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**CITY COUNCIL REPORT**

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CITY CLERK DEPT. *H*TO: David Cavazos  
City Manager

2010 MAR 22 AM 8:08

FROM: Jeff Dewitt  
Finance DirectorSUBJECT: INNOVATION AND EFFICIENCY STUDY REVIEW OF PUBLIC SAFETY  
FUNCTIONS

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This report is to request Public Safety and Veterans Subcommittee approval to proceed with an innovation and efficiency study for the Police Department and to request authorization to engage in the Request for Qualifications (RFQ) process to hire a consultant to study the Fire Department.

**THE ISSUE**

Previously, the City Council approved the issuance of an RFQ for an Innovation and efficiency study of the Phoenix Convention Center, Development Services, Parks and Recreation and Police Departments. The purpose of the study is to assess opportunities for innovation, improved efficiency and effective operations, while identifying cost saving measures. The need for efficiency studies was also discussed by several individuals and citizen groups at the recent budget hearings and ultimately the City Manager recommended \$500,000 for efficiency studies and audits that was approved by the City Council.

**OTHER INFORMATION**

Staff issued an RFQ for an innovation and efficiency study on January 8, 2010 to review the four departments mentioned above. Thirteen submittals were received from outside consultants who have expertise in conducting operational reviews of large government entities. Seven firms indicated specific experience in evaluating police departments. Staff is seeking authorization to proceed with the selection process, including development of a selection committee, selection of the most qualified firm, and contract negotiations.

The Fire Department was not identified in the RFQ issued in January 2010; however, staff recommends conducting a study of all public safety functions and is seeking authorization to issue a similar RFQ and proceed with the selection process for the Fire Department. Selected firms and recommended contracts within the \$500,000 budget would be brought to the City Council in the coming months and the study results are expected to be available by the fall of 2010.

**RECOMMENDATION**

Staff requests Public Safety and Veterans Subcommittee approval to proceed with the selection and contract development process for the Police Department and begin the

same process for the Fire Department. The City Council would review and approve any contracts recommended for the selected firm(s) before proceeding with the studies.

**PHOENIX CITY COUNCIL  
PUBLIC SAFETY & VETERANS SUBCOMMITTEE  
MINUTES  
March 23, 2010**

**Subcommittee Members Present**

Chairman Claude Mattox  
Vice Mayor Michael Nowakowski  
Councilwoman Thelda Williams

**Subcommittee Members Absent**

Councilman Michael Johnson

**Staff Present**

Ed Zuercher  
Charlene Reynolds  
Edith Baltierrez  
Penny Parrella  
Ray Klucznik  
Scott Krushak  
Lynn Williams  
Kelly Gremmel  
Doug Pilcher  
Aaron Carreon-Ainsa  
Roberto Freitz  
Karen Kontak  
Connie Chapman  
Joe Klima  
Jackie Johnson  
Kevin Kalkbrenner  
Jessica Amend

**Public Present**

Dan Trozzi  
Ann Malone  
Marvin Roschelle  
G.G. George  
Richard Rea  
Gordon Stoa  
Paul Barnes  
Jeanne Morgan  
A.J. Wells  
Shelley MacDonald

Barry Pacey  
Nancy Snider  
Dana Kennedy  
Ben Davis  
Greta Rogers  
Betty C. Wheat  
Vim Wheat  
Will Buivides  
Mark Spencer  
Gail Morgan

1. Call to Order

Chairman Mattox called the meeting to order at 10:03 a.m., with Vice Mayor Nowakowski and Councilwoman Williams present. Councilman Johnson was absent.

2. Approval of Minutes of the February 23, 2010 Meeting

Councilwoman Williams motioned approval of the minutes of the February 23, 2010 meeting. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

3. REQUEST TO APPLY FOR CRIMINAL JUSTICE COMMISSION (ACJC) FUNDS

Councilwoman Williams motioned Subcommittee recommend City Council authorization to apply for \$64,078 in Arizona Criminal Justice Commission funds to

provide partial funding for the City of Phoenix Prosecutor's Office Victim Services Unit. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

4. REQUEST TO APPLY FOR GRANT FUNDING FROM THE GOVERNOR'S OFFICE OF HIGHWAY SAFETY

Councilwoman Williams motioned Subcommittee approval for retroactive authorization to apply for and accept \$206,418.74 in funding from the Governor's Office of Highway Safety (GOHS); accept additional funds for the same project, should they become available, through the funding period; and authorize for the City Controller to receive and disburse funds related to this grant. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

5. REQUEST TO APPLY FOR VICTIMS OF CRIME ACT (VOCA) FUNDS

Councilwoman Williams motioned Subcommittee to recommend City Council authorization to apply for \$179,070 in Victims of Crime Act (VOCA) Funds to provide partial funding for the City of Phoenix Prosecutor's Office Victim Services Unit. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

6. SUBMISSION OF FEDERAL FISCAL YEAR 2011 PROPOSALS FOR GRANT FUNDS AVAILABLE THROUGH THE GOVERNOR'S OFFICE OF HIGHWAY SAFETY

Councilwoman Williams motioned Subcommittee approval regarding grant applications for funding administered by the Arizona Governor's Office of Highway Safety (GOHS) used to support new traffic safety programs and enhance existing programs in the Fire, Police, and Street Transportation Departments. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

7. DRUG ENFORCEMENT ADMINISTRATION – CANNABIS ERADICATION

Councilwoman Williams motioned Subcommittee approval to enter into an agreement with the Drug Enforcement Administration's Domestic Cannabis Eradication Suppression Program. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

8. REQUEST TO APPLY FOR FY2010 DEPARTMENT OF HOMELAND SECURITY GRANT FUNDS

Councilwoman Williams motioned Subcommittee to recommend City Council approval to apply for Department of Homeland Security grant funds that include the Urban Area Security Initiative (UASI), Metropolitan Medical Response System (MMRS), Buffer Zone Protection Program (BZPP), State Homeland Security Program (SHSP), and Interoperable Emergency Communications Grant Program (IECGP) through the Arizona Department of Homeland Security. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

9. GRANT APPLICATION – ANNUAL FEMA USAR FUNDING

Councilwoman Williams motioned approval to apply for an annual Urban Search and Rescue grant offered through the United States Department of Homeland Security (DHS). Vice Mayor Nowakowski seconded the motion, which passed 3:0.

10. INNOVATION AND EFFICIENCY STUDY REVIEW OF PUBLIC SAFETY FUNCTIONS

Assistant City Manager Ed Zuercher indicated the Finance Department had received responses for the Police Department's RFQ (Request for Qualification) and was waiting for Council direction to review respondents. He also added staff was recommending the issuance of an RFQ for the Fire Department in an effort to conduct a study of all public safety functions.

Chairman Mattox asked if the recommendation was different from the approved citywide audit. Mr. Zuercher replied the budget adoption for the allocation of \$500,000 would go towards conducting audits; and based on community input, the audits would begin with the Police and Fire Departments.

Chairman Mattox asked for a timeline regarding the Fire Department's RFQ. Mr. Zuercher indicated it would take 45 to 90 days for the Fire Department to issue a Request for Qualifications. He added staff could present City Council with a contract in July.

Chairman Mattox asked about the timeline for the Police Department. Mr. Zuercher indicated a contract could be issued within thirty to sixty days of Council approval to proceed.

Councilwoman Williams asked if the Municipal Court had been included in the audit. Mr. Zuercher replied it had not and noted the Police Department audit would most likely identify issues impacting the Municipal Court. Executive Court Administrator Doug Pilcher stated the State Court System had recently conducted an audit of the Municipal Court. He added the Department was in the process of implementing recommended changes.

Chairman Mattox asked if adding the Municipal Court to the scope of work would delay the Police Department's audit. Mr. Zuercher replied yes.

Councilwoman Williams stated she did not want to delay the audit for Police and agreed to move forward with the RFQ as long as it was noted upfront that the Municipal Court would be included in the audit at a later time. Mr. Zuercher agreed and mentioned it may be more beneficial to conduct the Police audit first to reveal and focus on the impact to the Court.

Ms. Greta Rogers spoke in favor of the item and urged the Subcommittee members to forward this item for City Council Formal meeting action on April 7, 2010. She

also asked staff to consider nationally recognized firms that had not done business with the City in the last five years.

Mr. Dan Trozzi spoke in favor of the item and suggested the audit be conducted citywide. He also requested staff ensure the audit would include extensions for development and implementation of recommendations.

Mr. Richard Rea spoke in favor of the item and suggested the community be included to help the City identify efficiencies and inefficiencies within their operations.

Mr. A.J. Wells asked the Subcommittee members to allow for citizen input and representation. Chairman Mattox agreed.

Mr. Paul Barnes, co-founder of Citizens for Phoenix voiced concerns for the lack of community inclusion with the selection and oversight committee for the Police audit RFQ. Mr. Barnes reminded the Subcommittee members, the community wanted to be a part of the audit RFQ selection and response process.

Ms. Ann Malone, co-founder of Citizens for Phoenix thanked the Subcommittee members for beginning the audit process with the Police and Fire Departments. She restated the community's request to be a part of the audit RFQ selection and response process. She proposed at least one member from Citizens for Phoenix should be included on the selection committee for every audit. Ms. Malone also asked that employees affected by these audits should be allowed to participate on the oversight committee.

Mr. Mark Spencer, president of PLEA spoke in favor of the item.

Ms. Betty Wheat stated her support for including Citizens for Phoenix members on audit selection committees. Ms. Wheat asked how the funding of \$500,000 for the citywide audit would be allocated. Mr. Zuercher indicated during the Budget Hearings, the community had stated Public Safety was first priority, therefore, the audit would start with the Police Department. Ms. Wheat asked if the amount of \$500,000 would be set aside every year to fund citywide audits. Mr. Zuercher replied with Council approval the City budget would include setting aside \$500,000 every year to fund audits.

Ms. Dana Marie Kennedy submitted a card in support of the item and only wished to speak if necessary.

Ms. Gail Morgan submitted a card in support of the item and only wished to speak if necessary.

Ms. Shelley MacDonald submitted a card in support of the item and only wished to speak if necessary.

Mr. Marvin Roshelle submitted a card in support of the item and only wished to speak if necessary.

Ms. G.G. George submitted a card in support of the item and only wished to speak if necessary.

Mr. Gordon Stoa submitted a card in support of the item and only wished to speak if necessary.

Ms. Jeanne Morgan submitted a card in support of the item and only wished to speak if necessary.

Mr. Barry Pacey did not wish to speak, but submitted a card in support of the item.

Mr. Ben Davis did not wish to speak, but submitted a card opposing the item.

Mr. Jim Wheat did not wish to speak, but submitted a card in support of the item.

Ms. Mary Beth McCarthy was not present to speak, but submitted a card in support of the item.

Ms. Kellie Volant was not present to speak, but submitted a card in support of the item.

Chairman Mattox asked about the status on Development Services Department's audit. Mr. Zuercher noted department staffing had been reduced from 600 employees to 200; and future plans were to have the department consolidate with Planning.

Councilwoman Williams requested an explanation of the RFQ process and asked if citizens could be appointed to the selection committee to establish the scope of work and review of firms. Finance Director Jeff DeWitt indicated the RFQ allowed firms to submit a price, qualifications, experience, and approach; then, negotiation for scope of work would take place with the most qualified firm; and if an agreement could not be reached, negotiation would take place with the next qualified firm and so on. He added appointment of citizens for the selection committee could be included in this process.

Vice Mayor Nowakowski asked if there was an option to reopen the Police RFQ to allow other firms an opportunity to participate. Mr. Zuercher replied reopening the Police RFQ would result in a loss of time.

Vice Mayor Nowakowski stated he did not want the City to be perceived as using the same firms and asked that the Fire RFQ allow other firms an opportunity to participate. Mr. DeWitt agreed.

Chairman Mattox commented national audit firms had become extremely expensive because they were getting out of the municipal business. He added this predicament may result in less national firm submittals.

Ms. Greta Rogers asked for on-going department audits to ensure government efficiency.

Councilwoman Williams proposed each Council member appoint one person from their district to participate in the drafting of scope of work for each audit.

Vice Mayor Nowakowski requested consultants provide a tool for the Subcommittee to measure revenues and expenditures in detail on a monthly basis. Mr. Zuercher noted the City Manager and Budget and Research Director would have this information available in the next thirty days.

Councilwoman Williams motioned approval to proceed with the selection and contract development process for the Police Department with the following stipulations: incorporate Municipal Court, Prosecutor's Office and Public Defenders in an RFQ; begin the RFQ process for the Fire Department; and establish a citizens committee to create scope of work, participate in selection proceedings, and provide updates to the Subcommittee. Vice Mayor Nowakowski seconded the motion, which passed 3:0.

#### 11. MONTHLY CRIME UPDATE

This item was for information only.

#### 12. PROJECT KEEP YOUR FAMILY SAFE CAMPAIGN IN CACTUS PARK AND MARYVALE PRECINCT

Public Safety Manager Chief Harris introduced Commander Benny Pina who provided a brief update. Commander Pina indicated the Police and Neighborhood Services Departments had formed a partnership with Arizonans for Gun Safety (AzGS) in an effort to reduce gun violence through education, awareness, community engagement, youth crime prevention, and partnerships. He noted these initiatives involved month-long anonymous gun buy back programs. Commander Pina mentioned Maryvale Precinct would hold a press conference on April 7, 2010 to publicize their upcoming gun buy back program. He also indicated Cactus Park Precinct had partnered with Castles & Coasters to host a crime suppression fair and gun buy back event on April 17, 2010 for the Metro area. Commander Pina stated Cactus Park Precinct had collaborated with the Metro Business Alliance and Metro Block Watch organization in an effort to revitalize the community.

Chairman Mattox asked if Metro area's retail management was under transition. Commander Pina replied yes and noted staff would be visiting the new owners in an effort to establish a partnership.

#### 13. Discussion and Consideration of Reappointment of one or more Phoenix Municipal Court Judge(s) for a New Four-Year Judicial Term.

This item was tabled for an upcoming Special Meeting.



14. Recommendation on the Reappointment of Phoenix Municipal Court Judge(s) for a New Four-Year Term

This item was tabled for an upcoming Special Meeting.

15. Future Agenda Items

Chairman Mattox asked for an overview of Police and Fire programs and services affected by the budget cuts.

Chairman Mattox requested the Law Department to provide an overview of the Solicitor Ordinance and suggested review of the item may be better suited through the Housing & Neighborhoods Subcommittee.

16. Adjournment

Chairman Mattox adjourned the meeting at 11:02 a.m.

Respectfully submitted,

Edith Baltierrez  
Management Intern

**CITY OF PHOENIX  
REQUEST FOR COUNCIL ACTION**

Complete this form per A.R. 4.11.

Refer to the City Council Agenda Process Reference Guide for Assistance

<b>ACTION REQUESTED</b>	Formal Action:	OR	Legal Document:
	Bid Award <input type="checkbox"/> License Application <input type="checkbox"/> Public Hearing <input type="checkbox"/> Other <input checked="" type="checkbox"/>		Ordinance <input type="checkbox"/> Amend City Code? <input type="checkbox"/> Resolution <input type="checkbox"/> Emergency Clause? <input type="checkbox"/> (for use only w/ord. or res. requests)
<b>IMPACTED DISTRICT(S)</b>	CITYWIDE	<b>ADDITIONAL BACKUP MATERIAL SENT UNDER SEPARATE COVER?</b> <input checked="" type="checkbox"/>	
<b>SUBJECT</b>	INNOVATION AND EFFICIENCY STUDY REVIEW OF PUBLIC SAFETY		
<b>REQUESTED AGENDA DATE</b>	4/21/10	<b>PREPARED BY</b>	Name <u>Jeff Dewitt</u>
			Department <u>Finance</u>
			Phone <u>2-7168</u>
<b>APPROVALS</b>	Division Head:	Jeff Dewitt	If prepared for another department: Department Name:
	Department Head:		Approval:
<b>BID AWARD INFORMATION</b>	Bid Surety Required? <input type="checkbox"/>	Performance Surety Required <input type="checkbox"/>	
	Submitted by Low Bidder? <input type="checkbox"/>	Amount? _____	
	Contract Required? <input type="checkbox"/>	Requisition No. _____	
<b>CONTRACT INFORMATION</b>	Contract Amendment? <input type="checkbox"/>		
	If Yes, Current Contract No. _____	Approved by: Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Formal Action <input type="checkbox"/>	
		on Date: _____	
<b>BUDGET INFORMATION</b>	\$ _____	To Be Encumbered? <input type="checkbox"/>	
	Source of Funds: _____	Fiscal Year? _____	
	Fund Center(s) (SAP-FM): _____		
	Commitment Item(s) (SAP-FM): _____		
<b>CITY MANAGER'S OFFICE</b>	Approved by <b>David Cavazos 4/12/10</b>	CM Control No. <b>71</b>	
<b>CITY CLERK DEPARTMENT</b>	Council Action Taken: <u>Approved</u>		
	Ordinance Number: _____	RCA No. <u>64294</u>	
	Resolution Number: _____	Contract No. _____	
	Comments: _____	Meeting Date <u>4/21/2010</u>	
		Item No. <u>71</u>	

**ITEM****CITYWIDE****INNOVATION AND EFFICIENCY  
STUDY REVIEW OF PUBLIC  
SAFETY**

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Staff requests the City Council authorize the selection and contract development process for the Police Department study. Firms recommended for selection through this process would be brought to the City Council for contract approval. In addition, staff is requesting City Council approve a similar RFQ process for the selection of firms to study the Municipal Courts including the Prosecutor's Office and the Fire Department. The City Council would review and approve any contracts recommended for the selected firm(s) before proceeding with these studies.

**CONCURRENCE**

This item was approved by the Public Safety and Veterans Subcommittee on March 23, 2010. The Subcommittee recommended adding the Municipal Court and Prosecutors Office to the RFQ with a higher priority than the Fire Department. Further, the Subcommittee recommended the involvement of a citizen's advisory group in the process. This can be achieved through the addition of 8 to 10 public members to the City Manager's Innovation and Efficiency Task Force, with input from the Mayor and City Council on prospective appointees.

167329

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**CITY COUNCIL REPORT**

CITY CLERK DEPT

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**FORMAL AGENDA**

2010 APR 16 AM 7:46 <sup>84</sup>

TO: David Cavazos  
City Manager

AGENDA DATE: April 21, 2010

FROM: Jeff Dewitt  
Finance Director

ITEM: 71 PAGE: 115

SUBJECT: BACK-UP TO ITEM #71 ON THE APRIL 21, 2010 FORMAL AGENDA -  
INNOVATION AND EFFICIENCY STUDY REVIEW OF PUBLIC SAFETY  
FUNCTIONS

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This backup report to Item #71 on the April 21, 2010 Formal Agenda is to request City Council approval to proceed with an innovation and efficiency study for the Police Department and to request authorization to engage in the Request for Qualifications (RFQ) process to hire a consultant to study the Phoenix Municipal Court including the Prosecutor's Office and the Fire Department. The Public Safety and Veterans Subcommittee recommended adding the Municipal Court and Prosecutor's Office to the RFQ and added a citizen committee to their recommendation.

THE ISSUE

Previously, the City Council approved the issuance of an RFQ for an innovation and efficiency study of the Phoenix Convention Center, Development Services, Parks and Recreation and Police Departments. The purpose of the study is to assess opportunities for innovation, improved efficiency, and effective operations, while identifying cost-saving measures.

The need for efficiency studies was also discussed by several individuals and citizen groups at the recent budget hearings and, ultimately, the City Manager recommended \$500,000 for efficiency studies and audits that was approved by the City Council.

Staff issued an RFQ for an innovation and efficiency study on January 8, 2010 to review the four departments mentioned above. However, the Fire Department was not included for study in the RFQ issued in January 2010. Thirteen submittals were received from outside consultants who have expertise in conducting operational reviews of large government entities, while seven firms indicated specific experience in evaluating police departments. Staff does not recommend moving forward with DSD, Parks, or Convention Center at this time due to funding limitations.

OTHER INFORMATION

At the March 23, 2010, Public Safety and Veterans Subcommittee meeting, staff sought approval to proceed with the selection and contract development phase for the Police Department and to begin the same procurement process for the Fire Department.

During the discussion, the Subcommittee made known their preference to study Municipal Court and the Prosecutor's Office operations before the review of the Fire Department. Additionally, the Subcommittee expressed the need for citizen representation from each council district as an advisory body throughout this process. To help ensure transparency and citizen input for both these specific efficiency studies and the broader citywide innovation and efficiency initiative, and after discussions with the Mayor and City Council, 8 to 10 citizen representatives would be appointed to the City Manager's Innovation and Efficiency Task Force. These public members, appointed by the City Manager, would provide input and advice to the task force and, at the same time, guidance to staff on the proposed studies of the public safety functions. The public members would meet on a regular basis, with a two to four-hour monthly commitment from the participants. The City Manager would select the public members based on discussions from the Mayor and City Council.

Selected firms and recommended contracts would be brought to the City Council in the coming months. The study results for the Police Department are expected to be available by the fall of 2010.

### RECOMMENDATION

Staff requests the City Council authorize the selection and contract development process for the Police Department study. Firms recommended for selection through this process would be brought to the City Council for contract approval. In addition, staff is requesting City Council approve a similar RFQ process for the selection of firms to study the Municipal Court including the Prosecutor's Office and the Fire Department. The City Council would review and approve any contracts recommended for the selected firm(s) before proceeding with these studies.

### CONCURRENCE

This item was approved by the Public Safety and Veterans Subcommittee on March 23, 2010. The Subcommittee recommended adding the Municipal Court and Prosecutor's Office to the RFQ with a higher priority than the Fire Department. Further, the Subcommittee recommended the involvement of a citizen's advisory group in the process. This can be achieved through the addition of 8 to 10 public members to the City Manager's Innovation and Efficiency Task Force, with input from the Mayor and City Council on prospective appointees.

**CITY OF PHOENIX  
REQUEST FOR COUNCIL ACTION**

Complete this form per A.R. 4.11.

Refer to the City Council Agenda Process Reference Guide for Assistance

<b>ACTION REQUESTED</b>	Formal Action:	OR	Legal Document:
	Bid Award <input type="checkbox"/> License Application <input type="checkbox"/> Public Hearing <input type="checkbox"/> Other <input type="checkbox"/>		Ordinance <input checked="" type="checkbox"/> <i>Amend City Code?</i> <input type="checkbox"/> Resolution <input type="checkbox"/> Emergency Clause? <input type="checkbox"/> (for use only w/ord. or res. requests)
<b>IMPACTED DISTRICT(S)</b>	CITYWIDE	<b>ADDITIONAL BACKUP MATERIAL SENT UNDER SEPARATE COVER?</b> <input type="checkbox"/>	
<b>SUBJECT</b>	Contract for an Innovation and Efficiency Study Review of the Phoenix Police Department		
<b>REQUESTED AGENDA DATE</b>	06/23/2010	<b>PREPARED BY</b>	Name <u>Jeff DeWitt</u>
			Department <u>Finance</u>
			Phone <u>2-7168</u>
<b>APPROVALS</b>	Division Head:		If prepared for another department: Department Name:
	Department Head:	Jeff DeWitt	
<b>BID AWARD INFORMATION</b>	Bid Surety Required? <input type="checkbox"/>	Performance Surety Required <input type="checkbox"/>	
	Submitted by Low Bidder? <input type="checkbox"/>	Amount? _____	
	Contract Required? <input type="checkbox"/>	Requisition No. _____	
<b>CONTRACT INFORMATION</b>	Contract Amendment? <input type="checkbox"/>		
	If Yes, Current Contract No. _____		
	Approved by:	Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Formal Action <input type="checkbox"/>	on Date: _____
<b>BUDGET INFORMATION</b>	\$ <u>150,000</u>	To Be Encumbered? <input checked="" type="checkbox"/>	
	Source of Funds: _____	Fiscal Year? <u>2010-2011</u>	
	Fund Center(s) (SAP-FM): <u>1900000000</u>		
	Commitment Item(s) (SAP-FM): <u>511100</u>		
	Availability of Funds Approval <u>Rick Freas</u>		
<b>CITY MANAGER'S OFFICE</b>	<b>Approved by</b> <u>David Cavazos 6/11/10</u>		CM Control No. <u>62</u>
<b>CITY CLERK DEPARTMENT</b>	Council Action Taken: <u>Adopted</u>		
	Ordinance Number: <u>S-37197</u>	RCA No. <u>64794</u>	
	Resolution Number: _____	Contract No. _____	
	Comments: _____	Meeting Date <u>6/23/2010</u>	
		Item No. <u>29</u>	

**ITEM****CITYWIDE****INNOVATION AND EFFICIENCY  
STUDY REVIEW OF THE  
PHOENIX POLICE  
DEPARTMENT**

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Request authorization for the City Manager or his designee to enter into a contract not to exceed \$150,000 with Berkshire Advisors, Inc. to conduct an innovation and efficiency study review of the Phoenix Police Department. The purpose of the study is to assess opportunities for innovation, improved efficiency and effective operations, while identifying cost saving measures. The innovation and efficiency studies were recommended by the Council as part of the 2010-2011 budget. Authorization is also requested for the City Controller to disburse funds for services performed under this agreement.

At the April 21, 2010 Formal Council Meeting, staff was authorized to begin the Request For Qualifications (RFQ) process to study all Public Safety functions and to convene a panel to select the most qualified consultant to review Police operations. The selection committee members were Richard Rea, Citizens for Phoenix; Sal Rivera, Attorney at Law, Rivera and Rivera, P.C.; Tracy Montgomery, Assistant Police Chief; Randy Spenla, City Auditor; Jeff DeWitt, Finance Director and Ed Zuercher, Assistant City Manager. After the selection committee's review of the Statement of Qualifications submitted by consultants and an interview process, Berkshire Advisors, Inc. was chosen as the most qualified firm to conduct the efficiency study for the Police Department. Berkshire Advisors has background in similar studies of the Dallas, Kansas City and Oklahoma City police departments. The results of the study are expected in late calendar year 2010.

**Financial Impact**

The 2010-11 general fund budget allocates a total of \$500,000 to conduct efficiency studies of Public Safety functions. The balance of the funds will be available for review of the Municipal Court, City Prosecutor's Office and Fire Department or other reviews identified by the City Council and City Manager. Selection for consulting firms to complete the other public safety services is under development.

**Affirmative Action**

The firm is eligible to do business with the City of Phoenix until February 17, 2012 by its compliance with the affirmative action requirements of the City Code, Chapter 18, Article IV or V. The firm is responsible for maintaining its eligibility during the life of the contract and failure to do so may result in termination of the contract.

This item is recommended by Mr. Cavazos and the Finance Director.

169800

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**CITY COUNCIL REPORT**

CITY CLERK DEPT.

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**WORK STUDY AGENDA**

MAY 29 AM 7:40

TO: David Cavazos  
City Manager

AGENDA DATE: May 3, 2011

FROM: Jeff Dewitt  
Finance Director

ITEM: 2

SUBJECT: TRANSMITTAL OF BERKSHIRE ADVISORS INC. INNOVATION AND  
EFFICIENCY STUDY OF THE PHOENIX POLICE DEPARTMENT

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This report provides information related to the transmittal of the Innovation and Efficiency Studies for the Phoenix Police Department.

THE ISSUE

As part of the budgetary process for the 2010-2011 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety related functions. The first study to be completed is the study of the Police Department. Studies for the Fire Department and a combined review of the Municipal Court, Public Defender and City Prosecutor's Offices are currently underway.

OTHER INFORMATION

The consulting firm of Berkshire Advisors, Inc. (The Consultant) was selected through a competitive request for qualification process to perform the innovation and efficiency study of the Police Department. The Consultant has considerable experience in conducting efficiency studies for police departments such as Dallas, Texas; Kansas City, Missouri; Memphis, Tennessee; St. Louis, Missouri; and Oklahoma City, Oklahoma. The Consultant began their work in September of 2010 which included extensive review of police department data, including crime statistics, internal surveys of all Police Department employees, focus group and individual interviews with community leaders, labor unions, City management and the Mayor and City Council. The results of their analysis and recommendations are contained in the attached report.

Berkshire noted many positive and innovative practices in the Police Department and successful efforts to maximize effective use of resources. They also have numerous recommendations for more efficient use of resources throughout the Department.

The City Manager's Office will form an implementation and review committee consisting of the Assistant City Manager, Acting Police Chief and Human Resources Director to work with labor unions and the community to review the consultant's recommendations. A response and action plan will be developed for each of the Consultant's recommendations for review by the City Council.



Representatives from Berkshire Advisors, Inc. will make a presentation concerning the study results at the May 2, 2011 City Council Work Study Session. To view the report in its entirety online visit [phoenix.gov/efficiency](http://phoenix.gov/efficiency) and click on the Efficiency Studies link on the left side of the page.

### RECOMMENDATION

This report is for information only.



**BERKSHIRE ADVISORS, INC.**  
*General Management Consultants*

**Phoenix, Arizona**

**INNOVATION AND EFFICIENCY REVIEW OF  
THE PHOENIX POLICE DEPARTMENT**

**April 19, 2011**

## **INNOVATION AND EFFICIENCY REVIEW OF THE PHOENIX POLICE DEPARTMENT**

This report summarizes the results of Berkshire Advisors' innovation and efficiency review of the Phoenix Police Department (PPD). The discussion is divided into 11 parts: overview of study findings (Section A); methodology and approach (Section B); department overview (Section C); recommendations that affect the entire department (Section D); recommendations related to individual work groups (Section E); overall organization recommendations (Section F); civilianization analysis (Section G); privatization analysis (Section H); shared services analysis (Section I); staffing implications (Section J), and implementation (Section K). The report also has three appendices: Appendix I presents the approaches used to develop operational and staffing recommendations; Appendix II presents the detailed analysis used to support the privatization recommendations outlined in Section H; and Appendix III presents the detailed analysis used to support the shared services recommendations outlined in Section I.

Please note that while the consultants reviewed all aspects of the department's operation in relation to efficiency and innovation, all department functions are not commented on in this report. Rather, the discussion in this document is limited to areas for which efficiency opportunities were identified and could be systematically assessed. In addition, the report does not identify areas where the investment of additional resources to enhance services would potentially be beneficial. While undertaking a systematic assessment of the extent to which the department should reallocate resources to better align expenditures with priorities would certainly be worthwhile – and has the potential to enable the department to increase the impact of its most successful practices – such an assessment was beyond the scope of this engagement.

### **A – OVERVIEW OF STUDY FINDINGS**

Prior to the onset of the “great recession” of 2008 the management challenges facing the police department (and the city as a whole) were fundamentally different than they are today. Prior to 2008 resources were increasing<sup>1</sup> and management attention was focused on how to improve services. In the fall of 2008, when the housing bubble (which had greatly benefitted the city) burst, the management and economic environment in which the police department operated changed abruptly. Instead of having ample resources the department faced cutbacks. Instead of focusing on ways to enhance services the department faced a significant reduction in the demand for service in many areas.<sup>2</sup>

The police department, like the city as a whole, has struggled to adjust to a new environment characterized by resource constraints, a reduction in the rate of population growth, and a reduction in the demand for many police department services. While the

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<sup>1</sup> Between fiscal year 2001 and fiscal year 2008 the total number of filled police department positions increased by 23.7 percent.

<sup>2</sup> For example, between fiscal year 2007 and fiscal year 2010 the number of calls-for-service handled by the police department declined by 17.9 percent.

department has reduced staffing somewhat (staffing levels declined by 2.8 percent between 2008 and 2010) these staff reductions have not matched reductions in the demand for service.<sup>3</sup> In addition, the fact that 2008 filled positions (including recruits) represented a 23.7 increase over 2001 filled positions (a period during which the number of calls-for-service handled by the department increased by only 5.7 percent) suggests that further reductions are possible.

While creating challenges for the police department, this environment also creates opportunities. Certainly, "right sizing" a department that has experienced a significant reduction in workload and modifying practices that unnecessarily increase costs is difficult for any organization (much less one as large and diverse as the Phoenix Police Department). However, taking advantage of the opportunities to streamline operations will also create the opportunity to divert underutilized resources to more productive uses. Indeed, even after the department adjusts staffing to the level needed to bring the public safety specialty funds into balance<sup>4</sup> and takes into account employees who will retire based on completion of the Deferred Retirement Option Program (DROP)<sup>5</sup> significant resources will be available to deploy in more productive ways. The department's challenge will be to redirect those resources in a manner that best reflects the city's priorities and needs while reserving the capacity needed to accommodate future growth.

The purpose of this review of the Phoenix Police Department is to support the department's effort to adjust to the new fiscal and service demand realities it faces. In facing these challenges the department will be able to build on the numerous effective practices that were identified during the engagement. In particular, the fact that the department has placed a consistent emphasis on identifying the individuals who are most likely to commit crime in Phoenix and focuses efforts on arresting and incarcerating them certainly contributes to the low level of crime in the community. Among the initiatives the department has established that focus on arresting criminals who are most likely to commit crimes are the Homeland Defense Bureau's career criminal and repeat offender units and the Property Crimes Bureau's Special Projects Unit. Other units that focus on proactively addressing crime include, but are not limited to, the Homeland Defense Bureau's street crimes units, the Drug Enforcement Bureau's street enforcement units, and the Drug Enforcement Bureau's liquor and vice units. In addition, the Neighborhood Enforcement Teams assigned to each precinct work proactively to address crime problems within the precinct.

While the department's overall focus on identifying, arresting, and incarcerating individuals who are the most likely to commit crime in Phoenix is noteworthy, effective practices are also employed in individual units throughout the department. Among the

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<sup>3</sup> During this same period, the number of calls-for-service handled by the police department declined by 11.1 percent.

<sup>4</sup> On October 12, 2010 the city council adopted a policy to balance public safety specialty funds by reducing 176 positions by the end of fiscal year 2014-2015.

<sup>5</sup> DROP allows officers to apply city retirement contributions to a personal retirement account for a period of years after which they are required to retire from the department. Between 2011 and 2016, 228 officers who participate in this program will retire.

many effective practices identified by the consultants during their review of the department are the following:

- The warrant interdiction team has developed an ingenious approach to working with local hotels to identify and arrest individuals with outstanding warrants
- The police and fire departments appear to have forged an extremely strong working relationship and collaborative approach to addressing homeland security and emergency management issues
- The criminal intelligence unit appears to provide valuable support and leverages its specialized expertise to support a range of units
- Specialized Driving Under the Influence (DUI) enforcement units are charged with processing individuals who are stopped for DUI which frees officers to return to service<sup>6</sup>
- The department has developed an automated system for disseminating subpoenas to officers and for ensuring they show up for court when scheduled (other departments focus considerable staff resources on these functions)
- Establishing a dedicated commander position to serve as a liaison to the city council and the city manager's office facilitates the timely response to requests for information while also ensuring the process of responding to information requests is coordinated and streamlined
- Parking meter attendants have reportedly been provided with license plate scanners that they can use to track individuals who have outstanding charges
- A stringent "false alarm" ordinance has been established that reportedly is extremely effective in limiting the number of false alarms to which officers respond
- The Crime Analysis and Research Unit (CARU) provides representatives of neighborhood block watch groups and Phoenix Neighborhood Patrol regular reports related to crime patterns and trends in the areas where they patrol

The department has also initiated a number of successful efforts to ensure the effective use of resources. Perhaps most noteworthy the department has taken effective initiatives to control and reduce overtime expenditures. In addition, the department's alarm, public records, and impound units do an excellent job of scheduling and deploying staff to match workload with service demand. The department has also taken steps to significantly reduce the number of staff provided take home vehicles (when there is no operational rationale for allowing staff to take vehicles home). Likewise, the department has obtained grant money to pay for the overtime funding needed by the crime lab to address backlogs and cold cases. Furthermore, the department is developing a system to allow residents to report some types of incidents on-line (thus eliminating the need for officers to respond to the calls in person or to have staff available to handle the calls by phone). Establishing a centralized booking unit has also

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<sup>6</sup> Reportedly, staff assigned to the specialized DUI units can process an individual in one hour and 16 minutes when a patrol officer would require three hours to process the individual.

reduced the time officers must spend booking prisoners they have arrested (previously, prisoners were booked at the county's jail which was reportedly extremely time consuming). The department's considerable investment in inspection and auditing activities clearly reflects its commitment to ensuring compliance with policies and operational consistency.

Identifying additional ways to adjust staffing levels to reflect the current demand for service and to enhance operational efficiency will free up significant resources for reallocation and reinvestment. Several themes emerge from the broad array of recommendations presented:

- While the department has done a good job of adjusting staffing to reflect reduced workload in some areas (most notably employment services), in other areas (most notably patrol) staffing levels have not been adjusted to reflect a reduction in the department's workload
- The use of a four-ten work schedule significantly increases operational costs<sup>7</sup>
- Current approaches to grouping patrol officers and sergeants to form squads also increases operational costs
- More patrol officers than are necessary respond to many types of calls-for-service<sup>8</sup>
- In several areas the department continues to dedicate staff to programs and activities where the need for service – which may have justified dedicated staffing in the past – has shifted
  - Deploying resources to address those needs on an “as needed” rather than a full-time basis will enable the department to make more effective use of its resources
- The department can make more effective use of supervisory resources by establishing working supervisor positions for functions where supervisory spans of control are low (and it is impractical to combine units to increase spans of control)
- The level of administrative and support staffing varies significantly across the department and in some units less administrative capacity is needed

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<sup>7</sup> Ten-hour shifts create two types of shift overlap. First, on a given day the 10-hour shift schedule creates six hours of shift overlap – 30 hours of coverage created by three 10-hour shifts must be scheduled over a 24-hour day. Second, for functions that are scheduled over the seven-day week, a 10-hour shift schedule can create a day of overlap each week (scheduling two squads to each work four days during the week creates one day of overlap).

<sup>8</sup> The number of officers responding to many call types exceeds the number that other police departments find adequate by policy. This results in large part because the Phoenix Police Department has not established policies with regard to how many officers should respond to calls.

- Deploying two officers to perform functions that can effectively be handled by one officer increases costs in a number of units without enhancing officer safety<sup>9</sup>
- Sworn officers are assigned to perform some duties that can effectively be performed by less costly civilians
- There is a potential to free up additional resources by soliciting bids from outside contractors or by working more closely with the city in a number of areas

In total the recommendations presented in this report will enable the department to reallocate up to 714 positions (a table summarizing these reallocation opportunities is presented in Section J – Staffing Implications).<sup>10 11</sup>

The financial implications of the study findings notwithstanding, this limited scope study's success will depend on how well the department uses its results to drive change where it is needed while continuing to build on the department's considerable strengths. To accomplish this, implementation efforts will need to proceed on two parallel courses. First, the department will need to develop a detailed plan to address the management, cultural, and policy issues associated with implementing each study recommendation. Indeed, if staffing adjustments are made without preparing the ground from management, culture, and policy perspectives services may suffer and an opportunity to

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<sup>9</sup> Research suggests that it is safer to deploy officers in one-officer units instead of two-officer units. Malcolm Gladwell's bestseller *Blink* (2005, Little, Brown and Company, pages 223 and 234) argues persuasively that one-officer units are safer than two-officer units. Two studies are cited: Carlene Wilson, *Research On One- and Two-Person Patrols: Distinguishing Fact From Fiction*, South Australia: Australasian Centre for Police Research, 1991); and Scott H. Decker and Allen E. Wagner, "The Impact of Patrol Staffing on Police-Citizen Injuries and Dispositions," *Journal of Criminal Justice* 10 (1982). In addition, a 2001 research paper by the Frontier Centre for Public Policy concluded that, "On balance research supports the conclusion a more flexible policy towards using one-officer cars... would increase coverage, reduce response times, use resources more effectively, and create a more attentive police force, with no loss of safety for the officers." ("One-Officer Versus Two-Officer Police Cars in Winnipeg," Frontier Centre For Public Policy, *Frontier Backgrounder*, February 2001). In his book *Criminal Justice*, Joel Samaha quotes a San Diego study completed by the Police Executive Research Forum that reported that "compared to two-officer units, one-officer units saved money, resulted in fewer resisting arrest situations, resulted in fewer assaults against officers, resulted in fewer injuries to officers, generated fewer citizen complaints, and completed about the same number of traffic warnings, field interrogations, business checks, arrests, and crime report filings." (*Criminal Justice*, 7<sup>th</sup> Edition, Joel Samaha, pages 190-191).

<sup>10</sup> This assumes patrol first responders will be deployed on 8-hour shifts. The number of positions that can be reallocated will be somewhat less if 10-hour shifts are maintained or 13-hour shifts are implemented.

<sup>11</sup> Additional position reallocation might be achieved over time as administrative support staffing levels are adjusted to reflect changes in the number of positions supported.

enhance internal operations will be lost.<sup>12</sup> Detailed plans will also need to be developed to modify administrative systems as necessary, to reflect the operational changes implicit in the study recommendations.<sup>13</sup> Second, given the magnitude of the opportunity to reallocate these resources to more productive uses it will be imperative for the department to develop a reallocation plan that reflects how these resources should be used to create the most value for the department and the city. In addition to identifying how these resources should be used in the short term, the plan should also detail how this capacity should be used in the long term to accommodate future growth. Doing so is essential to ensuring that the excess capacity that currently exists in large part because the demand for police department services has declined remains available to support growth as the demand for services begins to recover.

## **B – METHODOLOGY AND APPROACH**

Berkshire Advisors' consultants have more than 26 years of experience evaluating the management, organization, and operations of law enforcement agencies. During this period the firm has evaluated some of the largest and most complex police departments in the nation including the Dallas (Texas) Police Department, the Oklahoma City (Oklahoma) Police Department, the Metropolitan Police Department of Washington, D.C., the St. Paul (Minnesota) Police Department, the Memphis (Tennessee) Police Department, the Kansas City (Missouri) Police Department, and the Raleigh (North Carolina) Police Department. The consulting team assigned to the PPD engagement included the firm's consultants who completed these reviews as well as several other law enforcement experts including two former police chiefs, one former manager of administrative and support units for a large police department (where he currently serves as executive officer), and one former assistant city manager who was responsible for overseeing police department operations. These experts – who have reviewed and approved the recommendations presented in this report – in addition to participating in interviews and developing the study recommendations, were specifically charged with ensuring the recommendations presented by the consulting team are practical and capable of being implemented.

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<sup>12</sup> Patrol staffing recommendations, for example, assume that initial response to calls-for-service will be set by the department and will vary by call type. Implementing this recommendation will, however, require establishing policies for the number of officers that should be deployed on each call, will require sergeants to actively monitor and manage officers to ensure compliance with the policies, and will require a change in a culture in which patrol officers are able to decide – to a significant extent – to which calls they will respond. Successfully implementing each element associated with just this one issue will require careful planning, ongoing monitoring, and consistent management attention.

<sup>13</sup> For example, recommendations to change patrol scheduling practices will require significant changes to administrative processes and procedures. Most notably, the process of assigning officers to squads will need to change dramatically and implementing these changes will take time. The effort required to make these changes will be worthwhile, however, as adjusting deployment practices will enable the department to better match patrol capacity with changes in the calls-for-service workload over the course of a week.



The overall approach that was taken to conduct this study has been tested and refined in our work for other police agencies.<sup>14</sup> The core of our analysis is based on an examination of the relationship between service expectations, the demand for services, and staffing needs using data provided by the police department. Extensive interviewing was also conducted to ensure the operational approaches employed by the department were thoroughly understood and to ensure that the analytic results are generally consistent with prevailing perceptions among managers and staff.<sup>15</sup> We also worked closely with a steering committee that included department, city, and community stakeholders that provided feedback on the study process and perspective on key policy issues that affect the study recommendations.

The section below briefly describes the approaches that were used to gather the information needed to develop the study recommendations and the analytic approaches that were used.

### **FACT-FINDING**

A range of approaches was employed to gather the information used to support the development of study recommendations:

- Interviews and briefings were held with city council members, the assistant city manager, the police chief, sworn and civilian police department employees, and representatives of several city departments
- Interviews were also held with leaders of the local chapters of bargaining units representing Phoenix Police Department employees
- Eight focus groups were facilitated to provide community representatives the opportunity to have input into the study
- An employee survey was conducted that was completed by 2,023 police department employees
- An activity analysis survey was conducted to understand how first responding patrol officers divide their time among various functions
- An organizational purposes survey was completed by 19 members of the department's command staff
- Benchmark information was collected from a number of peer departments

Extensive documentation relating to department operations and workload was reviewed and analyzed. Exhibit A summarizes the data that was used to support the study findings.

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<sup>14</sup> In some studies the analysis has shown that additional resources are needed while in other studies the analysis has shown that service levels can be maintained with fewer staff.

<sup>15</sup> In this study, the perceptions shared in interviews were generally consistent with the analytic results.

