



City of Globe Arizona



Police Department Audit

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Globe City Council

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About the City of Globe

The City of Globe, located approximately 1.5 hours east of Phoenix, occupies 18 square miles. The 2013 estimated census estimates a population decrease to 7,404 from 7,532 in 2010. Founded as a mining camp, Globe continues to be a mining community with small pockets of retail contributing to the economy. Globe is the county seat for Gila County. Globe is in close proximity to the town of Miami, Arizona, and the San Carlos Apache Indian Reservation. Globe, Miami, and the unincorporated areas nearby (including Inspiration, Claypool, and Central Heights-Midland City) are commonly called the Globe-Miami or the Cobre Valley Region.¹

According to the 2000 census, there were 7,486 people living in 2,814 households; the population density was 415.5 per square mile. The racial makeup of the city was 77.60% White; 32.71% of the population was Hispanic or Latino of any race; 1.15% Black or African American; 3.10% Native American; 1.12% Asian; 0.04% Pacific Islander; 14.59% from other races; and 2.40% from two or more races.²

The median income for a household in the city was \$33,071, and the median income for a family was \$42,280. Males had a median income of \$31,404 versus \$21,952 for females. The per capita income for the city was \$16,128. About 8.8% of families and 11.4% of the population were below the poverty line, including 14.8% of those under age 18 and 8.4% of those aged 65 or over.³

Recently, the City of Globe created a citywide Council Strategic Plan that included the following statement: “The City of Globe is committed to providing high quality public safety services and programs in partnership with our residents and businesses. This includes efficient emergency response, new technology, prevention programs, and coordination with other regional public safety organizations to ensure safe, transparent, and professional operations.”

Further, the plan contained the following strategic objectives for the public safety:

- Expand regional collaboration and partnerships to shorten response times, improve communication, and enhance service.
- As resources are available, procure new vehicles and equipment and phase out capital that has reached the end of its useful life.
- As resources are available, purchase, construct a new, or remodel an existing structure to serve as a new public safety facility that is of appropriate size and is located to meet industry standards.

¹ City of Globe Council Strategic Plan.

² 2000 US Census Bureau data.

³ 2000 US Census Bureau data.

- Look into the feasibility of providing a Regional Dispatch Center for fire and police services.⁴
- Invest in tools, training, and technology to increase productivity and efficiency.
- Seriously consider provision of the equipment and resources necessary to maintain or improve the City's ISO rating for Fire Services.
- As funding allows, upgrade all regulatory signs in the City limits to meet minimum federal standards for reflectivity, readability, and size.
- Take a leadership role in innovative strategies/prevention efforts regarding substance abuse and treatment.

The strategic plan also includes discussion on the importance of regional efforts.

Background on the Police Audit

In December of 2014, The City of Globe sought an experienced consultant to conduct an organizational review and workload and performance audit for its Police Department. The purpose of the study was to conduct an assessment of police services funded by the City and provide information and recommendations for City budget decisions, police department organizational requirements, and potential operational and administrative efficiencies. As part of the project, the consultant would evaluate policies, practices, and performance in delivering police services in partnership with the community and regional criminal justice agencies.

On February 18, 2015, the City of Globe executed a contract with the Public Safety Strategies Group (PSSG), a firm established in 1994 to improve the efficiency and effectiveness of public safety agency operations.

In March, PSSG conducted a site visit that consisted of interviews with internal and external stakeholders and gathered information to make informed recommendations to the City as a means to improve the police department. Data collection continued during the months of April and May, and on May 12th, PSSG held a preliminary discussion with the City Council to outline the approach and general findings. This step ensured the PSSG had covered the topics desired by the City and also confirmed that the report did not contain any personal or sensitive information.

Methodology

To conduct the study PSSG used a multifaceted approach to provide a broad perspective of the City and the Globe Police Department.

⁴ While this objective was in the citywide strategic plan as a strategy to have Globe become the regional center, PSSG suggested exploring the possibility of having the Arizona State Police or Gila County Sheriff's Office dispatch for the City of Globe.

The first process PSSG employed was to request as much historical information on the police department as possible and to review any publicly available information. Below is a list of material and sites reviewed:

Material Requested and Reviewed

- Organizational Charts
- Roster
- Pay Scale
- Grants
- Policies and Procedures
- Fleet (basic numbers only, waiting on additional information)
- Training
- Example Reports from each Officer
- Example Internal Investigations (one from each investigator)
- Performance Evaluation Manual
- Deployment / Schedule
- Calls for Service Data and Detective Caseload
- Social Media Sites - Website / Facebook
- City of Globe Council Strategic Plan

In addition to the secondary research, PSSG conducted primary research through an extensive interview process. The following is a list of interviews (by category as to ensure anonymity of interview participants):

