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Indian School Corridor - Citywide Association  
**REQUIRE THE PRIOR.ORG**



**Systemic Problems & Budget Neutral Solutions  
for the Jail Booking Process**

*Presented to the City of Phoenix on behalf of  
both organizations by Ann Malone*

**Community Budget Hearings  
January 14 – 28, 2009**

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## ***Background***

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As early as 1996, Phoenix Police Department management and frontline officers recognized that time spent by officers in the Jail Booking Process had become excessive and as a result, was detrimental to the budget, to officers, and to service delivery to the community. Since that time, no less than seven official studies with recommended solutions have been presented to policy makers including the final proposal which was put together by Phoenix PD and presented to this group in a meeting on August 15, 2008. (*See Appendices A thru F*) In spite of over 12 years of study, discussion and these proposals, the Jail Booking Process is still in need of repair.

Citizens on the Indian School Corridor first became interested in the Jail Booking Process problems as the result of our work with frontline officers to reduce the problem of repeat misdemeanor crime on our Corridor. We discovered that there are two main stumbling blocks for officers in making the types of repeat misdemeanor arrests that the business and residential communities require:

1. The length of time it takes the officer to book can more often than not take at least 2-4 hours to complete, if not more.
2. The insufficiency in sentence length once the booking process is completed is another major factor in officers not wanting to make the types of arrests that we as a community are asking them to make.

The real life consequence of these learned results of excessive booking time and criminals being released for time served in custody are that the officer makes the decision, consciously or not, that these criminals aren't worth arresting if he doesn't absolutely have to arrest them. It is not worth his time if he must spend all this time off the street just to see the criminal arrive there back at the same time or shortly after he does. For the purposes of this paper, we will be collaborating with PLEA only on what we can do to eliminate excessive booking times.

It is the goal of both of our organizations to assist Phoenix PD and Phoenix city management in resolving the problems that they and we have identified regarding the Jail Booking Process. We believe that the most valuable asset a city can have is the partnership of city management, police and the community they protect working together for the good of all.

## ***The Two General Systemic Problems of the Jail Booking Process***

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Both city and Phoenix PD management told us in our August 15, 2008 meeting that they want to use non-sworn personnel in the booking process, in fact were moving toward it, but could not do so until two issues – budget and MCSO – were resolved. It was made clear to both of our groups at this meeting that PD management’s perception was that a great deal of the systemic problems in the Jail Booking Process stems from their *perceived* lack of cooperation from MCSO, and budgetary challenges during this fiscal crisis.

In addition, at the November 4, 2008 Public Safety Sub-Committee meeting Council Persons Mattox, Johnson, Stanton, and Williams encouraged the Indian School Corridor Association and PLEA to use our positive relationships with MCSO to work with City Staff and approach MCSO to solve these problems. The council members were unanimous in their recognition that the “people have clearly spoken and they want these problems solved,” and that “MCSO needs to help provide the solution.” In a subsequent email exchange, Councilman Mattox also said, “I hope all the stakeholders can work together to resolve these issues.” (*See Appendix G*)

In this time of fiscal crisis we as a city can not underestimate the effect on the budget of the opportunity costs of an officer being tied up in booking any longer than he has to be. By working together we can create the solution to this malingering problem of 12 years and finally streamline the Jail Booking Process to efficiency, reduce costs to the tax payer, and impact the budget in not just a neutral, but a positive way.

By involving those of us in the private sector and the Police Union to be the bridge of cooperation between MCSO and the City of Phoenix, we can lay the foundation for new relationships and future group problem solving. It is inclusion, not exclusion, which will get us through these harsh economic circumstances until better times return.

## ***Specific Problems Identified***

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### **1. Officer Reluctance to Arrest Repeat Misdemeanor Criminals**

Due to the excessive time required to complete the Booking Process there is reluctance on the part of frontline officers to commit to low-level misdemeanor arrests. This reluctance stems from two main reasons:

- a. The concern of the officer about being taken away from his/her primary geographic responsibility which is being in neighborhoods protecting citizens.
- b. Their concern for their fellow officers' safety by being unavailable to provide support to their fellow officers in their geographic area should the need arise for back-up.

### **2. Manpower Management**

As mutually discussed and agreed upon at our August 15<sup>th</sup> meeting with Phoenix PD and city management, we all agreed that the idea of placing non-sworn detention officer "catchers" to expedite and complete the booking process in order to get frontline officers back into the community as quickly as possible was the ideal. However, management did not think it possible due to reasons 3 and 4 below.

### **3. Budget**

As stated previously, during our August meeting with the Phoenix PD and city management it was agreed by all that Assistant Chief Montgomery's "catcher" solution to reduce booking times was the ideal, and that ideally, these "catchers" would ultimately be non-sworn. Executive Chief Lannon reiterated that "we are moving in that direction" since no one wants over-qualified sworn officers doing what non-sworn could be doing. As soon as the budget would allow such a transition, City Manager Fairbanks assured us that this was the logical conclusion to this process. Therefore, the only tangible problem we are now faced with is having the money to requisition and train these non-sworn detention officers.

### **4. MCSO as the Perceived Problem to Fixing the Problem**

Assistant Chief Montgomery expressed concern at the August meeting that to implement the solutions to her proposed Jail Booking Process, Phoenix PD would need the cooperation of Sheriff Arpaio. She indicated that previous contacts and requests for cooperation bore little to no fruit. In spite of this history, Phoenix PD management expressed the desire to work with MCSO to get the essential cooperation necessary to resolve these problems for the good of the officers and the community. It was at this time that the Indian School Corridor Association requested of the chiefs that we and PLEA be permitted to contact MCSO and see what we could get them to put on the table. The chiefs approved our request to use our relationships to build the bridge necessary to get the concessions we needed.

## *Specific Budget Neutral Solutions for the Identified Problems*

In recognition of the current budget realities, the challenge is to solve the identified problems with budget neutral solutions.

### **1. Manpower Management**

It is critical to maximize existing police officer resources when we have fewer officers available. Due to necessary budgetary cuts, we are now looking at 250+ vacancies on the Phoenix PD. Therefore, it is imperative that the skill set of each and every available officer is utilized in the most efficient and effective way possible.

By utilizing 14 non-sworn detention officers as “catchers” in the Jail Booking Process, we not only return 7 officers to the street (we get two non-sworn detention officers for every one sworn), we also create a force multiplier effect by freeing up significant police man hours dramatically reducing the time *every other* frontline officer spends at the jail to book.

