



City of Phoenix

To: Jeri L. Williams
Police Chief

Date: December 9, 2016

From: Department Staffing Function Assessment
Committee

Subject: DEPARTMENT STAFFING FUNCTION ASSESSMENT - UPDATE

Background

The ability of any police department to efficiently respond to, assess, and investigate the immediate needs of the community is its core function. From November 2014 to November 2016, the first responder personnel assigned to Patrol decreased from 1026 to 830. During this same time period the community based calls for service (CFS), the CFS response time, and per officer dispatched CFS increased. In an effort to respond to the decrease in first responder staffing, efforts such as minimum staffing overtime and using detectives to work shifts in Patrol were utilized. While these measures provided short term stopgaps, they were never intended to be long term solutions and proved to be costly.

In order to bring the first responder staffing shortage in line with current operational needs, as well as to enhance officer and community safety, an assessment was completed of the various functions within the Department. This assessment was completed to determine the most effective and efficient manner to deploy the number of personnel on hand. As part of this assessment, the Department evaluated a number of factors to include current staffing, current workload, the critical nature of the function, and future needs. This analysis indicated the need to redeploy **169 Officers** to first responder positions in Patrol in order to meet operational needs. As a result of a Department wide analysis, a total of **162 Officers and 15 Sergeants** were identified, based on the aforementioned factors, are immediately available for redeployment to Patrol. The complete results of this assessment are summarized below.

Recommendation

In order to structure the Department to be as safe and as efficient as possible, all while providing quality service, the following recommendations are offered to meet operational needs in providing for the safety of our officers and the community we serve:

Staffing Function Reallocation Recommendations – Officers / Detectives

Work Unit	Function	Existing Function Staffing	Reallocated Function Staffing	Remaining Function Staffing	Assumed Responsibility
All Patrol Division	Crime Free Multi-Housing Officer	6	6	0	Community Action Officers
All Patrol Division	Programs Officer	7	7	0	Community Action Officers
Black Mountain Precinct	Neighborhood Enforcement Team	17	5	12	Remaining Neighborhood Enforcement Team Officers
South Mountain Precinct	Neighborhood Enforcement Team	19	5	14	Remaining Neighborhood Enforcement Team Officers
Central City Precinct	Neighborhood Enforcement Team	6	1	5	Remaining Neighborhood Enforcement Team Officers
Downtown Operations Unit	Liquor Enforcement Squad	4	4	0	DEB Liquor Detectives / remaining DOU.
Downtown Operations Unit	Nighttime Coverage Squad	4	4	0	Central City Precinct Patrol
Downtown Operations Unit	Special Events Squad	16	4	12	Remaining DOU Special Events Officers
Desert Horizon Precinct	Neighborhood Enforcement Team	18	6	12	Remaining Neighborhood Enforcement Team Officers
Mountain View Precinct	Neighborhood Enforcement Team	16	4	12	Remaining Neighborhood Enforcement Team Officers
Maryvale Estrella Mountain Precinct	Neighborhood Enforcement Team	21	6	15	Remaining Neighborhood Enforcement Team Officers
Maryvale Estrella Mountain Precinct	Targeted Enforcement Squad	6	6	0	Neighborhood Enforcement Teams / Gang Enforcement Unit
Maryvale Estrella Mountain Precinct	Drug Interdiction Squad	5	5	0	Neighborhood Enforcement Teams / Drug Enforcement Bureau
Cactus Park Precinct Patrol	Neighborhood Enforcement Team	20	6	14	Remaining Neighborhood Enforcement Team Officers
Community Relations Bureau	Off-Duty Coordinator	1	1	0	Civilian staff in CRB

Officers / Detectives continued

Work Unit	Function	Existing Function Staffing	Reallocated Function Staffing	Remaining Function Staffing	Assumed Responsibility
Community Relations Bureau	GREAT Local Coordinator	1	1	0	School Resource Officers
Community Relations Bureau	Wake-Up Coordinator	1	1	0	Community Action Officers
Community Relations Bureau	Block Watch Coordinator	1	1	0	Community Action Officers
Community Relations Bureau	Community Programs Coordinator	1	1	0	Community Action Officers
Drug Enforcement Bureau	Street Enforcement Squad	16	2	14	Remaining Street Enforcement Squads / Neighborhood Enforcement Teams
Drug Enforcement Bureau	Financial Crimes Squad	8	1	7	Remaining Financial Crimes Detectives
Drug Enforcement Bureau	Commercial Interdiction Squad	7	1	6	Remaining Commercial Interdiction Detectives
Drug Enforcement Bureau	DEA Task Force	2	2	0	Sergeant kept on task force to maintain relationship and task force membership
Drug Enforcement Bureau	Meth Lab Task Force	3	3	0	Sergeant kept on task force to maintain relationship and task force membership
Drug Enforcement Bureau	Asset Forfeiture Squad	3	1	2	Remaining Assets Forfeiture Detectives
Family Investigations Bureau	Sex Offender Notification Squad	5	1	4	Remaining Sex Offender Notification Detectives
Family Investigations Bureau	Adult Sex Crimes Squad	12	2	10	Remaining Adult Sex Crimes Detectives
Family Investigations Bureau	Missing Person Squad	8	1	7	Remaining Missing Person Detectives
Property Crimes Bureau	ROP Detectives	2	2	0	Patrol through function training
Property Crimes Bureau	Burglary Squads	41	3	38	Remaining Burglary Detectives

