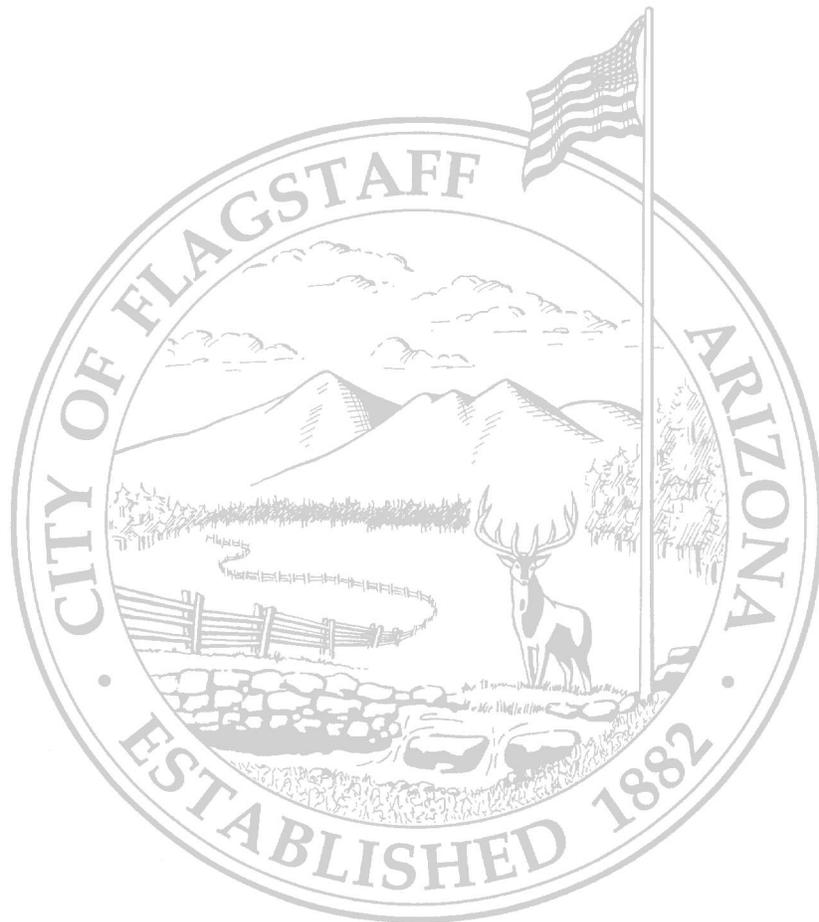
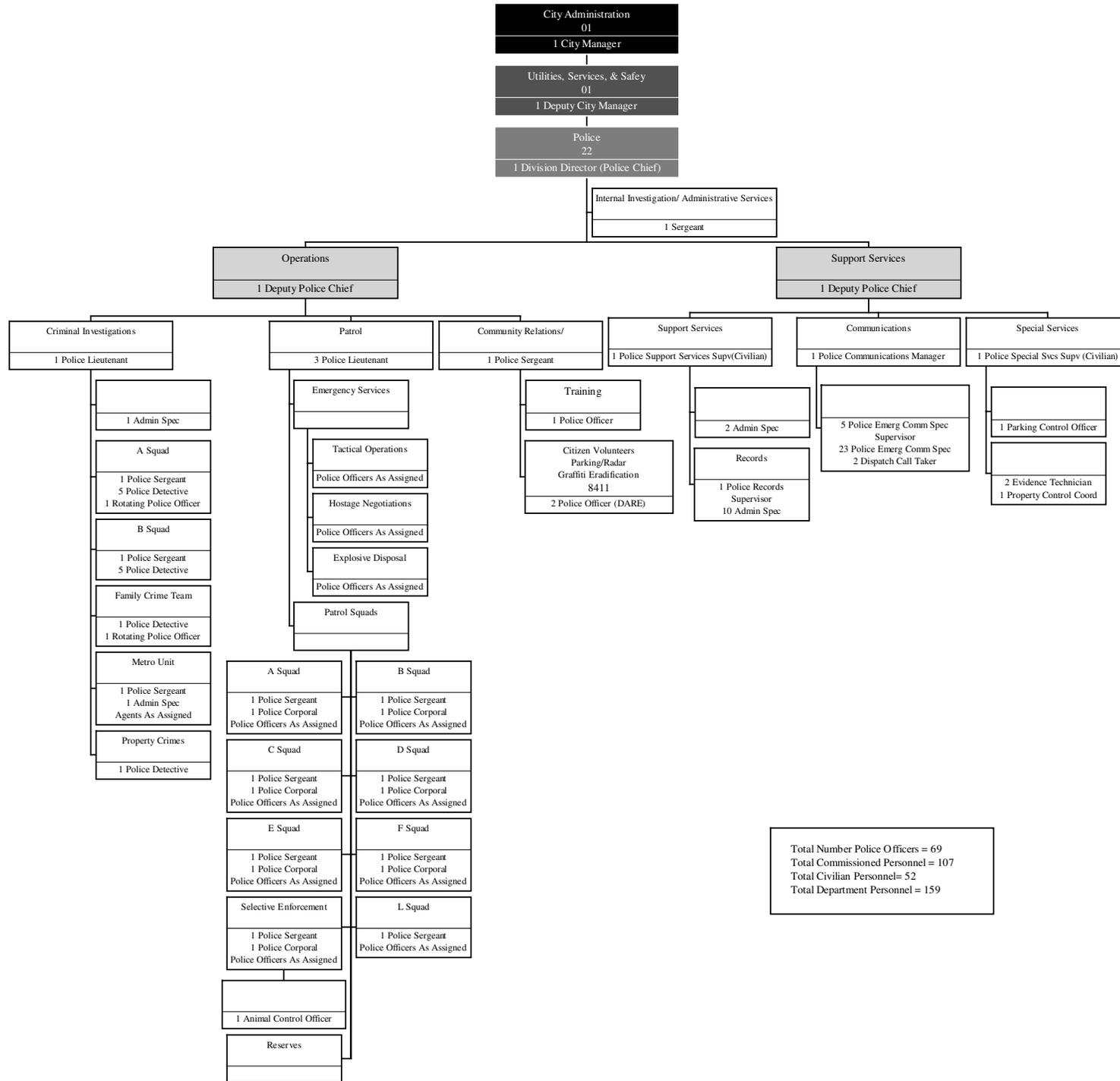