**DATA USED TO SUPPORT STUDY RECOMMENDATIONS**

<b>DATA SOURCE</b>	<b>WHERE UTILIZED</b>
<ul style="list-style-type: none"> <li>■ Calls-for-service database for October 1, 2009 through September 30, 2010 extracted from the department's Computer Aided Dispatch (CAD)</li> </ul>	<ul style="list-style-type: none"> <li>■ First responder staffing and scheduling analysis</li> <li>■ Communications Bureau staffing and scheduling analysis</li> <li>■ Night Detective Unit staffing and scheduling analysis</li> <li>■ Traffic enforcement staffing and scheduling analysis</li> <li>■ Scheduling for crime scene response unit</li> </ul>
<ul style="list-style-type: none"> <li>■ Processed Leave Hours By Bureau and Leave Type For Sworn And Civilian Employees Report For FY 2009/2010</li> </ul>	<ul style="list-style-type: none"> <li>■ Calculation of relief factors</li> <li>■ Calculation of FTE total hours of non-industrial accident limited duty for department employees</li> </ul>
<ul style="list-style-type: none"> <li>■ Organizational Structure By Unit and Bureau as of December 16, 2010</li> </ul>	<ul style="list-style-type: none"> <li>■ Analysis of administrative support staffing</li> <li>■ Analysis of supervisor span of control</li> <li>■ Analysis of current staffing</li> </ul>
<ul style="list-style-type: none"> <li>■ Count of Sworn Staff Assigned to Each Squad for Selected Work Units as of July 1, 2005; July 1, 2006; July 1, 2007; July 1, 2008; July 1, 2009</li> </ul>	<ul style="list-style-type: none"> <li>■ Workload and staffing analysis of units in Investigative Division and select units in Traffic Bureau</li> </ul>
<ul style="list-style-type: none"> <li>■ Night Detective Unit Call Outs January 1, 2010 through June 30, 2010</li> </ul>	<ul style="list-style-type: none"> <li>■ Night Detective Unit staffing</li> </ul>
<ul style="list-style-type: none"> <li>■ Employee Assignment History for Selected Work Units</li> </ul>	<ul style="list-style-type: none"> <li>■ Workload and staffing analysis of units in Investigative Division and Vehicular Crimes Unit</li> </ul>
<ul style="list-style-type: none"> <li>■ Case Management Report for Selected Work Units by Employee – Top 10 Crime Types, Case Status and Disposition For FY 2005/2006, 2006/2007, 2007/2008, 2008/2009, and 2009/2010</li> </ul>	<ul style="list-style-type: none"> <li>■ Workload and staffing analysis of units in Investigative Division and Vehicular Crimes Unit</li> </ul>

**DATA USED TO SUPPORT STUDY RECOMMENDATIONS**

<b>DATA SOURCE</b>	<b>WHERE UTILIZED</b>
■ Vehicle Summary Report by Work Unit, User and Vehicle Type on September 1, 2010	■ Analysis of vehicles available to support one-officer per car deployment
■ Scheduled Days and Hours – By Unit and Bureau as of 10/18/2010	■ Analysis of impact of more efficient shift schedules for select work units
■ Uniform Crime Reporting (UCR) Reports for Calendar Years 2008, 2009, 2010 (through August 30)	■ Analysis of change in crime in Phoenix
■ Finalized Adult Bookings with Charges for Selected Work Units FY2006/2007 through FY2009/2010	■ Analysis of change in workload for individual units
■ Functions and Activities Description by Division, Bureau, and Work Unit	■ Organizational structure analysis
■ Activity Analysis Survey Completed by First Responding Officers	■ First responder staffing analysis
■ Organizational Purposes Survey Completed by Commanders and Assistant Chiefs	■ Development of organizational structure
■ Curfew Violators by Month for October 1, 2009 through September 30, 2010	■ Analysis of curfew center workload
■ Crime Scene Specialist Activity Logs for November 1, 2009 through October 31, 2010	■ Analysis of Crime Scene Response Unit staffing
■ Crime Scene Specialists Workload Data for November 1, 2009 through October 31, 2010	■ Analysis of Crime Scene Response Unit staffing
■ Crime Scene Response Squad Performance Data 2006 through 2010	■ Analysis of Crime Scene Response Unit staffing
■ Balanced Scorecard for FY 2008/2009 and 2009/2010	■ Current department performance
■ City of Phoenix Performance Achievement Program Goals and Strategy and Evaluation Data Worksheet	■ Understand city and department priorities

**DATA USED TO SUPPORT STUDY RECOMMENDATIONS**

<b>DATA SOURCE</b>	<b>WHERE UTILIZED</b>
■ Phoenix Police Department – Recent Successes (September 14, 2010)	■ Current department performance ■ Crime trends in Phoenix
■ Number of Sworn and Civilian Personnel Hired 2006 to 2010	■ Analysis of change in workload of Employment Services Bureau
■ Employment Services Bureau Staffing by Function 2006 to 2010	■ Analysis of Employment Services Bureau staffing
■ Number and Type of Background Investigations Performed November 1, 2009 through October 31, 2010	■ Analysis of background investigations workload
■ Number and Type of Polygraph Examinations Performed January 1, 2010 through November 30, 2010	■ Analysis of polygraph examiners workload

In addition to information on the Phoenix Police Department, at the city's request, comparative information from a number of other police departments<sup>16</sup> (Austin, Texas; Dallas, Texas; Houston, Texas; Metropolitan Police (Las Vegas and Clark County), Nevada; Los Angeles, California; Mesa, Arizona; San Antonio, Texas; and Tucson, (Arizona) was collected. Information on the demographics of the communities served by the benchmark departments is presented in the following table.

Jurisdiction	2009 Population <sup>17</sup>	Square Miles (Land Area) <sup>18</sup>	Population Density (Residents Per Square Mile)	Percent Of Individuals Below Poverty Level	Median Family Income	Speak A Language Other Than English At Home
Austin, TX	786,970	251.5	3129.1	17.6%	\$64,311	35.1%
Dallas, TX	1,306,350	335.9	3889.1	21.7%	\$44,948	38.0%
Houston, TX	2,273,771	634	3586.4	20.5%	\$47,185	45.0%
Los Angeles, CA	3,848,776	498	7728.5	18.9%	\$53,008	59.8%
Las Vegas, NV <sup>19</sup>	1,432,590	7560	189.5	10.5%	\$50,485	31.2%
Mesa, AZ	466,325	133.0	3506.2	11.0%	\$61,472	23.6%
<b>Phoenix, AZ</b>	<b>1,590,488</b>	<b>519.1</b>	<b>3063.9</b>	<b>17.9%</b>	<b>\$57,409</b>	<b>39.2%</b>
San Antonio, TX	1,383,072	467	2961.6	18.5%	\$51,715	46.6%
Tucson, AZ	552,247	230.3	2397.9	19.6%	\$37,936	34.1%

While this comparative information provides some context for the review the information itself is of little use in determining what level of staffing is needed in the Phoenix Police Department. The demand for service in Phoenix, the city's geographic characteristics, and the service expectations the Phoenix Police Department works to meet determine PPD staffing needs (not staffing levels in other police departments). In general, the comparative information is more helpful in providing a context for assessing PPD's operational practices (which, in turn, affect staffing needs) than for determining whether actual staffing levels in the department are high, low, or appropriate. When benchmarking results are referenced in this report, therefore, the purpose will be to

<sup>16</sup> A two-step process was used to identify benchmark police departments. First, police departments serving communities that were similar to Phoenix in population, square miles, percent of individuals below the poverty level, median family income, the percentage of individuals speaking a language other than English at home, and crime (Part I crimes reported) were identified. The consultants then worked with the study steering committee to select police departments that were the most similar to the Phoenix Police Department and to ensure that the benchmark departments included departments and cities with which the city typically compares itself.

<sup>17</sup> Police department coverage population.

<sup>18</sup> Police department coverage area.

<sup>19</sup> The department serves both the City of Las Vegas and most of Clark County.

provide a context for the study analysis or to provide information on practices employed by other police departments – not to determine what PPD staffing levels should be.

## ANALYSIS

A range of analytic approaches was used to develop the study recommendations. The analytic approach used varied depending on the function being evaluated.

- **Queuing analysis.**<sup>20</sup> Queuing analysis was used to determine the number of staff that need to be deployed during each hour of the day to meet a given service expectation (for example, for communications call-takers the service expectation used to determine staffing levels was that a call-taker would be available to immediately answer a call 95 percent of the time<sup>21</sup>).<sup>22</sup>
- **Queuing and travel time analyses.** For some functions (in particular patrol and traffic response to crashes) the time required to respond to a call is based both on the availability of the officer to respond to the call (that is, the hold time if an officer is not available) and the time required to travel to the call (which varies with the number of officers available to respond to the call<sup>23</sup>), the geographic area served, and the speed with which the officer drives to the call.<sup>24</sup> The response goals for patrol and traffic officers were to maintain current levels of response. For patrol officers the goals were to respond to Priority 1 calls within 5.7 minutes, Priority 2 calls within 17.8 minutes, and Priority 3 calls within 52.5 minutes. For response to traffic accidents the goal was to respond to crashes within 21 minutes.

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<sup>20</sup> Queuing analysis is an operations research tool that is used to determine the number of servers (for example, patrol officers or communications call-takers) needed to meet an expected service demand (for example, calls-for-service).

<sup>21</sup> Consistent with APCO standards, the analysis assumes that each call takes an average of two minutes to process.

<sup>22</sup> Please note that for some functions – for example, crime scene specialists – queuing analysis was used to ensure staff would be available when needed and then additional analysis was performed to ensure staff had sufficient time to perform non-scene related activities (e.g., writing reports).

<sup>23</sup> Queuing analysis was used to determine the number of officers available for response based on the call workload during a given hour. Please note that the number of calls received per hour was adjusted to reflect the fact that some calls require more than one officer to respond. The average time required to respond to a call incorporated into the queuing analysis was calculated for each precinct based on actual out of service times.

<sup>24</sup> The speed of response was assumed to be 35 miles per hour. Please note that this is a conservative assumption as department policy states that officers can exceed the posted speed limit by 15 miles per hour when responding to calls.

- **Scheduling analysis.**<sup>25</sup> Two approaches to evaluating shift schedules were used. For functions such as patrol first responders and communications, linear programming<sup>26</sup> was used to determine how to cost effectively schedule the number of staff that need to be deployed during each hour of the day (determined by the queuing/travel time analyses). As a general rule, where workload varies considerably over the course of the day shorter shift schedules are more cost-effective than longer work schedules because shorter schedules make it easier to adjust the number of staff scheduled to work to reflect variations in workload. In addition to using linear programming to assess scheduling options, overlaps in existing schedules were evaluated for a number of units to determine whether there was a justification for the overlap or whether the overlaps merely created unnecessary redundancy.
- **Productivity analysis.** Productivity analysis focuses on establishing an appropriate productivity expectation for the staff that perform a function and then applying that standard to the unit's workload to determine staffing needs. This is a reasonably straightforward activity for functions for which the level of effort required to complete a unit of work does not vary significantly. Observations and estimates of the time required to perform the function can be used to establish performance expectations under such circumstances. Establishing an appropriate productivity standard is more difficult however when considering functions for which the time required to complete a unit of work (for example, an investigative case) can vary significantly even when staff are equally effective and put forth the same level of effort. For such functions, the productivity standard should not focus on the effort required to complete an activity (after all, the time required to perform activities may vary dramatically) but should instead focus on the number of activities an individual can reasonably be expected to perform.
- **Position analysis.** For some functions (for example, communications dispatch) the number of staff needed does not vary significantly with workload.<sup>27</sup> For this type of function the focus of the analysis is determining how many positions need to be filled on a given shift. Over the course of the shift, the number of staff needed to perform the function will not vary.

Please note that with the exception of productivity analysis (where expected absences are incorporated in the productivity expectations) the number of staff needed based on these analyses reflect the number that need to be deployed on a given shift not the number that need to be employed. To determine the number of employees that need to

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<sup>25</sup> Please note that in addition to evaluating overall scheduling practices, approaches to grouping line employees and supervisors were also assessed.

<sup>26</sup> Linear programming is an operations research technique that is used to optimize a desired result against a number of constraints. In this context linear programming was used to determine the optimal way to schedule staff to ensure that the number needed to meet service goals will be deployed while minimizing the total number of staff employed.

<sup>27</sup> For such functions, the impact workload has on staffing needs is characterized by a "step function." Increases in workload do not affect staffing needs until a threshold is reached, at which point another increment of staff is needed.

be employed the number of staff needed each day must be increased to reflect expected absences. For this engagement different relief factors were calculated for different units based on the actual absences experienced by those units.

### C – DEPARTMENT OVERVIEW

This section is divided into two parts. The first part discusses the level of service the Phoenix Police Department provides its residents. The second part compares the level of activity requiring the intervention of a police officer in Phoenix with that of other jurisdictions.

#### Level Of Service

The Phoenix Police Department provides the residents of Phoenix with a commendable level of service. On two key measures of department performance – response time to calls-for-service and success in solving crimes – the department's performance generally compares favorably with that of the benchmark police departments. The department's response time to both emergency and non-emergency calls-for-service ranks sixth and fifth respectively out of the nine departments for which performance information was compared.

Department	Average Response Time To Emergency Calls-For-Service <sup>28</sup>		Average Response Time To Non-Emergency Calls-For-Service	
	Average Response Time To Emergency Calls-For-Service <sup>28</sup>	Rank	Average Response Time To Non-Emergency Calls-For-Service	Rank
Mesa, AZ	3:30	1	7:18	1
Tucson, AZ	3:30	2	70:00	8
Houston, TX	4:01	3	17:04	3
San Antonio, TX	5:32	4	16:10	2
Las Vegas, NV	5:40	5	29:30	6
<b>Phoenix, AZ</b>	<b>5:42</b>	<b>6</b>	<b>26:24</b>	<b>5</b>
Los Angeles, CA	5:48	7	33:00	7
Austin, TX	6:53	8	25:33	4
Dallas, TX	6:56	9	N/A	
Average (excluding Phoenix)	5:17		30:37	

The department's success at solving crime (as measured by the clearance rate<sup>29</sup> of Part I crimes<sup>30</sup>) ranks third among the six departments for which clearance rate information was available. The department's clearance rate is only slightly lower than the average for the five departments (other than Phoenix) providing clearance rate information.

<sup>28</sup> Numbers represent minutes and seconds.

<sup>29</sup> Clearance rate is calculated by dividing the number of cases "cleared" by arrest or exception (a case is cleared by exception if the perpetrator is identified but cannot be arrested, for example because he or she is incarcerated or has died) by the number of cases reported.

<sup>30</sup> Part I crimes are crimes reported to the FBI using Uniform Crime Reporting (UCR) standards. The UCR system includes crimes that are most likely to be reported to the police and that occur with sufficient frequency to provide an adequate basis for comparisons. Part I crimes include homicide, sexual assault, robbery, aggravated assault, burglary, larceny (and theft from motor vehicle), auto theft, and arson. (Arson crimes were excluded from the comparative information gathered from benchmark police departments.)



Department	Clearance Rate Of	
	Part I Crimes	Rank
Las Vegas, NV	30.0%	1
Mesa, AZ	24.0%	2
<b>Phoenix, AZ</b>	<b>18.0%</b>	<b>3</b>
Dallas, TX	14.8%	4
San Antonio, TX	14.0%	5
Austin, TX	13.0%	6
Average (excluding Phoenix)	19.2%	

### Level Of Activity

As compared with the benchmark departments the level of activity in Phoenix requiring the intervention of the police department is not high. The number of calls-for-service the department responds to, the level of crime, and the number of traffic accidents responded to per resident is comparatively low. As the following table shows the number of citizen-initiated calls-for-service per resident is lower in Phoenix than for any of the eight benchmark departments.

Department	Number Of Citizen-Initiated Calls-For Service Per Resident	
	Service Per Resident	Rank
Los Angeles, CA	1.00	1
San Antonio, TX	0.70	2
Mesa, AZ	0.69	3
Tucson, AZ	0.52	4
Las Vegas, NV	0.51	5
Houston, TX	0.51	6
Dallas, TX	0.46	7
Austin, TX	0.45	8
<b>Phoenix, AZ</b>	<b>0.41</b>	<b>9</b>
Average (excluding Phoenix)	0.56	

In addition, the level of crime in Phoenix (as measured by the number of Part I crimes reported) is lower in Phoenix than for all but two of the benchmark cities.

Jurisdiction	Part I Crimes Per 1,000 Population	
	1,000 Population	Rank
San Antonio, TX	77.55	1
Austin, TX	66.14	2
Houston, TX	64.44	3
Dallas, TX	62.44	4
Tucson, AZ	55.01	5
Las Vegas, NV	42.38	6
<b>Phoenix, AZ</b>	<b>42.01</b>	<b>7</b>
Mesa, AZ	38.77	8
Los Angeles, CA	30.15	9
Average (excluding Phoenix)	54.61	

The number of vehicular accidents per 1,000 population in Phoenix is also lower than for all but two of the benchmark cities.

Jurisdiction	Traffic Accidents Per 1,000 Population	Rank
San Antonio, TX	33.24	1
Houston, TX	27.28	2
Austin, TX	18.19	3
Dallas, TX	18.19	4
Tucson, AZ	17.86	5
Las Vegas, NV	17.08	6
<b>Phoenix, AZ</b>	<b>14.55</b>	<b>7</b>
Los Angeles, CA	12.35	8
Mesa, AZ	10.82	9
Average (excluding Phoenix)	19.38	

#### D – RECOMMENDATIONS THAT AFFECT THE ENTIRE DEPARTMENT

- **Rotation of commanders and lieutenants.** At present, commanders are rotated among assignments every three years and an expectation has been established that lieutenants are rotated every five years
- While this rotation of leaders enhances professional development, these policies have adverse consequences with regard to both internal management and external relationships
  - From an internal perspective, current rotational practices disrupt operations, hamper efforts to take advantage of leadership expertise, and can complicate efforts to bring about change
    - Operational continuity is often disrupted when a new leader is assigned to a unit (especially if the leader immediately begins to change operations)
    - In addition, especially for functions for which effective oversight requires technical knowledge, just as managers develop the requisite technical expertise to manage the unit they will be rotated to a new assignment
      - It is worth noting that where new managers lack the operational knowledge and expertise to manage an operation they will rely more heavily on their subordinates for support
      - However, if the lieutenants who report to a commander have also recently been rotated to the assignment neither the commander nor the lieutenants may have a sound operational understanding of the unit they are charged with managing
    - Moreover, the current rotational policies may make it difficult to bring about productive change

- On the one hand, commanders – who know they will only be in the assignment for three years – may try to “put their mark” on the unit before they have a sufficient operational understanding to know what changes would be beneficial
- On the other hand, staff assigned to the unit can resist implementing fundamental changes with which they disagree knowing that they will “outlast” the commander who is driving the change
- From an external perspective, the rotation of commanders makes it difficult to establish strong working relationships with the community
  - This problem is especially significant with regard to the rotation of precinct commanders
  - Indeed, during focus groups with community leaders a consistent concern was voiced that just as a relationship with a commander begins to be developed the commander is transferred to a new assignment
- To address this issue the department should modify its approach to rotating commanders and lieutenants
  - As a general rule the time between mandatory rotations should be lengthened to five years (although exceptions might be made for some positions)
  - The department should ensure that when a new commander is rotated to a new assignment his or her subordinate lieutenants have an understanding of unit operations
- **Limited duty assignments.** At present, limited duty assignments are provided both for staff who are injured on the job and staff who are injured while not working for the city
  - From November 1, 2009 to November 1, 2010, 54,202 hours of limited duty assignments were made available to staff who were not injured on the job (or the equivalent of 30.1 FTEs<sup>31</sup>)
  - In the future, the city's human resources department should determine whether providing limited duty assignments for individuals who are not injured while on the job is consistent with city policy
- **Supervisory spans of control.** Supervisors with narrow spans of control should serve as working supervisors if it is impractical to consolidate units
  - Many supervisors within the police department oversee seven subordinates and some oversee even fewer

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<sup>31</sup> This FTE estimate reflects the fact that on average department employees are available to work 1,798.2 hours out of the 2,080 work hours in a year.

- When the spans of control are excessively narrow supervisors cannot make fully productive use of their time (that is, they have the capacity to oversee additional staff)
  - Assigning these supervisors responsibility for performing duties similar to those performed by their subordinates (that is, requiring them to function as “working supervisors”) provides a way for them to make use of their additional capacity
  - With only a few exceptions, however, in the Phoenix Police Department supervisors perform only supervisory duties
- **Administrative support.** Administrative staffing should be adjusted to provide a more consistent proportion of administrative staff to supported staff
- Interview findings suggest that the number of administrative support positions assigned to units varies considerably and these variations do not reflect the size and/or scope of the unit’s operations
  - Preliminary analysis suggests that a significant reallocation of administrative support positions is possible
  - For example, establishing a minimum ratio of one administrative staff to every 33.9 supported staff (based on administrative ratios for all units at the 60<sup>th</sup> percentile) will enable the department to reallocate 28 positions
  - Please note that this analysis is based on the number of staff the department allocated to “administrative units” in staffing information provided to the consultants
    - Some of these positions may not be administrative in nature (for example, unit commander positions were included in the staffing information for the units but were excluded from the analysis because these positions are primarily managerial and are not administrative)
    - On the other hand, there may be positions that provide administrative support that were not included in the administrative staffing groupings provided by the department
    - Therefore, the department should conduct a more detailed analysis to determine the number of administrative positions that are available to be reallocated

## E – RECOMMENDATIONS RELATED TO INDIVIDUAL WORK GROUPS

### PATROL

#### Precinct Operations

- **First responders and Neighborhood Enforcement Teams (NET).** A two- step process was used to determine the number of patrol officers that should be assigned to each patrol precinct
  - First, queuing analysis and travel time analysis were used to determine the number of patrol officers needed to ensure current response times are maintained
    - The number of officers that need to be deployed in each precinct during each hour of the day was calculated first
    - Then linear programming was used to determine the number of staff needed under three scheduling options: an 8-hour shift schedule, a 10-hour shift schedule, and a 13-hour shift schedule
      - Staffing needs under an 8-hour shift schedule were used because this schedule enables the department to deploy the needed number of officers over the course of a day at the lowest cost<sup>32</sup>
      - Staffing needs under a 10-hour shift schedule were evaluated because this is the current schedule used by the department
      - Staffing needs under a 13-hour shift schedule were evaluated because representatives of the Phoenix Law Enforcement Association (PLEA) have encouraged both the department and the city to consider implementing such a schedule
    - The total number of patrol officers needed for call response in each precinct was then determined by multiplying the number of officers that need to be deployed by a "relief factor" that adjusts staffing levels to reflect expected employee absences

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<sup>32</sup> If an 8-hour shift schedule were employed the start and end times of the shifts would need to be staggered to ensure coverage during shift changes. Alternatively, an 8.5-hour schedule could be established (for officers responsible for responding to calls-for-service) to create an overlap during shift changes. If these extra hours were paid at a time and a half overtime rate costs would increase by 9.3 percent. In this situation, however, the 8-hour shift option would be less costly than the 10-hour shift schedule.

- The results of this step of the analysis are presented in the following table

Precinct	Staffing Needed To Meet Response Expectations		
	8-Hour Schedule	10-Hour Schedule	13-Hour Schedule
Maryvale	64	71	73
Cactus Park	94	108	113
Estrella Mountain	99	109	119
Desert Horizon	109	126	135
Squaw Peak	93	110	113
Black Mountain	71	82	85
Central City	53	60	64
South Mountain	77	89	92
South Mountain Ahwatukee <sup>33</sup>	27	33	33
Total	687	788	827

- After determining the number of officers needed to maintain current response expectations an adjustment was made to ensure adequate time was available to support proactive initiatives and efforts to enhance service to the community
  - Proactive staffing needs were set to match reactive staffing needs (that is, capacity equal to the time spent responding to calls was provided to undertake proactive initiatives<sup>34</sup>)
  - The analysis does not specify whether additional staff needed to meet proactive staffing needs (that is, the number of staff needed in addition to the number needed to meet call response expectations) should be deployed in patrol cars or as part of Neighborhood Enforcement Teams
  - A relief factor was then applied to the number of staff needed (on an FTE basis) to determine the total number of proactive FTEs needed in each patrol precinct
  - As the following table shows, more proactive capacity needs to be added back to the most efficient 8-hour shift scheduling option because first responders working this shift schedule will spend a higher percentage of their time responding to calls
    - On the less efficient 10-hour and 13-hour shift options less proactive capacity needs to be added back because first responders on those shifts will have more free time to support proactive initiatives

<sup>33</sup> For the purposes of this analysis the Ahwatukee section of the South Mountain precinct was evaluated as if it were a stand-alone precinct.

<sup>34</sup> Please note an adjustment was made to reflect the fact that the time patrol officers devote to proactive initiatives between calls will be less productive than the time devoted to proactive initiatives by dedicated work groups (e.g., Neighborhood Enforcement Teams). For this analysis it was assumed that on-shift proactive time is 50 percent as productive as dedicated proactive time.

Precinct	Additional Staffing Provided To Support Proactive Initiatives		
	8-Hour Schedule	10-Hour Schedule	13-Hour Schedule
Maryvale	30	27	30
Cactus Park	55	51	54
Estrella Mountain	45	41	43
Desert Horizon	60	54	55
Squaw Peak	57	50	52
Black Mountain	27	23	22
Central City	25	23	24
South Mountain	39	34	37
South Mountain Ahwatukee <sup>3b</sup>	9	8	5
<b>Total</b>	<b>347</b>	<b>311</b>	<b>322</b>

- The results of this analysis suggests that fewer precinct patrol officers are needed for a number of reasons:
  - **The number of calls-for-service responded to by patrol officers has substantially declined.** Since 2007 the number of calls-for-service responded to by officers has declined by 17.85 percent. In 2010, 159,003 fewer calls were handled by the department than in 2007.
  - **Deploying officers in two-officer units increases staffing needs.** Officers are deployed in two-officer units an estimated 25 to 30 percent of the time despite the fact that in most cities (including the benchmark cities of San Antonio, Mesa, Las Vegas, and Austin) officers are deployed in one-officer units. As previously noted, research suggests that it is safer to deploy officers in one-officer instead of two-officer units. In addition, in interviews the primary reasons given for deploying officers in two-officer units – officer preference and the lack of sufficient vehicles to deploy officers in one-officer units – did not involve officer safety (although the time required to provide back-up was sometimes cited as a reason for deploying officers in two-officer units).
  - **More officers than are required currently respond to many calls.** Unlike most police departments, the Phoenix Police Department has not established standards for how many officers should be dispatched and/or respond as part of an initial response to calls-for-service. Indeed, it is often left to an officer's discretion as to whether he or she will respond to a call. This creates a situation where the number of officers responding to a call greatly exceeds the number that other police departments find adequate. As Exhibit B shows the average number of officers responding to calls of various types in Phoenix exceeds the

<sup>35</sup> For the purposes of this analysis the Ahwatukee section of the South Mountain precinct was evaluated as if it were a stand-alone precinct.

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Phoenix Response Hot Calls	Priority 1 Calls	Phoenix Response Priority 1 Hot Calls	Number Of Officers Responding			Phoenix Response Priority 2 And Priority 3	Number Of Calls
		Staffing Priority 1	Staffing Priority 2 And Priority 3				Staffing Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Staffing Priority 2 And Priority 3		
319	LOSS REPORT	1	1	1	0	1	1	1	1	1	856
586	ILLEGAL PARKING	1	1	1	0	1	1	1	1	1	5561
917	ABANDONED VEHICLE	1	1	1	0	1	1	1	1	1	5679
928	FOUND PROPERTY	1	1	1	7	1	1	1	1	1	3996
236	THREAT	2	2	2	410	2	2	2	2	2	6064
251	STALKING	1	2	2	1	1	1	1	2	2	87
301	PROSTITUTION	1	2	2	1	1	1	1	2	2	247
311	INDECENT EXPOSURE	1	2	2	25	1	1	1	2	2	896
315	FORGERY	2	2	2	422	1	1	1	2	2	592
318	THEFT BY FRAUD	1	2	2	274	1	1	1	2	2	2071
500	GENERIC	0	2	2	3	0	0	0	2	2	163
585	TRAFFIC HAZARD	1	2	2	43	1	1	1	2	2	8090
651	LOOSE ANIMALS	1	2	2	339	1	1	1	2	2	1861
211E	EXTORTION	1	2	2	0	1	1	1	2	2	47
311A	URINATING IN PUBLIC	1	2	2	1	1	1	1	2	2	397
315M	COUNTERFEIT CURRENCY	1	2	2	20	1	1	1	2	2	30
390L	LIQUOR VIOLATION	1	2	2	0	1	1	1	2	2	134
415L	LOITERING	1	2	2	0	1	1	1	2	2	73
418B	NEIGHBOR DISPUTE	1	2	2	85	1	1	1	2	2	4948
418D	ILLEGAL DUMPING	1	2	2	13	1	1	1	2	2	418
418T	TRESPASSING	1	2	2	136	1	1	1	2	2	25583
491C	ACCESS INTERFERENCE	1	2	2	3	1	1	1	2	2	818
511M	MISDEMEANOR FOJ WARRANT	1	2	2	0	1	1	1	2	2	204
601F	FOUND MISSING PERSON	1	2	2	12	1	1	1	2	2	631
601T	TRUANCY	1	2	2	0	1	1	1	2	2	48
651A	INJURED ANIMALS	1	2	2	429	1	1	1	2	2	1548
921P	PEEPING TOM	2	2	2	4	2	2	2	2	2	73
928E	FOUND EXPLOSIVES	2	2	2	4	2	2	2	2	2	38
928N	FOUND NARCOTICS	2	2	2	0	2	2	2	2	2	301



RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Number Of Officers Responding		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Priority 1 Calls	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 2 And Priority 3 Calls
310	MOLESTING	2	3	41	3	1	3	693	3
312	CHILD NEGLECT	2	3	14	3	1	3	213	3
915	ARSON	2	3	40	3	2	3	39	3
918	INSANE PERSON	2	3	15	3	2	3	3091	3
921	PROWLER	2	3	26	3	2	3	1193	3
211A	ARMED ROBBERY ALARM	3	3	3412	3	3	3	54	3
211T	PRONET ALARM	2	3	51	3	2	3	1	3
237D	DANGEROUS DRUGS	2	3	18	3	2	3	862	3
237M	REPORT OF MARIJUANA	1	3	13	3	1	3	2878	3
237N	NARCOTICS	2	3	1	3	2	3	64	3
237P	PRESCRIPTION VIOLATION	1	3	236	3	1	3	170	3
312A	CHILD ABUSE	2	3	143	3	1	3	1229	3
415I	INCORRIGIBLE JUVENILE	2	3	408	3	2	3	2595	3
415J	JUVENILES DISTURBING	2	3	260	3	2	2	4827	2
415W	MISUSE OF WEAPON	2	3	5	3	2	3	51	3
487I	STOLEN BICYCLE	1	3	178	3	1	2	693	2
491A	CUSTODIAL INTERFERENCE	2	3	25	3	1	3	1577	3
503G	GRAFFITI	1	3	1533	3	1	3	1559	3
511F	FELONY FOJ WARRANT	2	3	1	3	2	3	23	3
901H	DEAD BODY	1	3	13	3	1	3	500	3
901O	OVERDOSE VICTIM	2	3	223	3	2	3	64	3
210	STRONG ARMED ROBBERY	2	4	697	4	2	4	370	4
239	FIGHT	2	4	21252	4	2	2	19241	2
240	ASSAULT	2	4	4039	4	1	2	7208	2
417	SUBJECT THREATENING	2	4	73	4	2	3	22	3
487	THEFT	1	4	2177	4	1	2	11802	2
601	MISSING PERSON	1	4	43	4	1	2	2020	2
900	CHECK WELFARE	1	4	1500	4	1	2	47674	2
927	UNKNOWN TROUBLE	2	4	5156	4	2	4	30	4
390D	DRUNK DRIVER	2	4	1347	4	2	3	564	3
415B	CRIMINAL DAMAGE	1	4	3180	4	1	2	8466	2
415F	DOMESTIC VIOLENCE	2	4	20239	4	1	2	20767	2

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Staffing Input - Priority 1		Phoenix Response Hot Calls		Priority 1 Calls		Number Of Officers Responding		Number Of Officers Responding		Number Of Calls	
		Priority 1	Hot Calls	Priority 1 Hot Calls	Priority 1 Calls	Priority 1 Calls	Priority 2 And Priority 3	Priority 2 And Priority 3	Priority 2 And Priority 3	Priority 2 And Priority 3	Priority 2 And Priority 3	Priority 2 And Priority 3	
459F	BURGLARY FROM VEHICLE	2	4	4	922	1	2	6568					
487B	SHOPLIFTING	2	4	4	539	2	2	6600					
487F	THEFT FROM VEHICLE	2	4	4	129	1	2	1523					
601J	MISSING JUVENILE	1	4	4	679	1	2	3898					
245	AGGRAVATED ASSAULT	2	5	5	1155	1	3	753					
261	SEXUAL ASSAULT	2	5	5	106	1	2	655					
707	BOMB THREAT	2	5	5	86	2	5	17					
415G	SHOTS FIRED	2	5	5	3035	2	2	791					
417K	SUBJECT WITH A KNIFE	3	5	5	636	3	3	108					
487V	STOLEN VEHICLE	1	5	5	720	1	2	9417					
211	ARMED ROBBERY	3	6	6	1159	3	6	387					
417G	SUBJECT WITH A GUN	4	6	6	1257	4	3	255					
901G	SHOOTING	4	9	9	416	2	9	108					
SEX OFFENDER REGISTRATION VIOLATION													
262	GAMBLING	1	Few Calls	Few Calls	0	1	Few Calls	3					
300	SOLICITING	1	Few Calls	Few Calls	0	1	Few Calls	4					
317	HOMICIDE	1	Few Calls	Few Calls	0	1	Few Calls	10					
451	FALSE REPORTING	5	Few Calls	Few Calls	0	5	Few Calls	1					
501	GLUE SNIFFING	1	Few Calls	Few Calls	3	1	Few Calls	12					
237G	RECKLESS ENDANGERMENT	1	Few Calls	Few Calls	0	1	Few Calls	18					
240E	MONEY LAUNDERING	1	Few Calls	Few Calls	8	1	Few Calls	16					
315C	THEFT OF CREDIT CARD	1	Few Calls	Few Calls	0	1	Few Calls	1					
315D	CURFEW VIOLATION	1	Few Calls	Few Calls	1	1	Few Calls	304					
415C	RECOVERED BICYCLE	1	Few Calls	Few Calls	0	1	Few Calls	12					
488I	SUBJECT STOP	1	Few Calls	Few Calls	2	1	Few Calls	21					
511P	VEHICLE STOP	1	Few Calls	Few Calls	0	1	Few Calls	3					
511V	SUICIDE	1	Few Calls	Few Calls	0	1	Few Calls	5					
901U	FIRE BOMB	2	Few Calls	Few Calls	0	2	Few Calls	1					
915B	HAZARDOUS MATERIALS	2	Few Calls	Few Calls	1	2	Few Calls	0					
915H	VEHICLE SEIZURE	2	Few Calls	Few Calls	1	2	Few Calls	1					
926N		1	Few Calls	Few Calls	0	1	Few Calls	1					

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Number Of Officers Responding		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Of Calls	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Number Of Calls
928I	FOUND BICYCLE	1	Few Calls	0	0	1	Few Calls	27	
964T	TRANSLATION DETAIL	1	Few Calls	0	0	1	Few Calls	4	
250	HARASSMENT	1	no info	6		1	no info	1900	
260	SEXUAL ABUSE ADULT	2	no info	18		1	no info	162	
302	INTERNET COMPUTER CRIME	1	no info	0		1	no info	11	
316	NONSUFFICIENT FUNDS CHECK	1	no info	30		1	no info	28	
390	DRUNK DISTURBING DOWN CAR	2	no info	103		2	no info	2923	
418	CIVIL MATTER STANDBY	1	no info	21		1	no info	12088	
459	BURGLARY	2	no info	58		1	no info	90	
491	KIDNAPPING NON SEXUALLY MOTIVATED	3	no info	145		2	no info	74	
502	JUDICIAL INTERFERENCE	1	no info	1384		1	no info	1497	
503	CITY ORDINANCE OFFENSE	1	no info	16		1	no info	2456	
508	TRAFFIC CONTROL	1	no info	8		1	no info	690	
510	SPEEDING RACING	1	no info	131		1	no info	435	
647	SUSPICIOUS PERSON	2	no info	734		2	no info	30314	
711	INTENSIVE PATROL	0	no info	0		0	no info	538	
901	INJURED SICK PERSON	1	no info	1580		1	no info	694	
907	BACK UP	0	no info	576		0	no info	1151	
926	SEND A WRECKER	0	no info	0		0	no info	5	
960	PD AIR UNIT DOWN NO INJURIES	2	no info	0		2	no info	1	
961	ACCIDENT NO INJURIES	1	no info	304		1	no info	21116	
962	ACCIDENT WITH INJURIES	2	no info	1373		1	no info	4683	
963	ACCIDENT FATALITY	4	no info	0		4	no info	1	
1021	CALL BY PHONE	0	no info	0		0	no info	613	
1022	NO FURTHER ACTION	0	no info	0		0	no info	62	
1025	REPORT TO MEET	0	no info	4		0	no info	2118	
1031	PICK UP PAPERS	0	no info	0		0	no info	877	
1042	PRISONER IN CUST	0	no info	0		0	no info	3	
1051	FELONY WARRANT OUTSTANDING	2	no info	9		2	no info	730	
1052	MISDEMEANOR WARRANT OUTSTANDING	1	no info	4		1	no info	1812	

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Number Of Officers Responding		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Priority 1 Calls	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 2 And Priority 3 Calls
1060	FEMALE OFFICER FOR SEARCH	1	no info	0	no info	1	no info	6	6
1070	PR CONTACT	0	no info	0	no info	0	no info	1519	1519
1076	NOTIFY OWNER OF VEHICLE RECOVERY	1	no info	0	no info	1	no info	1600	1600
1077	NOTIFY PARENT OF JUVENILE DETENTION	1	no info	0	no info	1	no info	149	149
1079	EMERGENCY MESSAGE	0	no info	0	no info	0	no info	323	323
1085	WIRES DOWN	1	no info	0	no info	1	no info	63	63
1086	IRRIGATION WATER	1	no info	0	no info	1	no info	10	10
1087	BROKEN WATER MAIN	1	no info	0	no info	1	no info	100	100
1089	HOLES IN STREET	1	no info	0	no info	1	no info	12	12
1090	SIGNALS OUT	1	no info	0	no info	1	no info	717	717
1091	ASSIST MOTORIST	1	no info	1	no info	1	no info	2123	2123
1092	WAGON WANTED	0	no info	0	no info	0	no info	2045	2045
210S	STRONG ARMED ROBBERY SUPPLEMENT	1	no info	0	no info	1	no info	55	55
210X	STRONG ARMED ROBBERY ATTEMPT	1	no info	58	no info	1	no info	22	22
211B	ARMED ROBBERY ALARM BEACON	3	no info	16	no info	3	no info	0	0
211S	ARMED ROBBERY SUPPLEMENT	1	no info	9	no info	1	no info	168	168
211X	ARMED ROBBERY ATTEMPT	3	no info	68	no info	3	no info	25	25
236S	THREAT SUPPLEMENT	1	no info	0	no info	1	no info	74	74
237DS	DANGEROUS DRUGS SUPPLEMENT	1	no info	0	no info	1	no info	6	6
237GS	GLUE SNIFFING SUPPLEMENT	1	no info	0	no info	1	no info	1	1
237MS	MARIJUANA REPORT SUPPLEMENT	1	no info	0	no info	1	no info	6	6
237PS	PRESCRIPTION VIOLATION SUPPLEMENT	1	no info	0	no info	1	no info	17	17
239S	FIGHT SUPPLEMENT	1	no info	0	no info	1	no info	64	64
240ES	RECKLESS ENDANGERMENT SUPPLEMENT	1	no info	0	no info	1	no info	3	3
240S	ASSAULT SUPPLEMENT	1	no info	10	no info	1	no info	440	440
240X	ASSAULT ATTEMPT	1	no info	46	no info	1	no info	68	68
245A	ABUSE NEG OF VULNERABLE ADULT	2	no info	0	no info	1	no info	52	52
245F	ABS NEG OF VULNERABLE ADULT DV	2	no info	1	no info	1	no info	12	12
245FS	ABS NEG OF VULNERABLE ADULT DV SUP	1	no info	0	no info	1	no info	1	1
245S	AGGRAVATED ASSAULT SUPPLEMENT	1	no info	2	no info	1	no info	162	162
245X	AGGRAVATED ASSAULT ATTEMPT	1	no info	92	no info	1	no info	105	105
250S	HARASSMENT SUPPLEMENT	1	no info	0	no info	1	no info	29	29

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Number Of Officers Responding		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Priority 1 Calls	Staffing Input - Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 2 And Priority 3 Calls
251S	STALKING SUPPLEMENT	1	no info	0	0	1	no info	1	1
260J	SEXUAL ABUSE OF JUVENILE	2	no info	15	15	2	no info	622	622
260JS	SEX ABUSE OF JUVENILE SUPPLEMENT	1	no info	0	0	1	no info	31	31
260JX	SEXUAL ABUSE OF JUVENILE ATTEMPT	2	no info	0	0	2	no info	8	8
260L	LURE MINOR FOR SEX	2	no info	0	0	2	no info	17	17
260S	SEXUAL ABUSE OF ADULT SUPPLEMENT	1	no info	0	0	1	no info	13	13
260X	SEXUAL ABUSE OF ADULT ATTEMPT	2	no info	3	3	1	no info	10	10
261S	SEXUAL ASSAULT SUPPLEMENT	1	no info	4	4	1	no info	44	44
261X	SEXUAL ASSAULT ATTEMPT	2	no info	28	28	1	no info	49	49
302E	CMP CHILDPORN EXPLOIT	1	no info	0	0	1	no info	9	9
302ES	CHILDPORN EXPLOIT SUPPL	1	no info	0	0	1	no info	1	1
302H	INT CMP HACK INTRU	0	no info	0	0	0	no info	1	1
310S	MOLESTING SUPPLEMENT	1	no info	0	0	1	no info	30	30
310X	MOLESTING ATTEMPT	2	no info	2	2	1	no info	12	12
311AS	URINATE IN PUBLIC SUPPLEMENT	1	no info	0	0	1	no info	1	1
311S	INDECENT EXPOSURE SUPPLEMENT	1	no info	1	1	1	no info	5	5
312AS	CHILD ABUSE SUPPLEMENT	1	no info	0	0	1	no info	28	28
312C	CONTRIBUTE TO DELINQUENCY OF MINOR	2	no info	0	0	1	no info	86	86
312CS	CONTRIBUTE DELINQUENCY MINOR SUPPL	1	no info	0	0	1	no info	4	4
312S	CHILD NEGLECT SUPPLEMENT	1	no info	0	0	1	no info	7	7
315B	FORGERY AT BANK CREDIT UNION	2	no info	0	0	1	no info	2	2
315DS	THEFT OF CREDIT CARD SUPPLEMENT	1	no info	0	0	1	no info	11	11
315I	IDENTITY THEFT	1	no info	10	10	1	no info	1439	1439
315IS	IDENTITY THEFT SUPPLEMENT	1	no info	0	0	1	no info	95	95
315MS	COUNTERFEIT CURRENCY SUPPLEMENT	1	no info	0	0	1	no info	1	1
315S	FORGERY SUPPLEMENT	1	no info	2	2	1	no info	55	55
315T	IDENTITY THEFT ATTC	1	no info	0	0	1	no info	1	1
315X	FORGERY ATTEMPT	2	no info	1	1	1	no info	10	10
318E	FINANCIAL EXPLOITATION OF ELDERLY	2	no info	0	0	1	no info	14	14
318EX	FINANCIAL EXPLOITATION OF ELDERLY ATTEMPT	2	no info	0	0	1	no info	2	2
318S	THEFT BY FRAUD SUPPLEMENT	1	no info	0	0	1	no info	68	68
318X	THEFT BY FRAUD ATTEMPT	1	no info	4	4	1	no info	81	81

