

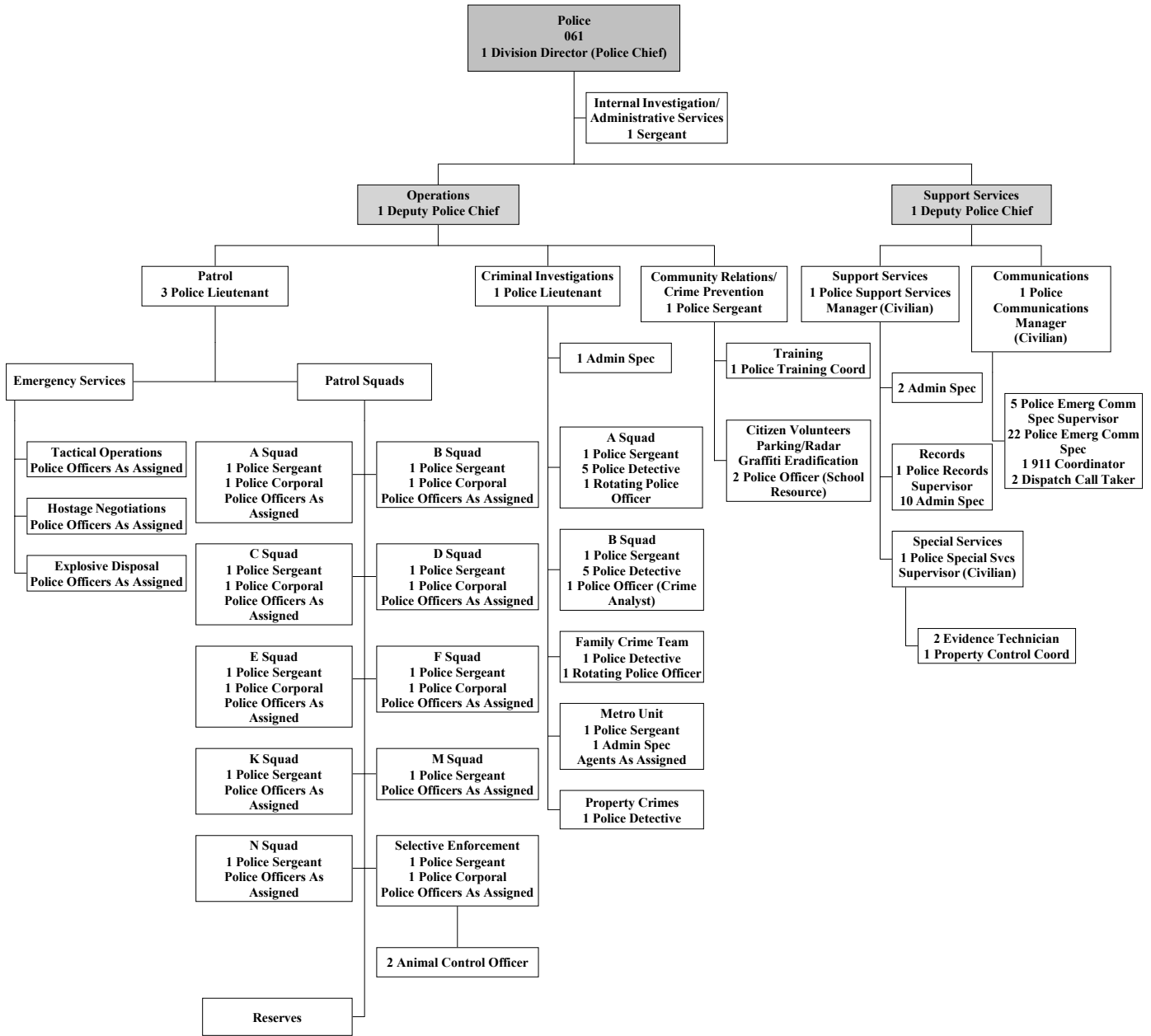
POLICE DIVISION MISSION

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.



Flagstaff Police Department

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.

VISION

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 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.