### **2. Two Budget Neutral Sources of Funding**

We can accomplish the hiring of these non-sworn detention officers in a budget neutral way by accessing 14 positions from the Prop 1 funds. These funds were voted in by the community for police *and the support personnel* they need to enhance police service delivery to the citizens of Phoenix. It is specifically to be used to recruit, hire, and train sworn police and support personnel. (*See Appendix H*) During the past 12 years the Police Department has demonstrated a strong desire to reduce time spent in the Jail Booking Process and now the community has joined our voice to theirs. The time is now to get our sworn officers out of the jail and back on the street allowing us to maximize those officers we do have.

A second possible source of funding, or to be used as a combination fund source with Prop 1 funds, are further cuts in the Police Department Budget, as proposed by PLEA. (*See Appendix I*)

### **3. MCSO – A Willing Partner**

The original proposal made by Assistant Chief Montgomery not only required “catchers” but other physical plant improvements to SCB that are not financially possible at this time.

Not wanting to lose the cost benefits of getting our sworn officers out of the jail, both of our organizations approached MCSO as requested by police management and the Public Safety Subcommittee and we are happy to report that after significant discussion with MCSO they have agreed to assist and facilitate the Phoenix Booking Process at the jail in the following ways:

- a. MCSO will provide training for all Phoenix non-sworn detention officer hires at their Detention Officer Training Academy *at no cost to the city*. This saves the city **\$420,000 in hard training costs (14 non-sworn detention officers x \$30,000 MCSO cost to train each officer)** and untold dollars in the opportunity cost savings of the force multiplier effect on police man hours no longer spent at the jail and are returned to the street to service the community.

- b. MCSO has agreed to dedicate an area in the jail as a Phoenix Booking Room *at no cost to the city*. This will eliminate any Phoenix PD frontline officer from standing in line essentially competing for space and time with the other dozen or more jurisdictions also utilizing the jail. This dedicated space demonstrates tremendous goodwill for and appreciation on the part of MCSO for their highest volume customer, Phoenix PD. It further expands the opportunity cost savings of the force multiplier effect on police man hours as the dedicated space will even more rapidly return officers to the street to service the community.
- c. MCSO will dedicate one of their own Detention Officers to the Phoenix Booking Room so that our officers dropping off, and catchers receiving, prisoners don't get backlogged during high volume periods. This MCSO Detention Officer will be assigned to facilitate and assist an expedited booking process for Phoenix PD, their highest volume customer. MCSO is providing this service *at no cost to the city*.  
**Phoenix is saving \$45,099 (Salary + benefits)** in the cost of this position while getting the benefits of an extra, non-sworn detention officer whose sole purpose is to enhance the experience for Phoenix PD. In addition, MCSO has created yet another force multiplier for us due to even further increased police man hours in the community rather than in the jail as a result of their guaranteed expediting of the Phoenix PD booking process a service they provide to no other jurisdiction.
- d. With these 3 major concessions and financial incentives given to us by MCSO, there is not only no need to retro-fit the Southern Command Station (which we can not afford to do anyway), we won't need a pilot program which would only benefit the officers at Squaw Peak Precinct. **MCSO is giving us the opportunity for a streamlined booking process that positively impacts the efficiency of every officer in every precinct throughout the city.** This is an even greater benefit than any of us thought possible when we parted in August.

A Letter of Commitment by MCSO regarding these valuable concessions and financial investments is being prepared and will be sent to the city in the next few days.

### ***Summary***

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It is manifestly clear that the time is now for this decade old problem to be resolved and that it can be done in a way that is not only budget neutral, but includes valuable concessions (**\$420,000 + \$45,099 = \$465,099**) in addition to several force multipliers whose benefits we will begin to reap instantly.

The solution we have proposed here is a win/win for the *entire* city of Phoenix, *all* of her police, MCSO, and the community they are tasked to serve.

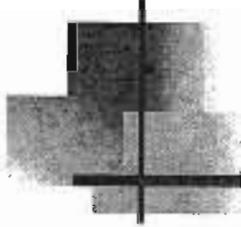
This proposal was made possible by *all* of the stakeholders working cooperatively together. And what price can we put on having laid the foundation for future cooperation among us?

# Appendix A

# Jail Studies History

- 1996
  - 83% of misdemeanants are released within 24 hours (60% for felonies)
  - Study estimated 15,000 hours of time spent booking misdemeanants at a cost of \$400,000.
  - Study recommended that design for new Municipal Court building include booking & holding facility.
- 1997
  - Feasibility study to operate a City-owned booking facility.
  - Study recommended that a City-owned facility would be the most cost effective method and could privatize.
- 1999
  - Enhance police personnel and technology at jail to improve booking efficiency. (officers, police aides, wagon-wagons, LiveScan)
  - Average processing time was 77 to 131 minutes.
  - Study recommended that officers be staffed at jail to process prisoners being dropped off by arresting offices.

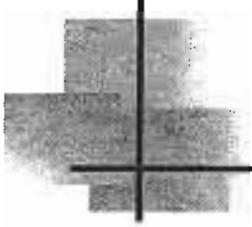
# Appendix B



# Jail Committee Recommendations June 2005

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## Options Requiring Approval



# Jail / Booking Recommendations

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- There are an ever increasing number of perceived and real issues affecting the qualitative and quantitative numbers pertaining to arrests and/or bookings, therefore the following options are recommended for implementation by July 4, 2005.

# Five Issues For Consideration & Discussion

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- MCSO Wagons / transportation buses
- MCSO has agreed to order and incur the expenses for four new "Livescan" (fingerprint capture) machines for Phoenix Officers
- MCSO has agreed to interface ACDC (a.k.a. Green Box) software program/s on all booking terminals at the Jail to connect with Phoenix PD.
- Medical Screening examination with a short & long term implementation plan.
- City wide prisoner wagon program implementation

# Five Issues For Consideration: Item 1

## 1) MCSO Wagons / transportation buses

- MCSO is willing to make prisoner transportation pick-ups from the Maryvale & Cactus Park Precincts seven days per week at approx. 2400 hours daily.
- Also; The Maryvale & Cactus Park Precincts can drop off prisoners at either west side MCSO processing centers anytime; Avondale or Glendale site
- Pending: They will make runs to the other precincts if we request the additional service.
- The paper work requirements from MCSO is being finalized by the R & I Bureau

# Five Issues For Consideration: Item 2

2) MCSO has agreed to order and incur the expenses for four new "Livescan" (fingerprint capture) machines for Phoenix Officers to be utilized within the MCSO booking intake area;

- The "Phoenix Room / Space Concept"
- This is at a cost of approx. \$50,000 per unit

- Staffing: we have agreed in principal to staff the Livescan and booking processing 24 /7.

