
CITY COUNCIL REPORT

TO: David Cavazos
City Manager

FROM: Jeff Dewitt
Finance Director

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

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 and click on the Efficiency Studies link on the left side of the page.

RECOMMENDATION

This report is for information only.



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 increasing¹ 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.²

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

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

² 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.³ 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 balance⁴ and takes into account employees who will retire based on completion of the Deferred Retirement Option Program (DROP)⁵ 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

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

⁴ 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.

⁵ 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 service⁶
- 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

⁶ 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 costs⁷
- 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-service⁸
- 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

⁷ 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).

⁸ 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 safety⁹
- 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).^{10 11}

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

⁹ 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*, 7th Edition, Joel Samaha, pages 190-191).

¹⁰ 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.

¹¹ 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.¹² Detailed plans will also need to be developed to modify administrative systems as necessary, to reflect the operational changes implicit in the study recommendations.¹³ 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.

¹² 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.

¹³ 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.¹⁴ 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.¹⁵ 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.

¹⁴ 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.

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

DATA USED TO SUPPORT STUDY RECOMMENDATIONS

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

DATA USED TO SUPPORT STUDY RECOMMENDATIONS

DATA SOURCE	WHERE UTILIZED
■ 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

DATA SOURCE	WHERE UTILIZED
■ 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 departments¹⁶ (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 ¹⁷	Square Miles (Land Area) ¹⁸	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 ¹⁹	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%
Phoenix, AZ	1,590,488	519.1	3063.9	17.9%	\$57,409	39.2%
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

¹⁶ 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.

¹⁷ Police department coverage population.

¹⁸ Police department coverage area.

¹⁹ 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.**²⁰ 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 time²¹).²²
- **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 call²³), the geographic area served, and the speed with which the officer drives to the call.²⁴ 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.

²⁰ 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).

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

²² 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).

²³ 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.

²⁴ 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.**²⁵ Two approaches to evaluating shift schedules were used. For functions such as patrol first responders and communications, linear programming²⁶ 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.²⁷ 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

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

²⁶ 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.

²⁷ 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 ²⁸		Average Response Time To Non-Emergency Calls-For-Service	
	Average Response Time To Emergency Calls-For-Service ²⁸	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
Phoenix, AZ	5:42	6	26:24	5
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 rate²⁹ of Part I crimes³⁰) 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.

²⁸ Numbers represent minutes and seconds.

²⁹ 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.

³⁰ 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
Phoenix, AZ	18.0%	3
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
Phoenix, AZ	0.41	9
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
Phoenix, AZ	42.01	7
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
Phoenix, AZ	14.55	7
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 FTEs³¹)
 - 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

³¹ 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 60th 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 cost³²
 - 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

³² 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 ³³	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 initiatives³⁴)
 - 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

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

³⁴ 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 ^{3b}	9	8	5
Total	347	311	322

