities;
- Theft, by 31 percent;
- Burglary, by 29 percent;
- Crimes involving scrap and/or precious metals, by 29 percent;
- Property crimes, by 14 percent;
- Larceny, by 12 percent;
- Thefts involving cars, by 12 percent;
- Drug-related crimes, by 10 percent;
- Crimes involving firearms, by eight percent; and
- Gasoline theft, by eight percent.

The authors cautioned, however, that although the current economic conditions are a contributing factor, the extent cannot be readily determined.

Forty-four percent of the police departments in the PERF Study similarly reported increases in certain types of crime which they believe can be attributed to the national economic crisis<sup>5</sup>.

Nationally, violent crime has been on a steady decline since 1991 averaging 2.4% annually<sup>6</sup>. Property crime showed a similar trend dropping at a yearly rate of 2.3%. During the same period, violent crime and property crime declined in Arizona by an annual average of 1.8% and 2.2%, respectively. Preliminary UCR data for the first six months of 2008 suggest a continuation of this trend. The FBI reports a decline in violent crime of 3.5% and a 2.5% decline in property crime

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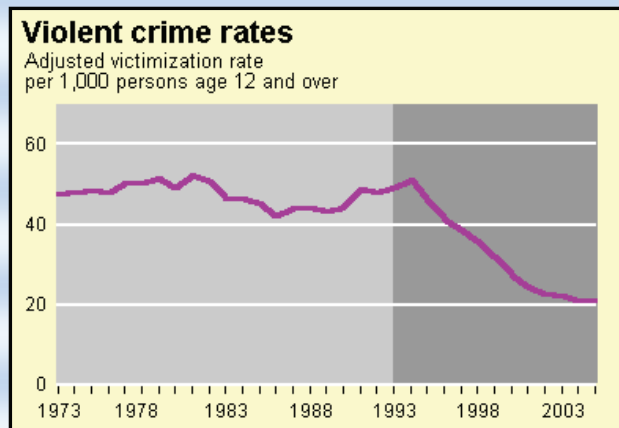
<sup>4</sup> The United States Conference of Mayors

<sup>5</sup> Police Executive Research Forum.

<sup>6</sup> United States Department of Justice FBI Uniform Crime Reports *Crime in the United States 2007* Table 1 (U.S. Department of Justice 2008)



during the first half of the year.<sup>7</sup> This decline is also reflected in half year data for the principle cities in the Phoenix metropolitan area for both violent and property crime classes. For all of 2008, the City of Phoenix reports a 6.3% decline in violent crime and 7.9% for property crime. Glendale had a comparable decline in violent crime in 2008 with an 11.9% drop. Property crimes for Glendale, however, did increase by 5.8%. The continued pattern of crime rate reductions may call into question assertions of the projected increases due to the expanding economic decline. Conversely, it may be that the measured impact of the recession on crime rates is yet to come.



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Such declines seem inconsistent with predictions made by many crime experts for the probability of substantial increases in property-related crimes and some types of violence as more people fall into financial hardship. Some large cities have bucked expectations this year. New York, Chicago and Houston all saw declines; however, as noted in the Conference of Mayors study, many cities are reporting increases. Interesting enough, as 2009 unfolds; we are now seeing this trend in Glendale.

A relationship between a weakened economy and crime increases, particularly property crime, has long been postulated. Jack Levin, professor of sociology and criminology at Northeastern University stated, “There’s the direct consequence of people being out of work and being below the poverty level. More residents are desperate to make ends meet and are willing to go outside the legal system to do it.”<sup>9</sup>

<sup>7</sup> United States Department of Justice FBI Uniform Crime Reports *Crime in the United States 2007* Table 2 (U.S. Department of Justice 2009)

<sup>8</sup> United States Department of Justice Bureau of Justice Statistics *National Crime Victimization Survey 2006*(U.S. Department of Justice 2007)

<sup>9</sup> Amanda Milkovits, *As economy founders, crime on rise*, [The Providence Journal](#) November 10, 2008



The unemployment - crime relationship is a long and convoluted one. Cantor and Land (1985) proposed a model of this relationship showing that there are two counteracting effects of unemployment on crime: unemployment increases **motivation** that increases crime, and unemployment increases **guardianship** (at home more guarding person and property) that decreases crime. Cantor and Land found that the guardianship effect dominates the motivation effect.<sup>10</sup>

Spencer Cheney referred to a 1999 report by the London Home Office suggesting that in the short-term the economic factor associated with rates of crime is seen to be related to ‘per-capita real personal consumption’. This is the amount that each person spends, on average, in any year. When personal consumption increases, property crime tends to grow relatively slowly or even fall. When personal consumption grows more slowly or falls, property crime grows more rapidly. This is thought to be because a downturn in economic growth has the most immediate effect on those who are economically marginalized and provides a reduced capacity for the lawful acquisition of goods, thereby increasing the temptation of unlawful acquisition through theft.<sup>11</sup>

Research by Arvanities and DeFina (2006) suggests that motivation is the dominant factor.<sup>12</sup> Dr. Martin Anderson at Simon Fraser University further clarified the relationship. “I have found that the guardianship effect dominates in the short-run but the motivation effect dominates in the long-run. This supports the hypothesis put forth by Cantor and Land in their original analysis.”<sup>13</sup> While the precise relationship remains uncertain, it seems clear that under many conditions economic hardship provides the motivation for property crimes.

Joel Rubin and Andrew Blankstein noted in a recent Los Angeles Times article:

*“Such theories have some evidence behind them. The last time the U.S. economy faltered over a prolonged period, Los Angeles fared badly. In 1991 and 1992, crime soared to levels roughly three times the current figures. At the time, the unemployment rate in the city hovered between 8% and 10% and the crack cocaine epidemic was in*

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<sup>10</sup> Cantor, David and Land, Kenneth. 1985 “Unemployment and crimes rates in the post World War II United States: a theoretical and empirical analysis.” *American Sociological Review* 50: 317-332.

<sup>11</sup> Field S. (1999). *Trends in Crime Revisited: A Research, Development and Statistics Directorate Report No. 195*, London: Home Office.

<sup>12</sup> Arvanities, Thomas M. and DeFina, Robert H. 2006 “Business cycles and street crime.” *Criminology* 44: 139 – 164.

<sup>13</sup> Martin A. Anderson, PhD, Assistant Professor, School of Criminology, Simon Fraser University, California email: March, 19, 2009.



*full swing. The population also had a higher percentage of young males, who are most likely to commit crimes. Crime rose significantly in other Southland areas at the time as well.*"<sup>14</sup>

The proliferation of vacant houses due to the soaring number of foreclosures has also been related to crime problems. The empty homes stand as invitations to vandals, drug users and prostitutes and metal thieves. Their presence in a neighborhood breaks down the bonds among the residents left behind, hurting the efforts of community police, who depend on relationships in the neighborhoods to fight crime. Nearly three in 10 cities (29 percent) report an increase in crime resulting from the mortgage foreclosure crisis and the increase in the number of vacant and abandoned properties it has produced.<sup>15</sup> The most frequently noted were:

- Burglary, by 47 percent of these cities;
- Crimes involving scrap and precious metals, by 27 percent;
- Vandalism, by 23 percent;
- Arson, by 20 percent;
- Blight, code violations and/or quality-of-life crimes, by 13 percent.
- Theft, by 10 percent; and
- Crimes involving drug use, by 10 percent.

Atlanta Police Chief Richard Pennington blames the economy for increases of 14% in burglary in 2008 and of 17% in auto theft<sup>16</sup>. Many of those offenses spiked as the economy soured, he says. In Providence, break-ins have risen by 17.7 percent compared with the same time last year, from 1,413 to 1,663 as of Nov. 2, said police Maj. Thomas Oates. Part of the increase is attributed to the theft of copper from vacant houses according to Oates.<sup>17</sup> Metal thefts, however, are declining as they are more dependant on scrap metal prices than solely on economic conditions.

Alcohol has been historically associated with violent crime, so it is anticipated that increases in alcohol abuse could also have an impact on increasing levels of violent crime. It may be argued, however, that with less disposable income that there will be less people on the streets reducing the opportunity for violent crime to occur. Which factor will be more dominant is uncertain. Rising unemployment and the associated stress could increase domestic violence calls as well as family members spending more time at home together. Austin Police Chief Art Acevedo

<sup>14</sup> Rubin, Joel and Blankstein, Andrew. "Crime down in Los Angeles, other parts of Southern California" Los Angeles Times - March 31, 2009

<sup>15</sup> The United States Conference of Mayors

<sup>16</sup> Police Executive Research Forum.

<sup>17</sup> Milkovits



suggests that financial woes are pushing people to violence. He says aggravated assaults rose 10% last year. Many involved family having to money disputes.<sup>18</sup>

Cut backs in government funding may reduce or eliminate some social programs and crime-fighting initiatives such as after-school youth programs and other diversion initiatives. The curtailment or even elimination of these programs that are meant to keep youths off the streets may serve to increase crime rates and/or call for police response.

At the other end of the justice system, an increase in the number of incarcerations may be expected. As options are contemplated to decrease the strain on correctional institutions, the commutation of some sentences is shaving off time for good behavior may become a more popular cost saving strategy. The flood of inmates into an already competitive job market could have profound impacts on crime rates. As employment opportunities dry up, many may turn to criminal acts.

The legal disposal of waste, both domestic and commercial, involves a financial commitment and compliance to legislation. In order to cut costs, it may be anticipated that more waste will be disposed of illegally. The downturn in the building and manufacturing industry, however, may balance the volume of incidents of illegal dumping. A greater proportion of individuals will opt not to comply, rather than dispose of their waste legally.

The dumping of abandoned vehicles is closely correlated to the price of scrap metal. As metal prices fall, and a cost, rather than a payment to the owner for scrapping their vehicle is once again established, it is anticipated that there will be an increase in abandoned vehicles.

## **Summary**

Precise predictions of impacts of the economic crisis on crime and police response are not feasible. As has been noted, the potential for increases criminal activity necessitating police actions is significant. This increased demand on police resources coming at a time when budgets are constrained. Tight budgets are forcing police leaders to scrutinize existing police programs and methodologies. Realignment of resources into more efficient operations concentrating on actions that command more significant returns will become the mainstay for the years to come.

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<sup>18</sup> Police Executive Research Forum.



# Best Practices

Strategies for police staffing vary greatly across national, regional and local agencies. Criteria used to make decisions concerning staffing levels and allocations can include political climate, economic conditions, demographics, city leadership goals, crime trends, calls for service (CFS) and community expectations. Common methodologies used included the analysis of historical staffing patterns, community surveys, population growth, the ratio of officers to population and the ratio of sworn to non sworn employees. No single nationally standard for police staffing is recognized. The development and implementation of effective and efficient staffing plans must be based on sound police management practice. Research of available literature revealed some “best practices” regarding current thinking in the field of police staffing as presented by knowledgeable and respected sources around the country and beyond.

## Accreditation Standards

Accreditation programs seek to improve the delivery of public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The Glendale Police Department has been accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) since 2000.

CALEA’s stated goals are to:

- ◆ Strengthen crime prevention and control capabilities;
- ◆ Formalize essential management procedures;
- ◆ Establish fair and nondiscriminatory personnel practices;
- ◆ Improve service delivery;
- ◆ Solidify interagency cooperation and coordination; and
- ◆ Increase community and staff confidence in the agency.

CALEA’S Standard #16 states:

*Standards in the first section are intended to encourage the appropriate deployment of police department personnel through the use of (1) workload assessments and (2) computer-based or manual methods of personnel allocation and distribution.*

*Workload assessments are not necessarily scientific determinations of needs for service but rather involve deliberations to ascertain the number of personnel necessary to*



*complete a specific number of tasks or to fulfill certain objectives. In contrast some systems for allocating patrol, traffic, and investigative personnel and for distributing patrol personnel may use computer based technology or specific formulas for deploying personnel. While the patrol component of the agency is usually analyzed more frequently to determine workload and establish reasonable response times to calls for service, all components of the agency should be periodically assessed for workload and service demands to ensure the best possible service to the public.(CALEA Accreditation Standards 2007)*

## **Human Resource Allocation Models**

The Matrix Consulting Group (MCG) conducted a Staffing Allocation Study for the Corvallis Oregon Police Department in 2008. MCG rejects the use of traditional “per capita” or “per 1,000” ratios as an analytical tool in assessing field staffing needs. They cite the following important reasons:

- Ratios do not consider the seriousness of the workload levels of the jurisdictions being compared. For example, the crime rate is not considered in any comparative analysis of workloads, specifically, the number of serious crimes in a community.
- Ratios do not consider a jurisdiction’s approach to alternative service delivery or “differential law enforcement response.” The use of civilian personnel or lack thereof, to handle community-generated calls for service and other workloads has great potential to impact the staffing levels of sworn personnel. The level / amount of civilians (i.e. community service officers, telephone reporting, online services, etc.) can be used to maximize the efficiency and effectiveness of sworn personnel. These resources are not calculated in sworn staffing ratios.
- Ratios do not consider the differences in service levels provided or philosophies with which a jurisdiction may deliver law enforcement services (e.g. community-oriented or problem-oriented policing, a reactive versus proactive approach, the utilization of other regional law enforcement resources in solving problems, etc.). These variables contribute to the inability to compare the necessary number of field patrol personnel through a ratio or per-capita analyses.
- Ratios do not consider other differences which have an impact on regular patrol staffing needs such as the existence of special enforcement / support units as well as operational approaches (e.g. the use of field citations versus transported arrests, manual versus automated field reporting systems, and whether patrol officers are expected to follow-up on certain investigations).
- Ratios do not take into account geographic, meteorological and topographical differences (e.g. square miles of a service area) and other response impediments which can impact patrol staffing needs.
- Ratios do not take into account changing population characteristics, such as jurisdictions with a significant exodus of commuters or college towns with large seasonal fluctuations in population.

John Walker, owner/consultant with John Walker Crime Trends Analysis and former



criminologist with the Australian Institute of Criminology, promotes the development of a **Human Resource Allocation Model (HRAM)** as an effective method for determining appropriate staffing levels for police. He states that the HRAM will enable police leaders to:

- Identify the drivers of demand for policing
- Identify the optimal levels and distribution of police staffing
- Monitor police performance against targets.

Like MGC, Walker decries traditional police staffing models that suggest that police numbers should be proportional to crime levels. Such ratio-based methods fail to recognize that different crimes consume different amounts of police resources and police perform other functions not directly related to crime. Such crime-related models “reward” reductions in crime with staff reductions or reward poor performance or inflated crime numbers to justify staffing increases. Walker HRAM advocates the use of a two stage model:

1. Identify the key community characteristics (driver variables) that determine the expected district levels of crime and other tasks.
2. Identify the necessary staffing levels required to respond to given levels of expected crime and other tasks.

Research establishes that the primary determinants of the levels of crime and other tasks are geographic, socio-economic and demographic characteristics. This necessitates an examination of a wider range of possible “driver variables”, such as the following list:

- Total population
- Numbers of people in high-crime sub-groups
- Retail turnover
- Family violence reports
- Numbers of liquor licenses
- Number of dangerous road intersections
- Number of major events – sports, public processions, etc.
- Number of stations with Police holding cells
- Point of Presence Service consideration (how many stations needed to cover the district)

These “drivers” need to be statistically validated as to their relationship to various police tasks. Such analysis would examine the relationship between calls for service or other activity/work load levels across Glendale’s geographic units, such as patrol division or GIS grid. Such a



comprehensive validation process would consume considerable time and staff resources, however, should be considered for future evaluation of staffing analysis.

Walker further proposes that Key Performance Indicators (KPIs) be incorporated in the HRAM so performance can be monitored by comparing actual crime, activity or other factors with expected levels based on the model's projections. Staffing or other management adjustments can be made on the basis of independent and up-to-date information.

### **Workload based models**

These are built around historical records of reactive workload, e.g. numbers of crimes, incidents, road collisions, etc. They have a high degree of intuitive appeal to police staff as they reflect 'what we do', but they are vulnerable to weaknesses in recording systems and are open to abuse. There are also perverse incentives associated with them: the higher your workload, the more resources you get, so there is no incentive to engage in reduction activities and no reward for successes in that area.

### **Needs based models**

These avoid the weaknesses inherent in workload models by using independently produced socio-demographic data that is highly correlated with police workload, e.g. deprivation, unemployment, population mix, etc. They are predictors of what we would expect, rather than measures of what actually happens. This is the way most central government funding is allocated, and is the preferred approach for resource allocation within forces as per Her Majesty's Inspectorate of Constabulary (HMIC). While it does avoid the problems associated with workload models, it has less intuitive appeal for practitioners, i.e. it is seen as a bit imprecise and vague.

In February 2008 the city of Tulsa, Oklahoma, contracted with MGT of America, Inc. to conduct an analysis of the police patrol, investigations, and administrative staffing requirements for the Tulsa Police Department (TPD). MGT was to design a plan to deploy the required number of police patrol officers cost-effectively and provide a work plan schedule.

Specifically, MGT suggests additional patrol force resources be tied to a measurable set of goals to be achieved such as lower crime, lower response times, or greater citizen satisfaction. Concrete objectives and consistent data-measurement are critical in determining the value of



additional resources. Simply pouring more resources into patrol to match peer communities without clear goals could quickly replicate inefficiency instead of improving policing outcomes.

## **IACP Recommendation**

The International Association of Chiefs of Police (IACP) has long been recognized for its preeminence in the field of patrol staffing, deployment, scheduling and productivity.