Interviews

- Interviews with city staff (other city departments and appointed officials)
- Interviews with members of the City Council
- Interviews with police department members
- Interviews with community stakeholders (residents, neighborhood groups)
- Interviews with business stakeholders
- Interviews with outside law enforcement agencies

Through the research process, PSSG established a number of findings for which recommendations are supplied. The following outlines the findings and recommendations:

About the Globe Police Department

The current organizational staffing is made up of 31 members including sworn and civilian personnel; the positions are as follows:

- Chief (vacant)
- Lieutenant

- Sergeants (5 – four in patrol and one assigned to detectives)
- Officers (16 – 14 in patrol plus one in the academy; one assigned to detectives)
- Dispatch (5 – two involved with records)
- Evidence (1)

The former chief resigned his position in the middle of the audit, and since that time the lieutenant has acted as the officer in charge. Excepting the positions of rank and the detective, the department does not have any specialized assignments.

The department is housed in a two story facility that is collocated with the fire department, although each department maintains a separate space.

The building is located in the downtown district, across from City Hall. Parking for the department is on street and in a small lot down the street from the station.

The overall crime rate in the City of Globe is higher than the average rate per 100,000 for the rest of United States. Robberies and auto thefts in Globe are lower than the national average.

While population is not the preferred method of reviewing staffing for police departments, the following is shown for illustrative purposes:

Chart 1: Globe Staffing vs. Arizona Average per 1,000 Residents 2010 - 2012



It is important to note that staffing in Globe as well as the rest of the state has decreased slightly since 2010.

The table below shows the number of incidents per year based on the following details: the year of the occurrence, the number of data entries, the number of incidents, and the number of incidents that include the nature of the offense.

The data quality is poor in general, but consistent across the years. The data entries include general calls and traffic stop data. Readers should not infer that because the

total numbers have decreased that this result is related to crime rate. Part of the decrease is due to a drop in motor vehicle stops; additionally, when there are fewer officers on patrol, the amount of self-initiated activity decreases. The number of incidents depicts the amount of service calls, and the number of the nature of offenses demonstrates the number of times a call generates a specific entry that indicates the nature of offense.

Table 1: Incidents and Offenses by Year 2010-2014

Year	# of Incidents	# of Nature of Offenses
2010	13,479	3,745
2011	10,825	2,256
2012	12,227	2,828
2013	11,863	3,012
2014	10,782	2,612
blank ⁵	185	22
Total	59,361	14,475

The table below shows the top 25 offenses from 2010 – 2014, cumulative, and provides the percent of the offense occurring in relation to the total number of offenses for the year.

Table 2: Top 25 Nature of Offenses – Cumulative for 2010 - 2014

Nature of Offenses	2010		2011		2012		2013		2014		Total # of Events	Total % of TL Year
	# of Events	% of TL Year	# of Events	% of TL Year	# of Events	% of TL Year	# of Events	% of TL Year	# of Events	% of TL Year		
Traffic ⁶	1,082	0.29	156	0.07	620	0.22	730	0.24	661	0.25	3,258	0.23
Warrant	297	0.08	280	0.12	311	0.11	327	0.11	195	0.07	1,410	0.10
Non-Injury Accident ⁷	222	0.06	207	0.09	187	0.07	190	0.06	167	0.06	974	0.07
Misc.	167	0.04	149	0.07	189	0.07	167	0.06	165	0.06	840	0.06
Theft	103	0.03	155	0.07	174	0.06	212	0.07	168	0.06	814	0.06
Disorderly	162	0.04	166	0.07	181	0.06	145	0.05	156	0.06	811	0.06
Burglary	133	0.04	142	0.06	160	0.06	156	0.05	115	0.04	706	0.05
Shoplifting	122	0.03	88	0.04	162	0.06	154	0.05	142	0.05	668	0.05

⁵ Blank is indicated where there was a missing field in the data.

⁶ In 2010 there was a category of Traffic Stop which was not used in other years. It accounted for over 800 entries that could be duplicates of other traffic-related activity.

⁷ The police department uses the term “accident”, however, to be consistent with national terminology, they should use the term “crashes”.