- 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

³⁵ 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		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		Priority 2 And Priority 3 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		
310	MOLESTING	2	3	41	3	1	3	1	3	693	3	1	3	693			
312	CHILD NEGLECT	2	3	14	3	1	3	1	3	213	3	1	3	213			
915	ARSON	2	3	40	3	2	3	2	3	39	3	2	3	39			
918	INSANE PERSON	2	3	15	3	2	3	2	3	3091	3	2	3	3091			
921	PROWLER	2	3	26	3	2	3	2	3	1193	3	2	3	1193			
211A	ARMED ROBBERY ALARM	3	3	3412	3	3	3	3	3	54	3	3	3	54			
211T	PRONET ALARM	2	3	51	3	2	3	2	3	1	3	2	3	1			
237D	DANGEROUS DRUGS	2	3	18	3	2	3	2	3	862	3	2	3	862			
237M	REPORT OF MARIJUANA	1	3	13	3	1	3	1	3	2878	3	1	3	2878			
237N	NARCOTICS	2	3	1	3	2	3	2	3	64	3	2	3	64			
237P	PRESCRIPTION VIOLATION	1	3	236	3	1	3	1	3	170	3	1	3	170			
312A	CHILD ABUSE	2	3	143	3	1	3	1	3	1229	3	1	3	1229			
415I	INCORRIGIBLE JUVENILE	2	3	408	3	2	3	2	3	2595	3	2	3	2595			
415J	JUVENILES DISTURBING	2	3	260	3	2	3	2	3	4827	2	2	3	4827			
415W	MISUSE OF WEAPON	2	3	5	3	2	3	2	3	51	3	2	3	51			
487I	STOLEN BICYCLE	1	3	178	3	1	3	1	3	693	2	1	3	693			
491A	CUSTODIAL INTERFERENCE	2	3	25	3	1	3	1	3	1577	3	1	3	1577			
503G	GRAFFITI	1	3	1533	3	1	3	1	3	1559	3	1	3	1559			
511F	FELONY FOJ WARRANT	2	3	1	3	2	3	2	3	23	3	2	3	23			
901H	DEAD BODY	1	3	13	3	1	3	1	3	500	3	1	3	500			
901O	OVERDOSE VICTIM	2	3	223	3	2	3	2	3	64	3	2	3	64			
210	STRONG ARMED ROBBERY	2	4	697	4	2	4	2	4	370	4	2	4	370			
239	FIGHT	2	4	21252	4	2	4	2	4	19241	2	2	4	19241			
240	ASSAULT	2	4	4039	4	2	4	2	4	7208	2	2	4	7208			
417	SUBJECT THREATENING	2	4	73	4	2	4	2	4	22	3	2	4	22			
487	THEFT	1	4	2177	4	1	4	1	4	11802	2	1	4	11802			
601	MISSING PERSON	1	4	43	4	1	4	1	4	2020	2	1	4	2020			
900	CHECK WELFARE	1	4	1500	4	1	4	1	4	47674	2	1	4	47674			
927	UNKNOWN TROUBLE	2	4	5156	4	2	4	2	4	30	4	2	4	30			
390D	DRUNK DRIVER	2	4	1347	4	2	4	2	4	564	3	2	4	564			
415B	CRIMINAL DAMAGE	1	4	3180	4	1	4	1	4	8466	2	1	4	8466			
415F	DOMESTIC VIOLENCE	2	4	20239	4	2	4	2	4	20767	2	2	4	20767			

