

CITYGATE ASSOCIATES, LLC

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MANAGEMENT CONSULTANTS ■

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**DEPLOYMENT AND
PERFORMANCE REVIEW
FOR THE**

GLENDALÉ, AZ

POLICE DEPARTMENT

March 11, 2016

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GLENDALÉ
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SECTION 1—EXECUTIVE SUMMARY

The City of Glendale, Arizona (City) retained Citygate Associates, LLC to perform a Deployment and Performance Review for the City's Police Department. This study included reviewing the adequacy of the existing deployment system, scheduling, and staffing. The methodology utilized in this study is discussed in Section 2 of this report. Citygate's report includes a detailed analysis of the response, crime, and call data that drives the recommendations for staffing in Patrol, as well as an assessment of the staffing of the support functions in the Department. This Executive Summary presents key areas of our review and lists all of Citygate's findings and recommendations.

1.1 POLICY CHOICES FRAMEWORK

As the City Council understands, there are no mandatory federal or state regulations directing the level of police service staffing, response times, and outcomes. The International Association of Chiefs of Police (IACP) recommends methods for determining appropriate levels. Glendale's City Council has, through the accreditation of the Department by Commission on Accreditation for Law Enforcement Agencies (CALEA), strived to staff to measured proactive levels that provide adequate time for Patrol Officers to respond to calls for service within a specific response time and engage in preventative patrol, Community Policing activities, and basic crime prevention.

This report provides recommendations for adjusting the staffing levels in the Operations Bureau. The principle reasons for recommending the adjustments are to ensure that the Department continues to meet its service delivery goals, provides for a safe working environment for Patrol Officers, and uses additional non-sworn staff to support the Department's patrol operations. As it relates to increasing the number of sworn officer on Patrol, the choice facing the City is to reassign officers from specialty units (or eliminate one or more units), or hire new Patrol Officers.

1.2 CITYGATE'S OVERALL OPINIONS ON THE STATE OF THE CITY'S POLICE DEPARTMENT

The greatest challenge for elected officials is to continually balance the financial capabilities and competing demands of the municipality with the staffing needs for public safety service delivery. To weigh these decisions, we present to the City Council an analysis of the existing staffing of the Department, the performance measures that are or should be in place, and industry best practices. We place a high emphasis on response times to emergency calls, criminal activity, proactive/preventative patrol time, and officer safety. All of these combined will help inform and lend credence to the decision making necessary to determine how the staffing of police services will occur.

When the 2008 financial crisis hit Glendale, the Department implemented policies designed to adjust resource allocations to preserve the patrol operation and other critical functions; non-sworn staffing levels were reduced and vacant positions remained unfilled. We believe this approach was appropriate for the circumstances (and consistent with how other municipal police departments responsibly addressed the financial crisis), but as seen in this study, it created service delivery challenges that need to be addressed.

Organizationally, the Department is staffed with managers of high competency levels and has fostered a culture of service, commitment, and visionary leadership. Technologically, the Department is keeping abreast with trade tools that allow for greater efficiencies and accountability. The Department's Community Policing efforts are bolstered by community member involvement, Neighborhood Response Squads, Community Response Teams, and the Street Crimes Squad.

Glendale Police leadership has focused the efforts of its workforce on stated (and published) goals and objectives, with desired performance measurements. We found a strong commitment from all ranks, and among the civilian staff, to ensure that the Department is successful in meeting its service delivery goals. In conducting our analysis, we did not encounter anything that suggests even the slightest undercurrent of inattention on any key policing issues.

The recommendations in this study should be considered as a continuous quality improvement tune-up that can be applied in the year-to-year budget process.

As with most large organizations that examine performance and staffing, the first opportunity for improvement is to fine-tune existing operations; in Glendale's case, that includes existing positions and budgeted vacancies. This study recommends several areas of data analysis refinement, a reassessment of call priority definitions, enhanced categorization and documentation of adjunct patrol down time, and the addition of civilian Community Service Officers.

The City is meeting its calls for service needs with the current deployment geographically. The Department as a whole remains flexible in its staffing adjustment to accommodate the many entertainment events held in the City. There are, however, five areas that we draw particular attention to: (1) sufficient staffing to meet the deployment needs and response time standards for hot and emergency calls; (2) response times for second in units (backup units); (3) restoring the professional (civilian) staff positions that provide support for key areas such as communications, patrol, and investigations; (4) 9-1-1 answering times in the Communications Center; and (5) appropriate staffing for non-emergency report calls.

The Department is not meeting the current City standard on response times for the most urgent and emergency calls. This would appear to suggest a critical shortcoming, when in fact, some of this can be attributed to call saturation during busy times and the level of staffing available,

which is impacted by personnel scheduled for training time or unavailable due to long-term disabilities, workers compensation, or sick leave. Approximately 12-15 percent of scheduled staffing is unavailable due to these circumstances. Factor in the 13 current officer vacancies, and the picture becomes clearer. An upcoming impact is the impending retirement of another 10-12 officers. Additionally, urgent and hot emergency calls most often include calls that require a multi-unit response (i.e., at least one backup unit). Previous evaluations of response times were void of an examination of the backup units to in-progress calls.

Coupled with the response time analysis is our workload evaluation. The IACP recommended “20/20/20 rule” suggests that for every hour worked in patrol, 20 minutes each should be dedicated to: call response, administrative duties and report writing, and proactive/preventative patrol activities (often referred to as Community Policing). Citygate finds that the current deployed force is at the limits of the 20-minute time allocation for patrol activity, which impacts the ability to spend the necessary time on prevention and administrative duties (which includes report writing time). This in no way suggests that the Department’s response times represent a crisis. To the contrary, the fact that there is, in most cases, acceptable proactive time allocation, indicates that further examination and system enhancements are needed to allow for a much clearer answer to why the response times are not meeting the City’s standards.

When adding in the response time challenges, it is clear that additional staffing is needed. Given the 13 sworn officer vacancies, with impending retirements in the next year of 10-12 officers, filling these vacancies must take priority before implementation of the recommended FTE additions of sworn officers. What is difficult to quantify is the number of personnel that are needed to significantly allow an increase in preventative patrol time, while reducing the gap in the targeted response time standard.

Our recommended staffing increases start with filling and fielding the existing vacancies of sworn officers and communications technicians. These, combined with the CSOs, will address much of the current workload saturation across all disciplines in the Department. However, at this time, there is insufficient data to mathematically determine a specific response time reduction. It is our opinion that by adding the recommended staffing herein and implementing several policy and system tracking tools, a more definitive picture of what is driving the slower response times will become very clear.

The Glendale City Council and this community have every reason to be proud of its Police Department. In Citygate’s opinion, as well as the opinion of many people interviewed for this report, the Police Chief and the Command staff were identified as a key strength. They are regarded as compassionate and caring individuals with a strong and unwavering commitment to the employees and the community. They were described as being “available” to meet with community groups, actively listening to their concerns, and taking appropriate actions. While overall crime has trended slightly down, the Department has been handling increases in calls for

service, sex crimes, and assaults. Moving forward, balancing the increased demands for service will require adaptive staffing and call distribution to spread non-emergency report calls to civilian personnel, while leaving the crime fighting and emergency response to the sworn officers.

Throughout this report, Citygate makes key findings, and, where appropriate, specific action item recommendations. Overall, there are 50 key findings and 41 specific action item recommendations.

1.3 OFFICE OF THE CHIEF OF POLICE

The leadership at the top of a police department is critical to assuring the confidence of the community and the members of the department that its service delivery will be provided with care, concern, integrity, and justice. In Glendale, the Chief and two Assistant Chiefs have done just that. They are providing strong leadership and employee development. They have assured that management control systems are in place so that policies, practices, and procedures necessary to guide the workforce meet the organization's mission. There is a very strong commitment of support from employees at all ranks and among the civilian workforce to ensure that the Department meets its goals and objectives. Employees expressed a high level of confidence and trust in the Police Chief and the Command staff. They have maintained focus on their primary role of emergency response and public safety through very significant economic challenges that saw staffing levels reduced significantly.

Also under the Office of the Chief of Police are the Professional Standards Unit, Union Representatives, Accreditation, and the two Bureau Assistant Chiefs. We found the labor representatives extremely supportive of the entire executive staff. The Professional Standards Unit is run extremely well, and is further detailed later in this report. CALEA accreditation continues to be met and should be a highly regarded accomplishment of the Department and the City.

1.4 OPERATIONS BUREAU – PATROL DIVISIONS DEPLOYMENT

Patrol deployment is the primary law enforcement responsibility upon which a police department builds its service delivery. Response, prevention, omnipresence, and criminal apprehension are the basis for the creating public safety. Deployment and staffing are distributed geographically and by time of day, day of week. In today's environment, law enforcement is not simply about crime fighting and prevention; it is the primary measurement for quality of life in a community. The level of safety and security felt by residents and business owners is critical to the vitality and success of the community.

A major challenge for staffing and deployment is balancing the support services that enable the Department to deliver its public safety. The latest crime data as shown on the following pages indicate that the Police Department, in collaboration with the community, has done an outstanding job in minimizing crime, especially given the slow economic rebound of the economy. There are many factors that contribute to crime rates, including economics, proactive-preventative policing, omnipresence, community involvement, and employment. These statistics are encouraging, but cannot and should not lull the City into believing that staffing and performance decisions can be made with just this limited picture. Community expectations, sense of safety (quality of life), emergency response times, and confidence in the Department all factor into these decisions.

Another deployment challenge is scheduling shifts to provide coverage across the City's geography when the call demand is the highest. Our review of Patrol's scheduling of shifts and geographic coverage indicates it is well aligned with calls for service demands. This suggests strongly that the deployment model is appropriate under the current crime and overall calls for service demands in Glendale. Identified in the data, however, was a shortage of staffing both in civilian and sworn ranks.

Response times are another critical component to service delivery. The City of Glendale has adopted a response time standard of 5 minutes on hot (Priority 1) and urgent (Priority 2) calls and 15 minutes on non-urgent calls. The goal is responding to Priority 1 and Priority 2 calls within 5 minutes, 90 percent of the time, and Priority 3 calls within 15 minutes, 90 percent of the time.

The Department is not meeting its goals in response times across the board. While there were slight improvements for the last several years, 2015 has seen a drop in response times for Priority 1 and 2 calls. Priority 3 calls are statistically flat for 2015. It is important to note, for the past five years, that the response time goals have not been met. (See sub-section 1.5 for further details.)

1.5 OVERALL DEPLOYMENT: RESPONSE TIMES AND CRIME TRENDS

Calls for service have increased by 10.5 percent from 2014 to 2015. As indicated earlier in this summary, the Department has not achieved its response time goals in over five years. Some of this can be attributed to the staffing reductions and slowed growth of the Department during the recession, which occurred while the number of calls for service increased.

The figures below show the response data for the last five years for Priority 1, 2, and 3 calls. Figure 1 indicates the percentage of time the City responds to Priority 1 and 2 calls in 5 minutes or less.

Figure 2 indicates the percentage of time the City responds to Priority 3 calls in 15 minutes or less. These figures show the same data that has been reported on the City's annual reports of the

past; however, Citygate attempts to draw a sharp distinction in the meaning of these results and bring forth an additional metric that has not been considered in the Department's response time evaluations of the past.

Figure 1—Percentage of P1 and P2 Calls Responded to in 5 Minutes or Less (2011-2015)

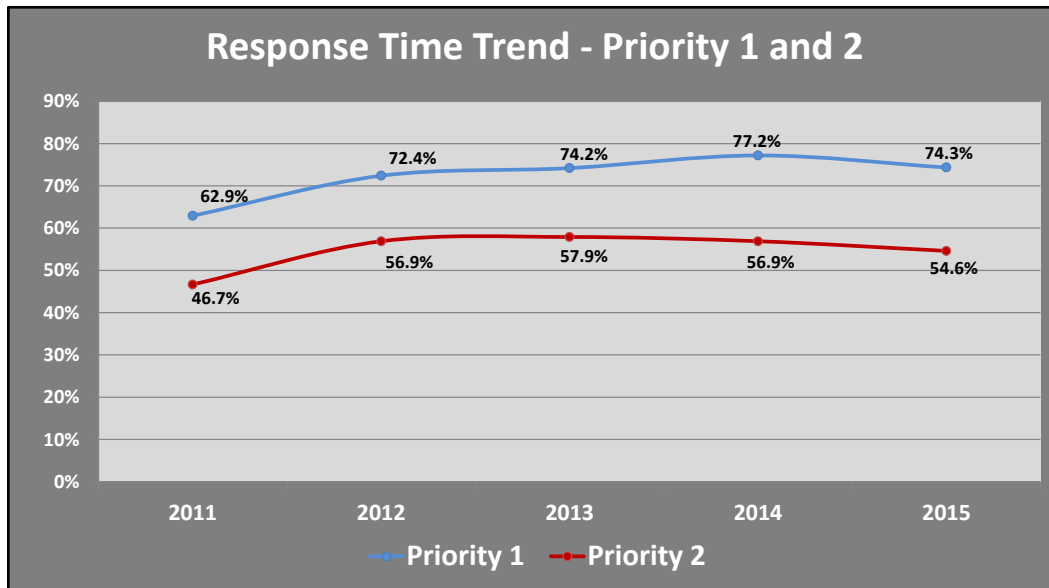
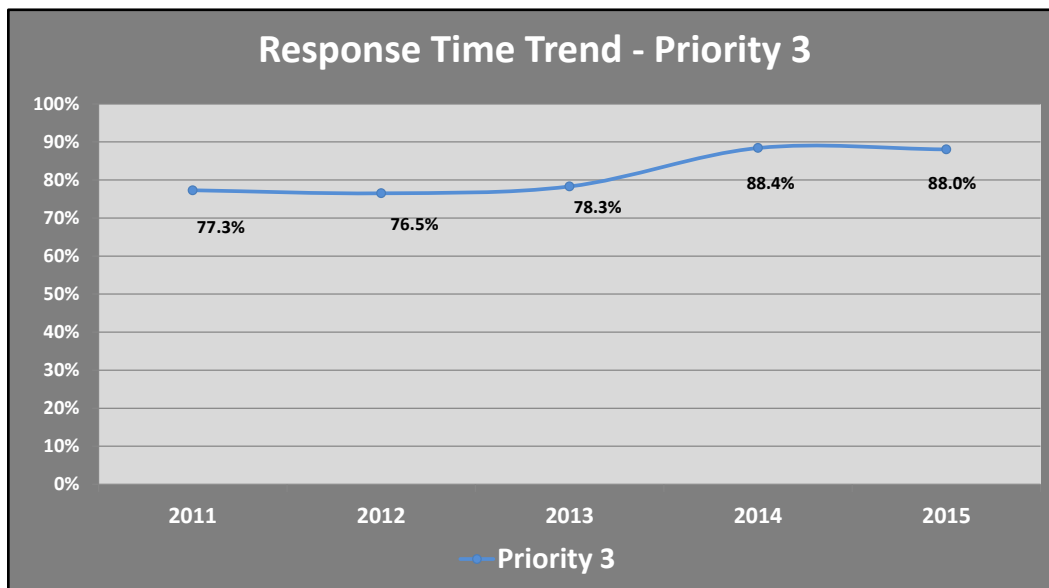


Figure 2—Percentage of P3 Calls Responded to in 15 Minutes or Less (2011-2015)



Response times for 2015 have fallen further under the City's goal of 5 minutes, 90 percent of the time on Priority 1 and 2 calls, and 15 minutes, 90 percent of the time, for Priority 3 calls. Priority

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1, while flat compared to last year, only accounts for 3.7 percent of the total calls for Priority 1, 2, and 3.

On emergency or “hot calls” calls (in-progress crimes or felonies), 23.8 percent of Priority 1 calls and 45.3 percent of Priority 2 call are not reached by the first police unit within 5 minutes of receipt. Moreover, on these calls, community and officer safety are the top priorities. Every police academy in the United States teaches officers to wait for the backup on serious calls. When we factor the second-in unit, the backup officer, the response time picture gets significantly worse.

While the Department places a high priority on responding to the most critical calls (Priority 1 and 2 calls), it is not meeting the response time standard. The staffing recommendations herein should reduce response times. There is no question that Priority 1 calls (those that are life threatening, in-progress felonies, or with suspects still on scene), should be the highest priority. Citygate believes that this five-minute response time criteria is consistent with industry standards for municipalities. There is, however, opportunity to examine some of the Priority 2 call types to refine those that may not necessitate such a stringent response time requirement. We suggest that the Chief of Police examine these to see if refinement of the criteria for calls within the Priority 2 category makes sense, and if so, recommend modifications to the City Council. In doing so, the response time challenges will be much more definitive and better understood.

The table below shows the response time for Priority 1 (P1) and Priority 2 (P2) with the first- and second-in officers for the two Patrol Divisions. The second and fourth columns (grey highlight) show the percentage of time the City’s goal is not met.

Table 1—Gateway Patrol Division Response Times (2014-2015)¹

Shift	Percent of P1 & P2 1st-In Unit Calls Responded to in < 5 Mins	Avg. Response Time, 1st-In Unit (P1 & P2 Calls)	Percent of P1 & P2 2nd-In Unit Calls Responded to in < 5 Mins	Avg. Response Time, 2nd-In Unit (P1 & P2 Calls)
Early Days	47.14%	6:54	46.73%	11:45
Late Days	46.30%	7.04	43.53%	11:56
Early Swings	56.87%	5.46	52.71%	8:32
Late Swings	66.20%	5.14	62.32%	7:22
Early Graves	40.52%	6:25	37.75%	16:34
Late Graves	61.93%	5:39	57.75%	8:14

¹ Tables or figures noted in this report with the date range of 2014-2015 indicate July 1, 2014 to June 30, 2015.

Table 2—Foothills Patrol Division Response Times (2014-2015)

Shift	Percent of P1 & P2 1st-In Unit Calls Responded to in < 5 Mins	Avg. Response Time, 1st-In Unit (P1 & P2 Calls)	Percent of P1 & P2 2nd-In Unit Calls Responded to in < 5 Mins	Avg. Response Time, 2nd-In Unit (P1 & P2 Calls)
Early Days	47.14%	6:54	43.08%	10:10
Late Days	37.65%	7:38	35.15%	14:16
Early Swings	47.14%	6:54	43.08%	10:10
Late Swings	45.11%	5:59	43.70%	10:13
Early Graves	55.53%	5:58	51.36%	9:18
Late Graves	50.13%	6:35	48.11%	10:09

The recommendations in this report reflect strong consideration for the officer safety aspect of our findings along the detailed analysis of crime trends and workload study.

The figures below show violent and property crime trending for the last eleven years. In 2015, there was a significant increase in aggravated assaults and theft. Robbery and burglary have remained consistent. There were significant reductions in homicides, rapes, and stolen vehicles.

Figure 3—Glendale Violent Crime Trend (2005-2015)

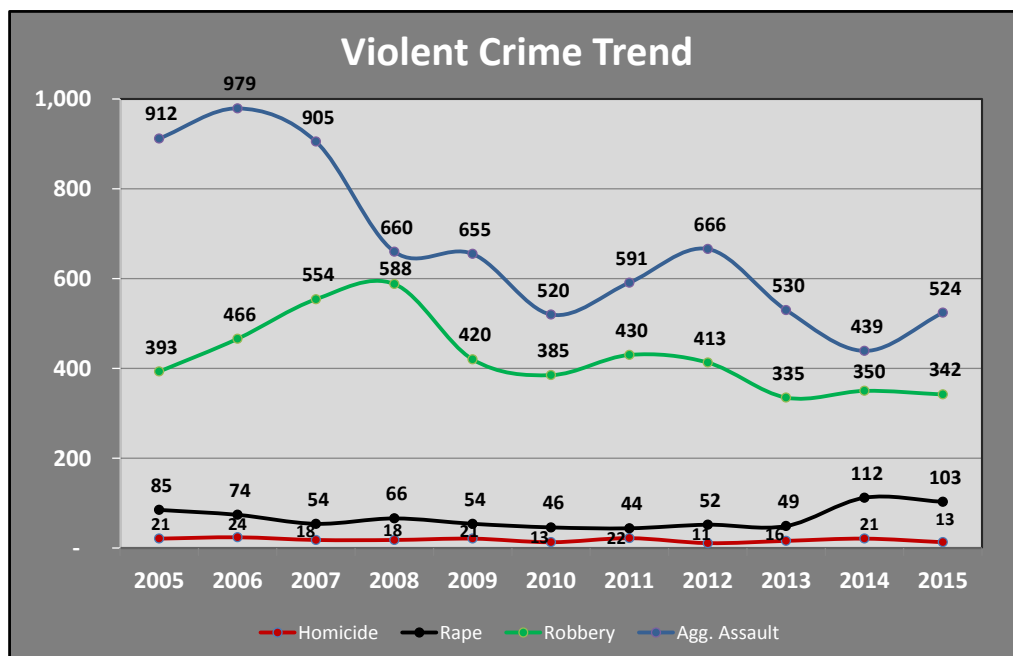


Figure 4—Glendale Property Crime Trend (2005-2015)



1.6 9-1-1 ANSWERING TIMES IN THE COMMUNICATIONS CENTER

In 2015, the Communications Unit handled a total of 431,881 incoming and outgoing telephone calls. Of those, 175,038 were 9-1-1 calls. The increase in telephone call volume has been attributed to a change in the management information system that is used to gather this data.

The Communications Unit did not meet the national (NENA) standard of answering 90 percent of 9-1-1 calls within 10 seconds during the busiest hour. 80.5 percent of 9-1-1 calls were answered within 10 seconds (140,980 of 175,038), 84.5 percent of 9-1-1 calls were answered within 20 seconds (147,878 of 175,038), and 90 percent of 9-1-1 calls were answered within 40 seconds.

On the surface, this may appear to suggest a need to increase staffing levels in the Communications Unit. However, there are many factors affecting these performance areas, some of which could result in improved performance without increasing staffing levels. These factors should be thoroughly explored before any additional staffing above the authorized strength is suggested.