- This agreement in principal would require that the Police Assistants (PA's) stay at the Jail and we actually increase the staffing of Police Assistants or supplement the staffing with Police Officers.

- Officers until the staffing increase could be arranged and/or approved.

- The actual staffing requirement/s will be estimated by the R& I Bureau.

# Five Issues For Consideration:

## Item 3

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- 3) MCSO has agreed to put the ACDC (a.k.a. Green Box) software program on all booking terminals at the Jail that interface with JMS, AZAFIS and AZCCH and Phoenix Police Department PACE and Records and Identification Bureau for rapid subject identification.
- This is a significant concession that we have been trying to accomplish for the last several years.

# Five Issues For Consideration: Item 4

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## 4) Medical Screening

- MCSO is attempting to re-gain control of the nursing contract, the nurse are currently controlled by the CHD County Health Department.
- MCSO has assigned an additional twenty Detention Officers to assist with the medical screening.
- MCSO has hired a consultant to examine the current nursing staff operation/s.

# Five Issues For Consideration: Item 5

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5) City wide prisoner wagon program implementation:

- All precincts would be directed to have one shift-two wagon for facilitation and transportation of precinct bookings.
- See Next Slide For Visual Description

# Wagon Program Design Suggestion

Item 5:

900

Officers could bring prisoners to any precinct for processing

600

Program goal drop your prisoner off at any Precinct



800

700



Airport

400

Processing times at Precincts has been approx 60 minutes

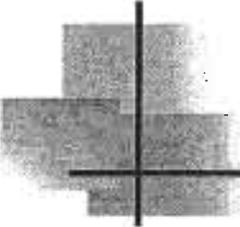


Speciality Details



500





# Jail / Booking

## Additional Information

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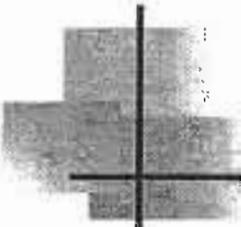
Subject fingerprint identification process: This is a new program which is currently being implemented one precinct at a time. Complete implementation is expected by September 2005.

As the program is implemented it is monitored so that any improvements can be made to ensure that each patrol officer's time commitment at each precinct is minimized. Officer improvement suggestions have been encouraged.

Just for information, this is why we are here today:

~~Most Current Evaluation Revealed- Five Day Period:~~ The results consisted of shift 1, shift 2 and shift 3 with a total of 129 prisoners being processed out of 241 originally signed in...or 53% of those booked during those days

- Thursday May 26: 61 minutes
- Friday May 27: 57 minutes
- Saturday May 28: 51 minutes
- Sunday May 29: 44 minutes
- Monday May 30: 34 minutes



# Recommendation:

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- It is apparent there are many ways to reduce processing booking times and increase the confidence of officers in department's commitment to increase arrests.
- In stride with that goal and in support the Departments Policing Plan to increase arrests the jail committee is recommending execution of the offered options for a July 2005 implementation.

# Appendix C



## City of Phoenix

**To:** James A. Piña  
Assistant Police Chief

**Date:** October 31, 2005

**From:** Jeffeory G. Hynes, Commander  
Central City Precinct

**Subject:** POLICE ASSISTANTS ASSIGNED TO THE JAIL

I am recommending the reassignment of the current jail police assistants to the police precincts. As a review, on Monday, July 4, 2005, the Department implemented a Jail Staffing Program to assist officers in reducing the amount of time it takes to book prisoners. One part of the program consisted of leaving the police assistants at the jail to assist in our time reduction goal. In addition, eight junior off-probation officers from each precinct were assigned to the jail seven days a week, each on a three-month temporary assignment. The work hours for these officers are 1800-0400 hours, with both W/T/F and S/M/T as N-days.

In reviewing the police assistants' assignment at the jail and conferring with them about their duties, my staff believes that they would be better utilized assisting officers at the precincts instead of at the jail. I recommend that we reassign the four current police assistants assigned to the jail to the following precincts: Desert Horizon, Squaw Peak, Maryvale, and Cactus Park. There is also currently one vacant jail police assistant position assigned to Central City Precinct that is currently vacant (position #08865). I would also recommend that the South Mountain Precinct be allotted an additional police assistant position to complete this proposal.

The current police assistants assigned to the jail and their position numbers are as follows:

John Calder A3270	position # 04847
Kathryn Michael A3131	position # 05943
Patricia Carrillo A4175	position # 94863
Kathleen Woods A3843	position # 08848

To illustrate and provide information supporting my suggestion, each police assistants have a thorough knowledge of the booking system that exceeds that of the patrol officer. With that knowledge, they can accelerate the time reduction of precinct processing of prisoners. They are exceptionally good at helping officers with their bookings, and proactively can catch errors before they are entered into PACE and the "green box."

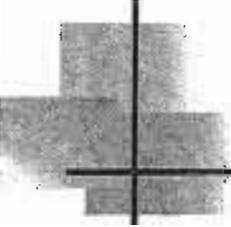
I recommend that these four police assistants be reassigned, and upon approval, be allowed to choose which precinct they would like to work at based on their seniority. Their suggested duty hours and N-days would be: 1700-0300, S/M/T. The duty hours are subject to change based on each precinct's need however. Once approved, I recommend this reassignment be effective Monday, November 28, 2005.

# Appendix D

Jail Committee  
Review  
&  
Recommendations  
July 2006

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Options



# Jail / Booking Recommendations

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- From June 2005 there still is an ever increasing number of "*perceived and real issues*" affecting the qualitative and quantitative numbers pertaining to arrests and/or bookings, therefore the following options are for your consideration.

# Issues

## From June 2005 Implementation

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- MCSO Wagons / transportation buses; status - temporary suspended as of May 2006
- MCSO agreed June 2005 to order and incur the expenses for four new "Livescan" (fingerprint capture) machines for Phoenix Officers; status pending
- MCSO agreed June 2005 to interface ACDC (a.k.a. Green Box) software program/s on all booking terminals at the Jail to connect with Phoenix PD; status pending.
- Medical Screening examination; status - working
- City wide prisoner wagon program implementation; status - is inconsistent application

# Jail Staffing

- Staffing: we have agreed in principal to staff the *Livescan* when operational and are currently providing shift two coverage 1600 to 0200 hrs seven days per week. (8-officers are committed currently)
- The four re-assigned Police Assistants (PA's) have been assigned to four precincts; additional staff is recommended.

