

Glendale Police

Staffing Study 2010

City of Glendale
Arizona



Glendale Police 2010 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*

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, 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. Unemployment, housing foreclosures, reduced city revenues have all contributed to the realignment of service strategies and plans for the future.

Voters approved a sales tax initiative in the fall of 2007 designed to directly support public safety positions. Thirteen new police officers were hired in 2008. With the constrained funding in 2009, priority was placed on retaining sworn personnel and patrol officers in particular. Separations, however, exceeded new hires, resulting in a net loss of two officers. Such employment conditions resulted in a net loss of 16 civilian positions.

A realignment of the department structure was made in order to adjust to the staffing reductions resulting from the economic conditions. Emphasis was placed on the retention of priority services to the community.

This report 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 departmental organization 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. Recent trends of declines in crime and calls for service have continued through 2009 which have somewhat mitigated staffing demands.

Despite the lowest turnover rate in at least five years, the vacancy rate for sworn positions exceeds levels for the last three years. Among civilian positions, a high turnover rate and hiring

freeze combined to produce the highest vacancy rate in the last three years. If civilian turnover remains high and the hiring freeze continues, the civilian vacancy rate will continue to escalate and will significantly impact support staffing.

Despite advances and improved efficiency, resources supporting department efforts to accomplish its mission of protecting the Glendale community and its citizens have been strained by the economic crisis. Emphasis has been placed on maintaining service levels desired by the community. Staffing strategy has been adjusted to align tasks to accommodate for vacancies.

In previous years, a four-year funding and staffing plan was proposed to meet appropriate staffing objectives. This report represents the police department's continuing commitment to examine staffing levels annually and to adjust our staffing recommendations based on current conditions. The current analysis of the myriad factors determining staffing demands indicates that current trends in calls for service and crime have somewhat mitigated staffing requirements. While immediate needs, particularly for patrol services are being met, continued growth, the potential for the economy to reverse crime trends, and previously identified staffing deficiencies will continue to drive staffing needs for the coming year.

Recognizing current economic conditions and the need for resource conservation, **no staffing additions are being requested for fiscal year 2010-11.** The additional resources needed as defined in this analysis will be deferred. 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

The economy continues to struggle to regain its previous strength. While subtle indications of stabilization are beginning to appear, the immediate prospect for a rapid recovery remains pessimistic. Banks continue to fail, businesses struggle and downsize or close, property short sales and foreclosures remain at significant levels, and government revenues remain weak. All are symptoms of the continuing economic crisis being experienced at the local, national and international level. Two primary factors are noted that relate to the impact of the economy on public safety services. The economic slump has reduced government revenues and drained police budgets forcing limitations on the ability of the police to provide services and respond to community needs. The socio-economic dynamics impact criminal behavior and other actions requiring police response.

Budget and Operations

Little change has occurred in the last year relative to the nature of economic impacts on police budgets and operations. The Police Executive Research Foundation (PERF) study in late December 2008 and early January 2009 assessing the nature of the effects of the economy and exploring police executive views is still relevant.¹ Nearly two out of three police agencies responding reported making plans for cutting their budgets. Local news reports detail the issues and resulting efforts being taken by police agencies to deal with tight budgets. The Glendale Police Department experienced budget shortfalls in FY09 and FY10, most resulting from reduced sales tax revenues that support public safety programs. Revenue shortfalls are anticipated to continue through FY11. Staffing reductions and functional realignments will be implemented in response, include significant program modifications in the police department.

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 freeze for non-sworn personnel, and 27 percent said they have

¹ Police Executive Research Forum. January 2009 "63 Percent of Local Police Departments Are Facing Budget Cuts, PERF

implemented a freeze for sworn positions. The Glendale Police implemented a hiring freeze for non-sworn positions in early 2009 which will be continued in 2010.

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. While other cities are considering or have planned layoffs for public safety personnel, the City of Glendale is not anticipating police officer layoffs. In order to provide necessary staffing to support adequate service levels 13 police officer positions were refilled during the year. Mandatory furloughs were implemented for civilian positions in FY10 and will be extended to FY11 to address the budget shortfall. The police union agreed to defer programmed rate increases and gave up 52 hours of holiday pay in FY10 in exchange for eliminating mandatory furloughs for sworn personnel.

Overtime is frequently a prime target for cutting expense in times of constrained budgets. Sixty-two percent of the respondents to the PERF study said they had cut overtime spending. Overtime reductions significantly impact police departments as overtime is frequently used to temporarily increase patrol levels in response to a surge in crime levels in a particular neighborhood, or to meet minimum staffing levels. The Glendale Police instituted a plan to reduce unnecessary overtime expense in FY09 and later substituted compensatory time off rather than paid overtime in order to maintain service levels while reducing expenses. The number of non-billable overtime hours has declined approximately 34% in the last half year, although the decline may be due, in part, to seasonal fluctuations.

The PERF survey identified cost cutting strategies being considered or planned by police departments. Forty-nine percent indicated they had scaled down or eliminated technology acquisitions. Forty-seven percent indicated reducing or suspending various types of officer training. Civilianization efforts were initiated by forty-three percent of the responding agencies to take advantage of less-costly civilian staff. Thirty-six percent indicated examining options to discontinue or delay police response to certain types of calls for service. Twenty-nine percent reported discontinuance of special units, such as street crimes units, narcotics task forces, community policing units, and others.

The PERF Survey suggested that police leaders believed the floundering economy would

have a significant impact on the provision of public safety services. Chiefs reported that budget cuts will hurt the department's long-term quality. Maintaining contributions to police employee pensions was envisioned as a serious additional budget drain. Planned or implemented budget cuts were seen as threatening 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," said PERF Executive Director Chuck Wexler. "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."²

In 2008, the U.S. Conference of Mayors conducted a survey of mayors and police chiefs providing a snapshot of current issues relating to crime and policing, including the impact of the economic crisis³. Cities responding indicated an average 8.6 % decline in police staffing from their peak level. The cities reported that an average 13.75% increase to the current level of police staffing is needed to reach a realistic, ideal number of officers for their departments.

During the annual Fall Leadership Meeting of the U.S. Conference of Mayors, held in October 2009 in Seattle, mayors from cities of all sizes, in all regions of the country, described the severity of both the unemployment and fiscal problems they are experiencing as a result of the nation's severe economic turndown. Two-thirds of the mayors (66%) projected a budget shortfall averaging about 6.5% in FY09/10 with some exceeding 20%. Even more (81%) anticipate the shortfall to continue into FY10/11. Some 75% of the responding mayors indicated that strategies would include the elimination of positions through attrition and 33% through layoffs.

Budgetary restrictions necessitated by the prevailing economic conditions impacted staffing strategies for the Glendale Police Department. A hiring freeze was placed on civilian hiring causing the annual vacancy rate to jump from 7.7% in 2008 to 11.0% in 2009. Although the hiring moratorium did not ultimately extend to sworn personnel positions as part of efforts to maintain primary police services to the public, the annual vacancy rate for police officers also

² Police Executive Research Forum.

³ 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

increased markedly from 5.3% in 2008 to 7.8% in 2009. That rate is substantially higher than the 3.5% rate in 2007.

The declining economy continues to impact police budgets and will continue to significantly affect the ability of police organizations to provide public safety services. Twenty-three vacant civilian positions in the Department will be eliminated to assist in addressing budget shortfalls. Although some economic indicators suggest that the decline has bottomed and possibly started the arduous climb, the crisis is clearly not over and additional belt-tightening may be necessary. 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 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 4 in 10 of the cities surveyed (42 percent) report crime increases resultant of economic downturn⁴. The crimes most frequently cited as being impacted by the economy include robbery, theft/larceny, burglary, auto theft, drugs, and firearms-related crimes. The economic conditions are believed to be a contributing factor; however the full 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 crisis⁵.

Nationally, violent crime has been on a steady decline since 1991 averaging 2.4%

⁴ The United States Conference of Mayors

⁵ Police Executive Research Forum.

annually⁶. Property crime shows a similar trend dropping 2.3% annually. During the same period, violent crime and property crime in Arizona declined by an annual average of 1.8% and 2.2%, respectively. The Preliminary Semiannual Uniform Crime Report published by the FBI suggests that the declining trend extended at least through the first half of 2009.

Preliminary figures indicate that, as a whole, law enforcement agencies throughout the Nation reported a decrease of 4.4 percent in the number of violent crimes brought to their attention for the first six months of 2009 when compared with figures reported for the same time in 2008. The violent crime category includes murder, forcible rape, robbery, and aggravated assault. The number of property crimes in the United States from January to June of 2009 decreased 6.1 percent when compared with data from the same time period in 2008. Property crimes include burglary, larceny-theft, and motor vehicle theft. Arson is also a property crime, but data for arson are not included in property crime totals. Figures for 2009 indicate that arson decreased 8.2 percent when compared to 2008 figures from the same time period.⁷

In its *National Crime Victimization Survey* report, the U.S Bureau of Justice Statistics further demonstrates the downward trend in crime. The chart below reflects an adjusted victimization rate of violent crimes and suggests that the number of crimes per person mirrors



the pattern reported in the Uniform Crime Report.⁸

Glendale data further marks the continued fall in crime rates into and through 2009.

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

⁷ United States Department of Justice FBI Uniform Crime Reports *Preliminary Semiannual Uniform Crime Report* Release December 21, 2009 (U.S. Department of Justice 2009)

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

Violent crimes declined an impressive 13.7% over 2008. Property crimes, while not as significant, also declined a healthy 7.0%. Combined, the drop was 7.6%. It is too soon to dismiss the professed relationship between crime and the economy. It may be that the measured impact of the recession on crime rates is yet to come.

The documented declines seem inconsistent with predictions made by some crime experts for substantial increases in property-related crimes and some types of violence as more people fall into financial hardship. Some large cities, like New York, Chicago and Houston, have bucked expectations.

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.”⁹ At least so far, the crime data do not support this predicted relationship.

The relationship between unemployment and crime is convoluted. Cantor and Land (1985) proposed a model of this relationship demonstrating two counteracting effects of unemployment on crime: unemployment increases **motivation** that increases crime, and unemployment increases **guardianship** (at home guarding person and property) that decreases crime. Cantor and Land found evidence that the guardianship effect dominates the motivation effect.¹⁰

Spencer Chainey 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’, that 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

⁹ Amanda Milkovits, *As economy founders, crime on rise*, The Providence Journal November 10, 2008

¹⁰ 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.

lawful acquisition of goods, thereby increasing the temptation of unlawful acquisition through theft.¹¹

Research by Arvanities and DeFina (2006) suggests that motivation is the dominant factor.¹² 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.”¹³ 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 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.”¹⁴

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 3 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.¹⁵ The most frequently noted were:

- Burglary, by 47 percent in 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.

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

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

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

¹⁴ Rubin, Joel and Blankstein, Andrew. “Crime down in Los Angeles, other parts of Southern California” *Los Angeles Times* - March 31, 2009

¹⁵ The United States Conference of Mayors

Atlanta Police Chief Richard Pennington blames the economy for increases of 14% in burglary in 2008 and of 17% in auto theft¹⁶. 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.¹⁷ 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, as well as family members spending more time at home together, could increase domestic violence calls. Austin Police Chief Art Acevedo suggests that financial woes are pushing people to violence. He says aggravated assaults rose 10% last year. Many involved families having money disputes.¹⁸

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 meant to keep youths off the streets may serve to increase crime rates and/or calls for police response.

At the other end of the justice system, an increase in the number of incarcerations might be expected. As options are contemplated to decrease the strain on correctional institutions, the commutation of some sentences, and the shaving off time for good behavior, may become a more popular cost saving strategy. California has proposed a massive reduction in the prison population as a measure to deal with the rampant red ink in the state budget. 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.

Summary

Although the nature of the relationship between the recession and economic crisis we are

¹⁶ Police Executive Research Forum.

¹⁷ Milkovits

¹⁸ Police Executive Research Forum.

experiencing is imprecise, most pundits have suggested that at least some crime rates will be impacted. Reality has yet to confirm the suppositions. A lag effect may be involved and the potential for increased criminal activity is significant. Continuing patterns of crime declines does not necessarily negate the perceived impacts. The economy is not the only factor that affects criminal behaviour and crime rates. It has been postulated by many national police executives and other experts that the current patterns of reduced crime levels is being driven by other factors, including the additional police officers in the field as a result of the initiative under the Clinton administration, the increased emphasis on gun controls and enforcement, and the increased adoption and implementation of Community Oriented Policing principles by more and more agencies. Then, too, the number of criminals incarcerated or under corrections supervision has dramatically increased in the last 30 years and has reached levels never before experienced. The changing age demographic also means fewer people in the “crime prone” years.

For the near year future it is likely that the current decreases in crime will continue. Regardless, the economic crisis continues and a quick recovery is not anticipated. Police budgets have been hit hard. 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 at least several years to come. It is critical, therefore, that the Glendale Police Department adopt a new paradigm, set realistic priorities and formulate new strategies in order to maintain efficient and effective public safety services.