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Number Of Officers Responding		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	
319S	LOSS REPORT SUPPLEMENT	1	no info	0	1	1	no info	27	
390DBC	DUI DRIVER BROADCAST	0	no info	21	0	0	no info	874	
390DS	DRUNK DRIVER SUPPLEMENT	1	no info	0	1	1	no info	4	
390DX	DRUNK DRIVER ATTEMPT	1	no info	0	1	1	no info	1	
390J	UNDERAGE LIQUOR VIOLATION	1	no info	0	1	1	no info	41	
415A	HARASSING PHONE CALLS	1	no info	0	1	1	no info	323	
415AS	HARASSING PHONE CALLS SUPPLEMENT	1	no info	0	1	1	no info	3	
415BS	CRIMINAL DAMAGE SUPPLEMENT	1	no info	5	1	1	no info	288	
415BX	CRIMINAL DAMAGE ATTEMPT	1	no info	44	1	1	no info	33	
415E	LOUD NOISE DISTURBANCE	1	no info	4	1	1	no info	26630	
415EBC	LOUD NOISE DISTURBANCE BROADCAST	0	no info	0	0	0	no info	77	
415FS	DOMESTIC VIOLENCE SUPPLEMENT	1	no info	1	1	1	no info	77	
415GBC	SHOTS FIRED BROADCAST	0	no info	14	0	0	no info	694	
415GS	SHOTS FIRED SUPPLEMENT	1	no info	1	1	1	no info	56	
415H	ANIMALS DISTURBING	1	no info	0	1	1	no info	2	
415IS	INCORRIGIBLE JUVENILE SUPPLEMENT	1	no info	0	1	1	no info	6	
415JS	JUVENILES DISTURBING SUPPLEMENT	1	no info	0	1	1	no info	4	
415O	OBSTRUCTING THOROUGHFARE	1	no info	0	1	1	no info	209	
415P	LOUD PARTY DISTURBANCE	2	no info	1	2	2	no info	7807	
415WS	MISUSE OF WEAPON SUPPLEMENT	1	no info	0	1	1	no info	4	
417BS	BARRICADE SUPPLEMENT	1	no info	0	1	1	no info	1	
417GS	SUBJECT WITH A GUN SUPPLEMENT	1	no info	0	1	1	no info	5	
418A	LANDLORD TENANT DISPUTE	1	no info	12	1	1	no info	990	
418BS	NEIGHBOR DISPUTE SUPPLEMENT	1	no info	0	1	1	no info	11	
418DS	ILLEGAL DUMPING SUPPLEMENT	1	no info	0	1	1	no info	1	
418DX	ILLEGAL DUMPING ATTEMPT	1	no info	0	1	1	no info	2	
418G	UNWANTED GUEST	1	no info	52	1	1	no info	3224	
418I	IMMIGRATION MATTER	1	no info	0	1	1	no info	65	
418S	CIVIL MATTER SUPPLEMENT	1	no info	0	1	1	no info	16	
418TS	TRESPASSING SUPPLEMENT	1	no info	0	1	1	no info	13	
451S	HOMICIDE SUPPLEMENT	1	no info	0	1	1	no info	6	
459A	BURGLARY ALARM	2	no info	642	2	2	no info	45753	

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Staffing Input - Priority 1		Phoenix Response Hot Calls		Priority 1 Calls		Staffing Input - Priority 2 And Priority 3		Phoenix Response Priority 2 And Priority 3		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Staffing Priority 1	Phoenix Response Hot Calls	Staffing Priority 1	Phoenix Response Hot Calls	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3
459AS	BURGLARY ALARM SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	82	no info
459C	BURGLARY COMMERCIAL	2	no info	2	no info	1183	no info	1	no info	1	no info	1	no info	1	no info	2311	no info
459CS	BURGLARY COMMERCIAL SUPPLEMENT	1	no info	1	no info	3	no info	1	no info	1	no info	1	no info	1	no info	258	no info
459CX	BURGLARY COMMERCIAL ATTEMPT	2	no info	2	no info	62	no info	1	no info	1	no info	1	no info	1	no info	137	no info
459FS	BURGLARY FROM VEHICLE SUPPLEMENT	1	no info	1	no info	1	no info	1	no info	1	no info	1	no info	1	no info	825	no info
459FX	BURGLARY FROM VEHICLE ATTEMPT	2	no info	2	no info	255	no info	1	no info	1	no info	1	no info	1	no info	176	no info
459R	BURGLARY RESIDENTIAL	2	no info	2	no info	7224	no info	1	no info	1	no info	1	no info	1	no info	11512	no info
459RS	BURGLARY RESIDENTIAL SUPPLEMENT	1	no info	1	no info	12	no info	1	no info	1	no info	1	no info	1	no info	1050	no info
459RX	BURGLARY RESIDENTIAL ATTEMPT	1	no info	1	no info	865	no info	1	no info	1	no info	1	no info	1	no info	816	no info
459S	BURGLARY SUPPLEMENT	1	no info	1	no info	1	no info	1	no info	1	no info	1	no info	1	no info	48	no info
459V	BURGLARY OF VENDING MACHINE	2	no info	2	no info	47	no info	1	no info	1	no info	1	no info	1	no info	58	no info
459VS	BURGLARY OF VENDING MACHINE SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	6	no info
459X	BURGLARY ATTEMPT	2	no info	2	no info	24	no info	1	no info	1	no info	1	no info	1	no info	31	no info
487A	PURSE SNATCH	2	no info	2	no info	111	no info	1	no info	1	no info	1	no info	1	no info	53	no info
487AS	PURSE SNATCH SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	11	no info
487AX	PURSE SNATCH ATTEMPT	2	no info	2	no info	5	no info	1	no info	1	no info	1	no info	1	no info	3	no info
487BC	THEFT BROADCAST	0	no info	0	no info	2	no info	0	no info	0	no info	0	no info	0	no info	2638	no info
487BS	SHOPLIFTING SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	93	no info
487BX	SHOPLIFTING ATTEMPT	2	no info	2	no info	3	no info	2	no info	2	no info	2	no info	2	no info	23	no info
487FS	THEFT FROM VEHICLE SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	88	no info
487FX	THEFT FROM VEHICLE ATTEMPT	1	no info	1	no info	13	no info	1	no info	1	no info	1	no info	1	no info	19	no info
487IS	STOLEN BICYCLE SUPPLEMENT	1	no info	1	no info	2	no info	1	no info	1	no info	1	no info	1	no info	65	no info
487IX	STOLEN BICYCLE ATTEMPT	1	no info	1	no info	14	no info	1	no info	1	no info	1	no info	1	no info	7	no info
487J	STOLEN PROPERTY	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	12	no info
487LP	STOLEN LICENSE PLATE	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	17	no info
487S	THEFT SUPPLEMENT	1	no info	1	no info	12	no info	1	no info	1	no info	1	no info	1	no info	959	no info
487VS	STOLEN VEHICLE SUPPLEMENT	1	no info	1	no info	17	no info	1	no info	1	no info	1	no info	1	no info	350	no info
487VX	STOLEN VEHICLE ATTEMPT	1	no info	1	no info	221	no info	1	no info	1	no info	1	no info	1	no info	430	no info
487VXS	STOLEN VEHICLE ATTEMPT SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	41	no info
487X	THEFT ATTEMPT	1	no info	1	no info	76	no info	1	no info	1	no info	1	no info	1	no info	186	no info
488IS	RECOVERED BICYCLE SUPPLEMENT	1	no info	1	no info	0	no info	1	no info	1	no info	1	no info	1	no info	2	no info
488P	RECOVERY F.O.J. PROPERTY	1	no info	1	no info	7	no info	1	no info	1	no info	1	no info	1	no info	343	no info

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

Phoenix Radio Code	Call Type	Number Of Officers Responding		Number Of Calls		Number Of Officers Responding		Number Of Calls	
		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 2 And Priority 3 Calls
488PS	REC F.O.J. PROPERTY SUPPLEMENT	1	no info	0	1	no info	1	no info	4
488V	RECOVERY OF VEHICLE	1	no info	125	1	no info	1	no info	2479
488VS	RECOVERY OF VEHICLE SUPPLEMENT	1	no info	2	1	no info	1	no info	45
491AS	CUSTODIAL INTERFERENCE SUPPLEMENT	1	no info	0	1	no info	1	no info	12
491B	KIDNAPPING SEXUALLY MOTIVATED	3	no info	2	2	no info	2	no info	1
491CS	ACCESS INTERFERENCE SUPPLEMENT	1	no info	0	1	no info	1	no info	6
491S	KIDNAPPING SUPPLEMENT	1	no info	3	1	no info	1	no info	17
491X	KIDNAPPING ATTEMPT	3	no info	25	2	no info	2	no info	30
500BC	GENERIC BROADCAST	0	no info	1	0	no info	0	no info	283
502S	JUDICIAL INTERFERENCE SUPPLEMENT	1	no info	0	1	no info	1	no info	35
503GS	GRAFFITI SUPPLEMENT	1	no info	0	1	no info	1	no info	38
503GX	GRAFFITI ATTEMPT	1	no info	2	1	no info	1	no info	0
510BC	SPEEDING BROADCAST	0	no info	2	0	no info	0	no info	726
510FS	FELONY FLIGHT SUPPLEMENT	1	no info	0	1	no info	1	no info	2
511T	VEHICLE TOW IMPOUND	0	no info	0	0	no info	0	no info	61
601FS	FOUND MISSING PERSON SUPPLEMENT	1	no info	0	1	no info	1	no info	8
601JS	MISSING JUVENILE SUPPLEMENT	1	no info	2	1	no info	1	no info	382
601S	MISSING PERSON SUPPLEMENT	1	no info	1	1	no info	1	no info	84
647S	SUSPICIOUS PERSON SUPPLEMENT	1	no info	0	1	no info	1	no info	25
647V	SUSPICIOUS PERSON IN VEHICLE	2	no info	307	2	no info	2	no info	16867
647VBC	SUSP PERSON IN VEHICLE BROADCAST	0	no info	1	0	no info	0	no info	644
647VS	SUSPICIOUS PERSON IN VEHICLE SUPPLEMENT	1	no info	0	1	no info	1	no info	9
651AS	INJURED ANIMALS SUPPLEMENT	1	no info	0	1	no info	1	no info	2
651S	LOOSE ANIMALS SUPPLEMENT	1	no info	0	1	no info	1	no info	2
707B	NUCLEAR BIOLOGICAL CHEM SITUATION	0	no info	2	0	no info	0	no info	10
707BS	NBC SUPPLEMENT	1	no info	0	1	no info	1	no info	1
707S	BOMB SCARE SUPPLEMENT	1	no info	1	1	no info	1	no info	3
900B	OPEN DOOR WINDOW GATE	2	no info	26	2	no info	2	no info	5212
900BS	OPEN DOOR WINDOW SUPPLEMENT	1	no info	0	1	no info	1	no info	3
900M	MOBILE ALARM	0	no info	7	0	no info	0	no info	41
900S	CHECK WELFARE SUPPLEMENT	1	no info	0	1	no info	1	no info	26
901BC	INJURED SICK PERSON BROADCAST	0	no info	4	0	no info	0	no info	191



RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

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		Staffing Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Phoenix Response Priority 2 And Priority 3	Staffing Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 2 And Priority 3 Calls
901C	CUTTING STABBING	2	no info	478	no info	2	no info	128	no info
901CS	CUTTING SUPPLEMENT	1	no info	1	no info	1	no info	29	no info
901CX	CUTTING ATTEMPT	2	no info	9	no info	1	no info	3	no info
901GS	SHOOTING SUPPLEMENT	1	no info	5	no info	1	no info	91	no info
901HS	DEAD BODY SUPPLEMENT	1	no info	0	no info	1	no info	7	no info
901OBC	OVERDOSE BROADCAST	0	no info	0	no info	0	no info	10	no info
901OX	OVERDOSE ATT	2	no info	0	no info	2	no info	1	no info
901S	INJURED PERSON	1	no info	0	no info	1	no info	6	no info
901X	SUICIDE ATTEMPT	2	no info	1806	no info	2	no info	115	no info
911H	9 1 1 HANG UP CALL	2	no info	52	no info	2	no info	14328	no info
915S	ARSON SUPPLEMENT	1	no info	0	no info	1	no info	4	no info
915X	ARSON ATTEMPT	2	no info	1	no info	2	no info	8	no info
917S	ABANDONED VEHICLE SUPPLEMENT	1	no info	0	no info	1	no info	2	no info
918S	INSANE PERSON SUPPLEMENT	1	no info	0	no info	1	no info	3	no info
921S	PROWLER SUPPLEMENT	1	no info	0	no info	1	no info	2	no info
928S	FOUND PROPERTY SUPPLEMENT	1	no info	0	no info	1	no info	5	no info
961H	HIT And RUN ACCIDENT NO INJURY	1	no info	598	no info	1	no info	5803	no info
961HS	HIT And RUN ACCIDENT NO INJURIES SUPPLEMENT	1	no info	1	no info	1	no info	147	no info
961S	ACCIDENT NO INJURIES SUPPLEMENT	1	no info	0	no info	1	no info	38	no info
962H	HIT And RUN ACCIDENT WITH INJURIES	1	no info	72	no info	1	no info	427	no info
962HS	HIT And RUN ACCIDENT W INJURY SUPPLEMENT	1	no info	0	no info	1	no info	22	no info
962S	ACCIDENT WITH INJURIES SUPPLEMENT	1	no info	2	no info	1	no info	81	no info
963H	HIT And RUN FATALITY	4	no info	0	no info	4	no info	1	no info
963HS	HIT And RUN FATALITY SUPPLEMENT	1	no info	0	no info	1	no info	2	no info
963S	ACCIDENT FATALITY SUPPLEMENT	1	no info	0	no info	1	no info	3	no info
ETA	ETA REQUEST	0	no info	0	no info	0	no info	37	no info
ETAS	ETA TO SUPERVISOR	0	no info	0	no info	0	no info	2	no info
FIRE	TRANSFER TO FIRE	0	no info	0	no info	0	no info	103	no info
HU	CRIME STOP HU	0	no info	0	no info	0	no info	20	no info
INFO	INFORMATION CALL	0	no info	2	no info	0	no info	200	no info
TEST	TEST CALL	0	no info	7	no info	0	no info	28	no info
TRAN	TRANSFER PHONE CALL	0	no info	0	no info	0	no info	128	no info

RESPONSE TO CALLS-FOR-SERVICE USED IN ANALYSIS VERSUS PHOENIX POLICE DEPARTMENT CURRENT RESPONSE

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		Staffing Input - Priority 1	Phoenix Response Hot Calls	Priority 1 Calls	Priority 1 Calls	Staffing Input - Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 2 And Priority 3 Calls
TRANS	TRANSFER CALL TO SUPERVISOR	0	no info	0	0	0	no info	0	6

average number other departments<sup>36</sup> find adequate by more than 52 percent (1.47 more officers per call) for Priority 1 calls and by more than 56 percent (1.08 more officers per call) for Priority 2 and Priority 3 calls.

- **The 10-hour shift schedule is not efficient.** A 10-hour schedule does not allow staffing levels to vary over the course of a day to reflect call volumes as well as an 8-hour schedule does. This is true in part because the shorter the shift duration the easier it is to adjust schedules to reflect hourly variations in workload. In addition, 10-hour shift schedules create overlaps in shifts during which significantly more officers are deployed than at other times of the day. These shift overlaps, however, do not correspond with workload peaks (when more officers are needed).
- **Current scheduling practices do not allow for significant variation in staffing by day of the week to reflect differences in daily workload.** The department currently schedules officers and sergeants to squad groupings that assign groups of officers to work a four-day work cycle (for example, one sergeant and a group of eight to ten officers are scheduled to work on Sunday, Monday, Tuesday, and Wednesday from 6:00 a.m. to 4:00 p.m. while a second sergeant and a group of eight to ten officers are scheduled to work on Wednesday, Thursday, Friday, and Saturday from 6:00 a.m. to 4:00 p.m.) in one geographic (or squad) area of a precinct. This schedule does not allow for as much scheduling variation to account for the demand for service, but also schedules twice as many officers one day per week (when the shift schedules overlap).
- Exhibit C, which summarizes the results of this analysis, indicates that if an 8-hour shift is implemented 433 police officer positions can be reallocated, if a 10- hour shift schedule is maintained 368 police officer positions can be reallocated, and if a 13-hour work schedule is implemented 318 police officer positions can be reallocated
  - Please note that these adjustments (30.0 percent if an 8-hour shift schedule is employed, 25.6 percent if a 10-hour shift schedule is employed, and 22.2 percent if a 13-hour-hour work schedule is employed) are significantly less than what one might expect given that officers are deployed in two officer-units an estimated 25 to 30 percent of the time and patrol calls-for-service has declined by 17.85 percent since 2007
    - Based on these numbers alone one could reasonably expect 40 to 45 percent fewer staff to be needed (and to be available for reallocation)
  - Likewise, a comparison of patrol staffing levels with the benchmark police departments suggests that recommended staff reductions may be somewhat low

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<sup>36</sup> For the purposes of this analysis, the number of officers the Dallas, Oklahoma City, and Kansas City (Missouri) police departments consider adequate to call responses of various types were averaged (where call types were common among these departments) and compared to the number of officers on average currently responding to such incidents in Phoenix.

**SUMMARY OF FIRST RESPONDER AND NET STAFFING RECOMMENDATIONS**

Precinct	Current First Responder And NET Staffing	Recommended Staffing			Recommended Addition/(Reduction)		
		8-Hour Schedule	10-Hour Schedule	13-Hour Schedule	8-Hour Schedule	10-Hour Schedule	13-Hour Schedule
Maryvale	129	94	98	103	(35)	(31)	(26)
Cactus Park	221	149	159	167	(72)	(62)	(54)
Estrella Mountain	196	144	150	162	(52)	(46)	(34)
Desert Horizon	226	169	180	190	(57)	(46)	(36)
Squaw Peak	219	150	160	165	(69)	(59)	(54)
Black Mountain	119	98	105	107	(21)	(14)	(12)
Central City	122	78	83	88	(44)	(39)	(34)
South Mountain	235	116	123	129	(119)	(112)	(106)
SM Ahwatukee(a)	0	36	41	38	36	41	38
<b>Total</b>	<b>1467</b>	<b>1034</b>	<b>1099</b>	<b>1149</b>	<b>(433)</b>	<b>(368)</b>	<b>(318)</b>

(a) Staffing for the Ahwatukee area was evaluated as if it were a stand-alone precinct.

- As the following table shows, the number of calls-for-service responded to per patrol officer primarily responsible for responding to calls is lower in Phoenix than for all but two of the benchmark police departments

Department	Calls Responded To Per Officer (Primarily Responsible For Call Response)	Rank
Los Angeles, CA	1759.5	1
Mesa, AZ	1016.0	2
San Antonio, TX	637.4	3
Tucson, AZ	588.2	4
Houston, TX	569.8	5
Las Vegas, NV	523.2	6
<b>Phoenix, AZ</b>	<b>503.3</b>	<b>7</b>
Austin, TX	483.5	8
Dallas, TX	350.0	9
Average (excluding Phoenix)	740.9	

- The consultants believe, however, that the recommended staffing levels are warranted to ensure precinct commanders have adequate resources available in their precincts to support proactive initiatives and community policing
  - The more than 300 positions added back to patrol staffing levels to support proactive initiatives, for example, can be assigned to squad areas to supplement the officers needed for call response and to support community policing initiatives in those areas
  - Moreover, these resources can be concentrated to work during the times of day when community policing initiatives are the most productive
- As Exhibit D shows, adjusting police officer positions will also enable the department to reallocate 15 patrol sergeant positions if an 8-hour shift schedule is implemented, to reallocate 8 patrol sergeant positions if a 10-hour shift schedule is maintained, and to reallocate 3 patrol sergeant positions if a 13-hour shift schedule is implemented
  - This analysis assumes a ratio of one sergeant to eight patrol officers
  - Under all of the scheduling options presented sergeants are assigned at the precinct level rather than the squad grouping level
    - A sergeant would be assigned primary supervisory responsibility for a group of officers with whom he or she works at least 60 percent of the time and would have day-to-day supervisory responsibility for officers supervised by other sergeants on the sergeant's days off<sup>37</sup>

<sup>37</sup> Please note that implementing this recommendation will modestly reduce the continuity of supervision between a sergeant and an officer. Under the current schedule an officer will work with the same sergeant on 82 percent of their shifts (each sergeant will be absent approximately 18 percent of the time) as compared to the 60 percent under the recommended approach. The benefits in terms of improved productivity, however, significantly outweigh the modest loss in supervisory continuity.

**SUMMARY OF SERGEANT RECOMMENDATIONS FOR FIRST RESPONDER AND NET STAFF**

Precinct	Current First Responder And NET Staffing	Recommended Staffing			Recommended Addition/(Reduction)		
		8-Hour Schedule	10-Hour Schedule	13-Hour Schedule	8-Hour Schedule	10-Hour Schedule	13-Hour Schedule
Maryvale	14	13	14	14	(1)	0	0
Cactus Park	19	20	21	21	1	2	2
Estrella Mountain	22	19	18	21	(3)	(4)	(1)
Desert Horizon	20	22	22	25	2	2	5
Squaw Peak	21	20	21	21	(1)	0	0
Black Mountain	12	13	14	13	1	2	1
Central City	14	10	11	11	(4)	(3)	(3)
South Mountain	29	15	16	17	(14)	(13)	(12)
SM Ahwatukee(a)	0	4	6	5	4	6	5
Total	151	136	143	148	(15)	(8)	(3)

(a) Staffing for the Ahwatukee area was evaluated as if it were a stand-alone precinct.

- Please note that this level of patrol supervision exceeds what currently exists in most precincts
- However, additional patrol supervision will be required to ensure only the number of patrol officers needed at an incident respond and that the significant proactive capacity provided for in these recommendations is used effectively
- This additional patrol supervision is also needed to reinforce the department's commitment to community policing
- From a staffing perspective, assessing needs from a precinct perspective makes sense despite the fact that officers are currently deployed in squad areas (each precinct is divided into between two and four sub-areas known as squad areas)
  - In fact, evaluating staffing needs from a precinct perspective is consistent with the operational approaches that are currently used to respond to calls
    - At present, while officers are expected to focus their attention on responding to calls within their squad area, they will be dispatched out of their squad area to respond to high priority calls
      - In addition, the relatively high number of officers responding to some types of calls suggests that officers will leave their squad areas to respond to many types of calls even when they are not dispatched to the call
    - Since officers are dispatched outside of their squad areas to handle high priority calls it makes sense to evaluate staffing needs from a broader perspective than the squad (i.e., the precinct)
      - It would only make sense to evaluate staffing needs from the squad level if officers were rarely dispatched outside their squad area to respond to calls
  - The fact that response to high priority calls (that is, the calls for which officers are most likely to respond outside their squad area) is the primary factor that drives staffing needs in most precincts further supports the appropriateness of evaluating staffing needs at the precinct level
    - Indeed, the number of officers needed for call response alone should be sufficient to ensure officers can respond to a high percentage of non-emergency calls within their squad area
    - Additional staff (that is, the staff available to support proactive initiatives) can also be assigned to squad areas to support community policing initiatives if that is a precinct priority

- Precinct commanders should be given significant discretion in determining how best to use the staff resources assigned to their precincts<sup>38</sup>
  - While from an analytic perspective it is important to distinguish the number of patrol officers that need to be assigned to a precinct to meet response time expectations while also ensuring sufficient capacity is available to address proactive needs, on a day-to-day basis precinct commanders should have the discretion to determine how best to allocate the staff assigned to their precinct
  - Ideally, performance expectations for each precinct should be established and precinct commanders should be held accountable for meeting goals relating to both call response and proactive policing efforts within the precinct
  - The staffing model ensures each precinct has sufficient resources to meet the goals set for it
  - The precinct commander should then decide how best to deploy resources to meet the goals
    - From a practical perspective, most precinct commanders will likely choose to allocate a portion of their staff to proactive units (such as Neighborhood Enforcement Teams) and the remainder of their staff to patrol assignments (these staff would respond to calls and perform other directed activities identified by the precinct commanders)
      - To give officers a geographic identification or home within the precinct it is likely that uniformed officers would be assigned to squad areas and that the commander would vary the number of officers assigned to each squad area based on expected activity
    - Depending on the needs of the precinct, however, the role officers play on a day-to-day basis might vary significantly
      - For example, officers who are typically in uniform might be deployed in plain clothes to address a specific crime problem in an area
      - Officers might be deployed on walking beats (or given a specific focus such as addressing problems associated with loud parties) when activities in the precinct warrant such deployment
      - Alternatively, a precinct commander might choose to increase the number of officers assigned responsibility to a specific squad area to increase the likelihood that officers in that squad area will respond to all area calls

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<sup>38</sup> Although the consultants were not asked to address management issues within the scope of this study, some discussion of the role precinct commanders might play in allocating resources is needed to clarify how the department should implement staffing recommendations.



- If precinct commanders are held accountable for ensuring response time expectations are met, they will likely use the results of the staffing analysis to ensure an adequate number of officers are deployed on each shift to meet those expectations
  - The recommended proactive capacity assigned to each precinct should be used flexibly to meet precinct needs in a manner that reflects department goals
- Since the staffing recommendations include proactive resources that precinct commanders are expected to deploy in a manner that reflects precinct priorities, dedicated staffing should no longer be provided to precincts for specific proactive functions
  - In particular, walking beats should be reallocated in the two precincts (Central City and South Mountain) that have them
    - These walking beats disproportionately focus resources on public housing despite the fact that this housing has a relatively small number of residents and that, reportedly, crime in these areas is not higher than it is in other areas of the precincts<sup>39</sup>
    - Except for positions that may be paid for by the housing agency, there is little need to dedicate resources to these public housing sites on a full-time basis
      - Instead, staff should be assigned to these areas on a more strategic basis
      - Walking beats should continue to be deployed in these public housing sites where and when an analysis of crime and calls suggest they are needed
    - One sergeant and 13 officers can be reallocated in the Central City Precinct and two sergeants and 16 officers can be reallocated in the South Mountain Precinct
      - Please note that even if these resources are reallocated back to patrol, spreading them out over all precincts based on need will enable the department to make more productive use of these staff
- At recommended staffing levels more vehicles will be available in each precinct to assign one officer per vehicle (reportedly, officers are sometimes currently deployed in two-officer vehicles because insufficient vehicles exist for one officer to be assigned per patrol vehicle)

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<sup>39</sup> In interviews it was reported that the public housing complexes served by walking beats do not have more calls or crime than many other areas.

Precinct	Assigned Cars And SUVs	Maximum Numbers Of Sergeants And Patrol Officers Deployed At One Time On A 10-Hour Shift (After Recommendations Have Been Implemented)
Black Mountain	83	74
Cactus Park	138	112
Central City	84	59
Desert Horizon	142	132
Estrella Mountain	129	106
Maryvale	85	70
South Mountain	157	117
Squaw Peak	141	116

- **Community Action Officers (CAOs) and outreach staff.** CAOs often work in teams (in most, but not all, precincts) and spend time on each shift responding to calls<sup>40</sup>
  - The work of community action officers typically does not require two officers so when these officers work together their productivity is essentially reduced by one half
  - Assuming conservatively that one-third of their time is not used effectively (and that two CAOs are assigned to each precinct squad area)<sup>41</sup> 15 positions can be reallocated without affecting productivity
    - Please note that rather than reduce CAO positions the department could require CAOs to spend the preponderance of their time working independently and increase the capacity of existing CAOs by the equivalent of 15 FTEs
- While the crime-free multi-housing officer, community programs officer, and abatement detective assigned to each precinct perform worthwhile functions these staff are underutilized

<sup>40</sup> In interviews, CAOs from three of the precincts indicated that they spend a not insignificant portion of their workdays responding to calls. Estimates of the time spent responding to calls were 25 percent, 35 to 40 percent, and 15 percent in the three precincts.

<sup>41</sup> Although CAOs from each precinct could not be interviewed within the resources available to support this engagement, interview findings suggest that South Mountain is the only precinct where the CAOs assigned to a squad area are assigned to different shifts and do not work in a team. These CAOs account for 18.2 percent of all CAOs (assuming two CAOs are assigned to each squad area). Assuming the remaining CAOs work in two-person teams, half of their time is not used productively (0.5 times 81.8 percent of all CAOs excluding the South Mountain CAOs or 40.9 percent). Assuming one-third of CAO time is not used productively this is therefore a very conservative estimate. Indeed, this estimate does not even reflect the fact that the CAOs interviewed estimate that they spend at least 15 percent of their time (and as much as 40 percent of their time) responding to calls. Time spent responding to calls is not highly productive when considered in the context of the primary purpose of these positions.

- Instead of assigning three positions to each precinct, two positions should be assigned to each precinct to perform these functions
- Eight positions can be reallocated
- To better align resource deployment with need, the department should consider allocating CAOs and outreach staff based on the call-for-service activity in a precinct rather than providing a fixed allocation for each precinct (outreach staff) or squad area (CAOs)

### **Centralized Booking**

- Over time, the department should civilianize the Centralized Booking Unit and replace officer positions with civilian detention officer positions
  - As officer attrition takes place, the officers assigned to this unit should be replaced by civilians
- The department should proceed with plans to implement video arraignment at the new booking facility (when the resources needed to make this investment are available)

### **Tactical Support**

- **Air support.** The department should weigh the costs of deploying fixed wing surveillance aircraft against the benefits
  - While the surveillance capacity provided by these aircraft is valued there is no way to determine which arrests were made because these aircraft were available that would not have been made otherwise
  - Eight officers are assigned to fixed wing aircraft so the costs of providing this capacity are not inconsiderable
  - The department should also explore collaborating with other jurisdictions to provide this service on a regional basis
- Shift schedules for air support personnel should be adjusted and sergeants should function as working supervisors (who are able to fly)
  - Helicopter crews should be deployed on 8-hour shifts (as opposed to the current 10-hour shift schedule)
  - Fixed wing staff, who currently cover 14 hours a day should be assigned to 13-hour shifts (as opposed to the current 10-hour schedule)<sup>42</sup>

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<sup>42</sup> To comply with FAA regulations the department will need to ensure that these officers do not fly eight consecutive hours. Of course, compliance with FAA regulations is necessary regardless of whether or not the current shift schedule is maintained.

- Implementing these changes will enable the department to reallocate nine helicopter positions (six from the schedule change and three by assigning sergeants to serve as working supervisors) and to reallocate two fixed wing positions
  - The potential reallocation of positions will be offset by the addition of one sergeant position to cover the third shift
- In addition, as discussed in the civilianization analysis (Section G) aircraft pilot positions should be replaced, over time, by civilians as the number of sworn officers is reduced through attrition
- **Specialty vehicles.** Driving specialty vehicles should be a collateral not a full-time assignment
  - The sergeant who oversees the Dive team<sup>43</sup> could drive specialty vehicles to incident scenes or Special Assignment Unit (SAU) staff could provide this support (if immediate access to a specialty vehicle is needed)
  - Three full-time police officer positions should be reallocated
- **Special Assignment Unit.** Assigning a Special Assignment Unit squad to focus primarily on serving warrants is not necessary
  - At present, one SAU squad focuses on serving warrants and four SAU squads are primarily responsible for responding to tactical incidents
  - However, interviews suggest that the SAU staff responsible for tactical incidents focus primarily on arresting fugitives and serving warrants when they are not needed for a tactical response
  - Given the significant capacity that SAU staff have to support the service of high risk warrants when not responding to tactical incidents, it is not necessary to maintain a separate squad to perform this duty on a full-time basis
  - Discontinuing this squad will enable the department to reallocate one sergeant and eight police officer positions
- SAU staff should be assigned to work 8-hour shifts
  - While the overlap day embedded in a 10-hour shift schedule facilitates SAU training, this modest benefit does not justify the considerable costs of assigning SAU staff to work a 10-hour shift schedule

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<sup>43</sup> The Dive team responds to incidents involving vehicles submerged in over a foot of water (swift water dives are handled by the fire department). These incidents are relatively infrequent. In interviews it was estimated that 30 dive related incidents had been handled in the first nine months of 2010.

- The overlapping shift schedule creates the opportunity for SAU staff to train one shift a week (or a total of 40 hours a month)
- In other communities, however, 16 to 24 hours of SWAT training a month is considered more than adequate
- Assigning SAU staff to 8-hour shifts will enable the department to maintain the same capacity (an average of 8.5 officers working on each squad per day) with 28 staff as compared to the current 39 (11 police officer positions are available to be reallocated)

### Other Patrol

- **Duty commander.** The duty commander position is not needed – lieutenants are capable of providing oversight at an incident scene until an on-call commander can respond
  - The number of incidents requiring a duty commander to respond is relatively infrequent so it is not cost-effective to pay a full-time commander to perform what is essentially a part-time activity
  - Moreover, as long as a duty commander is on-call, response time to an incident scene should not be appreciably longer if the commander is called from home or his or her office
  - Please note, however, that department managers should take steps to ensure that the decisions made by on-call duty commanders reflect the best interests of the entire department and are not biased to benefit an individual precinct
  - Two duty commander positions should be reallocated
- **Vehicle assignments.** When possible each patrol officer should be assigned to the same car during his or her duty shifts<sup>44</sup>
  - Creating more “ownership” over vehicles should increase officer commitment to caring for these vehicles
  - Please note that as the patrol staffing recommendations are implemented the department’s ability to implement this recommendation will be enhanced
- **Precinct configuration.** Plans for two new police precincts were developed when the department was focused on managing growth and when resources were ample
  - It may not have been practical for the department to reconsider the plans for the new precincts when the economic environment changed

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<sup>44</sup> After completing his or her shift the vehicle will be assigned to an officer on a subsequent shift.

- Nonetheless, it should be noted that establishing two new precincts increased overhead costs as there is a fixed staffing configuration needed to manage a precinct
  - Some of these costs can be minimized by varying support resources with the size of a precinct but they cannot be eliminated
  - These costs are offset somewhat by the benefits of establishing a closer police relationship with the areas served by the new precincts
- **Curfew centers.** The department should reassess staffing of the curfew centers
    - Activity is low and operational benefits are minimal as officers must stay at the centers while violators are being held
    - Discontinuing center operations would enable the department to reallocate two civilian positions
- **Targeted Enforcement (party crew) Unit.** Continued staffing of the Targeted Enforcement Unit should be reassessed since the need for which the unit was established has been greatly reduced
    - The unit was established to crack down on gang members who organize parties for a charge (and can be arrested for serving alcohol and curfew violations)
    - Interview findings suggest that only a small percentage of the unit's time is currently devoted to this activity<sup>45</sup>
    - Information on unit activity also suggests that relatively little time is focused on gang members
      - In 2009, 94 percent of the unit's arrests related to underage drinking, curfew violations, and underage DUI<sup>46</sup>
      - In 2010, 81.1 percent of the unit's arrests were related to underage drinking and DUI<sup>47</sup>
    - Discontinuing the unit will enable the department to reallocate one sergeant and eight police officer positions

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<sup>45</sup> In interviews the time devoted to enforcement activities relating to gang members who organize parties for a charge was estimated to be five percent.

<sup>46</sup> Of the arrests that were not related to underage drinking, curfew violations, and underage DUI only three (.24 percent) were for felony warrants and the remainder were for drugs, misdemeanors, aggravated assault on a police officer, beer runs, and providing false information to a police officer.

<sup>47</sup> The remainder of the arrests in 2010 related to aggressive driving (street racing), marijuana possession, open container violations, providing alcohol to minors, and adult DUI.

- Please note that the recommended precinct staffing recommendations provide more than 300 positions to support proactive initiatives in precincts so ample capacity will be available to support party related enforcement on an "as needed" basis
- From an organizational perspective, however, if the department chooses to retain this unit it should not report to a precinct as it provides citywide support for party related enforcement and street racing violations

## **INVESTIGATIONS**

### **Property Crimes**

- Formal solvability factors should be consistently used to determine which cases should be assigned to detectives for follow-up investigation
  - Very few property crimes that do not have leads will be solved
    - Indeed, the return (in terms of cases solved) on investigative resources devoted to investigating cases without leads is so low that many police departments have established formal criteria for determining whether there are sufficient investigative leads to justify investigating a case
    - In Phoenix, by contrast, it is generally left to the discretion of individual investigators as to how much investigative effort should be focused on a particular case
    - Consequently, some investigators may unnecessarily focus investigative time on cases with few solvability factors while others may choose not to investigate cases that have a reasonable probability of being solved
  - Using solvability factors to consistently determine which cases should be assigned for follow-up investigation will substantially reduce investigator caseloads and will allow investigators to focus on cases where investigative activity is most likely to be productive
- The North and South property crimes units should be consolidated as the scope of operations does not justify the need for two separate units
  - One lieutenant position should be reallocated
- Sergeants should be assigned responsibility for assigning cases to investigators
  - Shifting this responsibility to sergeants – a key supervisory responsibility in most police departments – will enable the department to reallocate the staff of its two Investigative Support Division (ISD) squads
    - Two sergeants, five detectives, and one civilian should be reallocated

- Two of the civilian staff currently assigned to the ISDs should be retained to provide administrative support for the bureau

### **Violent Crimes**

- The four sergeants who staff the violent crimes desk are not needed
  - The primary function performed by these sergeants is to field calls for which an off-duty investigator is requested and forward that information to the requested stand-by investigator or investigative sergeant
  - The night duty detective sergeants (who are deployed on the evening and night shifts) however can field these calls and work with the units to determine whether a call-out is necessary
  - In addition, the night duty detective sergeants can work with their staff to ensure interview rooms are monitored (typically violent crimes desk sergeants do this twice a shift) and that daily inspections of evidence drying rooms are completed
  - The four sergeant positions assigned to the violent crimes desk should be reallocated (although the three civilians who provide transcriptionist services should be retained)
- The department should make more extensive use of night detectives (to reduce call-out of off-duty investigators) and should assign these investigators to 8-hour shifts (they currently work 10 hours per shift)
  - Since the number of calls to which night detectives could respond but to which they have not been deployed could not be determined, for the purposes of this analysis it was assumed that night detectives would be deployed on 60 percent of the call types for which they currently respond (using CAD data)<sup>48</sup>
  - Based on this analysis, 32 night detective positions are needed or eight more than the number currently deployed<sup>49</sup>

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<sup>48</sup> Please note that 60 percent may overstate the percentage of call types to which night detectives respond. Indeed, it seems unlikely that detectives will be dispatched to the scene for 60 percent of many of these calls to which night detectives respond including, for example, assault, aggravated assault, dangerous drugs, report of marijuana use, and injured animals. However, because information on the number of investigator call-outs that could potentially be handled by night detectives could not be determined, a conservative estimate of need was made for this analysis. The department should update this analysis when more reliable information on calls night detectives can handle for which they are not currently used can be developed.

<sup>49</sup> Please note that this reflects an increase of capacity of more than four positions because changing to an 8-hour shift schedule will also increase night detective capacity.



## Staffing Analysis

- When evaluating staffing of investigative groups responsible for conducting follow-up investigations of reported crime, the expected productivity<sup>50</sup> of detectives assigned to the unit should be determined and applied to the group's workload
  - Where the number of cases handled by detectives has been reasonably constant over the past five years, productivity is set at the 60<sup>th</sup> percentile of all investigators assigned to the investigative group<sup>51</sup>
  - This approach to establishing investigator productivity is not reasonable, however, where the number of cases handled by an investigative group has declined significantly in recent years without staffing levels being adjusted
    - With fewer cases to handle the productivity of the average detective will decline
    - Determining staffing levels based on this lower level of productivity is not appropriate
    - In the same way, if investigative caseloads have increased significantly the productivity of the average detective will increase and basing staffing levels on this higher level of productivity would not be appropriate
  - Where the number of cases handled has increased or decreased five percent or more over the past five years the productivity standard for the unit is based on the average productivity of the investigators assigned to the investigative group during the three years out of the past five where productivity was highest
- For only one investigative group conducting follow-up investigations (child crimes) has case activity been reasonably constant over the past five fiscal years<sup>52</sup>
  - Consequently, child crimes is the only investigative group for which productivity is based on productivity of all unit investigators at the 60<sup>th</sup> percentile

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<sup>50</sup> For the purposes of this analysis, productivity was determined by calculating the number of cases assigned to the detectives which were cleared by arrest, field cleared, exceptionally cleared, for which summons or warrants were issued, or that were investigated and found to be unfounded.

<sup>51</sup> The assumption implicit in this standard (the productivity of 40 percent of the investigators assigned to the unit exceeds the standard while the productivity of 60 percent of the investigators falls short of the standard) is that most, but not all, investigators are fully productive and that it is reasonable to hold the less productive investigators accountable for achieving their performance. The consultants have used the 60<sup>th</sup> percentile standard to establish a reasonable level of productivity in reviews of many other police departments (although for some departments – which have higher expectations for their employees – a higher productivity standard has been established).

<sup>52</sup> For the Child Crimes Unit the standard deviation as a percentage of the average cases handled by the unit over the past five years is 3.1 percent.

- For the other investigative groups responsible for conducting follow-up investigations, productivity is set at the average productivity of investigators over the past three years with the highest levels of productivity<sup>53</sup>
- Recommended staffing levels for each investigative group were calculated by dividing the total number of “productive” activities achieved during fiscal year 2009<sup>54</sup> by the productivity standard for the unit
- This analysis indicates that additional staff are needed in some investigative groups while staff in other units are available to be reallocated

Bureau	Investigative Group	Current Staffing	Recommended Staffing	Addition/ (Reduction)
Family Investigations	Adult Sex Crimes <sup>55</sup>	15	13	(2)
	Child Crimes	26	26	0
	Domestic Violence	20	27	7
	Missing Persons	8	6	(2)
Property Investigations	Auto Theft	14	7	(7)
	Document Crimes	20	9	(11)
	Property Crimes	45	50	5
Violent Crimes Investigations	Assault	15	22	7
	Homicide <sup>56</sup>	33	41	8
	Robbery	15	28	13
<b>Total</b>		<b>211</b>	<b>229</b>	<b>18</b>

- The number of sergeants assigned to each investigative work group should be adjusted, as appropriate, to reflect the recommended level of staffing and a span of control of roughly one sergeant for every eight investigators

<sup>53</sup> This analysis is based on cases with productive outcomes during each fiscal year (July 1 to June 30) and the number of staff assigned to the unit at the end of the fiscal year. If possible, this analysis should be refined to reflect the number of full-time equivalent staff assigned to each unit over the course of the year. Such information, however, was not available at the time the report was being prepared.

<sup>54</sup> Fiscal year 2009/2010 was the last year for which information on case results by detective were available for a complete fiscal year.

<sup>55</sup> Analysis assumes three positions are devoted to special investigations.

<sup>56</sup> This number includes cold case investigators.

Bureau	Investigative Group	Current Staffing	Recommended Staffing	Addition/ (Reduction)
Family Investigations	Adult Sex Crimes	2	2	0
	Child Crimes	4	3	(1)
	Domestic Violence	3	3	0
	Missing Persons	1	1	0
Property Investigation	Auto Theft	3	1	(2)
	Document Crimes	3	1	(2)
	Property Crimes	6	6	0
Violent Crimes Investigations	Assault	3	3	0
	Homicide	5	5	0
	Robbery	2	3	1
Total		32	28	(4)

## HOMELAND SECURITY

### Bomb Squad

- To limit unproductive downtime between calls, full-time bomb squad staffing should be adjusted and greater reliance should be placed on trained collateral staff who have other primary assignments
  - A sergeant and four officers should be assigned to the squad on a full-time basis and five additional staff should be trained as bomb technicians but assigned to other responsibilities on a full-time basis
  - Assuming the sergeant functions as a working supervisor, this level of staffing will ensure three positions are working during the hours full-time staff are currently assigned
  - This level of full-time staffing is comparable to or exceeds the level of full-time staff who provide similar services in selected other large city departments
  - Five positions should be reallocated

### Traffic

Staff responsible for traffic related activities are currently divided into two primary units: a North unit and a South unit. These units include staff that provide DUI support, help plan for special events, investigate vehicular crimes (in which individuals have died), enforce commercial vehicle laws, and respond to traffic accidents. The analysis presented in this section focuses exclusively on the eight squads (four in the North and four in the South) that are primarily responsible for responding to traffic accidents.