FY 16 ACCOMPLISHMENTS

- ✓ Developed and implemented a bereavement packet to assist those who have lost loved ones
 - ✓ Implemented Phase II 911 system and updated maps
 - ✓ Revised Comp-Stat by introducing strategic management system to allow for more timely information sharing and pre-emptive policing to help prevent crime; looked for "hot spots" when reviewing data
 - ✓ Conducted leadership training with front line supervisors and command staff
 - ✓ Continued with body camera program and have outfitted all patrol officers and supervisors
 - ✓ Provided new technology advancements in the form of new MDC/tablet platform for vehicles
 - ✓ Overall reduction of both violent and property crime
 - ✓ Overall reduction in citizen complaints and reported use of force
 - ✓ Continued partnership with the Fire Department on fire prevention/wood watch patrols and route based dispatching
 - ✓ Implemented all-wheel drive vehicles to our fleet
 - ✓ Developed and implemented "Better Bucks" program
 - ✓ Converted east warehouse into additional evidence storage
 - ✓ Implemented a traffic unit to enforce traffic laws and investigate traffic collisions
 - ✓ Explored a "hire for attitude" revision of the new hire process for officers; explored contracting out the new hire process for police candidates
 - ✓ Began working with the National Testing Network to help assist with recruitment of both sworn and civilian positions; the division is now better able to reach more optional candidates, not only statewide but from across the nation
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FY 17 NEW INITIATIVES AND GOALS

Customer Service Initiatives:

- Post crime statistics monthly on our website and Facebook page
- Allow the public to submit house or business watches online
- Continue to build upon Citizen Liaison Committee to foster communication and education on current trends
- Retention of all personnel that will help increase the overall customer service experience
- Purchase of a credit card machine, allowing the public to use credit/debit cards to purchase reports from records

Climate Resiliency and Preparedness:

- Update the Coconino County Hazards Mitigation Plan
- Continue to cross train dispatchers on multiple channels to help cover catastrophic events
- Improve vacancy rate so we are better prepared for crisis
- Implementation of alternative Emergency Operation Center (EOC) and continued EOC training
- Coordinate with the fire department to complete the COOP plan

Straightening the Pipes Initiatives:

- Move the patrol squads from a seven to an eight squad format, to better cover high call load times and reduce overtime

PERFORMANCE MEASURES

Priority: Regional Plan (2030) - Planning, Public Safety (Goal PF.3)

Goal: Provide high-quality emergency response and public safety services; improve security for the citizens of Flagstaff by addressing the high rate of property crimes in our community

Objective 1 - Reduce property crime by 5%: 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 (in 2015 property crime fell by 12.8%)

Type of Measure: Workload

Tool: Crime statistics

Frequency: Monthly

Scoring: Exceeds and progressing (trending) towards, or away from property crime reduction to meet the 2014 national benchmark of 27.5 per 1,000 residents; Meets/exceeds, or progressing (trending) towards, or away from the 2014 Benchmark City Survey average of Auto Burglaries/theft from vehicles of 5.9 per 1,000 population

Trends: ↑ (Exceeding and Progressing)

Measures:	3 Year Average	CY 14 Actual	CY15 Actual	CY16 Goal	CY17 Proposed
Property crimes per 1,000 residents	43	45	38	40	39
Shoplifting incidents	1,002	1,054	971	955	944
Vehicle burglaries	257	259	211	242	225
Vehicle burglary rate per 1,000	3.7	3.8	3.0	3.5	3.4

*Our goal for 2016 is a 5% reduction from the previous three-year average

Objective 2 - Maintain the current outstanding clearance rate for property crimes in comparison to the 2014 UCR benchmark of 19.7%: Identify and aggressively pursue prosecution of repeat offenders while maximizing use of property crimes detectives 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: Exceeds current clearance rate for property crimes that exceeds the 2014 UCR benchmark of 19.7%

Type of Measure: Workload
Tool: Crime statistics
Frequency: Monthly
Trend: ↑ (Exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Property crimes cleared	37%	35%	38%	39%	40%

Objective 3 - Provide a high level of enforcement for substance abuse crimes such as methamphetamine and heroin abuse: Maintain the current outstanding arrest rate for Part II drug offenses that exceeds the 2013 national benchmark of 4.8 arrests per 1,000 residents

Type of Measure: Workload
Tool: Crime statistics
Frequency: Monthly
Scoring: Progressing (trending) towards, or away from maintaining current arrest rate for Part II drug offenses that exceeds the national benchmark of 4.8 arrests per 1,000 residents
Trend: ↑ (Exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Arrests for Part II drug offenses	8.3	9	8.7	8.9	9.0



Special Olympics (Flagstaff Police Department)

Priority: Regional Plan (2030) – Transportation, Mobility, and Access (Goal T.1) and Safe and Efficient Multimodal Transportation (Goal T.2)

Goal: Improve mobility and access throughout the region; improve transportation safety and efficiency for all modes; 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 the previous three-year average: Through the identification and increased enforcement (5% increase of three-year average) of collision-causing violations such as impaired driving, speed, red light and following too closely