POLICE DIVISION MISSION

The mission of the **Flagstaff Police Division** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.



POLICE



Total Number Police Officers = 69
 Total Commissioned Personnel = 107
 Total Civilian Personnel = 52
 Total Department Personnel = 159

MISSION

The mission of the Flagstaff Police Department is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

CORE VALUES

We value life - preserving life is our highest priority.

We value the Constitution - it provides equal and enforceable standards for all.

We value integrity - we recognize integrity as the basis for mutual respect and trust.

We value service - by providing exemplary service we enhance our credibility and establish trust with the community.

We value quality of life - we value our role in promoting an environment that enables people to preserve or enhance their quality of life through a partnership of shared responsibility and trust.

PROGRAM DESCRIPTION

The Police Division is responsible for promoting an exceptional quality of life within the Flagstaff community through a process of collaboration and teamwork with like minded individuals and organizations. We believe that protecting life and property, preserving the peace, and upholding the rights of individuals are among our highest priorities. We accomplish our mission through crime prevention, community policing programs, suppression of crime and the apprehension of criminal offenders. The Metro Narcotics Task Force, a multi-agency investigative unit, has helped to fight illegal drug use and associated crime in our community and is one of many State and Federal grants the Flagstaff Police Department has received.

FY 10 ACCOMPLISHMENTS

- ✓ Implemented new web-based services of crime mapping and police reports to improve customer service.
- ✓ CompStat & Intelligence-led policing emphasis has contributed to reduction in both property crime & violent crime rates.
- ✓ Hired non-paid Volunteer Coordinator to oversee volunteer program & increase hours contributed by volunteers.
- ✓ Introduced new youth outreach initiatives like "Night Court" basketball to reduce juvenile crime in neighborhoods.
- ✓ Projects "Party-poopers", "Operation 40" and "R.O.P.E." have reduced party related disturbances and criminal activity attributed to street drunks.

