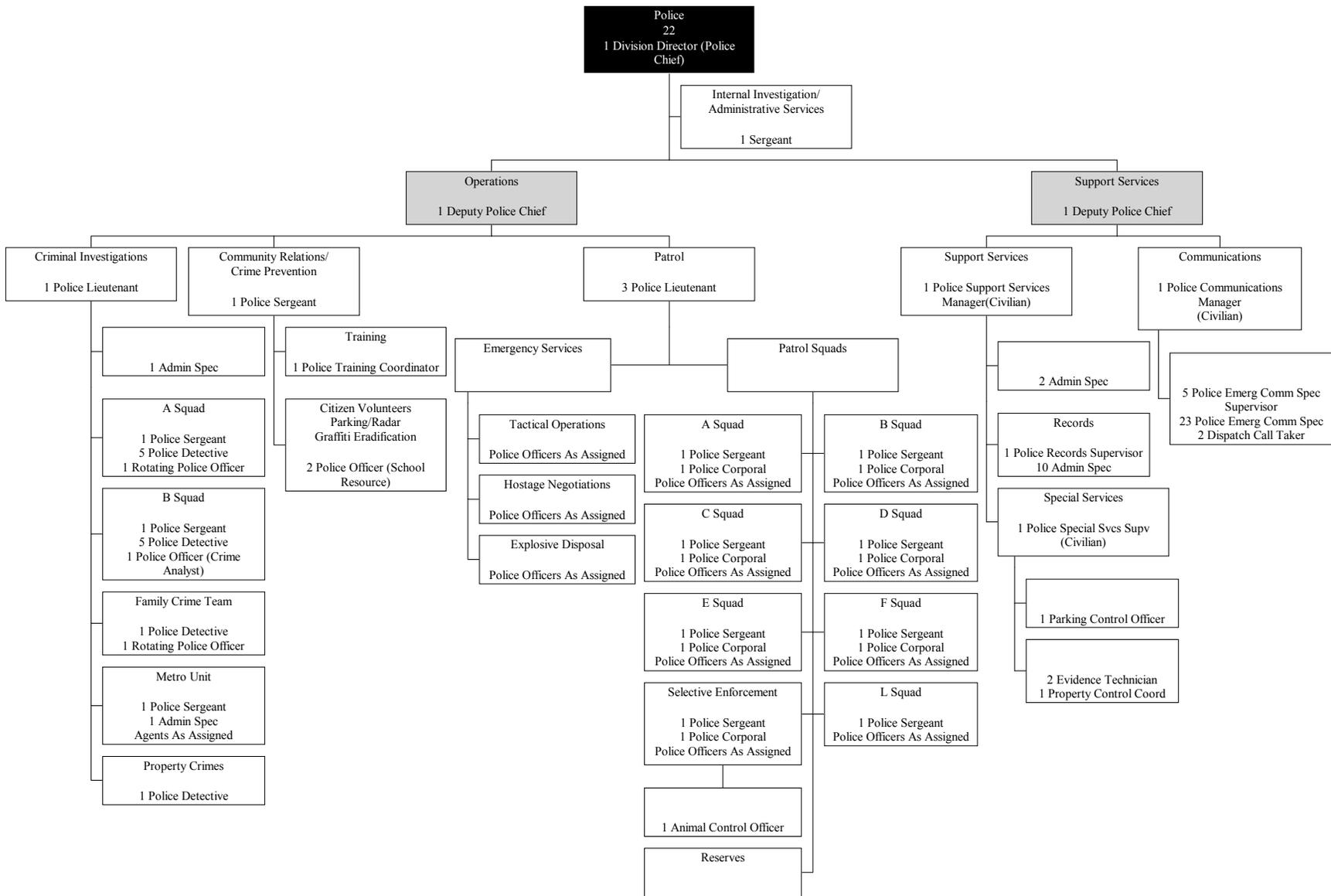


## ***POLICE DIVISION MISSION***

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



## 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.

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## 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 prevention of crime and disorder using community policing programs, data driven decision making, intelligence led policing and other proactive tactics to suppress crime and apprehend criminal offenders. The uniformed patrol division, criminal investigations division and various specialty assignments and task force operations comprise the operational units of the Flagstaff Police Department.

