

**Police Operations and
Data Analysis Report
Scottsdale, Arizona
January 2016**



POLICE OPERATIONS

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C E N T E R F O R P U B L I C S A F E T Y M A N A G E M E N T

CPSM

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The International City/County Management Association (ICMA) is a 100-year-old, nonprofit professional association of local government administrators and managers, with approximately 9,000 members spanning thirty-two countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all of the activities of local government — parks, libraries, recreation, public works, economic development, code enforcement, Brown fields, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Its work includes both domestic and international activities in partnership with local, state, and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has had teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA Center for Public Safety Management (ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, emergency management, and homeland security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility, and reduced costs in meeting members' needs as ICMA will be expanding the services that it can offer to local governments. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

Center for Public Safety Management, LLC (CPSM) is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA. The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it has for the past seven years for ICMA.

CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify and disseminate industry best practices. We have conducted more than 200 such studies in 36 states and 155 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Ind.).

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Contents

Tables	vii
Figures	ix
Section 1. Executive Summary	1
General Observations	4
Recommendations	5
Section 2. Overview	11
Scottsdale Demographics.....	11
Uniform Crime Report/Crime Trends	11
Section 3. Administration	15
Office of the Chief of Police	15
Legal Advisor	16
Internal Affairs	17
Public Information Office.....	23
Volunteers.....	24
Chaplains	25
Section 4. Operational Services Bureau (OSB).....	27
Operational Support Division.....	27
Facilities and Police Resource Management	27
Municipal Security Section (MSS)	28
Communications Technology Section.....	29
Fleet Logistics	30
Communications Operations Section	32
Technology, Records and Analysis Division	35
Crime Analysis Unit (CAU).....	35
Records Section.....	37
Technology Services Division (TSD).....	41
Police Personnel Services Division	42
Police Background Function.....	44
Payroll Liaison, Employee Processing Function	45
Planning, Research and Accreditation Division	45
Planning and Research Function.....	45
Policy Development Function	46
Accreditation Function.....	47

Uniform Crime Reporting Function (UCR)	48
Budget Services Division	49
Operating Budget Function	49
Capital Improvement Projects Function (CIPF)	51
RICO Function	52
Grants Function	53
Section 5. Investigative Services Bureau (ISB)	54
Police Crisis Intervention Services Unit (PCIS)	54
Investigative Services – Detectives	55
Crimes against Persons Section	56
Crimes against Property Section	57
Special Investigations Drug Enforcement/Intelligence	59
Tactical Operations Section	60
Forensic Services Division	61
Crime Scene Section	62
Evidence Control Section	63
Forensics Laboratory	67
Training Section	73
Police Academy	74
Field Training Officer Program	75
Section 6. Uniformed Services Bureau	76
Patrol Deployment and Staffing	76
Appropriate Patrol Staffing	77
Deployment	79
Rule of 60 – Part 1	81
Rule of 60 – Part 2	81
Demand	107
Alarm Reduction	109
Automobile Accidents	110
Medical	111
Miscellaneous	111
CFS Efficiency	111
Web-based Reporting or Deferred Response	113
Civilian Personnel	114
Spatial Representation of Demand	114

Special Operations Division.....	120
Traffic Enforcement Section	120
Patrol Enforcement Section	122
Emergency Preparedness Section.....	124
Section 7. Data Analysis	126
Introduction	126
Workload Analysis.....	127
Noncall Activities.....	149
Deployment	154
Response Times	167
All Calls	168
High-Priority Calls.....	174
Variation by Year.....	176
Appendix I	180
Appendix II. Community Comments.....	189

Tables

TABLE 1-1: Priority Staffing Recommendations for FTE Positions	3
TABLE 1-2: Priority Staffing Recommendations for Part-time Positions	3
TABLE 2-1: Reported Crime Rates in 2014, per 100,000	12
TABLE 2-2: Reported Municipal, State, and National Crime Rates, by Year	14
TABLE 2-3: Reported Scottsdale PD Clearance Rates in 2014	14
TABLE 3-1: Complaints Received and Disposition, 2012-2014	22
TABLE 4-1: Fiscal Year 2014-2015 Communications Technology Workload.....	30
TABLE 4-2: Scottsdale Police Vehicle Fleet	31
TABLE 4-3: Scottsdale Police Communications Training Cycle	34
TABLE 4-4: 2014 Average Dispatch, Travel, and Response Times, in Minutes, by Call Priority.....	34
TABLE 4-5: Records Section Overtime Hours, Last Four Fiscal Years.....	39
TABLE 4-6: Demographic Profile of Sworn Officers	43
TABLE 6-1: Patrol Allocation: CPSM Data Compared to Targets	81
TABLE 6-2: District Comparisons.....	89
TABLE 6-3: Summary – District Workload Percentages.....	106
TABLE 6-4: Summary – Average Number of Officers Occupied.....	106
TABLE 6-5: Calls for Service.....	108
TABLE 6-6: CFS Efficiency	113
TABLE 7-1: Events per Day, by Initiator	129
TABLE 7-2: Events per Day, by Category.....	131
TABLE 7-3: Calls per Day, by Category	133
TABLE 7-4: Calls per Day, by Initiator and Months	134
TABLE 7-5: Calls per Day, by Category and Months.....	136
TABLE 7-6: Primary Unit’s Average Occupied Times, by Category and Initiator	138
TABLE 7-7: Average Number of Responding Units, by Initiator and Category	140
TABLE 7-8: Number of Responding Units, by Category, Other-initiated Calls.....	142
TABLE 7-9: Calls and Work Hours by District and Beat, per Day.....	144
TABLE 7-10: Calls and Work Hours per Day, by Category, Summer 2014	145
TABLE 7-11: Calls and Work Hours per Day, by Category, Winter 2015.....	147
TABLE 7-12: Average Occupied Times, by Category	149
TABLE 7-13: Activities per Day, by Month	150
TABLE 7-14: Activities per Day, by Day of Week.....	151
TABLE 7-15: Activities per Hour, by Hour of Day	153
TABLE 7-16: Average Response Time Components, by Category	170
TABLE 7-17: 90th Percentiles for Response Time Components, by Category	171
TABLE 7-18: Average Response Time Components, by District and Beat.....	173
TABLE 7-19: Average Dispatch, Travel, and Response Times, by Priority.....	174
TABLE 7-20: Calls per day by Initiator for January and February, by Year.....	177
TABLE 7-21: Calls per day by Category for January and February, by Year	177

TABLE 7-22: Calls and Work Hours per Day in February, by Year	179
TABLE 7-23: Call Descriptions, by Category	180
TABLE 7-24: Noncall Activity Types, by Category.....	188

Figures

FIGURE 2-1: Scottsdale PD Violent and Property Crime Rates, by Year	12
FIGURE 2-2: Reported Combined Crime Rates, Scottsdale and Arizona, by Year.....	13
FIGURE 4-1: Reduction in Records Section Positions, 2010-2014	38
FIGURE 6-1: Deployment and Workload, Weekdays, Summer	83
FIGURE 6-2: Workload Percentage by Hour, Weekdays, Summer	83
FIGURE 6-3: Deployment and Workload, Weekends, Summer	85
FIGURE 6-4: Workload Percentage by Hour, Weekends, Summer	85
FIGURE 6-5: Deployment and Workload, Weekdays, Winter	86
FIGURE 6-6: Workload Percentage by Hour, Weekdays, Winter	86
FIGURE 6-7: Deployment and Workload, Weekends, Winter	87
FIGURE 6-8: Workload Percentage by Hour, Weekends, Winter	87
FIGURE 6-9: Deployment and Workload, District 1, Weekdays, Summer	90
FIGURE 6-10: Workload Percentage, District 1, Weekdays, Summer.....	90
FIGURE 6-11: Deployment and Workload, District 1, Weekends, Summer.....	91
FIGURE 6-12: Workload Percentage, District 1, Weekends, Summer	91
FIGURE 6-13: Deployment and Workload, District 1, Weekdays, Winter	92
FIGURE 6-14: Workload Percentage, District 1, Weekdays, Winter	92
FIGURE 6-15: Deployment and Workload, District 1, Weekends, Winter	93
FIGURE 6-16: Workload Percentage, District 1, Weekends, Winter.....	93
FIGURE 6-17: Deployment and Workload, District 2, Weekdays, Summer	94
FIGURE 6-18: Workload Percentage, District 2, Weekdays, Summer.....	94
FIGURE 6-19: Deployment and Workload, District 2, Weekends, Summer.....	95
FIGURE 6-20: Workload Percentage, District 2, Weekends, Summer	95
FIGURE 6-21: Deployment and Workload, District 2, Weekdays, Winter	96
FIGURE 6-22: Workload Percentage, District 2, Weekdays, Winter	96
FIGURE 6-23: Deployment and Workload, District 2, Weekends, Winter	97
FIGURE 6-24: Workload Percentage, District 2, Weekends, Winter.....	97
FIGURE 6-25: Deployment and Workload, District 3, Weekdays, Summer	98
FIGURE 6-26: Workload Percentage, District 3, Weekdays, Summer.....	98
FIGURE 6-27: Deployment and Workload, District 3, Weekends, Summer.....	99
FIGURE 6-28: Workload Percentage, District 3, Weekends, Summer	99
FIGURE 6-29: Deployment and Workload, District 3, Weekdays, Winter	100
FIGURE 6-30: Workload Percentage, District 3, Weekdays, Winter	100
FIGURE 6-31: Deployment and Workload, District 3, Weekends, Winter	101
FIGURE 6-32: Workload Percentage, District 3, Weekends, Winter.....	101

FIGURE 6-33: Deployment and Workload, District 4, Weekdays, Summer	102
FIGURE 6-34: Workload Percentage, District 4, Weekdays, Summer.....	102
FIGURE 6-35: Deployment and Workload, District 4, Weekends, Summer.....	103
FIGURE 6-36: Workload Percentage, District 4, Weekends, Summer	103
FIGURE 6-37: Deployment and Workload, District 4, Weekdays, Winter	104
FIGURE 6-38: Workload Percentage, District 4, Weekdays, Winter	104
FIGURE 6-39: Deployment and Workload, District 4, Weekends, Winter	105
FIGURE 6-40: Workload Percentage, District 4, Weekends, Winter.....	105
FIGURE 6-41: Spatial Representation of Other-Initiated CFS (Red=100 CFS)	116
FIGURE 6-42: Spatial Representation of Crime-CFS (Red = 100 Crime CFS)	118
FIGURE 7-1: Percentage Events per Day, by Initiator	129
FIGURE 7-2: Percentage Events per Day, by Category.....	130
FIGURE 7-3: Percentage Calls per Day, by Category	132
FIGURE 7-4: Calls per Day, by Initiator and Months	134
FIGURE 7-5: Calls per Day, by Category and Months.....	135
FIGURE 7-6: Average Occupied Times, by Category and Initiator	137
FIGURE 7-7: Number of Responding Units, by Initiator and Category	139
FIGURE 7-8: Number of Responding Units, by Category, Other-initiated Calls.....	141
FIGURE 7-9: Percentage Calls and Work Hours, by District	143
FIGURE 7-10: Percentage Calls and Work Hours, by Category, Summer 2014.....	145
FIGURE 7-11: Percentage Calls and Work Hours, by Category, Winter 2015	147
FIGURE 7-12: Activities per Day, by Month	150
FIGURE 7-13: Activities per Day, by Day of Week.....	151
FIGURE 7-14: Activities per Hour, by Hour of Day	152
FIGURE 7-15: Deployed Officers, Weekdays, Summer 2014	155
FIGURE 7-16: Deployed Officers, Weekends, Summer 2014.....	155
FIGURE 7-17: Deployed Officers, Weekdays, Winter 2015.....	156
FIGURE 7-18: Deployed Officers, Weekends, Winter 2015	156
FIGURE 7-19: Deployment and Other-Initiated Workload, Weekdays, Summer 2014.....	158
FIGURE 7-20: Deployment and Other-Initiated Workload, Weekends, Summer 2014	158
FIGURE 7-21: Deployment and Other-Initiated Workload, Weekdays, Winter 2015	159
FIGURE 7-22: Deployment and Other-Initiated Workload, Weekends, Winter 2015.....	159
FIGURE 7-23: Deployment and Main Workload, Weekdays, Summer 2014	161
FIGURE 7-24: Deployment and Main Workload, Weekends, Summer 2014.....	161
FIGURE 7-25: Deployment and Main Workload, Weekdays, Winter 2015.....	162
FIGURE 7-26: Deployment and Main Workload, Weekends, Winter 2015	162
FIGURE 7-27: Deployment and All Workload, Weekdays, Summer 2014	164

FIGURE 7-28: Deployment and All Workload, Weekends, Summer 2014	164
FIGURE 7-29: Deployment and All Workload, Weekdays, Winter 2015.....	165
FIGURE 7-30: Deployment and All Workload, Weekends, Winter 2015	165
FIGURE 7-31: Average Response Time, by Hour of Day, Summer 2014 and Winter 2015	168
FIGURE 7-32: Average Response Time by Category, Summer 2014.....	169
FIGURE 7-33: Average Response Time by Category, Winter 2015	169
FIGURE 7-34: Average Response Time Components, by District.....	172
FIGURE 7-35: Average Response Times and Dispatch Delays for High-Priority Calls, by Hour.....	175
FIGURE 7-36: Daily Calls in January and February, by Year	178

Section 1. Executive Summary

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Scottsdale Police Department (SPD). While our analysis covered all aspects of the department's operations, particular areas of focus included: (1) identifying the appropriate staffing of the agency given its workload, community demographics, and crime levels, (2) assessing the department's organizational structure; (3) examining the department's operational effectiveness and efficiencies, and (4) evaluating its use of technology.

We analyzed departmental workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators, which allowed us to understand the implications of service demands on current staffing. We reviewed the department's organizational design to determine if the many functions required of a modern police agency are staffed appropriately.

Our study involved data collection, interviews with key police and city administration personnel, on-site observations of the job environment, data analysis, comparative analyses, and development of alternatives and recommendations.

This report is made up of two parts. The first part (Sections 1 through 6) is comprised of our operations assessment of the department based upon the review of numerous documents provided by the city and the site visit by the CPSM team. The second part (Section 7) is CPSM's data analysis, primarily of patrol workload activity, and based upon the records from computer-aided dispatch (CAD) provided by the department. These two parts complement each other. Some information, including tables and figures, are reflected in both parts of the report, as material from the data report was used extensively to assist in the operational assessment. In addition, the appendix contains a description of community feedback CPSM received from an outreach effort.

Recommendations include procedural and policy changes, equipment repair and purchases, use of technology to improve evaluation of programs, assessment of patrol responses to non-essential calls, and increased staffing, some of which is critical. In the Chief's Office, civilianization, increased use of volunteers, creation of a Police Cadet Program, and a Youth Services Section were the primary recommendations. The SPD has an opportunity to develop a civilian career ladder by identifying sworn positions that could be transitioned to civilians, this would also enable greater efficiency and lower costs. As the SPD identifies positions suitable for transition, it may be possible to transfer transitioned police officers to fill critical staffing needs in assignments such as Burglary. Though the increased use of volunteers may augment staffing throughout the SPD, it is unlikely that volunteers will replace the work of a FTE.

Critical recommendations for the Operational Services Bureau include hiring one FTE communications supervisor, five part-time dispatchers, and four part-time records specialists. In addition, repair and replacement of city CCTV cameras and DVRs, reducing 911 dispatch response time, identifying technology to expand public access to online reports, and use of retired police officers as part-time pre-employment investigators are also recommended.

Critical recommendations for the Investigative Services Bureau include hiring one FTE police officer (detective) in Burglary, three FTE Property & Evidence Technicians (one of whom would be an upgraded half-time FTE), two FTE Forensic Supervisors, one FTE Forensic Scientist II, and one FTE Lab Technician. Additional P&E Technicians are needed to reduce the tremendous backlog in the property room. The additional Forensics and Lab Technician staff are needed to fill vacancies that are adversely affecting processing of evidence and crime laboratory maintenance. Less critical recommendations include creating a night detective squad for faster response time and lower overtime costs, creating two police officer FTEs as instructors in the Training Section, and purchase of case management software for detectives to better track caseload.

One critical recommendation for the Uniformed Services Bureau is the creation of one FTE police Lieutenant to supervise resource deployment and strategic plan development for the downtown area. CPSM determined that patrol staffing was adequate and the shift schedule was well suited to service delivery. CPSM recommends that formation of a committee of community stakeholders and the police department to evaluate patrol calls for service to potentially reduce responses is not only advisory, it is essential. Unilateral decisions to eliminate patrol responses to non-essential calls have often resulted in contentious community reaction. These call types include alarm calls, non-injury traffic collisions, medical calls, and minor reports. Use of online reporting also reduces calls for service.

A reliable quantitative analysis of projected savings from officers not responding to specific calls cannot be made. The elimination of selected call types rarely results in reduced staffing needs — the primary reason for service call reduction is to afford patrol officers more discretionary time for proactive work. CPSM identified a need to examine the processing of alarm calls to minimize the number of false alarms that officers handle.

Justification for both critical and noncritical staffing is fully described in each bureau section of the report.

Though CPSM recommended staffing increases throughout the SPD, the most critical positions are identified by bureau in Table 1-1.

TABLE 1-1: Priority Staffing Recommendations for FTE Positions

New Position	Bureau	Function	FTE	Page
Communications Supervisor	OSB	Supervise dispatchers	1	35
Police Officer*	ISB	Burglary detective	1	61
Property & Evidence Technicians	ISB	Process P&E backlog	2	65
Property & Evidence Technician**	ISB	Process P&E backlog	1	65
Forensic Scientist Supervisor	ISB	DNA supervisor	1	72
Forensic Scientist II	ISB	Latent prints and AFIS entries	1	72
Forensic Scientist Supervisor	ISB	Crime lab Quality Assurance Manager, latent print supervisor	1	72
Lab Technician	ISB	Lab maintenance, computer entries	1	72
Police Lieutenant	USB	Supervise entertainment district	1	125
		TOTAL FTE	10	

*The FTE Burglary detective position already exists, but is vacant and needs to be filled.

**P&E Technician would be an upgrade from a current .5 FTE to a FTE

CPSM also identified critical part-time staffing needs, as reflected in Table 1-2:

TABLE 1-2: Priority Staffing Recommendations for Part-time Positions

New Position	Bureau	Function	.5 FTE	Page
Dispatcher	OSB	Dispatching, answering phones, etc.	5	35
Records Specialists	OSB	Records backlog	4	40
		TOTAL HALF-TIME POSITIONS	9	

CPSM found the Scottsdale Police Department to be an exceptionally well-managed organization. It has been an accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA) for twenty years, an impressive achievement. The work required to maintain accreditation is evident throughout the organization. Every staff member CPSM encountered was enthusiastic, competent, and committed to improving the department and its services to the community. The Scottsdale Police Department may well be the finest police agency CPSM has assessed.

The following general observations identify some of the strengths and challenges facing the department. In the discussion that follows we will address specific divisions and units and provide recommendations for consideration; CPSM believes that their implementation will enhance organizational effectiveness.

General Observations

These observations are generally applicable to or impact the entire department rather than solely a specific division. They are identified here for that reason, but may be addressed further under the assessment and recommendations for specific divisions/functions.

- The FBI Uniform Crime Report (UCR) 2014 data show that Scottsdale enjoys a relatively low violent crime rate at approximately 60 percent below the statewide average, while its property crime rate is 25 percent below the statewide average. The violent crime rate is 45 percent lower than the national rate, while Scottsdale's property crime rate is 5 percent below the national average. It is noteworthy that while Scottsdale's population has steadily grown over the past ten years, the overall crime rate decreased.
- Calls for service and workload hours for SPD officers reflect higher-than-average numbers. This is reflective of the department's commitment to respond to every call and request for service, both in patrol and throughout the department. Community feedback to the CPSM, and the National Citizens' Survey, in which the SPD received a 94 percent favorability rating, indicate a high regard for and expectations of the SPD and its service levels. While cost-effective measures can be achieved by replacing some sworn positions with civilians and implementing other changes, the decision to cut some services should be based on policy discussion, and should be made balancing fiscal responsibility, operational effectiveness, and community expectations.
- The Scottsdale Police Department staff is fortunate to operate out of multiple outstanding facilities located throughout the city. Department members have embraced community policing and should be just as committed to community government. Community government refers to a city's commitment to enhancing the safety and livability of an entire community. The police department is and must be part of the broader "city" team. The relative isolation of the police facilities must not become an impediment to the broader team philosophy that is important for a police department to be truly outstanding. Every member of the department must understand that he or she one is part of the broader citywide team.
- The city of Scottsdale was significantly impacted by the recession of 2008. The police department felt the impact of revenue loss through layoffs and wage freezes, which ultimately reduced operational capacity and strained resources. Another impact was the loss of more than ten officers who left for agencies with higher pay. Fortunately, the improving economy and the projected growth in Scottsdale has already provided relief, with police officer salary raises effective July 1, 2015.
- Overall, the police department does an excellent job of identifying and managing risk. This is evident in scope of training, the function of a legal advisor, the internal complaint process, regular accountability reviews of projects, and audits and inspections.
- In the recommendations section that follows, CPSM will suggest staffing and realignment changes. Many involve the simple restoration of frozen positions, but modest staffing

increases are also recommended along with some workload realignment. Some recommendations suggest adding civilian support positions in lieu of new sworn positions. Sworn officers are now responsible for assignments that do not require the expertise of a sworn officer, such as some training positions, investigations of noninjury traffic collision, and other duties which could be handled by civilians or by online reporting. In the bureau reports that follow, CPSM will identify positions that could be handled more efficiently, effectively, and with cost savings by a civilian rather than a sworn position.

- In virtually all studies CPSM conducts, lack of communication is consistently cited as a major organizational impediment. Remarkably, during the site visit CPSM did not hear a single complaint regarding lack of communication. This is a credit to the effective leadership of the Scottsdale Police Department.
- During the site study, CPSM staff shared most of our recommendations with police managers. In the majority of cases, the department had already recognized the issues and was either in the planning stages to adopt the recommendations or had evaluated the issues and chosen not to implement them. This underscores the dynamic nature of the department and its willingness to constantly examine better strategies to improve organizational effectiveness.

Recommendations

The following recommendations are based on the information developed from interviews and assessments conducted throughout the organization. While these recommendations are specific to a departmental function such as training, they may have broader departmental impacts. Additional details and justification pertaining to each can be found within the reporting of each subject area.

It should be emphasized that the recommendations, though numerous, are in no way a reflection of any department deficiency. These recommendations present opportunities to build upon the strengths of an outstanding organization by offering additional steps that might be taken to improve operations. CPSM recognizes that economic and political realities can impact these opportunities. It is the responsibility of the city of Scottsdale and the Scottsdale Police Department to determine which of these recommendations may provide the greatest value to the organization should policy, budgetary, or operational restrictions limit those that may be considered.

The following recommendations are submitted for consideration:

Chief's Office

- Consider creating a committee of management, supervisors, and line level staff to explore use of civilians in the department. This is a cost-effective strategy that allows civilians to develop a broader understanding of department operations. The committee should also explore creating lateral and promotional opportunities for civilians in appropriate positions.

- Create a Police Cadet program for 18 to 21-year-old college students pursuing law enforcement careers. Cadet programs create opportunities for young people to gain experience and skills working in Records or other assignments and at a lower cost to city while grooming them to compete for careers within the SPD. This is consistent with the youth outreach SPD embraces.
- Create a Youth Services Section to consolidate and improve service delivery.
- Identify positions throughout the department where volunteers could be used effectively. Some departments have successfully used volunteers in identity theft, runaway and missing cases, calling crime victims, staffing special events, computer forensics, crime prevention, etc. While the work of volunteers does not replace the work of sworn or civilian employees, volunteers can deliver significant assistance to aid staff.
- Explore the feasibility of assigning staff from the Chief's office to assist the PIO with social media. The PIO staff's many duties often leave little time to manage media in a timely manner. Some agencies have assigned social media to management analysts or staff assistants in the Chief's office.
- Encourage staggered rotation of sergeants in Internal Affairs to ensure continuity of experience within the unit.
- Review the public online form used to commend or complain about officers in order to enhance its clarity.
- Implement a process to track all complaints handled informally by supervisors.
- Any sergeants assigned to investigate employee misconduct complaints should attend all required Internal Affairs investigation training.
- Consider removal of the "policy failure" adjudication of personnel complaints. It is rarely used and may be confusing to the public.
- The General Order referring to the Garrity admonishment should follow what is practiced during interviews. Garrity refers to a case law decision that protects public employees from self-incrimination during investigatory interviews. The GO should state that officers will be ordered to answer all questions in an investigation as opposed to "they will be asked to answer." The order would be identical to the Notice of Investigation admonishment that officers initial and sign prior to being interviewed.
- Record all Internal Affairs investigation interviews with complainants, witnesses, or involved officers in personnel investigations and retain the recordings with the investigation. Recording all interviews minimizes the likelihood of confusion regarding statements and allows reviewers to listen to the complete interview.

Operational Services Bureau

- Repair or replace the city's inoperable CCTV cameras and DVR systems.
- Adjust the department's budget to cover increased costs for security contracts.

- The department should consider purchasing smart phones for all officers for greater operational efficiency. The latest smart phones can be configured to allow officers access to CAD/RMS as well as state/local databases, and would ease transfer of information between entities.
- Police Resource Management should continue to partner and collaborate with city fleet services to ensure the department buys the best vehicles possible for the police department and ensures that they are in sound mechanical condition.
- Consider reducing overtime costs by hiring on a part-time basis five retired dispatchers to fill shifts when full-time dispatchers are unavailable due to sick time, vacation, FMLA, or in training.
- Add one full-time Communications Supervisor to the section. The position should be assigned to an overlap shift, which will enable greater oversight during critical incidents and provide time and availability to complete administrative duties.
- Explore opportunities within Communications to reduce the 1.1-minute period between receipt of a Priority 1 call and dispatching of the call to a field unit.
- Reduce responses to Priority 1 and 2 calls by using the GPS capabilities of the CAD system to locate and dispatch the closest unit to a call.
- Ensure that patrol supervisors are vigilant in their review of officers' reports so that appropriate coding and data entry are correct, which will reduce the Crime Analysis Unit's (CAU) workload.
- Review all CAU reports for relevancy and actual use by officers for proactive policing, along with reports' utility for command staff. If some reports are not of sufficient value, consider eliminating the reports if the data are readily available to its users online.
- Consider using part-time employees to reduce the Records backlog until the current training positions are released and the vacancy is filled. This will ensure the backlog will not increase and will help reduce it until Records is fully trained and staffed.
- Explore options to supplement full-time paid Records staff. For example, consider using volunteers from Volunteers in Policing to assist with data entry. If a Police Cadet program is established, cadets could assist with Records backlogs, or relieve other staff so they can work on the backlog.
- Form a Records committee representing line level, supervision, and management to review General Orders' guidelines for Records to ensure relevancy and adherence to the division's mission.
- Pursue new technology to expand the type of online reports the public can obtain. This would decrease public contacts at the front counter and reduce workload for Records.
- Review ways to decrease new employee training time by using technology, group training, or a different training model. The current nine to twelve month training program reduces efficiency and effectiveness.

- The Police Personnel Division should continue to focus its hiring efforts on diversity and gender to ensure the department remains representative of the community it polices.
- Create a more robust recruitment effort to attract, hire, and retain more lateral police officers to offset the high number of entry level candidates. This will help minimize risk and create mentoring opportunities for experienced officers to guide newer officers.
- Consider outsourcing polygraph examinations instead of using department personnel. Outside polygraph examiners can gain insight into department culture by working closely with pre-investigative investigators on candidates. This will result in cost savings while maintaining quality.
- Consider using retired police officers to conduct pre-employment investigations. The department should ensure that pre-employment investigators are always fully staffed. Delays in investigations result in loss of good candidates to other law enforcement agencies. Explore the possibility of using part-time background investigators (possibly retirees) to supplement the two investigators when investigations are backlogged.
- The SPD should reconsider using the National Incident Based Reporting System (NIBRS) for crime data, as it provides more comprehensive and detailed crime statistics compared to UCR reports. Although the department has completed a National Incident Based Reporting System (NIBRS) analysis, it has chosen not to participate. NIBRS is the result of a study by the Bureau of Justice and the Federal Bureau of Investigation to revise the Uniform Crime Reporting system to meet the changing needs of law enforcement moving into the twenty-first century. Many law enforcement agencies have either already begun using NIBRS or will be moving toward its use in the future.
- Consider providing an overtime report at the end of each pay period in lieu of monthly reports for the units using the greatest amount of overtime, as overtime costs can increase quickly in these situations.
- Ensure training and information is provided continuously to staff with purchasing authority so they fully understand their individual budgets and their discretionary spending monies.
- Explore the purchase of asset forfeiture tracking software to replace the current spreadsheet method now in use by detectives.
- Consider applying for grants to restore lost positions and be creative in finding ways to ensure there is matching funding.

Investigative Services Bureau

- Consider equipping PCIS Specialist cars with mobile digital computers (MDCs) to perform criminal histories when transporting high-risk clients and making home visits.
- Create a nighttime detective crew to reduce overtime costs and shorten response time to incidents.
- Replace the detective case management software with a more functional product.
- Fill the vacancy in the Burglary Unit when staffing permits.

- Consider staffing the Financial Crimes Unit (FCU) with volunteers to assist by calling victims for leads and to provide case updates.
- Consider replacing through attrition a sworn position in the FCU with a civilian, ideally a person with an area of expertise.
- Explore civilianizing some positions in computer forensics. This will provide stability and will lower the expensive training costs needed when sworn personnel are promoted or transferred.
- If a Police Cadet program is created, consider assigning a cadet to Identity Theft Auto Crimes (ITAC).
- Identify another unit to relieve the Criminal Intelligence Unit (CIU) of its responsibility to handle Title 4 enforcement of liquor licenses and enforcement.
- Consider the feasibility of assigning a civilian to replace at least one sworn officer in Technical Operations.
- Hire two new Property & Evidence technicians and upgrade the current part-time P&E technician to full time.
- Create a Forensic Scientist Supervisor position to relieve the Forensic Laboratory Manager and provide supervision and processing of increasing DNA requests.
- Create a Forensic Scientist II position to handle latent prints and AFIS entries.
- Create one Forensic Scientist Supervisor FTE to handle duties of the Quality Assurance Manager.
- Create a full-time Lab Technician position to handle maintenance, computer entries, and other related duties.
- Perform annual blood testing of the firearms staff for lead contamination arising from outdoor shooting practice.
- Evaluate charging federal agencies for use of the firing range and facility.
- Create or assign two Police Officer FTEs to Training as instructors over the next two budgetary periods.
- The Training Section should have a Master Training Plan for every position in the SPD. This should include each training class needed to perform every job in the department. The training plan ensures consistency, serves as a guide for new section administrators, and is a reference document Training should have readily available in the event of claims or litigation against the city.
- Send all Field Training Officers to the 40-hour Crisis Intervention Training as soon as possible. This should be a priority for FTOs.
- Consider the feasibility of integrating civilians into Training to serve as instructors.

- Continue to ensure that officers are regularly trained in racial, religious, and cultural diversity.

Uniformed Services Bureau

- Maintain the current patrol shifts and continue to deploy officers in ten-hour shifts utilizing the current start and end times.
- Create a committee of community stakeholders and the police department to evaluate calls for service (CFS) demand faced by the SPD in order to potentially reduce responses to nonemergency CFS.
- Perform a CFS task-analysis to better understand the current lengthy average service times.
- Explore the use of web-based or deferred responses to certain categories of CFS.
- Consider increasing the number of Police Aides to ensure that at least two Police Aides are assigned to each squad during Watch II. In addition, the scope of work handled by these personnel could be reevaluated to determine if more CFS could be shifted to their areas of responsibility.
- Assign a lieutenant to coordinate the deployment of resources and development of strategic plans for the downtown area, including the Bike Unit.
- Consider augmenting support to the Emergency Preparedness Section by providing supplemental personnel with temporarily assigned officers who have position limitations and the addition of full-time personnel.

CPSM staff would like to thank the city and police administrations of Scottsdale for their assistance in completing this project. In particular, CPSM commends Police Chief Alan Rodbell for his willingness to open the department to review as well as his cooperation and enthusiasm in ensuring a successful assessment effort. Special thanks and acknowledgement goes to Will Davis, who was exceptional in serving as the point of contact for CPSM requests and scheduling needs. This was no small task, and his cooperation and assistance were of vital importance. Lastly, we acknowledge that our work necessarily disrupted the normal duties of many staff at the police and other city departments, and wish to express our appreciation for their cooperation and professionalism.

Section 2. Overview

Scottsdale Demographics

Scottsdale is located in Maricopa County, Arizona. It is bordered on the west by Phoenix, the state capitol and largest city in the state. Scottsdale has an area of 184.5 square miles, and stretches thirty-one miles from north to south, and 11.4 miles east-to-west at its widest point. Tempe is located to the south, the Salt River Pima-Maricopa Indian Community and Fountain Hills to the east, and Cave Creek and Carefree to the north. The city's population has steadily increased since its founding in 1951. In 2014 the population was 224,800 and is projected to rise to 296,300 by 2040. The largest employer in Scottsdale is Scottsdale Healthcare.

Eighty-three percent of the city's population is White; nine percent Hispanic, four percent Asian, two percent Black, one percent Native American, and one percent two or more races. The population is relatively affluent, and the cost of housing is more expensive in Scottsdale than in surrounding communities with, the exception of Paradise Valley.

Uniform Crime Report/Crime Trends

The FBI's Uniform Crime Report (UCR) tracks seven major Part 1 offenses used to measure the extent and distribution of serious crime in a geographic area. Part 1 crimes are the seven most serious violent and property felony crimes: murder, robbery, rape, aggravated assault, burglary, larceny, and motor vehicle theft.

One must be cautious in interpreting comparative crime data. Many variables unique to communities can affect crime rates. The data that follow reflect what should have been included in the FBI's UCR violent and property crime rate per 100,000 residents in 2014.

The FBI normally releases its yearly UCR stats in the fall for the previous year. Its 2014 UCR statistics were just released; however, CPSM learned that the Arizona Department of Public Safety (DPS) suffered a glitch in its system, resulting in Scottsdale's and 27 other Arizona cities' data being omitted from the FBI's 2014 UCR statistics. Had Scottsdale's UCR data been included in the 2014 FBI UCR, Scottsdale would have been ranked as the sixth safest city in the U.S. with a population over 200,000. To clarify, the data presented in Table 2-1 are from Scottsdale PD, not from the FBI's Uniform Crime Report for 2014.

The data show that Scottsdale has a violent crime rate that is only forty-one percent of Arizona's average, and forty-five percent of the national average. Scottsdale's property crime rate is seventy-five percent of Arizona's average, and ninety-two percent of the national average. All crime rate information is expressed as a rate per 100,000 population.

TABLE 2-1: Reported Crime Rates in 2014, per 100,000

City	State	Population	Crime rates		
			Violent	Property	Total
Chandler	AZ	252,369	184.7	2,236.0	2,420.7
Gilbert	AZ	235,430	88.8	1,475.2	1,564.0
Mesa	AZ	462,092	458.6	2,800.3	3,258.9
Peoria	AZ	164,722	148.1	2,002.8	2,150.9
Phoenix	AZ	1,529,852	571.9	3,724.4	4,296.2
Scottsdale	AZ	222,213	162.9	2,389.6	2,552.5
Surprise	AZ	125,049	109.6	1,678.5	1,788.1
Tempe	AZ	169,812	470.5	4,737.0	5,207.5
Arizona		6,731,484	399.9	3,197.5	3,597.4
United States		318,857,056	365.5	2,596.1	2,961.6

Note: 2014 crime data are currently unavailable for Avondale, Glendale, and Goodyear. In addition, arson is included in property crimes at the state level but not at the national level. Arsons contribute little to the overall crime rate as the arson rate is below 20 at both levels.

Figures 2-1 and 2-2 reflect 10 year-trends for Scottsdale violent and property crime rates as well as the overall trend for the combined rate of crime (violent and property) in Scottsdale compared to the state of Arizona.

FIGURE 2-1: Scottsdale PD Violent and Property Crime Rates, by Year

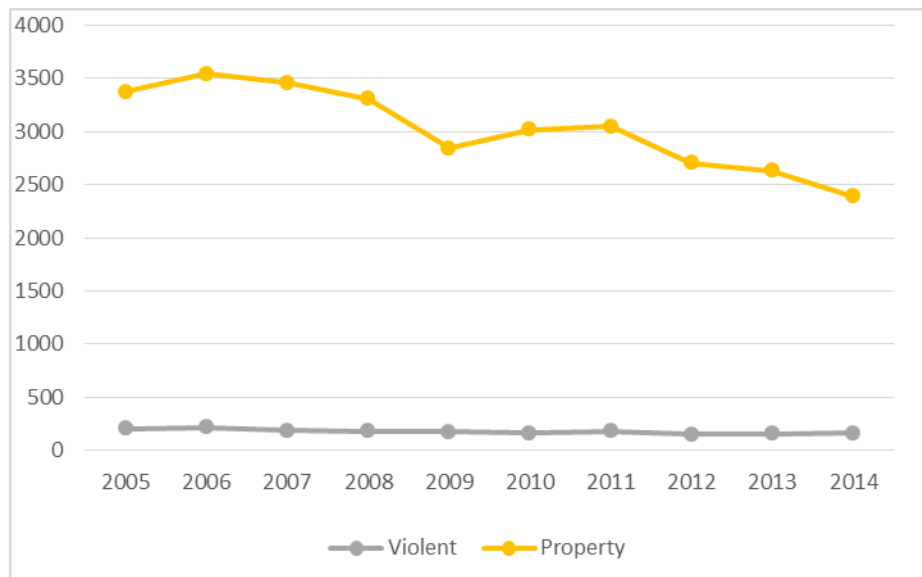


FIGURE 2-2: Reported Combined Crime Rates, Scottsdale and Arizona, by Year

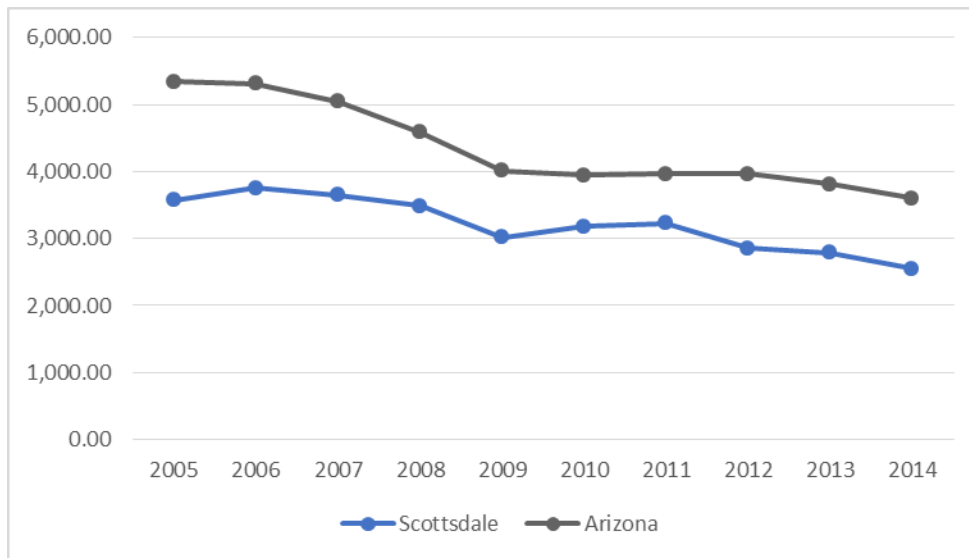


TABLE 2-2: Reported Municipal, State, and National Crime Rates, by Year

Year	Scottsdale				Arizona				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2005	229,339	202.8	3,371.9	3,574.7	5,953,007	512.0	4,827.0	5,339.0	296,507,061	469.0	3,431.5	3,900.5
2006	224,652	215.2	3,543.5	3,758.7	6,166,318	542.6	4,774.1	5,316.7	299,398,484	479.3	3,346.6	3,825.9
2007	235,243	186.2	3,459.4	3,645.6	6,338,755	518.0	4,532.6	5,050.6	301,621,157	471.8	3,276.4	3,748.2
2008	238,905	177.1	3,308.0	3,485.1	6,500,180	485.6	4,102.2	4,587.8	304,059,724	458.6	3,214.6	3,673.2
2009	239,115	171.5	2,843.0	3,014.5	6,595,778	426.5	3,589.0	4,015.5	307,006,550	431.9	3,041.3	3,473.2
2010	217,385	162.4	3,019.1	3,181.5	6,413,158	413.6	3,536.5	3,950.1	309,330,219	404.5	2,945.9	3,350.4
2011	220,462	181.4	3,050.0	3,231.4	6,467,315	414.2	3,554.7	3,968.9	311,587,816	387.1	2,905.4	3,292.5
2012	223,432	147.2	2,706.4	2,853.6	6,553,255	428.9	3,539.2	3,968.1	313,914,040	386.9	2,859.2	3,246.1
2013	219,713	153.4	2,631.2	2,784.6	6,626,624	416.5	3,399.1	3,815.6	316,128,839	367.9	2,730.7	3,098.6
2014	222,213	162.9	2,389.6	2,552.5	6,731,484	399.9	3,197.5	3,597.4	318,857,056	365.5	2,596.1	2,961.6

TABLE 2-3: Reported Scottsdale PD Clearance Rates in 2014

Crime	Scottsdale			Arizona			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder & manslaughter	2	1	50.0%	276	202	73.2%	12,879	8,310	64.5%
Rape	86	20	23.2%	2,445	555	21.0%	99,765	38,500	38.6%
Robbery	81	45	55.6%	6,031	1,597	26.5%	297,819	88,200	29.6%
Aggravated assault	193	127	65.8%	15,009	7,923	52.8%	674,693	380,000	56.3%
Burglary	970	126	13.0%	40,151	3,715	9.3%	1,573,560	214,000	13.6%
Larceny	4,111	1,265	30.8%	145,678	33,936	23.3%	5,302,190	1,220,000	23.0%
Vehicle theft	220	48	21.8%	15,814	1,690	10.7%	639,762	81,900	12.8%
Arson	9	6	66.7%	1,275	301	23.6%	39,174	8,555	21.8%

Note: At the national level, only clearance rates are publicly available. National clearances have been rounded to three significant figures for each crime type to correspond with the accuracy of the associated rates.

Section 3. Administration

Office of the Chief of Police

The Scottsdale Police Department is led by the Chief of Police who is appointed by the City Manager of Scottsdale. The current chief has held his position since 2003.

Under the direction of the Chief, assisted by three Assistant Chiefs, the department presently operates under three major bureaus: (1) Operational Services Bureau (OSB), (2) Investigative Services Bureau (ISB), and (3) Uniformed Service Bureau (USB).

CPSM staff concur that the Chief of Police and his staff run an outstanding organization. The dynamic nature of the department and the involvement of staff at every level working to achieve goals and being held accountable are commendable. It is clear that the Scottsdale Police Department is constantly examining its operations and looking for ways to improve effectiveness.

One strategy to consider in the drive to improve effectiveness is greater civilianization. CPSM recommends that the department consider expanding opportunities for its civilian staff by assessing which functions now handled by sworn personnel could be transitioned to civilian positions. Some assignments may be best transferred to a civilian position through attrition; others may be suitable for transition sooner. The department may also want to consider creating a civilian career ladder for positions that lend themselves to lateral and upward mobility. This would not apply to some positions, such as forensic examiner or dispatcher, for which intensive and specific training is required.

Implementation of a civilian career development program provides several benefits. First, it gives civilians the challenge and stimulation of working in assignments throughout the department while gaining a broader knowledge and understanding of the organization. Restructuring allows managers and supervisors greater flexibility to transfer employees within the department. Finally, civilian salary costs are lower. The planning and implementation of increased civilianization backed by a clear career ladder should involve a committee composed of sworn and civilian managers, supervisors, and line personnel, who could be charged with exploring options and making recommendations.

CPSM recommends that the department also consider adding a Cadet program for 18 to 21-year-old college students interested in pursuing careers in police work. A Cadet program would be beneficial for the exposure it affords young people to a variety of police assignments, and it enables department staff to assess the suitability of a Cadet as a police officer. Finally, Cadets work at a lower pay rate and can do some of the same work as full-time staff.

CPSM examined the proposed department reorganization and found it to be functionally sound, although we do have several observations. First, Property and Evidence is a high-risk operation in every police department. Mismanagement of this area has resulted in police chiefs' terminations, litigation against cities, and felony theft and burglary charges against department personnel,

charges that often involve drugs and narcotics, jewelry, and cash. The SPD has taken prudent safeguards to ensure the integrity of P&E in a number of ways; it assigns separate staffing to two distinct functions, one for intake of items and the other dedicated exclusively to the release of items; it has in place property management software, sound policy, and cameras and security safeguards within P&E; and it conducts audits and inspections. Ideally, Property and Evidence should be assigned to an “accountability neutral” division, not patrol or investigations. In accordance with this philosophy, P&E is under the Forensic Science Division, whose director reports directly to the Investigative Services Bureau (ISB) Assistant Chief. This establishes an appropriate separation from investigations and patrol oversight except at the ISB level. To ensure the integrity of P&E, the department should strictly adhere to a schedule of documented outside audits and inspections of P&E and which must be reported to the Chief of Police.

The department reorganization demonstrates that much thought has gone into its structure and efficiency. Though the current patrol schedule provides excellent coverage, the proposed changes will result in a more efficient use of resources, notably, using two of the redeployed patrol sergeants to supervise Emergency Preparedness/Homeland Security and Personnel, and two officer positions in the Bike Unit. As mentioned in the USB section of the report, the Bike Unit has achieved an impressive performance in the entertainment district, where focused enforcement is increasingly needed to preserve safety. CPSM supports the creation of a Youth Services Section to consolidate resources and deliver improved services.

While the proposal to use the efficiency savings from reallocation to fill the identified key civilian vacancies (Communications Supervisor, Forensic Scientist III, Records Specialist [ACJIS]), and a part-time Property & Evidence Custodian is sound, CPSM believes that further savings could be achieved. As mentioned in the recommendations, the department should examine additional opportunities for fiscal savings by identifying sworn positions that could be replaced with civilian staff through attrition or by future creation of civilian positions.

In another area, CPSM recommends moving some detective hours to nights and weekends so as to reduce overtime costs. The shifts should be scheduled based on average peak call-out times. The police administration has included a plan to create a Night Detective Unit, and this is to be commended. There was no reference in the plan to weekend hours; however, it is up to the administration to identify the most appropriate schedule.

Legal Advisor

A full-time attorney is assigned to the Chief’s Office as a legal advisor. The advisor reviews legal aspects of policies and procedures, works closely with the Training Unit to review and create legal advisories, primarily on use of force and search and seizure, and ensures that the department is updated on case law and court rulings affecting law enforcement. Additionally, the legal advisor takes phone calls at all hours from department personnel in the field, seeking advice on legal issues. The legal advisor also responds to high profile incidents such as officer-involved shootings. Legal

advisors are common in benchmark cities of Scottsdale's size, and serve an immeasurably important role in risk management and minimizing litigation against the city.

Internal Affairs

The Office of the Chief of Police ensures fundamental fairness and due process in the pursuit of internal investigations of employee misconduct. The purpose of the Internal Affairs (IA) Unit is to provide fair, impartial, and objective investigation or review of complaints regarding SPD employee conduct.

The IA unit is comprised of two sergeants who report directly to the Chief of Police. They meet with the chief weekly and update him on the status of investigations and on non-urgent matters. Immediate notifications are made to the chief on specific matters of high importance. Although the sergeants report directly to the Chief of Police, the Investigative Services Bureau Assistant Chief directs assignment of investigations.

Both sergeants currently assigned to IA began their assignments in April of this year. This situation occurred due to a promotion and a normal rotation back to patrol for the prior two sergeants. Both the newly assigned sergeants have attended only a three day internal affairs class as their formal training. Conducting IA investigations requires a specialized skill set, much like that for a homicide investigator or child abuse investigator. It is necessary to attend additional specialized training other than a three-day class to acquire those skill sets. Both sergeants are slated to attend another school in the near future.

The rotation of the two sergeants out of the unit at the same time created the loss of experienced investigators to conduct quality investigations. Although the new sergeants will eventually obtain the necessary skill sets, it is recommended the department stagger the rotation of the positions out of the unit. This allows the remaining experienced sergeant to mentor the new sergeant coming into the unit.

Both sergeants work a 4/10 work schedule. One works Monday-Thursday while the other works Tuesday-Friday. This work schedule allows at least one IA sergeant to be available during business work days. The two sergeants share responsibility for on-call status and are available 24/7 for calls relating to investigations and incidents. They also respond on all officer-involved shootings.

The Internal Affairs Unit description and the manner in which complaints are received, investigated, and adjudicated are found in General Orders 1402-1422. The general orders relating to IA investigations are lengthy, but clearly dictate how the investigations are to be processed, assigned, and adjudicated. The department should review these policies once a year to ensure they are consistent with operational procedures and relevant to changing law and legislation.

Individual IA investigations were not reviewed as part of this assessment, due to privacy regulations. It is the responsibility of the Scottsdale PD command staff to ensure that the investigations and findings are appropriate.

The adjudication findings for IA investigations can come from either the department's general orders, administrative orders, or the Scottsdale Revised Code. A completed investigation can have findings from all three areas. It is possible this could lead to confusion when trying to locate the applicable section for adjudication; however, it seems to be working well for SPD.

On the department's website, it was easy to locate a form to make comments about an officer's performance. However, while this form can be used for generic comments, the website does not specifically say the form can also be used for filing a complaint against an officer. This could be confusing to citizens. It would be beneficial to have two separate forms, one for complaints and one for commendations. If the department chooses to retain the singular form, clarifying the instructions on how to use the form would be appropriate. Based on our review of the on-line document and process, it appears easy to complete and submit.

SPD utilizes I/A Pro software as its database for recording and tracking complaints. This is a very good database that is used by many law enforcement agencies. It allows for ease of data entry, searching, and retrieval of records. The system has a built-in Early Warning System (EWS). EWS is a valuable instrument used to identify employees who potentially might require counseling or remediation in department policy or procedures. SPD has chosen to have the system provide an alert when an officer receives two complaints within a six-month period. The alert notification is then provided to the affected employee's supervisor for handling.

During personal interviews with the sergeants, it was discovered that often complaints that are received and informally handled by a patrol sergeant or watch commander may not be documented in the system. For example, a citizen may come into a district office during the day to complain about an officer's behavior. The complaint is handled informally and no documentation is made. It could happen that the next day a different citizen could come to a district station to complain about the same officer, but speak to a different sergeant or watch commander. This complaint is then also handled informally and not documented. If both of these complaints are documented in I/A Pro, the EWS would alert the department. This lack of documentation creates a missed opportunity to counsel officers who may need training regarding their treatment of citizens in accordance with department policy.

While there are no statistics or quantifiable data reflecting the numbers of complaints handled *informally* at the front desk or on the telephone, there is anecdotal evidence of this occurring. According to the IA sergeant, they have recognized this issue and are seeking a way to track informal complaints. CPSM recommends that the department review the informal complaint process. Although many complaints handled informally are for allegations of policy violations, some are for issues dealing with law or department regulations. These should also be tracked as it may provide information to the department about specific policies that may need to be reviewed for legal relevancy.

The IA Unit has exclusive authority to investigate allegations involving all Class I complaints. Although their primary authority is to investigate all Class I complaints, it would not be unusual for them to conduct a Class II investigation if assigned. Most, if not all, complaints classified as a Class II

and III are assigned to other supervisors within the department. The following outlines the department's Class I, II, and III investigations.

- Class I complaints:
 - Use of force resulting in serious physical injury.
 - Criminal activity.
 - Police-involved shootings.
 - Any custodial death.
 - Corruption.
 - Significant lawsuits and claims against the police department.
 - Discrimination.
- Class II complaints:
 - Harassment, except that which is classified as a Class I complaint.
 - Unprofessional conduct.
 - Failure to perform duties.
 - Failure to maintain equipment.
 - Improper procedure.
 - Unsafe performance.
 - Failure to secure equipment.
 - Improper search.
 - Insubordination.
 - Failure to report an accident or other matter of concern to the department.
- Class III complaints:
 - Failure to appear (court, training, range, beat meetings, etc.).
 - Failure to secure equipment (key card, keys, pager, cell phone, etc.).
 - Tardiness.

The supervisors who are assigned to investigate the Class II and Class III complaints often have little or no formal internal affairs investigation training. They are encouraged to contact the IA liaison (IA Sergeant) for direction when handling complaint investigations. Although the liaison sergeant provides them with an avenue for consultation as they complete the investigation, it would be beneficial for all supervisors to receive more formalized training on IA investigations.

Among the collateral duties of the two IA sergeants are the routine review of incidents of force, traffic accidents, pursuits, and the IA complaint log. These duties are split up between the sergeants. The information is then provided to the employee's supervisor for review and for corrective action, if necessary.

IA handles investigations for all use-of-force, officer-involved shootings, and deadly uses of force incidents. The unit may receive assistance from the Violent Crimes Unit, if necessary. In addition to the administrative investigation, the ISD commander will decide if a criminal investigation will also be conducted.

Citizen complaints may be filed in person, by telephone, mail, e-mail, or anonymously through the online comment form located on the city's website. If a member of the public inquires, department employees are required to provide information regarding the complaint filing process against department employees. The complainant need not have been personally involved in the event in order to report alleged misconduct. The city provides a *"Guide to the Citizen Commendation and Complaint Process"* on the department's website as well as in each district office's lobby. This guide is clearly written and easy to understand.

If the complaint received is anonymous, a preliminary investigation is completed by the interviewer who immediately prepares a memorandum with all complaint information. It is routed to IA in the same manner as other complaints on employees. A decision is then made how it will be investigated.

Minimizing the length of time it takes to complete an internal affairs investigation is critical to maintaining community trust. The public may not realize the amount of investigation that must be done to complete an IA investigation. Citizens who file complaints regarding allegations of misconduct must believe their complaint is being thoroughly investigated by the department. Having it completed by investigators and reviewed by staff in a timely manner is absolutely essential. The department has clear guidelines in place for completion of the complaints.

Complaints are classified for investigation handling and completion as follows:

- Class I – Internal Affairs Unit and to be completed within 30 days.
- Class II – Supervisor of the named employee, to be completed within 20 days.
- Class III – Supervisor of the named employee, to be completed within 10 days.

If an investigation is delayed, the complainant is notified every 30 days the investigation remains open. SPD does a very good job of maintaining communication with complainants while investigations are being completed. This communication with complainants during investigations is absolutely essential in building and maintaining community trust.

Supervisors who investigate Class II or Class III complaints are required to provide weekly updates to IA on the progress of the investigation. If the investigation cannot be completed during the required amount of time, the investigator must submit a memorandum explaining the delay.

For purposes of disposition classification, six findings are possible:

Sustained: A preponderance of the evidence supports the allegation(s) of misconduct.