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Best Practices

Police staffing strategies vary. Political considerations, economic conditions, demographics, city leadership goals, crime trends, calls for service (CFS) and community expectations, to one degree or another, have all factored into staffing plans. Common methodologies have 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. Although police staff-to-population ratios remain popular, no national standard exists. Functional staffing plans must be based on sound police management practice. The examination of “best practices” for police staffing models provides a clearer picture of current thinking and productive approaches.

Accreditation Standards

Accreditation programs strive to promote quality practices in public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of contemporary 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 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) in 2008, as part of a Staffing Allocation Study for the Corvallis Oregon Police Department, included the following rationale to reject the use of traditional “per capita” or “per 1,000” ratios in assessing field staffing needs:

- 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 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.

Ratios, such as number of officer per 1,000 in population, can be useful in general comparisons particularly when like or similar agencies are being examined. For reasons cited above by MCG, such ratios should not be used, however, for determining overall police department staffing levels and never for staff deployment allocations for specific functional units.

John Walker, owner/consultant with John Walker Crime Trends Analysis and former criminologist with the Australian Institute of Criminology, advocates the use of a **Human**

Resource Allocation Model (HRAM) as an effective method for determining appropriate staffing levels for police. According to Walker, the HRAM will:

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

Walker decries police staffing models that suggest police staffing should be directly proportional to crime levels. Such ratio-based methods fail to recognize that different crimes consume different amounts of police resources. Additionally, 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.

The Walker HRAM involves 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 has effectively determined the primary determinants of crime levels and other tasks to be geographic, socio-economic and demographic characteristics. Walker suggests an examination of a wider range of possible “driver variables” is necessary; 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)

The “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 models

Workload-based models 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 models

Needs-based models 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 often seen as imprecise and vague.

Goal models

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 suggested 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 the 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 sufficient unobligated blocks of time 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 may dispatch a police officer to each and every complaint or call for service request made. Agencies also may choose to be selective in dispatch choices. In the current economy, budget reductions are common while community demands for police service increase. Departments have 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 dispatching 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, are not recommended 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 a danger to the lives of citizens and/or police officers and those which present opportunity to capture and arrest an alleged offender. Absolute response time standards have not been formally established. Like other factors, response time standards 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 the staffing required.

Ops Force – Deploy (formerly Staff Wizard) is a patrol resource allocation software program from Corona Solutions. The Glendale Police department uses *Deploy* 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 complex algorithms and a myriad of factors 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, and other factors in determining optimal deployment strategies.

Response time standards can impact staffing levels. Analysis using *Deploy* indicates that minor changes in response times will have only minor or negligible impacts on staffing requirements. Several years experience with *Deploy* suggests that the only criteria having a significant impact is the “probability of units busy” 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. Past practice has set this parameter at 5%. Reducing this factor, even marginally, results in a significant increase in staff in order to maintain such levels of service.

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

CALEA standards recommend 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 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, or coaching. Fewer supervisors are required when an agency has experienced police officers 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.

The Kansas State University Police Department conducted a survey in 2006. The results were published 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 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**

Based on the available research, the Glendale Police Department has adopted this 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” under normal stable economic conditions, let alone during budget crisis.

Non-Patrol Allocation

Investigations:

Some general indicators have been found to be 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 generally determined if a range is too high or too low. Another indicator is the average monthly workload of each detective vis a vis the reported number of cases actively investigated annually.

In MGT's 2008 analysis, Tulsa's ratio of investigators to total sworn personnel was 14%. Glendale's is 16%. Such comparisons are not totally appropriate due to differences that may exist in job descriptions and 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 a number of industry-wide staffing metrics have been established, 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) 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 positions and fixed ratios of management and support staff to specialist positions determine the number of management and support staff in specialist groups. 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 in 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 provided 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 was made 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 most recent report contains 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.

Staffing Ratio Comparison Populations Between 100,000 - 249,999

Geographic Region	Sworn Employees Per 1,000 inhabitants		
	2007	2008	% Chg.
NORTHEAST	2.9	2.9	0.0%
MIDWEST	1.9	1.8	-5.3%
SOUTH	2.2	2.1	-4.5%
WEST	1.3	1.3	0.0%
MOUNTAIN	1.6	1.5	-6.3%
PACIFIC	1.3	1.3	0.0%
AVERAGE	1.9	1.8	-2.7%
GLENDALE	1.85	1.81	-2.2%

Glendale, with 452 sworn (authorized) officers, is in the top 1.5% of police agencies in terms of size. Though the use of officer-to-resident ratios is not advocated in making staffing decisions, the statistic does provide some usefulness in comparing police agency staffing practices. BJS data indicate for cities with a population of 100,000 to 249,999 in the Mountain Region (including Arizona) the average of officers per citizen is 1.5. Glendale's ratio by comparison is 1.81 based on Glendale's 2008 population of 248,854. While this suggests that Glendale's staffing level exceeds by 20% the average for the Mountain Region, as part of the Phoenix metroplex is atypical of the areas in the region and such comparison may not therefore be appropriate.

Glendale Staffing

Consistent with IACP recommendations and the Best Practices assessment, the Glendale Police Department has 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 spent answering calls for service versus time spent on directed or proactive patrol. Staffing strategies have sought to meet the standard of 20 minutes per hour of proactive patrol time. The 17 minutes experienced in 2008 increased to 18.79 minutes per hour in 2009. Continued improvement in deployment and scheduling are believed to have contributed to the increase. This pattern has continued into 2009 despite the current budget situation. Proactive patrol time average reached 19.2 minutes, a mere 4% below the desired level; the balance being spent on calls for service and administrative tasks. Current tracking does not differentiate between calls for service time versus administrative time.

Staffing Comparison

The FBI's *2008 Crime in the United States* 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 1.81. The West region ratio did not change between 2007 and 2008. At the same time Glendale's ratio decreased 2%. The decrease was due to a budget-dictated freeze of the staffing level and a slight increase in the population. Despite the economic conditions, Glendale police staffing remains "above the curve." The table below compares Glendale's staffing ratio with those of other cities in the valley.

Arizona Local Police Staffing 2008 & 2009							
	Population	Population	Authorized Sworn Strength		Officers per 1,000 Citizens		
City	2008	2009	2008	2009	2008	2009	% Chg
Phoenix	1,567,991	1,573,754	3644	3641	2.35	2.31	-1.5%
Tempe	172,641	174,833	354	350	2.09	2.00	-4.0%
Scottsdale	245,810	247,610	435	435	1.78	1.76	-1.5%
Mesa	464,319	465,547	836.5	835	1.83	1.79	-2.2%
Glendale	248,854	249,811	452	452	1.85	1.81	-2.2%
Goodyear	58,654	62,554	76	76	1.36	1.21	-10.9%
Avondale	76,648	76,900	107	116	1.54	1.51	-2.2%
Chandler	251,686	252,056	339	332	1.39	1.32	-5.5%
Peoria	148,779	158,227	189	187	1.28	1.18	-7.9%
Surprise	109,672	110,766	134	134	1.29	1.21	-6.1%

Response Times

Calls for service are categorized and 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 measured 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 priority call responses should be in five minutes or less.

Bureau of Justice Statistics								
Data of version: 02/03/10								
Table 107. Personal and property crimes, 2007: Percent distribution of incidents where police came to the victim, by police response time and type of crime								
Percent of incidents								
Type of crime	Total	Within 5 minutes	6-10 minutes	11 minutes-1 hour	Within 1 day	Longer than 1 day	Length of time not known	Not ascertained
Crimes of violence/a	100 %	24.9 %	28.5 %	37.6 %	3.4 %	1.2 %*	4.2 %	0.2 %*
Robbery	100 %	25.4 %	25.9 %	41.8 %	1.6 %*	0 %*	5.3 %*	0 %*
Aggravated assault	100 %	19.1 %	34.3 %	42.8 %	2 %*	0 %*	1.8 %*	0 %*
Simple assault	100 %	27 %	27.8 %	34.3 %	3.7 %	2.2 %*	4.6 %	0.4 %*
Property crimes	100 %	12.8 %	20.3 %	44.5 %	14.2 %	1.5 %	6.7 %	0 %*
Household burglary	100 %	14.9 %	20.5 %	41.3 %	13.3 %	1.9 %*	8 %	0 %*
Motor vehicle theft	100 %	9.6 %	23 %	43.3 %	17.4 %	0.4 %*	6.2 %*	0 %*
Theft	100 %	12.3 %	19.6 %	46.4 %	14 %	1.6 %	6 %	0 %*

Note: Detail may not add to total shown because of rounding.
*Estimate is based on 10 or fewer sample cases.
a/Crimes of violence includes data on rape and sexual assault, not shown separately.

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 2007 publication (See Table) is the most recent available. Nationally, police agencies responded to incidents of violence in five minutes or less 24.9% of the time. This is down 6.4% from the 26.6% in 2006. Response times were within ten minutes 53.4% of the time in 2007 compared to 58.6% of the in 2006. This national data for the last three years suggests a general declining trend in response time performance. It is difficult to compare such macro results to micro applications due to the myriad of variables that may affect response time performance for individual agencies.

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 generally accepted objectives, the Glendale Police Department chooses to adopt a response time 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 objective and performance metric. 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.

Glendale response time performance improved for the second year in a row in 2009. The average response time for Priority 1 calls was of 4:36; a 4% improvement over 2007 and 8% faster than the objective of five minutes. Response times for Priority 2 calls for service showed a marginal improvement in 2009; however remained about 21% over the desired standard at 6:03. The average response time in 2009 to Priority 3 calls was 19:57 minutes. While this average is 33% above the desired level, it represents a 2.6% improvement over 2008. The response time for Priority 4 calls for service also improved significantly with an average decrease of 7.3% since 2008. The 2009 average for Priority 4 calls for service is 13% better than the established goal of 35 minutes.

Average Response Times			
	Goal	2008	2009
Priority 1	0:05:00	0:04:48	0:04:36
Priority 2	0:05:00	0:06:08	0:06:03
Priority 3	0:15:00	0:20:29	0:19:57
Priority 4	0:35:00	0:32:52	0:30:27

Future Year Planning

Looking into the future, Glendale is anticipating moderate 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, 91st Avenue, Camelback Road and 115th Avenue.) This area has experienced the opening of Camelback Ranch Spring Training complex. The economy has slowed potential development aspirations of several planned major developments. Office developments are being filled at the NEC of Glendale and 91st Avenues. The economy should have improved enough in 5-10 years that additional commercial and housing will be developed in the area. In the long run this area will be one of the major urban centers in the Valley and state.
2. **Bell Road Corridor** (area on both sides of Bell Road from 51st 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. **Glendale Centerline** (area bounded by Myrtle Avenue, 43rd Avenue, Ocotillo Road and 67th Avenue). This area should see the redevelopment and development of dwelling units, office employment, restaurants, retail and special events. The Centerline redevelopment is a major goal of the City Council.
4. **Western Area** (area bounded by Northern Avenue, 67th Avenue, Camelback Avenue and 91st Avenue). This area will have the majority of new single-family subdivisions and should increase about 1,000 dwelling units in 5-10 years or more.
5. **Loop 303 Corridor** (area bounded by Peoria Avenue, Litchfield Road, Camelback Road and Cotton Lane). Several property owners are developing plans for possible annexation of 5,000 acres north and west of Luke AFB. The development of this area is dependent on adequate water and sewer service. The area could be annexed within five years. Large parcel industrial development with limited employment would occur. Commercial development will take place along Loop 303.
6. **Infill development** of small parcels into higher density housing throughout the community.