1.7 FINDINGS AND RECOMMENDATIONS

We present a total of 50 findings and 41 recommendations that are numbered sequentially throughout this report. Findings #2 through #50 and Recommendations #2 through #41 are found in Sections 3 through 5 of this report and are all listed by topic in this Executive Summary, beginning in Section 1.7.1 below. In addition, below we present one Overall Strategic Finding and Overall Strategic Recommendation that should be prioritized above the other findings and recommendations in this report:

Overall Strategic Finding #1: Current budgeted vacancies throughout the organization are impacting service delivery, performance standards, and response times.

Overall Strategic Recommendation #1: Fill the current budgeted vacancies and implement Community Service Officer additions as detailed in Section 1.8.

1.7.1 Operations Bureau

Patrol Divisions

Finding #2: The deployment model and work schedule used in the Patrol Divisions provides sufficient management flexibility to ensure that there is a reasonable alignment of staffing resources with calls for service. Appendix A—Table 1 shows that as calls for service increase, staffing increases, and as calls for service decrease, staffing levels decrease.

Finding #3: The days with the most frequent Priority 1 calls are Saturdays, Sundays, and Mondays; in terms of time of day, Priority 1 calls cluster during the early afternoon hours (1300 – 1600) and evening hours (1800 – 2200). Priority 1 calls comprise 2.27 percent of all calls for service.

Finding #4: The highest call volume for Priority 2 calls are Friday, Saturday, and Sunday. With regard to call volume by time of day, the peak times are from early afternoon through midnight (1200 – 2400). Priority 2 calls comprise 18.27 percent of the total calls for service for this period.

Finding #5: The highest call volume for Priority 3 calls occurs on Tuesdays, Wednesdays, and Fridays. With regard to call volume by hour of day, the highest periods start in early afternoon and continue through early evening (1400 – 2100). Priority 3 calls comprise 40.52 percent of the total calls for service.

- Finding #6:** The busiest days of the week for Priority 4 calls are Tuesday, Wednesday, and Thursday. In terms of time of day, the busiest times cluster in the morning hours between 0700 and 1000. Priority 4 calls comprise 25.14 percent of the total number of calls for service.
- Finding #7:** Priority 6 calls comprise less than 1 percent of all calls for service; with a small number of Priority 6 calls, no pattern of calls can be determined with any reliability.
- Finding #8:** Priority 7 calls occur most frequently on Tuesday, Wednesday, and Thursday. The hours of 0700 to 0900 have the highest call volume. Priority 7 calls comprise 13.62 percent of the total call volume.
- Finding #9:** For the period July 1, 2014 to June 30, 2015, the Gateway Patrol Division responded to 4,061 or 5 percent more calls than the Foothills Patrol Division. The two Patrol Divisions are equally staffed.
- Finding #10:** The Patrol Divisions exceed the City's response time standard for Priority 1 and Priority 2 calls.
- Finding #11:** The Gateway Patrol Division's response times for Priority 1 and Priority 2 calls for service for all shifts exceed the Department's standard of responding to calls for service in 5 minutes or less, 90 percent of the time. The shift with the highest response times to Priority 1 and 2 calls is Late Days, which requires 12:26 (minutes:seconds) to provide first-in unit response to 90 percent of calls for service.
- Finding #12:** The Gateway Patrol Division's response times for Priority 3 calls for service for all shifts exceed the Department's standard of responding to all calls for service in 15 minutes, 90 percent of the time.
- Finding #13:** The Foothills Patrol Division's response times for Priority 1 and Priority 2 calls for service for all shifts exceed the Department's standard of responding to calls for service in 5 minutes or less, 90 percent of the time. The shifts with the highest response times to Priority 1 and 2 calls are Early Days and Late Days, which require more than 13 minutes to provide first-in unit response to 90 percent of calls for service.
- Finding #14:** The Foothills Patrol Division's response times for Priority 3 calls for service for all shifts exceed the Department's standard of responding to all calls for service in 15 minutes, 90 percent of the time.

Finding #15: The Gateway Patrol Division's response times for the second-in unit (backup unit) exceeds the Department's standard of responding to all calls for service in 5 minutes or less, 90 percent of the time.

Finding #16: The Foothills Patrol Division's response times for the second-in unit (backup unit) exceed the Department's standard of responding to all calls for service in 5 minutes or less, 90 percent of the time.

Finding #17: There are 17.4 percent more Priority 1 and Priority 2 calls in Zones 20 and 30 than Zones 40 and 50.

Recommendation #2: Citygate recommends that the deployment model and work schedule remain unchanged.

Recommendation #3: It is recommended that the Chief of Police examine the criteria for Priority 2 calls to see if refinement of the criteria is possible for calls that are within the priority. In doing so, the response time challenges will be much more definitive and better understood.

Recommendation #4: It is recommended that the staffing allocation for the Gateway Patrol Division be increased on the day shift (Late Days) by adding an eighth officer to both shift squads (20A and 20D) to assist in call load distribution and reduce response times on Priority 1 and Priority 2 calls. The Late Days shift has longer response times and a low percent of Priority 1 and 2 calls answered within the 5-minute response time standard.

(Add 2 FTE Patrol Officers)²

Recommendation #5: It is recommended that the staffing allocation for the Foothills Patrol Division be increased on the Early Day shift and Late Day shift by adding an officer the two squads on both shifts (Squads 40A and 40D and Squads 50A and 50D), to assist in call load distribution and reduce response times on Priority 1 and 2 calls. This recommendation is based on call volume, long response times to Priority 1 and Priority 2 calls, and average response times to Priority 1 and Priority 2 calls.

(Add 4 FTE Patrol Officers)

² Note to reader: Throughout Citygate's recommendations, we use the term "add" to refer to new recommended positions that are not already budgeted, as well as positions that have been cut from the budget where it is recommended they be reinstated. The term "fill" is used to refer to budgeted positions that are currently vacant where it is recommended they be filled.

Recommendation #6: Establish a new CSO classification, capable of performing the recommended duties described above. Augment staffing in Patrol, Investigations and Call Back Unit (CBU) with these positions. Specific to Patrol, we recommend 6 CSOs be added to assist in call load distribution and reduce response times. (CSO staffing recommendations for Investigations and CBU are found in Section 4.)

(Add 6 FTE Community Services Officers)

Special Events & Traffic Unit

Finding #18: While a difficult subject to broach, the reimbursement formulas for the special event venues do not cover the actual costs to the Police Department Budget. This is outside the scope of our study but the limit on reimbursement costs appears to create a significant financial burden on the City's general fund. The Police Department receives additional funding for these events but they should be parsed from the Police Department budget and tracked separately. This would avert the inaccurate skewing of the cost for delivery of police services on a per-capita basis. The goal of cost recovery should be to recoup 100 percent of costs to provide services for the event.

Finding #19: Indirect costs of special events are not reimbursed under current contract agreements. Traffic control for special events at intersections not on the venue properties are not reimbursed. The cost of these is borne by adjusted schedules in the Traffic and Special Events Units and supplemented by overtime. Detention reassigns on-duty jail staffing to provide the special event jail personnel, and then backfills the jail vacancies with overtime.

Finding #20: The Traffic Unit is properly staffed when at full strength. Staffing for the Squad 40 Motors assignment is carrying one vacant position.

Recommendation #7: Examine alternative funding reimbursement mechanisms for special events, especially those conducted at the arena and stadium.

Recommendation #8: Examine the additional, indirect costs of special event staffing.

Recommendation #9: Fill the vacant position in the Squad 40 Motors.

(Fill 1 FTE vacancy) *Note: This position was filled in December*

1.7.2 Investigations and Administrative Services Bureau

Criminal Investigations Division

Finding #21: The Department has no written criteria for caseload management in the General Investigations Unit.

Finding #22: Cases referred back to the Patrol Division Community Response Teams rely upon that unit's Sergeant to ensure follow-up, and there is no timeline to update the investigation status in the current RMS system. This is compounded by the inflexibility of the current RMS system. It is further exasperated by the endless delays in implementation of the new RMS system. Increased staffing in the Investigations Unit could mitigate some of the caseload issues.

Finding #23: The on-call status of detectives generates approximately 3-4 cases per weekend. This adds to the weekly caseload of detectives depending on their call out status for the week.

Finding #24: Citygate was notified that the largest time consumption for Investigations personnel is report writing. The Investigations Division has piloted NET Transcripts, and Patrol has been testing DRAGON Naturally Speaking Dictation software.

Finding #25: The Special Victims Unit does not have a dedicated forensic computer investigator to handle the large volume of incidents where electronic media, both storage and computer systems, are suspected to contain evidence of sex crime, child abuse, and illegal pornography. Generally, three out of five cases involving child sex crimes have electronic media associated with the case.

Finding #26: The largest increase in detective workload has been generated in aggravated assaults and sex crimes. The Department has reassigned one detective and a detective sergeant to the Special Victims Unit (SVU) to address the increases and burgeoning span of control for supervision. Caseload management is largely placed on the sergeants in the unit, and, unlike the Community Response Team, the Aggravated Assaults team has little civilian assistance to reduce investigator time on cases where preliminary work can be facilitated by non-sworn staff.

Recommendation #10: Clear and articulable caseload volume benchmarks must be formally adopted and monitored vigorously by the investigative supervisors. Having benchmarks in place will enable the Department to determine staffing needs in the future, while managing investigator time to quality of investigations and case closures. Benchmark standards

should be established based upon type of case assignments (e.g., property crimes, person crimes, sex crimes, crimes against children, domestic violence, etc.).

Recommendation #11: Due to the 33 percent case overload, we recommend that the General Investigations Unit supplement investigation staffing by utilizing civilian employees (Community Service Officers (CSOs)) to handle follow-up phone contacts and information gathering on unknown-suspect cases. The CSO position can meld the multiple civilian duties throughout the Department that, to date, are inclusive of case management positions.

(Add 2 FTE (CSOs) per year to General Investigations for the next two budget cycles)

Recommendation #12: To maximize the efficiency and thoroughness of report writing, the Department should select and implement a dictation/transcription tool to garner more investigative time for the detectives and allow for a reassessment of reasonable caseload distribution. This will impact both the Records Unit and require integration with the new RMS system because the reports will be entered directly and will not have the advantage of review and editing by the Records Unit.

Note: This recommendation was funded and implemented in Patrol during the writing of the Draft Report. It is still being piloted in Investigations.

Recommendation #13: The Department needs to certify an investigator in forensic computer analysis specifically for sex crimes investigations. An assessment of the caseload will need to be done to determine if an additional FTE is needed based upon these added capabilities.

Professional Standards Unit

Finding #27: The Audit and Inspections Sergeant position was transferred to Special Victims Unit to address a severe span of control / supervision deficiency in the Unit. While the need to fill the supervisory deficit in Special Victims was critical, it is essential that the Department keep the function and processes of audits in place to assure compliance with policy, procedures, goals, objectives, and CALEA standards. It is not reasonable to keep this essential responsibility tied to the Unit

Lieutenant, while she maintains the oversight of the Unit's functions, including Internal Affairs.

Recommendation #14: Return the authorized Sergeant position to the Inspections and Audit Unit. An additional Sergeant should be added to the Department total FTE to fill the vacancy. The justification for the position should not be borne by this vacancy, but should be justified by the need for the additional Special Victims Supervisor to address span of control and caseload.

(Add 1 FTE (Sergeant) to the Special Victims Unit and transfer position authorization back to Audits and Inspections)

Administrative Services Division—Records and Property Unit

Records and Property Unit—Report Backlog

Finding #28: The Records Unit consistently has a backlog of 300-600 reports awaiting entry into the records management system (RMS).

Recommendation #15: Enter all reports and eliminate the backlogged reports entirely, whether through additional overtime or creative scheduling. Maintain strict oversight and utilize overtime to prevent backlog.

Records and Property Unit—Specialty Assignments

Finding #29: There is a mistaken perception at the supervisor and management level that Records Unit staffing has been reduced by half due to seven Records Technicians being temporarily assigned to work specialty assignments without a commensurate reduction in workload.

Finding #30: Two Records Technicians have been temporarily assigned one to the RMS project (until at least fall of 2016) and one to work as the Alarm Coordinator (until the Alarm Coordinator returns in January 2016), and their positions in the Records Unit have remained vacant.

Recommendation #16: When temporary assignments, a loan of personnel, or restructuring occurs, memorialize the purpose, intended results, and term for the temporary or permanent assignment. This will help address morale issues, and ensure Records Unit personnel, from the manager down, clearly understand the restructuring that has taken place.

Recommendation #17: Should the Records Technician continue to work on the RMS project, this employee's current workload should be examined to determine if he can assist in a limited capacity in the Records Unit.

Recommendation #18: Re-evaluate the temporary assignment of a Records Technician to the higher paying Alarm Coordinator position, after the changes in the alarm ordinance are finalized. This may result in reducing the workload of that position. At a minimum, if it is determined that the full-time position is still essential, ensure compensation has been addressed.

Note: The Alarm Coordinator returned to work in January and the Records Technician has been released for the duties.

Recommendation #19: Return the two temporarily assigned Records Technicians to the Records Unit as soon as possible. In the interim, utilize overtime on a more regular basis to cover their shifts and stay on top of workload, specifically report entry. Absent the return of the two temporarily assigned employees, add two Records Technician allocations.

Records and Property Unit—Work Silos

Finding #31: The one-clerk specialty assignments create work silos, limiting deployment and flexibility of workload.

Recommendation #20: Return the five Records Technicians working specialty assignments, along with their workload, to the Records Unit. Develop a plan and training schedule to cross-train all Records Technicians to some extent in each of the specialized workload areas. Utilize down time in specialty assignments to assist with general Records Unit workload. Doing so will enhance morale, value, and self-worth of employees in the Unit.

Records and Property Unit—Records Unit Supervisor

Finding #32: According to the manager and the supervisor, in the past, two supervisors were assigned to the Records Unit.

Recommendation #21: Reinstate the second supervisor allocation to maintain adequate span of control with appropriate oversight, training and evaluation of the work force.

(Add 1 FTE Records Supervisor)

Records and Property Unit—Productivity

Finding #33: Records Technician productivity varies greatly, with one employee entering 13,813 reports during a four-year period and another employee entering 39,825 reports during that same time frame.

Recommendation #22: Closely monitor and identify disparities in job performance amongst individual Records Technicians. Work with those employees who are not meeting standards to improve performance and/or remove barriers that are preventing the employees from meeting performance standards.

Records and Property Unit—Call Back Unit

Finding #34: The Call Back Unit (CBU) was eliminated, thereby increasing the number of non-emergency reports handled by Patrol Officers.

Recommendation #23: Reinstate at least two of the Call Back Unit positions with possibly CSOs to reduce demands on patrol.

(Add 2 FTE Records Technicians for Call Back Unit duties)

Records and Property Unit—Records Management System

Finding #35: Our experience has proven that the changed processes of the new RMS will result in a complete shift from data entry to quality assurance as a primary function of the Records Unit.

Recommendation #24: Contractually bind the RMS provider to implement the long-awaited RMS, as promised, by a specific date, no further out than six months. If this is not possible, have the provider implement the RMS that was originally agreed upon and contracted.

Delay the web-based beta version until an actual release is available and has been vetted, then implement as an upgrade. After implementation, monitor and evaluate the impact on Records Unit workload prior to considering any additional staffing changes.

Recommendation #25: It is challenging to make staffing recommendations with the new system implementation looming and its specific effect on workflows unknown at this time. Based on the known information and current workflow, we suggest that the Records Unit monitor workload indicators closely when the new system is implemented and reevaluate staffing at that time.

Records and Property Unit—Compensation Disparities

Finding #36: There are no Records Unit employees at the top of the pay scale regardless of experience or tenure, including a Records Technician with more than 15 years of employment with the Department. Some newer Records Technicians earn more than more tenured Records Technicians.

Recommendation #26: Rectify compensation disparities. Implement a step system so the top of the salary range can be attained in a timely manner. Develop a strategy for annual compensation studies to ensure competitiveness in the marketplace. Consider eliminating the lower steps in the salary range, thereby increasing the starting pay rate for a new hire and possibly increasing the number of quality applicants for Records Technician. When hiring new Records Technicians without experience, ensure that their pay rate is not set higher than the lowest paid existing Records Technician. Rather than reducing the pay of the incoming Records Technician, especially when hiring a trained lateral Records Technicians, consider increasing the pay rate of the existing Records Technicians.

Records and Property Unit—Volunteer Staffing

Recommendation #27: Consider expanding the volunteer program to assist with other details that take Records Technicians time. In addition, consider the use of contract employees, even part time, to supplement the staff and duties.

Support Services Division—Communications Unit

Communications Unit—Call Volume and National Standards

Finding #37: While the Communications Unit provides an exceptional level of customer service to callers, it is not consistently meeting the National Emergency Number Association (NENA) standard of answering 90 percent of incoming 9-1-1 calls within 10 seconds during the busy hour.

Finding #38: Event entry often takes longer than the industry-suggested standard of entering basic information on emergency calls within 60 seconds.

Recommendation #28: Add four additional Communications Specialist allocations to afford the Communications Unit Supervisors the opportunity to function as genuine supervisors, offering the greatest opportunity to ensure that shifts and personnel are functioning at optimal levels.

(Add 4 FTE Communications Specialists)

Recommendation #29: Add two provisional Communications Specialist allocations to support staffing over the actual authorized strength and reduce the risk of being critically short-staffed, requiring additional overtime and the undesirable, costly use of sworn personnel in the dispatch center. These two additional trained provisional positions could also be quickly moved up to fill new vacancies while the Communications Unit awaits the lengthy, arduous process of hiring and training a dispatcher. Provisional positions could be employed as contract employees until the need arises for a permanent position.

(Add 2 Provisional Communications Specialists)

Communications Unit—Staffing Vacancies

Finding #39: The Communications Unit staffing is at a critical level with perpetual vacancies in the Communications Specialist allocation. There are currently five vacancies and two trainees, creating a vacancy factor equal to 23 percent of the allotted allocations.

Finding #40: The Communications Unit is in need of specific performance evaluation criteria to aid in the skills assessment and performance of Communications Specialists. This skill-specific evaluation is also consistently needed in all functions of the Department.

Recommendation #30: With the assistance of the City Human Resources Department, focus on hiring and training staff to fill existing Communications Specialist allocations. Identify disparities in job performance amongst individual Communications Specialists and work with those employees who are not meeting standards to improve performance and/or remove barriers that are preventing the employee from meeting performance standards.

(Fill 5 Communications Specialists vacancies)³

Recommendation #31: We recommend the Police Department work with the Human Resources Department to design performance evaluations to be completed with evaluative criteria specific to Communications Unit job functions. The evaluation must articulate performance indicators. Performance evaluations should also be designed for other job functions in the Police Department.

Communications Unit—Communications Specialists

Finding #41: Communications Unit Supervisors are working supervisors and are expected to answer incoming calls, supplement routine tasks in the Center, and are counted in the minimum staffing level for the Center. And although one supervisor is designated as an administrative supervisor, due to staffing vacancies, she has been routinely scheduled to work in the Center rather than perform administrative duties.

Recommendation #32: Ensure Communications shift supervisors function as the genuine shift/team leader with primary responsibilities for shift management and evaluation of performance, coaching and mentoring staff, and administrative duties such as scheduling. Ensure that the designated Administrative Communications Supervisor is afforded the opportunity to function in that capacity.

Communications Unit—Minimum Staffing Policies

Finding #42: Staffing through scheduling efficiencies is not fully utilized and there is not a formal policy that establishes minimum staffing levels.

³ Reminder to reader: Throughout Citygate’s recommendations, we use the term “add” to refer to new recommended positions that are not already budgeted, as well as positions that have been cut from the budget where it is recommended they be reinstated. The term “fill” is used to refer to budgeted positions that are currently vacant where it is recommended they be filled.

Recommendation #33: Minimum staffing levels should be reviewed and adjusted to more closely reflect workload indicators, such as incoming and outgoing telephone call volume, by hour of day and day of week, level and demand of field resources, and employee availability. Explore alternative scheduling options. Consider different versions of the 12-hour shifts or a combination of 8-, 10-, 11- and/or 12-hour shifts, garnering greater efficiencies in shift coverage.

Communications Unit—Automatic Call Distributor

Finding #43: The automatic call distributor utilized in the Communications Center hampers the abilities and stifles the talents of the dispatchers.

Recommendation #34: Eliminate the automatic call distributor and implement a policy that requires answering all calls within 10 seconds and, when necessary and appropriate, placing certain calls on hold to answer additional incoming telephone calls. Of course, encourage call-takers to maintain the high level of customer service currently provided.

Communications Unit—Compensation Disparities

Finding #44: There are no Communications Unit employees at the top of the pay scale regardless of experience or tenure, including a Communications Specialist with more than 25 years of employment with the Department.

Recommendation #35: There are no Communications Unit employees at the top of the pay scale regardless of experience or tenure, including a Communications Specialist with more than 25 years of employment with the Department. There is significant disparity in compensation versus industry standards for the classification.

35.1 Align with industry standards that, upon promotion or hiring from outside the agency, ensure that supervisors earn at least 5 percent more than the highest paid employee they supervise. The salary range for supervisors should be commensurate with the increased duties, responsibilities, and workload.

35.2 Additionally, Communications Center Trainers should receive additional compensation when they are actively working with a trainee, which is also an industry standard.

35.3 Develop a strategy for annual compensation studies to ensure competitiveness in the marketplace. Consider eliminating the

bottom steps in the salary range, thereby increasing the starting pay rate for a new hire and also increasing the number of quality applicants for Communications Specialists when recruiting. When hiring new Communications Specialists without experience (contract and full-time), ensure that their pay rate is not set higher than the lowest paid Communications Specialist already employed. Rather than reducing the pay of the incoming Communications Specialist, especially when hiring a trained lateral dispatcher, increase the pay rate of the existing Communications Specialists.

Communications Unit—Contract Employees

Finding #45: The current use of contract employees is beneficial to the Communications Unit. Consider further development of this program.

Recommendation #36: Continue using contract employees in the Communications Unit. Closely evaluate the employees who will be hired to fill the four new call-taker contract employee allocations to ensure they are equally effective.

Support Services Division—Training Unit

Finding #46: The Training Unit does an excellent job of providing AZPOST and recurrent training to meet the requirements of both state and CALEA standards.

Recommendation #37: The Training Unit should develop and administer leadership training designed to prepare staff for leadership positions in the future.