Objectives of the IACP patrol allocation, deployment; scheduling and productivity studies include any or all of the following:

- Determine the number of field patrol officers and supervisors currently required to enable a department to:
  - Respond to calls
  - Conduct prevention and proactive patrol tasks
  - Conduct other patrol tasks effectively
  - Allow officers to meet administrative requirements
  - Promote the safety of the public and police officers
- Assess gross patrol staffing requirements for the immediate future
- Design a plan for deploying the required number of patrol officers and supervisors most cost-effectively
- Develop schedules for assigning required manpower
- Examine the frequency and appropriateness of use of patrol overtime
- Assess the dimensions and appropriateness of officer availability
- Train department staff to conduct staffing requirements and deployment analyses

The IACP recognizes that ready-made, universally applicable patrol staffing standards do not exist. As has been stated, the ratio of police officers to population often has been used as a measure of staffing levels. Because of the many variables involved the use of ratios, such as officers-per-thousand in population, has been found to be inappropriate as a basis for staffing decisions and are not included in the IACP methodology.

Police patrol functions make up the largest allocation of police staffing. Most empirical findings on police allocation models are devoted to patrol assignments. Defining patrol staffing allocation and deployment requirements is a complex endeavor requiring consideration of an extensive series of factors and a sizable body of reliable, current data. The IACP in defining patrol staffing requirements identifies the following factors for consideration. The specific mix will be unique to each locality and agency:



- ◆ Policing philosophy
- ◆ Policing priorities
- ◆ Police policies and practices
- ◆ Number of calls for service
- ◆ Population size and density
- ◆ Composition of population, particularly age structure
- ◆ Stability and transiency of population
- ◆ Cultural conditions
- ◆ Climate, especially seasonality
- ◆ Policies of prosecutorial, judicial, and probation agencies
- ◆ Citizen demands for crime control and non-crime control services
- ◆ Crime reporting practices of citizenry
- ◆ Municipal resources
- ◆ Trends in the foregoing areas.

To prescribe patrol requirements properly, a series of professional guidelines and departmental policy preferences must be explicitly considered and deliberately applied. The staffing guidelines adopted by the Glendale Police include policing philosophy, service philosophy, response time standards, and supervision philosophy. It may be desirable to assess additional factors for viability in future analysis, however, efficiency mandates that such consideration must take into account the degree of difficulty and the ready availability of data.

### **Policing Style/Philosophy**

It is common practice to divide the time available for field patrol activity equally, allowing one-third of an officer's time for response to calls for service; one-third for crime prevention, community relations, and other proactive services; and one-third for administrative duties such as writing reports, conferring with supervisors, and meals. Variations of this basic formula occur, especially in jurisdictions committed to problem-solving and/or neighborhood-oriented approaches. In these jurisdictions, the portion of time allocated for proactive activity is substantially greater. A reduction in the 1/3 time commitment to proactive patrol can reduce staffing requirements and associated costs, however, the reactive implementation of such a strategy to address budget retrenchment due to economic distress may make it difficult to return to equitable staffing levels.

Police agencies consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements. Agencies can choose to increase or reduce uncommitted,



prevention-focused time and adjust the time committed to response to calls for service to accommodate budget constraints, political conditions or strategic initiatives. A strategy of reducing patrol staffing requirements in this manner may also risk public safety. Alternatively, agencies can choose to be more proactive, allocating, for example, 40%, 45%, or 50% of an officer's time to crime prevention, problem solving, community relations, and other proactive activities. This strategy, of course, increases staffing requirements. The IACP prefers this more proactive approach to policing.

Police departments that use a problem-oriented or community policing program based on effective use of proactive time typically have an average range of 40% - 45% uncommitted time, but can reach up to 50%. Some have suggested that proactive time below 35% does not provide time in sufficient unobligated blocks to be useable. Striving for the 45% level is typically not cost-effective given the significant number of officers needed to achieve such levels. MGC views 40% to be a minimum average proactive time target for an agency involved in a community policing program. The 45% is targeted by agencies that have developed or desire a comprehensive program of officer / community involvement.

### **Service Philosophy**

Police agencies can dispatch a field officer to each complaint or call for service request made by each citizen. Agencies can also choose to be selective in dispatch choices. Budget reductions under the current economic crisis have arisen while community demands for police service have increased. Departments also have been engaged in efforts to improve quality of service, reduce response times to urgent calls, and develop new strategies for crime prevention and community-police interaction, without measurable increases in patrol staffing. Police departments have coped with this condition by diverting non-emergency calls. Rather than dispatch officers, agencies employ alternative responses such as taking telephone reports, promoting walk-in and mail-in reporting, using paraprofessionals and referring calls to other governmental agencies. Agencies often combine these strategies with delayed mobile response, which involves on-site response, delayed 30-60 minutes. Use of these alternatives, referred to as differential responses, lowers field staffing requirements. They represent a tradeoff of costs for on-scene service levels. A study by the National Institute of Justice found that 47 percent of calls for service could be handled by an alternative other than immediate dispatch of a sworn officer. (J. Thomas McEwen,



Edward Conners, and Marcia Cohen, *Evaluation of the Differential Police Response Field Test*, 1986.)

Use of differential responses can have an impact on staffing levels, however, should not be considered as part of a cost-deferment program to address current economic recessions, but only as part of a general strategic initiative to permanently address productivity issues.

### **Response Time Standards**

Response time to the highest-priority calls must be as rapid as possible. Highest-priority calls include those which pose danger to the lives of citizens and/or police officers and those which present opportunity to arrest an alleged offender. Absolute response time standards have not been formally established. Like other factors response times have significantly impact staffing requirements. The impact of response time goals is evident. The higher the goal, i.e. the quicker the desired response, the greater is the staffing requirements.

Staff Wizard is a patrol resource allocation software program from Corona Solutions. The department uses Staff Wizard to optimize patrol scheduling and deployment. The program provides recommendations for total staffing demand and assignment by day of week and time of day. The program utilizes a myriad of factors and complex algorithms including calls for service, officer activity, response times, travel times and distances, the maximum possibility of all units being busy, the total calls for service per hour, driving speed, the availability of units, as well as several other factors.

Response time standards can impact staffing levels. Evidence through the use of Staff Wizard suggests that minor changes in response times will have only minor or negligible impacts on staffing requirements. Analysis indicates that the only policy factor that would have significant impact would be to reduce the “probability of units busy” parameter from the current 5%, which calculates the likelihood that patrol units would be busy with an existing call when needed for dispatch to a subsequent call for service request.

Response times are not exclusively staffing driven. Travel distance will also impact the ability to respond quickly. Balancing patrol zones to minimize travel distances, and hence response times, allows for maximizing rapid response while controlling staffing. Call prioritization, too, is crucial in achieving response time goals. The proper priority classification and assignment of calls can eliminate unnecessary high speed responses.



## **Supervision Style and Requirements**

The Commission on Accreditation of Law Enforcement Agencies recommends a supervisor be responsible for no more than twelve officers or eight beats. This standard is useful but requires skillful adaptation. To determine the appropriate number of supervisors required to provide effective supervision, it is essential to consider entry level selection standards of patrol officers, quality and experience of patrol personnel, the process used to select supervisors, quality of supervisory training, time available for supervisors to supervise, and preferred supervisory style - control-oriented, coach-facilitating, coaching, or a combination. Fewer supervisors are required when an agency has an experienced field force and experienced supervisors. More are needed when an agency has a young, inexperienced field force. Well trained officers require less supervision than modestly or poorly trained officers.

In 2006 the Kansas State University Police Department conducted a survey and published the results in The Police Chief in October of that year. Police agencies were asked about span of control standards in their departments. The average span of control for the 140 responding agencies was 1:7. Las Vegas Police Captain Stavros S. Anthony similarly reported in *The Structural Dimensions of Community Oriented Police Departments*, that traditional police departments in the United States had an average span of control of one supervisor to 8.4 officers. Captain Stavros also reported that those departments focused on community police philosophy had a slightly lower ratio of 7.7 officers per supervisor.

The National Incident Management System (NIMS)/Incident Command System (ICS) standards state that span of control is the most fundamentally important management principle of ICS. It applies to the management of individual responsibilities and response resources. The objective is to limit the number of responsibilities being handled by, and the number of resources reporting directly to, an individual. ICS considers that any single person's span of control should be between three and seven, with five being ideal. In other words, one manager should have no more than seven people working under them at any given time.

## **Community Policing Roles**

The role of the patrol officer differs considerably in agencies committed to community-inclusive forms of policing. A patrol officer's role and function must be fully defined in order to incorporate time components into the calculation of patrol officer requirements. Community and



problem solving policing is labor-intensive for patrol officers, although empirical evidence has yet to be accumulated to quantify requirements with confidence.

Because of public safety, public policy, and cost implications, IACP's approach to staffing allocation and deployment ensures that a jurisdiction's own preferences in the foregoing policy areas are reflected in findings, recommendations, and prescriptions, without ever compromising professional police standards.

The IACP suggests allocating patrol resources as follows:

- 20 minutes of each hour to be allocated to calls for service**
- 20 minutes of each hour to be allocated for administrative duties**
- 20 minutes of each hour is free for proactive patrol response**

This model forms the basis for the Glendale Police patrol staffing strategy. IACP has suggested that there should actually be an average of 30 minutes per hour of free un-obligated time for patrol. Significant benefits may be gained from officers having 30 minutes of un-obligated time to allow more time for proactive community policing, crime prevention, and reduce the likelihood of traffic accidents as officers rush from call to call. Patrol officer staffing requirements to support a standard of 30 minutes of “proactive” patrol, however, are costly and few government organizations can afford this “luxury” in under normal budget conditions, let alone during economic retrenchment.

## **Non-Patrol Allocation**

### **Investigations:**

There are some general indicators helpful in gauging the proper number of detectives for the department. The first is a basic ratio of investigative personnel to total sworn personnel. While there is no established “correct” ratio, it can be determined if a range is too high or too low. The second indicator is the average monthly workload of each detective through an analysis of the reported number of cases actively investigated annually.

Tulsa’s ratio of investigators to total sworn personnel is 14%. Glendale’s is 16%. Such comparisons are not totally appropriate due to differences that may exist in the use of civilian personnel to provide case management and analysis support to investigations personnel. The number of index crimes (potential cases of certain crimes) assigned per detective may be the



better option for comparison of detective workload.

Unlike the patrol function where there are several industry-wide staffing metrics, there is currently no established industry standard on the number of detectives required to adequately service the investigative needs of a police department. This lack of standards stems from the many variables that directly affect the ability of a detective to successfully investigate a given case. Included in these factors are the geography and demographics of the city, the extent and quality of the field work completed by a patrol officer prior to actual investigations, and the solvability factors of the case. The solvability factors are defined as basic facts (suspect's name, suspect's vehicle information, known associates, physical evidence, availability of witnesses, etc.) likely to lead an investigator on a clear path to resolve the case. Without a distinct degree of such lead information, a case has little to no potential for being solved.

In many jurisdictions investigative positions have been filled based on the old adage of 10% of the agency's total sworn personnel. By this standard, the Glendale Criminal Investigations Unit should contain 45 or 46 detectives ( $452 \times 10\%$ ). Glendale's current staffing is 75 detectives and 20.5 civilians (FTE). This 16.6% sworn, or 21% sworn plus civilian, by a significant margin, clearly exceeds the old "rule of thumb" standard. Additionally, the trend toward civilianization makes such a simplified formulation unworkable.

Lt. Elliot Gribble, Pompano Beach Florida Police Department, suggests that investigative case assignment criteria and investigative time needed for casework is very important for determining personnel needs. The Florida Chapter of the Association of Police Planning and Research Officers (APPRO) research developed a two-part workload formula that includes investigative time available versus investigative time consumed. The formula could be used to calculate the average workload in hours per day for different types of investigations. Staffing requirements thus could be derived by applying this figure to current crime levels.

In 2007 John Walker developed a staffing model for support, specialist and management positions in the Victoria (Australia) Police Department. This model does not determine base police staffing needs, only the allocation of support staff as a function of pre-established or existing uniformed police staff. Using a Pyramid Model and an analysis of current staffing patterns, Walker used fixed ratios of management and support staff to uniformed police to determine the number of management and support positions across the department. Fixed ratios



of specialists to uniformed police determine the number of specialist staff positions and fixed ratios of management and support staff to specialist staff determine the number of management and support staff in specialist agencies. Fixed ratios continue up the organizational pyramid to determine appropriate staffing levels at each subsequent level of the organization.

Use of such a Pyramid Model may be of some use the analysis of police command and civilian positions as they relate to their locally-defined organizational structure. It is of limited value, however, in the determination of standards that may be applied across disparate police agencies. Variations in functional responsibilities and actual duties of similarly classified positions from agency to agency make the application of fixed ratios impracticable. For example, a Crime Analyst for one agency may not perform the exact same function at different agencies. Some future empirical analysis of such fixed ratios across law enforcement agencies may be beneficial to assess the viability of this Pyramid Model for police staffing allocation.

#### **Staff:**

The MGT Staffing Model, noted previously for the Tulsa Police Department, for non-patrol positions is primarily based upon staffing ratios (% of total staff or ratio to # sworn or #patrol, etc) and, to some degree, workload assessments. Such measures are benchmarked with such staffing level/ratios of other agencies. Analysis of non-sworn staffing needs and included workload assessments and “civilianization”.

### **Bureau of Justice Statistics**

The Bureau of Justice Statistics (BJS), a function of the Office of Justice Programs within the United States Department of Justice, publishes the *Local Police Departments* report every three to four years. The report, last published in 2006 for 2003 data, contains reliable data on state and local police staffing throughout the U.S. According to the BJS there are 12,656 local police departments in the United States, not including state, county or special jurisdictions. Glendale, with 452 sworn (authorized) officers, is in the top 1.5% of police agencies in terms of size. Though the IACP discourages the use of officer-to-resident ratios in making staffing decisions, the statistic does provide some usefulness in comparing police agency staffing. BJS data indicate for cities with a population of 100,000 to 249,999 in the Mountain Region the average of officers per citizen is 1.93. Glendale’s ratio is 1.65 based on Glendale’s population of 248,854.



## Glendale Staffing

In accordance with IACP recommendations and the Best Practices assessment, the Glendale Police have adopted the 20/20/20 standard for patrol resource allocation. Officers need to have sufficient time available to solve problems, prevent and reduce future calls for services; at least 20 minutes per hour under this standard.

Patrol officer's daily logs are collected electronically via the patrol vehicle's mobile data computer. From the analysis of this information it can be determined in aggregate the relative amounts of time spent on various functions. Of particular interest is the relative amount of time being spent on answering calls versus time spent on directed or proactive patrols. In the last quarter of 2007, proactive patrol time increased from 10 to about 17 minutes per hour. The balance being spent on calls for service and administrative tasks (Current tracking does not differential between calls for service time versus administrative time). Although less significant than that demonstrated in 2007, proactive patrol time increase again in 2008 to an average of 18.79 minutes per hour. Continued improvement in deployment and scheduling are believed to have contributed to the increase. This brings the department to within 6% of the desired goal of 20 minutes per hour for proactive patrol time.

### Staffing Comparison

<b>Staffing Ratio Comparison</b> Populations Between 100,000 - 249,999			
Geographic Region	Sworn Employees Per 1,000 inhabitants		
	2006	2007	% Chg.
NORTHEAST	2.8	2.9	3.6%
MIDWEST	1.8	1.9	5.6%
SOUTH	2.1	2.2	4.8%
WEST	1.3	1.3	0.0%
MOUNTAIN	1.4	1.6	14.3%
PACIFIC	1.2	1.3	8.3%
<b>AVERAGE</b>	<b>1.8</b>	<b>1.9</b>	<b>5.6%</b>
<b>GLENDALE</b>	<b>1.65</b>	<b>1.85</b>	<b>12.1%</b>

The FBI's 2007 *Crime in the United States*, the most recent available, indicated cities with a population of 100,000 to 249,999 in the West geographic region of the US, including Arizona, employ an average of 1.3 full-time sworn employees for every 1,000 citizens. Glendale's ratio for the same year was 1.85. The West region ratio did not change between 2006 and 2007. At the same time Glendale's ratio increased 12%.



These numbers suggest that Glendale police staffing is above the curve. With a population of 248,854, Glendale is less than 1% from breaking into the larger population grouping; cities with a population above 250,000. The average ratio for the West Region in this larger population group is 2.1. Glendale's ratio is 12% below that level.

<b>Arizona Local Police Staffing 2007 &amp; 2008</b>							
	<b>Population</b>		<b>Authorized Sworn Strength</b>		<b>Officers per 1,000 Citizens</b>		
<b>City</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>% Chg</b>
Phoenix	1,551,635	1,567,991	3223	3644	2.12	2.35	10.8%
Tempe	169,712	172,641	327	354	1.97	2.09	5.9%
Scottsdale	244,010	245,810	426	435	1.77	1.78	0.7%
Mesa	456,155	464,319	855	836.5	1.87	1.83	-1.9%
<b>Glendale</b>	<b>244,290</b>	<b>248,854</b>	<b>395</b>	<b>452</b>	<b>1.65</b>	<b>1.85</b>	<b>12.1%</b>
Goodyear	55,710	58,654	76	76	1.58	1.36	-13.7%
Avondale	69,356	76,648	95	107	1.58	1.54	-2.4%
Chandler	243,317	251,686	330	339	1.35	1.39	3.2%
Peoria	147,223	148,779	177	189	1.24	1.28	3.5%
Surprise	104,000	109,672	120	134	1.07	1.29	20.4%

The table above compares Glendale staffing ratios with other valley cities.