Officers / Detectives continued

Work Unit	Function	Existing Function Staffing	Reallocated Function Staffing	Remaining Function Staffing	Assumed Responsibility
Property Crimes Bureau	BEST Detectives	6	2	4	Remaining BEST Detectives
Property Crimes Bureau	Document Crimes Squad	13	1	12	Remaining Document Crimes Detectives
Property Crimes Bureau	Hotel/Motel Squad	5	5	0	Neighborhood Enforcement Teams / Gang Enforcement / SAU
Violent Crimes Bureau	Homicide Unit	37	2	35	Remaining Homicide Detectives
Violent Crimes Bureau	Robbery Unit	28	3	25	Remaining Robbery Detectives
Violent Crimes Bureau	Assaults Unit	21	2	19	Remaining Assaults Detectives
Violent Crimes Bureau	Gang Investigations Unit	25	2	23	Remaining Gang Investigations Detectives
Violent Crimes Bureau	DPS Career Criminal TFO's	2	1	1	Remaining DPS Career Criminal Detectives
Violent Crimes Bureau	Night Detectives Unit	16	3	13	Remaining Night Detective Detectives
Fiscal Management Bureau	Code Enforcement Unit Alarm Detail	2	1	1	Remaining CEU Alarm Detail staff
Police Employment Services Bureau	Operations Unit	18	5	13	Remaining Operations Unit Detectives
Police Employment Services Bureau	Recruiting Unit	6	2	4	Remaining Recruiting Unit Officers
Professional Standards Bureau	Inspections Unit	7	4	3	Remaining Inspections Unit staff / precinct supervisors
Professional Standards Bureau	Administrative Unit	1	1	0	Civilian staff
Reserve Bureau	Operations Staff	4	1	3	Remaining Reserve Bureau Officers

Officers / Detectives continued

Work Unit	Function	Existing Function Staffing	Reallocated Function Staffing	Remaining Function Staffing	Assumed Responsibility
Homeland Defense Bureau	Intelligence Officer Squad	8	4	4	Remaining Intelligence Officers / Patrol through function training
Homeland Defense Bureau	Terrorism Intelligence Officers	2	2	0	Phoenix Intelligence Center (PIC) staff / PFD Fire TLO
Tactical Support Bureau	Training Coordinator	1	1	0	Bureau Administrative Sergeant / Civilian staff
Tactical Support Bureau	FAID Unit	20	20	0	Neighborhood Enforcement Teams / Gang Enforcement / SAU
Traffic Bureau	Commercial Vehicle Officers	4	2	2	Remaining Traffic Bureau Officers
Traffic Bureau	Traffic Safety and Education	6	1	5	Remaining Traffic Safety and Education Officers
ALEA	Proficiency Skills Officer	5	1	4	Remaining Proficiency Skills Officers
Property Management Bureau	Judicial Process Detail	2	2	0	Document Crimes Detectives / Central Booking Detail / IPU / CIT squads
Strategic Information Bureau	RMS Squad	5	1	4	Remaining RMS staff

Staffing Function Reallocation Recommendations – Sergeants

Work Unit	Function	Existing Function Staffing	Reallocated Function Staffing	Remaining Function Staffing	Assumed Responsibility
All Patrol Division	Neighborhood Enforcement Teams	18	5	13	Remaining Neighborhood Enforcement Team Sergeants
Maryvale Estrella Mountain Precinct	Targeted Enforcement Squad	1	1	0	Neighborhood Enforcement Teams / Gang Enforcement Unit
Maryvale Estrella Mountain Precinct	Drug Interdiction Squad	1	1	0	Neighborhood Enforcement Teams / Drug Enforcement Bureau
Drug Enforcement Bureau	Street Enforcement Squad	3	1	2	Remaining Drug Enforcement Bureau Sergeants
Homeland Defense Bureau	FAID Squads	3	3	0	Neighborhood Enforcement Teams / Gang Enforcement / SAU
Property Crimes Bureau	Hotel/Motel Squad	1	1	0	Supervisory responsibilities to be assumed by Precinct based NET
Police Employment Services Bureau	Operations Unit	3	1	2	Remaining Operations Unit Sergeants
Violent Crimes Bureau	Cold Case Homicide Squad	1	1	0	Remaining Homicide Sergeants
Violent Crimes Bureau	Gun Squad	1	1	0	VCB Administrative Sergeant

Future Planning

As a result of this organizational assessment, the Phoenix Police Department has identified a number of opportunities to realize efficiencies in operations through civilianizing certain positions. Recognizing the value and commitment of civilian staff to support the public safety objectives of the organization, the Department has convened a Civilianization working group to explore ways to transition important job functions from sworn to civilian staff. This initiative will build upon current efforts exploring this possibility in select units (i.e., Central Booking Unit and the RMS Unit) and expand their review Department wide. This working group will convene for the first time before the end of 2016 and will be comprised of stakeholders from across the Department working in concert with City Management, Budget & Research, Human Resources and affected labor organizations.

C: XO Michael Kurtenbach, Management Services Division
A/C Harry Markley, Patrol Division
A/C Mary Roberts, Investigations Division
A/C TJ Martin, Strategic & Tactical Services Division
A/C Sandra Renteria, Support Services Division
Director Marchelle Franklin, Community Relations Division