Support Services Division—Detention Unit

Finding #47: The Detention Unit suffers the same impacts of the recessionary budgets that the rest of the civilian staffing experienced. The Unit is constantly assigning overtime to fill regular shifts and the backfill is often sworn and/or light-duty officers. The current vacancy rate is four detention officer positions (two Detention Officers and two Supervisors). Long-term disabilities impact this Unit similar to that in Patrol, but absent the flexibility (due to sheer numbers) of staff within, there are insufficient numbers to buffer these absences.

Recommendation #38: Restore staffing to the full complement of fourteen Detention Officers and authorize one provisional FTE over full complement to buffer repeated vacancies and training. The Department should consider

inclusion of these duties in the Community Services Officer classification.

(Add 5 FTE Detention Officers (reinstate 4 positions; add 1 provisional))

1.7.3 Other Interagency Performance Opportunities

Technology Services

Finding #48: The Police Department is the largest technology user of all City departments with over 545 computerized assets, eight law enforcement systems, and seven major computer applications. The Police Department service needs are in competition with other departments for repairs and service calls.

Recommendation #39: We recommend the Department receive dedicated resources so that it can be self-sufficient and responsive to all service needs 24/7. The staffing for this was outside scope of work for this study; however, experience has shown us that a minimum of two FTEs would be required for an agency of this size.

Human Resources

Finding #49: Throughout the study we noticed that supervisors and managers are challenged with evaluating performance when the evaluation instrument is not specific to the needed skill set / assignment. Specific performance evaluation criteria are needed to aid in the skills assessment and performance of all Department functions, particularly the Communications Specialists.

Finding #50: While disagreements between police departments and human resources are fairly common, the Police Chief and Human Resources Director appear to have reached an understanding about how such claims will be investigated and resolved.

Recommendation #40: We recommend the Human Resources Department work with the Police Department to design performance evaluations to be completed with evaluative criteria specific to Department job functions.

Recommendation #41: The agreed-upon resolution should be put into a written agreement, policy, or regulation to provide clear direction, understanding, responsibilities and lines of authority, inclusive of time frames and compliance with other impacts such as Memorandums of Understanding and City Personnel Rules.

1.8 STAFFING RECOMMENDATIONS

The recommendations contained in this report are based on Citygate's analysis of performance and staffing. The first step to upgrade service delivery to desired levels is to fine-tune the staffing and deployment that includes existing positions and filling budgeted vacancies. As of January 2016, there are 13 budgeted sworn officer vacancies as well as 10-12 anticipated retirements in the coming year. There are also 5 Communications Specialists vacancies in Dispatch.

We also recommend several areas of data analysis refinement, a reassessment of priority call definitions, enhanced categorization and documentation of adjunct patrol down time, and budgeting additional civilian Community Service Officers. The expeditious filling of existing budgeted vacancies should be prioritized by the Department, assuring the appropriate phasing of these positions to accommodate the necessary initial training. Delays in filling these budgeted vacancies will defeat the timely accomplishment of the performance objectives identified in this study.

Beyond the filling of budgeted vacancies, several recommendations are presented to: (1) further assist the Department in its ongoing analysis of data and workload; and (2) set forth additional positions necessary to improve staffing coverage and meet desired service delivery standards. Filling the budgeted vacancies and performing ongoing analysis of data and workload, coupled with the modifications in response priority definitions, will then help the Department determine to what extent the staffing increases recommended are still needed.

The Department should present findings from its ongoing analysis within the calendar year, in preparation for budgetary considerations mid-year (Fiscal Year 16-17), or Fiscal Year 17-18 budget planning.

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SECTION 2—INTRODUCTION AND STUDY CONTEXT

2.1 REPORT ORGANIZATION

This report is structured into the following sections.

- Section 1 Executive Summary: A summary of key areas of our review and listing of all findings and recommendations. Also, a summary of staffing recommendations by classification is provided.

- Section 2 Introduction and Study Context: An introduction to the study and the scope of work.

- Section 3 Operations Bureau Review: An in-depth evaluation of the workload of the two patrol divisions (Foothills and Gateway); a review of special events planning and operations; and a review of the traffic unit.

- Section 4 Investigative and Administrative Services Bureau Review: A review of the following divisions/units: Criminal Investigations, Support Services, Technical Services, personnel management, communications, records, training, detention, and professional standards.

- Section 5 Other Interagency Performance Opportunities: Identification of opportunities regarding how other City departments impact the performance or agility of the Police Department's service delivery. This includes Technology Services and Human Resources.

- Appendix Statistical exhibits representing the calls for service and response time data for the Gateway and Foothills Patrol Divisions by call priority and day of week and hour of day.

2.2 DEPARTMENT BACKGROUND

The Glendale Police Department is comprised of an authorized strength of 556 employees assigned to the Department's various activities including Patrol, Traffic, Professional Standards, Criminal Investigation, Victim Assistance, Communications and Dispatch Services, and Graffiti Abatement. The Department also includes necessary support units including human resources, information technology, and other administrative services necessary to support the mission of the Department. The Department is Commission on Accreditation for Law Enforcement Agencies (CALEA) certified and takes great pride in its Community Policing philosophy. The Police Department has implemented numerous programs and activities designed to strengthen its relationship with the Glendale community, and as noted in this report, the community has

responded favorably to those efforts. The City of Glendale provides its residents with a broad array of high-quality municipal services that are valued by the community.

In recent years, the City, like other local governments across the country, struggled because of the downturn in the economy. The Police Department responded to the financial challenge by preserving the sworn Police staff and reducing non-sworn staffing levels. As a consequence, sworn staff picked up most of the workload performed by civilian staff; however, many of the support services such as Records, Communications and other Police-related functions had to operate with reduced staff. Salary adjustments were frozen which reduced morale and increased employee turnover.

The Department has strived to address these challenges through effective leadership and management and attempting, where possible, to leverage technology, with mixed results, particularly with regard to its Records Management System. Overall, the Department has done an outstanding job in managing its resources and providing quality services to the community.

2.3 FOCUSED REVIEW OF THE POLICE DEPARTMENT

The principle purpose of this study is to identify the staffing and service delivery challenges facing the Police Department, and make actionable recommendations to address the sworn and non-sworn staffing levels, where merited. Citygate relied heavily on data provided through the Department's computer-aided dispatch (CAD) and records management system (RMS). While every effort was made to ensure the accuracy of the data provided, there were gaps in the data used in this report. The Citygate Team, working in collaboration with the Police Department made every possible effort to obtain reliable data necessary to complete this project.

As is noted elsewhere in this report, the Department needs to complete the installation of a new Records Management System; it is essential to the Department's service delivery mission.

The Department historically used several metrics to assess staffing requirement for the Patrol Divisions. The metrics included sworn staff per 1,000 of population, call volume, response times, and crime rates. In our experience, per-capita staffing is not an effective way to make staffing decisions as it fails to take into consideration crime rates, officer workload, officer safety, and the public's expectation for service delivery. In this report, staffing recommendations, particularly those related to the Patrol Divisions, are based on a detailed analysis of officer workload (including call priorities), response times, and officer safety considerations. Recommendations pertaining to increasing civilian staffing levels focused on reallocating functions currently performed by sworn staff not requiring the services of a sworn police officer.

The Glendale Police Department provides high-quality public safety services to more than 235,000 residents; this number increases when there is a major sport event held at its two large sports venues. The City is located in the Phoenix metropolitan area and is well known and highly

regarded nationally and internationally because of the University of Phoenix Stadium, home of the National Football League's Arizona Cardinals. The City has hosted Super Bowls and several college football national championship games. The City is also host to the Arizona Coyotes Hockey Club of the National Hockey League which plays its home games at the Gila River Arena, located adjacent to the University of Phoenix Stadium at the Westgate City Center, a sports and entertainment destination for the Phoenix Metropolitan area.

2.4 CONTRACTED SCOPE OF WORK

The scope of work of this study is to assess the sworn and professional staff levels and to evaluate current staffing levels for the existing workload that are necessary to meet the Department's goals and objectives. Additionally, the project was to include a defensible methodology for the Department to use in projecting future staffing requirements.

The scope of work also included the following elements:

- ◆ Recommending staffing levels that will allow the Department to maintain and increase the level of current services
- ◆ Using a compilation for community-oriented policing, predictive policing, and data-driven strategies to make appropriate staffing recommendations.
- ◆ Analyzing the impact on staffing levels and calls for service resulting from current and future City plans for economic development.

2.5 PRELIMINARY DOCUMENT REVIEW

Citygate asked for and received numerous documents relating to Police Department policies and procedures. The Police Department provided Citygate with more than 40 documents. The documents provided us with an historical perspective of the staffing challenges facing the Department as well as data pertaining to the current operation of the Department.

Prior to our on-site visit, Citygate carefully reviewed each of the documents; the Police Department was gracious in responding to numerous requests for additional information.

2.6 STUDY DESIGN

The study design comprised three distinct phases. The first phase included a review of documents referred to in Section 2.5 above. The second phase included three days of on-site "listening" interviews with more than 60 staff including the Police Chief and the Command staff, Patrol Lieutenants, Communications staff, Patrol Sergeants and Patrol Officers, and civilian staff including Records Management and Detention (jail) staff. Interviews with community members

were also conducted. The third phase of the study included thorough review and analysis of the data.

In addition, Citygate, in collaboration with our partner, The Omega Group, received and analyzed more than 169,000 calls for police services for the period July 1, 2014 through June 30, 2015. Many of the findings and recommendations in the report are based on our analysis of that data. We are grateful to the Police Department and City staff for providing technical assistance in ensuring a smooth conversion of the calls for service data into The Omega Group's CrimeView™ platform.

Citygate also analyzed two years of call volumes (over 794,000 calls), of which 305,367 were 9-1-1 calls. We conducted interviews and examined protocols, workflow, workload, and staffing for the Communications Center. We observed and monitored call-taker, dispatcher, and supervisor activities within the Communications Center and evaluated existing work processes. We requested and were provided data from an array of sources including, but not limited to, the CAD system, RMS, Intrado management information system (MIS), the Personnel Management Unit, and the Communications Unit to gain insight into the staffing, deployment, and workload in the Center.

We interviewed the Records Unit Manager and Supervisor, as well as Police Department managers and administrators both in person and telephonically. We discussed, at length, Records Technician workload and activities within the Records Unit and the activities of Records Technicians who have been temporarily assigned or are working specialty positions. We requested and were provided data from an array of sources including, but not limited to, the RMS, the Personnel Management Unit, and the Records Unit. Our recommendations are made utilizing industry standards and best practices in addition to the professional experience of the consultants.

SECTION 3—OPERATIONS BUREAU REVIEW

This section of the report analyzes the Patrol Divisions' staffing levels and makes actionable recommendations based on the "workload" of the two Patrol Divisions (Foothills and Gateway). The framework for a "workload" analysis is based on the research conducted by Wilson and Weiss.⁴

The City of Glendale has used several metrics to assess staffing levels for the Patrol Divisions, including the "Per Capita" method for staffing allocations along with calls for service and response times. The metrics have included officers per 1,000 population, calls for service, response time standards, and crime rates. Using the Per Capita method, an agency tabulates the number of officers per person within the police force per population and then compares that to peer agencies of similar size. Per capita ratios do not account for the intensity of workload by jurisdiction. Crime levels vary by jurisdiction of similar populations and do not take into consideration changes in population characteristics such as seasonal fluctuations, tourism, and long-term trajectories of population growth and frequency. This method also fails to take into consideration variations in police style, service delivery or response to crime (how officers spend their time), and how police departments use non-sworn staff to perform service functions.

A more complete and comprehensive approach to staffing starts with a "workload" based approach. This approach derives staffing indicators based on the demand for police services. The workload-based approach requires a systematic analysis and determines staffing needs based on actual workload demands while at the same time, accounting for style preferences and the Police Department's service delivery goals.

This approach to police staffing is the preferred method of determining appropriate police staffing levels and has been adopted by the Commission of Accreditation for Law Enforcement Agencies (CALEA). The Glendale Police Department is a CALEA certified agency and has adopted the certification standards and integrated them into its operations. Additionally, the Glendale Police Department has a strong "community-oriented policing" philosophy which directly impacts the desired staffing level for the Patrol Divisions.

While there is no universal agreement pertaining to a step-by-step process to conduct a workload analysis, experts do agree that there is no single metric that can be used as the sole basis for determining an agency's staffing level. Despite the lack of universal agreement of methodology of conducting a workload analysis, there is agreement that the following elements must be included:

⁴ Jeremy M. Wilson and Alexander Weiss, *A Performance-Based Approach to Police Staffing and Allocation* (Michigan State University, August 2012)

- ◆ Examination and analysis of calls for service by hour of day, day of week, and month
- ◆ Examination and analysis of the nature of calls for service
- ◆ Estimation of the time consumed on calls for service
- ◆ Tabulation of agency shift relief factor
- ◆ Establishment of performance objectives
- ◆ Provision of staffing estimates.

Understanding terminology is important. As used in this report, officer “workload” is measured from the time a call is dispatched to an officer until the time the officer clears the call (i.e., completes the call and is back in service and available). It includes the officer’s travel time to the call and the time it takes for the officer to administer the call and notify the communications center that he has cleared the call.

In addition, we carefully examined additional factors such as response times to high priority calls for service including response times for the first and second arriving unit. We conclude our analysis by reviewing the calls for service in Zones 20, 30, 40, and 50 by Priority 1 and Priority 2 calls and response times.

To summarize our analysis, the Department is not meeting the City’s standard on response times for the most urgent and emergency calls. Some of this can be attributed to call saturation during busy times and the level of staffing available, which is impacted by personnel scheduled for training time or unavailable due to long-term disabilities, workers compensation, or sick leave. Approximately 12-15 percent of scheduled staffing is unavailable due to these circumstances. Additionally, urgent and hot emergency calls most often include calls that require a multi-unit response (i.e., at least one backup unit). Previous evaluations of response times were void of an examination of the backup units to in-progress calls.

Coupled with the response time analysis is our workload evaluation. The IACP recommended “20/20/20 rule” suggests that for every hour worked in patrol, 20 minutes each should be dedicated to: call response, administrative duties and report writing, and proactive/preventative patrol activities (often referred to as Community Policing). Citygate finds that the current deployed force is at the limits of the 20-minute time allocation for patrol activity, which impacts the ability to spend the necessary time on prevention and administrative duties (which includes report writing time). This in no way is an indication that the Department’s response times represent a crisis. To the contrary, the fact that there is, in most cases, acceptable proactive time allocation, suggests that further examination and system enhancements are needed to allow for a much clearer answer to why the response times are not meeting the City’s standards.

When adding in the response time challenges, it is clear that additional staffing is needed. What is difficult to quantify is the number of personnel that are needed to significantly allow an increase in preventative patrol time, while reducing the gap in the targeted response time standard. Our recommended staffing increases will address the current workload saturation across all disciplines in the Department. However, at this time, there is insufficient data to mathematically determine a specific response time reduction. It is our opinion that by adding the recommended staffing herein and implementing several policy and system tracking tools, that a more definitive picture of what is driving the slower response times will become very clear.

3.1 WORKLOAD OF THE PATROL DIVISIONS (FOOTHILLS AND GATEWAY)

The Glendale Police Department patrol operation consists of two divisions, Foothills and Gateway.

Citygate requested and received data regarding both Patrol Divisions' calls for service for the period July 1, 2014 through June 30, 2015. There were approximately 169,000 calls for service generated during this twelve-month period. The data was uploaded into our partner's (The Omega Group) CrimeView™ application. CrimeView is a powerful tool used by law enforcement agencies for a variety of applications, including the analysis and evaluation of large data sets of patrol-related activities. In this project, Citygate's focus was to carefully evaluate a number of Patrol Division activities, which are discussed in the sections that follow.

3.1.1 Patrol Divisions Current Staffing Levels and Deployment Model

The Foothills and Gateway Patrol Divisions report to a Commander. Each Patrol Division includes a Sector Lieutenant who supervises community resources such as analytical support, the Community Action Team and the Traffic Enforcement Request officer, as well as a Community Response Team staffed with sworn officers and detectives assigned to address property crimes, and a Neighborhood Response Squad which provides police services that address specific areas of crime prevention.

The two Patrol Divisions each have three shifts: day, swing, and graveyard. Within each shift, there are four squads, each consisting of a Patrol Sergeant and six to eight Patrol Officers. Within each shift, squads are assigned to a work schedule with varying starting and ending times; and within each squad, Patrol Officers, in general, work the same days of the week (there are certain exceptions in that within squads, officers are assigned different work days). The Patrol Divisions work schedules are designed to provide optimal coverage and flexibility to assign resources that align with calls for service. Each Patrol Officer works four consecutive ten-hour days, followed by three days off.

3.1.2 Allocation of Patrol Divisions Resources and Calls for Service

The first step in the workload analysis is an examination of the distribution of calls for service by hour of day and day of week. This section provides an overview of calls for service by hour of day and day of week along with the number of Patrol Officers and Sergeants assigned by hour of day and day of week.

Table 1 found in Appendix A shows the staffing levels with calls for services for the period July 1, 2014 through June 30, 2015.

Finding #2: The deployment model and work schedule used in the Patrol Divisions provides sufficient management flexibility to ensure that there is a reasonable alignment of staffing resources with calls for service. Appendix A—Table 1 shows that as calls for service increase, staffing increases, and as calls for service decrease, staffing levels decrease.

Recommendation #2: Citygate recommends that the deployment model and work schedule remain unchanged.

3.1.3 Calls for Service by Priority Category

The second step in the workload analysis is examining and analyzing the nature of the calls for service. Examination of the nature of calls for service is an essential step in determining appropriate staffing levels for one critical reason—it helps understand what patrol officers are doing by call priority and sets the stage for tabulating officer workload based on data. In this analysis, using CrimeView, we analyzed the 169,000 calls for service for the period July 1, 2014 through June 30, 2015 and categorized the calls using the Glendale Police Department call priority codes. The table below summarizes the call priority categories.

Table 3—Call for Service Priority Categories

Category	Description
1	Hot Call – Emergency call requiring immediate dispatch, within 60 seconds, utilizing established traffic procedures. Notification of all channels is automatic. There is a present or imminent danger to life or major damage/loss to property. These include cases where there is an in progress or just occurred major felony.
2	Emergency Call – Urgent call requiring immediate dispatch within 60 seconds but requiring voice dispatch only (no alert tone).
3	Urgent Call – Officer will be dispatched to Priority 3 calls from the Mobile Data Computer (MDC). If in the dispatcher's opinion, the call needs to be dispatched sooner, he/she will dispatch the call. There is no present or potential danger to life or property, and the suspect is no longer in the area.
4	Report Call – A routine call that is self-dispatched by field personnel. These will generally be report or low priority incidents.
5	Callback – Any report not requiring the presence of an officer that is routine in nature may be handled by callback. Once the call has been entered as a Priority 5, it will not appear in calls waiting in dispatch, but will be routed to callback.
6	Field Generated – Calls that are generated by the field.
7	Communication – Calls handled by the Communication Unit, generally for non-investigative reports.

3.1.4 Calls for Service by Call Priority Category

Tables 2 through 7 found in Appendix A detail the calls for service by call priority by day of week and hour of day.

Finding #3: The days with the most frequent Priority 1 calls are Saturdays, Sundays, and Mondays; in terms of time of day, Priority 1 calls cluster during the early afternoon hours (1300 – 1600) and evening hours (1800 – 2200). Priority 1 calls comprise 2.27 percent of all calls for service.

Finding #4: The highest call volume for Priority 2 calls are Friday, Saturday, and Sunday. With regard to call volume by time of day, the peak times are from early afternoon through midnight (1200 – 2400). Priority 2 calls comprise 18.27 percent of the total calls for service for this period.

Finding #5: The highest call volume for Priority 3 calls occurs on Tuesdays, Wednesdays, and Fridays. With regard to call volume by hour of day, the highest periods start in early afternoon and continue through early evening (1400 – 2100). Priority 3 calls comprise 40.52 percent of the total calls for service.

Finding #6: The busiest days of the week for Priority 4 calls are Tuesday, Wednesday, and Thursday. In terms of time of day, the busiest times cluster in the morning hours between 0700 and 1000. Priority 4 calls comprise 25.14 percent of the total number of calls for service.

Due to the small number of Priority 5 calls (callbacks), we did not include a chart depicting call volume by day of week and hour of day, as the data would be meaningless.

Finding #7: Priority 6 calls comprise less than 1 percent of all calls for service; with a small number of Priority 6 calls, no pattern of calls can be determined with any reliability.

Finding #8: Priority 7 calls occur most frequently on Tuesday, Wednesday, and Thursday. The hours of 0700 to 0900 have the highest call volume. Priority 7 calls comprise 13.62 percent of the total call volume.

3.1.5 Foothills and Gateway Patrol Division Staffing Levels

Table 4 below summarizes the staffing levels for the Gateway and Foothills Patrol Divisions.

Table 4—Staffing Levels – Gateway and Foothills Patrol Divisions

Shift	Gateway	Foothills
Days (Includes Early and Late Day Shifts)	32	31
Swing (Includes Early and Late Swing)	36	36
Graveyard (Includes Early and Late Graveyard)	32	33
Total	100	100

3.1.6 Calls for Service – Gateway and Foothills Patrol Divisions

Table 5 below provides a summary of the total calls for service for the Foothills Patrol Division. The lowest numbers are shown in blue and the highest numbers are shown orange.

Table 5—Foothills Patrol Division – Calls for Service (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	317	342	331	456	418	443	551	2,858
01	298	289	329	385	418	466	392	2,577
02	241	224	265	328	350	385	364	2,157
03	217	226	242	269	279	270	254	1,757
04	188	169	200	199	199	159	204	1,318
05	153	156	164	165	178	148	127	1,091
06	285	351	406	337	310	214	244	2,147
07	445	568	630	565	515	324	386	3,433
08	509	646	729	627	609	390	411	3,921
09	481	687	690	642	624	458	388	3,970
10	553	525	631	584	520	454	428	3,695
11	560	525	560	592	546	484	390	3,657
12	555	609	639	614	586	468	440	3,911
13	616	705	731	649	666	512	395	4,274
14	710	742	783	771	743	548	540	4,837
15	661	734	756	779	766	553	528	4,777
16	666	714	651	637	706	573	551	4,498
17	661	630	604	635	661	528	477	4,196
18	575	598	568	604	609	515	520	3,989
19	535	554	478	518	605	514	484	3,688
20	505	481	483	502	575	534	490	3,570
21	489	485	518	460	535	526	542	3,555
22	489	456	538	433	560	585	460	3,521
23	388	397	514	463	520	564	414	3,260
Total	11,097	11,813	12,440	12,214	12,498	10,615	9,980	80,657

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Table 6 below provides a summary of the total calls for service for the Gateway Patrol Division.