Nature of Offenses	2010		2011		2012		2013		2014		Total # of Events	Total % of TL Year
	# of Events	% of TL Year	# of Events	% of TL Year	# of Events	% of TL Year	# of Events	% of TL Year	# of Events	% of TL Year		
Criminal Damage	101	0.03	129	0.06	151	0.05	139	0.05	124	0.05	645	0.04
Assault	112	0.03	98	0.04	108	0.04	110	0.04	89	0.03	517	0.04
Medical ⁸	405	0.11	51	0.02	10	0.00	2	0.00	7	0.00	475	0.03
DUI	79	0.02	66	0.03	44	0.02	72	0.02	103	0.04	364	0.03
Drugs	65	0.02	58	0.03	51	0.02	43	0.01	61	0.02	278	0.02
Animal	109	0.03	86	0.04	35	0.01	10	0.00	13	0.00	253	0.02
Criminal Trespass	24	0.01	42	0.02	61	0.02	74	0.02	41	0.02	242	0.02
Injury Accident	61	0.02	49	0.02	39	0.01	50	0.02	41	0.02	241	0.02
Agency Assist	91	0.02	42	0.02	37	0.01	29	0.01	38	0.01	238	0.02
Harassment	25	0.01	37	0.02	28	0.01	80	0.03	59	0.02	229	0.02
Fraud	42	0.01	29	0.01	45	0.02	50	0.02	41	0.02	207	0.01
Aggravated Assault	34	0.01	23	0.01	36	0.01	44	0.01	36	0.01	173	0.01
Illegal Substance	45	0.01	31	0.01	30	0.01	23	0.01	20	0.01	149	0.01
Juvenile	37	0.01	24	0.01	33	0.01	12	0.00	20	0.01	126	0.01
Court	26	0.01	23	0.01	17	0.01	29	0.01	17	0.01	112	0.01
Field Interview	75	0.02		0.00		0.00		0.00		0.00	75	0.01
Sex Crime	8	0.00	22	0.01	20	0.01	12	0.00	11	0.00	74	0.01

By reviewing the chart above, the police department can track year over year changes in order to make decisions relevant to staffing, deployment, community engagement, community policing, and problem solving.

Findings and Recommendations

This section will review the specific findings as discovered during the audit. In general, the Globe Police Department was found to be lacking in leadership, direction, accountability, pride, and an esprit de corps. While the members are dedicated and want to serve the community, most expressed low morale, a perception that the appointed and elected officials of the City did not care about the operations of the police department, and general frustration about the state of the police department and its

⁸ The use of the category of "medical" appears to have changed after 2010.

operations. As outlined in this report, there are a number of areas in which the police department can improve its operations. In the middle of the Audit, the police chief resigned his position approximately 17 months into his tenure. The City is now in the process of hiring a new chief. Through this report, the new chief will have an opportunity to use the document and the recommendations to rebuild the organization – a unique opportunity for both the individual and the City.

Organization and Operations

The department is organized into the following sections: patrol, dispatch (within dispatch there is also a records function), detectives (information on detectives is located under case management), and evidence (the City commissioned a separate report on evidence, so information is not contained in the report).

The following table displays the years of department member service in Globe. This information does not reflect any years of service in other organizations that members may have gained previously. The areas highlighted in yellow show the vulnerabilities of the department in terms of staffing. Department-wide, 22 members have less than 10 years of experience in Globe, and 4 have more than 20 years in Globe. The numbers show that the department is fairly inexperienced, as of those with less than 10 years of experience, 13 have less than 3 years of experience, and some of the most senior members in the department are approaching retirement.

The number of members entering into the retirement phase of their careers and the number of members with limited years of experience is of concern.

Table 3: Years of Service in Globe by Title

Title ⁹	Years of Service in Globe															Total by Position
	0	1	2	3	4	8	9	11	16	17	19	20	25	29		
Academy Recruit	1															1
C.I. Detective								1								1
Chief of Police			1													1
Dispatcher		4		1												5
Dispatcher Supervisor			1													1
Lieutenant														1		1
Officer in Training	2															2
Patrol Officer		2	2	1	3	1						1	2			12
Records Supervisor				1												1
Sergeants							2		1	1	1					5
Total by Years of Service	3	6	4	3	3	1	2	1	1	1	1	1	2	1		30

⁹ The roster provided to PSSG did not include information on the evidence technician.

The City needs to address the lack of experience in the department to ensure community safety.

Patrol

Patrol is typically the largest division of a department and it is the group with the most exposure to the community. A well-trained, proactive patrol division is critical to the success of a police department.

Findings:

- The Patrol Division consists of 15 members with one assigned to detectives. Of the 15 members in patrol, 12 have less than 10 years of experience, and of these members, 7 have less than three years of experience; 3 of the 7 are either still in the academy or in field training.
- Members of patrol expressed the field training experience could be improved.
- Members of patrol believed they are understaffed.
- Members of patrol did not express a clear understanding of community policing and problem solving.
- Members of patrol did not believe the detective division was responding to calls requiring investigations at night and on the weekends.

Recommendations:

- Recruit lateral transfers and members with experience to bolster the patrol division.
- Create positions that adhere to regulations related to retired police officers to allow for department contributions post retirement (part time Field Training Officers, part time School Resource Officer, part time records / administrative support) in order to maintain the institutional knowledge of the department and support the newer officers.
- Review and revise the field training program ensuring it conforms to industry and Arizona best practices and includes a testing and sign off process – and allow the proper amount of time for Field Training Officer(s) to perform their function by spreading out new hires.
- Provide training for members in community policing and problem solving.
- Foster positive and effective working relationships between patrol and detectives.