Type of Measure: Output/outcome

Tool: Comp-Stat – computer statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from:

- ✓ Exceeds, a 5% reduction in all traffic collisions
- ✓ Exceeds the 2013 Benchmark City Survey average of 3.5 DUI arrests per 1,000 populations
- ✓ Progressing towards, the 2013 Benchmark City Survey average of 167 citations per 1,000 populations

Trend: ↑ (Exceeds/Progressing)

Measures:	3 Year Average	CY 14 Actual	CY15 Actual	CY 16 Goal	CY 17 Proposed
Traffic citations issued	9,598	8,501	10,403	10,075	10,142
Citations issued per 1,000 population	140	124	151	146	147
Warnings issued	8,415	6,791	6,951	7,769	7,528
Number of DUI arrests	680	581	586	625	655
DUI arrest rate per 1,000 population	9.9	8.4	8.5	9.1	9.5
Speed citations	1,734	1,451	2,174	1,942	1,949
Red light violation citations	395	495	847	604	680
Following too closely citations	65	57	69	67	68
Seat belt/child restraint citations	321	239	324	302	303
All collisions	2,575	2,539	2,860	2,519	2,507
DUI related collisions	74	87	102	80	85

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)

Goal: Provide sustainable and equitable public services in an efficient and effective manner to serve all population areas and demographics; 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 2013 ICMA benchmark of 59%

Type of Measure: Workload/outcome

Tool: Comp-Stat – computer statistics process

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining current clearance rate for violent crimes that exceeds the 2014 UCR benchmark of 48.1%

Trend: ↑ (Exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Total cases assigned to detectives	3,347	3,136	3,209	3,020	2,966
Violent crime cases assigned to detectives	257	261	246	238	236
Violent crime cases cleared	63%	66%	74%	67%	68%

Objective 2 - Reduce Part I violent crimes, including aggravated assault, allowing no more than the 2014 national benchmark of 3.68 victims per 1,000 residents through increased enforcement activities by patrol officers

Scoring: Meets/exceeds, progressing towards, or away from reduction in Part I crimes to meet national benchmark of 3.68 per 1,000 residents; meets/exceeds, or progressing (trending) towards, or away from the 2014 Benchmark City Survey average of 1.6 aggravated assaults per 1,000 population

Trend: ↑ (Exceeds/Progressing)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Part I violent crimes per 1,000 residents	3.90	3.79	3.57	3.45	3.45
Aggravated assault	184	184	169	167	164
Aggravated assault rate per 1,000 population	2.7	2.7	2.4	2.4	2.3

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, a 45% full custody arrest rate for domestic violence

Trend: ↑ (Exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Domestic violence incidents where an arrest is made	44%	46%	46%	47%	48%
Total domestic violence incidents	1,835	1,667	1,672	1,626	1,572
Total misdemeanor DV incidents	1,597	1,467	1,449	1,415	1,372
Total felony DV incidents	237	200	223	212	201

Priority: Regional Plan (2030) – Planning, Locating Facilities (Goal PF.2)

Goal: Provide sustainable and equitable public services in an efficient and effective manner to serve all population areas and demographics; 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 Police Academies per year

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Exceeds a 5% increase from the previous three-year average in employee and citizen participation in community policing programs (In 2015 we saw a 92% increase in community support meetings)

Trend: ↑ (Exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Volunteer hours donated	2,120	2,110	2,481	2,502	2,752
Community support meetings	110	140	269	179	209

Objective 2 - Continue enforcement emphasis on crimes of public disorder, such as open container liquor violations, through directed patrol efforts, resulting in a 5% reduction in public intoxicants from the previous three-year average and a 5% reduction of the three-year average in serial inebriate related crime

Scoring: Exceeds 5% reduction in public intoxicants and serial inebriate related crime

Trend: ↑ (Exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Contacts with public intoxicants	2,979	2,793	2,698	2,780	2,619
Serial inebriate related crime *	243	240	183	231	207

* 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 - Lower the crime rate through the use of Sunnyside Officers and Fourth Street Substation (according to the 2010 Census the population of Sunnyside is 5,923 or roughly 9% of the City)

Objective 4 - Lower the crime rate in Southside through the use of Southside COPS grant officers (the population of Southside is estimated at 1,368 according to FPD estimates based on the 2010 census, or roughly 2.1% of the city total)

Scoring: Meets/exceeds, progressing towards, or away from rates consistent with the remainder of the City