FY 11 NEW INITIATIVES

- Formation of Flagstaff Retail Asset Protection Association (F.R.A.P.A.) as a partnership between local businesses and the police in order to reduce property crime.
- Strengthen the repeat offender program (R.O.P.E.) to identify top 15 misdemeanor offenders and develop strategies to reduce criminal activity by this group.
- Work with City Attorney & Community Enrichment Services to recommend adoption of "no alcohol without permit" policy in city parks.
- In conjunction with CompStat, adopt a management by objectives "MBO" approach to neighborhood problem solving.
- New anti-gang strategies to include better identification and tracking of known gang members.

PERFORMANCE MEASURES

Council Priority: Public Safety

Goal: Improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community.

Objective: 1. Reduce property crimes to achieve the national benchmark of no more than 34 per 1,000 residents through increased enforcement activities by patrol officers (based upon current staffing levels), crime prevention and education to include special operations details, proactive solutions such as target hardening and community outreach, and dealing with the root causes of crime.

Type of Measure: Workload

Tool: Crime statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing (trending) towards, or away from property crime reduction to meet national benchmark of 34 per 1,000 residents.

Trend: ↑ (progressing)

| Measures: | FY 08 Actual | FY 09 Actual | FY10 Estimate | FY11 Proposed |
|--|-------------------------|-------------------------|--------------------------|--------------------------|
| Value of Stolen Property | \$2,461,303 | \$2,121,255 | \$2,015,192 | \$1,914,433 |
| Property Crimes per 1,000 residents | 57 | 49 | 47 | 45 |
| Graffiti Incidents | 557 | 310 | 503 | 478 |
| Volunteer Hours for Graffiti Eradication | 174 | 20* | 192 | 192 |

*recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in property crimes (*does not incl. volunteer hrs. contributed by Juvenile Probation)

Objective: 2. Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 22% by identifying and aggressively pursuing prosecution of repeat offenders while maximizing use of Property Crimes detective to employ intelligence-led policing and effective communications with the business community and citizens to curtail the ability of criminals to pawn or sell stolen merchandise.

Scoring: Meets/exceeds, progressing (trending) towards, or away from maintaining current clearance rate for property crimes that exceeds the national benchmark of 22%.

Trend: ↑ (exceeds)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|-------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| Property Crimes Cleared | 37% | 41% | 39% | 39% |

Council Priority/Goal: Public Safety

Goal: Promote traffic safety on Flagstaff's streets by identifying and targeting the causes of motor vehicle collisions and by providing a highly visible deterrent.

Objective: 1. Reduce traffic collisions and associated injuries by 5%, from FY07 (3,379), through the identification & targeting of collision-causing violations such as impaired driving, speed, red light and seat belt violations.

Type of Measure: Output/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or way from 5% reduction in traffic collisions.

Trend: ↑ (exceeds)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|-------------------------------------|-----------------|-----------------|-------------------|-------------------|
| Traffic Citations Issued | 11,136 | 15,271 | 11,838 | 12,430 |
| Warnings Issued | 10,819 | 12,207 | 10,876 | 11,420 |
| Number of DUI Arrests | 928 | 898 | 1,000 | 1,000 |
| Speed Citations | 1,795 | 2,317 | 1,676 | 1,760 |
| Red Light Violation Citations | 506 | 718 | 481 | 505 |
| Seat Belt/Child Restraint Citations | 398 | 650 | 464 | 487 |
| All Collisions | 3,129 | 2,803 | 3,210 | 3,210 |
| DUI Related Collisions | 130 | 89 | 124 | 124 |



| | | |
|---------------|-------------------|---------------|
| POLICE | SECTION 22 | POLICE |
|---------------|-------------------|---------------|

Council Priority/Goal: PUBLIC SAFETY

Goal: Improve community safety by collaborating with agency partners and the community, while fully utilizing all investigative resources, to ensure the apprehension of offenders, consistent and timely investigation, prosecution and disposition of all Part 1 crimes and domestic violence cases.

Objective: 1. In concert with agency partners like the state gang task force (GIITEM), the Criminal Justice Coordinating Council (CJCC) and the narcotics unit (METRO), detectives will work with the County Attorney's Office to target repeat offenders for enhanced prosecution and thus maintain the current clearance rate for violent crime in comparison to the national benchmark of 60%.