Dispatch

Dispatching is an important function in a police department. Dispatchers provide a link to the officers and the community during times of crisis. Officers rely on dispatchers to provide accurate information during calls and support efforts by dispatching other personnel to the scene as needed.

A dispatch center requires up to date equipment and well-trained personnel in order to keep up with the demands of modern policing.

Findings:

- Dispatch typically only has one person on duty at a time.
- Dispatch is a changing field requiring equipment updating and staff training.
- Small communities trying to manage a dispatch center can encounter challenges with retention and technology advances.
- The current dispatch takes up a significant amount of space in the building.
- The department has a records supervisor and dispatch supervisor in dispatch.

Recommendations:

- Continue to investigate having the county or state police act as the dispatch.
- Evaluate the potential for cost savings and efficiencies.
- Review calls for service and types of calls to predict future call loading.
- Discuss the process with other smaller agencies to determine if additional cost savings could occur if they do join the county or state dispatch center.
- Contract out for dispatch services through the county or state police to provide more efficient service and free up space in the station.

Administrative Personnel

Administrative personnel help support the operations of the department and relieve sworn personnel from administrative tasks allowing the officers additional time to attend to calls for service.

Findings:

- The department has specialized civilian positions that cover records, evidence, and supervision of dispatchers.
- The department does not have any administrative positions to assist with general matters.
- The department does not have any administrative personnel to help with data entry and analysis.
- The department does not have any administrative personnel to cover the front desk and greet / assist community members.

Recommendations:

- Once the dispatch function is contracted out to another agency, the function of dispatch supervisors will no longer be needed. It would be advantageous for the department to create a single category of administrative support in order to

ensure cross training between records and evidence that could also serve to cover the front desk

- The department should consider hiring an administrative person to act as a confidential secretary to the chief and handle other administrative matters such as correspondence and covering the front desk as needed.
- Ensure that administrative personnel have training in Excel.

Chain of Command

An established and followed chain of command is an important component of a professional police organization. Members need to work issues through the chain of command to establish consistency in how the command staff handles items brought to its attention and ensure the proper flow of information. Often a chief espouses an open door policy, but this can lead a breakdown in communication, as some members will receive communication while others will not. Members should not go directly to the chief or another supervisor unless they are a direct report. Additionally, members should not bring issue to the City Manager or City Council unless the internal chain of command options have been exhausted.

Findings:

- The department does not adhere to the chain of command.
- Information does not flow smoothly up and down the chain.
- There is considerable discussion about department matters between members of the department and City Council and appointed officials.

Recommendations:

- Ensure the chain of command is followed.
- Refrain from having an “open door” policy to eliminate members from circumventing the chain of command.
- Create a process to ensure information from the police department is transmitted to and from City Council and appointed officials in an appropriate manner.

Communication – Internal

Strong internal communication strengthens police departments. By nature, the police profession is somewhat autonomous – officers do not have a set routine and react to issues within the community that are fluid. Moreover, a large percentage of the department does not work on the shifts in which the focal leader of the police department and the command staff work. For this reason, it is imperative that internal communications such as bulletins, emails, and briefing sheets be issued as appropriate.

Findings:

- Internally, information sharing is poor leading to miscommunication and the development of false perceptions.
- The department does not have a formalized roll call/briefing process.
- The department does not consistently use and archive email as a means of communication.
- The department does a poor job of labeling emails which can contribute to information being misplaced.
- There is a lack of trust among department members, and many department members expressed a lack of trust with government officials.

Recommendations:

- Conduct quarterly department meetings (asking the Sheriffs or State Police to handle calls). Explore the option of having these meetings facilitated by an outside person that is not a City of Globe employee.
- Use email to circulate information (which also serves as a tracking strategy).
- Formalize roll calls / briefings to ensure transmittal of information.
- Have the department engage in discussions using the Leadership in Police Organizations as support for the interactions. These discussions should be facilitated by an outside person that is not a City of Globe employee.
- Purchase learning material and provide training in areas that emphasize teamwork, accountability, trust, and building high-performing teams. An example of this is The Five Dysfunctions of Team which covers 1. Absence of Trust; 2. Fear of Conflict; 3. Lack of Commitment; 4. Avoidance of Accountability; and 5. Inattention to Results.

Communication – External

Communications with the community – whether it be business, government officials, residents, schools, members of the clergy, or members of the media – are very important in order to establish community involvement and a transparent and accountable organization.

Findings:

- Externally, information sharing is poor between the department and City Hall.
- Despite weekly meetings some important items are not shared.
- The department lacks policies on use of social media.
- The department has not defined a process for media communications.
- The department does not have a defined process for updating the website or Facebook page.
- The department does not have an organized and meaningful community engagement strategy.