- **Response to traffic accidents.** The department should adjust the work hours of traffic enforcement officers charged with responding to accidents

- Instead of deploying officers from 6:00 a.m. to 10:00 p.m. Monday through Friday officers should be deployed for 13.3 hours from 6:50 a.m. to 8:10 p.m. Monday through Saturday
- This will increase the number of accidents responded to by traffic enforcement officers (482 accidents are responded to between the hours of 6:00 a.m. and 10:00 p.m. Monday through Friday while 506 accidents are responded to between the hours of 7:00 a.m. and 8:00 p.m. Monday through Saturday)
- Queuing and travel time analyses indicate that 35 traffic enforcement officers and civilians need to be deployed to ensure accidents can be responded to within 21 minutes
  - Over time, through attrition, nine sworn officers should be replaced by nine civilians (leaving a total of 26 sworn officers and nine civilians to respond to accidents)
  - At this level of staffing four sergeants will be needed to provide supervision
  - Three sergeant positions and 18 police officer positions should be reallocated
    - These savings will be offset by the creation (as the number of sworn officers is reduced by attrition) of nine civilian positions to respond to minor accidents
    - In addition, the savings will be offset somewhat by overtime expenditures related to court time for officers who work on Saturdays when court does not convene
- Depending on the desired level of selective traffic enforcement required additional officers may need to be assigned to the units that respond to traffic accidents
  - At recommended staffing levels officers will have 28 percent of their time on Monday through Friday and 56 percent of their time on Saturday to devote to selective traffic enforcement
  - If, based on an assessment of department priorities additional selective traffic enforcement capacity is desired, staffing levels will need to be adjusted
- **Police headquarters front desk.** More staff are deployed to the headquarters front desk than are needed both because staff are assigned to 10-hour shifts (despite the fact that there is no operational reason to do so) and because sergeants are not counted as part of the staffing needed to meet minimum staffing requirements
  - Assigning front desk staff to 8-hour shifts and requiring sergeants to serve as working supervisors will enable the department to reallocate seven positions
- **Downtown Operations Unit.** The city should consider modifying reimbursement policies to generate more revenue to offset the cost of supporting special events

- The department is currently reimbursed only an estimated eight percent of the cost of supporting special events (estimated reimbursement of \$92,365 out of a total cost of \$1,153,798)<sup>57</sup>
- **Infrastructure protection.** Lead civilian worker positions should be established which will eliminate the need for two sergeants and allow those positions to be reallocated

## COMMUNITY RELATIONS

- The department's commitment of a full-time officer to support the Wake Up program should be reassessed
  - While the program is worthwhile for participants, the number of program sites has decreased from 67 to 21 over the past several years and some of these sites are overseen by precinct staff
  - Students self-select to participate in the program so resources are not targeted to participants who are at risk
  - Discontinuing this program will enable the department to reallocate one officer position and allow grants from neighborhood block watch groups currently used to support overtime costs for patrol officers and SROs who participate in the program to be redirected

## PUBLIC AFFAIRS

- A commander is not needed to lead the Public Affairs Bureau (this position should be reallocated)
  - The current span of control of the commander is small – a lieutenant and three sergeants
    - The lieutenant supervises the sergeant who leads the silent witness program and the bureau's civilian staff
  - The bureau should be led by a lieutenant
    - This lieutenant would supervise four sergeants (three media relations and one silent witness) and the civilian supervisor position (which should be charged with supervising the public relations, video production, and web detail units)

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<sup>57</sup> This analysis assumes that per department policy when barricade expenses are reimbursed, 50 percent of the personnel costs associated with an event are reimbursed.

## **TECHNICAL SERVICES**

### **Records**

- Patrol officers should be required to use their MDTs to enter reports thus eliminating the need for PACE transcriptionists
  - Fifty-three positions can be reallocated
- Please note that implementing this recommendation will be cumbersome (but not impossible) if the current records management system (RMS) is not improved
  - The current RMS system makes the input of reports directly by officers cumbersome and more time consuming than is necessary
  - Ideally, if resources are available, the implementation of the recommendation should be coupled with the acquisition of an updated RMS system<sup>58</sup>

### **Property Management**

- Investigative sergeants should be held strictly accountable for ensuring detectives release property when it no longer needs to be held
  - While the problem of the timely release of property poses challenges for any police department, increased attention should enable the department to reallocate half the dedicated staff who focus on this issue
  - Over time, as the current backlog of unreleased property is reduced, one detective and two police aide positions should be reallocated

### **Laboratory Services – Crime Scene Response**

- The department has devoted a majority (24 of 37 positions) of its crime scene response resources to respond to homicides
  - These homicide crime scene specialists (CSS) work primarily during day time hours and are on call during evenings, nights, and weekends
  - Workload for CSS assigned to respond to homicides has decreased by 44 percent over the past three years and the majority of calls requiring response occur evenings, nights, and weekends when these CSS must be called in (these CSS are paid for on-call time and overtime when called to a crime scene)

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<sup>58</sup> Although performing a detailed evaluation of department information systems was not included within the scope of this study, interview findings suggest that the current RMS system has a number of shortcomings and should be improved regardless of whether officers dictate reports to transcriptionists or enter reports directly into the RMS system.

- The CSS who respond to violent crimes (other than homicides) are scheduled on three shifts and are assigned to provide immediate response to violent crime scenes and other crime scenes as requested
- The homicide CSS should be integrated into the shift schedule with other CSS
  - Spreading this expertise across all shifts, seven days a week, will ensure the availability of a CSS with expertise in homicide scenes when a call is received and allow all crime scene specialists the opportunity to work together on crime scenes thereby enhancing their skills
- The department should increase the size of the Crime Scene Response Unit by one supervisor and five CSS positions to ensure that crime scene specialists are on duty and available to be deployed to all violent crime scenes
  - Based on an analysis of CSS workload and violent crimes by hour of the day and day of the week, 10 crime scene specialists need to be on duty on day shift, 10 on evening shift, and 6 on night shift
  - To provide seven day coverage and relief, a total of 16 positions should be assigned to day shift, 16 to evening shift, and 10 to night shift
    - An additional supervisor position is needed to ensure two supervisors are assigned to each shift to provide seven-day, 24-hour supervisory coverage

### **Communications**

- A seven-step process was used to determine the number of communications operators needed
  - First, the level of service for call taking was determined
    - An expectation that a call-taker will be available immediately to respond to a call 95 percent of the time<sup>59</sup> was used
  - Next, the number of calls handled by hour during each hour of the week was calculated
  - Queuing analysis was then used to determine the number of call-taker positions needed to ensure a 95 percent probability that a call-taker will be available to immediately answer a call
    - At this level of service the average hold time for calls received at the communications center is 1.2 seconds

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<sup>59</sup> This is a very high level of service as APCO standards state that 95 percent of all 911 calls should be answered within 20 seconds and that 90 percent of calls should be answered within 10 seconds during the busiest hour of the day.

Call-takers Needed Without Relief							
Shifts	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day							
7 a.m. to 3 p.m.	16	17	17	17	17	18	17
Evening							
3 p.m. to 11 p.m.	16	20	20	20	20	20	18
Night							
11 p.m. to 7 a.m.	12	12	14	12	12	15	17

- Next, linear programming was used to determine how to schedule call-takers that ensures that expectations for the number of call-takers needed are met at the lowest cost
  - This analysis assumes that call-takers will work an 8-hour shift schedule
- The number of dispatch positions needed on each shift was then determined
  - Currently 21 dispatch seats are filled most of the time (although a range of 21 to 25 are filled on the day and evening shifts and a range of 17 to 23 are filled on the night shift)
    - This level of staffing is higher than other police departments for two reasons
      - ◆ First, the Phoenix Police Department assigns dedicated staff to perform dispatch functions (such as handling high priority calls) that are not assigned to specialized positions in other departments
      - ◆ Second, unlike other police departments the Phoenix Police Department does not combine channels during the times of the day when call volume is low
  - The number of dispatch seats should be adjusted (17 plus two relief positions<sup>60</sup> are needed on the day and evening shifts and 14 plus two relief positions are needed on the night shift)
    - To implement this recommendation the following specialized dispatch positions should no longer be staffed
      - ◆ Four TAC channels on the day and night shifts
      - ◆ Six TAC channels on the evening shift

<sup>60</sup> Four relief positions are needed on each shift to provide coverage for breaks and lunch (in addition to relief that should be provided by supervisors) – two for call-takers and two for dispatchers.



◆ Hot Mon channel on the night shift

- Even with the recommended adjustment, this number still greatly exceeds the number of dispatch seats filled in benchmark departments

Department	Number of Radio Channels Staffed 24-Hours A Day	Number Of Radio Channels Staffed During Some Period Of The Day	Use Of Separate Radio Channels For Priority Calls?	Priority Radio Channels Staffing
<b>Phoenix, AZ</b>	<b>17</b>	<b>23</b>	<b>Yes</b>	<b>24-hours a day</b>
Austin, TX	10	11	Yes	When needed
Dallas, TX	8	8	Yes	When needed
Las Vegas, NV	10	10	Yes	When needed
Mesa, AZ	6	6	Yes	24-hours a day
San Antonio, TX	7	10	Yes	When needed

- The total number of communications operators (dispatchers and call-takers) needed on each shift was then calculated
  - The recommendation that communications operators should be assigned to 8-hour shifts (instead of the mix of shift schedules currently employed) was considered in this calculation
- Finally, a relief factor was applied to ensure staffing recommendations account for expected absences
  - A relief factor of 1.18 was used
    - This relief factor was calculated using information on communications staff absences in fiscal year 2009/2010
- This analysis suggests 165 communications operator positions are needed (including both call-taker and dispatch positions) or 72 fewer than the current allocation
  - This is not surprising given the change in scheduling from a mix of 10-hour and 8-hour shifts to a straight 8-hour shift schedule, the reduction in dispatch seats, and the department's current approach to providing additional positions to cover breaks and lunches
- Sixteen communications operator supervisor positions are needed – five on each of the three shifts to ensure three supervisors are on duty 24 hours per day and one to serve as training supervisor to oversee training of new communications operators – or 11 fewer than the number currently employed

- The department should defer its plan to split communications and dispatch into two sites
  - Dividing operations between the two sites will increase supervisory costs and limit flexibility in moving staff between call-taking and dispatch responsibilities during periods of peak activity
    - While the department's goal of having redundant communications capacity in case of an emergency is commendable, most cities ensure this redundant capacity is available by either partnering with other agencies or equipping a secondary communications site which is used primarily for training and not staffed on a regular basis
- The department should implement plans to discontinue the call-back unit (nine full-time equivalent positions may be reallocated)

### **PROFESSIONAL STANDARDS**

- At present, the Professional Standards Division is divided into two bureaus – professional standards (which includes an inspections group, an investigations group, and a group responsible for the Mayor's security) and employment services (which is primarily responsible for the recruiting and hiring process for new employees)
  - The Professional Standards Bureau is led by a commander and the Employment Services Bureau is led by a lieutenant
- While the functions performed by the division are important and require discretion when handling sensitive issues, an assistant chief is not needed to oversee this division
  - Indeed, the scope of responsibilities of the assistant chief who leads this division is much narrower than for the department's other assistant chiefs
  - As the following table shows, both the number of work groups and the number of personnel assigned to the division is much lower for the Professional Standards Division than for the other divisions which are led by assistant chiefs

Division	Work Groups	Staffing
Homeland Security	15	554
Investigations	15	577
Patrol Operations North	6	995
Patrol Operations South	11	1168
Professional Standards	4	62
Technical Services	9	803

- In addition, a strong case can be made for reassigning the Employment Services Bureau to a different division since there are few, if any, organizational synergies between this bureau and the Professional Standards Bureau

- Since a commander has sufficient organizational stature to oversee the Professional Standards Division the assistant chief position should be discontinued
  - Alternatively, if the commander position lacks the organizational stature to oversee the division the commander position should be discontinued and the assistant chief position retained
  - Two such senior positions are not needed to lead this division

### **Professional Standards**

- Assigning responsibility for criminal and administrative investigations involving employees to the same bureau would facilitate efforts to make more effective use of staff
  - Implementing this recommendation will require upgrading the special investigations sergeant position to a lieutenant and the police officer positions that serve as investigators to sergeants to ensure parity with professional standards
- The recommended lieutenant who would oversee the work group responsible for criminal investigations (i.e., special investigations) should assume a 75 percent caseload (only three staff are currently assigned to the squad)
  - One investigative position can be reallocated (with 25 percent of a position's caseload assumed by the investigators who investigate administrative issues)
- Professional standards investigators should primarily handle investigations independently (rather than as a member of a two-person team)
  - Assuming conservatively a two-person team continues to be needed one-third of the time, seven positions assigned to the bureau can be reallocated
  - Reallocating these positions will also enable the bureau to free up one lieutenant position for other duties<sup>61</sup>

### **Employment Services**

- While the department has done a good job of reallocating staff from the Employment Services Bureau to reflect the reduction in the number of sworn officers hired, some additional reallocations are possible
  - No change in the number of background investigators is recommended (the productivity of these investigators is higher now than it was in prior years)

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<sup>61</sup> At this level of staffing, one lieutenant will continue to be able to devote half of his or her time to special projects without increasing the ratio of lieutenants to investigators above one to eight.

- The productivity of polygraph examiners has declined – two polygraph positions can be reallocated (assuming the lead polygraph examiner functions as a working supervisor)
- One of the two secretary II positions should also be reallocated to reflect the fact that fewer positions are being supported<sup>62</sup>
- Contractors should be assigned responsibility for conducting background checks on their employees working in the police department
  - When this recommendation has been implemented one background investigator position can be reallocated
- The COPS and Explorer programs should be reassigned from this bureau (a recommended placement for the COPS program will be presented in the forthcoming recommended organizational study)
  - Given the relatively small number of participants in the program (55) and the fact that most of the benchmark departments use volunteer staff to support it, the department's assignment of a full-time employee to support the Explorer program should be reassessed
- One of the two sergeant positions assigned to employment services should be reallocated to reflect the small number of personnel and functions overseen (the department may have already implemented this recommendation)

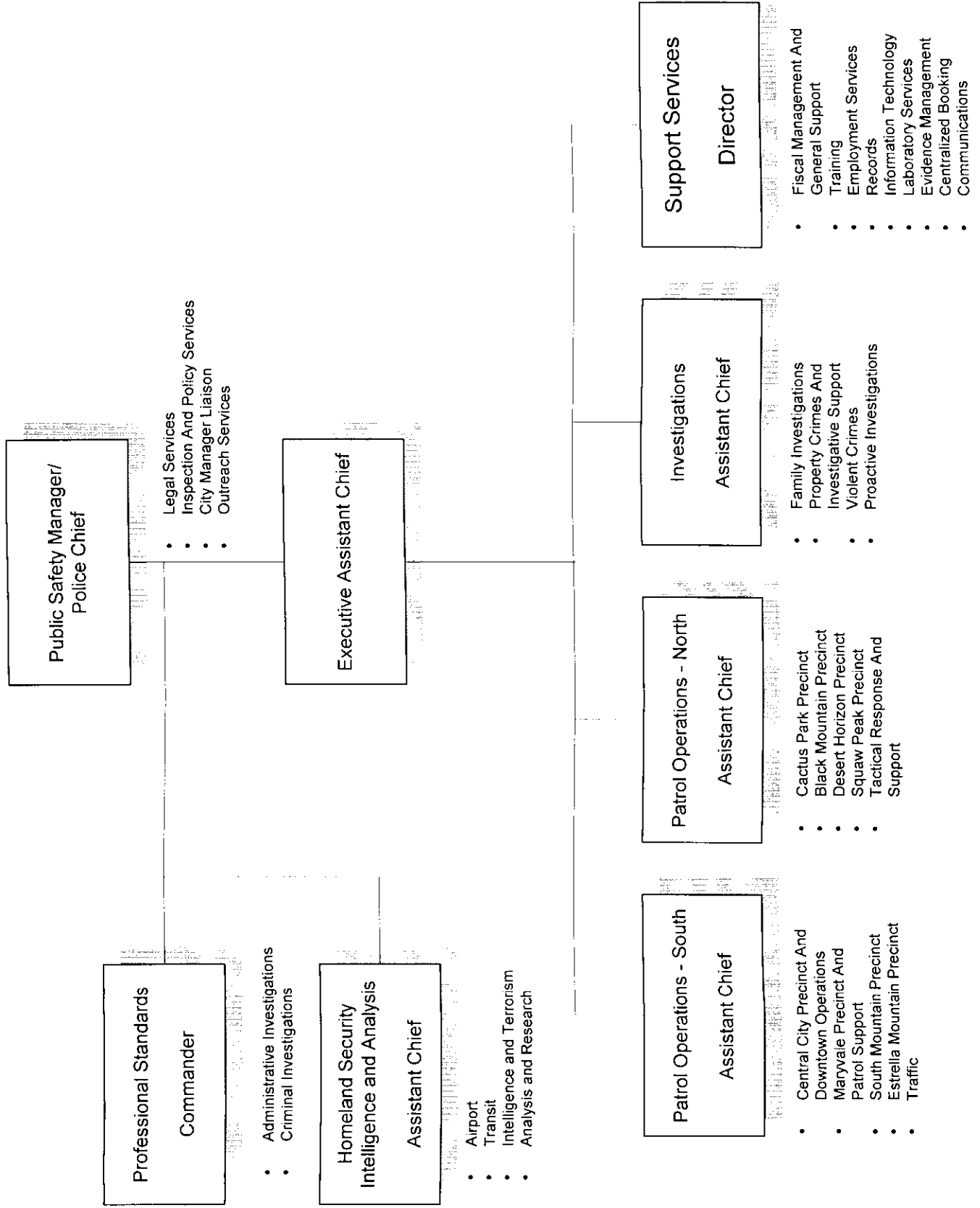
#### **F – OVERALL ORGANIZATIONAL RECOMMENDATIONS**

- A recommended organizational structure, presented in Exhibit E, was developed based on organizational priorities established and ranked with the assistance of the steering committee
  - Exhibit F details which functions should be assigned to each of the key divisions in the recommended structure
  - This structure was developed to group similar functions while leveraging management expertise
  - The ranking of preliminary structures using the organizational priorities suggested that this approach to organizational design would create the most value for the police department
- Needless to say, there are numerous ways to organize the police department and department managers should certainly consider alternative organizational approaches

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<sup>62</sup> Please note that this position was not included in the recommended reduction of administrative positions previously discussed.

# RECOMMENDED ORGANIZATIONAL STRUCTURE



**RECOMMENDED FUNCTIONS BY DIVISION, BUREAU, AND UNIT**

Division/Office	Bureau	Unit	Function	
Homeland, Intelligence And Analysis	Airport Transit	(a)	(a)	
		(a)	(a)	
	Intelligence, Terrorism And Analysis	Intelligence		Criminal Intelligence Watch Center
			Terrorism	Joint Terrorism Task Force Terrorism Liaison Significant Events And Planning Threat Mitigation
		Analysis and Research		Crime Analysis Operational Analysis Crime Reporting Administrative Reporting Strategic Management
Professional Standards	Administrative Investigations Criminal Investigations			
Office Of The Chief	Legal Services Inspection And Policy Services		Inspections Policy Incident Review	
	City Manager Liaison Outreach Services		Media Relations Silent Witness Citywide Program Coordination (Crime Free Multi-Housing, Abatement, CPTED, SAFEBIX, SRO, GREAT, Phoenix Neighborhood Patrol, Block Watch, COPS) Community Relations	
Patrol Operations - South	Central City Precinct And DOU	Central City	Patrol First Responders NET Squads Community Action Officers Abatement (Local) Liquor Enforcement (Local)	
		Downtown Operations	Patrol First Responders Parking Enforcement Infrastructure Protection Police Front Information Desk Municipal Court Security Mayor's Security	
	Maryvale Precinct And Patrol Support	Maryvale Precinct		Municipal Court Graffiti Enforcement
		Specialized Enforcement		(b) (b)
South Mountain Precinct Estrella Mountain Traffic			DUI Support Commercial Vehicle Inspections Traffic Enforcement Vehicular Crimes Traffic Safety Education	

**RECOMMENDED FUNCTIONS BY DIVISION, BUREAU, AND UNIT**

Division/Office	Bureau	Unit	Function	
Patrol Operations - North	Cactus Park Precinct		(b)	
	Black Mountain Precinct		(b)	
	Desert Horizon Precinct		(b)	
	Squaw Peak Precinct		(b)	
	Tactical Response And Support		Air Support	
			Special Assignment Unit	
			Other Tactical Support	Bomb
				Canine
				Specialty Vehicle
				Dive
Investigations	Family Investigations	Domestic Violence	Domestic Violence	
			Missing Persons	
		Crimes Against Children	Crimes Against Children	
			Internet Crimes Against Children	
		Adult Sex Crimes	Adult Sex Crimes	
			Sex Offender Notification	
	Property Crimes And Investigative Support	Property Investigations		
			Technical Investigations	Document Crimes
				Auto Theft
			Vehicle Task Force	
Investigative Support			Pawn Shop	
			Metal Theft	
			Court Liaison	
			Computer Forensics	
			Technical Surveillance	
Violent Crimes	Assaults/Night Detectives		Assaults	
			Night Detectives	
		Homicide		
	Robbery			
Proactive Investigations	Long-Term Investigations(c)		Career Criminal	
			Conspiracy	
			HIKE	
			HIDTA Coordination	
			Vice/Liquor	
			DEA Task Force	
			FBI Violent Gang Street Task Force	
			Bias Investigations	
			Major Offender Investigations	Repeat Offender
				Special Projects (Property Crimes)
		IMPACT		
Gang Investigations			Night Gang Enforcement	
			Day Gang Enforcement	
			Criminal Syndicate	
Street Level Investigations			Street Crimes	
			Street Drug Investigations	
Support Services	Fiscal Management And General Support	Fiscal Management	Budget	
			Grants Management	
			Accounting	
			Inter-Government Agreement	
			Compliance	
			Billing	

**RECOMMENDED FUNCTIONS BY DIVISION, BUREAU, AND UNIT**

Division/Office	Bureau	Unit	Function
			Purchasing and Contracting
			Financial Management
		Personnel Support	Personnel Management And Support
			Payroll
			Safety Support and Compliance
		Facilities	Facilities Construction
		Public Affairs	Video Production
			Web Support
	Training		Public Relations Photography
			Training Academy
	Employment Services		Firearms and Tactical Training
			Hiring
			Background Investigations
			Recruiting
	Information Technology		
	Records		Records and Identification
			Report Entry
			Vehicle Impound
			Alarms
			Public Records
	Laboratory Services		
	Evidence Management		
	Centralized Booking		
	Communications		

- (a) No change from existing structure is recommended.
- (b) Same functions as for Central City Precinct
- (c) Two lieutenants will oversee these functions.



- The recommended structure, however, presents the consultants' perspective on what level of staffing is needed to effectively oversee department operations
  - Exhibit G presents the number of management staff (assistant chiefs, commanders, civilian directors, lieutenants, and civilian managers) needed to implement the recommended structure
  - As the following table shows, the recommended level of management staffing is somewhat lower than current staffing levels

Position	Current	Recommended	Addition/(Reduction)
Chief	1	1	0
Assistant Chief	6	4	(2)
Civilian Director	0	1	1
Commander	23	20	(3)
Lieutenant	91	83	(8)
Civilian Manager	4	8	4
Total	125	117	(8)

#### **G – CIVILIANIZATION ANALYSIS**

In general, civilians should fill police department positions unless an affirmative case can be made that sworn officers are needed. One of the primary reasons for this is that the cost of employing sworn officers is much higher than the cost of employing civilians. In addition, the recruit and in-service training sworn officers receive is much more extensive than the training civilian employees receive.

A systematic framework was used to determine which functions currently performed by sworn officers could effectively be handled by civilians. Positions were first assessed to determine whether an unambiguous case could be made for having sworn officers perform the function (for example, because the position requires the law enforcement powers of a sworn officer, or because the skills, training, and experience of a sworn officer are needed to effectively perform the job duties). If an unambiguous case for assigning the function to a sworn officer could not be made, an additional assessment was made to determine whether the benefits of assigning a sworn officer to perform the duty outweighed the costs (for example, because the credibility of an officer was helpful in performing the function, a police officer's operational knowledge and expertise facilitated performing the function effectively, or because assigning the function to a sworn officer facilitated leadership development). If the benefits of assigning a sworn officer to perform the function did not appear to outweigh the costs civilianizing the position was recommended.

**RECOMMENDED MANAGEMENT STAFFING BY DIVISION AND BUREAU**

	Assistant Chief	Commander	Lieutenant	Civilian Director (a)	Civilian Manager (b)
Homeland, Intelligence And Analysis	1				
Airport		1	2		
Transit		1	2		
Intelligence And Terrorism Analysis And Research		1	2		1
Professional Standards		1			
Administrative Investigations			1		
Criminal Investigations (Employees)			1		
Office Of The Chief					
Legal Services(c)			1		
Inspection And Policy Services(d)		1			
City Manager Liaison		1			
Outreach Services			1		
Patrol Operations - South	1				
Central City And Downtown Operations		1	7		
Maryvale Precinct And Patrol Support		1	7		
South Mountain Precinct		1	6		
Estrella Mountain		1	6		
Traffic		1	3		
Patrol Operations - North	1				
Cactus Park Precinct		1	6		
Black Mountain Precinct		1	6		
Desert Horizon Precinct		1	6		
Squaw Peak Precinct		1	6		
Tactical Response And Support		1	4		
Investigations	1				
Family Investigations		1	3		
Property Crimes And Investigative Support		1	3		
Violent Crimes		1	3		
Proactive Investigations		1	5		
Support Services				1	
Fiscal Management And General Support					1
Training			2		
Employment Services					1
Records					1
Information Technology					1
Laboratory Services					1
Evidence Management			1		
Centralized Booking					1
Communications					1
<b>Total</b>	<b>4</b>	<b>20</b>	<b>84</b>	<b>1</b>	<b>8</b>

(a) Comparable to an Assistant Chief position.

(b) Comparable to a Commander.

(c) When the current incumbent retires a representative of the City Attorney's Office should oversee this unit.

(d) The Commander would also serve as Chief of Staff.

Application of the civilianization analysis framework suggests that 38 positions currently assigned to sworn officers can be effectively assigned to civilians. As Exhibit H shows, there are a number of incumbents for many of these positions:

Division/Bureau	Work Group	Position
Administrative Services	Employee Assistance	Officer
Administrative Services	Employee Assistance	Sergeant
Administrative Services	Vehicle Impound	Sergeant
Administrative Services	Vehicle Impound	Officer <sup>63</sup>
Airport	Admin	Sergeant
Airport	Admin	Officer
Communications	Admin	Commander
Community Relations	CFMH	Officer
Community Relations	Community Programs - Block Watch	Officer
Community Relations	Community Programs - Wake Up	Detective
Community Relations	CPTED	Officer
Community Relations	Graffiti	Detective
Community Relations	PNP	Officer
Community Relations	Safe Biz Network	Officer
Crime Analysis and Research	Crime Analysis	Sergeant
Crime Analysis and Research	Crime Analysis	Officer
Drug Enforcement	Admin	Sergeant
Drug Enforcement	Admin	Officer
Drug Enforcement – Investigations	Building Coordinator	Sergeant
Drug Enforcement - Investigations	Building Coordinator	Officer

<sup>63</sup> Two positions should be maintained as sworn and four positions should be civilianized.

## NUMBER OF POSITIONS THAT ARE CANDIDATES FOR CIVILIANIZATION

Bureau	Work Group	Position	Number of Positions
Administrative Services	Employee Assistance	Sergeant	1
Administrative Services	Employee Assistance	Officer	4
Administrative Services	Vehicle Impound	Sergeant	1
Administrative Services	Vehicle Impound	Officer (a)	4
Airport	Admin	Sergeant	1
Airport	Admin	Officer	1
Communications	Admin	Commander	1
Community Relations	CFMH	Officer	1
Community Relations	Community Programs - Block Watch	Officer	1
Community Relations	Community Programs - Wake Up	Detective	1
Community Relations	CPTED	Officer	1
Community Relations	Graffiti	Detective	1
Community Relations	PNP	Officer	1
Community Relations	Safe Biz Network	Officer	1
Crime Analysis and Research	Crime Analysis	Sergeant	1
Crime Analysis and Research	Crime Analysis	Officer	5
Drug Enforcement	Admin	Officer	7
Drug Enforcement	Admin	Sergeant	1
Drug Enforcement - Investigations	Building Coordinator	Sergeant	1
Drug Enforcement - Investigations	Building Coordinator	Officer	2
Employment Services	Admin	Lieutenant	1
Fiscal Management	Facilities	Officer	2
Laboratory Services	Admin	Commander	1
Patrol	Centralized Booking	Sergeant	3
Patrol	Centralized Booking	Officer	26
Patrol Precincts	Admin	Sergeant	8
Patrol Precincts	Training Coordinator	Officer	8
Professional Standards	Admin	Sergeant	1
Public Affairs	Silent Witness	Officer	3
Public Affairs	Web Detail	Officer	1
Tactical Support	Air Support	Officer - Pilot (b)	8
Tactical Support	Admin	Sergeant	1
Tactical Support	Admin	Officer	1
Technical Services	Admin	Assistant Chief	1
Traffic	Infrastructure Protection - Security	Sergeant	1
Traffic Enforcement Support	Traffic Hotline	Officer	1
Traffic Enforcement Support	Training Coordinator	Officer	1
Violent Crimes	Admin	Sergeant	1
Total Positions			106

(a) Two of the six positions assigned to this function should continue to be sworn.

(b) This number reflects the recommended decrease in unit sworn staffing and is based on one half of the remaining officer positions being replaced with civilian pilots.

**SUMMARY OF STAFFING IMPLICATIONS – EIGHT-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)						Total (a)	
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Patrol	Patrol Precincts	Community Action Outreach					(15)		(15)	
	Patrol Precincts	Patrol				(15)	(8)		(8)	
	Tactical Support/Air Support	Helicopter Squad				1	(9)		(8)	
		Fixed Wing Squad					(2)		(2)	
	Tactical Support/ Specialty Vehicles	Driver					(3)		(3)	
	SAU	Warrant Squad			(1)		(8)		(9)	
		Squad Staffing					(11)		(11)	
	Duty Command	Commander		(2)					(2)	
	Walking Beats	Central City			(1)		(13)		(14)	
	Walking Beats	South Mountain			(2)		(16)		(18)	
	Curfew Center	Center Staffing						(2)	(2)	
	Targeted Enforcement	Party Crew			(1)		(8)		(9)	
	Community Relations	Wake Up Program					(1)		(1)	
	Public Affairs	Administration		(1)					(1)	
	Homeland Security	Homeland Defense	Bomb Squad					(5)		(5)
		Traffic	Crash Response			(3)		(18)	9	(12)
		Traffic	Front Desk					(7)		(7)
	Traffic	Infrastructure Protection			(2)			2	0	

**SUMMARY OF STAFFING IMPLICATIONS – EIGHT-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Investigations	Family Investigations	Adult Sex Crimes					(2)			(2)
	Family Investigations	Child Crimes			(1)					(1)
	Family Investigations	Domestic Violence					7			7
	Family Investigations	Missing Persons					(2)			(2)
	Property Investigations	Administration		(1)						(1)
	Property Investigations	Investigative Support				(2)	(5)		(1)	(8)
	Property Investigations	Auto Theft				(2)	(7)			(9)
	Property Investigations	Document Crimes				(2)	(11)			(13)
	Property Investigations	Property Crimes					5			5
	Violent Crime Investigations	VCB Desk				(4)				(4)
	Violent Crime Investigations	Night Detectives					8			8
	Violent Crime Investigations	Assaults					7			7
	Violent Crime Investigations	Homicide					8			8
	Violent Crime Investigations	Robbery				1	13			14

**SUMMARY OF STAFFING IMPLICATIONS – EIGHT-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)						Total (a)	
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Technical Services	Records and Identification	PACE Transcription						(53)	(53)	
	Property Management	Property Release				(1)			(3)	
	Communications	Calltaking and Dispatch						(72)	(72)	
	Communications	Shift Supervision						(11)	(11)	
	Laboratory	Crime Scene Response						6	6	
Professional Standards	Administration		(1)						(1)	
	Special Investigations	Criminal Investigations		1	2		(3)		0	
	Investigations	Civil/Disciplinary Investigations	(1)		(5)		(2)		(8)	
	Employment Services	Polygraphy						(2)	(2)	
	Employment Services	Administration						(1)	(1)	
	Employment Services	Operations				(1)			(1)	
	Employment Services	Contractor Background Investigations					(1)		(1)	
	Employment Services	Explorer Program					(1)		(1)	
				(1)	(3)	(1)	(38)	(544)	(127)	(714)
	Total (a)									

(a) The number of positions available to be reallocated does not include positions that are part of the analysis of administrative services because the department needs to complete further analysis in this area.





**SUMMARY OF STAFFING IMPLICATIONS – TEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Investigations	Family Investigations	Adult Sex Crimes				(2)				(2)
	Family Investigations	Child Crimes			(1)					(1)
	Family Investigations	Domestic Violence				7				7
	Family Investigations	Missing Persons				(2)				(2)
	Property Investigations	Administration		(1)						(1)
	Property Investigations	Investigative Support			(2)		(5)		(1)	(8)
	Property Investigations	Auto Theft			(2)		(7)			(9)
	Property Investigations	Document Crimes			(2)		(11)			(13)
	Property Investigations	Property Crimes					5			5
	Violent Crime Investigations	VCB Desk			(4)					(4)
	Violent Crime Investigations	Night Detectives					8			8
	Violent Crime Investigations	Assaults					7			7
	Violent Crime Investigations	Homicide					8			8
	Violent Crime Investigations	Robbery			1		13			14

**SUMMARY OF STAFFING IMPLICATIONS -- TEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)	
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian			
Technical Services	Records and Identification	PACE Transcription							(53)	(53)	
	Property Management	Property Release				(1)			(2)	(3)	
	Communications	Calltaking and Dispatch							(72)	(72)	
	Communications Laboratory	Shift Supervision							(11)	(11)	
		Crime Scene Response							6	6	
Professional Standards	Administration		(1)							(1)	
	Special Investigations	Criminal Investigations			1	2	(3)			0	
	Investigations	Civil/Disciplinary Investigations			(1)	(5)	(2)			(8)	
	Employment Services	Polygraphy						(2)		(2)	
	Employment Services	Administration						(1)		(1)	
	Employment Services	Operations				(1)				(1)	
	Employment Services	Contractor Background Investigations					(1)			(1)	
	Employment Services	Explorer Program					(1)			(1)	
	Total			(1)	(3)	(1)	(31)	(479)	(127)		(642)

(a) The number of positions available to be reallocated does not include positions that are part of the analysis of A44 administrative services because the department needs to complete further analysis in this area.

Division/Bureau	Work Group	Position
Employment Services	Admin	Lieutenant
Fiscal Management	Facilities	Officer
Laboratory Services	Admin	Commander
Patrol	Centralized Booking	Sergeant
Patrol	Centralized Booking	Officer
Patrol Precincts	Admin	Sergeant
Patrol Precincts	Training Coordinator	Officer
Professional Standards	Admin	Sergeant
Public Affairs	Silent Witness	Officer
Public Affairs	Web Detail	Officer
Tactical Support	Air Support	Officer - Pilot
Tactical Support	Admin	Sergeant
Tactical Support	Admin	Officer
Technical Services	Admin	Assistant Chief
Traffic	Infrastructure Protection- Security	Sergeant
Traffic Enforcement Support	Traffic Hotline	Officer
Traffic Enforcement Support	Training Coordinator	Officer
Violent Crimes	Admin	Sergeant

Please note that civilians should replace sworn positions over time as the number of sworn officers employed by the department is reduced through attrition.

#### **H – PRIVATIZATION ANALYSIS**

In some instances, private firms may be able to provide services at a lower cost than the Phoenix Police Department regardless of how well the department manages its operations. One cannot assume, however, that private providers will necessarily be more efficient because governments have a built-in cost advantage that gives them a

significant edge over their private sector "competition."<sup>64</sup> Indeed, the only way to know for sure whether private firms can provide services more cost-effectively than a government is to put the service out to bid (which is an expensive and time consuming process). However, even if a service is put out to bid and it can be shown that outsourcing saves money, a rational government might choose not to outsource the service if the costs and risks associated with outsourcing exceed the benefits. It is prudent therefore, to make a qualitative assessment of the potential benefits of privatization, and then to weigh those potential benefits against privatization's costs and risks, before incurring the costs of putting a service out to bid.

A systematic assessment was conducted to determine for which department functions and activities investing the time and resources needed to solicit outside bids appeared prudent.<sup>65</sup> This analysis was undertaken in three steps:

- Assess the potential benefits of privatization
- Assess the costs and risks of privatization
- Weigh the costs and risks of privatization against the potential benefits

The results of the privatization analysis suggests the following functions are candidates for privatization and should be put out to bid to determine whether privatization or continued in-house service provision is more cost effective:

- Support the processing of initial license applications
- Enforce parking regulations in the downtown area
- Provide traffic and security support for events at downtown and other venues
- Provide security for the Mayor
- Monitor alarms in city-owned buildings
- Provide security and fare enforcement services on the city's transit system
- Provide fixed post security at selected transit locations
- Provide communications and dispatch services that support police operations

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<sup>64</sup> Governments pay no taxes, have no marketing or sales expenses, have no shareholders who expect to earn a profit, and are able to take advantage of tax exempt financing. These costs can easily exceed one-third of a private firm's expenditures.

<sup>65</sup> Please note that just because the department solicits bids to perform a function or activity does not mean the department will necessarily outsource the service. On the contrary, soliciting bids will provide the department with the information it needs to precisely calculate the benefits of outsourcing the service. Even if savings are possible, however, the costs and risks of privatization may exceed those savings.

- Provide accounting services that support the police department
- Provide purchasing and contract management services that support the police department
- Provide payroll services that support the police department
- Bill outside customers for services provided by the police department
- Support the construction of new police department facilities
- Coordinate the maintenance of police department facilities
- Provide information technology support for the police department
- Conduct polygraph examinations to support the hiring of new employees and volunteer/reserve programs
- Conduct polygraph examinations to support investigations
- Manage personnel records and processes
- Provide employee assistance services
- Respond and transport fugitives of justice from other jurisdictions
- Transport prisoners/arrestees to county jail
- Transport prisoners from the MSCO jail facilities to the Phoenix Municipal court
- Produce and distribute videos
- Manage the department's website
- Maintain and provide access to department records
- Enter reports into the PACE system
- Transcribe reports

### **I – SHARED SERVICES ANALYSIS**

There are a number of reasons why it might be beneficial for the department to collaborate with other city departments (or with other jurisdictions) to provide services. The potential benefits of such collaborations include:

- Taking advantage of economies of scale where capital costs are high
- Lowering the costs of goods and services by taking advantage of volume purchase discounts

- Reducing overall exposure and liability by pooling risks
- Leveraging expertise across the city, the schools, and other area communities
- Reducing the costs of addressing intermittent and seasonal service needs by coordinating service delivery efforts

The results of a systematic assessment of these potential benefits suggest the following functions are candidates for service in collaboration with the city government:

- Provide purchasing and contract management services that support the police department (some components are currently shared with the city)
- Bill outside customers for services provided by the police department
- Provide workplace safety and compliance services that support the police department (currently provided with the city)
- Support the construction of new police department facilities
- Coordinate the maintenance of police department facilities (some components are currently shared with the city)
- Provide information technology support for the police department
- Conduct background investigations (the police department could provide for the city)
- Conduct polygraph examinations (the police department could provide for the city)
- Provide employee assistance services
- Investigate allegations of criminal misconduct by police department, fire department, and other city employees
- Produce and distribute videos
- Maintain the police department's website
- Coordinate the police department's charitable initiatives

## **J – STAFFING IMPLICATIONS<sup>66</sup>**

The number of positions available to be reallocated will vary depending on whether patrol first responders are deployed on 8-hour, 10-hour, or 13-hour shifts. If patrol first responders are deployed using an 8-hour shift 714 positions will be available for reallocation (Exhibit I), if patrol first responders are deployed using a 10-hour shift 642 positions will be available for reallocation (Exhibit J), and if patrol first responders are deployed using a 13-hour shift 587 positions will be available for reallocation (Exhibit K).

## **K – IMPLEMENTATION**

The plan for implementing the study recommendations should have three parts:

- First, study recommendations that can be implemented relatively quickly should be identified and a plan for implementing these recommendations developed
  - A preliminary list of the study issues that can be implemented quickly include:
    - Confirm with the city human resources department when providing limited duty assignments for individuals who are not injured while on the job is appropriate
    - Adjust air support schedules and require sergeants to serve as working supervisors
    - Redeploy staff assigned to drive specialty vehicles on a full-time basis and assign staff to perform this function on a collateral basis
    - Reduce staff performing crime-free multi-housing, community programs, and abatement responsibilities in each precinct from three to two positions
    - Discontinue deploying CAOs in two-person teams and limit the time they devote to responding to calls-for-service
    - Discontinue the Special Assignment Unit (SAU) dedicated to serving warrants and redeploy staff
    - Assign SAU staff to work 8-hour shifts
    - Redeploy two duty commander positions and assign this responsibility to on-call commanders

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<sup>66</sup> The number of positions available to be reallocated does not include positions that are part of the analysis of administrative services because the department needs to complete further analysis in this area.





**SUMMARY OF STAFFING IMPLICATIONS – EIGHT-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Investigations	Family Investigations	Adult Sex Crimes					(2)			(2)
	Family Investigations	Child Crimes			(1)					(1)
	Family Investigations	Domestic Violence					7			7
	Family Investigations	Missing Persons					(2)			(2)
	Property Investigations	Administration		(1)						(1)
	Property Investigations	Investigative Support				(2)	(5)		(1)	(8)
	Property Investigations	Auto Theft				(2)	(7)			(9)
	Property Investigations	Document Crimes				(2)	(11)			(13)
	Property Investigations	Property Crimes					5			5
	Violent Crime Investigations	VCB Desk				(4)				(4)
	Violent Crime Investigations	Night Detectives					8			8
	Violent Crime Investigations	Assaults					7			7
	Violent Crime Investigations	Homicide					8			8
	Violent Crime Investigations	Robbery			1		13			14

**SUMMARY OF STAFFING IMPLICATIONS – EIGHT-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)						Total (a)	
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Technical Services	Records and Identification	PACE Transcription						(53)	(53)	
	Property Management	Property Release			(1)			(2)	(3)	
	Communications	Calltaking and Dispatch					(72)	(72)	(72)	
	Communications	Shift Supervision					(11)	(11)	(11)	
	Laboratory	Crime Scene Response					6	6	6	
Professional Standards	Administration		(1)						(1)	
	Special Investigations	Criminal Investigations		1	2	(3)			0	
	Investigations	Civil/Disciplinary Investigations		(1)	(5)	(2)			(8)	
	Employment Services	Polygraphy					(2)		(2)	
	Employment Services	Administration					(1)		(1)	
	Employment Services	Operations			(1)				(1)	
	Employment Services	Contractor Background Investigations					(1)		(1)	
	Employment Services	Explorer Program					(1)		(1)	
				(1)	(3)	(1)	(38)	(544)	(127)	(714)
	Total (a)									

(a) The number of positions available to be reallocated does not include positions that are part of the analysis of administrative services because the department needs to complete further analysis in this area.

**SUMMARY OF STAFFING IMPLICATIONS – TEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Patrol	Patrol Precincts	Community Action Outreach					(15)			(15)
	Patrol Precincts	Patrol				(8)				(8)
	Tactical Support/Air Support	Helicopter Squad			(8)		(368)			(376)
	Tactical Support/Specialty Vehicles	Fixed Wing Squad Driver			1		(9)			(8)
	SAU	Warrant Squad Squad Staffing			(1)		(8)			(9)
	Duty Command	Commander	(2)				(11)			(11)
	Walking Beats	Central City			(1)		(13)			(14)
	Walking Beats	South Mountain			(2)		(16)			(18)
	Curfew Center	Center Staffing						(2)		(2)
	Targeted Enforcement	Party Crew			(1)		(8)			(9)
	Community Relations	Wake Up Program					(1)			(1)
	Public Affairs	Administration	(1)							(1)
	Homeland Security	Homeland Defense Bomb Squad					(5)			(5)
	Traffic	Crash Response			(3)		(18)		9	(12)
Traffic	Front Desk					(7)			(7)	
Traffic	Infrastructure Protection			(2)				2	0	

**SUMMARY OF STAFFING IMPLICATIONS -- TEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Investigations	Family Investigations	Adult Sex Crimes					(2)			(2)
	Family Investigations	Child Crimes			(1)					(1)
	Family Investigations	Domestic Violence					7			7
	Family Investigations	Missing Persons					(2)			(2)
	Property Investigations	Administration		(1)						(1)
	Property Investigations	Investigative Support				(2)	(5)		(1)	(8)
	Property Investigations	Auto Theft				(2)	(7)			(9)
	Property Investigations	Document Crimes				(2)	(11)			(13)
	Property Investigations	Property Crimes					5			5
	Violent Crime Investigations	VCB Desk				(4)				(4)
	Violent Crime Investigations	Night Detectives					8			8
	Violent Crime Investigations	Assaults					7			7
	Violent Crime Investigations	Homicide					8			8
	Violent Crime Investigations	Robbery				1	13			14

**SUMMARY OF STAFFING IMPLICATIONS – TEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian		
Technical Services	Records and Identification	PACE Transcription							(53)	(53)
	Property Management	Property Release				(1)			(2)	(3)
	Communications	Calltaking and Dispatch							(72)	(72)
	Communications	Shift Supervision							(11)	(11)
	Laboratory	Crime Scene Response							6	6
Professional Standards	Administration		(1)							(1)
	Special Investigations	Criminal Investigations			1	2	(3)			0
	Investigations	Civil/Disciplinary Investigations			(1)	(5)	(2)			(8)
	Employment Services	Polygraphy							(2)	(2)
	Employment Services	Administration							(1)	(1)
	Employment Services	Operations				(1)				(1)
	Employment Services	Contractor Background Investigations					(1)			(1)
	Employment Services	Explorer Program					(1)			(1)
	Total (a)	Total		(1)	(3)	(1)	(31)	(479)	(127)	(642)

(a) The number of positions available to be reallocated does not include positions that are part of the analysis of A44 administrative services because the department needs to complete further analysis in this area.