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	Phoenix Response Hot Calls	Priority 1 Calls	Number Of Officers Responding	Priority 2 And Priority 3	Number Of Officers Responding	Priority 2 And Priority 3	Priority 2 And Priority 3 Calls	Priority 3 Calls		
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	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 3 Calls
928I	FOUND BICYCLE	1	Few Calls	0	1	1	Few Calls	27	
964T	TRANSLATION DETAIL	1	Few Calls	0	1	1	Few Calls	4	
250	HARASSMENT	1	no info	6	1	1	no info	1900	
260	SEXUAL ABUSE ADULT	2	no info	18	1	1	no info	162	
302	INTERNET COMPUTER CRIME	1	no info	0	1	1	no info	11	
316	NONSUFFICIENT FUNDS CHECK	1	no info	30	1	1	no info	28	
390	DRUNK DISTURBING DOWN CAR	2	no info	103	2	2	no info	2923	
418	CIVIL MATTER STANDBY	1	no info	21	1	1	no info	12088	
459	BURGLARY	2	no info	58	1	1	no info	90	
491	KIDNAPPING NON SEXUALLY MOTIVATED	3	no info	145	2	2	no info	74	
502	JUDICIAL INTERFERENCE	1	no info	1384	1	1	no info	1497	
503	CITY ORDINANCE OFFENSE	1	no info	16	1	1	no info	2456	
508	TRAFFIC CONTROL	1	no info	8	1	1	no info	690	
510	SPEEDING RACING	1	no info	131	1	1	no info	435	
647	SUSPICIOUS PERSON	2	no info	734	2	2	no info	30314	
711	INTENSIVE PATROL	0	no info	0	0	0	no info	538	
901	INJURED SICK PERSON	1	no info	1580	1	1	no info	694	
907	BACK UP	0	no info	576	0	0	no info	1151	
926	SEND A WRECKER	0	no info	0	0	0	no info	5	
960	PD AIR UNIT DOWN NO INJURIES	2	no info	0	2	2	no info	1	
961	ACCIDENT NO INJURIES	1	no info	304	1	1	no info	21116	
962	ACCIDENT WITH INJURIES	2	no info	1373	1	1	no info	4683	
963	ACCIDENT FATALITY	4	no info	0	4	4	no info	1	
1021	CALL BY PHONE	0	no info	0	0	0	no info	613	
1022	NO FURTHER ACTION	0	no info	0	0	0	no info	62	
1025	REPORT TO MEET	0	no info	4	0	0	no info	2118	
1031	PICK UP PAPERS	0	no info	0	0	0	no info	877	
1042	PRISONER IN CUST	0	no info	0	0	0	no info	3	
1051	FELONY WARRANT OUTSTANDING	2	no info	9	2	2	no info	730	
1052	MISDEMEANOR WARRANT OUTSTANDING	1	no info	4	1	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	Input - Hot Calls	Phoenix Response Priority 1 Calls	Priority 1 Calls	Staffing Priority 2 And Priority 3	Input - Priority 2 And Priority 3	Phoenix Response Priority 2 And Priority 3	Priority 2 And Priority 3 Calls
1060	FEMALE OFFICER FOR SEARCH	1	no info	no info	0	1	no info	no info	6
1070	PR CONTACT	0	no info	no info	0	0	no info	no info	1519
1076	NOTIFY OWNER OF VEHICLE RECOVERY	1	no info	no info	0	1	no info	no info	1600
1077	NOTIFY PARENT OF JUVENILE DETENTION	1	no info	no info	0	1	no info	no info	149
1079	EMERGENCY MESSAGE	0	no info	no info	0	0	no info	no info	323
1085	WIRES DOWN	1	no info	no info	0	1	no info	no info	63
1086	IRRIGATION WATER	1	no info	no info	0	1	no info	no info	10
1087	BROKEN WATER MAIN	1	no info	no info	0	1	no info	no info	100
1089	HOLES IN STREET	1	no info	no info	0	1	no info	no info	12
1090	SIGNALS OUT	1	no info	no info	0	1	no info	no info	717
1091	ASSIST MOTORIST	1	no info	no info	1	1	no info	no info	2123
1092	WAGON WANTED	0	no info	no info	0	0	no info	no info	2045
210S	STRONG ARMED ROBBERY SUPPLEMENT	1	no info	no info	0	1	no info	no info	55
210X	STRONG ARMED ROBBERY ATTEMPT	1	no info	no info	58	1	no info	no info	22
211B	ARMED ROBBERY ALARM BEACON	3	no info	no info	16	3	no info	no info	0
211S	ARMED ROBBERY SUPPLEMENT	1	no info	no info	9	1	no info	no info	168
211X	ARMED ROBBERY ATTEMPT	3	no info	no info	68	3	no info	no info	25
236S	THREAT SUPPLEMENT	1	no info	no info	0	1	no info	no info	74
237DS	DANGEROUS DRUGS SUPPLEMENT	1	no info	no info	0	1	no info	no info	6
237GS	GLUE SNIFFING SUPPLEMENT	1	no info	no info	0	1	no info	no info	1