Recommendations:

- Formalize the weekly meetings with an agenda, talking points, minutes, and follow-up needed.
- Create policies on use of social media and press release development.
- Develop and cultivate a community engagement strategy that involves all department members and targets key stakeholders to include business, government officials, residents, schools, clergy, and media.
- Define the process for updating the web page and Facebook page and assign a responsible person.
- Designate a public information officer.

Facilities

Having a proper police facility is a goal of all departments, however, the cost of land purchases, data analysis, physicality design process, and actually building, is costly. While cramped and unkempt, with some alterations, the facility can be made functional until the economic stability of the City is regained and funds can be put into a new police, and potentially, a public safety facility to maximize on the investment by the City

Findings:

- The station is disorganized.
- The space is not used to its fullest potential.
- There are not separate rest room facilities for officers.
- There is no designated spot for department meetings or in-service training programs.
- Prison work crews are used, and not fully supervised.
- Work crew members are reported to have the code to the facility.
- The building is painted a color not approved by the Main Street Association and Historic District.
- There is a bookshelf in the patrol area with an electric drill and novels in it – these should be removed and the shelf organized as a space used for police-related materials.

Recommendations:

- The current station needs to be cleaned and organized.
- Officers need to be mindful of what material they post.
- A space programming assessment should be conducted that would allow for short term renovations of the existing space.
- The City should consider the feasibility of renovating police and fire to create some shared space.

- The department needs to conform to Main Street and design regulations.
- The dispatch space should be reallocated to patrol if the City decides to go to county or state dispatch.

Fleet

Police departments rely on their fleets to ensure rapid response to calls for service. Having a planned out fleet management and replacement strategy allows police departments to plan for the integration of new vehicles while maintaining the integrity of the existing fleet.

Findings:

- The department appears to have a large fleet consisting of older model cruisers.
- The City should consider fewer, higher quality vehicles.
- Officers are allowed to take cars home.
- There is not a vehicle condition and maintenance log that is filled out before and after each shift.
- Officers do not appear to be taking good care of the fleet given the number of complaints of damaged vehicles.
- The City does not have a good system of tracking vehicles related to mileage, maintenance, and costs.
- It appears that the department has experienced a fair number of damaged vehicle incidents that officers did not promptly report.
- The department has a motorcycle which is not appropriate for patrolling most roads in Globe.

Recommendations:

- The City should consider fewer, higher quality vehicles. It currently has 15 cars and 1 pick-up truck, along with a motorcycle. The mileage on the vehicles ranges from approximately 14,000 to 180,000 (In fact, five are over 100,000 and five others are over 90,000 miles).
- The Fleet Manager should create a ranked list of the vehicles from best to worst and work with the department / City Manager / Council to eliminate unsafe or poor quality vehicles.
- The City needs to create a replacement plan to infuse new vehicles into the fleet on a routine basis.
- Given the terrain, the City should consider integrating some compact SUVs into the fleet, perhaps for shift supervisors. This would also allow supervisors to carry additional gear as needed.
- Officers should not be allowed take cars home.
- The City needs to create a system to improve tracking of repairs. There are many fleet management software programs on the market today, but at this point even an excel sheet or commercial tracking or survey tool would be beneficial.

- The department needs to create a vehicle condition/maintenance log that each officer uses at the start and end of each shift that supervisors must review and sign.

Equipment

Proper equipment allows a police department to enter and retrieve data, supply reports to the community, provides enhanced traffic enforcement, and ensures the proper use of force as dictated by incidents. Allowing equipment to become out of date, failing to supply officers with proper equipment, and using equipment that is not properly maintained and certified creates a risk for the City.

Findings:

- Officers report that the computer system is slow and crashes often.
- Officers report that the system is prone to viruses.
- Officers report that Taser cartridges are out of date.
- Officers reported the radar equipment was not certified, this issue has since been corrected.
- Officers are carrying personally owned equipment (guns and body cameras).
- Some officers reported that they want the department to invest in body cameras.
- Some officers are not wearing appropriate ballistic vests.
- The department has purchased equipment that was not needed (Total Station) or equipment that officers are not trained to use (LIDAR Guns ***this training has now been scheduled* and Stealth Stat). While neither are inappropriate items, the department did not have plans for training or deployment.
- Basic equipment is lacking or in poor working order.

Recommendations:

- The City needs to establish a plan to replace and update hardware and software.
- The City needs to evaluate its server and update as appropriate.
- The department needs to establish a firearms instructor and armorer assignment to track all weapons and ensure they are up to date and officers have received proper training for each weapon they are authorized to carry.
- The department needs to assign an officer as the traffic officer and ensure that they keep all equipment certifications up to date (radar, LIDAR, Total Station, Stealth Stat).
- Officers should not be carrying equipment that is not department owned/issued.
- Individual officers should not be using body cameras. If the City wants to adopt body cameras it must evaluate the cost of issuing and maintaining the cameras along with the process for storage and retrieval of data. In addition, a policy would need to be developed in order to ensure consistent use of the equipment.
- The department should not purchase (or receive as part of a donation) any equipment unless there is a plan for training, use, and maintenance.