Not Sustained: There is insufficient evidence either to prove or disprove the misconduct allegation(s).

Unfounded: The evidence tends to disprove misconduct allegation(s).

Exonerated: The evidence tends to support the factual occurrence, but the conduct does not appear improper.

Misconduct Not Based on Complaint – Sustained: Substantiated misconduct not alleged in the complaint, but disclosed during the investigation.

Policy Failure: The investigation revealed that the allegation is accurate; however, the employee's conduct was consistent with department policy.

These disposition classifications are similar to those found among most law enforcement agencies. However, "Policy Failure" is one outcome that complainants may have difficulty understanding. Also, our interviews revealed there are few findings in this area. Such a finding would require some explanation by the investigators to the complainants. CPSM recommends that the department review the use of this finding to determine if it is still relevant.

SPD General Order 1411 clearly defines the manner in which interviews are conducted with department members who are the subject of investigations. The procedures used by SPD are the industry standard and most states have adopted a police officer's bill of rights containing similar standards. Prior to the start of all IA interviews, an officer is given a Notice of Investigation form to read and initial that he or she understands what is expected from them in the interview. The form is an explanation of the *Garrity* warning, which explains an officer's rights and also details the consequences of not answering truthfully. This form clearly describes what is expected of officers during the interview and can be referred to during the interview if the officer refuses to answer questions. However, within GO 1411 it states an officer may be ordered to answer questions asked by the investigator. The GO should be changed to state that the officer, prior to the interview, is being ordered to answer the questions when asked by the investigators. Changing the GO would more closely align policy with procedures currently in practice.

IA investigations are purged from the IA Pro database after three years pursuant to department policy.

File maintenance and security of all IA investigations fall under the responsibility of the Investigative Services Bureau Assistant Chief. IA files are kept segregated from all other department investigative files and clearly marked as confidential. The files are securely maintained in the IA offices by use of a key card system and only Chiefs, commanders, and members of the legal department have access to the files. Subject officers may review their investigations in the presence of a member of the IA unit.

Table 3-1 illustrates the number of complaints received or generated by the department and their disposition over the past three years.

TABLE 3-1: Complaints Received and Disposition, 2012-2014

External	2012	2013	2014
Citizen complaint	146	130	56
Sustained	6	2	3
Not sustained	5	8	2
Unfounded	12	110	45
Exonerated	123	10	5
Undetermined	0	0	1
Internal	2012	2013	2014
Directed complaint	91	147	121
Sustained	58	73	68
Not sustained	5	15	8
Unfounded	2	3	8
Exonerated	26	56	35
Pending disposition	0	0	2

External complaints are those reported by citizens to the department. SPD showed a 61 percent reduction in external complaints from 2013 to 2014. Oftentimes, this occurs due to improved training, a change in the reporting system, or a new program designed to better engage the community. A ready explanation for this substantial drop in the number of complaints could not be determined. However, the sergeants of the unit believe it was a refinement of what defines exonerated and unfounded. CPSM recommends that SPD examine what contributed to the drop and how it may be sustained or enhanced.

The table also points to a significant disparity in terms of the percentage of complaints sustained or exonerated between complaints generated internally vs. those received from a citizen. However, this disparity is not uncommon, as police supervisors, based upon training and experience not available to citizens, have a better understanding of the basis for which a complaint should be generated and an investigation initiated.

Internal complaints are originated within the organization and are sustained at a higher rate than those of citizen complaints. This is largely due to supervisors generating investigations for observed misconduct of policy, officers missing court, traffic accidents where the officer was the proximate cause, etc.

Recording the interviews of complainants, witnesses, and subject officers in an IA investigation has long been an accepted industry standard in law enforcement. The recording accurately depicts what is asked and answered during the interview. The recording also affords the investigator at a later time the ability to listen again to the interview for clarification when preparing a report. It also

allows the trier of fact to listen to the interview and listen for subtle nuances or inflections that would not be available without a recording.

During a review of the department's internal affairs policies and procedures, it was found that recording of interviews with the complainant, witnesses, and the subject officer are optional and up to the investigating supervisor. CPSM strongly recommends that the department immediately mandate that every interview be recorded. This alleviates any possibility of discrepancies or interpretations in what is said by the person being interviewed.

Public Information Office

A sergeant, one police officer, and a civilian Public Education Officer staff the Public Information Office. The sergeant and officer handle the following duties:

- Serve as public information officers for the media.
- Respond to emergency incidents and work with personnel to release information to the media, the public, and internal staff.
- Handle media inquiries.
- Review and process Public Records Act and Freedom of Information Act requests.
- Interpret and explain city rules and laws and prepare media releases.
- Speak on behalf of the department, responding to news articles about the police department.
- Plan and coordinate department awards and promotion ceremonies.
- Handle special projects for the Chief of Police.
- Handle social media, including Facebook, Twitter, Nextdoor.com (neighborhood-based social media), and the SPD website, dealing exclusively with the news section.
- Responsible for the monthly *Police Line* publication, with input from other department sections.

The sergeant works Tuesday through Friday and the police officer works Monday through Thursday. They alternate being on call for the weekend in the event of a significant incident.

Public Information oversees Community Relations and Volunteers. One Community Relations Officer is assigned to each District station and works under the auspices of the commander. Community Relations Officers also serve as crime prevention officers; who respond to community concerns, organize and present an array of community services, including business and neighborhood watch programs, crime-free multi-housing, residential security checks, Watch Your Car, and vacation watch, etc.

Sworn officers are assigned as District Community Relations/Crime Prevention officers. CPSM recommends that the department consider making this a civilian assignment. Some police departments have successfully used civilians in this capacity for years.

The Public Education Officer organizes and recruits candidates for the Citizens-Police Academy, (CPA), which is offered twice a year, is in charge of monthly cable TV presentations with the Chief of Police, retirement ceremonies, assists with promotion ceremonies, and handles requests from insurance companies related to 911 calls. A volunteer also assists with 911 tapes.

The PIO is a busy office, with many responsibilities that can then pose a challenge for completing social media duties. Maintaining, observing, and participating in social media is essential for police departments to anticipate and to respond to issues in a timely manner. CPSM recommends that the department consider reassigning social media duties to a staff assistant in the Chief's office. The PIO sergeant and officer are subject to a rotation, meaning that their replacements would then need to learn social media duties. Unless the office's workload is reduced, it is unlikely that staff had sufficient time to tackle social media activities in the manner most beneficial to the department. A staff assistant is more likely to be permanent, and would be ideally situated to handle this responsibility from the Chief's office.

Volunteers

A civilian employee is responsible for recruiting and managing police volunteers from Scottsdale's Citizen-Police Academy graduates. Volunteer applicants undergo an interview and background investigation. Currently 23 volunteers are assigned throughout the department in functions ranging from Forensics to Public Information to Detectives. Once assigned to a section, the administrator supervises the volunteers. Nearly all current volunteers have remained in their assigned positions for years, and are highly dependable, a testament to the thoroughness and care taken in their selection.

In 2002, a group of CPA alumni formed a nonprofit 501(c) 3, Citizens Police Academy Alumni of Scottsdale, (CiPAAS), to build a stronger and safer community. The group has raised money for K9 vests, to support Youth Explorers, the National Peace Officers Memorial, and funding of the Police Museum as well.

Volunteers represent an opportunity to augment policing operations, making effective use of resources and enhancing community relations. CPSM recommends that the SPD consider expanding its use of volunteers in Investigations, Patrol, and Crime Prevention. Extensive use of volunteers has been met with success in other departments, some of which have achieved national recognition for their volunteer programs. For example, volunteers could be used to assist in identity theft investigations, particularly if a volunteer has banking or law enforcement experience; calling crime victims in low-priority cases to explain the case status and contact information should leads develop; call families of runaways and missing persons to check on the status of the missing; do vacation checks, aid in major crime scene control, and staff selected posts at special events, etc. This

would provide some relief for sworn personnel if the volunteers are as carefully recruited and selected as the current volunteers.

Chaplains

A chaplain is in charge of the Chaplain Program. The chaplains volunteer their services, including counseling department personnel, opening and closing designated events, and responding to serious injury or deaths to console family and loved ones.

Recommendations:

- Consider creating a committee of management, supervisors, and line level staff to explore expanding the use of civilians in the department and creating a civilian career ladder.
- Create a Police Cadet program for 18 to 21-year-old college students pursuing law enforcement careers. Cadet programs create opportunities for young people to gain experience and skills working in Records or other assignments and at a lower cost to city while grooming them to compete for careers within the SPD.
- Identify positions throughout the department where volunteers could be used effectively. Some departments have successfully used volunteers to help with identity theft, runaway and missing persons, calling crime victims, staffing special events, computer forensics, crime prevention, etc. Volunteers could assist and relieve employees of workload, while providing an opportunity to be challenged and contribute to the SPD.
- Explore the feasibility of assigning a staff assistant from the Chief's office to assist the PIO with social media.
- Encourage staggered rotation of sergeants in Internal Affairs to ensure continuity of experience.
- Review the public online form citizens use to commend or complain about officers in order to enhance its clarity.
- Implement a process to track all complaints received by the department and which are handled informally by supervisors.
- Any sergeant assigned to investigate employee misconduct complaints should attend formalized IA investigation training.
- Consider removal of the "Policy Failure" adjudication for personnel complaints. It could be confusing to citizens and it appears that it is used infrequently.
- The General Order referring to the *Garrity* warning should follow what is actually in practice during interviews. The GO should state that officers will be ordered to answer all questions in a truthful manner in an investigation as opposed to "they will be asked to answer." The order would mimic the Notice of Investigation that the officers initial and sign prior to an interview.

- All IA investigation interviews with complainants, witnesses, or involved officers should be recorded and included in the investigation. Recording all interviews eliminates any possibility of confusion about what was said in the interview and allows reviewers to listen to the actual interview.

Section 4. Operational Services Bureau (OSB)

The Operational Services Bureau (OSB) is one of three bureaus within the Scottsdale Police Department. It is commanded by a civilian Assistant Chief who reports directly to the Chief of Police. The other two Bureau Assistant Chiefs are sworn positions also reporting directly to the Chief. While it is rare to have a civilian Assistant Chief in a law enforcement organization, the situation is becoming increasingly common as more departments staff functions such as OSB with civilian employees. The OSB Assistant Chief has more than 20 years of executive level law enforcement experience and is exceedingly qualified to command the bureau.

The Operational Services Bureau is comprised of directors, managers, supervisors, and line-level employees who are committed and dedicated to providing the best service possible within the organization and to the community. Based on CPSM's work with several focus groups of employees, it is obvious that the OSB is constantly striving to find the best solutions to problems and issues within the bureau through creativity, innovation, and technology.

The OSB is comprised of five divisions: Operational Support Division; Technology, Records and Analysis Division; Police Personnel Services Division; Planning, Research and Accreditation Division; and Budget Services Division. Each division is commanded by a civilian director. Each will be discussed in length within this section.

Operational Support Division

The Operational Support Division consists of the Facilities and Police Resource Management Section, Municipal Security Section, Communications Technology and Dispatch Section, and Communications Operations Section. This section is commanded by a civilian director.

Facilities and Police Resource Management

There is no dedicated staff for Facilities and Police Resources. Any facilities or resource issues are delegated to the Police Resource Manager or the Operational Support Director. This section acts as the single point of contact for all police facilities, planning, and needs assessments. Responsibilities include coordinating repair and maintenance of department facilities, planning and design for new construction within the City Capital Project Management Division, and conducting needs assessments and plans for a five year outlook.

The city's Facilities Department handles all maintenance, repairs and cleaning of the police facilities.

CPSM visited several facilities and found all of them clean and attractive. Police headquarters has a unique feature in that its lobby opens to the entrance of the Scottsdale Police Historical Museum, created and maintained by CiPAAS. The museum and its professionally arranged displays provide a history of the department and the advancement of equipment and technology in law enforcement. The museum and the interior of the department are decorated in a Western Arizona motif. The

museum's interactive displays for children depict fingerprinting and evidence collection. It is an excellent and creative venue to highlight police history, high-profile cases, operations, and technology. CPSM has no recommendations.

Municipal Security Section (MSS)

MSS administers city policies, procedures, and programs related to the physical security of city facilities. The unit develops and implements strategies to provide a safe and secure environment for employees, contractors, visitors, and vendors to conduct city business; conducts 24-hour monitoring of city CCTV panic, fire, and intrusion alarm systems; and provides in-house and contract security guard services for city facilities.

MSS has three civilian employees: A Municipal Security Manager, one Security Project Coordinator, and one administrative Secretary. Its workload is completed by a combination of in-house employees and outsourcing to vendors. The outsourcing is dependent upon the extent of the repair and the capacity and knowledge of the section's employees.

Access within city buildings is accomplished through a combination of Proximity card readers and hard key locksets. The Proximity card system can be accessed to identify employees and when they enter particular areas. These systems are commonly found in city and law enforcement buildings and provide a tremendous benefit when it is necessary to track ingress and egress.

The city has more than 500 CCTVs mounted throughout the city's buildings and public areas. Monitoring of the CCTVs takes place in an area located in the Communications Center. The department contracts with a private company for a uniformed security officer to monitor the cameras 24 hours a day. During the site visit CPSM examined the security center and found that it met monitoring needs. It is important to ensure that monitors remain vigilant and are not assigned other duties that would divert their attention from the CCTV screens.

Many of the city's security cameras are in need of upgrading, repair, or replacement. Some DVR systems are old and have been inoperable for some time. CPSM recommends that the monitoring cameras and recording equipment be updated or replaced to ensure functionality. Cameras are an invaluable resource to help identify suspects and solve crimes. These repairs and replacements should be a priority because of their importance to the safety of the public and employees.

SPD contracts with an outside vendor to provide security services at areas within the city such as the front counter at City Hall, the police department lobbies, and at many of the city's special events, including the Fall Festival, Holiday Lights, Rail Fair, and Mighty Mud Mania. This arrangement is beneficial to the city because private security provides a visible presence at events and can be retained at a lower hourly rate than SPD employees. For several years the department's budget has not increased to cover rising costs of the security contract. The department's budget needs to be adjusted to cover these rising vendor costs.

Recommendations:

- Repair or replace the city's inoperable CCTV cameras and DVR systems.
- Adjust the department's budget to cover increased costs for security contracts.

Communications Technology Section

All employees within Communications Technology are civilians. They include a Communications Systems Manager, and two Communications Technicians. The unit has responsibility for the 911 phone, radio, and recording systems. It also has oversight and coordination of department-issued cell phones, pagers, and mobile data computers (MDC) installed in the police vehicles. The maintenance of the dispatch center's modular furniture, headsets, computer equipment, etc., also comes under the purview of the unit. The unit manager is considered the point of contact for strategic planning involving communications technology and dispatch center-related projects.

The department uses the Intergraph Computer-Aided Dispatch (CAD) System and Records Management System (RMS). The entire system was installed in March 2006 and upgraded in February 2014. Radio consoles within the dispatch center were upgraded in September 2014 and a regional radio network upgrade was completed in March 2015. The 911 phone system was upgraded in April 2015 and recording systems were installed in February 2013. CAD and RMS systems are among the most critical systems within the police department. These systems must be up to date and capable of performing to a certain standard without a multitude of program issues. Although the Intergraph system was originally purchased and implemented in 2006, the department's upgrade to the system in 2014 should extend its life and usefulness to the city for several years before another upgrade is necessary.

SPD has a well thought-out equipment replacement plan. The CAD server hardware is on a five-year plan, mobile radios on a ten-year plan, radio system upgrades every two years, and the 911 phone system is updated every five years. This replacement plan ensures that the necessary required equipment will continue to operate at a high level.

As evidenced by Table 4-1, the section's team handles a large number of issues every year in the areas of their responsibility.

TABLE 4-1: Fiscal Year 2014-2015 Communications Technology Workload

Portable/Mobile Radio Service Requests	2,486
MDC Repair and Processing	89
Cell Phone/Pager	131
Supply Requests	1,752
Vehicle Requests	211
Other associated requests	959
Dispatch Phone Issues	134
Dispatch Room Issues	60
Dispatch Radio Issues	6

This section is also responsible for all department cell phones. Command staff, division managers, and some detectives are provided smart phones. Other department employees are assigned older style flip phones. Today's smart phones are essentially minicomputers that enable completion of many functions and provide immediate access to information that flip phones cannot. Many departments are equipping their department members with smart phones, allowing field officers the ability to access photos, CAD/RMS information, department e-mail and the transfer of information among other employees. The ability for officers to access information on their own in the field could have residual effects in reducing the workload of Records and Communications. Both sections currently are providing information to field officers. Although providing smart phones can be costly, it has been found to increase efficiency and effectiveness by officers and detectives. We know of one department that recently purchased 110 smartphones for its officers at a cost of approximately \$6,000. Although SPD would require more phones, this is a general indicator of the cost.

Recommendation:

- The department should consider purchasing smart phones for all officers. The latest smart phones can be configured to enable officers to access to CAD/RMS, as well as state/local databases, and would ease transfer of information between entities.

Fleet Logistics

These duties are primarily handled by a civilian Logistic Technician who is responsible for the management of all police department vehicles. The department currently operates with a fleet of 400 vehicles. Of these, 80 are taken home on a daily basis and 74 are rotational. This number of take-home vehicles follows the Chief's philosophy of only the most necessary units taking their department vehicles home. Take-home vehicles are assigned to those department personnel who are most likely to be called out in emergency situations or to critical criminal calls, such as command staff and detectives. The breakdown of the department's fleet is shown in Table 4-2.

TABLE 4-2: Scottsdale Police Vehicle Fleet

Patrol Operations	198
Investigations	111
Support	11
Specialty	26
Leased (undercover)	54

There is currently one patrol vehicle assigned to every two patrol officers. Although there is no industry accepted standard number of vehicles per officer, this appears to be acceptable. Command staff, detectives, and any specialty unit such as K-9, PCIS, and SROs are all assigned vehicles on a one-to-one basis. The department uses pool cars when available for the civilian staff, based upon need.

The department utilizes the city's "Faster" fleet management software. The system is a robust fleet management program that enables optimum equipment utilization while tracking repairs, fuel, parts, and replacement. Replacement of the police department's fleet is controlled and facilitated by the city's Fleet Department. Replacement is based upon the historic repair costs for the specific vehicle class. It is also based on a formula that combines mileage, repair costs, and the life expectancy of each vehicle. Police patrol vehicles are subject to more aggressive driving and are more frequently evaluated on a car-by-car basis for replacement. This replacement methodology is one primarily used nationwide in the replacement of law enforcement vehicles. The current replacement philosophy that SPD uses is consistent with best practices within the industry.

All repairs and maintenance on the police vehicles are handled by city fleet services. Extensive repairs and warrantied work is outsourced to the appropriate vendors. This methodology is fairly common and considered to be the most effective for law enforcement fleet services in the industry.

Department vehicle purchases are evaluated by Police Resource Management in partnership with the city's fleet department. The evaluation is based upon reviews of the available types of vehicles as well as need for any specialty type vehicle. This past year the department introduced 30 Chevrolet Tahoes into the fleet. This new model was evaluated and purchased for patrol operations. Since it was a new platform for police service, it required extensive research to outfit the vehicle with state-of-the-art lighting and emergency equipment.

Police Resource Management technicians troubleshoot mobile data computers (MDC) issues to determine if the problem is power or mechanical-related. Whenever possible, the technicians repair equipment located in vehicles. If the issue is determined to be the MDC itself, the unit is turned over to the Technology Division for repair. The department keeps reserve MDCs on hand so they can easily be swapped out and the vehicle can be returned to service. If the radio is determined to be issue the Communications Technology unit handles the repairs.

Recommendation

- Police Resource Management should continue to partner and collaborate with city fleet services to ensure the department buys the best vehicles possible for the police department and ensures that they are in sound mechanical condition.

Communications Operations Section

This section is the 911 Public Safety Answering Point (PSAP) for the city of Scottsdale. The section receives all 911 calls and assigns them to either the police department or transfers them to the fire department. The section is led by a Communication Manager, and there are six Communication Supervisors and 40 law enforcement dispatchers. All Communications Operations Section positions are staffed by civilian employees who work a 4/10 shift schedule. The section provides a variety of functions beyond answering 911/telephone calls and radio communications with field units, such as answering public calls for general information, transferring of calls to other city departments, and answering questions from officers. This is a common practice in most police departments.

CPSM toured the communications facility and found it to be open, well lit, easily accessible, clean, and free from outside interference. Dispatchers and call takers have individual desks located in proximity to each other. The dispatch supervisor desk is located on a raised platform at one end of the room, allowing for clear visibility of the communications center.

Since 2013 the Communications Section has operated continuously with vacancies and positions in training. As of June 2015, the unit was fully staffed, with six dispatch positions currently in training. A comprehensive examination of the data since 2013 illustrates the unit has varied in staffing from a high of ten vacancies in April 2013 to now being fully staffed. Because of continuous vacancies the last few years, the section has had at least ten to twenty percent of line-level dispatchers in a training mode at any given time. This affects efficiency, responsiveness, and effectiveness of the section.

Due to the six employees currently in training, the section continues to resort to continuous mandated overtime. Most employees do not like mandated overtime as it affects work productivity, sick time, morale, and their quality of life. Departments often employ part-time dispatchers to fill vacancies occurring from vacations, FMLA, and training in order to reduce mandated overtime. Use of part-time positions relieves the burden on full-time dispatchers to fill required shifts. These part-time positions are often filled by retired dispatchers, who require no training period and can immediately provide relief at a reduced cost.

Vacancies and turnover in the communications staff has been a concern. The Director and Manager cite several reasons: low compensation, choosing to work closer to home, and deciding to start a family. Some of these are beyond the capability of the department to resolve; however, the department should be cognizant of these issues and try to address them when possible.

In the past, the unit has operated on a team system over three shifts. Minimum staffing levels at that time were set by team numbers and not by workload. Over the last few years, due to the reduction of personnel, the section has done extensive analysis to determine creative ways to ensure

adequate staffing minimums. Communications began using a sliding shift schedule in January 2013 to accommodate the workload. The schedule immediately eliminated 24 hours a week of overtime.

The sliding shift schedule sets staffing minimums by hour of the day. Staffing minimums are based on call volume during peak hours of the day in contrast to the more traditional set staffing of teams. For example, during early morning hours when calls for service are lower, the minimums are lower than the late evening when the calls for service are greater. Staffing minimums for the section are six dispatchers and a supervisor during slower times and eight dispatchers and a supervisor during the busier hours.

Dispatch supervisors are not included in shift minimums and are not considered working supervisors, but there are periods in some shifts when major critical incidents occur that require additional resources. When those incidents occur, the supervisor must become involved by assisting in call taking or making notifications. This is not uncommon among dispatch centers in law enforcement where nonworking supervisors become involved during major critical incidents. Oftentimes those incidents require assistance for only a short duration; however, once the situation stabilizes, the assistance by the supervisor can be reduced. This can be a critical time because supervisors actively involved in high-liability incidents face difficulty providing oversight to ensure that critical steps are being followed. Historically, most major critical incident calls occur during the busier shifts of afternoons and nights. Communication centers traditionally do not staff shifts based upon the possibility of the occurrence of the major, more resource-intensive calls.

With the downsizing of the section due to the economic recession, the number of supervisors was reduced from eleven to six. Through interviews with the director and manager it was found that this reduction has caused them to reprioritize the administrative duties assigned to the supervisors. The changes in those prioritizations have severely reduced or eliminated such things as random call monitoring, audits, evaluations, mentoring, counseling, and addressing of performance issues. These issues are all critical to ensuring the section performs at a high level and provides excellent service to the department and community.

CPSM recommends the addition of one full-time supervisor to Communications. This position should be assigned to an overlap shift that would cover two of the busiest shifts on the busiest days. Traditionally this would be Wednesday through Saturday on afternoon and night shifts. These shifts are the most likely time critical calls will occur and the necessity for the oversight will be greater. This will allow one supervisor to assist with call taking and notifications while the other supervisor can remain in the supervisor role of managing the incident. During the times of the shift when no major critical incidents are occurring, the additional supervisor can accomplish some of the aforementioned duties that have been reduced or eliminated.

Communications has experienced a continuous training cycle with a steady number of new employees over the last few years. It has a well-designed training program focusing on five core areas. Table 4-3 illustrates those core areas and the time trainees must spend in each discipline. Although seven to ten months is a lengthy training period, it is necessary, as dispatching is a

complex job. The SPD training schedule is appropriate for a dispatcher position and is consistent with the industry norm.

TABLE 4-3: Scottsdale Police Communications Training Cycle

1. Welcome/Phone Classroom		120 hours
2. Call Taker Training		480 hours
3. Radio/Information Channel Classroom		40 hours
4. Information Channel Training		120 hours
5. Radio Channel Training		480 hours
Total Weeks & Hours	31-39 Weeks	1,240 Hours
Total Weeks & Months	31-39 Weeks	7-10 Months

Table 4-4 details the average times in minutes for dispatch, travel and total response time for dispatch of calls, by priority, for 2014. This information is based on data provided by the Scottsdale Police Department. The total response time reflects the time between the first keystroke entry of a computer describing a call to the dispatching of that call and the eventual arrival by officers to the scene.

Call priority is based on the most serious emergency calls (Priority 1), such as shootings, robberies in progress, felonious assaults, and major injury traffic collisions, etc. In order of decreasing urgency, the call priority designations decrease from Priority 1 emergencies to Priority 9, which includes calls such as notification that a car has been impounded from private property, or other incidents that can be deferred until the higher priority calls have been handled.

TABLE 4-4: 2014 Average Dispatch, Travel, and Response Times, in Minutes, by Call Priority

Priority	Dispatch	Travel	Response	Total Calls
1	1.1	4.4	5.6	1,134
2	1.2	5.7	6.8	803
3	1.8	6.0	7.8	30,669
4	4.3	7.4	11.7	1,488
5	5.7	9.1	14.8	14,387
6	11.6	10.0	21.6	582
7	24.4	14.4	38.8	856
8	26.3	11.9	38.2	19,916
9	29.7	13.1	42.9	655
All	10.2	8.5	18.7	70,490

For Priority 1 calls, 1.1 minutes represents nineteen percent of SPD's average total response time of 5.6 minutes. Reducing the percentage of the response time devoted to dispatch is desirable and can result in saving lives and apprehending criminals. Time between the receipt of a call and the dispatching of the call to a unit or units is often the only opportunity to reduce overall response time.

For the SPD, there may be another opportunity to reduce officers' response time to Priority 1 calls. In a city the geographic size of Scottsdale, seventy-nine percent of response time for a Priority 1 call is the officer's travel time. During interviews with the Director and Manager, CPSM learned that the CAD system has a GPS capability to recognize the closest patrol unit to a call and self-dispatch that unit; however, the function is not being used. Identifying the closest unit to a Priority 1 call presents an opportunity to further reduce response time. According to the Director, the department chooses to rely upon the dispatcher to select the responding units based upon their assigned beats. CPSM recommends that the department use the GPS capabilities of the CAD system to dispatch Priority 1 and 2 calls, which are usually the most critical for requiring a quick response.

Recommendations:

- Consider reducing overtime costs by hiring on a part-time basis five retired dispatchers to fill shifts when full-time dispatchers are unavailable due to sick time, vacation, FMLA, or in training.
- CPSM recommends the addition of one full-time supervisor position to the Communications Operations Section. As explained above, this position should be assigned to an overlap shift, which will enable greater oversight during critical incidents and will provide time and availability to complete administrative duties that have been reduced or eliminated.
- Explore opportunities within the Communications unit to reduce the 1.1-minute period between receipt of a Priority 1 call and the dispatching of the call to the field unit.
- Reduce the total time of responses to Priority 1 and 2 calls by using the GPS capabilities of the CAD system to locate and dispatch the closest unit to a call.

Technology, Records and Analysis Division

This Division consists of the Crime Analysis Section, Records Section, and the Technology Services Section.

Crime Analysis Unit (CAU)

This section provides information on crime patterns and trend analysis for administrative, strategic, and tactical applications. The section is staffed by a Crime Analysis Supervisor, a Police Analyst II, and a Police Analyst. Prior to the economic recession the section was staffed by several additional analysts.

The staff reduction in CA required a reexamination of priorities and workload. It appears the staffing reduction has affected the ability of the section to provide the same level of service to the department as before. Prior to the reduction of personnel, there was one analyst assigned to each district to provide information primarily for that district. Individual reports specifically created for that district are no longer being provided as quickly as before; however, the unit is still responsive to requests from the individual districts regarding reports and crime data.

Requests for analysis by the unit can be accessed by several different methods, including via e-mail, phone, personal contact, and by utilizing an on-line request form. Typical customers of CAU are crime prevention officers, detectives, command staff, patrol officers, residents and potential residents, and businesses. These requests are prioritized and fulfilled as workload allows.

The section uses a multitude of databases to research and gather data. The primary systems accessed are I/LEADS and CAD. I/LEADS is the records management system within the Intergraph system. Secondary systems include COPLINK, Lexis-Nexis, etc. COPLINK is a system allowing law enforcement data and information to be shared between a large number of agencies, while Lexis-Nexis has the world's largest database of legal and public-related information. Almost all data researched and used is through an electronic format. Information sharing occurs between many existing applications to reduce data entry and provide real-time information.

Reports produced by CAU are distributed to many different sections of the department, with a variety of weekly, biweekly, monthly, and annual reports. These reports, totaling approximately fifteen, are accessed by a shared drive and are available 24/7 to department members.

Law enforcement agencies are always looking for innovative and creative ways to enable them to be more proactive, efficient, and effective. Many agencies are either using or researching predictive policing software or methodology to accomplish that task. Predictive policing refers to the usage of predictive and analytical techniques to identify potential criminal activity. Predictive policing methods fall into four general categories: methods for predicting crimes, methods for predicting offenders, methods for predicting perpetrators' identities, and methods for predicting victims of crime. SPD recognized the benefits of predictive policing and purchased the ATACRAIDS system. This system allows for crime data sharing, pattern analysis, crime mapping, and the creation of reports.

The CAU currently has a backlog of projects yet to be assigned and completed in some part due to the staffing reduction. The projects assigned to CAU come from every division within the department and vary as to the needed information. The staffing reduction is not the singular reason for the backlog. Staff members shared that at least forty percent of their time is spent ensuring that patrol officers' entry of crimes and data in their police reports is coded correctly for accuracy in reporting. Review of each report is critical to the accuracy of the finished product by CAU. Staff refer to this as "cleaning reports."

This issue of staff spending time correcting data entry errors is not unique to CAU. It was also discovered that members of the Planning, Research, and Accreditation Division as well as the

Technology Services Division also spend a great deal of time correcting patrol officers' report errors. Achieving 100 percent accuracy by the officers may be unrealistic; however, if supervisors were more vigilant with their report reviews, many of the errors could be remedied at the officer level. If these errors were to be largely eliminated, CAU staff's workload would be reduced and their time could then be focused upon ensuring projects are completed in a timely manner.

Crime analysis units in police departments can be beneficial to department members if the data they provide are useful to officers and command staff. The reports should be of value and provide information for field officers that leads to crime prevention, arrests, or crime solving.

Recommendations:

- Ensure that patrol supervisors are vigilant in their review of officers' reports so that appropriate coding and data entry are correct, which will reduce the CAU workload.
- Review all CAU reports for relevancy and actual use by officers for proactive policing, along with the report's utility for command staff. If some reports are not of sufficient value, consider eliminating the reports if the data are readily available to its users.

Records Section

The Records Section is a support unit responsible for the collection, dissemination, and maintenance of all police-generated records. It is the central repository of written and computerized information for department reports. Section personnel also provide services to city and county prosecutors, courts, police officers, other city employees, and the public. The Records Section's General Orders are found in 8400–8413. They are clearly written and outline definitions of terms, duties, and responsibilities. In 2015 the Records Section was reviewed for recertification with CALEA and no issues were found.

Records is staffed entirely by civilians. A Director oversees the section. The Director began at SPD as a Records supervisor and has extensive knowledge of the history and issues in Records. The section is currently staffed with one Records Manager, three Records Supervisors, six Senior Records Specialists, and thirteen Records Specialists. Each job classification within the Records Section is well-defined and documented in a task list outlining respective responsibilities. Section leaders promote a strong philosophy of engagement by encouraging employees to be part of committees and teams throughout the city.

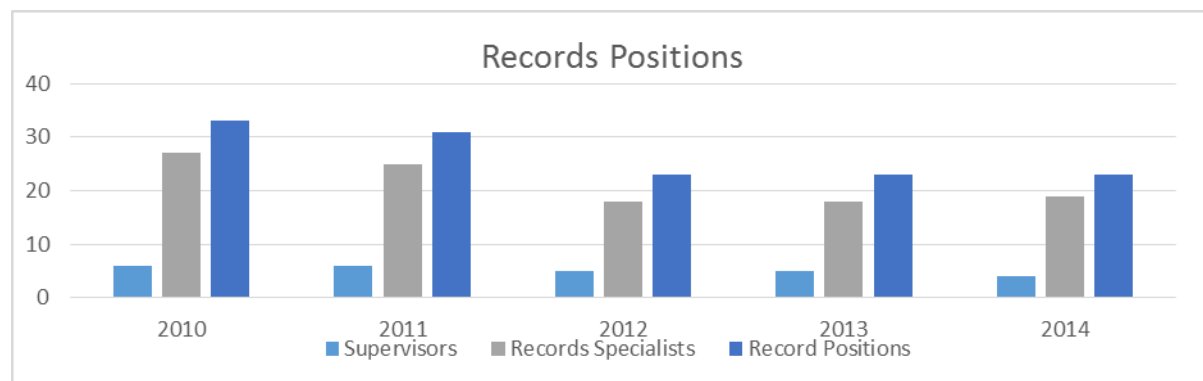
In 2012, the Records unit reorganized due to staffing and vacancies, discontinuing its previous around-the-clock operations. At that time all Arizona Criminal Justice Information System (ACJIS) functions were transferred to the Communications Sections, because that unit is staffed 24 hours a day. The Records Section is now open Monday-Friday, 6:00 a.m. to 6:00 p.m. This schedule improves supervisor span of control, ensures consistency in procedures, and aids in the recruitment and retention of employees. All Records employees work a 4/10 schedule. Work shifts are determined by seniority; however, the manager has discretion to make assignments. The section has a minimum staffing shift of four to six employees Monday, Wednesday, and Friday, and

another of four to six staff on Tuesday, Wednesday, and Thursday. This creates an excess of staffing levels on the overlap days of Tuesday, Wednesday, and Thursday.

During the downsizing, with the exception of the ACJIS work being moved to the Communications Section, the data show that the workload has not decreased, and in some areas has actually increased. Traditionally, work in Records Units does not decrease unless there is a significant change in policy or a new technology that increases effectiveness and efficiencies. Neither has occurred. Usually sections and units will experience normal growth in service requests from increased residency, increased crime, or a change in reporting. Records is experiencing a normal amount of service growth.

Figure 4-1 graphically shows the reduction of personnel in the unit over the last five years.

FIGURE 4-1: Reduction in Records Section Positions, 2010-2014



Records currently has one vacancy; also, 43 percent of the staff at present is in a nine- to twelve-month training program due to preexisting vacancies. During this training period, trainees and the three supervisors training them operate in a limited capacity, which impacts the unit's effectiveness and efficiency. It is difficult to determine the degree of reduced efficiency; however, the backlog in data entry and fulfilling outside requests has increased. It is imperative that Records review and assess its training program to determine if it can be shortened yet still enable employees to meet minimum requirements.

A statistic that clearly demonstrates the backlog is the delay in completing preemployment investigation requests. One of Record's goals and performance measures is to complete these requests within two days. In April 2013, the section was meeting this performance measure 74 percent of the time. In 2015, the section is meeting the performance measure only 33 percent of the time. If this performance measure has declined, one may infer that other timely performance measures are not being met. Currently processing all Public Records Act requests is approximately one month behind, while preemployment and government requests are about three weeks behind.

There is the potential for employees constantly working in a state of "catch up" to have low morale, use sick time more frequently, and have a feeling that their customers are displeased with delays in

service. Although none of these three have been found to be an issue in this unit, is it mentioned here because these issues are important for the Director and Manager to continue to monitor. These issues can be distractions when trying to meet performance standards and can have a detrimental effect on employees' performance.

CPSM noted a large overtime expenditure during 2014 due to the four to six vacancies in Records. The overtime was unavoidable in a unit where a vacancy remains and a large portion of employees are in a training mode. Records has continued to mandate overtime for the last year because of the vacancies. Most employees do not like working mandated overtime; it often creates difficulties in their personal lives because it affects day care schedules, family activities, etc. This can impact employee performance, job enjoyment, and job satisfaction.

Table 4-5 illustrates Records' overtime hours and costs over the past four years.

TABLE 4-5: Records Section Overtime Hours, Last Four Fiscal Years

Fiscal Year	Total Hours	Expenditure
FY11/12	201 hrs.	\$5,847
FY12/13	75 hrs.	\$2,221
FY13/14	772.2 hrs.	\$20,675.49
FY14/15	3,574.7 hrs.	\$104,298.28

Although the section is failing to meet its performance measures and is mandating employee overtime, it is difficult to determine if the cause for the backlog and mandatory overtime is due to the reduction in personnel that was experienced several years ago, or is a result of the employees who left the department, coupled with the high number of trainees. The backlog could be a result of high numbers of trainees and their inexperience, thus affecting productivity. CPSM suggests a review of the existing backlog once all probationary training is completed. It may also be beneficial to review Records' performance measures to assess reasonable performance benchmarks for the current staffing levels.

Consideration should be given to the hiring of part-time police cadets or retired Records Section employees to assist with reducing the backlog. A police cadet could be hired for less than the current lowest paid Records staff. In 2014 the unit exceeded its overtime budget in an attempt to reduce the backlog. The use of part-time employees could produce a potential financial savings as well as a reduction of the section's backlog. CPSM believes that once the allotted position is filled and the employees currently in the training phases are released, the current number of FTEs should be adequate to maintain a high level of service without continuing to build a backlog.

All new employees of the section are provided with a Records Unit Handbook. The handbook clearly outlines all aspects of the section and the policies and procedures affecting operations.

New employees are considered trainees within the section until completion of their training phase. The extensive training matrix covers all areas of knowledge required for the employee to work

within the section and includes date and time documentation for each area a trainee completes. CPSM recommends that new employee training be reviewed to determine if it could be delivered in a more efficient manner without compromising knowledge and skills.

Records is divided into two parts: Public and Government/Long Form. Public refers to the service provided to nongovernment customers requesting reports, phone calls, and records requests. The Government/Long Form area handles all requests from governmental and internal customers. This separation of the section occurred several years ago to develop greater subject area expertise among Records supervisors and specialists. The change took place in the belief that specialization would produce more efficient and effective employees. However, the nationwide trend in law enforcement is a move from specialization to generalization in most units. A generalist usually provides greater job knowledge, flexibility, and cost savings. Although SPD originally encouraged specialization, all Records employees are rotated through both areas during each shift to ensure that they are cross trained in both disciplines.

CPSM commends the department for providing the public and insurance companies online copies of traffic collision reports through Doc View. This is a cost-effective way to obtain reports online and eliminate public counter records requests for staff.

All other reports need to be obtained in the Records section in police headquarters. The department should consider purchasing available software to provide a similar automated service for crime reports. These technologies allow the department to maintain control over the release of documents. Sensitive cases, such as homicides and sexual assaults, are excluded from access, requiring a department visit to request certain documents. This has been successful in other agencies and relieves the workload on records staff.

The department charges fees to the public for copies of police reports. Many departments undercharge for the actual cost of copies. The SPD requires the Records Manager to review the fee schedule annually. SPD's rates are within the parameters of what most law enforcement agencies charge for reports and are sufficient to cover the cost of providing the reports.

Retention and destruction of records are mandated by the State Library, Archives, Public Records, city of Scottsdale, and the Scottsdale Police Department's retention schedule.

Recommendations:

- Consider using part-time employees to assist with reducing the records backlog until the current training positions are released and the current vacancy is filled. This will ensure the backlog will not increase and will help to reduce it until Records is fully staffed.
- Explore options to supplement full-time paid staff. For example, consider using volunteers to assist with data entry. This could be achieved through Volunteers in Policing (VIP). If a Police Cadet program is established, cadets could be assigned to Records to assist with backlogs, or to relieve other staff so they are able to work on the backlog of requests.

- Form a Records committee representing line level, supervision, and management to review General Orders' guidelines for Records to ensure relevancy and adherence to the division's mission.
- Pursue new technology to expand the type of online reports the public can obtain. This would decrease the public contacts at the front counter and reduce the records section workload.
- Review ways to decrease new employee training time by using technology, group training, or a different training model. The current nine to twelve month training program reduces efficiency and effectiveness.

Technology Services Division (TSD)

TSD provides technical assistance and support for the department's technology infrastructure and information systems. The section is staffed by one Director, two Lead Systems Integrators and three System Integrators, one Senior System Integrators and four System Integrators. Every member of the team is on call twenty-four hours a day for issues arising with the systems they support. The Section philosophy of providing excellent service and effective response after-hours is evident. For example, team members want to receive the after-hours page to ensure that a member will be available to handle call outs or questions. TSS has set as a performance measure to respond to any after-hours request within 10 minutes. The section is meeting this performance measure almost 99 percent of the time. This is an impressive achievement and one that most departments would seek to match.

All members of the section are knowledgeable in every aspect of the technologies they support. It is the philosophy of the Director that any member of the section can respond to any issue after hours. In addition, if the staff member is not intimately knowledgeable in how to rectify the specific problem, he or she knows where to find answers. This sharing of knowledge is expected by the Director, who actually has employees participate in a "brunch and learn" meeting once a week. In these, a particular member is selected to speak about their area of expertise, thus informing the rest of the team.

The section supports the Intergraph Records Management System (RMS) and Computer-Aided Dispatch (CAD) System. This system was purchased and implemented jointly in 2006. Both systems received a major upgrade in 2014. However, the department has been notified that the current system will no longer be supported beyond 2017/18 and another major upgrade will be necessary. As these upgrades can be quite costly for the agency, a review of other available systems might be warranted. The Director believes at this time the decision will probably be to maintain the current Intergraph system when time for the next upgrade arrives. The upgrade will be budgeted as a Capital Improvement Project.

The section recently implemented Cherwell, a new software package that tracks workload, requests, and will eventually be used for all workplace requests. The software will eventually provide an easily accessible system in which to view request statuses while allowing department members an easier method of making requests. Currently, requests come from phone calls, e-mails,

and through the newly implemented Cherwell program. Three team members normally work on section requests. Many are fairly simple issues such as a department member needing a password change. The others are working on dedicated projects while also assisting when possible. At any given time there are thirty to forty projects being worked on or in a state of consideration. Some long-term projects require considerably more staff time and resources.

One issue that arose during several of the focus group discussions was the problem of unit members responding to and remedying requests for mistakes from errant entries into the report writing system. Several employees reported that as much as four percent of their time is spent correcting coding issues that originated with the line-level officer. Section members are often the only ones who have the necessary clearance and approval rights to enter the system and make the changes. Some of these changes might be quite simple and take just a few minutes, while others, depending on the complexity of the report, could take much longer. A simple remedy would be for the patrol sergeants to be more vigilant in their report approval to ensure the coding by the officers is done correctly. The section attends briefings to discuss with officers and supervisors the effect a miscoding has on their workload.

In 2014 the section had several significant accomplishments. One of the most notable was the Taser Body Worn Camera program. With more demand from communities for transparency and accountability, departments across the nation are struggling with the best method to use, store, and retrieve information. The section was involved with the program from the initial discussions to the technical integration, purchasing, implementation, and support.

Recommendation:

- Ensure that patrol supervisors are more vigilant in their reviews of reports and monitor the correct crime coding necessary in officers' police reports.

Police Personnel Services Division

This Division is made up of the Police Pre-employment Function and Payroll Liaison and Employee Processing Section.

This Division is responsible for conducting recruitment, pre-hire testing, polygraph examinations, preemployment investigations, and all personnel-related functions for both police and fire departments. Since the police department is larger, it is estimated that approximately eighty percent of the time is spent on police department matters. The division is managed by the OSB Assistant Chief and an employee of Human Resources, who is considered the civilian manager of public safety personnel. The division is physically located within the police headquarters. Background investigators report to division managers on the progress of preemployment investigations and hiring processes. A sergeant was formerly assigned as a liaison to this division to supervise background and polygraph processes. The sergeant has since been redeployed to an original assignment.

The department is in the process of civilianizing the sergeant's position. When that occurs, the sergeant will be reassigned to other duties. The department should be commended for transitioning from a sworn to civilian position in this capacity

Over the past five years the City Human Resources department has had four different department directors. These changes have created challenges in the police department regarding the efficiency and effectiveness of the division. Each new director changed the structure of the recruitment and hiring processes. The department believes it now has a stable platform and a clear path to move forward.

The managers believe that once the current vacancies are filled they will have sufficient staffing to complete their mission of recruitment and hiring.

Recruitment and retention have long been issues for law enforcement agencies across the country. Every agency struggles with recruiting and retaining the most qualified candidates. Police recruitment studies identify the most effective police officer recruitment programs as involving good pay and benefits, a robust advertising effort, and department employees involved in the recruitment effort by strongly endorsing the agency as a desirable place to work. While these are important enticements to attract entry level applicants, they are especially important in attracting lateral candidates.

In 2014, eight officers left SPD for employment at other agencies, primarily for higher pay. This number seemed high for an agency of over 400 sworn. CPSM learned that during the department's exit interviews with the officers, the main reason for leaving was due to higher salaries at other agencies. At that time officers' salaries had been frozen since 2008. As of July 2015 the city increased police officer salaries.

Table 4-6, taken from the 2015 SPD demographic report, shows the demographics of the police department closely represent the community it serves. In the 2010 Census the population of Scottsdale was determined to be 89 percent White, 1.7 percent Black, 8.8 percent Hispanic 3.3 percent Asian, and 0.8 percent American Indian. SPD's total FTE for sworn officers is 422. The department should be commended for its diversity.

TABLE 4-6: Demographic Profile of Sworn Officers

Sworn male employees						
White	Black	Hispanic	Asian	Native American	Other	Total
307	13	20	6	3	27	376
Sworn female employees						
White	Black	Hispanic	Asian	Native American	Other	Total
36	0	2	2	0	6	46

The number of female sworn officers in the department is about 11 percent of the total sworn force. The department should direct its recruiting efforts to attract more women. Currently there are only

three female sergeants within the ranks and SPD should encourage female officers to seek promotions within the department.

Police Background Function

There are currently seven personnel working within the Personnel Services Division in addition to the HR Manager. Positions include one sworn sergeant, two civilian Personnel Specialists, two preemployment investigators (one position is currently vacant), and two Polygraph Examiners (one position is currently vacant). The Polygraph Examiners also conduct preemployment investigations as needed. The Division's goal is to complete preemployment investigations within 45 days.

When the unit is short-staffed it temporarily reassigns detectives to preemployment investigations to meet its goal. Temporarily reassigning personnel to assist with preemployment investigations leaves other detective units short-staffed. All employees temporarily assigned to preemployment investigations attend background investigator school to ensure quality and consistency of the investigations. Completing thorough preemployment investigations in a timely manner is critical to the likelihood of attracting the best candidates, as often multiple agencies may be processing the same candidate. The sooner an investigation is completed and an employment offer is extended, the greater the likelihood the candidate will choose Scottsdale.

CPSM recommends that the department hire retired police officers and a private polygraph examiner to do both investigations at a reduced cost. Additionally, polygraph examiners require ongoing training and certification, an added cost for departments. Many law enforcement agencies have outsourced preemployment investigations and polygraph examinations to maintain quality and consistency, while also seeing salary savings.

In 2014 the division accepted 6,266 applications for police and fire positions. Fifty conditional job offers were made for police and five for fire. These numbers are fairly common within the law enforcement industry, where for every 100 candidates applying, one person receives a job offer.

The department hires both entry and lateral level police officers. Entry level hires account for approximately ninety-five percent of all officers hired. In law enforcement organizations it is important to have a balance of veteran, middle range, and newer tenured officers within the department. A disproportionately high number of entry level officers in patrol compared to experienced officers is an undesirable situation.

During the focus group interviews CPSM learned that some shifts are composed of all newer officers with one year's experience or less, and the newest supervisors. To minimize liability risk and promote mentoring and guidance, the department should ensure that at least a few experienced officers and supervisors are included in shifts that attract newer officers and supervisors. Since the adjustment of salary issues surrounding the hiring of lateral officers has been modified, the department is again focusing its efforts on the hiring of lateral entry police officers.

Overall, the department has a very robust recruitment and hiring process. The division is well managed, with forward-thinking, progressive managers who understand the intricacies of

recruitment and tailor their recruitments and hiring practices upon the needs of the organization. They are currently in line with best practices within the industry and are willing to adapt and change when processes require it.

Recommendations:

- The Police Personnel Division should continue to focus its hiring efforts on diversity and gender to ensure the department remains representative of the community it polices.
- Create a more robust recruitment effort to attract, hire, and retain more lateral police officers to offset the high number of entry level candidates. This will help minimize risk and create mentoring opportunities for experienced officers to guide newer officers.
- Consider outsourcing polygraph examinations instead of using department personnel. Outside polygraph examiners can work closely with the pre-investigative investigators on candidates while also understanding department culture. This will result in cost savings while maintaining quality.
- Consider using retired police officers to conduct preemployment investigations. The department should ensure that the preemployment investigations function is fully staffed at all times. Delays in investigations result in the loss of good candidates to other law enforcement agencies. Explore the possibility of using part-time background investigators (possibly retirees) to supplement the two investigators when investigations are backlogged.

Payroll Liaison, Employee Processing Function

Although within the division's table of organization, these functions appear as two separate entities, they are conjoined. The two personnel specialists serve as support staff for the division. They primarily handle administrative paperwork needed during the hiring process. They also handle processes for promotions, transfers, retirements, time sheet system, and other associated issues.

We make no recommendations at this time.

Planning, Research and Accreditation Division

This division consists of the Planning and Research Function, Policy Development Function, Accreditation Function, and Uniform Crime Reporting (UCR) Function. The division is commanded by a Director who is extremely knowledgeable and energetic in finding solutions and being proactive in addressing potential issues. Within this division are one Police Analyst II, two Police Analysts (one current vacancy), two Records Specialists Senior, and one Systems Integrator.

Planning and Research Function

This function processes information and report requests for management, coordinates grant administration, assists in workflow analysis and performance management, and develops the police department strategic plan. Planning and Research provides a multitude of reports to management

and command staff. Responsibilities include preparing monthly, quarterly, and annual strategic planning reports and the city performance measures.

In 2003, the Chief of Police recognized the need for a departmentwide strategic plan and directed the Planning, Research and Accreditation Division to develop a process and create a plan. The department's strategic plan is an active five-year plan with a "Year one" active strategies plan and reporting tool. Each year, command staff reviews and revises the plan as needed. The "Year two" strategies then move forward as the "Year one" strategies. The strategic plan planning process has been in place since 2003.

The department has achieved great success in its planning process and has been recognized with the 2007 Project of the Year Award from the International Association of Law Enforcement Planners (IALEP). Due to Scottsdale's recognition for creativity, innovation, and progressiveness, many agencies across the nation have reached out to the SPD for advice, guidance, templates, and facilitation at strategic planning workshops. It is not a surprise that this process has been emulated by so many agencies, as it is highly inclusive of all department personnel and extremely efficient and effective. The process for building the strategic plan is so trend setting and innovative it is worthy of mention in this report. CPSM commends the Scottsdale Police Department for its success in developing a widely emulated strategic plan.

The strategic plan is built on a five-year process. The first step is a creation of a facilitated workshop involving a cross-section of police department employees of all ranks. The result is a draft of specific strategy ideas, validation, and updates to the vision statement, strategic directions, and more specific strategic objectives. Once this draft is completed, it is presented to command staff, who review and update the strategies to be included in the plan. Command staff then assigns lieutenants and civilian managers as strategy leaders who work on their assigned areas of the plan. Strategy leaders are responsible for assembling their individual strategy teams of a cross-section of the department. When the work is finished, the command staff review and adopt the plan. CPSM attended a review of the strategic planning update and was impressed with the clarity, thoroughness, and focus.

We make no recommendations at this time.

Policy Development Function

This function within the Policy, Research and Accreditation Division reviews, revises, maintains, and develops department policies and procedures to ensure they are aligned with legislative law, case law, and relevancy to societal norms. A Police Analyst completes the majority of updates to the department's General Orders and Field Orders, the foundation for all department operations. When properly developed and implemented, the policy development function provides staff with information to act decisively, consistently, and legally. The SPD uses General Orders and Field Orders, while some police departments use policy and procedures manuals.

General Orders are the overall governance of the organization while the Field Orders are the procedures by which the officers and civilian personnel carry out their everyday duties and

assignments. The Chief's office issues memorandums that serve as department policy until such time it is included into the General Orders or Field Orders.

Certain General Orders and Field Orders are reviewed annually, as dictated by the Commission on Accreditation of Law Enforcement Agencies (CALEA). Although the orders that require annual review are those with the highest risk and liability to an organization, other orders should be reviewed annually. The workload of PRA precludes it from completing an annual review of all department orders. Department orders often need to be changed due to state, city legislative, or case law; procedural changes; and revision in the mission or a change in organizational structure. It is important to ensure these orders are being reviewed to reduce liability and risk to the department and city.

Proposed changes to department General Orders and Field Orders can come from anyone within the organization. They may come from the subject matter experts in areas who learn about law changes or procedural changes regarding their topic. A department subject matter expert can, for example, be a detective, traffic investigator, or anyone who specializes in a particular area. The department's subject matter experts rewrite and edit department orders as appropriate. Proposed changes can also be presented to the department's Policy Review Committee, which is comprised of a cross-section of department employees. Many law enforcement agencies are increasingly choosing professional policy development providers, such as the services provided by Lexipol. The services include an online policy and procedures manual covering all aspects of law and policy for police departments, constant updates, and a daily training component. The department reviewed Lexipol and chose not to buy it after determining that SPD policies are sound and that the legal advice provided by the department's legal advisor is sufficient to address legal issues that arise.

Accreditation Function

This function within PRA ensures compliance with the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards. Agencies that seek accreditation are required to comply only with those standards that are specifically applicable to them. Applicability is based on two factors: an agency's size and the functions it performs. Applicable standards are categorized as mandatory or other-than-mandatory. Agencies must comply with all applicable mandatory standards and at least 80% of applicable other-than-mandatory standards. Scottsdale PD has been CALEA accredited since 2004. Achieving CALEA accreditation is highly sought after by law enforcement organizations nationwide, as it illustrates the proficiency and professionalism of the organization.

CALEA addresses six major law enforcement areas:

1. Role, responsibilities, and relationships with other agencies.
2. Organization, management, and administration.
3. Personnel administration.
4. Law enforcement operations, operational support, and traffic law enforcement.