237MS	MARIJUANA REPORT SUPPLEMENT	1	no info	no info	0	1	no info	no info	6
237PS	PRESCRIPTION VIOLATION SUPPLEMENT	1	no info	no info	0	1	no info	no info	17
239S	FIGHT SUPPLEMENT	1	no info	no info	0	1	no info	no info	64
240ES	RECKLESS ENDANGERMENT SUPPLEMENT	1	no info	no info	0	1	no info	no info	3
240S	ASSAULT SUPPLEMENT	1	no info	no info	10	1	no info	no info	440
240X	ASSAULT ATTEMPT	1	no info	no info	46	1	no info	no info	68
245A	ABUSE NEG OF VULNERABLE ADULT	2	no info	no info	0	1	no info	no info	52
245F	ABS NEG OF VULNERABLE ADULT DV	2	no info	no info	1	1	no info	no info	12
245FS	ABS NEG OF VULNERABLE ADULT DV SUP	1	no info	no info	0	1	no info	no info	1
245S	AGGRAVATED ASSAULT SUPPLEMENT	1	no info	no info	2	1	no info	no info	162
245X	AGGRAVATED ASSAULT ATTEMPT	1	no info	no info	92	1	no info	no info	105
250S	HARASSMENT SUPPLEMENT	1	no info	no info	0	1	no info	no info	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	Staffing Priority 1	Phoenix Response Priority 1 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
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	2	622
260JS	SEX ABUSE OF JUVENILE SUPPLEMENT	1	no info	0	0	1	no info	1	31
260JX	SEXUAL ABUSE OF JUVENILE ATTEMPT	2	no info	0	0	2	no info	2	8
260L	LURE MINOR FOR SEX	2	no info	0	0	2	no info	2	17
260S	SEXUAL ABUSE OF ADULT SUPPLEMENT	1	no info	0	0	1	no info	1	13
260X	SEXUAL ABUSE OF ADULT ATTEMPT	2	no info	3	3	1	no info	1	10
261S	SEXUAL ASSAULT SUPPLEMENT	1	no info	4	4	1	no info	1	44
261X	SEXUAL ASSAULT ATTEMPT	2	no info	28	28	1	no info	1	49
302E	CMP CHILDPORN EXPLOIT	1	no info	0	0	1	no info	1	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	0	1
310S	MOLESTING SUPPLEMENT	1	no info	0	0	1	no info	1	30
310X	MOLESTING ATTEMPT	2	no info	2	2	1	no info	1	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	1	5
312AS	CHILD ABUSE SUPPLEMENT	1	no info	0	0	1	no info	1	28
312C	CONTRIBUTE TO DELINQUENCY OF MINOR	2	no info	0	0	1	no info	1	86
312CS	CONTRIBUTE DELINQUENCY MINOR SUPPL	1	no info	0	0	1	no info	1	4
312S	CHILD NEGLECT SUPPLEMENT	1	no info	0	0	1	no info	1	7
315B	FORGERY AT BANK CREDIT UNION	2	no info	0	0	1	no info	1	2
315DS	THEFT OF CREDIT CARD SUPPLEMENT	1	no info	0	0	1	no info	1	11
315I	IDENTITY THEFT	1	no info	10	10	1	no info	1	1439
315IS	IDENTITY THEFT SUPPLEMENT	1	no info	0	0	1	no info	1	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	1	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	1	10
318E	FINANCIAL EXPLOITATION OF ELDERLY	2	no info	0	0	1	no info	1	14
318EX	FINANCIAL EXPLOITATION OF ELDERLY ATTEMPT	2	no info	0	0	1	no info	1	2
318S	THEFT BY FRAUD SUPPLEMENT	1	no info	0	0	1	no info	1	68
318X	THEFT BY FRAUD ATTEMPT	1	no info	4	4	1	no info	1	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	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
319S	LOSS REPORT SUPPLEMENT	1	no info	0	0	1	no info	1	27
390DBC	DUI DRIVER BROADCAST	0	no info	21	0	0	no info	0	874
390DS	DRUNK DRIVER SUPPLEMENT	1	no info	0	0	1	no info	1	4
390DX	DRUNK DRIVER ATTEMPT	1	no info	0	0	1	no info	1	1
390J	UNDERAGE LIQUOR VIOLATION	1	no info	0	0	1	no info	1	41
415A	HARASSING PHONE CALLS	1	no info	0	0	1	no info	1	323
415AS	HARASSING PHONE CALLS SUPPLEMENT	1	no info	0	0	1	no info	1	3
415BS	CRIMINAL DAMAGE SUPPLEMENT	1	no info	5	5	1	no info	1	288
415BX	CRIMINAL DAMAGE ATTEMPT	1	no info	44	44	1	no info	1	33
415E	LOUD NOISE DISTURBANCE	1	no info	4	4	1	no info	1	26630
415EBC	LOUD NOISE DISTURBANCE BROADCAST	0	no info	0	0	0	no info	0	77
415FS	DOMESTIC VIOLENCE SUPPLEMENT	1	no info	1	1	1	no info	1	77
415GBC	SHOTS FIRED BROADCAST	0	no info	14	14	0	no info	0	694
415GS	SHOTS FIRED SUPPLEMENT	1	no info	1	1	1	no info	1	56