Type of Measure: Workload/Outcome

Tool: CompStat – Computer Statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining current clearance rate for violent crimes that exceeds the national benchmark of 60%.

Trend: ↑ (meets)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|------------------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| Total cases assigned to Detectives | 4,585 | 4,169 | 4,300 | 4,300 |
| % of cases cleared | 60% | 60% | 60% | 60% |

2. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 4.0 per 1,000 residents through increased enforcement activities by patrol officers. (Based upon current staffing levels)

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part One crimes to meet national benchmark of 4.0 per 1,000 residents.

Trend: ↑ (progressing)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|---|-------------------------|-------------------------|---------------------------|---------------------------|
| Part 1 violent crimes per 1,000 residents | 4.9 | 4.4 | 4.8 | 4.7 |
| Aggravated Assault | 175 | 184 | 175 | 174 |

*recent economic conditions coupled with any reductions in staffing of patrol officers may result in reversal of downward trend in part one crimes.

3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists.

Scoring: Meets/exceeds, progressing towards, or away from 2% increase from FY07 (42%) in full custody arrests for domestic violence

Trend: ↑ (meets)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|--|-------------------------|-------------------------|---------------------------|---------------------------|
| % of Domestic Violence incidents where an arrest is made | 52% | 45% | 46% | 47% |

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| POLICE | SECTION 22 | POLICE |
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Council Priority/Goal: Public Safety

Goal: Enhance quality of life for Flagstaff's citizens by expanding our community policing philosophy of promoting partnerships of shared responsibility, support and trust with law abiding members of the community.

Objective: 1. Increase staff and citizen participation at least 5% in Community Policing programs such as Community Support Meetings, Neighborhood Watch, Citizens Police Academy and Volunteer Program.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from 5% increase in staff and citizen participation in CP programs

Trend: ↑ (meets)

| Measures: | CY 08 Actual | CY 09 Actual | CY 10 Estimate | CY 11 Proposed |
|----------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| Volunteer Hours donated | 2,016 | 1,812 | 1,903 | 1,903 |
| Community Support Meetings | - | | 24 | 24 |

2. Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse with at least a 5% increase in arrests from FY08.

Scoring: Meets/exceeds, progressing towards, or away from a %5 increase in arrests for dangerous drugs.

Trend: ↑ (exceeds)

| Measures: | CY 08 Actual | CY 09 Actual | CY 10 Estimate | CY 11 Proposed |
|-----------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| Arrests for Dangerous Drugs | 92 | 104 | 109 | 109 |

3. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts like Operation 40 with a resulting 5% reduction in public intoxicants from FY08.

Scoring: Meets/exceeds, progressing towards, or away from 5% reduction in public intoxicants.

Trend: ↑ (exceeds)

| Measures: | CY 08 Actual | CY 09 Actual | CY 10 Estimate | CY 11 Proposed |
|----------------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| Contacts with Public Intoxicants | 4,495 | 3,810 | 3,810 | 3,620 |

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| POLICE | SECTION 22 | POLICE |
|---------------|-------------------|---------------|

Council Priority/Goal: Public Safety

Goal: Continuously improve service to internal and external customers.

Objective: 1. Hold no more than 12% of total calls for service 20 minutes or longer.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from holding no more than 12% of total calls 20 minutes or longer

Trend: ↑ (exceeds)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|---------------------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| % of calls held 20 minutes or longer. | 10% | 7% | 10% | 10% |

2. Reduce number of founded complaints on employees by at least 5% from FY07 (17) with increased training and by encouraging staff to pursue their educational goals.

Type of Measure: Program effectiveness

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from at least a 5% reduction in the number of founded complaints.

Trend: ↑ (exceeds)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|--|-------------------------|-------------------------|---------------------------|---------------------------|
| Number of founded complaints from citizens | 13 | 13 | 13 | 13 |

3. Improve customer service as indicated by at least an 80% positive rating on citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys.