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## FY 13 ACCOMPLISHMENTS

- ✓ We initiated a Southside Squad with support from a Department of Justice grant that funded the hiring and training of four new COPS grant officers. This Squad was fully staffed by the end of 2012 and helped address quality of life issues, crime in this area, and parking concerns.
- ✓ Community policing initiatives were strengthened by revising community surveys, incorporating the hot spots into comp-stat, exploring initiatives to help establish more citizen ownership of public parks, involving detectives in intelligence gathering, and designing and implementing an online citizen complaint process.
- ✓ We established an early warning system and better records keeping capabilities within the professional standards office by initiating the I.A. Pro system.
- ✓ We improved our response to violence against women initiatives in a number of ways. First, we revised the unfounded classification of sexual assaults to false and baseless in response to federal recommendations. We also track sexual assaults forwarded to the county attorney's office for review to track those returned for further investigation, those charged, and those declined. We worked closely with NACASA to significantly improve our anonymous reporting capabilities with sexual assault victims. We identify prominent aggressors of domestic violence incidents on scene, and make arrests where appropriate. We have developed an officer involved domestic violence policy using IACP recommendations. We maintained a presence on the domestic fatality review team, and the coordinated community response team.
- ✓ We went completely live with the adoption of Lexipol Policy manual and training program. This program provides daily training bulletins to all officers and tracks completion of training.
- ✓ We conducted 85 community support meetings in addition to neighborhood related Block watch meetings. Educational items included information on identity theft, medical marijuana, SB1070, property crime, etc.
- ✓ We strengthened the Departments peer and formal counseling abilities through the expansion and additional training for the CISM (crisis incident stress management) teams.

- ✓ We developed a School Resource Officer program and reinvested the educational outreach previously accomplished in fifth grade DARE into a successfully vetted junior high school and high school curriculum called Project Alert, taught by two officers serving as school resource officers.

**FY 14 NEW INITIATIVES AND GOALS**

- Create a New Victim's Rights form for misdemeanor incidents to help streamline the victims rights process.
  - Reduce property crime to within 20% of the current national benchmark by strengthening our partnerships in the community such as the Flagstaff Retail Asset Protection Program, (FRAPPA), identifying repeat offenders and working with the city and county attorneys office on enhanced prosecution of those individuals, allocate resources based on data received through Comp-stat, and increase the enforcement of part II drug offenders.
  - Complete an analysis of case studies for the Navajo Nation Human Rights Commission (NNHRC), and develop and conduct training on Native American cultures.
  - Reduce serial inebriate related crime by 25% of the 2010 level.
  - Strengthen the multi-agency CART (Child Abduction Response Team).
  - Continue to revise Comp-stat by introducing a strategic management system to allow for more timely information sharing and pre-emptive policing.
  - Strengthen the use of various social media venues to enhance our community outreach, sharing of information and overall accessibility to the public we serve.
  - Explore potential benefits of increasing time in grade requirements for specialty positions like FTO, detective rotators and Metro.
  - Initiate a voluntary training focusing on career planning and taking promotional exams.
  - Command Staff will present a two hour training on "community policing" and how it ties in with Comp-stat and the Goldwater Institute Report.
  - Create a committee to evaluate and make proposals regarding the current evaluation process, publish an evaluation handbook to all patrol employees and conduct training to increase consistency in evaluations.
  - Increase the Departments efforts toward climate resiliency and preparedness through various efforts: Woods watch, Operation 40, and fire prevention patrols to protect the city from catastrophic wildfire. Train command staff on emergency operations, conducting EOC tabletop exercises and after action reviews.
  - Work with local schools to offer input on lock down and active shooter (escape and evade) policies.
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## PERFORMANCE MEASURES

**Council Priority: Community Facilities and Services (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 be within 20% of the national benchmark in CY 13. The national benchmark is at 33 property crimes per 1,000 residents. This will be accomplished 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.
  2. Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse by maintaining the current outstanding arrest rate for Part II drug offenses that exceeds the national benchmark of 6.6 arrests per 1,000 residents.