415H	ANIMALS DISTURBING	1	no info	0	0	1	no info	1	2
415IS	INCORRIGIBLE JUVENILE SUPPLEMENT	1	no info	0	0	1	no info	1	6
415JS	JUVENILES DISTURBING SUPPLEMENT	1	no info	0	0	1	no info	1	4
415O	OBSTRUCTING THOROUGHFARE	1	no info	0	0	1	no info	1	209
415P	LOUD PARTY DISTURBANCE	2	no info	1	1	2	no info	2	7807
415WS	MISUSE OF WEAPON SUPPLEMENT	1	no info	0	0	1	no info	1	4
417BS	BARRICADE SUPPLEMENT	1	no info	0	0	1	no info	1	1
417GS	SUBJECT WITH A GUN SUPPLEMENT	1	no info	0	0	1	no info	1	5
418A	LANDLORD TENANT DISPUTE	1	no info	12	12	1	no info	1	990
418BS	NEIGHBOR DISPUTE SUPPLEMENT	1	no info	0	0	1	no info	1	11
418DS	ILLEGAL DUMPING SUPPLEMENT	1	no info	0	0	1	no info	1	1
418DX	ILLEGAL DUMPING ATTEMPT	1	no info	0	0	1	no info	1	2
418G	UNWANTED GUEST	1	no info	52	52	1	no info	1	3224
418I	IMMIGRATION MATTER	1	no info	0	0	1	no info	1	65
418S	CIVIL MATTER SUPPLEMENT	1	no info	0	0	1	no info	1	16
418TS	TRESPASSING SUPPLEMENT	1	no info	0	0	1	no info	1	13
451S	HOMICIDE SUPPLEMENT	1	no info	0	0	1	no info	1	6
459A	BURGLARY ALARM	2	no info	642	642	2	no info	2	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		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	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		
459AS	BURGLARY ALARM SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	82		
459C	BURGLARY COMMERCIAL	2	no info	1183	1	1	no info	1	no info	1	2311		
459CS	BURGLARY COMMERCIAL SUPPLEMENT	1	no info	3	1	1	no info	1	no info	1	258		
459CX	BURGLARY COMMERCIAL ATTEMPT	2	no info	62	1	1	no info	1	no info	1	137		
459FS	BURGLARY FROM VEHICLE SUPPLEMENT	1	no info	1	1	1	no info	1	no info	1	825		
459FX	BURGLARY FROM VEHICLE ATTEMPT	2	no info	255	1	1	no info	1	no info	1	176		
459R	BURGLARY RESIDENTIAL	2	no info	7224	1	1	no info	1	no info	1	11512		
459RS	BURGLARY RESIDENTIAL SUPPLEMENT	1	no info	12	1	1	no info	1	no info	1	1050		
459RX	BURGLARY RESIDENTIAL ATTEMPT	1	no info	865	1	1	no info	1	no info	1	816		
459S	BURGLARY SUPPLEMENT	1	no info	1	1	1	no info	1	no info	1	48		
459V	BURGLARY OF VENDING MACHINE	2	no info	47	1	1	no info	1	no info	1	58		
459VS	BURGLARY OF VENDING MACHINE SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	6		
459X	BURGLARY ATTEMPT	2	no info	24	1	1	no info	1	no info	1	31		
487A	PURSE SNATCH	2	no info	111	1	1	no info	1	no info	1	53		
487AS	PURSE SNATCH SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	11		
487AX	PURSE SNATCH ATTEMPT	2	no info	5	1	1	no info	1	no info	1	3		
487BC	THEFT BROADCAST	0	no info	2	0	0	no info	0	no info	0	2638		
487BS	SHOPLIFTING SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	93		
487BX	SHOPLIFTING ATTEMPT	2	no info	3	2	2	no info	2	no info	2	23		
487FS	THEFT FROM VEHICLE SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	88		
487FX	THEFT FROM VEHICLE ATTEMPT	1	no info	13	1	1	no info	1	no info	1	19		
487IS	STOLEN BICYCLE SUPPLEMENT	1	no info	2	1	1	no info	1	no info	1	65		
487IX	STOLEN BICYCLE ATTEMPT	1	no info	14	1	1	no info	1	no info	1	7		
487J	STOLEN PROPERTY	1	no info	0	1	1	no info	1	no info	1	12		
487LP	STOLEN LICENSE PLATE	1	no info	0	1	1	no info	1	no info	1	17		
487S	THEFT SUPPLEMENT	1	no info	12	1	1	no info	1	no info	1	959		
487VS	STOLEN VEHICLE SUPPLEMENT	1	no info	17	1	1	no info	1	no info	1	350		
487VX	STOLEN VEHICLE ATTEMPT	1	no info	221	1	1	no info	1	no info	1	430		
487VXS	STOLEN VEHICLE ATTEMPT SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	41		
487X	THEFT ATTEMPT	1	no info	76	1	1	no info	1	no info	1	186		
488IS	RECOVERED BICYCLE SUPPLEMENT	1	no info	0	1	1	no info	1	no info	1	2		
488P	RECOVERY F.O.J. PROPERTY	1	no info	7	1	1	no info	1	no info	1	343		