Actual PA staffing requirement/s will be estimated by the R & I Bureau for future budget requests.

Recommendation; add this staffing to your precinct budget request.

Other options suggested;

1. Utilizing reserve officers for the jail and city wide weekend roving wagon units
2. Utilizing volunteers for the jail under the supervision of a sworn officer

# Recommended for Consideration:

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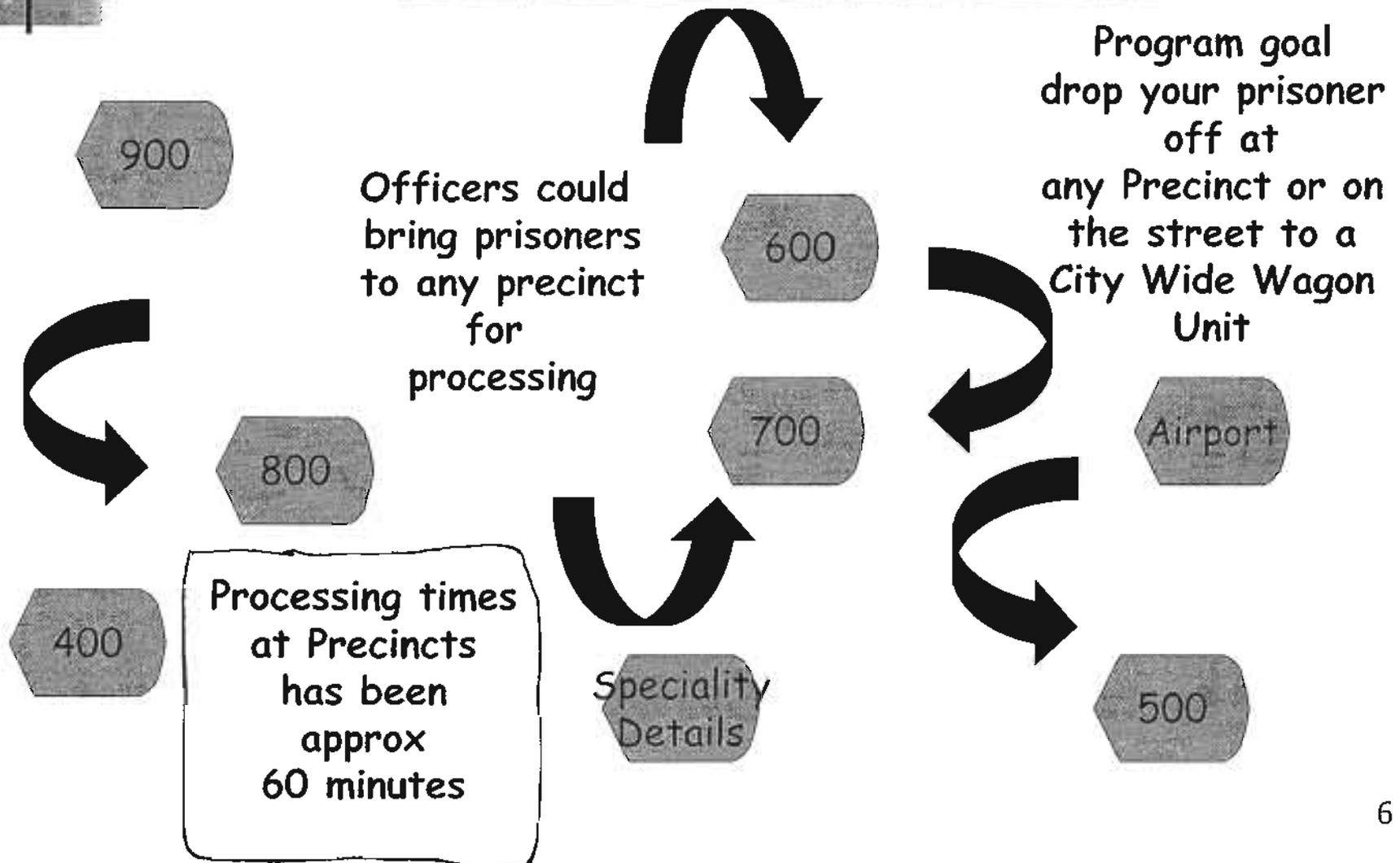
City wide prisoner wagon program implementation:

- All precincts would be directed to have one shift-two wagon for facilitation and transportation of precinct bookings.
- Another option would be to create a wagon squad for shift two coverage; eight officers & one sergeant
- A third option would be to create a city wide "*Reserve Wagon Unit*" that is assigned to north & south zone which could be expanded as staffing increases to cover each precinct
- See Next Slide For Visual Description

Additional Wagons may be needed; the goal will be to have two per precinct in good working order

# Wagon Program Design Suggestion; Creation of a Wagon Squad For Citywide Coverage or Utilize Precinct Staff

Goal Should Be a 30-Minute Drop-off Cycle



# Suggestions Put Forward By Stakeholders

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Examine the booking issue as a system approach;

1. Examine having a paper system as a back-up when delays occur
2. Examine current system further; multiple entry system is time consuming  
Currently it's a three-step process

Request additional long term funding to have a processing tech at each precinct; we currently we have 4 precincts staffed; 600, 700, 800 & 900  
Possible team approach to re-design the system like the PAS system which was suggested first designed second

# Survey Results;

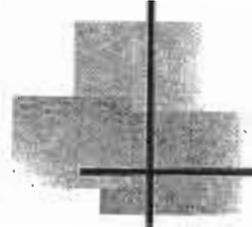
## This is a rough draft

- 1. Centralized Booking Area
- 2. Ability to use Laptops (wireless)
- 3. Download/Upload to a disk or other media
- 4. Call in booking information
- 5. Have Civilian staff/Detention Officers to do entry/fingerprinting and mug photo capture
- 6. Headphones at precincts/Longer phone cords/cordless phones
- 7. Install ACDC at jail
- 8. Install Livescans at jail for PPD use
- 9. Add additional livescans to precincts (there was much discussion that most don't have space for additional livescans, very crowded and unsafe)
- 10. Ability to add modify finalized ACDC entry/send to PACE/Pre-Booking
- 11. Crime capture systems very slow, wait times of 5-10 minutes are not uncommon
- 12. Crime capture Tat code table complex (filter, easier access)
- 13. Install spell check on ACDC for Form IV entries
- 14. Ability to do booking at closest precinct
- 15. Limitation of One terminal per precinct for Pre-Booking, need more terminals
- 16. Limited amount of terminals for ACDC entry in booking area, need more terminals
- List continues on next slide