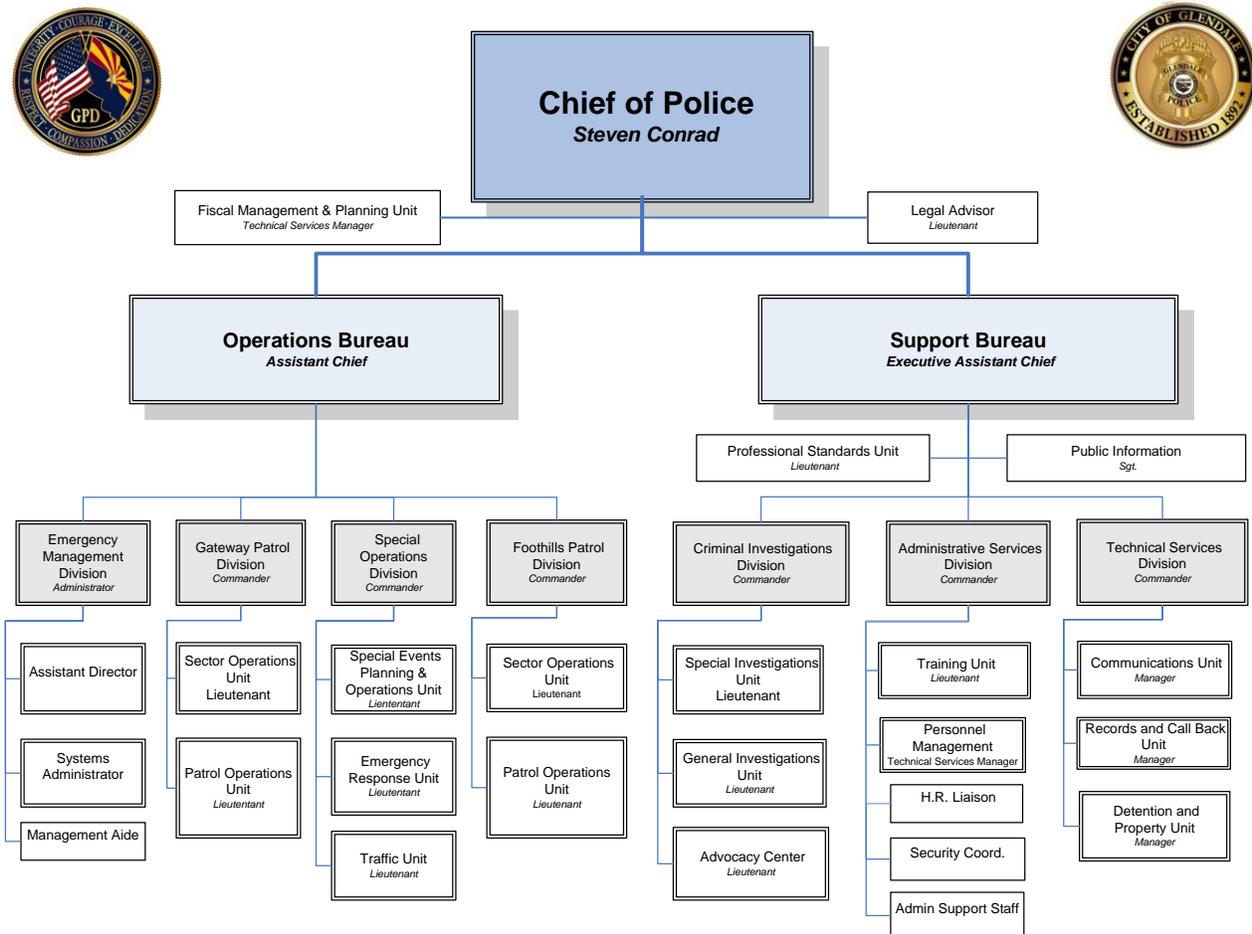
According to the city's planning department, Glendale's population is expected to grow by 10,151 in the next five years and projected to grow by 20,716 in the next ten years. The growth will continue to impact the calls for service and demand for police services, although recent declines in CFS suggest that the impact may be less significant. Future planning for additional resources must recognize the reduced budget position and adjusted accordingly.

* * *

Organizational Overview

An organization that doesn't change will stagnate. Stagnant organizations cannot possibly address and meet the mutable demands of public service. This is even truer in periods of economic crisis. The Glendale Police Department continues to adapt to the changing social topography 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.

The department continues to meet the challenges of crime and provide the services demanded in an economically distressed community. Better economic times engendered significant growth and economic stability enabling increased staffing. Current conditions



mandate a reevaluation of the time table for future growth; however the commitment to serving the community with excellence, respect, courage, compassion, integrity and dedication remains unchanged.

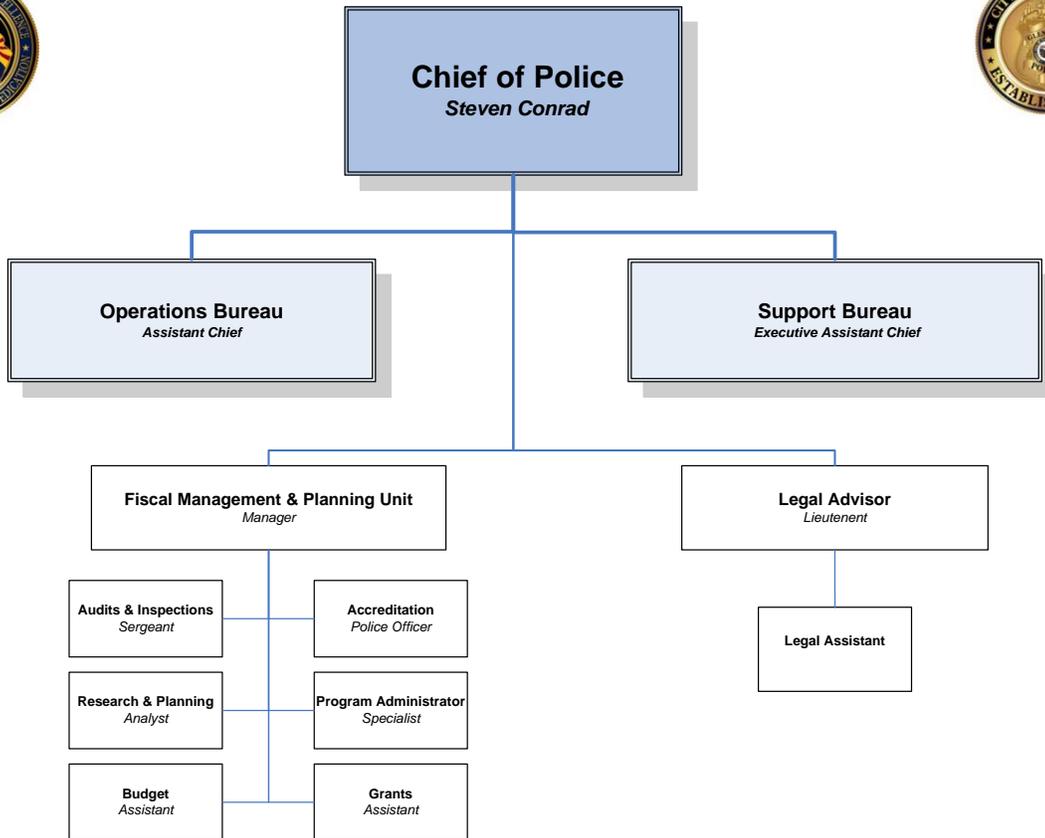
The moratorium on filling civilian vacancies and the unexpected departure of the Assistant Director necessitated an executive level realignment to maintain effective leadership, management accountability, and equitable workload distribution. The Executive Assistant Chief assumed responsibility for the functional divisions formerly managed by the Assistant Director, specifically Criminal Investigations, Administrative Services and Technical Services under the auspices of the Support Bureau. The Patrol and Special Operations divisions remained under the Assistant Chief for the Operations Bureau. The City's Emergency Management program was formally transitioned to the Police Department and was assigned division status under the Operations Bureau. These changes are designed to minimize disruption created by the executive staffing deficit and maintain effective leadership during the period of budget shortages.

As a consequence of fiscal constraints brought about by what is expected to be enduring economic conditions, no new positions, civilian or sworn, were approved in 2009. Authorized levels of sworn police staffing remain constant at 452 police officers. It is anticipated that the 181.5 civilian positions will be reduced by 23 as vacant positions are collapsed. Seventeen sworn officers separated from the department in 2009. Police staffing was relatively stable with the hiring of 13 new officers. Civilian staffing levels dropped significantly due to the hiring moratorium and the departure of 24 employees. The civilian vacancy rate jumped from 12 to 27. Program priorities have been established and duties realigned in order to maintain services levels and support for department operations.

Office of the Chief of Police

Command staff is comprised of the Chief of Police, an Executive Assistant Chief, an Assistant Chief, and seven division heads (six Commanders and one Director). The Executive Assistant Chief oversees the activities of the Support Bureau. An Assistant Chief commands the Operations Bureau. A public safety attorney reports directly to the Chief. As part of the staffing realignment in response to the hiring moratorium, the Fiscal Management and Planning Unit was created. Under the supervision of a Technical Service Manager, the new unit consolidates a

number of specialist support positions, including the Accreditation Officer, the Planning and Research Analyst, the Budget Assistant and Grants Assistant. In addition, the new assignment of Audits and Inspections Sergeant and the acquired position of Program Administrator were assigned to this unit.



There are a total of 12 personnel assigned to the Chief’s Office.

Strategic Goals – Through a collaborative process the department developed and adopted a series of strategic goals that will provide the direction and framework for police programs for the coming year and beyond. The goals were developed to be consistent with the declared vision and mission of the department. The goals address the means and methodology by which the department will focus efforts to achieve this mission. The plan consists of seven strategic goals.

- Reduce Violent and Property Crime by 5%
- Enhance Victim Services

- Enhance community outreach efforts
- Improve traffic safety
- Improve Information Infrastructure
- Enhance Professionalism
- Enhance labor relations

Specific actions and activities are established through which the goals will be accomplished. The actions are based on methods proven effective in preventing and controlling crime and providing services to the community. Performance measures have been developed for every strategic action. These metrics will be used to monitor and gauge the effectiveness of department efforts to achieve the stated goals

Operations Bureau

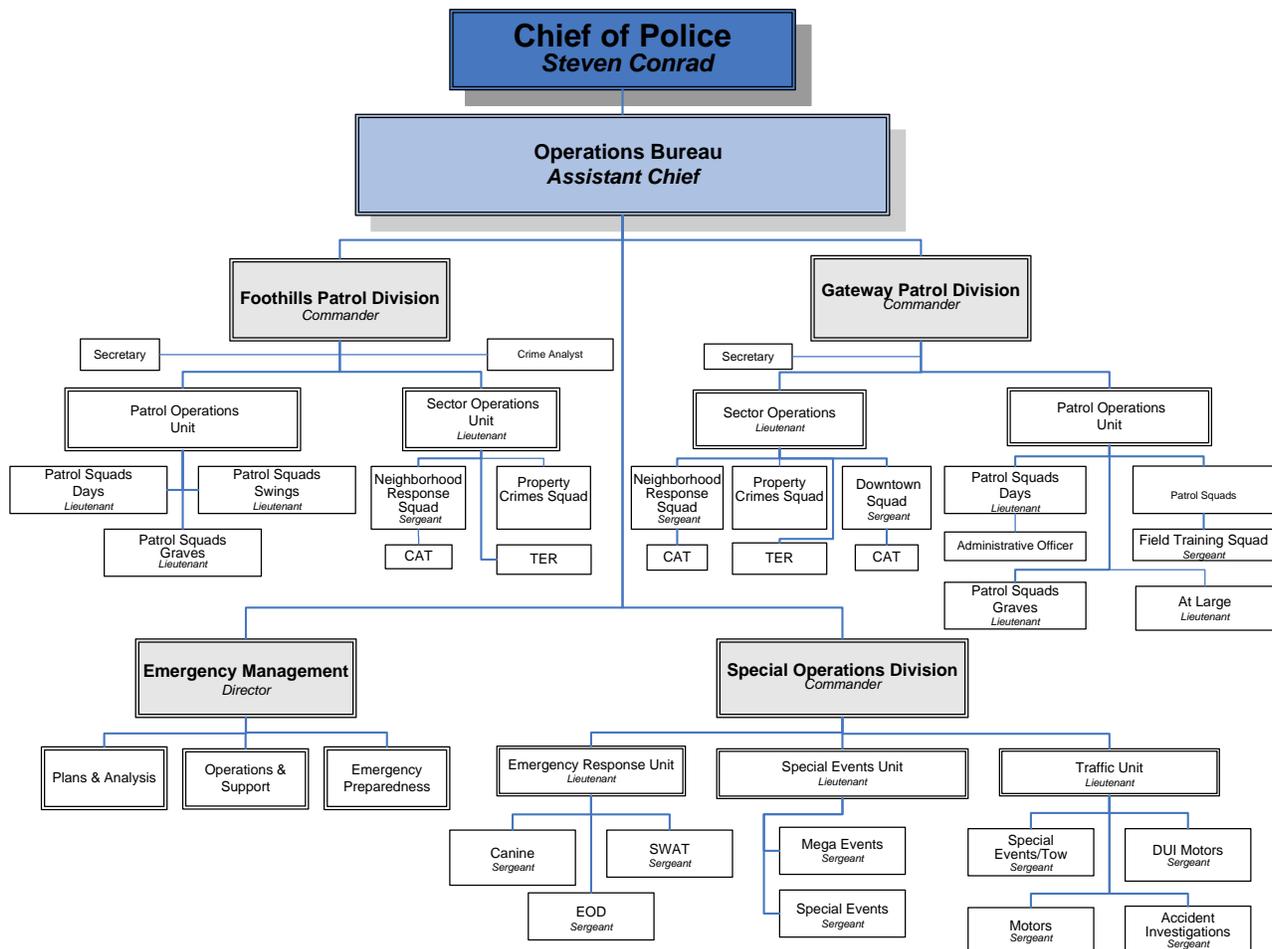
The Operations Bureau is divided into four divisions. The Operations Bureau Assistant Chief oversees the function of the Foothills Patrol Division, Gateway Patrol Division, the Special Operations division and the newly acquired Emergency Management Unit. There are 295 officers assigned to this bureau, 122 in Foothills Division, 129 in Gateway and 44 in Special Operations. In addition, there are a total of 23 civilian assigned to the Operations Bureau.

