



# TEMPE

## POLICE DEPARTMENT

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### CALENDAR YEAR 2008 ANNUAL REPORT

#### Message from the Chief

On behalf of the employees of the Tempe Police Department, I am pleased to present to you the Tempe Police Department's Annual Report for 2008. Contained within the pages that follow, you will discover the great strides to which the men and women of the Tempe Police Department have gone to keep our community safe – both for today and for tomorrow.

In keeping with the Department's continued focus on improvement, this past year, individuals from all levels and workgroups within the organization participated in the creation of a well-defined strategic plan consisting of four main goals: fight crime, provide quality services, provide a supportive environment for employees, and promote organizational development and innovation. This plan is reviewed and updated on a quarterly basis to track continued progress. Further, an annual retreat is scheduled to incorporate any changing needs of the community, as well as address new challenges and opportunities that face the Department. This annual report is structured according to these specified goals so as to illustrate the successes of 2008 within the context of our strategic plan.

Essentially, in 2008, we changed the way in which we deliver quality police services by focusing on the following principles: ensuring appropriate staffing levels; shifting from a reactionary based police response model to a proactive crime fighting model; utilizing technology and criminal intelligence to apprehend dangerous criminals; developing local, state, and federal partnerships with other law enforcement agencies to pool and share resources; and improving police department communication with the community through increased participation in neighborhood associations.

Additionally, this past year, we have truly begun to reap the rewards of our reorganization effort in all of our focus areas. With the support of an active community and from the Tempe City Council and City Management, our officers have been able to prevent, deter, and eradicate crime in a more efficient and effective manner. The following pages provide evidence of the hard work and dedicated efforts that have contributed to these great successes, setting a precedent for continued accomplishment of the Department's goals each year.

I would like to thank the members of our community for their continued support as our accomplishments over the past year would not have been possible without it.

Sincerely,

Tom Ryff  
Chief of Police



#### *Crime Statistics QuickFacts*

Comparing calendar year 2007 to 2008:

- Homicide decreased 40.0%
- Rape decreased 46.0%
- Robbery decreased 2.1%
- Assault decreased 3.9%
- Burglary decreased 17.2%
- Larceny/theft decreased 4.7%
- Auto theft decreased 30.3%
- Arson decreased 21.7%

Overall, Part I crime in the City of Tempe decreased 10.1% between 2007 and 2008.

For additional statistical information, please go to:

**[www.tempe.gov/cau](http://www.tempe.gov/cau)**

# GOAL 1: FIGHT CRIME

We are committed to fighting crime in Tempe through the development of adaptive and proactive crime prevention, enforcement, and suppression strategies; intelligence-led policing that focuses on analyzing and predicting criminal activity to optimize the allocation of our police resources; community partnerships that promote public involvement and awareness of crime issues; and interagency partnerships that emphasize information-sharing and collaborative, strategic solutions to fight crime at the local and regional level.

## Intelligence-Led Policing

Beginning in 2008, the Department adopted an Intelligence-Led Policing model to support the Department's crime prevention, enforcement, and suppression efforts. This model of policing uses analysis of crime and the criminal environment to guide police operations and decision-making. Information is gathered on all levels within an organization and then analyzed to create intelligence products which assist police managers in formulating the best crime control strategies, tactical operations, and resource allocation plans. Since its implementation, the Department has been successful in applying Intelligence-Led Policing to better understand and respond to the environment we police.

## Crime and Intelligence Center

Plans are underway to establish a Crime and Intelligence Center that will serve as a hub for the gathering of criminal intelligence information, crime data, analysis, and technology. The goals of the Center are to provide comprehensive tactical crime and intelligence analysis capabilities to all police employees. As a core tool in the Intelligence-Led Policing process, this will allow the Department to proactively focus on analyzing and predicting crime as well as pulling the criminals off the street before they offend again.



## Crime Suppression

This past year, the Department adopted several new innovative crime prevention, enforcement, and suppression strategies. These strategies include the implementation of a management-led crime suppression team that meets regularly to review emerging crime trends and allocate departmental resources to best address criminal activity in the city. New strategies also included the creation of a robbery reduction team, the permanent implementation of the Police Department's Action Team, and the introduction of Priority 0 "Swarm" that provides a rapid tactical response plan to the most dangerous in-progress crimes.