- The department should take an inventory of all equipment and assign a value of not working/needs replacement, poor condition, fair condition, good condition, and excellent/new condition in order to prioritize replacement plans.

CAD/RMS

The computer aided dispatch system (CAD) and records management system (RMS) used by police department should allow for tracking of calls from the time of the call to the time the call is cleared inclusive of response time and time on scene. The system also needs to be user friendly in terms of entering and storing data. The system should allow police administrators to extract data in a usable manner to track changes in calls for service and police activity. In addition, the system should have modern GIS capabilities and enhanced security features.

Findings:

- Department members do a poor job of filling in the location of incidents by number and street address, and often just fill in the common/slang name of a property.
- Poor data input eliminates the ability to properly map incident locations, pinpoint hot spots, and create appropriate patrol or programming countermeasures.
- The department was preparing a “pin map” of calls, which is not an efficient system of tracking data.
- The department does not appear to have a process for checking log entries and reports of dispatchers and officers by supervisors.

Recommendations:

- Dispatchers and officers need to ensure all fields are filled out.
- Supervisors should review reports and instruct the dispatchers and officers to make corrections.
- The department should electronically map data.
- The department should seek a state of the art CAD/RMS system that has case management capability, mapping capabilities, and the ability to extract raw data for analysis.

Case Management

Departments need to employ proper case management to ensure that important cases are investigated in a timely manner, and that members are managing their time appropriately when it comes to working and closing cases. Proper case management also allows the department to keep victims up to date on the progress of their case.

Findings:

- There does not appear to be a case management system in place.

- There does not appear to be a significant number of cases, which could allow the department to reallocate personnel.
- Officers report that detectives do not come out at night or on weekends to investigate crimes.
- Internal investigations are poorly tracked and there does not appear to be a process for early intervention.
- Multiple members of the department conduct internal investigations and the format is inconsistent.

Recommendations:

- Create a system of tracking cases that includes review of all cases by a supervisor.
- The chief should be reading the logs and receiving case updates on significant cases through the chain of command.
- The department should evaluate the caseload and determine if two detectives are warranted and/or if patrol can enhance their skills by taking some of the cases.
- The department needs to create a policy where detectives are required to go to high priority incidents.
- The department needs to track internal investigations and create a system for early intervention.
- The lieutenant (or chief if there is not a lieutenant) should be conducting all internal investigations and ensuring a consistent process.

Shift Scheduling

The department has experimented with several shift schedules. The current 13:20 schedule is rarely used in police departments and causes a situation where there can be a quick turnaround between the end of one shift and the start of another when officers need to appear in court, work overtime, or work a detail. There are countless studies on the importance of sleep for police officers. Further, officers reported that they are allowed to work out on department time due to the schedule. This practice does not seem to be uniformly applied nor is there a policy for the practice.

The optimum shift schedule is one that provides the highest level of coverage, ensures officer and community safety, and is cost effective.

Findings:

- The current shift schedule is 13 hours and 20 minutes. This schedule allows an officer to work three days and have four days off.
- It appears this shift was created as a perk in lieu of raises.
- This shift is not a best practice for policing (Phoenix abandoned the pilot for this type of shift configuration).

- A more traditional 8 hour schedule creates a more consistent work environment and eliminates excessively long shifts.
- Ten-hour shifts create overlap (six hours per day) and can be costly for smaller agencies; if only two shifts are filled, a four-hour gap is created.
- Detectives are scheduled for the day shift and officers report that they rarely come out for calls requiring an investigation.

Recommendations:

- Eliminate the 13 hours and 20 minutes¹⁰.
- Investigate the potential of either of the following two options:
 - Traditional eight hour shifts.
 - Ten hour shifts with the Globe Police Department covering 20 hours and either leaving four hours without coverage, or having an outside agency cover four hours (with the lowest call volume).

Salary

The former chief and the City both conducted salary surveys. In May of 2015, the City Council adopted a new salary structure for the police department. The new structure creates a more equitable salary range, but the City should consider additional financial incentives in order to attract lateral transfers into full time positions, and recently retired officers into part time positions. Further, the City needs to create a strategy to encourage officers to stay in Globe.

Findings:

- The salary structure does not provide incentives for extra responsibilities / specialized assignments.
- There is no detailed pay scale for lateral employees with substantial experience.
- There is no part time pay scale.
- The most recent salary study did not include an analysis of crime rates.
- The most recent salary structure approved did not include step increases.
- While there is a plan to increase officer salaries, it might not be enough to attract and retain members.