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. Three Property Crimes Detectives are also assigned to the Division. The division encompasses 32 square miles; the division boundaries are from Orangewood Avenue to Pinnacle Peak Road, 43rd/51st Avenue to 83rd 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, the Field Training Squad and the 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 43rd Avenue west to the area surrounding Luke AFB. Officers work out of the Gateway substation at 6261 N. 83rd Avenue.

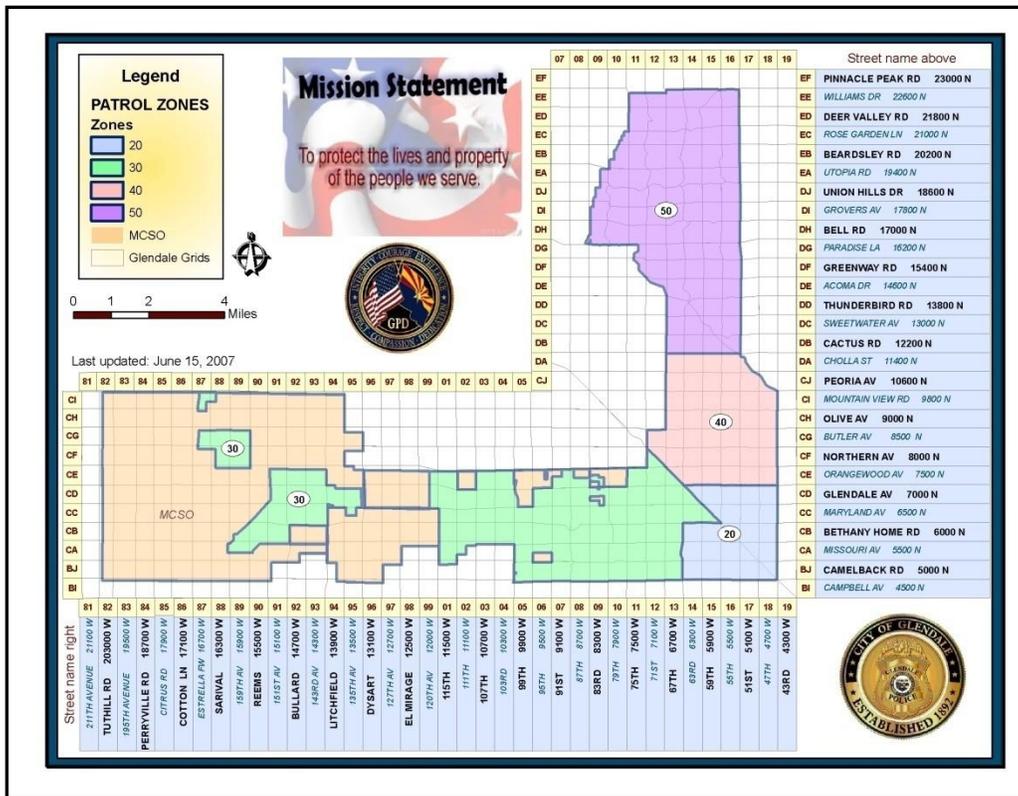
The Special Operations Division includes the Emergency Response Unit, the Special Events Unit, and the Traffic Unit. Responsibilities include large-scale event planning, security

staffing, the Unified Command Center, EOD, SWAT, Canine officers, intelligence detectives and the centralized Traffic Unit.



Patrol

In early 2007, a committee consisting of 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. This squad structure 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. This staffing plan has been successful and will continue to be used.



Another significant change to the Patrol Bureau was the creation of a zone deployment scheme. As opposed to normal beat deployment, officers are 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. Data suggest that this deployment scheme has produced significant benefits to the department and community, particularly in the form of improved response times and a more equitable distribution of workloads.

School Resource Officers are 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, continue to provide resources to support efforts for community oriented policing efforts. 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.

Property Crimes Detectives – In 2009, the property crimes program was reorganized in order to provide a more focused effort towards the control of this type of crime and criminal. To this end, three property crimes detective were assigned to each patrol sector to provide closer coordination and improve communications with patrol and NRS activities and to bring a more localized focus.

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

The Glendale Police Department has adopted the CompStat accountability model and directed patrol under which officers are briefed on crime trends and assigned 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 deployment of resources and “directing patrol” as crime trends change.

A number of examples demonstrate the success of this program for the City of Glendale.

- Crime analysis identified Bell Road as a burglary hotspot. Concentrated patrol efforts in this area culminated in the arrest of subject as he was burglarizing the Toys R Us at 7500 W. Bell Road. The subject confessed to 19 Glendale burglaries, three in Phoenix, four in Peoria and two in Goodyear. More than 110 stolen items were recovered.
- In another incident, the Crime Suppression Detail began using hotspots provided by Crime Analysis to identify enforcement areas. In four months 69 felony arrests, 48 misdemeanor arrests, 31 Gang Members Identification Criteria (GMIC) entries, and 41 parole probation contacts have been made.
- Crime Suppression Details were also conducted by officers from Downtown, Gateway and Foothills NRS along with patrol officers from swings and graves. Surveillance was conducted at several problem locations and areas that have shown a recent increase in criminal activity. As a result, 14 felony arrests and 9 misdemeanor arrests were made.
- Officers from a patrol squad conducted intensive patrol in the Cabela’s and Westgate area in response to COMPSTAT crime reports. The patrols resulted in the arrest of two auto theft suspects.

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 regularly throughout 2009. 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 continues to pursue the goal of working more effectively with the community. Programs include Quarterly Crime Forums, Neighborhood Watches, Operation ID and the publication of crime prevention-related brochures and newsletters. Quarterly Crime Forums are held in both the Foothills and Gateway sectors and have focused on crime prevention techniques related to auto theft, personal safety/identity theft and gangs/graffiti. Safety brochures, door hangers and informational material are produced by CAT members. "Eyes of Glendale" is published quarterly for neighborhood watch groups and members of Managers Against Crime (MAG) an organization of housing managers that meet to deal with issues of mutual interest.

The department is actively involved in numerous Youth Educational Programs designed to educate our community and those youth who attend schools within the City of Glendale. Drug Abuse Resistance Education (DARE) and Gang Resistance Education and Training (GREAT) are taught in Glendale schools and in 2009 involved more than 3,300 students. Glendale Police Department's Explorer Post 2469, the longest standing Explorer program in the state, involves 33 youth in the program. Five officers make up the School Resource Officer (SRO) Program who work on school grounds daily to provide positive contacts throughout the school day with parents, school staff and the students. Under the Career and Technical Educational Training (CTE), the department has partnered with the Peoria Unified School District's Career and Technical Educational Training program to intern high school students who work along-side public safety employees to learn about the various aspects of law enforcement. In the Producing Leaders of Tomorrow Program (PLOT), the City of Glendale and the police department partner with the Maricopa County Human Services Department to provide an internship for county youth to give students employment within a city services job and allow the students to work with mentors in professions that interest them. Additionally, the department has partnered with the Glendale Community College, ASU and ASU West in the College Intern Program to intern Criminal Justice students. Through these and other programs we endeavor to provide the youth, and future citizens, with a positive life experience and set them on a path that will benefit them as individuals and the community as a whole.

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. Monthly meetings continue with sergeants and lieutenants from several West Valley departments gathering 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.”

Special Operations

Emergency Response Unit

The Emergency Response Unit consists of the Explosive Ordinance Disposal (EOD), SWAT, and Canine squads. The unit is lead by a lieutenant and a sergeant supervises each squad.

The EOD squad is comprised of one full-time sergeant and three 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 bomb sweeps for special events and responding to West Valley agency requests for explosive expertise.

The SWAT team is staffed full-time by a lieutenant, a sergeant and one police officer. The unit is 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 four-legged “partners” provide patrol officers with assistance ranging from tracking of suspects, article searches, and assisting with high-risk traffic stops.

Special Events Unit

This unit, 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 special events held in the downtown area with other city departments.

Traffic Unit

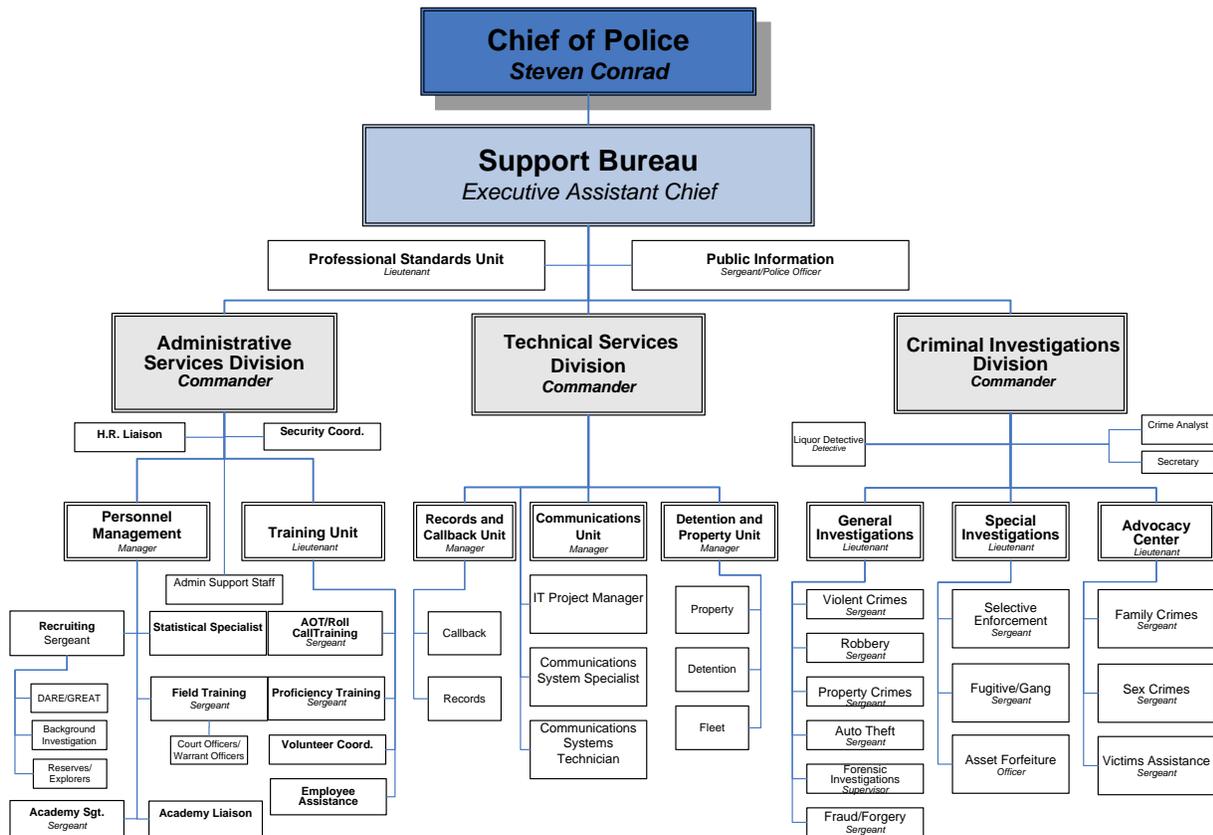
The Traffic Unit is managed by a lieutenant. There are four traffic-related squads in the Traffic Unit—the Vehicular Crime Squad, two Motor Squads, a DUI Motor Squad, and the Special Events Squad. The Vehicular Crimes Squad is comprised of police officers and civilian traffic investigators responsible for investigating traffic collisions, hit and run investigations and all fatal vehicle accidents.

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. 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 conducting enforcement in school zones in the morning and afternoon high activity times.

The Glendale DUI Motor Squad was the runner up for the 2009 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. 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.

Support Bureau

The Support Bureau was restructured due to the vacancy in the Director of Administration position. The bureau, managed by the Executive Assistant Chief, consists of three divisions; Criminal Investigations, Administrative Services and Technical Services. Staff includes 104 sworn officers and 153.5 civilian staff. A Commander leads each of the three divisions. Support staff reporting to the Executive Assistant Chief include the Public Information Unit and the Professional Standards Unit. The Professional Standards Unit is led by a lieutenant and investigates complaints involving Police Department employees. Public Information is staffed by a police sergeant and a police officer.



Criminal Investigations Division

The Criminal Investigations Division encompasses the Advocacy Center, General Investigations and Special Investigations Units. A total of 106.5 personnel are assigned to this division; 83 sworn and 23.5 civilian.

The Special Investigations Unit is made up of the Selective Enforcement, Fugitive/Gang and Asset Forfeiture squads. Detectives assigned to the Fugitive/Gang 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. Three detectives are 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.

General Investigations encompasses five detective squads each led by a sergeant. These investigative squads include Violent Crimes, Robbery, Property Crimes, Auto Theft and Fraud/Forgery. The Violent Crimes squad was reorganized from the previous homicide squad to refocus its investigations to a broader scope of crimes. The Robbery squad was created to bring more resources to bear on this significantly rising crime. In addition to the detective squads, this unit includes the Forensic Investigations squad which consists of civilian technicians with specialized skills and training to provide evidence collection and examination services to support the investigations conducted by the division.