**SUMMARY OF STAFFING IMPLICATIONS – THIRTEEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Assistant Chief	Commander	Lieutenant	Recommended Addition/(Reduction)				Total (a)
						Officer	Sergeant	Officer	Civilian	
Patrol	Patrol Precincts	Community Action					(15)			(15)
		Outreach					(8)			(8)
	Patrol Precincts	Patrol				(318)				(321)
	Tactical Support/ Air Support	Helicopter Squad			(3)	(9)				(8)
		Fixed Wing Squad			1					
	Tactical Support/ Specialty Vehicles	Driver				(2)				(2)
						(3)				(3)
	SAU	Warrant Squad					(8)			(9)
		Squad Staffing			(1)		(11)			(11)
	Duty Command	Commander			(2)					(2)
	Walking Beats	Central City				(1)	(13)			(14)
	Walking Beats	South Mountain				(2)	(16)			(18)
	Curfew Center	Center Staffing							(2)	(2)
	Targeted Enforcement	Party Crew				(1)	(8)			(9)
	Community Relations	Wake Up Program					(1)			(1)
Public Affairs	Administration			(1)					(1)	
Homeland Defense	Bomb Squad						(5)		(5)	
Traffic	Crash Response				(3)	(18)			(21)	
Traffic	Front Desk					(7)			(7)	
Traffic	Infrastructure Protection				(2)				(2)	

**SUMMARY OF STAFFING IMPLICATIONS – THIRTEEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)						Total (a)
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian	
Investigations	Family Investigations	Adult Sex Crimes				(2)			(2)
	Family Investigations	Child Crimes			(1)				(1)
	Family Investigations	Domestic Violence				7			7
	Family Investigations	Missing Persons				(2)			(2)
	Property Investigations	Administration		(1)					(1)
	Property Investigations	Investigative Support				(2)	(5)	(1)	(8)
	Property Investigations	Auto Theft				(2)	(7)		(9)
	Property Investigations	Document Crimes				(2)	(11)		(13)
	Property Investigations	Property Crimes					5		5
	Violent Crime Investigations	VCB Desk				(4)			(4)
	Violent Crime Investigations	Night Detectives					8		8
	Violent Crime Investigations	Assaults					7		7
	Violent Crime Investigations	Homicide					8		8
	Violent Crime Investigations	Robbery			1		13		14

**SUMMARY OF STAFFING IMPLICATIONS – THIRTEEN-HOUR SHIFT OPTION**

Bureau	Unit	Function	Recommended Addition/(Reduction)							Total (a)	
			Assistant Chief	Commander	Lieutenant	Sergeant	Officer	Civilian			
Technical Services	Records and Identification	PACE Transcription							(53)	(53)	
	Property Management	Property Release				(1)			(2)	(3)	
	Communications	Calltaking and Dispatch							(72)	(72)	
	Laboratory	Shift Supervision Crime Scene Response							(11) 6	(11) 6	
Professional Standards	Administration		(1)							(1)	
	Special Investigations	Criminal Investigations			1	2	(3)			0	
	Employment Services	Civil/Disciplinary Investigations Polygraphy			(1)	(5)	(2)			(8)	
	Employment Services	Administration							(2)	(2)	
	Employment Services	Operations				(1)				(1)	
	Employment Services	Contractor Background Investigations Explorer Program						(1)		(1)	
	Total (a)			(1)	(3)	(1)	(26)	(429)		(127)	(587)

(a) The number of positions available to be reallocated does not include positions that are part of the analysis of administrative services because the department needs to complete further analysis in this area.



- Reassess staffing of the curfew centers
  - Reassess staffing of the Targeted Enforcement Unit and redeploy staff as appropriate
  - Combine the North and South property crimes units
  - Discontinue Violent Crimes Bureau desk sergeant role and assign to night detective sergeants
  - Make more extensive use of night detectives to reduce call-outs and assign night detectives to work 8-hour shifts
  - Adjust full-time bomb squad staffing and place greater reliance on trained collateral staff to respond to bomb incidents
  - Assign front desk staff to 8-hour shifts and require sergeants to serve as working supervisors
  - Establish lead civilian worker positions in the Infrastructure Protection Unit
  - Reassess commitment to assigning full-time officer to the Wake Up program and reallocate one officer
  - Assign a lieutenant to lead the Public Affairs Bureau and reassign the commander who currently leads the bureau
  - Assign all communications operators and supervisors to an 8-hour shift and begin to reduce staff through attrition
  - Reassign the assistant chief assigned to lead the Professional Standards Division and assign a commander to lead the division
  - Have professional standards staff handle investigations independently (rather than as a member of a two-person team)
  - Decrease staffing of the Employment Services Bureau to reflect reductions in workload (e.g., reallocate two polygraph examiner positions and assign the lead polygraph examiner to serve as a working supervisor; reallocate one sergeant position; and reallocate one secretary II position)
  - Reassess commitment to assigning a full-time officer to coordinate the Explorer program
- After reviewing and confirming this list, department leaders should specify who should be responsible for implementing each recommendation and specify the time for completing implementation
- Second, a plan for implementing the remaining study recommendations should be developed

- For each recommendation, the management, cultural, operational, procedural and (as appropriate human resource)<sup>67</sup> issues that must be addressed as part of the implementation effort should be identified
  - In some cases, department leaders and staff can define the steps needed to support implementation based on their current knowledge of the department
  - In other cases, a better understanding of the issues that need to be addressed may be needed before specific implementation plans and strategies can be developed
    - Where surveys, focus groups, data collection, and/or analysis are needed to develop a strategy for addressing a specific issue the implementation plan should specify these activities explicitly
- This plan should identify the individual or individuals responsible for implementation and the timeframe for implementation (that is, the timeframe for beginning the implementation effort and when the implementation should be completed)
- Many departments have found it helpful to establish an overall task force that is responsible for overseeing the implementation of all accepted study recommendations and to establish other task forces responsible for helping to coordinate implementation efforts for recommendations in specific areas
- Third, a plan for redirecting excess resources (after accounting for staffing reductions needed to bring public safety funds into balance) must be developed
  - In developing this plan, care must be taken to ensure that resources redirected to enhancing services in the short term remain available to support growth in the long term
  - For example, the plan should recognize that resources redirected to specialty assignments may be difficult to reassign to support growth in the future
    - On the other hand, resources redirected to patrol activities can be redirected to support growth relatively quickly (for example, patrol officers focusing on proactive initiatives could be redirected to serving as first responders to calls-for-service)
- Because the components of this plan must be integrated – as excess capacity associated with implementing the study recommendations is created these resources should be redirected to more productive use – the overall implementation plan cannot be developed until a systematic plan for using excess capacity has been developed

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<sup>67</sup> A preliminary review of the memoranda of understanding with labor groups suggests that no negotiation will be required to implement the core study recommendations.

- This plan should be structured to maximize the value for the city and department from reallocating resources
- As a first step in this process the relative value (or utility) created by improving various aspects of police department services should be assessed
  - Doing so in a police department is not straightforward because the department provides such a wide range of services
    - For example, the benefits of improving response time must be weighed against the benefits of solving more burglaries
    - To systematically make such assessments a common measure of value (or utility) must be developed
    - A range of survey tools (including a market research tool known as "conjoint analysis"<sup>68</sup>) can be used to determine how utility increases (or declines) as services are enhanced or reduced
- Once the utility associated with improving (or reducing) services across the range of police department services has been defined a rigorous approach to reallocating resources can be developed
  - The cost of improving services in a given area can be compared to the utility that will be created
  - Resources should be allocated first to the areas where the cost per unit of improved utility is lowest
    - For some functions, such as patrol response times and investigative success, the analysis presented in this report can be used to estimate the costs associated with improving performance
    - For other functions, for example proactive initiatives focused on reducing crime, department managers would need to rely on their experience in estimating how performance would improve if additional resources were allocated in a given area
      - ◆ It should be noted that through this process, department managers would be put "on record" about the results expected to be achieved from allocating additional resources to a function
      - ◆ If expected results are not achieved, the resources could be reallocated to other uses

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<sup>68</sup> Conjoint analysis is a statistical tool that market researchers have used for more than 35 years to help private sector companies understand how to develop products and services that are valued by customers. In this context, conjoint analysis can be used to determine how department managers and stakeholders value the various "services" provided by the police department and to determine within selected service categories which services are the most important.

- From a theoretical perspective, this allocation process would continue until the marginal utility associated with each additional reallocation of resources is the same for all units

165739



CITY CLERK DEPT.

2011 MAY -6 AM 8:10

**CITY OF PHOENIX  
CITY COUNCIL WORK STUDY SESSION  
TUESDAY, MAY 3, 2011 - 2:00 P.M.  
CITY COUNCIL CHAMBERS  
200 WEST JEFFERSON**

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Pursuant to A.R.S. § 38.431.02, notice is hereby given to the members of the City Council and to the general public that the City Council will hold a meeting open to the public on Tuesday, May 3, 2011, at 2:00 P.M. located in the City Council Chambers, 200 West Jefferson, Phoenix, Arizona.

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1:00 P.M. - AN EXECUTIVE SESSION WAS CALLED FOR THIS TIME AT THE POLICY MEETING OF APRIL 12, 2011.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED. ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT SEQUENCE.**

**Action Taken:**

Mayor Gordon called the meeting to order at 2:15 p.m. with Council members DiCiccio, Gates, Johnson, Mattox, and Nowakowski present. Vice Mayor Williams was absent and Councilman Simplot joined the meeting via teleconference at 2:31 p.m.

ESTIMATED COUNCIL INFORMATION AND  
1. 2:00 P.M.- FOLLOW-UP REQUESTS.

This item is scheduled to give City Council members an opportunity to publicly request information or follow-up on issues of interest to the community. If the information is available, staff will immediately provide it to the City Council member. No decisions will be made or action taken.

**Action Taken:**

There were no requests for information or follow up.

CALL FOR AN EXECUTIVE SESSION.

A vote to call an Executive Session may be held.

**Action Taken:**

No action was taken.

THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.  
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT  
SEQUENCE.

WORK STUDY SESSION AGENDA

-2-

TUESDAY, MAY 3, 2011

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AGENDA ITEMS.

This item is scheduled to allow the City Manager to report on changes in the City Council Agenda and provide brief information reports on urgent issues. The City Council may discuss these reports but no action will be taken.

**Action Taken:**

No action was taken.

REPORTS AND BUDGET UPDATES BY THE CITY MANAGER.

This item is scheduled to allow the City Manager to report on changes in the City Council Agenda and provide brief informational reports on urgent issues. The City Council may discuss these reports but no action will be taken.

**Action Taken:**

No reports or updates were provided.

ESTIMATED

2. 2:30 P.M.-

TRANSMITTAL OF BERKSHIRE  
ADVISORS, INC. INNOVATION  
AND EFFICIENCY STUDY OF  
THE PHOENIX POLICE  
DEPARTMENT

Staff: Zuercher, Yahner  
(Presentation 30 min.)

This report provides information related to the transmittal of the Innovation and Efficiency Studies for the Phoenix Police Department.

This item is for information only. No City Council action is required.

Backup included in Council packet/City Clerk's Office.

**Action Taken:**

City Manager David Cavazos introduced the item and thanked Berkshire Advisors, Inc. for providing the study and everyone who contributed to the study. He introduced Assistant City Manager Ed Zuercher.

Mr. Zuercher thanked the Citizens for Phoenix for recommending a study and City staff who contributed to the study. He introduced Finance Director Jeff DeWitt. Mr. DeWitt discussed the process for contracting the study.

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.  
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT  
SEQUENCE.**

**WORK STUDY SESSION AGENDA**

**-3-**

**TUESDAY, MAY 3, 2011**

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Mayor Gordon asked City Attorney Gary Verburg if the City Charter was reviewed in relation to voter participation and Police and Fire Services. Mr. Verburg discussed the City Charter and the contracting of police services.

Councilman DiCiccio asked about the section of the Charter that discussed sworn positions. Mr. Verburg stated he would have to get back to Council on this.

Councilman DiCiccio requested a copy of the City Charter, the State Constitution, and amendments relating to public safety.

Mayor Gordon stated this issue was appropriate for Executive Session. Mayor Gordon requested the item be put on the agenda for the next Executive Session.

Mr. DeWitt introduced Mike Walker and Maureen Costello-Shea, Berkshire Advisors, Inc., who conducted the study.

Mr. Walker presented the report on the Innovation and Efficiency Study of the Phoenix Police Department. Mr. Walker stated that over the past three years, the environment in which the Police Department operates had fundamentally changed, creating challenges, but also opportunities.

Mr. Walker stated that identifying ways to adjust staffing levels to reflect the current demand for service and enhance operational efficiency would free up significant resources for reallocation and reinvestment.

Mr. Walker discussed various staffing analysis. He stated the patrol analysis suggested that significant patrol capacity could be reallocated. He added the investigative analysis suggested that some additional capacity for conducting follow-up investigations was needed. He stated the communication analysis suggested 72 communications positions could be reallocated. Mr. Walker stated that in total, the recommendations presented in the report would enable the department to reallocate up to 714 positions.

Mr. Walker discussed implementation efforts. He stated the financial implications of the study findings would depend on how well the department used the results and the extent to which the department used the study recommendations to build on its strengths.

Councilman Johnson asked how the reallocation of officers translated to savings. Mr. Walker stated savings could be derived from achieving the same levels of services with fewer officers.

Mayor Gordon discussed the current ten-hour shift schedule and asked about reductions in response times of officers. Mr. Walker discussed maintaining the same

**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.  
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT  
SEQUENCE.**

**WORK STUDY SESSION AGENDA**

**-4-**

**TUESDAY, MAY 3, 2011**

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levels of response time. Mayor Gordon noted response time was different from a reduction in crime.

Mayor Gordon asked what factors were considered when looking at one-or two-officer units. Mr. Walker stated it would depend on the type of call.

Mayor Gordon asked Chief Yahner if there were standard policies on whether to deploy one-or two-officer units. Chief Yahner stated the supervisory decision was based on the activity in each geographic area.

Councilman Johnson asked about the decline in calls for service. Mr. Walker explained the study looked at current workloads.

Mayor Gordon asked Chief Yahner if he recommended a fixed standard for one or two officer patrols. Chief Yahner stated no, adding Sergeants and Commanders should make the determination.

Mayor Gordon stated the officer safety studies seemed outdated. Ms. Costello-Shea stated the most recent study was from 2001.

Councilman Gates asked about the City's history with a 4-day and 10-hour work week. Mr. Yahner stated it has been in place since 1990.

Councilman DiCiccio asked if the 4-day and 10-hour work week was implemented to promote interest in patrol. Mr. Yahner stated yes. Councilman DiCiccio asked about the different types of supervisor levels. Mr. Walker discussed the Police organizational structure.

Mr. Zuercher mentioned the proposed City Manager's budget and the reduction of two sworn management positions.

Councilman DiCiccio asked about frontline strategic functions. Mr. Walker discussed manager functions. Councilman DiCiccio asked if the presenters had taken into account any shift overlap. Mr. Walker stated yes.

Mayor Gordon expressed concerns over the hiring and attrition of officers. He stated the study was only based on efficiency and response time. Mayor Gordon stated the City needed to continue being proactive, adding the focus should not only be on increasing response time but also reducing crime. He discussed the City Charter as it pertained to Police and Fire. Mayor Gordon stated it was important to continue investing in Police.

Mayor Gordon left the meeting at 3:10 p.m.



**THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.  
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT  
SEQUENCE.**

**WORK STUDY SESSION AGENDA**

**-5-**

**TUESDAY, MAY 3, 2011**

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Officer Mark Spencer, President of Phoenix Law Enforcement Association, stated that most of the recommendations of the study should not be implemented. Mr. Spencer emphasized the importance of community policing, adding the four-ten schedule facilitated this methodology. He stated reallocation was another word for elimination and stated the current system ensured resident and officer safety.

Mr. Walt Gray expressed concern for the size of the Police Department. He stated crime was declining as a result of demographics. Mr. Gray stated the Police Department should do more with less and should consult with the Arizona State University Criminology Department.

Councilman Gates stated the study was helpful. He stated he understood not all recommendations could be implemented but added the study should be evaluated by the Innovation and Efficiency Task Force.

Councilman Johnson left at 3:35 p.m.

Councilman Mattox stated he wanted to clarify the intent was not to change the City Charter. He stated he did not consider the word reallocate as meaning eliminate, but saw it as an opportunity to explore ways the Police Department could better serve residents. He requested management staff, the Police Department, and the union work together and return to the Council with recommendations that could be embraced.

Sergeant Michael Dywer stated he represented the Phoenix Police Sergeant and Lieutenant Association. He expressed concern for the study's lack of knowledge of the Phoenix Police Department operations. He added they did not do a ride-along, which he felt was critical to understanding operation.

Councilman Nowakowski thanked the Citizens for Phoenix and staff. He stated the study would be used as a tool for future planning.

**ESTIMATED**

3. 3:00 P.M.-

PHOENIX WEST HIGH-  
CAPACITY STUDY UPDATE

Staff: Morris, Santana  
(Presentation 10 min.)

This report provides the City Council with an update on the Phoenix West High-Capacity Alternatives Analysis (AA) and outlines several actions to be completed prior to formal adoption of a locally preferred alternative.

This item is for information only. No City Council action is required.

Backup included in Council packet/City Clerk's Office.

THE TIMES LISTED FOR AGENDA ITEMS ARE ESTIMATED.  
ITEMS MAY BE DISCUSSED EARLIER OR IN A DIFFERENT  
SEQUENCE.

WORK STUDY SESSION AGENDA

-6-

TUESDAY, MAY 3, 2011

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**Action Taken:**

Item not heard.

ESTIMATED

4. 3:10 P.M.-

STATE LEGISLATIVE UPDATE

Staff: Peters

(Presentation 10 min.)

Staff will provide a report regarding the results of the recently completed state legislative session.

This item is for information, discussion, and possible action.

**Action Taken:**

Item not heard.

Backup included in Council packet/City Clerk's Office.

ESTIMATED

3:50 P.M.- ADJOURNMENT

**Action Taken:**

Councilman Nowakowski adjourned the meeting at 3:45 p.m.

For further information, please call the Management Intern, City Manager's Office, at 602-262-4449.

For reasonable accommodations, call the Management Intern at Voice/602-262-4449 or TTY/602-534-5500 as early as possible to coordinate needed arrangements.

Si necesita traducción en español, por favor llame a la oficina del gerente de la Ciudad de Phoenix, 602-262-4449 tres días antes de la fecha de la junta.

PHOENIX CITY COUNCIL MEMBERS

Councilman DiCiccio  
Councilman Gates  
Councilman Johnson  
Councilman Mattox  
Councilman Nowakowski  
Councilman Simplot  
Vice Mayor Williams  
Mayor Gordon

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**CITY COUNCIL REPORT** CITY CLERK DEPT.

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TO: Ed Zuercher  
Assistant City Manager

2011 MAY 20 AM 7:48

FROM: Joseph G. Yahner  
Acting Police Chief

SUBJECT: EFFICIENCY IMPLEMENTATION PLAN

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The purpose of this report is to provide an update to the Public Safety and Veterans Subcommittee on the process that has been established to review and implement the innovation and efficiency study recommendations identified for the Police Department by the consultant, Berkshire Advisors, Inc.

### THE ISSUE

As part of the budgetary process for the 2010-2011 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc., the consultant who performed the study, presented an overview of their findings to the City Council.

### OTHER INFORMATION

To ensure the innovation and efficiency recommendations identified by the study can effectively improve police service without compromising public safety or endangering officers, a steering committee has been formed to coordinate a review of all the recommendations. The steering committee, comprised of the Assistant City Manager, the Acting Police Chief, an Assistant Police Chief, the Human Resources Director, and a Deputy Budget and Research Director will assign the study recommendations to one of five subcommittees chaired by Police Department executive/middle manager-level personnel. Each subcommittee will formulate a response and action plan for every recommendation and will report these findings to the steering committee.

The steering committee will facilitate input concerning these evaluations from employee labor organizations and will provide regular updates to the Public Safety and Veterans Subcommittee and City Council regarding a recommended course of action for each recommendation.

### RECOMMENDATION

This report is for informational purposes only.

Public Safety and Veterans Subcommittee

May 24, 2011



## Introduction

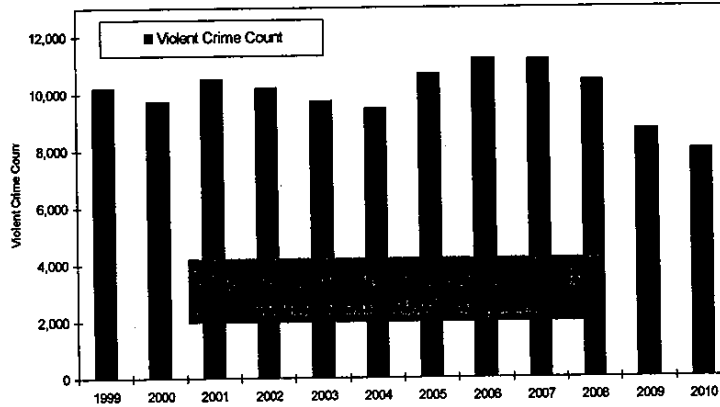
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- Analysis of recent violent and property crime trends
- Based on federal Uniform Crime Reporting (UCR) Standards
- Violent crimes include: murder, forcible rape, robbery, and aggravated assault
- Property crimes include: burglary, larceny-theft, motor vehicle theft, and arson

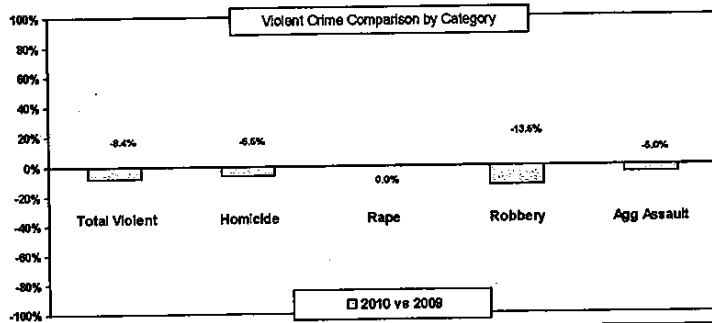
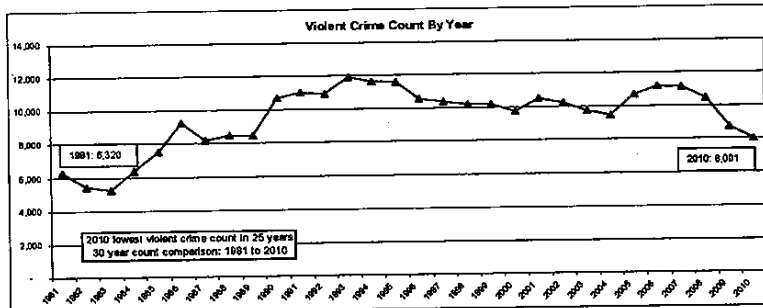


# Violent Crime

City of Phoenix Violent Crime Historical Comparison Based on Uniform Crime Reporting (UCR) Standards

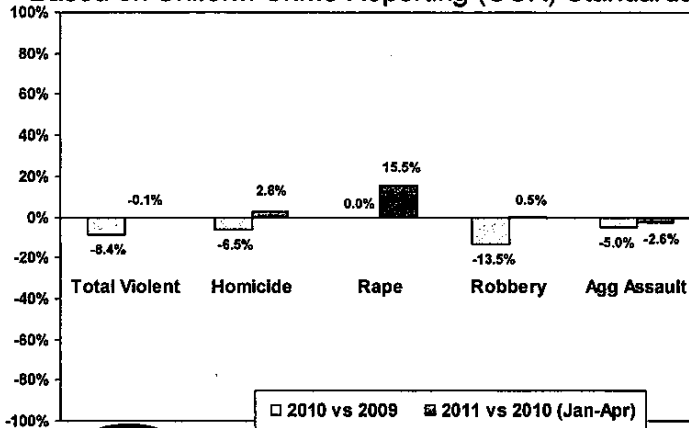


Uniform Crime Reporting (UCR) Violent Crime Comparison



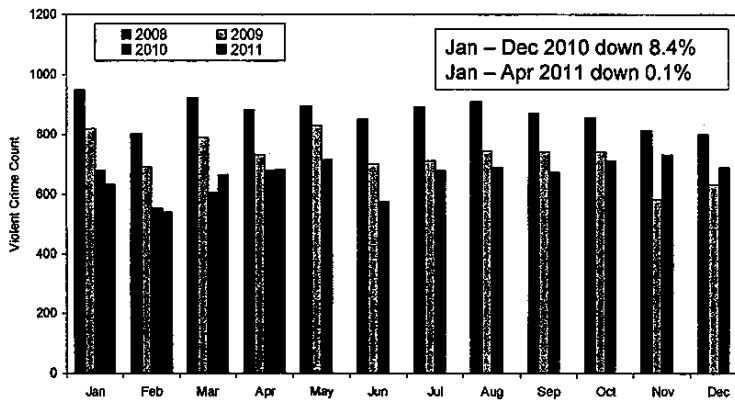
## Violent Crime

City of Phoenix Violent Crime Comparison by Category Based on Uniform Crime Reporting (UCR) Standards



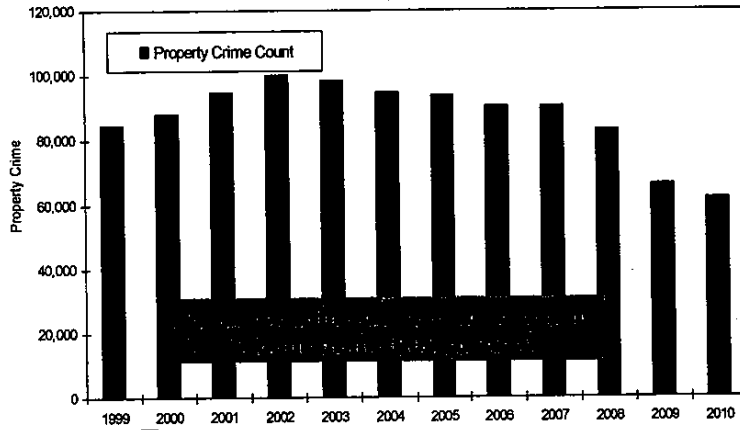
## Violent Crime

City of Phoenix Monthly Violent Crime Comparison Based on Uniform Crime Reporting (UCR) Standards

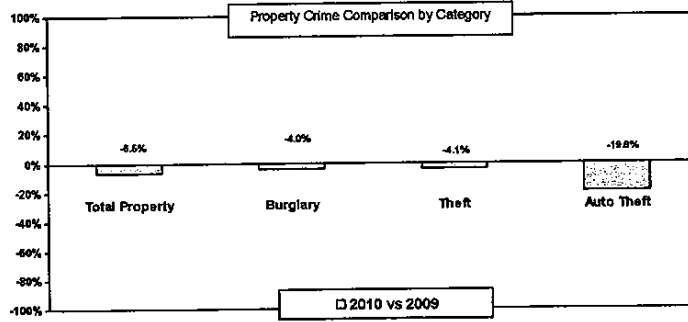
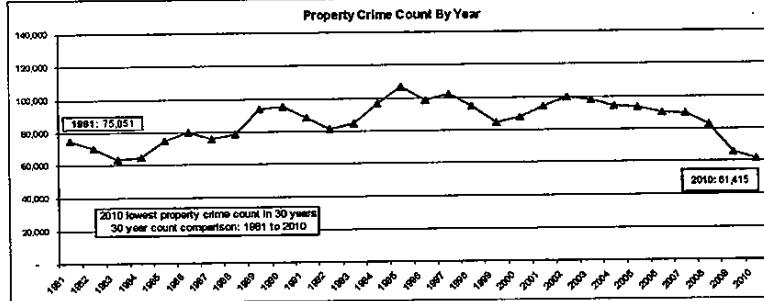


# Property Crime

City of Phoenix Property Crime Historical Comparison Based on Uniform Crime Reporting (UCR) Standards

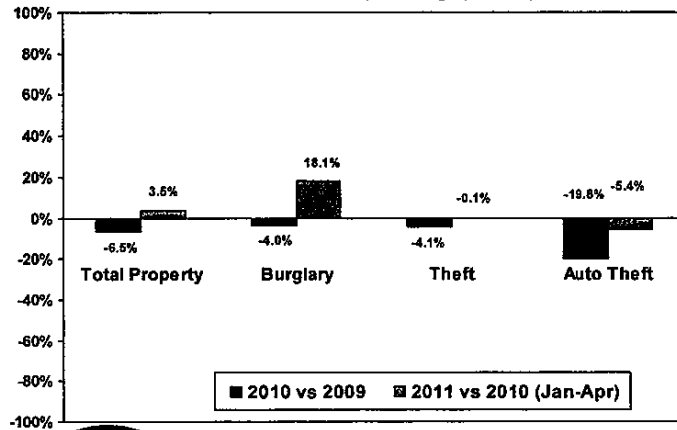


## Uniform Crime Reporting (UCR) Property Crime Comparison



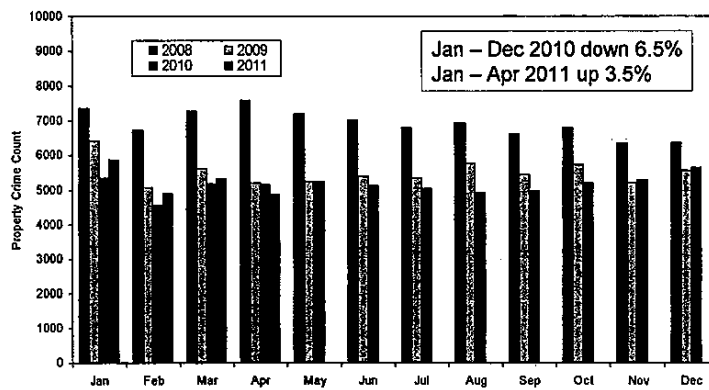
## Property Crime

City of Phoenix Property Crime Comparison by Category  
Based on Uniform Crime Reporting (UCR) Standards



## Property Crime

City of Phoenix Monthly Property Crime Comparison by Category  
Based on Uniform Crime Reporting (UCR) Standards





Questions/Comments?



**Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Tuesday, May 24, 2011**

CLERK DEPT.  
2011 JUN 28 PM 3:14

City Council Subcommittee Room  
Phoenix City Hall, 12<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Claude Mattox, Chair  
Vice Mayor Thelda Williams  
Councilman Michael Nowakowski

**Subcommittee Members Absent**

Councilman Michael Johnson

**Staff Present**

Penny Parrella	Ed Zuercher
Joe Yahner	Roxanne Song Ong
Patrick Hofmann	Jessica Amend
Karen Kontak	George Martin
Joe Klima	Tracy Montgomery
Robert Demlong	Martha Perez Loubert
Jeff Barton	Aaron Carreon-Ainsa
Sandra Hunter	Deanna Jonovich
Moises Gallego	Judy Boros
Chris Crockett	Frances Howard
Don Cross	Michael Kurtenbach
JoAnn Del-Colle	Will Buvidas
Felissa Washington-Smith	

**Public Present**

Kelly Dalton	Shannon Dubasik
Felicita Mendoza	Amy Bratt
Tracey Femenia	Gail Morgan
Daisy Nowry	Walt Gray
Kathya Hidalgo	Josephine Duffy
Sam Feldman	R E Gullion
Kerry Ramella	Lou Snow
Jody Wolf	Jerry Cline
Jill Celaya	Ann Malone
Harry Markley	Tom Williams
Jennifer Emerson	Russ Pomerant
Rick Naimark	Sarah Buel
Corey Williams	

**1. Call to Order.**

Chairman Mattox called the meeting to order at 10:08 a.m. with Vice Mayor Williams and Councilman Nowakowski present. Councilman Johnson was absent.

**2. Approval of minutes of the April 26, 2011 Meeting.**

Vice Mayor Williams motioned for approval of the minutes. Councilman Nowakowski seconded the motion, which passed 3:0.

**3. Paul Coverdell Forensic Science Improvement Grants Program – FY 2011 (Discretionary).**

**4. Paul Coverdell Forensic Science Improvement Grants Program – FY 2011 (Formula).**

**5. Authorization for the Fire Department to Apply for VOCA Grant.**

**6. Full Service Forensic Crime Laboratory Grant Program (CLAB) FY 2012.**

**7. FY 2011 DNA Backlog Reduction Program Grant.**

**8. 2011 Neighborhood Block Watch Grant Programs Awards.**

Vice Mayor Williams stated she had a few questions about item 6. She asked how quickly the Lab could catch up on the backlog of cases with the additional funding to cover overtime costs. Police Commander Harry Markley stated they had significantly reduced the backlog from 22,000 to approximately 8,000 but with approximately 2,400 new items per month to test, eliminating the entire backlog would be difficult.

Vice Mayor Williams asked if staff would ever stop using overtime for these purposes. Ed Zuercher, Assistant City Manager, stated using overtime pay can be more cost effective than hiring someone new in some circumstances.

Councilman Nowakowski asked at what point would the City need to hire additional staff for the Lab in order to be cost-effective. Mr. Zuercher stated staff would research that question.

Councilman Nowakowski asked if the \$85,000 budgeted equipment item was for a one-time purchase. Jody Wolf, Assistant Crime Lab Administrator, confirmed that it was for a one-time purchase of necessary equipment.

Vice Mayor Williams motioned for approval of items 3 through 8. Councilman Nowakowski seconded the motion, which passed 3:0.

**9. Request to Add Six Additional Photo Speed Enforcement Vans for School Zones.**

Acting Police Chief Joe Yahner introduced the item and Commander Joe Klima. Commander Klima stated school zones have been a focus area for speed enforcement measures. He stated over 200 citations were written by officers last year for speeding in a school zone, however 480 citations were issued based on information from two speed enforcement vans. He stated the desire was to have one photo enforcement van per precinct for school zone speed enforcement.

Vice Mayor Williams stated her office was called frequently near the beginning of each semester about speeding in or around school zones. She stated she encouraged the increased enforcement in school zones.

Vice Mayor Williams motioned to recommend the approval of the request. Councilman Nowakowski seconded the motion, which passed 3:0.

**10. Crime Statistics Update.**

This report was for Information Only. No presentation was planned.

**11. Shane Figueroa, South Mountain Precinct Scholarship Program.**

Acting Chief Yahner introduced the item. Commander Chris Crockett described the origin of the scholarship program. He stated this was a partnership with the South Mountain / Laveen Chamber of Commerce. He stated the scholarship would award one student each year with financial assistance for the student to attend South

Mountain Community College for two years and then one of the three Arizona public universities for two years. He stated this was part of the outreach and engagement efforts with the South Mountain community.

Councilman Mattox asked about the management of the scholarship.

Commander Crockett stated the program would be managed by South Mountain Community College. He stated no City funds would be used for the scholarship and that volunteers would work to raise funds for the program.

Councilman Nowakowski thanked Commander Crockett for attending a recent community meeting in Laveen.

## **12. License to Use City Property Agreement with ASU.**

Rick Naimark, Deputy City Manager, introduced the item and thanked Arizona State University for their efforts in this partnership. He introduced: Deanna Jonovich, Acting Human Services Director; JoAnn Del-Colle, Family Advocacy Center Director; and Sarah Buel, Faculty Director of the Diane Halle Center for Family Justice at the ASU Sandra Day O'Connor College of Law.

Ms. Del-Colle described the history and programs of the Family Advocacy Center. She stated the Center had existing partnerships with: the Human Services and Police departments; A New Leaf; EMPACT-SPC Trauma Healing Services; Jewish Family and Children Services; and Scottsdale Healthcare. She stated the Diane Halle Center for Family Justice at the ASU College of Law were new partners for the Center.

Ms. Del-Colle stated the groups and programs associated with this new partner group would be the Family Violence Clinic, the Medical Legal Partnership, the Avon Economic Empowerment Program, and the Human Trafficking Initiative. She stated these programs would be moving to space at the Center.

Ms. Buel thanked the City for their partnership in expanding access to programs that assist families in need. She described the programs moving to the Family Advocacy Center. She stated a \$50,000 grant from Avon funds the Avon Economic Empowerment Program. She stated the ASU College of Law had also received \$100,000 from the Hickey Family Foundation to provide additional services.

Ms. Del-Colle stated the proposed use agreement had a term of five-years, and included provisions for ASU to use up to 12,400 square feet of space. She stated the agreement required ASU to pay all tenant improvements and operating expenses. She described the benefits to the City.

Mr. Naimark thanked Chairman Mattox for suggesting the partnership, and thanked the Subcommittee for their continued support of the Family Advocacy Center.

Peggy Bilsten stated she was proud of the City for continuing to pursue opportunities to work with other agencies to provide better services. She stated women in domestic violence situations often need legal advice, and with the addition of the ASU programs, legal assistance would not be easier to access. She stated this was just the beginning. She stated the Center provided bilingual services.

Councilman Nowakowski asked staff to inform the Council if ASU decides to sublease any of their space with the City's approval. He also asked about the market value of the space and stated he wanted to ensure ASU understood they were receiving a benefit from the City for their provision of services. Mr. Naimark stated he would find information about the market value of the space.

Vice Mayor Williams stated she supported the Family Advocacy Center.

Councilman Nowakowski motioned to recommend approval of the use agreement. Vice Mayor Williams seconded the motion, which passed 3:0.

### **13. Authorization to Reallocate Bond Funds for Police Computer System.**

Mr. Zuercher stated this item resulted from the recommendations of the Kidnapping Statistics Review Panel, which encouraged the replacement of the Police computer system. He stated the proposal was to begin the replacement process starting on July 1, 2011.

Councilman Nowakowski asked about the length of the process. Mr. Zuercher stated it was a three-year process from start to full implementation. He stated it would cost approximately \$16 million over three years.

Councilman Nowakowski asked about the age of the current system and the compatibility with the computer systems of other law enforcement agencies. Mr. Zuercher stated the system was over 20 years old. Acting Chief Yahner stated compatibility with internal and external systems would likely be a major priority in the system evaluation process.

Councilman Nowakowski asked about partnering with other agencies to implement a shared or joint computer system. Acting Chief Yahner stated the Department wanted to pursue that option as well.

Vice Mayor Williams motioned for approval of the item. Councilman Nowakowski seconded the motion, which passed 3:0.

### **14. Underage Drinking and Alcohol Possession Diversion Program.**

The item was continued to a future agenda.

### **15. Internal Controls within the Police Department.**

Acting Chief Yahner introduced the item. He stated there were no substitutes for front-line supervisors when it comes to ensuring policy was followed appropriately.

He stated other internal control procedures provide multiple systems to ensure checks and balances at all levels. He introduced Maryvale Precinct Commander Robert Handy and Professional Standards Bureau Commander Dave Harvey.

Commander Handy stated the Police Department uses three basic levels of internal controls: supervisory review, Precinct Inspections Lieutenants review, and the Professional Standards Bureau Inspections Unit. He stated supervisor review included: field observations; arrest review; monthly notes for each officer; the Personnel Assessment System (PAS); and regular criminal history and Driver's License check. He stated PAS brought together multiple datasets for supervisors to review employee performance monthly.

Commander Handy stated Precinct Inspections Lieutenants perform a variety of monthly checks including:

- Ensuring compliance with internal Department policies through the inspection of multiple types of work logs;
- Confirming reports are completed by comparing Department and Accident Reports with tracking databases;
- Checking Citizen Complaint Logs and Use of Force Reports to ensure timely reporting of incidents; and
- Using random equipment inspection to ensure it was used and stored properly.

He stated these processes have helped him because it was a positive way to ensure compliance.

Commander Harvey described the Professional Standards Bureau Inspections Unit. He stated the unit was dedicated to ensuring the Department's compliance with established policies and procedures. He stated inspections were conducted regularly as well as by reported incidents. He stated some of the regular proactive inspections include: driving behavior, vehicle registrations, off-duty work inspections, off-site inspections, stun bag shotgun inspections, court appearance and court overtime inspections, and property room inspections. He also described the Case Management Proactive Inspection process.

The Subcommittee adjourned for a short recess at 10:58 a.m.

The Subcommittee returned at 11:03 a.m.

#### **16. Efficiency Implementation Plan.**

Mr. Zuercher stated the Innovation and Efficiency Study of the Police Department was authorized by the City Council as part of the budgetary process for Fiscal Year 2010-11. He stated significant resources were devoted to this study. He stated the City wanted to seriously address all of the items in the report.

Mr. Zuercher stated parts of the report were focused on policy questions, which the City Council would have to decide. He stated other parts of the report were more

administrative questions, which could be implemented without Council approval. He stated Council would still be informed about administrative changes. He also described some of the legal and human resource issues raised by the report.

Acting Chief Yahner described the initial implementation plans, which included short-, medium-, and long-term recommendations. He stated the Subcommittee and Council would hear from the Police Department frequently on updates to the implementation plan. He stated the process would also involve labor representatives and members of the community. He stated both groups were critical partners in this effort. He stated Assistant Chief Tracy Montgomery would be coordinating the implementation effort.

Assistant Chief Montgomery stated the results of the study were being taken seriously. She stated the commitment during the study period was to ensure accuracy of the data given to the consultant to ensure the results would be of the highest quality.

Assistant Chief Montgomery stated a steering committee had been established to guide the implementation process. She described the steering committee and stated it was comprised of the Assistant City Manager, the Acting Police Chief, an Assistant Police Chief, the Human Resources Director, and a Deputy Budget and Research Director. She stated 66 recommendations had been drawn out from the report and the steering committee would assign each recommendation to one of five subcommittees working on the implementation plan. She stated the subcommittees were:

- An investigations subcommittee, which would work on recommendations for investigative functions of the Department;
- A communications operations committee, which would evaluate and implement the recommendations related to communications;
- A patrol committee, which would be assigned recommendations related to patrol operations;
- A specialty subcommittee, which would be responsible for recommendations related to specialty areas of the Department; and
- A support subcommittee, which would be assigned recommendations related to administrative support functions of the Department.

Assistant Chief Montgomery stated five recommendations were implemented while the report was being finalized. She stated the remaining recommendations would be categorized as short-, medium-, or long-term, and subcommittees would report back to the steering committee every two weeks. She stated the plan was to report to the City Council monthly about implementation. She described the efforts to streamline and standardize the process to ensure the process and results were documented for each of the recommendations.

Councilman Nowakowski stated he was concerned about officer morale. He asked staff how they intended to ensure officers that the recommendations were not final.

Acting Chief Yahner stated he had shared written information Department-wide about the study and its recommendations. He stated he also had talked about the report in three of his recent weekly videos. Assistant Chief Montgomery stated Department leadership knew the report was controversial, but they are attempting to be proactive and open about the process. She stated any major changes would need to be implemented in the long-term, so there would be time to communicate before any major changes were implemented.

Councilman Nowakowski asked if the Phoenix Law Enforcement Association was following up on the report as well. Will Buividas, a PLEA Trustee, stated Acting Chief Yahner was doing a good job. He stated PLEA wanted to be part of the solution.

Vice Mayor Williams asked if the Council will see the results of the implementation. Assistant Chief Montgomery stated not all 66 of the recommendations were policy decisions, but that Council would be briefed on implementation steps.

Vice Mayor Williams asked whether the implementation process would be timely for labor negotiations. She stated she appreciated the opportunities for the community to get involved in the process, and that she supported officers.

Mr. Zuercher stated the process was intended to be complete by November to ensure it was timely for labor negotiations. He stated he understood that the Council did not want any layoffs as part of this process. Assistant Chief Montgomery stated the scope of the study was innovation and efficiency, not best-practices, so the results were about cost-effectiveness, not effective police strategy.

Ann Malone stated Citizens for Phoenix requested the study and wanted to continue to be involved in the process. She stated the community wanted to sit down with the implementation committee to work on these issues together.

Shannon Dubasik stated there were five murders in the Capital Mall area recently and that graffiti was a major issue in her neighborhood. She stated the community wouldn't be able to combat these problems without a strong partnership with the Police Department.