Trend: ↑ (progressing)

Violent Crime					
Year	City Wide	Sunnyside Only	Sunnyside % of City	Southside Only	Southside % of City
2012	262	51	19.5%	31	11.8%
2013	245	42	17%	14	5.7%
2014	262	44	17%	11	4.2%
2015	246	28	11%	15	5.0%

Property Crime					
Year	City Wide	Sunnyside Only	Sunnyside % of City	Southside Only	Southside % of City
2012	2,834	202	7.10%	102	3.6%
2013	2,867	243	8.5%	70	2.4%
2014	3,008	260	8.6%	64	2.1%
2015	2,623	134	5.1%	112	4.2%

Objective 5 - 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 a 5% reduction of the three-year average in the number of founded complaints

Trend: ↑ (toward)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Number of founded complaints from citizens (patrol)	11	9	4	3	3
Number of founded complaints from citizens (dispatch)	7	5	5	4	3

Objective 6 - Continuously improve customer service by maintaining a positive rating of citizen feedback on Quality Assurance Questionnaires and Customer Service Surveys that exceeds the ICMA benchmark of 77%

Type of Measure: Program effectiveness

Tool: Surveys

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards or away from maintaining at least an 77% positive rating on citizen responses to surveys

Trend: ↑ (exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Positive responses to surveys	91%	86%	88%	90%	>90

Priority: Regional Plan (2030) – Planning, Public Safety (Goal PF.3)

Goal: Provide high-quality emergency response and public safety services; continuously improve public safety by ensuring rapid response to emergency calls for service to internal and external customers

Objective 1 - Maintain average patrol response time to priority one calls that exceeds the 2011 ICMA benchmark of 5.52 minutes (ICMA did not update this benchmark in 2012)

Objective 2 - Reduce dispatch times of FPD priority 1 calls (from receipt of call to dispatch) to under the NFPA standard (2009) of one minute.

Type of Measure: Outcome

Tool: Statistics

Frequency: Monthly

Scoring: Meets/exceeds, progressing towards, or away from maintaining average response time to priority 1 calls that exceeds the 2011 ICMA benchmark of 5.52 minutes

Trend: ↑ (exceeds)

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposed
Average patrol response time to priority one calls (minutes)	4.41	4.41	4.32	4.19	4.09
Dispatch times of FPD priority one calls in minutes (minutes)	.76	.69	.52	.72	.64

Objective 3 - Meet the National Fire Protection Standards of dispatch times of priority 1 fire calls; the 2013-14 standard was to process 95% of emergency calls within 60 seconds, and 99% of calls processing within 90 seconds; the 2014 standard is to process 80% of emergency calls for service within 60 seconds, and 95% within 106 seconds

Measures:	3 Year Average	CY 14 Actual	CY 15 Actual	CY 16 Goal	CY 17 Proposal
Flagstaff Fire calls being dispatched within 60 seconds	97.0%	98.3%	98.3%	>98.3%	>98.3%
Flagstaff Fire calls being dispatched within 90 seconds (2014 =106 seconds)	99.00%	99.42%	99.40%	>99.40%	>99.40%

*** 2013 benchmarks from ICMA CY 2011 are as follows:**

- Response time to police priority 1 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
- 2013 COF population: 68,867

2014 benchmarks are from ICMA CY 2012, and are as follows:

- Response time to police priority 1 calls = not updated
- Property Crimes per 1,000 = 28.6
- Violent Crimes per 1,000 = 3.87
- ICMA 2013 Property Crimes cleared = 26%
- ICMA 2013 Violent Crimes cleared = 59%
- Positive response to surveys = 77%

2015 benchmarks are taken from the following sources:

- Response time to police priority 1 calls (ICMA 2011) = 5.52
- 2014 UCR U.S. Property Crimes per 1,000 = 27.33
- 2014 UCR U.S. Violent Crimes per 1,000 = 3.75
- 2014 UCR U.S. Property Crimes cleared = 19.7 %
- 2014 UCR U.S. Violent Crimes cleared = 48.1% (UCR),
- Positive Response to surveys (ICMA 2012) = 77%
- 2014 Benchmark City Survey (<http://www.opkansas.org/wp-content/uploads/downloads/benchmark-city-survey-section-a-demographics.pdf>)