# Survey Results: This is a rough draft

- 17. Phoenix Police Department Form IV needs to be on MCSO's Pre-Booking for manual arrests
- 18. Make Form IV available as PDF on Laptop
- 19. There is a lack of Notary support at Precinct
- 20. There are Insufficient wagons on some shifts
- 21. Print type 04 to Print type 01 conversion without re-fingerprinting
- 22. Some City violation codes need to be loaded in livescans
- 23. Make out of state FOJ entry more user friendly, very confusing as it is now

- R & I Improvements
- 1. Help desk type function for ACDC/Bookings, not all R & I staff can answer officer questions on ACDC, better training for R & I staff
- 2. Provide more training (no train the trainer) and continue training as necessary for new officers



# Recommendation:

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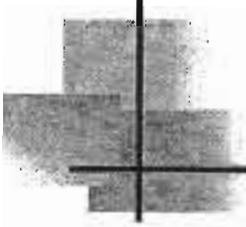
- It is apparent there are many ways to reduce processing booking times and increase the confidence of officers in department's commitment to increase arrests.
- In stride with that goal and in support the Departments Policing Plan to increase arrests the jail committee is recommending execution of the offered options for a September 2006 implementation.

# Appendix E

Jail Committee  
Review  
&  
Recommendations  
June 2007

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Options

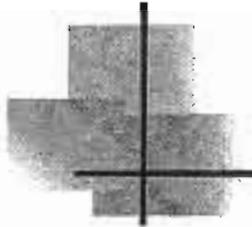


# Jail / Booking Recommendations

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- There still is an ever increasing number of "perceived and real issues" affecting the qualitative and quantitative numbers pertaining to arrests and/or bookings.

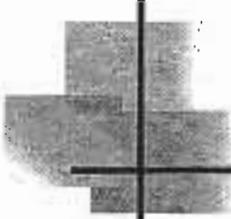
# June 2007 Recommendations

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- 
- MCSO Wagons / transportation buses; agreement pending on a shift two precinct pick-up seven days 1800 to 0200 schedule. status pending
  - MCSO agreed to order and incur the expenses for six new "Medasource" (Precinct medical video screening) devices; status pending
  - Medical Screening examination; status - working but constant issues being worked through
  - City wide Phoenix PD prisoner wagon program implementation; status - inconsistent application <sup>3</sup>

# MCSO Prisoner Transport

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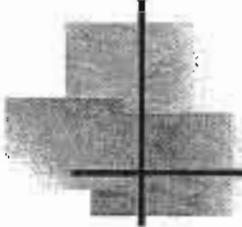
- The offer on the table from them is as follows;
- Three month trial test for prisoner pick-up at the precincts at no cost August 1<sup>st</sup> - Nov 1<sup>st</sup>, 2007
  - Prisoner pick-up to all six precincts would be seven nights per week from 1800 to 0200 hours.
- Provide a medical screening video link tool to MCSO (Meda Source) to all six precincts at no cost to us (MCSO incur the \$4000 to \$5000 per unit cost per precinct)
- After the three trial months we would sit down with MCSO and re-evaluate the potential cost and decide whether or not we continue the program or enter into negotiations with them to make the program permanent.



# Jail Staffing

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- Staffing: currently the precincts are providing shift two coverage 1600 to 0200 hrs seven days per week. (8-officers are committed currently)
- Junior officer off-probation for a three month assignment



# Recommended from 2005, 2006 & 2007:

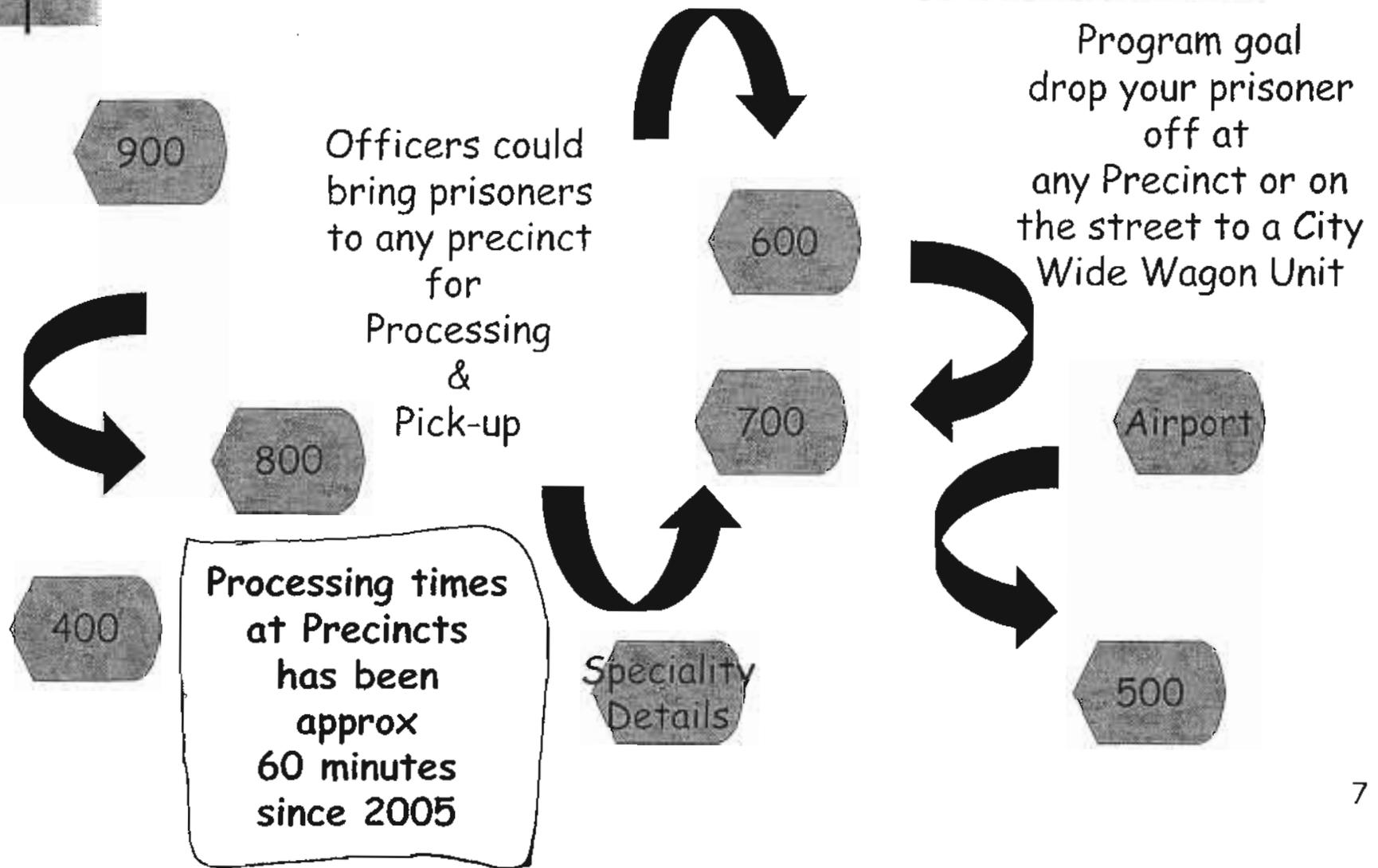
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City wide prisoner wagon program:

- All precincts would be directed to have one shift-two wagon for facilitation and transportation of precinct bookings.
- Create a wagon squad for shift two coverage; eight officers & one sergeant during peak nights Wednesday - Saturday
- A third option would be to create a city wide "Reserve Wagon Unit" that is assigned to north & south zone which could be expanded as staffing increases to cover each precinct
- See Next Slide For Visual Description

Additional Wagons may be needed; the goal will be to have two per precinct in good working order

# Wagon Program Design Suggestion; Creation of a Wagon Squad For Citywide Coverage or Utilize Precinct Staff Goal Should Be a 30-Minute Drop-off Cycle



# Recommendation

It is apparent there are many ways to reduce processing booking times and increase the confidence of officers in department's commitment to increase arrests.

1. City wide MCSO prisoner pick-up during shift two hours; three month test period August - Nov 1<sup>st</sup>, 2007
2. Continue to explore roving wagons squad/s similar to DUI wagon concept
3. Utilize paper bookings on busy nights and drop-off prisoners for completion by processing officer/s
4. Examine the possible centralize booking drop off concept
5. Continue to examine technology options; two finger printing option at drop-off

# Appendix F

Indian School Corridor - Citywide Association  
**REQUIRE THE PRIOR.ORG**

August 26<sup>th</sup>, 2008

Mr. Frank Fairbanks  
City of Phoenix, City Manager  
200 W. Washington Street  
Phoenix, AZ 85003

Dear Frank,

Please forgive the delay in my sending this letter. Almost immediately after our meeting of the 15<sup>th</sup> of August, I was once again preparing and delivering one of my children to go to college in California. Even after having done this three times previously, it never gets easier. We have returned home this past Monday and I am just now catching up.

I would like to apologize if I seemed hesitant to embrace the proposed solution at the meeting. I must admit that after the year I have had interacting with the 4<sup>th</sup> floor as the President of this organization, it is not easy to let my guard down and trust that there is not some less than sincere proposal on the table. However, you promised we would get real meetings to review the issues in the White Paper and the meeting on the 15<sup>th</sup> shows me that you meant it. I am very grateful for the creative and genuine concern you, the 4<sup>th</sup> Floor, and the Records Bureau has addressed to my group's concerns regarding the Booking Process and the Triple I issue. I must say that I am most pleased by the fact that so many different groups from the city were represented and were *working together* to fix the system to the advantage of all.

I will be reporting back to my organization about this meeting tomorrow evening and I can assure you that they will be very pleased with our progress. I have not as yet received from Commander Montgomery the documentation outlining the steps we agreed upon at the meeting so will report from my own copious notes. I won't need hers for tomorrow, but would like to have them as soon as possible.

As you will recall, at one point during the meeting, while discussing the difficulties in this budget to immediately go to an all civilian booking process, you had mentioned the possibility of converting vacant police positions to fill the now newly created Detention Officer (DO) positions. You had suggested a "conversion rate" of two DOs for every one police officer position. I explored this suggestion with PLEA after the meeting and they agreed that it would be a feasible and eminently fair solution to costs related to civilian booking during the current budget crisis. My organization is grateful to you for your willingness to work so creatively to meet our request to civilianize the booking process as quickly as possible and ask that you continue to work with Mark Spencer and PLEA on making this a reality.

Though my group has a very close relationship with PLEA and support the City of Phoenix Police Department one hundred percent, we are not involved in any way with the Maricopa County Sheriff's Department. As you know, during the meeting on the 15<sup>th</sup> I encouraged PLEA to contact Sheriff Arpaio to see what he would be willing to put on the table to help our efforts. You and all the Commanders present seconded that request. Well, I am very happy to say that they did so promptly and with some not insignificant success.

As I understand it from PLEA their contact with Sheriff Arpaio has resulted in the following:

- MCSO is willing to assist in training DOs at their facility at no cost to the city. This will further enhance my group's and the city's mutual goals of cost reduction and a more efficient booking process.
- MCSO is willing to provide wagons for the Southern Command Center for the first 30 days at no cost to the city. Again, this will further enhance my group's and the city's mutual goals of cost reduction and a more efficient booking process.
- MCSO is willing to lend the city a Mediscan system. Again, this will further enhance my group's and the city's mutual goals of cost reduction and a more efficient booking process.
- MCSO expressed a sincere desire to work with the city on this issue. It is the position of my organization that we must give the MCSO a chance to make good on these offers with the possible result being a change in the current tone of the relationship of the MCSO with the City.

Frank, we believe it is time for everyone to stop pointing fingers and work together. My organization asks that you and the Commanders take MCSO up on these offers to work together during this trial booking period. Perhaps it could be the beginning of some real cooperation that we can all gradually build upon.

A year ago no one would have thought the 25 of us in that board room on the 15<sup>th</sup> would have been working so closely together. Perhaps one year from now we will say the same about MCSO and the City of Phoenix. We have an obligation to try and I am confident that the leadership and cooperation that you have engineered for my organization can be applied here as well.

Again thank you, Frank, for all you have done to begin addressing the issues in the White Paper. I look forward to receiving Commander Montgomery's synopsis and to be informed of the positive outcome of the "conversion" option and the offers made by MCSO. If my organization can be of assistance in either of these areas we will give it.