**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 33.35 per 1,000 residents.

**Trend:** ↑ (progressing)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY12 Actual</b>	<b>CY13 Estimates</b>	<b>CY14 Proposed</b>
Property Crimes per 1,000 residents	46	46	42	40	38
Shoplifting Incidents	821	888	928	882	841
Vehicle Burglaries	392	415	*225	327	310

\*Due to the low number of vehicle burglaries in 2012, our goal for 2013 is a 5% reduction from the previous three year average.

- Objective:**
3. Maintain the current outstanding clearance rate for property crimes in comparison to the national benchmark of 24.7% 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 24.7%. Meets/exceeds, progressing (trending) towards, or away from maintaining current arrest rate for Part Two drug offenses that exceeds the national benchmark of 4.9 arrests per 1,000 residents.

**Trend:** ↑ (exceeds)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Property Crimes Cleared	35%	36%	39%	39%	41%
Arrests for Part II drug offenses	10.6	9	8.2	9.8	10

**Council Priority: Community Facilities and Services (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:** Reduce traffic collisions and associated injuries by 5%, from the previous three year average, through the identification & targeting of collision-causing violations such as impaired driving, speed, red light and following to closely.

**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)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Traffic Citations Issued	15,340	12,828	10,410	13,502	14,145
Warnings Issued	13,252	12,451	10,004	12,497	13092
Number of DUI Arrests	854	767	820	900	900
Speed Citations	1,962	1,913	1,825	1,995	2,090
Red Light Violation Citations	592	429	307	465	487
Following To Closely Citations	96	126	73	103	108
Seat Belt/Child Restraint Citations	1,035	688	425	739	788
All Collisions	2,736	2,534	2,631	2,502	2,371
DUI Related Collisions	73	98	71	77	73

**Council Priority: Community Facilities and Services (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 64%.

**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 64%.

**Trend:** ↑ (meets)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Total cases assigned to Detectives	3,635	3,288	3,714	3,372	3,191
Violent crime cases assigned to Detectives	271	265	265	254	241
% of violent crime cases cleared	61%	52%	67%	64%	66%

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**Objective:** 2. Reduce part 1 violent crimes, including aggravated assault, allowing no more than the national benchmark of 3.61 victims per 1,000 residents through increased enforcement activities by patrol officers.

**Scoring:** Meets/exceeds, progressing towards, or away from reduction in Part One crimes to meet national benchmark of 3.61 per 1,000 residents.

**Trend:** ↑ (progressing)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Part 1 violent crimes per 1,000 residents	4.1	4.0	4.0	3.6	3.43
Aggravated Assault	177	186	190	166	156

**Objective:** 3. Make full custody arrests in cases of domestic violence where sufficient probable cause exists. Meet the goal of a 45% arrest rate on domestic violence incidents. Maintain partnership with CCRT and enhance training on domestic violence related incidents, and achieve a 5% reduction in domestic violence incidences from the previous three year average. .

**Scoring:** Meets/exceeds, progressing towards, or away from a 45% full custody arrest rate for domestic violence

**Trend:** ↑ (meets)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
% of Domestic Violence incidents where arrest is made	44%	43%	43%	45%	50%
Total Number Of Domestic Violence Incidents	1,923	1,891	2,040	1,854	1,756
Total Number Of Misdemeanor D. V. Incidents	1,685	1,667	1,775	1,624	1,540
Total Number Of Felony Domestic Violence Incidents	238	224	258	230	218

**Council Priority: Community Facilities and Services (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% from the previous three year average in Community Policing programs such as Community Support Meetings, and Volunteer Programs. Conduct a minimum of two Citizen Academy’s a year.

**Type of Measure:** Outcome

**Tool:** Statistics

**Frequency:** Monthly

**Scoring:** Meets/exceeds, progressing towards, or away from a 5% increase from the previous three year average, in employee and citizen participation in CP programs

**Trend:** ↑ (meets)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Volunteer Hours donated	1,623	1,824	1,691	1,799	1,884
Community Support Meetings	57	57	85	90	95

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**Objective:** 2. Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts like Operation 40, resulting 10% reduction in public intoxicants from the previous three year average, and a 10% reduction of the three year average in Serial Inebriate related crime.