Flagstaff Police Department

POLICE DEPARTMENT

SECTION 061

POLICE

SECTION:		061 - POLICE OPERATIONS			
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 14,339,593	\$ 15,477,537	\$ 15,477,537	\$ 16,234,332	\$ 756,795
Contractuals	1,494,619	1,484,414	1,484,414	1,477,755	(6,659)
Commodities	477,806	1,238,751	839,881	1,153,645	(85,106)
Capital	122,353	510,000	510,000	117,300	(392,700)
TOTAL	\$ 16,434,371	\$ 18,710,702	\$ 18,311,832	\$ 18,983,032	\$ 272,330
EXPENDITURES BY PROGRAM:					
General Administration	\$ 1,457,515	\$ 2,323,973	\$ 2,323,973	\$ 2,679,192	\$ 355,219
Patrol	9,551,688	10,431,803	10,032,933	10,131,535	(300,268)
Detectives	1,848,889	1,966,422	1,966,422	2,027,330	60,908
Records	707,213	678,013	678,013	744,664	66,651
Communications	2,003,338	2,367,653	2,367,653	2,398,960	31,307
Special Services	669,270	746,980	746,980	613,169	(133,811)
Crime and Prevention Training	196,458	195,858	195,858	388,182	192,324
TOTAL	\$ 16,434,371	\$ 18,710,702	\$ 18,311,832	\$ 18,983,032	\$ 272,330
SOURCE OF FUNDING:					
GENERAL FUND				\$ 18,983,032	
				\$ 18,983,032	

COMMENTARY:
 The Police Operations Section operating budget has increased by 4%. There are capital expenditures (\$117,300), resulting in an overall net increase of 1%. The Personnel Services increase of 5% is due to a market based pay increase, an increase in the PSPRS pension rate, medical and dental insurance. The Contractuals decrease is mainly due to reduced one-time funding compared to last year. Commodities decreases of 7% are due to prior year approved one-time authorizations for body cameras (\$85,000). Major capital (>\$10,000) include patrol vehicles (2) (\$55,000), surveillance/equipment van (\$32,500) and a detective vehicle (\$29,800).



Event at Bushmaster Park (Flagstaff Police Department)

POLICE DEPARTMENT

SECTION 062

POLICE GRANTS

SECTION: 062 - POLICE GRANTS					
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2014-2015	Adopted Budget 2015-2016	Estimated Expenditures 2015-2016	Proposed Budget 2016-2017	Budget-Budget Variance
Personnel Services	\$ 518,471	\$ 731,674	\$ 731,674	\$ 448,664	\$ (283,010)
Contractuals	153,023	45,400	45,400	188,800	143,400
Commodities	378,517	482,900	482,900	512,462	29,562
Capital	-	267,000	267,000	144,300	(122,700)
TOTAL	\$ 1,050,011	\$ 1,526,974	\$ 1,526,974	\$ 1,294,226	\$ (232,748)
EXPENDITURES BY PROGRAM:					
Metro Grant	\$ 291,650	\$ 240,284	\$ 240,284	\$ 333,327	\$ 93,043
COPS Hiring Grant - FY11	170,798	261,021	261,021	-	(261,021)
COPS Hiring (City Share) One Year Obligation	69,923	-	-	-	-
RICO Funds for Police	75,752	64,490	64,490	80,965	16,475
Law Enforcement Officer Reimbursement	193,605	88,900	88,900	98,000	9,100
GOHS - DUI Enforcement	62,718	195,000	195,000	165,636	(29,364)
State HLS - Livescan Fingerprint Mach	-	-	-	22,300	22,300
RICO/METRO Overtime	37,974	50,000	50,000	50,000	-
Bullet Proof Vest	7,868	16,500	16,500	16,500	-
FY12 PSN Gang Prevention & Education	-	10,000	10,000	10,000	-
Dispatch Services Agreement (NPS)	5,000	5,000	5,000	15,000	10,000
Statewide Gang Task Force(GITEM)	-	165,879	165,879	149,372	(16,507)
10-AZ Home Land Security	-	102,000	102,000	102,000	-
AZ Internet Crimes Child	9,727	4,500	4,500	4,500	-
GOHS Clicket or Ticket	-	5,000	5,000	5,000	-
Edward Byrne Memorial (JAG)	23,996	70,000	70,000	95,000	25,000
FY 14 NA Gang Task Force OT	73,808	40,000	40,000	74,000	34,000
RICO-Metro Equipment	27,193	168,400	168,400	32,626	(135,774)
RICO-PD Equipment	-	40,000	40,000	40,000	-
TOTAL	\$ 1,050,011	\$ 1,526,974	\$ 1,526,974	\$ 1,294,226	\$ (232,748)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 1,294,226	
				\$ 1,294,226	



Flagstaff Police Department