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

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 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
901C	CUTTING STABBING	2	no info	478	2	2	no info	128	no info
901CS	CUTTING SUPPLEMENT	1	no info	1	1	1	no info	29	no info
901CX	CUTTING ATTEMPT	2	no info	9	1	1	no info	3	no info
901GS	SHOOTING SUPPLEMENT	1	no info	5	1	1	no info	91	no info
901HS	DEAD BODY SUPPLEMENT	1	no info	0	1	1	no info	7	no info
901OBC	OVERDOSE BROADCAST	0	no info	0	0	0	no info	10	no info
901OX	OVERDOSE ATT	2	no info	0	2	2	no info	1	no info
901S	INJURED PERSON	1	no info	0	1	1	no info	6	no info
901X	SUICIDE ATTEMPT	2	no info	1806	2	2	no info	115	no info
911H	9 1 1 HANG UP CALL	2	no info	52	2	2	no info	14328	no info
915S	ARSON SUPPLEMENT	1	no info	0	1	1	no info	4	no info
915X	ARSON ATTEMPT	2	no info	1	2	2	no info	8	no info
917S	ABANDONED VEHICLE SUPPLEMENT	1	no info	0	1	1	no info	2	no info
918S	INSANE PERSON SUPPLEMENT	1	no info	0	1	1	no info	3	no info
921S	PROWLER SUPPLEMENT	1	no info	0	1	1	no info	2	no info
928S	FOUND PROPERTY SUPPLEMENT	1	no info	0	1	1	no info	5	no info
961H	HIT And RUN ACCIDENT NO INJURY	1	no info	598	1	1	no info	5803	no info
961HS	HIT And RUN ACCIDENT NO INJURIES SUPPLEMENT	1	no info	1	1	1	no info	147	no info
961S	ACCIDENT NO INJURIES SUPPLEMENT	1	no info	0	1	1	no info	38	no info
962H	HIT And RUN ACCIDENT WITH INJURIES	1	no info	72	1	1	no info	427	no info
962HS	HIT And RUN ACCIDENT W INJURY SUPPLEMENT	1	no info	0	1	1	no info	22	no info
962S	ACCIDENT WITH INJURIES SUPPLEMENT	1	no info	2	1	1	no info	81	no info
963H	HIT And RUN FATALITY	4	no info	0	4	4	no info	1	no info
963HS	HIT And RUN FATALITY SUPPLEMENT	1	no info	0	1	1	no info	2	no info
963S	ACCIDENT FATALITY SUPPLEMENT	1	no info	0	1	1	no info	3	no info
ETA	ETA REQUEST	0	no info	0	0	0	no info	37	no info
ETAS	ETA TO SUPERVISOR	0	no info	0	0	0	no info	2	no info
FIRE	TRANSFER TO FIRE	0	no info	0	0	0	no info	103	no info
HU	CRIME STOP HU	0	no info	0	0	0	no info	20	no info
INFO	INFORMATION CALL	0	no info	2	0	0	no info	200	no info
TEST	TEST CALL	0	no info	7	0	0	no info	28	no info
TRAN	TRANSFER PHONE CALL	0	no info	0	0	0	no info	128	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 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 departments³⁶ 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 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