Table 6—Gateway Patrol Division – Calls for Service (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	429	393	444	509	499	642	701	3,617
01	359	349	402	465	459	652	635	3,321
02	297	321	348	341	395	510	527	2,739
03	247	245	259	251	257	374	383	2,016
04	198	169	142	149	158	224	268	1,308
05	180	143	124	164	141	167	169	1,088
06	257	304	282	260	217	191	170	1,681
07	489	572	538	473	403	275	269	3,019
08	636	657	676	581	472	374	314	3,710
09	652	763	729	652	525	484	435	4,240
10	621	632	583	565	513	427	447	3,788
11	587	596	569	546	541	450	426	3,715
12	598	699	711	598	566	442	465	4,079
13	623	698	714	660	554	457	456	4,162
14	719	736	844	725	649	596	529	4,798
15	739	782	761	731	707	514	520	4,754
16	650	734	680	622	628	509	522	4,345
17	562	637	615	576	611	535	563	4,099
18	602	635	663	591	651	497	536	4,175
19	510	606	562	571	593	575	599	4,016
20	526	537	534	565	598	642	557	3,959
21	494	537	543	552	619	648	543	3,936
22	494	587	559	575	691	814	558	4,278
23	425	481	521	522	674	777	475	3,875
Total	11,894	12,813	12,803	12,244	12,121	11,776	11,067	84,718

Finding #9: For the period July 1, 2014 to June 30, 2015, the Gateway Patrol Division responded to 4,061 or 5 percent more calls than the Foothills Patrol Division. The two Patrol Divisions are equally staffed.

Table 7 below summarizes the difference between the two Patrol Divisions by call category.

Table 7—Calls for Service – Gateway and Foothills Patrol Divisions

Call Priority	Gateway (Percent of Total Division Calls)	Foothills (Percent of Total Division Calls)
1	2,174 (2.57%)	1,610 (2.0%)
2	16,434 (19.41%)	14,247 (17.68%)
3	33,760 (39.87%)	33,541 (41.62%)
4	20,432 (24.13%)	21,084 (26.17%)
5	N/A	N/A
6	104 (.12%)	38 (.05%)
7	11,768 (13.90%)	10,567 (12.48%)

As Table 7 above illustrates, there are noticeable differences in the calls for service between the Gateway and Foothills Patrol Divisions. The differences in call volume are particularly noteworthy for Priority 1 and Priority 2 calls for service. Priority 1 and 2 calls are the most significant in terms of their critical nature generally and in many instances, require backup support for reasons of officer safety. We are particularly concerned that there are adequate staffing levels on Patrol to provide backup support. See response times discussion in Section 3.2.

3.1.7 Performance Objectives

Establishing performance standards requires an agency to determine what fraction of an officer's shift should be devoted to calls for service and what portion should be devoted to other activities. The International Association of Chiefs of Police (IACP), using the "20/20/20 rule," suggests that patrol officers should devote one-third of their time for calls for service, one-third to proactive (patrol) time, and one-third to administrative activities. In fact, Wilson and Weiss note that their research suggests officers spend far less than one-third of their work-time on calls for service.⁵

Another commonly used performance standard developed by William Stenzel (Northwestern University Traffic Institute, 1993) is widely used by police agencies. This approach uses four metrics. The metrics are reactive (time spend responding to calls for service), proactive time spent on self-initiated activities, patrol time spent free or uncommitted, and administrative time.

The community, through its policy makers, ultimately determines what fraction of a patrol officer's work day should be spent on various activities; however, for purposes of this analysis,

⁵ Jeremy M. Wilson and Alexander Weiss, *A Performance-Based Approach to Police Staffing and Allocation* (Michigan State University, August 2012)

we used the 20/20/20 metric in our evaluation of both Patrol Divisions' workload. This metric is used because it has been identified by the Police Chief as a goal for the Department, it is incorporated by CALEA, and it is preferred by the IACP.

We tabulated patrol officer workload by selecting a sample of workdays for each Patrol squad. We tabulated the number of calls for service for each selected day, the time required to respond and clear the call, and the number of patrol units responding to the calls.

3.1.8 Calls for Service by Division and Shift Workload

The purpose of this analysis is to determine the relative “workload” of the Patrol Divisions by using the metric of how long it takes from the time an officer is dispatched to a call until the time the officer clears the call. This metric includes response time. Data was tabulated for each of the two Patrol Division's three shifts (Day, Swing, and Graveyard) analyzing Priority 1, 2, and 3 calls for service, as these are the most critical calls.

This analysis is important for several reasons. First, this analysis allows us to determine how well the Glendale Police Department follows the “20/20/20 rule.” The second, and perhaps more important reason has to do with making Patrol staffing recommendations that ensure the best possible alignment of staff with calls for service that takes into consideration the actual time required to properly handle patrol calls. Third, and most critical, is to ensure that staffing levels consider officer safety a high priority.

Table 8 below summarizes the average “workload” of the shifts in the two Patrol Divisions.

Table 8—Average Time to Respond and Clear Calls for Service – Gateway and Foothills Patrol Divisions – Priority 1, 2, and 3 Calls for Service

Shift	Gateway Patrol Division (minutes; seconds)	Foothills Patrol Division (minutes: seconds)
Day Shift	35:42 minutes per call	37:46 minutes per call
Swing Shift	37:56 minutes per call	38:57 minutes per call
Graveyard Shift	31:33 minutes per call	32.14 minutes per call

Citygate selected a sample of calls for service, units available and responding to calls for service, and the workload measure (as measured from the time an officer is dispatched to a call to the time to respond and clear calls) for each shift. We note that using the number of available units responding to calls for service rather than the number of units scheduled on a particular shift reflects a different analytical tool than what is generally used to evaluate workload; however, Citygate feels that using the available units that responded to calls for service provides a more accurate and realistic picture of patrol activities.

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From this data, we are able to calculate the average time spent by Patrol Officers responding to calls for service. This is the heart of a patrol workload analysis. Table 9 through Table 14 below summarize the results of this analysis.

**Table 9—Comparison of Calls for Service, Responding Units, and Workload by Shift –
Early Days**

Factor	Gateway Patrol Division	Foothills Patrol Division
Average Number of Calls for Service Per Shift	24	25
Average Number of Units Deployed for Response	11.6	13
Average Workload Per Responding Unit	2 hours 37 minutes	2 hours 34 minutes

**Table 10—Comparison of Calls for Service, Responding Units, and Workload by Shift –
Late Days**

Factor	Gateway Patrol Division	Foothills Patrol Division
Average Number of Calls for Service Per Shift	18.5	28.4
Average Number of Units Deployed for Response	9.2	10.7
Average Workload Per Responding Unit	2 hours 24 minutes	3 hours 24 minutes

**Table 11—Comparison of Calls for Service, Responding Units, and Workload by Shift –
Early Swings**

Factor	Gateway Patrol Division	Foothills Patrol Division
Average Number of Calls for Service Per Shift	10.0	16.1
Average Number of Units Deployed for Response	9.3	9.1
Average Workload Per Responding Unit	1 hour 19 minutes	2 hours 10 minutes

**Table 12—Comparison of Calls for Service, Responding Units, and Workload by Shift –
Late Swings**

Factor	Gateway Patrol Division	Foothills Patrol Division
Average Number of Calls for Service Per Shift	17.1	19
Average Number of Units Deployed for Response	11.5	8.5
Average Workload Per Responding Unit	2 hours 4 minutes	2 hours 43 minutes

**Table 13—Comparison of Calls for Service, Responding Units, and Workload by Shift –
Early Graveyard**

Factor	Gateway Patrol Division	Foothills Patrol Division
Average Number of Calls for Service Per Shift	13.4	14.5
Average Number of Units Deployed for Response	8	6.4
Average Workload Per Responding Unit	2 hours 19 minutes	2 hours 54 minutes

**Table 14—Comparison of Calls for Service, Responding Units, and Workload by Shift –
Late Graveyard**

Factor	Gateway Patrol Division	Foothills Patrol Division
Average Number of Calls for Service Per Shift	15.91	11.82
Average Number of Units Deployed for Response	8.7	9.6
Average Workload Per Responding Unit	2 hours 22 minutes	1 hour 52 minutes

3.1.9 Shift Relief Factor / Officer Availability

Shift Relief Factor

The shift relief factor shows the relationship between the maximum number of days that an officer can work and *actually* works. Knowing the relief factor is important to estimate the

number of officers that should be assigned to a shift in order to ensure that the appropriate number is working each day.

The formula for calculating the shift relief factor for a four-day, ten-hour shift schedule is:

$$365 \times \text{shift length} / (365 \times \text{shift length} - \text{total time off})$$

We obtained data from the Police Department detailing the number of paid leave hours used by Patrol Officers during the 12-month period September 2014 through August 2015. Applying the shift relief formula above, the shift relief factor tabulates to 1.95. This means that 1.95 officers should be assigned to a shift to ensure that one is working on a given day.

Officer Availability

An alternative way to determine the optimal number of officers required to fully staff is officer availability. Similar to the shift factor, this statistic tabulates the total number of hours an officer is available for work, and subtracts that from the total number of hours in a year that an officer is scheduled to work. Officer availability is tabulated by taking the hours of paid leave provided to employees of the Glendale Police Department and tabulating the average number of hours of paid leave per employee by Division, then subtracting that from 2,080 hours. This yields the average number of hours worked. The product is then divided by 2,080 to obtain the percentage of scheduled work hours an employee actually works. The formula is:

$$(2080 - \text{total paid leave time}) / 2080$$

Applying the above formula, the average Patrol Officer works 89.5 percent of all scheduled work time.

In conducting this analysis, we believe it is appropriate to use the officer availability metric rather than the shift relief factor. The shift relief factor would be appropriate to use if and when a new shift schedule is contemplated.

Citygate received data from the Glendale Police Department necessary to tabulate the Patrol Divisions and all the divisions in the Police Department.

Police Department Officer/Staff Availability

The table below summarizes the officer/staff availability for each division of the Police Department actualized to reflect leave and vacation time.

Table 15—Officer/Staff Availability

Police Department Division	Number of Employees	Percent Available for Work
2013 COPS	9	83%
Arena Events	1	84%
Gateway Patrol	126	90%
Crime Investigations	94	88%
Foothills Patrol	127	89%
Fund 48	1	83%
Communications	32	89%
Detention	19	89%
Special Operations	51	88%
Tow Administration	1	88%
Administration	18	89%
Personnel Management	5	88%
Support Services	27	90%
PSFD Operations	2	93%
SRO	7	89%
Stadium Events	2	89%
Training	10	89%
Victim Rights	2	92%
VOCA	1	91%
Total Department	535	89%

As it relates to the two Patrol Divisions, Foothills and Gateway, officer availability is at a high level, indicating that leave time is well managed. With officer availability at high levels, managers generally do not have to overstaff to cover shifts. For example, if officer availability is 75 percent of scheduled work time (1,560 work hours), fully staffing one full-time equivalent

(FTE), would require having 1.33 FTEs (assuming that the use of overtime is not considered as part of the staffing plan). This demonstrates that there is no indication of leave abuse.

However, not included in the above table is light-duty work assignments, long-term disabilities, training time, and re-deployment of Patrol Officers to temporary assignments. As noted in Table 9 through Table 14, the number of officers responding to calls for service is less than the number of officers assigned to the particular shift. We were advised by the Department that it is not unusual for a shift to be deployed with 12-15 percent fewer officers than assigned. This is due to Patrol Officers on light-duty, long-term disabilities, training, being temporarily reassigned to other tasks, or other similar reasons. We do not have any data detailing the number of hours of lost Patrol time; thus, it was not noted in Table 15.

3.2 *RESPONSE TIMES*

An important factor in determining patrol deployment is response times, particularly to Priority 1, 2, and 3 calls for service. The Department uses the following standards for officer response time to calls for service. Table 16 below summarizes the Department's response time standard for Priority 1, 2, and 3 calls for service:

Table 16—Response Time Standard for Priority 1, 2, and 3 Calls for Service

Call Priority	Response Time Standard
Priority 1	90% of calls 5 minutes or less
Priority 2	90% of calls 5 minutes or less
Priority 3	90% of calls 15 minutes or less

Figure 5 below depicts the average response time for the Patrol Division by hour of day.

Figure 5—Response Time – Priority 1 and 2 Calls for Service

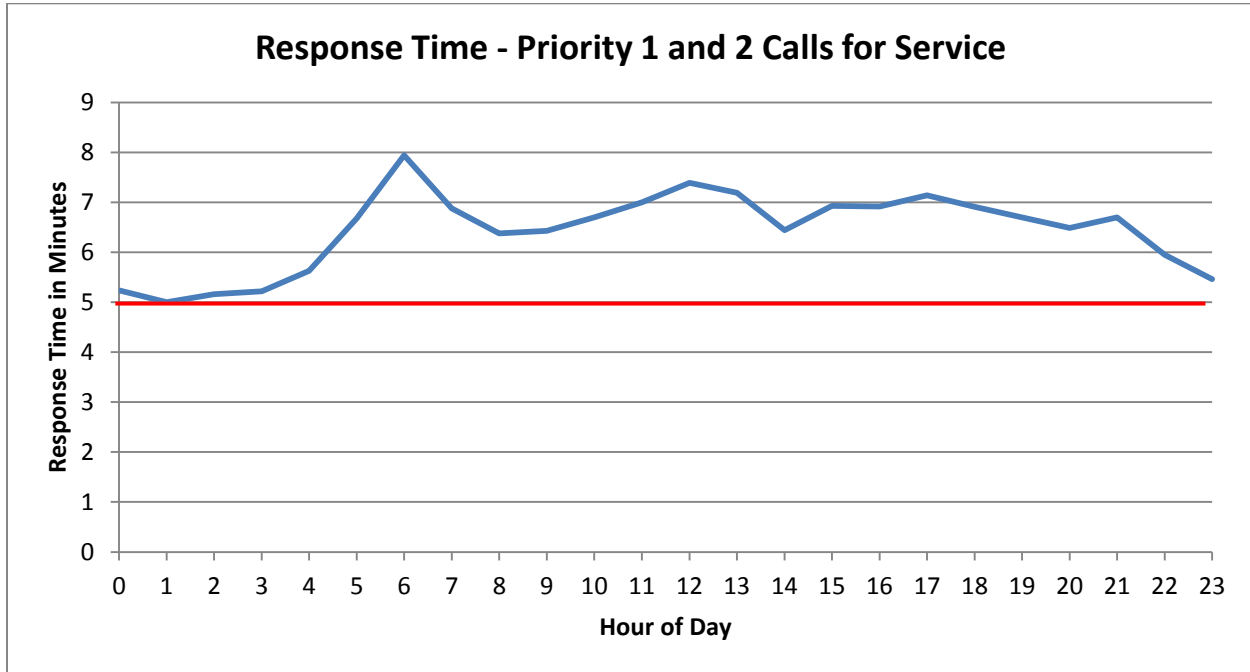
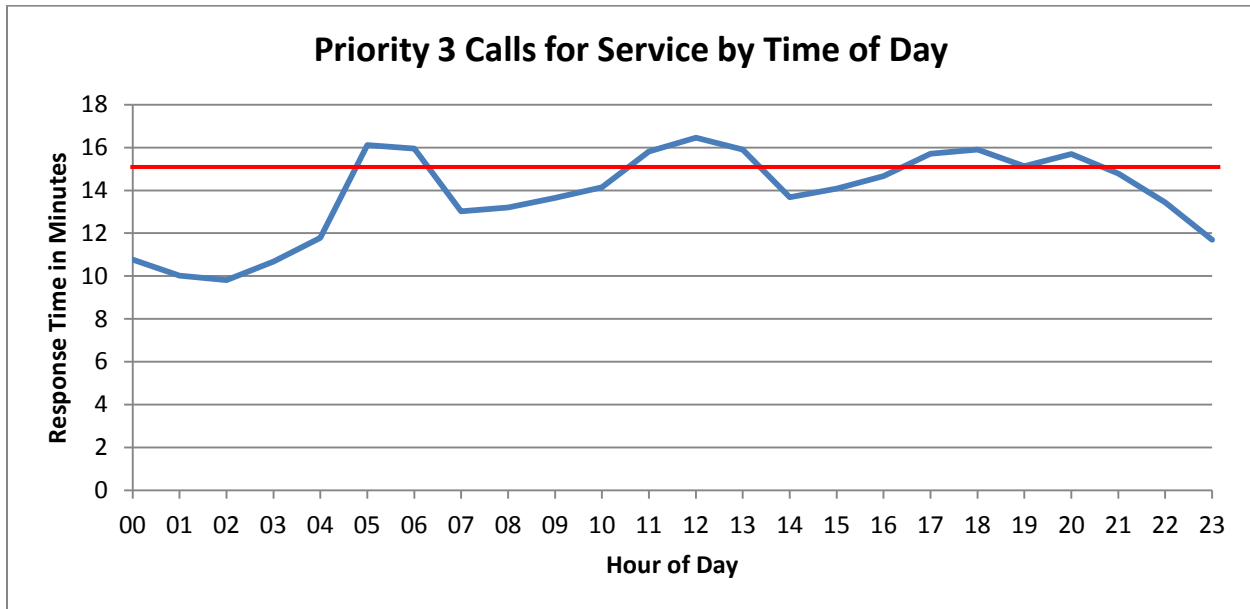


Figure 5 above shows that the Patrol Divisions exceed the response time standard of responding to 90 percent of all Priority 1 and 2 calls within 5 minutes for 23 out of 24 hours a day.

Finding #10: The Patrol Divisions exceed the City's response time standard for Priority 1 and Priority 2 calls.

Figure 6 below depicts both Patrol Divisions' response times by hour of day for Priority 3 calls for service.

Figure 6—Response Time – Priority 3 Calls for Service



3.2.1 First-In Unit Response Times by Call Priority

In order to further understand the dynamics of the Department's response time, we examined response times for each Patrol Division by shift. This analysis includes the percent of calls by call priority that were responded to within the Department's response time standard, the average response time, and the 80th and 90th percentile response times.

Gateway Patrol Division First-In Unit Response Times by Call Priority

Table 17 below summarizes the Gateway Patrol Division's response time for Priority 1 and 2 calls for service.

**Table 17—Gateway Division – First-In Unit Response Times (Min:Sec) –
Priority 1 and Priority 2 Calls for Service**

Shift	Percent of Calls Responding in 5 Minutes or Less	Average Response Time	Time at Which <u>80%</u> of Calls Receive First-In Unit Response	Time at Which <u>90%</u> of Calls Receive First-In Unit Response
Early Days	50.87%	6:41	8:52	11:51
Late Days	46.30%	7:04	9:25	12:26
Early Swings	56.87%	5:46	7:50	10:05
Late Swings	66.20%	5:14	7:05	9:14
Early Graves	40.52%	6:25	8:39	11:14
Late Graves	61.93%	5:39	7:37	10:00

Finding #11: The Gateway Patrol Division's response times for Priority 1 and Priority 2 calls for service for all shifts exceed the Department's standard of responding to calls for service in 5 minutes or less, 90 percent of the time. The shift with the highest response times to Priority 1 and 2 calls is Late Days, which requires 12:26 (minutes:seconds) to provide first-in unit response to 90 percent of calls for service.

Table 18 below summarizes the Gateway Patrol Division's response time for Priority 3 calls for service.

**Table 18—Gateway Patrol Division – First-In Unit Response Times (Min:Sec) –
Priority 3 Calls for Service**

Shift	Percent of Calls Responding in 15 Minutes or Less	Average Response Time	Time at Which 80% of Calls Receive First-In Unit Response	Time at Which 90% of Calls Receive First-In Unit Response
Early Days	62.04%	15:55	25:59	35:35
Late Days	59.10%	16:57	28:44	37:06
Early Swings	69.23%	13:60	23:40	33:60
Late Swings	76.17%	12:22	24:10	32:70
Early Graves	57.54%	15:60	26:46	34:46
Late Graves	73.68%	13:13	26:27	34:26

Finding #12: The Gateway Patrol Division's response times for Priority 3 calls for service for all shifts exceed the Department's standard of responding to all calls for service in 15 minutes, 90 percent of the time.

Foothills Patrol Division First-In Unit Response Times by Call Priority

Table 19 summarizes the Foothills Patrol Division response times for Priority 1 and Priority 2 calls for service.

**Table 19—Foothills Patrol Division – First-In Unit Response Times (Min:Sec) –
Priority 1 and Priority 2 Calls for Service**

Shift	Percent of Calls Responding in 5 Minutes or Less	Average Response Time	Time at Which 80% of Calls Receive First-In Unit Response	Time at Which 90% of Calls Receive First-In Unit Response
Early Days	40.52%	7:27	10:13	13:35
Late Days	37.65%	7:38	10:28	13:45
Early Swings	47.14%	6:54	9:22	12:48
Late Swings	45.11%	5:59	8:13	10:13
Early Graves	55.35%	5:58	8:19	10:52
Late Graves	50.13%	6:35	9:23	12:49

Finding #13: The Foothills Patrol Division's response times for Priority 1 and Priority 2 calls for service for all shifts exceed the Department's standard of responding to calls for service in 5 minutes or less, 90 percent of the time. The shifts with the highest response times to Priority 1 and 2 calls are Early Days and Late Days, which require more than 13 minutes to provide first-in unit response to 90 percent of calls for service.

Table 20 below summarizes the Foothills Patrol Division's response times for Priority 3 calls for service.