### **Response Times**

Calls for service are categorized and are dispatched according to their priority. Priority is generally associated with the seriousness of the call and the need to respond with police officers. It is a generally held perception that a rapid response and the desire to arrive in a timely fashion will reduce or eliminate the risk of injury or death to victims of crime, reduce the public safety risk, and increase the likelihood of apprehending a criminal before they depart the scene. Police response time is traditionally measure as the time between the police first receiving a call and the time of the first officer arriving on the scene. This represents the factors that are within police control and effective management may impact. From the Kansas City Patrol Study in 1977, however, it was observed that the factor which most hampered the effectiveness of the police was not police response time, but citizen delay in calling the police.



Nevertheless the perception of what is acceptable response is influenced by public expectations and the victim's or witness's opinion of the adequacy of the police response. It is difficult, therefore, to establish national standards for response times. Despite the absence of clear standards for police response times, it is generally accepted among police authorities emergency call responses should be in five minutes or less.

The most authoritative data available on police response times is from the United States Bureau of Justice Statistics Criminal Victimization in the United States Report. Their 2006 publication (See Table) is the most recent available. Nationally, police agencies responded to incidents of violence in five minutes or less 26.6% of the time. This is down from the 28.9% in 2005. Response times were within ten minutes 58.6% of the time in 2006 compared to 56.8% of the in 2005. It is impossible from this data to form an opinion as to the adequacy of specific responses as the priority set for the calls is not determined.

Bureau of Justice Statistics filename: cv05107.csv data source: National Criminal Victimization Survey, 2005 NCJ 215244 produced by: Cathy Maston authors: Patsy Klaus and Cathy Maston refer questions to: askbjs@usdoj.gov 202-307-0765 data of version: 12/08/06								
<b>Table 107. Personal and property crimes, 2005: Percent distribution of incidents where police came to the victim, by police response</b>								
	<b>Percent of incidents</b>							
<b>Type of crime</b>	<b>Total</b>	<b>Within 5 minutes</b>	<b>6-10 minutes</b>	<b>11 minutes - 1 hour</b>	<b>Within 1 day</b>	<b>Longer than 1 day</b>	<b>Length of time not known</b>	<b>Not ascertained</b>
Crimes of violence/a	100 %	28.9 %	27.9 %	34.0 %	3.8 %	1.9 %*	3.4 %	0.2 %*
Robbery	100	29.4	24.0	31.2	4.0 *	5.0 *	5.2 *	1.2 *
Aggravated assault	100	30.5	29.7	34.8	3.5 *	0.0 *	1.6 *	0.0 *
Simple assault	100	26.9	29.0	34.8	3.7 *	1.7 *	3.9 *	0.0 *
Property crimes	100 %	10.0 %	18.2 %	48.7 %	15.0 %	1.6 %	6.3 %	0.1 %*
Household burglary	100	8.5	20.9	51.7	12.5	0.8 *	5.6	0.0 *
Motor vehicle theft	100	7.9	21.7	43.7	19.6	0.5 *	6.1 *	0.6 *
Theft	100	11.3	15.9	48.0	15.5	2.3	6.8	0.1 *
Note: Detail may not add to total shown because of rounding.								
*Estimate is based on about 10 or fewer sample cases.								
a/Crimes of violence includes data on rape and sexual assault, not shown separately.								

Response times are calculated from the time the 911 operator receives the call until the first police officer arrives on scene. It is important to note that police agencies define and prioritize calls differently. Most agencies define an emergency as a situation where an officer is needed immediately. The Glendale Police have established seven categories for calls for service. Priorities 1 – 4 relate to response actions.



*Priority 1 ..... Hot calls (Such as shooting, armed robbery, violence)*

*Priority 2 ..... Emergency (Such as injury accidents, arguments, panic alarms)*

*Priority 3 ..... Urgent (Such as suspicious activity, routine alarms)*

*Priority 4 ..... Report (Calls where report is required)*

Consistent with the national survey results and an assessment of local police agency practices, the Glendale Police Department chooses to adopt a standard of 5 minutes for Priority 1 and 2 calls, 15 minutes for Priority 3 calls, and 35 minutes for Priority 4 calls. These standards serve as both benchmark and goal. Response times are tracked for each patrol district and zone. Officers receive frequent feedback on response time performance as an incentive to continue efforts to seek meeting the standard. Priorities 5, 6, and 7 do not involve an actual field response and, therefore, are not assigned a response standard.

In 2008 actual response time for Priority 1 calls for service actually exceeded the standard with an average response time of 4:48. This is an improvement over 2007, although the average response time Priority one calls for service met the standard. Response times for Priority 2 calls for service did not meet the 5 minute standard, although there was a significant improvement. In 2007 the average response time for Priority 2 calls for service was 6:59. This improved to 6:08 in 2008, an improvement of more than 12%. The average response time to Priority 3 calls was 20:29 minutes. While this average is 36% above the desired level, it represents a 20% improvement over 2007 and a 23% better than 2006. The response time for Priority 4 calls for service also improved significantly with an average decrease of 26% since 2007 and 31% since 2006. The 2008 average for Priority 4 calls for service is 6% better than the established goal of 35 minutes.

<b>Average Response Times</b>			
	<b>Goal</b>	<b>2007</b>	<b>2008</b>
<b>Priority 1</b>	0:05:00	0:05:00	0:04:48
<b>Priority 2</b>	0:05:00	0:06:59	0:06:08
<b>Priority 3</b>	0:15:00	0:25:41	0:20:29
<b>Priority 4</b>	0:35:00	0:44:42	0:32:52



## **Future Year Planning**

Looking into the future, Glendale continues to anticipate fairly rapid growth. According to a study by the city's Planning Department, within the next five to ten years, there are six locations that are expected to grow.

1. Loop 101 corridor (area bounded by Northern Avenue, 91<sup>st</sup> Avenue, Camelback Road and 99<sup>th</sup> Avenue). An anticipated 2 million square feet of commercial development and 2,000 dwelling units may be built in this area.
2. Bell Road Corridor (area on both sides of Bell Road from 51<sup>st</sup> Avenue to Loop 101). This corridor has approximately 7 million square feet of commercial development. In the future, another 1 million square feet of commercial development may be added.
3. City Center (area bounded by Orangewood Avenue, 43<sup>rd</sup> Avenue, Maryland Avenue and 67<sup>th</sup> Avenue). This area should see the addition of several hundred new dwelling units, office employment, restaurants, retail and special events.
4. Western Area (area bounded by Northern Avenue, 67<sup>th</sup> Avenue, Camelback Avenue and 91<sup>st</sup> Avenue). This area has the majority of new single-family subdivisions and should increase of about 2,000 dwelling units.
5. Loop 303 Corridor (area bounded by Peoria Avenue, Reems Road, Camelback Road and Cotton Lane). This corridor area is projected to have approximately one million square feet of commercial development.
6. Infill – development of small parcels into higher density housing throughout the community. The City Planners project Glendale's population to grow by 11,396 (4.6%) in the next five years and 23,314 (9.4) in ten years. This growth, while not as aggressive as that experienced in the later years of the 20<sup>th</sup> Century and early years of the 21<sup>st</sup>, will continue to increase the demand for police services. Planning for resources required to meet the community demand for service requires forward thinking in order to proactively prepare rather than reacting after the growth occurs.

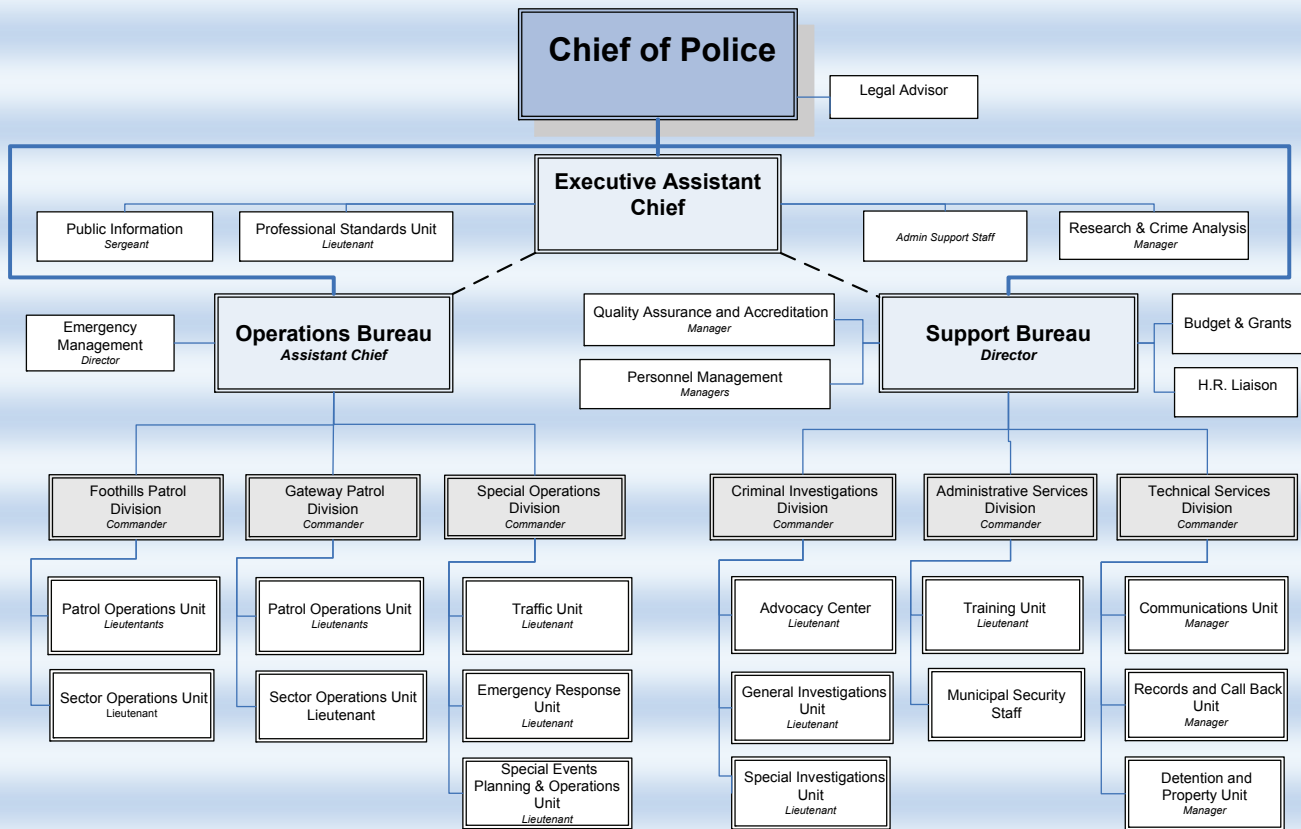
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# Organizational Overview

Charles Darwin once said, “It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.” Change is inevitable and even necessary in periods of economic, political, and social turmoil. The Glendale Police Department continues to adapt to such conditions through structural, programmatic and personnel changes to better enable it to meet community expectations and organizational responsibilities. What follows is a description of the organizational structure of the Glendale Police Department, its major divisions and the changes that have been implemented to that end.

Since the inauguration of Steve Conrad as Chief, the department has met the daily challenges of crime, answered the needs of a diverse community and expertly handled mega events. Better economic times engendered significant growth and increased staffing. Current conditions mandate a reevaluation of the time table for growth; however the commitment to serving the community with excellence, respect, courage, compassion, integrity and dedication remains unchanged.



An Executive Assistant Chief assignment was recently created and will assume responsibility and control over more of the day-to-day operations of the department. These changes will allow a realignment of priorities and will afford the Chief of Police greater opportunity for community outreach and closer working relationship with other city department heads on common issues. The existing functional divisions will be split between the remaining Assistant Chief and the Assistant Director. The changes are designed to make the organization more efficient and better positioned to serve the community in the future.

City Council approved 41 positions in the 2008 budget (27 sworn and 14 civilian). As a consequence of constrained budgets under current economic conditions a portion of these positions have been “frozen” pending revenue augmentation. Authorized levels of police staffing increased to 452 sworn and 181.5 non-sworn. Forty employees left service in 2008 due to retirement, resignation or other action. A net increase in staff was achieved, however, with the hiring of 40 sworn and 31.75 civilian personnel.

### **Office of the Chief of Police**

Command staff is comprised of the Chief of Police, an Executive Assistant Chief, an Assistant Chief, one Assistant Director and six Division Commanders. The Executive Assistant Chief manages the activities of the Operations and Support Bureaus through the Assistant Chief for Operations and the Assistant Director for Support. A public safety attorney reports directly to the Chief. Support staff reporting to the Executive Assistant Chief includes Public Information, the Professional Standards Unit, the Research and Planning, and the Administrative Support Staff.

The Professional Standards Unit is led by a Police Lieutenant and investigates complaints involving Police Department employees. Public Information is staffed by a police sergeant and a police officer. A Research and Planning Analyst provides support to department leadership. Administrative Support includes a management aide who provides administrative support directly to the Chief and Executive Assistant Chief and supervises four staff assistants providing administrative support.

There are a total of 20 personnel assigned to the Chief’s Office.

**Strategies for a Safer City** – In the spring of 2007, the department adopted a plan to make Glendale a safer city and to significantly reduce the level of criminal activity in the community.



The Strategies for a Safer City plan utilizes existing resources, is based on realistic, ethical, legal, affordable and politically feasible plans and involves the citizens in these efforts. The original plan consisted of 43 activities assigned to six different strategies:

- ◆ Focus on Repeat Offenders;
- ◆ Utilize effective tactics and ensure the proper use of existing resources;
- ◆ Reduce Visible Signs of Disorder;
- ◆ Increased Traffic Safety;
- ◆ Increase Public Outreach and Involvement;
- ◆ Enhance the information infrastructure to properly support enforcement efforts.

The strategic initiatives were reviewed and updated in early 2008. Activities proven effective in preventing and controlling crime will be continued and incorporated as part of normal operations. Strategic activities were reevaluated and revised accordingly and new activities were incorporated into the plan.

Activities are tracked ensuring department personnel are using the plan in the performance of their duties. Significant achievements observed this year are recapped in the Accomplishments Section of this staff study.

### **Operations Bureau**

The Operations Bureau is divided into three divisions. The Operations Bureau Assistant Chief oversees the function of the Foothills Patrol Division, Gateway Patrol Division and the Special Operations division. There are 284 officers assigned to this bureau, 115 in Foothills Division, 125 in Gateway and 44 in Special Operations.

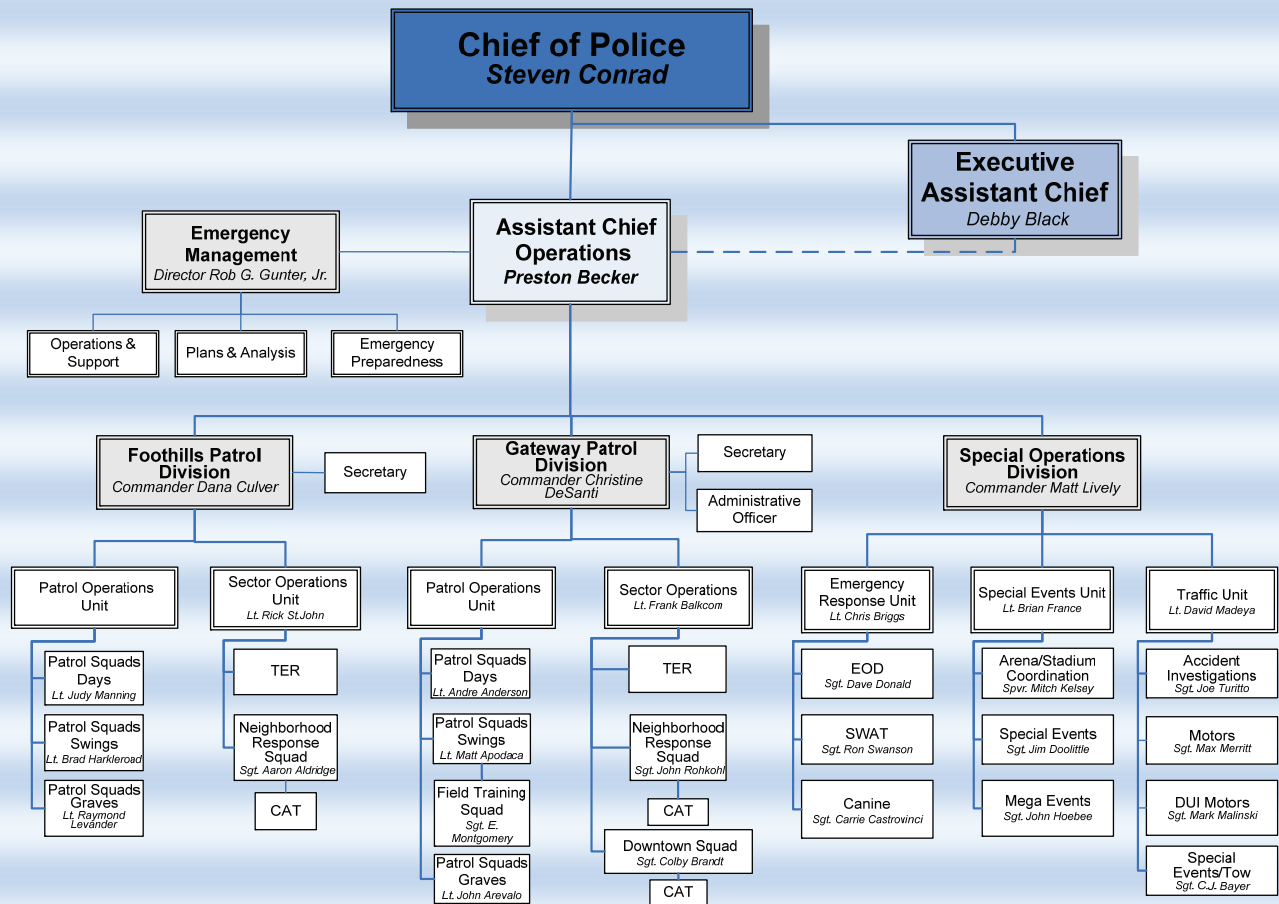
**The Foothills Division** is made up of twelve Patrol Squads, the Neighborhood Response Squad, the Community Action Teams and one neighborhood-based traffic enforcement officer. The division encompasses 32 square miles; the division boundaries are from Orangewood Avenue to Pinnacle Peak Road, 43<sup>rd</sup>/51<sup>st</sup> Avenue to 83<sup>rd</sup> Avenue. Officers work out of the Foothills substation at 6255 West Union Hills Road.