Russ Pomerant stated he was happy to hear that members of the community will be involved in the process. He thanked staff for including them and stated he looked forward to being involved in the process.

Louis Snow stated he was concerned about community involvement and that he wanted to see representatives on the steering committee and the subcommittees.

Jerry Cline stated he was concerned about the Phoenix Neighborhood Patrol group because Police Department staff have shifted their focus to other responsibilities.



Vice Mayor Williams stated she hoped the Department could increase participation in Phoenix Neighborhood Patrol. Assistant Chief Montgomery stated increasing volunteer participation was important for PNP.

Josephine Duffy stated she wanted to be involved and have a voice in the process as well.

Assistant Chief Montgomery reiterated the value of involving community members in the process. She stated their participation led to two-way learning.

Chairman Mattox thanked Citizens for Phoenix for suggesting the study. He stated this was a good start and that implementation would be a work-in-progress. He stated the goal was to identify what would work and what would not work out of the recommendations. He stated he had previous educational and work experience with these types of studies. He stated he understood the study as a blueprint, but that the top priorities are safe officers and a safe community. He stated he was happy to hear that the community wants to be involved in the process. He stated he was excited about the opportunity to make changes, but that he had no interest in layoffs of public safety personnel.

#### **17. Adjournment.**

Mr. Zuercher stated future agenda items would include: a monthly update on the implementation efforts from the Police Department Innovation and Efficiency Study; a return of the Underage Drinking and Alcohol Possession Diversion Program item that was continued; an overview of the work of the Subcommittee during the previous fiscal year; and information about the kidnapping statistics.

Chairman Mattox requested an item on a future agenda about the Fire Department Innovation and Efficiency Study.

Vice Mayor Williams requested an item on a future agenda about the proliferation of businesses offering to buy gold. She stated she was concerned there was little oversight or regulation.

Chairman Mattox adjourned the meeting at 11:42 a.m.

Respectfully submitted,  
Samuel Feldman  
Management Intern

**CITY COUNCIL REPORT**~~CITY CLERK DEPT.~~

TO: Ed Zuercher  
Assistant City Manager

2011 JUN 24 AM 7:46

FROM: Joseph G. Yahner  
Acting Police Chief

SUBJECT: EFFICIENCY IMPLEMENTATION PLAN UPDATE

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This report is to provide updated information to the Public Safety and Veterans Subcommittee regarding the Police Department's efforts to evaluate the feasibility of implementing the innovation and efficiency study recommendations identified for the Police Department by the consultant, Berkshire Advisors, Inc.

**THE ISSUE**

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc., the consultant who performed the study, presented an overview of their findings to the City Council.

**OTHER INFORMATION**

During the past month, the Berkshire Report Response Team, led by the six-member Steering Committee became fully operational. All of the efficiency recommendations identified in the Berkshire study have been divided between the five (5) subcommittees and each subcommittee has met at least once to begin the process of evaluating their assigned recommendations. As part of this process, all of the labor organizations have been contacted and their representatives are being invited to the different subcommittee meetings so they can offer their input.

Citizen involvement is an important component of the Berkshire Report Response Team. Within the past month, the Steering Committee and Precinct Committees identified residents who will comprise the Community Advisory Group. Additionally, Commander A.B. Smith has joined the Berkshire Report Response Team. His primary function is to liaison with the Community Advisory Group. He attends each of the subcommittee meetings so he can voice concerns expressed by the community members. He also serves to help subcommittee chairs avoid duplication of effort as well as prevent conflicting efforts across the various subcommittees. The Police Department will work with the advisory groups to hold community meetings in precinct areas to get public feedback on the Berkshire recommendations. This input will inform the work of the subcommittees, advisory groups and steering committee.

As the subcommittees perform assessments of the efficiency recommendations, part of their evaluation criteria includes making sure established goals within the Police Department, such as the commitment to Community Policing are taken into consideration. Their focus also includes making sure recommendations can improve the efficiency of police service without compromising public safety or endangering officers. Because the nature and complexity of the efficiency recommendations vary considerably, each has been assigned one of the following response designators: immediate, short-term, medium-term, or long-term. Response/action plans for efficiency recommendations identified as immediate are expected to be submitted by the subcommittee chairs to the Steering Committee as soon as possible. The remaining three classifications have due dates ranging from July to October. The subcommittees will work throughout the summer months to continue their evaluations and give presentations and engage in dialogue with the advisory group.

### RECOMMENDATION

This report is for informational purposes only.

**Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Tuesday, June 28, 2011**

City Council Subcommittee Room  
Phoenix City Hall, 12<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Claude Mattox, Chair  
Vice Mayor Thelda Williams  
Councilman Michael Johnson  
Councilman Michael Nowakowski

**Subcommittee Members Absent**

**Staff Present**

Ed Zuercher	Aaron Avila
Penny Parrella	Jose Yasem
Chief Joseph Yahner	Jodie Welch
Chief Robert Kahn	Scott Krushak
Aaron Carreon-Anisa	Louis Tovar
Martha Perez Loubert	Mark Tovar
Lionel Lyons	Kerry Ramella
Kevin Robinson	Luis Samudio
Mike Kurtenbach	Tracey Femenia
Corey Williams	Eric Jeffery
Marchelle Franklin	Gloria Ybarra
Karen Kontak	Kathya Hidalgo
Jill Ceja	Win Buindas
Lisa Ligocki	Judy Boros
Michael Kurtenbach	Cynthia Segovia
Roxanne Song Ong	

**Public Present**

Patrick Kelley  
Ofelia Madrid  
Lisa Moody  
Mark Spencer  
Julian Nabozny  
Ann Malone  
Joquese Blackwell  
Jeri Kishiyama

1. **Call to Order.**  
Chairman Mattox called the meeting to order at 10:07 a.m. with Vice Mayor Williams and Councilman Nowakowski present. Councilman Johnson joined the meeting at 10:25 a.m.
2. **Approval of minutes of the May 24, 2011 Meeting.**  
Vice Mayor Williams motioned for approval of the minutes. Councilman Nowakowski seconded the motion, which passed 3:0.
3. **IGA with Organized Crime Drug Enforcement Task Force.**

4. **FY 2011 Department of Homeland Security Grant.**
5. **Target Public Safety Grant Program.**
6. **G.R.E.A.T. Southwest Regional Grant.**
7. **Justice Assistance Grant (JAG) Program 2011.**
8. **Accept Two Grants for Fire Department Community Assistance Program.**
9. **2011 Emergency Operations Center Grant**

Vice Mayor Williams motioned for approval of items 3 through 9. Councilman Nowakowski seconded the motion, which passed 3:0.

10. **Discussion and Consideration of Reappointment of Phoenix Municipal Court Judge(s) for a New Four-Year Judicial Term.**

Chairman Mattox welcomed City Judge Gloria Ybarra. Judge Ybarra explained she has been a City Judge for more than seven years. She said she was honored to serve the citizens of Phoenix. Judge Ybarra stated that as a Judge she has looked at different issues in the community. She added Chief Presiding Judge Song Ong and Assistant Presiding Judge Jeffries had made valuable suggestions. Judge Ybarra stated she hoped to continue serving as a City Judge.

Chairman Mattox congratulated Judge Ybarra on her efforts and commitment to make improvements.

Councilman Williams stated she was impressed with Judge Ybarra's improvements.

11. **Recommendation on the Reappointment of Phoenix Municipal Court Judge for a New Four-Year Term.**

Councilman Nowakowski motioned to reappoint Judge Ybarra for a four year term. Vice Mayor Williams seconded the motion, which passed 3:0.

12. **Centralized Booking Review.**

Assistant City Manager Ed Zuercher introduced the item and Assistant Police Chief Kevin Robinson. Vice Mayor Williams asked if more than 32,000 individuals mentioned in the report went through centralized booking. Assistant Chief Kevin Robinson stated yes and discussed individuals with post judicated warrants, adding those individuals were taken to the Initial Appearance (IA) court.

Councilman Johnson joined the meeting at 10:25 a.m.

Vice Mayor Williams asked if the Police Department had the capability to do centralized booking electronically. Police Bureau Administrator Judie Welch stated centralized booking was electronic and everything in their system went to the jail.

Vice Mayor Williams asked if a booking fee had to be paid. Ms. Welch stated yes.

Vice Mayor Williams stated the City should try to get the fee reduced. Assistant Chief Robinson stated staff would look into the City's ability to negotiate.

Vice Mayor Williams stated she believed the Board of Supervisors set the rate.

Chairman Mattox stated the intention should be to conduct the booking process by video. He discussed individuals being booked and having no involvement on the part of the Sheriff's office other than an electronic involvement.

Chief Joe Yahner stated the video link saved Police the booking charge. He discussed Justice Assistance Grant (JAG) monies totaling \$900,000 and the limited program on pre-judicated warrants.

Ms. Welch discussed JAG funds and the Municipal Court. Ms. Welch explained people going through the central booking process could save the City money. She discussed expanding the central booking process to include additional violations.

Assistant Chief Robinson stated the central booking process would apply to individuals who were arrested for domestic violence.

Vice Mayor Williams asked if those individuals would be booked and sent to jail. Assistant Chief Robinson stated yes.

Chief Yahner discussed situations involving assaults.

Vice Mayor Williams asked if funds were available to add another judge at the court. Mr. Zuercher stated at the moment funds were not available, but the Police Department was looking at its resources to evaluate the booking process.

Vice Mayor Williams asked if certain hours were busier than others. Assistant Chief Robinson stated there was a heavier workload during the day and the vast number of arrests were made in the afternoon.

Vice Mayor Williams stated the current process was expensive and the goal should be to pursue savings.

Mr. Zuercher discussed the Public Safety Restoration Plan and funding sources. He stated a central booking place for officers led to patrol officers efficiencies but not necessarily any cash savings. Mr. Zuercher explained central booking allowed officers to return to the streets sooner. He added that over time there would be a need to move the booking program back to civilian staff. At this time, he explained, there were no funds to add civilian staff. Mr. Zuercher discussed the need to review accruing cost savings by avoiding jail costs and what the level of savings should be for the 2012-2013 budget plan.

Vice Mayor Williams asked if the City would spend an extra \$5 million this year waiting to make a decision.

Mr. Zuercher stated police officers would do the work, but the question was where they would work and the question was whether to use officers in central booking.

Vice Mayor Williams discussed finding \$5 million in savings and reducing jail costs. Mr. Zuercher stated savings had not been identified.

Mr. Zuercher stated it was important to make the process more efficient and ensure police officers spent more time in the community.

Vice Mayor Williams requested an analysis. Mr. Zuercher stated Budget and Research would review the numbers and issue a full assessment back to the Subcommittee.

Councilman Nowakowski stated the goal should be to have civilian employees in central booking and officers on the street. He asked if there was a way to add an extra booking fee. Mr. Zuercher stated he believed the booking fee was prescribed.

Councilman Johnson discussed running a 24 hour jail. He stated savings would not only include financial savings but also reductions in the amount of time officers spent booking individuals. Councilman Johnson discussed expanding the program and added it was important to retain the people currently at the IA court. He asked for clarification of the current process.

Assistant Chief Robinson discussed future expansion at the facility at Greenway Road and expanding the central booking facility. He discussed having a jail and how liability costs would outweigh any savings that could be accrued. He said there were savings when officers did not have to book individuals. Councilman Johnson asked about the cost of the judge and someone from the City Court monitoring and booking people in the morning and in the evening. Councilman Johnson stated the focus should be on implementing true cost savings. Assistant Chief Robinson stated the Municipal Court was a good partner.

Councilman Johnson discussed post judicated arrests and asked how many individuals failed to appear at the Court. Ms. Welch stated 3-4 people a day failed to appear.

Assistant Chief Robinson discussed arresting an individual for disorderly conduct and had additional violations would not be eligible to participate in the process.

Mr. Zuercher stated true cost savings were not clear. He stated there were a lot of moving pieces including county fees and the number of bookings that occurred. Mr. Zuercher added Budget and Research would look at true cost savings.

Councilman Mattox asked when the information would be available. Ms. Welch discussed the timeline for the JAG grant. Mr. Zuercher stated information could be available for the September subcommittee meeting.

Councilman Mattox requested staff return to the September subcommittee meeting with specific information that included implementation and true cost savings. He discussed the JAG grant and utilizing it to get equipment.

Councilman Johnson requested that when staff returned they delineate cost savings and efficiency savings. He stated everything could not be calculated as savings. He discussed officers working 3/13 hour days and being off for 4 days. Councilman Johnson stated he wanted to know why working that schedule was more efficient.

**13. Underage Drinking and Alcohol Possession Diversion Program.**

This item was for information only.

**14. Crime Statistics Update.**

Assistant City Manager Ed Zuercher introduced the item. Mr. Zuercher stated updated crime statistics indicated crime had decreased. Mr. Zuercher shared it would be Police Research Supervisor Connie Kostelac's last update due to a new position she accepted, and added she would be greatly missed.

Councilman Johnson requested a briefing on violent crimes including homicide and rape. Chief Joe Yahner stated there was a concern for property crime statistics increasing but explained crime on a year to date basis was down. Chief Yahner discussed rapes and trends. Mr. Zuercher stated that while other crimes had decreased, rape was one area that had not gone down.

**15. Efficiency Study Update.**

Assistant City Manager Ed Zuercher introduced the item. Mr. Zuercher discussed the efficiency study and stated Chief Montgomery was available for questions. He stated there was community involvement and a review by a citizens panel.

Ms. Ann Malone, member of the public, stated a unique and good foundational event took place allowing community members to work with upper management and the Police Department. She stated there was a satisfactory outcome and a tremendous amount of collaboration had occurred. Ms. Malone thanked the Mayor and Council and staff.



**16. Police Grant Application Status.**

This item was for information only.

**17. Status of the High Intensity Drug Trafficking Area (HIDTA) 21 Grant.**

This item was for information only.

**18. Status of Leads On Line Database.**

Assistant City Manager Ed Zuercher introduced the item and Assistant Police Chief Kevin Robinson. Ms. Ann Malone, member of the public, discussed Leads On Line. She stated a citizens group worked with Police in a collaborative effort to address the issue of stolen jewelry and belongings. Ms. Malone added Leads on Line was a benefit to the community and helped solve crimes. She thanked community members and staff who were involved.

Assistant Chief Robinson stated Leads On Line led to valuable dialogue and negotiation. He explained staff participated in training opportunities to increase the chances of solving theft related crimes. Chief Robinson stated Leads On Line offered Police the opportunity to access important information.

Councilman Nowakowski asked about second hand store licenses. Assistant Chief Robinson stated second hand stores were required to have a license.

Councilman Nowakowski asked who verified licenses. Mr. Zuercher stated the Police and City Clerk were involved in verifying licenses.

Councilman Nowakowski asked if second hand stores were required to be members of the Leads On Line database. Assistant Chief Robinson stated they were not required to be part of the database.

Chairman Mattox asked about regulations pertaining to Leads On Line. Mr. Zuercher discussed phase I and II of online reporting. He stated participants included small businesses and second hand dealers.

Vice Mayor Williams stated she saw a demonstration of Leads On Line and was impressed with the agencies and highly known vendors that were linked to the database.

Assistant Chief Robinson explained property detectives in Phoenix would be able to see information relating to an individual pawning property in Las Vegas, adding the database would serve as another tool.

Councilman Johnson asked about smoking shops and stores that bought gold. Assistant Chief Robinson stated all stores had to be licensed through the City whether they were registered with Leads On Line or not.

**19. Community Engagement Implementation Team Update.**

Assistant City Manager Ed Zuercher introduced the item, Equal Opportunity Department Director Lionel Lyons, and Police Chief Joe Yahner. He commended the Police Department for addressing recent crimes and investigations in the City.

Mr. Zuercher stated the Police Department had benefitted greatly from the participation of the Community Engagement and Outreach Implementation Team. He stated the involvement of community members led to the apprehension of a suspect. Mr. Zuercher shared a faith based group gave an award to the Police Department and to the City for embracing community engagement opportunities.

Mr. Zuercher discussed the recommendations made by the Community Engagement and Outreach Task Force and the Council's expectations that the recommendations be implemented. Mr. Zuercher thanked the members of the Community Engagement and Outreach Task Force, implementation team, and staff.

Mr. Lyons stated the Task Force developed 34 recommendations that fell into five categories. He added the implementation team was established to monitor and review the implementation of the recommendations. Mr. Lyons acknowledged the dedication and work of the community members who were involved.

Lieutenant Kurtenbach stated the Police Department has been working closely with the implementation team, which has led to a constructive partnership to renew and revitalize the community. He added the Police Department created an internal working group to implement the recommendations. Mr. Kurtenbach stated the recommendations were being implemented in several different ways, including a pilot program to install dash cameras in patrol cars; monthly "Coffee with a Cop" community events; expanding the Police ride-a-long program; expanding social media communication; and creating a mentoring program for young adults. Mr. Kurtenbach stated there were other accomplishments achieved in the implementation of the recommendations.

Mr. Julian Nabonzy, Police Hispanic Advisory Board Chair and business owner, stated he was dedicated to the community and added all of the recommendations took a lot of work and support from community members and staff.

Mr. Lyons stated plans were being made to host a Public Safety Day celebration in conjunction with the G.A.I.N. event in October. He added faith based groups and non-profit organizations were doing great work in assisting the Police Department to identify areas to promote community engagement.

Councilman Nowakowski stated the involvement of Advisory Board members was very important. He thanked all public members involved and added he hoped the City had the necessary resources to follow through with the recommendations.

Councilman Nowakowski requested that at the next meeting staff present available resources to implement recommendations. Mr. Zuercher stated the recommendations were Council approved and discussed the ability to receive a grant to put the recommendations into practice.

Councilman Nowakowski discussed youth programs and stated it was important to increase park and recreation opportunities for youth in the community.

Councilman Johnson thanked all volunteers for their time and dedication. He stated what the City was doing to address public safety issues had a huge impact nation-wide. Councilman Johnson discussed the importance of outreach to different communities and faith based groups throughout the City. He stated it was important for the Police Department to reach out to the Somalian community. Chief Yahner stated the Police Department would work on reaching out to the Somalian community.

Councilman Mattox stated he appreciated the involvement of the Human Relations Commission.

### **Future Agenda Items**

Vice Mayor Williams requested the next Subcommittee meeting include a report on block watch oversight.

Councilman Nowakowski requested an update on sex offenders and sex crimes.

Mr. Zuercher stated the next meeting would include an update on centralized booking.

### **20. Adjournment.**

Chairman Mattox adjourned the meeting at 11:42 a.m.

Respectfully submitted,  
Cynthia Segovia  
Management Intern

170827

CITY CLERK DEPT.

2011 SEP 23 AM 7:25

Public Safety and Veterans Subcommittee, September 27, 2011, Item 10

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**CITY COUNCIL REPORT**

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TO: Ed Zuercher  
Assistant City Manager

FROM: Joseph G. Yahner  
Acting Police Chief

SUBJECT: EFFICIENCY STUDY UPDATE - POLICE

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This report is to provide updated information to the Public Safety and Veterans Subcommittee regarding the Police Department's efforts in evaluating the feasibility of implementing the innovation and efficiency study recommendations identified for the Police Department by the consultant, Berkshire Advisors, Inc.

THE ISSUE

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety-related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc., the consultant who performed the study, presented an overview of their findings to the City Council. More than 60 efficiency recommendations were contained in their final report.

In the weeks that followed, the Police Department formed a working group to evaluate the feasibility of implementing the recommendations. The group's primary focus is to ensure the efficiencies serve to improve police service without compromising public safety or endangering officers and to ensure the recommendations also coincide with established Departmental goals such as community policing. This group, known as the Berkshire Report Response Team, is led by a six-member steering committee, which oversees five subcommittees tasked with performing the evaluations. The Team also has a community component, or Community Advisory Group, which enables citizen input to be taken into consideration during the evaluation process.

OTHER INFORMATION

During the summer months, the Berkshire Report Response Team's five subcommittees continued to meet and evaluate their assigned recommendations. Meetings were open to members of the community, employees, and labor association representatives. Through the end of August, the subcommittees collectively evaluated and completed response/action plans for approximately one third of all the recommendations. Of those, more than a dozen had been reviewed by the Community Advisory Group for citizen input and submitted to the steering committee for disposition. The subcommittees are continuing to work through the remaining evaluations.

During the months of July and August, ten (10) community meetings, including one conducted in Spanish, were facilitated by Commander Smith. The meetings were held in every Police precinct throughout the city. These gatherings enabled residents to learn about the efficiency recommendations and provide input. Community feedback received on each recommendation was documented and provided to the appropriate subcommittee for inclusion in their response/action plans. Feedback provided by the community regarding the transparency and overall approach to the evaluation process has been overwhelmingly positive.

Several recommendations have been implemented by the Police Department, to include:

- Phasing out the Callback Unit and replacing the function with an on-line reporting system;
- Reassigning the Public Affairs Bureau Commander position to be a part of duties of another commander;
- Reducing the number of polygraphers in the Police Employment Services Bureau;
- Reassigning one of two sergeants in the Police Employment Services Bureau;
- Eliminating the Professional Standards Division, and assigning all responsibilities of the Professional Standards Bureau, formerly in that division, to the bureau commander.

Most of the foregoing recommendations were implemented through the 2011-12 budget process or through attrition opportunities at the Assistant Chief and Commander level.

#### RECOMMENDATION

This report is for informational purposes only.

**Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Tuesday, September 27, 2011**

2011 DEC 16 PM 3:49  
CITY CLERK DEPT.

City Council Subcommittee Room  
Phoenix City Hall, 12<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Claude Mattox, Chair  
Vice Mayor Thelda Williams  
Councilman Michael Johnson  
Councilman Michael Nowakowski

**Subcommittee Members Absent**

**Staff Present**

Kathya Hidalgo	Lieutenant Vince Miaso
Sergeant Theresa Clark	Commander Tim Hampton
Scott Steventon	Stacy Hettmansperger
Sergeant Jeffrey Dick	Corey Williams
Ed Zuercher	Judie Welch
David Moore	Patti Moore
Marchelle Franklin	John Wayne Gonzalez
Esteban J. Gomez	Bryan Coley
Jeff Young	Jill Celaya
Stacy Osborn	Bob Demlong
Patti Rea	David Carter
Brian Rock	Aaron Avila
Jeff Barton	Chief Joe Yahner
Denise Archibald	Tracy Montgomery
Louis Tovar	Commander Sandra Renteria
Penny Parella	Lieutenant Michael Giammarino
Sandra Hunter	Stephanie Ribodal-Romero

**Public Present**

Angela Dominguez  
John Wicke  
Tom O'Brien  
Frank Barrey  
Diane Barker  
Randy Shipley  
Billy Shields  
Todd DeMasseo  
Melissa Ho  
Eric Emmert  
Tracy Morgan  
Amy Bratt  
Garry Hays

**1. Call to Order**

Chairman Mattox called the meeting to order at 10:05 a.m. with Vice Mayor Williams and Councilman Johnson present. Councilman Nowakowski joined the meeting by conference call at 10:10 a.m.

**2. Approval of minutes of the June 28, 2011 meeting**

Vice Mayor Williams motioned to approve the minutes. Councilman Johnson seconded the motion which passed 3:0

**3. Authorization to Apply for Fire Act Grants**

**4. School Resource Officer Program**

Vice Mayor Williams stated there was community concern with Moon Valley High School not being included on the list of schools to receive a Resource Officer. Chief Yahner responded that the Police Department would reach out to the school to see if it would be possible to get a school Resource Officer.

**5. Acceptance of Federal Fiscal Year 2012 Grants**

**6. Arizona Department of Public Safety Arizona Vehicle Theft Task Force Intergovernmental Agreement**

**7. Intergovernmental Agreement between City of Phoenix Police Department and City of Peoria Police Department for AZLINK**

Vice Mayor Williams motioned to approve items 3-7. Chairman Mattox seconded the motion which passed 3:0.

**8. Fire Efficiency Study Update**

This item was for information only.

**9. Kidnapping Statistics Panel Review**

This item was for information only.

**10. Police Efficiency Study Update**

This item was for information only.

**11. Request Authorization to Issue Request for Proposal for General Police Towing Services**

Assistant City Manager Ed Zuercher introduced the item and Assistant Finance Director Susan Perkins and Police Commander Sandra Renteria. Mr. Zuercher reiterated no Request for Proposal (RFP) has been issued yet. He stated staff was requesting direction from the Subcommittee on what the RFP process should look like and what factors should be considered. Ms. Perkins added the current towing contract expires at the end of November. Ms. Perkins stated staff recommended City Council approve the existing model, which solicits a request for proposal for each of the eight police precincts to enable smaller towing companies to compete for the contract and utilize the Best Value Procurement Process.

Councilman Nowakowski joined the meeting at 10:10 a.m. by conference call.

Vice Mayor Williams asked for clarification if the City would change the procurement process or use the existing one. Ms. Perkins responded the Police Department wanted to use the Arizona State University Best Value Procurement

Process, which is similar to the City's current procurement process, with some additions.

Chairman Mattox requested clarification on the additions and differences between the Best Value Process and current Procurement Process. Ms. Perkins responded that with the Best Value process, vendors are in a more scripted process that enables review of the material in smaller doses. Ms. Perkins indicated vendors identify additional services they could provide that were not specifically outlined in the RFP.

Chairman Mattox clarified the process would provide greater latitude to vendors. Chairman Mattox asked what the timeline would be for the process.

Ms. Perkins responded that staff is requesting input from Council before issuing an RFP and would need four to six months for the process.

Chairman Mattox asked from the start of the RFP, how much time it would take to get it on the street. Ms. Perkins stated within a month.

Vice Mayor Williams asked for clarification if the Arizona State University Process was different than the existing City procurement process or if the City would be modifying the Best Value Process. Ms. Perkins responded that ASU Best Value Process is in fact different from the City's process and are requesting to use it.

Chairman Mattox asked why the staff was recommending soliciting one proposal for each of the eight precincts. Ms. Perkins responded despite the challenge with managing potentially eight different contracts and vendors, it would allow for small vendors to compete. Ms. Perkins added there would be a risk of having one vendor for the entire City in that it could be challenging to recover if the service level went down for any reason.

Chairman Mattox asked for clarification if the City was currently utilizing one company, and if so, was there a back up built in. Ms. Perkins responded yes. Ms. Perkins added the City procured last time for a back up towing company but it only lasted two years because the company did not receive enough business.

Councilman Johnson expressed his concern with the cost effectiveness of procuring for a back up towing company considering the bond, insurance, and high cost. Councilman Johnson added his concern at the feasibility of having potentially eight contracts and enough business to avoid repeating the experience with the backup towing company.

Councilman Nowkowski asked if there were eight different zones, would there be eight different costs or uniform costs citywide. Ms. Perkins responded there could potentially be eight different costs.



Councilman Nowkowski clarified there could be a difference in price between north and south Phoenix for an example. Ms. Perkins responded yes.

Tracy Morgan, Phoenix resident and former employee of United Road Towing, stated when she began working for another towing company, she was informed by United Road Towing that she could not work elsewhere because she signed a non-compete clause. Ms. Morgan indicated she wanted the Subcommittee to be aware of the treatment of their workers.

Councilman Johnson asked if she had a copy of the non-compete clause. Ms. Morgan replied yes.

Angela Dominguez, Phoenix resident and former employee of United Road Towing, indicated both she and her current employer received letters from United Road Towing stating she would be sued if she did not quit her position due to the non-compete clause she signed. Ms. Dominguez requested the City consider this treatment when considering which companies to do business with.

Chairman Mattox clarified the Subcommittee was only directing staff on the RFP process.

Frank Perry, retired traffic engineer, described his personal experience with a towing and impounding company. Mr. Perry expressed his concern with items missing from his car, challenges filing claims, and overall poor customer service. Mr. Perry expressed his concern with the City selecting the lowest bid for the contract given the challenges he described. He indicated that he supports local companies and quality service.

Chairman Mattox reiterated the Subcommittee would be directing the process. He stated the Subcommittee wants to ensure a fair process and welcomed residents to express their concerns later in the process when the City Council reviews and awards the contracts.

John Wicke, Phoenix resident, expressed his support for the Best Value Process.

Councilman Nowkowski requested clarification regarding the proposed Best Value process and if the City would use the process in its entirety or parts of it. He also asked what kind of scoring would be utilized. Ms. Perkins responded the City would like to use the entire Best Value process. Ms. Perkins specified other factors besides cost would be considered as part of the process.

Councilman Nowakowski indicated his desire to have an RFP process that ensures openness and upholds integrity.

Gary Hayes, Phoenix resident, indicated that regardless of the challenges faced by the previous back-up towing company, small towing companies could get enough businesses within each individual Police precinct or zone.

Chairman Mattox expressed his support for the Best Value Process option because it focuses on complicated large contracts and provides opportunities for bidders and public comment throughout the process. He expressed his concern about using eight different contracts versus one contract for the entire City. Chairman Mattox stated his preference would be to combine precincts into two or four zones and solicit a proposal for each.

Vice Mayor Williams expressed her support for the ASU Best Value Process given the better transparency and confidence it provides to tax payers. She also expressed concern with soliciting eight proposals because of the uncertainty that the small companies could compete. Vice Mayor Williams stated her preference for soliciting four proposals.

Councilman Johnson stated his support for the ASU Best Value process. He requested that staff provide a briefing to the subcommittee to describe what would occur as part of the new process. Councilman Johnson indicated his preference for soliciting for proposals for two zones because it would be more cost effective, provide more competitive options, and be easier to monitor. Councilman Johnson also requested that the zones be divided by the north and south.

Councilman Nowakowski expressed his support for the Best Value Process and requested to be more involved and updated on each stage of the process to see if it would be an applicable process citywide. He stated his preference in splitting the City into two zones.

Chairman Mattox stated that though he preferred four zones, if it was the consensus of the Council, he would support two zones.

Councilman Johnson motioned to approve a Request for Proposal for two zones using the ASU Best Value Procurement Process and request to extend the current contract for six months. Vice Mayor Williams seconded the motion which passed 4:0

#### **14. Family Investigations Bureau Case Management Review**

Item was taken out of order. Assistant City Manager Ed Zuercher introduced the item. Mr. Zuercher provided a brief history of the issue. Mr. Zuercher stated the Police Department has developed a Case Review Taskforce and partnered with the City Auditor to review the cases. Mr. Zuercher indicated Chief Yahner and City Auditor Bill Greene would present on their progress and would brief the subcommittee at a later date regarding what actions the Police Department intends to change. Chief Yahner added the department took immediate action once they became aware of the situation. Chief Yahner thanked Bill Green and his staff for

their assistance. Chief Yahner reiterated the Taskforce was looking into all of the cases to provide the appropriate service to the victims and their families. Chief Yahner introduced Commander Demlong to discuss the timeline and issue in more detail.

Commander Demlong discussed the timeline beginning in June 2010.

Commander Demlong added that pending the findings of the Taskforce, the City would work with the County Attorney's Office on prosecution if needed. Commander Demlong reiterated the Department is taking the issue very seriously and is training Commanders, Detectives and Officers on new policies and procedures pertaining to the case management system.

City Auditor Bill Greene described the following focus areas of the auditor's office from July 1, 2011 to September 2011.

- Whether cases complied with police policies and were accurately designated as open, closed, pended, or "information only."
- What action police management took as a result of findings from the Professional Standards Bureau (PSB)
- If the Child Crimes Unit as a whole is conducting investigations in compliance with police case management policies and procedures and if any improvements are needed.

Vice Mayor Williams asked how many cases have been reviewed. Commander Damlong responded 290 cases have been reviewed but the Taskforce is reviewing cases over a ten year timeframe.

Vice Mayor Williams asked who is accountable for the issue. Chief Yahner responded the Police Department is responsible and he will be fixing this problem. Chief Yahner added Lieutenant Giammarino's group was reviewing quality samples of cases across the unit to proactively identify if any other issues exist.

Councilman Nowakowski thanked Chief Yahner for the update on the policies and procedures and expedited process. He expressed the importance of benchmarks checks and balances, frequent ongoing training, and ensuring officers are not overloaded with cases. Lieutenant Giammarino responded the Police Department will be taking a sample size the cases to ensure whether they were handled properly.

Councilman Johnson thanked staff for looking into the issue. Councilman Johnson expressed interest in knowing how supervisors would be held accountable. He expressed concern as to how someone was able to conduct incomplete case management over such a length of time without supervisor's being held

accountable as well. Chief Yahner stated the Police Department was working toward a check list for supervisors based on the audit.

Chairman Mattox requested to receive additional information and updates on the issue.

## **12. Precious Metals Dealer Review**

Councilman Nowakowski signed off the conference call at 11:10 a.m.

Assistant City Manager Ed Zuercher introduced the item and Chief Yahner, Commander Tim Hampton, and Sergeant Jeff Dick. Sergeant Dick described the monitoring of Dealers of Precious Items by the Pawnshop Detail in partnership with the Phoenix Police Department to ensure compliance with the state statute and city code licensing and identify if they are selling any stolen property. Sergeant Dick stated assistance would be provided to new dealers found not in compliance to get into compliance before prosecuting. He reiterated the focus of inspections on dealers of precious items, often co-located with other business, given their growing numbers of pop ups and high frequency of stolen goods.

Councilman Mattox asked how the initial meeting with a non-compliant dealer is handled, and if it was cease and desist. Sergeant Dick responded once the dealer was assisted in applying for a license, they would go over the law and how to communicate with the Police Department on how to process perceived stolen items.

Vice Mayor Williams asked how the businesses are communicated to about the laws. Sergeant Dick responded the industry is good at regulating itself, where the Police Department receives phone calls from pawnshops identifying dealers who are operating without a license. Sergeant Dick added the Police reinspects the store a couple of weeks after the initial communication and inquires with the City Clerk to see if they obtained a license. Sergeant Dick reiterated the goal is for everyone to be in compliance.

Mr. Zuercher asked Sergeant Dick to clarify for the subcommittee who residents could inquire with if they see a new Buy Gold business in their neighborhood. Mr. Dick responded residents could call City Clerk or Police Department. Mr. Zuercher stated staff would get information to the Subcommittee members to assist their inquiring constituents.

Commander Hampton stated within 30 days after inspection, most of the dealers of precious items are in compliance with licensing.

Councilman Johnson expressed concern with the large amount of We Buy Gold establishments popping up in the community and the difference in their monitoring compared to pawn shops. He expressed interest in knowing the recommendations from the investigators to improve the enforcement. Mr. Dick responded that when

Council amended Chapter 19 in the City Code in June they provided tools that enable the proactive measures in enforcement.

### **13. Metal Theft Enforcement Update**

Chairman Mattox left the meeting at 11:20 a.m.

Tim Hampton and Theresa Clark introduced the item. Commander Hampton discussed recent crime trends pertaining to metal theft, which include increases in theft of air conditioning units and catalytic converters from automobiles.

Commander Hampton indicated the increase in theft of catalytic converters was due to the exemption of auto core and auto salvage yards from state law prohibiting the sale of catalytic converters at scrap yards. Commander Hampton also described a new trend of selling stolen vehicles to scrap yards as ferrous material because per state law, scrap yards do not have to report the transaction of ferrous material into the statewide database.

Chairman Mattox returned at 11:25 a.m.

Commander Hampton added that though there is a national law there is no statewide conformity to it.

Councilman Johnson asked if it would be possible to prosecute under Federal Law. Sergeant Clark responded there is a national law which requires items \$2,500 or more sold to go into a database which was just brought to the attention of the Police Department in June.

Councilman Johnson left at 11:30 a.m. Lost quorum.

Chairman Mattox stated in the last three to four years, the City has had a good working relationship with the scrap yard industry and the State to support these efforts. Chairman Mattox added the need to continue to work with the industry to address these issues.

### **15. Centralized Booking Review**

Assistant City Manager Ed Zuercher introduced the item. Jeff Barton presented the item which the Subcommittee was briefed on at the previous meeting.

Councilman Johnson returned at 11:35 a.m. Regained quorum.

Mr. Barton briefly described the proposed pilot video appearance program. He stated the estimated number of post adjudicated arrestees that would qualify for the video appearance is 3 per day and estimated start-up costs for the program would be \$170,000 and could be purchased with the Justice Assistance Grant.

Vice Mayor Williams expressed concern with only three arrestees using the service per day. Assistant Police Chief Kevin Robinson responded there are only three

qualifying post adjudicated arrestees because they are found through a new complaint or charge.

Mr. Barton added staff recommends postponing the expansion of the second central booking facility as it would not generate any cost savings at this time. Mr. Zuercher added civilian staff hiring is temporarily on hold.

## **16. Future Agenda Items**

## **17. Adjournment**

Chairman Mattox adjourned the meeting at 11:40 a.m.

2011 OCT 21 AM 7:40

**CITY COUNCIL REPORT**

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**TO:** Ed Zuercher  
Assistant City Manager

**FROM:** Joseph G. Yahner  
Acting Police Chief

**SUBJECT:** EFFICIENCY STUDY UPDATE - POLICE

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This report provides updated information to the Public Safety and Veterans Subcommittee regarding the Police Department's efforts in evaluating the feasibility of implementing the innovation and efficiency study recommendations identified for the Police Department by the consultant, Berkshire Advisors, Inc.

**THE ISSUE**

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety-related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc., the consultant who performed the study, presented an overview of their findings to the City Council. More than 60 efficiency recommendations were contained in their final report.

In the weeks that followed, the Police Department formed a working group to evaluate the feasibility of implementing the recommendations. The group's primary focus is to ensure the efficiencies serve to improve police service without compromising public safety or endangering officers and to ensure the recommendations also coincide with established Departmental goals such as community policing. This group, known as the Berkshire Report Response Team, is led by a six-member steering committee, which oversees five subcommittees tasked with performing the evaluations. The Team also has a community component, or Community Advisory Group, which enables citizen input to be taken into consideration during the evaluation process.

**OTHER INFORMATION**

During the past month, the Berkshire Report Response Team's five subcommittees continued to meet and evaluate their assigned recommendations. Meetings were open to members of the community, employees, and labor association representatives. Through the end of September, the subcommittees had collectively evaluated and completed response/action plans for approximately seventy-five percent of all the recommendations. Response/action plans for the remaining recommendations are expected to be completed this fall. The Community Advisory Group will be reviewing all completed response/action plans not already viewed, after which, the documents will be

forwarded to the Steering Committee. Once the evaluations are completed, the Police Department will prepare a comprehensive response document summarizing each of the Berkshire recommendations along with the subcommittees' evaluation summaries and the Department's desired course of action for each. This report is expected to be completed by the first of the year.

As part of the Police Department's ongoing commitment to innovative and efficient operations, a six-month pilot program in patrol to evaluate the 3/13 work schedule is currently in the planning stages. The program is scheduled to be conducted in the Cactus Park Precinct beginning January 7, 2012, and will involve first responders and their supervisors. The pilot program was part of the 2010-12 labor negotiations with the Phoenix Law Enforcement Association and is being implemented as a result of the approved MOU.

A full review of all recommendations and actions taken by the Police Department will be presented to the City Council at the conclusion of the review process.

### RECOMMENDATION

This report is for informational purposes only.



**Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Tuesday, October 25, 2011**

2011 DEC 16 PM 4:01  
CITY CLERK DEPT.

City Council Subcommittee Room  
Phoenix City Hall, 12<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Claude Mattox, Chair  
Vice Mayor Thelda Williams  
Councilman Michael Johnson  
Councilman Michael Nowakowski

**Subcommittee Members Absent**

**Staff Present**

Cdr. Robert Demlong  
Scott Steventon  
Sgt. Mark Schweikert  
Jill Celaya  
Sgt. Charmane Osborn  
Patricia George  
Stephanie Ribodel Romero  
Ray Klucznik  
Lt. Brian Lee  
Cdr. Joe Klima  
Sgt. Steve McClellan  
Sgt. Jeremy McClimans  
Acting Chief Joe Yahner  
Umayok Novell  
Don Peyton  
Penny Parella  
Corey Williams  
Lisa Takata  
Lt. James Gallagher

Sgt. Jayson Johnson  
Lt. Bryan Coley  
Sgt. Jeff Hutchison  
Deanna Jonovich  
Lt. Anthony Lopez  
Lt. Marks Cousins  
Scott Krushak  
Asst. Chief Tracy Montgomery  
Judge Roxanne Song Ong  
Jeff Jamison  
Sgt. Shane Disotell  
Tracey Femenia  
Sgt. Jamie Jessing  
Aaron Carreon Ainsa  
Ed Zuercher  
Stacy Hettmansperger  
JoAnn Del-Colle  
Cdr. Brent Vermeer

**Public Present**

William Hernandez  
Greta Rogers  
Peggy Bilsten  
Victoria Ames

**1. Call to Order**

Chairman Mattox called the meeting to order at 10:07 a.m. with Councilman Johnson and Councilman Nowakowski present. Vice Mayor Williams arrived at 10:10 a.m.

**2. Approval of minutes for the September 27, 2011 and October 4, 2011 meetings.**

Councilman Johnson motioned to approve the minutes from the September 27, 2011 and October 4, 2011 meetings. Councilman Nowakowski seconded the motion which passed 3-0.

**3. Authorization to Accept Annual FEMA USAR**

Councilman Johnson motioned to approve acceptance of annual FEMA funding for the USAR program. Councilman Nowakowski seconded the motion which passed 3-0.

**4. COPS, CERT, and PNP Programs Update**

No discussion

**5. PACE Replacement Update**

No discussion

**6. Block Watch Oversight Update**

No discussion

**7. Traffic Impact Program School Enforcement**

No discussion

**8. Kidnapping Statistics Panel Review**

No discussion

**9. Family Investigations Bureau Case Management Review**

Ed Zuercher, Assistant City Manager, introduced the item. Chief Yahner presented with City Auditor Bill Greene. Chief Yahner provided a timeline of the investigation and audit thus far. He noted not only were the detective's cases reviewed but all cases were reviewed to ensure the department as a whole was adhering to the case management protocol. Chief Yahner indicated 70 cases were reviewed so far, of which four were sent to the County Attorney for possible prosecution. Chief Yahner stated the audit determined 81% of the detective's cases were found to not be in compliance with case management. He credited Bob Demlong for updating departmental policies as soon as the audit was known. He added the updated policies would be implemented at all levels of the department. Chief Yahner stated the department created a Quality Assurance Unit that would continue to make improvements across the department and ensure the data utilized was valid and comprehensive.

Chairman Mattox asked if the department drew a line with how far back they reviewed cases based on statutes of limitations. Chief Yahner responded yes. Chairman Mattox clarified one case had exceeded the statute of limitations. Chief Yahner replied yes.

Greta Rogers, Phoenix resident, expressed concern about the 800 unresolved cases she found unacceptable from such an excellent Police Department. She encouraged Chief Yahner to address any kind of felony cases to ensure they were acted on in a timely and thorough manner for a greater benefit to community safety, as well as the victims and their families.

Vice Mayor Williams expressed concern about the timeline for implementing recommendations outlined in the audit extending as far out as June 2012. She indicated some of the recommendations should be given a higher priority rather than waiting until the first of the year.

Councilman Nowakowski asked who in the department would oversee the checks and balances to ensure policy implementation, appropriate case loads by detectives, and adherence to additional training if found necessary. Chief Yahner responded he would be overseeing the implementation of the recommendations. He added the department pushed the deadlines out because they were working globally across the department for implementation, but it could be possible to move up the timelines specifically for the Child Crimes Unit recommendations. Mr. Greene replied he would also be receiving reports from Police on the implementation of the recommendations.

Councilman Johnson expressed his concern with the possible increase in case loads and repetition of the problem based on the discussion of possibly repealing the City's sales tax on food. Chairman Mattox noted the food tax would be discussed in greater detail at the Policy Session that afternoon.

#### **10. Police Efficiency Study Update**

No presentation given. Greta Rogers, Phoenix resident, asked when the City Council should anticipate having final recommendations on the report from staff. Mr. Zuercher responded the goal was to get through the work associated with the recommendations by the end of the year to produce the completed report by December 31, 2011.

Chairman Mattox asked for clarification that some of the recommendations were already in process. Mr. Zuercher replied that the chairman was correct.