As a result of these crime suppression strategies, the Police Department has apprehended a record number of criminals this last year. For example:

- A year long drug investigation conducted in partnership with the Drug Enforcement Administration and the Maricopa County Attorney's Office led to the arrests of 80 drug dealers and the seizure of 30 pounds of methamphetamines, vehicles, guns, and nearly half a million dollars in cash.
- Eighty-one of the city's most violent and repetitive offenders were arrested as part of a spring crime prevention operation.
- One hundred and two criminals were arrested as part of a separate robbery suppression operation.

## Regional Information Sharing

Criminals do not recognize jurisdictional boundaries. As such, the Department is committed to advancing our crime suppression and policing methods through proactively participating in regional information sharing agreements and shared data repositories with local, state, and federal law enforcement agencies. Moreover, the Department is dedicated to developing regional systems of managing and tracking information.

For example, in 2008, the Department initiated a regional information sharing agreement with Mesa, Scottsdale, Chandler, and Gilbert Police Departments. Over this next year, the Department will implement COPLINK (a regional data sharing and analysis tool) to link the Tempe Police Department's records management system with these agencies.



## GOAL 2: PROVIDE QUALITY SERVICES

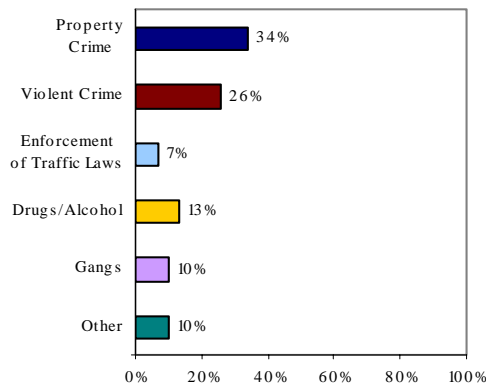
Annual surveys indicate that the citizens of Tempe are generally very satisfied with the Tempe Police Department. However, we are committed to further enhancing the delivery of our services by: providing strong customer service to include a quick response to both internal and external customers; strengthening communications with the community; promptly addressing community concerns; and continuing to evaluate the effectiveness and efficiency of our operations, including eliminating programs and operational protocols that do not maximize the quality of police services to the community.



The Tempe Police Department's Media Relations Bureau, in conjunction with the Patrol, Traffic, and Criminal Investigations Bureaus, as well as the Crime Prevention Unit and Arizona State University, is pleased to introduce Tempe S.A.F.E. Start (Safety Awareness for Everyone).

This new safety campaign created by the Tempe Police Department will encompass several public education and enforcement programs. These programs include sexual assault prevention awareness, traffic enforcement around Tempe schools, party patrols, cool weather crime prevention tips, and a newly developed youth alcohol enforcement squad. The purpose of *Tempe S.A.F.E. Start* is to make everyone in the Tempe community aware of their safety regardless of the time of year.

### Focus for 2009



### 2008 Community Surveys

The Department cares deeply about the perceptions and concerns of our citizens. As such, the Department surveys the community on an annual basis. In responding to the 2008 Police Department Citizen Survey, the highest portion of randomly selected citizens indicated that Property Crime should be the main focus of the Department over the next year (see chart). The Department will listen to the voice of the community by focusing our efforts on preventing and suppressing property crimes in 2009.

Additionally, the Department is proud of the fact that citizen satisfaction with the Police Department is high. Specifically, the independently conducted 2008 Tempe Community Attitude Survey found that citizen satisfaction with services provided by the Police Department had increased to 83% (from 76% in 2007).

### Interdepartmental Workgroup

The Police Department recognizes the need to address neighborhood quality of life issues with a collaborative and coordinated approach and, as such, was instrumental in forming the Interdepartmental Workgroup. This workgroup consists of departments across the City that meet bi-weekly to proactively share information regarding Tempe neighborhoods. The benefits of this effort are already being realized as the workgroup has been able to pool resources and quickly resolve several specific neighborhood issues.



### Special Events

The City of Tempe was host to a large number of special events in 2008, including:

- The METRO Light Rail grand opening
- The Insight Fiesta Bowl Block Party
- The 4<sup>th</sup> of July event
- The P.F. Chang Rock 'n Roll Marathon



Each of these events presented significant public safety issues. However, all were successfully handled due to the hard work and long hours contributed by the men and women of the Tempe Police Department.

### Enhanced Community Relations

Several key positions were created in 2008 to enhance the Department's service to the needs of the community and employees. These positions included:

Executive Sergeant – serves as a liaison with the City Manager and City Council staff, providing high level customer service to citizens and being a central point of contact for City Hall and City Council for the resolution of citizen concerns.