**Table 20—Foothills Patrol Division – First-In Unit Response Times (Min:Sec) –
Priority 3 Calls for Service**

Shift	Percent of Calls Responding in 15 Minutes or Less	Average Response Time	Time at Which 80% of Calls Receive First-In Unit Response	Time at Which 90% of Calls Receive First-In Unit Response
Early Days	57.54%	16:51	27:06	35:20
Late Days	62.07%	15:47	25:73	34:40
Early Swings	68.80%	16:41	25:16	34:22
Late Swings	72.59%	12:35	21:20	30:36
Early Graves	70.85%	13:30	24:13	34:04
Late Graves	68.18%	14:17	25:24	34:29

Finding #14: The Foothills Patrol Division's response times for Priority 3 calls for service for all shifts exceed the Department's standard of responding to all calls for service in 15 minutes, 90 percent of the time.

3.2.2 Second-In (Backup Unit) Response times

Traditionally, the Department has only measured the response time of the first unit on urgent and emergency calls. This leaves out an important factor in determining what the true response time is for the City to emergency calls. Every academy teaches an officer to wait for his backup on serious emergency calls. Measuring only the first unit arrival to Priority 1 and 2 calls provides a false performance measurement, when in reality the officer cannot take action until the arrival of that backup unit.

The analysis below will show that the response times are even greater for the backup unit than the primary assigned unit. This does present potential officer safety concerns that are addressed in our recommendations.

Table 21 below summarizes response times for the second unit responding to Priority 1 and Priority 2 calls for service. The second-in unit response time is a critical element for officer safety. Priority 1 and 2 calls are often the most dangerous and frequently require a second and perhaps third responding officer.

**Table 21—Gateway Patrol Division – Second-In Unit Response Times (Min:Sec) –
Priority 1 and Priority 2 Calls for Service**

Shift	Second Unit In; Percent of Calls Responding in 5 Minutes or Less	Average Response Time
Early Days	46.73%	11:45
Late Days	43.53%	11:56
Early Swing	52.71%	8:32
Late Swing	62.32%	7:22
Early Graves	37.68%	16:34
Late Graves	57.75%	8:14

Finding #15: The Gateway Patrol Division’s response times for the second-in unit (backup unit) exceeds the Department’s standard of responding to all calls for service in 5 minutes or less, 90 percent of the time.

Table 22 below summarizes response times for the second unit responding to Priority 1 and Priority 2 calls for service for the Foothills Patrol Division. As a reminder, the second-in unit response time is a critical element for officer safety.

**Table 22—Foothills Patrol Division – Second-In Unit Response Times (Min:Sec) –
Priority 1 and Priority 2 Calls for Service**

Shift	Second Unit In; Percent of Calls Responding in 5 Minutes or Less	Average Response Time
Early Days	37.86%	13:21
Late Days	35.15%	14:16
Early Swing	43.08%	10:10
Late Swing	43.70%	10:13
Early Graves	51.36%	9:18
Late Graves	48.11%	10:06

Finding #16: The Foothills Patrol Division’s response times for the second-in unit (backup unit) exceed the Department’s standard of responding to all calls for service in 5 minutes or less, 90 percent of the time.

The response time data in the tables above clearly document that Priority 1, 2, and 3 calls for service along with the response time for the second unit in fall below the standard established by the Police Department and is very concerning. What has to be reconciled is that the workload analysis indicates that the Patrol Division is operating within the generally accepted standard of the 20/20/20 model and the response times cited above.

Part of the answer is that while the Patrol Division’s work schedule and deployment model are well suited and align well with calls for service, as shown in Table 9 through Table 14 above, the number of Patrol Officers (units) available and responding to calls for service are less than regularly scheduled (which is shown in Appendix A—Table 1). With fewer Patrol Officers on the street, call response times suffer.

3.2.3 Patrol Zones

Glendale is divided into four patrol zones, numbered 20, 30, 40, and 50. Zones 20 and 30 comprise Gateway Patrol and Zones 40 and 50 make up Foothills Patrol.

Citygate conducted a review of calls for service arising from each of the four patrol zones to determine the distribution of calls. Table 23 summarizes the results.

Table 23—Priority 1 and 2 Calls for Service by Patrol Zone

Patrol Zone	Priority 1 and Priority 2 Calls for Service
20	9,732
30	8,926
40	8,879
50	7,017

The total number of Priority 1 and Priority 2 calls for service in patrol zones 20 and 30 is 18,658; the total number of Priority 1 and Priority 2 calls for service in patrol zones 40 and 50 is 15,896.

Finding #17: There are 17.4 percent more Priority 1 and Priority 2 calls in Zones 20 and 30 than Zones 40 and 50.

3.3 PATROL DIVISION STAFFING RECOMMENDATIONS

Citygate took specific note of the reported crime rates as reflected in the Police Department’s annual reports. Based on the information contained in those reports, it appears that the crime rate for Part 1 crimes (criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny/theft, motor vehicle theft, arson) has declined. The methodology used to evaluate workload has at its core, the rate of crime, which is reflected in the calls for service for Priority 1, 2, and 3 calls for service.

As a reminder, there are many methods available to police departments for determining an appropriate level of patrol division staffing. Citygate believes that the most appropriate way to assess staffing needs is through a comprehensive analysis of workload, rather than using a metric of staffing per unit of population. In fact, it is the recommended methods by the Commission on Accreditation for Law Enforcement Agencies (CALEA). This method of analysis requires a systematic analysis of “workload” indicators. There is no one universally accepted standard for evaluating “workload.” In this analysis, Citygate used calls for service, focusing on the higher priority calls.

Based on the 20/20/20 model, one-third of a patrol officer’s time (i.e., 3.3 hours on a 10-hour day) should be spent on patrol (the other two-thirds should be spent on prevention and administrative duties, which includes report writing). Staffing adjustments are needed when the average workload per unit per shift approaches 3.3 hours or more and when the number of deployed units falls below an acceptable level. Using this metric addresses several important factors. First, a workload of 3.3 hours or more responding to and clearing Priority 1, 2, and 3

calls results in less-than-optimal time for Community Policing activities. Second, it potentially results in less-than-desirable levels of availability of a second unit for backup purposes, which potentially compromises officer safety. The third factor is the number of units deployed and available for calls. In our analysis, Citygate took note of shifts in which the number of units deployed and available to respond to higher priority calls appeared inadequate.

While the Department places a high priority on responding to the most critical calls (Priority 1 and 2 calls), it is not meeting the response time standard. The staffing recommendations herein should reduce response times. There is no question that Priority 1 calls (those that are life threatening, in-progress felonies, or with suspects still on scene), should be the highest priority. Citygate believes that this five-minute response time criteria is consistent with industry standards for municipalities. There is, however, opportunity to examine some of the Priority 2 call types to refine those that may not necessitate such a stringent response time requirement. We suggest that the Chief of Police examine these to see if refinement of the criteria for calls within the Priority 2 category makes sense, and if so, recommend modifications to the City Council.

Recommendation #3: It is recommended that the Chief of Police examine the criteria for Priority 2 calls to see if refinement of the criteria is possible for calls that are within the priority. In doing so, the response time challenges will be much more definitive and better understood.

Recommendation #4: It is recommended that the staffing allocation for the Gateway Patrol Division be increased on the day shift (Late Days) by adding an eighth officer to both shift squads (20A and 20D) to assist in call load distribution and reduce response times on Priority 1 and Priority 2 calls. The Late Days shift has longer response times and a low percent of Priority 1 and 2 calls answered within the 5-minute response time standard.

(Add 2 FTE Patrol Officers)

Recommendation #5: It is recommended that the staffing allocation for the Foothills Patrol Division be increased on the Early Day shift and Late Day shift by adding an officer the two squads on both shifts (Squads 40A and 40D and Squads 50A and 50D), to assist in call load distribution and reduce response times on Priority 1 and 2 calls. This recommendation is based on call volume, long response times to Priority 1 and Priority 2 calls, and average response times to Priority 1 and Priority 2 calls.

(Add 4 FTE Patrol Officers)

3.4 *USE OF COMMUNITY SERVICE OFFICERS*

Community Service Officers (CSOs) are non-sworn (civilian) positions without powers of arrest and do not carry firearms due to liability issues. The City of Glendale has had CSOs in the past but has eliminated the positions through attrition as a result of budgetary reductions.

While a staple for support functions in many small and mid-sized agencies, CSOs have become a valued position that usually handle lower priority calls which do not require an armed police officer with arrest powers, freeing sworn officers to concentrate on those incidents requiring their specific skill set. CSOs typically are paid significantly less than sworn officers, allowing departments to field more people for the same amount of money. This has the effect of providing quicker response times to citizen requests for police services.

With increasingly constrained budgets, larger agencies are now looking at the versatility of this position to augment the ever-increasing demand on sworn staff. Such is the case in Glendale. In a municipal police organization, the position of the CSO could perform a multitude of duties and provide career path alternatives for this classification through assignment rotation. Cross-training and expanded duties for this classification can include, Detention Officer, report writing, Call Back Unit (CBU) duties, CSI, traffic control, minor traffic collision investigation, telephonic follow-up on detective cases, crime prevention, and many other civilian duties. Data and interviews with Patrol Lieutenants indicate that a large portion of the Priority 4 and 7 calls could be handled by a CSO.

Most importantly, having the versatility of CSOs in the field can provide greater flexibility and response capabilities for police officer response to the more serious calls for service.

Recommendation #6: Establish a new CSO classification, capable of performing the recommended duties described above. Augment staffing in Patrol, Investigations and Call Back Unit (CBU) with these positions. Specific to Patrol, we recommend 6 CSOs be added to assist in call load distribution and reduce response times. (CSO staffing recommendations for Investigations and CBU are found in Section 4.)

(Add 6 FTE Community Services Officers)

3.5 SPECIAL EVENTS PLANNING AND OPERATIONS

The purpose of this unit, formerly the Special Operations Division (SOD) Planning Unit, is to provide for a safe and secure environment at all special events; planned or unplanned. Special events include, but are not limited, to parades, entertainment/sporting events highway or street construction activities, picketing/planned demonstrations, etc. Special Event Stakeholders include but are not limited to City of Glendale Marketing and Transportation, Jobing.com Arena, University of Phoenix Stadium, Camelback Ranch, and Westgate. The Unit utilizes the National Incident Management System (NIMS) guidelines to manage events. This includes utilizing the Incident Command System (ICS) and multi-agency coordination.

The planning process may include, but is not limited to: traffic plan crowd control, crime analysis of the area and any anticipated problems, contingency plan for traffic direction and crowd control, use of personnel, logistical requirements and multi-agency coordination of communications. The Unit is also responsible for ensuring the completion of an After Action Report.

3.5.1 Special Events Planning and Operations Impact on Patrol Activities

This Unit is tasked with all of the planning, staffing, and operations relative to the special events. The current reimbursement structure for special event costs borne by the Police Department needs further study.

Finding #18: While a difficult subject to broach, the reimbursement formulas for the special event venues do not cover the actual costs to the Police Department Budget. This is outside the scope of our study but the limit on reimbursement costs appears to create a significant financial burden on the City's general fund. The Police Department receives additional funding for these events but they should be parsed from the Police Department budget and tracked separately. This would avert the inaccurate skewing of the cost for delivery of police services on a per-capita basis. The goal of cost recovery should be to recoup 100 percent of costs to provide services for the event.

Finding #19: Indirect costs of special events are not reimbursed under current contract agreements. Traffic control for special events at intersections not on the venue properties are not reimbursed. The cost of these is borne by adjusted schedules in the Traffic and Special Events Units and supplemented by overtime. Detention reassigns on-duty jail staffing to provide the special event jail personnel, and then backfills the jail vacancies with overtime.

Recommendation #7: Examine alternative funding reimbursement mechanisms for special events, especially those conducted at the arena and stadium.

Recommendation #8: Examine the additional, indirect costs of special event staffing.

3.6 TRAFFIC UNIT

3.6.1 Traffic Unit Operations and Staffing Levels

The Traffic Unit is responsible for accident investigations, traffic enforcement campaigns to include speed reduction, DUI detection, collision reduction, and commercial vehicle inspections. Deployment for these functions includes squads of motorcycle officers.

The Unit assists with traffic control at special events such as Coyotes Home Games, 4th of July celebration, and Luke Days. The versatility of the motor officers allows them to be used in many functions within the City where mobility and adaptability are essential.

Finding #20: The Traffic Unit is properly staffed when at full strength. Staffing for the Squad 40 Motors assignment is carrying one vacant position.

Recommendation #9: Fill the vacant position in the Squad 40 Motors.

(Fill 1 FTE vacancy) *Note: This position was filled in December*

SECTION 4—INVESTIGATIVE AND ADMINISTRATIVE SERVICES BUREAU REVIEW

This section reviews the Investigations and Administrative Services Bureau, which is divided into three divisions and one unit (shown in the list below in the order in which they are addressed in this section):

- ◆ Criminal Investigations Division
- ◆ Professional Standards Unit
- ◆ Administrative Services Division
- ◆ Support Services Division

While our assessment of the Bureau was thorough, for the sake of brevity and the usefulness of this document, we have omitted certain units or squads from this report for which there are no issues or elements of concern to be reported.

4.1 CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division is divided into three units:

- ◆ General Investigations Unit (GIU)
- ◆ Special Investigations Unit (SIU)
- ◆ Special Victims Unit (SVU)

There are no regulations or statewide standards that establish an appropriate caseload for an investigator. With patrol staffing, allocation formulas rely upon valuing responsibilities, calls for service, preventative patrol time, officer safety factors, population, demographics, and response times. However, few such valuations exist to determine the number of investigative staff needed. The investigative component is often looked upon for case clearance rates or Uniform Crime Reporting (UCR) for the resolution of criminal cases. This lack of standards stems from many variables that directly affect the ability of a detective to successfully investigate a given case.

In some jurisdictions, a percentage of sworn staffing is used as a standard. Our experience is that this formulaic method has many challenges due to the increased civilianization of investigative assistance, and pays little attention to the type of investigation, differing degrees of forensics, evidence, and number of interviews.

Citygate's offers a more reasonable method to allocate staffing based on time utilization and productivity. Our experience suggests that investigative time should be 65 percent of detective

workload. The remaining 35 percent should be spent on roll call, administrative duties, meals, vehicle maintenance, training, and court. Utilizing a ten-hour day, detectives should actually be doing casework for an average of 6.5 hours. The remaining 3.5 hours should be spent on various administrative duties. This allocation of time of course, is dependent upon caseload types. The type of crime being investigated and the incident numbers verses report documentation time can significantly vary and often increase. This also holds true with other variations such as: number of witnesses, forensic examination, sophistication of the crime, technology implications data analysis, and victim witness considerations.

4.1.1 General Investigations Unit

Interim Training Opportunities

The Commander of the Investigations Division was recently on a leave of absence to contract with the Ferguson, MO Police Department as Interim Chief. The commitment lasted five months, and the Commander recently returned.

That another Department sought leadership from within the Glendale Police Department is a tremendous credit to Department, and highlights the capabilities and depth of leadership within. In addition, elevating personnel into interim positions further enhances leadership experience and training, and is a great opportunity. The Department is to be commended for this.

It is also important to recognize the effect of moving up the acting positions. While it creates enhanced leadership experience and training opportunities, it also increases the workload for other employees due to the vacant position temporarily left behind.

Caseload

The stated caseload goal of the Interim Investigations Commander is 20 cases per Investigator. According to the Acting Investigations Commander, the current caseload is running 30 cases per Investigator. Because of the 33 percent overload, cases are being referred back to Patrol and the Community Response Teams (CRT) in their respective response area. Most of these cases are simple assaults. These are in addition to the existing caseload handled by the CRT involving property crimes. There are no standards or performance metrics for investigations caseload management. Investigations caseload management is being assisted by re-referrals back to the Patrol Divisions for follow up.

Finding #21: The Department has no written criteria for caseload management in the General Investigations Unit.

Finding #22: Cases referred back to the Patrol Division Community Response Teams rely upon that unit's Sergeant to ensure follow-up, and there is no timeline to update the investigation status in the current RMS system. This is compounded by the inflexibility of the current RMS system. It is further exasperated by the endless delays in implementation of the new RMS system. Increased staffing in the Investigations Unit could mitigate some of the caseload issues.

Recommendation #10: Clear and articulable caseload volume benchmarks must be formally adopted and monitored vigorously by the investigative supervisors. Having benchmarks in place will enable the Department to determine staffing needs in the future, while managing investigator time to quality of investigations and case closures. Benchmark standards should be established based upon type of case assignments (e.g., property crimes, person crimes, sex crimes, crimes against children, domestic violence, etc.).

Finding #23: The on-call status of detectives generates approximately 3-4 cases per weekend. This adds to the weekly caseload of detectives depending on their call out status for the week.

Recommendation #11: Due to the 33 percent case overload, we recommend that the General Investigations Unit supplement investigation staffing by utilizing civilian employees (Community Service Officers (CSOs)) to handle follow-up phone contacts and information gathering on unknown-suspect cases. The CSO position can meld the multiple civilian duties throughout the Department that, to date, are inclusive of case management positions.

(Add 2 FTE (CSOs) per year to General Investigations for the next two budget cycles)

Finding #24: Citygate was notified that the largest time consumption for Investigations personnel is report writing. The Investigations Division has piloted NET Transcripts, and Patrol has been testing DRAGON Naturally Speaking Dictation software.

Recommendation #12: To maximize the efficiency and thoroughness of report writing, the Department should select and implement a dictation/transcription tool to garner more investigative time for the detectives and allow for a reassessment of reasonable caseload distribution. This will impact both the Records Unit and require integration with the new RMS system because the reports will be entered directly and will not have the advantage of review and editing by the Records Unit.

Note: This recommendation was funded and implemented in Patrol during the writing of the Draft Report. It is still being piloted in Investigations.

4.1.2 Special Investigations Unit

The Special Investigations Unit's (SIU) mission is to enhance the quality of life for all residents within the City of Glendale by reducing criminal activity through undercover operations. The SIU is responsible for the investigation and suppression of mid-level narcotics (sale/use), vice, liquor violations, stolen property, stolen vehicle crimes, fugitive apprehension, repeat offenders, and fencing operations within, but not limited to, the City of Glendale. These goals can be achieved through undercover operations, the use of confidential informants, and other departmental resources.

The unit is functioning well and within the guidelines established by the Department.

We have no specific recommendations.

4.1.3 Special Victims Unit

This Special Victims Unit (SVU) is responsible for the investigation and crime victim support for sex crimes, domestic violence, and crimes against children. It has a total staffing of 26 FTE.

Family Violence Squads

The main objectives of this squad are to ensure that domestic violence cases are assigned to the Family Violence Squad investigators who specialize in this area, and that reports will be reviewed by members of the Family Violence Squad and will be prioritized to ensure timely follow-up. Contact with victims by a Family Violence Squad investigator is made to further establish the facts of the incident, and offer additional support.

Victim Assistance Squad

The main objectives of the Squad are to: ensure the Department's compliance with the Victims' Rights mandates, provide 24-hour crisis intervention services, and provide support services to crime victims, as they are involved with the Criminal Justice System.

Sex Crimes Squad

This Squad is responsible for the investigation of sex crimes and the handling and processing of all forensic and examination kits. It works with the Victims Assistance Squad and the Family Violence Squad.

Caseloads are perceived to be high, but in the words of the SVU Unit supervisor, "We're handling it." The current communication between Patrol and this unit for reporting of SVU crimes falls to personal notification. The long-awaited implementation of the new RMS system hampers the electronic transfer of reports and timely notification of victim needs. The Department should closely monitor the volume increase in sex crimes investigations to ensure future adequate staffing.

Finding #25: The Special Victims Unit does not have a dedicated forensic computer investigator to handle the large volume of incidents where electronic media, both storage and computer systems, are suspected to contain evidence of sex crime, child abuse, and illegal pornography. Generally, three out of five cases involving child sex crimes have electronic media associated with the case.

Finding #26: The largest increase in detective workload has been generated in aggravated assaults and sex crimes. The Department has reassigned one detective and a detective sergeant to the Special Victims Unit (SVU) to address the increases and burgeoning span of control for supervision. Caseload management is largely placed on the sergeants in the unit, and, unlike the Community Response Team, the Aggravated Assaults team has little civilian assistance to reduce investigator time on cases where preliminary work can be facilitated by non-sworn staff.

Recommendation #13: The Department needs to certify an investigator in forensic computer analysis specifically for sex crimes investigations. An assessment of the caseload will need to be done to determine if an additional FTE is needed based upon these added capabilities.

4.2 PROFESSIONAL STANDARDS UNIT

The Professional Standards Unit is comprised of two distinct components: Internal Affairs and Audit & Inspections.

The charge of the Professional Standard Unit, Internal Affairs, is to receive, record, and investigate or refer for investigation, all complaints made against the Glendale Police Department and/or its employees. To meet this charge, the Unit: (1) coordinates the Departmental complaint process and assists other components of the Department in the process of receiving and investigating complaints and routing completed investigative files through the complaint disposition process; (2) tracks and maintains records of all complaints made against the Police Department and/or its employees, as well as the disposition of the complaint; (3) conducts investigations of incidents as required by policy; (4) administers the Administrative Investigation Management System (AIMS-Early Warning system); and (5) handles complaints regarding customer service issues that have been forwarded to PSU to evaluate whether it should be sent for mediation.

The following table provides a breakdown of the investigations handled within the unit from 2009 through 2014:

Table 24—Professional Standard Unit Activity

Activity Type	2009	2010	2011	2012	2013	2014
Total Administrative Investigations	182	169	125	114	76	89
Total Involved Employees	547	207	159	102	71	109
Citizen Initiated Investigations	137	74	53	17	16	11
Supervisor Initiated Investigations	110	133	106	97	60	78
Bias-based Complaints	4	0	0	1	0	1
Non-Sustained Complaints	147	101	76	54	27	63
Sustained Complaints	100	106	73	48	31	46
Pending Complaints	n/a	n/a	10	n/a	n/a	2

4.2.1 Internal Affairs

The Department has a well-developed internal affairs (IA) policy, as well as policies regarding employee conduct and performance. During our interviews, most employees stated that they understood the IA policy and believed that IA investigations are conducted fairly and within the policy’s timelines. Further, most employees indicated that there are sufficient policies and procedures in place that are designed to detect wrongdoing and deter misconduct. We did not review case files and render no opinion on the quality of the investigations.

The Glendale Police Department uses a “matrix” system of discipline. We believe that the current matrix system is appropriate and provides management with the necessary flexibility to properly administer discipline to employees when just cause has been determined. It is our opinion that the unit is run extremely well. We offer no specific recommendations.