**The Gateway Division** is organized around twelve Patrol Squads, the Downtown Squad, the Neighborhood Response Squad, the Community Action Teams and neighborhood-based traffic enforcement officer. The division has responsibility for 27.7 square miles. Division boundaries



extend from Camelback Road to Orangewood Avenue and from 43<sup>rd</sup> Avenue west to the area surrounding Luke AFB. Officers work out of the Gateway substation at 6261 N. 83<sup>rd</sup> Avenue.

**The Special Operations Division** includes the Emergency Response Unit, the Special Events Unit, and the Traffic Unit. Responsibilities include large-scale event planning, security staffing, the Unified Command Center, EOD, SWAT, Canine officers, intelligence detectives and the centralized Traffic Unit. A total of 54 personnel are assigned to this division; 44 sworn and 10 civilian.

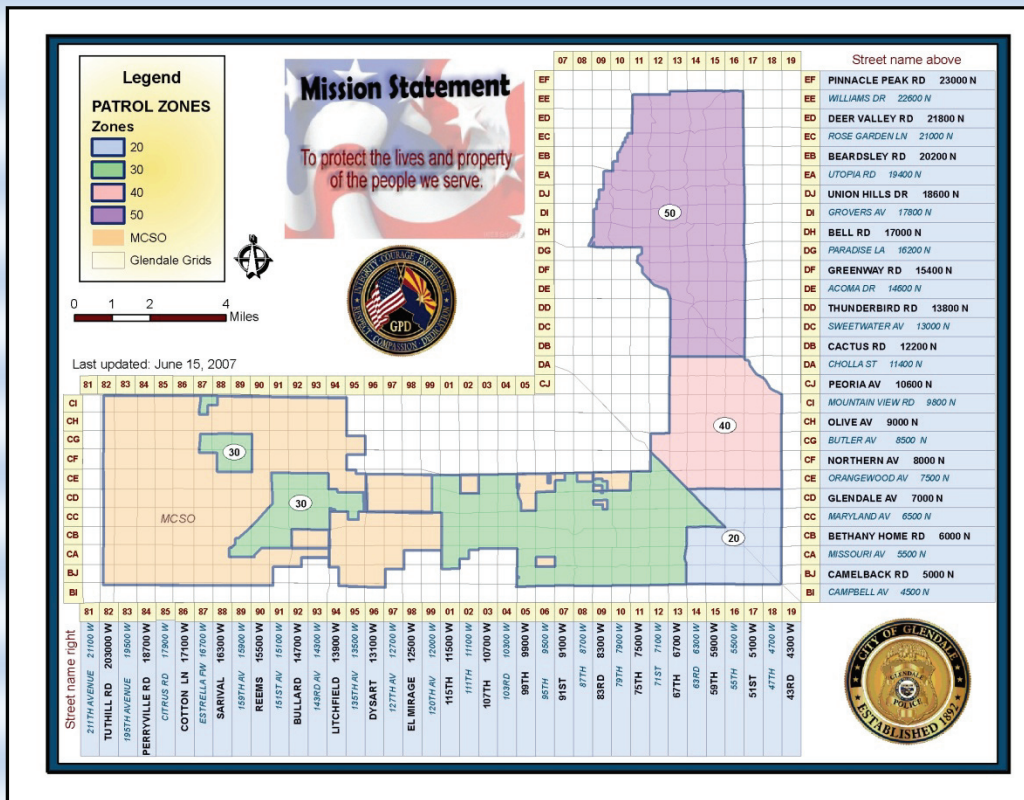


## Patrol

In early 2007, a committee consisting patrol sergeants and command staff, assessed patrol squad structure and calls for service and designed new squad assignments to improve squad integrity. Squad integrity refers to sergeants and officers in a squad all working the same schedule. Previously, to provide coverage throughout the city, officers were assigned to different days and hours creating supervisory hardships. In addition, squad integrity permits one day a week of



double coverage--allowing officers time to work on special projects in their division and follow up on existing reports.



Another significant change to the Patrol Bureau was the creation of a zone deployment scheme. As opposed to normal beat deployment, officers are now assigned to one of four zones and patrol sergeants work with their officers to manage the calls for service assigned to the zones. This unique approach to calls for service facilitates problem solving, provides a concentration of personnel in neighborhoods experiencing higher crime levels, and allows significant flexibility in deploying available patrol resources to address emerging crime trends. This new deployment scheme has resulted in reduced response times and an increased level of officer safety.

School Resource Officers have been placed in each division and are assigned to schools to assist with both enforcement and instruction for students.

**Neighborhood Response Squads** – Neighborhood Response Squads, one assigned to Foothills and two assigned to Gateway Patrol Division, were created. Each includes a sergeant, police officers, Crime Prevention Specialists, and a Community Action Team Officer. Squad focus is



on crime prevention and control. Duties range from assisting the community with on-going concerns to proactive drug enforcement and special projects. Officers utilize a variety of enforcement strategies including marked and unmarked vehicles, bicycles, foot patrols, and plainclothes and uniform assignments.

**Crime Analyst** – A crime analyst is assigned to each patrol division to assist staff with statistical data and identification of crime trends and patterns.

**Traffic Enforcement Response Officer** – Each division’s traffic enforcement response (TER) officer targets speeding and other traffic enforcement issues in their respective division. The TER officer also handles traffic complaints from citizens regarding on-going traffic concerns in neighborhoods.

**Downtown Squad** – This Gateway Division squad is partially funded by an Office of Community Oriented Policing Services Universal Hiring Program grant. This squad, which operates much as a Neighborhood Response Squad, focuses on crime control, crime prevention and problem solving in downtown Glendale and the surrounding areas. The squad utilizes a variety of tactics in their efforts including vehicle, bike and foot patrol, and both uniform and plainclothes assignments. This innovative unit provides a valuable resource for the downtown merchants and visitors to the area.

### **CompStat**

Glendale has adopted the CompStat accountability model and directed patrol under which officers are briefed on crime trends and given focus areas on that basis. CompStat utilizes computer-generated statistical data to identify suspects, locations and crime trends that can be addressed by effectively applying available resources and tactics to address the trends. A patrol briefing document identifying the recent crimes, project/focus areas and close watch requests is provided at briefings for the patrol officers. In addition, the operational lieutenants, sergeants, CAT teams and crime analysts meet frequently with the patrol division commanders to review this information to assist with the deploying of resources and “directing patrol” as crime trends change.

There are several examples where this program showed successes for the City of Glendale. Crime Analysts and Patrol Officers identified several trends involving thefts from vehicles at city



parks. Patrol commanders and staff proactively responded to this trend by creating “watch your valuables” information cards that were then placed on vehicles in city park parking lots which reduced the number of victims of this crime. In recent weeks the Foothills Patrol Crime Analyst and Patrol staff identified a burglar trend and through surveillance, canvassing the area where the burglaries occurred, they were able to obtain information on three suspects, make cases in Glendale and Peoria on them and arrest them and clear several cases. The Gateway patrol division also developed information on a group of teen suspects who were committing burglaries they called “licks” as part of an initiation into a “Crips” gang set. Analysis and further investigation and interviews with several of the suspects resulted in the arrest of at least six suspects, and identification of many more involved in these burglaries. Tactical analysis by crime analysts assisted in solving of several credit union robberies by identifying an area most likely to contain the offender’s home address. Follow up investigation in that area directed by the analysis led to the identification and eventual arrest and clearing of these robberies.

**Citizen Advisory Committees** – Citizen Advisory Committees were established in each Patrol Division in 2007 to enhance the department’s relationship with the community. Their mission is to assist the police department in making Glendale a better and safer place to live, a more prosperous place to do business and to enhance the quality and effectiveness of police services. The committees continued to meet monthly through 2008. After receiving information and updates on the crime picture related to their patrol division, committee members make suggestions to address crime trends, several of which have been implemented. Committee members also offer information about criminal activity occurring in their respective neighborhoods.

**Community Outreach Efforts** – The police department has instituted several new programs toward the goal of working more effectively with the community including Quarterly Crime Forums, increasing the number of Neighborhood Watches, re-establishing the Operation ID program and the revision of several crime prevention-related publications and newsletters. Quarterly Crime Forums have been held in both the Foothills and Gateway areas and have focused on crime prevention techniques related to auto theft, personal safety/identity theft and gangs/graffiti. New safety brochures, door hangers and informational material were created by the CAT members and a revised “Eyes of Glendale” is published quarterly monthly for neighborhood watch groups and members of Managers Against Crime. The department



currently has over 150 registered neighborhood watch groups and the CAT teams have been promoting the use of Operation ID at these meetings.

**Intelligence Sharing** - The department has improved information and intelligence sharing between our department and other valley agencies. Crime analysts from west valley departments meet and share information on crime trends on a regular basis. Especially valuable is the liaison between the City of Peoria and Glendale in the Bell corridor area. Each month, sergeants and lieutenants from several west valley departments meet to discuss crime trends to foster communication and cooperation between agencies and to plan joint efforts. The basic philosophy is that “bad guys don’t care about boundaries and neither should we.”

**Graffiti Abatement** – An initiative to specifically address graffiti in and around the city was started in 2007. A member of the Gateway NRS squad was assigned to investigate graffiti crimes, liaison with other city departments and provide an educational component to the public. In late 2007, an investigation between the graffiti officer and North NRS squad resulted in the arrest of two individuals responsible for at least 14 graffiti crimes in north Glendale. Since the assignment of the graffiti officer, the joint efforts of this officer, the NRS squads and patrol officers have resulted in 51 arrests. In addition, the graffiti officer has orchestrated a neighborhood cleanup project, worked with the media regarding our graffiti reduction efforts, and worked with the Marketing Department to create a webpage for Graffiti Busters’ “Most Wanted.” City employees have observed a decrease in graffiti in some Glendale parks. These decreases are attributed to the department’s efforts. A second officer from the Foothills NRS was assigned in 2008 to assist with graffiti investigations.

### **Special Operations**

**Emergency Response Unit** – This unit consists of the Explosive Ordinance Disposal (EOD) staff, SWAT, Canine and Intelligence officers. The unit is lead by a Lieutenant and a sergeant supervises each squad.

The EOD squad is comprised of one full-time sergeant and four on-call officers responsible for all investigations involving explosives. This unit is also responsible for the seizure of explosive materials, training for police personnel, on-call response to crimes involving explosives, handling and training of the explosives-trained canines, conducting of bomb sweeps for special events and responds to West Valley agency requests for explosive expertise.



The SWAT team is staffed full-time by a lieutenant responsible for the scheduling of training, issuance of equipment and coordination for all SWAT activities. The remaining members of the SWAT team are pulled from their full-time duties to respond to SWAT callouts and trainings in a part-time capacity.

The Canine Squad consists of one sergeant and four canine handlers. The officers and their “partners” provide patrol officers with assistance ranging from tracking of suspects, article searches and assist with high-risk traffic stops.

There are three personnel assigned to work at the Arizona Counter Terrorism Information Center and FBI Joint Terrorism Task Force. These officers supply intelligence information to the police department on possible threats; as well as conduct surveillance and vulnerability assessments of critical infrastructure sites in the city and throughout the state.

**Special Events Unit** – This unit, also lead by a lieutenant, consists of the arena/stadium coordinator, the public event schedulers and the special events coordinator. These employees ensure that police staffing levels are sufficient for all large events held at the arena and stadium. The unit also coordinates the special events in the downtown area with other city departments.

**Traffic Unit** – The Traffic Unit is managed by a lieutenant. There are four traffic-related squads in the Traffic Unit—the Vehicular Crime Squad, two Motor Squads and the DUI Motor Squad. The Vehicular Crimes Squad is comprised of police officers and civilian traffic investigators responsible for investigating traffic collisions, hit and run investigations and all fatal vehicle accidents. In addition, a tow administrator and an abandoned vehicle inspector are assigned to the squad to administer impoundments of vehicles and to identify, issue citations, and impound abandoned vehicles on city roadways. The two motor squads handle traffic complaints and speed enforcement details utilizing radar on arterial roadways, school zones, and manage traffic concerns at special events. They also conduct DUI and special enforcement details, such as the racing campaign. The DUI motor officers operate the DUI van to ensure that equipment is available valley wide for patrol officers to process DUI arrestees. The officers also assist with DUI Task Force efforts in the valley and are certified phlebotomists and trained as drug recognition experts.

In October 2007, the photo red light test program was instituted with the assistance of the Transportation Department and Glendale City Court. During the 30-day public notification and



education period warnings were issued for these violations. A total of 204 warnings were issued out of 316 photo-based events. Since actual enforcement of red light violations commenced in November some 1043 citations have been issued out of 2109 photo-based events. During the 12-month period prior to program implementation, 50 traffic collisions were documented. The number of collisions was reduced marginally to 48 during the first 12 months after program implementation. Rear-end collisions, however, decreased from 17 to 10; a much more significant change. The number of citations issued per month dropped from 118 during the first month of operation to 42 during the most recent month; a reduction of 64%.

Due to state law changes requiring vehicle impoundment for DUI crimes and driver's license suspensions, the number of police tows has increased substantially. In 2007 the tow administrator held approximately 68 impoundment appeal hearings a month. During 2008 the number of hearings increased to an average of 116 per month. Preliminary 2009 data suggest this decline will continue, although levels remain significantly above 2007 levels. The tow administrator position, previously a sworn position, was converted to a civilian position as part of the larger strategy to return sworn personnel to law enforcement duties.

The DUI Motor Squad was the runner up for this year's Governor's Office of Highway Safety DUI enforcement award. The squad works nights and coordinates DUI checkpoints as part of the West Valley DUI Task Force. The Motor Squads work primarily day shift and focus their efforts on traffic accident reduction at intersections with the highest traffic accident rates and by rotating enforcement in school zones in the morning and afternoon high activity times.

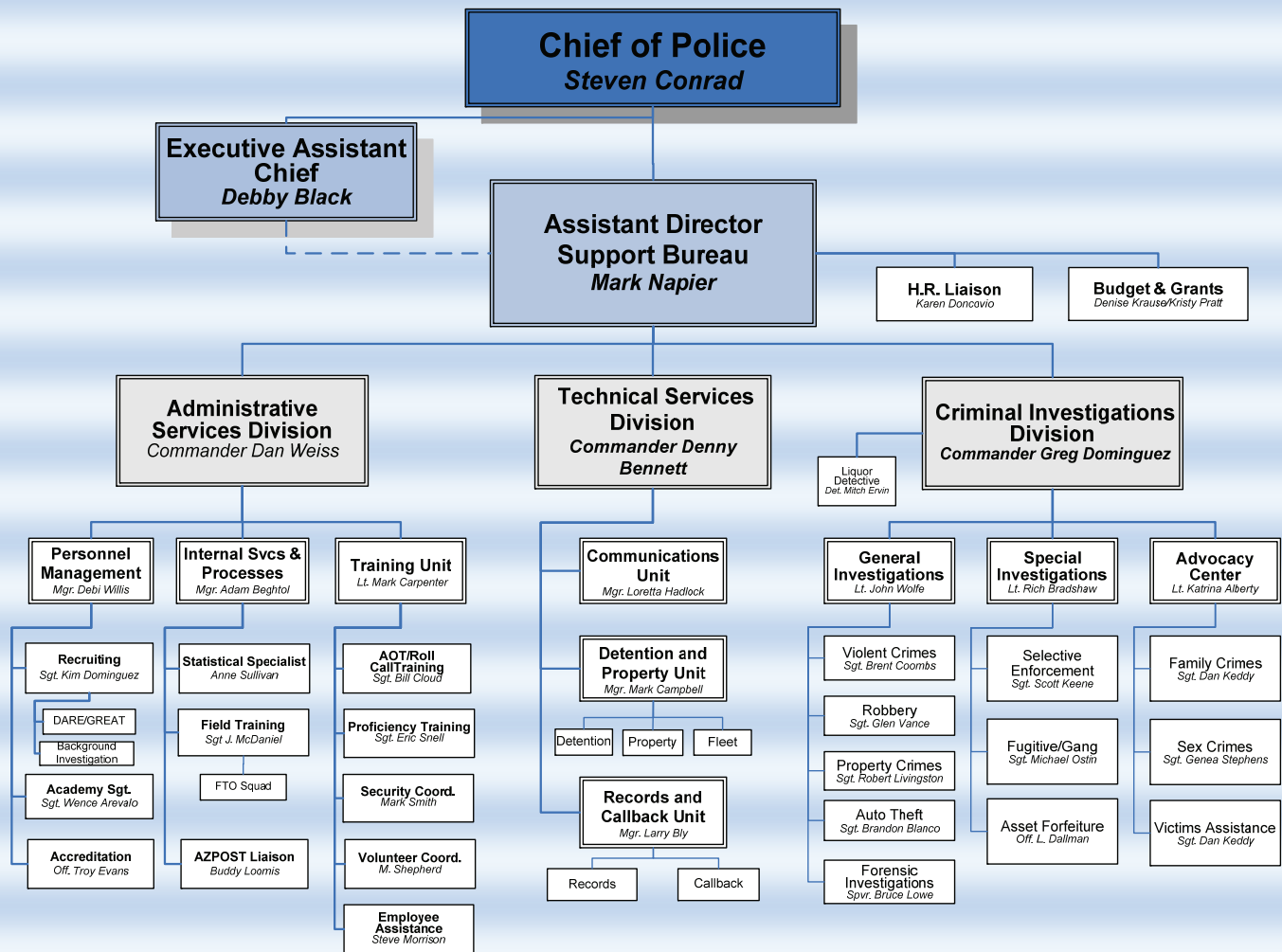
### **Support Bureau**

The newly reorganized Support Bureau consists of three divisions; Criminal Investigations, Administrative Services and Technical Services. The division is managed by an Assistant Director. Staff includes 99 sworn officers and 136.5 civilian staff. A Commander leads each of the three divisions. Criminal Investigations operations include General Investigations, Special Investigations and the Advocacy Center. The Technical Services Division is comprised of civilian personnel and includes the Communications Unit, Records and Callback Unit, Detention,



Fleet, Property and Evidence Unit. The Administrative Services Division includes the Training Unit, Municipal Security Staff and the Volunteer Unit.