Community Outreach Specialist – serves as a liaison to community and neighborhood groups.

Media relations/community affairs unit – focus is to highlight efforts of the Tempe Police Department and provide timely and accurate information to the community.

## GOAL 3: A SUPPORTIVE ENVIRONMENT FOR EMPLOYEES

The Police Department depends on the knowledge, skills, talents, and abilities of the sworn and civilian individuals who work within our Department. We recognize the importance of supporting the needs of our employees in the performance of their duties by: improving communication throughout the organization horizontally and vertically; encouraging cooperation between all work groups; being responsive to employee concerns; creating an inclusive environment that empowers employees; providing opportunities for employee training and development; supporting employee groups; attracting and retaining a skilled and diverse group of employees; and striving to develop new leaders within our organization through succession planning.

### Tempe Police Department Reorganization

In 2008, the Department implemented a comprehensive reorganization to ensure the Department is well-aligned, flexible, prepared for future growth, and able to respond to current and ever-changing demands. The reorganization included the reintroduction of the position of Lieutenant into the organization to increase the training, mentoring, and coaching of line level employees and enhance operational support. Within the Patrol Operations Division, Lieutenants have been deployed to serve as "Watch Commanders" and have been tasked with managing overall operations within Patrol and the Traffic Bureau. This has allowed the Patrol Commanders to focus on department-wide strategic issues, including the Department's basic mission of fighting crime.



### Development of New Leaders

In line with the reintroduction of the rank of Lieutenant into the Police Department's organizational structure, new emphasis was placed upon the training of such new leaders. The Center for Leadership Excellence at Arizona Post provided an International Association of the Chief's of Police course entitled Leadership in Police Organizations. This 4-week (160-hour) course contained 34 training modules covering such topics as:

- Equity issues
- Generational difference
- Effective followership
- Motivation through consequences
- Group development
- Socialization
- Situational leadership
- Transformational leadership
- Ethical leadership
- Counseling skills and stress management
- Organizational cultures

Also included are Covey's 7 Habits for Law Enforcement. Department managers are attending this advanced leadership class that utilizes both classroom and practical application to hone skills in leading and managing individuals, groups, and organizations.

### Recruitment and Hiring

A priority was placed on Department recruitment and hiring efforts in 2008. For the year, a total of 1,252 individuals tested for a Department position and 56 new officers participated in our



Field Training Program. On one test date in November alone, there were over 270 police officer applicants processed. The Department's goals in this area have been to ensure that a continuous pool of qualified police candidates is moving through the hiring and training pipeline to address the immediate and future staffing

needs of the Department. The result of these efforts is that for the first time in recent history, we have met this goal and continue to have a steady stream of new officers moving through the hiring and training processes.

### Workgroup Relationships

Our employees are our greatest asset and improving employee satisfaction and morale is an important goal within the Department. Police Department managers have worked closely with formal Tempe employee workgroups including the Tempe Officers Association, the Service Employees International Union, the Tempe Supervisors' Association, as well as other employee workgroups in an effort to provide the resources and support needed by Tempe Police Department employees to do their jobs successfully.

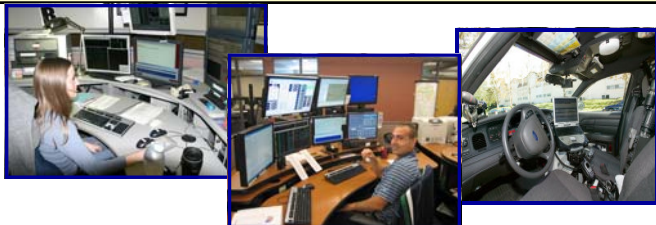


## GOAL 4: ORGANIZATIONAL DEVELOPMENT & INNOVATION

The Police Department has cultivated a reputation for pioneering innovative policing strategies and is committed to further advancing our organization through: challenging the limits of traditional public safety methods; proactively implementing new information technology systems; conducting cutting edge research; incorporating the best law enforcement practices into our operations; working cooperatively and collaboratively with other agencies; and striving to develop a proactive environment that fosters creative thinking and the development of new law enforcement methods.