³⁶ 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
Total	1467	1034	1099	1149	(433)	(368)	(318)

(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
Phoenix, AZ	503.3	7
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 off³⁷

³⁷ 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 precincts³⁸
 - 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

³⁸ 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 precincts³⁹
 - 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)

³⁹ 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 calls⁴⁰
 - 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)⁴¹ 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

⁴⁰ 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.

⁴¹ 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)⁴²

⁴² 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 team⁴³ 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

⁴³ 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 shifts⁴⁴
 - 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

⁴⁴ 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 activity⁴⁵
 - 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 DUI⁴⁶
 - In 2010, 81.1 percent of the unit's arrests were related to underage drinking and DUI⁴⁷
 - Discontinuing the unit will enable the department to reallocate one sergeant and eight police officer positions

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

⁴⁶ 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.

⁴⁷ 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)⁴⁸
 - Based on this analysis, 32 night detective positions are needed or eight more than the number currently deployed⁴⁹

⁴⁸ 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.

⁴⁹ 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 productivity⁵⁰ 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 60th percentile of all investigators assigned to the investigative group⁵¹
 - 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 years⁵²
 - Consequently, child crimes is the only investigative group for which productivity is based on productivity of all unit investigators at the 60th percentile

⁵⁰ 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.

⁵¹ 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 60th 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).

⁵² 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 productivity⁵³
- Recommended staffing levels for each investigative group were calculated by dividing the total number of “productive” activities achieved during fiscal year 2009⁵⁴ 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 ⁵⁵	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 ⁵⁶	33	41	8
	Robbery	15	28	13
Total		211	229	18

- 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

⁵³ 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.

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

⁵⁵ Analysis assumes three positions are devoted to special investigations.

⁵⁶ 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)⁵⁷
- **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)

⁵⁷ 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 system⁵⁸

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)

⁵⁸ 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 time⁵⁹ 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

⁵⁹ 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 positions⁶⁰ 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

⁶⁰ 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
Phoenix, AZ	17	23	Yes	24-hours a day
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 duties⁶¹

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)

⁶¹ 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.