Budget and Grant functions are provide by two civilian staff who report to the Assistant Director.



The grants staff managed \$6.3 Million in grants this year. The Support Bureau also includes a Human Resources Liaison position that coordinates personnel issues with the City HR program.

### Criminal Investigations Division

The Criminal Investigations Division encompasses the Advocacy Center, General Investigations and Special Investigations Units. A total of 95.5 personnel are assigned to this division; 75



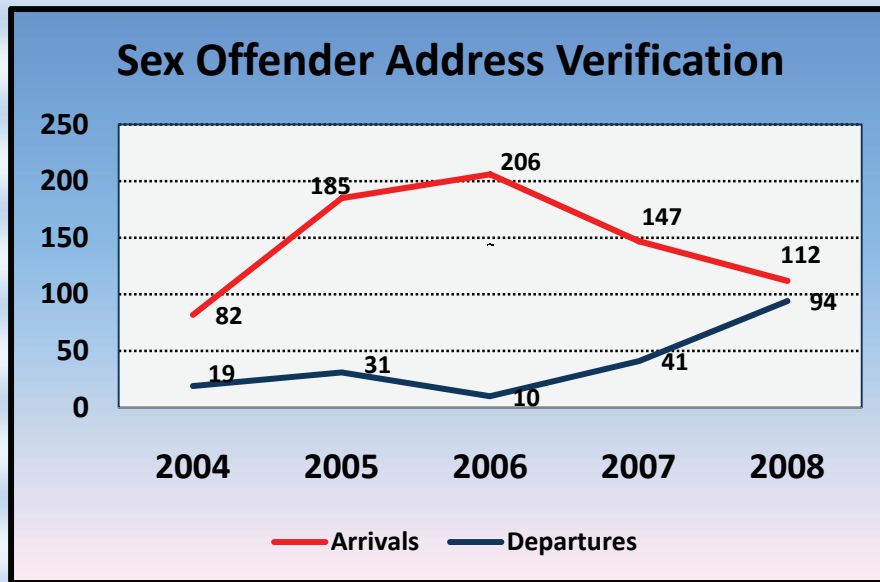
sworn and 20.5 civilian. The Gang Unit and Narcotic Enforcement Team were merged and renamed the Gang/Fugitive Squad. The detectives assigned to this squad focus on violent crime, the apprehension of fugitives, repeat offenders and gang-related activities. A public website featuring “Glendale’s Most Wanted” criminals was developed along with an on-line tip form and a hotline phone number for citizens to submit information about these criminals and other criminal activity. The Selective Enforcement Unit investigates narcotics, vice and other street crimes.

## **Select Programs**

**Repeat Offender Program (ROP)** - The General Investigations Unit committed a detective full time to manage the ROP. The objective is to target, for enhanced prosecution, those offenders committing a high rate of felony crimes, including robbery and aggravated assault. Suspects entered into the ROP program are tracked by the ROP detective and if arrested for any additional felonies, the case is transferred to the ROP county attorney for prosecution which may result in enhanced sentencing. In 2008, 109 suspects were entered into the Glendale ROP program. Sixty-three were adjudicated with enhanced sentencing through the ROP Deputy County Attorney.



**Sex Offender Address Verification Program** - The department created the state's first Sex Offender Address Verification Program. Patrol Officers conduct routine unannounced visits to Level 2 (intermediate risk) and 3 (high risk) registered sex offenders living in the city. Since the



start of this program, a number of absconders have been identified and steps have been taken to secure their arrests. Since 2006, the number of registered sex offenders moving to Glendale has decreased more than a 45%. And the number moving out of the City has increase by 840%. The department, working with the city's Marketing Department, created a new public website with information about registered sex offenders living in the city, and provided e-mail notifications to interested citizens regarding the movement of these registered sex offenders.

**Web-Site Enhancements** - This year, utilization of the Internet as a tool in suspect apprehension was expanded and the following websites are available to the public:

[www.glendaleaz.com/wanted/index.cfm](http://www.glendaleaz.com/wanted/index.cfm)

This website provides the names and photographs of the Glendale Police Department's top ten wanted subjects.

[www.glendaleaz.com/police/coldcaseinformation.cfm](http://www.glendaleaz.com/police/coldcaseinformation.cfm)

This website asks for the public's assistance in solving homicides which are now considered "cold case" investigations. The term "cold case" refers to any criminal investigation in which all



known leads have been investigated and evidence is being re-examined to determine if further scientific analysis or investigation is necessary. In many cases, citizens have information about these crimes that could provide detectives with a new approach or the ability to piece information that is already known together.

[www.glendaleaz.com/police/sexoffenderinfocenter.cfm](http://www.glendaleaz.com/police/sexoffenderinfocenter.cfm)

The persons who appear on this web page are not wanted by any law enforcement agency at this time. This notification is not intended to increase fear; rather it is our belief that an informed public is a safer public. Arizona state law (A.R.S. 13-3825, Community Notification of Sex Offenders law) requires city and county law enforcement agencies to notify the community when certain sex offenders move into their local jurisdictions. This notification is required when sex offenders are released from the Arizona State Prison, county jail, or who relocate from another city or state.

[www.glendaleaz.com/police/formsreportshotlines.cfm#Narcotics](http://www.glendaleaz.com/police/formsreportshotlines.cfm#Narcotics)

This narcotic complaint form can be submitted directly to the police department via the internet about any on going suspected drug activity in a neighborhood. In addition, citizens can call the Narcotics Tip Line (623-930-3353). The detectives and NRS officers have had excellent results and are timely in responding to the information received on these complaints.

**Computer Forensics Detective** - Realizing the increased need for expertise in the investigation of computer related crimes, the detective assigned to the Arizona Counter Terrorism Information Center has received advanced training in computer forensics and assists with investigations requiring computer crimes. The investigations have ranged from sexual predator crimes to identity theft and drug trafficking.

**Auto Theft Reduction** - The Criminal Investigations Division worked in conjunction with the Patrol Bureau organizing and conducting projects addressing crime trends such as the auto thefts. The license plate readers (LPR) continued to be used successfully by the Auto Theft Squad. Detectives scan license plates in large parking lots to identify and recover stolen vehicle. In 2008 use of the LPR has resulted in 11 arrests and the recovery of 59 stolen vehicles or license plates. In addition, use of the police department's three bait vehicles was increased and the bait vehicles were deployed in areas with higher auto theft rates. Utilization of these vehicles in 2008



resulted in the arrests of 48 suspects, an increase of 220% over 2007. Auto theft detectives conducted undercover operations to purchase stolen vehicles and stolen car parts which directly led to two chop investigations. The Auto Theft Hotline allowing citizens to report people that they suspect of stealing cars is being maintained. There were 2066 auto thefts in 2008. This is a 20.6% reduction from 2007.

## **Administrative Services Division**

The Administrative Services Division encompasses the Training Unit, Personnel Management and Internal Services and Processes. A total of 41 work in this division; 22 sworn and 19. The Training Unit is led by a Lieutenant. The Personnel Management and Internal Services and Processes Units are each led by a Technical Services Manager.

### **Training Unit**

The Training Unit is responsible for coordinating all training for department personnel. A sergeant and two police officers coordinate Roll Call and Advanced Officer Training (AOT). Another sergeant is responsible for Proficiency Training and is assisted by a police officer who as the Rangemaster supervised firearms training and range operations In addition, a police officer is responsible for departmental health and safety issues as required by OSHA, National Incident Management System (NIMS) compliance, and weapons of mass destruction (WMD) training.

Two civilian employees are also assigned to this unit to act as the department Volunteer Coordinator and to operate the Employee Assistance program.

**Volunteers in Police Service (VIPS) Program** - The volunteer program consists of a team of thirty-four individuals who worked numerous events in 2008 at a cost savings to the city of over \$45,854. These volunteers assist at DUI checkpoints, field and advanced officer training, traffic control, officer relief at stadium events, VIN etching events and with downtown Glendale special events.

The police volunteer coordinator conducted three citizen “police academies” during 2008 and graduated the second group of Volunteers in Police Service (VIPS). The VIPS were the first volunteer group to assist with security patrols at Arrowhead Mall during the holiday season and



due to the overwhelming success, have been trained to assist patrol with the License Plate Reader program. A Citizens Police Academy Alumni Association was formed and meets monthly at the main police station.

**Municipal Security Staff** – The Security Services Coordinator supervises the security officers at the city hall complex and coordinates the contracts for the private security guards. The coordinator reports to the Administration Services Division Commander and handles safety and security concerns for city employees in the downtown area.

The staffing for the Municipal Security Unit was increased with the addition of two security officers and two downtown security officers, also known as the Downtown Safety Team bringing staffing to eight officers. The additional security officers allow for both day and evening coverage at the new training facility and city hall. The new Downtown Safety Team security officers work in the downtown area and are responsible for creating positive public relationships with the business owners and assisting citizens by providing information regarding downtown establishments and. The team covers the area from 55<sup>th</sup> Avenue to 59<sup>th</sup> Avenue and from Lamar Road to Myrtle Avenue, watching for any criminal activity and providing a sense of security for citizens and business owners.

**Court/Warrant Officers** — Three police officers provide security for the courts, two of whom act as department Warrant Officers. All are supervised by the Security Coordinator.

### **Personnel Management Unit**

This unit is comprised of a technical services manager, two sergeants, eight police officers, and two civilian staff. This unit is responsible for recruitment, testing, background checks, filling sworn and non-sworn vacancies, coordination of recruits in the police academy, pre- and post-academies for the officers, hiring and training of volunteers, and other personnel duties.

**Community Services Unit** - The DARE/GREAT officers report to the sergeant leading the Community Services Unit. The officers are assigned to schools throughout the city and provide anti-drug, anti-gang and safety classes to thousands of students each year.

**Academy** – A Police Sergeant and a police officer, currently vacant, are assigned to the Arizona Law Enforcement Academy. They supervise and assist in instructing police recruits, not only from Glendale, but from other police agencies across the state, currently undertaking basic police



training.

**Accreditation**— A police officer is responsible for the management of the police department's policy and procedures, updating of policy manuals and ensuring that the police department complies with the requirements of the national standards organization, the Commission on Accreditation for Law enforcement Agencies (CALEA). Organizational benefits of accreditation include the enhancement of professional reputation and prestige, reduced liability and management performance evaluation tool.

### **Internal Services and Processes**

The Internal Services and Processes Unit is led by a Technical Services Manager. A Police Sergeant and an eight-member Field Training Officer (FTO) Squad provide instruction to field officers in a wide range of operational and tactical subjects. A civilian position in this unit serves as the department's official liaison to AZPOST, the Arizona Police Officer Standards and Training Board. Another civilian post is a Statistical Specialist and provides human resource information to the division and department.

### **Technical Services Division**

The Technical Services Division incorporates the Communications Unit, Records and Call Back Unit and the Detention, Property and Fleet Unit. The division employs 97 civilians.

**Communications Unit** – This unit is responsible for all incoming police calls, dispatching and prioritizing of both emergency and non-emergency calls. All 911 calls placed within the city limits of Glendale are automatically routed through the Police Communications Center. Police communications specialists screen these calls, process emergency police calls and transfer medical and/or fire emergency calls to the Phoenix Fire Regional Dispatch Center. In addition, this unit is responsible for ensuring officers and communication specialists are tested and approved to utilize state and federal database criminal history information, as well as operation, installation and maintenance of the communications system.

Communications personnel work diligently to effectively and efficiently process the 472,910 telephone calls handled this year and work radio dispatch positions. Communications personnel process approximately 500 calls per month which would otherwise be dispatched to patrol personnel. Communications personnel also enter persons and stolen articles into NCIC as well as



monitor a number of different systems such as Bait Car, Bank Robbery Tracking System, Shot Spotter, security cameras and others.

Another responsibility of the Communications Unit is maintenance of the communications systems; the mobile data system, radio network and other technical components. The digital radio system used by the police department and other city departments was upgraded during this past fiscal year ensuring the reliability of the network and system. Numerous other law enforcement agencies in the Valley, State and region utilized this radio system for interoperability purposes on a regular basis this past year while working the Cardinals' football games and other major events at the stadium

**Records and Callback** – The Records Unit enters, files and maintains police records and accident records for the department. The court liaison personnel ensure that reports and legal documents are provided to the judicial systems within mandated time frames, assist officers with record searches and data entry, handle requests from the public, including lobby traffic and phone calls, and take police reports via the phone.

The Records and Callback Unit assumed the responsibility of staffing the lobby of the Main Public Safety Building during this past year. The change allows this unit to address citizen needs at the lobby counter and to process telephone reports as well. Each month Callback personnel take more than 1,400 telephone and walk-in reports, calls that would otherwise be sent to patrol officers

**Detention and Property Unit** – This Unit is comprised of three separate functions: the Detention Facility, Vehicle Fleet/Equipment and the Property and Evidence Room. The detention officers transport arrestees between county and city jail/court, and are responsible for the care, custody and control of all detainees.

Glendale detention officers have assumed the added task of completing the officers' booking and other paperwork necessary in processing arrestees. In 2007, the Express Booking Program was developed and implemented allowing officers to process prisoners and return to their street duties in 15 minutes rather than the average process time of 74 minutes.

Other areas that fall under the command of the Detention Unit are the Property and Evidence section as well as Fleet. Property and Evidence added additional storage containers during this



past year to handle and store increased seized property. During the past year 28,709 items of evidence and/or property were processed by personnel in this area as well.

Fleet continues to provide coordination of the department's fleet of vehicles ranging from patrol cars, unmarked vehicles, motorcycles, quads and other vehicles. Employees in this area also issue equipment to officers and coordinate returned and repaired equipment as needed and distribute and accounts for supplies.

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## Crimes and Calls for Service

This section gives an overview of crimes, calls for service, investigations clearances, court filings and arrest information. Significant facts include:

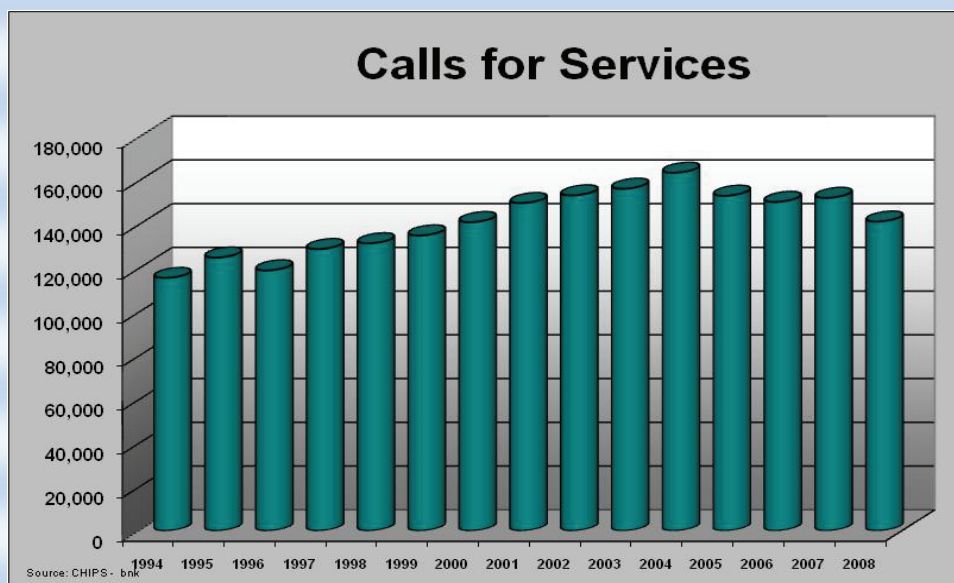
- ◆ **Violent crime decreased 11.9 percent**
- ◆ **Calls for service decreased 7 percent**
- ◆ **Motor Vehicle Thefts declined by 19.8%**

The Glendale Police Department reviews and analyzes crime reports and calls for service on a regular basis. Weekly reports are produced for review of crimes comparing the prior week with the current week, the past four weeks, and the year-to-date totals with comparative information from the previous year. With constant review of these reports and other reports developed at the request of Investigations, Patrol and Administration, police personnel continually monitor trends, recognize any new development of problem areas, and adjust deployment schemes accordingly.

