

Strategies for a Safer City – 2008

Introduction

In early 2007, the command staff of the Glendale Police Department worked to develop an outline of strategies that they believed would help make Glendale a safer city. Six strategies were developed and 43 activities were identified as ways to implement the different strategies. While we experienced success in controlling most violent crime, we still had unacceptable increases in robberies and in some property crime categories. For 2007, violent crime was down 2% compared to 2006. Property crime was up 2.8% and overall, crime was up 2.3%

Earlier this year, the command staff, the lieutenants and the senior managers of the department met on a number of occasions to review the strategies and activities used in 2007, to determine what worked and what did not. This group also reviewed a report from the Police Executive Research Foundation that outlined best practices from around the country in terms of controlling crime. The result of these meetings is ***Strategies for a Safer City – 2008***. The goal of this plan is to reduce both violent crime and property crime by 10% in 2008.

We remain committed to the six strategies outlined in last year's plan, which are:

- Focus on repeat offenders
- Utilize effective tactics and ensure the proper use of existing resources
- Reduce visible signs of disorder
- Increase traffic safety
- Increase public outreach and involvement
- Enhance the information infrastructure to properly support enforcement efforts

We believe these strategies are sound, and they continue to represent our best chances for reducing crime and making Glendale safer. A number of the activities from the original plan will continue and are now representative of how the Glendale Police Department does business. New activities have been identified and added in hopes of seeing even more significant improvements this year. As was the case with last year's plan, each activity has one or more "project manager(s)" who is responsible for developing an action plan for the assigned activity and following through as needed to implement the activity. Each activity is intended to enhance communication, coordination and connectivity within the department.

Strategies for a Safer City – 2008

All strategic plans must start with a foundation of mission, values and vision.

Our Mission: The mission of the Glendale Police Department is to protect the lives and property of the people we serve.

Our Values:

- Courage
- Dedication
- Excellence
- Respect
- Compassion
- Integrity

Our Basic Principles:

- Crime Prevention
- Crime Control
- Community Involvement
- Fair and Equitable Treatment

Our 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.

Strategies for a Safer City – 2008

Strategy:	Focus on Repeat Offenders
	Possible Activities
	Evaluate the ROP Program to identify possible areas for improvement and expansion. Part of this evaluation will include researching what other cities are doing with their ROP programs, and discussions with other west valley agencies to gauge their interest in participating in a west valley ROP program. Identify possible resources for dedication to ROP duties as needed to facilitate this expansion.
	Deploy proactive resources to identified hot spots regardless of the part of the city involved – This approach would ensure total flexibility and a rapid response to developing problems. This activity involves the coordinated use of proactive resources within the two Patrol Divisions and CID with a concentrated focus on repeat offenders.
	Make a concerted effort to focus on the service of warrants for violent offenders, persons wanted on narcotics violations and person wanted for felony property offenses. This effort should involve Patrol, Investigative personnel and external partners, such as Probation and Parole.
	Develop a formal partnership with the Arizona Department of Parole and the Maricopa County Probation Office that would facilitate working together on a variety of initiatives targeting suspected repeat offenders (adults and juveniles) such as unannounced home visits of probationers and parolees, enhanced supervision of possible repeat offenders, etc.