4.2.2 Audits and Inspections

Audit and Inspections is responsible for ensuring that Department members are complying with the Department requirements regarding personal appearance and the care of Department equipment and vehicles. This function provides the Chief of Police and the Department staff with the capability to: (1) evaluate the operations of work components within the organization; (2) create an atmosphere of self-analysis and continuous improvement among work components; (3) determine if members throughout the chain of command are complying with General and Operations Orders and accreditation standards; and (4) ensure that agency property is maintained and stored in a state of operational readiness by the person or unit responsible for assigned property.

An organizational component from each division should be audited at least once every three years. Specific components, units, or functions may be subject to more frequent inspections to

maintain compliance with the Commission on Accreditation for Law Enforcement (CALEA) standards or as the Department needs.

Addressing Supervisory Span of Control

Finding #27: The Audit and Inspections Sergeant position was transferred to Special Victims Unit to address a severe span of control / supervision deficiency in the Unit. While the need to fill the supervisory deficit in Special Victims was critical, it is essential that the Department keep the function and processes of audits in place to assure compliance with policy, procedures, goals, objectives, and CALEA standards. It is not reasonable to keep this essential responsibility tied to the Unit Lieutenant, while she maintains the oversight of the Unit's functions, including Internal Affairs.

Recommendation #14: Return the authorized Sergeant position to the Inspections and Audit Unit. An additional Sergeant should be added to the Department total FTE to fill the vacancy. The justification for the position should not be borne by this vacancy, but should be justified by the need for the additional Special Victims Supervisor to address span of control and caseload.

(Add 1 FTE (Sergeant) to the Special Victims Unit and transfer position authorization back to Audits and Inspections)

4.3 ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division is divided into three units:

- ◆ Personnel Management
- ◆ Technical Services (not addressed in our report)
- ◆ Records and Property

4.3.1 Personnel Management Unit

The Department's Personnel Management Unit is tasked with developing and administering the hiring and promotional program for the Department. The Unit's approach to its responsibilities places an emphasis on proactive planning for current and future staffing needs; this is refreshing in that most human resources departments are reactive to planning for staffing needs.

The Unit generally employs a "best practices" approach in developing recruitment and testing processes, particularly regarding the promotional process. The Unit appears to be well functioning and there are no specific recommendations.

4.3.2 Records and Property Unit

The Records and Property Unit is responsible for processing all crime reports, answering incoming phone calls for the Records Unit, and providing assistance to members of the public at the Police Department Records Unit window. The crime report processing includes direct data entry of offense reports and supplemental reports, as well as transcription of voice-dictated reports. The Records Technicians accomplish these tasks with the use of a records management system (RMS) that is scheduled to be replaced with a new, highly technical, web-based system. The new RMS will work in concert with the CAD system as well as a newly implemented field-based reporting component. This update and transition has been postponed on several occasions and is currently scheduled to take place in mid-2016.

Citygate was asked to perform a staffing analysis of the Records Unit. This includes evaluating the adequacy of staffing levels for current workload and meeting the Department's goals without curtailing service or requiring excessive overtime work.

To accomplish this, we interviewed the Records Unit Manager and Supervisor, as well as Police Department managers and administrators. We discussed, at length, Records Technician workload and activities within the Records Unit and the activities of Records Technicians who have been temporarily assigned or are working specialty positions. We requested and were provided data from an array of sources including, but not limited to, the RMS, the Personnel Management Unit, and the Records Unit. We also considered industry standards and best practices when making our recommendations.

Report Backlog

The Records Unit has allowed itself to become comfortable with a backlog of reports awaiting entry. It has become the "norm" to have at least 200 backlogged reports in the records queue. However, there are routinely 300-600 backlogged reports awaiting entry at any given time.⁶ Delays in entering the reports can lead to a variety of negative consequences including, but not

⁶ Records Backlog Productivity Report from Kent Strege.

limited to, interruptions in case assignments, gaps in follow up, missing information in identifying crime patterns, and unreliable work-arounds such as the practice of verbally handing-off case management. The backlog is reduced when employees work overtime, as scheduled by the Records Unit Supervisor, once or twice a month. As of December 17, 2015, 1,139 hours of overtime have been used in 2015 to reduce the backlog.⁷

This significant backlog suggests a need to increase staffing levels in the Records Unit. However, there are many factors affecting performance, some of which could result in improved performance without increasing staffing levels.

Finding #28: The Records Unit consistently has a backlog of 300-600 reports awaiting entry into the records management system (RMS).

Recommendation #15: Enter all reports and eliminate the backlogged reports entirely, whether through additional overtime or creative scheduling. Maintain strict oversight and utilize overtime to prevent backlog.

Specialty Assignments

The Records Technician, currently working as Alarm Coordinator, is working outside of her classification in a higher paying position that is normally occupied by a Management Assistant.

Finding #29: There is a mistaken perception at the supervisor and management level that Records Unit staffing has been reduced by half due to seven Records Technicians being temporarily assigned to work specialty assignments without a commensurate reduction in workload.

In reality, five of these Records Technicians are assigned to specialty assignments: felony court liaison, misdemeanor court liaison, public disclosure, accident entry, and body worn camera. They also perform work that was previously performed by Records Technicians in the Records Unit. They were also assigned to report to the Property/Evidence Supervisor to balance the span of control of records personnel. Two additional positions, a management assistant and a management aide, were created to work as an Alarm Coordinator and Tow Administrator,

⁷ Kent Stregé 12/17/15 email.

respectively, and were never intended to work in the Records Unit. These detail the 7 FTEs that are no longer assigned to the Records Unit. Their positions and workload were transferred to facilitate a balance in span of control and supervision. The staff feels devalued by the perception that they have sustained the loss of a significant number of technicians without a replacement plan.

Recommendation #16: When temporary assignments, a loan of personnel, or restructuring occurs, memorialize the purpose, intended results, and term for the temporary or permanent assignment. This will help address morale issues, and ensure Records Unit personnel, from the manager down, clearly understand the restructuring that has taken place.

Recommendation #17: Should the Records Technician continue to work on the RMS project, this employee's current workload should be examined to determine if he can assist in a limited capacity in the Records Unit.

Recommendation #18: Re-evaluate the temporary assignment of a Records Technician to the higher paying Alarm Coordinator position, after the changes in the alarm ordinance are finalized. This may result in reducing the workload of that position. At a minimum, if it is determined that the full-time position is still essential, ensure compensation has been addressed.

Note: The Alarm Coordinator returned to work in January and the Records Technician has been released for the duties.

Finding #30: Two Records Technicians have been temporarily assigned one to the RMS project (until at least fall of 2016) and one to work as the Alarm Coordinator (until the Alarm Coordinator returns in January 2016), and their positions in the Records Unit have remained vacant.

Recommendation #19: Return the two temporarily assigned Records Technicians to the Records Unit as soon as possible. In the interim, utilize overtime on a more regular basis to cover their shifts and stay on top of workload, specifically report entry. Absent the return of the two temporarily assigned employees, add two Records Technician allocations.

Work Silos

The Records Technicians working public disclosure, accident entry, and body worn camera do not have relief personnel trained to perform their duties in their absence. The Records Technicians working misdemeanor and felony court liaison have been trained to cover each other's workload when one is absent. The misdemeanor and felony court liaison workload fluctuates, greatly, from a low of no court packages during a week to a high of 281 court packages in a week.⁸

Finding #31: The one-clerk specialty assignments create work silos, limiting deployment and flexibility of workload.

Recommendation #20: Return the five Records Technicians working specialty assignments, along with their workload, to the Records Unit. Develop a plan and training schedule to cross-train all Records Technicians to some extent in each of the specialized workload areas. Utilize down time in specialty assignments to assist with general Records Unit workload. Doing so will enhance morale, value, and self-worth of employees in the Unit.

Records Unit Supervisor

Returning the five Records Technicians to the Records Unit necessitates the addition of a Records Supervisor to maintain adequate span of control. This will allow both records

⁸ Kent Strege email.

supervisors to focus on cross training, quality assurance, and improvement and evaluation of staff productivity.

Finding #32: According to the manager and the supervisor, in the past, two supervisors were assigned to the Records Unit.

Recommendation #21: Reinstate the second supervisor allocation to maintain adequate span of control with appropriate oversight, training and evaluation of the work force.

(Add 1 FTE Records Supervisor)

Productivity

The previously discussed recommendation to add a second supervisor allocation should enable more oversight of daily activities in the Unit. According to the current supervisor, two employees enter up to 70 reports per 10-hour shift, and others enter the minimum of 20 reports per 10-hour shift. The current supervisor has plans to focus on this, as workload permits, after the beginning of 2016.

Finding #33: Records Technician productivity varies greatly, with one employee entering 13,813 reports during a four-year period and another employee entering 39,825 reports during that same time frame.

Recommendation #22: Closely monitor and identify disparities in job performance amongst individual Records Technicians. Work with those employees who are not meeting standards to improve performance and/or remove barriers that are preventing the employees from meeting performance standards.

Call Back Unit

The Call Back Unit (CBU), consisting of two to six team members, utilizing both civilian and sworn personnel, was eliminated during the financial downturn. These personnel were trained to

complete certain types of reports for citizens who called in or were in the lobby of the Department. The CBU reportedly processed 1,400 reports per month that Patrol Officers would have otherwise had to complete.

Finding #34: The Call Back Unit (CBU) was eliminated, thereby increasing the number of non-emergency reports handled by Patrol Officers.

Recommendation #23: Reinstate at least two of the Call Back Unit positions with possibly CSOs to reduce demands on patrol.

(Add 2 FTE Records Technicians for Call Back Unit duties)

RMS – Records Management System

More than four years ago, the Department selected Intergraph to replace its computer-aided dispatch (CAD) system and records management system (RMS). The CAD system was implemented in 2013. The scope of the RMS project changed in mid-2013 when the Department elected to move toward the yet-to-be-developed web-based RMS. The scheduled implementation date in November 2014 has been pushed back repeatedly, and is now sometime in mid-2016.

The RMS impacts almost every unit within the Department. The uncertainty and speculation associated with the “new” RMS are not only non-productive, they negatively impact timely analysis of crime trends and data. This has significant impacts on sex crimes reporting and daily deployments.

When the new RMS is implemented, Records Technician duties will change significantly. Research and communications with allied agencies in the area that have implemented a very similar product, suggest that workload will not necessarily be reduced, it will just be different.

The Records Unit is in a state of flux while awaiting the implementation of the new RMS. The basic process for submitting reports will change significantly from a paper product to direct entry by field personnel. There is speculation regarding what that actually looks like for the Unit. As of this date, it is unknown regarding how this change will effect staffing as the ability of current staff to adapt to the new process has not been tested or evaluated.

Finding #35: Our experience has proven that the changed processes of the new RMS will result in a complete shift from data entry to quality assurance as a primary function of the Records Unit.

Recommendation #24: Contractually bind the RMS provider to implement the long-awaited RMS, as promised, by a specific date, no further out than six months. If this is not possible, have the provider implement the RMS that was originally agreed upon and contracted.

Delay the web-based beta version until an actual release is available and has been vetted, then implement as an upgrade. After implementation, monitor and evaluate the impact on Records Unit workload prior to considering any additional staffing changes.

Recommendation #25: It is challenging to make staffing recommendations with the new system implementation looming and its specific effect on workflows unknown at this time. Based on the known information and current workflow, we suggest that the Records Unit monitor workload indicators closely when the new system is implemented and reevaluate staffing at that time.

Compensation Disparities

Human Resources (HR) issues relative to compensation, “steps” within the salary range, and compaction are adversely impacting the Records Unit. The top step of the salary range appears to be a suggestion and has not been attained by Records Technicians. The supervisor and the manager are also not at the top step, with the manager’s pay rate currently \$22,538 below the advertised top of the salary range.

While compaction does not appear to be an issue with the supervisor, manager, and communications specialists, upon promotion or hire, ensure that supervisors earn at least 5 percent more than the highest paid subordinate they supervise. The salary range for supervisors should be commensurate with the increased duties, responsibilities, and workload. Trainers should receive additional compensation, consistent with industry standards, when they are actively working with a trainee.

Finding #36: There are no Records Unit employees at the top of the pay scale regardless of experience or tenure, including a Records Technician with more than 15 years of employment with the Department. Some newer Records Technicians earn more than more tenured Records Technicians.

Recommendation #26: Rectify compensation disparities. Implement a step system so the top of the salary range can be attained in a timely manner. Develop a strategy for annual compensation studies to ensure competitiveness in the marketplace. Consider eliminating the lower steps in the salary range, thereby increasing the starting pay rate for a new hire and possibly increasing the number of quality applicants for Records Technician. When hiring new Records Technicians without experience, ensure that their pay rate is not set higher than the lowest paid existing Records Technician. Rather than reducing the pay of the incoming Records Technician, especially when hiring a trained lateral Records Technicians, consider increasing the pay rate of the existing Records Technicians.

Volunteer Staffing

The Records Unit utilizes two volunteers to assist with support duties, including scanning documents, filing, fingerprinting, and assisting with towed vehicles administration.

Recommendation #27: Consider expanding the volunteer program to assist with other details that take Records Technicians time. In addition, consider the use of contract employees, even part time, to supplement the staff and duties.

4.4 SUPPORT SERVICES DIVISION

The Support Services Division is divided into three units:

- ◆ Communications
- ◆ Training Unit
- ◆ Detention

4.4.1 Communications Unit

Public safety communications centers have evolved into highly complex and intensely technical environments. Personnel in these centers are required to process a high volume of calls that often are life threatening or posing a great loss to property as quickly as possible with limited field resources. The complexity of the calls, and the public's expectation of staff, have grown exponentially with the introduction of new technology and the highly publicized threats to society including domestic acts of terrorism. Dispatchers are the vital link between the public in their time of need and the first responders sent to assist them. As a result, calls for service must be handled quickly and efficiently.

Every public safety communications center possesses a unique set of characteristics that make up the personality of the center. It is a combination of the philosophy of the Department and City, exemplified by the level of service provided, both internally and externally, and the abilities and performance of the center staff. There are also changes in the manner in which dispatchers perform their job with the introduction of new technology such as routing of wireless calls, social media, and Next Generation 9-1-1 including texting. Based on this, it is our belief that staffing needs to be consistently reviewed and is an art rather than a science.

Although no national staffing standard exists, there are a variety of opinions and approaches that can be imposed to make predictions and suggestions as to the appropriate level of staffing. They basically fall into two categories: (1) a rational approach, wherein staffing is determined by applying theory to source data such as call volume; or (2) an empirical approach, wherein staffing is based on observation of similar cases or comparing. We would suggest staffing needs be routinely analyzed and based upon a clear understanding of the service level expectations and objectives of the Department and public it serves and staff accordingly to meet those expectations. This will involve routine monitoring of performance such as call answering times to ensure 9-1-1 calls are answered within the national standards as well as data entry times and call dispatch times.

Critical to the success of the Communications Unit is the competency, span of control, and level of authority afforded the Communications Unit Supervisors. Supervisors in the Dispatch Centers are responsible for the overall functionality of the Unit during a shift, and ensure that dispatch

services are provided quickly and efficiently. Absent the Communications Manager, to whom the supervisors report, they are solely responsible over every employee on duty in the Unit, regardless of tenure or experience. They oversee an operation of complex tasks, in a dynamic environment that is fast paced and can vary in intensity from the quiet lull of radio silence, to answering calls or radio traffic of life-threatening circumstances. While it is not likely that a perfect supervisor-to-employee ratio exists, span of control is often determined by the complexity of the tasks performed by the employees that supervisors oversee.

Citygate was asked to perform a staffing analysis of the Glendale Police Department Communications Unit. This includes evaluating the adequacy of staffing levels for the current workload, and meeting the Department's goals without curtailing service or requiring excessive overtime work.

To accomplish this, we interviewed Communications Unit dispatchers, supervisors, and the Manager, as well as Police Department managers and administrators. We observed and monitored call-taker, dispatcher, and supervisor activities within the Communications Center and evaluated existing work processes. We requested and were provided data from an array of sources including, but not limited to, the computer-aided dispatch (CAD) system, records management system (RMS), Intrado management information system (MIS), the Personnel Management Unit, and the Communications Unit to gain insight into the staffing, deployment, and workload in the Center. We also considered industry standards and best practices when making our recommendations.

The Glendale Police Department Communications Unit has allocated one manager, five supervisors, and 30.5 communications specialists, all of whom are civilian/non-sworn staff. Currently, they have three communications specialist vacancies and three communications specialists in training, which means there are only 24.5 fully-trained communications specialists. To help cover staffing demands, without completely exhausting the existing communications specialists, Glendale utilizes sworn police officers to fill in as call-takers on an as-needed basis. They also recently added four allocations for contract employees who will be hired and trained to work as call-takers.

The supervisors and communications specialists work four 12-hour shifts per week, which includes eight hours of built-in overtime. This was done out of necessity to maintain minimum staffing levels and more evenly distribute overtime across the entire staff. One of the supervisors is designated as an administrative supervisor and would normally perform administrative duties such as scheduling and planning training. However, the staffing situation is such that this supervisor is often required to work as a shift supervisor, making it challenging, at best, to keep pace with the administrative responsibilities.

Call Volume and National Standards

The receipt and processing of 9-1-1 calls is undoubtedly the highest priority in a public safety communications center. The National Emergency Number Association (NENA) has established a standard for answering 9-1-1 calls, which reads, “*Standard for answering 9-1-1 Calls. Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume). Ninety-five percent (95%) of all 9-1-1 calls should be answered within twenty (20) seconds.*”

In 2013, the Communications Unit handled a total of 399,625 incoming telephone calls. Of those, 152,655 were 9-1-1 calls. These calls resulted in 130,059 actual calls for service that required the response of one or more patrol units. In 2014, the Communications Unit handled a total of 394,774 incoming telephone calls. Of those, 152,712 were 9-1-1 calls. These calls resulted in 133,074 actual calls for service that required the response of one or more patrol units.

Communications Unit End-of-Year Reports for 2013 and 2014 offer year-end summaries of the performance in the Unit when compared to the national standard. These reports indicate that the Unit did not meet the standard, answering only 82 percent of 9-1-1 calls in 10 seconds or less and only 86 percent in 20 seconds or less in 2013. In addition, 7 percent of 9-1-1 calls went unanswered for over 40 seconds. In 2014, the statistics were virtually the same with only 82 percent of the 9-1-1 calls answered in 10 seconds or less, 87 percent within 20 seconds, and the calls that rang over 40 seconds dropped by 1 to 6 percent.

In 2015, the Communications Unit handled a total of 431,881 incoming and outgoing telephone calls. Of those, 175,038 were 9-1-1 calls. Of the 431,881 calls, 144,206 resulted in actual calls for service that required the response of one or more patrol units. The increase in telephone call volume has been attributed to a change in the management information system that is used to gather this data.

The Communications Unit did not meet the national (NENA) standard of answering 90 percent of 9-1-1 calls within 10 seconds during the busiest hour. 80.5 percent of 9-1-1 calls were answered within 10 seconds (140,980 of 175,038), 84.5 percent of 9-1-1 calls were answered within 20 seconds (147,878 of 175,038), and 90 percent of 9-1-1 calls were answered within 40 seconds.

On the surface, this may appear to suggest a need to increase staffing levels in the Communications Unit. However, there are many factors affecting these performance areas, some of which could result in improved performance *without* increasing staffing levels. These factors should be thoroughly explored before any additional staffing is suggested.

Although there are existing Department policies with regard to call processing, event entry, and prioritizing dispatch, *staff advised that these function as guidelines and are often not met.*⁹

Event entry is the process of obtaining information; usually from the public via the telephone, in a prescribed process, and entering that information into a computer aided dispatch (CAD) system. To accomplish this, the call-taker must ask specific questions, organize the information, and enter it in specific areas of the event entry screen, so that the radio dispatcher and the patrol units can quickly and easily identify what happened, where it happened, when it happened, why it happened, and how it happened. This also includes entering suspect information such as descriptions of suspects and suspect vehicles. The call-taker must also prioritize the call so that the radio dispatcher and the patrol units understand the urgency of the event. Ideally, event entry for emergency calls should occur within 60 seconds of the call-taker answering the incoming telephone call. On average, the Communications Unit is not meeting this standard.

To determine future staffing needs for the Unit, the Department should review existing policies and develop performance goals in line with the desired and acceptable level of customer service. Goals should include, but are not limited to, call answer times, event entry times, and dispatch times based on priority. Consistently review performance, and adjust staffing as needed to ensure the desired objectives are met, rather than ignored.

Finding #37: While the Communications Unit provides an exceptional level of customer service to callers, it is not consistently meeting the National Emergency Number Association (NENA) standard of answering 90 percent of incoming 9-1-1 calls within 10 seconds during the busy hour.

Finding #38: Event entry often takes longer than the industry-suggested standard of entering basic information on emergency calls within 60 seconds.

⁹ Glendale Police Department Operations Order – Communications Section 70.0007 – General Call Processing and Section 70.010 Main Channel Dispatching Procedures

Recommendation #28: Add four additional Communications Specialist allocations to afford the Communications Unit Supervisors the opportunity to function as genuine supervisors, offering the greatest opportunity to ensure that shifts and personnel are functioning at optimal levels.

(Add 4 FTE Communications Specialists)

Recommendation #29: Add two provisional Communications Specialist allocations to support staffing over the actual authorized strength and reduce the risk of being critically short-staffed, requiring additional overtime and the undesirable, costly use of sworn personnel in the dispatch center. These two additional trained provisional positions could also be quickly moved up to fill new vacancies while the Communications Unit awaits the lengthy, arduous process of hiring and training a dispatcher. Provisional positions could be employed as contract employees until the need arises for a permanent position.

(Add 2 Provisional Communications Specialists)

Staffing Vacancies

More than one individual interviewed mentioned that there was literally one day, back in 2006, wherein the Center was fully staffed. Other than that, no one could recall a time when the Center has been fully staffed.

Although many past employees reportedly left the Center for higher pay, the true reason employees leave an employer is generally not solely an economic one. Job satisfaction has a more powerful influence on retaining employees than pay scale. The Glendale Police Department should make a concerted effort to explore the level of employee contentment in the Communications Unit, and apply efforts to improve the working environment to ensure every effort is being made to address this issue.