The Advocacy Center engenders three squads; Family Crimes, Sex Crimes and Victims Assistance. The Family Crimes squad, under the leadership of a detective sergeant, focuses on specific crimes against the family. The Sex Crimes squad, also under the leadership of a detective sergeant, concentrates on the array of sexual assaults and other sex-related crimes. The Victims Assistance squad consists of civilian staff reporting to the sergeant of the Sex Crimes squad and provides aid and support services to victims of crimes.

Select Programs

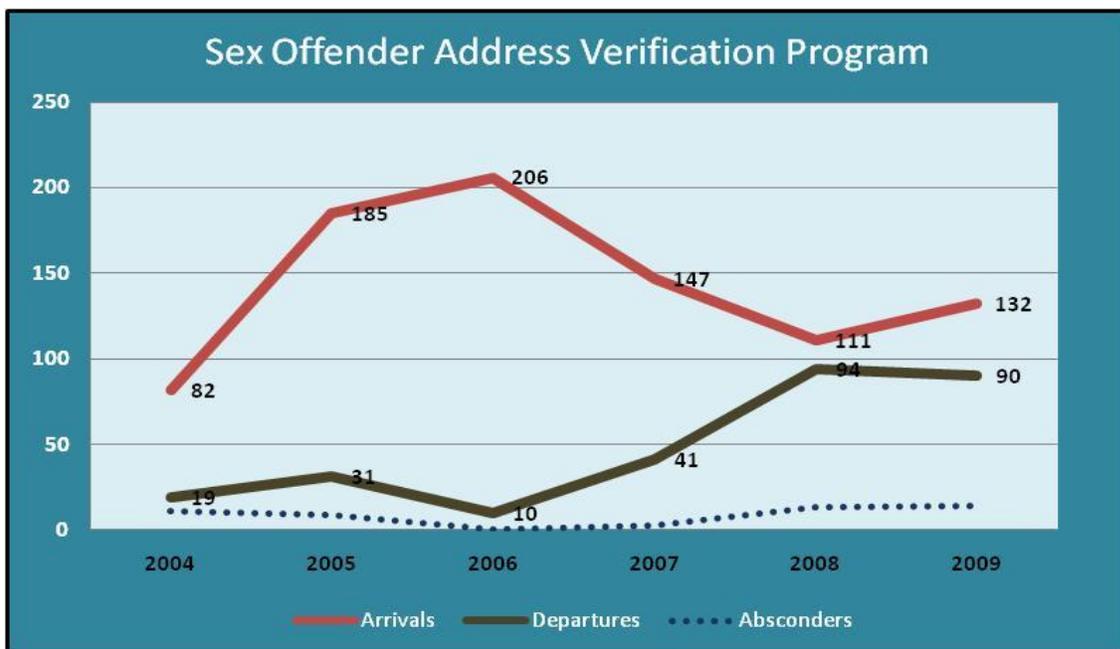
Repeat Offender Program (ROP)

A detective in the General Investigations Unit manages 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 2009, 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 35%. And the number moving out of the City has increased by 800%. The last year, however, has seen a 19% rise in sex offenders moving to the City and a 4% reduction in the number of departures. The department, working with the city's Marketing Department, manages a public website with information about registered sex offenders living in the city, and provides e-mail notifications to interested citizens regarding the movement of these registered sex offenders.



Web-Site Enhancements

Utilization of the Internet as a tool in the identification and apprehension of suspects takes advantage of current technology through the following websites available to the public:

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

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

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

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.

Auto Theft Reduction

The Criminal Investigations Division worked in conjunction with the Patrol Bureau organizing and conducting projects addressing crime trends such as 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 vehicles. 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 shop investigations. The Auto Theft Hotline allowing citizens to report people they suspect of stealing cars is being maintained. There were 1724 auto thefts in 2009. This is a 16.5% reduction from 2008 and almost 31% below 2007.

Administrative Services Division

The Administrative Services Division includes two main units; the Training Unit and the Personnel Management Unit. A total of 43 employees work in this division; 21 sworn and 22 civilians. The Training Unit is led by a lieutenant. The Personnel Management Unit is led by a Technical Services Manager. The Human Resources Liaison, Security Coordinator and the Administrative Support Staff positions also function in this division and report directly to the division commander.

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, supervises 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 and serve as the department Volunteer Coordinator and the Employee Assistance program coordinator.

Volunteers in Police Service (VIPS) Program

Paid employees are not the only resources used in order for the department to carry out its public service mission. During the past year volunteers contributed 15,665.5 hours of time in support of department programs. This equates to about eight full time employees. The Volunteer Coordinator currently supervises the activities of 144 active volunteers, an increase of 56 over 2008. This dedicated group provides assistance in a variety of areas including the License Plate Reader Program, Parking Enforcement, Sky Watch, Advanced Officer Training, and others. Their efforts free up police officers to spend their time on enforcement activities.

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 is made up of five security officers and two downtown security officers, also known as the Downtown Safety Teams. The 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. The team covers the area from 55th Avenue to 59th Avenue and from Lamar Road to Myrtle Avenue, watching for any criminal activity and providing a sense of security for citizens and business owners.

Personnel Management Unit

This unit is comprised of a technical services manager, two sergeants, 9 police officers, and one civilian. 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 - 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 officer is assigned to the Arizona Law Enforcement Academy. This officer supervises and assists in instructing police recruits undertaking basic police training, not only from Glendale, but from other police agencies across the state.

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 engenders 108 civilian positions.

Communications Unit

This unit is responsible for all incoming police calls, prioritizing, and dispatching 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 worked diligently to effectively and efficiently process the 459,361 telephone calls handled in 2009 and operate radio dispatch positions. Communications personnel process approximately 500 total calls per month which would otherwise be dispatched to patrol personnel. Communications personnel also enter missing and wanted persons and stolen articles into NCIC as well as monitor a number of different systems such as the Bait Car, the Bank Robbery Tracking System, Shot Spotter, security cameras, and others.

Another responsibility of the Communications Unit is the maintenance of communications systems; the mobile data system, radio network and other technical components.

New radios - Radio communications is critical for anyone in public safety and a Capital Project last year allowed us to provide encryption capability, enhanced channel capacity and the ability to scan other channels. The new radios include not only the Glendale system but Phoenix, Tolleson, Tempe, Goodyear and many other channels throughout the Valley, region and even national talk channels.

In-car Video Camera Grant - In 2009, the department received over \$900,000 to be used for an in-car video camera recording system. The Panasonic Arbitrator 360 will be installed in the

coming months. One piece still remaining will be to identify an “on-officer” camera system to be used at selected mega events and other strategic opportunities throughout the City.

Justice Web Interface (JWI) - Ready access to information is the life blood of police work. A number of projects were implemented in 2009 that will provide new access to vast databases of information that will greatly benefit our efforts. The JWI system will allow records technicians, communication specialists, investigators, case workers, crime analysts, and others to access ACIC, NLETS, NCIC, and other criminal justice data bases from either a mobile terminal or desktop. Unusual locations like the stadium, field surveillance location, and the DUI Van no longer make information out-of-reach.

COPLINK - Glendale also joined Phoenix COPLINK node in 2009. This analytical program provides a central data warehouse which collates information from many individual Records Management Systems, including images of suspects and convicted criminals. This enables agencies to easily combine law enforcement, crime and intelligence data to quickly uncover hidden connections and patterns.

Records and Callback Unit

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

The Records and Callback Unit also assumes responsibility of staffing the lobby of the Main Public Safety Building. The unit addresses citizen needs at the lobby counter as well as processing telephone reports. 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. The Express Booking Program implemented in 2007 allows officers to process prisoners and return to their street duties in 15 minutes rather than the average process time of 74 minutes. The potential impact of this program has been adversely affected due to vacancies in the detention officer ranks that cannot be filled under the hiring moratorium.

Other areas that fall under the operation of this unit are the Property and Evidence and Fleet sections. Property and Evidence manages the collection and storage of all evidence materials and coordinates its submission for analysis as appropriate. 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, coordinate returned and repaired equipment as needed, and distribute and account for supplies.

* * *

Crimes and Calls for Service

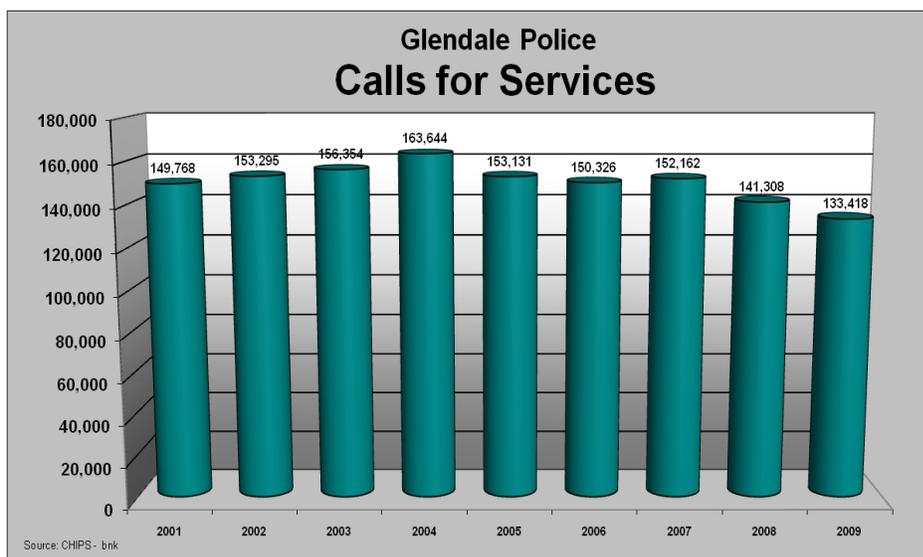
This section provides an overview of crimes, calls for service, investigations clearances, court filings and arrest information. Items of particular note for the 2009 period include:

- ◆ **Violent crime decreased 13.7 percent; 3rd consecutive year with decline**
- ◆ **Robberies declined 28.6 percent**
- ◆ **Calls for service decreased 5.6 percent**
- ◆ **Motor Vehicle Thefts declined by 27.6 percent and 42.5 since 2007**

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.

Department 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 459,361 incoming and outgoing telephone calls



in 2009. Calls for service (CFS) are the total number of calls that are either dispatched or initiated by an officer. There were 133,418 CFS that generated some type of a police response and were assigned a

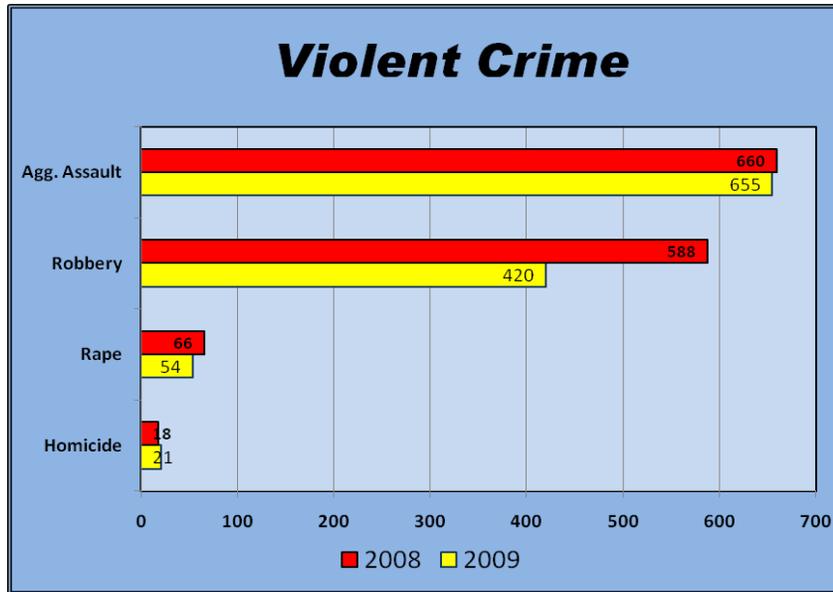
report number. This is a decrease of 5.6% over 2008. The chart above shows this trend using the annual CFS totals from 2001 through 2009. Of all calls for service in 2009, 26% resulted in an offense report; a slight increase from 23.5% in 2008.

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, the state forwards the information for all jurisdictions to the FBI on a monthly basis, and the FBI compiles the information into an annual report. Part I crimes are homicide, sexual assault, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. Overall, Part I crimes decreased 7.6% driven by significant reduction in crime rates across most categories. Property crimes represent 91.6% of all Part I crimes.

