



**POLICE SERVICES**  
**Interim Police Chief Debora Black**

**Mission Statement:**

The mission of the Glendale Police Department is to protect the lives and property of the people we serve.

**Department Description:**

The Glendale Police Department is committed to preventing crime, maintaining order, and providing support to numerous events held within the city. The organization continues to emphasize the development of professional knowledge and leadership skills within our ranks and retain exemplary men and women who reflect our community. Emphasis is placed on progressive, innovative techniques and emerging technologies in order to accomplish our mission. A partnership with our citizens and consistent engagement of our community allow us to formulate policing strategies that are critical to our mission. The Glendale Police Department provides the most effective possible response to law enforcement emergencies, neighborhood problems and the enforcement of traffic laws, ensuring that Glendale continues to be a desirable place to live, raise a family, educate, recreate and do business. Everything done, collectively or individually, is done in accordance with department values and objectives.

**FISCAL YEAR 2013**

<b>GOALS</b>	
<b>Goal</b>	Reduce violent and property crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Identify and arrest more repeat offenders.</li> <li>• Intensify partnerships with other agencies to investigate and identify persons engaged in ongoing criminal activity.</li> <li>• Expand application of CompStat/DDACTS program to target crime in “hotspots” through analysis of patterns and trends.</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	Reduce Part I crimes by 5%. Part I crimes are those crimes that involve murder, rape, robbery, aggravated assault, burglary, theft, auto theft, and arson.
<b>Time Commitment</b>	This goal involves an ongoing commitment. The Glendale Police promote the community policing philosophy that seeks the active involvement of the community in the development and application of strategies to address public safety issues.
<b>Expected Challenges</b>	Resource limitations due to budget constraints will require even more innovative and efficient methods to control crime.
<b>Goal</b>	Enhance response to crime
<b>Related Council Goal</b>	One community focused on public safety.
<b>Activities</b>	Enhancing police services.



<b>Expected Outcomes (Perf. Measures)</b>	Increase response times by arriving unit at Priority 1 and Priority 2 calls in 5 minutes or less by 5%. We will need to ensure proper deployment of uniformed personnel and proper distribution of resources.
<b>Time Commitment</b>	This goal involves an ongoing commitment to ensure that the established targets are met and maintained.
<b>Expected Challenges</b>	Resource limitations due to budget constraints will require even more innovative and efficient methods to control crime.

**FISCAL YEAR 2012**

**Area of Innovation:**

- **Smart Policing Initiative** – Working with the Arizona State University’s Center for Violence Prevention and Community Safety, we successfully secured a grant from the Bureau of Justice Assistance that we used for community policing and the implementation of proven problem solving methods to reduce crime and disorder in our community. In September, the department received notification that grant funding has been approved to continue the Smart Policing Initiative in Glendale for an additional two years; one of only two agencies in the country to receive a second round of funding, which will allow us to expand our efforts.
- **Data-Driven Approaches to Crime and Traffic Safety (DDACTS)** - DDACTS is a law enforcement operational model supported by a partnership among the Department of Transportation’s National Highway Traffic Safety Administration and two agencies of the Department of Justice: the Bureau of Justice Assistance and the National Institute of Justice. Glendale Police incorporated the DDACTS model into the existing CompStat program. DDACTS integrates location-based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve motor vehicles, the goal of DDACTS is to reduce crime, crashes, and traffic violations across the country. Glendale Police incorporated the DDACTS model into the existing CompStat program.
- **Vehicle Marking** – The Police Department created a new design for marked vehicles featuring an updated look that incorporates the department’s mission to “protect and serve” as well as the department’s values: integrity, courage, excellence, dedication, respect and compassion. The design incorporates retro-reflective features, including at least four times more the reflective material than the current markings. The new design is more cost effective than the current design creating a savings of \$124 per car, or a savings of \$21,204 to mark the entire fleet of 171 marked vehicles. The savings is created by the use of a vehicle marking kit that can be installed in approximately half the time required to install the current markings.
- **Computer Aided Dispatch and Records Management System (CAD/RMS) Upgrade Project** – The department secured five grants for partial funding for the replacement of the current CAD/RMS hardware and software, which are over twenty years old. Phase one of the project is beginning with on-site work. The new CAD/RMS will offer a fully integrated system and provide tools to better analyze trends, link crimes, and identify



suspects. It will provide ready availability to volumes of information and significantly enhances our ability to provide outstanding service to our community and citizens.