There are currently five vacancies and two trainees in the Communications Unit. Even with sworn personnel working in the Communications Center, overtime is required to maintain the established minimum staffing, which is a costly solution. Overtime for vacancies more than doubled from 2013 (4,047 hours) to 2015 (8,641 hours). Sworn personnel only work call-taking

positions and, although they are trained, routinely do not display the skill level to efficiently and effectively manage incoming telephone calls equivalent to fully trained dispatchers. The revolving door of sworn personnel working in the Communications Center while on light duty fosters instability in the Center and limits the flexibility of dispatch personnel.

The top priority in the Communications Center should be to hire, train, and retain Communications Specialists to fill existing vacant allocations. The current alternatives, including paying overtime and utilizing sworn Department members in the Center, are costly endeavors. The Department and Human Resources should consider alternatives to the current recruiting methods. Although they receive a large number of applicants when recruiting, it does not yield a high number of qualified candidates. The Department limits its efforts to posting job openings on the City website. It would be better served by advertising on industry trade websites such as NENA and Association of Public Safety Communications Officials, International (APCO) and through websites geared towards applicants seeking solely law enforcement careers.

Once the Unit is fully staffed, it should use work performance indicators to evaluate the need for any additional staff. It is quite possible the current allocations of 36.5 FTEs, once filled with fully trained and competent Communications Specialists, will be sufficient to achieve goals and standards established for the Communications Center. The recommended addition of two overflow Communications Specialist allocations, bringing the new FTE total to 38.5, will help buffer the impacts of vacancies, as a center this size will almost always recruiting and/or training.

Finding #39: The Communications Unit staffing is at a critical level with perpetual vacancies in the Communications Specialist allocation. There are currently five vacancies and two trainees, creating a vacancy factor equal to 23 percent of the allotted allocations.

Recommendation #30: With the assistance of the City Human Resources Department, focus on hiring and training staff to fill existing Communications Specialist allocations. Identify disparities in job performance amongst individual Communications Specialists and work with those employees who are not meeting standards to improve performance and/or remove barriers that are preventing the employee from meeting performance standards.

(Fill 5 Communications Specialists vacancies)

Finding #40: The Communications Unit is in need of specific performance evaluation criteria to aid in the skills assessment and performance of Communications Specialists. This skill-specific evaluation is also consistently needed in all functions of the Department.

Recommendation #31: We recommend the Police Department work with the Human Resources Department to design performance evaluations to be completed with evaluative criteria specific to Communications Unit job functions. The evaluation must articulate performance indicators. Performance evaluations should also be designed for other job functions in the Police Department.

Communications Specialists

Supervisors should be afforded the opportunity to oversee and supervise the shift rather than be absorbed in the routine operation of the Center. That is not to say that they cannot assist with calls during a particularly busy period, or relieve a dispatcher for a brief break. However, performance standards and expectations should be developed, and supervisors held to meet those expectations. Glendale Police Department Communications Unit Operations Order 70.002 Description of Organizational Components Section B (1) provides a very detailed description of the duties for the Communications Supervisors. Nowhere in the policy does it suggest that the supervisors will perform routine dispatch tasks; however, it does provide an extensive list of other assignments that, if carried out properly, would amount to a full time obligation.

Pursuant to Glendale Police Department Communications Unit Operations Order 70.002 Section A (2), the Administrative Supervisor is a position that directly supports the Operations Manager. This is a rotational position serving 2-3 years and affords the Manager the opportunity to focus on a wide variety of responsibilities involving both personnel and technical issues. It further allows the manager the support needed to represent the Center internally and on a regional level. The Administrative Supervisor serves as an effective tool in developing staff and is ideal for succession planning.

Finding #41: Communications Unit Supervisors are working supervisors and are expected to answer incoming calls, supplement routine tasks in the Center, and are counted in the minimum staffing level for the Center. And although one supervisor is designated as an administrative supervisor, due to staffing vacancies, she has been routinely scheduled to work in the Center rather than perform administrative duties.

Recommendation #32: Ensure Communications shift supervisors function as the genuine shift/team leader with primary responsibilities for shift management and evaluation of performance, coaching and mentoring staff, and administrative duties such as scheduling. Ensure that the designated Administrative Communications Supervisor is afforded the opportunity to function in that capacity.

Minimum Staffing Policies

Minimum staffing was described by interviewed staff as 8 people, 24 hours a day, 7 days a week. However, documentation from an April 2015 supervisor meeting indicates minimum staffing by hour of day as follows:

Table 25—Communications Unit Minimum Staffing

Time	Staffing
0600-0800 hours	7 people
0800-1200 hours	8 people
1200-1800 hours	9 people (8 on Saturday and Sunday)
1800-0000 hours	8 people
0000-0200 hours	7 people
0200-0600 hours	6 people (7 on Friday and Saturday, which likely translates to Saturday and Sunday)

It was conveyed during interviews that management and supervisors would like to staff 9-10 Communications Specialists from 1500-2200 hours, which has been determined to be the high call volume period. It was also suggested that staffing was reduced on weekend days regardless of call volume in an effort to improve morale.

The Communications Unit should reevaluate and retool the existing schedule to develop a more strategic, balanced schedule that better meets the demands in the Center. This requires an evaluation and comparison of Patrol staffing, calls for service, and incoming call volume in the Center. Staffing in the Communications Unit should be dynamic and reflect dispatch workload, as the Patrol Divisions have done in their staffing. Information obtained through interviews, document review, and observations provided clear indicators that the current schedule is based more on tradition than efficiency. Logic strongly suggests that there should be fewer people on duty during the early morning hours and more people on duty during the busier, evening hours.

Twelve-hour shifts are not necessarily the culprit. They are often blamed for staffing problems when in fact they are often implemented to satisfy an effective scheduling system with employee contentment. Although generally considered ideal for employee satisfaction, ten-hour shifts require more staffing and should not be considered for the entire Communications Unit at this time. However, ten-hour shifts can be used effectively to compliment 12-hour shifts.

During employee interviews, at least two people, one of whom is a supervisor, suggested that staffing should be 9 people around the clock. Additionally, it was persistently asserted that the Center should be staffed for “The Big One.” This concept is an unrealistic and unattainable expectation. Quite simply, public safety communications centers are, at some point, regardless of staffing, unable to manage the call volume and expectedly get overrun during major catastrophes and disasters.

There was also a prevailing theme that the Communications Supervisors strongly adhere to in which they absolutely require staffing of 41 Communications personnel because they were allotted those allocations prior to the financial downturn. The concept that the private sector has adopted to survive, working smarter, has not been vetted out in the Center.

Discussions yielded a sense that there is a prevailing tendency to suggest that the only solution to address staffing is more people to address any increased workload volumes or inability to meet goals rather than consider a thorough evaluation of performance deficiencies or workflow efficiencies that may be realized through greater supervision and schedule management.

Finding #42: Staffing through scheduling efficiencies is not fully utilized and there is not a formal policy that establishes minimum staffing levels.

Recommendation #33: Minimum staffing levels should be reviewed and adjusted to more closely reflect workload indicators, such as incoming and outgoing telephone call volume, by hour of day and day of week, level and demand of field resources, and employee availability. Explore alternative scheduling options. Consider different versions of the 12-hour shifts or a combination of 8-, 10-, 11- and/or 12-hour shifts, garnering greater efficiencies in shift coverage.

Automatic Call Distributor

Automatic calls distributors (ACD) were designed for, and generally utilized in larger call centers to, distribute workload and direct pending incoming call traffic to available resources through a rule-based routing strategy. Findings suggest that the ACD used in the Glendale Communications Center does accomplish that mission, but an unforeseen consequence of its use is that it in fact hinders the abilities and performance of dispatchers.

With the ACD system, the call-takers can only manage two incoming telephone calls at a time, one active call and one call on hold, which forces additional callers to wait in queue during busier time periods. This limits the flexibility and the effectiveness of staff, including the call-takers' abilities to screen multiple incoming calls to manage workload, especially during major incidents. Consequently, it may also serve to stifle the talents and abilities of dispatchers in these situations.

It should be noted that, as a hidden benefit, it was observed that with the use of the ACD, staff provided an extremely high level of customer service to each individual caller as, without the audible ringing of the phone, there is only a visual indicator to prompt them to move on to the next incoming call.

In addition, use of the ACD may inadvertently increase call answer times. This, in turn, also contributes to time delay of emergency medical and fire calls being transferred to the Fire Communications Center, thereby adversely impacting the Fire Department's response times.

Without the ACD, call-takers can answer many incoming calls during busy periods and major incidents, quickly prioritize the calls, place lower priority calls on hold, and efficiently handle the higher priority calls. They would also have the ability to quickly screen calls and, if it is determined that a response from the Fire Department is required, reduce the amount of time it takes to transfer callers to the Fire Department Dispatch Center.

Newer telephone systems, such as the Intrado Viper 911 system in the Center, allow call-takers to see a caller's general location even before the call is answered. However, the ACD prevents this. This feature is very beneficial during a major incident in one area of the City as call-takers could view the incoming caller locations and readily identify those callers who are not in the vicinity of the major incident. This allows the opportunity to selectively answer calls and, possibly, ensure that another unrelated major incident does not append into the ACD queue.

Although there was a period of three years from 2007-2010 where the ACD was not employed, discontinuing use of the ACD will pose a major shift in the manner in which call-takers perform their job today. It will require a greater level of multi-tasking, increased ability to quickly determine a caller's needs, and increased ability to prioritize the calls as to which will be handled first when multiple lines are ringing. Prior to implementing the new call answering system, staff should develop and employ a readiness plan to prepare staff for the changes. This plan will need to include clear direction on the Department's expectations with regard to prioritizing incoming calls as well as additional training. If the ACD can be programmed to accommodate it, consideration should be given to phasing in the new procedure by easing off the use of the ACD rather than switching suddenly. Begin by discontinuing its use during the hours with lower incoming call levels and gradually expand the time that the ACD is not in use until all shifts are managing their own calls without the ACD.

Finding #43: The automatic call distributor utilized in the Communications Center hampers the abilities and stifles the talents of the dispatchers.

Recommendation #34: Eliminate the automatic call distributor and implement a policy that requires answering all calls within 10 seconds and, when necessary and appropriate, placing certain calls on hold to answer additional incoming telephone calls. Of course, encourage call-takers to maintain the high level of customer service currently provided.

Compensation Disparities

Human resources (HR) issues relative to compensation, "steps" within the salary range, and compaction are adversely impacting the Communications Unit. The top step of the salary range appears to be a suggestion, and has not been attained by any Communications Unit employee.

Six Communications Specialists resigned from the Department in July/August 2013, three of whom went to work at a neighboring agency. All six found higher paying jobs.

Recognizing that, prior to this year, civilian staff endured several years without increases in compensation; it is accepted that the City must proceed cautiously when considering pay issues. That said, some adjustments should be considered to maintain staffing levels and employee satisfaction.

Finding #44: There are no Communications Unit employees at the top of the pay scale regardless of experience or tenure, including a Communications Specialist with more than 25 years of employment with the Department.

Also, there is a significant compaction compensation issue with regard to the supervision of the Center. Four of the five Communications Supervisors earn less than some of the Communications Specialists they supervise. The Communications Manager (Police Operations Manager) employed with the Department for ten years is being paid \$19,022 less than the advertised top step of the salary range.

Recommendation #35: There are no Communications Unit employees at the top of the pay scale regardless of experience or tenure, including a Communications Specialist with more than 25 years of employment with the Department. There is significant disparity in compensation versus industry standards for the classification.

35.1 Align with industry standards that, upon promotion or hiring from outside the agency, ensure that supervisors earn at least 5 percent more than the highest paid employee they supervise. The salary range for supervisors should be commensurate with the increased duties, responsibilities, and workload.

35.2 Additionally, Communications Center Trainers should receive additional compensation when they are actively working with a trainee, which is also an industry standard.

35.3 Develop a strategy for annual compensation studies to ensure competitiveness in the marketplace. Consider eliminating the bottom steps in the salary range, thereby increasing the starting pay rate for a new hire and also increasing the number of quality applicants for Communications Specialists when recruiting. When hiring new Communications Specialists without experience (contract and full-time), ensure that their pay rate is not set higher than the lowest paid Communications Specialist already employed. Rather than reducing the pay of the incoming Communications Specialist, especially when hiring a trained lateral dispatcher, increase the pay rate of the existing Communications Specialists.

Contract Employees

Consider further expansion of the contract employee program to supplement permanent full-time positions and assist with schedule challenges. In addition, allow contract employees to return to their contract employee status as a call-taker if, after making an effort to train as a radio dispatcher, they are not successful in certifying up. Examine updating personnel classifications and rules to garner the greatest efficiencies and return on investment on the intense dispatch training provided to these employees. Consideration should be given to provide the most flexibility to length and ability to renew agreements with contract employees.

Finding #45: The current use of contract employees is beneficial to the Communications Unit. Consider further development of this program.

Recommendation #36: Continue using contract employees in the Communications Unit. Closely evaluate the employees who will be hired to fill the four new call-taker contract employee allocations to ensure they are equally effective.

4.4.2 Training Unit

The Training Unit is responsible for the administration of training programs for sworn and certain non-sworn staff. We were informed that all sworn employees are up to date with their Arizona Peace Officer Standards and Training Board (AZPOST) training requirements. The focus of the training in the Unit is on mandated (both state and Commission on Accreditation for Law Enforcement Agencies (CALEA)) and recurrent training.

Finding #46: The Training Unit does an excellent job of providing AZPOST and recurrent training to meet the requirements of both state and CALEA standards.

Leadership training is essential to the development of future leaders within the organization and the constant nurturing of core values. This is the most appropriate unit in the Department to coordinate and facilitate the leadership training.

Recommendation #37: The Training Unit should develop and administer leadership training designed to prepare staff for leadership positions in the future.

4.4.3 Detention Unit

The Detention Unit has specific policies and procedures which are adhered to by their personnel.

The general guideline for jail operations is to be firm, fair, professional, and efficient with due regard to the legal rights and physical well-being of all persons who are detained in the Glendale City Jail. Every aspect of jail management and operation can be seen as an extension of two basic considerations: legal custody and humane treatment. In dealing with incarcerated persons, jail personnel are responsible for the peaceful and orderly operations of the facility.

From the time the detainees are brought into the jail, or until they are legally released from custody, the primary responsibility for safety, security, and processing lies with the on-duty Detention Officer (DO). Citygate only examined staffing for the jail to determine appropriate coverage of shifts, dispersement of personnel, and officer safety.

Finding #47: The Detention Unit suffers the same impacts of the recessionary budgets that the rest of the civilian staffing experienced. The Unit is constantly assigning overtime to fill regular shifts and the backfill is often sworn and/or light-duty officers. The current vacancy rate is four detention officer positions (two Detention Officers and two Supervisors). Long-term disabilities impact this Unit similar to that in Patrol, but absent the flexibility (due to sheer numbers) of staff within, there are insufficient numbers to buffer these absences.

Recommendation #38: Restore staffing to the full complement of fourteen Detention Officers and authorize one provisional FTE over full complement to buffer repeated vacancies and training. The Department should consider inclusion of these duties in the Community Services Officer classification.

(Add 5 FTE Detention Officers (reinstate 4 positions; add 1 provisional))

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SECTION 5—OTHER INTERAGENCY PERFORMANCE OPPORTUNITIES

Throughout this study we examined the Police Departments performance, deployment, and staffing. In this section, we identify opportunities that impact the performance or agility of the Police Department in its service delivery. Two departments, Technology Services and Human Resources, are, on a day-to-day (and in some cases, 24-hours a day), an integral component to the functional operations of the Police Department.

5.1 TECHNOLOGY SERVICES

The complexity of technology systems, applications, and software in a police department require constant and dedicated staff attention. Staff must maintain currency, monitor quality, and ensure reliability, providing on-call after-hours service to minimize down time.

Technology Services is the work group assigned to support, maintain, and repair computer-related technologies for all departments in the City. The work group is not under the Police Department, although it is housed within the main police facility.

Police Department computer assets include: 170 desktop computers, 10 laptops / mobile data computers (MDCs), 335 tablet computers, and 30 printers. The systems include: Intergraph CAD, Intergraph RMS & FBR (under development, not yet implemented), CHIPS RMS (Current RMS – Oracle database), Arbitrator (in-vehicle video), ALPR (License Plate Reader), Motorola Radio System (GPD in conjunction with Regional Wireless Cooperative), RTAS (dictation system) and Coplogic (online reporting system).

Major applications include: Corona Solutions (CAD / RMS analysis system), PETS (Property & Evidence), GIS (crime mapping), DIMS (Digital Image Management System), Schedule Express (online scheduling system), Microsoft Office Suite (Outlook, Word, PPT and Excel), and 2 Factor Authentication (for network security on ACJIS and other secure networks).

Finding #48: The Police Department is the largest technology user of all City departments with over 545 computerized assets, eight law enforcement systems, and seven major computer applications. The Police Department service needs are in competition with other departments for repairs and service calls.

Recommendation #39: We recommend the Department receive dedicated resources so that it can be self-sufficient and responsive to all service needs 24/7. The staffing for this was outside scope of work for this study; however, experience has shown us that a minimum of two FTEs would be required for an agency of this size.

5.2 HUMAN RESOURCES

Throughout the study, Citygate identified many areas that crossed over into coordination and collaboration between the Police Department and the City's Human Resources (HR) Department. There has been significant progress in the development of the working relationships between the Police Department and HR as they relate to recruitment, hiring, discipline, and claims investigations. The Police Department is performing these functions under mutual agreement.

Citygate identified four critical areas during the study that affect the Police Department's deployment and staffing, yet these four categories are directly the responsibility of the City HR Department. The four areas are: (1) salary structures; (2) compaction between supervisors and subordinate employees; (3) performance evaluations; and (4) annual review periods.

The specific details relative to these are articulated in the findings and recommendations of this study. By example in the study, the issues are more clearly understood in context.

These are not a reflection on the City HR Department itself. The intertwined relationship of these compensation and performance issues suggests that these issues have been in existence for a considerable time. Given the economic times of the past eight years, it would have been next to impossible to address all of them while focusing on just maintaining basic services.

However, to remain competitive and ensure the return on investment of recruiting, hiring and training police employees, these issues should be addressed in the very near future. They not only contribute to a healthy environment, but also have significant impacts on workflow and employee morale.

In general, though, we offer that, while outside the scope of our study, to address these issues, an assessment of the resources, workload, and staffing for the HR Department may be necessary.

Finding #49: Throughout the study we noticed that supervisors and managers are challenged with evaluating performance when the evaluation instrument is not specific to the needed skill set / assignment. Specific performance evaluation criteria are needed to aid in the skills assessment and performance of all Department functions, particularly the Communications Specialists.

Recommendation #40: We recommend the Human Resources Department work with the Police Department to design performance evaluations to be completed with evaluative criteria specific to Department job functions.

5.2.1 Claims or Other Administrative Investigations

Both the Police Chief and the City's Human Resource Director indicated that one area of concern is the investigatory process used for alleged harassment and related claims. The concerns centered on the jurisdiction over the investigatory process and determining appropriate discipline, when merited.

Finding #50: While disagreements between police departments and human resources are fairly common, the Police Chief and Human Resources Director appear to have reached an understanding about how such claims will be investigated and resolved.

Recommendation #41: The agreed-upon resolution should be put into a written agreement, policy, or regulation to provide clear direction, understanding, responsibilities and lines of authority, inclusive of time frames and compliance with other impacts such as Memorandums of Understanding and City Personnel Rules.