Strategies for a Safer City – 2008

Strategy:	Utilize effective tactics and ensure the proper use of existing resources
	<p data-bbox="279 394 520 423">Possible Activities</p> <p data-bbox="279 448 1919 508">Conduct intelligence based enforcement of liquor establishments, utilizing partnerships with AZ Department of Liquor Licensing and Control (DLLC), and other city departments.</p> <p data-bbox="279 540 1940 631">Develop a zone-based problem-solving model that involves sergeants working with officers to identify problems and to work through solutions using resources within the squad and outside resources as required to focus on UCR part 1 violent crimes and burglaries. This activity will involve the sergeants working actively with the squad members to free up time from CFS to allow for these problem-solving activities.</p> <p data-bbox="279 664 1976 784">The Training Unit personnel will develop roll call training packages on a variety of topics and will work with the commanders as needed to implement the training. Topics to include burglary response, CPTED, dispute mediation, etc. The Training Unit personnel will work with Patrol as needed to ensure that the identified training topics are relevant to the needs of Patrol. Ensure that all personnel know the process for gaining access this training via the network.</p> <p data-bbox="279 816 1856 846">Develop a specific plan to enhance the level of cooperation and communication between Patrol and CID to include joint investigations.</p> <p data-bbox="279 911 1724 940">Actively enforce curfew and truancy violations. As legally appropriate, enforcement will include cite and release to parents.</p> <p data-bbox="279 974 1969 1065">Use the CompStat process to identify the most problematic crime trends and dedicate resources from throughout the department to address the trends until successful results are achieved. Options used to address identified problems may include the formation of a short term task force, refocusing existing resources to address the trend, etc.</p> <p data-bbox="279 1097 1955 1157">Work more closely with the County Attorney’s Office through their law enforcement liaison to improve and enhance our prosecution efforts and to reduce the number of “turn downs” and failed prosecutions.</p>

Strategies for a Safer City – 2008

Strategy:	Utilize effective tactics and ensure the proper use of existing resources (continued)
	<p>Seize every opportunity to lawfully remove firearms from our community to reduce the incidence of gun violence, including criminal, accidental and self inflicted incidents.</p> <p>Tactics which would support this activity would include:</p> <ol style="list-style-type: none">1) Training for patrol officers;2) Research enhanced prosecution opportunities;3) Include the focus on firearms into any task force effort
Strategy:	Reduce Visible Signs of Disorder
	Possible Activities
	<p>Continue to participate in partnerships with other city agencies to address graffiti in our community to include:</p> <ul style="list-style-type: none">• Enforcement efforts aimed at tagging crews• Working with the Prosecutor’s Office and the Courts on prosecution• Informant funding for identifying taggers• Enhanced paint out efforts.
	<p>Maintain Shot Spotter and respond to shots fired CFS as required.</p>

Strategies for a Safer City – 2008

Strategy:	Increased Traffic Safety
	Possible Activities
	Enhance DUI enforcement through public education and increased enforcement focused on impaired driving. Public education effort needs to include Luke Air Force Base.
	Work to further develop and expand the West Valley DUI Task Force.
	Enhance speed enforcement efforts on targeted roads to include: <ul style="list-style-type: none"> • Public education • Targeted Enforcement by the Motor Officers • Increased use of SMART trailers • Increased use of TER officers • Concentrate efforts on high accident locations and focus enforcement efforts on the intersection “legs” as well as the intersection.
	Work with Engineering to study high accident locations that may have potential for accident reduction through physical changes, traffic control device changes and/or signage changes. Develop an annual report outlining the studies that have been completed.
	Expand the traffic safety education campaign that is focused on young drivers. Traffic Unit personnel will work with the area schools to determine the focus of our training efforts.
	Work to gain support and approval to move forward with the use of additional technologies to assist with traffic enforcement to include more intersection cameras and speed vans.

Strategies for a Safer City – 2008

Strategy:	Increase Public Outreach and Involvement
	<p data-bbox="281 394 1980 444">Possible Activities</p> <p data-bbox="281 444 1980 537">Continue the production of Public Service Announcements (PSAs) that are intended to raise awareness in the community about ways that citizens can keep from being victims of crime, and expand the availability of these PSA for use at public meetings.</p> <p data-bbox="281 537 1980 630">Continue with quarterly crime forums in each patrol division and work to increase public participation.</p> <p data-bbox="281 630 1980 722">Work with the Silent Witness Program as needed to expand its use in Glendale; investigate marketing opportunities and work to enhance the relationship between our agency and this program to improve the flow of information.</p> <p data-bbox="281 722 1980 756">Continue to work with Neighborhood Partnerships in the development of programs to identify and address the health of our neighborhoods.</p> <p data-bbox="281 756 1980 849">Work with other city department directors to establish a "Fleet Watch" program where employees from these other departments who are working out in the field report suspicious activity that they see to the police.</p> <p data-bbox="281 849 1980 911">Continue the development of a media communications plan in cooperation with the Marketing Department to ensure that we get accurate information out to the public in situations where their input is needed. This plan needs to include:</p> <ul data-bbox="331 943 1108 1198" style="list-style-type: none"> • Crime Prevention Tips • Quotes from CAT personnel • Include a Safety Tip in all crime-related press releases • Develop messaging that "we are a safe community" • Advertise our relatively high officer to citizen ratio • Highlight arrests of high profile offenders • Recognize citizens and officers for their "crime fighting" efforts • Cultivate and promote more positive stories