Recommendations:

- As appropriate, create a stipend for additional duties.
- Create a pay scale to recruit newly retired officers to fill positions on a part time basis.
- Create a bonus plan to recruit lateral transfers.
- Create a longevity stipend to encourage officer to stay in Globe.

¹⁰ PSSG does not suggest any shift longer than 10 hours.

- Use the data from the new study to create a document that outlines the pay for lateral transfers.

Career Development

A well thought out career development plan contributes to improving morale, establishes benchmarks for individual members, and focuses department resources on improving overall capabilities.

Findings:

- The City Performance Evaluation plan discusses career development, but does not establish a career development plan specific for police department members.
- The department does not use the process in place to establish a career development plan for employees.

Recommendations:

- The department should create a resume template for each employee to fill out in order for the department to determine the department wide knowledge, skills, abilities, and experience of its members.
- The department should work with the City to create a career development plan that is specific to department members.
- Each employee should have an individual career development plan in place that is reviewed each year.

Performance Management

Establishing performance management measures and department wide goals assists an agency with understanding its expected outcomes and allows managers to gauge progress toward goals. Moreover, a public facing dashboard contributes to the transparency and accountability of a department.

Findings:

- There are no performance goals in place for the department.
- There is no tracking of police efforts (a pin map was started, but not finished).
- The department does not track citations, arrests, crime/incident data, or other information to gauge safety in the community.
- Department members do not have performance goals.

Recommendations:

- The department needs to create a strategic plan that includes a mission, vision, and values statement along with performance measurements. This initiative should be a department wide effort.
- Department efforts should be tracked monthly and posted internally as well as shared with the Manager and City Council.
- Each member should have performance goals that reflect the department mission.

Training

Training enhances department operations through increasing the skills of its members. However, for training to be effective officers need to attend training that they will utilize, otherwise the skills will become perishable rendering the training ineffective. In addition, training needs to support organizational goals not solely individual goals.

Findings:

- There is no training database.
- There is no formal training plan, officers just request training that is of interest to them – not necessarily training that is in the best interest of the department.
- Members lack basic skills in Microsoft Office.
- Members lack training in community policing and engagement.

Recommendations:

- Develop a training database for each employee that tracks the name of the class, instructors, class title, hours of the class, notation if it is a one-time certification or if continuing education/recertification is required, along with the cost of the training broken down by category (travel, registration fees, overtime, backfill, etc.).
- Create a formal training request process.
- Create a list of acceptable classes so that officers do not request training that is not applicable to Globe.
- Provide basic training in Microsoft Office.
- Provide training in community policing and engagement.

Community Engagement / Community Policing

When executed properly, engaging the community in police operations and enhancing community safety creates a culture of shared responsibility. Implementing true community policing and problem solving – as opposed to community relations – establishes the root cause of issues. When root causes are determined, a community

can address issues more effectively rather than just temporarily fixing an issue through a citation or arrest.

Findings:

- The department does little in terms of community engagement.
- The department does not have a process for systematically creating and approving the implementation of programs.
- Efforts like Coffee with the Chief were not implemented to the fullest – there was no strategic plan in place to capture what was important to the community and translate the information into actions to enhance the quality of life or decrease crime in Globe.

Recommendations:

- The department needs to create a strategic plan for engaging the community and problem solving. Any efforts chosen need to be part of an overall plan and should include community input.

Potential efforts could include:

- Traffic safety education and enforcement.
- Neighborhood meetings that include officers.
- Attendance and presentations at business meetings.
- Certifications and use of Crime Prevention through Environmental Design.
- Officers present at school opening and closing times.
- Officers providing lesson at the schools.
- Establishment of a bicycle and pedestrian safety program.
- Training of officers in child passenger safety.
- Partnership development with social service agencies to create a referral process for those dealing with alcohol and substance abuse issues.
- Training on dealing with heroin and methamphetamine issues.
- Participation in National Night Out.
- Business area “park and walks.”

Programs and strategies should reflect the community need.

Partnership Development

Partnership development is important to high performing police organizations, as with the complex problems facing communities, police departments cannot improve crime and quality of life issues and decrease fear of crime without creating partnership with other entities in the community. While police may be the ones required to step in when an incident occurs, many issues arise that are related to mental health or substance

abuse problems and it is impossible to arrest away these issues, they need to be addressed in a comprehensive fashion – often external to police action.

Findings:

- The department does not have any partnerships in place to improve the quality of life in Globe.
- Stakeholders in the community desire partnerships with the police department.

Recommendations:

- The department needs to increase its partnerships in order to improve the quality of life for those that live or work in Globe; areas to build partnership include:
 - mental and behavioral health specialist and referral programs
 - re-entry programming
 - school based programming
 - business programming
 - traffic engineering (signage, lighting, Safe Routes to School)
 - community college collaboration

Neighborhood Watch

Neighborhood Watch is a community-based crime prevention program that encourages community members to be observant and act as an additional set of eyes and ears for the police department. The program establishes and maintains dialogue between the police and community and empowers community members to contribute to safe spaces.