Best,  
Ann Malone  
President

Indian School Corridor *Citywide* Business and Homeowners Association  
4647 N. 32<sup>nd</sup> Street, Suite 200, Phoenix, AZ 85018

# Appendix G

----- Forwarded by Council District 5/PCC/PHX on 11/05/2008 04:19 PM -----

Claude Mattox/PCC/PHX 11/05/2008 01:18 PM

Council District 5/PCC/PHX@PHXENT

Subject - Re: Fw: thank you(Document link:Council District 5)

Ann,

Thank you. As you know, these issues are complicated and do need more evaluation and legislation. I hope all the stakeholders can work together to resolve these issues.

Claude

----- Forwarded by Council District 5/PCC/PHX on 11/05/2008 08:26 AM -----

"Ann Malone"

<malone@requiretheprior.org>

To: Council District 5/PCC/PHX@PHXENT 11/04/2008 11:13 PM

Subject - thank you

Dear Councilman Mattox,

Thank you for the time that you devoted today at the sub-committee meeting on the issues of civilian booking and repeat misdemeanors. It meant a great deal to me and my organization that you went so in depth in both discovery and the range of inquiries to be pursued. Most of all, I am grateful that you continued to level the playing field by insisting yet again that the citizen groups like mine and Donna's should be a part of the solution. Hopefully, PD will follow through 100% this time. The fact is, the glitch in the machine is at the courts and only citizens can bring the pressure to bear for change in that arena.

With PLEA's assistance, my organization is currently working on a large project with the Sheriff's office. It is my sincere hope that we can be a peacemaker along with PLEA in getting the MCSO and the PD to work side by side with the citizens and officers best interests put first. The time has come. Hopefully, the Prosecutor's Office and PD will begin to see us as valuable allies rather than as adversaries. When that happens everything is possible. And your support will be an integral part of that success. Thank you.

Sincerely,  
Ann Malone

# Appendix H

## **HIRE 600 POLICE AND FIRE PERSONNEL TO FIGHT CRIME AND IMPROVE EMERGENCY RESPONSE TIME**

AN ORDINANCE PROVIDING FOR THE AMENDMENT OF CHAPTER 14, SECTIONS 410, 415, 416, 417, 425, 427, 435, 440, 444, 445, 450, 452, 455, 460, AND 475 OF THE CODE OF THE CITY OF PHOENIX, 1969, TO INCREASE CITY OF PHOENIX BUSINESS ACTIVITY TAX (SALES TAX) RATES BY TWO TENTHS OF ONE PERCENT TO PROVIDE FOR ADDITIONAL FUNDING TO HIRE NEW POLICE OFFICERS AND FIREFIGHTERS AND OTHER POLICE DEPARTMENT AND FIRE DEPARTMENT ACTIVITIES.

CHAPTER 14 OF THE PHOENIX CITY CODE SHALL BE AMENDED WHERE APPLICABLE TO INCREASE THE SALES TAX RATE (PRIVILEGE LICENSE TAX) IN THE CITY OF PHOENIX BY TWO TENTHS OF ONE PERCENT (.2%). THE ADDITIONAL REVENUE, TWO (2) CENTS FOR EACH TEN DOLLARS (\$10) SPENT ON TAXABLE ITEMS IN THE CITY OF PHOENIX, SHALL BE SPENT SPECIFICALLY IN THE FOLLOWING MANNER AND MAY NOT BE USED FOR ANY OTHER PURPOSE. NOTHING IN THIS PROPOSITION SHALL SUPERCEDE, CHANGE OR MODIFY ANY CITY CHARTER PROVISION OR REQUIREMENT RELATING TO THE HIRING OF PUBLIC SAFETY EMPLOYEES.

These funds will be used only to enhance police, fire and homeland security services provided to the citizens of Phoenix.

Eighty percent of these funds will be used by the Phoenix Police Department to recruit, hire, train and equip at least 500 police officers and police personnel to fight crime, including violent crime and crimes against children. These funds will also be used to make service calls more efficient and hire CSI forensic teams to improve evidence collection and conviction rates. To the extent available funds generated by this proposition exceed the cost for the 500 police officers or personnel, such funds may be used for other related public safety purposes including hiring additional police officers or police personnel or purchasing police equipment.

Twenty percent of these funds will be used by the Phoenix Fire Department to recruit, hire, train and equip at least 100 firefighters and fire personnel to improve fire protection services, including rapid response times for major emergencies and increasing paramedic and other emergency medical services. To the extent available funds generated by this proposition exceed the cost for 100 firefighters or personnel, such funds may be used for other related public safety purposes including hiring additional firefighters or fire personnel or purchasing fire equipment.

None of these funds will be used for general city administrative or general city overhead costs. All funds must be spent for public safety purposes. These funds may not be used to replace or supplant current public safety funding.

All revenues from the two-tenths (2/10ths) of one percent increase in the Business Activity Tax (Sales Tax) must be spent as approved by the voters as stated above. The City Council is directed to take all necessary actions to implement this publicly adopted Ordinance and to hire these 600 new public safety personnel within 24 months of the implementation of this Ordinance.

# Appendix I



# PHOENIX LAW ENFORCEMENT ASSOCIATION

*The Professional Association of Phoenix Police Officers Since 1975*

October 21, 2008

Frank Fairbanks, City Manager  
City of Phoenix  
200 W. Washington St.  
Phoenix, AZ 85003

Frank:

Police officers often pay for the protection of our communities in the form of life and limb. Because of this, the Phoenix Law Enforcement Association believes that front line rank-and-file officers who function in a first-responder role can offer a unique and practical perspective in reducing costs for the citizens of Phoenix. We believe the submitted budget cut proposals are far less threatening than the daily encounters of our front-line personnel. In following your lead to meet budget cut demands, PLEA is proposing the following reductions within the Police Department and also the City.