5. Detainee and court-related services.
6. Auxiliary and technical services.

All PRA staff work on accreditation with varying degrees of involvement depending upon the stage of the process within the department. SPD has developed a process whereby all lieutenants and civilian managers are assigned responsibility for specific CALEA standards. This step is similar to the methodology used in the strategic planning process. A PRA staff member is assigned to each member as a liaison during the process. The assigned standards then become the responsibility of the lieutenant or civilian manager to ensure the department remains in compliance and to collect and submit the proofs of compliance to their assigned liaison for updating the CALEA database.

CALEA accreditation has a three-year cycle, however, the work of ensuring compliance, obtaining and submitting proofs, and updating the database continues year round. The workload of everyone involved, especially the staff of PRA, increases tremendously the six months prior to the on-site assessment. The most recent assessment of SPD was conducted in July 2015. Although CALEA found a few areas that the department could improve upon, there were no significant issues. CALEA highly commended the SPD as being a national role model for modern policing.

CPSM has no recommendations at this time. The department has an excellent compliance program with appropriate processes in place ensuring it is continually in compliance with CALEA standards. CPSM encourages the department to maintain this process.

Uniform Crime Reporting Function (UCR)

This function ensures compliance per requirements with the FBI's Uniform Crime Report data for internal department review and submission to the Arizona State Department of Public Safety (DPS) and the (FBI). The FBI's UCR Program is a nationwide, cooperative statistical effort of nearly 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies that voluntarily report data on crimes in their communities. The UCR Program collects offense information for murder and nonnegligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. These are called Part I offenses and are serious felony crimes.

The primary responsibility for meeting the reporting requirements of the UCR is the job of two of the Record Specialist Seniors in PRA, but the Director and Police Analyst II also are involved in UCR reporting. Officers and sergeants are also tangentially involved in the UCR reporting by ensuring that they select the appropriate UCR codes when writing their reports.

The department's Records Management System's (RMS) report-writing application is the source for data entry into the UCR. All the information obtained through the RMS is audited and corrected by PRA staff prior to submitting the data to DPS via their portal and data entry system. Once the data is submitted to DPS, the department can access the data through the DPS online system.

PRA staff generate monthly reports for command staff review. These monthly reports allow decisions to be made by department leadership regarding the allocation of available resources to

cope with trending crime issues. PRA provides these reports with the prior year's crime data so the department can compare crime to last year's data. This is helpful in determining allocation of resources within the department. Staff can perform detailed audits of certain areas and can also perform spot audits on specific crimes based upon observations and anomalies in data patterns.

PRA staff developed a unique method of reporting of the crime index in the city. A rolling twelve-month crime index report was created and is provided for a more accurate view of crime in the community. Innovative ideas such as this appear to be the norm among the PRA staff.

SPD does not publish its internally generated UCR data on the department's website because it does not consider the internal reports to be official UCR numbers. The public can review crime statistics by accessing the state or FBI UCR websites or publications. The crime data are reported in the department's annual report, available on the department's website. The department provides public access to crime reported in Scottsdale through RAIDS Online.

Recommendations:

- SPD should reconsider its position on using the National Incident Based Reporting System (NIBRS), as it provides more comprehensive and detailed crime statistics. Although the department has completed an analysis of NIBRS, it has chosen not to participate. NIBRS is the result of a study by the Bureau of Justice and the Federal Bureau of Investigation to revise the Uniform Crime Reporting system to meet the changing needs of law enforcement moving into the twenty-first century. Many law enforcement agencies have either already begun using NIBRS or will be moving toward its use in the future.
- Consider using an interactive online program to allow the public easy access to neighborhood crime data. Several vendors offer this service.

Budget Services Division

The Budget Services Division consists of the Operating Budget Function, Capital Improvement Projects Function, and RICO Function. This division ensures fiscal control, accountability, and budget management. Budget management includes developing the annual operating budget and five-year capital plan. Fiscal control encompasses supervising internal expenditures, purchases, and service contracts. This division is under the command of a civilian Assistant Chief.

Operating Budget Function

Two staff members are assigned to the Operating Budget Function: one Budget Manager and one Budget Analyst Senior. They oversee and construct the \$96 million annual budget. Both are civilian police department employees who comply with all guidelines and processes set forth by the city's Budget Office. The police department budget process is dictated by the overall city budget. For the last five years the department has followed the principles of a target budget. Target budgeting sets limits on what a department can spend in a target set by the city. That target has been the previous year's budget minus one-time purchases and any adjustments to wages, benefits, and/or internal

service charges. This budget methodology is followed by many cities and law enforcement agencies and has been proven to be an effective way to fiscally manage.

The department has overspent its budget three of the past five years and underspent its budget the other two years. The department has completed extensive yearly budget reviews to identify trends, incidents, or occasions that resulted in the overages. The reviews showed that in the years during which the budget was overspent, overtime was the principal contributing factor. This was partly due to a failure to adjust higher hourly overtime wages into the budget. The two years of underspending were due to several identifiable areas ranging from fewer offenders sentenced to county jail and lower actual internal service charges. The department must have city council approval for additional yearly funds to be provided to them.

The city's budget requirement is for the department's actual budget to be submitted in early January; however, the police department begins an internal process beginning in September. Budget development is completed at the unit level. Each unit is provided last year's actuals and identified needs from the last year's budget. After each unit has completed their respective parts, the budget office compiles the budget for the Bureaus. A list of expenses outside of the current year's budget is then reviewed by command staff. The Chief and Assistant Chief make the final budget decisions and present it to the City Manager for consideration. This process of budget development is common among agencies.

Employee overtime costs are closely monitored in most organizations to ensure they remain within the budget. Overtime costs can increase or decrease due to a myriad of reasons and should be routinely reviewed to allow for quick reaction to developing trends and causes to allow appropriate intervention, when feasible.

SPD has an extensive and well-layered system for review and accountability of overtime within the divisions and bureaus. It should be monitored continually to ensure compliance. In 2014 the budget department implemented a strengthening of overtime controls. This resulted in a detailed monthly overtime analysis report provided to command staff and department directors. The budget office prepares a monthly analysis of overtime expenditures of each unit/bureau/division and compares them to the same YTD as the previous year.

Purchases must be strictly reviewed and monitored to ensure those purchases are in accordance with fulfilling the department's mission. Oftentimes, individuals will make purchases that are not aligned with policy or the mission. Again, SPD has many layers in place that ensure accountability. All purchases must be approved by the sergeant or lieutenant, or the civilian equivalent in the unit. In an organization this size, a recommendation would be to add one additional review and approval level to the purchasing process. Personnel within the agency who have purchasing power should be provided with essential budgeting training and be knowledgeable in the department's budget guidelines. Monthly reviews of purchases are conducted by the budget office, which in turn provides a monthly report of those purchases.

Credit cards are issued to 58 members of the department. This seems appropriate for an agency the size of SPD, if properly disbursed among staff members. Credit cards are used to make purchases falling outside of the purchase order process. All credit card purchases are reviewed and approved by an immediate supervisor and forwarded to the Budget Manager and Assistant Chief for their approval.

SPD has a sound practice for assuring that individual units/sections/bureaus and divisions do not exceed their allocated budgeted funds. The police department has six administrative secretaries who serve as budget liaisons in addition to their regular duties. They create requisitions allocating budgeted funds and track actual expenses in the individual areas. If purchases exceed the area's budgeted allocation, the liaisons notify the budget office. Any budget issues or concerns are routed through the Budget Manager and up the respective area's chain of command. The issues are discussed and approval is authorized by the command staff.

Command staff is provided reports on overtime, year-end projections, special events, special revenue expenses, and employee year-to-date overtime.

Auditing budgets to ensure appropriate expenditures and purchases are critical in an organization. The budget office (monthly and quarterly) gathers purchase documents (invoices, purchase orders, check summaries), and the program report to match purchases and expenditures with allocated budgeted expenses.

Recommendations:

- Consider providing an overtime report at the end of each pay period in lieu of monthly reports for the units using the greatest amount of overtime, as overtime costs can increase quickly in these situations.
- Ensure training and information is continually provided to staff with purchasing authority so they fully understand their individual budgets and their discretionary spending monies.

Capital Improvement Projects Function (CIPF)

The unit functions as a support unit within the Budget Services Division. The police department command staff identifies potential capital improvement projects and works with other internal/external units to identify project needs. The budget office then assists with the development of a budget for the project. The manager finalizes and submits the budget to the city's CIP Office. The CIPF act as the liaison for questions that arise and to make revisions as needed.

The police department does not have a Capital Improvement Projects Unit; however, the financial portion of any department project is managed within the Budget Office. The operation is managed by the project manager. The project is managed in conjunction with the City's Capital Improvement Project Office (CIP).

For funded projects, the Budget Office oversees the project's budget and facilitates transfers from special revenue accounts to the capital operating budget.

In fiscal year 2014/15, eleven projects were submitted but only five were approved. Two projects were on-going general fund projects while the other three were special revenue-funded projects. The projects completed each year are dependent on the size and scope of the project. Some projects completed in each fiscal year have been approved in a prior year's budget.

The primary responsibility of the CIP function within the Budget Division is to ensure that projects stay within their budgets, cash transfers are submitted when needed, and that the city's Capital Improvement Office closes projects when they are completed.

CPSM has no recommendations.

RICO Function

All funds collected through federal and state asset forfeiture are managed by the Budget Office. Both the Manager and Analyst share the RICO responsibilities. All RICO funds attained through asset forfeiture are maintained in accounts held at the Maricopa County Attorney's Office and the Attorney General's Office. The Budget Manager is responsible for the cash balances of those accounts. The Budget Manager also works with the Assistant Chiefs to prepare and submit the operating budget for RICO funds through the city's annual budget development process.

All items proposed in the budget are submitted to the department's legal advisor prior to adoption to ensure they meet governmental guidelines for their use. This is an important component often overlooked when using asset forfeiture monies to purchase property or equipment. Departments sometimes error by making unauthorized purchases in violation of state and federal rules. SPD has a solid plan in place for the handling and use of those funds.

The Budget Manager is responsible for the preparation and submission of all financial reports required to be filed with the Arizona Criminal Justice Commission, the County Attorney's Office, and the Department of Justice. These reports are submitted as required on a monthly, quarterly, and annual basis.

Detectives currently use several different spreadsheets to track asset forfeiture cases. That information is provided to the budget unit at the conclusion to a case whether or not the forfeiture was granted or dismissed. The current asset forfeiture system is inefficient. The department should consider acquiring asset forfeiture software to provide one system for tracking, reporting, and status of funds.

The Budget Manager is responsible for preparing all expense reports, year-end projection reports, and quarterly revenue and expense reports and annually prepares a certification form that includes all expenses for the year and all revenues received. Reports are provided to the Chief of Police, Assistant Chiefs, and members of the command staff. Some reports are also provided to the City Manager, County Board of Supervisors, and the Attorney General's office.

The department has a well-layered approval process up to and including the Chief of Police and department legal advisor for any purchases submitted through the annual budget. Requests that fall

outside of the annual budget must be approved by the Assistant Chief of the requesting Bureau, legal advisor, and finally the Chief of Police. Using a layered approval process reduces the likelihood of expenditure of funds that violate state and federal restrictions.

Recommendations:

- Explore the purchase of asset forfeiture tracking software to replace the current spreadsheet method now used by detectives.

Grants Function

The department does not have a specific unit to manage grants. Grants are handled through the Budget Office by the Budget Manager and Sr. Budget Analyst. There are currently four open grants and five grants pending a final award letter and approval by the City Council. The administrative secretaries submit all grant fund purchases to the Budget Office. The department currently has two grant-funded positions (one full-time, one part-time), both in the Forensic Services Division.

Divisions and units within the department actively search websites, related periodicals, and government offerings for grant opportunities that would assist in fulfilling their missions and needs. Grants are authored by the individual units, the Budget Office, and oftentimes by the Planning, Research and Accreditation Division. When authoring the grants, the respective areas are dependent upon having the subject matter expert involved and it is important to have their input to assist in the technical aspects of the grant request.

Grants require a formal reporting process. It is important that the reports are accurate and contain all the requested information. When grants are awarded to specific units with the department, a program manager is assigned who ensures the reports are completed. For example, if the grant was issued to the Traffic Unit, the Traffic Lieutenant might do the reporting. Financial reporting requirements such as total hours, wages, and or total cost of the items purchased are prepared by the budget office.

The recession of 2008 impacted Scottsdale significantly, resulting in downsizing through the elimination or freezing of positions. Some departments have benefitted from grant opportunities from the Office of Community Oriented Policing (COPS) to restore police officer positions and other federal grants to buy equipment or replace civilian employees. The grants usually require matching funds or an agreement by the police department to maintain funding to staff positions after the grant expires. This may be an effective way to restore lost positions within departments. SPD applies for an average of eight grants a year, a relatively low number for a department of Scottsdale's size. The city of Scottsdale has a policy of not accepting grants if matching funds are required. Should this change, the police department should consider seeking such grants.

Recommendations:

- Consider applying for grants to restore lost positions and be creative in finding ways to ensure there is matching funding.

Section 5. Investigative Services Bureau (ISB)

An Assistant Chief oversees the ISB, including direct supervision of the Forensics Division, Training Section, and the Police Crisis Intervention Services Unit, and the commander in charge of the Investigative Services Division (ISD), which is made up of the following sections and areas of responsibility: Crimes against Persons, Crimes against Property, Special Investigations-Drug Enforcement, and Tactical Operations. The ISD provides investigative follow-up on cases and information submitted by uniformed patrol. The ISB also serves as a primary point of contact with area law enforcement agencies at the local, state, county, and federal levels.

ISB is staffed with five lieutenants, one civilian manager, fourteen sergeants, one civilian supervisor, thirty-three detectives (officers), five intervention specialists, two administrative specialists, and one victim advocate. In addition, there are currently three investigator vacancies in the division.

Police Crisis Intervention Services Unit (PCIS)

The PCIS has been a part of the SPD for forty years, providing family and community outreach and support services. It is housed in the Family Advocacy Center, along with Crimes against Persons. PCIS provides intervention services, including working with traumatized individuals and families, victims of violent crimes, and persons with mental illness. The PCIS Unit works with detectives, nurses, and Child Protective Services to render support.

An example of the services PCIS provides involved a near fatal traffic collision in which one elderly driver traveling alone was severely injured. PCIS responded to the scene, obtained the home address of the driver, and went to the location to notify the next of kin of the woman's injuries. The next of kin was severely disabled and the situation took time and patience to finally reach a family member who was able to respond. Another example is the PCIS response to family and loved ones dealing with the death of a loved one, whether by natural death, homicide, suicide, or an accident. PCIS provides booklets, business cards, and follow-up options should the family have questions. Most police departments do not provide this level of service.

PCIS is staffed with full-time civilians, including a supervisor and six Police Crisis Intervention Specialists. One of the PCIS Specialist positions is vacant. Their duties include victim advocacy and crisis intervention, transportation, resource guidance, and referral. They handle investigations involving people in need of mental health services and special victims. The PCIS supervisor works Monday through Friday, with the schedule varying from 7:00 a.m. to 5:00 p.m. to shifts with an ending time of 10:00 p.m. The PCIS Specialists work staggered hours Monday through Friday to maximize coverage. Two of them are on the Crisis Negotiation Team.

The PCIS presents training for department personnel on handling mental health petitions, juvenile psychiatric disorders, and autism; developmental disabilities and substance abuse; and helps coordinate a 40-hour Crisis Intervention Training (CIT) for first responders, detention, and communications personnel.

In the course of investigations or community service it is common for PCIS Specialists to transport people to their homes. PCIS Specialists may notify dispatchers when transporting someone to and from their home or other destination. If a PCIS Specialist is required to follow-up at a home, dispatchers do welfare checks on the radio periodically to ensure the safety of the PCIS Specialist. Some people PCIS Specialists work with suffer from mental illness and/or have criminal histories, posing a potential safety risk to the Specialists. Currently, PCIS Specialists do not have mobile digital computers (MDCs) in their cars to run criminal histories of high-risk clients. They have the option to ask dispatch or records to run a check; an MDC is faster and more discreet, depending on the circumstances for the PCIS staff. Though no PCIS Specialist has been injured during transportation or a home visit, it is prudent to know the criminal history of the person being transported as well as the history of the home where Specialists will be conducting an investigation.

CPSM recommends that PCIS Specialists cars be equipped with MDCs to enable the Specialists to check criminal histories and pertinent information for higher-risk clients involved in transports and home visits. This would improve safety for PCIS staff.

Recommendation:

- Equip PCIS Specialist cars with MDCs to enable Specialists to perform criminal history checks on higher-risk clients involved in transports and home visits.

Investigative Services – Detectives

Investigative Services consists of four sections, each headed by a lieutenant. They are: Crimes against Persons, Crimes against Property, Special Investigations-Drug Enforcement, and Tactical Operations.

An examination of the units' structure indicates that, within all Sections, the ratio of supervisor to officers is always in the range of one sergeant supervising from four to eight detectives. This is a proper span of control, considering that the largest unit, Violent Crimes, has two of its eight detectives assigned to task forces. The ability of officers to work multiple assignments at the officer rank, including detectives is an advantage, benefitting the officers by exposing them to all facets of the organization. Detective experience is particularly valuable.

The night rotation schedule for the Violent Crimes Unit should be examined. It would be more effective to schedule a night detective crew to both respond in a timelier manner to calls during nonbusiness hour calls; this would also reduce overtime from call-outs.

CPSM also examined case management. Incoming cases are reviewed by sergeants, who give priority to in-custody cases. The other cases are reviewed for solvability factors and those with potential leads are assigned to detectives for further action. Cases without workable leads are closed. Detectives submit their completed cases to a supervisor for approval. Each sergeant completes a workload productivity report for detectives, reflecting hours spent on investigations, court, search warrants, training, etc. This is a valuable tracking tool.

Though the case management system tracks individual assigned cases, it does not have the ability to easily retrieve the number of cases assigned to a detective in a week, month, or year. The retrievable data consists of a caseload that includes both the current year's cases and cases carried over from previous years. The system does not separate these numbers.

CPSM recommends that the department replace its case management software with one that meets its needs in retrieving case data, including the number of new reports assigned monthly and yearly to detectives.

A review of each section revealed a commitment and active participation in regional and federal task forces. This benefits the SPD by leveraging resources to combat crime in and around Scottsdale. Task force participation in the greater Phoenix area is critical due to the proximity of larger bordering cities and the fluid nature of crime in and through Scottsdale.

Crimes against Persons Section

Crimes against Persons is responsible for investigation of violent crimes, domestic violence, special victims (sexual and domestic crimes against minors), and gang intelligence. The section is housed with the Police Crisis Intervention Services in the Family Advocacy Center, a stand-alone facility in North Scottsdale. A lieutenant leads the section. It is staffed with four sergeants and twenty-seven investigators.

Violent Crimes Unit (VCU)

The Violent Crimes Unit is staffed with a sergeant and nine detectives. One detective has been transferred to the Personnel Unit, another detective is assigned to the FBI Joint Bank Robbery Task Force, and one detective position is vacant. Their caseload includes death investigations, including homicides, felonious assaults, kidnapping, robbery, missing persons, threats, officer-involved shootings, and weapons violations. Over the past three years the VCU has consistently carried the highest caseload in the Crimes against Persons Section. The VCU is also responsible for one week of a rotational night detective position approximately every eight weeks.

The most serious and time-consuming cases are homicides and officer-involved shootings. There is no way to predict their frequency, as the homicide rate in Scottsdale is normally low, but it did experience six homicides in a recent year, resulting in other cases being neglected. The nighttime rotational assignments would be better handled by permanently assigning a night detective crew as described under Investigative Services.

Domestic Violence Unit (DVU)

The Domestic Violence Unit is staffed with a sergeant and four detectives. The unit investigates crimes occurring within families and specified people with familial relationships living in the same home or having lived together. The crimes include, but are not limited to assaults, threats, stalking, physical and sexual abuse, violations of court orders, etc. DVU also follows up on case referrals from the Department of Children's Services.

Special Victims Unit (SVU)

The Special Victims Unit is staffed with a sergeant and eight detectives. The unit investigates sexual related crimes, including Internet crimes, and crimes against children. The SVU is also responsible for managing and deploying a statewide Child Abduction Response Team and participates in the Child Exploitation Task Force. The SVU is adequately staffed at eight detectives. Its effectiveness is hampered by delays in DNA analysis from the crime lab.

Gang Investigations Unit

The Gang Investigations Unit is staffed with one sergeant and five city-based detectives, one detective assigned to the Gang and Immigration Intelligence Team Enforcement Mission Team (GIITEM), one detective assigned to the ATF Violent Offenders Task Force, and one Police Aide assigned to the FUSION Center, a Counter Terrorism Information Center. GIU detectives devote most of their time to investigating gang-related crimes, assisting other Crimes against Persons Units, assisting patrol with calls for service, gathering and providing intelligence, initiating and serving search warrants, conducting surveillances, and making arrests. The GIU also provides gang enforcement in and out of the city, and delivers internal and public information on gang prevention and trends, and manages the Gang Out program.

Crimes against Property Section

Burglary Unit

The Burglary Unit staff includes one sergeant, seven detectives, and one Pawn Specialist; however, only six of the detective positions are filled. The unit has a staggeringly high yearly average of over 1,000 cases for each of the six detectives. For the past few years the FBI UCR Part 1 Crime Report for Scottsdale for all crime has reflected the lowest clearance rate for burglary; in 2014 Scottsdale's burglary clearance rate was thirteen percent. Though the national property crime trend is increasing toward more online crimes, the low burglary clearance rate is still a concern. It is not realistic for each detective to carry a caseload of 1,000 cases, and this situation is inconsistent with Scottsdale's commitment to investigate every crime and deliver excellent service.

The issue of reducing the high burglary caseload should be viewed holistically. Though crime prevention is not an ISB section, it may be that a more robust effort in burglary prevention is appropriate, starting with the officers taking the burglary report and sharing crime prevention information with neighbors, if time permits. A fully operational forensic crime laboratory with a DNA and latent prints discipline is linked to promptly identifying and charging burglary suspects. Since most burglars commit multiple burglaries, rapid identification of suspects is essential to crime prevention instead of allowing suspects to remain free to commit more crimes. The proposed Detective Development Program may be of limited assistance by assigning participating officers to minor theft or burglary cases. Internal transfers or a shared caseload in detectives may help ease the burden. If the department chooses to civilianize sworn positions, a displaced sworn officer could be assigned to detectives as a floater, meaning the detective would be assigned to a specific unit depending on investigative needs.

Though the unit is staffed with seven officers, only six positions are filled. CPSM recommends that the seventh position in the Burglary Unit be filled as soon as staffing permits.

Repeat Offender Program (ROP)

The ROP consists of one sergeant and six officers. The unit targets felony offenders who have committed five or more Part 1 offenses weekly. Most of the offenders' crimes fall within the Crimes against Property Section with the exception of robbery. The crimes are theft, burglary, robbery, and auto theft. The categories also include identity theft, fraud, computer tampering, and weapons-related crimes. The goal is to reduce crime by repeat offenders and to reduce the number of repeat offenders in Scottsdale.

In addition to tracking repeat offenders, the ROP also works closely with the Maricopa County District Attorney's Office Repeat Offenders Program. The purpose is to increase the sentence length of career criminals in Scottsdale by time-consuming surveillance all hours of the day. The ROP is an invaluable program in crime fighting and reduction.

Financial Crimes Unit

The Financial Crimes Unit (FCU) consists of a sergeant and seven detectives. FCU follows up on those crimes that are among the fastest-growing crimes in the nation: white collar crime, document crime, and major economic crime. As of April 2015 the seven FCU detectives were responsible for more than 18,000 open cases.

The FCU caseload is unique when comparing it to other sections. Major financial crimes are complex and require forensic accounting, experts, document analysis, and more. This prolongs many investigations to several years before a case can be prosecuted or closed. The more significant cases are prioritized at the expense of lesser crimes.

The FCU workload analysis describes a significant backlog in FCU in making victim contact on inactive cases. This is an ideal opportunity to use volunteers to perform this task. Volunteers in other police agencies have aided financial crimes and missing persons detectives by calling victims or their families to learn if new leads have developed, or to provide basic case status information. CPSM recommends that the department consider this option, which would help deliver better service to victims.

The FCU is in need of additional detectives. This is also an area in which civilian replacement of sworn positions could result in the availability of another detective. If so, FCU should be a priority. Furthermore, the department should explore the feasibility of either creating a civilian position for a specialty area of expertise, such as forensic accounting, or contract for such services.

Computer Crimes Unit

The Computer Crimes Unit (CCU) is staffed with one sergeant and six detectives. The CCU provides forensic digital evidence recovery for the police department and limited external customers. The most common and time-consuming duties involve digital evidence recovery from hard drives, multimedia, and mobile devices. Much of the material is related to child-related crimes.

The caseload of computer crimes is increasing steadily in most departments, and this will require additional staffing. CPSM recommends that the department consider using civilians to staff some positions in the CCU. Civilians are more likely to remain in a CCU assignment than are detectives. This provides stability and reduces costly and lengthy training when new detectives replace those who promote, transfer, or retire from CCU. Some computer crimes task forces require that participants be sworn officers, and detectives need to help write search warrants and assist detectives with their cases. Much of the remaining work in CCU can still be performed by civilians.

Identity Theft Auto Crimes Unit (ITAC)

The Identity Theft Auto Crimes Unit (ITAC) is comprised of one sergeant, six detectives, and one police aide. ITAC investigates vehicle burglaries, identity theft, and vehicle thefts. Detectives have expertise in several areas of vehicle identification and theft, some requiring certification. . ITAC investigations can be complex and time-consuming, especially those involving the steadily increasing crime of identity theft, which often crosses jurisdictional lines across the country and internationally. ITAC represents a good example of the challenge of handling a large caseload while its detectives hold no fewer than twelve instructor positions for the department, including in defensive driving, firearms, emergency driving operation, firearms armorer, and detective training officers.

If a Police Cadet program is created, an assignment to ITAC should be considered to relieve detectives of administrative work.

Special Investigations Drug Enforcement/Intelligence

The Special Investigations Section consists of three units: Drug Interdiction, a DEA task force consisting of one sergeant and six detectives; a Drug Enforcement Unit with one sergeant and seven detectives; and a Criminal Intelligence Unit staffed with one sergeant and seven detectives.

Drug Interdiction (DEA Task Force)

The DEA Task Force works off-site at an undisclosed location. The task force consists of a sergeant and six detectives who work mid- to large-level narcotics investigations. The DEA Task Force is an excellent resource to state and local agencies as it provides technology, equipment, and experienced drug agents to combat a high level of trafficking in the Arizona corridor. The caseload is significantly backlogged, but the task force has been instrumental in its identification of traffickers, seizures, and arrests.

Drug Enforcement Unit

The Drug Enforcement Unit consists of a sergeant, seven detectives, and an administrative secretary. The team focuses on drug traffickers from small level community problems to larger narcotics organizations in the Phoenix area. Officers conduct surveillances, investigations, undercover operations, etc. The unit is operating with a backlog and one officer vacancy. The nature of narcotics investigations requires a critical mass of staff to conduct operations. The vacant police officer position should be filled as soon as staffing allows.

Criminal Intelligence Unit

The Criminal Intelligence Unit (CIU) operates as a traditional vice unit with a dignitary protection detail and intelligence gathering responsibilities, including working human trafficking cases and with the FBI's Human Trafficking Task Force. CIU is responsible for Arizona's Title 4 enforcement, which includes liquor license applications, investigation, and enforcement. CIU has not kept up with Title 4 enforcement. Alcohol-related licensing should be addressed in a timelier manner. Instead of creating an FTE for CIU, CPSM recommends that the department identify staff from another assignment to assist with licensee and enforcement action.

Tactical Operations Section

Special Assignments Unit (SAU)

The SAU is staffed with one sergeant and six detectives. Its mission is to assist other units in the department, primarily in tracking violent fugitives. SAU also conducts more sophisticated operations, including surveillances, nontraditional techniques to capture violent fugitives, conduct rescue missions, provide patrol support, dignitary protection, serving search warrants, etc. SAU also serves as administrative support for SWAT, since SWAT is a decentralized operation. SAU handles SWAT's weapons, armor, armor vehicles, SWAT testing, and SWAT school. The SAU also handles special operations at the request of the Chief's Office.

Technical Operations Unit

Technical Operations sets up, installs, and monitors equipment for covert operations. Their work requires at least two detectives. It is staffed with a Sergeant, three detectives, and one Police Aide. The unit frequently responds to requests and could easily increase its staffing to meet the demand. The Situational Awareness video equipment is expected to result in workload increase. A civilian Police Aide is already assigned to the unit. CPSM recommends that the department consider whether a civilian could replace through attrition at least one of the sworn officers.

Special Weapons and Tactics Team (SWAT)

The department's SWAT is decentralized, meaning that it is staffed with personnel who have full-time assignments throughout the department. The team trains monthly and is deployed about once a quarter to critical incidents in a tactical manner.

Training a SWAT unit requires substantial readiness cost in both personnel and equipment. The realities of law enforcement and the need for this specialized function were made clear with the massacres in San Bernardino, Calif., and Aurora, Col. A highly trained and proficient SWAT unit is a valuable resource to the SPD.

Recommendations:

- Create a nighttime detective crew to reduce overtime costs and shorten response time to incidents.
- Replace the detective case management software with a more functional product.

- Identify roles for volunteers to assist in ISB. Consider using civilians to assist in assignments ranging from identity theft to missing persons. This has been successful in other departments and is a cost-effective use of volunteers.
- Fill the vacancy in the Burglary Unit when staffing permits.
- Consider staffing the FCU with volunteers to assist by calling victims for leads and to provide case updates.
- Consider replacing through attrition a sworn position in the FCU with a civilian, ideally a person with an area of expertise.
- Explore civilianizing some positions in computer forensics. This will provide stability and will lower the expensive training costs needed when sworn personnel are promoted or transferred.
- If a Police Cadet program is created, consider assigning a cadet to ITAC.
- Identify another unit to relieve the CIU of its responsibility to handle Title 4 enforcement of liquor licenses and enforcement.
- Consider the feasibility of assigning a civilian to replace at least one sworn officer in Technical Operations.

Forensic Services Division

The Forensics Services Division is housed in a building adjacent to the District 1 facility. The two-story building is impressive and in excellent condition. The public lobby entrance for Property and Evidence and the Forensics Laboratory is equipped with cameras and security levels throughout. The offices are separated by function. Property and Evidence and the Forensics Crime Laboratory are located in the main building. Crime Scene Specialists work in a separate facility on the east of the main building. The entire division is staffed by civilians and led by the Forensic Services Director and overseen by the ISB Assistant Chief.

A bond measure passed in 2000 funded the construction of the Forensics Services Division building, which opened in July 2009. One of Crime Laboratory and Crime Scene Specialists are independently accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB).

The division has suffered from a high staff turnover in the past ten years. Twelve staff left for employment with other agencies, five retired, and five resigned in lieu of termination. The division has operated with a consistent staffing vacancy factor of ten to thirty percent. Additional staffing is the greatest need for the division for it to be able to continue operations effectively. In contrast to the generalization trend in policing, forensics has become increasingly specialized, requiring staff with expertise in narrow scientific disciplines.

A fully staffed and well-run crime laboratory is directly linked to public safety. The rapid and effective analysis of scientific evidence enables detectives and prosecutors to identify and prosecute suspects. This is costly, and has to be balanced with community expectations and the level of commitment to public safety. If the city chooses not to fund crime lab positions and instead refer evidence processing to the state laboratory, the option is workable, though it will result in delayed identification and prosecution of suspects.

In June 2015 the Forensics Division Manager wrote a comprehensive assessment of the division, including a description of functions and staffing levels for each section and unit, and challenges facing the division. CPSM reviewed the report and examined the facilities, goals, productivity, and staffing levels for each of the three units in the division.

Crime Scene Section

The Crime Scene Section provides crime scene processing 24 hours a day whenever physical evidence is present at a crime scene. A manager leads the section which is staffed with two leads (supervisors) and eight crime scene specialists (CSS). The CSS work 10-hour shifts four days a week. The section has been challenged by vacancies for nearly two years resulting from training, extended Family Medical Leave Act (FMLA) time off, and staff leaving for employment elsewhere. One lead position is vacant, one staff is in training, and two staff members are on extended FMLA leave, with a third staff member is expected to start FMLA leave.

The section handles an average of more than 3,000 CSS requests yearly, or 383 requests per CSS. After vacation, training, and sick days, this equates to roughly two calls a day for each CSS.

The CSS has a goal of responding to crime scenes in forty-five minutes or less, ninety percent of the time, 24 hours a day. The SPD uses a generalist approach to crime scene collection and processing. A CSS may handle crime scenes ranging from a minor misdemeanor crime to a homicide. Generalization, in contrast to specialization, is consistent with best practices. A generalist approach to handling crime scenes is cost effective as it requires fewer personnel, instead of employing additional staff who perform narrowly focused duties, such as processing only fingerprints or taking photographs.

In larger agencies crime scene processing is sometimes delayed for several days, causing an inconvenience for the victim, and sometimes resulting in the loss of evidence, depending on the environment. The goal of the CSS to respond in 45 minutes or less was in reaction to complaints from field personnel of slow response times. In addition to the desirability of collecting physical evidence sooner rather than later, delays inconvenience victims. For example, a victim may be asked to remain at a crime scene involving broken windows or doors but not take any action, thus delaying clean-up or repairs and putting their life on hold.

Staffing levels at the time of the complaints consisted of six CSS and one supervisor. To address the response issue the staffing was increased to two supervisors and eight CSS. This helps maintain sufficient staffing levels during training, vacation, sick time, and extended leaves. The section is able to meet its response time goal with this staffing level by providing two CSS on duty at all times.

Scottsdale's Crime Scene Section has achieved several noteworthy accomplishments. In 2003 the CSS became the first in the state of Arizona to be accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board/Laboratory Accreditation Board (ASCLD/LAB) under a new crime scene sub-discipline. In 2012, the section became the first in the nation to be accredited under its own certificate as an accredited crime scene section. The advantage of accreditation is a standardized work product and greater evidence integrity which are consistent with best practices.

Maintaining accreditation standards comes at a cost. The yearly charge is approximately \$7,700 along with the cost of an onsite inspection once every four years. The latter is combined with the forensic laboratory inspection, which helps reduce the cost. The work required to maintain accreditation involves additional documentation at the crime scene and in reports, and additional time in collection and preservation of evidence. All CSS case documentation (photographs, diagrams, scanned documents, and notes) must be backed up. New equipment, such as a 3D laser scanner, must be checked to ensure accurate performance. Annual proficiency testing in crime scene and latent fingerprint processing is required. Lastly, the supervisory team is required to review a specific number of CSS cases per month to ensure that the work product is meeting standards and to take corrective action when errors are found. The manager is required to do monthly and annual audits on CSS-submitted casework and evidence. The ASCLD/LAB international assessors do an annual inspection to ensure compliance with accreditation requirements.

When fully staffed, the CSS Section and the Forensic Laboratory are well situated for training in each other's units, which enhances understanding of their respective functions and improves service.

CPSM recommends that the current staffing levels of the Crime Scene Section be maintained.

Evidence Control Section

The Evidence Control Section is comprised of three functions: the Property and Evidence Unit, the Automated Fingerprint Identification System (AFIS)/Tenprint (Criminal History) Unit, and the Photo Lab. Property and Evidence is staffed with two leads, 3.5 Property Technicians, two Records Specialists, and a part-time contract worker. The Criminal History Unit is staffed with five Fingerprint Technicians, two of which are in a job share position. The Photo Lab has a staff of one Senior Photo Lab Technician and one Photo Technician. The Evidence Control Manager supervises the section.

Property and Evidence Unit

The Property and Evidence Unit (P&E) is staffed with an Evidence Control Manager, one Lead for evidence intake, and 2.5 Evidence Technicians, one Lead for evidence disposition, two Police Support Specialists, and one Evidence Technician. P&E is staffed from 4:30 a.m. to 5:30 p.m. Monday through Friday and provides assistance to department personnel during those hours. P&E is open to the public from 10:00 a.m. to 4:00 p.m. Monday, Tuesday, Thursday, and Friday. It is closed to the public on Wednesday.

P&E is under the Forensic Science Division whose director reports to the Assistant Chief of the Investigative Services Bureau. Ideally, a property and evidence function should be placed in an “accountability neutral” division so that supervisors and managers do not have a conflict of interests. The only ISB supervisor in the chain of command is the Assistant Chief. The safeguards with this arrangement are to ensure compliance with audits and inspections with personnel inside and outside of the ISB.

P&E is divided into two functions: property and evidence intake and storage, and property and evidence disposition. The P&E intake personnel are not allowed to dispose of evidence; similarly, the P&E disposition staff is precluded from receiving and storing items. Separation of these functions helps to ensure the integrity of P&E by minimizing the likelihood of mishandling and misconduct.

Property and Evidence Intake is responsible for retrieving evidence from all four District evidence lockers and the Family Advocacy Center; transporting the evidence to the main P&E warehouse; confirming accuracy of property vouchers and ensuring proper packaging of evidence; generating barcodes for evidence and storing all items in the warehouse; transferring evidence to and from the crime laboratory for analysis, including entering tracking data to ensure chain of custody; transferring evidence to the state’s Department of Public Safety Crime Laboratory; releasing evidence to officers for court and tracking it until its return from court; performing audits and inventories of evidence in selected storage areas; and confirming authorization to release and return items of property to the public at the public window.

Property and Evidence Disposition is responsible for researching and generating lists of evidence for officers to update disposition status; receiving and processing authorizations from officers; sending property owners notices of release and disposition of property; inventorying and categorizing remaining items for release to the city’s Purchasing Department for auction, or destruction; and finalizing disposition of P&E.

CPSM examined all of the rooms and spaces within the P&E warehouse, including the secured narcotics and firearms storage rooms, and officers’ evidence area where items are tagged and placed into temporary storage lockers. At CPSM’s request, a Lead performed a random selection of three booked items of evidence to determine if each was properly tagged, identified, and stored. The three items, a firearm, narcotics, and a recording, were correctly marked and stored.

P&E does a good job of intake and storage of items. A series of security measures are in place, with the department’s I/LEADS software program and the Intergraph barcode system used to track property and evidence in the warehouse.

The timely disposition of property and evidence has been addressed as an issue in city audits dating from 2004 through 2015. The issue continues to be problematic, largely due to staffing shortages. The amount of evidence intake significantly surpassed evidence disposal from 2009 through 2014. In 2012, P&E used overtime to reduce the backlog. In 2014, a city audit identified several changes to

improve the efficiency and integrity of P&E. One finding was that evidence was still being held too long by the police department and not being disposed of in a timely manner.

Timely disposition of evidence and staffing shortages are common problems in police departments. The P&E facility was designed to meet the needs of evidence storage through 2025, assuming a ratio of 0.65 or more for items released to items received. The department has only averaged a ratio of 0.48 and consequently the warehouse is at 90 percent capacity. The storage capacity has been increased with the addition of density storage shelving in the weapons room, shelving in the mezzanine, and a large freezer for DNA storage (but this has reduced floor space).

In response to city audit recommendations the department has implemented a method for officers to more efficiently identify evidence for disposition by modifying the Records Management System (RMS). Since August 2015 the department has piloted a test of officers accessing RMS to research their previously booked property and evidence to ensure that it is marked for appropriate disposition in a timelier manner. The plan is to implement the use of RMS throughout the department in early 2016. This will result in more items for P&E to process at its current staffing levels.

To meet the evidence disposal requirements needed to reduce the backlog the city has the option of leasing space or building a new facility, or increasing staffing levels. P&E has had difficulty attracting and retaining part-time P&E Technicians, as they leave for full-time P&E positions with other agencies. CPSM recommends that the city pursue the more cost-effective option of adding two full-time Property and Evidence Technicians and upgrading the part-time Property and Evidence Technician to a third full-time position. These positions will ensure adequate staffing to address the backlog, especially with an anticipated increase in workload as more officers use I/LEADS to dispose of evidence and property in a timelier manner.

Recommendation:

- Hire two new Property and Evidence Technicians and upgrade the current part-time P&E Technician to an FTE

AFIS/Tenprint Unit

The AFIS Unit is also known as the Criminal History or Identification Unit. It is staffed with four Fingerprint Technicians. One position is shared between two people, bringing the total staff to five. The Evidence Control Manager supervises the unit. Staff members work staggered shifts six days a week in order to accommodate requests from detectives, officers, and jailors.

The main function of the unit is to process criminal history information from arrest records. Their caseload averages 960 arrest packages a month. The unit also performs manual and electronic fingerprint classifications, and comparison of fingerprints collected for arrest or identification purposes. In addition, the unit maintains criminal history records and data, including tenprints, major case, and palm-print files. The unit also enters FBI rap sheet information and responds to inquiries from police personnel and other agencies.

The state of Arizona establishes and monitors the ten-day time frames for data entry and technicians' proficiency. State regulations are so exacting that technicians are only allowed to make one error in a three-year period when completing criminal history identification work. A second error within the three-year period results in revocation of the technician's permit and being permanently locked out of the system. This requirement highlights the need to ensure staff has sufficient time to complete their work in a timely manner. The unit processes all arrest packages and arrest dispositions for delivery to the state within ten days of the arrest even when short-staffed due to vacations, sick leave, or training.

The AFIS/Tenprint Unit lost its unit supervisor after ten years in 2011; supervisory responsibility was then transferred to the Evidence Control Manager. The Evidence Control Manager is committed primarily to Property and Evidence due to its staffing shortages and evidence disposition backlog, and is therefore challenged to provide the needed technical support and supervisory oversight for the AFIS/Tenprint Unit. This could be resolved by approving the three Property & Evidence Technician positions, which will relieve the Evidence Control Manager from the impact of staffing shortages and provide supervisory coverage for AFIS/Tenprint.

Photo Lab

The Photo Lab is responsible for receiving, storing, and maintaining all department-produced crime scene photos and ensuring proper storage within legal parameters of digital imaging. The Lab is staffed with one Senior Photo Lab Technician and one Photo Lab Technician. They are also responsible for printing photographs for investigative and court purposes, completing the SPD's official staff portraits, and photo shoots for the department and the city for various activities.

Digital photography has greatly impacted the Photo Lab, reducing its workload. Upon the retirement of a Photo Lab Technician, the plan was to transfer that position to Property and Evidence, which needs additional staffing. The implementation of patrol body cameras impacted that decision as it is expected that the Photo Lab workload will again increase due to requirements to maintain and redact digital body camera recordings for court, investigations, and litigation.

It is unknown at this point how much time this digital maintenance will require. The onset of patrol body camera technology is evolving as are related storage and retrieval policies. Some District Attorneys' offices have assumed responsibility for maintenance and redaction of digital camera recordings in filed felony criminal cases. Currently, the city of Scottsdale's City Attorney is providing this service for misdemeanor cases. CPSM learned that discussions are ongoing with the Maricopa County District Attorney's Office regarding the maintenance of digital evidence in felony cases. If this is successful it should reduce the Photo Lab's projected workload of criminal court-related maintenance and redaction activities; however, the Photo Lab will still be responsible for internal and investigative requests.

CPSM recommends that staffing remain constant in the Photo Lab until the impact on workload resulting from digital recordings can be determined.

Forensics Laboratory

The Forensics Science Laboratory Section consists of one Forensics Laboratory Manager, two Forensic Scientist Supervisors who work caseload fifty percent of the time, seven Forensic Scientist III positions, and three Forensics Scientist II positions. Six forensic disciplines are performed in the laboratory. They are:

1. Forensic Biology, including DNA and Serology Screening.
2. Latent Prints, including Latent Print Processing and Latent Print Comparison.
3. Controlled Substances Analysis, including drug and narcotics.
4. Trace Analysis, to include Footwear Comparison, Hair and Fiber Analysis, Fire Debris Analysis, and Physical Match and Chemical Analysis.
5. Firearms and Tool Mark Comparison and Serial Number Restoration.
6. Blood Alcohol Analysis.

The laboratory is accredited under ISO 17025 through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB International Accreditation program). The advantages of laboratory accreditation are a formal recognition that a crime laboratory is competent, impartial, and independent. To ensure compliance with standards, laboratories must undergo proficiency testing programs and evaluations.

Operating a crime laboratory is costly and labor intensive. The advantage of a well-run laboratory is reliable scientific results with a rapid turnaround for test results. This is directly linked to effective criminal case investigation and prosecution. A professionally functioning crime laboratory has a significant impact on public safety. Absent prompt and reliable crime lab test results, suspects and defendants may not be prosecuted and often return to criminal activity. An option to funding a portion of the crime lab is to rely on the state crime laboratory. However, this has a trickle-down effect in that detectives and prosecutors will not receive test results in a timely manner for arrests or prosecution. This then affects the quality of service to the community, especially crime victims. The turnaround time for lab test results through the state crime lab takes several months longer than Scottsdale's lab when it is fully staffed.

Most crime laboratories across the country use trained and qualified examiners in a single discipline. Scottsdale has only two of its six disciplines that meet that criteria—Forensic Biology and Latent Prints. The remaining examiners are crossed-trained, representing a cost savings, but a potential service delivery gap.

One Forensic Scientist Supervisor position has been grant-funded for four years. The grant will expire in April 2016. One Forensic Scientist salary is paid for by forensic services contracts with the Salt River, Fort McDowell, and Paradise Valley Police Departments, generating \$183,240 yearly.

Forensic Biology

Two full-time staff are assigned to Forensic Biology. One is an experienced DNA examiner and the other is a DNA Technical Leader. The actual casework completed is equivalent to one FTE. The DNA examiner spends seventy-five percent of work time doing DNA and serology, and twenty-five percent of the time is spent as the Combined DNA Index System (CODIS) administrator.

CODIS is an FBI database that contains DNA profiles from violent crime investigations. CODIS includes DNA profiles from convicted sex offenders and arrestees from states that participate. Federal, state, and local police crime laboratories are allowed to participate if they meet qualifications. Scottsdale is one of 161 local crime laboratories in the country authorized through CODIS. For example, if SPD obtains DNA evidence in a sexual assault case it may be submitted to CODIS for a match against the profiles contained in the database. If a candidate is a match, Forensic Biology conducts confirmation procedures. If confirmed, the match will have linked two or more crimes together. The law enforcement agencies involved in the cases will then be able to share the information obtained and possibly identify additional leads. CODIS maintains strict guidelines for access to its database. These include laboratory procedures and compliance checks to ensure adherence.

The second DNA Technical Leader spends twenty-five percent of work time doing DNA and serology casework and seventy-five percent of the time doing DNA technical leader responsibilities. A third person spends ten percent of work time performing serology casework screening, as the person is a trainee. Upon completion of training, the employee will serve as a FTE doing DNA work exclusively. The DNA discipline does not have a supervisor. The Forensic Laboratory Manager has assumed the role, conducting all technical DNA reviews two days a week. This has adversely affected the Manager's ability to perform primary management functions.

An average of 224 DNA requests were submitted annually from 2009 through 2013. In 2014, 440 DNA requests were submitted, though the spike was largely due to a backlog of sexual assault cases. In June 2015, the backlog of DNA requests was 151. The actual workload comes not from the number of individual DNA requests, but in the number of samples processed per DNA request.

The unit has a performance measurement goal of turning around requests in thirty days. From 2009 through 2014 the highest percentage returns were in 2009 and 2010, when the unit met its goal an average of 65 percent of the time. In 2013 and 2014, the thirty-day DNA requests were completed 19 and 37 percent of the time, respectively. The number of DNA requests has increased 100 percent over the past five years, and continues to rise.

The crime laboratory is one of few to accept and process touch DNA samples. This is of great benefit to Property Crime detectives because DNA is increasingly collected at burglary scenes. Touch DNA analysis is distinguished by new and sensitive technology, allowing more touch DNA profiles to be developed. The department is negotiating the purchase of sophisticated software to perform more DNA mixture calculations. The program costs \$27,000 and requires an extensive validation process that must be completed before use of the software. The DNA Technical Leader will be responsible

for the validation of the new DNA kits and equipment, and completion of other DNA Technical duties, leaving little time for doing casework.

CPSM recommends creating a full-time Forensic Scientist Supervisor (FSS) position for the following reasons: the DNA discipline lacks adequate supervision; the FSS would serve as a working supervisor handling requests; the advent of touch DNA and its collection will increase the caseload, and finally, it should be helpful in identifying burglary suspects. Scottsdale's burglary clearance rate is thirteen percent, the lowest of all Part I crime clearance rates in the department. Touch DNA is an effective means of identifying burglary suspects, which often leads to clearing multiple cases, since it is common for a relatively small group of criminals to commit multiple burglaries.

Latent Prints

Three FTEs and one part-time staff person work in Latent Prints. One FTE position is vacant; another FTE is on FMLA leave, and the third is completing training. The part-time person performs latent print work. The supervisor is trained as a latent print examiner and performs limited casework.

The science of latent prints has evolved considerably since the days of dusting fingerprint powder to lift prints. The process now involves use of powders, light sources, dyes, and chemicals to retrieve prints that were formerly not retrievable. This greater capability to retrieve prints has resulted in an increase the number of prints crime scene specialists obtain and a corresponding rise in the workload. Latent Print staff also complete extensive documentation of the latent print process to comply with accreditation requirements. This workload increase means that more print results must be entered manually into the Automated Fingerprint Identification System (AFIS).

Latent prints is a comparative science that relies as much on opinion, training, and experience as it does on science and instruments. To reduce the likelihood of error in print comparison, a series of safeguards has been established and which requires 100 percent verification. This involves a second examiner assessing every case. The resulting workload increase has overwhelmed the limited staff. Latent Prints increased its staffing from 2 FTE to 3.5 FTE within the laboratory by converting a vacant blood alcohol analyst position and training a controlled substance analyst to examine latent prints. However, this resulted in staffing shortages in the blood alcohol and controlled substance disciplines.

CPSM recommends that a Forensic Scientist II FTE be created to handle latent prints and AFIS entries.

Controlled Substances Analysis

Staffing in this discipline has varied, in part due to changing service request levels. No dedicated FTE is assigned. Currently, the equivalent of a 0.75 FTE works in Controlled Substance Analysis, consisting of time from three forensic examiners from other disciplines. Through 2011 there was a 1,000-case backlog, with 1,680 service requests annually, 1470 of which were completed. During this time the performance goal of completing controlled substance testing requests within thirty days was only met 46 percent of the time with 1.75 FTE staff assigned. In 2011, the department

implemented drug field testing by officers, which reduced the annual service requests from 1,680 to 946, or a 56 percent decrease.

Subsequently, in 2013 this reduction in demand resulted in one of the 1.75 FTEs being trained in Forensic Biology (bodily fluid identification), and the other FTE in Latent Prints, as these disciplines needed greater staffing. Then, over the next two years, the demand for controlled substance analysis increased to the pre-2011 levels, indicating the need for additional staffing. Though another FTE could be assigned to Controlled Substances, in 2015 the requests processed within thirty days was at 85 percent. CPSM recommends that staffing remain the same.

Trace Analysis

This discipline does not have full time FTEs assigned. As of March 2015, Trace Analysis work involved fire debris analysis, fiber analysis, general chemical analysis, footwear comparison, and hair comparison. In March 2015, Trace stopped performing hair comparison, fiber analysis, and general chemical analysis due to lack of demand for analysis and the cost to maintain proficiency. An average of 21 cases a year are processed, which does not justify a full-time position. Workload is distributed among examiners from other disciplines who are proficient in fire debris analysis, fiber analysis, footwear comparison, and hair comparison. Trace discipline requires both analytical science and opinion, training, and experience of examiners.

Firearms

This discipline does not have a full-time staff assigned. Firearms examines and compares firearms, tool mark comparison, serial number restoration, and distance determination. The average yearly workload of thirty-eight cases does not justify a full-time person. The firearms examination requests are delegated to an examiner and a supervisor from another discipline, both of whom are proficient in firearms. This discipline is based on more on training and experience than analytical science. To ensure accuracy, additional safeguards have been taken that increase the workload and time to complete requests.

Blood Alcohol Analysis

A history of this discipline is needed to understand staffing needs. Prior to 2011, three examiners who performed other casework in the lab also performed blood alcohol analysis. In 2011, two entry-level forensic examiners were hired to work full-time. In 2012, the reliability of the instrument being used for blood analysis was challenged. This resulted in over forty hours a week of interviews and court time for the examiners regarding the instrument. This made it impossible to perform the analysis on samples submitted weekly. Up to that time, blood alcohol examiners met the fourteen-day turnaround standard nearly 100% of the time.

In 2014, both blood alcohol examiners left city employment and the program was shut down. Blood alcohol samples were then sent to the state's Department of Public Safety (DPS) Crime Lab. The DPS processing takes several months to complete, considerably longer than fourteen days. Recently, the city's recruitment for two positions resulted in one candidate being hired. That person was in crime laboratory training as of the CPSM site visit. A latent fingerprint examiner is filling the second position.

The laboratory has acquired a new blood alcohol instrument to replace the older one with reliability issues. Crime laboratory staff and the instrument vendor are working on validation and integration of the data into the laboratory's information management system. This work must be completed before laboratory reports can be generated.

When the new examiner is trained and the instrument is operational, staffing levels should be sufficient, provided the current Intoxilyzer-based policy remains in place. The policy uses Intoxilyzer results for charging defendants, and calls for submitting blood for analysis only if the defendant does not plead guilty. This policy reduces the caseload to a manageable forty samples a week. If the timely court appearances resume normal levels, one FTE will be sufficient staffing. If interviews and lengthy court appearances are reenacted, two full-time staff will be needed to cover the workload.

The crime laboratory's accreditation under the American Society of Crime Laboratory Directors (ASCLD)/LAB International has a requirement to have a designated Quality Assurance Manager (QAM). Scottsdale is one of 191 state laboratories in the U.S. and the only full-service crime lab in Arizona without a QAM. The amount of work in the crime lab to handle this responsibility requires a full-time position. Up to now, the SPD has split the QAM duties among the two Forensic Scientist Supervisors and the Forensic Laboratory Manager. The shared duties have significantly impacted the supervisors' and manager's abilities to perform their core duties, leaving their subordinates without proper supervision and oversight. CPSM recommends that another full-time Forensic Scientist Supervisor position be created. The position could also be tasked with QAM duties in the crime laboratory. This will allow the two current Forensic Scientist Supervisors and the Forensic Laboratory Manager to perform their primary duties. In addition, the added Forensic Scientist Supervisor will be able to provide supervision for Latent Prints.

Currently, forensic scientists are performing time-consuming tasks that should be handled by a lab technician. The duties include:

- Maintaining instrument maintenance logs.
- Performing instrument checks.
- Mixing reagents.
- Ordering and receiving supplies.
- Performing daily computer entries into LIMS.
- Monitoring janitor cleaning of lab exam areas.
- Receiving and returning evidence to outside agencies.
- Fulfilling discovery and public records requests.
- Performing a series of inspections and inventories.

It is an inefficient use of resources to have forensic scientists perform these duties. It is more cost efficient to have a lab technician perform these duties for a third of the cost of forensic scientists.