Glendale Crime Counts			
Part I Crimes	2008	2009	Change
Homicide	18	21	16.7%
Rape	66	54	-18.2%
Robbery	588	420	-28.6%
Agg. Assault	660	655	-0.8%
Total Persons Crimes	1,332	1,150	-13.7%
Burglary	2665	2551	-4.3%
Theft	8389	8214	-2.1%
Stolen Vehicle	2381	1724	-27.6%
Arson	80	82	2.5%
Total Property Crimes	13,515	12,571	-7.0%
Part I Crime Total	14,847	13,721	-7.6%

(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 Beginning 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.**)

Glendale residents saw a decrease in violent crime for a third year in a row. Violent crime dropped 13.7% between 2008 and 2009; this is on top of the 14.8% decline in 2008. The recent decrease is due primarily to the 28.6% reduction in Robbery which was a focus area for the recently created Robbery squad. Homicides increased by 16.7% with three additional incidents during the year. Rape offenses decreased 18.2% reversing the increase of 13.0% seen in 2008. An increased focus on repeat offenders and the Department's aggressive efforts to combat violent crime, appear to have had positive impacts.



Property crime in 2009 declined 7.6%. Larceny/Theft and Burglary offenses continue to be the main driver together representing almost 86% of all property crimes and 78% of all Part I offenses. Efforts focused on auto thefts continue to show benefits and resulted in another significant decline of 27.6% in Theft of Motor Vehicle offenses. This drop surpassed even last year's dramatic decline of 21.2%. Arson cases were the property crime category's only increase (2.5%), however the 82 arson offenses only represent 0.6% of the total number of serious crime reported in Glendale in 2009.



Clearance Rates

Offense reports are assigned to the Criminal Investigations Division based on a variety of solvability factors. In 2009, 68.1% of offense reports received were assigned to investigations for follow up. The actual number of cases assigned decreased by 4% from 2008. 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.

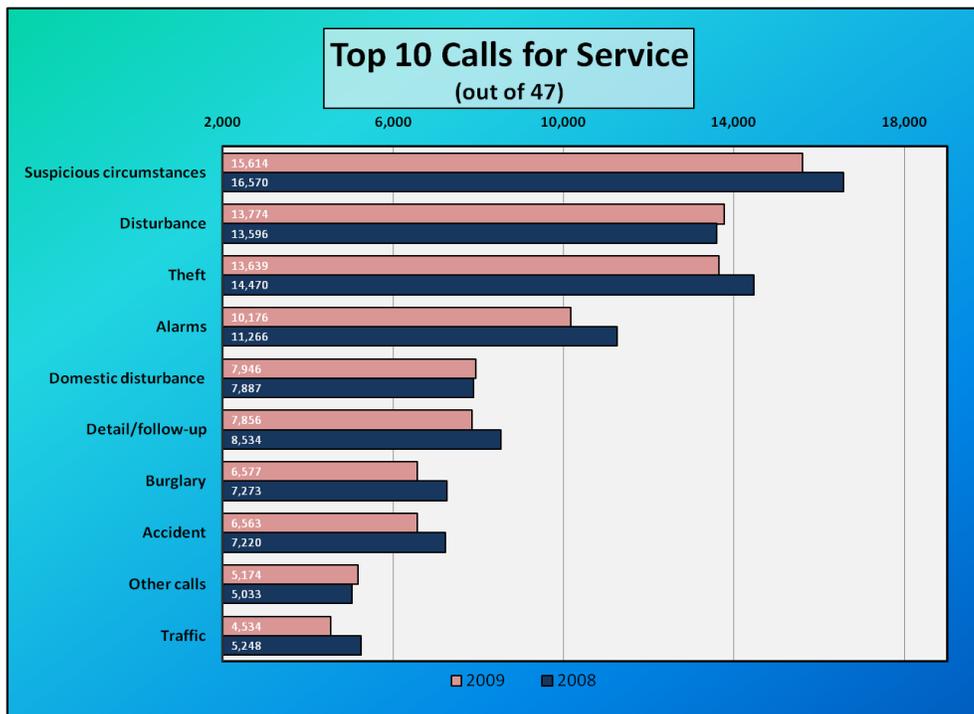
Offense Report Breakdown	2008	2009	% Change
Total Offense Reports	33,227	34,741	4.6%
Total Assigned to Investigations	24,656	23,665	-4.0%
Percent Assigned to Investigations	74.2%	68.1%	

Investigations Clearance	2008	% of Total	2009	% of Total	% Change 2008 to 2009
Cleared by Arrest or Submitted to Prosecutor	1,683	7%	1,753	7%	4.16%
Unfounded or Victim Refuses to Prosecute	981	4%	1,003	4%	2.24%
Cleared Exceptional	4,145	18%	4,769	20%	15.05%
Investigation Continued/Working Case	2,137	9%	2,445	10%	14.41%
Viable cases, but not worked	1,226	5%	675	3%	-44.94%
Cases with not enough information to work	14,484	62%	13,020	55%	-10.11%
Total Assigned to Investigations	24,656		23,665		-4.02%

As shown in the table above, the number of cases “Cleared by Arrest or Submitted to Prosecutor” increased by 4.16%. The total number of “cleared” cases, including Exceptional Clearances, improved a notable 11.9%. (A case cleared exceptionally occurs when the identity of the offender is known, but there are reasons for them not to be charged or the case prosecuted.) The number of cases that were not worked even though viable decreased almost 45%.

Calls for Service

Glendale Police respond to 142 distinct types of calls for service (CFS) and are categorized into 47 call classes. In 2009, Communications recorded 133,421 CFS, a decrease of 5.6% in 2008. The top 10 CFS remained the same, although there some minor position changes. “Suspicious Circumstances,” “Disturbance,” “Theft,” and “Alarms” remained the most frequent classes of calls received. These top 4 CFS, account for 40.2% of all calls. Most of these classes of calls remained relatively stable with decreases generally consistent with the overall decline in CFS.



The table below shows CFS data for a sampling of other Valley agencies. Totals include both citizen and officer initiated calls. A number of cities reported CFS declines similar to that of Glendale. Surprise and Avondale, conversely, showed significant increases. To provide a more appropriate basis for comparing CFS levels among Valley cities, the ratio on CFS to population is also provide in the table. At 0.53 CFS per citizen, Glendale is nearly 30% below the average for the sampled cities. It is difficult to discern any factor that may be responsible for the different CFS rates per citizen.

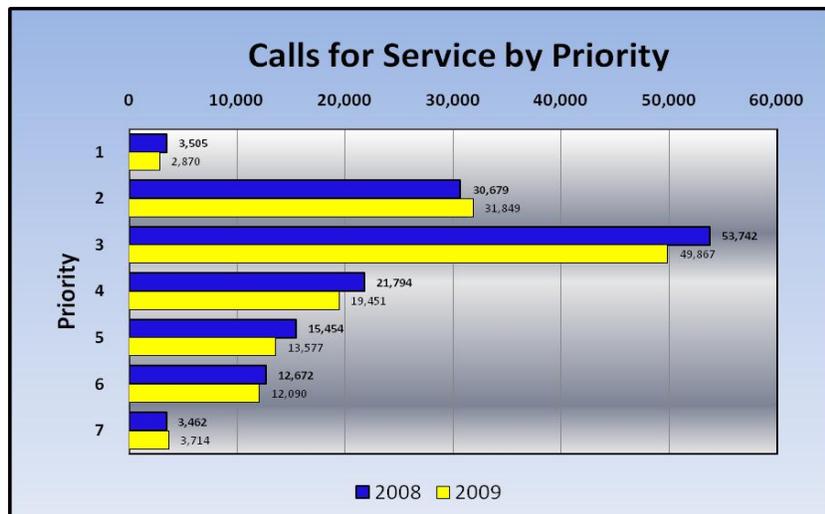
Calls for Service	2008	2009	% Change	Ratio to Population
Avondale	71,509	77,166	7.9%	1.00
Gilbert	177,129	175,178	-1.1%	0.81
Glendale	141,277	133,418	-5.6%	0.53
Peoria	61,292	58,487	-4.6%	0.37
Surprise	81,856	90,294	10.3%	0.82
Tempe	172,844	170,315	-1.5%	0.97
Scottsdale	231,241	232,177	0.4%	0.94
Phoenix	n/a	725,379	n/a	0.46

The following table shows a two-year comparison of CFS based on call priority. Most CFS levels in each of the Priority classifications show declines similar to the overall reduction in CFS. The slightly larger drop in Priority 1 CFS, 18.1%, and associated increase of Priority 2 CFS, 3.8%, suggests a possible trend toward reclassification of more calls from P1 to P2. (Source: CAD)

Calls for Service by Priority								
Year	1	2	3	4	5	6	7	Total
2008	3,505	30,679	53,742	21,794	15,454	12,672	3,462	141,308
2009	2,870	31,849	49,867	19,451	13,577	12,090	3,714	133,418
% Change	-18.1%	3.8%	-7.2%	-10.8%	-12.1%	-4.6%	7.3%	-5.6%

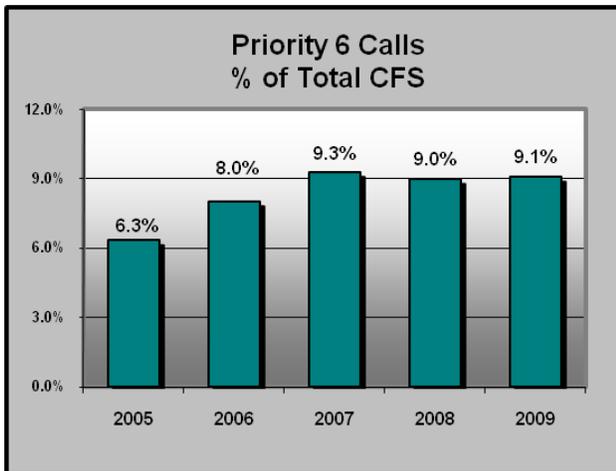
Calls for Service Priorities

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 situation 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.

Officer Activity Overview – 2009 Self-Initiated Activity



In 2005, officer-initiated activities accounted for 6.3% of all calls. By 2007 this had grown to 9.3%. Although the overall number of CFS has declined steadily for the last three years, the proportion of officer-initiated calls has remained constant at around 9.0%. The apparent peaking of the level of officer-initiated calls may suggest that such level is a maximum

point given the staffing deployments. It might further imply that to increase the proportion of officer-initiated calls additional staffing will be required.

“Suspicious Circumstances” remain the most frequent call class for officer initiated calls amounting to 18% of the priority 6 calls. “Other” calls followed close behind with 14.5%. These two types of calls cover a myriad of call circumstances, none of which

- **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 are used 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**

individually represent a high volume. At 13.6%, “Arrest Warrant” calls are high frequency generators. “Drug” calls and “Traffic” calls, likewise are significant generators representing the next categories at 8.9 and 7.7 percent, respectively. These five CFS groups together account for almost 63% of all officer initiated activity.

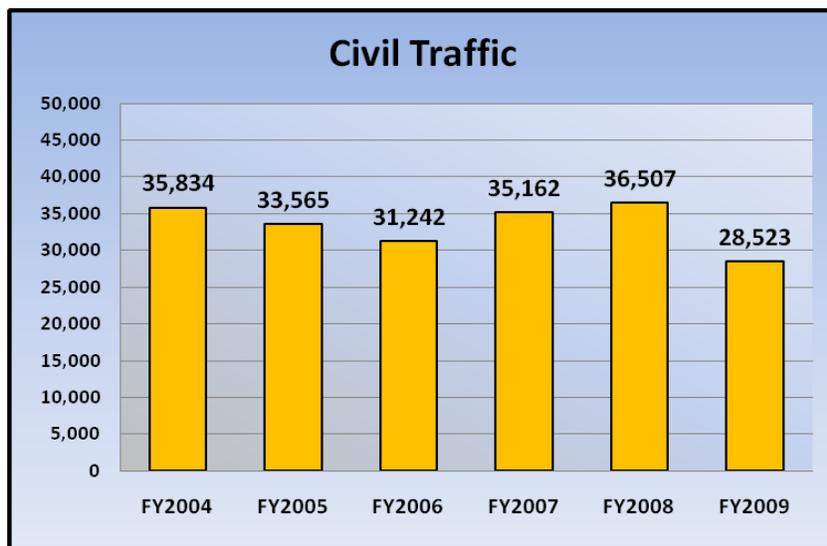
City Court Filings

Officer-generated court filings with the Glendale City Court are a further 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	FY2005	FY2006	FY2007	FY2008	FY2009	5-Year Growth (%)*
Filings						
DUI	1,410	1,768	2,105	1,848	1,994	41.4%
Serious Traffic	595	706	989	848	583	-2.0%
Civil Traffic	33,565	31,242	35,162	36,507	28,523	-15.0%
Misdemeanor	7,070	7,604	8,488	7,806	8,138	15.1%
Protective Order	2,385	2,650	3,175	2,582	2,919	22.4%

DUI's show the largest 5-year increase in filings at 41.4%; however are still 5.3% below the peak in FY2007. It is reasonable to presume that such variations in DUI filings are more closely related to directed enforcement actions than in changes in public behavior patterns. Civil traffic violations continue to be the largest group of court filings representing more than 67% of

all filings. Civil traffic violation levels peaked in FY08, however, declined by 22% in just the last year.



Serious Traffic Violations declined more than 31% in the last year. Again, it is unclear whether the decline

is a result of fewer violations being committed or a reduction in enforcement activity.