Type of Measure: Program effectiveness

Tool: Surveys

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining at least an 80% positive rating on citizen responses to surveys

Trend: ↑ (exceeds)

| Measures: | FY 08 Actual | FY 09 Actual | FY 10 Estimate | FY 11 Proposed |
|------------------------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| % of positive responses to surveys | 92% | 87% | 85% | 85% |

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| POLICE | SECTION 22 | POLICE |
|---------------|-------------------|---------------|

| SECTION: | 22-POLICE | | | | |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2008-2009 | Adopted Budget 2009-2010 | Estimated Expenditures 2009-2010 | Proposed Budget 2010-2011 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 14,278,192 | \$ 13,104,315 | \$ 13,088,535 | \$ 12,882,582 | \$ (221,733) |
| CONTRACTUAL | 1,564,039 | 1,406,828 | 1,494,497 | 1,255,467 | (151,361) |
| COMMODITIES | 183,568 | 392,484 | 371,229 | 379,764 | (12,720) |
| CAPITAL | 278,550 | 180,043 | 165,306 | 96,237 | (83,806) |
| TOTAL | \$ 16,304,349 | \$ 15,083,670 | \$ 15,119,567 | \$ 14,614,050 | \$ (469,620) |
| EXPENDITURES BY PROGRAM: | | | | | |
| GENERAL ADMINISTRATION | \$ 1,992,376 | \$ 1,919,631 | \$ 1,315,747 | \$ 1,786,998 | \$ (132,633) |
| PATROL | 9,219,882 | 8,128,401 | 8,594,237 | 7,816,789 | (311,612) |
| DETECTIVES | 1,720,968 | 1,469,199 | 1,709,060 | 1,660,019 | 190,820 |
| RECORDS | 736,131 | 814,985 | 744,544 | 708,879 | (106,106) |
| COMMUNICATIONS | 2,039,839 | 2,174,290 | 2,241,373 | 2,131,090 | (43,200) |
| SPECIAL SERVICES | 463,487 | 445,037 | 399,021 | 394,243 | (50,794) |
| CRIME PREVENTION & TRAINING | 131,666 | 132,127 | 115,585 | 116,032 | (16,095) |
| TOTAL | \$ 16,304,349 | \$ 15,083,670 | \$ 15,119,567 | \$ 14,614,050 | \$ (469,620) |
| SOURCE OF FUNDING: | | | | | |
| | GENERAL FUND | | | \$ 14,614,050 | |
| | | | | \$ 14,614,050 | |
| COMMENTARY: | | | | | |
| <p>The Police Departments operating budget has decreased 3% and capital expenditures total \$96,237 with an overall net decrease of 3%. Personal Services decreases are due to two Police Officers being moved to Section 23 (Police Grants) and a 1X reallocation of position resources to fund training needs. Contractual decreases are due to reductions in medical fees, telephone, travel, lodging and meals, registration, education, rents and other miscellaneous services. Commodities decreased due to reductions in office supplies, miscellaneous computer equipment, office equipment, gas and oil, and other operating supplies. Major capital (>\$10,000) includes (1) Full Size SUV (\$33,500), (2) police cruisers (\$48,000), \$10,000 carryforward for photocopier, \$4,737 carryforward for fax machine.</p> | | | | | |