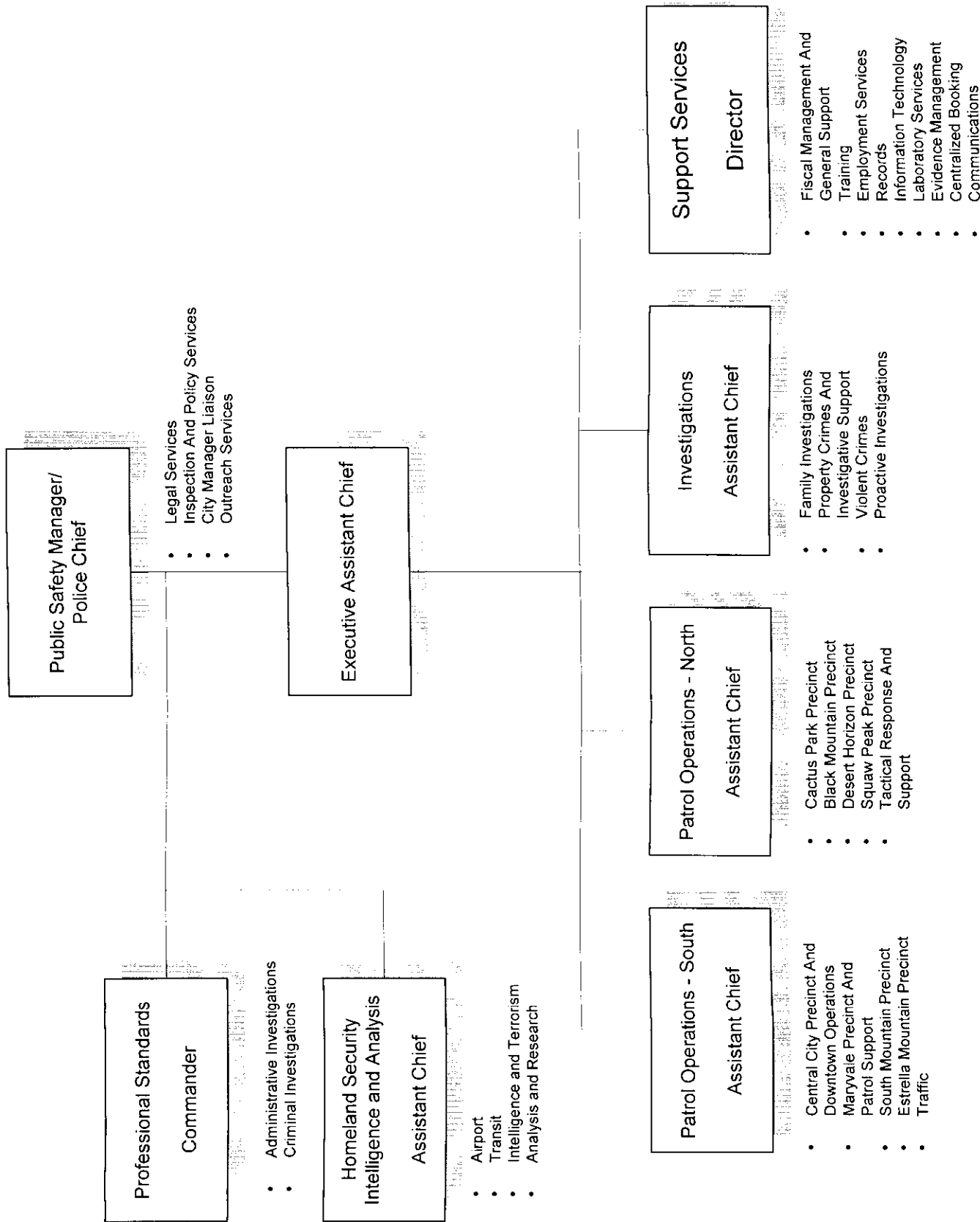
- The productivity of polygraph examiners has declined – two polygraph positions can be reallocated (assuming the lead polygraph examiner functions as a working supervisor)
- One of the two secretary II positions should also be reallocated to reflect the fact that fewer positions are being supported⁶²
- 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

⁶² 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	
			Fugitive Apprehension	
			Fugitive Extradiction Warrant Interdiction ICAT	
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
Total	4	20	84	1	8

(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 ⁶³
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

⁶³ 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		(433)		(448)	
		Fixed Wing Squad					(9)		(8)	
							(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)		2	(7)	
	Traffic	Infrastructure Protection			(2)			0	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 (a)			(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."⁶⁴ 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.⁶⁵ 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

⁶⁴ 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.

⁶⁵ 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 IMPLICATIONS⁶⁶

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

⁶⁶ 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)	
	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		
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)
	Duty Command	Commander			(2)					(2)
	Walking Beats	Central City				(1)				(14)
	Walking Beats	South Mountain				(2)				(16)
	Curfew Center	Center Staffing								(2)
	Targeted Enforcement	Party Crew				(1)				(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)		(12)
	Traffic	Front Desk						(7)	9	(7)
	Traffic	Infrastructure Protection				(2)			2	0

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)⁶⁷ 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

⁶⁷ 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"⁶⁸) 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

⁶⁸ 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