The department's crime analysts work closely with patrol and investigative personnel to identify major crime trends and to create ad-hoc reports as needed. They also work closely with other Valley agencies exchanging information about mutual suspect and victim information, and geographical commonalities.

The Communications Center processed 472,910 incoming and outgoing telephone calls in 2008. Calls for service (CFS) are the total number of calls that are either dispatched or initiated by an

officer. There were 141,308 CFS that generated some type of a police response and were assigned a report number. This is a decrease of 7% over 2007. The chart on the left shows this trend using the annual CFS totals



from 1985 through 2008. 23.5% of all calls for service resulted in an offense report in 2008; about the same rate as the 23.67% in 2007.

The Uniform Crime Report (UCR) is a federal standard used in comparing one jurisdiction with other cities, counties, or states with similar populations. Part I crimes are reported to the state on a monthly basis, and the state forwards the information for all jurisdictions to the FBI on a monthly basis. The FBI compiles the information into an annual report based on the results. Part I crimes are homicide, sexual assault, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. Overall, Part I crimes increased 3.6% driven mostly by the increases in property-related crimes. Property crimes represent 91% of all Part I crimes.

<b>Glendale Crime Counts</b>			
<b>Part I Crimes</b>	<b>2007</b>	<b>2008</b>	<b>Change</b>
Homicide	18	18	0.0%
Rape	54	61	13.0%
Robbery	554	565	2.0%
Agg. Assault	905	660	-27.1%
<b>Total Persons Crimes</b>	1,531	1,304	-14.8%
Burglary	2710	2603	-3.9%
Theft	6845	8313	21.4%
Stolen Vehicle	3001	2365	-21.2%
Arson	71	78	9.9%
<b>Total Property Crimes</b>	12,627	13,359	5.8%
<b>Part I Crime Total</b>	14,158	14,663	3.6%

(Note: All crime and calls for service totals are subject to changed based on review, reclassification, query date, and crime reports determined to be unfounded which may occur throughout the year. **The data represented in this chart is based on queries using Date of Occurrence. Caution is urged when this data is compared with data compiled using alternate methods. This data may not be consistent with UCR published figures.**)

In 2008 Glendale residents saw a significant decrease in violent crime of 14.8%. This is on top of the 2.0% drop in 2007. This year's decrease is driven almost entirely by the 27.1% decrease in Aggravated Assaults. Homicide remained constant at 18 for the last two years. Rape offenses increased by 13.0% after two years of declines, although the number of offenses is still below the levels experienced in 2005 and 2006. Robbery offenses continued their rise with an 2.0% increase in 2008. It may be noted, however, that the increase is much lower that the increases exceeding 16% the previous two years. The Department implemented aggressive programs to combat these increases. Included was an increased focus on repeat offenders by all members of



the department. The Department's Repeat Offenders Program (ROP) detective tracks repeat offender activity and works with the County Attorney's Office to secure enhanced sentencing upon conviction. An investigations squad was created to work exclusively on robbery cases.

For 2008 property crime increased by 5.8%. Larceny/Theft remained the main driver in Part I offenses with an increase of 21.4%. Larceny/Theft offenses represent more than 56% of all recorded Part I offenses. Burglary offense continued to decline in 2008 registering at 3.9%, although the rate of decline is significantly below the previous year's decline of 26.3%. The Theft of Motor Vehicle offenses decreased by an impressive 21.2% reversing last year's increase of 9.4%. Arson cases increased by nearly 10%, however the 78 arson offenses only represents 0.5% of the total number of serious crime reported in Glendale in 2008.

### **Clearance Rates**

Offense reports are assigned to the Criminal Investigations Division based on a variety of solvability factors. In 2007, 65.1% of offense reports received were assigned to investigations for follow up. The actual number of cases assigned increased by 5% in 2008 even though the total number of offense reports received declined by almost 8%. Many cases assigned to investigations for which there is no physical evidence, witnesses, or suspect information are given lower priority and may not receive the same investigative attention. Because of the heavy workload, investigative personnel are forced to focus their efforts on the more serious cases.

<b>Offense Report Breakdown</b>	<b>2007</b>	<b>2008</b>	<b>% Change</b>
<b>Total Offense Reports</b>	36,023	33,227	-7.8%
<b>Total Assigned to Investigations</b>	23,462	24,656	5.1%
<b>Percent Assigned to Investigations</b>	<b>65.1%</b>	<b>74.2%</b>	

The following table further breaks down the detectives' caseloads and the clearance categories. In 2008 the number of cases "Cleared by Arrest or Submitted to Prosecutor" dropped by 15%. The total number of "cleared" cases increased by 5.3%. The number of viable cases that were not worked increased by 49.5%, but these cases only represent 5% of the total number of cases assigned to Investigations



Investigations Clearance Descriptions	2007	% of Total	2008	% of Total	% Change 2007 to 2008
Cleared by Arrest or Submitted to Prosecutor	1,980	8%	1,683	7%	-15.00%
Unfounded or Victim Refuses to Prosecute	936	4%	981	4%	4.81%
Cleared Exceptional	3,555	15%	4,145	18%	16.60%
Investigation Continued/Working Case	1,958	8%	2,137	9%	9.14%
Viable cases, but not worked	820	3%	1,226	5%	49.51%
Cases with not enough information to work	14,213	61%	14,484	62%	1.91%

### Calls for Service

Glendale Police respond to 142 distinct types of calls for service (CFS) and are categorized into 47 call classes. In 2008, Communications recorded 141,308 CFS, a decrease of 7.1% over 2007. With some minor changes in order, the top 10 CFS remained essentially the same. The top 4 were identical to those in 2007. "Suspicious Circumstances" calls were the most frequent class of calls representing 11.7% of all calls. "Theft," "Disturbance," and "Alarms" were the next three most frequent classes of calls received. The top 4 CFS, of 47 total, account for 40% of all calls. Most of these classes of calls remained relatively stable with decreases generally consistent with the overall decline in CFS. Noteworthy, however, is the significant respective drop in Accident



and Stolen Vehicle calls, 18.7 and 25.5 percent respectively.

The following table shows CFS data for a sampling of other Valley agencies. Totals include both citizen and officer initiated calls. Most of these cities showed a similar decrease in CFS, although the percentages showed considerable variation. Of the agencies sampled Gilbert alone marked an increase at 12.2%.

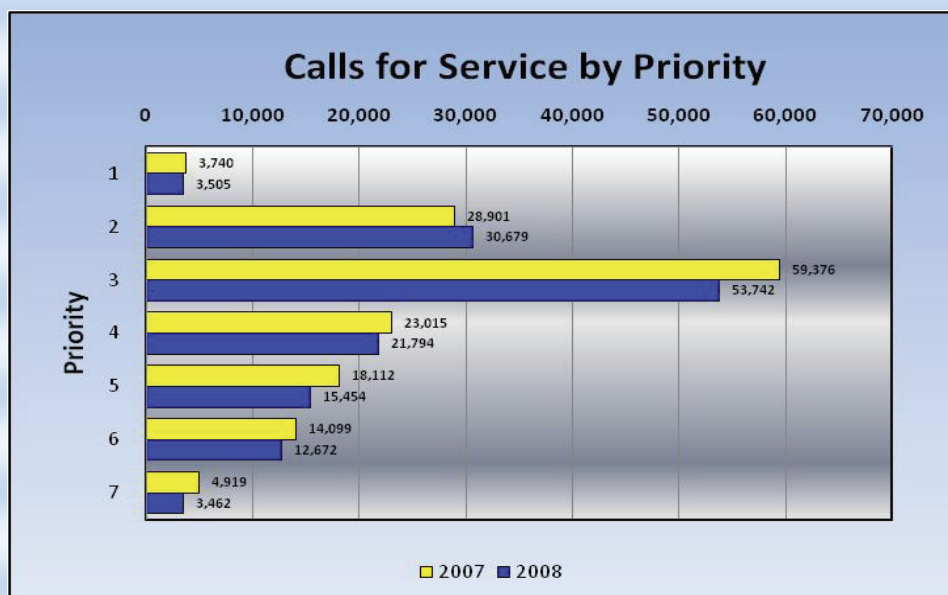
Calls for Service	2007	2008	% Change
Avondale	77,203	71,509	-7.4%
Chandler	161,972	159,073	-1.8%
Gilbert	157,860	177,129	12.2%
<b>Glendale</b>	<b>152,162</b>	<b>141,308</b>	<b>-7.2%</b>
Peoria	81,330	61,292	-24.6%
Tempe	182,019	108,815	-40.2%

The following table shows a two-year comparison of CFS based on call priority. Officer generated calls (Priority 6), like the overall total, declined approximately 10%. (Source: CAD)

Calls for Service by Priority								
Year	1	2	3	4	5	6	7	Total
<b>2007</b>	3,740	28,901	59,376	23,015	18,112	14,099	4,919	152,162
<b>2008</b>	3,505	30,679	53,742	21,794	15,454	12,672	3,462	141,308
<b>% Change</b>	-6.3%	6.2%	-9.5%	-5.3%	-14.7%	-10.1%	-29.6%	-7.1%

### Calls for Service Priorities

Calls for service requests are evaluated by the Communications Specialists and assigned a

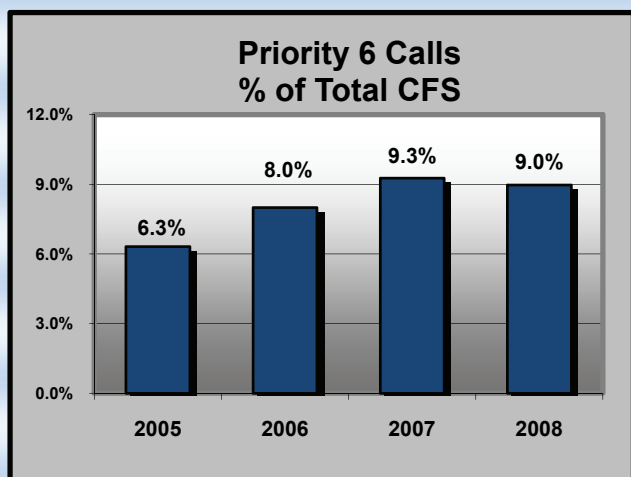


priority. Priorities 1-4 are dispatched to the patrol officers, priority 5 calls go to Call Back, priority 6 are officer generated or self initiated, and priority 7 calls are handled by Communications personnel.

At least two officers are dispatched for any in-progress call situations where there is a potential for a significant risk to officer safety. Such calls include all Priority 1 CFS and nearly all Priority 2 CFS. Officers conducting traffic stops on suspected drunk drivers are provided a backup unit, as well as any self-initiated activity where the officer's safety is in question.

- **Priority 1 - Hot Calls - Voice dispatched within 60 seconds using an emergency tone.**
- **Priority 2 - Emergency - Voice dispatched within 60 seconds.**
- **Priority 3 - Urgent - Dispatched to officers via MDC within 30 minutes.**
- **Priority 4 – Report - Dispatched to officers via MDC within 1 hour. Report calls.**
- **The following call priorities for administrative tracking of calls rather than for dispatch purposes.**
- **Priority 5 - Callback - Not visible to dispatch or field units, forwarded directly to Callback Officer's queue and processed as a phone report**
- **Priority 6 - Field - Used when a field unit requests a report number for self initiated or delayed activity**
- **Priority 7 - Communications - Used by communications personnel to assign a report number to informational only type incident**

### Officer Activity Overview – 2008 Self-Initiated Activity



In 2005, officer-initiated activities accounted for 6.3% of all calls. This grew to 8% in 2006 and 9.3% in 2007. With the reduction of total CFS in 2008, the percentage of officer-initiated calls dropped marginally to 9.0%. The most frequent types of officer-initiated calls remained “Suspicious



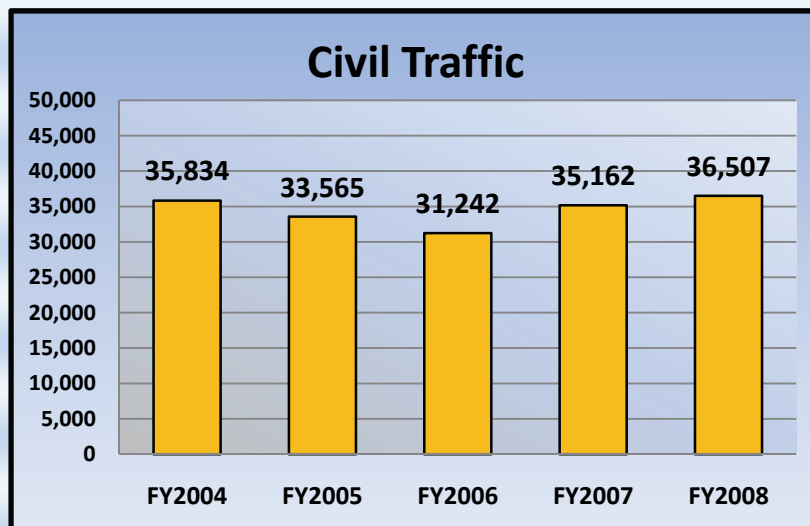
Circumstances” representing 22% of all calls. “Other” calls were the second most frequent; however, this class of calls covers a myriad of call circumstances, none of which individually represents a high volume. “Drug” calls and “Traffic” calls, therefore, are the next most frequent call classes at 8.6 and 8.5 percent, respectively. The three together account for almost 40% of all officer initiated activity.

### City Court Filings

The table below lists officer-generated court filings with the Glendale City Court and are an indication of officer initiated activity. Criminal traffic filings include: driving under the influence (DUI), civil traffic violations, misdemeanors and protective orders. Some of these citations are the result of traffic collisions, but most were issued as a result of violations directly observed by officers.

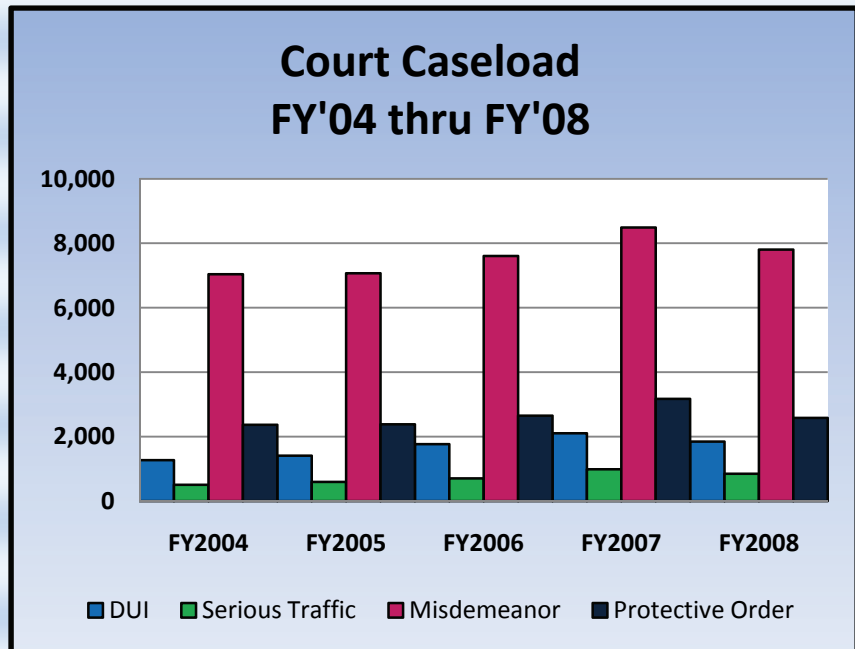
Glendale City Court Growth FY04 to FY08	FY2004	FY2005	FY2006	FY2007	FY2008	5-Year Growth (%)*
<b>Filings</b>						
DUI	1,273	1,410	1,768	2,105	1,848	45.17%
Serious Traffic	510	595	706	989	848	66.27%
Civil Traffic	35,834	33,565	31,242	35,162	36,507	1.88%
Misdemeanor	7,041	7,070	7,604	8,488	7,806	10.86%
Protective Order	2,369	2,385	2,650	3,175	2,582	8.99%

Civil traffic violations represent the largest group of court filings at more than 73%. Such violations showed a steady decline between 2004 and 2006, however, have increased almost 17% in the last two years.



Serious Traffic Violations declined by 14.2% in 2008, however, represent only 1.7% of all filings.

Misdemeanor non-traffic filings include shoplifting, theft, and assaults and represent 15.7% of the court filings in 2008. Misdemeanor filings decreased by 8% this year, however, levels remain above '04, '05, and '06 levels.



All court filings together showed a decrease of 0.66% in 2008.