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APPENDIX A

**SUPPLEMENTAL DEPARTMENT CALLS
FOR SERVICE DATA**

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APPENDIX A—SUPPLEMENTAL DEPARTMENT CALLS FOR SERVICE DATA

DEPARTMENT CALLS FOR SERVICE AND STAFFING LEVELS

**Table 1—Glendale Police Department – Calls for Service and Staffing Levels
(July 1, 2014 – June 30, 2015)**

Hour of Day	Mon Staff/Calls	Tue Staff/Calls	Wed Staff/Calls	Thu Staff/Calls	Fri Staff/Calls	Sat Staff/Calls	Sun Staff/Calls	Total Calls
00	34/759	41/747	34/797	28/993	37/958	40/1110	36/1273	6,636
01	34/670	41/649	34/755	28/873	37/939	40/1159	36/1062	6,107
02	34/548	41/562	34/630	28/687	37/787	40/924	36/912	5,050
03	34/472	41/479	34/511	28/535	37/558	40/662	36/654	3,871
04	34/392	41/348	34/352	28/355	37/365	40/396	36/482	2,690
05	41/339	46/308	43/295	37/333	40/326	40/321	36/299	2,221
06	51/557	49/675	55/711	51/627	46/540	41/410	44/423	3,943
07	35/956	31/1163	36/1196	36/1060	31/948	31/611	32/668	6,602
08	35/1162	31/1338	36/1447	36/1239	31/1099	31/776	32/737	7,798
09	35/1154	31/1497	36/1449	36/1335	31/1170	31/958	32/831	8,394
10	35/1198	31/1185	36/1246	36/1179	31/1055	31/894	32/890	7,647
11	35/1163	31/1143	36/1159	36/1167	31/1107	31/945	32/825	7,509
12	58/1165	55/1338	62/1385	59/1253	47/1164	49/916	51/912	8,133
13	76/1258	73/1444	77/1492	77/1350	72/1249	70/977	71/865	8,635
14	76/1454	73/1521	77/1668	77/1550	72/1409	70/1161	71/1085	9,848
15	61/1422	58/1558	48/1551	56/1543	56/1505	55/1079	54/1068	9,726
16	53/1336	42/1483	41/1364	41/1289	41/1348	39/1097	39/1084	9,001
17	41/1237	42/1285	41/1243	41/1226	41/1289	39/1072	39/1046	8,398
18	41/1187	42/1249	41/1252	41/1225	41/1277	39/1021	39/1071	8,282
19	41/1059	50/1169	49/1071	47/1103	41/1219	39/1102	39/1099	7,822
20	59/1044	65/1033	56/1037	54/1082	63/1192	55/1200	56/1059	7,647
21	75/995	67/1044	60/1,085	60/1062	78/1184	79/1199	75/1103	7,636
22	52/991	59/1065	58/1126	46/1035	62/1288	61/1426	45/1032	7,963
23	34/824	41/898	49/1061	28/1010	37/1230	40/1379	36/906	7,308
Total Calls	23,342	25,181	25,883	25,075	25,205	22,795	21,386	168,867

City of Glendale, AZ
Police Department Deployment and Performance Review

DEPARTMENT CALLS FOR SERVICE BY PRIORITY

Table 2—Glendale Police Department – Priority 1 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	28	18	18	22	17	29	31	163
01	18	16	17	23	22	34	31	161
02	20	14	15	16	15	28	34	142
03	13	7	9	11	8	18	18	84
04	10	9	8	7	11	26	18	89
05	10	6	7	12	16	17	19	87
06	16	10	12	11	10	12	11	82
07	19	16	17	14	10	14	10	100
08	10	14	21	11	15	10	13	94
09	18	21	19	11	19	16	19	123
10	22	28	28	13	9	16	18	134
11	27	19	29	24	15	24	18	156
12	23	29	21	20	27	14	22	156
13	28	34	34	31	31	24	24	206
14	33	29	33	33	31	29	37	225
15	22	28	40	18	45	27	33	213
16	33	43	41	29	28	30	22	226
17	34	20	29	30	28	27	20	188
18	31	36	26	24	31	25	27	200
19	32	27	18	31	29	22	39	198
20	40	19	27	28	37	29	33	213
21	43	27	31	28	29	47	40	245
22	27	29	24	24	35	34	23	196
23	16	15	23	18	36	44	17	169
Total	573	514	547	489	554	596	577	3,850

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 3—Glendale Police Department – Priority 2 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	160	135	154	142	138	196	244	1,169
01	144	114	112	131	143	185	217	1,046
02	101	90	87	113	115	187	227	920
03	105	84	69	92	109	158	171	788
04	88	64	64	86	81	98	139	620
05	94	86	75	81	86	109	92	623
06	105	114	99	109	104	109	91	731
07	133	175	153	136	125	92	103	917
08	134	143	128	126	108	115	101	855
09	143	162	151	120	148	144	110	978
10	157	181	153	186	176	176	147	1,176
11	187	192	182	176	194	235	175	1,341
12	167	202	249	222	202	241	207	1,490
13	192	223	229	191	211	205	175	1,426
14	243	206	257	244	232	224	208	1,614
15	231	248	252	237	236	214	186	1,604
16	247	278	277	252	281	222	248	1,805
17	263	281	277	249	284	250	247	1,851
18	252	231	270	222	261	238	272	1,746
19	237	233	197	244	264	288	254	1,717
20	262	247	221	247	296	293	281	1,847
21	243	231	224	241	252	235	245	1,671
22	228	186	203	210	260	270	232	1,589
23	162	159	154	180	227	249	199	1,330
Total	4,278	4,265	4,237	4,237	4,533	4,733	4,571	30,854

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 4—Glendale Police Department – Priority 3 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	268	242	248	301	288	365	419	2,131
01	228	199	224	256	273	396	367	1,943
02	198	199	213	193	228	334	304	1,669
03	156	148	150	155	184	248	229	1,270
04	143	118	108	122	130	159	189	969
05	138	138	118	139	134	143	129	939
06	198	253	207	201	200	146	154	1,359
07	325	345	345	366	315	221	200	2,117
08	454	450	474	413	426	303	277	2,797
09	427	531	486	456	473	424	328	3,125
10	511	480	521	487	427	387	372	3,185
11	521	467	500	515	495	436	366	3,300
12	521	556	546	525	530	448	409	3,535
13	543	548	567	559	549	487	361	3,614
14	602	617	652	630	619	529	437	4,086
15	673	680	671	668	729	502	423	4,346
16	630	668	644	612	657	525	480	4,216
17	628	637	606	631	639	502	491	4,134
18	607	604	611	638	660	509	519	4,148
19	485	549	507	514	560	496	497	3,608
20	471	474	471	492	521	519	432	3,380
21	396	415	439	417	488	461	448	3,064
22	387	400	398	351	464	516	425	2,941
23	317	326	348	329	451	465	321	2,557
Total	9,827	10,044	10,054	9,970	10,440	9,521	8,577	68,433

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 5—Glendale Police Department – Priority 4 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	213	244	255	331	295	271	374	1,983
01	200	236	284	278	281	273	283	1,835
02	158	182	228	235	244	214	223	1,484
03	148	176	220	219	178	167	164	1,272
04	113	107	129	96	99	77	110	731
05	62	50	63	63	56	39	46	379
06	170	155	199	122	115	123	146	1,030
07	323	339	324	225	266	233	316	2,026
08	358	361	422	340	316	284	309	2,390
09	380	443	442	402	317	301	325	2,610
10	377	387	379	334	319	254	310	2,360
11	317	301	304	278	253	209	242	1,904
12	304	317	320	297	230	168	239	1,875
13	350	364	404	330	322	209	258	2,237
14	399	403	435	396	336	293	302	2,564
15	321	394	352	368	309	267	323	2,334
16	311	366	295	295	273	263	255	2,058
17	232	271	256	247	254	232	202	1,694
18	224	266	209	216	210	189	194	1,508
19	205	250	190	185	217	215	206	1,468
20	155	175	176	170	194	210	204	1,284
21	165	224	203	171	223	238	234	1,458
22	199	282	271	244	292	393	243	1,924
23	233	265	329	278	295	418	243	2,061
Total	5,917	6,558	6,689	6,120	5,894	5,540	5,751	42,469

Due to the small number of **Priority 5 calls** (callbacks), Citygate did not include a chart depicting call volume by day of week and hour of day, as the data would be meaningless.

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 6—Glendale Police Department – Priority 6 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
01	0	1	1	0	0	0	0	2
02	1	0	0	0	0	0	1	2
03	0	0	0	0	0	0	1	1
06	0	5	0	0	0	0	0	5
07	0	4	1	1	0	0	0	6
08	0	4	5	0	1	0	1	11
09	2	2	7	1	0	0	2	14
10	1	7	2	0	0	0	1	11
11	4	4	3	2	1	0	1	15
12	2	4	7	1	0	1	0	15
13	4	4	5	0	0	0	1	14
14	3	2	6	1	1	0	3	16
15	1	0	3	2	0	1	2	9
16	0	4	3	0	2	0	1	10
17	0	6	1	0	0	0	2	9
19	1	0	0	1	0	0	0	2
20	0	0	0	2	1	0	0	3
21	0	1	0	0	0	0	0	1
22	0	0	0	0	0	1	0	1
23	0	1	1	0	0	0	0	2
Total	19	49	45	11	6	3	16	149

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 7—Glendale Police Department – Priority 7 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	90	108	122	197	219	249	205	1,190
01	80	83	117	185	220	271	164	1,120
02	70	77	87	130	185	161	123	833
03	50	64	63	58	79	71	71	456
04	38	50	43	44	44	36	26	281
05	35	28	32	38	33	13	13	192
06	68	138	194	184	111	20	21	736
07	156	283	355	318	232	51	39	1,434
08	205	362	396	348	232	64	35	1,642
09	183	337	342	344	210	67	46	1,529
10	130	99	159	158	123	57	40	766
11	107	160	140	171	143	41	21	783
12	146	229	239	187	173	42	31	1,047
13	141	266	251	239	135	50	45	1,127
14	172	263	285	244	188	86	98	1,336
15	173	207	228	249	186	68	101	1,212
16	110	122	103	99	106	57	78	675
17	80	70	72	69	84	61	84	520
18	72	112	136	124	115	60	59	678
19	99	110	159	128	149	81	103	829
20	116	118	142	143	143	149	109	920
21	148	146	188	169	192	218	136	1,197
22	150	168	230	206	237	212	109	1,312
23	96	132	206	205	221	203	126	1,189
Total	2,715	3,732	4,289	4,237	3,760	2,388	1,883	23,004

City of Glendale, AZ
Police Department Deployment and Performance Review

FOOTHILLS DIVISION CALLS FOR SERVICE BY PRIORITY

Table 8—Foothills Patrol Division – Priority 1 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	10	9	7	5	7	11	8	57
01	7	7	9	7	7	17	11	65
02	10	7	4	6	8	14	13	62
03	4	3	4	3	3	11	10	38
04	5	4	4	4	4	5	9	35
05	4	3	4	6	7	6	6	36
06	10	3	6	5	5	4	3	36
07	7	6	5	8	4	8	6	44
08	4	9	8	4	5	9	7	46
09	7	10	8	4	7	5	6	47
10	10	16	14	5	5	7	6	63
11	9	13	15	11	6	12	9	75
12	12	15	7	8	12	4	9	67
13	13	14	15	10	17	9	15	93
14	16	15	11	13	14	12	15	96
15	12	10	15	7	17	11	7	79
16	19	13	16	14	13	15	9	99
17	21	7	8	14	10	14	9	83
18	18	18	11	7	12	13	12	91
19	16	8	4	15	11	7	14	75
20	17	10	11	13	9	6	17	83
21	17	9	9	13	8	21	19	96
22	12	12	10	10	17	12	8	81
23	6	4	6	8	13	19	7	63
Total	266	225	211	200	221	252	235	1,610

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 9—Foothills Patrol Division – Priority 2 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	52	48	78	54	52	92	114	490
01	75	49	58	59	75	87	103	506
02	43	40	42	52	54	88	97	416
03	47	39	37	44	59	66	76	368
04	43	27	30	36	43	44	63	286
05	36	42	37	38	43	47	41	284
06	49	53	53	56	59	54	40	364
07	61	91	89	72	68	38	49	468
08	64	78	61	59	52	55	55	424
09	69	80	73	58	73	73	47	473
10	66	71	70	89	79	91	69	535
11	82	86	76	87	93	105	69	598
12	76	92	100	108	92	112	94	674
13	104	105	98	82	100	105	67	661
14	114	102	122	109	111	101	107	766
15	109	119	122	115	111	104	94	774
16	115	136	126	122	138	106	113	856
17	120	126	127	125	138	131	105	872
18	110	120	117	107	121	116	114	805
19	106	106	91	105	121	128	111	768
20	118	100	94	102	139	142	125	820
21	120	108	99	108	107	92	114	748
22	101	78	88	98	112	107	94	678
23	84	81	63	71	102	120	92	613
Total	1,964	1,977	1,951	1,956	2,142	2,204	2,053	14,247

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 10—Foothills Patrol Division – Priority 3 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	126	121	99	143	131	152	196	968
01	91	88	107	102	130	159	130	807
02	88	89	91	83	87	137	124	699
03	71	80	71	64	79	96	89	550
04	63	58	57	64	59	64	79	444
05	63	72	57	69	63	65	56	445
06	103	136	96	98	103	62	80	678
07	168	174	165	203	152	108	105	1,075
08	217	219	229	222	234	139	159	1,419
09	191	248	233	214	250	198	158	1,492
10	241	224	284	240	203	198	185	1,575
11	271	238	259	263	248	224	183	1,686
12	268	277	262	289	282	240	203	1,821
13	272	286	271	288	300	254	169	1,840
14	317	325	308	326	332	262	212	2,082
15	321	326	324	337	372	257	212	2,149
16	324	335	323	302	351	277	254	2,166
17	347	337	311	331	344	244	226	2,140
18	297	303	297	328	328	256	262	2,071
19	249	287	250	256	297	246	204	1,789
20	228	241	249	242	261	257	192	1,670
21	184	205	196	211	230	243	208	1,477
22	193	175	187	137	209	246	185	1,332
23	149	149	160	156	200	208	144	1,166
Total	4,842	4,993	4,886	4,968	5,245	4,592	4,015	33,541

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 11—Foothills Patrol Division – Priority 4 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	99	134	125	172	149	122	154	955
01	104	117	131	147	135	137	113	884
02	75	74	103	132	137	111	94	726
03	75	86	117	135	93	66	60	632
04	63	67	91	67	64	36	44	432
05	33	27	47	31	39	21	19	217
06	94	88	147	79	66	79	109	662
07	158	181	187	125	149	135	198	1,133
08	159	176	242	183	181	144	171	1,256
09	172	192	232	199	156	139	153	1,243
10	190	183	187	165	155	120	137	1,137
11	157	136	149	144	121	114	112	933
12	150	141	159	122	117	81	111	881
13	166	182	220	160	178	108	113	1,127
14	189	182	183	199	162	133	154	1,202
15	157	179	155	189	155	145	154	1,134
16	160	171	136	149	159	147	132	1,054
17	126	132	128	130	132	112	96	856
18	117	122	101	118	102	95	99	754
19	107	110	82	86	110	101	100	696
20	79	83	77	83	100	85	96	603
21	96	100	107	81	115	96	128	723
22	111	122	140	113	128	143	118	875
23	121	125	181	145	130	154	118	974
Total	2,958	3,110	3,427	3,154	3,033	2,624	2,783	21,089

Due to the small number of **Priority 5 calls** (callbacks), Citygate did not include a chart depicting call volume by day of week and hour of day, as the data would be meaningless.

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 12—Foothills Patrol Division – Priority 6 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
02	0	0	0	0	0	0	1	1
06	0	4	0	0	0	0	0	4
08	0	0	1	0	0	0	0	1
09	1	0	3	1	0	0	2	7
10	0	3	1	0	0	0	0	4
11	1	0	1	0	1	0	1	4
12	0	2	1	1	0	1	0	5
13	2	0	3	0	0	0	0	5
14	0	1	0	0	0	0	0	1
15	0	0	1	0	0	0	0	1
16	0	1	0	0	0	0	0	1
17	0	1	0	0	0	0	0	1
22	0	0	0	0	0	1	0	1
23	0	1	1	0	0	0	0	2
Total	4	13	12	2	1	2	4	38

City of Glendale, AZ
Police Department Deployment and Performance Review

Table 13—Foothills Patrol Division – Priority 7 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	30	30	22	82	79	66	79	388
01	21	28	24	70	71	66	35	315
02	25	14	25	55	64	35	35	253
03	20	18	13	23	45	31	19	169
04	14	13	18	28	29	10	9	121
05	17	12	19	21	25	9	5	108
06	29	67	104	99	77	15	12	403
07	51	116	183	157	142	35	28	712
08	64	162	187	158	137	43	18	769
09	41	156	140	166	137	37	22	699
10	46	26	74	85	77	35	31	374
11	40	52	60	86	75	29	15	357
12	48	82	107	85	82	29	21	454
13	59	114	122	109	70	36	30	540
14	73	117	159	122	122	40	52	685
15	61	99	138	131	111	36	61	637
16	44	57	49	48	45	28	43	314
17	47	27	29	35	37	27	41	243
18	33	35	42	44	46	35	33	268
19	57	43	51	56	66	32	55	360
20	63	47	52	62	66	44	60	394
21	72	63	107	47	75	74	73	511
22	72	69	113	75	94	76	55	554
23	28	37	103	83	75	63	53	442
Total	1,055	1,484	1,941	1,927	1,847	931	885	10,070

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GATEWAY DIVISION CALLS FOR SERVICE BY PRIORITY

Table 14—Gateway Patrol Division – Priority 1 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	18	9	11	17	8	18	23	104
01	11	9	8	16	14	16	19	93
02	10	7	11	10	7	14	21	80
03	9	4	5	8	5	7	8	46
04	5	5	4	3	6	20	9	52
05	5	3	3	5	8	11	13	48
06	4	6	6	5	5	8	7	41
07	10	10	12	6	6	6	4	54
08	6	5	13	7	8	1	5	45
09	11	11	11	6	12	10	13	74
10	12	12	14	7	3	9	11	68
11	18	6	13	13	9	12	9	80
12	9	12	13	12	14	10	12	82
13	15	19	16	21	14	15	8	108
14	17	13	20	20	16	17	21	124
15	10	18	24	10	27	16	26	131
16	14	29	23	15	14	15	12	122
17	13	12	20	15	17	13	11	101
18	13	18	15	17	18	12	15	108
19	15	18	14	15	18	15	25	120
20	23	9	15	15	28	23	16	129
21	26	17	22	14	21	25	21	146
22	15	17	14	14	18	22	14	114
23	10	10	16	10	23	25	10	104
Total	299	279	323	281	319	340	333	2,174

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Table 15—Gateway Patrol Division – Priority 2 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	108	87	72	87	86	104	129	673
01	68	65	54	71	68	96	112	534
02	58	50	45	61	61	96	128	499
03	58	44	32	48	48	91	95	416
04	45	37	33	49	38	53	76	331
05	58	43	37	43	43	61	51	336
06	55	60	45	52	43	55	51	361
07	72	82	63	63	57	54	54	445
08	70	64	66	65	56	59	45	425
09	74	80	77	62	74	71	63	501
10	89	110	82	97	96	83	78	635
11	104	105	103	89	100	128	105	734
12	90	109	147	111	107	129	112	805
13	88	118	129	109	108	98	103	753
14	128	103	134	134	121	121	101	842
15	122	126	128	121	122	110	91	820
16	130	140	149	127	143	115	134	938
17	140	155	148	121	144	118	142	968
18	140	111	153	112	137	122	158	933
19	129	127	102	137	140	159	142	936
20	143	146	126	144	157	147	156	1,019
21	122	120	123	133	142	140	131	911
22	125	106	113	112	148	162	138	904
23	78	78	91	108	124	129	107	715
Total	2,294	2,266	2,252	2,256	2,363	2,501	2,502	16,434

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Table 16—Gateway Patrol Division – Priority 3 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	140	120	145	150	145	204	214	1,118
01	134	107	107	147	123	224	228	1,070
02	105	102	113	106	127	184	173	910
03	85	66	78	87	92	144	133	685
04	79	56	49	58	68	89	107	506
05	75	63	61	69	67	74	71	480
06	90	113	106	99	95	81	72	656
07	151	167	175	157	155	110	91	1,006
08	234	222	236	181	190	160	116	1,339
09	233	264	246	236	219	220	170	1,588
10	261	245	229	233	217	185	180	1,550
11	243	222	234	242	240	205	180	1,566
12	251	271	279	229	244	205	205	1,684
13	264	248	277	256	240	230	190	1,705
14	276	275	332	287	282	265	220	1,937
15	342	334	335	314	343	240	204	2,112
16	300	323	304	296	298	242	222	1,985
17	277	294	285	295	288	256	262	1,957
18	308	296	302	296	325	246	249	2,022
19	232	260	245	251	252	244	284	1,768
20	243	227	214	243	251	257	236	1,671
21	210	200	235	201	248	212	235	1,541
22	192	216	203	208	246	265	233	1,563
23	164	174	179	164	241	248	171	1,341
Total	4,889	4,865	4,969	4,805	4,996	4,790	4,446	33,760

City of Glendale, AZ
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Table 17—Gateway Patrol Division – Priority 4 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	111	104	124	153	135	146	216	989
01	92	117	147	125	138	130	165	914
02	81	105	121	94	97	99	126	723
03	70	87	100	78	81	97	102	615
04	49	39	34	26	32	38	61	279
05	28	22	15	31	16	18	27	157
06	72	63	48	40	47	42	34	346
07	159	150	133	95	110	93	111	851
08	191	171	162	146	129	134	134	1,067
09	191	236	199	183	153	158	168	1,288
10	176	188	178	159	157	131	166	1,155
11	155	159	149	125	128	95	125	936
12	149	162	145	150	111	86	126	929
13	177	167	167	156	134	99	140	1,040
14	198	207	234	175	168	149	145	1,276
15	161	204	183	174	150	118	163	1,153
16	145	179	152	134	111	113	120	954
17	101	134	124	113	120	116	106	814
18	105	137	106	95	106	94	93	736
19	96	135	105	98	105	112	104	755
20	72	90	97	86	91	125	106	667
21	67	123	90	90	107	138	103	718
22	87	158	126	122	157	247	123	1,020
23	109	136	144	127	158	256	120	1,050
Total	2,842	3,273	3,083	2,775	2,741	2,834	2,884	20,432

Due to the small number of **Priority 5 calls** (callbacks), Citygate did not include a chart depicting call volume by day of week and hour of day, as the data would be meaningless.

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Table 18—Gateway Patrol Division – Priority 6 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
01	0	1	0	0	0	0	0	1
02	1	0	0	0	0	0	0	1
03	0	0	0	0	0	0	1	1
06	0	1	0	0	0	0	0	1
07	0	3	1	1	0	0	0	5
08	0	3	4	0	1	0	1	9
09	1	2	3	0	0	0	0	6
10	1	4	1	0	0	0	1	7
11	3	4	2	2	0	0	0	11
12	2	2	6	0	0	0	0	10
13	2	4	2	0	0	0	1	9
14	3	1	6	1	1	0	2	14
15	1	0	2	2	0	1	1	7
16	0	3	3	0	2	0	1	9
17	0	4	1	0	0	0	2	7
19	1	0	0	1	0	0	0	2
20	0	0	0	2	1	0	0	3
21	0	1	0	0	0	0	0	1
Total	15	33	31	9	5	1	10	104

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Table 19—Gateway Patrol Division – Priority 7 Calls (July 1, 2014 – June 30, 2015)

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	52	73	92	102	125	170	119	733
01	54	50	86	106	116	186	111	709
02	42	57	58	70	103	117	79	526
03	25	44	44	30	31	35	44	253
04	20	32	22	13	14	24	15	140
05	14	12	8	16	7	3	7	67
06	36	61	77	64	27	5	6	276
07	97	159	154	151	75	12	9	657
08	135	190	195	182	87	20	13	822
09	141	170	192	164	65	25	20	777
10	82	72	76	68	40	18	9	365
11	64	100	67	75	60	10	6	382
12	96	142	121	96	89	11	8	563
13	77	141	123	118	58	13	14	544
14	96	136	118	108	61	44	40	603
15	103	100	85	109	65	29	35	526
16	60	59	49	50	59	24	33	334
17	31	38	36	32	42	32	40	251
18	35	73	87	70	65	23	21	374
19	37	66	96	69	78	45	44	435
20	45	65	82	75	70	90	43	470
21	69	76	73	114	101	133	53	619
22	75	90	103	119	122	118	50	677
23	64	83	91	113	128	119	67	665
Total	1,550	2,089	2,135	2,114	1,688	1,306	886	11,768