### Internet Crimes Against Children Center

The Internet Crimes Against Children (ICAC) unit was established in 2008, with the goal of protecting our most vulnerable and precious citizens by improving the Department's ability to proactively investigate crimes occurring against children on the internet. This unit is tasked with identifying and apprehending online child predators. Funding for this endeavor was received via a grant with the Pascua Yaqui Indian Tribe which allowed us to create workspaces, acquire new technologies, and host regional training on the investigation of Internet exploitation of minors. As a result of this unit, numerous child predators have been arrested and educational partnerships have been formed to address this new form of child exploitation. Additionally, we have worked closely with the Arizona Internet Crimes Against Children Unit to establish a joint taskforce.



### Technology Initiatives

Implementation of new technology was a great asset to the Department in 2008. The main technology initiatives included:

- Interoperable, digital, 700Mhz radio system—this project facilitated communication with our public safety partners throughout the Phoenix metro area.
- Replacement of laptops and related infrastructures in all patrol cars and specialty vehicles—this provided enhanced technical capabilities, necessary hardware infrastructure for the soon-to-be implemented computer aided dispatch, records management system, and field report writing systems.
- Wireless environment from vehicles—officers and other field personnel are now able to access a much wider array of information and quickly share information with other users.



This year, there will be even more advancements including the implementation of a comprehensive new police information system that will replace the existing Computer Aided Dispatch system, Records Management System, and Field Writing/Reporting System. A further benefit of these new technological innovations is the role they play in the Intelligence-Led policing process as they enhance our ability to provide timely, accurate, and thorough information to our officers and detectives in the field.

### Homeland Security Bureau

Recognizing the critical need to plan for the future homeland security requirements of the Department and the City, a Homeland Security Bureau was created this past year. This bureau serves as the Department's center for municipal and transportation security as well as homeland security operations activities. The focus of the Homeland Security Bureau is on preparing both the Department and the City for domestic and international threats and managing emergency incident response. This bureau also works with other local, state, and federal agencies to address homeland security issues on a regional scale. Already, a new canine team has been formed in anticipation of increased service demand due to city growth and the addition of the Tempe light rail.

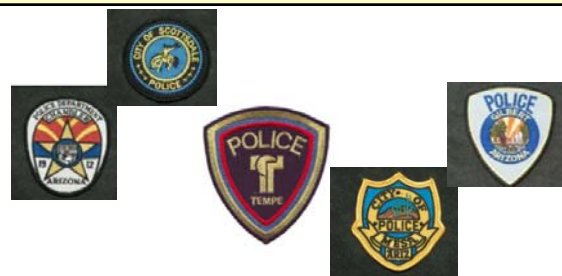


### Interagency Partnerships

The Police Department recognizes that there are great benefits to strong working relationships with other agencies. As such, in 2008, the Department worked to maximize resources and improve service delivery by working cooperatively and collaboratively with other law enforcement agencies. Specifically, joint federal and state taskforces included:

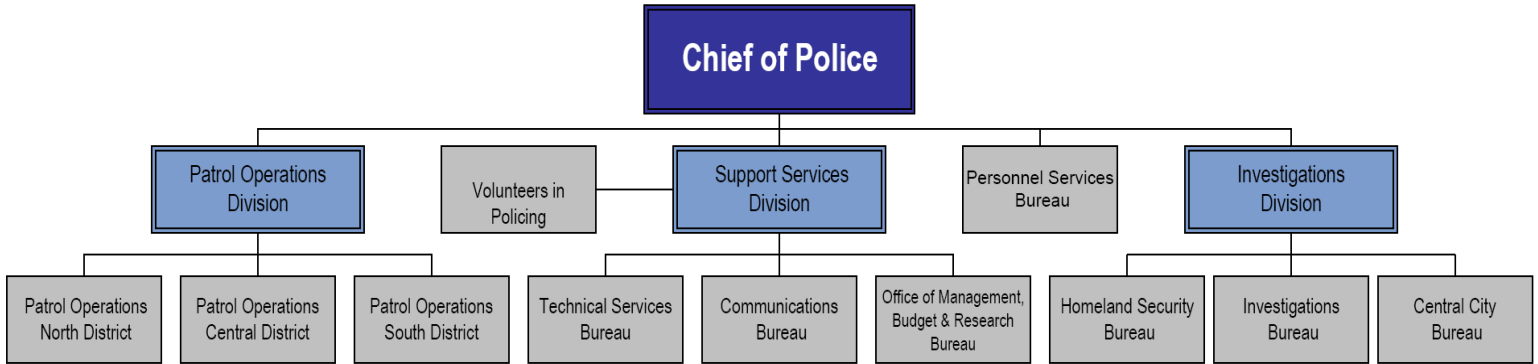
- The Drug Enforcement Administration
- The Federal Bureau of Investigation
- The Arizona Auto Theft Authority
- The Arizona Counter Terrorism Center

Additionally, the Department has also partnered with Mesa, Scottsdale, Chandler, Gilbert, and the Salt River Pima-Maricopa Indian Community in the creation of an East Valley Gang and Criminal Information Fusion Center. This Fusion Center serves as a mechanism to collect, analyze, and disseminate criminal intelligence information across the East Valley. Moreover, the Department also pooled resources with Arizona State University to include joint law enforcement trainings and joint Downtown and party patrols.