- Eliminate at least one assistant chief position. Since a sergeant is expected to manage a squad of 8 to 12 officers, only one assistant chief is needed to supervise 6 commanders in the 6 patrol precincts in the two patrol zones. Currently there is one north and one south zone chief with 3 commanders each. **Estimated savings \$230,000 in wages and benefits.**
- The legal department in the Police Department is crucial - this unit is not managed by a commander but by a lieutenant. This leads us to believe that the elimination of the following commander positions is feasible and warranted:
  - Water department. **Estimated savings \$210,000 in wages and benefits.**
  - Property. **Estimated savings \$210,000 in wages and benefits.**
  - Employment Services. This used to be managed by a lieutenant but was subsequently given a commander's position. **Estimated savings \$210,000 in wages and benefits.**
  - Professional Standards Bureau. This currently has two commanders assigned to it. This budget climate warrants only one. **Estimated savings \$210,000 in wages and benefits.**
  - City Council/City Manager police liaison. The close proximity of the police department along with other communication tools coupled with the budget crisis warrants the elimination of this position. **Estimated savings \$210,000 in wages and benefits.**
  - Transit. Like the Downtown Operations Unit (DOU) this task can be accomplished by a lieutenant. **Estimated savings \$60,000 in wages and benefits.**
  - Planning and Research. This is an administrative commander's assignment that can be accomplished by a lieutenant. **Estimated savings \$60,000 in wages and benefits.**
  - Public Affairs Bureau. This is an administrative commander's assignment that can be accomplished by a lieutenant. **Estimated savings \$60,000 in wages and benefits.**
  - Communications. This is an administrative commander's assignment that can be accomplished by a lieutenant. **Estimated savings \$60,000 in wages and benefits.**
  - Patrol Administration Commander. This is an administrative commander's assignment that can be accomplished by a lieutenant. **Estimated savings \$60,000 in wages and benefits.**

- Arizona Law Enforcement Academy (ALEA). Another agency in the state is rotated into this position. The Department can relinquish this seeing that an in-service Phoenix commander is already assigned to the Academy. **Estimated savings \$210,000 in wages and benefits.**
- Major Offender Bureau (MOB). Combining this unit with the Tactical Support Bureau (TSB) in this budget crisis is warranted. **Estimated savings \$210,000 in wages and benefits.**
- Eliminate the Crime Lab lieutenant. This position can be managed by a civilian. **Estimated savings \$150,000 in wages and benefits.**
- Eliminate the following sergeant positions:
  - Firearms Unit. There are currently three sergeants at the Academy firearms unit. There are approximately 16 officers. A patrol sergeant is expected to manage 8 to 12 officers. Elimination of one sergeant in this budget crisis is warranted. **Estimated savings \$125,000 in wages and benefits.**
  - Driving Track. The driving track used to be managed by an administrative sergeant off-site. An on-site sergeant is currently assigned to the track. Elimination of this position in this budget crisis is warranted. **Estimated savings \$125,000 in wages and benefits.**
- Private purchase of rifles by officers. This has been a concern for PLEA for the past 2½ years. The City has agreed to purchase 60 more patrol rifles and the cost per rifle in this bid is listed at \$750 per rifle. When these 60 rifles are on line, Phoenix is still 480 rifles short of similar cities such as Dallas or Denver. If 480 officers are allowed to privately purchase and qualify on their own rifles this would equate in an **estimated cost savings of \$360,000.**
- Civilianize the wagon/jail booking process. This has been a concern for PLEA for over 5 years. There are currently 8 officers (*junior off probation*) assigned to the jail at any given time (*normally 2 to 3 month increments*). This represents a full patrol squad. They are engaged in tasks that other Valley agencies have civilianized. The current budget crisis warrants putting these 8 officers back on the street and replacing them with civilian personnel (*a Detention Officer position*). Frank, when you suggested that two DOs could be had for one officer, PLEA was willing to trade some officer vacancies (*potential officer*) for two live detention officers. Dr. Levi Bolton, PLEA's labor consultant, has facilitated numerous solutions with other law enforcement agencies that directly addressed this problem. These solutions have routinely been ignored and would have generated significant cost savings.
- 2-man patrol cars. This would increase officer safety, save on vehicle wear-and-tear, and save on fuel costs. The current budget crisis warrants a more consistent use of this deployment option.
- Compressed Work Schedule. Over 5 years ago PLEA proposed and demonstrated to the Department that a 3/12½ or 3/13 work schedule would increase coverage efficiency, improve moral, and lower costs. These findings were based on studies from agencies in Southern California. For example, cost savings are generated because fewer squads have more officers – this subsequently requires less sergeants but better coverage. Also, in limited financial times, an incentive for senior officers to return to patrol is not money but a 3-day workweek.
- Require City Prosecutors to aggravate repeat misdemeanor career street criminals. A direct cost savings by doing this would be a decrease in housing City misdemeanors costs (*County Jail*) due to aggravating them to felonies and transferring the cost to the State (*Arizona Department of Corrections*).
- Lieutenants moved from hourly to salary. Other Valley agencies such as Peoria, Scottsdale, Tempe, and Glendale as well as Tucson have controlled overtime costs with upper level police

management by classifying lieutenants as exempt employees. We are waiting to provide you with our analysis of the savings this would generate when our public records request is obtained.

- Compress discipline for all city departments. The necessity of large suspensions above 40 hours was challenged by PLEA years ago. 120, 180, or 240 hour suspensions are punitive and impractical. Large suspensions clearly place a burden on co-workers while the affected disciplined employee is away from work. An absent employee, whether through sick leave, comp time, vacation or a suspension, impacts the quality of service the city can provide. Time away from work can be minimized by compressing discipline to a maximum of 40 hours. In addition to increased and improved productivity, PLEA saw no value in harming an employee's family and finances with large, punitive punishments. Discipline is intended to correct behavior not damage families. The goal of progressive discipline can be obtained within a 40 hour suspension range. Under this system in the police department, "repeat offenders" have decreased and productivity has increased (*see the current crime stats*). It's long overdue for other departments to leave punitive discipline behind and help employees become productive through compressed discipline. The positive impact of compressed discipline prompted us to include it in our MOU.

Frank, as partners, we are more than willing to discuss these and others issues with you, the City Council, or police management. The success of the City is a priority with the Association. We believe these practical suggestions in cost savings are a difficult but crucial step in the right direction and demonstrate to citizens we serve that we have their best interests in mind.

Sincerely,



MARK SPENCER  
PLEA President

- c: Mayor Phil Gordon  
Councilperson Thelda Williams  
Councilperson Peggy Neely  
Councilperson Maria Baier  
Councilperson Tom Simplot  
Councilperson Claude Mattox  
Councilperson Michael Nowakowski  
Councilperson Michael Johnson  
Donna Neill (N.A.I.L.E.M.)  
Ann Malone (Require the Prior / Indian School Corridor Citywide Association)  
Jack Harris, Public Safety Manager