Misdemeanor non-traffic filings include shoplifting, theft, and assaults. Misdemeanor filings increased by 4% this year, however, are still 4% below the peak of FY07. It may be noteworthy that the recent trends coincide with the onset of the economic downturn.

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.

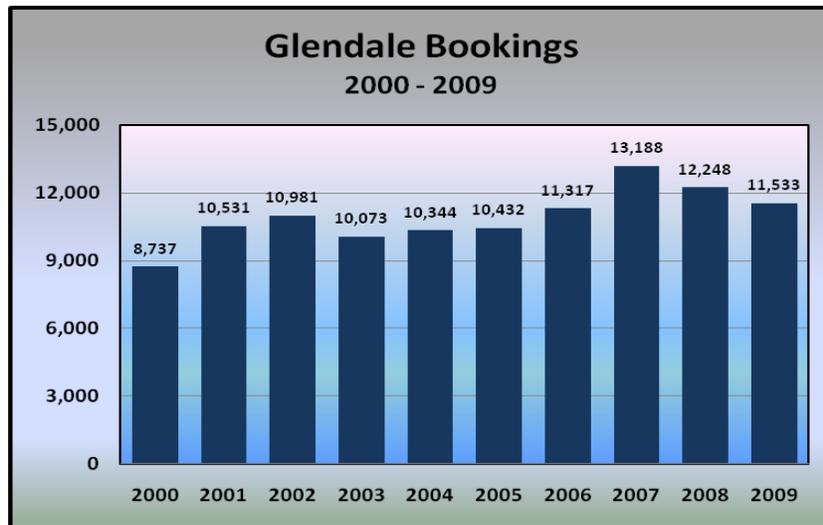
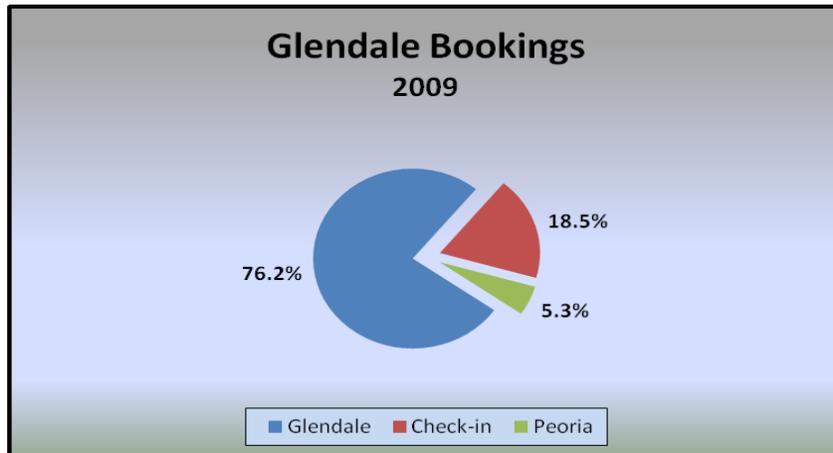
Division commanders meet at least weekly with management staff and crime analysts and review the latest statistics and trends. Response plans are developed and provided to patrol officers for implementation. Response plans direct officer patrol activities to respond to identified crime trends rather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

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. The CompStat program was recently restructured to increase its effectiveness.

Arrest and Detention Overview

Bookings by the Glendale Police Detention Unit are made up of four groups. Bookings for arrests made by Glendale police officers represent the majority. In 2009, Glendale PD accounted for 76.2% of all bookings; slightly down from the 77.2% of 2008. Under an intergovernmental agreement, Peoria Police Department prisoners are booked through the

Glendale detention facility accounting for an additional 5.3% of the bookings. Court ordered jail stays of 48 hours or less, the third category commonly referred to as “check-ins” accounted for 18.5% of the total bookings in 2009. Total bookings dropped 5.8% between 2008 with 2009 commensurate with the overall decline in offenses during the same period.

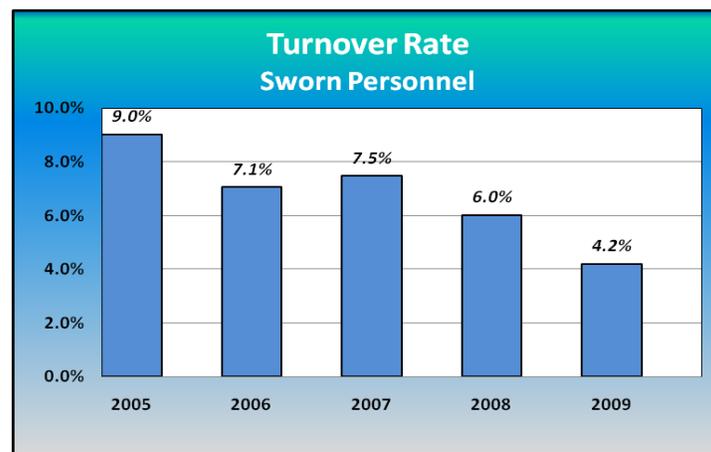


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Vacancies and Hiring Considerations

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 leave an organization for a number of reasons; retirement, forced termination, career advancement, health and others. Turnover due to voluntary resignation is particularly important as it can more readily be managed, unlike retirements or terminations.

The struggling economy continues to impact both civilian and police employment. Sworn personnel departures dropped from 25 to 17 (32%) between 2008 and 2009; the lowest number in at least four years. The turnover rate for sworn personnel dropped to 4.2% in 2009, down from 6.0% in 2008. Only three of the 17 separations in 2009 were voluntary resignations or a voluntary turnover rate of 0.7%. The voluntary turnover rate for sworn personnel in 2008 was 2.2%. The voluntary turnover rate is slightly above the 0.4% national rate reported by the U.S. Department of Labor for government agencies (April 2010).



Civilian separations increased dramatically from 15 in 2008 to 24 in 2009 (60%). Between 2008 and 2009, civilian turnover rose from 9.8% to 15.2%. The number of voluntary resignations increased from 6 to 10. The voluntary turnover rate for civilians was 6.3% in 2009; an increase from 3.7% in 2008.



The monthly average of sworn vacancies in 2009 rose to 35, a 52% increase over 2008. The civilian average vacancies increased from 13 to 20 between 2008 and 2009, a 53.8% rise similar to the increase for sworn personnel. Civilian turnover, however, remains below the 2006 and 2007 levels.

The recession has had a profound effect on the recruitment and hiring of both sworn and civilian staff. The number of sworn vacancies has risen despite the lower turnover rate. The reported vacancies include the sworn positions that are dependent upon sales tax revenues.





Civilian vacancies under the recent economic conditions have risen to the highest levels in several years. Despite early signs of economic resurgence, the prognosis for significant increases in city revenue streams remains pessimistic for the immediate future. It is unlikely that reductions in vacancy levels for both sworn and civilian positions will achieve significant gains in the near term.

Patrol Staffing Level

The department currently deploys 192 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 analytical techniques. 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 resulting costs.

Deploying Resources

Deploy (formerly Staff Wizard) is a patrol resource allocation software program from Corona Solutions. The department uses *Deploy* 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 variety of criteria 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, and other factors. Sophisticated calculation models are used to evaluate the myriad of criteria used to find the optimal assignment of patrol personnel.

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. Recruiting, hiring and retaining quality personnel is significantly challenging in times of economic stability. Revenue shortages and budget retrenchment are forcing law enforcement leaders nationwide into a new paradigm; 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. Turnover in the Glendale Police Department is manageable, however, vacancy levels will make it necessary to

realign department staffing in order to maintain minimum service levels and address public priorities.

Some indicators of the beginnings of economic recovery and stabilization have been cited. Tax revenues that support public safety and other municipal staffing remain weak and a return to more normal levels can not be expected for several years. The recruitment and retention of quality personnel will be more challenging and that much more important while the economic vitality continues to recover.

Various factors impact the ability to attract and retain qualified employees. Competitive salaries 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.

Nationwide, 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 are likely to increase. Driven by current unemployment rates the supply of applicants will burgeon, many who may not necessarily be suitable for a law enforcement career. Rigorous testing of potential candidates will be even more important. The increase impacts planning and staffing resources needed to process the applications. Recruitment efforts must be continued although somewhat reduced 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 who reflect department values and are committed to improving the quality of life in our community are hired.

During 2009 a total of 723 Police Officer Trainee, Police Officer Reserve and Lateral Police Officer applications were received. Seven new officers (1%) were hired from the 2009 applicant pool. Six of those officers were Police Officer Trainees and one was a Lateral Police Officer. Generally, only one applicant in eight is hired. A total of 13 applicants (2%) were hired during the year. 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 196 (27%) of the applicants. Two hundred and seventy-seven applicants (38%) 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 one-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 Lateral Police Officers can significantly shorten the training process and reduce costs. One (14%) of the seven police hires in 2009 was a lateral transfer. Although this is a decrease from the 11 laterals in 2008, the ratio is consistent with recent trends. 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.

* * *

Recommendations

This report represents a comprehensive analysis of the administrative, political, social and environmental factors that influence the demand for public safety services and determine police department staffing needs. Glendale's stated goals and strategic priorities along with police department mission, goals, objectives and values provided the framework for this review and the resultant recommendations. Departmental philosophy and standards further guided the focus of this effort. A thorough review of best practices was conducted to ensure that department practices are consistent with the current thinking of leading experts in the field.

A number of significant findings directly impact the determination of department needs and the formulation of appropriate staffing strategy. The economy continues to impact police budgets and will affect the department's ability to provide public safety services. Although recent economic indicators have been positive, full recovery is not expected for several years.

Nationally, crime has been on a steady decline since 1991. During the same period, violent crime and property crime in Arizona declined proportionally. Crime rates in Glendale have continued to fall for the last several years and into the first part of 2010. Despite current data contradicting it, some experts remain stalwart in support of the contention of a relationship between recession and crime rates. A lag effect may be involved and could increase the potential for reversal of recent crime trends. For the near term, however, declines in crime are expected to continue.

Population has been a long-standing driver for municipal services, and especially for the police. Prior to the onset of the recession Glendale experienced a period of rapid growth. Since the recession hit at the end of 2007, population growth in Glendale has slowed to about 0.5% annually and likely won't accelerate for at least several years. While Glendale's population is not anticipated to grow in leaps and bounds, it is growth nonetheless, and may result in at least a moderate increase in demand for services, even though current data show declining call levels. Regardless, stagnant budgets and staffing will ultimately place the department in a position where it is difficult to make up lost ground.

As has been noted, officer to population ratios are not recommended as a basis for determining staffing levels. They can be useful, however, for limited comparisons across entities

with similar demographics to make general assessments about staffing deficiencies. Glendale's staffing at 1.81 officers per 1,000 in population compares favourably with their home "Mountain" region of the country within the 100,000 to 249,999 population grouping. Glendale's population will exceed 250,000 in 2010, which will place it into a different population category. Comparison with cities with populations over 250,000 with an average ratio of 2.0 suggests a marginal staffing deficiency. It is not necessarily appropriate for the sudden shift in benchmarks; however, it demonstrates that as Glendale continues to grow, the expectations and demand for police services will elevate staffing needs. Comparison with local cities with similar demographics, such as Mesa and Scottsdale suggests that Glendale's overall current staffing is at appropriate levels.

Despite the population growth, police calls for service have showed a declining trend; more than 18% since 2004. There does not appear to be any consistency of this pattern across the cities in the valley, although Peoria and Chandler show similar trends of declining calls for service. For the time being, it can be presumed that the current trend will continue into 2010 and 2011 and will mitigate needs for additional police resources. It must be noted that previous staffing level requests were planned for implementation over four years and, as such; staffing levels to meet previously identified needs have not yet been achieved.

Priority 6 calls for service represent activity initiated by patrol officers as the result of proactive efforts. Previous staffing strategies placed emphasis on providing sufficient patrol staffing to allow officers to pursue additional proactive efforts. The percentage of Priority 6 calls for service, therefore, may be used as a performance measure of this strategy. As this analysis has shown the percentage of Priority 6 calls increased between 2005 and 2007. Since that time the percentage has levelled off at about 9%. It might be concluded from this fact that a saturation or threshold point has been reached in the context of time availability and that to achieve a further increase in proactive efforts additional staffing will be required.

Despite the lowest turnover rate in at least five years, the vacancy rate for sworn positions exceeds levels for the last three years. Among civilian positions, a high turnover rate and hiring freeze combined to produce the highest vacancy rate in the last three years. If civilian turnover remains high and the hiring freeze continues, the civilian vacancy rate will continue to escalate. The resultant impact on providing valuable support function is obvious. Less obvious but still

important, however, is that when municipal levels return to some level of normalcy and the hiring moratorium is lifted, it will take considerable time and effort to recruit and hire replacement personnel.