#### **11. Family Violence Clinic**

Assistant City Manager Ed Zuercher introduced the item. Human Services Director Deanna Jonovich presented with Victoria Ames, Executive Director of the ASU Halle Center for Family Justice (HCFJ) and JoAnn Del-Colle, Director of the Family Advocacy Center (FAC). Ms. Jonovich stated upon approval of the City Council on June 8, 2011, the City entered into an agreement with Arizona State University to utilize 12,400 sq. feet of space at the FAC to operate the HCFJ. She added as part of the agreement, ASU paid for all of the tenant improvements and operating expenses for the space. Ms. Ames stated the HCFJ began operating in August 2011 with the following 12 programs in operation:

1. Family Violence Clinic
2. Medical Legal Partnership
3. Avon Economic Empowerment Program
4. Human Trafficking Initiative
5. Crime Victims Legal Advocacy Project
6. Post Conviction Clinic
7. Foreclosure Mediation Unit of the Lodestar Dispute Resolution Program at ASU

8. Southwest Indigenous Women's Coalition
9. South Asian Family Justice Program
10. Arizona Sexual Assault Network
11. NATN-SEEDS
12. Veterans First

Ms. Del-Colle stated the center was beneficial for housing all of the service providers on site. She indicated in FY2010-2011 the FAC provided services for 5,682 clients, 98% of whom were victims of domestic violence or sexual assault. She added the center conducted 382 forensic medical exams and 227 orders of protection. Ms. Del-Colle stated recently the center's forensic unit was renovated to provide greater space and privacy for victims, while reducing wait times.

Former Councilwoman Peggy Bilsten complimented Human Services and FAC Staff for their service to victims at the center. She applauded the City for its efficient use of bond funding by renovating the existing facility rather than building a new one. Ms. Bilsten requested the City not lease out the extra space at the center so they could expand services and capacity for the FAC given its purpose as a service provider and not a revenue generator.

Vice Mayor Williams asked how much space was left at the facility. Ms. Del-Colle replied approximately 6,000 sq. ft. was leased to the Federal Government's Parks Service, 5,000 sq. ft. to the Police Gang Unit, and 2,000 sq. ft. was used as a holding area during the remodel which would be available to the center upon completion.

Chairman Mattox requested a presentation at the next Subcommittee that would outline the lease agreements, occupants, and available space at the facility so the City could understand if and how services could be expanded at the facility in the future. Mr. Zuercher replied a full report would be provided to the Subcommittee members for the next meeting.

Councilman Nowakowski applauded the center for providing not only family related but judicial related services.

Chairman Mattox stated he visited the center recently and it was a national model for providing services of its kind.

## **12. Human Trafficking Update**

Chief Yahner introduced the item with Commander Vermeer and Lieutenant Gallagher. Commander Vermeer provided an update on the work of the Innocence Lost Task Force, for which the Phoenix Police Department's Vice Enforcement Unit is the lead agency with the FBI and Department of Justice. He stated most of the child trafficking cases they see occurred online rather than on the streets. He added with the task force's victim-centered approach the Vice Enforcement Unit rescued 20 victims of domestic sex trafficking with the identification, indictment, and arrest of 15 pimps since January 2011.

Commander Vermeer also provided an update on the progress of the Greater Phoenix Area Human Trafficking Task Force for which Phoenix Police Department's Vice Enforcement Unit is the lead agency. He indicated the task force was tasked through a Department of Justice's grant to investigate human trafficking cases of non-U.S. citizens. He added the task force was developing partnerships with community group members and non-governmental service providers to conduct extensive outreach in neighborhoods and communities most impacted by human trafficking. He stated their goal with the outreach was to show women not only that another lifestyle is possible but resources available to help them obtain it.

Mr. Zuercher invited Council to communicate with Chief Yahner if they wanted additional outreach conducted in their districts.

Vice Mayor Williams stated she greatly appreciated the work of the task forces and had heard praise of their programs.

Chairman Mattox stated he believed the pre-arrest diversion program was innovative.

Councilman Nowakowski suggested the use of Workforce Connection programs to get women seeking different jobs and independence. Mr. Zuercher responded staff could work to make a connection between the Workforce Connection programs and those of the task force. Vice Mayor Williams suggested there maybe funding in teen training that the women may qualify for.

Ms. Bilsten praised the work of the task forces.

Greta Rogers asked if the Vice Enforcement Unit had sufficient staff to conduct their work. Lieutenant Gallagher replied the unit could always use more help. Commander Vermeer added if the unit's staff was maxed out on cases, they would reach out to the other units in the Police Department for help.

Gretta Rogers commended the task force's efforts to help women lead productive and self-fulfilling lives and asked about the methods used to address the crimes. Lieutenant Gallagher noted the unit had arrested 15 pimps since January 2011. He added the 98% conviction rate has helped spread the word among pimps that Phoenix was not a good place for them to work.

### **13. Judicial Selection Rules Review**

Lisa Takata, Executive Assistant to the City Manager introduced the item. Ms. Takata provided a sample letter used during Council's judicial appointment process if approached by lobbyists so as to remain in compliance with their restricted lobbying policy. She noted the second paragraph of the letter which stated "The policy prohibits telephone calls or meeting between private individuals and Council members regarding the selection. Individuals may testify during the designated portion of Subcommittee or Council meetings or send written comments to Council members via fax, mail, or e-

mail". Ms. Takata requested guidance on any changes to the policy the Subcommittee recommended.

Chairman Mattox requested clarification whether the lobbyists could submit their opinions in writing. Ms. Takata responded yes, noting the letter would in turn be submitted to all of the Council members.

Chairman Mattox indicated he was fine with the current policy, but expressed concern with lobbyists contacting one Council member and not the other during the most recent appointment process. He added for the present and future, Council would need to communicate when approached by lobbyists that their requests be submitted in writing.

Councilman Nowakowski stated the judicial review policy should be revisited to make it annual, more open, and independent from the court system. He requested further discussion and information about how other court systems handle judicial evaluations.

Chairman Mattox asked if the Municipal Court's Efficiency Study included the judicial evaluations. Judge Song Ong replied she was not sure if judicial evaluations were currently part of the study. She added she would look into it for future discussion by the Subcommittee.

Chairman Mattox requested to keep the current policy in effect pending review and evaluation of the process and policy as well as direction from the new Mayor and Council. Chairman Mattox asked when the next judicial appointment would go before Council for consideration. Judge Song Ong responded January.

#### **14. Future Agenda Items**

- a. Chairman Mattox requested a report on the occupying tenants of the Family Advocacy Center. Specifically he wished to know the number of tenants and the length of their leases to understand the space available for future expansion of services at the facility.
- b. Councilman Nowakowski requested an evaluation of Phoenix's Court System compared to other court systems, specifically pertaining to judicial evaluations.
- c. Judicial Reappointment of Judge Certa

#### **15. Call to the Public**

#### **16. Adjournment**

Chairman Mattox adjourned the meeting at 11:05 a.m.

**CITY COUNCIL REPORT**

CITY CLERK DEPT.

TO: Ed Zuercher  
Assistant City Manager

2011 NOV 18 AM 7:34

FROM: Joseph G. Yahner  
Acting Police Chief

SUBJECT: EFFICIENCY STUDY UPDATE - POLICE

This report provides updated information to the Public Safety and Veterans Subcommittee regarding the Police Department's efforts in evaluating the feasibility of implementing the innovation and efficiency study recommendations identified for the Police Department by the consultant, Berkshire Advisors, Inc.

**THE ISSUE**

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety-related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc., the consultant who performed the study, presented an overview of their findings to the City Council. More than 60 efficiency recommendations were contained in their final report.

In the weeks that followed, the Police Department formed a working group to evaluate the feasibility of implementing the recommendations. The group's primary focus is to ensure the efficiencies serve to improve police service without compromising public safety or endangering officers and to ensure the recommendations also coincide with established Departmental goals such as community policing. This group, known as the Berkshire Report Response Team, is led by a six-member Steering Committee, which oversees five subcommittees tasked with performing the evaluations. The Team also has a community component, or Community Advisory Group, which enables citizen input to be taken into consideration during the evaluation process.

**OTHER INFORMATION**

Since the last update, the Berkshire Report Response Team's subcommittees have continued to work toward finalizing the evaluations associated with their assigned recommendations. At the time of this report, the subcommittees have completed draft response/action plans for about ninety percent of the Berkshire recommendations. The remaining assessments are expected to be completed prior to the end of the year. Earlier this month, the Steering Committee and the Community Advisory Group each met and reviewed approximately 40 recently completed draft response/action plans.

With input from the Police Department, the Steering Committee and the Community Advisory Group, a significant number of response/action plans are in the process of being finalized.

There are about a dozen recommendations in which possible solutions have been identified, however, a final decision will be deferred until a new police chief is selected due to the nature of the recommendation and the level of organizational change involved. Some of these recommendations include shifting from a 4/10 work schedule in patrol to a 5/8 or 3/13 schedule; changing the mandatory rotation of commanders from three to five years; civilianizing specific functions currently being performed by sworn employees; and reorganizing the Police Department along functional lines. Nonetheless, evaluations of these specific recommendations are being performed to aid in the eventual decision making process.

The Police Department has also started work on a comprehensive response document that summarizes the Berkshire recommendations along with the subcommittees' evaluation summaries and the Department's desired course of action for each. This report is expected to be completed by the first of the year (attachment 1 is a template of the summary that will be provided).

A full review of all recommendations and actions taken by the Police Department will be presented to the City Council at the conclusion of the review process. An interim report detailing progress to date will be issued by the end of December.

#### RECOMMENDATION

This report is for informational purposes only.



## POLICE EFFICIENCY STUDY UPDATE TEMPLATE

### ATTACHMENT A

<b>Goal</b>	<b>Response</b>	<b>Estimated Savings or Positions Reallocated</b>	<b>Budget Year</b>
Discontinue the Callback Unit	Unit is being eliminated	\$251,000	FY 2011/12
Patrol officers enter reports in car	Reduction in PACE Secretaries (5)	\$285,000	FY 2011/12
Reduce an Assistant Chief and Commander in PSB	Eliminate 2 positions	\$433,000	FY 2011/12
Reallocate 2 Polygraphers	Eliminate 2 Polygraphers	\$209,000	FY 2011/12

Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Tuesday, November 22, 2011

166442  
2012 MAR -6 PM 3:34  
CITY CLERK DEPT.

City Council Subcommittee Room  
Phoenix City Hall, 12<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Claude Mattox, Chair  
Vice Mayor Thelda Williams  
Councilman Michael Nowakowski

**Subcommittee Members Absent**

Councilman Michael Johnson

**Staff Present**

Lt. Bryan Coley  
Don Taylor  
Deanna Jonovich  
Reginald Ragland  
Jessica Breedlove  
Mary Vivion-Withrow  
Kent McCarthy  
Martin Nordby  
Tracey Femenia  
Will Buividas  
Acting Chief Joe Yahner  
Lionel Lyons  
Aaron Carreon-Ainsa  
Ed Zuercher  
Corey Williams

Jill Celaya  
Eric Jeffery  
Asst. Chief Tracy Montgomery  
Luis Samudio  
Sgt. Mark Schweikert  
Judge Roxanne Song Ong  
Martha Perez-Loubert  
Judge Cynthia Certa  
Asst. Chief Kevin Robinson  
Jennifer Gilbertson  
Chief Robert Khan  
Commander Mike Kurtenbach  
David Cavazos  
Penny Parella  
Stacy Hettmansperger

**Public Present**

R.E. Gullion  
Alan Velasquez  
Brenda Locklear  
Benjamin Kugler  
Diane Harris  
Jocquese Blackwell  
Paul Barnes  
Jaro Zuke  
William Hermann  
Julian Nabozny  
Candice Fremouw  
Ann Hart  
Antonio Zuniga  
Gail Knight

**1. Call to Order**

Chairman Mattox called the meeting to order at 10:07 a.m. with Vice Mayor Williams and Councilman Nowakowski present. Councilman Johnson was absent.

**2. Approval of October 25, 2011 minutes**

Councilman Nowakowski motioned to approve the minutes from the October 25, 2011 meeting. Vice Mayor Williams seconded the motion which passed 3:0

**3. Police Efficiency Study**

No discussion

#### **4. Family Advocacy Center**

No discussion

#### **5. Discussion and Consideration of Reappointment of Phoenix Municipal Court Judges for a New Four-Year Judicial Term**

Judge Certa introduced the item with Judge Song Ong.

Chairman Mattox stated based on the ongoing discussion from the October 4, 2011 meeting; it was decided to bring this item back at this meeting for further discussion and consideration. Chairman Mattox provided Judge Certa the opportunity to add any details to the statement she made during the October 4<sup>th</sup> meeting.

Judge Certa thanked the Subcommittee for the opportunity to speak. She described her strengths of being honest and direct and identified communication as an area in which she needs to improve. Judge Certa added she has taken communication and mediation courses, worked with Judge Song Ong and Judge Jeffery to run her courtroom more smoothly, and shared best practices with fellow judges. She expressed a wish to know the concerns and comments from members of the Police and Fire Departments to understand how she could improve. She promised to do her best and treat everyone with dignity and respect if reappointed. She welcomed the Subcommittee members to contact her anytime and she would be happy to explain any of her rulings and share transcripts.

Councilman Nowakowski indicated he had not received feedback about a judge before; therefore, the feedback generated some red flags. He expressed concern with the evaluation process. He concluded by stating he would vote no on reappointment.

Vice Mayor Williams expressed concern with recommending a blanket appointment.

#### **6. Recommendation on the Reappointment of Phoenix Municipal Court Judge for a New Four-Year Term**

Vice Mayor Williams motioned to approve a six month continuance of the appointment for further information to be gathered.

Councilman Nowakowski seconded the motion with an amendment that Judge Certa report back to the Subcommittee the training she receives during those six months.

Chairman Mattox expressed his appreciation for Judge Certa's self evaluation before the Subcommittee. He clarified the Subcommittee's recommendation reflects their concerns with the evaluation process and communication and not lack of confidence in Judge Certa personally.

The motion passed 3:0

## **7. Community Engagement & Outreach Implementation Team Update**

Ed Zuercher, Assistant City Manager introduced the item with Assistant Police Chief Kevin Robinson, Commander Mike Kurtenbach, Jocquese Blackwell, Community Engagement Implementation Team Co-Chair, and Julian Nabozny, Community Engagement Team Co-Chair.

Mr. Zuercher stated the Community Engagement and Outreach Task Force began in April 2010 to develop recommendations for increasing community access to, communication with, and confidence in the Phoenix Police Department. He added the Community Engagement and Outreach Team has been working since then to implement the Task Force's 34 recommendations. Mr. Zuercher recognized the 11 members of the Community Engagement and Outreach Implementation Team. He thanked the subcommittee for asking the tough questions and supporting the changes recommended by the Task Force.

Chairman Blackwell stated it was an honor to be a part of the team and work with the City and Police Department to make improvements.

Chairman Nabozny thanked his fellow members of the team for their dedication. He stated all of the members agreed to continue their involvement with the implementation of their recommendations throughout the City so they would impact every neighborhood, and not just those in the South Mountain Precinct.

Mr. Zuercher thanked Acting Chief Yahner for the resources provided and his leadership so the recommendations were implemented enthusiastically at all levels of the department. Mr. Zuercher introduced a DVD produced by Channel 11, Phoenix Police Department, and the Community to reflect the accomplishments from the Task Force that was shown during the meeting. He stated upon completion, the DVD would be shown on Channel 11.

Highlights of the Video included:

1. Description of the Task Force which included 39 members representing a cross-section of the community and their mission.
2. The process of making the 34 recommendations which were approved by City Council in January 2011
3. The development of the Community Engagement and Outreach Implementation Team from within the Task Force membership and their approach to implementing the 34 specific recommendations within the following five categories:
  - a. Encourage community engagement/connectedness to the Phoenix Police Department
  - b. Identify and enlist community partners to build better relationships with the Phoenix Police Department
  - c. Encourage community engagement/connectedness by Phoenix Police Officers
  - d. Improve officer training

- e. Improve process for accountability
4. Descriptions of each specific recommendation from the categories listed above

Chairman Mattox congratulated the Task Force members on their hard work and accomplishments. He stated his agreement on implementing the recommendations citywide and not just in the South Mountain Precinct.

Vice Mayor Williams asked if the Task Force was involved with the Police Department's efficiency study. Mr. Zuercher responded they have not been involved yet, but could do so in the future.

Councilman Nowakowski thanked the Task Force members for their hard work and indicated he has seen significant differences based on the implementation of their recommendations.

Antonio Zuniga, Community Engagement and Outreach Implementation Team Member, thanked City Manager David Cavazos, Assistant City Manager Ed Zuercher, and the Police Department Management for the resources and support they provided to advance the process.

Chairman Mattox thanked the Task Force for their service.

Gail Knight, Community Engagement and Outreach Team Member, thanked the Subcommittee and City staff for understanding the need to accomplish the tasks quickly and responding accordingly.

Chairman Mattox reiterated his thanks and appreciation for the hard work and success of the Community Engagement and Outreach Implementation Team.

## **8. Home Detention Program**

Aaron Carreon-Ainsa, Assistant City Attorney introduced the item with Alan Velasquez, Vice President Sentinel Offender Services. Mr. Carreon-Ainsa thanked the subcommittee for their support in expanding the Home Detention Program (HDP).

Mr. Vasquez described the \$3.3 million cost savings in FY2010/2011 from utilizing HDP. He described the estimated jail cost savings from July – September 2011 with additional projected savings from active and pending cases. He added the savings were derived from the Court recognizing and implementing efficiencies with transitioning prisoners from jail to HDP.

Mr. Vasquez provided the following history of the Home Detention Program:

1. From April 2006 – December 2008 only those convicted of impaired driving offenses were allowed to participate in HDP with the following criteria:
  - a. First Offense Impaired Driving: 24 hours in jail before entering HDP

- b. Second Offense and Extreme Impaired Driving: 15 days in jail before entering HDP
  - c. Defendants allowed to go to work/school/counseling but then confined to the home
  - d. Required random alcohol testing
2. HDP Expanded in January 2009
- a. Expanded program included all misdemeanor offenses except:
    - i. Prostitution
    - ii) Domestic Violence
  - b. Non impaired driving cases: 24 hours in jail before entering HDP

Mr. Vasquez described the following legislative changes that would be effective January 1, 2012:

- 1. Allows cities to implement Continuous Alcohol Monitoring (CAM)
  - a. 24/7 monitoring
  - b. No confinement
- 2. First Offense Impaired Driving: One day in jail before entering HDP or CAM
- 3. Second Offense and Extreme Impaired Driving, and all other misdemeanors: 20% jail time before entering HDP or CAM

Mr. Vasquez stated a limitation of the HDP system that a prisoner could not be monitored when outside of their house could be rectified with the CAM system. He added if City Council approved utilizing CAM, it would require modifying the City ordinance.

Mr. Vasquez showed the physical CAM and HDP units to the subcommittee and described the ankle transmitter and home monitoring unit components of the CAM that would enable monitoring outside of the home. He also described the precautions his company takes by monitoring people from a centralized office to ensure they do not tamper with the equipment and a device they utilize to ensure the correct ID of a person when they undergo their alcohol/drug test.

Chairman Mattox asked how a prisoner would be notified that they need to be tested. Mr. Vasquez replied the device would beep loudly and lights would flash next to the mirror to get a clear picture of the prisoner, once the picture was taken, the next light would instruct the prisoner to blow into the device. He said the results would go immediately to a national monitoring center, and if the person failed the test, the device would request three more test every 15 minutes to ensure the results would not be disputed in Court.

Mr. Vasquez described the components of the next generation CAM equipment which included a GPS sensor and scam device.

Councilman Nowakowski asked if the unit was water resistant. Mr. Vasquez responded that it was.

Chairman Mattox clarified CAM had not yet been approved by the City Council. Mr. Vasquez responded correct.

Chairman Mattox requested a proposed ordinance change be presented to the Subcommittee in February or March 2012 for approval that would enable the utilization of CAM.

#### **9. Public Safety Year End Review**

Ed Zuercher, Assistant City Manager, introduced David Cavazos, City Manager; Acting Police Chief Joe Yahner; Fire Chief Bob Khan, and Judge Song Ong who each thanked Chairman Mattox for his service to the City. Chief Khan and Acting Chief Yahner each presented the Councilman with a gift unique to their departments.

Chairman Mattox thanked them for their recognition. He stated it was an honor to serve on the City Council and as Chair of the Public Safety and Veteran's Subcommittee. He said his greatest satisfaction from serving on the City Council was working with great people. He stated the goal was to provide the best possible service and thought it was accomplished through the work with his Colleagues and City employees.

#### **10. Adjournment**

Chairman Mattox adjourned the meeting at 11:25 a.m.

Respectfully Submitted,

Stacy Hettmansperger  
Management Intern

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FOR CITY COUNCIL PACKET  
JANUARY 3, 2012

***The January 3, 2012 Executive Session and Policy Session have been Cancelled***

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Citywide

GENERAL INFORMATION

- [Liquor License Applications Received for the Period of December 14, 2011 through December 20, 2011](#)
- [Liquor License Applications Received for the Period of December 21, 2011 through December 27, 2011](#)
- [Police Efficiency Study – 2011 Year End Summary](#)
- [2012 Phoenix Human Relations Awards Honorees](#)
- [Marketing Partnership Program Update](#)
- [Follow-up: December 14, 2011 Formal City Council Meeting](#)

Packet Date: December 29, 2011



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## CITY COUNCIL REPORT

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### GENERAL INFORMATION

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TO: Ed Zuercher  
Assistant City Manager

PACKET DATE: December 29, 2011

FROM: Joseph G. Yahner  
Acting Police Chief

SUBJECT: POLICE EFFICIENCY STUDY – 2011 YEAR END SUMMARY

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This report provides a summary of the Police Department's efforts through years' end in response to the May 2011 release of findings identified in the ***Innovation and Efficiency Review of the Phoenix Police Department*** performed by the consultant, Berkshire Advisors, Inc.

#### THE ISSUE

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to conduct innovation and efficiency studies of all public safety-related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc. presented an overview of their findings to the City Council. More than 60 efficiency recommendations were identified in their final report.

#### OTHER INFORMATION

Since the findings of the ***Innovation and Efficiency Review of the Phoenix Police Department*** were released in May, the Police Department has devoted considerable time and effort to evaluate the feasibility of implementing the efficiency study recommendations. The following information summarizes some of the more significant actions performed through mid December:

##### Formation of the Berkshire Report Response Team

In the weeks following the release of the Berkshire study findings, the Police Department formed a working group known as the Berkshire Report Response Team to evaluate the feasibility of implementing the study recommendations. The group's primary focus was to ensure the efficiencies identified through the study would serve to improve police service without compromising public safety or endangering officers and would also coincide with established Departmental goals such as community policing. The Team is led by a six-member Steering Committee comprised of the Assistant City Manager, the Acting Police Chief, an Assistant Police Chief, the Human Resources Director, a Deputy Budget and Research Director and a citizen who serves on the City's Innovation and Efficiency Task Force.

The Steering Committee assigned the study recommendations to five subcommittees chaired by Police executive or middle manager-level personnel. The subcommittees were tasked with assessing their assigned recommendations and formulating a corresponding response/action plan for each. Once completed, the response/action plans are submitted to the Steering Committee for review and feedback. The nature and complexity of the study recommendations varied considerably, so the time involved to complete the assessments has been varied as well. In working through the evaluations, the subcommittees held numerous meetings which were open to various stakeholders that included employees, labor association representatives, and community members.

The Berkshire Report Response Team also includes a community component, or Community Advisory Group to enable citizen input to be taken into consideration during the evaluation process. All of the completed response/action plans prepared by the subcommittees are reviewed by this group.

To ensure the general public had an opportunity to learn about the efficiency study recommendations and to provide a forum for their input, ten community meetings, including one conducted in Spanish, were held at every Police precinct throughout the city during the summer months. Community feedback regarding the transparency and overall approach to the evaluation process was overwhelmingly positive. Periodic reports have also been presented to the Public Safety and Veterans Subcommittee.

#### Progress Evaluating the Study Recommendations

As of mid-December, the Berkshire Report Response Team's subcommittees have completed more than 90 percent of the evaluations associated with their assigned recommendations and the response/action plans are in the process of being finalized. A few evaluations are still in process, others require additional analyses by entities external to the Police Department and the implementation of another is contingent on the replacement of the Department's Records Management System (RMS). Additionally, there are 13 recommendations where a final recommendation will be deferred until a permanent Police Chief is in place given the nature of the decision and the level of organizational change involved (e.g. shifting from a 4/10 work schedule in patrol to a 5/8 or 3/13 schedule; changing the mandatory rotation of commanders from three to five years; civilianizing specific functions currently being performed by sworn employees; and reorganizing the Police Department along functional lines).

The Executive Steering Committee has reviewed, or at a minimum has discussed the subcommittees' responses for all of the recommendations evaluated. Additionally, all but about a dozen completed response/action plans have been reviewed by the Community Advisory Group.

The Police Department is preparing a comprehensive response document that will provide a high-level overview of the evaluations performed by the subcommittees as well as the Department's desired course of action for each of the efficiency study recommendations. This report is expected to be completed after the first of the year and presented to the City Council through the Public Safety and Veterans Subcommittee.

### Additional Progress

While the subcommittees' evaluations are not entirely complete, a number of recommendations in whole or in part have been implemented. Several of the efficiency recommendations (shown below) have already been implemented as part of the FY 2011-12 budget process or through attrition opportunities at the Assistant Chief and Commander levels.

- Phasing out the Callback Unit and replacing the function with an on-line reporting system;
- Reassigning the Public Affairs Bureau Commander position to be part of duties of another Commander;
- Reducing the number of polygraphers in the Police Employment Services Bureau;
- Reducing the number of PACE secretaries (5 positions) by having patrol officers enter some of their own departmental reports;
- Reassigning one of two sergeants in the Police Employment Services Bureau; and
- Eliminating the Professional Standards Division, and assigning all responsibilities of the Professional Standards Bureau (PSB), formerly in that division, to the PSB commander.

Other study recommendations supported by the Police Department will take longer to implement. One example is the civilianization of the Centralized Booking Unit. The internal analysis performed suggests the operational costs would be significantly reduced if the Unit were staffed with civilian detention guards as opposed to sworn police officers, which is currently the practice. However, this would require laying off 38 officers which is not the City's policy or practice. Alternatively, the City could add 38 civilians, which there is no budget capacity for. Therefore, by maintaining these sworn positions, the implementation of this recommendation will be delayed until funding balance is restored within the public safety specialty funds. Current projections suggest it will be FY 2014-15 at the earliest before these funds are balanced.

As part of the Police Department's ongoing commitment to innovative and efficient operations, a six-month pilot program to evaluate the 3/13 work schedule is due to begin January 9, 2012 in the Cactus Park Precinct. The program will involve first responders and their supervisors. A team of researchers from Midwestern University will be conducting an evaluation before, during and after the pilot, using officers in the Mountain View Precinct as a control group. The researchers will attempt to determine if the extended shift has any physiological and psychological affects on the pilot program's participants. The program was part of the 2010-12 labor negotiations with the Phoenix Law Enforcement Association and is being implemented as a result of the approved MOU.

A full review of all recommendations and actions taken by the Police Department will be presented to the City Council at the conclusion of the review process.

### RECOMMENDATION

This report is for informational purposes only.

172059

CITY OF PHOENIX DEPT.

Public Safety, Veterans, Transparency and Ethics Subcommittee, February 28, 2012, item 13

2012 FEB 24 AM 7:32

**CITY COUNCIL REPORT**

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TO: Ed Zuercher  
Assistant City Manager

FROM: Joseph G. Yahner  
Acting Police Chief

SUBJECT: POLICE EFFICIENCY STUDY UPDATE

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This report provides updated information to the Public Safety, Veterans, Transparency, and Ethics Subcommittee concerning the Police Department's efforts in evaluating the recommendations identified in the ***Innovation and Efficiency Review of the Phoenix Police Department*** performed by the consultant, Berkshire Advisors, Inc. Through current and future budget actions, over \$2,000,000 in efficiencies have been deferred to date.

THE ISSUE

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to perform innovation and efficiency studies of all public safety-related functions. The first analysis to be completed was the study of the Police Department. On May 3, 2011, representatives of Berkshire Advisors, Inc. presented an overview of their findings to the City Council. More than 60 efficiency recommendations were identified in their final report.

In the weeks that followed, the Police Department formed a working group to evaluate the feasibility of implementing the recommendations. The group's primary focus was to ensure the efficiencies identified through the study would serve to improve police service without compromising public safety or endangering officers and would also coincide with established departmental goals such as community policing. This group, known as the Berkshire Report Response Team, is led by a six-member Steering Committee, which oversees five subcommittees tasked with performing the evaluations. The Team also has a community component, or Community Advisory Group, which enables citizen input to be taken into consideration during the evaluation process.

OTHER INFORMATION

Progress of the Evaluations

As of mid-February, most of the Berkshire Report Response Team's subcommittees have completed the evaluations associated with their assigned recommendations and the corresponding response/action plans which document their recommended courses of action are in the process of being finalized. Evaluations are still in process for a few of the more complicated recommendations.

Work Schedules

Some of the most complicated recommendations involve the evaluation of work schedules in patrol. To ensure a decision for this recommendation is founded on good data, a six-month pilot program is being conducted within the Cactus Park Precinct to evaluate the 3/13 work schedule. The program began on January 9, 2012 and involves first responders and their supervisors. A team of researchers from Midwestern University is conducting an evaluation before, during and after the pilot, using officers in the Mountain View Precinct as a control group. The researchers will attempt to determine if the extended shift has any physiological and psychological affects on the pilot program's participants. The pilot program was part of the 2010-12 labor negotiations with the Phoenix Law Enforcement Association and is being implemented as a result of the approved MOU. There is also a table-top exercise being conducted by Estrella Mountain Precinct staff to evaluate the feasibility of a 5/8 work schedule in patrol. Results from these studies may not be available until later this year.

#### Pending Analysis

There are a couple of other study recommendations that either warrant additional analyses by entities external to the Police Department or are contingent on the implementation of a major technology upgrade within the Police Department. To date, the Executive Steering Committee has reviewed, or at a minimum has discussed the subcommittee's responses for all of the recommendations evaluated. The Community Advisory Group has about a dozen response/action plans currently awaiting their review. Once these are reviewed, the Group will have examined all of the subcommittee's finalized responses.

#### Recommendations Implemented or Supported

While the subcommittee's evaluations are not entirely complete, a number of recommendations have been implemented which have achieved an estimated savings of about \$2 million. Most were part of the FY 2011-12 budget process or were achieved through attrition opportunities at the Assistant Chief and Commander levels. One other recommendation will be presented through the 2012-13 budget process (see attachment).

At this point, the Police Department is partially or entirely in agreement with just over half of the efficiency study recommendations. One example is the civilianization of the Centralized Booking Unit. The internal analysis performed suggests the operational costs would be significantly reduced if the Unit were staffed with civilian detention guards as opposed to sworn police officers, as is currently the practice. However, in lieu of eliminating the 38 officer positions assigned to the Unit, as the Berkshire study recommends, the Police Department would prefer to return these positions to other assignments within the organization to perform essential police duties.

As part of the Police Department's ongoing commitment to innovative and efficient operations, the Special Projects Unit, which conducts undercover investigations within the Property Crimes Bureau, is being disbanded effective in July. While many of the responsibilities of this unit will be absorbed by other investigative details, the Police Department will realize a cost savings through this action, due to reduced facility costs.

### Future Actions

The Police Department will continue to provide regular updates to the Public Safety, Veterans, Transparency, and Ethics Subcommittee regarding the department's ongoing progress. Additionally, a comprehensive response document is being compiled which will provide a high-level overview of the evaluations performed by the subcommittees, the Department's desired courses of action for the study recommendations, and a summary of any recommendations implemented along with the associated cost savings. When completed, this report will be presented to the Public Safety, Veterans, Transparency, and Ethics Subcommittee and to the City Council.

### RECOMMENDATION

This report is for informational purposes only.

Implemented Police Efficiency Study Recommendations & Estimated Savings  
Attachment 1

<b>Recommendation</b>	<b>Action Taken</b>	<b>Estimated Savings</b>	<b>Budget Year</b>
Discontinue the Callback Unit	Unit is being eliminated and on-line reporting implemented (Council budget action)	\$251,000	FY2011-12
Patrol officers enter reports in car	Reduction in PACE Secretaries (5) (Council budget action)	\$285,000	FY2011-12
Reduce an Assistant Chief and 1 PSB Commander	Eliminated 2 positions (Council budget action)	\$433,000	FY2011-12
Reallocate 2 Polygraphers	Eliminated 2 Polygraphers (Council budget action)	\$209,000	FY2011-12
Reorganizations resulting in improved efficiencies	Reducing the number of divisions and increasing responsibilities for a number of employees resulting in the salary savings of the following vacant positions: 2 commanders, 1 assistant chief, and partial salaries for 2 administrators. (Department reorganization)	\$520,300	FY2011-12
Eliminate curfew centers and redeploy staff	Moved 2 Police Assistants from centers to other critical functions. Will allow 2 vacant Police Assistant positions to be eliminated through the budget reduction process that will be presented to council for approval. (2012-13 Council budget process)	\$98,000	FY2012-13
<b>TOTAL</b>		<b>\$2,006,300.00</b>	

# *Phoenix Police Department Efficiency Study Interim Update*

**Joseph G. Yahner, Acting Police Chief**

Public Safety, Veterans, Transparency & Ethics Subcommittee

February 28, 2012





# *Police Efficiency Study*

Joseph G. Yahner, Acting Police Chief

- During the FY 2010-11 budget process, the Mayor and Council authorized staff to hire consultants to conduct innovation & efficiency studies of all public safety functions
- Berkshire Advisors, Inc. was the consultant selected to conduct the police department study
- Berkshire Advisors, Inc. presented their study recommendations to the Mayor and Council on May 3, 2011
- More than 60 recommendations were identified in their final report

# *Berkshire Report Response Team*

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Joseph G. Yahner, Acting Police Chief

- A 6-member Steering Committee was formed to coordinate the review of all study recommendations
- Recommendations were divided between 5 subcommittees for evaluation
- Each subcommittee was tasked with formulating a response and action plan for each assigned recommendation; the information was then provided to the Steering Committee
- Representatives from each labor organizations were contacted and were represented on each subcommittee
- A Community Advisory Group was selected and has provided feedback on the evaluations performed throughout the process
- Six progress updates have been provided to the Public Safety, Veterans, Transparency and Ethics Subcommittee



# BERKSHIRE REPORT RESPONSE TEAM

## Steering Committee

Ed Zuercher – Acting Police Chief  
Joseph Yahner – A/C  
Tracy Montgomery – Janet Smith – Jeffrey Barton – Richard Rea, Community Representative

## Administrative Tracking & Policy

Jill Celaya, Judy Boros & Tracey Femenia

## Community Advisory Group

### Investigations Sub Committee

A/C James Pina

Labor Representatives

### Communications Sub Committee

A/C Tracy Montgomery

Labor Representatives

### Patrol Sub Committee

A/C Kevin Robinson & A/C Blake McClelland

Communications Policy  
Commander Kim Humphrey

Labor Representatives

### Specialty Sub Committee

Commanders Geary Brase, Eric Hailey & Rob Handy

\*Specialty Unit Implementations

Labor Representatives

### Support Sub Committee

Jill Celaya, Jeffrey Barton & Judy Boros

\*Additional Recommendations  
\*Source of Services

Labor Representatives

# *Current Status*

Joseph G. Yahner, Acting Police Chief

- Most evaluations performed by the subcommittees have been completed
- Evaluations are still in progress for a few of the more complicated recommendations such as those involving work schedules in patrol
  - A six month pilot program began in January 2012 within the Cactus Park Precinct to evaluate 3/13 work schedules
- There are a few other recommendations that warrant additional analyses by entities external to the Police Department
- About half of the study recommendations, either in whole or in part, are recommended for implementation
  - e.g. Civilianization of the Centralized Booking Unit



# *Recommendations Implemented or Supported with Financial Impact*

Recommendation	Action Taken	Estimated Savings	Budget Year
Discontinue the Callback Unit	Unit is being eliminated & on-line reporting implemented <b>(Council budget action)</b>	\$251,000	FY2011-12
Patrol officers enter reports in car	Reduction in PACE Secretaries (5) <b>(Council budget action)</b>	\$285,000	FY2011-12
Reduce an Asst. Chief & 1 PSB Commander	Eliminated 2 positions <b>(Council budget action)</b>	\$433,000	FY2011-12
Reallocate 2 Polygraphers	Eliminated 2 Polygraphers <b>(Council budget action)</b>	\$209,000	FY2011-12
Reorganizations resulting in improved efficiencies	Reducing the number of divisions and increasing responsibilities for a number of employees resulting in the salary savings of the following vacant positions: 2 Commanders, 1 Asst. Chief, and partial salaries of two Administrators <b>(Department reorganization)</b>	\$520,300	FY2011-12
Reorganizations resulting in improved efficiencies	Reallocating the Special Projects Unit in July 2012 which will generate cost savings of facility rental, under cover funds, and operational expenses <b>(Department reorganization)</b>	\$210,000	FY2012-13
Eliminate curfew centers & redeploy staff	Moved 2 Police Assistants from centers to other critical functions. Will allow 2 vacant Police Assistant positions to be eliminated through the budget reduction process that will be presented to Council for approval <b>(FY2012-13 Council budget process)</b>	\$98,000	FY2012-13
<b>TOTAL</b>		<b>\$2,006,300.00</b>	

# *Future Actions*

Joseph G. Yahner, Acting Police Chief

- A final overview will be prepared for the Public Safety, Veterans, Transparency & Ethics Subcommittee and Council that will include the following:
  - All evaluation results performed by the subcommittees
  - Recommended courses of action for remaining recommendations
  - A final summary of recommendations implemented along with the associated cost savings
- Completion of the main remaining items that are currently being evaluated
  - 3/13 pilot and 5/8 tabletop exercises

# *Phoenix Police Department Efficiency Study Interim Update*

**Questions?**



**Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Tuesday, February 28, 2012**

City Council Subcommittee Room  
Phoenix City Hall, 12<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Michael Nowakowski, Chair  
Vice Mayor Thelda Williams  
Councilman Daniel Valenzuela

**Subcommittee Members Absent**

Vice Mayor Michael Johnson

**Staff Present**

Nick Margiotta  
Umi Novell  
Jill Celaya  
Elizabeth Martin Parker  
Kathya Hidalgo  
Kara Kalkbrenner  
Rick Freas  
Jackie Johnson  
Vicki Hill  
Cdr. Joe Klima  
Joe Giudice  
Rob Sweeney  
Corey Williams  
Stacy Hettmansperger  
David Krietor  
Chief Robert Khan  
Janet Smith

Scott Steventon  
Denise Archibald  
Lt. Bryan Coley  
Tracey Femenia  
Jason Harrell  
Judge Roxanne Song Ong  
Laura Brown  
Jennifer Gilbertson  
Aaron Carreon-Ainsa  
Jessica Amend  
Don Taylor  
Ed Zuercher  
Penny Parella  
Chief Robert Khan  
Acting Chief Joesph Yahner  
Asst. Chief Tracy Montgomery  
Cdr. Allen Smith

**Public Present**

R.E. Gullion  
Ann Malone  
Clare Abel  
Ofelia Madrid  
Amy Paul  
Andy Belknap

**1. Call to Order**

Chairman Nowakowski called the meeting to order at 10:10 a.m.

**2. Approval of November 22, 2011 minutes**

Councilwoman Williams motioned to approve the November 22, 2011 minutes.  
Councilman Valenzuela seconded the motion which passed 3:0.

**3. Intergovernmental Agreement with Arizona Department of Veteran's Services**

No discussion

**4. Translation Services for the Police Department**



No discussion

**5. Accept 2011 Assistance to Fire Fighters Grant for Safety Training**

No discussion

**6. Cooperative Fire Rate Agreement with the Arizona State Forester**

No discussion

**7. Fire Department Health Center Request for Proposals**

No discussion

**8. Request to Apply for 2011 Staffing for Adequate Fire and Emergency Response (SAFER) Program**

No discussion

**9. Federal Fiscal Year 2013 Grant Proposals to Arizona Governor's Office of Highway Safety**

No discussion

**10. Liquor License Changes From Senate Bill 1460**

No discussion

Councilwoman Williams motioned to approve consent items 3 thru 10. Councilman Valenzuela seconded the motion which passed 3:0.

**11. PACE Replacement Update**

Councilwoman Williams requested staff make sure to obtain proposals with the latest technology for City Council's consideration. Assistant City Manager, Ed Zuercher responded the language of the RFP would ensure the City receive proposals utilizing the latest technology..

Chairman Nowakowski clarified replacement of the PACE system would be funded from a 2006 Bond fund. Mr. Zuercher said that he was correct.

**12. Finance Efficiency and Innovation Review of Public Safety Positions in Water Department**

Information was provided. There was no discussion.

**13. Police Efficiency Study Update**

Assistant City Manager Ed Zuercher introduced the item with Acting Police Chief Joe Yahner. Mr. Zuercher introduced Assistant Chief Tracy Montgomery and Ann Malone. He thanked Assistant Chief Montgomery and Commander Allen Smith for tracking comments from the community and the department throughout the process. Mr. Zuercher added that \$2 million in savings had been identified from the study so far and noted it was not a final report.

Acting Chief Joe Yahner stated labor and community groups were included in the process from the beginning. He added one of the biggest issues presented from the report regarded staffing. He stated the Police Department was undergoing pilot programs on the 3:13 and 4:10 staffing models to determine the most efficient and effective models for recommendation to the City Council.

Assistant Chief Montgomery provided the background of the Berkshire Report which included identification of more than 60 recommendations in the draft report, formation of a steering committee to review all of the recommendations, formation of a community advisory group to provide feedback on the evaluations performed, and presentation of six progress updates to the Subcommittee.

Assistant Chief Montgomery described the current status of the study. She reiterated that evaluations regarding patrol work schedules were still in progress and there were other recommendations that required additional analysis from external entities. She stated about half of the recommendations from the study would be recommended to Council for implementation including the civilization of the Centralized Booking Unit.

Assistant Chief Montgomery stated a final overview would be presented to the Subcommittee at a later date and would cover all of the evaluation results, recommended courses of action for remaining recommendations, and associated cost savings.

Councilwoman Williams asked how the quality of service would be measured considering the proposed changes. Assistant Chief Montgomery said despite the changes, patrol and community based policing would remain at the forefront of the department. She said the department would also be evaluating statistics, community feedback, response times, and creativity in providing all of the services. Acting Chief Yahner added the department hosted monthly crime suppression meetings with all of the Chiefs. He stated the meetings provided an opportunity for internal dialog regarding service levels and no major impacts have been seen so far through those meetings.

Councilman Valenzuela commended staff on the engagement and open communication with the community as they moved forward with the study.

Councilman Nowakowski requested a list of all of the advisory panel members.

#### **14. Review Police Staffing and Service Indicators**

Assistant City Manager Ed Zuercher introduced the item stating it was a follow up to the presentation given during the January 24, 2012 Policy Session. He noted the City Council gave staff direction to balance the public safety funds without reducing officers. Mr. Zuercher noted the funds were still experiencing deficits because it was taking time to reduce staffing levels through attrition.

Acting Chief Yahner stated the last sworn officer was hired in December 2008 and based on the recommended balancing plan; future hiring was not planned until FY2015-

2016. Acting Chief Yahner described the service indicators since the hiring freeze and implementation of the balancing plan. He stated the current filled sworn levels were comparable to 2008 prior to the Proposition 1 hiring surge. He added the ratio of approximately 2 sworn officers per 1,000 people has been maintained and the proportion of total officers in patrol, investigations, and non-patrol assignments has remained consistent. He stated in 2010, reported violent crime incidents dropped to near 25 year lows while reported property crime incidents dropped to near 30 year lows. He noted in 2011, violent and property crime counts went up slightly from 2010, but were still lower than preceding years. Acting Chief Yahner indicated the dispatched calls for service went up in 2011 compared to the two prior years; however, they were down from the totals in both 2007 and 2008. Acting Chief Yahner described the focus of the department was on patrol and the reconfiguration of the precincts which increased the number of beats Citywide and reduced the average beat size. He stated the change also increased the number of patrol squads.

Acting Chief Yahner stated the next steps would include monitoring the DROP retirements, devising a plan to reallocate sworn personnel into patrol assignments on an incremental basis, continuing to review and evaluate critical positions being vacated, and reallocating patrol officers to ensure adequate coverage and even distribution of workload based on trends.

Councilwoman Williams asked how the department would balance the case loads of their officers with the reallocations. Acting Chief Yahner stated he would proactively and reactively balance case loads with the number of detectives and patrol officers.

Councilwoman Williams asked when the department was expecting mass amounts of retirements. Acting Chief Yahner responded the only time when a large number of retirements were announced was when the DROP system started. He said based on the DROP system, the department expected retirements to be spread out over the next few years.

Councilman Valenzuela asked for clarification that approximately 272 people have left to date through attrition with approximately 185 people expected to retire in the future. Mr. Zuercher responded that his synopsis was correct. He noted that reallocations of personnel would need to occur based on any future changes to the crime rates.