**Scoring:** Meets/exceeds, progressing towards, or away from 10% reduction in public intoxicants.

**Trend:** ↑ (exceeds)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Contacts with Public Intoxicants	2,466	2,256	1,855	1,973	1,863
Serial Inebriate related crime *	333	204	184	216	204

\* A serial Inebriate is a person who has ten or more police contacts for public intoxication over the course of a year. The crime number is the number of times the same serial inebriates have been arrested or victimized during the same year.

**Objective:** 3. Reduce number of founded complaints on employees by 5% of the previous three year average with increased training by creating a culture of exemplary service demonstrated through a commitment to policing, compassionately, constitutionally, consistently and correctly, 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 a 5% reduction of the three year average in the number of founded complaints.

**Trend:** ↑ (exceeds)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Number of founded complaints from citizens	13	7	12	11	10

**Objective:** 4. Continuously improve customer service by maintaining a positive rating of citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys that exceeds the national benchmark of 75.9%.

**Type of Measure:** Program effectiveness

**Tool:** Surveys

**Frequency:** Monthly

**Scoring:** Meets/exceeds, progressing towards, or away from maintaining at least an 75.9% positive rating on citizen responses to surveys

**Trend:** ↑ (exceeds)

<b>Measures:</b>	<b>CY 10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
% of positive responses to surveys	87%	84%	92%	92%	95%

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**Council Priority: Community Facilities and Services (Public Safety)**

**Goal:** Continuously improve public safety by ensuring rapid response to emergency calls for service to internal and external customers.

**Objective:** Maintain average response time to priority one calls that exceeds the **national benchmark of 5.52 minutes.**

**Type of Measure:** Outcome

**Tool:** Statistics

**Frequency:** Monthly

**Scoring:** Meets/exceeds, progressing towards, or away from maintaining average response time to priority one calls that exceeds the National Benchmark of 5.52 minutes.

**Trend:** ↑ (exceeds)

<b>Measures:</b>	<b>CY10 Actual</b>	<b>CY 11 Actual</b>	<b>CY 12 Actual</b>	<b>CY 13 Estimate</b>	<b>CY 14 Proposed</b>
Average response time to priority one calls	4.19 min.	4.52 min.	4.48 min.	4.17 min.	3.95 min.

\* 2013 benchmarks from ICMA FY 2011 are as follows:

**Response Time To Priority one calls = 5.52**

**Property Crimes per 1,000 = 33.35**

**Violent Crimes per 1,000 = 3.61**

**Property Crimes Cleared = 24.7%**

**Violent Crimes Cleared = 64.0%**

**Positive Response to Surveys = 75.9**

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<b>SECTION:</b>		<b>22-POLICE</b>			
<b>EXPENDITURES BY CATEGORY:</b>					
	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	\$ 12,757,233	\$ 12,981,608	\$ 12,854,083	\$ 13,473,277	\$ 491,669
CONTRACTUAL	1,484,738	1,277,916	1,360,788	1,386,311	108,395
COMMODITIES	202,084	480,733	365,671	614,923	134,190
CAPITAL	69,938	171,174	143,423	198,751	27,577
<b>TOTAL</b>	<b>\$ 14,513,993</b>	<b>\$ 14,911,431</b>	<b>\$ 14,723,965</b>	<b>\$ 15,673,262</b>	<b>\$ 761,831</b>
<b>EXPENDITURES BY PROGRAM:</b>					
GENERAL ADMINISTRATION	\$ 1,353,108	\$ 1,791,314	\$ 1,270,154	\$ 2,028,299	\$ 236,985
PATROL	7,968,478	7,910,073	8,345,573	8,384,715	474,642
DETECTIVES	1,566,482	1,555,440	1,632,204	1,649,611	94,171
RECORDS	603,983	701,173	644,350	735,380	34,207
COMMUNICATIONS	2,146,149	2,120,730	2,041,319	2,056,780	(63,950)
SPECIAL SERVICES	760,980	710,119	667,768	685,921	(24,198)
CRIME PREVENTION AND TRAINING	114,813	122,582	122,597	132,556	9,974
<b>TOTAL</b>	<b>\$ 14,513,993</b>	<b>\$ 14,911,431</b>	<b>\$ 14,723,965</b>	<b>\$ 15,673,262</b>	<b>\$ 761,831</b>
<b>SOURCE OF FUNDING:</b>					
	GENERAL FUND			\$ 15,673,262	
				<b>\$ 15,673,262</b>	
<b>COMMENTARY:</b>					
<p>The Police Departments operating budget has increased 5% and capital expenditures total \$198,751 with an overall net increase of 5%. Personal Services increases are due to a market increase as well as a large increase PSPRS retirement, worker's compensation and health insurance benefits. Personnel services increase is partially offset by the overall reduction of 2 FTEs (3 Police officer FTEs less the addition of 1 Training officer FTE). Contractual increases are due to increases in maintenance contracts. Commodities increases are due to increases in fuel and motor vehicle parts and one-time expenditures for MDCs, computers, servers and other safety equipment. Major capital (&gt;\$10,000) includes (1) police sedan of \$21,000, \$150,000 for (5) police cruisers and \$28,751 to outfit police cruisers.</p>					