POLICE

SECTION 23

POLICE GRANTS

| SECTION: 23-POLICE GRANTS | | | | | |
|----------------------------------|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| EXPENDITURES BY CATEGORY: | | | | | |
| | Actual Expenditures 2008-2009 | Adopted Budget 2009-2010 | Estimated Expenditures 2009-2010 | Proposed Budget 2010-2011 | Budget-Budget Variance |
| PERSONAL SERVICES | \$ 426,627 | \$ 1,323,886 | \$ 850,004 | \$ 1,360,081 | \$ 36,195 |
| CONTRACTUAL | 137,209 | 28,510 | 173,396 | 158,106 | 129,596 |
| COMMODITIES | 486,792 | 51,302 | 391,290 | 23,127 | (28,175) |
| CAPITAL | 181,969 | 328,101 | 126,651 | 96,251 | (231,850) |
| TOTAL | \$ 1,232,597 | \$ 1,731,799 | \$ 1,541,341 | \$ 1,637,565 | \$ (94,234) |
| EXPENDITURES BY PROGRAM: | | | | | |
| METRO | \$ 306,282 | \$ 383,064 | \$ - | \$ - | \$ (383,064) |
| UNDERAGE DRINKING PREVENT | 6,755 | - | - | - | - |
| FY08 HOMELAND SECURITY | 81,734 | - | - | - | - |
| AZ INTERNET CRIME | 4,908 | - | - | - | - |
| RICO FUNDS FOR METRO | 62,876 | - | 184,770 | 185,941 | 185,941.00 |
| NO AZ 700/800 MHZ COMM. | 80,356 | 1,026 | - | - | (1,026.00) |
| LEO GRANT | 268,223 | - | 230,262 | 56,808 | 56,808.00 |
| ACJC GUN INTELLIGENCE | 12,705 | - | 30,000 | - | - |
| FY08-09 AATA PROF TRAIN | 2,272 | - | - | - | - |
| FY08-09 AATA PUBLIC AWARE | 7,096 | - | - | - | - |
| CTR SUICIDE BOMBER DETEC | 35,684 | - | - | - | - |
| IGA-FUSD-RESOURCE OFFICE | 54,672 | - | - | - | - |
| SHLS - MULTI HIT BALLAST | - | 18,846 | 19,455 | - | (18,846.00) |
| GOHS - IN CAR VIDEO | - | 29,200 | - | - | (29,200.00) |
| GOHS - COLLISION TEAM TRAIN | - | 20,760 | 29,991 | 10,740 | (10,020.00) |
| GOHS - DUI ENFORCEMENT | - | 26,400 | - | - | (26,400.00) |
| SHLS - LIVESCAN FINGERPRNT | - | 13,441 | - | - | (13,441.00) |
| FUSD - RESOURCE OFFICER | - | 55,000 | 55,000 | 55,000 | - |
| AATA - PROF TRAINING | - | 2,128 | - | - | (2,128.00) |
| AATGA - PUBLIC AWARENESS | - | 8,808 | - | - | (8,808.00) |
| ACJC - DUI ABATEMENT | 13,500 | 13,500 | - | - | (13,500.00) |
| AZ HLS | 22,781 | 373,210 | 96,660 | 89,200 | (284,010.00) |
| FY08-09 WEED AND SEED | - | 9,883 | - | - | (9,883.00) |
| COPS GRANT | - | 145,000 | 144,611 | 449,166 | 304,166.00 |
| BRYNE GRANT | - | 72,500 | - | - | (72,500.00) |
| RECOVERY JAG GRANT | - | 311,417 | 112,941 | 198,907 | (112,510.00) |
| RECOVERY - METRO | - | - | 318,322 | 360,317 | 360,317.00 |
| CANNABIS ERADICATION | - | - | 3,534 | - | - |
| RICO/METRO OVERTIME | - | - | 30,000 | - | - |
| FY10 GOHS/ACCIDENT EQUIP | - | - | - | 7,051 | 7,051.00 |
| BULLET PROOF VEST | 6,726 | 22,622 | 3,800 | 3,855 | (18,767.00) |
| STATEWIDE GANG TASK | 187,581 | 171,446 | 150,057 | 167,809 | (3,637.00) |
| 07-AZ HOME LAND SECURITY | 7,536 | - | - | - | - |
| ACJC ANTI GANG INITIATE | 7,813 | 20,018 | 43,921 | - | (20,018) |
| 07-GOHS DUI ENFORCEMENT | 21,190 | - | 4,153 | 30,000 | 30,000 |
| 08-WEED & SEED OVERTIME | 31,367 | - | 11,526 | 8,000 | 8,000 |
| 08-ED BRYNE MEMORIAL(JAG) | 10,540 | 33,530 | 72,338 | - | (33,530) |
| ACJC DUI ABATEMENT 07/08 | - | - | - | 14,771 | 14,771 |
| TOTAL | \$ 1,232,597 | \$ 1,731,799 | \$ 1,541,341 | \$ 1,637,565 | \$ (94,234) |
| SOURCE OF FUNDING: | | | | | |
| | GENERAL FUND | | | \$ 1,637,565 | |
| | | | | \$ 1,637,565 | |