Recommendations:

- Create a Forensic Scientist Supervisor position to relieve the Forensic Laboratory Manager to provide supervision and processing of increasing DNA requests.
- Create a Forensic Scientist II position to handle latent prints and AFIS entries.
- Create one Forensic Scientist Supervisor FTE to handle the duties of Quality Assurance Manager.
- Create a Lab Technician FTE to handle maintenance, computer entries, and other related duties.

Training Section

The Training Section is staffed with a lieutenant, three sergeants, five police officers, two civilian range masters, and an administrative secretary. It is comprised of three units: Training, the Police Academy, and the Field Training Officers Program (FTO). The Police Academy staff of a sergeant and one police officer are assigned to the Arizona State Police Academy in Phoenix. The Training Unit consists of a sergeant, one officer, and two civilian range masters. The FTO program is comprised of a sergeant and two officers. Both the Training and the FTO Units work at the Thomas A. Hontz Training Center located in Tempe.

The Training Unit is responsible for coordination and recordation of all training provided. The Training Unit staff and subject matter experts from throughout the department instruct classes in firearms, tactics, reality based training, legal issues, and other topics. The instructors' absence from their regular assignments creates a burden as they are gone for up to eight hours a day teaching. In response, the Training Unit has had defensive tactics instructors teach tactics to patrol officers at the four divisions instead of requiring officers to travel to the Hontz Training Center. Nevertheless, the temporary loss of officers and sergeants instructing the majority of classes at the Hontz Training Center strains the operations of their primary units.

A visit to the Hontz Training Center and overview of use opportunities by the training lieutenant revealed a well-run comprehensive training facility. Overall, range training is conducted in a safe manner with the regard to the well-being of police personnel. CPSM noted only one concern. The city should perform annual blood testing of the firearms training staff for lead contamination. Though the indoor range is limited to use of lead-free disintegrating ammunition, officers still fire long guns outside, which can cause lead levels in blood to exceed OSHA standards.

The facility is shared with a limited number of local, state, and federal agencies that use it for firearms training at no cost. CPSM recommends that the city consider charging the federal agencies a reasonable fee for use of the range. This is a common practice in other states.

A four-module training schedule has been created for perishable skills and mandated recurring training offered in-house. Each module is offered quarterly and is built on the previous module. The modules may be a two-hour, four-hour, or eight-hour class, depending on the content. Examples of the topics are applying tourniquets, defensive tactics, legal updates, reality-based scenarios, and legally mandated classes, etc. This is a vitally important training regimen that should be in document form to ensure that necessary and appropriate recurring training is provided. As training priorities shift, it is easy to neglect inclusion of vital training without such a document.

The Training Unit organizes a forty-hour Crisis Intervention Training (CIT) class for police officers, detention officers, and dispatchers (call takers). CIT is designed to help officers recognize signs of mental illness and respond effectively to defuse crisis situations. Not all FTOs have completed the CIT class. CPSM strongly recommends that all FTOs be given priority to complete the forty-hour CIT as soon as possible. National media have covered multiple stories of violent and tragic encounters

between people with mental illness and the police. FTOs should be among the first trained to learn to recognize and diffuse volatile situations, since they are tasked with training recruit officers.

CPSM recommends that the Training Unit create a comprehensive Master Training Plan for each position within the department. This plan serves as a guide for courses to be taken in a timely manner by position. Presently, each section in the department is responsible for identifying courses for individual assignments. This may be a simple matter of compiling existing descriptions into a single document. A Master Training Plan ensures consistency and specificity of required classes for proficiency in each position.

Training is one of the most important functions in a police department. Effective training is critical in providing essential information and minimizing risk and liability. The outcome of effective training can be measured in part by such measures as a high level of proactive policing and low level of citizen complaints, low numbers of claims or lawsuits, high citizen satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use-of-force incidents.

The Training Unit usually does an excellent job of identifying and delivering quality training to department personnel and maintaining accurate records. One impediment it faces is trying to present a full complement of classes due to a lack of available trainers. Training takes a generalist approach by using its full-time staff to teach as many topics as possible; however, this still leaves the unit short-staffed, even with the ancillary instructors from other sections (who are not always available). The impact of instructors working outside of their primary assignment is best illustrated in the ITAC Unit, where six of the detectives teach in twelve different disciplines, each of which takes the detectives from their assignment on multiple days to teach classes. The loss of detectives from the usual duties affects solving cases in a timely manner and ultimately is linked to public safety. CPSM recommends that two FTE police officer positions be created for the Training Unit. Additionally, the department should evaluate the use of civilians at every level for future staffing.

The reason for the recommendation for the additional officers in Training arises from the need for training instructors able to perform physical and tactical maneuvers needed in many training exercises. Civilian personnel could be suitable for teaching some training topics, and, depending on their experience, might be suitable for tactical training. This should be considered for future staffing. In addition, some of the reality-based scenarios require five to six trainers every day to complete the module. An examination of the training schedule supports the need for two additional FTEs. This will still leave the Training Unit short-staffed, but it will help minimize the impact on other sections and lessen the likelihood of cancelling classes due to lack of instructors.

Police Academy

A sergeant and one police officer are assigned to the Arizona State Police Academy, located in Phoenix. Academy staff is responsible for the police recruits during their academy training. The sergeant sets the schedule, teaches classes, and assists in running the academy. The officer counsels, disciplines, and supervises recruit classes. Upon graduation from the police academy, SPD Academy staff organize a three-week post-training class in which recruits are taught SPD's

philosophy, policy, firearms training, and organizational culture. The recruits are assigned body cameras and instructed on their use. SPD Police Academy participation is an important component of ensuring that recruits are properly trained.

Field Training Officer Program

A sergeant supervises three officers assigned as FTO Coordinators, who assign recruits to the thirteen-week FTO training cycle. Approximately 40 police officers are qualified FTOs. During the thirteen-week training period, recruits cycle through three to four FTOs every three weeks. The recruits begin and end with the same FTO, who assesses the recruit's progress. To the credit of the SPD, the dropout rate for trainees is very small—less than ten percent.

All FTOs should be given priority for completing the full Crisis Intervention Training. This is crucial for trainers to understand the dynamics of dealing with people who have mental illnesses and imparting the information to trainees.

Recommendations:

- Perform annual blood testing of the firearms staff for lead contamination.
- Evaluate charging federal agencies for use of the firing range and facility.
- Create or assign two Police Officer FTEs to Training as instructors.
- The Training Section should create a Master Training Plan for every position in the SPD. This should include each training class needed to perform every job in the department. The training plan ensures consistency, serves as a guide for new section administrators, and is a reference document Training should have readily available in the event of claims or litigation against the city.
- Send all Field Training Officers to the 40-hour Crisis Intervention Training as soon as possible. This should be a priority for FTOs.
- Consider the feasibility of integrating civilians into Training to serve as instructors.
- Ensure that officers are regularly trained in racial, religious, and cultural diversity.

Section 6. Uniformed Services Bureau

The Scottsdale Police Department provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed activities, and solving problems. The department is service-oriented, and thus provides a high level of service to the community. Essentially, every call for service from the public gets a police response and every criminal case gets investigated. The department embraces this approach and considers every request for service from the public important and deserving of a police response.

Patrol Deployment and Staffing

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Scottsdale Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems.”¹

Essentially, “discretionary time” on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is “discretionary” and intended to be used at the discretion of the officer to address problems in the community and be available in the event of emergencies. When there is no discretionary time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time officers are idle. This is an indication that the department is overstaffed.

¹ John Campbell, Joseph Brann, and David Williams, “Officer-per-Thousand Formulas and Other Policy Myths,” *Public Management* 86 (March 2004): 22–27.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The Scottsdale Police Department is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand *actual workload* (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really "calls" from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

Appropriate Patrol Staffing

Taking into consideration the demand for police services in Scottsdale and the concept of the *Saturation Index*, appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

The Scottsdale Police Department's patrol force is scheduled in ten-hour shifts with four start times daily that vary by district. Shifts for Districts 1 and 2 start at 7:00 a.m., 11:30 a.m., 5:00 p.m., and 9:30 p.m. Shifts for Districts 3 and 4 start one hour earlier at 6:00 a.m., 10:30 a.m., 4:00 p.m., and 8:30 p.m. Two shifts overlap throughout the day, with the exception of eight hours between 3:00 a.m. and 11:30 a.m. in Districts 1 and 2, and between 2:00 a.m. and 10:30 a.m. in Districts 3 and 4. There is a short 30-minute overlap between 7:00 a.m. and 7:30 a.m. in Districts 1 and 2, and between 6:00 a.m. and 6:30 a.m. in Districts 3 and 4.

Ten-hour shifts are common in the United States, but are very difficult to manage. Typically, police departments with ten-hour shifts do not deploy them to maximize efficiency. The method in which Scottsdale structures the patrol staffing plan is excellent and is rarely seen. The current system capitalizes on the overlap created by the ten-hour tour length as opposed to falling victim to it. Essentially, the SPD examines calls for service and crime demands on a periodic basis and creates

the shifts accordingly. Currently, the shifts are aligned to create coverage by two shifts of officers from the hours of 1030/1130 hours to 0200/0300 hours, when crime and calls for service are at their highest. Similarly, staffing levels are reduced from 0200/0300 to 1030/1130 hours, when demand is at its lowest.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined eight-hour, ten-hour, and twelve-hour shifts and found positive and negative characteristics associated with all three options.² A recent study of the Phoenix Police Departments 13:20-hour shift found it to be less than desirable on numerous levels.³ CPSM contends that the length of the shift is secondary to the application of that shift to meet service demands. Furthermore, CPSM does not recommend any particular shift length or rotation, except to advocate for the one that maximizes efficiency, effectiveness, and satisfaction of those working it.

A twelve-hour shift schedule offers both advantages and disadvantages. One advantage of this schedule is that it separates the patrol function into evenly staffed platoons. As the teams rotate in and out of their schedule, the department has a uniform and predictable deployment of officers on patrol at all times. The twelve-hour configuration also works evenly into the 24-hour day and there are not excessive overlaps in staffing. This, however, is the extent of the advantages of the twelve-hour shift as deployed by the department.

A disadvantage to the schedule is the uniform staffing level present throughout the day. Under the schedule, with each team equally staffed, there are equal numbers of officers assigned throughout the day. Demand for police services fluctuates during the 24-hour daily cycle, thus it is likely that there are parts of the day when not enough officers would be assigned to handle the workload and other times when there would be too many officers assigned. Staggering shifts to meet this demand is recommended, but often difficult to accomplish with available personnel.

Lastly, the four-shift, twelve-hour configuration creates four separate patrol units that almost never interact. This can create a “silo” effect that inhibits communication and creates competition for scarce resources.

In its totality, the SPD has designed an extremely efficient patrol schedule. The SPD is considering modification of the current work plan to accommodate other organizational needs. CPSM strongly recommends that careful consideration be given to altering the current plan. It is difficult to envision a more efficient work plan; therefore, the reasons to change the current model must be very compelling. It is recommended that the current shift plan be maintained and the SPD continue to deploy officers in the ten-hour shift utilizing the current start and end times.

² Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

³ L.B. Bell, T. B. Virden, D.J. Lewis, and B.A. Cassidy (2015). *Effects of 13-Hour 20-Minute Work Shifts on Law Enforcement Officers' Sleep, Cognitive Abilities, Health, Quality of Life, and Work Performance: The Phoenix Study*. Police Quarterly, Vol. 18(3), pgs. 293-337.

Deployment

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

The SPD uses a sophisticated process for determining patrol staffing levels. In 2004, the SPD contracted with the Traffic Institute of Northwestern University to evaluate its staffing and scheduling needs. Based upon the recommendations of that study, the department implemented the "Patrol Allocation Model" (PAM). PAM was developed by Northwestern for the National Highway Traffic Safety Administration in the late 1980s and early 1990s. PAM uses time-based queuing models to estimate the number of officers needed for patrol. PAM uses workload, personnel, operations, and roadway data, as well as policy decisions and operational assumptions to calculate its staffing models.

The pre-PAM model for staffing looked to deploy officers in a ratio of time committed to calls for service (CFS), time spent on community policing activities, and administrative time. The SPD looked to have 47 percent of patrol time committed to CFS, 33 percent to community policing, and 20 percent on administrative time. In order to incorporate the conceptual PAM models, the SPD needed to expand the categories of work into reactive CFS (citizen generated), proactive (self-initiated and community policing activities), proactive uncommitted time (free patrol), and administrative. Therefore, the initial model was expanded to incorporate a more nuanced and realistic reflection of patrol functions. Under this model, the SPD looked to have 26.4 percent of the time on reactive work, 33.6 percent on proactive work, 20 percent administrative time, and 20 percent free patrol.

In 2014, the SPD migrated to Corona Solutions to develop its patrol staffing model. This platform is similar to the queuing model as PAM, but has more robust tools for analyzing data and allows for allocation and deployment based on geography.

The evolution of patrol staffing modeling in the SPD, from its initial efforts, to PAM, and onto Corona Solutions, demonstrate a highly sophisticated use of current analytic techniques, and puts the SPD in a very small field of police agencies employing this type of approach. Workload modeling for police agencies has been an element of police management for decades, but rarely is it seen that a department embraces this approach so aggressively. The SPD should be commended for its use of these applications and the implementation of the very best of police management strategies.

CPSM takes a slightly different approach to patrol staffing modeling. CPSM relies on much of the same data to calculate workload, but relies on actual personnel levels deployed at the exact time

workload modeling is conducted. Rather than rely on relief factors and other assumptions about staffing and policy decisions, CPSM looks at a cross-section of real-time workload and personnel data. We believe this provides a clear snapshot of the workload/personnel experiences, which then permit policy decisions to be made based upon these data. Not surprisingly, the PAM, Corona Solutions, and CPSM models point to the same conclusions. This leads to a high level of validity between these approaches and increases the confidence policy makers can have as they make decisions based on this data. However, the CPSM version does not build assumptions into the development of the model, instead it relies on actual data, with interpretations made after the generation of the model. In fact, the CPSM model reflects accurately the behavioral patterns of the officers working patrol and provides a useful illustration of patrol workloads and staffing.

Table 6-1 illustrates the different patrol staffing models as they apply to the SPD. The top several rows report the saturation index (percentage of time committed to the various activities as a percentage of available personnel) for the CPSM calculations. The reactive time dedicated to CFS varies from a low of 26 percent on weekdays in February to a high of 28 percent on weekends in February. These figures are almost identical to the PAM model assumptions. This indicates that the PAM assumptions for reactive time compare favorably with the actual experiences of officers on patrol. The proactive time, however, differs substantially. The actual proactive time expended in the SPD ranged from 15 to 18 percent as calculated by CPSM. The PAM model called for 33.6 percent proactive time, and the Corona Solutions model called for 25 percent proactive time. Similarly, both the PAM and Corona Solutions model called for 20 percent administrative time, when the actual time calculated by CPSM ranged from 7 to 11 percent.

The combination of the underestimated proactive and administrative time by the PAM and Corona Solutions model indicates that the CPSM call for at least 40 percent uncommitted time is a valid understanding of the realities of patrol. Officers in the SPD did not avail themselves of the budgeted administrative time and did not engage in proactive time to the extent they were expected. It is likely that the expected 20 percent free time was not a reliable assumption, since the behavior of the officers indicates between 47 and 50 percent uncommitted time on patrol. This does not mean that the PAM or Corona Solutions models produce unreliable data, however, it does indicate that some of the assumptions used by the model should be revisited.

The following discussion involves a greater exploration of these data as well as a district-by-district and aggregate comparison of the workload and staffing models.

TABLE 6-1: Patrol Allocation: CPSM Data Compared to Targets

	Reactive	Proactive	Administrative	Uncommitted
Summer 2014				
Weekday	26	16	11	47
Weekend	28	18	6	48
Winter 2015				
Weekday	27	15	10	48
Weekend	26	17	7	50
Comparison				
CPSM Avg.	26.8	16.5	8.5	48.2
PAM	26.4	33.6	20	20
Corona Solutions Target	35	25	20	20

Rule of 60 – Part 1

According to the department personnel data available at the time of the site visit (October 7, 2015), patrol is staffed by 225 sworn officers (4 commanders, 10 lieutenants, 29 sergeants, and 182 police officers). These 225 of the 412 sworn officers represent 54.6 percent of the sworn officers in the Scottsdale Police Department.

Accordingly, the department does not adhere to the first component of the “Rule of 60,” that is, about 60 percent of the total sworn force should be dedicated to patrol operations. On the surface, this would indicate that the patrol function is not balanced appropriately compared to the entire department, and fewer than expected resources are dedicated to patrol. The SPD, however, also has officers assigned to the Special Operations Division. Including the 24 sworn personnel assigned to the Special Operations Division that have patrol and CFS responsibilities assigned to H.E.A.T. (1 sergeant and 5 officers), Motors (1 sergeant and 10 officers), and Traffic (1 sergeant and 6 officers) would result in 249 of 412 sworn officers in a position to respond to calls, or 60.4 percent of the sworn officers in the SPD. The combination of personnel indicates that the patrol function in the SPD is properly allocated.

Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the “discretionary time” for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the “Saturation Index” (SI). It is CPSM’s contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer’s time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the Scottsdale department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

Figures 6-1 through 6-8 represent workload, staffing, and the “saturation” of patrol resources in the Scottsdale Police Department during the two months (seasons) on which we focused our workload analysis. By “saturation” we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is “saturated” with workload demands. This “saturation” is the comparison of workload with available manpower over the course of an average day during the months selected.

The figures represent the manpower and demand during weekdays and weekends during the months of August 2014 and February 2015. Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

FIGURE 6-1: Deployment and Workload, Weekdays, Summer

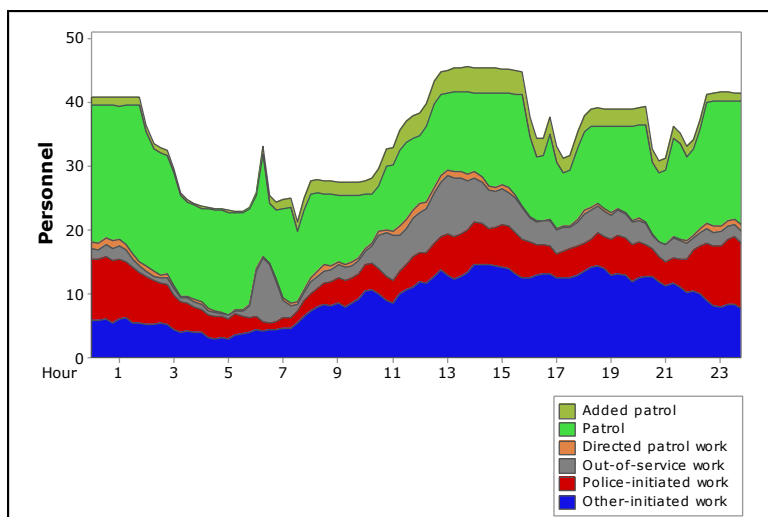
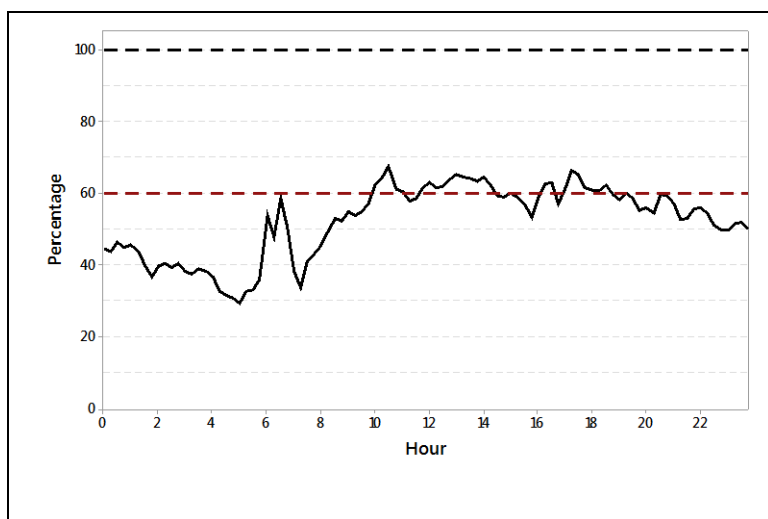


FIGURE 6-2: Workload Percentage by Hour, Weekdays, Summer



Workload v. Deployment – Weekdays, Summer

Avg. Workload:	18.4 officers per hour
Avg. % Deployed (SI):	53 percent
Peak SI:	67 percent
Peak SI Time:	10:30 a.m.

Figures 6-1 and 6-2 present the patrol workload demands and SI for weekdays in summer 2014. As the figures indicate, the SI exceeds the 60 percent threshold on several occasions. The SI ranges from a low of approximately 30 percent at 5:00 a.m. to a high of 67 percent at 10:30 a.m., with a daily average of 53 percent.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call for service. After a point of CFS saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call for service?" Uncommitted time is spent waiting for the next call. The saturation threshold is generally considered to be 60 percent.

The above figures indicate a very efficient deployment of personnel. The saturation index, while passing the 60 percent threshold during the day, remains relatively constant. The trend line for workload vs. personnel would appear somewhat flat. This signifies that the SPD is supplying personnel during the times they are needed the most and reducing personnel at the times they are needed the least. The data illustrated in the above figures, and all of the figures to follow, demonstrate an efficient use of personnel. In fact, the data here signify the most efficient use of patrol staffing out of all the police departments evaluated by CPSM. Personnel are offered at the right time, at the appropriate levels, to meet the demand in a way that does not overwhelm the officers assigned to patrol. These efficiencies can be seen in aggregate, on a city-wide level, as well as at the district level, across time periods and months of the year.

FIGURE 6-3: Deployment and Workload, Weekends, Summer

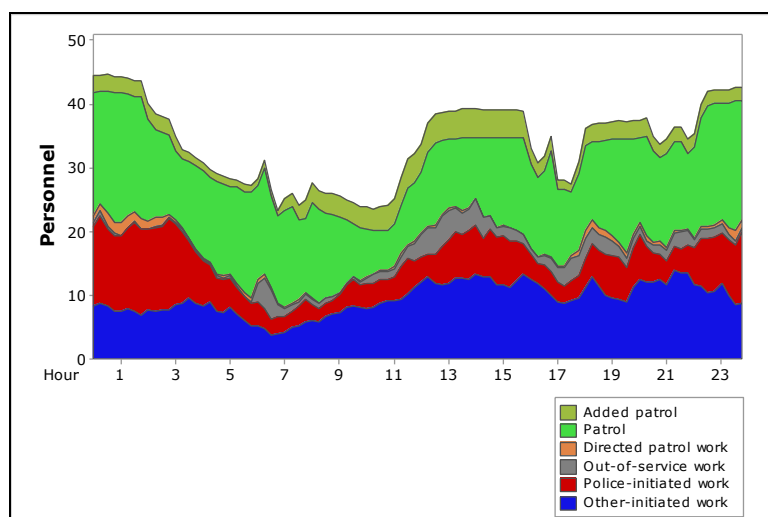
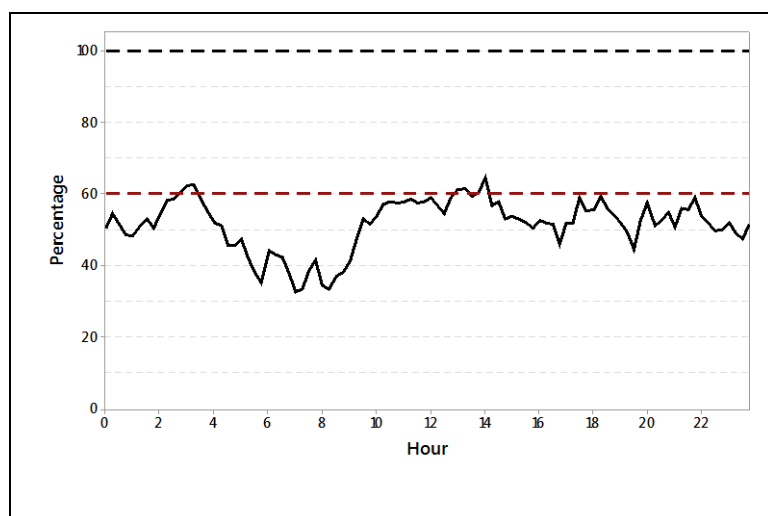


FIGURE 6-4: Workload Percentage by Hour, Weekends, Summer



Workload v. Deployment – Weekends, Summer

Avg. Workload:	17.7 officers per hour
Avg. % Deployed (SI):	52 percent
Peak SI:	67 percent
Peak SI Time:	2:00 p.m.

Figures 6-3 and 6-4 present the patrol workload demands and SI for weekends in summer 2014. The workload exceeds the 60 percent threshold several times during the day. The SI ranges from a low of just below 32 percent in the early morning hours to a high of 67 percent at 2:00 p.m., with a daily average of 52 percent.

FIGURE 6-5: Deployment and Workload, Weekdays, Winter

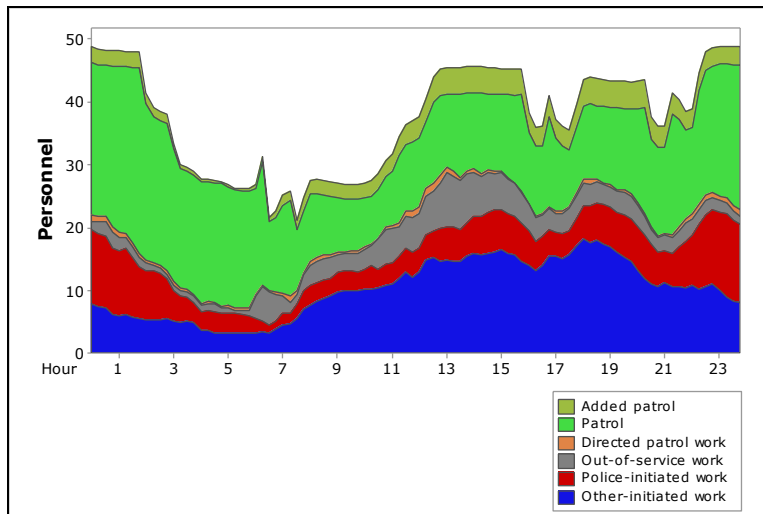
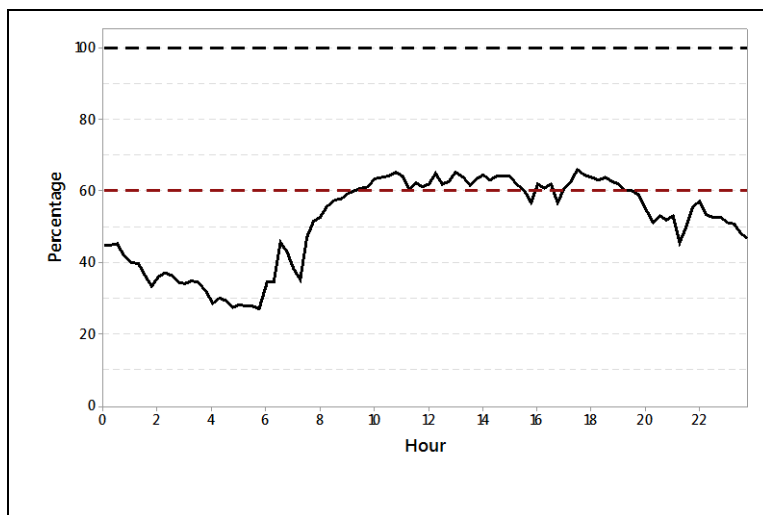


FIGURE 6-6: Workload Percentage by Hour, Weekdays, Winter



Workload vs. Deployment – Weekdays, Winter

Avg. Workload:	19.6 officers per hour
Avg. % Deployed (SI):	52 percent
Peak SI:	66 percent
Peak SI Time:	5:30 p.m.

FIGURE 6-7: Deployment and Workload, Weekends, Winter

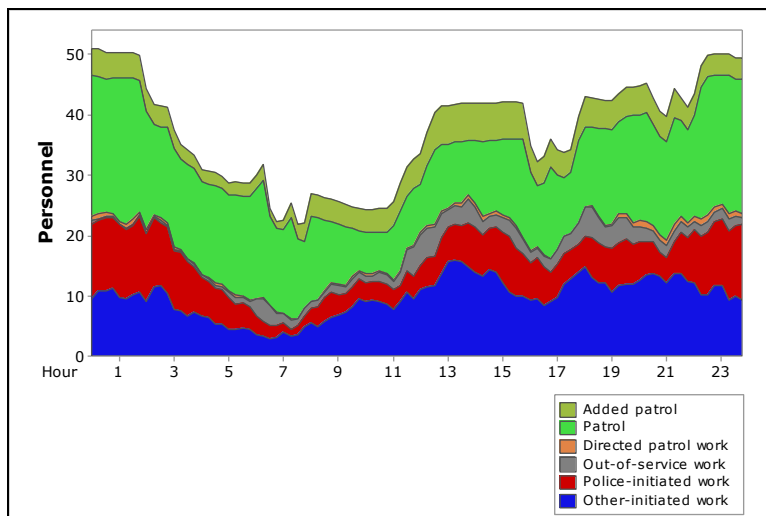
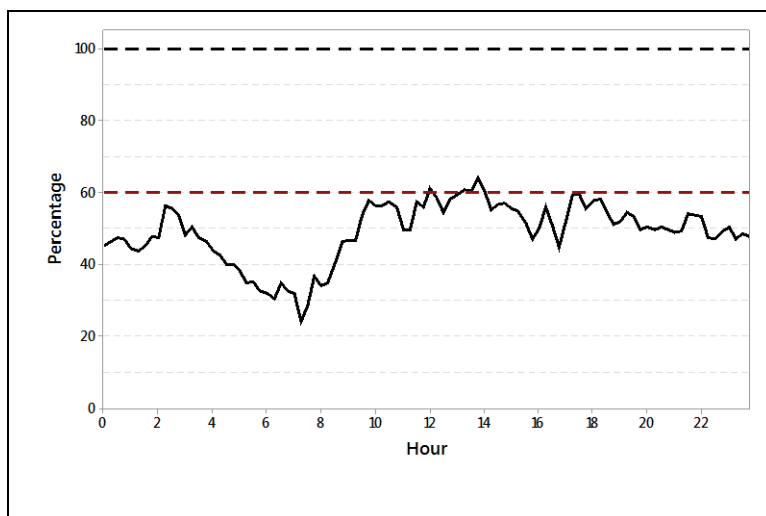


FIGURE 6-8: Workload Percentage by Hour, Weekends, Winter



Workload v. Deployment – Weekends, Winter

Avg. Workload:	18.5 officers per hour
Avg. % Deployed (SI):	50 percent
Peak SI:	64 percent
Peak SI Time:	1:45 p.m.

District Comparisons

Before discussing appropriate staffing models in the SPD it is important to consider the variation in demand between the four patrol districts. Table 6-2 presents information relating to the call volume and workload in each district and beat.

The average hourly workload ranges from a high of 4.3 officers in the Foothills District to a low of 3.5 officers in the Via Linda District. The busiest beat, by hour, is Beat 6, and the slowest beats are beats 9 and 10 with an average of 0.4 officers occupied per hour.

Average response time to CFS vary from a low of 17.8 minutes per CFS in the Downtown District to a high of 19.8 minutes per CFS in the Foothill District. There is a clear correlation between response time and the geographical size of the Districts. The Downtown District is only 6.8 square miles, while the Foothill District is 140 square miles. Beat 11 has the fastest response time to CFS with an average of 16.2 minutes per call, and beat 20 has the slowest response time with 24.5 minutes per call.

TABLE 6-2: District Comparisons

District	Beat	Per day		Avg. Hourly Workload	Response Time	Area (Sq. Miles)
		Calls	Work Hours			
D1	1	33.0	30.8	1.3	18.8	2.3
D1	2	23.6	21.1	0.9	17.8	2.2
D1	3	25.7	21.3	0.9	18.3	1.5
D1	4	12.2	12.2	0.5	20.1	1.4
Total - McKellips		94.6	85.4	3.6	18.6	7.4
D2	5	15.1	12.2	0.5	17.5	1.5
D2	6	56.6	49.6	2.1	17.2	1.5
D2	7	24.0	21.6	0.9	16.8	1.6
D2	8	13.6	12.3	0.5	21.9	2.3
Total - Downtown		109.3	95.7	4.0	17.8	6.8
D3	9	11.7	9.2	0.4	18.4	1.9
D3	10	11.9	9.1	0.4	19.4	3.4
D3	11	20.2	14.5	0.6	16.2	3.2
D3	12	14.9	12.0	0.5	16.9	3.3
D3	13	28.1	25.7	1.1	18.3	4.5
D3	14	16.9	14.3	0.6	21.4	13.9
Total - Via Linda		103.5	84.9	3.5	18.6	30.3
D4	15	19.7	14.2	0.6	17.0	3.3
D4	16	17.6	15.7	0.7	14.6	2.0
D4	17	19.3	17.1	0.7	19.7	4.1
D4	18	20.6	19.3	0.8	21.2	34.0
D4	19	27.7	19.8	0.8	19.1	10.8
D4	20	22.9	16.5	0.7	24.5	85.8
Total - Foothills		127.8	102.5	4.3	19.8	140.0
Other		13.7	11.6	0.5	15.6	N/A
Total		448.8	380.1	15.8	18.7	184.5

Inspection of the data in the table indicates that the CFS characteristics in the four service areas are fairly consistent.

FIGURE 6-9: Deployment and Workload, District 1, Weekdays, Summer

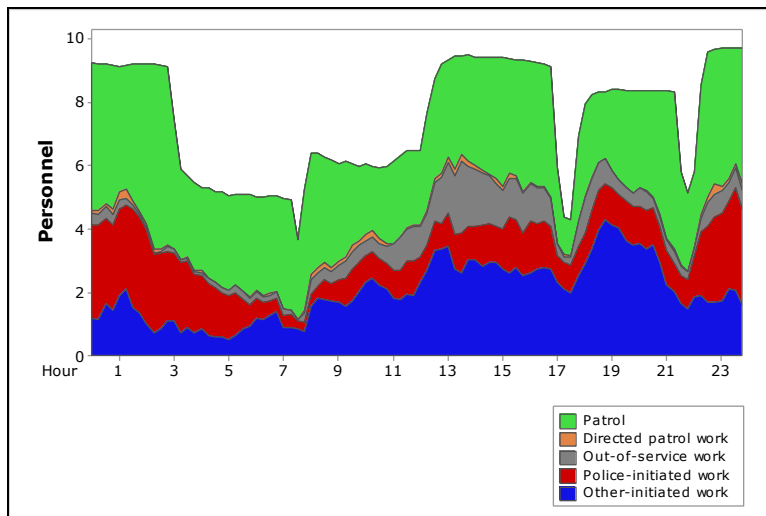
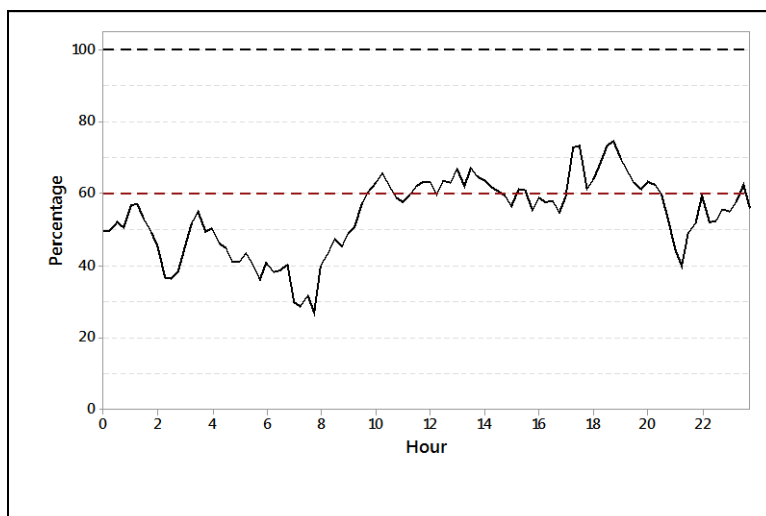


FIGURE 6-10: Workload Percentage, District 1, Weekdays, Summer



Workload v. Deployment – Weekdays, Summer

Avg. Workload:	4.1 officers per hour
Avg. % Deployed (SI):	54 percent
Peak SI:	75 percent
Peak SI Time:	6:30 p.m.

FIGURE 6-11: Deployment and Workload, District 1, Weekends, Summer

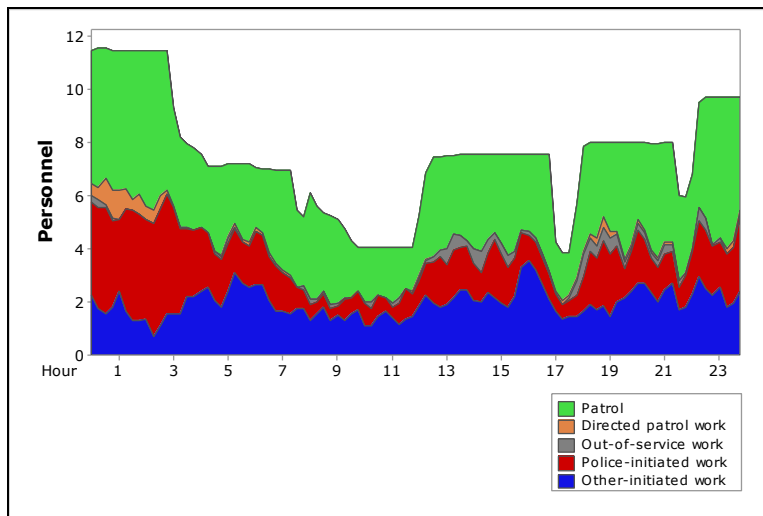
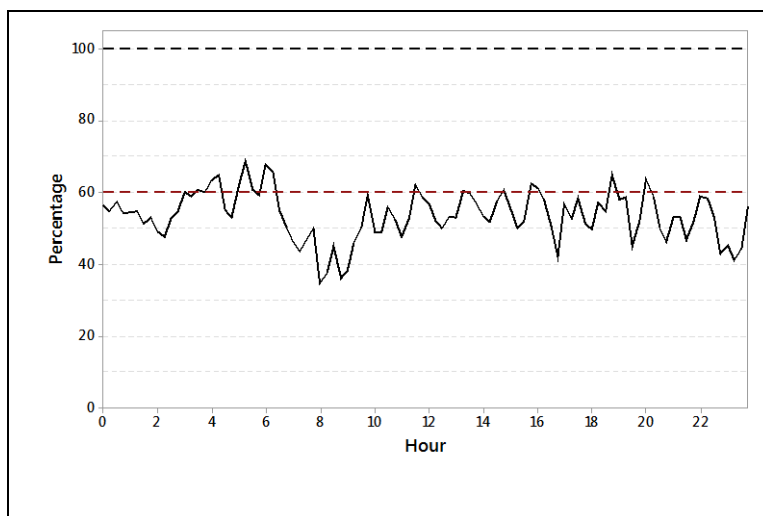


FIGURE 6-12: Workload Percentage, District 1, Weekends, Summer



Workload v. Deployment – Weekends, Summer

Avg. Workload:	4.0 officers per hour
Avg. % Deployed (SI):	54 percent
Peak SI:	67 percent
Peak SI Time:	5:30 a.m.

FIGURE 6-13: Deployment and Workload, District 1, Weekdays, Winter

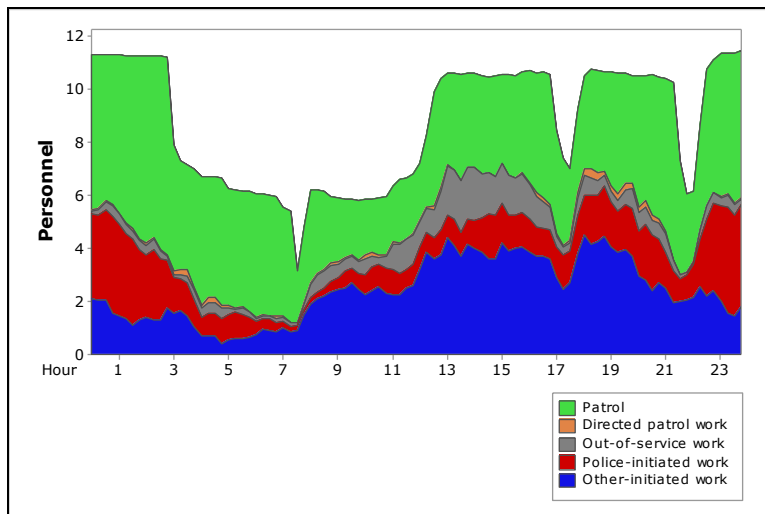
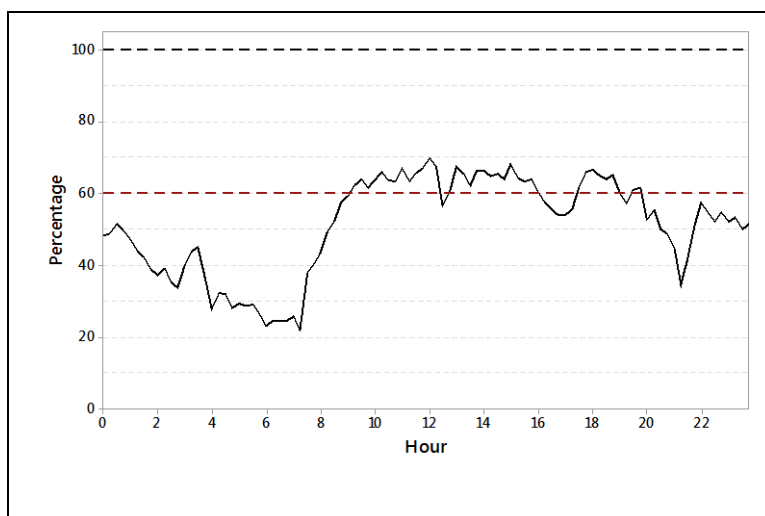


FIGURE 6-14: Workload Percentage, District 1, Weekdays, Winter



Workload v. Deployment – Weekdays, Winter

Avg. Workload:	4.5 officers per hour
Avg. % Deployed (SI):	51 percent
Peak SI:	70 percent
Peak SI Time:	12:00 p.m.

FIGURE 6-15: Deployment and Workload, District 1, Weekends, Winter

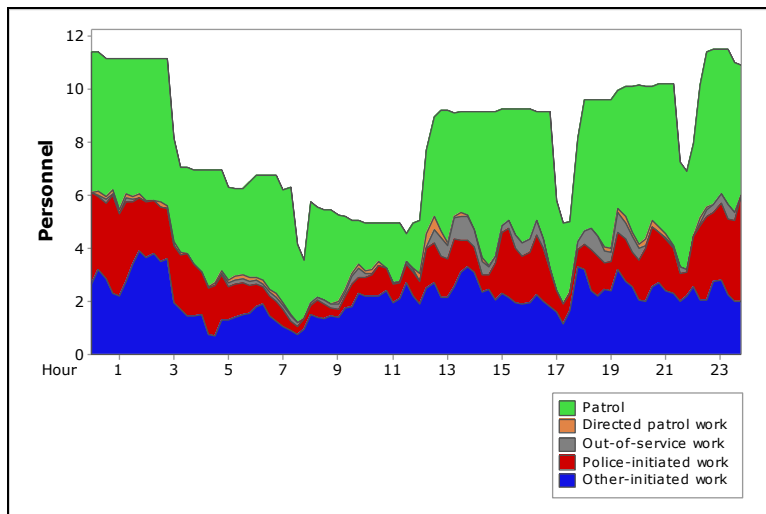
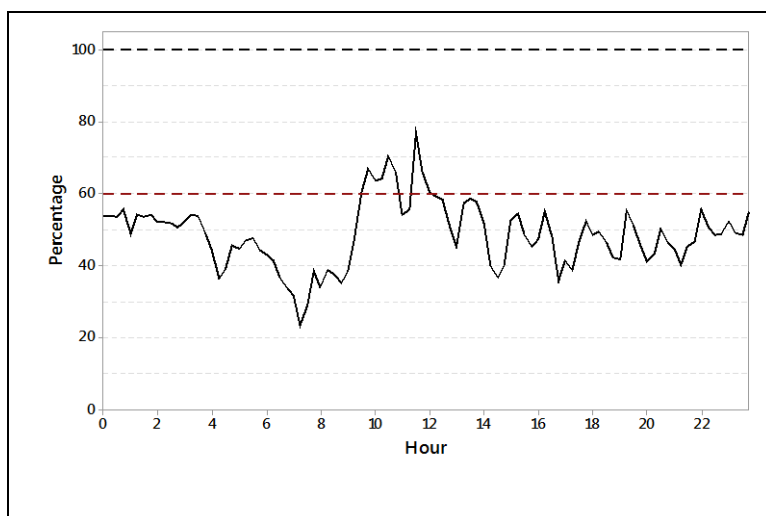


FIGURE 6-16: Workload Percentage, District 1, Weekends, Winter



Workload v. Deployment – Weekends, Winter

Avg. Workload:	4.0 officers per hour
Avg. % Deployed (SI):	49 percent
Peak SI:	77 percent
Peak SI Time:	11:30 a.m.

FIGURE 6-17: Deployment and Workload, District 2, Weekdays, Summer

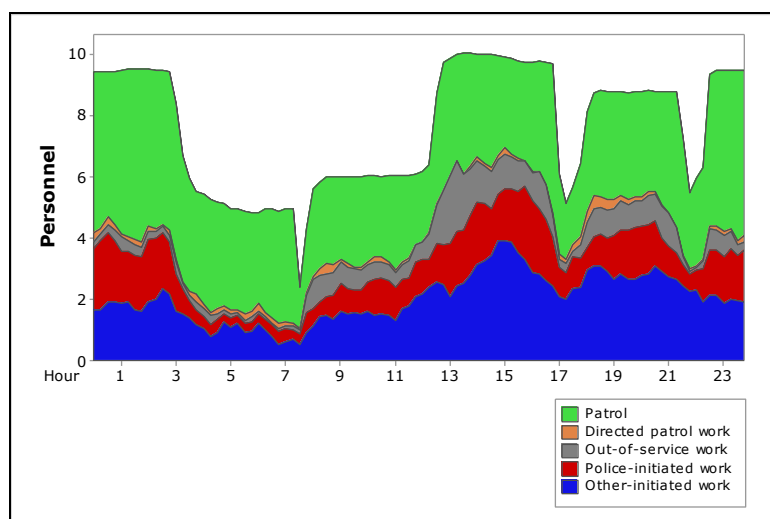
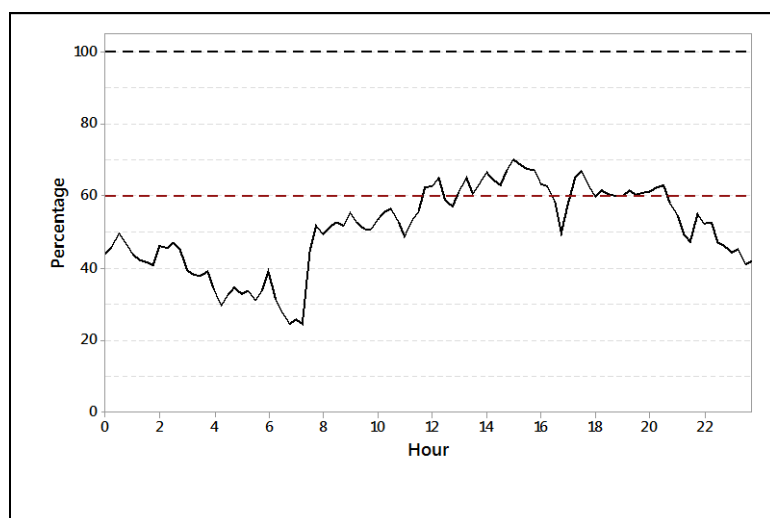


FIGURE 6-18: Workload Percentage, District 2, Weekdays, Summer



Workload v. Deployment – Weekdays, Summer

Avg. Workload:	4.0 officers per hour
Avg. % Deployed (SI):	52 percent
Peak SI:	65 percent
Peak SI Time:	3:30 p.m.

FIGURE 6-19: Deployment and Workload, District 2, Weekends, Summer

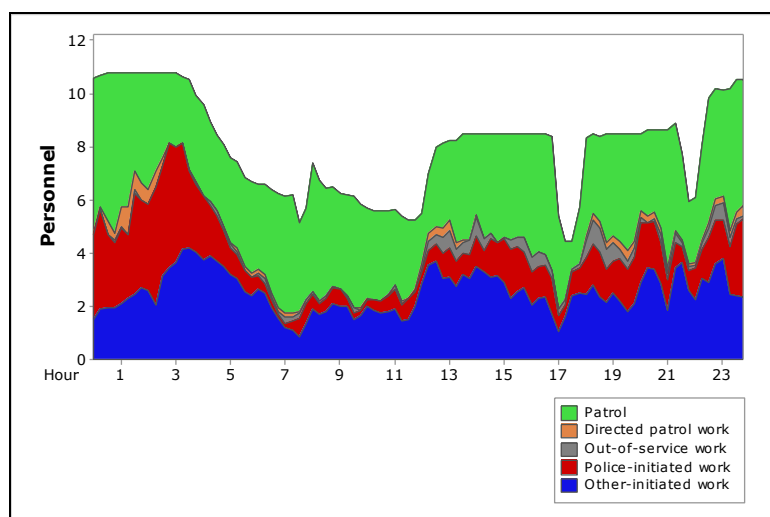
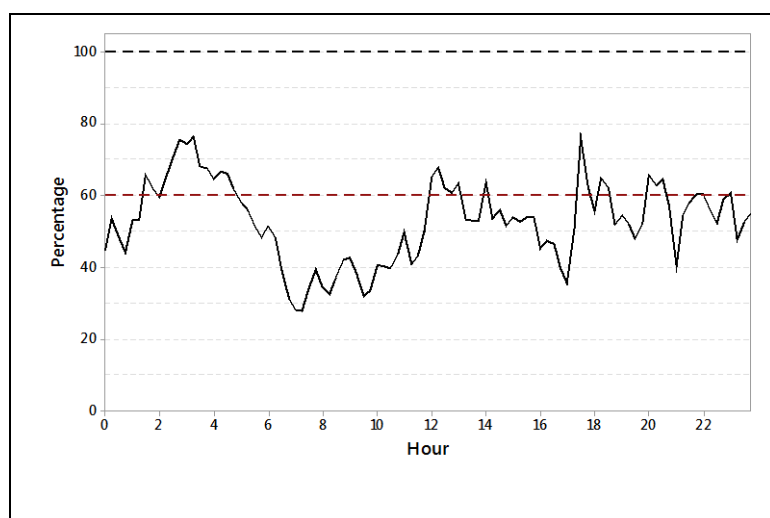


FIGURE 6-20: Workload Percentage, District 2, Weekends, Summer



Workload v. Deployment – Weekends, Summer

Avg. Workload:	4.3 officers per hour
Avg. % Deployed (SI):	54 percent
Peak SI:	79 percent
Peak SI Time:	5:45 p.m.

FIGURE 6-21: Deployment and Workload, District 2, Weekdays, Winter

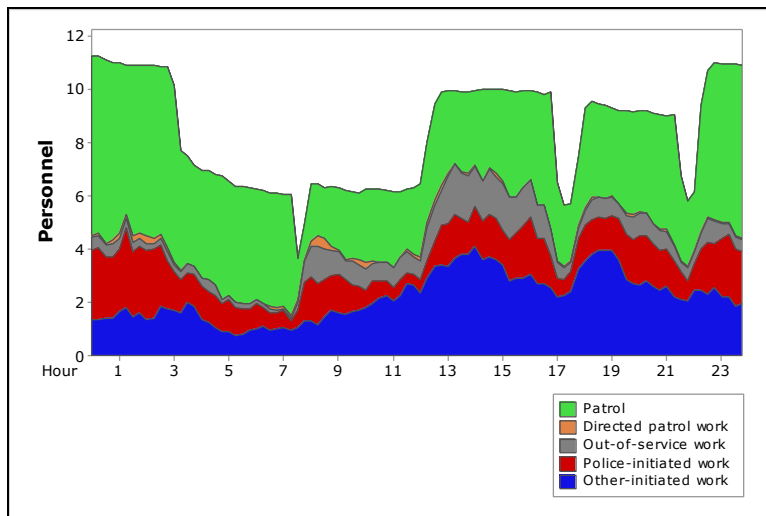
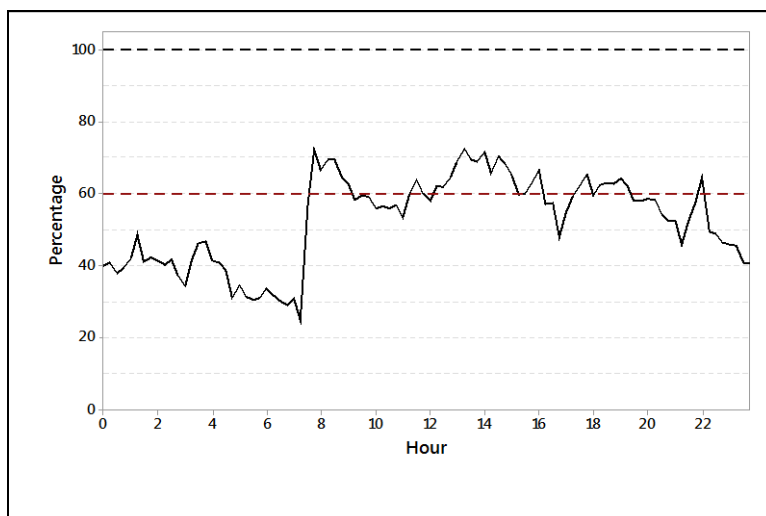


FIGURE 6-22: Workload Percentage, District 2, Weekdays, Winter



Workload v. Deployment – Weekdays, Winter

Avg. Workload:	4.4 officers per hour
Avg. % Deployed (SI):	52 percent
Peak SI:	61 percent
Peak SI Time:	1:00 p.m.