## POLICE

## SECTION 23

## POLICE GRANTS

SECTION:		23-POLICE GRANTS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2011-2012	Adopted Budget 2012-2013	Estimated Expenditures 2012-2013	Proposed Budget 2013-2014	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,059,868	\$ 1,385,270	\$ 1,424,954	\$ 1,468,213	\$ 82,943
CONTRACTUAL	76,216	75,118	88,706	104,500	29,382
COMMODITIES	417,087	497,659	339,098	210,802	(286,857)
CAPITAL	118,506	5,999	-	100,000	94,001
<b>TOTAL</b>	<b>\$ 1,671,677</b>	<b>\$ 1,964,046</b>	<b>\$ 1,852,758</b>	<b>\$ 1,883,515</b>	<b>\$ (80,531)</b>
EXPENDITURES BY PROGRAM:					
METRO	\$ 278,392	\$ 340,272	\$ 282,601	\$ 316,672	\$ (23,600)
2011 HLS THERMAL IMAGING	6,075	5,999	-	-	(5,999)
COPS HIRING - FY2011	63,880	298,859	293,057	308,180	9,321
COPS HIRING (CITY SHARE)	-	-	276,628	460,175	460,175
RICO FUNDS FOR METRO	151,186	315,717	321,414	201,847	(113,870)
LEO GRANT	202,376	60,000	80,900	80,900	20,900
GOHS - DUI ENFORCEMENT	14,522	-	20,000	20,000	20,000
FUSD - RESOURCE OFFICER	67,019	66,375	67,575	66,375	-
COPS GRANT	406,057	424,376	161,991	-	(424,376)
RECOVERY JAG GRANT	66,292	87,930	65,500	-	(87,930)
RECOVERY - METRO	(1,230)	-	-	-	-
CANNABIS ERADICATION	1,620	4,000	-	-	(4,000)
RICO / METRO OVERTIME	28,044	45,000	42,035	45,000	-
BULLET PROOF VEST	4,615	6,251	5,274	6,500	249
FY12 PSN GANG PREV & EDUCATION	10,000	10,000	10,000	10,000	-
HLS SLOT OVERTIME	-	50,000	-	-	(50,000)
RECOVERY POLICE PS STABILIZATION	17,421	-	-	-	-
US MARSHALLS OT / FUEL	-	-	5,000	5,000	5,000
STATEWIDE GANG TASK	179,363	158,282	171,880	169,964	11,682
FY10 HOMELAND SECURITY GRANT	86,531	-	-	100,000	100,000
AZ INTERNET CRIMES	4,495	4,500	4,403	4,500	-
GOHS SELECTIVE TRAFFIC	11,408	-	-	-	-
AZ HOME LAND SECURITY	14,492	-	-	-	-
ACJC ANTI GANG INITIATE	2,744	-	-	-	-
GOHS DUI ENFORCEMENT	906	20,000	-	-	(20,000)
CLICKET OR TICKET GRANT	-	5,000	5,000	5,000	-
ED BYRNE MEMORIAL (JAG)	55,469	61,485	39,500	83,402	21,917
<b>TOTAL</b>	<b>\$ 1,671,677</b>	<b>\$ 1,964,046</b>	<b>\$ 1,852,758</b>	<b>\$ 1,883,515</b>	<b>\$ (80,531)</b>
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,883,515	
				<b>\$ 1,883,515</b>	