# CALENDAR YEAR 2008 ANNUAL REPORT

## Police Department Organizational Chart



## Personnel and Budget

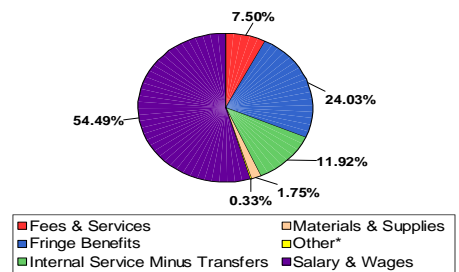


Authorized Police Personnel for Calendar Year 2008:

- Sworn Employees - 354
- Civilian Employees - 213

The budget for Fiscal Year 2008/2009 totaled \$75,199,722, a 13.5% increase from Fiscal Year 2007/2008.

Fiscal Year 2008/2009 Budget

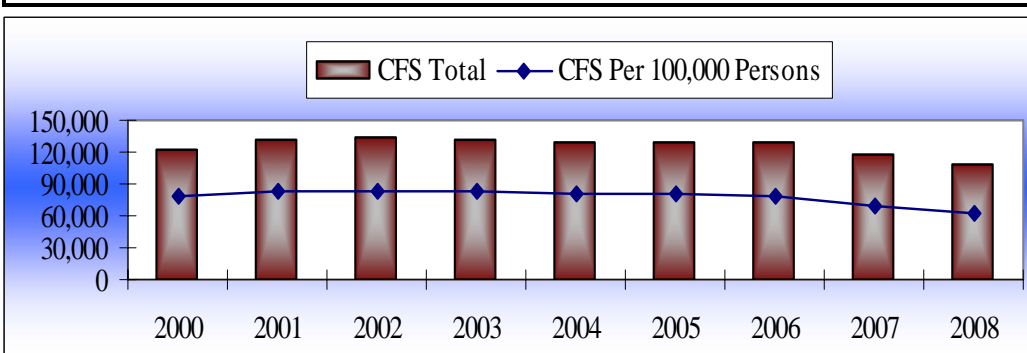


\*The "Other" category includes those categories comprising less than 1% each of the total budget. Other Contributions & Charges, Travel & Other Expenses, and Capital Outlays

### Reported Part I Crimes in Tempe: 2000 – 2008

Part I Crime	2000	2001	2002	2003	2004	2005	2006	2007	2008
Homicide	13	5	10	7	8	4	6	10	6
Rape	80	72	76	74	86	72	71	63	34
Robbery	297	327	344	299	263	326	426	330	323
Aggravated Assault	588	533	811	633	623	658	592	513	493
Burglary	2,224	2,273	2,360	2,430	1,793	1,835	1,795	1,866	1,545
Larceny	9,711	10,497	11,004	9,756	8,838	8,260	8,374	7,958	7,584
Motor Vehicle Theft	2,295	2,827	3,215	2,701	2,411	2,305	2,420	1,599	1,115
Arson	38	37	41	48	36	57	74	69	54
<b>Total Part I Crime</b>	<b>15,246</b>	<b>16,571</b>	<b>17,861</b>	<b>15,948</b>	<b>14,058</b>	<b>13,517</b>	<b>13,758</b>	<b>12,407</b>	<b>11,154</b>
<b>Part I Crime Rate per 1,000</b>	<b>96.11</b>	<b>104.47</b>	<b>112.03</b>	<b>99.91</b>	<b>87.41</b>	<b>84.09</b>	<b>82.93</b>	<b>73.91</b>	<b>64.61</b>

### Citizen Calls For Service 2000 – 2008



Year	CFS Frequency
2000	122,830
2001	131,471
2002	133,675
2003	132,048
2004	128,814
2005	128,150
2006	128,818
2007	117,570
2008	108,815