FIGURE 6-23: Deployment and Workload, District 2, Weekends, Winter

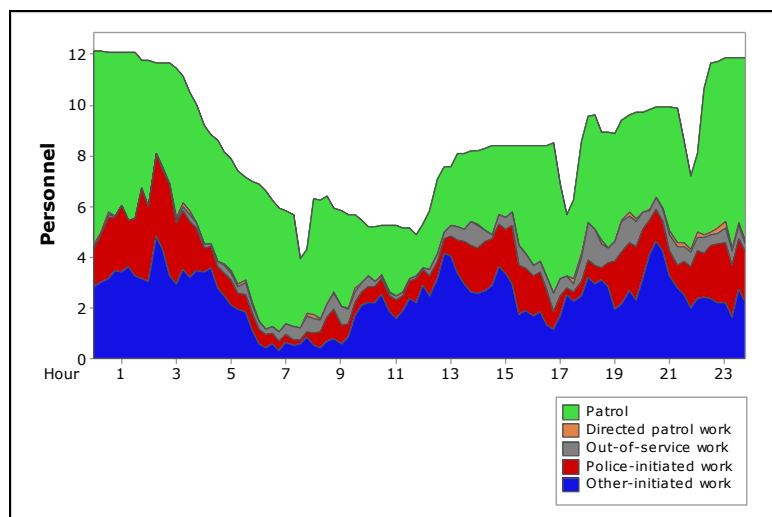
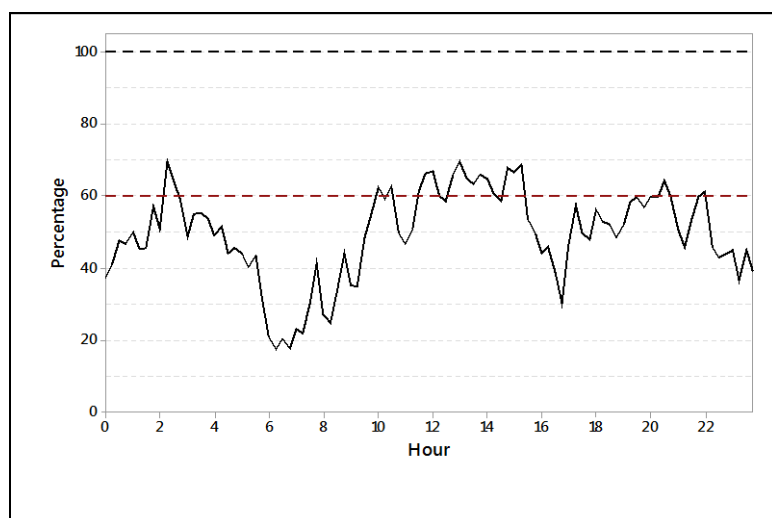


FIGURE 6-24: Workload Percentage, District 2, Weekends, Winter



Workload v. Deployment – Weekends, Winter

Avg. Workload:	4.2 officers per hour
Avg. % Deployed (SI):	50 percent
Peak SI:	70 percent
Peak SI Time:	2:30 a.m.

FIGURE 6-25: Deployment and Workload, District 3, Weekdays, Summer

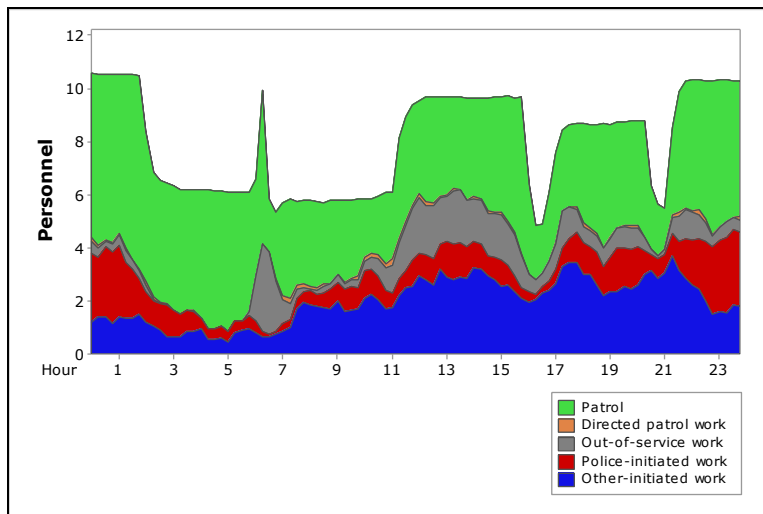
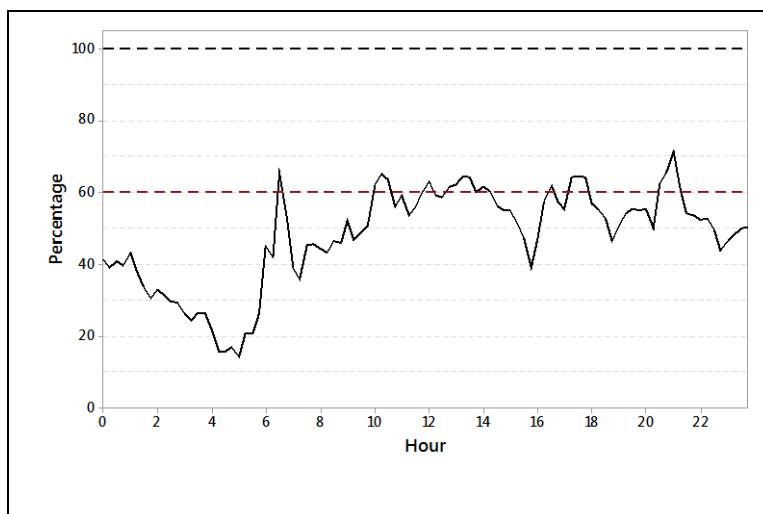


FIGURE 6-26: Workload Percentage, District 3, Weekdays, Summer



Workload v. Deployment – Weekdays, Summer

Avg. Workload:	3.9 officers per hour
Avg. % Deployed (SI):	49 percent
Peak SI:	70 percent
Peak SI Time:	9:00 p.m.

FIGURE 6-27: Deployment and Workload, District 3, Weekends, Summer

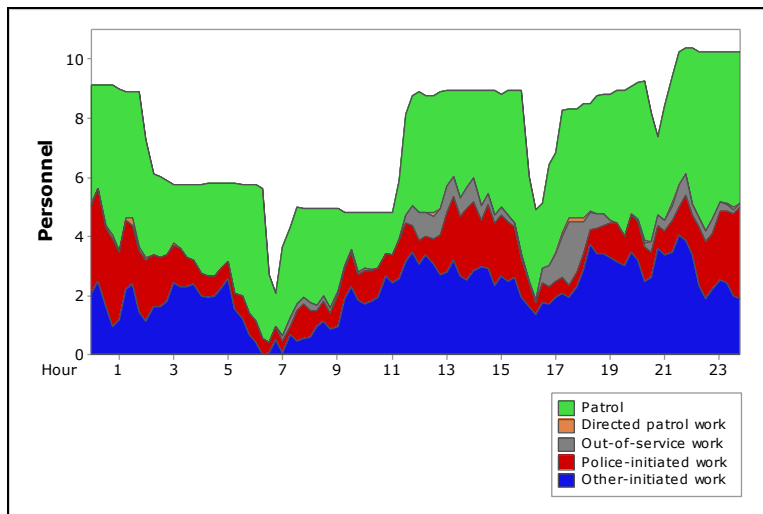
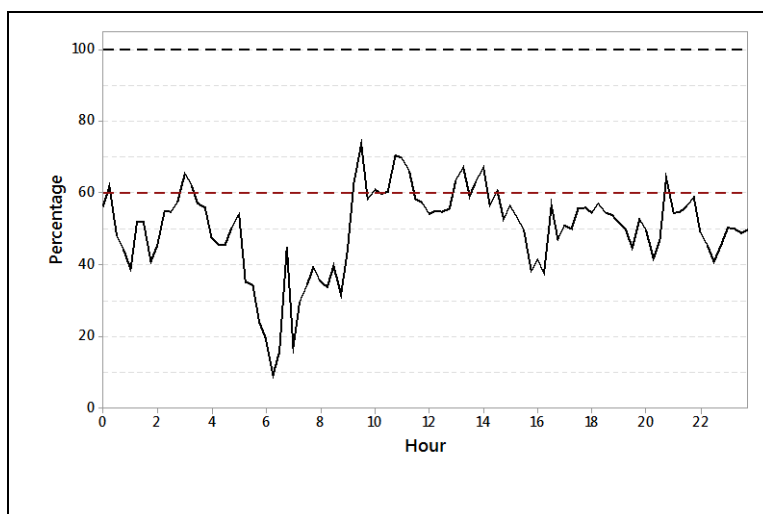


FIGURE 6-28: Workload Percentage, District 3, Weekends, Summer



Workload v. Deployment – Weekends, Summer

Avg. Workload:	3.8 officers per hour
Avg. % Deployed (SI):	51 percent
Peak SI:	75 percent
Peak SI Time:	9:30 a.m.

FIGURE 6-29: Deployment and Workload, District 3, Weekdays, Winter

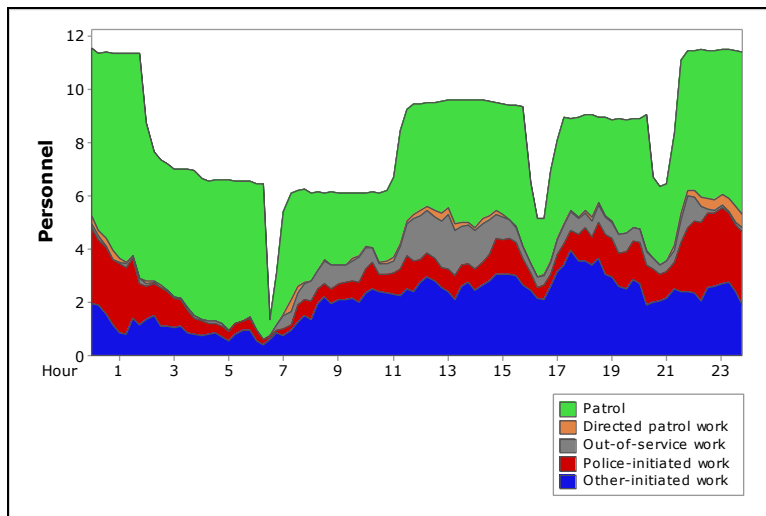
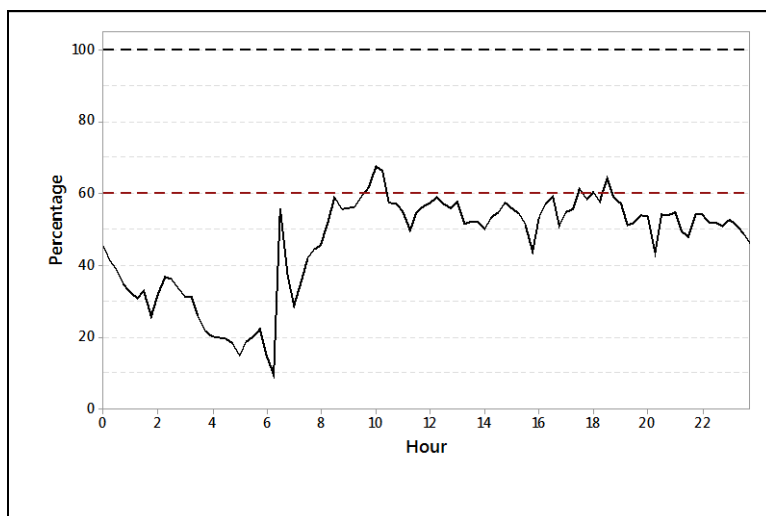


FIGURE 6-30: Workload Percentage, District 3, Weekdays, Winter



Workload v. Deployment – Weekdays, Winter

Avg. Workload:	3.9 officers per hour
Avg. % Deployed (SI):	47 percent
Peak SI:	63 percent
Peak SI Time:	10:00 a.m.

FIGURE 6-31: Deployment and Workload, District 3, Weekends, Winter

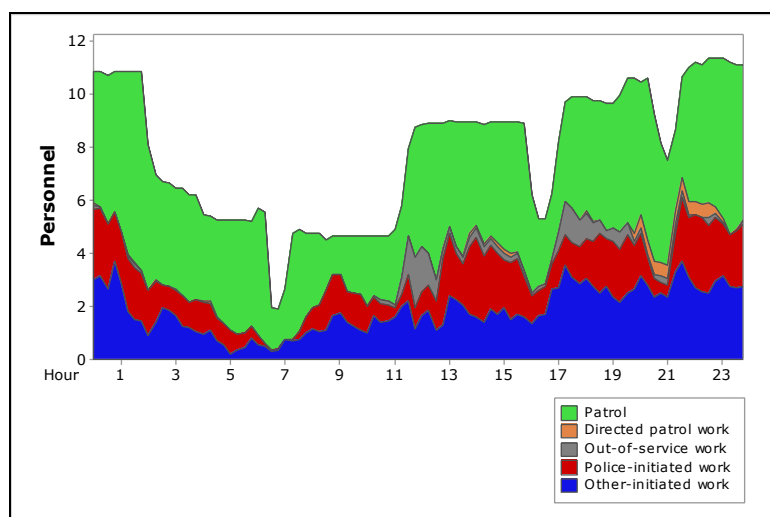
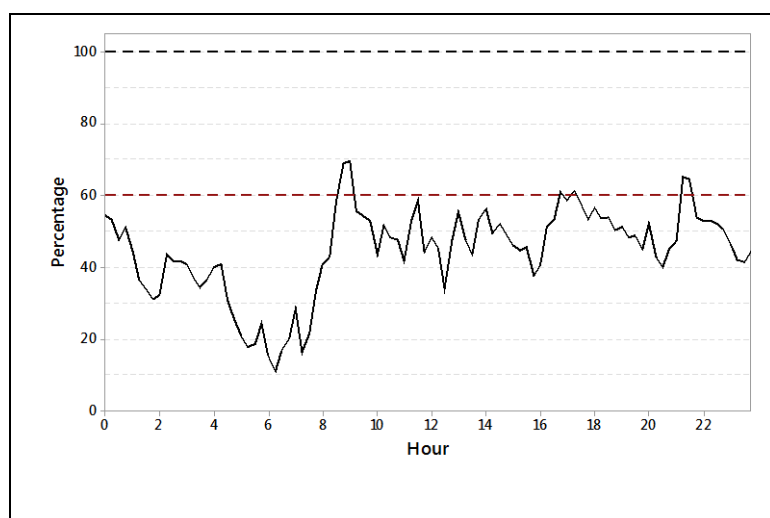


FIGURE 6-32: Workload Percentage, District 3, Weekends, Winter



Workload v. Deployment – Weekends, Winter

Avg. Workload:	3.6 officers per hour
Avg. % Deployed (SI):	46 percent
Peak SI:	65 percent
Peak SI Time:	9:00 a.m.

FIGURE 6-33: Deployment and Workload, District 4, Weekdays, Summer

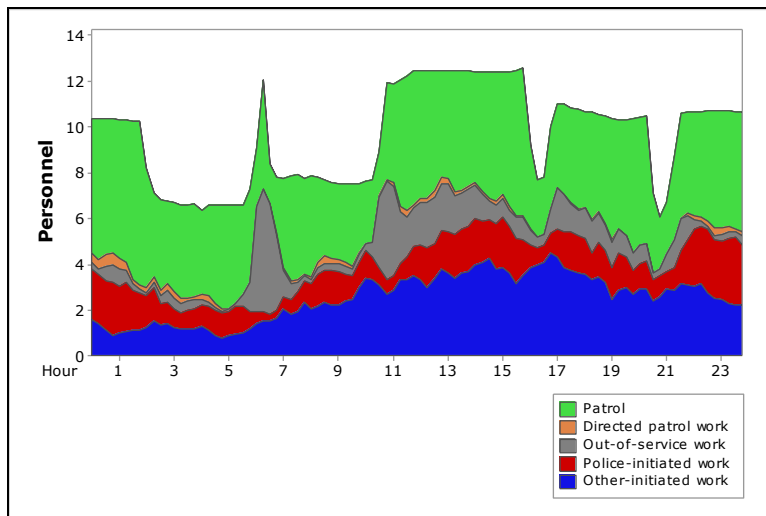
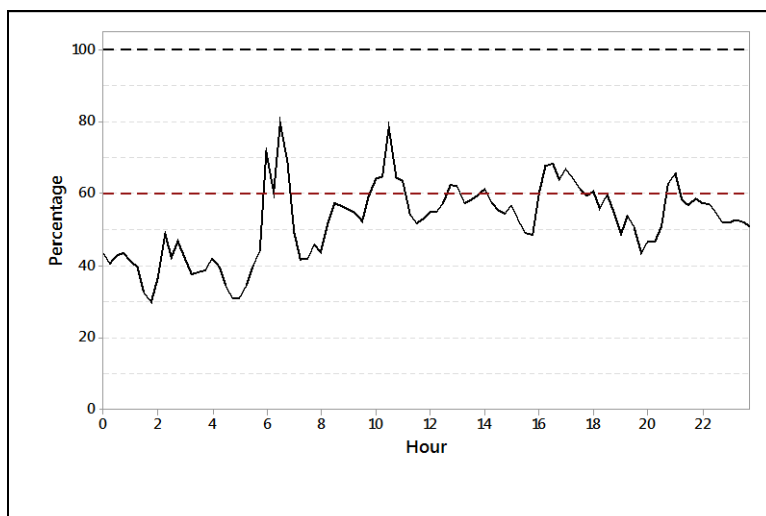


FIGURE 6-34: Workload Percentage, District 4, Weekdays, Summer



Workload v. Deployment – Weekdays, Summer

Avg. Workload:	5.1 officers per hour
Avg. % Deployed (SI):	53 percent
Peak SI:	80 percent
Peak SI Time:	10:30 a.m.

FIGURE 6-35: Deployment and Workload, District 4, Weekends, Summer

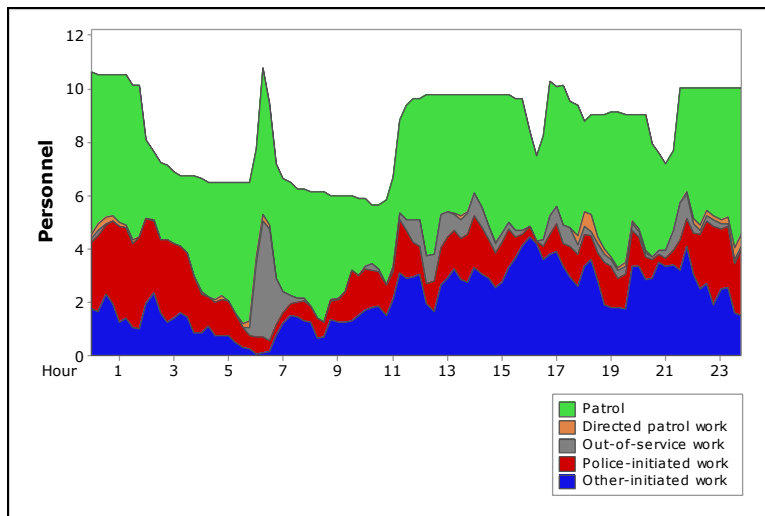
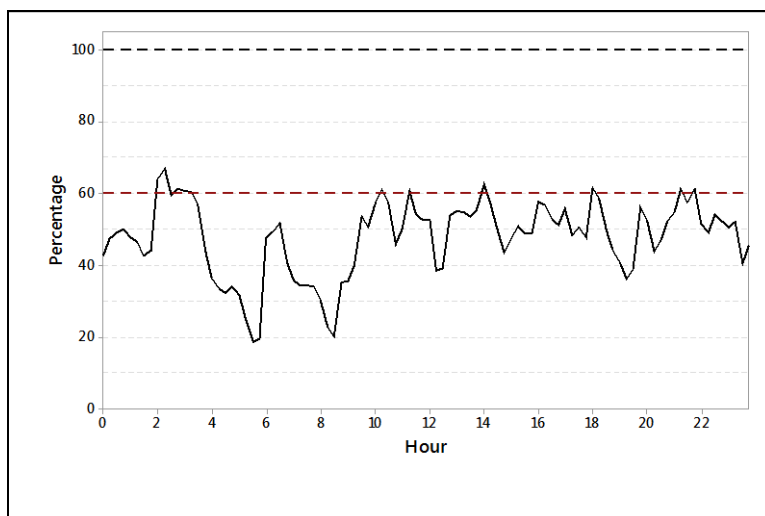


FIGURE 6-36: Workload Percentage, District 4, Weekends, Summer



Workload v. Deployment – Weekends, Summer

Avg. Workload:	4.1 officers per hour
Avg. % Deployed (SI):	48 percent
Peak SI:	67 percent
Peak SI Time:	2:00 a.m.

FIGURE 6-37: Deployment and Workload, District 4, Weekdays, Winter

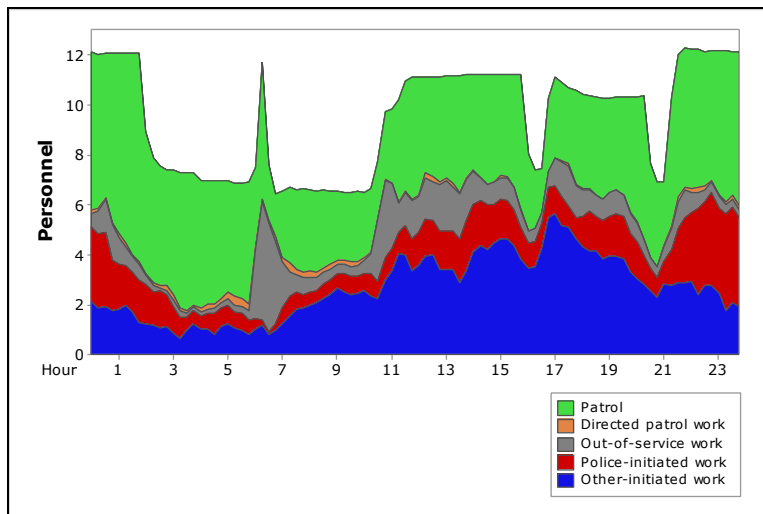
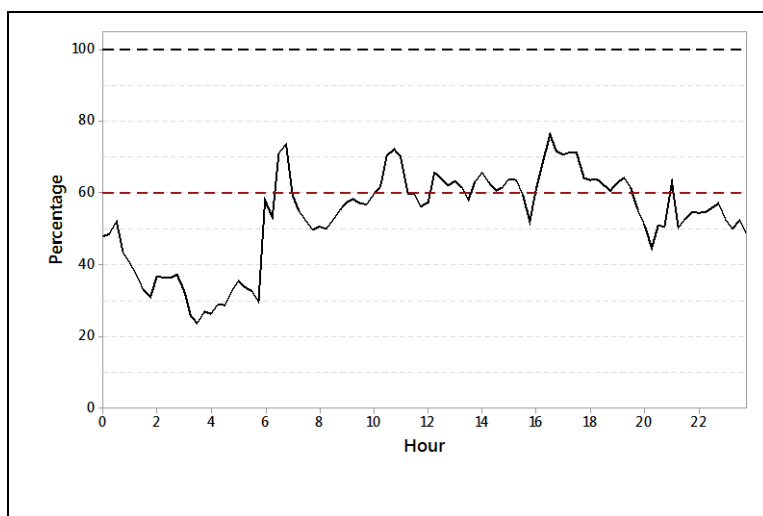


FIGURE 6-38: Workload Percentage, District 4, Weekdays, Winter



Workload v. Deployment – Weekdays, Winter

Avg. Workload:	5.1 officers per hour
Avg. % Deployed (SI):	54 percent
Peak SI:	76 percent
Peak SI Time:	5:00 p.m.

FIGURE 6-39: Deployment and Workload, District 4, Weekends, Winter

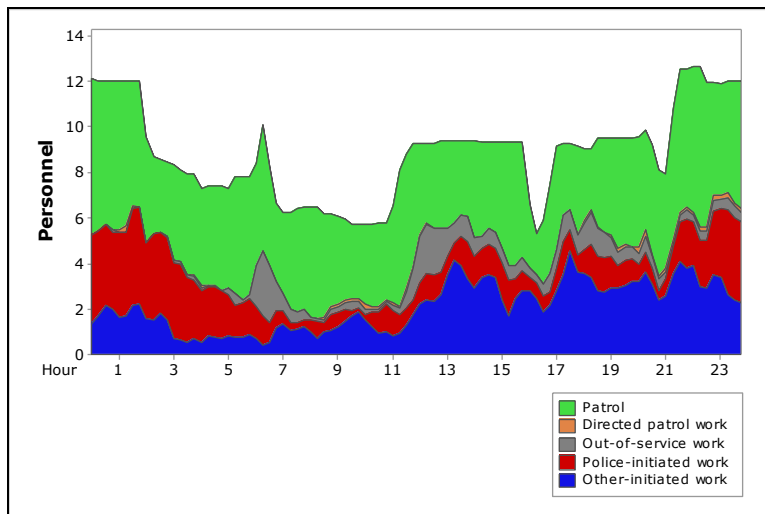
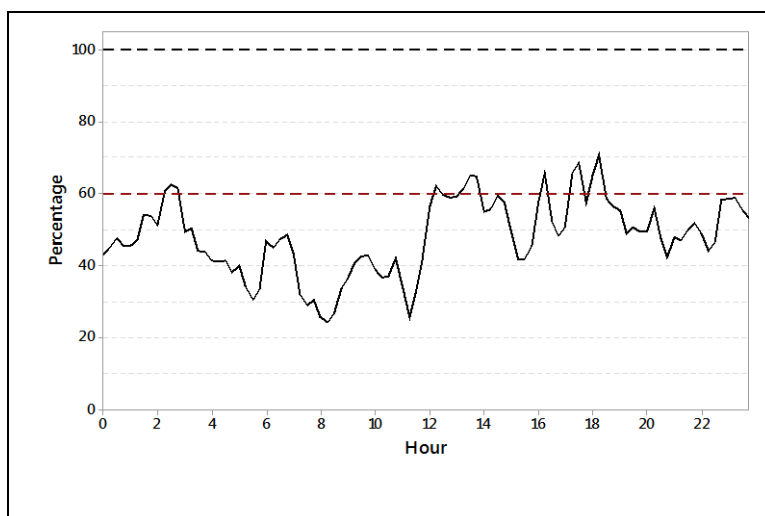


FIGURE 6-40: Workload Percentage, District 4, Weekends, Winter



Workload v. Deployment – Weekends, Winter

Avg. Workload:	4.4 officers per hour
Avg. % Deployed (SI):	49 percent
Peak SI:	70 percent
Peak SI Time:	6:00 p.m.

TABLE 6-3: Summary – District Workload Percentages

Period	Saturation Index			
	District 1	District 2	District 3	District 4
Weekdays Summer	54	52	49	53
Weekends Summer	54	54	51	48
Weekdays Winter	51	52	47	54
Weekends Winter	49	50	46	49

TABLE 6-4: Summary – Average Number of Officers Occupied

Period	Workload (Ave. Officers Occupied)			
	District 1	District 2	District 3	District 4
Weekdays Summer	4.1	4.0	3.9	5.1
Weekends Summer	4.0	4.3	3.8	4.1
Weekdays Winter	4.5	4.4	3.9	5.1
Weekends Winter	4.0	4.2	3.6	4.4

Tables 6-3 and 6-4 report the summary data from the workload figures for the Districts, disaggregated by month and day of week. The consistency across Districts of the data demonstrates the outstanding development of patrol staffing models in the SPD.

The workload percentages reported have a very narrow range, varying from a low of 46 percent during winter weekends in District 3, to a high of 54 percent in four instances across Districts. Having such a close range across the four districts and time periods is nothing short of remarkable. The SPD has used its modeling systems to accurately distribute the workload and personnel throughout the city during the entire year. This is undoubtedly due to the diligence by SPD management evaluating the available data, as well as the systems that designed the approach. The combination of analytics and creative scheduling has led to the results illustrated above, which show an extremely efficient use of personnel resources.

Notwithstanding the efficient structure of the overall patrol staffing plan, there are numerous instances throughout the day in each of the Districts where the saturation index surpasses the 60 percent threshold. During these times, patrol officers would undoubtedly perceive the workload to be very busy, and this could have unintended negative consequences on how they view the entire shift. It is important to maintain sufficient amounts of uncommitted time in order for the officers on patrol to engage in self-initiated and community policing activities more freely.

Three solutions can be considered to accomplish this objective. First, the shifts can be configured differently to meet the demand. Second, additional personnel can be added to patrol. And third, the demand for services from CFS can be reduced.

It is CPSM's contention that the shift configurations in Scottsdale are ideal. No changes or modifications to the schedules are deemed necessary. In fact, altering the shift schedules would be counterproductive. Examination of the saturation index from each of the four districts indicates that the SPD has the appropriate number of personnel assigned to meet the overall demand. Therefore, CPSM does not recommend that an increase or decrease in personnel is warranted. The SPD has identified the appropriate number of officers necessary for patrol.

The only remaining alternative to lower the peak demand would be to reduce the overall service demands. There are several general areas where a reduction in demand might be possible. Response to nonemergency CFS can be reduced or discontinued, service times can be reduced, web-based reporting platforms could be considered, and support personnel can be deployed to assist in patrol operations.

It is also important to remember that reducing demand in these ways is not a decision to be made unilaterally by the police department. Community stakeholders need to be part of the decision-making process and deeply involved in the development of demand reduction strategies, if they are going to be considered at all. Following is a discussion of the demand for service faced by patrol in Scottsdale. Several issues are identified that could be instrumental in reducing service demands, which would make a very efficient patrol function even more efficient.

Demand

It was reported to the CPSM team that no call is considered too minor to warrant a response and no case is too small to warrant an investigation. The result of this policing philosophy is the delivery of comprehensive policing services to the Scottsdale community. The department has the hallmark of a small-town approach to policing, in which people are not just citizens but members of a community. Service is personalized, the police are part of the fabric of the community, and expectations for police service are high.

This approach is not without costs, however. Considerable resources are needed to maintain the small-town approach. The patrol division must be staffed with enough officers to respond to these calls.

When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, but free up additional time for officers to engage in proactive patrol. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Scottsdale community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the Scottsdale Police Department to continue its full-service model of policing yet run the agency more efficiently.

TABLE 6-5: Calls for Service

Category	Police-initiated			Other-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accidents	578	2.0	62.7	5,783	2.2	75.4
Alarm	23	1.5	13.2	12,996	1.7	17.2
Animal calls	127	1.3	27.7	1,973	1.2	28.2
Assist other agency	570	1.3	27.0	2,151	2.1	48.7
Check/investigation	11,282	1.5	15.3	19,849	2.1	30.6
Citizen assist	3,644	1.4	31.8	1,367	2.0	47.5
Crime—drug	838	2.4	108.7	270	2.8	132.1
Crime—persons	245	2.1	92.5	3,228	2.1	84.1
Crime—property	790	1.6	73.0	10,003	1.6	74.9
Disturbance/suspicious	1,674	2.3	72.2	9,153	2.4	41.5
Follow-up	9,605	1.1	70.4	1,497	1.2	56.4
Juvenile	52	1.7	55.4	721	2.2	51.4
Medical	57	1.6	32.3	1,898	2.2	35.4
Miscellaneous	875	1.5	52.9	2,816	1.3	50.7
Prisoner—arrest	721	2.3	98.5	278	2.4	108.3
Prisoner—transport	134	1.3	84.2	637	1.2	87.2
Traffic/vehicle related	46,581	1.3	15.6	3,569	1.5	23.4
Total	77,796	1.4	27.9	78,189	1.9	43.8

Table 6-5 presents information on the main categories of calls for service received from the public and which the department handled between February 1, 2014 and February 28, 2015. In total, department officers were dispatched to approximately 156,000 calls during that twelve-month period, or approximately 427 calls per day.

In general, CFS volume in Scottsdale is within acceptable bounds. To evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a population estimated to be approximately 230,500, the total of 156,000 CFS translates to about 678 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per 1,000 persons per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 678 CFS/per thousand/year would suggest an appropriate policy is in place for triaging nonemergency calls. A well-managed dispatch system includes a system where CFS are screened and nuisance calls eliminated before they are dispatched.

It also appears, however, that the Scottsdale Police Department should consider being more aggressive at triaging CFS. Certain types of calls do not necessarily require the response of a sworn

police officer. Responding to false alarms, and motor vehicle accidents involving only property damage, the police role is largely administrative: preparing and filing reports. Also, the indiscriminate assignment of police officers to medical calls results in officers doing nothing more than observing a patient being loaded into an ambulance and transported to the hospital. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential.

Alarm Reduction

False alarms are a source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the SPD responded to almost 13,000 alarm calls, or 16.6 percent of all other-initiated CFS. The response to the overwhelming majority of these calls is undoubtedly unnecessary, and an inefficient use of police resources.

Currently, Scottsdale has a robust alarm reduction program. Volume 1, Chapter 3, of the Scottsdale Revised Code regulates residential and commercial alarms in the city. According to this code, all alarms require a permit and alarm users require training from the alarm company in the proper use of the alarm. In addition, the code calls for monetary penalties for repeated false alarms. Each alarm user is allowed two false alarms without incurring a penalty. The third false alarm carries a \$50 penalty, the fourth alarm carries a \$75 penalty, the fifth and sixth successive false alarms carry a \$100 penalty, and seven or more each carry a \$200 penalty.

The city and the SPD are to be commended for enacting this code and the administration of the program. However, false alarm calls require a substantial commitment of resources by the SPD and additional steps could be taken to further reduce unnecessary responses and strengthen an already sound program.

For example, a double-call verification protocol is becoming the norm across the country. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Also, the city should consider making greater use of the data it collects on the false alarms already recorded. Analysis of the data could reveal certain companies that have a poor record of installation. High frequency alarm violators could be identified and visited by sworn personnel to identify reasons behind the false alarms. In addition, the city could consider raising fees associated with false commercial alarms. It appears that false commercial alarms might be viewed as a cost of doing business. If these business costs were increased, commercial business might take them more seriously and the deployment of unnecessary police resources could be avoided. The SPD has done an excellent job minimizing these unnecessary CFS and more focused attention to this area could have an even greater impact.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is questionable. In the period under observation the SPD responded to 5,783 motor vehicle accident calls from the public. Examination of Table 6-5 indicates that 7.4 percent of citizen initiated CFS during the study period were for traffic accidents. Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Many of these incidents were investigated by the traffic safety section. As discussed in another section of the report, the use of specialized traffic safety personnel to investigate routine traffic accidents should be reconsidered. CPSM recommends that the policy of responding to and investigating routine traffic accidents (property damage only, no criminality) be minimized or discontinued altogether. Most accidents involve only property damage to vehicles and the role of an officer is simply report preparation. When injuries occur or vehicles are inoperable and blocking traffic, however, police response is important. Proper training of dispatchers and inquiries by dispatchers during the initial call-taking process can easily triage vehicle accident calls to determine which ones require a police response. Police departments around the country have discontinued assigning police officers to handle property damage-only accidents. CPSM supports this development and contends that dispatching police officers to all vehicle crashes is a policy that could be revisited. Dispatching specialized traffic safety officers to vehicle crashes is the least efficient use of their time and resources.

According to Arizona law, if a motorist is involved in a motor vehicle accident in which a person is injured or there is property damage in excess of \$1,000, the motorist must report the accident to the state and notify the police. Police departments across the state have interpreted this regulation as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes. CPSM contends that this approach is not an efficient use of patrol officer time. CPSM recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorist should be advised to prepare the required Arizona forms and submit them to the state: no response by the police is necessary. This process would spare the need for an officer to respond to the scene and keep the officer free to perform other, more critical functions.

Consideration should be given to modifying the approach to vehicle traffic accidents in Scottsdale. The SPD, similar to the alarm reduction program, should take a more aggressive stance toward responding to “property damage only” accidents. Currently, the SPD Police Aides handle traffic accidents in the community. However, when the Police Aides are unavailable, the motor officers are expected to respond to accident scenes, and when both Police Aides and motors are unavailable, this responsibility shifts to patrol officers. Adopting a more aggressive stance toward minor traffic accidents will minimize the number of accidents dispatched to patrol officers. The combination of these approaches will result in a more efficient use of personnel resources and improve traffic safety in Scottsdale.

Medical

Table 6-5 also shows that Scottsdale officers handled almost 1,900 medical CFS. (2.4 percent of all citizen-initiated CFS). The presence of a trained police officer at a medical emergency can mean the difference between life and death. However, it is likely that the overwhelming majority of these medical CFS are routine where the involvement of the officer is minimal, only involving report preparation or psychological support. The necessity of having an officer assigned to every medical is misapplication of valuable police resources and could be revisited.

Miscellaneous

Table 6-5 also shows that Scottsdale officers handled 2,816 “miscellaneous” CFS (2.8 percent of all CFS). This category of CFS is generally used to label calls that are not criminal in nature and have a limited relationship to police responsibilities. This category essentially becomes a catch-basin for calls that are dispatched to patrol units, but that are not police-related.

Combined, the four categories of CFS (5,783 automobile accidents, 12,996 alarms, 1,898 medical calls, and 2,816 miscellaneous calls) amount to more than 30.1 percent of all citizen-initiated CFS in the study period. Essentially, almost one-third of the CFS handled by the SPD are for nonemergency, and possibly nonpolice related activities. These categories of CFS must be examined carefully. It is recommended, therefore, that the SPD establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating the CFS workload with an eye toward recommending ways to reduce response to nonemergency CFS. This committee should begin with these categories of CFS response and formulate additional protocols for these assignments.

CPSM recommends that from a policy perspective the responses to major categories of CFS be reduced, including responses to traffic accidents involving only property damage; that the alarm reduction program be continued; and that 911 call takers and dispatchers be trained to trigger a police response in cases only when warranted. Again, the CPSM recommendation presented here is *not* a call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin, and a critical evaluation of appropriate responses to these types of calls can be started. With community input and approval a decision can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funds need to be committed to ensure sufficient police personnel are available. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Scottsdale. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the Section 7 in the data analysis in Figure 7-2, Percentage Events per

Day by Category; Table 7-6, Primary Unit's Average Occupied Time; Table 7-7, Average Number of Responding Units by Initiator and Category; and Table 7-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 7-6, Scottsdale patrol units on average takes 43.8 minutes to handle a call for service from the public. This figure is higher than the benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 7-7, dispatches 1.9 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but is higher in the SPD than policing norms of about 1.6 officers per CFS. In other words, the SPD uses more officers to handle a CFS, and it takes longer than the average police response of similar size agencies.⁴

Looking at these data in the aggregate highlights the conclusion that the SPD dedicates added resources to CFS responses compared to similar agencies studied by CPSM. With 78,264 other-initiated CFS handled in the study period, which consumed an average of 1.9 officers and 43.8 minutes per call, the SPD committed 108,552 officer/hours to handle this demand ($78,264 \times 1.9 \times 43.8 / 60$). The average jurisdiction from the CPSM comparators would have used 59,898 ($78,264 \times 1.6 \times 28.7 / 60$) officer/hours, or 45 percent less personnel resources.

Similarly, according to Table 7-16, response time for CFS in Scottsdale averages 18.1 minutes per call in the winter, and 19.4 minutes per call during the summer. This is slightly higher than many communities of similar size, but generally in the accepted target response time of fifteen minutes per call. Response time to "high-priority" CFS, 5.6 minutes, is higher than the five-minute benchmark for this category of CFS. Determining the reasons behind this lengthier response time to high-priority CFS is beyond the scope of this report; however, the department must examine this very closely with an eye toward reducing the time it takes to dispatch and respond to CFS.

⁴ CPSM benchmarks are derived from data analyses of police agencies similar to the SPD.

TABLE 6-6: CFS Efficiency

Variable Description	Mean	Minimum	Maximum	Scottsdale	SPD vs. CPSM Comps
Population	67,745.7	5,417.0	833,024.0	230,512	
Officers per 100,000 Population	201.2	35.3	465.1	123.2	LOWER
Patrol Percent	66.1	32.4	96.8	60.4	SAME
CFS Rate	1,004.8	2.2	6,894.2	678	LOWER
Avg. Service Time Police CFS	17.7	8.1	47.3	27.9	HIGHER
Avg. Service Time Public CFS	28.7	16.0	42.9	43.8	HIGHER
Avg. # of Responding Units Police CFS	1.2	1.0	1.6	1.4	HIGHER
Avg. # of Responding Units Public CFS	1.6	1.2	2.2	1.9	HIGHER
Total Service Time Police CFS (officer-min.)	22.1	9.7	75.7	39.1	HIGHER
Total Service Time Public CFS (officer-min.)	48.0	23.6	84.0	83.2	HIGHER
Workload Percent Weekdays Winter	26.6	5.0	65.0	53.0	HIGHER
Workload Percent Weekends Winter	28.4	4.0	68.0	52.0	HIGHER
Workload Percent Weekdays Summer	28.7	6.0	67.0	52.0	HIGHER
Workload Percent Weekends Summer	31.8	5.0	69.0	50.0	HIGHER
Out-of-Service Time	14.5	8.9	44.1	22.1	HIGHER
Average Response Time Winter	11.0	3.1	26.9	18.1	HIGHER
Average Response Time Summer	11.2	2.4	26.0	19.4	HIGHER
High Priority Response Time	5.0	3.2	13.1	5.6	HIGHER

Web-based Reporting or Deferred Response

The department website could feature a list of incidents for which the public can prepare a report online and without the response of an officer. Communities around the country have had success with this additional feature for citizens to report minor offenses. Inspection of the SPD website reveals a professional and well-designed portal for the community to use. Adding a web-based reporting platform could enable citizens to make reports for harassing phone calls, lost property, thefts, vandalism, and identity theft. The use of this reporting mechanism is an excellent use of available technology. However, industry experience suggests that citizens still prefer the response of a “live” officer to lodge their complaints. Web-based reporting is not a panacea for reducing nonemergency responses, but an excellent tool to consider nonetheless.

In addition to the web-based reporting, the SPD could consider staffing a telephone response program to various categories of CFS. The telephone response or differential response function could deal with past crimes and routine inquiries to the SPD, thus eliminating the response of a sworn officer. Nonemergency calls, such as past crimes, minor property damage, and harassment (all of the categories of web-based reporting options) can be handled by this program. Instead of

dispatching an officer to these types of calls, the information is deferred (delayed) until a staff member becomes available to respond to the call. Dispatchers can record reports for certain categories of nonemergency incidents over the telephone. This process could divert nonemergency calls from the patrol units, and thus provide officers with more time to engage in proactive and directed patrols or traffic enforcement duties.

Civilian Personnel

The SPD makes excellent use of Police Aides to handle service demands in the community. Nonsworn Police Aides are assigned to most patrol shifts and are responsible for responding to nonemergency and low-priority CFS. These individuals are assigned in uniform, in marked patrol units, and provide an outstanding service to the community. The personnel roster, dated October 7, 2015, indicates that 26 Police Aides are assigned to various patrol squads. Consideration should be given to increasing the number of personnel in this position to ensure that at least two Police Aides are assigned to each squad during Watch II (7:00 a.m. to 5:00 p.m.). In addition, the scope of work handled by these personnel could be re-evaluated to determine if more CFS could be shifted to their areas of responsibility.

Spatial Representation of Demand

The numerous figures presented previously to illustrate workload provide a thorough examination of the service demands placed on the Scottsdale Police Department during different times of the day and week. In addition to these “temporal” demands, it is also possible to illustrate the “spatial” demands on the SPD. Examining the spatial demands permits the exploration of where incidents are occurring.

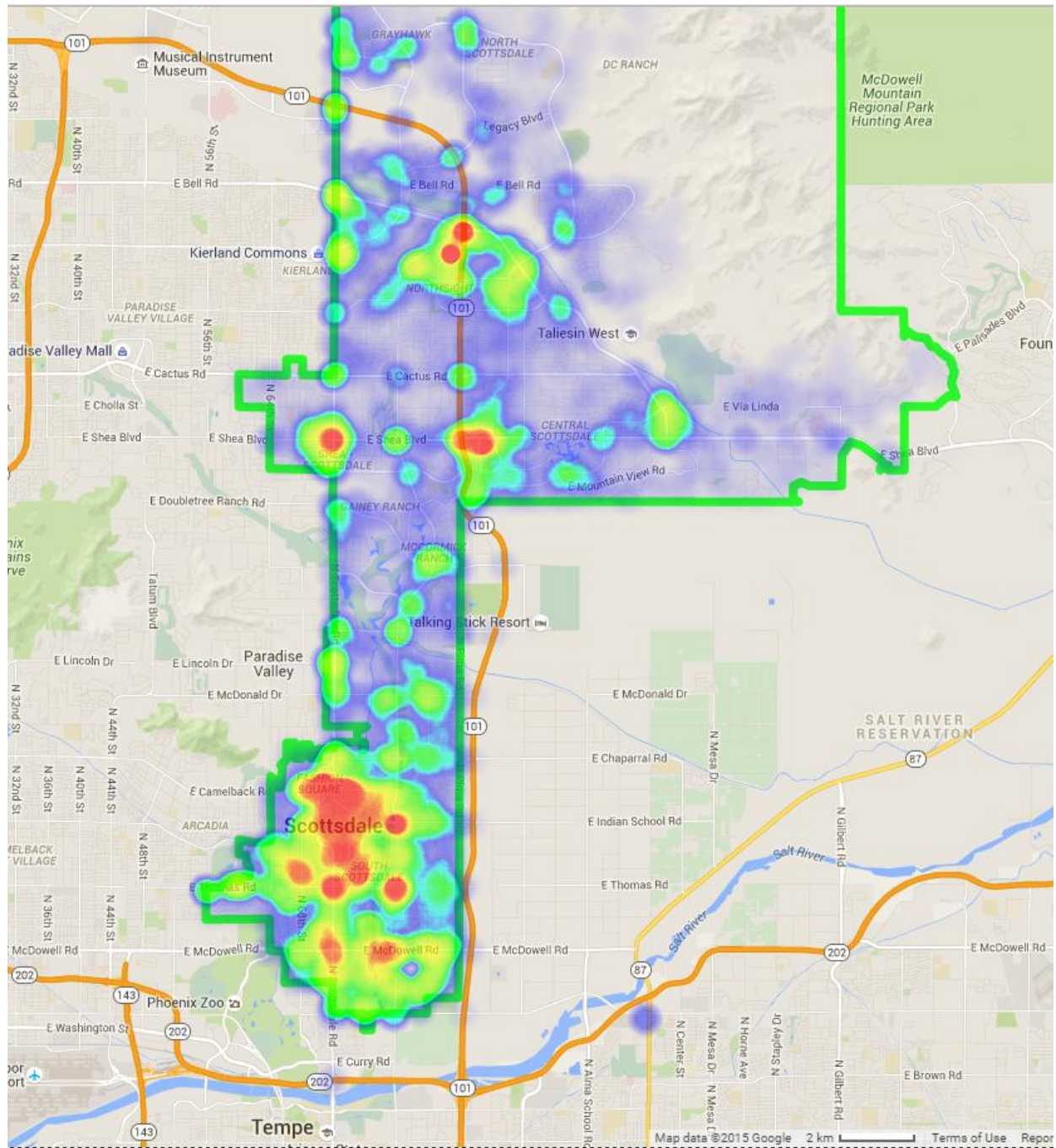
As can be seen in Figures 6-41 and 6-42, there are several distinct incident “hot spots” in Scottsdale. It is clear that retail, commercial, and traffic conditions in the downtown command a great deal of attention from the SPD. There are numerous discernable hotspots in this area, as well as sizeable concentrations of CFS in other retail and commercial locations throughout the city. This comes as no surprise as these areas are vibrant and well-traveled part of the community and presumably would demand a large share of attention from the police department.

Currently, the SPD has a multilayered and a carefully coordinated approach to handling the workload in the downtown area. Under the direction of the District 2 commander and the Special Operations Division Commander, multiple assets are directed at the downtown area, most notably the entertainment district. Personnel from the Bike Unit (discussed below), the Traffic Unit, Mounted Unit, and patrol personnel, as well personnel from the Investigative Services Bureau are committed to providing outstanding services to this area and maintaining peaceful and orderly conditions for the community. The current deployment and management of personnel in this area is sound. However, the nature and scope of the issues in the entertainment district warrant the assignment of one singular person that can assume responsibility for the overall efforts of the SPD. The current “management by committee” approach should be modified with one individual, at the rank of lieutenant, assigned to coordinate the department’s efforts in this area. In addition,

consideration should be given to deploying a free-standing unit to provide police coverage of this area. While this is not recommended at this time, conditions should be carefully monitored, and as the residential and commercial population of the area grows, so should the SPD commitment grow. Eventually, as more residential development continues, more licensed premises get established, and the Mall continues to attract shoppers, a dedicated and sustained police presence will be necessary.

Conversely, many areas of the community see low levels of CFS volume. Indeed, the areas of the community that are NOT along major arteries or part of the downtown or commercial locations show very low call volume. On the plus side, the argument can be made that there are no problems in these areas in general, thus a police presence is not required. On the other hand, officers are initiating a small amount of calls in these “other” areas, which compromises a community policing philosophy that should be central to the department’s approach to policing the community.

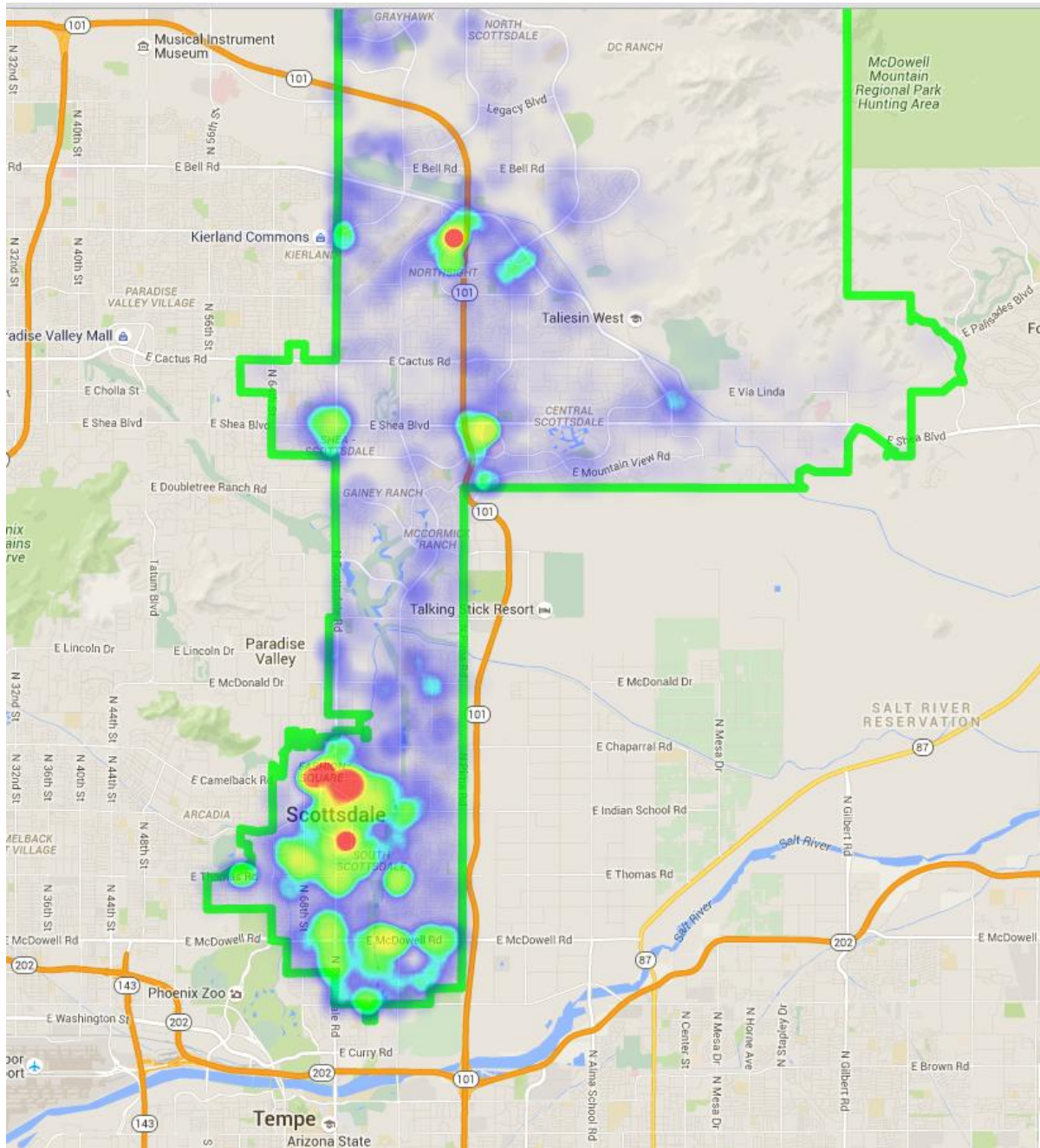
FIGURE 6-41: Spatial Representation of Other-Initiated CFS (Red=100 CFS)



Locations with the Most Other-initiated CFS, Figure 6-41

Runs	Location
630	HonorHealth Scottsdale Osborn Medical Center
527	Scottsdale Fashion Square
436	Police HQ
353	Scottsdale Walmart
257	Scottsdale Healthcare Shea Hospital
234	Hayden Rd & E Indian School Rd
213	N Scottsdale Rd / E Shea Bl
211	E Frank Lloyd Wright Bl / L101
206	Police District 1 HQ *excluded
200	N Scottsdale Rd / E Thomas Rd
200	W Scottsdale Hotel
193	Banner Behavioral Health
189	N Hayden Rd / E Thomas Rd
187	Scottsdale Police District 3 *excluded
180	Dierks Bentley's Whiskey Row
176	L101 / E Shea Bl
176	Bottled Blonde Pizzeria & Beer Garden
166	E McDowell Rd / N Scottsdale Rd
165	E Camelback Rd / N Scottsdale Rd
161	E Frank Lloyd Wright Bl / N Scottsdale Rd
160	Fry's Food and Drug Store
157	Civic Center Library
153	L101 / N Scottsdale Rd
151	N Hayden Rd / E McDowell Rd
148	Maya Day + Nightclub

FIGURE 6-42: Spatial Representation of Crime-CFS (Red = 100 Crime CFS)



Locations with the Most Crime-CFS, Figure 6-42

Runs	Place
310	Scottsdale Walmart
230	Scottsdale Fashion Square
189	HonorHealth Scottsdale Osborn Medical Center
97	Dierks Bentley's Whiskey Row
96	Fashion Square
89	Bottled Blonde
78	Scottsdale Healthcare Shea Hospital
67	Fry's Food and Drug Store
61	W Scottsdale Hotel
58	Kohl's
58	Fashion Square
53	Maya Day + Nightclub
53	Fry's Food and Drug Store
51	Circle K
47	Banner Behavioral Health
47	Police HQ *excluded
45	Cake Nightclub
45	Walgreens
44	El Hefe
43	The Mint
42	Wasted Grain
42	Albertsons

Special Operations Division

The Special Operations Division is an element of the Uniformed Service Bureau and is led by a commander. This division is comprised of the Traffic Enforcement Section and the Patrol Enforcement Section. The Traffic Enforcement Section is led by a lieutenant and is comprised of the Vehicular Crimes & Reconstruction Unit, the Traffic Unit (DUI Squad), and two Motors Units. The Patrol Enforcement Section is also led by a lieutenant and has the Bike Unit, the H.E.A.T. (High Enforcement Arrest Team) Unit, the Mounted Unit, the K-9 Unit, and the School Resource Unit.

The allocation and deployment of personnel to these sections is unique to Scottsdale. Each unit within this division serves a specific purpose, and typical of the other organizational elements in the SPD, the units are high-performing, managed and staffed appropriately, and provide excellent operational support to the SPD. CPSM recognizes that in a community the size of Scottsdale, with numerous special events occurring each year, the units in the division are essential.