#### **Enforcement Overview and Directed Activities**

The majority of staffing and deployment decisions are made daily to best meet citizen needs and performance requirements. CompStat has proved invaluable as a decision-making tool in this process. Previously, crime statistics were reviewed monthly in an effort to impact crime. Presently patrol division commanders and the investigations unit commander have embraced an enhanced CompStat program. The Crime Analysis Unit (CAU), on an almost daily basis, is heavily involved in the statistical crime analysis predicting crime patterns enabling appropriate police targeting and response.

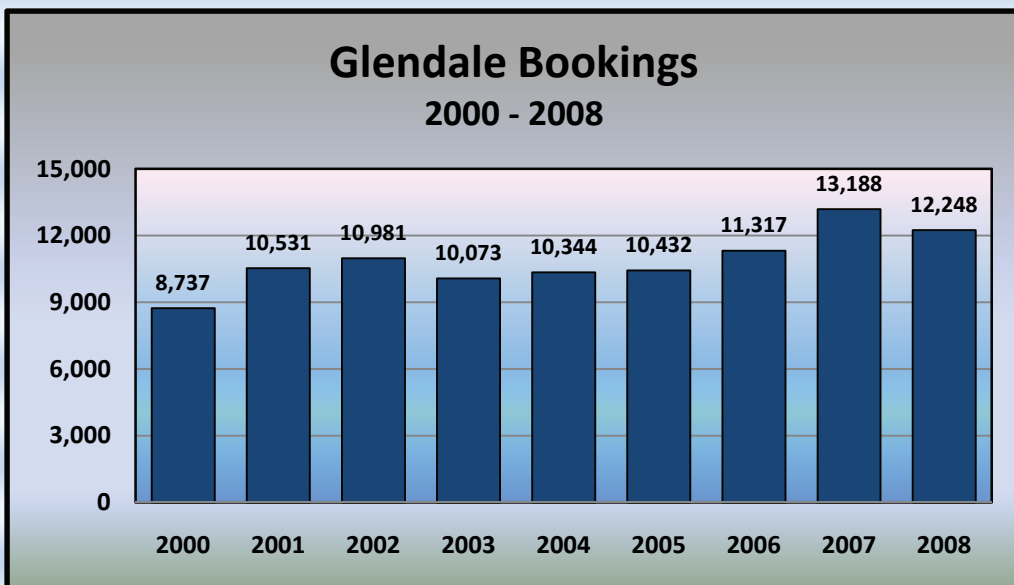
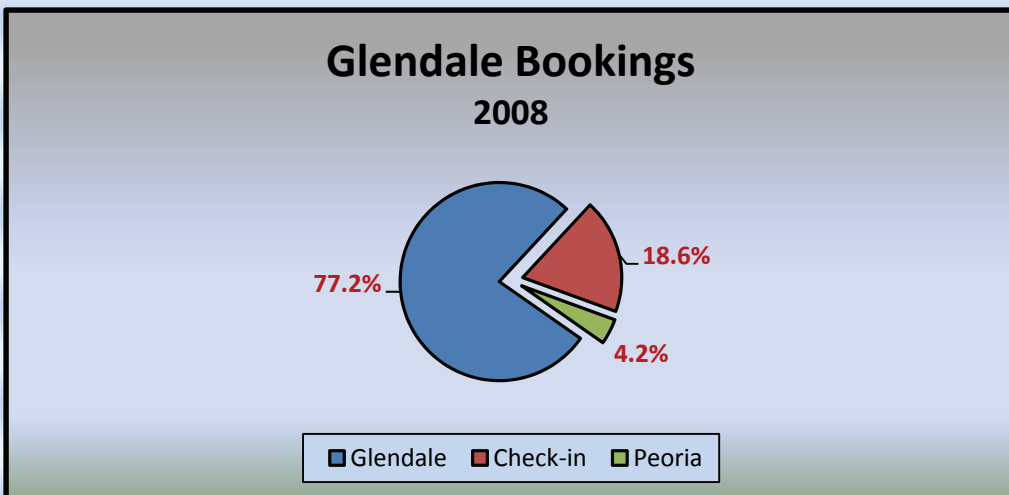
Division commanders meet at least weekly with management staff and crime analysts and review the latest statistics and trends. Response plans are developed and provided to patrol officers for implementation. Response plans direct officer patrol activities to respond to identified crime trends rather than typical random patrolling. A directed approach ensures uncommitted patrol time maximizes crime control results.

Division commanders meet monthly with senior staff to outline successes and challenges to be addressed. Meetings are used to ensure department resources are allocated to support patrol-based crime response plans and provide opportunities for information and resource sharing to address crime impacting the community.



### Arrest and Detention Overview

Bookings by the Glendale Police Detention Unit are made up of four groups. Of course, bookings made as a result of arrests by Glendale police officers represent the majority. In 2007 these accounted for 77.2% of all bookings. Under an intergovernmental agreement, Peoria Police Department prisoners are booked through the Glendale detention facility which account for an additional 4.2% of the bookings. Court ordered jail stays of 48 hours or less are also included in the table. These court ordered jail stays are commonly referred to as “check-ins.” In 2008 these accounted for 18.6% of the total bookings. Overall, there has been a 7.1% decrease in the number of arrests between 2007 with 2008.



\* \* \*



## Vacancies and Hiring Considerations

The recruitment, hiring and training of personnel is costly. The ability to provide quality services can be impacted by the loss of experienced personnel. A stable workforce is important to the success of any organization. It is incumbent on any organization to reduce turnover and retain competent staff. Turnover rate, or the number of employees exiting the department, measures such productivity. Employees exit an organization for a number of reasons; retirement, forced termination, better job, health and more. Turnover due to voluntary resignation is particularly important as it can more readily be managed, unlike retirements or terminations.

Consistent with the current economic climate employment separations have declined significantly since 2007. Sworn personnel departures dropped from 29 to 25 (13.8%), the lowest number in at least four years. Correspondingly, the turnover rate for sworn personnel dropped to 6.0% in 2008 from 7.5% the previous year and from the 9.0% rate in 2005. Only nine of the 25 separations in 2008 were resignations reflecting a voluntary turnover rate of 2.2%. The voluntary turnover rate for sworn personnel in 2007 was 2.8%. This is significantly below the 8.2% national rate reported by the U.S. Department of Labor for local governments in 2005/2006, the latest period for which figures are available.

The decline in civilian separations was even more dramatic; dropping from 25 in 2007 to 15.75 in 2008 (37%). Between 2007 and 2008, civilian turnover dropped from 18.2% to 9.8%. The number of voluntary resignations dropped from 13 to 6 over the same period. The voluntary turnover rate for civilians was 3.7% in 2008; down from 7.8% in 2007 and 11.7% in 2006.

The monthly average of sworn vacancies in 2008 increased from 15 to 23. Average civilian vacancies decreased to 13 from the 17 during 2007.

Clearly the current economic climate has contributed to the department's sworn and civilian turnover. The increase in the average sworn vacancies has risen despite the lower turnover rate. This effect is attributed to the average also reflecting the "frozen" sworn positions that are dependant on the rise in sales tax revenues that support these positions. Despite the artificial contributors the low turnover rates as compared to national figures provide evidence of a robust retention program and a supportive work environment.



# SWORN

## Staff Vacancies by Month

2007	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Authorized Strength	395	395	395	395	395	395	395	405	405	405	425	425	425
Current Staffing	383	383	386	384	383	384	382.5	383.5	387.5	393.5	403	405	405
Separations	3	2	2	2	3	3		4	3	2	3	2	29
Retirement	2		1			2		1	2				8
Resignation	1	1	1	2		1		3	1	2	3	2	17
Termination					3								3
Other		1											1
New Hires	3	5		1	4	1.5	1	8	9	11.5	5	5	54
Staffing Change							10			20			30
Vacancy Balance	12	9	11	12	11	12.5	21.5	17.5	11.5	22	20	17	15
2008	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Authorized Strength	425	425	425	425	425	425	452	452	452	452	452	452	452
Current Staffing	408	405	409	411	407	407	421	425	421	421	421	423	423
Separations	3	2		4	3	2	2		2	3	2	2	25
Retirement		1		2	2	1	1		2	1		1	11
Resignation	3	1				1	1				2	1	9
Termination				2	1					2			5
Other													
New Hires		6	2		3	9	9	4		1	2	4	40
Staffing Change							27						27
Vacancy Balance	20	16	14	18	18	11	31	27	29	31	31	29	23

# CIVILIAN

## Staff Vacancies by Month

2007	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Authorized Strength	152.5	152.5	152.5	152.5	151.5	151.5	151.5	155.5	155.5	157.5	167.5	167.5	
Current Staffing	130.25	132.25	132.25	131.25	136.25	137.25	137.25	136.25	136.25	142.25	149.25	149.25	
Separations	3	3		1	2	1	3	1		3	2	3	22
Retirement	1												1
Resignation	2	2			1	1	3	1		1	2		13
Termination													
Other		1		1	1					2		3	8
New Hires	4	3	2	7	3	1	2	1	6	10	2	8.25	49.25
Staffing Change				-1			4		2	10			15
Vacancy Balance (End of each month)	20.25	20.25	21.25	15.25	14.25	14.25	19.25	19.25	15.25	18.25	18.25	13	17
2008	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Authorized Strength	167.5	167.5	167.5	167.5	167.5	167.5	181.5	181.5	181.5	181.5	181.5	181.5	
Current Staffing	154.5	152.75	155.75	155.75	155.75	157.75	159.5	159.5	164.5	167.5	170.5	169.5	
Separations	4	2	2			1	1	1		2	2		15
Retirement										1	1		2
Resignation	2	1	1			1				1			6
Termination	1		1										2
Other	1	1					1	1			1		5
New Hires	3	5	2		2	1.75	2	6	3	5	1	1	31.75
Staffing Change							14						14
Vacancy Balance (End of each month)	14.75	11.75	11.75	11.75	9.75	9	22	17	14	11	12	11	13

### **Patrol Staffing Level**

The department currently deploys 181 officers to patrol the city. Officers are assigned to designated patrol zones on different shifts and different days. Minimum staffing levels are determined and set each year using a variety of statistical data. For “day” shift the minimum staffing is set at 21 officers. For “swing” shift it’s 28 and for “graves” 21. As a result each shift has a maximum number of officers that are allowed off each day.

Additional officers, when available, may be assigned to “hot spots;” areas experiencing problems or higher than normal calls for service. Because the assignment of additional officers to a particular area is based on need, the staffing levels in any given zone can change on a daily basis. In addition, due to overlapping shifts, officers from different shifts are often responsible for the same area. Effective deployment and assignment of officers, in addition to enhancing the department’s response to service calls, minimizes the need for overtime resources and the results costs.

### **Deploying Resources**

Staff Wizard is a patrol resource allocation software program from Corona Solutions. The department uses Staff Wizard to optimize patrol scheduling and deployment. The program provides recommendations for total staffing demand and assignment by day of week and time of day. The program utilizes a myriad of factors and complex algorithms including calls for service, officer activity, response times, travel times and distances, the maximum possibility of all units being busy, the total calls for service per hour, driving speed, the availability of units, as well as several other factors.

The primary function of this software is to analyze workload data based on the “availability factors” (the number of hours the average officer is available to respond to calls) and “constraint factors” (efficiency goals, such as available time for directed activities, percent of time when no officer would be available for backups, or emergency call response, average response times to calls, etc.). The program allows command staff to balance the amount of time allocated to administrative activities, calls for service, and most importantly to proactive or directed efforts in accordance with pre-established standards.

This program helps the department create the best staffing “fit” for the community by incorporating the aforementioned staffing factors, unique geographic layout, and changing customer demands. It also helps solve staffing problems based on available personnel.

### **Hiring Issues**

Staffing experts predicted in the 1980s and 1990s (Shannon, 1984; Sanders et al., 1995; Bowers, 1990) that as police agencies moved to increase personnel compliments, they would begin experiencing a "cop crunch" that would make recruitment and hiring much more difficult and competitive. The challenge of recruiting and hiring quality personnel had begun to emerge as a significant problem for law enforcement nationwide; threatening to undermine the ability of law enforcement to protect our nation's citizens and reverse important gains in efforts to increase the representation of racial/ethnic minorities and women on our police forces. Glendale turnover and vacancy rate, as noted above, suggest that, at least for the present, the “crunch” may be in remission.

The current economy, in terms of reduced civic revenues and, hence, available funding to support salaries, and the demand for employment, together may tend to mitigate, at least for the immediate future, the effects of the staffing “crunch.” Regardless, Glendale Police face the same challenges in recruiting and hiring efforts as other agencies. The problems of increased separations, growth, and other external factors that heretofore threatened the ability to adequately staff the department with qualified people may have been temporarily assuaged. The challenge of recruiting and retaining qualified staff, both sworn and civilian, however, remains.

Various factors impact the ability to attract and retain qualified employees. Starting salaries and subsequent salary steps competitive with neighboring jurisdictions must be maintained. “Signing bonuses” previously used to attract new applicants, recruits and lateral alike, were discontinued in late 2008. To remain competitive, the department must constantly evaluate and appropriately adjust compensation plans and benefits. Salary issue solutions are made considerably more difficult in times of repressed economic conditions.

Across the country, police departments are faced with retiring baby-boomers, declining interest in public service sector, and changing attitudes towards drug use and work ethic. Individuals seeking “secure” employment in the public sector seem to have increased considerably. Many are not necessarily suitable for a law enforcement career, but are applying nonetheless, and have



resulted more applicants which require testing. The increase impacts planning and staffing resources needed to process the applications. Recruitment efforts must be continued although somewhat reduced as due to the significant increase in applicant interest. Recruiting efforts have been altered as current budget limitations necessitate more economic alternatives. Advertising has been limited and use of free venues such as the Internet has increased. At the same time, high standards must be maintained to ensure only individuals are hired who reflect department values and are committed to improving the quality of life in our community.

During 2008 a total 385 police applications were received. Forty new officers were hired in 2008. Generally, only one applicant in 8 is hired. Twenty-five (6.5%) of the 2008 applicants have been hired. This suggests that the selection pool is robust, as might be expected in times of high unemployment. Below acceptable written test scores and substandard background investigation findings resulted in the rejection of 154 (40%) of the applicants. Sixty-nine applicants (18%) were rejected for not meeting minimum standards, physical or other.

The hiring process typically takes three to six months. Once hired, officers complete a three-week “pre-academy” department orientation. Recruits are then assigned to an Arizona POST certified law enforcement academy for 19 weeks. After graduation, new police officers attend a two-week “post-academy” and are introduced to department policies and procedures. Officers then work with field training officers for 14 weeks where new officer training continues and performance is evaluated. The field training period can be extended to provide supplemental instruction and ensure officers are ready to work independently. All together over one year is required to recruit, test, hire and train a new officer. Hiring experienced officers as “lateral transfers” can significantly shorten the training process and reduce costs. Eleven (28%) of the forty police hires in 2008 were lateral transfers. Although this is an increase from the 9 lateral in 2007, it is about average for the period since 1990. The 2008 lateral entries represented 28% of the new police hires, which is typical. Lateral entries peaked at 17 in 1996 representing 55% of the hires that year. Lateral entry hires were at minimal levels for the period 2002 through 2004 with an average below three per year and only amounting to about 9% of the hires. This lull in lateral applicants may have been due to a temporary department practice of requiring all recruits to complete academy training and thereby reducing the interest of lateral applicants.

\* \* \*



## Recommendations

This report represents a comprehensive analysis of police department staffing resource needs. The Staff Wizard patrol staffing analysis software provided a thorough evaluation of patrol staffing deployment. Using crime, calls for service and other data, it was determined that additional police officers are needed for patrol in order to achieve optimal performance and meet workload allotment goals. The analysis considered department standards and goals relative to desired target response times and minimum desired time for proactive patrol or directed activities as adopted from evaluated Best Practices. Analysis also determined the need for additional police and civilian positions to provide resources for the various functional programs in the department.

Current economic conditions make the addition of new positions during FY2009/2010 unfeasible. Economic projections for the near term suggest that economic recovery may not occur in the near term. No staffing increases are therefore being requested for this period, however, efforts will be made to fill the current sworn vacancies that are funded and those caused by attrition in the coming fiscal year. Staffing analysis will continue annually and multi-year staffing projection plans developed for future years.

\* \* \*



## Implementation

This annual report represents the police department's commitment to continuously reexamine staffing needs and adjust recommendations as necessary based on the changing environment. A comprehensive analysis of calls for service, crime trends and a myriad of other factors aligned with the goal of making a safer community for all determined the need for an additional 50 sworn personnel and 64.5 non-sworn personnel to fully meet established goals and address community expectations. Filling all identified positions would require \$19 million dollars.

Like most other governments and private enterprises, the current economic slump has created significant fiscal limitations on the City of Glendale. The Department recognizes that the reduction of general revenues and, specifically, sales tax revenues directly supporting a portion of the City's Public Safety staff severely impact needed staffing enhancements. As such, the Department is requesting no additional staff positions for FY2009/2010. Although the time frame for economic recovery is difficult to project, a phased approach for the potential fulfillment of staffing needs is proposed for FY2010/2011 through FY2012/2013. This approach allows the incremental improvement in the ability to meet service level demands along with focusing additional resources on crime prevention and crime control. This plan enables the Department to adequately plan for the future while recognizing that implementation is necessarily dependant upon more favorable economic conditions.

The table below shows the current staffing needs identified in this study and the four year plan for implementation contingent upon enabling economic recovery. As previously noted, no new positions are proposed for fiscal year 2009/2010.