The city and department have implemented and will continue, at least through FY2011, cost containment strategies including salary and hiring freezes, mandatory furloughs, the elimination of vacant positions, overtime reduction and other waste elimination efforts. Mandatory furloughs will continue in FY2011 and vacant positions will be eliminated. Staffing assignment changes will be necessary to accommodate program and service requirements. Municipal revenue levels are not expected to reach levels that would permit funding for new positions any time soon. Accordingly, no staffing increases are being requested for FY2011. Maintaining funded sworn positions will be a priority and vacancies and those caused by attrition in the coming fiscal year will be filled if feasible. Staffing analysis will continue annually and multi-year staffing projection plans developed for future years.

Analysis via the Deploy software indicates that current patrol staffing levels are adequate to meet current service demand. This is primarily due to reduction in crime rates and the declining trend in call for service. Should the predictions concerning the potential impact of the continuing economic slump on crime prove true, resultant increases may quickly return patrol staffing to deficient levels.

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 at least several years to come. It is critical, therefore, that the Glendale Police Department adopt a new paradigm, set realistic priorities and formulate new strategies in order to maintain efficient and effective public safety services.

Although some economic indicators suggest that the decline has bottomed and possibly started the arduous climb, the crisis is clearly not over and additional belt-tightening may be necessary. 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 new technologies that increase officer availability, improve efficiency and reduce bureaucracy.

* * *

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. It has presented a comprehensive analysis of calls for service, crime trends, and a myriad of other factors aligned with the goal of making the City of Glendale a safer community and a desirable place to live, work and play.

Like most other governments, 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 staffing plans. As such, the Department is requesting no additional staff positions for FY2010/2011. Although the time frame for economic recovery is difficult to project, the department will continue to evaluate staffing needs and, in lieu of specific functional need, will determine programmatic priorities to guide future staffing plans. This approach enables the Department to adequately plan for the future while recognizing that implementation is necessarily dependent upon more favorable economic conditions.

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2009 Police Department Accomplishments

Last year was filled with many challenges and hardships for the Glendale Police Department and its members. The greatest economic crisis since the depression affected every single person and profoundly impacted our ability to provide the wide range of services identified in our mission. Nevertheless, the department persevered due greatly to the dedication and diligence of a pool of talented and loyal employees. As we begin a new year, indeed a new decade, it is altogether fitting that we stop and reflect on what this department was able to accomplish in the face of such adversity.

Crime Reduction - The protection of our citizens through efforts to control and reduce crime is fundamental to the department mission. On December 21st, the FBI released its preliminary semiannual Uniform Crime Report (UCR) indicating a nationwide decrease in violent crime of 4.4% and a similar decline of 6.1% in property crime. Violent crime in the western United States showed a slightly less dramatic drop of 3.3% and a slightly higher property crime decrease of 6.7%. By comparison, in Glendale we were able to achieve reduction of 13.7% in violent crime and 7.6% in property crime in 2009. Indeed, we were able to achieve reductions in six of the eight categories of Index Crimes. Though our success is in line with the national trend, we can take pride in exceeding the national rates which can clearly be attributed to the success of our efforts.

Major Crime - Numbers alone do not tell the whole story.

- After seven years, information was received that led to the arrest of a suspect for the brutal knife attack on a neighbor.
- In another incident, a suspect shot another patron and fled Famous Sam's Bar. He then shot and killed a pursuing security guard who had confronted him. Forensic analysis of blood at the scene and ballistic evidence led to an arrest in this violent crime.
- Detectives were able to connect a residential arson to a murder victim discovered in a dumpster miles from the scene. The suspect was arrested as the result of the diligent investigation.

- A killer received two consecutive life sentences for the murder of his wife and daughter and attempted murder of his son.
- Investigation of the home invasion of a house mistaken as a drug house led to the discovery of an interstate drug operation. During the execution of three search warrants Detectives seized approx 700 pounds of marijuana, assault weapons, \$177,000 in currency, and indicted 9 suspects.
- SIU detectives received information on subjects involved in the interstate transportation of cocaine and marijuana. Detectives located a tractor trailer arriving from Detroit that contained drug sale proceeds. Detectives recovered \$1.3 million dollars in narcotic proceeds.

Glendale Detectives assisted in investigations outside the city that culminated in numerous arrests and in solving a number of serial criminals including the “Black and Blue” robberies, the “Hobo Bandit” robberies, the “Fantasy Island Bandit” robberies, the “Ringed Bandit” robberies, the “Raggedy Ann” robbery series, and others. Separate investigations led to the safe rescue of two kidnap victims.

These cases represent only a few highlights from the past year. Successful operations by Patrol, Investigations, and Special Operations resulted in numerous arrests and convictions of serious criminals who were victimizing Glendale’s citizens, businesses and guests. Without the dedication and diligence of the members of this department, Glendale would be a much less safe place.

Staffing Increase - Tight budgets more often than not severely impact staffing levels and therefore the ability to provide services to the community. Glendale, while not immune, has been able to minimize negative impacts. Between 2008 and 2009 average sworn staffing levels increased from 415 to 417. Average civilian staff likewise grew from 160 to 163 over the same period.

In May 2009, the department received over 700 applications for police officer recruit. Five hundred and ninety applicants were invited to participate in the testing process; 75 applicants were invited to oral board interviews and resulted in a final list of 58 applicants on the eligibility list. Despite the economy the department was able to hire 13 new officers and 8 new

civilians in 2009. While still below normal levels, we were able to hire additional staff while many of our neighbors experienced staff reductions.

Reserve Officer Program - The Reserve Officer Program currently consists of eight officers. In an effort to grow our Reserve program, approval was given to add ten additional reserve officers. Seventy applications were received and upon completion of testing 13 applicants successfully moved into the background process from which the seven reserve officers were selected.

Assignment Changes - The department saw a number of staffing changes and reassignments during the year. Some routine and others the result of reorganizations necessitated by positions vacated by routine retirements or early retirements predicated by budget control programs. September witnessed some high level changes as Commanders rotated assignments. The unanticipated departure of the Assistant Director left a significant gap in senior command positions requiring some organizational restructuring to compensate as the budget crisis prevented filling these positions.

The Executive Assistant Chief and the Assistant Chief administrative responsibilities were expanded taking over department units formerly headed by the Assistant Director. The Assistant Chief also formally gained responsibility of the Emergency Management Division only recently transferred to the department. In December a newly formed Fiscal Management and Planning Unit was placed in the Chief's Office. The Crime Analysts were decentralized and their responsibilities were realigned.

A number of organizational changes were implemented within the Criminal Investigations Division. The Property Crime Detectives were decentralized to Sector Operations in Gateway and Foothills to enhance property crime efforts and increase these crime control efforts between detectives and patrol. The Advocacy Center was also revamped with the Victim's Advocates reporting directly to a sergeant.

ALEA Graduates - Seven officers graduated from the academy during the year. With one additional lateral hire they all began Field Training. Twenty three officers completed Field Training and were given Patrol squad assignments.

Volunteers - Paid employees are not the only resources used in order for us to carry out our public service mission. During the past year volunteers contributed 15,665.5 hours of time in support of department programs. This equates to about eight full time employees. The Volunteer Coordinator coordinates the activities of 144 active volunteers, an increase of 56 over 2008. This dedicated group provides assistance in a variety of area including the License Plate Reader Program, Parking Enforcement, Sky Watch, Advanced Officer Training, and others. Their efforts free up police officers to spend their time on enforcement activities.

The past year has not been without challenges, but we have seen many good things. It is important that we keep sight of the accomplishments achieved as a department despite those challenges:

Police Accreditation - This past year, the Commission on Accreditation for Law Enforcement Agencies (CALEA) sent an assessment team to the Glendale Police Department to review our policies and processes. Based upon international best practices, CALEA sets law enforcement standards with which the department must demonstrate compliance in a wide range of department functions and operations. This reaccreditation was the culmination of three years worth of work, which required the effort of every member of our police department.

In July, the department accreditation team appeared before a board of CALEA Commissioners. At this hearing, the Glendale Police Department received rave reviews for how well the agency had performed in the process. CALEA accreditation means greater agency accountability, a proven management system, reduced risk and liability protection, professional prestige, and public confidence, all of which create a positive reputation and a true mark of professionalism. The Glendale Police Department has been accredited four times by CALEA (2000, 2003, 2006, & 2009), and we are diligently working towards our next reaccreditation in 2012.

Facilities Enhanced - Consistent with stated department goals a number of projects were undertaken this past year to enhance department facilities. The Detention office area and booking area were painted and flooring replaced. A major remodel was completed in the ID area and auto bay. The fire department moved out of the Main Public Safety Building which allowed for some refurbishment and the reassignment of a considerable amount of space that will better accommodate our needs and provide for more efficient operations.

In-car Video Camera Grant - In 2009, the department received over \$900,000 to be used for an in-car video camera recording system. The Panasonic Arbitrator 360 will be installed in the coming months. One piece still remaining will be to identify an “on-officer” camera system to be used at selected mega events and other strategic opportunities throughout the City

Justice Web Interface (JWI) - Ready access to information is the life blood of police work. A number of projects were implemented in 2009 that will provide new access to vast databases of information that will greatly benefit our efforts. The JWI system will allow records technicians, communication specialists, investigators, case workers, crime analysts, and others to access ACIC, NLETS, NCIC, and other criminal justice data bases from either a mobile terminal or desktop. Unusual locations like the stadium, field surveillance location, and the DUI Van no longer make information out-of-reach.

COPLINK - Glendale also joined Phoenix COPLINK node in 2009. This analytical program provides a central data warehouse which collates information from many individual record management systems, including images of suspects and convicted criminals. This enables agencies to easily combine law enforcement, crime and intelligence data to quickly uncover hidden connections and patterns.

New Radios - Radio communications is critical for anyone in public safety and a Capital Project last year allowed us to provide encryption capability, enhanced channel capacity and the ability to scan other channels. The new radios include not only the Glendale system but Phoenix,

Tolleson, Tempe, Goodyear and many other channels throughout the Valley, region and even national talk channels.

AOT Training - Maintaining a force prepared to meet constantly changing needs and techniques is always a challenge. Budget restrictions make it even more difficult. In order to meet the need, we turn inwards. The Training Unit provided thirty-three weekly trainings, twelve monthly trainings and twenty-two, forty-hour AOT sessions. For the period of January 01, 2009 through December 31, 2009 the department participated in more than 44,000 hours of training.

Leadership in Police Organization - The development of leadership skills became a priority in the department in 2009. Leadership Excellence at Arizona POST provided a four-week IACP course entitled Leadership in Police Organization to department managers. The program, designed to hone skills in leading and managing individuals, groups and organizations, will be continued in 2010 and expanded to include additional supervisory personnel.

Community Outreach - The department is actively involved in numerous Youth Educational Programs designed to educate our community and those youth who attend schools within the City of Glendale. Drug Abuse Resistance Education (DARE) and Gang Resistance Education and Training (GREAT) are taught in Glendale schools and, in 2009, involved more than 3,300 students. Glendale Police Department's Explorer Post 2469 is the longest standing Explorer program in the state currently involving 33 youth in the program. Five officers make up the School Resource Officer (SRO) Program who work on school grounds daily to provide positive contacts throughout the school day with parents, school staff and students. Under the Career and Technical Educational Training (CTE), the department has partnered with the Peoria Unified School District's Career and Technical Educational Training program to intern high school students who work along-side public safety employees to learn about the various aspects of law enforcement. In the Producing Leaders of Tomorrow Program (PLOT), the City of Glendale and the police department have partnered with the Maricopa County Human Services Department to provide an internship for county youth to give students employment within a city services job and allow the students to work with mentors in professions that interest them. Additionally, the department has partnered with the Glendale Community College, ASU and ASU West in the

College Intern Program to intern Criminal Justice students. Through these and other programs we endeavor to provide the youth, and future citizens, with a positive life experience and set them on a path that will benefit them as individuals and the community as a whole.

Grants - In 2009 the department managed twenty-four different grant programs and received more than \$4.5 Million in supplemental funding. The funding supported a variety of training programs and equipment purchases, including video recording systems for patrol vehicles and a new bomb robot. Funding also allowed the department to organize and host a domestic violence summit and provided additional staffing support for Advocacy Center programs. Funding was obtained to purchase and install a new CAD/RMS/MDC system to replace CHIPS.

Police Unity Tour - Glendale can be proud that the dedicated members of the police department go above and beyond their official duty to contribute to the community. Last year nine Glendale officers and civilians were involved in the Police Unity Tour working with officers from Phoenix, Scottsdale and Goodyear to raise money and prepare for the event. The Unity Tour is the largest contributor to the National Law Enforcement Memorial Fund which supports the construction of a new National Police Museum and also supports maintenance costs for the existing memorial site. Every year, during Police Week, officers of the Police Unity Tour raise money and take part in a bicycle ride of 250 miles from Portsmouth, VA to the memorial in Washington, D.C. along with approximately 1600 brothers and sisters in law enforcement. Upon arrival in D.C., at a candle light vigil, Unity Tour officers greet and escort the survivors of that year's fallen officers to the formal ceremony.

United Way - Members of the department were again generous in their support of the United Way with 142 individuals contributing \$29, 811 to this year's campaign.

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