Traffic Enforcement Section

The mission of the Traffic Enforcement Section is to promote traffic safety in the city of Scottsdale. The section relies on a mix of enforcement, education, and engineering to accomplish this mission. The section is responsible for responding to and investigating all motor vehicle collisions involving injury, and motor vehicle accidents not investigated by other patrol officers or police aides. The four units in the section coordinate their efforts appropriately and approach traffic safety from a strategic perspective. Accident locations are tracked regularly, and the mission of the section is integrated into the main operational functions of the department. Traffic complaints from the public are logged and monitored aggressively. For example, on October 10, 2015, the traffic section received more than 150 traffic complaints from the public. The SPD has a “Traffic Hot Line” where members of the public can call in and make a complaint about traffic. In addition, all section personnel are directed to school zones during school opening and dismissal times to improve traffic safety for children, parents, and teachers.

While it may seem counterintuitive, police departments in the U.S. rarely use data to drive the activities of their traffic enforcement personnel. The SPD uses data regularly to drive performance, monitors that performance continuously, and uses a very good balance of enforcement, engineering, and education to address traffic safety. In addition, the SPD has created several unique initiatives to address traffic safety, such as “Know Your Limits” program to promote drunk driving awareness.

CPSM does not make any recommendations to alter the focus of traffic personnel, nor the allocation and deployment of section resources. All elements of this section are high-performing and the SPD is to be commended for its efforts in this area.

DUI Enforcement Squad

The DUI Enforcement Squad is comprised of one sergeant and six officers. The unit generally works from 4:00 p.m. until 2:00 a.m. from Wednesday to Sunday. The unit’s mission is to reduce the number of collisions caused by impaired drivers through intensive enforcement of DUI laws, and

provide education to department personnel in the area of detecting, arresting, and prosecuting impaired drivers. The activity of the unit is impressive. In the latest month for which enforcement data were available, the unit was responsible for making 94 DUI arrests, and issuing 408 moving violations, 59 nonmoving violations, and 169 warnings. In addition, members of the unit participated in numerous community events and enforcement operations,

Motor Squads

The SPD has two squads of Motor Units. Motor Unit 1 has one sergeant and five officers assigned. They work primarily day shift (0700x1700) and have Saturday, Sunday, and Monday off. Motor Unit 2 does not have a supervisor assigned and has five officers who also work primarily day shift with Friday, Saturday, and Sunday off. The mission of these units involves providing selective traffic enforcement at accident-prone locations, in response to citizen traffic complaints, and in school zones; supporting patrol personnel by investigating routine collisions and other traffic matters; and assisting the VCRU with investigations of commercial vehicle violators, and serious injury or fatal collisions.

In addition, the motor officers are equipped with AR-15 rifles with foldable stocks that permit easy and secure storage on the motorcycle. The combination of the motorcycle and the rifle create a mobile and heavily armed officer able to respond quickly and deploy heavy weapons to any threat in the community. This is an excellent resource to have on patrol and undoubtedly adds to the level of public safety the SPD creates for the community.

Notwithstanding the high performance of this unit, two improvement opportunities exist that could provide an even greater measure of traffic safety in the community. At present, one of the roles of the motor unit is to respond to and investigate routine traffic accidents that occur in Scottsdale. If a traffic accident occurs during the time the motor units are working, there is an expectation that they will respond to and handle those accident scenes. Responding to an accident after the fact is too late, and the time spent preparing an accident report (a report that can be done by patrol officers if needed at all) could be spent on education programs or at focused enforcement in targeted locations. Essentially, the SPD is taking a specialized, highly trained, and high functioning unit, and tasking it with the administrative requirements of post-accident investigations. Personnel in the unit would be better used in functions more consistent with their specialization, such as enforcement and education activities, as well as coordinating with the city's traffic engineering personnel to improve roadway and intersection safety. It should be noted that unit personnel already do these things, but these activities can be done more aggressively if the responsibility for post-accident investigations was eliminated or greatly reduced. In addition, while it is understood that the most prevalent days for traffic accidents are during the week, the services of the motor squads could be useful during the weekends. Currently, no motor officers work weekends, and consideration should be given to "stretching" their day off rotation to ensure seven-day-per-week coverage.

VCRU

The Vehicle Crime and Reconstruction Unit is comprised of one sergeant, four police officers, and two civilian personnel. This unit is responsible for investigating serious injury and fatal traffic

collisions, hit and run collisions, and aggravated driving under the influence follow-up investigations, responding to requests from patrol for commercial truck inspections and organizing commercial vehicle inspection details, and providing continuing education to department personnel concerning traffic collision investigations. The civilian members of the unit coordinate the towed vehicle program and act as hearing officers. In the latest month for which data are available, the hearing officers conducted 445 hearings, released 252 vehicles, and collected over \$37,000 in fees.

Photo Enforcement Program

The Photo Enforcement Program is led by a Program Manager and staffed with three Police Aides. The operations of this program are impressive. The SPD deploys fixed red-light and speed cameras at 23 locations throughout the city. In addition, the SPD makes use of a mobile speed camera van to deploy to locations that are the source of community complaints. Since January 1, 2013, the fixed cameras logged over 108,000 violations, and over 83,000 citations were issued. During the same time frame, the mobile van logged over 52,000 violations, with over 41,000 citations issued.

This program is an excellent example of the SPD using technology directed at problematic traffic safety locations and using enforcement as a means of reducing accidents at these locations. Undoubtedly, this program is improving traffic safety in Scottsdale, and CPSM recommends that the SPD consider expanding the use of these cameras to additional locations throughout the city.

Patrol Enforcement Section

The operations of the patrol enforcement section are another good illustration of exemplary performance by the SPD. In general, personnel from this section provide specialized enforcement in support of patrol operations and add considerable value to the overall public safety mission of the SPD. This unit is responsible for a myriad of patrol functions and is relied upon to perform some of the most critical tasks facing the department.

Bike Unit

The Bike Unit is comprised of one sergeant and five officers. Personnel in the unit work a flexible schedule, generally working day shifts (0700x1700) on Wednesdays and Thursdays, and night shift (1700x0300) on Fridays and Saturdays. The unit provides specialized enforcement and problem solving within the Old Town Entertainment District, and proactively patrols the city park system and designated special events.

The performance of the unit is nothing short of impressive. In addition to their primary responsibility of patrol in the entertainment district, the Bike Unit participates in numerous special events and enforcement operations throughout the year. The enforcement focus of the unit is evidenced by the nearly 500 arrests made in 2014. The highly mobile and proactive nature of their mission makes this unit indispensable in providing public safety in the community, particularly the entertainment district.

The SPD is in the process of adding two additional personnel to this unit, which would bring the staffing to one sergeant and seven officers. CPSM endorses this increase in personnel and believes the additional personnel will only contribute value to an already high-performing unit.

As mentioned in a previous section, the coordination of operations in the entertainment district under the supervision of a lieutenant is necessary. The Bike Unit will undoubtedly feature prominently in this coordinated effort and will likely be the cornerstone of a free-standing operational element in the department dedicated to the downtown area, when this need materializes.

K-9 Unit

The K-9 Unit is comprised on one sergeant and five officers. Unit members are scheduled at varying hours and days off to maximize patrol coverage. The current schedule provides K-9 coverage seven days per week during the critical hours of 6:00 p.m. to 3:00 a.m., and during the weekdays K-9 officers are scheduled from about 8:00 a.m. to 5:00 p.m. The unit offers support primarily to patrol officers, assisting in apprehending noncompliant suspects presenting an active physical threat to officers. Also, Service dogs are trained and certified for patrol and detection specialties such as narcotics or explosive ordinance. The dogs also serve as a department and city public relations tool.

Here again, the allocation and deployment of personnel exemplify a well-managed and high-functioning operation. In 2014, the K-9 Unit was used more than 800 times, assisting in over 350 narcotics searches, 37 SWAT assists, 28 drug unit assists, 60 demonstrations, and 50 explosive searches, and backed-up patrol units almost 2,000 times. Remarkably, within all of that deployment and enforcement activity, only two apprehension/bites were recorded. CPSM recommends no alteration or modification of K-9 unit staffing or functions.

HEAT

The High Enforcement Arrest Team (H.E.A.T.) offers specialized support primarily to patrol officers. Their mission includes surveillance, tactical support, and problem-solving techniques on a citywide basis. The unit is staffed by one sergeant and seven officers. The unit has a flexible schedule and structures its hours and days off upon the operational needs of the department. Personnel are deployed in plainclothes and in unmarked vehicles. Deployment is versatile by design, and can operate in overt or covert fashion, depending on the problem.

The deployment of this unit is essential for crime reduction strategies and a whole host of operational problems confronted by the SPD. The allocation and deployment of resources in this unit are sound, and no changes to its current mode of operation are recommended.

Mounted Unit

The Mounted Unit is comprised of one sergeant, two officers, and three civilian wranglers. In general, the unit works day shifts on Wednesdays and Thursdays, and night shifts on Fridays and Saturdays. The day/night combination permits the unit to perform administrative and training requirements during the day shift, and also perform patrol duties in the entertainment district on weekend nights. In addition, the unit supports patrol operations and is used in crowd control

situations, at special events, and within the city park system. The unit is also an excellent public relations tool for the city and the department.

The Mounted Officer serves as highly visible policing presence and a force multiplier by providing a crowd control and order maintenance function with a 10:1 ratio compared to the deployment of an officer on foot. The Mounted Unit operated in this critical public safety role at numerous high-profile events throughout the year. The current allocation of personnel should be considered a bare minimum. Mounted officers are typically assigned in teams, therefore, the current staffing level actually only permits one mounted patrol per shift. Adding one additional sworn member to the unit would double the availability of mounted patrols for the department.

Furthermore, the unit should be commended for the outstanding condition of the horses and the facility. The stable and grounds are in impeccable condition. This is undoubtedly a reflection of the dedication the unit has to its mission as well as the quality of the overall value of the unit to the department in general.

School Resources Unit

The School Resources Unit consists of one sergeant and 11 police officers assigned as school resource officers (SROs). Each high school and middle school in Scottsdale has an officer assigned. The officers assigned to the middle schools also act as liaisons to the elementary schools associated with each middle school. The SROs are assigned from 0700 to 1500 from Monday to Friday and are reassigned to ordinary patrol operations during the summer months when school is not in session.

The SROs provide law enforcement services to Scottsdale Unified and Cave Creek School Districts, and investigate crimes committed on campus or involving school students or staff. The SROs use the National Association of School Resources Officers (NASRO) model of gang resistance education, classroom presentations, and department reports on incidents involving students both on and off campus. Their duties also include a mix of counseling, enforcement, education, and high visibility. The school districts fund approximately 80 percent of the costs of the salaries and benefits of the SROs.

With the reports of school violence a seemingly daily occurrence, the allocation and deployment of SROs to high schools and middle schools in Scottsdale provides tremendous value and undoubtedly improves public safety in the community. The multifaceted role of the SRO, which ranges from education, to enforcement, to deterrence, provides excellent services to schools in the community. The program is sound, fiscally responsible, and should be continued without modification.

Emergency Preparedness Section

The section is staffed by one full-time lieutenant and one sergeant. Throughout the year the section supplements the full-duty personnel with officers who are on restricted duty due to injury or other position limitations. In fiscal year 2014-2015, the section relied upon 47 weeks of supplemental personnel assignments.

This section acts as the SPD representative to the City's Emergency Management/Homeland Security group, partners with other department work groups to coordinate agency-wide training

and preparedness specific to its All Hazard Plan, and acts as the SPD representative to other regional public safety workgroups as it relates to emergency preparedness planning, resource sharing, and grant opportunities.

Scottsdale is host to hundreds of special events throughout the year, and special events are considered one of the cornerstones of the fiscal vitality of the city. This section ensures that special events within the city are safe and secure through thorough event planning and working closely with other city departments, police agencies, and private employers.

From 4th of July fireworks, to road races, to West World events, to the 2015 Super Bowl, the Emergency Preparedness Section is responsible for coordinating the more than 700 events held in Scottsdale each year. The section is also responsible for planning, responding, and mitigating man-made and natural emergencies that occur in the city.

The intrepid team responsible for this critical function should be commended for performing in an exemplary fashion. CPSM examined planning and after-action reports related to a special event and found them to be outstanding. Consideration should be given to continuing to provide supplemental personnel support from temporarily assigned officers with position limitations as well as the addition of full-time personnel. An additional full-time sworn or nonsworn person would add value to the SPD in general and contribute to the smooth and efficient operation of this section.

Recommendations:

- Maintain the current shifts and continue to deploy officers in ten-hour shifts utilizing the current start and end times.
- Create a committee of community stakeholders and the police department to evaluate calls for service (CFS) demand faced by the SPD in order to potentially reduce responses to nonemergency CFS.
- Perform a CFS task-analysis to better understand the current lengthy average service times.
- Explore the use of web-based or deferred responses to certain categories of CFS.
- Consider increasing the number of Police Aides to ensure that at least two Police Aides are assigned to each squad during Watch II. In addition, the scope of work handled by these personnel could be reevaluated to determine if more CFS could be shifted to their areas of responsibility.
- Assign a lieutenant to coordinate the deployment of resources and development of strategic plans for the Downtown area.
- Consider augmenting support to the Emergency Preparedness Section by continuing to provide supplemental personnel support from temporarily assigned officers who have position limitations and the addition of full-time personnel.

Section 7. Data Analysis

Introduction

This data analysis on police patrol operations focuses on three principal areas of department operations of the Scottsdale Police Department: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this report was developed directly from the data collected by the department.

The majority of the first section of the analysis, concluding with Table 7-9, uses call data for the period of one year, from July 1, 2014, to June 30, 2015. For the detailed workload analysis and the response-time analysis, we use two four-week sample periods. The first period is from August 1 through August 28, 2014, or summer, and the second period is from February 1 through February 28, 2015, or winter.

Workload Analysis

When CPSM analyzes a set of dispatch records, we go through a series of steps:

1. We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event and records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
2. At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based upon its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "other-initiated."
3. We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
4. At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes out-of-service activities and events with no officer time spent on scene.

By going through these steps, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing the dispatch data from Scottsdale. We made assumptions and decisions to address these issues.

- About 2,332 events (1 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used 286 different event descriptions (or "incident types"), which we condensed to 19 categories for our tables and 10 categories for our figures (shown in Chart 7-1). Table 7-23 in Appendix I shows how each call description was categorized.

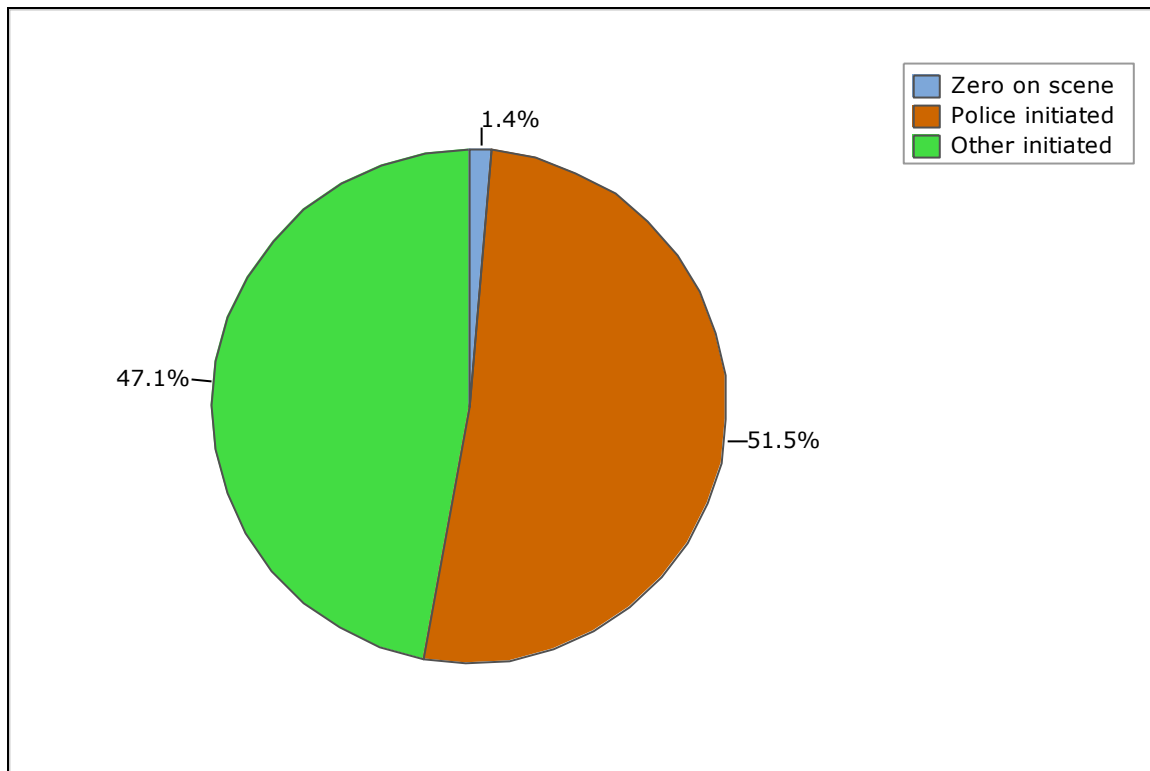
Between July 1, 2014, and June 30, 2015, the communications center recorded approximately 166,155 events that were assigned call numbers and which included an adequate record of a responding patrol unit as either the primary or secondary unit. Thus, on average, this means the department reported an average of 455 patrol-related events per day, approximately 1 percent of which (6.4 per day) had fewer than 30 seconds spent on the call.

In the following pages we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work-hours per day.

CHART 7-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Prisoner–arrest	Arrest
Prisoner–transport	
Assist other agency	Assist
Citizen assist	
Crime–drug	Crime
Crime–persons	
Crime–property	
Directed patrol	Directed patrol
Disturbance/suspicious	Disturbance/suspicious
Animal calls	General noncriminal
Juvenile	
Miscellaneous	
Alarm	Investigations
Check/investigation	
Follow-up	
Medical	Medical
Out of service–administrative	Out of service
Accidents	Traffic
Traffic enforcement	

FIGURE 7-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 166,155 events.

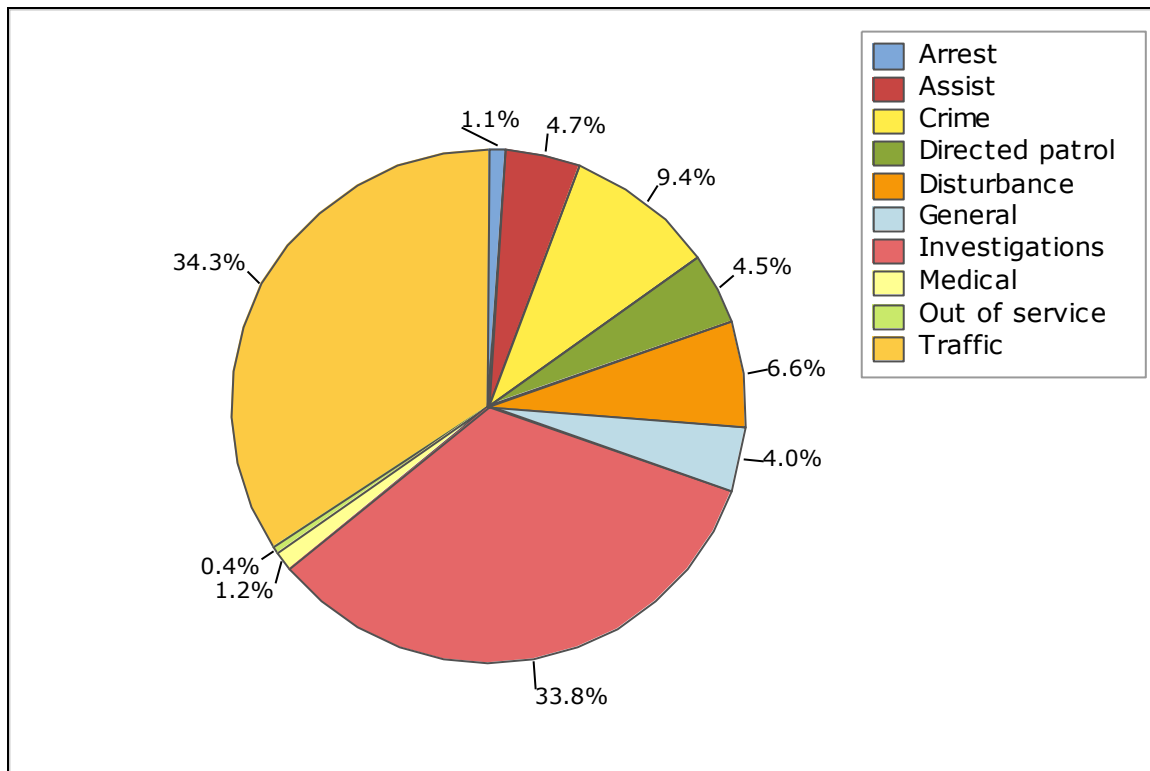
TABLE 7-1: Events per Day, by Initiator

Initiator	Total Events	Events per Day
Zero on-scene	2,332	6.4
Police-initiated	85,559	234.4
Other-initiated	78,264	214.4
Total	166,155	455.2

Observations:

- 1 percent of the events had zero time on scene.
- 51 percent of all events were police-initiated.
- 47 percent of all events were other-initiated.
- On average, there were 455 events per day, or 19.0 per hour.

FIGURE 7-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

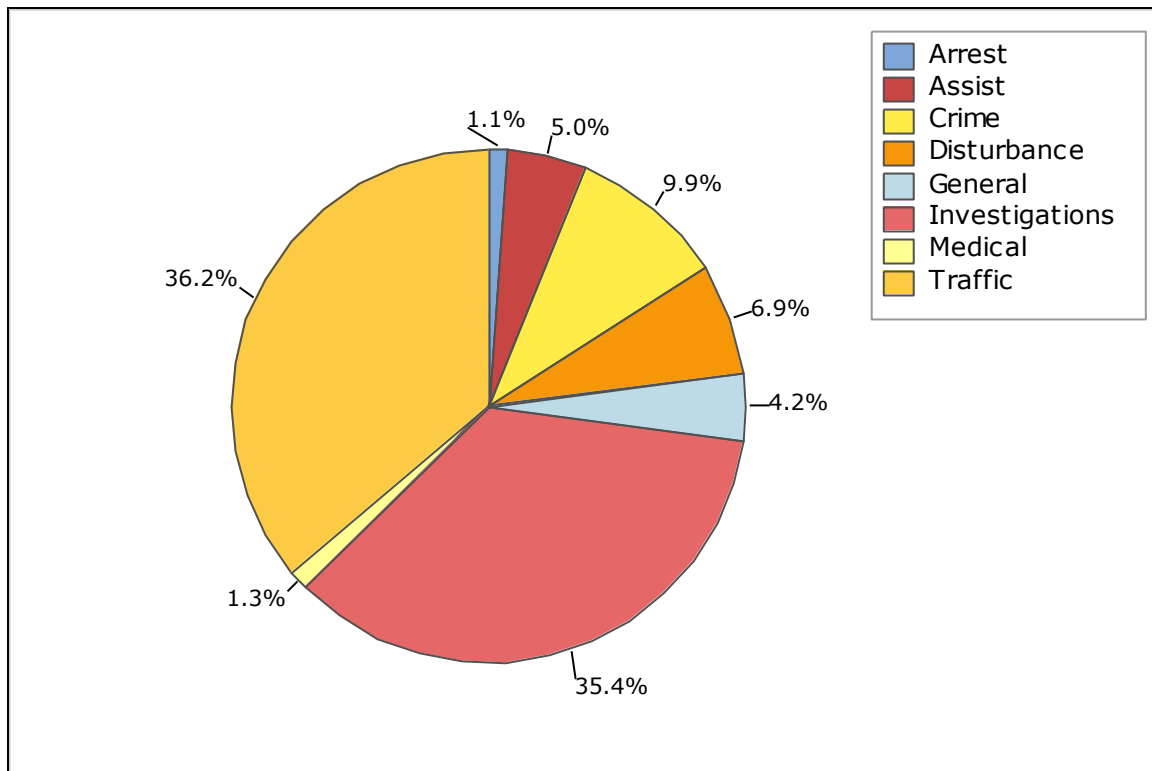
TABLE 7-2: Events per Day, by Category

Category	Total Events	Events per Day
Accidents	6,438	17.6
Alarm	13,300	36.4
Animal calls	2,141	5.9
Assist other agency	2,767	7.6
Check/investigation	31,642	86.7
Citizen assist	5,118	14.0
Crime–drug	1,129	3.1
Crime–persons	3,528	9.7
Crime–property	10,913	29.9
Directed patrol	7,441	20.4
Disturbance/suspicious	10,971	30.1
Follow-up	11,262	30.9
Juvenile	789	2.2
Medical	1,985	5.4
Miscellaneous	3,781	10.4
Out of service–administrative	693	1.9
Prisoner–arrest	1,005	2.8
Prisoner–transport	778	2.1
Traffic enforcement	50,474	138.3
Total	166,155	455.2

Observations:

- The top three categories (traffic, investigations, and crime) accounted for 77 percent of events:
 - 34 percent of events were traffic-related.
 - 34 percent of events were investigations.
 - 9 percent of events were crimes.

FIGURE 7-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-3: Calls per Day, by Category

Category	Total Calls	Calls per Day
Accidents	6,367	17.4
Alarm	13,019	35.7
Animal calls	2,100	5.8
Assist other agency	2,721	7.5
Check/investigation	31,149	85.3
Citizen assist	5,011	13.7
Crime–drug	1,123	3.1
Crime–persons	3,493	9.6
Crime–property	10,813	29.6
Disturbance/suspicious	10,833	29.7
Follow-up	11,114	30.4
Juvenile	776	2.1
Medical	1,955	5.4
Miscellaneous	3,694	10.1
Prisoner–arrest	1,002	2.7
Prisoner–transport	771	2.1
Traffic enforcement	50,152	137.4
Total	156,093	427.7

Note: The focus here is on recorded calls rather than recorded events. We removed events with zero time on scene, directed patrol activities, and out-of-service events.

Observations:

- On average, there were 427.7 calls per day, or 17.8 per hour.
- The top three categories (traffic, investigations, and crime) accounted for 82 percent of calls:
 - 36 percent of calls were traffic-related.
 - 35 percent of calls were investigations.
 - 10 percent of calls were crimes.

FIGURE 7-4: Calls per Day, by Initiator and Months

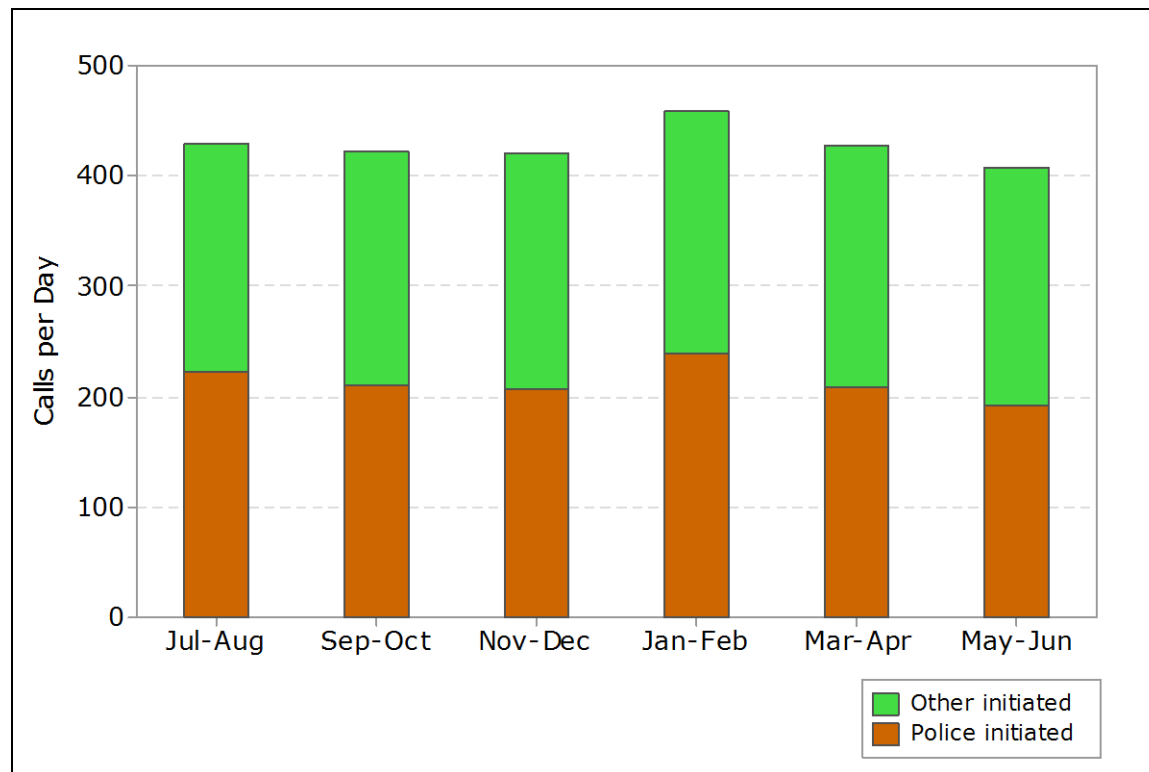


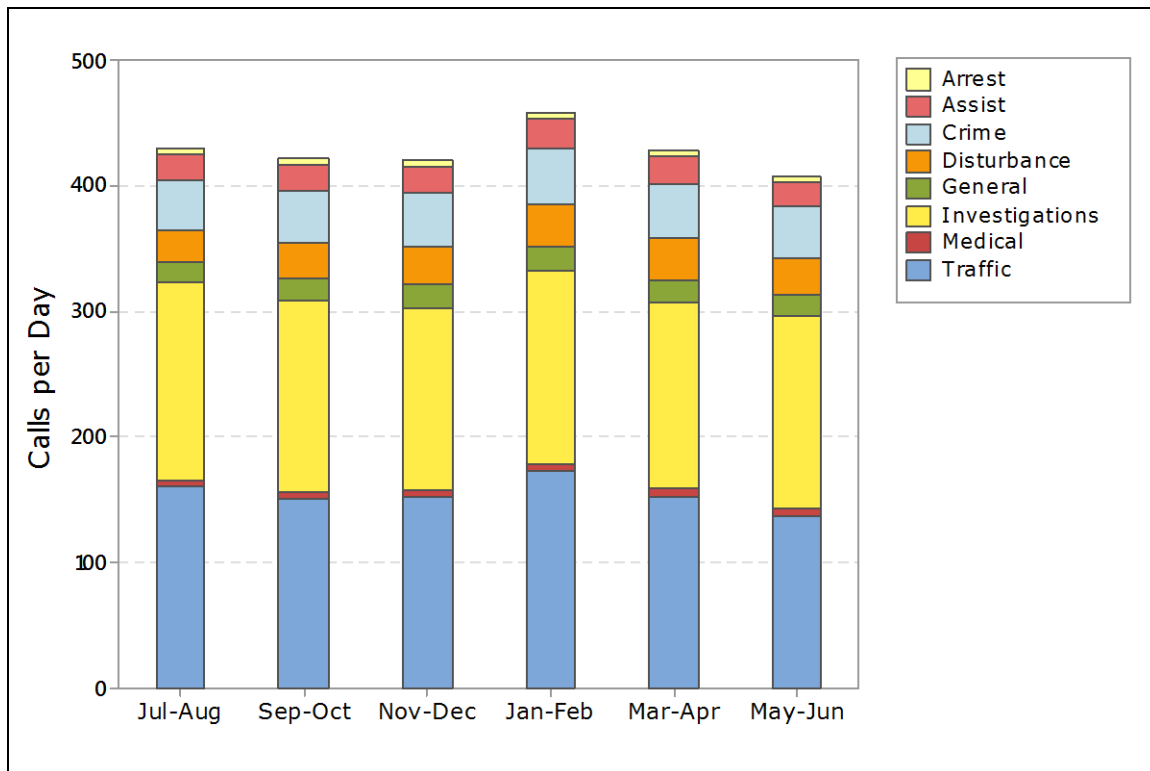
TABLE 7-4: Calls per Day, by Initiator and Months

Initiator	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun
Police initiated	223.7	210.6	207.2	238.9	208.0	191.7
Other initiated	206.0	212.0	212.7	220.3	219.7	216.3
Total	429.7	422.5	419.9	459.2	427.7	408.0

Observations:

- The number of calls per day was lowest in May-June.
- The number of calls per day was highest in January-February.
- The months with the most calls had 13 percent more calls than the months with the fewest calls.
- January-February had the most police-initiated calls, with 25 percent more than the period of May-June which had the fewest.
- The number of other-initiated calls ranged between 206 and 220 for all the months.
- January-February and March-April had the most other-initiated calls, with 7 percent more than the period of July-August which had the fewest.

FIGURE 7-5: Calls per Day, by Category and Months



Note: The figure combines categories in the following table according to the description in Chart 7-1.

TABLE 7-5: Calls per Day, by Category and Months

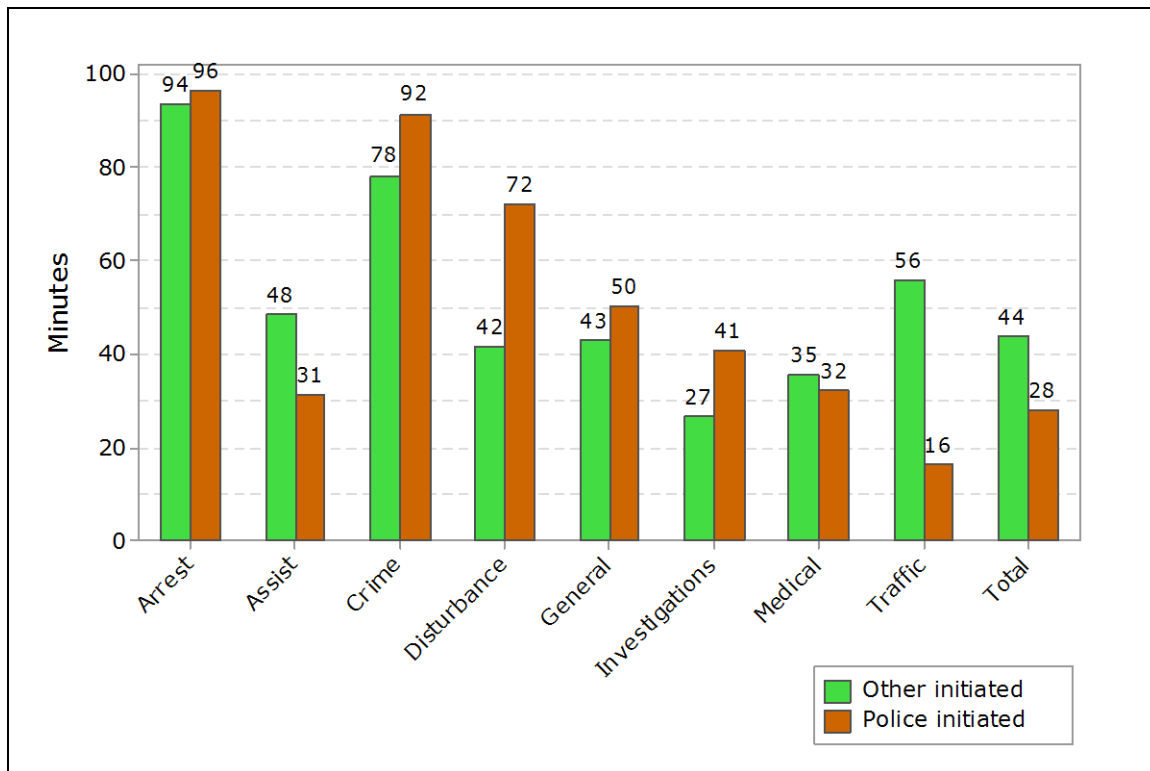
Category	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun
Accidents	14.4	16.0	19.4	19.3	19.7	16.1
Alarm	40.4	35.1	34.2	30.7	34.5	38.9
Animal calls	4.8	5.9	6.5	6.1	6.3	5.1
Assist other agency	7.7	7.1	8.2	7.4	7.2	7.2
Check/investigation	84.7	87.3	79.5	90.0	85.1	85.5
Citizen assist	12.0	14.3	13.1	16.2	14.7	12.2
Crime—drug	3.3	2.8	2.9	3.5	3.0	3.0
Crime—persons	9.8	9.8	9.4	9.5	9.2	9.7
Crime—property	27.2	29.5	30.0	31.8	30.7	28.6
Disturbance/suspicious	25.9	27.5	30.1	33.2	32.7	28.8
Follow-up	31.7	30.9	31.5	32.8	27.8	28.1
Juvenile	1.5	1.9	2.6	2.5	2.3	2.0
Medical	4.8	4.6	4.8	5.6	6.0	6.4
Miscellaneous	9.8	9.7	9.9	11.2	10.0	10.1
Prisoner—arrest	2.9	3.0	2.6	3.0	2.7	2.2
Prisoner—transport	2.1	1.7	1.6	2.2	2.2	2.9
Traffic enforcement	146.7	135.5	133.5	154.2	133.8	121.0
Total	429.7	422.5	419.9	459.2	427.7	408.0

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories (traffic, investigations, and crime) averaged between 80 and 83 percent of calls throughout the year:
 - Traffic-related calls averaged between 137.1 and 173.5 calls per day throughout the year.
 - Investigations averaged between 145.3 and 156.8 calls per day throughout the year.
 - Crimes averaged between 40.3 and 44.8 calls per day throughout the year and accounted for 9 to 10 percent of total calls.

FIGURE 7-6: Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1. For this graph we removed 108 calls with inaccurate busy times.

TABLE 7-6: Primary Unit's Average Occupied Times, by Category and Initiator

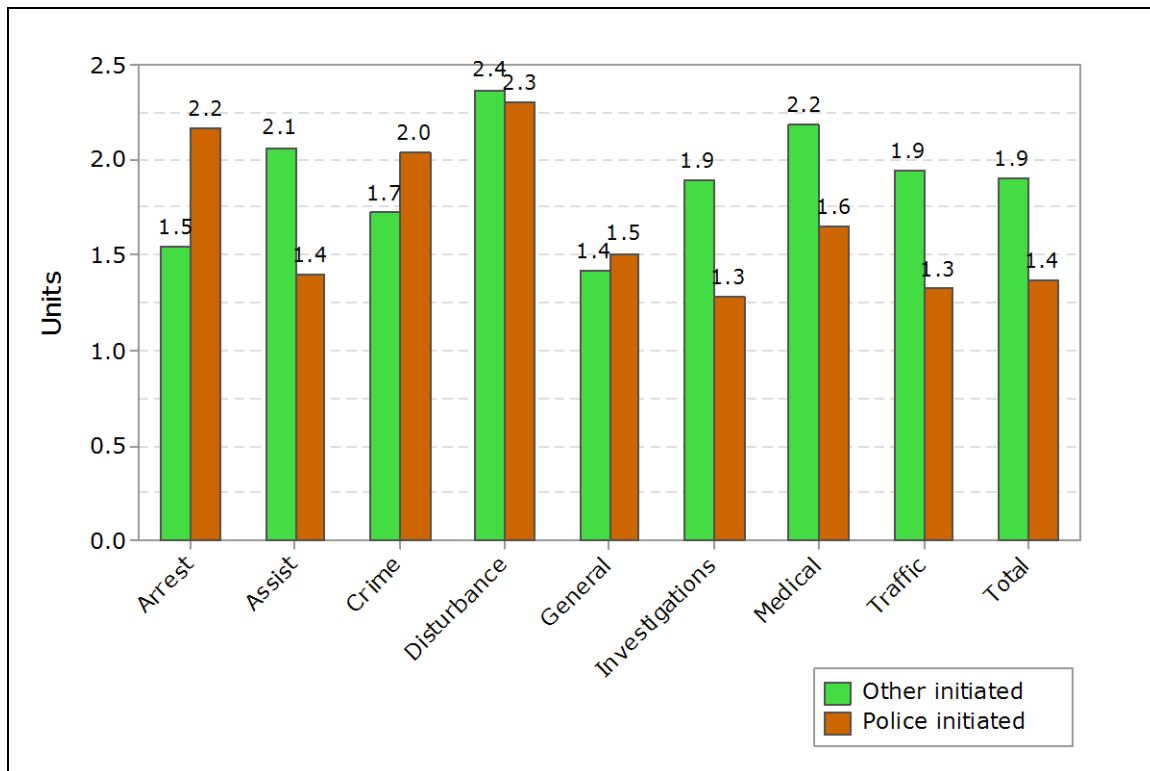
Category	Police-Initiated		Other-Initiated	
	Total Calls	Minutes	Total Calls	Minutes
Accidents	578	62.7	5,783	75.4
Alarm	23	13.2	12,996	17.2
Animal calls	127	27.7	1,973	28.2
Assist other agency	570	27.0	2,151	48.7
Check/investigation	11,282	15.3	19,849	30.6
Citizen assist	3,644	31.8	1,367	47.5
Crime—drug	838	108.7	270	132.1
Crime—persons	245	92.5	3,228	84.1
Crime—property	790	73.0	10,003	74.9
Disturbance/suspicious	1,674	72.2	9,153	41.5
Follow-up	9,605	70.4	1,497	56.4
Juvenile	52	55.4	721	51.4
Medical	57	32.3	1,898	35.4
Miscellaneous	875	52.9	2,816	50.7
Prisoner—arrest	721	98.5	278	108.3
Prisoner—transport	134	84.2	637	87.2
Traffic enforcement	46,581	15.6	3,569	23.4
Total	77,796	27.9	78,189	43.8

Note: The information in Figure 7-6 and Table 7-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the call was received until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 16 to 96 minutes overall.
- The longest average times were for police-initiated arrest calls.
- The average time spent on crime calls was 78 minutes for other-initiated calls and 92 minutes for police-initiated calls.

FIGURE 7-7: Number of Responding Units, by Initiator and Category

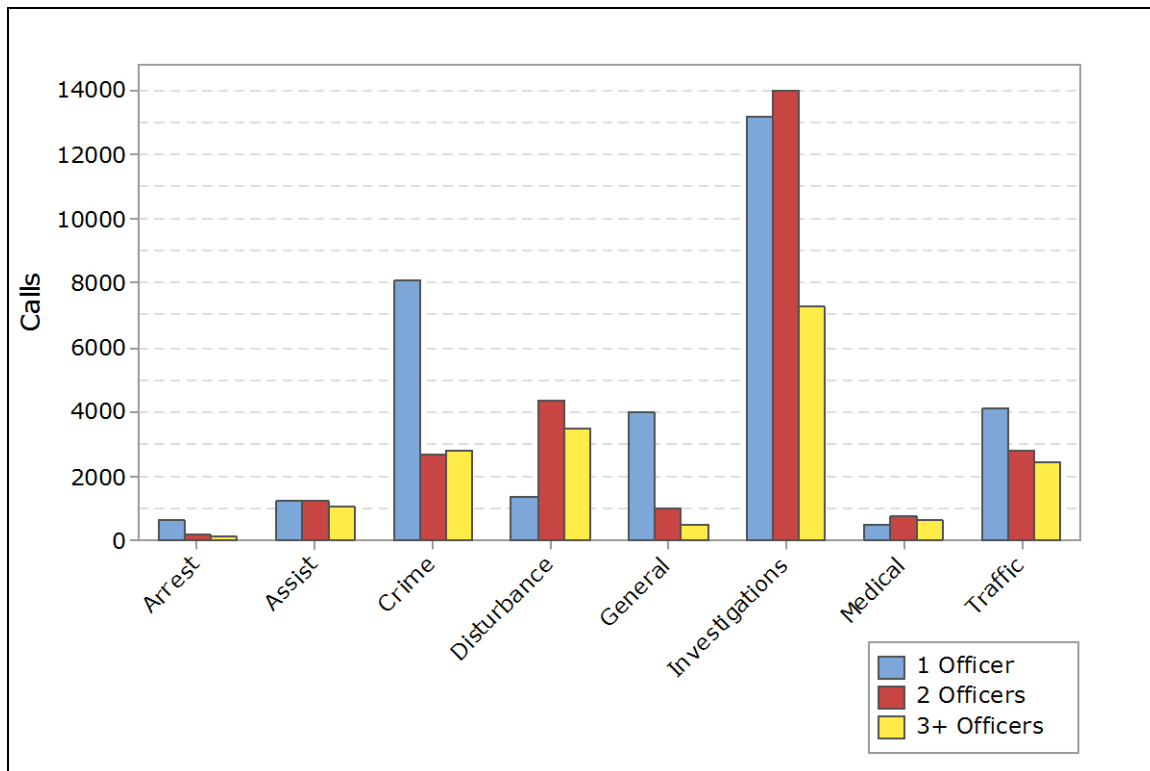


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

TABLE 7-7: Average Number of Responding Units, by Initiator and Category

Category	Police-Initiated		Other-Initiated	
	Average	Total Calls	Average	Total Calls
Accidents	2.0	578	2.2	5,789
Alarm	1.5	23	1.7	12,996
Animal calls	1.3	127	1.2	1,973
Assist other agency	1.3	570	2.1	2,151
Check/investigation	1.5	11,283	2.1	19,866
Citizen assist	1.4	3,644	2.0	1,367
Crime–drug	2.4	849	2.8	274
Crime–persons	2.1	249	2.1	3,244
Crime–property	1.6	792	1.6	10,021
Disturbance/suspicious	2.3	1,674	2.4	9,159
Follow-up	1.1	9,617	1.2	1,497
Juvenile	1.7	52	2.2	724
Medical	1.6	57	2.2	1,898
Miscellaneous	1.5	875	1.3	2,819
Prisoner–arrest	2.3	722	2.4	280
Prisoner–transport	1.3	134	1.2	637
Traffic enforcement	1.3	46,583	1.5	3,569
Total	1.4	77,829	1.9	78,264

FIGURE 7-8: Number of Responding Units, by Category, Other-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 7-1.

TABLE 7-8: Number of Responding Units, by Category, Other-initiated Calls

Category	Responding units		
	One	Two	Three or more
Accidents	1,753	1,934	2,102
Alarm	6,181	4,971	1,844
Animal calls	1,587	319	67
Assist other agency	763	715	673
Check/investigation	5,674	8,816	5,376
Citizen assist	505	502	360
Crime–drug	20	95	159
Crime–persons	1,490	640	1,114
Crime–property	6,553	1,932	1,536
Disturbance/suspicious	1,340	4,357	3,462
Follow-up	1,294	168	35
Juvenile	229	247	248
Medical	493	776	629
Miscellaneous	2,190	416	213
Prisoner–arrest	51	111	118
Prisoner–transport	550	71	16
Traffic enforcement	2,367	857	345
Total	33,040	26,927	18,297

Observations:

- The overall mean number of responding units was 1.4 for police-initiated calls and 1.9 for other-initiated calls.
- The mean number of responding units was as high as 2.4 for disturbance/suspicious calls that were other-initiated.
- 42 percent of other-initiated calls involved one responding unit.
- 34 percent of other-initiated calls involved two responding units.
- 23 percent of other-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved investigations.

FIGURE 7-9: Percentage Calls and Work Hours, by District

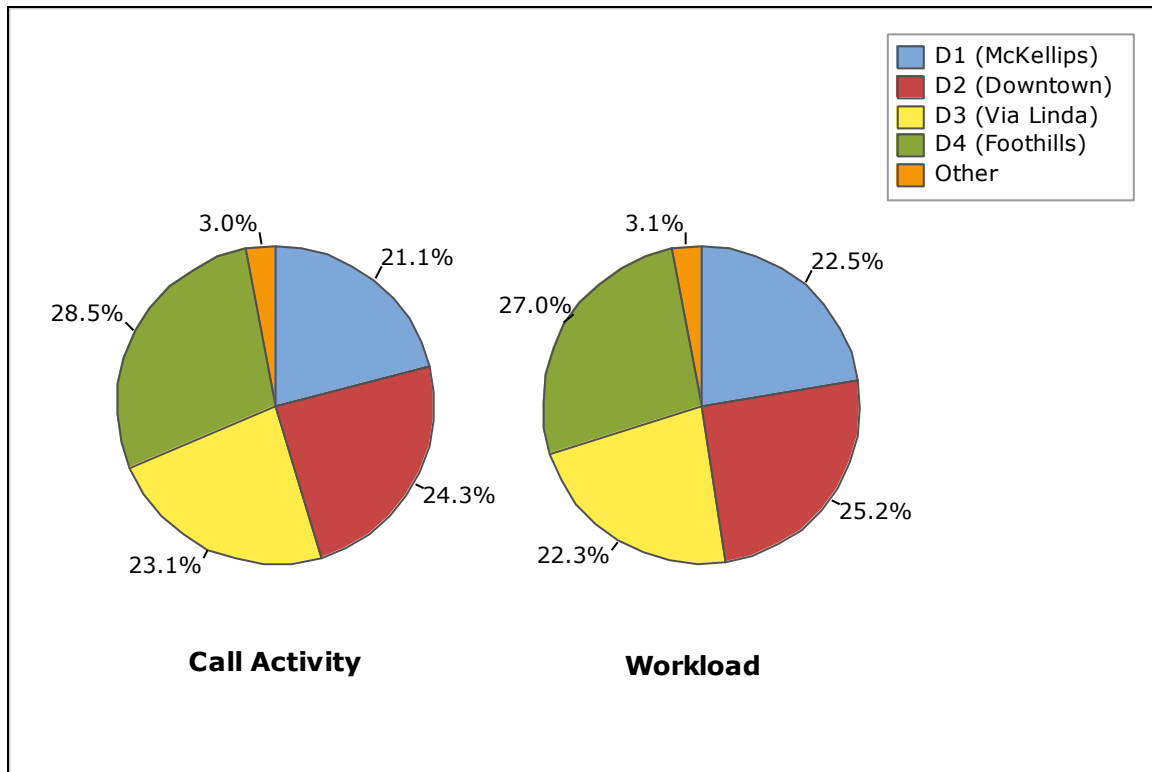


TABLE 7-9: Calls and Work Hours by District and Beat, per Day

District	Beat	Per day		Area
		Calls	Work Hours	(Sq. Miles)
D1	1	33.0	30.8	2.3
D1	2	23.6	21.1	2.2
D1	3	25.7	21.3	1.5
D1	4	12.2	12.2	1.4
Total - McKellips		94.6	85.4	7.4
D2	5	15.1	12.2	1.5
D2	6	56.6	49.6	1.5
D2	7	24.0	21.6	1.6
D2	8	13.6	12.3	2.3
Total - Downtown		109.3	95.7	6.8
D3	9	11.7	9.2	1.9
D3	10	11.9	9.1	3.4
D3	11	20.2	14.5	3.2
D3	12	14.9	12.0	3.3
D3	13	28.1	25.7	4.5
D3	14	16.9	14.3	13.9
Total - Via Linda		103.5	84.9	30.3
D4	15	19.7	14.2	3.3
D4	16	17.6	15.7	2.0
D4	17	19.3	17.1	4.1
D4	18	20.6	19.3	34.0
D4	19	27.7	19.8	10.8
D4	20	22.9	16.5	85.8
Total - Foothills		127.8	102.5	140.0
Other		13.7	11.6	N/A
Total		448.8	380.1	184.5

Observations:

- By beat, Beat 6 had the most calls and workload. That beat accounted for approximately 13 percent of total calls and total workload.
- By district, District 4 had the most calls and workload. That district accounted for approximately 29 percent of total calls and 27 percent of total workload.

FIGURE 7-10: Percentage Calls and Work Hours, by Category, Summer 2014

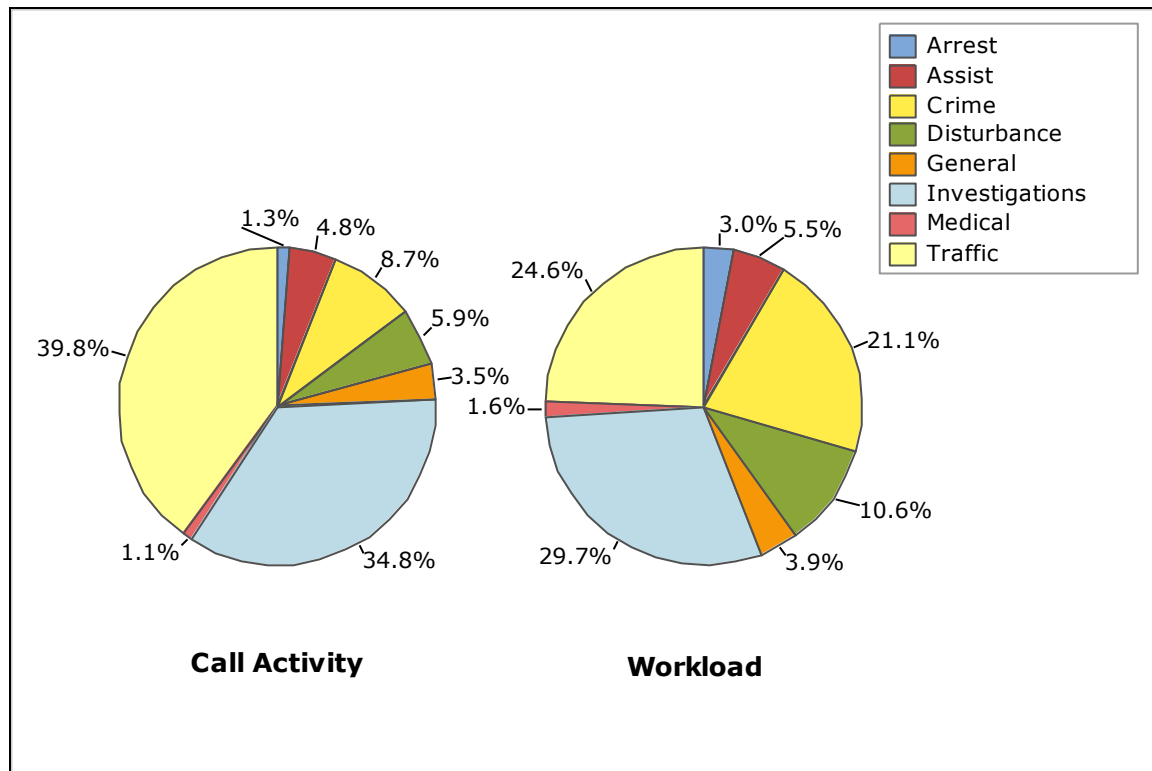


TABLE 7-10: Calls and Work Hours per Day, by Category, Summer 2014

Category	Per Day	
	Calls	Work Hours
Arrest	5.4	10.6
Assist	20.6	19.4
Crime	37.7	74.9
Disturbance	25.6	37.6
General	15.0	14.0
Investigations	150.1	105.5
Medical	4.7	5.8
Traffic	171.6	87.2
Total	430.6	355.0

Observations:

- Total calls averaged 431 per day, or 17.9 per hour.
- Total workload averaged 355 hours per day, meaning that, on average, 14.8 officers per hour were busy responding to calls.
- Traffic calls constituted 40 percent of calls and 25 percent of workload.
- Investigations calls constituted 35 percent of calls and 30 percent of workload.
- Crime calls constituted 9 percent of calls and 21 percent of workload.
- These top three categories constituted 83 percent of calls and 75 percent of workload.