Councilman Valenzuela commended staff for their work. He noted the crime rates could go up again with consistent reductions and it was important to be proactive with staffing. Mr. Zuercher responded that adding more civilian personnel could increase staff support at lower costs while allowing sworn officers to stay in their specialized areas.

Chairman Nowakowski indicated the City would need to think about how it would provide public safety services when the population began increasing steadily again. He requested information on Fire response times. Chairman Nowakowski also thanked the Police Department for their participation at the Crime Summits.

**15. Police Body Armor Update**

Acting Police Chief Joe Yahner and Human Resources Director Janet Smith presented the item. Acting Chief Yahner stated an officer in November 2011 was injured when a bullet penetrated his body armor. He said the Police Department and Phoenix Law Enforcement Association (PLEA) acquired a similar vest and tested it. He stated they found the vest had an issue stopping some bullet types. Acting Chief Yahner stated the Police Department was working with PLEA to identify which officers had the vest and make sure they knew how to get them replaced and reimbursed for the cost as soon as possible to ensure officer safety was maintained. He added there were about 50-60 officers wearing the vests currently.

Councilwoman Williams expressed support for using the City's contingency fund to purchase new vests for the affected officers as soon as possible and take the funds out of their uniform allowance over time for reimbursement.

Councilman Nowakowski clarified the early replacement of the vests would restart the replacement schedule. Mr. Zuercher responded that he was correct.

Councilman Valenzuela commended PLEA and City staff for bringing the issue with the vest to the forefront so other agencies using them could become aware. He asked if the 50 -60 people using the vests were still working with the faulty vests until their replacement. Ms. Smith responded they were still using the vests until the replacement occurred because they would provide some protection. Ms. Smith added the City was encouraging the officers to replace the vests as soon as possible.

**16. Fire Efficiency Study**

Deputy City Manager David Krietor introduced the item with Fire Chief Robert Khan and Amy Paul and Andy Belknap with Management Partners Inc. Ms. Paul described the study's approach which included conducting over 70 interviews with the Fire Department, City personnel, and labor representatives, conducting an online survey with an almost 40% response rate from Fire Department employees, analyzing data and information from benchmark partners, and conducting a Standards of Cover analysis. She stated they then drafted a report for the Fire Department and Steering Committee's review and feedback and provided an action plan for implementation.

Mr. Belknap described some best practices already implemented in the Department including automatic aid, regional dispatch, standardized training, labor/management collaboration, emergency medical transportation billing, and community assistance program. He noted the regional response system was unique compared to other large municipalities and represented a major reason why the City of Phoenix could do more with less compared to benchmark cities.

Mr. Belknap described the challenges facing the Fire Department which included constrained resources with high service needs, maintaining automatic aid, and succession planning.

Mr. Belknap explained potential innovations and efficiencies in the areas of personnel, fire prevention, technology, and fleet and facilities which included implementing injury prevention program and workers' compensation management systems, transferring new construction fire inspection staff to the Planning and Development Department, implementing an online training system, and establishing a cross-functional working group to identify improvements related to fleet management issues.

Chairman Nowakowski left at 11:19 p.m.

Mr. Belknap noted possible revenue sources which included an ambulance subscription fee and lift/assist fee for assisted living and nursing homes given the frequent calls.

Chairman Nowakowski returned at 11:20 a.m.

Chairman Nowakowski asked Chief Khan what his thoughts were about the study's findings. Chief Khan said it was beneficial to receive validation from an outside entity about the savings from shared resources achieved through automatic aid. Chief Khan stated there could be a three year plan developed to incorporate the technology recommendations from the study which included implementing an online training system, estimating the remaining life of the current dispatch system and developing a replacement funding strategy, and analyzing the costs and return on investment of an electronic patient care records system. He acknowledged that while the improvements would be helpful, they were also costly. He stated the intent of the department was to expand its coverage to the north and south sections of the City as the population increases.

Councilman Valenzuela noted the potential cost savings from the technology and asked what the estimated costs would be for purchasing them. Chief Khan responded the cost would be approximately \$2 million and staff was working to determine the estimated cost savings. He added the department was actively applying for and receiving grants that could assist in incorporating some of the technology with some limitations.

Councilman Valenzuela expressed concern with recommending an ambulance user fee because it may prevent people from calling for help when they really need it for fear they may be charged. Mr. Krietor responded that all of the recommendations regarding user fees required further discussion. He added the department intended to look at and implement as many of the study's recommendations as possible based on Council's direction.

Councilman Nowakowski requested the Fire Department come back to the Subcommittee to present the implementation plan before bringing it to City Council for consideration.

Councilwoman Williams motioned to accept the Fire Efficiency Study and authorize the Fire Department to incorporate the efficiency recommendations in its Strategic Plan and

annual labor/management action planning process. Councilman Valenzuela seconded the motion which passed 3:0

### **17. Courts Efficiency Study**

Jeff DeWitt, Finance Director, introduced the item with Gordon Griller and Larry Webster with National Center for State Courts. Mr. DeWitt noted the study looked at not only the Municipal Court, but the Public Defender's Office, City Prosecutor's Office, and the sections of the Police Department dealing with the Court.

Mr. Griller described the study's background which included a strategic issues retreat with City staff to discuss improvements they felt needed to be implemented along with site visits, not only with City Justice System staff but also staff in the Supreme and Superior Courts.

Mr. Griller noted areas of existing best practices in the Police Department which included mobile vans for DUI arrests, pre-booking facility, efficient officer scheduling between the Police Department and the Court, and quick forensic lab turnaround times.

Mr. Webster described the best practices currently implemented in the City Prosecutor's Office which included high levels of office productivity with reduced staffing, community prosecution program, and imaginative software for early discovery exchange.

Mr. Griller outlined the best practices within the Municipal Court which included the high level of business process automation and digitized functionality, processing of civil infractions, fines/fees and restitution enforcement program, and maintaining high performance with reduced staff.

Mr. Griller noted the best practices in the Public Defender's Office, specifically regarding the diversion programs for Veterans and Homeless populations.

Mr. Griller explained the following four areas where improvements were needed.

1. Departmental collaboration via a Phoenix Justice Coordinating Council
2. Enhance the use of technology including implementing e-citations, replacing the PACE system, and upgrading the municipal court case management system.
3. Create problem solving courts for habitual violators
4. Improve case flow processes including reducing failures to appear, enhance the timely flow of arrest data from the Police Department to the Prosecutor, and improve victim/witness cooperation in Domestic Violence cases.

Councilwoman Williams commended all of the departments that participated in the study.

Chairman Nowakowski expressed support for the City investing in technology for the justice system departments. He asked if examples of job descriptions used in benchmark justice systems for the Chief Presiding Judge and Court Administrator positions could be provided for comparison.

Councilwoman Williams motioned to accept the Court's Efficiency Study. Councilman Valenzuela seconded the motion which passed 3:0.

**18. Future Agenda Items**

Councilwoman Williams requested Block Watch items be considered at future meetings to discuss quorum changes with Block Watch Forums and making the Block Watch lists accessible to neighborhood groups and the City Council.

**19. Call to the Public**

Ann Malone stated her support for the Call to the Public coming back to the Subcommittee agenda. She expressed her support for the Court Efficiency Study stating that Judge Song Ong was a friend and partner to the community. Ms. Malone requested the Call to the Public item be moved to the front of the agenda given the time required to take off of work in order to comment on an issue.

**20. Adjournment**

Chairman Nowakowski adjourned the meeting at 12:05 p.m.

Respectfully Submitted,

Stacy Hettmansperger  
Management Intern

177046

**CITY COUNCIL REPORT**

CITY CLERK DEPT.

TO: Ed Zuercher  
Assistant City Manager

2013 OCT -4 AM 7: 23

FROM: Daniel V. Garcia  
Chief of Police

SUBJECT: POLICE INNOVATION AND EFFICIENCY STUDY - FINAL REPORT

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This report provides the Public Safety and Veterans Subcommittee with a final update concerning the Police Department's evaluation of the Berkshire efficiency study recommendations. All evaluations have been completed, and many of the recommendations have been implemented. To date, an estimated \$2,000,000 in efficiencies has been achieved through budget actions as a result of the study.

THE ISSUE

As part of the budgetary process for the Fiscal Year 2010-11 budget, the Mayor and City Council authorized staff to hire consultants to perform innovation and efficiency studies of all public safety-related functions. The first analysis to be completed was the study of the Police Department, which was performed by Berkshire Advisors, Inc. On May 3, 2011, the consultants presented an overview of their findings to the City Council. More than 60 efficiency recommendations were identified in their final report. Of the recommendations implemented by the Police Department, most of the savings were generated through restructuring efforts that enabled the elimination of more than 12 vacant positions to include one assistant chief and six middle manager positions.

OTHER INFORMATION

In the weeks following the May 3, 2011, City Council meeting where the efficiency study recommendations were presented, an internal working group known as the Berkshire Report Response Team (BRRT) was formed to evaluate the feasibility of implementing the study recommendations. The team's primary focus was to ensure the efficiencies would serve to improve police services without compromising public safety or endangering officers' lives. The group also sought to ensure the recommendations coincided with established Police Department goals, as well as long standing community policing efforts.

The BRRT evaluated nearly all of the Berkshire recommendations within the first nine months, however, more complex recommendations, such as patrol staffing schedules required additional analysis by the Department. After all evaluations had been completed, the BRRT was in complete or partial agreement with more than 60 percent of the study recommendations (see attachment A). Of those, most have already been implemented or are in the process of being implemented and several others may be acted on at a later date if operational or fiscal conditions permit. Examples of approved recommendations include the replacement of the Callback Unit with an online reporting



system for residents to file police reports, and the civilianization of the Department's Centralized Booking Unit.

As a result of the Berkshire study, the Police Department has realized a number of benefits. Of the implemented recommendations, an estimated \$2,000,000 in efficiencies has been achieved through budget actions to date. Other recommendations which did not result in a direct cost savings have led to increased operational efficiencies and a more effective use of personnel resources.

The Police Department devoted considerable time and effort evaluating the Berkshire study recommendations. The following information provides added detail associated with various aspects of this process.

### Evaluation Process

The BRRT was led by a six-member steering committee comprised of executive-level personnel from the Police Department and City Management as well as a citizen representative, Mr. Richard Rea. The committee provided oversight and approval authority throughout the evaluation process. Under the steering committee's direction, five subcommittees were formed to assess the study recommendations. The recommendations were grouped into five different operational categories, and were then assigned to a corresponding subcommittee chaired by a police executive or middle manager with experience in that specialty. The makeup of each subcommittee consisted of line-level employees, supervisors, middle managers, labor organization representatives, and some community members.

Employee and community input were both essential to the evaluation process. To facilitate resident involvement, the steering committee formed a community advisory group comprised of nearly two dozen community leaders from across the city knowledgeable in Police Department operations. This group provided valuable insight on all assessments performed by the subcommittees.

The BRRT subcommittees relied on different research methods and approaches given the varying level of complexity associated with the study recommendations. Several recommendations that were overly broad in scope were divided into multiple parts so they could be properly assessed. As the subcommittees completed the evaluations, their suggested courses of action and justifications were documented in a standardized response template. These documents were submitted to the steering committee for review and feedback. Once approved, the community advisory group reviewed the response documents and provided their input.

### Public Input

To ensure a wider segment of the public had an opportunity to learn about the study recommendations and offer their input, the Police Department hosted ten community meetings, one of which was conducted entirely in Spanish. Meetings were held at precinct facilities throughout the city during the summer of 2011. In total, it's estimated that over one hundred residents attended. Discussions were primarily focused on the Berkshire recommendations involving patrol operations with a particular emphasis on patrol shift schedules, deployment practices, and patrol specialty resources (e.g.

Community Action Officers (CAO's) and Neighborhood Enforcement Team (NET) officers).

The overwhelming majority of attendees expressed support for the Police Department's current staffing and deployment model and voiced concerns with the study recommendations that suggested changes in these areas. Residents were also concerned that the level of collaboration, which had taken years to achieve between the community and the Police Department would be diminished if some of these recommendations were implemented. Concern was also expressed with the suggested removal of sworn oversight from the Department's Explorer Program.

#### Additional Analysis

One of the more complicated recommendations involved the evaluation of work schedules and deployment practices in the Patrol Division. To ensure a decision was founded on good data, a six-month pilot program was conducted in the Cactus Park Precinct to evaluate a 3/13 work schedule. This schedule was cited in the Berkshire study, however, it was also a part of the 2010-12 labor negotiations with the Phoenix Law Enforcement Association that resulted from the approved MOU. The pilot program commenced in January 2012. Researchers from a local university conducted an evaluation before, during, and after the pilot in an attempt to determine if the extended shift had any physiological and psychological affects on the program participants. Based on the unfavorable findings revealed through the academic evaluation, the Department does not support the 3/13 work schedule for mass implementation.

The Department also evaluated a number of different 5/8 work schedule options for the Patrol Division. However, after significant consideration, it was determined that transitioning from the current 4/10 schedule to a 5/8 work schedule would not be operationally feasible at this time.

In conclusion, the Berkshire study identified a number of improvements that are helping the Police Department contain costs and increase overall efficiencies. It also served as the catalyst for the Department in continuing to seek other new and innovative measures that support the delivery of quality police services in the most efficient and cost effective manner possible.

#### RECOMMENDATION

This report is for information only.

## Attachment A - Berkshire Report Response Team (BRRT) Evaluation Summary

### Communications Subcommittee

Rec. #	Berkshire Recommendation	PD Response
1A	No longer staff the 4 tactical channels (TAC) on the day and night shift, the 6 TAC channels on the evening shift, and the 'Hot Monitor' channel on the night shift. This recommendation will require 35 fewer communication operator positions (dispatch seats).	Partially Agree
1B	Reduce the total number of communication operator/dispatcher positions (Berkshire recommended a reduction of 72 communication operator/dispatcher positions).	Not Recommended
1C	Reduce the total number of communication supervisor positions (Berkshire recommended a reduction of 11 communication supervisor positions).	Not Recommended
2	Defer the split of the Department's communication operations between two sites.	Not Recommended
3	Discontinue the Callback Unit.	Recommended

### Investigations Subcommittee

Rec. #	Berkshire Recommendation	PD Response
4	Formal solvability factors should be used consistently in property crime cases to determine which cases should be assigned to detectives for follow-up investigation.	Recommended
5	Consolidate the North and South Property Crimes Units.	Not Recommended
6	Sergeants in Property Crime units should have the responsibility for assigning property crime cases to investigators.	Not Recommended
7	The four sergeants who staff the Violent Crimes Bureau desk are not needed.	Not Recommended
8	Night detectives should be used more extensively and they should work 8-hour shifts.	Not Recommended
9	Evaluate the number of cases handled and productivity of detectives at the 60 <sup>th</sup> percentile of all investigators in the work unit and adjust staffing accordingly.	Unable to Evaluate
10	Span of control for investigative sergeants to detectives should be approximately 1:8.	Recommended
11	Investigative sergeants should be held accountable for ensuring detectives release property when it no longer needs to be held.	Recommended

### Patrol Subcommittee

Rec. #	Berkshire Recommendation	PD Response
12A	Review the number of officers needed in patrol to respond to calls for service and to perform proactive work.	Partially Agree
12B	Institute 8-hour shifts in patrol in lieu of maintaining the current 10-hour shifts or moving to the proposed 13-hour shifts.	Partially Agree
12C	Stagger start times for officers in patrol.	Not Recommended
12D	Staff patrol officers at the precinct level as opposed to the current practice of staffing at the squad level.	Not Recommended
12E	Span of control for patrol sergeants to officers should be 1:8.	Partially Agree
13	Establish standards for the number of officers dispatched and/or that respond as part of an initial response to calls for service.	Partially Agree
14	Deployment of patrol officers should be one per car (discontinue two-person units).	Partially Agree
15	Precinct commanders should be given significant discretion in determining how best to use the staff resources assigned to their precincts.	Partially Agree
16A	Dedicated staffing of proactive resources in the precincts (e.g. NET Squads) may no longer be needed in established numbers if precinct commanders deploy resources as they deem appropriate.	Partially Agree
16B	Eliminate dedicated walking beat positions in patrol.	Partially Agree
16C	Eliminate 15 Community Action Officer (CAO) positions or require them to work independently to increase capacity.	Partially Agree
16D	Allocate patrol specialty resources based on calls for service activity rather than a fixed allocation per precinct.	Partially Agree
17	Civilianize the Centralized Booking Unit and re-deploy the officer positions currently assigned.	Partially Agree
18	Re-deploy the two duty commander positions and assign this function to on-call commanders.	Partially Agree
19	Each patrol officer should be assigned the same vehicle during their duty shifts.	Partially Agree
20	Minimize overhead costs of the new precincts by varying support resources.	Partially Agree
21	Reassess staffing of the Targeted Enforcement squad and re-deploy staff as appropriate.	Partially Agree
22	Reassess staffing of the curfew centers.	Recommended
23	Patrol officers should be required to perform direct entry of their reports.	Partially Agree

## Attachment A - Berkshire Report Response Team (BRRT) Evaluation Summary

### Specialty Subcommittee

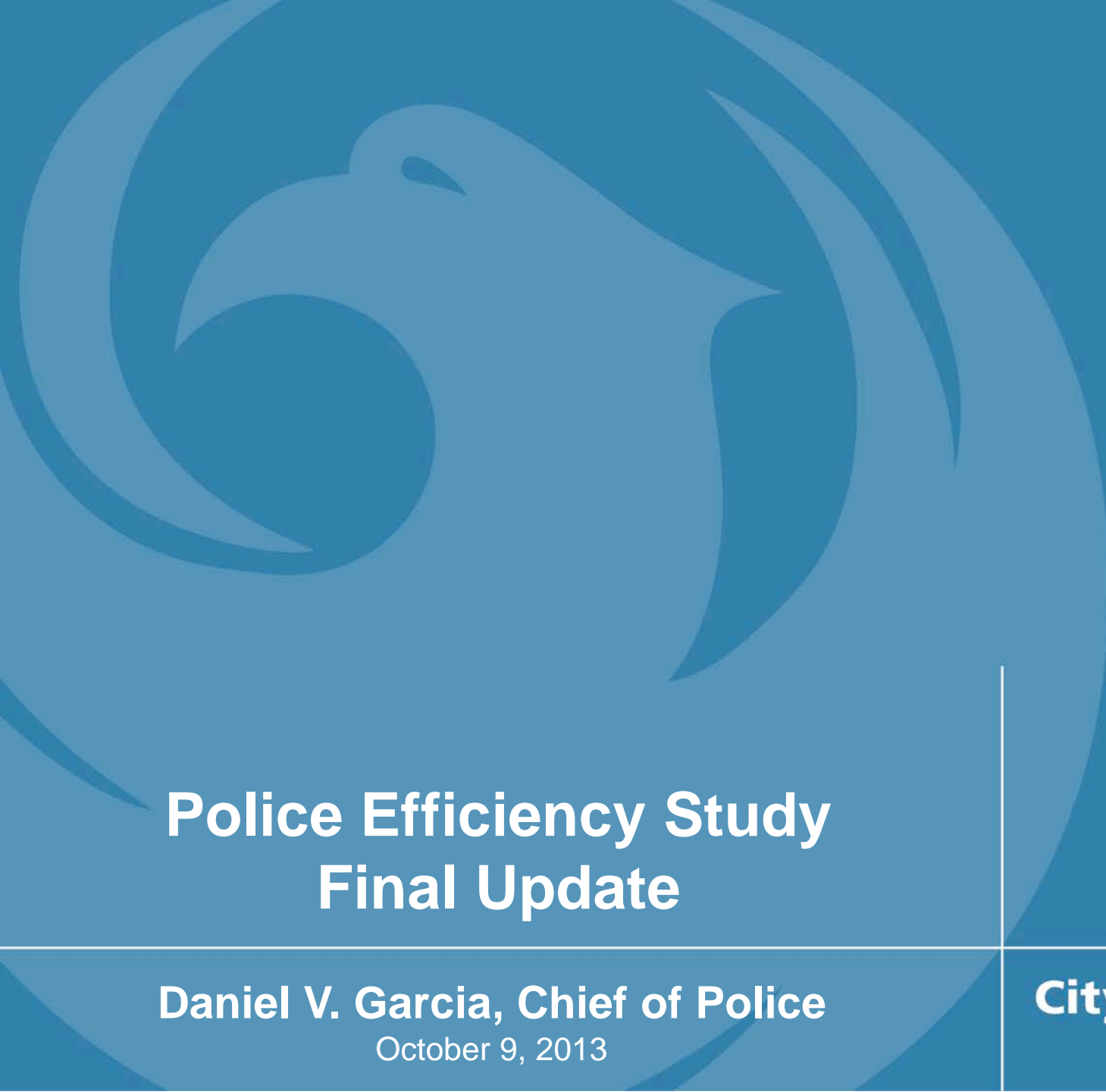
Rec. #	Berkshire Recommendation	PD Response
24	Weigh the costs of deploying fixed wing surveillance aircraft against the benefits and explore collaboration with other jurisdictions to provide regional service.	Partially Agree
25	Helicopter crews should be deployed on 8-hour shifts; fixed wing crews should be deployed on 13-hour shifts; and aircraft pilot positions should be civilianized.	Not Recommended
26	Sergeants in the Air Support Unit should be able to function as working supervisors (able to fly).	Not Recommended
27	Driving specialty vehicles should not be a full-time assignment.	Partially Agree
28	Discontinue the Special Assignment Unit (SAU) squad dedicated to the service of warrants.	Not Recommended
29	Deploy Special Assignments Unit (SAU) staff on 8-hour shifts.	Not Recommended
30	Full-time bomb squad staffing should be adjusted and greater reliance placed on trained collateral staff that have other primary assignments.	Not Recommended
31	Traffic enforcement officers charged with responding to collisions should work 13.3-hour shifts; some traffic enforcement positions should be civilianized.	Not Recommended
32	Assign front desk staff to 8-hour shifts and require sergeants to serve as working supervisors.	Not Recommended
33	Consider modifying reimbursement policies to generate more revenue to offset the cost of supporting special events	Recommended
34	Civilianize the Infrastructure Protection Unit (IPU) sergeant position.	Not Recommended
35	Discontinue the Wake Up Program and reassign the full-time officer functioning as the program coordinator.	Partially Agree

### Support Subcommittee

Rec. #	Berkshire Recommendation	PD Response
36	The time between mandatory rotations of commander and lieutenant positions should be lengthened.	Partially Agree
37	Supervisors with narrow spans of control should serve as working supervisors	Recommended
38	Determine whether providing limited duty assignments for individuals not injured on the job is consistent with city policy.	Recommended
39	Administrative staffing should be adjusted to provide a more consistent proportion of administrative staff to supported staff.	Recommended
40	Utilize a lieutenant to manage the Public Affairs Bureau and re-deploy the commander	Recommended
41	The homicide Crime Scene Specialists (CSS) should be integrated into the shift schedule with other CSS positions	Not Recommended
42	Increase the size of the Crime Scene Response Unit.	Recommended
43	Re-deploy either the assistant chief or the commander of the Professional Standards Bureau (PSB)	Recommended
44A	Assign the responsibility for conducting criminal and administrative investigations of employees to the same bureau.	Not Recommended
44B	The lieutenant overseeing criminal investigations in PSB should also investigate cases.	Not Recommended
45	PSB investigators should work independently on cases.	Recommended
46	Reallocate some polygraph examiners and support staff in the Employment Services Bureau.	Partially Agree
47	Contractors should be responsible for conducting background checks on their employees working in the Police Department.	Recommended
48	The COPS and Explorer Programs should not be housed within the Employment Services Bureau and the full-time position overseeing the Explorer Program should be reassigned	Not Recommended
49	One of two sergeant positions in the Employment Services Bureau should be reallocated.	Recommended
50	Reorganize the Department along functional lines.	Partially Agree
51	Civilianize functions that do not require sworn officers.	Recommended
52A	Privatize the Communications Bureau call answering, 911, and call dispatching functions.	Not Recommended
52B	Privatize the initial license applications, public records requests, and employee assistance services.	Not Recommended
52C	Privatize the transport of prisoners to county jail and from jail to court.	Partially Agree
52D	Privatize security and traffic control for downtown venues.	Not Recommended
52E	Privatize polygraph examinations for new hires, volunteers, and criminal investigations	Recommended
52F	Privatize the accounting services, purchasing, contract management, payroll, billing, construction, facility maintenance, and personnel records management.	Not Recommended

**Attachment A - Berkshire Report Response Team (BRRT) Evaluation Summary**

<b>Rec. #</b>	<b>Berkshire Recommendation</b>	<b>PD Response</b>
52G	Privatize technology support and alarms for city owned buildings.	Not Recommended
52H	Privatize production and distribution of videos and management of the Department's website.	Recommended
52I	Privatize PACE system report entry and transcription of reports.	Recommended
52J	Privatize security and fare enforcement for transit systems and fixed post security.	Recommended
52K	Privatize security for the Mayor.	Partially Agree
52L	Privatize parking enforcement.	Not Recommended
53	Consider shared services with other city departments.	Recommended

A large, stylized, light blue Phoenix logo is centered on the left side of the slide. The logo is composed of several curved, overlapping shapes that form the bird's head and tail. The background of the slide is a solid, medium blue color.

# **Police Efficiency Study Final Update**

**Daniel V. Garcia, Chief of Police**  
October 9, 2013

**City of Phoenix**



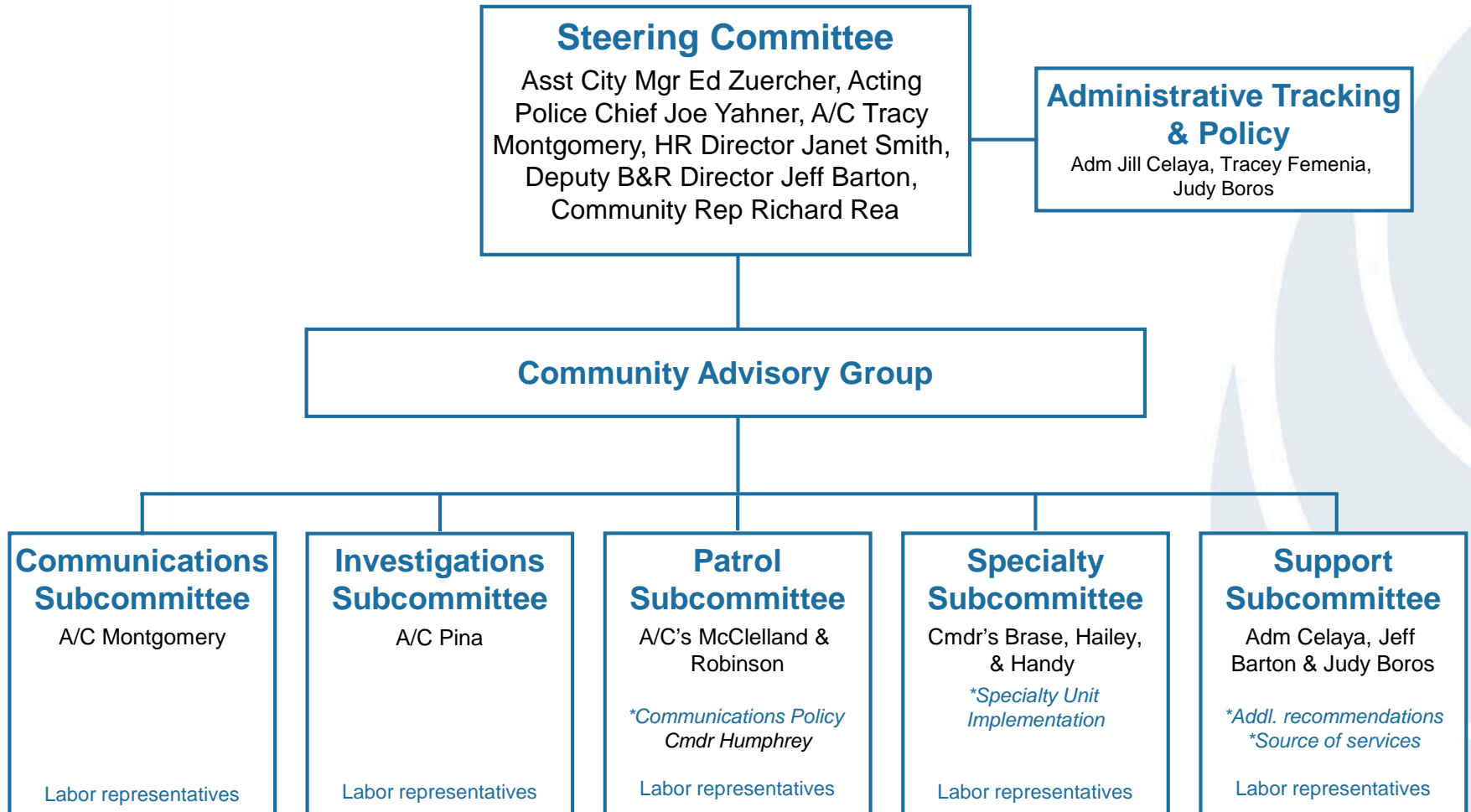
# Police Efficiency Study

## Background

- The Mayor and Council authorized innovation & efficiency studies of all public safety functions in the FY 2010-11 budget process
- Berkshire Advisors, Inc. was selected to conduct the Police Department study
- The Berkshire consultants presented their findings to the Mayor and Council on May 3, 2011, identifying more than 60 recommendations
- An internal working group (Berkshire Report Response Team) was formed to evaluate the feasibility of implementing the study recommendations and to ensure:
  - Public safety would not be compromised and officers' lives would not be endangered
  - Conformance with established PPD goals and community policing efforts



# Berkshire Report Response Team (BRRT)







# Evaluation Process

- Some recommendations that were overly broad in scope were divided into multiple parts so they could be properly evaluated
- Stakeholder input was an important part of the evaluation process
  - Included employees and labor representatives
  - Public input was obtained through the BRRT Community Advisory Group and through ten public meetings hosted by the PPD throughout the city
- Most evaluations were completed in less than a year
- Complex recommendations involving patrol staffing and deployment required additional analysis by the PPD



# Evaluation Outcomes

- The BRRT evaluations yielded complete or partial agreement with more than 60 percent of the Berkshire recommendations
- Of those, most have been implemented or are in the process of being implemented.
- Examples of adopted recommendations:
  - Discontinued the Callback Unit
  - Working to achieve a 1:8 span of control for patrol/investigative supervisors
  - Working to complete the civilianization of the Centralized Booking Unit
  - Working to civilianize functions in the Department that do not require a sworn officer



# Evaluation Outcomes

- Examples (continued):
  - Having patrol officers perform direct entry of their reports (only priority 3 status currently)
  - Re-assessed staffing of the curfew centers
  - Having supervisors with narrow spans of control serve as working supervisors where appropriate
  - Utilizing a Lieutenant to manage the Public Affairs Bureau (eliminating a Commander position)
  - Utilizing a Commander to oversee the Professional Standards Bureau (eliminating an Assistant Chief position)
  - Reallocated one of two Sergeant positions in the Employment Services Bureau
  - Reduced the number of polygraph examiners and support staff in the Employment Services Bureau



# Evaluation Outcomes

## Benefits

- Achieved an estimated \$2 million in efficiencies through budget actions to date primarily through restructuring efforts
  - More than a dozen vacant positions were eliminated to include one Assistant Chief and six Middle Manager positions
- Increased operational efficiencies
- More effective use of personnel resources
- Examined the 3/13 and 5/8 work schedules for Patrol
- Increased communication with community members, and received overwhelming support and collaboration
- Enhanced the Department's existing efforts to contain costs and increase overall efficiencies
- Institutionalized the practice of seeking new and innovative measures to maintain quality police services while increasing effectiveness and efficiency



**Questions?**

**Phoenix City Council  
Public Safety and Veterans Subcommittee  
Summary Minutes  
Wednesday, October 9, 2013**

1<sup>st</sup> Floor Atrium  
Assembly Rooms A, B, and C  
200 West Washington Street  
Phoenix, Arizona

**Subcommittee Members Present**

Councilman Michael Johnson  
Councilwoman Thelda Williams  
Councilman Daniel Valenzuela

**Subcommittee Members Absent**

Chairman Michael Nowakowski

**Staff Present**

Tim Hampton  
Brent Vermeer  
Peter Best  
Glen Gardner  
Sean Mattson  
Kathya Hidalgo  
Jill Celaya  
Lisa Takata  
Sandra Renteria  
Joe Yahner  
Ben Lane  
Shelley Munos  
Mandy Faust  
Marleen Bynum  
Jason Harrell  
Jesus Sapien  
Ed Zuercher  
Penny Parrella  
Cris Meyer  
Daniel Garcia  
Jeff Alexander  
Tracy Montgomery  
Thaddis Jackson

**Staff Present**

Stacy Osborne  
Ginger Spencer  
Lisa Takata  
Kent McCarthy  
Ed Zuercher  
Dave Harvey  
Harry Markley  
Kevin Roche  
Maria Hyatt  
Tracey Femenia  
Gracie Marquez  
Wilfred Gonzalez  
Heather Maldonado  
Karen Peters  
Cheryl Griesmann  
Vicki Hill  
Kerry Wilcoxon  
Corey Williams  
Karen Peters  
Lisa Gilligan  
Chris Tucker  
Aaron Carreon-Ainsa

**Public Present**

Brian Mueller  
Richard Rios  
Jana Granillo  
Erin Walker  
JJ Hensley  
Arjelia Gomez  
Danika Worthington  
Olga Aros  
Justin Stabley  
Lewis Batam  
Julie Rosen  
Gardner Tabon  
Richard Ray

**1. Call to Order**

Councilwoman Williams called the meeting to order at 10:09 a.m. with Councilman Johnson and Councilman Valenzuela present. Chairman Nowakowski was absent.

**2. Review and Approval of the September 11, 2013 Public Safety and Veterans Subcommittee Meeting Minutes.**

Council Johnson moved to approve the minutes from the September 11, 2013 meeting. Councilman Valenzuela seconded the motion, which passed 3-0.

**3. Call to the Public**

None.

**4. Metal Theft Update**

This item was for information.

5. **School Safety Update**  
This item was for information.
6. **Request Authorization to Accept Grant Funds from the U.S. Department of Justice through the FY 2013 DNA Backlog Reduction Program**
7. **Authorization to Accept Grant Funds for the FY 2013 Gang Resistance Education and Training Grant Program**
8. **Request Authorization to Accept Amendment #1 of an Intergovernmental Agreement with Arizona State University Reference the Smart Policing Initiative Grant. )**
9. **Request Authorization to Enter into Intergovernmental Agreements with the Organized Crime Drug Enforcement Task Force**
10. **Request Authorization to Accept Additional Grant Funds from the U.S. Department of Justice through FY 2013 Internet Crimes Against Children Tasks Force Continuation Grant Program**
11. **Approval of Neighborhood Block Watch Oversight Committee Recommendations of the 2013 Grant Appeals**
12. **Authorization to Accept Fiscal Year 2014 Grants from the Arizona Governor's Office of Highway Safety**
13. **Authorization to Accept 2013 Justice Assistance Grant Funds**
14. **Request to Apply for and Accept 2013 Staffing for Adequate Fire and Emergency Response (S.A.F.E.R.) Program Grant**
15. **Request to Apply for Healthcare Innovations Grant**
16. **Request to Apply for National Highway Traffic and Safety Administration (NHTSA) Grant Funds**

Councilman Johnson moved to approve items 6 through 16. Councilman Valenzuela seconded the motion, which passed 3-0.

17. **City of Phoenix Prosecutor's Office Partnership with Grand Canyon University to Combat Domestic Violence**

Aaron Carreon-Ainsa, City Prosecutor, introduced the item by stating it represented a new chapter in the City's partnership with Grand Canyon University (GCU). He stated that in response to City Council's mandated challenge to each department to transform the mindset and culture of violence, a new initiative was developed to prevent domestic violence throughout the GCU community.

Will Gonzalez, Assistant City Attorney, explained that Brian Mueller, President and CEO of GCU, directed his executive team to construct an online educational module that would be used to train faculty and staff and instruct students. Mr. Gonzalez commented that the module was designed to combine domestic violence awareness with a call to personal responsibility. He added that when the module was complete, it would be inserted into the GCU's curriculum as a required component for every future freshmen class.

Mr. Mueller expressed his appreciation for the faculty, staff, and students of GCU, who have distinguished themselves through the numerous missions projects and community service campaigns they have completed.

Councilwoman Williams asked if it was possible to publicize GCU's efforts, and encouraged Mr. Mueller to explore ways to share his program with other educational institutions in Arizona and throughout nation. Mr. Gonzalez mentioned that he was not aware of another university in the country that has undertaken a project like GCU's online-module, and was encouraged that a local campus was at the fore-front of domestic violence prevention.

#### **18. Public Records Accessibility**

Cris Meyer, City Clerk, explained that on-going projects to improve the transparency and accessibility of public records have recently focused on the type of documents that are recorded and archived by the Clerk's Office. Mr. Meyer highlighted the public records index as an example of such efforts, and stated that it was developed to categorize records, identify which department held specific records, and provide links to records that were stored online. He stated that the index was designed to include all of the records City departments preserved, as well as some of the most popular documents kept by external agencies such as marriage licenses, divorce decrees, and other items department staff were frequently questioned about.

Mr. Meyer commented that the Campaign Finance Information system was completed. He observed that the new system contained benefits for all groups of potential users; it gave candidates and their supporting organizations the ability enter financial transactions in real time, performed their debit and credit calculations automatically, and has helped to extend their deadline for filing reports by approximately seven hours. Mr. Meyer noted that the finance information system has aided the public and media organizations because it enabled them to search records by contribution and expenditure data, donors, and payees whose work was funded by the campaign. He added that the current system benefitted department employees because it eliminated the processes of scanning and uploading documents on the web, which was an inefficient method of posting documents.

Mr. Meyer stated that some changes had also been made to the Department's record's system that expanded the site's functionality regarding searches. These improvements have provided the capability to search by partial or exact key words and phrases, and document type or category. He suggested that future projects, to elevate transparency and accessibility of public records, would include an online database that registered lobbyists and published their expenditures, an agenda management system that would automate many of the posting, filling and recording duties and requirements that were related to City Council meetings, and a record's management system that would track records from their creation to destruction under the guidelines of the state retention period.

Councilwoman Williams commented that it appeared as if the proposed improvements were driven by efforts to maximize the transparency and accessibility of records and also by residents' needs and interests.

#### **19. Child Crimes Update**

Daniel Garcia, Police Chief, provided a brief review of some of the recent changes in the department's practices regarding child crimes, including the addition of supervisory reviews for all cases. He invited Sandra Renteria, Assistant Police Chief, to provide more program details to the Subcommittee.

Assistant Police Chief Renteria explained that to date, the Child Crimes Unit had implemented fifteen of the sixteen City Audit recommendations, and all five of the suggestions that were made in regard to the professional standards bureau inspection's unit. She commented that fifteen additional detectives were assigned to the Unit, which elevated the number of squads from four to six, and raised the number of Spanish speakers from five to fifteen.

Olga Aros, representative of E Latina Voices, asked if all officers would receive training regarding the investigation of child sex crimes, and if reporting data would be collected and



used to evaluate the Unit and its progress. Ms. Aros inquired if the Police Department would focus on raising conviction rates, and collaborate with Homeland Security to share or develop a predator database that would continually monitor ex-offenders after they were released from prison. Chief Garcia responded that there were a number of training modules, including case management and forensic interviews, which were offered to all officers. He agreed with Ms. Aros that a continued commitment to the professional development of officers was necessary. Assistant Police Chief Renteria commented that the online systems that the department used to track predators were I.C.A.C. (Internet Crimes Against Children Unit) and AZICAC.org, which were accessible to the public and monitored and evaluated by state and federal agencies. She remarked that the overwhelming majority of child crimes cases that were prosecuted in Phoenix led to convictions.

Jana Granillo, member of E Latina Voices, inquired if a strategic plan with specific and measurable goals and objectives existed, or could be developed, between departments, businesses, and residents to prevent child crimes.

Julie Rosen, Chicanos Por La Casa (CPLC) Parenting Program Director, emphasized that the commitments in additional funding and personnel have to be protected and maintained in order to promote the sustainability of the Child Crimes Unit, and all of the progress it has made.

Arjelia Gomez, CPLC Chief Financial Officer, identified three areas that were important to establish in order to successfully prevent child crimes: leadership, climate, and culture. She commented that capable leaders were already in place, and that the climate and culture in the spheres of the law enforcement and prosecution were supportive.

Councilman Johnson questioned if a system existed that prevented the geographic concentration of offenders in the City. Chief Garcia replied that there was nothing to prevent the occurrence of offenders clustering in specific neighborhoods. Chief Garcia added that the department did post fliers to notify neighbors when a sex offender moved into a neighborhood.

Councilman Johnson also noted that it would be beneficial to explore the existence of any links or overlaps in services between domestic violence and child crimes.

Councilwoman Williams asked if there were an adequate number of interpreters for enforcement and educational efforts to serve residents in the City. Chief Garcia answered that more interpreters were needed.

## **20. Public Transit Security Update**

Jeff Alexander, Police Commander, reminded the Subcommittee that voters supported a change in the City Charter that gave Allied Barton, Metro Light Rail's private security contractor, the authority to enforce fare evasions and write citations. He stated that this action enabled the City's Transit Enforcement Unit (TEU) to implement STOP (Surface-transportation Top Offender Program), which focused on platform visibility, pro-active patrols, and crime suppression programs to eliminate criminal activity from public transportation. Commander Alexander commented that an important aspect of STOP was the practice of offering individuals who violated a bus or light rail ordinance the opportunity to connect with social services. He added that this policy helped separate criminals from people who were struggling with unmet economic or social needs such as homelessness. Chief Garcia explained that if a person received four citations in a three-month period, they would be arrested and the court would adjudicate the case. If that person was found guilty, they would also receive a travel restriction which would ban them from using the bus or light rail for a specified time period. Chief Garcia mentioned that to date, only seven people were processed through the court system and received travel restrictions, while eighty-four people were referred to social services.

## **21. Berkshire Recommendations**

Tracy Montgomery, Police Commander, mentioned that over sixty recommendations were submitted to the Police Department for consideration or implementation by the Berkshire Advisors, a group of participants that was selected to identify efficiencies throughout the organization. She stated none of the recommendations were to compromise public safety or the department's commitment to community-based policing. Commander Montgomery noted that numerous changes throughout the department, such as the discontinuation of the Callback Unit, the civilianization of the Centralized Booking Unit, and the reduction of the number of polygraph examiners were instituted as a result of the Advisor's input. She added that these actions have led to approximately \$2 million in savings, streamlined operational procedures, and increased communication and collaboration with members of the community.

Chief Garcia commented that the formalized process that the department underwent for the Berkshire study would never end. He stated that the department would continue to evaluate its structure, policies, programs, and priorities in an effort to continually improve the organization and the way it was managed.

## **22. 2013-2014 School Resource Officer Program Update and FY 2013 COPS Grant Award Announcements**

Police Lieutenant Chris Tucker explained that the purpose of the School Resource Officer (SRO) Program was to merge community based policing with mentorship opportunities through establishing relationships with school officials, investigating truancy and child abuse cases, and supplying instruction for Law Related Education (LRE). Lieutenant Tucker commented that although staffing levels for the program have fluctuated recently, the distribution of officers in the program was still proportional to the number of elementary, middle and high schools in Phoenix. He added that the City was recently awarded a grant to hire 15 additional officers for the SRO Program. Chief Garcia remarked that one of the conditions of the grant was that the level of staffing that existed for the program when the grant was awarded had to be maintained throughout the life of grant. Chief Garcia also noted that the City had applied for a waiver for this stipulation, but did not know its status due to the federal shutdown. Mr. Zuercher explained that a motion for approval was still needed for the currently funded SROs.

Councilman Valenzuela moved to recommend approval to the City Council to execute contracts with school districts for the 2013-2014 school year in support of the School Resource Officer Program. Councilman Johnson seconded the motion, which passed 3-0.

## **23. Request for Future Agenda Items**

Shelley Munos, Police Sergeant, suggested that the Subcommittee explore ways to proactively fight human trafficking. Sergeant Munos mentioned that a strategy that was adopted in other municipalities was to use the surfaces of city owned property, such as windows, floors, bathrooms stalls, or soap, as billboards to advertise how and where victims might receive help. She pointed out that the City could use its mandatory licensing procedure as an opportunity to educate or question business owners and/or applicants about trafficking. Sergeant Munos stressed that low-cost initiatives could be successfully implemented in the City and would help solve the problem of human trafficking.

## **24. Adjournment**

Councilman Williams adjourned the meeting at 11:56 a.m.

Respectfully Submitted,  
Thaddis Jackson