**Accomplishments:**

- **External Partnerships** – The Police Department’s Criminal Investigations Division has expanded external partnerships by assigning a detective to the FBI’s Mortgage Fraud Task Force. Two detectives are assigned part-time to the US Secret Service Electronic Crimes Task Force. A detective is assigned to the US Marshalls Task Force while another is assigned to the DEA Task Force. The Criminal Investigations Division also shares off-site workspace with both the US Marshalls Task Force and the DEA Task Force with a single squad of investigators assigned to each facility. While assigned to the respective task forces, detectives are able to focus on crimes either occurring in or related to Glendale.
- **Crime Trend and Safety Strategies** - In October the Police Department initiated a new monthly publication in an effort to help prevent crime in the city; the “Glendale Police Crime Trends & Safety Strategies.” The publication will be issued each month to share information about a recent crime trend in Glendale and offer information on ways citizens can help to prevent these types of crimes. Each publication will also include a monthly safety tip. Copies of the new publication are available via the department webpage. The publication is formatted in such a fashion that it would potentially be an excellent handout for community meetings.

GOAL UPDATES	
<b>Goal</b>	Enhance response to crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the goal met?</b>	No.
<b>What were the Performance Measures?</b>	Reduce Part I crimes by 5%.
<b>Obstacles/Challenges</b>	Aggravated assaults crimes were reduced by 4.4% and rapes were reduced by 4.3%, though there was not an overall reduction in Part I crimes.
<b>Goal</b>	Enhance community outreach.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	Increase citizen contacts through increased community outreach including Coffee with a Cop, Citizens Police Academy, and the Citizen’s Advisory Committee.
<b>Obstacles/Challenges</b>	Staffing declines presented challenges requiring innovative approaches to enhancing community outreach.

**FISCAL YEAR 2011**

**Area of Innovation:**

- Smart Policing Initiative – Partnering with the ASU’s Center for Violence Prevention



and Community Safety with a grant from the Bureau of Justice Assistance (BJA) the department used community policing problem solving methods to target and reduce crime and disorder. Multifaceted approaches addressed neighborhood crime problems resulting in significant crime reductions.

- Restructured Approach to Investigations – A Night Detective Squad was created to enhance response to high profile crimes after hours. Property Crime detectives were assigned to the Patrol Divisions to improve coordination with patrol officers.
- External Partnerships - The Criminal Investigations Division is in the process of developing a formal ongoing partnership with the Federal Bureau of Investigations, the U.S. Secret Service, and the U.S. Marshals Service to aide in the enhanced service to victims of crime within Glendale.

**Accomplishments:**

- Glendale was recognized as one of the Top 10 Safest Cities in America by Forbes Magazine based on violent crime rates and fatal traffic accidents. Violent crime (murder, rape, robbery and aggravated assault) declined 14% in 2010. Three of four categories of property crime (burglary, auto theft and arson) declined 15.6%.
- The Department secured three grants to assist funding replacement of the current CAD/RMS hardware and software which are over 20 years old. Officers now have more access to information through the newly activated access to the Justice Web Interface, COPLINK and WISE-Net.
- Patrol Commanders continue to meet regularly with citizen groups who act in an advisory capacity providing information and input on community concerns. Patrol Divisions host quarterly meetings with citizens to discuss crime trends and provide crime prevention options.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Enhance response to crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	Violent crimes (murder, rape, robbery and aggravated assaults) declined 14% in 2010. Property crime of burglary, stolen vehicles and arson are down by at total of 15.6%.
<b>Obstacles/Challenges</b>	Economic conditions required organizational and procedural changes in order to maintain services.
<b>Goal</b>	Enhance community outreach.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the goal met?</b>	Yes.
<b>What were the Performance Measures?</b>	Thirty seven new Neighborhood Watch groups were formed and department personnel significantly increased public contacts through meetings and presentations. Citizens contributed more than 12,000 hours of service to the department.
<b>Obstacles/Challenges</b>	Finding new and innovative ways to engage and involve the public.