FIGURE 7-11: Percentage Calls and Work Hours, by Category, Winter 2015

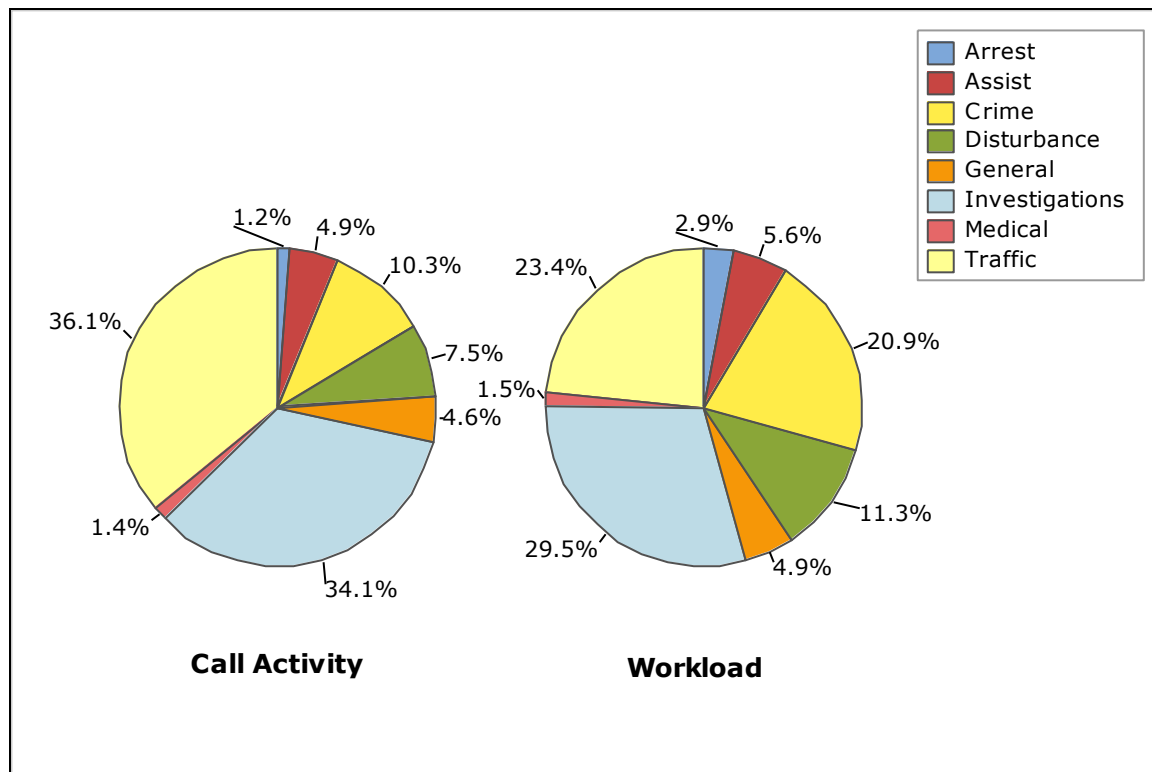


TABLE 7-11: Calls and Work Hours per Day, by Category, Winter 2015

Category	Per Day	
	Calls	Work Hours
Arrest	5.3	11.2
Assist	22.0	21.5
Crime	45.7	79.8
Disturbance	33.3	43.2
General	20.4	18.7
Investigations	151.5	112.6
Medical	6.0	5.6
Traffic	160.4	89.6
Total	444.5	382.2

Note: Workload calculations focused on calls rather than events.

Observations:

- The average number of calls per day was higher in February than in August.
- The average daily workload was higher in February than in August.
- Total calls averaged 444 per day, or 18.5 per hour.
- Total workload averaged 382 hours per day, meaning that, on average, 15.9 officers per hour were busy responding to calls.
- Traffic calls constituted 36 percent of calls and 23 percent of workload.
- Investigations calls constituted 34 percent of calls and 29 percent of workload.
- Crime calls constituted 10 percent of calls and 21 percent of workload.
- These top three categories constituted 80 percent of calls and 74 percent of workload.

Noncall Activities

In the period from July 2014 to June 2015, the dispatch center also recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts during which the same patrol unit was also responding to calls for service.

There were a few problems with the data provided, and we made certain assumptions and decisions to address these issues:

- We excluded activities that lasted fewer than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 30,810 activities remained.

In this section, we describe an activity's average duration, and report on the variation of noncall activities by month, day of week, and time of day. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in February and August.

The noncall activity codes have been categorized into 'Personal' and 'Administrative' categories, as specified in Table 24 in the appendix.

TABLE 7-12: Average Occupied Times, by Category

Category	Minutes	Activities
Administrative	57.8	19,806
Personal	31.7	11,004
Total	48.5	30,810

Observations:

- Administrative activities constituted 64 percent of the total noncall activities for the year.
- Administrative activities averaged 58 minutes and personal tasks averaged 32 minutes.

FIGURE 7-12: Activities per Day, by Month

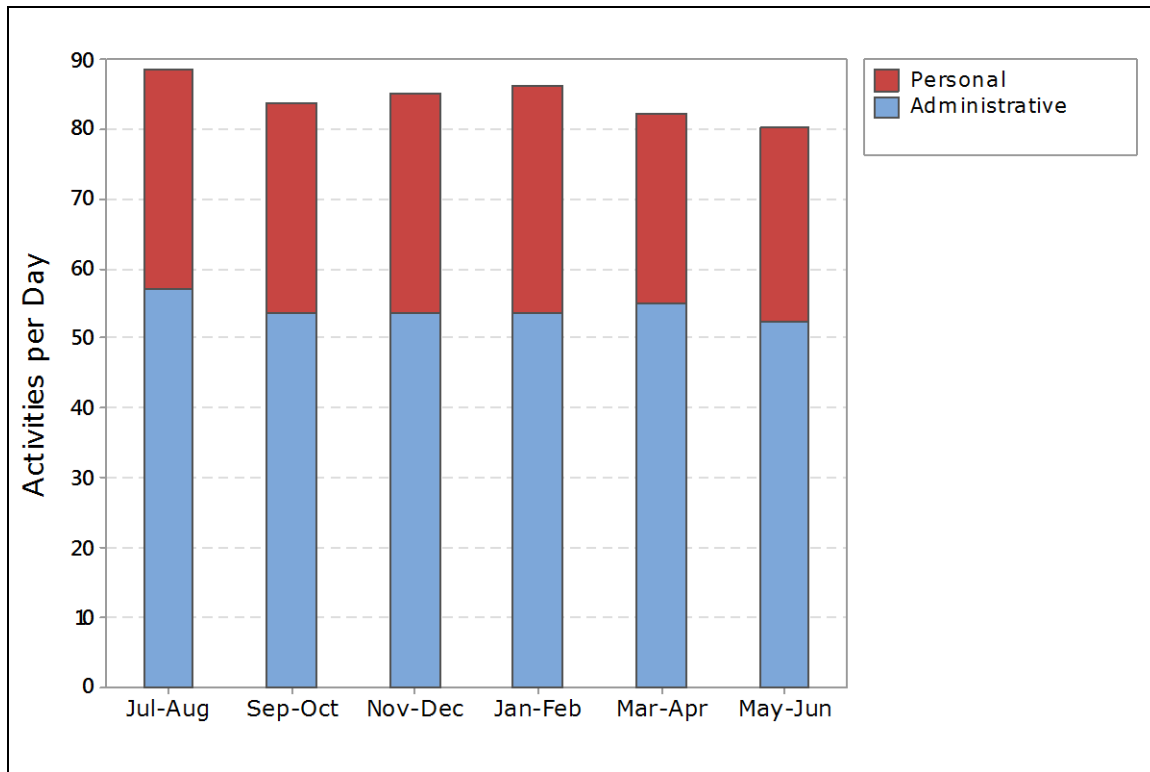


TABLE 7-13: Activities per Day, by Month

Months	Activities per Day		
	Administrative	Personal	Total
July-August	57.1	31.5	88.5
September-October	53.6	30.2	83.8
November-December	53.7	31.5	85.1
January-February	53.7	32.7	86.4
March-April	55.1	27.3	82.4
May-June	52.4	27.8	80.2
Yearly Average	54.3	30.1	84.4

Observations:

- The number of administrative activities ranged from 52 to 57 activities per day.
- The number of personal activities ranged from 27 to 33 activities per day.

FIGURE 7-13: Activities per Day, by Day of Week

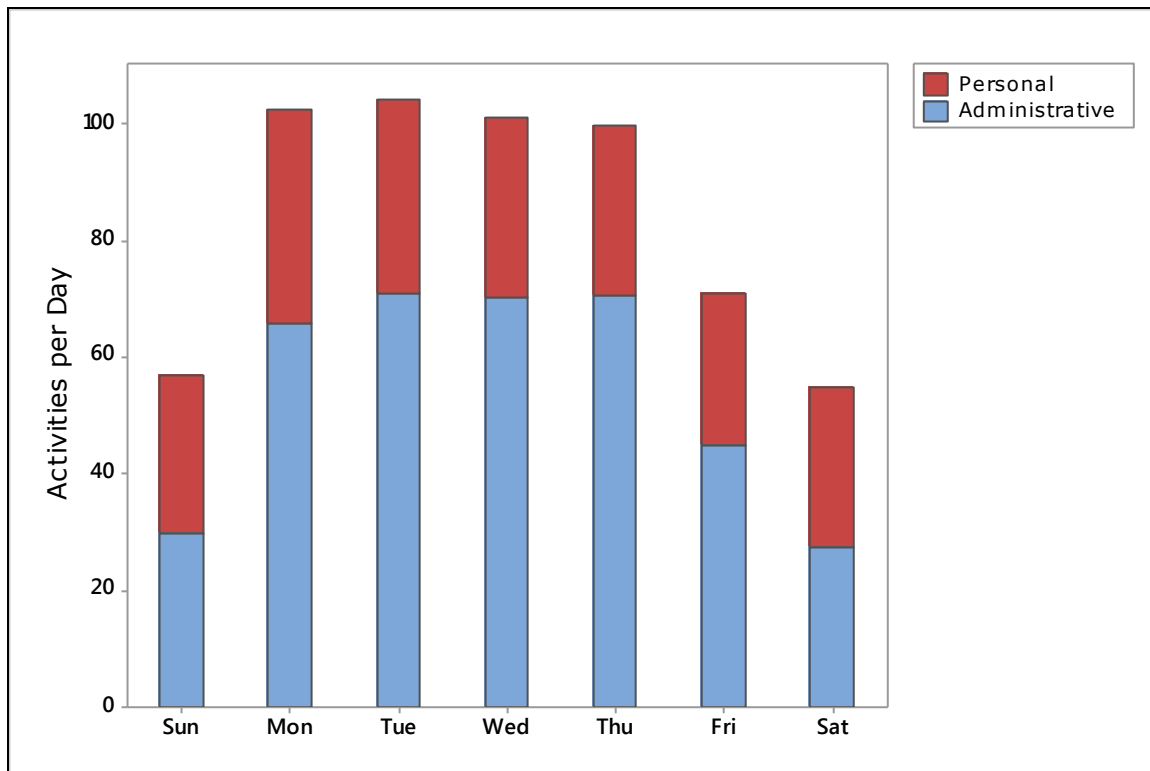


TABLE 7-14: Activities per Day, by Day of Week

Months	Activities per Day		
	Administrative	Personal	Total
Sunday	29.7	27.3	57.0
Monday	65.8	36.8	102.5
Tuesday	70.9	33.3	104.2
Wednesday	70.3	30.9	101.2
Thursday	70.6	29.2	99.8
Friday	45.0	25.9	70.9
Saturday	27.3	27.6	54.9
Weekly Average	54.2	30.1	84.4

Observations:

- The number of administrative activities per day was lower on weekends and lowest on Saturdays.
- The number of personal activities per day was higher between Monday and Thursday and highest on Mondays.

FIGURE 7-14: Activities per Hour, by Hour of Day

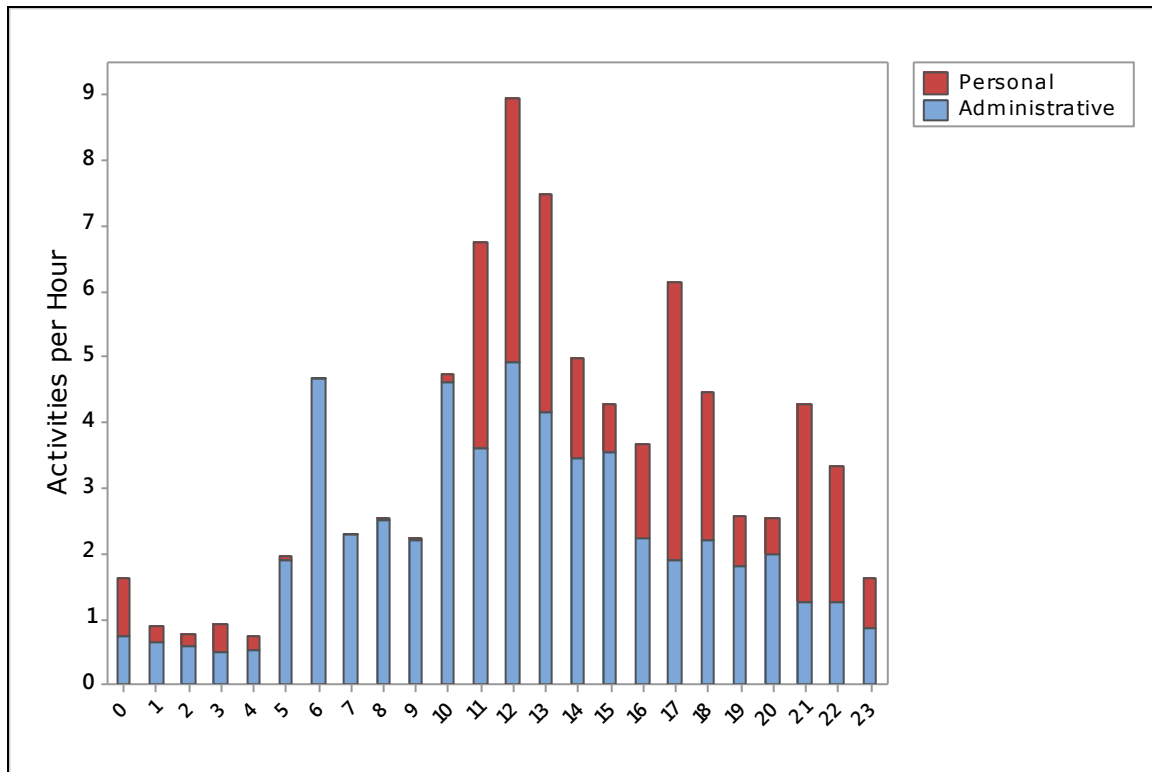


TABLE 7-15: Activities per Hour, by Hour of Day

Hour	Activities per Hour		
	Administrative	Personal	Total
0	0.7	0.9	1.6
1	0.6	0.2	0.9
2	0.6	0.2	0.8
3	0.5	0.4	0.9
4	0.5	0.2	0.7
5	1.9	0.0	2.0
6	4.7	0.0	4.7
7	2.3	0.0	2.3
8	2.5	0.0	2.5
9	2.2	0.0	2.2
10	4.6	0.1	4.7
11	3.6	3.1	6.7
12	4.9	4.1	9.0
13	4.2	3.3	7.5
14	3.5	1.5	5.0
15	3.5	0.7	4.3
16	2.2	1.4	3.7
17	1.9	4.3	6.2
18	2.2	2.3	4.5
19	1.8	0.8	2.6
20	2.0	0.5	2.5
21	1.3	3.0	4.3
22	1.2	2.1	3.3
23	0.8	0.8	1.6
Total	54.3	30.1	84.4

Observations:

- The number of activities per hour was highest between noon and 1:00 p.m.
- The number of activities per hour was lowest between 1:00 a.m. and 5:00 a.m.

Deployment

For this study, we examined deployment information for four weeks in summer (August 1-28, 2014) and four weeks in winter (February 1-28, 2015). The police department's main patrol force includes patrol officers and their supervisors. In addition, the department uses civilian patrol personnel.

The Scottsdale Police Department's patrol force is scheduled in 10-hour shifts with four daily start times that vary by district. Shifts for Districts 1 and 2 start at 7:00 a.m., 11:30 a.m., 5:00 p.m., and 9:30 p.m. Shifts for Districts 3 and 4 start one hour earlier at 6:00 a.m., 10:30 a.m., 4:00 p.m., and 8:30 p.m. Two shifts always overlap throughout the day with the exception of four hours between 7:30 a.m. and 11:30 a.m. in Districts 1 and 2, and between 6:30 a.m. and 10:30 a.m. in Districts 3 and 4. There is a short 30-minute overlap between 7:00 a.m. and 7:30 a.m. in Districts 1 and 2, and between 6:00 a.m. and 6:30 a.m. in Districts 3 and 4.

The police department's main patrol force deployed an average of 32.2 officers per hour during the 24-hour day in August 2014 and 34.3 officers per hour during the 24-hour day in February 2015. When the civilian patrol personnel are included, the department averaged 34.5 officers per hour during the 24-hour day in August 2014 and 37.4 officers per hour during the 24-hour day in February 2015.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday).

- First, we focus on patrol deployment alone.
- Next, we compare deployment against workload based on other-initiated calls for service.
- Then, we compare deployment against "main" workload, which includes police-initiated calls.
- Finally, we compare "all" workload, which includes out-of-service and directed patrol activities.

Comments follow each set of four figures, with separate discussions for summer and winter.

FIGURE 7-15: Deployed Officers, Weekdays, Summer 2014

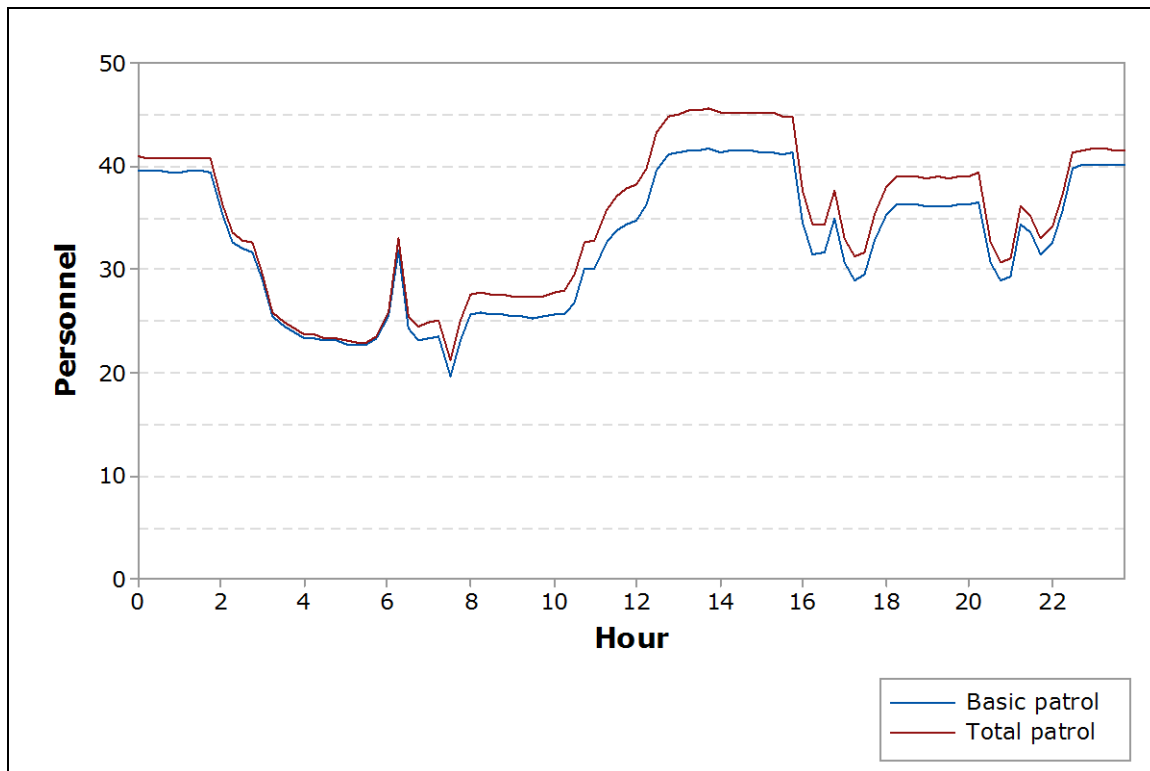


FIGURE 7-16: Deployed Officers, Weekends, Summer 2014

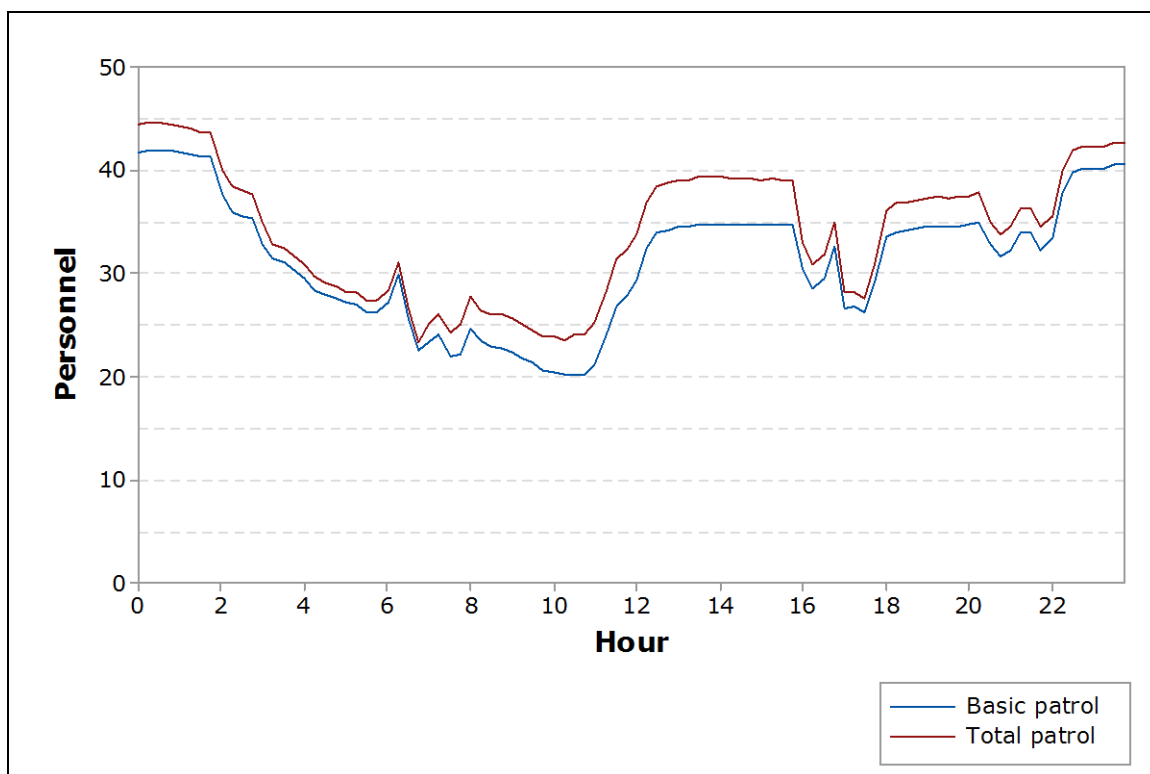


FIGURE 7-17: Deployed Officers, Weekdays, Winter 2015

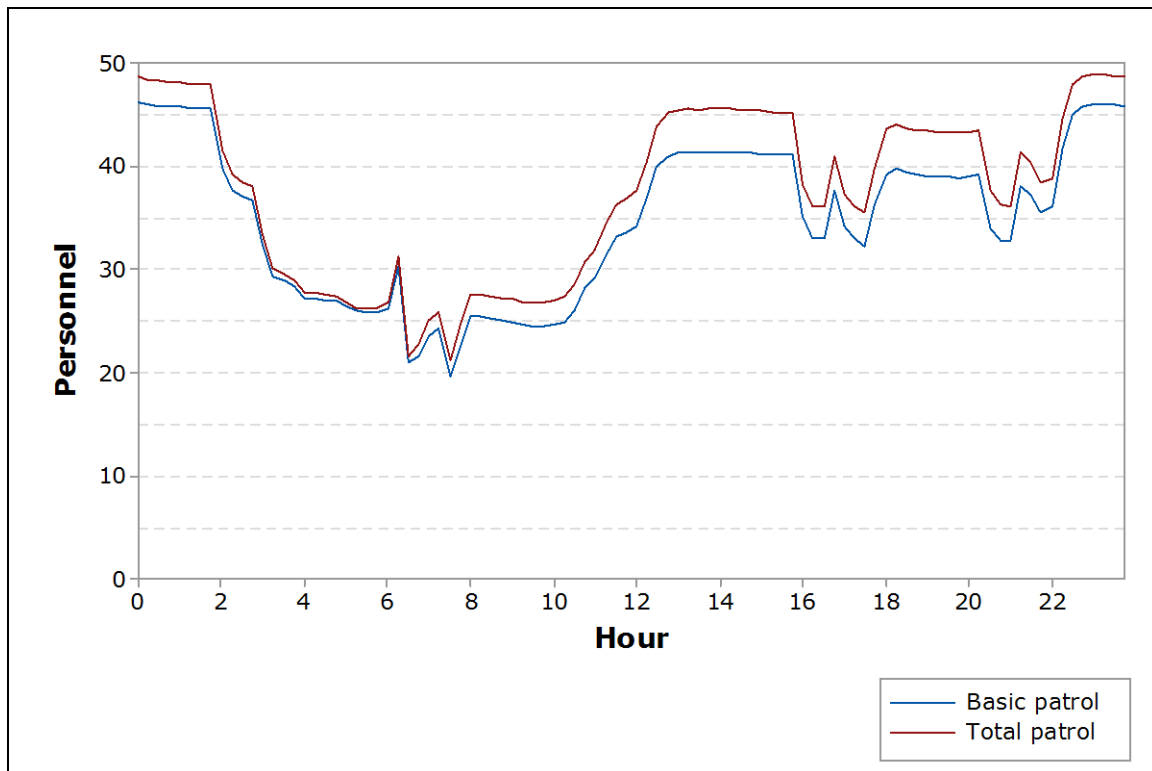
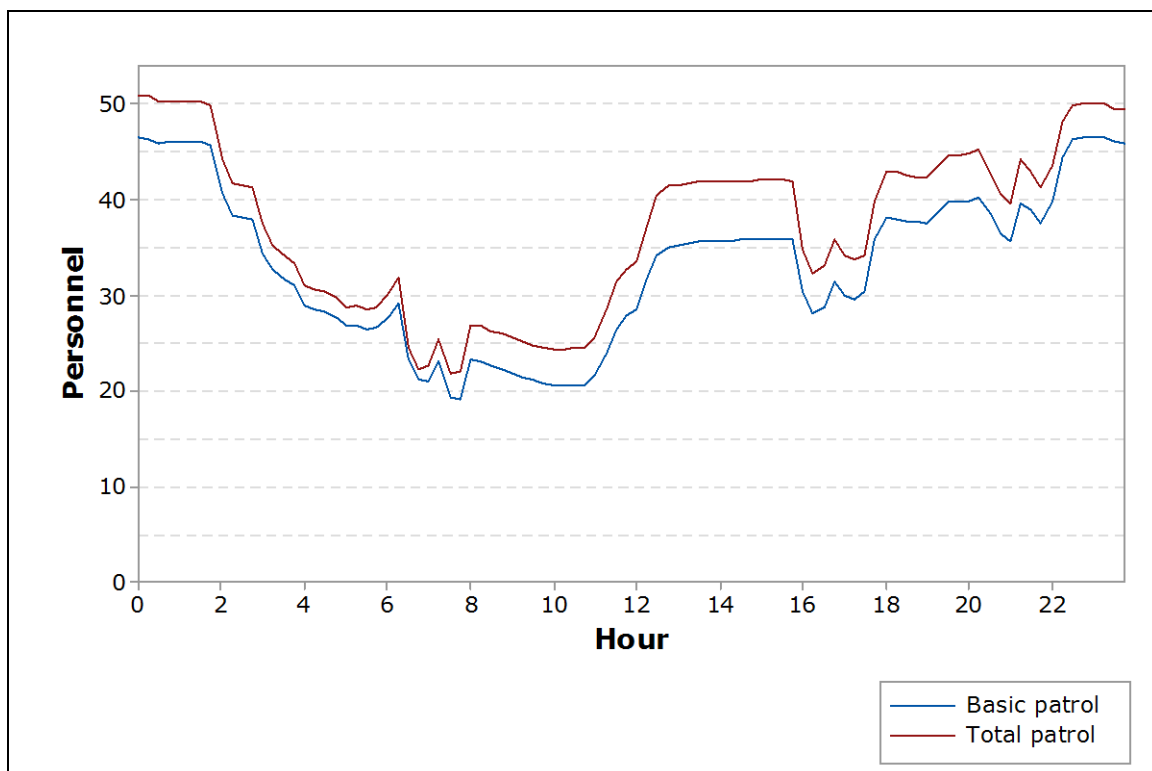


FIGURE 7-18: Deployed Officers, Weekends, Winter 2015



Observations:

- For summer:
 - The average deployment was 34.6 officers per hour during the week and 34.0 officers per hour on the weekend.
 - Average deployment by hour varied from 21.2 to 45.5 officers per hour on weekdays and 23.3 to 44.6 officers per hour on weekends.
- For winter:
 - The average deployment was 37.5 officers per hour during the week and 37.3 officers per hour on the weekend.
 - Average deployment by hour varied from 21.2 to 48.8 officers per hour on weekdays and 21.8 to 50.9 officers per hour on weekends.

FIGURE 7-19: Deployment and Other-Initiated Workload, Weekdays, Summer 2014

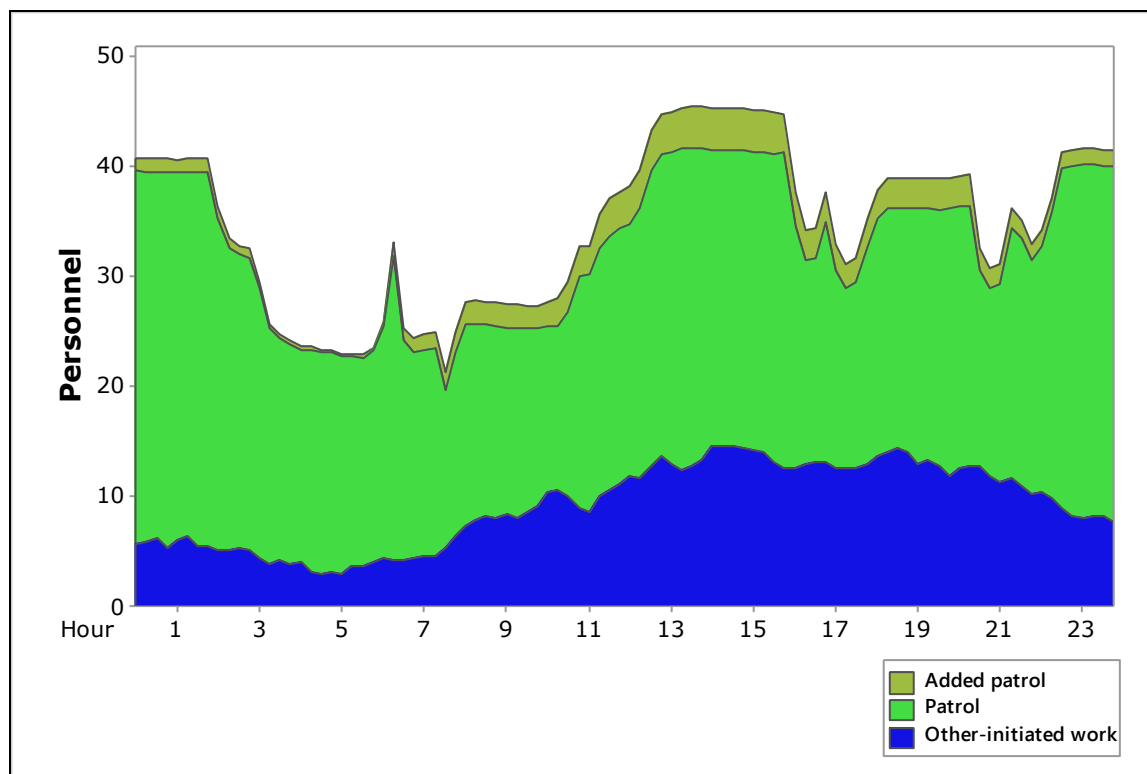


FIGURE 7-20: Deployment and Other-Initiated Workload, Weekends, Summer 2014

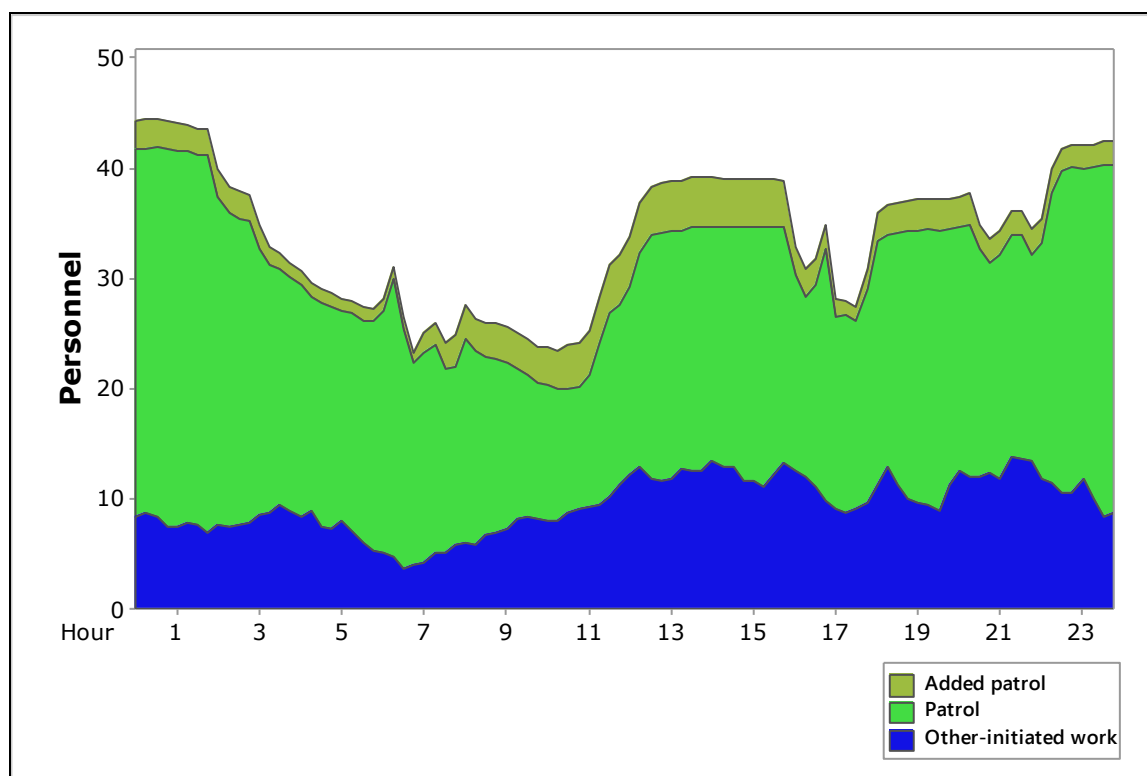


FIGURE 7-21: Deployment and Other-Initiated Workload, Weekdays, Winter 2015

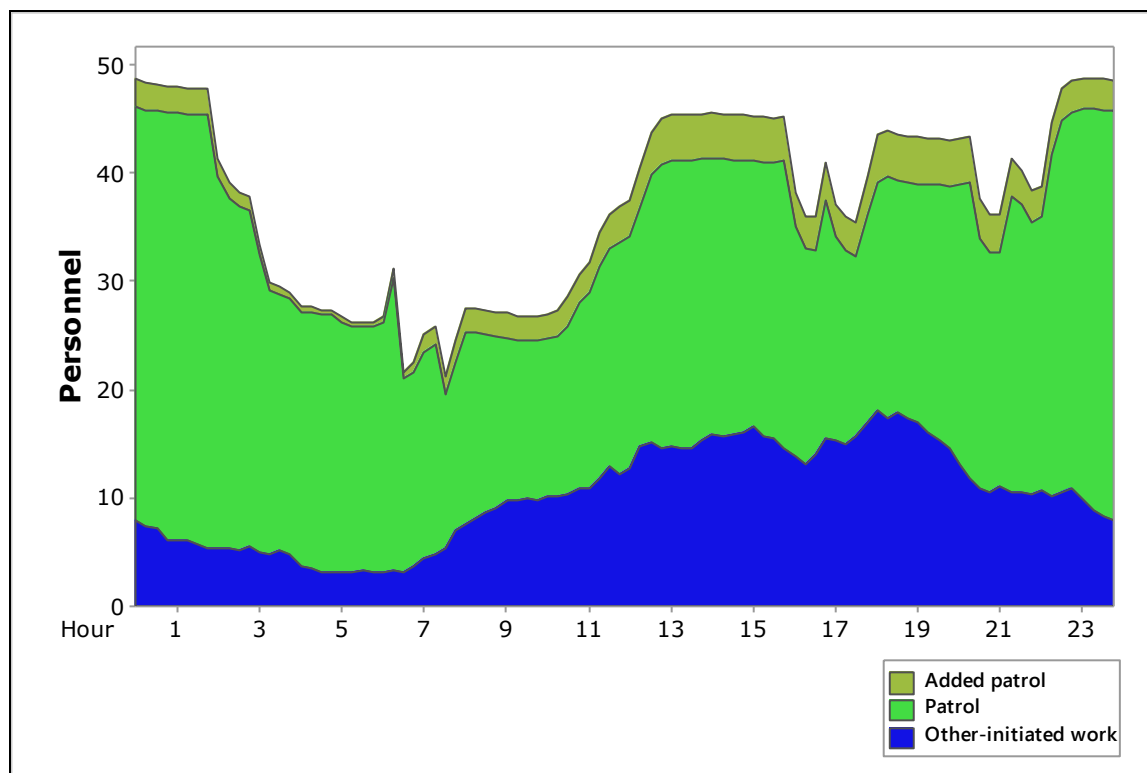
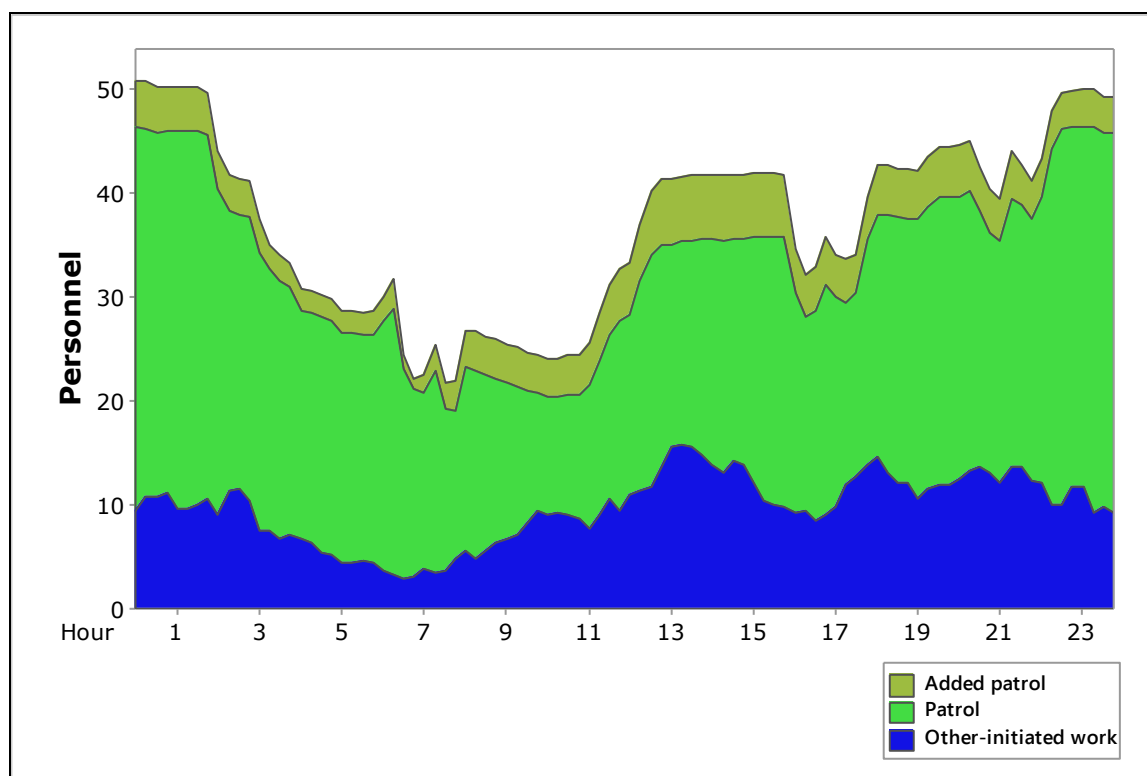


FIGURE 7-22: Deployment and Other-Initiated Workload, Weekends, Winter 2015



Observations:

- For summer:
 - Average other-initiated workload was 9.2 officers per hour during the week and 9.4 officers per hour on weekends.
 - This was approximately 26 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 40 percent of deployment between 5:15 p.m. and 5:45 p.m.
 - On weekends, workload reached a maximum of 39 percent of deployment between 4:15 p.m. and 4:30 p.m. and between 9:45 p.m. and 10:00 p.m.
- For winter:
 - Average other-initiated workload was 10.2 officers per hour during the week and 9.7 officers per hour on weekends.
 - This was approximately 27 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 44 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, workload reached a maximum of 38 percent of deployment between 9:45 a.m. and 10:15 a.m. and between 1:00 p.m. and 1:30 p.m.

FIGURE 7-23: Deployment and Main Workload, Weekdays, Summer 2014

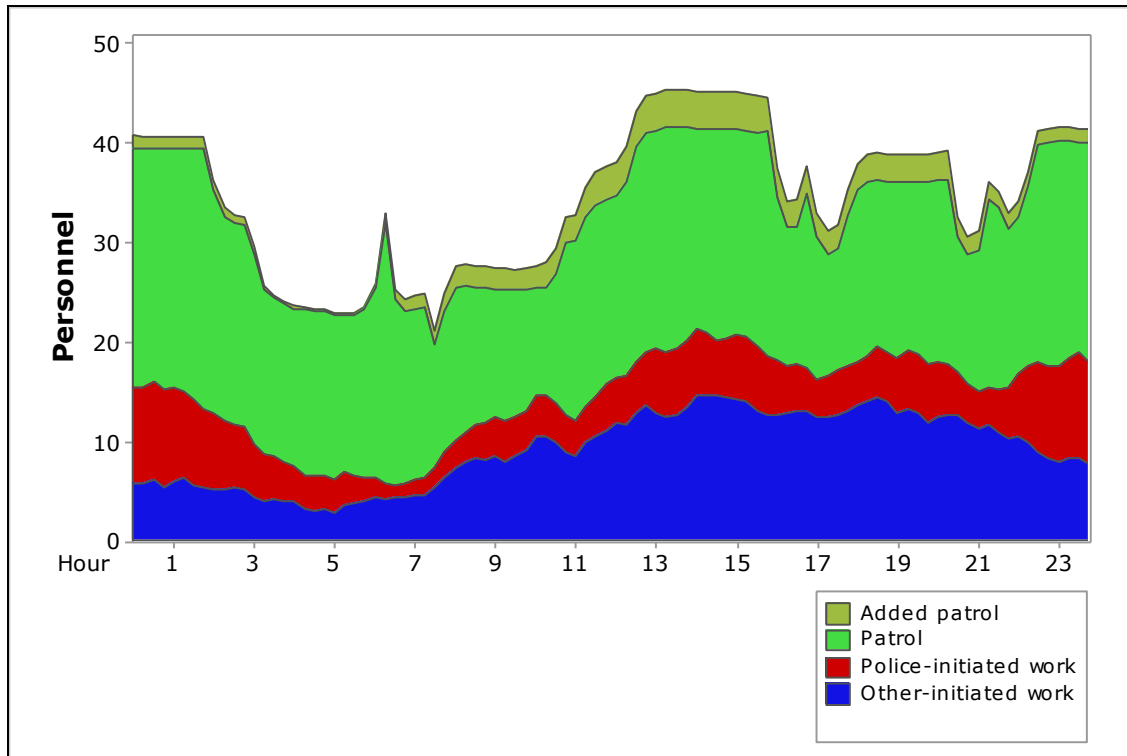


FIGURE 7-24: Deployment and Main Workload, Weekends, Summer 2014

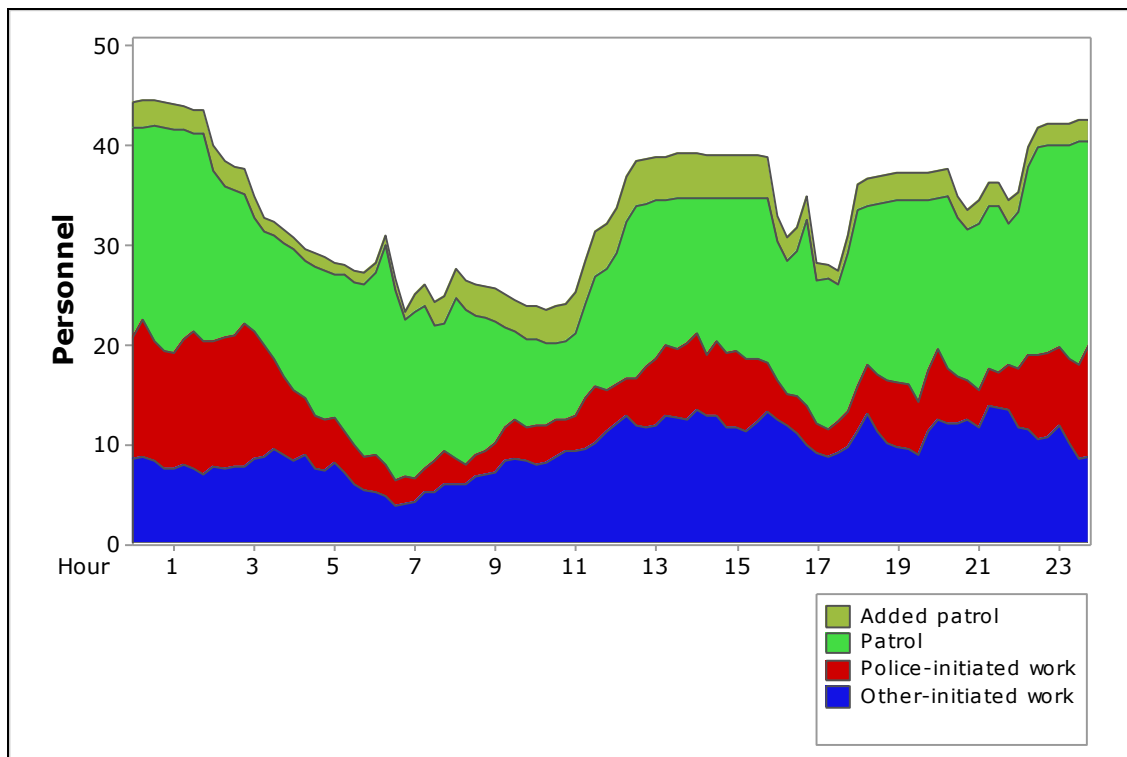


FIGURE 7-25: Deployment and Main Workload, Weekdays, Winter 2015

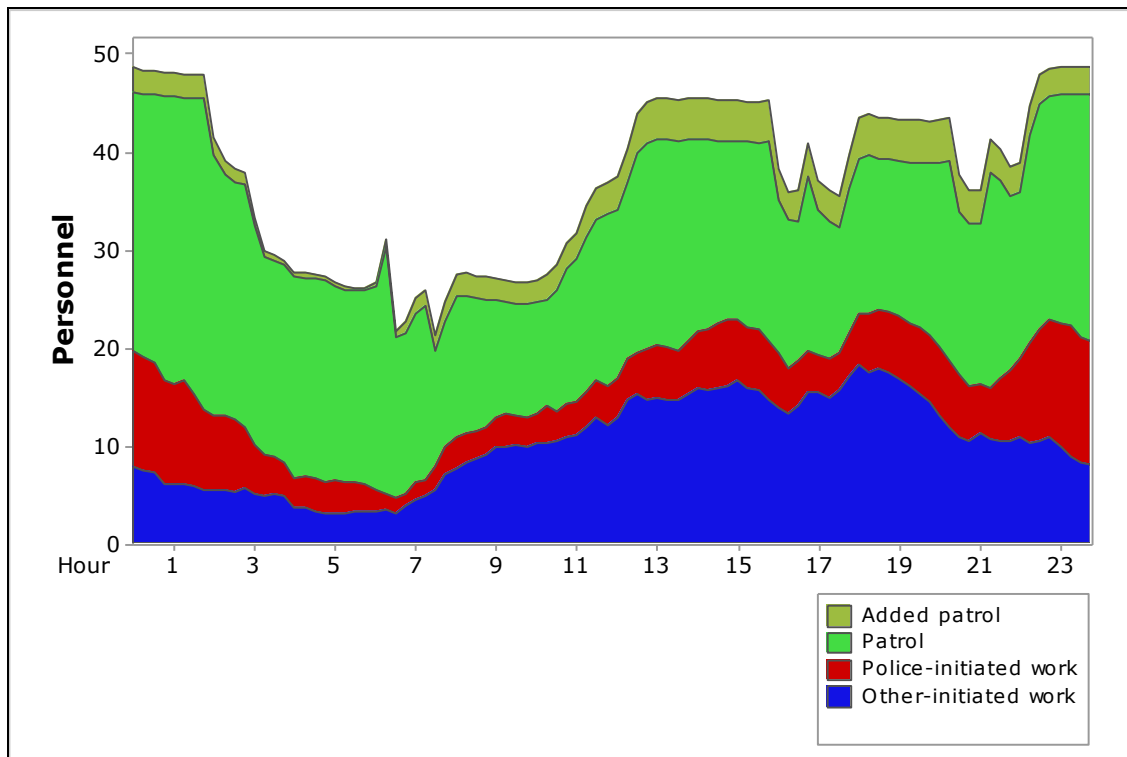
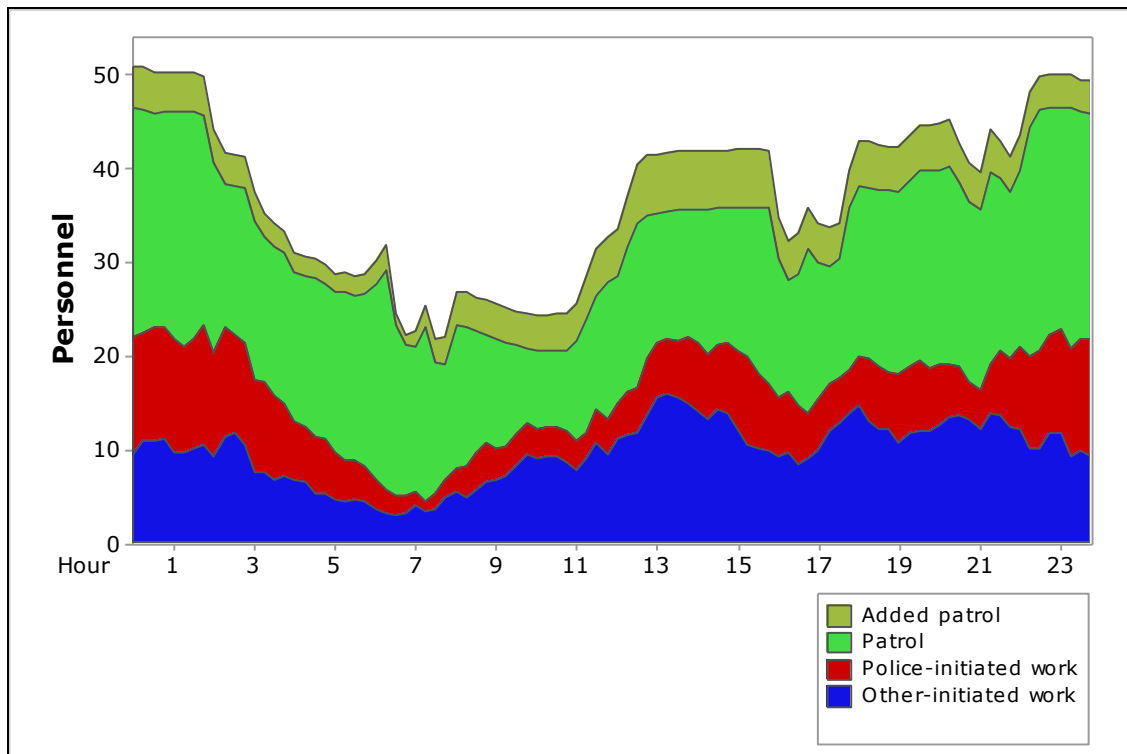


FIGURE 7-26: Deployment and Main Workload, Weekends, Winter 2015



Note: Figures 7-23 to 7-26 show deployment along with workload from other-initiated and police-initiated calls.

Observations:

- For summer:
 - Average workload was 14.4 officers per hour during the week and 15.6 officers per hour on weekends.
 - This was approximately 42 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 54 percent of deployment between 5:15 p.m. and 5:45 p.m.
 - On weekends, workload reached a maximum of 61 percent of deployment between 3:00 a.m. and 3:30 a.m.
- For winter:
 - Average workload was 15.8 officers per hour during the week and 16.1 officers per hour on weekends.
 - This was approximately 42 percent of hourly deployment during the week and 43 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 55 percent of deployment between 5:30 p.m. and 5:45 p.m. and between 6:30 p.m. and 6:45 p.m.
 - On weekends, workload reached a maximum of 55 percent of deployment between 2:15 a.m. and 2:30 a.m.