Findings:

- There are a few groups active, however, the department does not have a defined strategy to work with or communicate with the groups on a regular basis.

Recommendations:

- The program needs to be formalized with input from the groups and department members.
- Efforts should be made to increase the number of Neighborhood Watch groups based on the desire of community members.
- The department should ensure it is following the manual on Neighborhood Watch developed through a Bureau of Justice Assistance grant.

Grants

Obtaining grants can be an effective way for police departments to supplement planned activities. Most grants do not allow departments to supplant existing efforts or replace

funding already defined in the budget of a department. Often police departments apply for grants in order to show they are innovative or to establish credibility, however before applying for a grant a department needs to ensure the grant enhances its operations and increases its capacity to serve the community. These same grants can stretch the department resources or have the unintended consequence of costing money over time.

Findings:

- Some grants applied for and received were not appropriate for the City and will require ongoing training for certification purposes and are in an area where skills are perishable.
- The grant process seemed to be limited to the chief and one department member.

Recommendations:

- A citywide process needs to be established that requires the department to obtain permission to apply for the grant, and then ensure that there is proper programmatic and financial reporting for awarded grants.
- A grant strategy should be developed in order to secure funding, training, and equipment that meets the needs of the City.
- Grant bulletins should be shared with all members to inform them of the grant and solicit input on ideas for the grant.
- A committee should review programmatic ideas to ensure they meet the elements of the strategic plan.
- Grant evaluation should include information of any ongoing costs or matching requirements.
- The department needs to create a brief and provide it to members, the City Manager, the City Council, and to the community on the website and Facebook page.

Uniforms

Standardized, professional, and well-kept uniforms influence the perception community members have of the police department. Most police departments wear dark colored uniforms. Interestingly, research suggests that dark uniforms create negative perceptions. While dated, research described in *The Psychological Influence of Police Uniforms* shows that community members prefer a lighter color on a police officer – even if it is just the shirt that is lighter in color with the pants remaining a dark color.

Findings:

- The department recently switched its uniform and badge.
- Half the department is wearing one uniform and half the other uniform; this creates a lack of consistency.

- Officers receive an allowance and can purchase what they want, but no one is monitoring uniforms for consistency or professionalism.

Recommendations:

- The City Council needs to determine if black or blue is the preferred uniform color and invest in getting all members to have the same uniform that conforms to a defined set of specifications and creates uniform consistency.
- Rather than an allowance, the department should switch to a quartermaster system and use a limited number of vendors.
- Implement a staff inspection process.

Policies and Procedures

Well written and clearly defined policies and procedures create a clear link between the goals and objectives of the organization and the expected behavior of department members. Policies and procedures also provide the parameters for decision making for members as they carry out their work. Policies can also provide the framework for discipline should a member violate a policy or procedure.

Findings:

- The policies and procedures are out of date.
- The department purchased a set of policies and procedures, and the former chief was attempting to institute some of the policies and procedures without the benefit of a working group.
- Members violate policies and procedures with varying levels of discipline levied.

Recommendations:

- A committee must be established to review current policies and suggest changes to ensure they are accurate and up to date.
- Discipline for violating policies and procedures should be standardized.
- Once policies and procedures are updated each member needs to sign off on the policies.
- A testing process needs to be established to ensure officers comprehend the policies.

Morale

Employees with low morale typically have higher levels of stress, use more sick days, and have lower levels of productivity than those with high morale. Departments that foster positive morale experience employees who are willing to be engaged and work

toward achieving organizational goals. When agencies experience high levels of morale, they are more likely to retain their members.

Findings:

- Department morale is low.
- Department members feel there is a lack of support from the City Council and City Manager.
- Department members do not feel a sense of pride in the organization.
- The department lacks cohesiveness.
- Officers believe the pay is low and express that this feeling contributes to low morale.

Recommendations:

- The department needs to hold a meeting to discuss the audit, and how to change the culture within the organization.
- Communication internally and externally needs to improve.
- Pride in the organization needs to be restored by improving the station, creating a plan for cruiser replacement, creating a strategic plan that includes all department members, creating a mission/vision/values statement that reflects the community and department.
- Officers need to be held accountable for their actions.
- The lessons on effective followership in the Leadership in Police Organization / Arizona Police Leadership need to be integrated into operations.
- Each officer needs to contribute to engaging the community, increasing trust, and problem solving.
- The department needs leadership that will work with the officers on change management.

Next Steps

The following outlines the next steps for the City related to the Audit and future of the police department:

- PSSG holds meeting with the department.
- City Council selects priority recommendations.
- Police department members provide ranking of recommendations.
- City hires a new chief.
- City creates a process for the department to report out on the progress of the implementation of recommendations.