**BUDGET SUMMARY BY DEPARTMENT**  
**Police Department**



**POLICE DEPARTMENT**

<b>FUND NUMBER / BUDGET BY PROGRAM</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Budget</b>	<b>Percent Over FY 2012 Budget</b>
(1000) Central Patrol Bureau	\$10,133,990	\$10,712,033	\$10,675,151	\$10,911,821	2%
(1000) Crime Investigations	\$8,158,156	\$8,487,109	\$8,463,766	\$9,227,328	9%
(1000) Foothills Patrol Bureau	\$10,159,045	\$10,480,476	\$10,452,664	\$11,758,912	12%
(1000) PD - Communications	\$2,453,224	\$2,255,017	\$2,232,435	\$2,462,604	9%
(1000) PD - Detention	\$1,298,984	\$1,097,144	\$1,067,408	\$1,219,934	11%
(1000) PD - Emergency Management	\$737,029	\$737,610	\$708,260	\$428,621	-42%
(1000) PD - Fiscal Management	\$1,874,892	\$2,839,755	\$2,808,652	\$2,837,345	0%
(1000) PD - Special Operations	\$4,201,675	\$4,460,707	\$4,434,437	\$4,558,932	2%
(1000) PD - Tow Administration	\$45,496	\$44,128	\$44,093	\$51,693	17%
(1000) Police Administration	\$2,807,258	\$2,377,837	\$2,364,172	\$2,393,571	1%
(1000) Police Legal Services	\$30,236	\$4,467	\$3,976	\$4,185	-6%
(1000) Police Personnel Management	\$2,243,270	\$2,232,275	\$2,229,545	\$2,114,192	-5%
(1000) Police Support Services	\$1,636,219	\$1,330,181	\$1,326,422	\$1,396,654	5%
(1000) PS Training Ctr - Police	\$436,937	\$577,227	\$577,227	\$581,875	1%
(1281) PD - BCS Event	\$297,989	\$0	\$0	\$0	NA
(1281) PD - Fiesta Bowl Event	\$308,906	\$401,268	\$401,268	\$401,268	0%
(1281) Stadium - PD Event Staffing	\$1,316,787	\$1,343,947	\$1,343,947	\$1,342,031	0%
(1282) Arena-PD Event Staffing	\$365,167	\$838,135	\$838,135	\$839,752	0%
(1700) Patrol - Special Revenue Fund	\$9,772,978	\$14,173,737	\$11,318,444	\$14,240,490	0%
(1840) Grant Approp - Police Dept	\$1,466,782	\$4,500,000	\$1,750,000	\$3,500,000	-22%
(1840) Victim Rights - PD	\$75,997	\$104,752	\$104,752	\$93,472	-11%
(1840) VOCA	\$81,766	\$95,482	\$95,482	\$102,317	7%
(1842) JAG Recovery Act	\$0	\$740,863	\$0	\$652,566	-12%
(1842) PSSP Police OT Grant	\$25,977	\$75,000	\$50,103	\$0	-100%
(1842) Stop Violence - Women	\$67,406	\$84,742	\$17,335	\$0	-100%
(1860) Federal RICO	\$248	\$225,000	\$225,000	\$225,000	0%
(1860) State RICO	\$2,306,936	\$3,670,053	\$3,670,053	\$3,670,270	0%
(2530) PS Training Ops - Police	\$274,596	\$326,041	\$313,000	\$340,622	4%
<b>Total - Police Department</b>	<b>\$62,577,946</b>	<b>\$74,214,986</b>	<b>\$67,515,727</b>	<b>\$75,355,455</b>	<b>2%</b>



**BUDGET SUMMARY BY DEPARTMENT**  
*Police Department*

## POLICE DEPARTMENT

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$50,937,843	\$58,201,898	\$56,001,708	\$61,717,474	6%
Supplies and Contracts	\$7,310,753	\$14,341,705	\$10,155,677	\$12,991,040	-9%
Internal Premiums	\$2,403,323	\$2,201,890	\$2,201,890	\$2,231,701	1%
Internal Service Charges	\$1,994,737	\$2,147,695	\$1,834,654	\$2,164,327	1%
Operating Capital	\$348,551	\$429,786	\$429,786	\$427,712	0%
Work Order Credits	(\$417,261)	(\$3,107,988)	(\$3,107,988)	(\$4,176,799)	34%
<b>Total - Police Department</b>	<b>\$62,577,946</b>	<b>\$74,214,986</b>	<b>\$67,515,727</b>	<b>\$75,355,455</b>	<b>2%</b>

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Central Patrol Bureau	120	118	109	109	-8%
(1000) Crime Investigations	83	85	85	85	0%
(1000) Foothills Patrol Bureau	110	115	118	118	3%
(1000) PD - Communications	32.5	30.5	30.5	30.5	0%
(1000) PD - Detention	10	9	10	10	11%
(1000) PD - Emergency Management	6	6	4	4	-33%
(1000) PD - Special Operations	38	39	35	35	-10%
(1000) PD - Tow Administration	1	1	1	1	0%
(1000) Police Administration	19	21	18	18	-14%
(1000) Police Legal Services	1				
(1000) Police Personnel Management	25	24	20	20	-17%
(1000) Police Support Services	19.5	24.5	21.5	21.5	-12%
(1281) Stadium - PD Event Staffing	2	2	2	2	0%
(1282) Arena-PD Event Staffing	1	1	1	1	0%
(1700) Patrol - Special Revenue Fund	118	118	118	118	0%
(1840) Victim Rights - PD	1	1	1	1	0%
(1840) VOCA	1	1	1	1	0%
(1860) State RICO	0.5	0.5	0.5	0.5	0%
(2530) PS Training Ops - Police	2	2	2	2	0%
<b>Total -Police Department</b>	<b>590.5</b>	<b>598.5</b>	<b>577.5</b>	<b>577.5</b>	<b>-4%</b>