FIGURE 7-27: Deployment and All Workload, Weekdays, Summer 2014

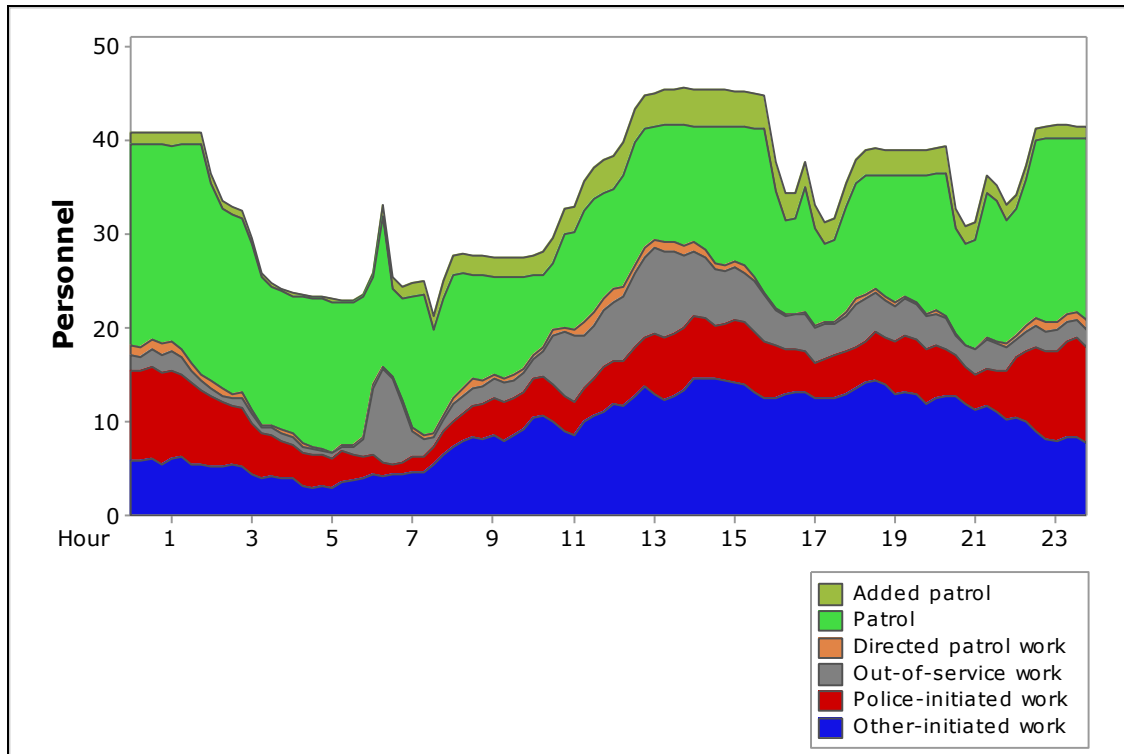


FIGURE 7-28: Deployment and All Workload, Weekends, Summer 2014

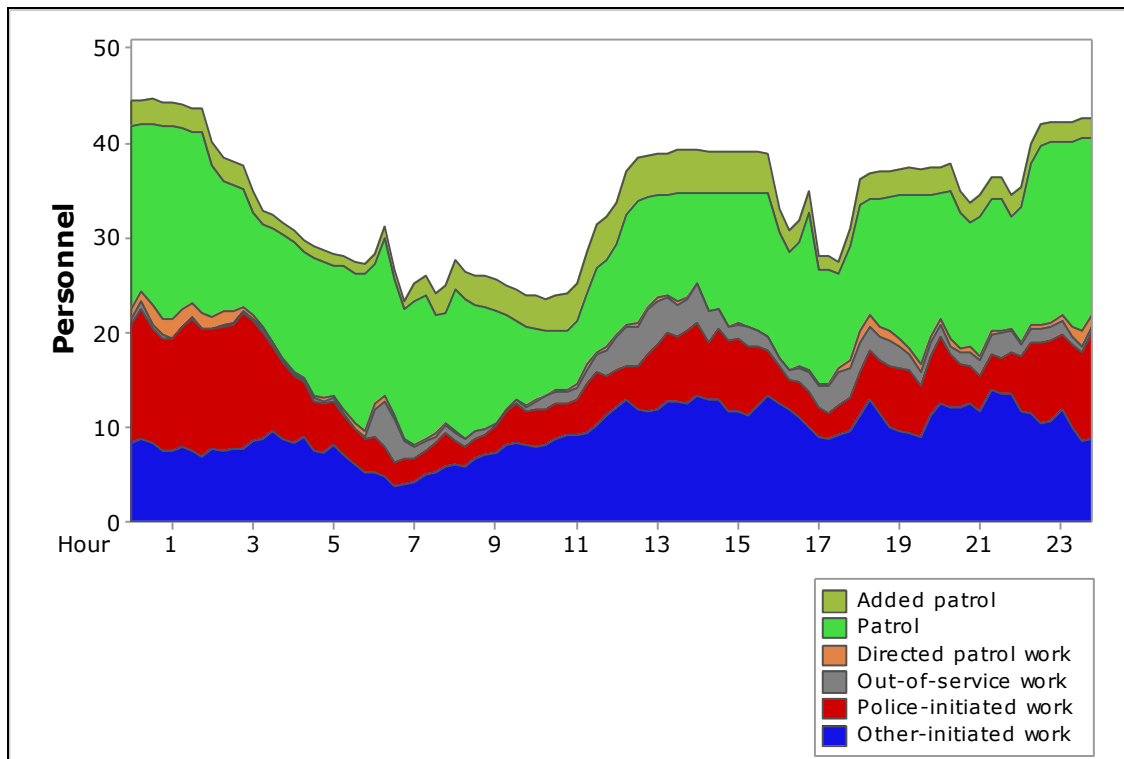


FIGURE 7-29: Deployment and All Workload, Weekdays, Winter 2015

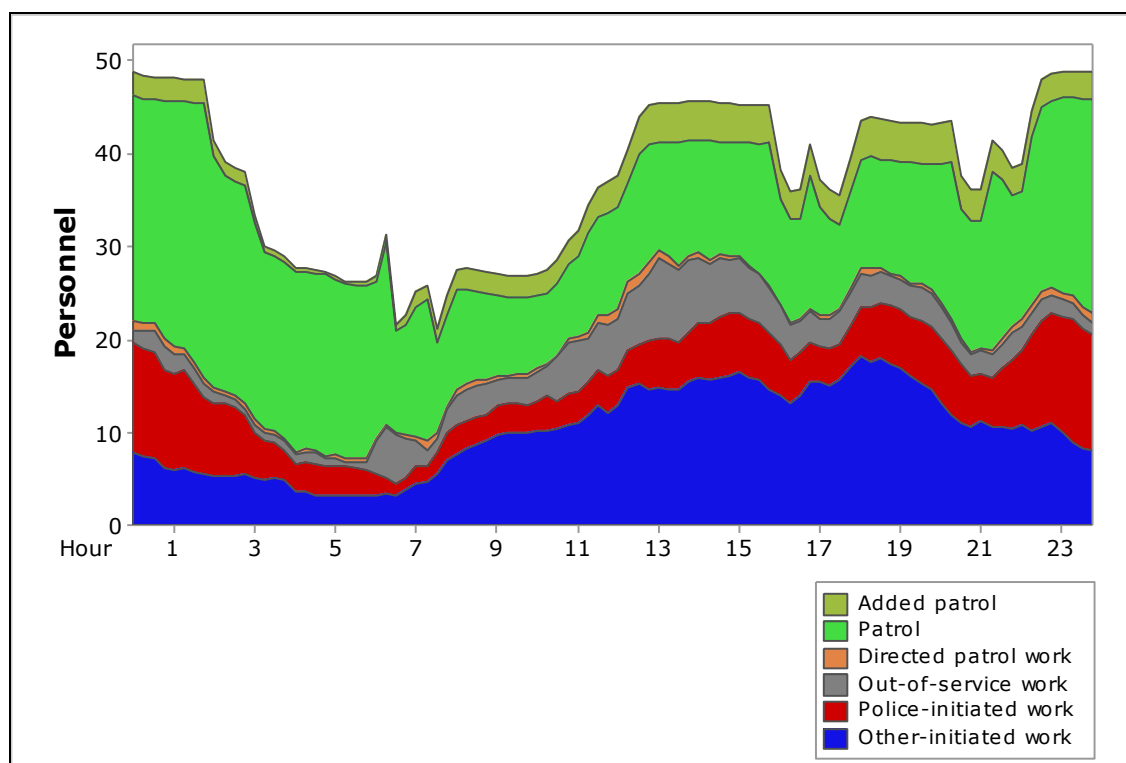
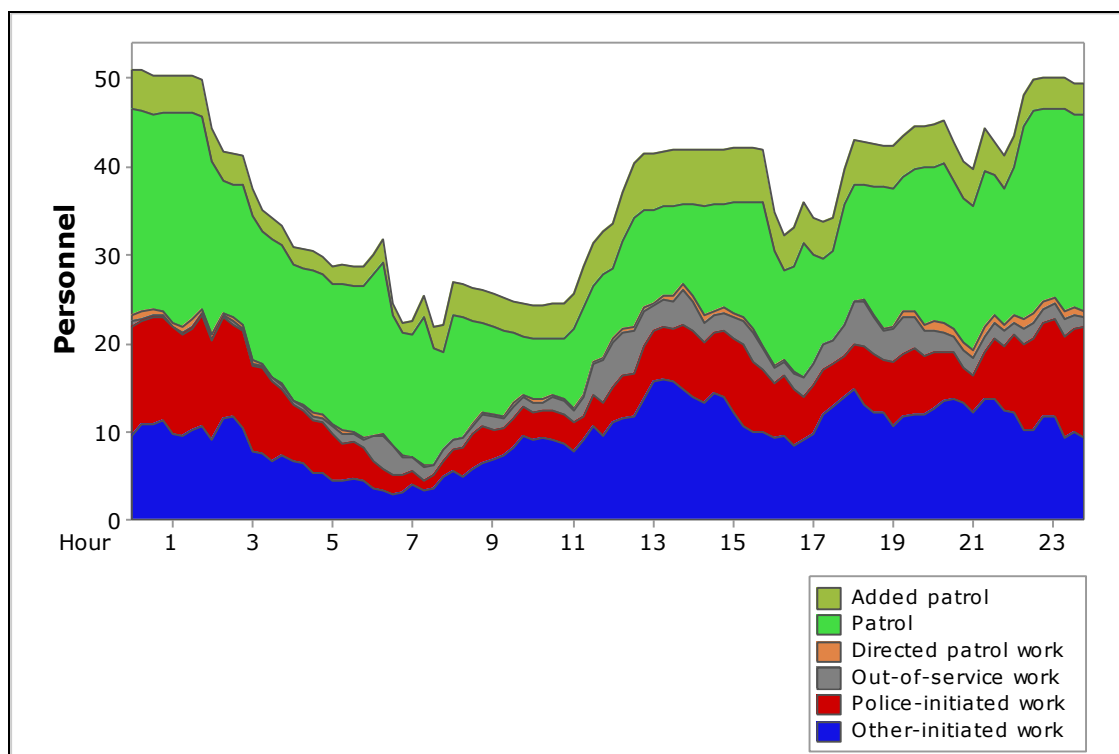


FIGURE 7-30: Deployment and All Workload, Weekends, Winter 2015



Note: Figures 7-27 to 7-30 show deployment along with all workload from other-initiated calls, police-initiated calls, directed patrol activities, and out-of-service (call and noncall) activities.

Observations:

- For summer:
 - Average workload was 18.4 officers per hour during the week and 17.7 officers per hour on weekends.
 - This was approximately 53 percent of hourly deployment during the week and 52 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 67 percent of deployment between 10:30 a.m. and 10:45 a.m.
 - On weekends, workload reached a maximum of 64 percent of deployment between 2:00 p.m. and 2:15 p.m.
- For winter:
 - Average workload was 19.6 officers per hour during the week and 18.5 officers per hour on weekends.
 - This was approximately 52 percent of hourly deployment during the week and 50 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 66 percent of deployment between 5:30 p.m. and 5:45 p.m.
 - On weekends, workload reached a maximum of 64 percent of deployment between 1:45 p.m. and 2:00 p.m.

Response Times

We analyzed the response times to various types of calls, separating the duration into dispatch and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

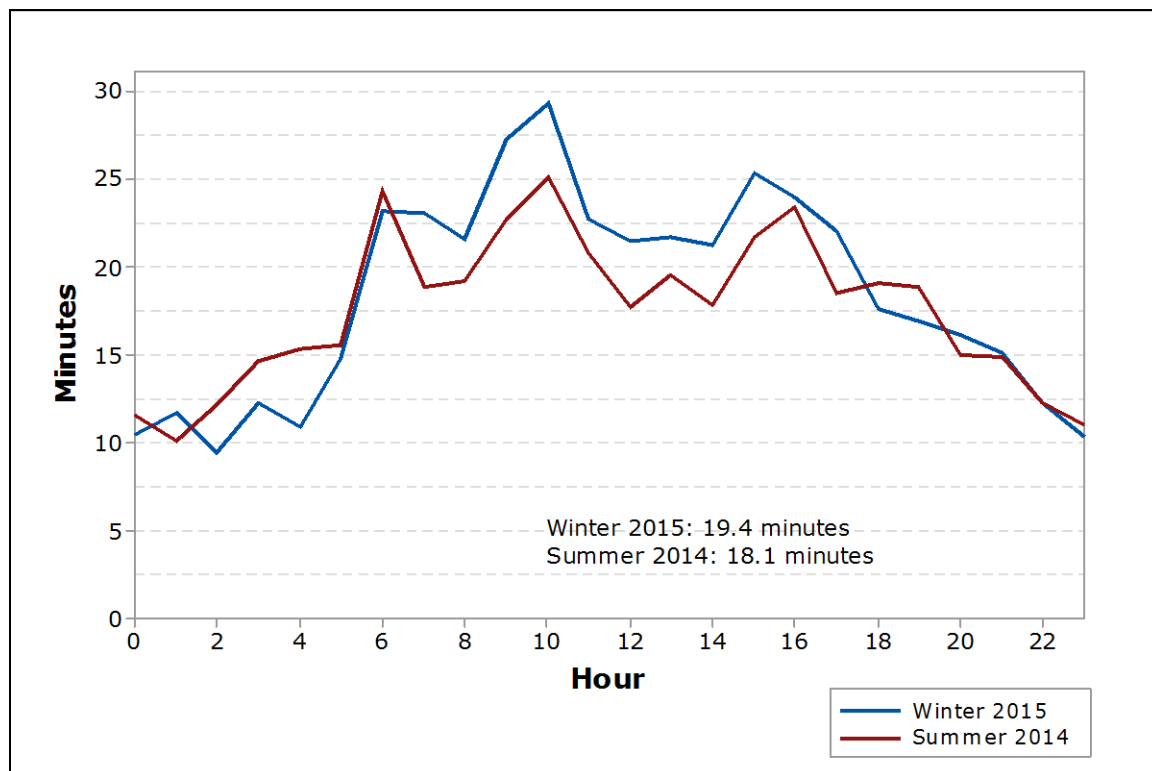
We begin the discussion with statistics that include all calls combined. We started with 12,058 calls for summer and 12,445 calls for winter. We limited our analysis to 5,559 other-initiated calls for summer and 6,185 calls for winter. After excluding calls without valid arrival times, we were left with 5,018 calls in summer and 5,584 calls in winter for our analysis. For the entire year, we began with 156,093 calls, limited our analysis to 78,189 other-initiated calls, and further focused our analysis on 70,490 calls after excluding those lacking valid arrival times.

Our initial analysis does not distinguish calls on the basis of their priority; instead, it examines the difference in response for all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter versus summer), we show differences in response times by category.

FIGURE 7-31: Average Response Time, by Hour of Day, Summer 2014 and Winter 2015



Observations:

- Average response times varied significantly by hour of day.
- In August, the longest response times were between 10:00 a.m. and 11:00 a.m. with an average of 25.1 minutes.
- In August, the shortest response times were between 1:00 a.m. and 2:00 a.m. with an average of 10.1 minutes.
- In February, the longest response times were between 10:00 a.m. and 11:00 a.m. with an average of 29.4 minutes.
- In February, the shortest response times were between 2:00 a.m. and 3:00 a.m. with an average of 9.5 minutes.

FIGURE 7-32: Average Response Time by Category, Summer 2014

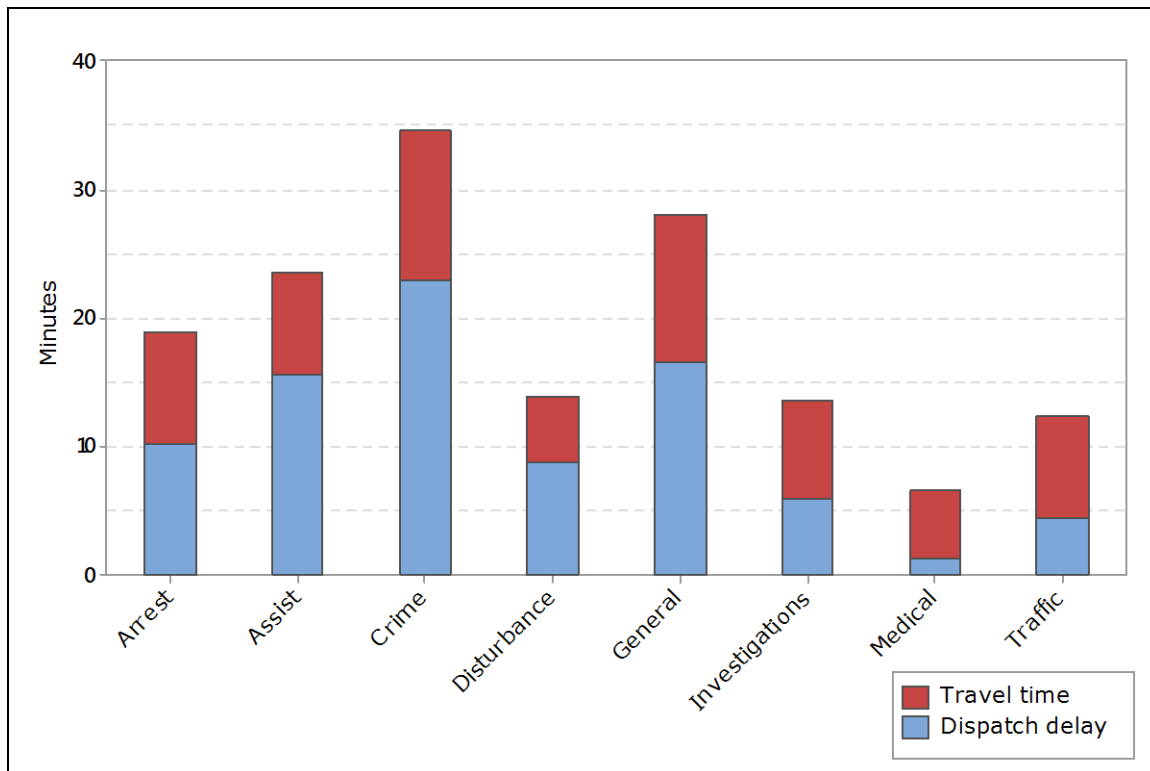


FIGURE 7-33: Average Response Time by Category, Winter 2015

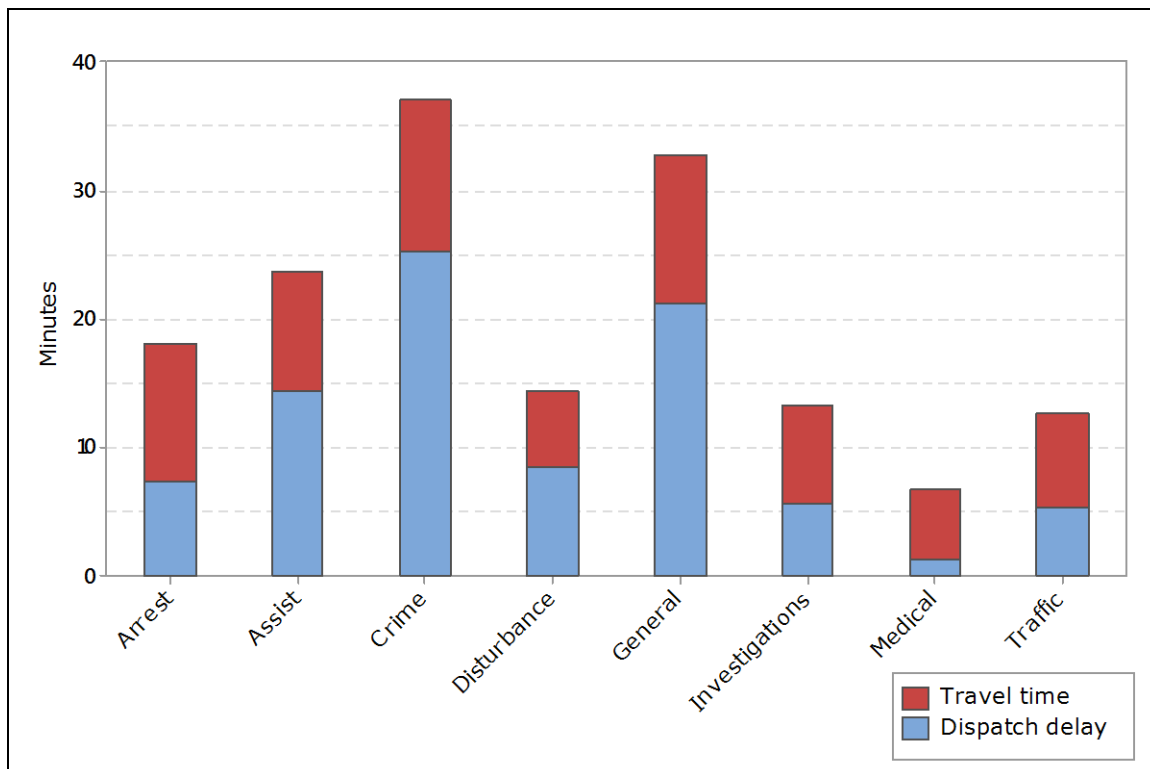


TABLE 7-16: Average Response Time Components, by Category

Category	Summer			Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	10.2	8.7	18.9	7.4	10.8	18.1
Assist	15.6	7.8	23.4	14.3	9.3	23.6
Crime	23.0	11.6	34.5	25.2	11.8	37.0
Disturbance	8.7	5.2	13.9	8.5	5.8	14.3
General	16.5	11.5	28.1	21.1	11.5	32.7
Investigations	5.9	7.7	13.6	5.6	7.7	13.3
Medical	1.3	5.2	6.5	1.2	5.4	6.6
Traffic	4.3	7.9	12.2	5.3	7.3	12.6
All	9.9	8.3	18.1	11.0	8.5	19.4

Note: The total average is weighted according to the number of calls per category.

Observations:

- In summer, the average response time for most categories was between 6 minutes and 29 minutes.
- In summer, the average response time was as short as 6 minutes (for medical calls) and as long as 35 minutes (for crimes).
- In winter, the average response time for most categories was between 7 minutes and 34 minutes.
- In winter, the average response time was as short as 7 minutes (for medical calls) and as long as 37 minutes (for crimes).

TABLE 7-17: 90th Percentiles for Response Time Components, by Category

Category	Summer			Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	32.6	19.0	40.7	24.5	25.4	40.6
Assist	76.6	14.0	94.1	107.7	20.5	118.4
Crime	122.7	30.6	143.2	135.7	29.8	159.0
Disturbance	37.7	9.6	42.8	34.4	10.3	47.6
General	81.1	24.7	100.2	95.4	26.5	119.9
Investigations	12.9	15.4	27.9	11.6	14.7	27.6
Medical	2.5	9.1	11.8	2.5	11.2	12.3
Traffic	7.8	15.9	25.8	11.4	14.3	24.5
All	43.2	16.5	60.9	55.6	17.5	73.8

Note: A 90th percentile value of 61 minutes means that 90 percent of all calls are responded to in fewer than 61 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time was as short as 12 minutes (for medical calls) and as long as 143 minutes (for crimes).
- In winter, the 90th percentile value for response time was as short as 12 minutes (for medical calls) and as long as 159 minutes (for crimes).

FIGURE 7-34: Average Response Time Components, by District

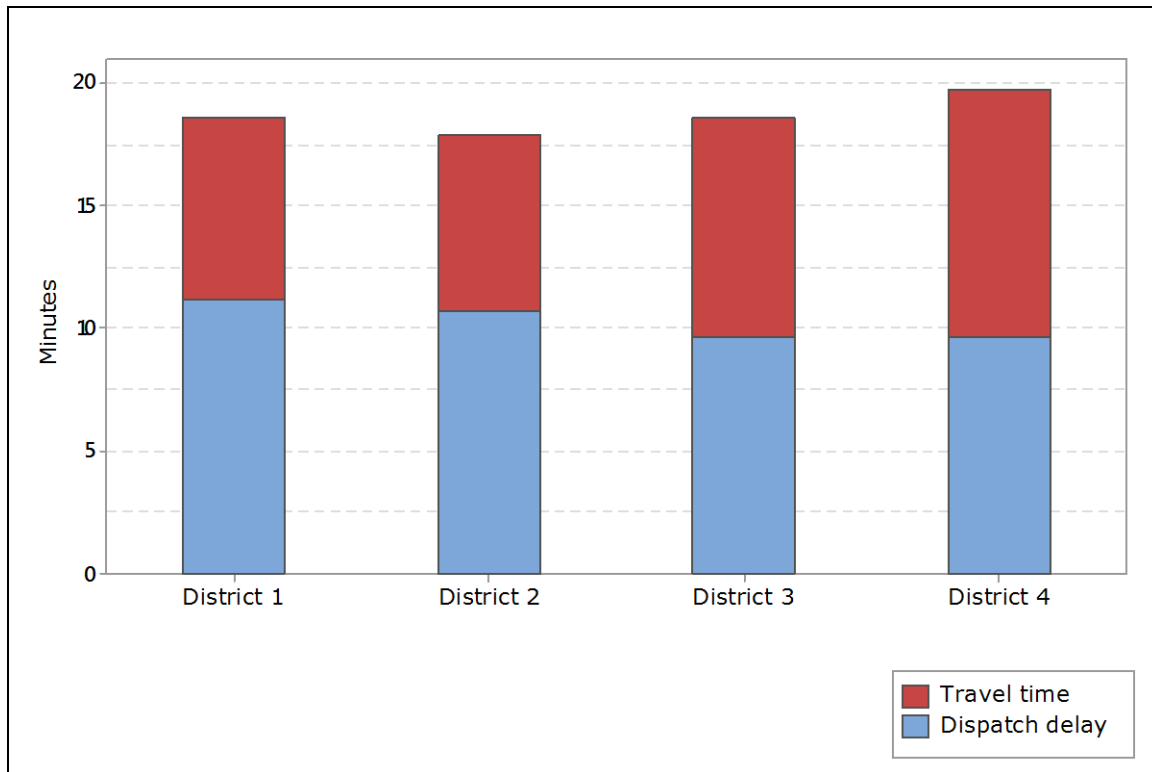


TABLE 7-18: Average Response Time Components, by District and Beat

District	Beat	Dispatch	Travel	Response	Calls	Area (Sq. Miles)
D1	1	11.1	7.6	18.8	5,425	2.3
D1	2	10.6	7.2	17.8	4,093	2.2
D1	3	11.2	7.0	18.3	4,284	1.5
D1	4	11.9	8.2	20.1	2,433	1.4
D1 - McKellips		11.1	7.4	18.6	16,235	7.4
D2	5	10.0	7.5	17.5	2,333	1.5
D2	6	10.9	6.4	17.2	7,724	1.5
D2	7	9.6	7.2	16.8	4,392	1.6
D2	8	12.6	9.2	21.9	2,432	2.3
D2- Downtown		10.7	7.2	17.8	16,881	6.8
D3	9	9.2	9.2	18.4	1,845	1.9
D3	10	10.7	8.7	19.4	2,124	3.4
D3	11	8.5	7.7	16.2	2,728	3.2
D3	12	8.5	8.3	16.9	1,994	3.3
D3	13	9.9	8.5	18.3	4,395	4.5
D3	14	10.5	10.9	21.4	3,443	13.9
D3 - Via Linda		9.6	8.9	18.6	16,529	30.3
D4	15	8.1	8.9	17.0	2,797	3.3
D4	16	7.1	7.5	14.6	2,514	2.0
D4	17	10.7	9.0	19.7	3,499	4.1
D4	18	11.1	10.2	21.2	3,387	34.0
D4	19	9.8	9.3	19.1	3,892	10.8
D4	20	10.0	14.5	24.5	3,856	85.8
D4 - Foothills		9.6	10.1	19.8	19,945	140.0
Other		5.2	10.4	15.6	900	N/A
All		10.2	8.5	18.7	70,490	184.5

Observations:

- The average response time was shortest in Beat 16, with a response time of 14.6 minutes.
- The average response time was longest for Beat 20, with a response time of 24.5 minutes.
- At the district level, the average response time was shortest for District 2 and longest for District 4.

High-Priority Calls

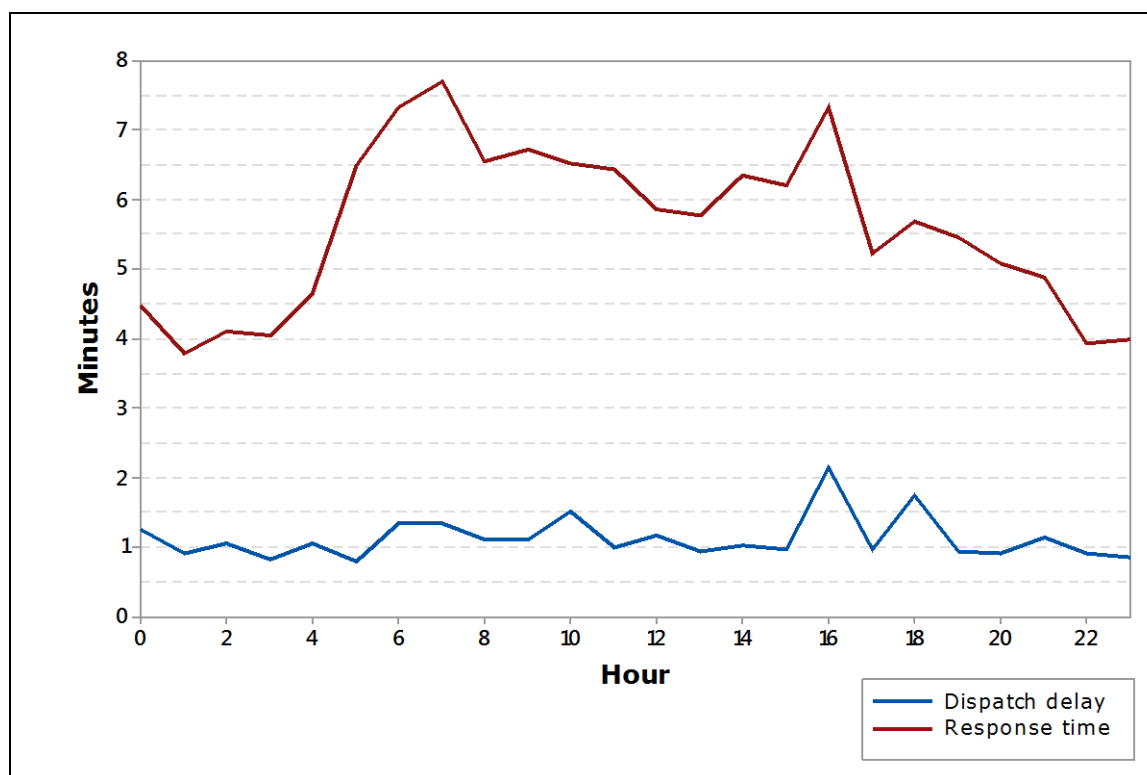
A priority code is assigned to calls by the department, with 1 as the highest priority. Table 7-19 shows average response times by priority, with an additional line for injury accidents. Figure 7-35 focuses on calls whose police response was labeled as “high.” All calls coded as “962” were included in the “injury accidents” category.

TABLE 7-19: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Total Calls
1	1.1	4.4	5.6	1,134
2	1.2	5.7	6.8	803
3	1.8	6.0	7.8	30,669
4	4.3	7.4	11.7	1,488
5	5.7	9.1	14.8	14,387
6	11.6	10.0	21.6	582
7	24.4	14.4	38.8	856
8	26.3	11.9	38.2	19,916
9	29.7	13.1	42.9	655
All	10.2	8.5	18.7	70,490
Injury accidents	1.3	5.7	7.1	1,333

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 7-35: Average Response Times and Dispatch Delays for High-Priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 5.6 minutes, lower than the overall average of 18.7 minutes for all calls.
- Average dispatch delay was 1.1 minutes for high-priority calls, compared to 10.2 minutes overall.
- Average response time for accidents with injury was 7.1 minutes, with a dispatch delay of 1.3 minutes.
- For high-priority calls, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 7.7 minutes.
- For high-priority calls, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 3.8 minutes.
- For high-priority calls, response times were notably longer than average between 4:00 p.m. and 5:00 p.m., with an average hourly response time of 7.3 minutes.
- Between 4:00 p.m. and 5:00 p.m., the average dispatch delay was 2.1 minutes compared to the overall average of 1.1 minutes for high-priority calls.

Variation by Year

In this section, we look at the data for January and February 2014 in comparison to January and February 2015. The Super Bowl took place in nearby in Glendale on February 1, 2015, during the study period. We examine the data around that time period, comparing it with the same time period in the previous year.

Tables 7-20 and 7-21 and Figure 7-36 present the number of calls received during January and February in 2014 and 2015. February 2015 is the four-week period we used for the detailed workload analysis in the previous sections. Table 7-22 looks at the calls and workload for the four weeks in February 2014 and in February 2015.

The focus in this section is on recorded calls rather than recorded events. We removed events with zero time on scene, out-of-service, and directed patrol activities. During the time period in consideration, there was one day in February 2014, February 12, for which there were no calls recorded for 10 hours. This contributed to some of the difference in the number of calls received in the two periods being compared.

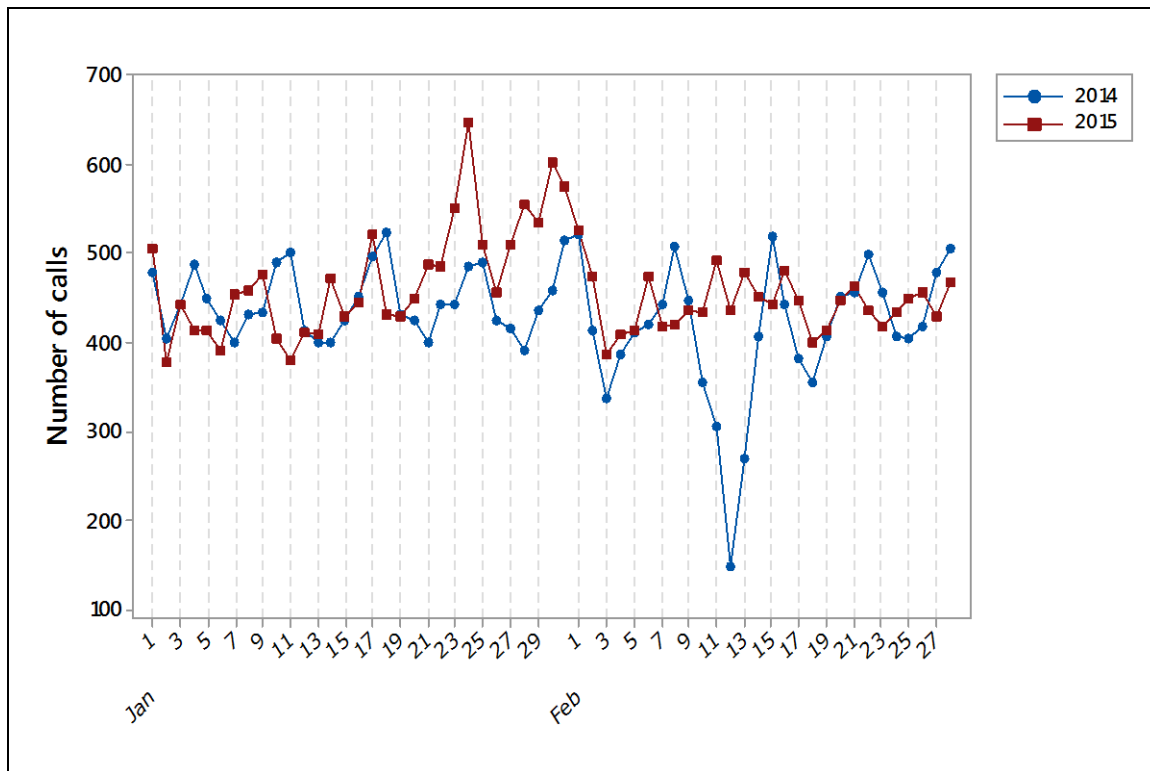
TABLE 7-20: Calls per day by Initiator for January and February, by Year

Initiator	Jan-Feb 2014	Jan-Feb 2015
Police initiated	225.1	238.9
Other initiated	205.2	220.3
Total	430.3	459.2

TABLE 7-21: Calls per day by Category for January and February, by Year

Category	Jan-Feb 2014	Jan-Feb 2015
Accidents	17.5	19.3
Alarm	27.5	30.7
Animal calls	6.5	6.1
Agency assist	7.3	7.4
Check/investigation	78.5	90.0
Citizen assist	11.9	16.2
Crime—drug	3.2	3.5
Crime—persons	9.4	9.5
Crime—property	31.5	31.8
Disturbance	30.8	33.2
Follow-up	34.0	32.8
Juvenile	2.0	2.5
Medical	4.4	5.6
Miscellaneous	11.6	11.2
Prisoner—arrest	3.3	3.0
Prisoner—transport	3.2	2.2
Traffic enforcement	147.6	154.2
Total	430.3	459.2

FIGURE 7-36: Daily Calls in January and February, by Year



Observations:

- January and February 2015 had approximately 7 percent more calls than the same period in 2014. If we exclude February 12, 2014, from the analysis, this percentage difference is only 6 percent or about 24 calls per day.
- In the period from January 19 to February 1, there were consistently more calls in 2015 than in 2014.

TABLE 7-22: Calls and Work Hours per Day in February, by Year

Categories	Calls per day		Work hours per day	
	Feb 2014	Feb 2015	Feb 2014	Feb 2015
Arrest	6.2	5.3	12.9	11.2
Assist	18.5	22.0	20.6	21.5
Crime	42.8	45.7	80.3	79.8
Disturbance/suspicious	31.8	33.3	45.2	43.2
General noncriminal	19.6	20.4	17.9	18.7
Investigations	137.2	151.5	103.1	112.6
Medical	4.6	6.0	3.9	5.6
Traffic	152.2	160.4	79.6	89.6
Total	413.0	444.5	363.4	382.2

Observations:

- February 2015 had approximately 5 percent more workload and 8 percent more calls than February 2014.

Appendix I

Call descriptions for the department's calls for service from July 1, 2014, to June 30, 2015, were classified within the following categories.

TABLE 7-23: Call Descriptions, by Category

Call Description	Table Category	Figure Category
WARRANT:ARREST	Prisoner–arrest	Arrest
DETAIL:PRISONER TRANS	Prisoner–transport	
TRANSPORT:PRISONER		
WARRANT:DETENTION TRANSFER		
WARRANT:TRANSFER		
ASSIST	Assist other agency	Assist
ATTEMPT TO LOCATE:FROM OTHER JURISDICTION		
COMMITTAL ORDER		
FIRE:ASSIST		
FIRE:ILLEGAL BURN		
HAZARD MATERIAL		
CITIZEN FLAGDOWN	Citizen assist	
CIVIL STANDBY		
COMMUNITY POLICING		
CONTACT		
DELIVER MESSAGE		
ORDER PROTECTION		
DEPARTMENTAL REPORT:PARAPHERNALIA	Crime–drug	Crime
DEPARTMENTAL REPORT:POSS TOBACCO		
DEPARTMENTAL REPORT:POSSESSION NARC		
DEPARTMENTAL REPORT:POSSESSION DRUG		
DEPARTMENTAL REPORT:POSSESSION MARJ		
ABUSE:ADULT OR ELDERLY	Crime–persons	
ABUSE:CHILD		
ARMED ROBBERY:ATTEMPT JUST OCCURRED		
ARMED ROBBERY:DELAYED		
ARMED ROBBERY:JUST OCCURRED		

Call Description	Table Category	Figure Category
ASSAULT:AGGRAVATED		
ASSAULT:IN PROGRESS		
ASSAULT:JUST OCCURRED		
ASSAULT:SIMPLE		
BOMB THREAT		
CARJACKING:DELAYED		
CARJACKING:JUST OCCURRED		
DEPARTMENTAL REPORT:CONT DEL OF A MINOR		
DEPARTMENTAL REPORT:ENDANGERMENT		
DEPARTMENTAL REPORT:FAIL PROVIDE ID		
DEPARTMENTAL REPORT:FALSE INFO		
DEPARTMENTAL REPORT:FALSE REPORTING		
DEPARTMENTAL REPORT:MISCON W/ WEAPON		
GUNSHOTS:FIRED		
HARASSMENT		
INDECENT EXPOSURE:DELAYED		
INDECENT EXPOSURE:IN PROGRESS		
INDECENT EXPOSURE:JUST OCCURRED		
KIDNAP:DELAYED		
KIDNAP:JUST OCCURRED		
MOLESTATION		
SEXUAL ABUSE		
SEXUAL ASSAULT:DELAYED		
SEXUAL ASSAULT:JUST OCCURRED		
SHOOTING		
STABBING		
STRONG ARM ROBBERY:DELAYED		
STRONG ARM ROBBERY:JUST OCCURRED		
SUICIDE:ATTEMPT		
SUICIDE:THREAT		
SUICIDE:WEAPON		
THREAT W/ WEAPON:GUN		
THREAT W/ WEAPON:KNIFE		
THREAT W/ WEAPON:OTHER		
THREATS		

Call Description	Table Category	Figure Category
VIOLOF COURT ORDER		
VIOLOF COURT ORDER:IN PROGRESS		
VIOLOF COURT ORDER:JUST OCCURRED		
VIOLOF ORDER/PROTECT		
VIOLOF ORDER/PROTECT:IN PROGRESS		
VIOLOF ORDER/PROTECT:JUST OCCURRED		
AUTO THEFT:ATTEMPT	Crime–property	
AUTO THEFT:DELAYED		
AUTO THEFT:ILLEGAL USE TRANS		
AUTO THEFT:JUST OCCURRED		
AUTO THEFT:RECOVERED		
BURGLARY:ATTEMPT		
BURGLARY:ATTEMPT JUST OCCURRED		
BURGLARY:FROM VEHICLE		
BURGLARY:IN PROGRESS		
BURGLARY:JUST OCCURRED		
BURGLARY:REPORT CALL		
CRIMINAL DAMAGE:DELAYED		
CRIMINAL DAMAGE:GRAFFITI		
CRIMINAL DAMAGE:IN PROGRESS		
CRIMINAL DAMAGE:JUST OCCURRED		
DEPARTMENTAL REPORT:ARSON		
DUMPING:DELAYED		
DUMPING:IN PROGRESS		
DUMPING:JUST OCCURRED		
FAILURE TO RETURN RENTAL PROP		
FORGERY:COUNTERFEIT		
FORGERY:DELAYED		
FORGERY:IN PROGRESS		
FORGERY:JUST OCCURRED		
FRAUD:DELAYED		
FRAUD:IDENTITY THEFT		
FRAUD:IN PROGRESS		
FRAUD:JUST OCCURRED		
LIQ LAW VIOLATION		
LITTERING		
SHOPLIFTER:ADULT		
SHOPLIFTER:DISPLAYED FOR SALE		
SHOPLIFTER:IN PROGRESS		

Call Description	Table Category	Figure Category
SHOPLIFTER:JUST OCCURRED		
THEFT:ATTEMPT		
THEFT:ATTEMPT JUST OCCURRED		
THEFT:DELAYED		
THEFT:FROM VEHICLE		
THEFT:IN PROGRESS		
THEFT:JUST OCCURRED		
THEFT:LICENSE PLATE		
TRESPASS:DELAYED		
TRESPASS:IN PROGRESS		
TRESPASS:JUST OCCURRED		
CANINE:NARCOTICS	Directed patrol	Directed patrol
CANINE:SEARCH OR SWEEP		
CLOSE PATROL		
DETAIL:AVAILABLE FOR CALLS		
DETAIL:CODE 5		
DETAIL:FOOT PATROL		
DETAIL:HORSE PATROL		
DETAIL:MAIL RUN		
DETAIL:PCIS FOLLOW UP		
DIRECTED ACTIVITY		
DEPARTMENTAL REPORT:DISORDERLY CONDUCT	Disturbance/suspicious	Disturbance
DISTURBANCE:AT A VENUE		
DISTURBANCE:FAMILY FIGHT		
DISTURBANCE:FIGHT		
DISTURBANCE:INTOXICATED SUBJECT		
DISTURBANCE:MUSIC		
DISTURBANCE:OTHER		
DISTURBANCE:PARTY		
DISTURBANCE:SUBJECT		
DISTURBANCE:VEHICLE		
INTOXICATED PERSON		
LOITERING		
NEIGHBOR PROBLEM		
PROWLER		
SOLICITOR		
SUSPECT		
URINATING IN PUBLIC		
ANIMAL PROBLEM:CRUELTY TO	Animal calls	General noncriminal

Call Description	Table Category	Figure Category
ANIMAL		
ANIMAL PROBLEM:DEAD		
ANIMAL PROBLEM:DOG DISTURBING		
ANIMAL PROBLEM:IN ROADWAY		
ANIMAL PROBLEM:INJURED		
ANIMAL PROBLEM:LEASH VIOLATION		
ANIMAL PROBLEM:OTHER		
ATTEMPT TO LOCATE:RUNAWAY	Juvenile	
DEPARTMENTAL REPORT:TRUANCY		
DETAIL:SCHOOL		
DISTURBANCE:JUVENILE		
DISTURBANCE:JUVENILE PARTY		
FOUND:CHILD		
MISSING PERSON:CHILD		
MISSING PERSON:RUNAWAY		
SHOPLIFTER:JUVENILE		
10-13 INFO:TONE	Miscellaneous	
AIRCRAFT PROBLEM:2PROB		
CITY CODE VIOLATION		
CITY CODE VIOLATION:ILLEGAL POOL DRAINING		
DEPARTMENTAL REPORT:OTHER		
DEPARTMENTAL REPORT:RECKLESS BURN		
DOWNTOWN LEVEL READING		
FIREWORK		
GUNSHOTS:ILLEGAL SHOOTING		
IMPOUND:PROPERTY		
IMPOUND:WEAPON		
INFORMATION		
OFCR INVOL SHOOTING		
PURSUIT:FOOT		
TRANSPORT:RUNAWAY		
UNKNOWN PROBLEM		
ALARM:ARMED ROBBERY	Alarm	Investigations
ALARM:AUDIBLE BURGLARY		
ALARM:CITY_BUILDING		
ALARM:PANIC		
ALARM:SILENT BURGLARY		
ARMED ROBBERY:ESP ACTIVATION		

Call Description	Table Category	Figure Category
ARMED ROBBERY:PRONET ACTIVATION		
BAIT VEHICLE		
911 WELFARE CHECK	Check/investigation	
911 WELFARE CHECK:CELL_PHONE		
911 WELFARE CHECK:MISUSE OF 911		
ABANDONED VEHICLE		
ATTEMPT TO LOCATE:OTHER		
ATTEMPT TO LOCATE:PERSON		
ATTEMPT TO LOCATE:SUB		
ATTEMPT TO LOCATE:VEH		
BAR CHECK		
CHECK:ACTIVITY		
CHECK:AREA		
CHECK:BUSINESS		
CHECK:HAZARD		
CHECK:ITEM		
CHECK:RESIDENCE		
CHECK:SIGNAL		
CHECK:SUBJECT		
CHECK:VEHICLE		
CHECK:WATER		
CHECK:WELFARE		
CUSTODIAL INTERFER		
DEAD BODY:DEATH		
DEAD BODY:SUICIDE		
FOUND:ADULT OR ELDERLY		
FOUND:PROPERTY		
GUNSHOTS:SHOTS HEARD		
MISSING PERSON:ADULT		
MISSING PERSON:DISABILITY		
MISSING PERSON:ELDERLY		
MISSING PERSON:ENDANGERED		
CRIME SCEN SPECIALIST	Follow-up	
CRIME SCEN SPECIALIST:AVAILABLE FOR CALLS		
CRIME SCEN SPECIALIST:PRIORITY		
DEAD BODY:YELLOW TAG FOJ		
DETAIL:FOLLOW UP		
SEARCH WARRANT		
SUPPLEMENT REPORT		

Call Description	Table Category	Figure Category
DRUG OVERDOSE	Medical	Medical
MEDICAL EMERGENCY:ASSIST		
MEDICAL EMERGENCY:CHOKING		
MEDICAL EMERGENCY:DROWNING		
MEDICAL EMERGENCY:FALL FROM HEIGHT		
MEDICAL EMERGENCY:INDUSTRIAL ACCIDENT		
MEDICAL EMERGENCY:NOT BREATHING		
MEDICAL EMERGENCY:UNCONSCIOUS		
CANINE:TRAINING	Out of service—administrative	Out of service
DETAIL:TRAINING		
ACC NON INJURY CRIMINAL	Accidents	Traffic
ACC W/INJURY CRIMINAL		
ACCIDENT – FATAL		
ACCIDENT – FATAL CRIMINAL		
ACCIDENT NON INJURY		
ACCIDENT NON INJURY:DISTURBANCE INVOLVED		
ACCIDENT NON INJURY:HIT & RUN		
ACCIDENT NON INJURY:HIT & RUN JUST OCCURRED		
ACCIDENT NON INJURY:INTOXICATION INVOLVED		
ACCIDENT NON INJURY:PD EMP INVOLVED		
ACCIDENT UNKNOWN INJURY		
ACCIDENT UNKNOWN INJURY:DISTURBANCE INVOLVED		
ACCIDENT UNKNOWN INJURY:HIT & RUN		
ACCIDENT UNKNOWN INJURY:HIT & RUN JUST OCCURRED		
ACCIDENT UNKNOWN INJURY:INTOXICATION INVOLVED		
ACCIDENT UNKNOWN INJURY:PD EMP INVOLVED		
ACCIDENT WITH INJURIES		
ACCIDENT WITH INJURIES:DISTURBANCE INVOLVED		
ACCIDENT WITH INJURIES:HIT & RUN		

Call Description	Table Category	Figure Category
ACCIDENT WITH INJURIES:HIT & RUN JUST OCCURRED		
ACCIDENT WITH INJURIES:INTOXICATION INVOLVED		
ACCIDENT WITH INJURIES:PD EMP INVOLVED		
ATTEMPT TO LOCATE:INTOXICATED DRIVER	Traffic enforcement	
DEPARTMENTAL REPORT:ALTERED DL		
DEPARTMENTAL REPORT:CRIMINAL SPEED		
DEPARTMENTAL REPORT:EXCESSIVE SPEED		
DEPARTMENTAL REPORT:FICTITIOUS PLATE		
DEPARTMENTAL REPORT:OPEN CONTAINER		
DEPARTMENTAL REPORT:RECKLESS DRIVING		
DEPARTMENTAL REPORT:REG VIOLATION		
DEPARTMENTAL REPORT:REVOKED LICENSE		
DEPARTMENTAL REPORT:SUSPENDED LICENSE		
DEPARTMENTAL REPORT:VIOLATION		
DISABLED VEHICLE		
PARKING:HANDICAP VIOLATION		
PARKING:ILLEGAL		
TRAFFIC CONTROL		
TRAFFIC STOP		
TRUCK INSPECTION		
VEHICLE BLOCKING		

TABLE 7-24: Noncall Activity Types, by Category

Activity Type	Category
909	Out of service—administrative
1019	
1021	
BRIEFING	
CAR WASH	
COURT	
DETAIL	
EQUIPMENT	
FUEL	
JAIL	
MEETING	
PAPER	
RANGE	
RELIEF	
1010	Out of service—personal
C7	
PERSONAL	

Appendix II. Community Comments

In an effort to solicit input about the police department from a range of viewpoints, CPSM contacted the elected officials of the city, leadership of the two police labor groups, and citizens identified by the police department.

A summary of comments from the elected officials included:

- SPD is regarded as a national model. Maintains high level of training in a community that supports and provides for their needs at the highest levels. Police management works hard to meet needs of City Council and the community.
- Previously some PD members resorted to politicizing financial needs of department over those of other departments. Some PD association presentations left doubts as to the validity of information presented to City Council. Initially this put PD at odds with the rest of the city, creating a chasm. Some Council Members feel that this had become highly politicized.
- Perception exists that some people advocate more funding for the PD; unsure if the PD is presenting the most cost-effective operations.
- PD has redirected its energies to the credit of police management.
- Sometimes PD creates the impression that they operate in their own world and do not consider themselves a part of city government.
- Scottsdale residents respect and support the role of the SPD.
- Consensus that PD has evolved over the past several years resulting in better and closer community relations.
- At times it appears that PD may be overstaffed and may be able to operate with fewer people.
- PD policy is to hire police recruits instead of hiring experienced officers at an intermediate pay level. Recruiting more experienced officers is desirable.
- Could the PD be administered to reward excellence (performance-based pay) instead of tenure? It would result in better employee performance. Genuine merit-based performance programs do not exist in PD; would be desirable. Other city employees do not get automatic pay raises.
- Is PD overstaffed?
- PD has strong relations with the community. Does it spend too much time on community outreach instead of enforcement?
- The more factual information regarding police staffing needs, the better to determine the right number of police employees.
- Need to rethink city operations and spend money wisely. The community needs to understand costs.

Summary of comments from the labor group leaders included:

- Very good communication between the labor groups and the leadership of the department.
- A willingness of department leadership to meet and find solutions to issues affecting the members of the department.
- SPD provides excellent service to the community.
- Both labor groups are involved in fund raisers etc. in the city.
- The police department has built strong partnerships within the community and they would like to see that continue.

We sent the following email to the fifteen individuals from the community stakeholder list provided to us by the police department:

Our firm has been retained by the City of Scottsdale to conduct a comprehensive analysis of the Scottsdale Police Department. As part of this project we are contacting members of the community identified by the City Manager as “stakeholders” to solicit their opinions about the department, the public safety needs of your constituency, and the perceived gaps in service levels currently provided.

If you would be interested in contributing your thoughts on these matters, I invite you to contact me personally by phone or by email. Any comments will be held strictly confidential and not for attribution. We will be summarizing the comments we receive and including them in our final report. If you have any questions, please do not hesitate to contact me.

Thank you for your consideration.

We received comments from four private citizens in response to our email request. Three of the four were extremely complimentary towards the department. One citizen, who was very familiar with the agency, spoke glowingly about officers’ commitment to the community and its citizens, commenting on their willingness to “go above and beyond” the requirements of the job.

One citizen was critical of the city elected officials, feeling that they were too focused on the costs of the department and not appreciative of the excellent service received from the agency. Another commented on the Police Chief’s leadership that gave the officers the freedom to interact positively with the community and be flexible in their response to calls for service.

The Superintendent of the Scottsdale Unified School District wrote:

- The Scottsdale Police Department has been a significant partner to Scottsdale Schools and our students, teachers, and administrators.

- Safety and security is of prime importance not only for us as a school district, but for every parent that entrusts us with their child every day. Because of the support and cooperation we receive from SPD, our campuses are safe and incidents that occur are dealt with promptly and efficiently. We value our relationship with the Police Department.

A representative of the East Valley NAACP offered a detailed discussion about police departments nationwide and provided a series of comments and recommendations pertaining to *policing in general*, not specifically directed at the Scottsdale Police Department: The recommendations included:

- Police departments need to increase recruitment for African-American officers.
- More training in dealing with diversity with a more diverse mix of instructors.
- Screening process for new officers should be more stringent and probationary period should be extended.
- Review new officer testing process for quality.
- Create a citizens' advisory committee to oversee the department to monitor fear of police in the community.
- Department leadership needs to implement training sensitive to the needs of the community.