Master	Staffing Needs						Costs		
	Assignment	Need 2009	FY 09/10	FY 10/11	FY 11/12	FY 12/13	One-Time	On-going	Total
<b>Chief's Office</b>									
Dep City Attorney		1		1			38,694	168,801	207,495
Police Plan & Research Analyst		1		1			8,674	78,529	87,203
Police Crime/Stats Analyst		2		1		1	17,348	133,714	151,062
Mgmt Aide	Chief's Office	1			1		8,674	64,278	72,952
Emergency Svcs Coord	Emergency Management	2		1		1	17,748	186,635	204,383
<b>Patrol</b>									
Police Officer		13		5	4	4	439,743	1,124,639	1,564,382
Police Officer - CAT	CAT	1			1		33,944	89,894	123,838
Police Officer - SRO	SRO	1			1		65,573	96,215	161,788
Management Aide - CAT	CAT	0.5		0.5			4,337	32,639	36,976
Crime Prevention Specialist - Weed & Seed	Weed & Seed	0.5		0.5			1,962	35,208	37,170
<b>Criminal Investigations</b>									
Police Sergeant	Property Crimes	1			1		38,694	124,467	163,161
Police Sergeant	Financial Crimes	1		1			38,694	124,467	163,161
Police Officer	Detective - Homicide	3		1	1	1	116,082	270,131	386,213
Police Officer	Detective - Property Crimes	6		2	2	2	232,164	540,263	772,427
Police Officer	Detective - Fin. Crimes	4		2	1	1	154,776	360,175	514,951
Police Officer	Detective - Robbery	2		2			77,388	180,088	257,476
Police Officer	Detective - Narcotics	1			1		38,694	90,044	128,738
Police Officer	Detective - Auto Theft	2			1	1	77,388	180,088	257,476
Police Officer	Detective - Adult Crimes	1			1		38,694	90,044	128,738
Forensics Manager		1			1		8,874	97,318	106,192
Forensic Supervisor		1				1	8,674	81,821	90,495
Lab Tech - Toxicology		2			1	1	17,348	150,790	168,138
Lab Technician		2			1	1	17,348	118,965	136,313
Police Property/Evid Custodian		4		1	2	1	34,696	241,930	276,626
Police Identification Tech		2		1	1		8,348	136,614	144,962
Victim Assistance Supv		1				1	8,874	89,507	98,381
Mgmt Aide	Case Manager	3		1	2	1	26,022	192,834	218,856
Secretary		1.5		0.5	1		13,011	79,668	92,679
<b>Special Operations</b>									
Police Sergeant	DUI Motors	1				1	50,624	118,017	168,641



Police Sergeant	DUI Motors	1			1		50,624	118,017	168,641
Police Officer	Veh. Crime Inv.	1		1			65,373	95,615	160,988
Police Officer	DUI Motors	2		1	1		89,294	165,143	254,437
Police Officer	DUI Motors	2			1	1	89,294	165,143	254,437
Police Officer	Commer. Veh.Insp.	1			1		65,373	95,615	160,988
Police Officer	EOD	2		1	1		83,414	169,643	253,057
Police Officer	K-9	1			1		65,373	95,615	160,988
Police Crime/Stats Analyst	Intelligence Anal.	1				1	8,674	66,857	75,531
Police Aide	Accident Inv.	4		1	2	1	204,590	290,871	495,461
Mgmt Aide	Case Manager	1			1		8,674	64,278	72,952
Police Aide	DUI Van Operator	1				1	52,688	73,126	125,814
<b>Administrative Services</b>									
Police Officer	Training	1			1		70,323	96,365	166,688
Police Officer	RTO	1		1			38,694	90,044	128,738
Police Support Svcs Supv	Civ. Train. Coord.	1				1	8,674	72,409	81,083
Police Support Svcs Supv	Alarm Prog. Coord.	1			1		8,674	72,409	81,083
Secur Officer		2				2	3,740	110,876	114,616
Secur Officer	GRPSTC	2			2		3,740	110,876	114,616
Mgmt Aide	Quality Assurance	1			1		3,740	110,876	114,616
Mgmt Aide	Training	1		1			8,674	64,278	72,952
Mgmt Aide	Driving Instr	1				1	8,674	64,278	72,952
Mgmt Aide	Firearms Instr	1			1		8,674	64,278	72,952
Mgmt Aide	BGI	2		1		1	17,348	128,556	145,904
Mgmt Aide	Accreditation	1			1		8,674	64,278	72,952
Mgmt Asst	Budget	1				1	8,674	75,395	84,069
Police Aide	Warrant Clerk	1			1		8,674	57,254	65,928
Secretary	Alarm Program	1				1	8,674	53,112	61,786
Secretary	Personnel Mgmt.	1			1		8,674	53,112	61,786
<b>Technical Services</b>									
Police Support Svcs Supv	Records	1		1	1	1	10,174	72,409	82,583
Police Property/Evid Custodian		1		1			3,924	60,332	64,256
Police Comm Spec		5		2	2	1	16,300	337,656	353,957
Police Records Tech		4		2	1	1	34,696	229,017	263,713
Police Detention Officer		5		2	2	1	16,850	298,942	315,792
<b>Total - Sworn</b>		<b>50.0</b>							
<b>Total - NonSworn</b>		<b>64.5</b>							
<b>Total - Sworn &amp; NonSworn</b>		<b>114.5</b>		<b>36.5</b>	<b>48</b>	<b>33</b>	<b>\$3,353,910</b>	<b>\$15,496,689</b>	<b>\$18,850,599</b>

\* \* \*



## 2008 Police Department Accomplishments

**Crime Control** – Violent crime was down in Glendale by almost 15% as compared to 2007. A significant reduction in aggravated assaults, which were down over 28%, was responsible for the decrease in violent crime. Property crime was up about 5%. This increase was driven completely by an increase in thefts, which were up over 20% in 2008 compared to 2008. Burglaries were down over 4% and auto thefts were down almost 22%. Overall, crime was up about 3% in 2008.

**Focus on Crime** – Timely and accurate information regarding crime in our city is routinely shared through a series of regular meeting to ensure that resources are focused where they need to be to prevent and control crime. On a biweekly basis, the Patrol Divisions meet to review crime information specific to their geographic area of responsibility. These meetings, which rely heavily on crime analysis and crime mapping, allow the Patrol Division commanders to focus efforts on targeted crime reduction efforts, quality of life issues and on managing personnel and resources within their control. Also once a week, the Command staff meets with staff from Patrol, Investigations, and several support units to discuss crime trends and patterns, hot spots and problem areas. The purpose of these weekly meetings is to ensure that critical information is shared between the different divisions and to allocate resources as needed to address immediate concerns. Finally, once a month, both of the Patrol Divisions, Criminal Investigations Division, Traffic Unit, Crime Analysts and Command Staff meet to recap and to share successful crime reduction tactics, evaluate the effectiveness and discuss current crime issues.

**Fiesta Bowl and Super Bowl** - The Glendale Police Department, working in cooperation with other city departments and a number of law enforcement agencies from across the valley, developed and successfully implemented incident action plans that dictated our efforts during the Fiesta Bowl and Super Bowl 42. The approach used to provide for public safety at Super Bowl is being touted by NFL Security as a national model.

**Implemented Dedicated Robbery Squad** – Like other cities in the valley, Glendale had a drastic increase in robberies (primarily street robberies). Historically, robbery detectives were part of the Violent Crimes Squad and would investigate robberies but would also be tasked with investigating other crimes. There were two detectives assigned to robbery at the time. A dedicated Robbery Squad has been created with five detectives and a sergeant. Since the



creation of that squad, our robbery arrests have increased dramatically and statistically robberies have gone down.

**Response Times** – Through the utilization of “zone” deployment, response times to all calls for service were reduced significantly. Under zone deployment, patrol officers are assigned on one of four patrol zone and patrol sergeants work with their officers to manage calls for service assigned to their zones. This approach facilitates problem solving, provides a concentration of personnel in neighborhoods experiencing higher crime level, and allows significant flexibility in deploying patrol resources to address emerging crime trends. This approach has resulted in reduced respond times and an increased level of officer safety. A comparison of 2007 to 2008 response times is as follows:

**Creation of the Field Training Officer Squad (FTO)** – Patrol now has a full-time training squad that also includes recruit training for pre and post academies. The FTO staff currently has two sergeants with one being designated as a fulltime FTO coordinator, and thirty-two FTOs. One sergeant is assigned to a fulltime FTO squad consisting of eight FTOs. The FTO staff is responsible for pre-academy, post-academy, and lateral-academy training along with field training for all newly hired police officers. The FTO staff monitors all police officers on probation and is often a resource for additional training requirements needed by some probationary officers.

**Sex Offender Address Verification Program (S.O.A.P.)** – The Sex Offender Address verification Program continues to be a success. At the end of 2008 there were 71 level 2 and 3 sex offenders in S.O.A.P., a reduction from last year’s numbers. In addition there was a reduction in the number of new sex offenders that registered in Glendale. The continued efforts of unannounced visits to the offender’s residents have revealed that 91 sex offenders have moved out of the city and 13 absconded.

**Quarterly Forums** – Quarterly Community Crime Forums created last year, continue to develop our efforts to improve the communication between the police department and the community that it serves. The quarterly forums are specific to the two patrol divisions and address a variety of topics. They cover an overview of crime as it applies to specific geographic areas; crime prevention; updates on various programs and projects and general questions and comments. Topics covered this past year were auto theft prevention, tagging and gangs, vacant homes and



rental property, and 'refused to be a victim'. As part of the forum, VIN etching and shred events were conducted with both Foothills and Gateway Patrol Divisions. Community Action Teams (CAT) working in partnership with the State Auto Theft Task Force and the Police Department Auto Theft detectives conducted three vehicle etching events in an effort to combat auto theft in the Glendale. The program educates the public on how to prevent auto theft and includes a free etching of the vehicle identification number on the window of the auto to deter auto theft. The CAT members also worked in partnership with the Target and Cintas Corporations and the Attorney General's Office to conduct two shred events in Glendale to combat identity theft. The shred events will continue throughout each year with a minimum of three events citywide.

**Monthly Community Advisory Committee Meetings:** The department's Police Advisory Committees have been established last year to reinforce the department's relationship with the community it serves. Two committees were created, one for both Patrol Divisions. These committees continue to provide vital information for shaping the department's priorities and enhancing the quality and effectiveness of police services. Topics covered to date include:

- Department Table of Organization
- Division Duties and Responsibilities
- Strategies for a Safer City
- CompStat
- Community Activity Reports
- Auto Theft Prevention and Strategies
- Identification Theft Prevention
- K-9 Uses and Responsibility
- Catalytic Converter Theft and Prevention
- Robbery Prevention & Strategies
- Metal Theft Prevention and Strategies
- NRS Duties and Responsibilities
- CAT Duties and Responsibilities
- License Plate Reader Demonstration
- Motors and DUI Enforcement
- Personal Safety Presentation
- Senior Safety Presentation
- G.A.I.N. Kick Off and G.A.I.N.

**G.A.I.N. (Getting Arizona Involved in Neighborhoods)** – G.A.I.N. is an annual event designed to unite neighbors and communities to help create safer neighborhoods. The annual G.A.I.N.



event is held in October. In 2008, our G.A.I.N. event hosted 65 neighborhood watch parties in the city. Events include block watch parties, youth activities, information sharing and participation from residents, businesses and the city. The Kickoff Event was held at Saguaro Ranch Park and a mini G.A.I.N. event information booth at Rose Lane Park was sponsored by Parks and Recreation.

**Special Recognition** – The Arizona Auto Theft Investigators Association (AATIA) is comprised of law enforcement and insurance companies from agencies throughout Arizona. On December 16, 2008, AATIA presented the Glendale Police Department's Auto Theft Unit with the 2008 Squad of the Year Award. During the 2008 calendar year, the Auto Theft Unit produced the following activity:

- Recovered 428 stolen vehicles valued at over \$3 million
- 38 stolen vehicles were recovered with the use of the License Plate Reader (LPR)
- Reduced auto theft by 23% for the year
- Investigated 14 chop shops
- Arrested 60 suspects related to the "bait car" program. The Auto Theft Unit revitalized the Bait Vehicle Deployment Program which had been idle due to a technology issue and funding. The program has been so successful they were one of the few departments nationally, approached by Tru TV to highlight our Auto Theft Program.

**Implemented Property Crimes' ROP Detail** – The purpose of the ROP program is to target, for enhanced prosecution, those offenders committing a high rate of felony property crimes, including robbery and aggravated assault. The Property Crimes Unit historically consisted of "case carrying" detectives who were assigned cases and they worked their case load. The original detail had only one detective assigned to the Repeat Offender Program. Criminal Investigations Division has assigned more detectives to the ROP detail to allow them to focus on repeat property offenders and on suspects who other detectives have developed probable cause for arrest. In 2007, 52 people were in the program, and in 2008, there were 84 people in the program, an increase of 61%.

**Special Investigations** – In 2007, a **Gang-Fugitive Squad** was created as part of the department's Special Investigations Unit. In 2008, this squad made 108 felony arrests and 50% of the fugitives assigned to this unit for apprehension were in custody within 24 hours. Members of the squad also provided gang education training to Westgate Security, West Valley Community Leaders, Citizens Academy, City and Superior Court Judges, Glendale and Peoria



School Districts, Communication Specialist and Patrol Officers. The **Narcotics Squad**, which is also part of the Special Investigations Unit made a high number of arrests and many significant seizures in 2008: Cocaine (430 lbs), Heroin (1.5 lbs), Methamphetamine (301 lbs), Marijuana (6,800 lbs), Firearms (430) and 141 felony arrests.

**Advanced Officer Training** - The department's Advanced Officer Training (AOT) this year included Hazardous Materials First Responder Operations (FRO) Training. Because GPD is the first law enforcement agency in the State of Arizona and one of only a few in the country to provide this level of training for their officers, professionals from the State Department of Emergency Management and other Arizona police agencies observed our intense two-day course at the Glendale Regional Public Safety Training Center. Four hundred and twelve professionals successfully completed the training from the Glendale Police Department and our leadership within the law enforcement community was further exemplified by the successful completion of this training. In addition to AOT, the Training Unit hosted a total of fifty-seven classes. These advanced classes ranged from remedial drivers training to special investigative techniques, fundamental and advanced incident command systems to train-the-trainer classes resulting in over 1463 hours of training for Glendale Police personnel.

**Enhanced Police Radio Communications** – With procurement of 410 additional portable radios, there has been an increased channel capacity necessary for additional agency systems being programmed into the radios (Phoenix, Tempe, Tolleson, Goodyear, Avondale, etc.) and include a display and encryption abilities. Ultimately these radios will replace non-display radios in use in the field and will allow those radios to then be used for cache/emergency use. Enhancements also included air card connectivity in patrol cars. Mobile Data Computers in patrol cars have been connected to the data system via a 19-kilobyte private radio modem. With the transition to air cards, the department can now move wireless data at the speed of 700 kilobits. This enhanced capability allows officers to more quickly access information including calls for service, wants/warrants checks, etc. In the future, it provides a sufficient pipeline to stream video and provide other information to the officer on demand.

**Tactical Dispatcher Program** – A cadre of seven Communications Specialists, Supervisors and Manager have been trained in emergency response to incidents such as SWAT callouts, search warrants, etc. In addition, this team trains with SWAT personnel on a frequent basis. By



training with SWAT and being familiar with terminology, equipment and tactics, this team has become much more proficient at handling these types of events. This approach also relieves workload from the 911 Center by ensuring this type of urgent traffic is processed on-site with incident command.

**Continuation of Express Booking Program** – Despite staffing levels, Detention continues to process over 40% of all arrests through the Express Booking Program. This program was originally started with contract positions and has a detention officer conduct the computer entry portion of the arrest allowing the officer to go back into the field. By doing this, officers save nearly 60 minutes on every arrest made.

### **Glendale Police Officer's Coalition (GPOC)**

The Glendale Police Department is also proud of the efforts of the Glendale Police Officers' Coalition. During 2008, the members of GPOC were involved in the following activities:

**January 2008** - Met with City Staff to negotiate a new two year contract that took effect July 1, 2008. This contract covers the 400-plus sworn line level and sergeant employees.

**May 2008** – Organized the annual Police Officer's Memorial Service honoring fallen/injured officers, not only in our City but throughout the State.

**May 2008** – Participated with staff in another seminar on the Organization Cooperation Process (OCP) to enhance cooperation/communication between management and employees.

**June 2008** – Participated in fund raising activities and donated money for a young boy who has a very rare disease and was in need of special medical assistance. (This young man is currently in a one-of-a-kind hospital in Ohio getting the help he needed.)

**September/October 2008** – Provided training seminars to members on critical incidents and internal investigations.

**November 2008** – Organized and ran the 1<sup>st</sup> Annual Turkey Drive, which generated over 150 turkeys that were donated to the St Mary's West Valley Food Bank to assist needy families in the West Valley community.

**December 2008** – Provided an opportunity for 100 children from the community to attend a Phoenix Coyote hockey game. The group consisted of kids from the Glendale Community



Center, kids identified by School Resource Officers and kids from the community in the ADJC systems that were on parole.

**December 2008** – Obtained funding and organized Shop with a Cop program that resulted in 48 kids from the community going to dinner and shopping with officers to celebrate Christmas.

In addition, throughout the year, with cooperation of police management, GPOC has been involved in problem solving areas affecting our members to enhance communications, better working conditions and safety of the officers.

GPOC has also been involved in the continuing effort to have a permanent public safety memorial designed and built in the downtown area, honoring fallen police officers and fire fighters.

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