Strategies for a Safer City – 2008

Strategy:	Enhance the information infrastructure to properly support enforcement efforts
	Possible Activities
	Continue to address problems with reports to include UCR coding errors, the report review process and the timeliness of report data entry. Ensure that information being entered into the CHIPS is accurate and provides the information needed for proper crime analysis and investigative follow up. An emphasis must be placed on quality control. Review the information and recommendations from the process consultant and implement recommendations to enhance the process.
	Enhance our Crime Analysis efforts through: <ul style="list-style-type: none"> • Focus analytical efforts at “tactical” and/or “operational” level that is best used by patrol personnel and patrol supervisors • Utilize the “ATAC” software program as a crime analysis tool more frequently • Continue to seek outside training that will enhance our crime analyst's function, as funding is available • Analyze the effectiveness of the current reports by surveying the end users
	Identify performance measurements for evaluation process of Safer City Strategies.
	Conduct analysis of violent crime activity in Glendale to identify repeat offender and potential targets for enforcement activities. At a minimum, this analysis will include offender/victim relationships, and temporal and spatial crime analysis.

Strategies for a Safer City – 2008

Continuing Activities

The following activities were originally introduced as part of 2007 Strategies for a Safer City. The activities have proven to be effective in preventing and controlling crime, and will be continued. Rather than being one of the activities listed and tracked as part of this year's strategic plan, the following activities will be continued as a normal part of our daily operations.

Focus on Repeat Offenders

- Continue the operation of the Known Sex Offender Address Verification Program
- Routinely provided updated lists and maps of the addresses of individuals who are on probation and parole to all personnel

Utilize effective tactics and ensure the proper use of existing resources

- Continue the practice of increased traffic enforcement in problem areas
- Continue to enhance the level of communications between citizens, call takers and the officers to ensure that officers are receiving as much information as possible regarding calls for service. Continue to increase the use of patrol cell phones to allow officers to contact citizens directly when additional information is needed.
- As time allows, have patrol officers spend more time on foot and interacting with citizens on their beats.
- Continue and expand Express Booking to increase the amount of available patrol time.
- Ensure that we are continuing to meet with Phoenix and Peoria Police Departments on a regular basis to identify and work together to address crime problems that impact all three cities. This activity includes sharing of intelligence, interagency problem solving and possibly the use of limited task force approaches to large-scale problems.

Reduce Visible Signs of Disorder

- Continue to identify members of the current homeless population who are involved in criminal activities and target enforcement efforts appropriately.

Increased Traffic Safety

- Continue the quarterly rotation schedule for motor officers to allow for increased involvement in certain targeted enforcement efforts, such as the Bell Road racing details.

Strategies for a Safer City – 2008

Increase Public Outreach and Involvement

- Continue and expand the development of crime prevention material (brochures, door hangers, etc.) for use in response to problems in high crime areas.
- Continue to work with Neighborhood Partnerships to expand the number of active Neighborhood Watches by involving more Home Owner Associations.
- Continue the expansion of the Explorer Program and involve the Explorers in a number of crime prevent projects, such as Operation ID, VIN etching, Bike ID, reporting graffiti, etc.

Enhance the information infrastructure to properly support enforcement efforts

- Enhance the tracking system using CAD, CHIPS and MDCs as required to track “Strategies for A Safer City” activities and train personnel as needed to ensure they know how to document the required activities using one of these three tools.