



# TEMPE

## POLICE DEPARTMENT

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## CALENDAR YEAR 2010 ANNUAL REPORT

### Message from the Chief

On behalf of the employees of the Tempe Police Department, I am pleased to present our 2010 Annual Report. Having served with pride as Chief over the past four years, I am continuing to emphasize the importance of community and law enforcement partnerships, procuring the technology that supports intelligence-led policing, and empowering our department's leaders by continually encouraging the development of organizational and operational strategies to combat crime and protect our community.

Our organization is comprised of highly trained, results-oriented professionals, dedicated to serving our diverse community. Despite the economic climate and the challenges that stand before us, we remain committed to achieving the highest levels of excellence. Some of our efforts during 2010 include:

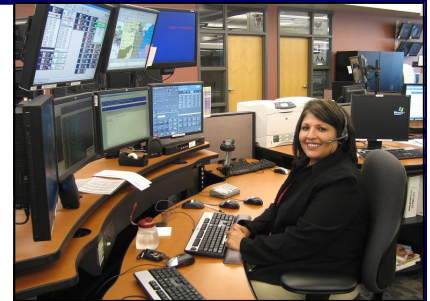
- Significant decreases in crime for the 4th consecutive year.
- We again achieved high citizen satisfaction ratings, based on the 2010 Community Survey.
- The Criminal Apprehension Surveillance Team (CAST) took over 267 dangerous criminals off the streets.
- A second Patrol Action Team was deployed, doubling our flexibility, mobility, and capability.
- The new Crime and Intelligence Center (that serves as the primary conduit and repository of crime data, information, and intelligence for the Department) was launched.
- Several high profile major case investigations involving crimes against persons received national attention. Case teams located, apprehended and charged suspects with crimes ranging from kidnapping to first degree murder.
- We strengthened our partnerships with federal and state law enforcement agencies and taskforces as well as local valley police departments and fusion centers.
- Our Volunteers in Policing program expanded and contributed over 11,000 hours of service.

The men and women of the Tempe Police Department continue to provide the highest level of professionalism, determination, and integrity as we carry out our mission of fighting crime and protecting the members of our community.

We know that our successes are directly related to the great partnership and support we receive from our community and our Mayor and Council. Thank you.

Sincerely,

Tom Ryff

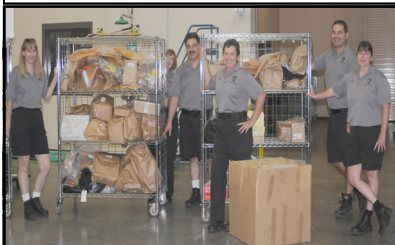


# MISSION, VISION, VALUES & GOALS

The mission of the Tempe Police Department is to suppress crime and promote the safety of our community.

## The Vision of the Tempe Police Department

- We are a highly adaptive, flexible, and proactive organization that integrates both community oriented and intelligence-led policing philosophies.
- Our organization is fully staffed with collaborative, accountable, and highly skilled employees who are dedicated to providing the highest quality police services to the community.
- We utilize innovative technology, systems, and processes to gather, analyze, and disseminate crime and intelligence information throughout our organization.
- We operationalize crime information and intelligence to allocate our police resources strategically and prevent and suppress crime in the community.
- We promote regional information sharing and cultivate active community and interagency partnerships.



## The Strategic Goals of the Tempe Police Department

The strategic goals serve to guide the activities and direction of the Department and provide a foundation for decision-making so we can continue to deliver the highest quality police service to the community for years to come. Because of how integral these goals are to the Department, this report is structured according to the five strategic goals below.

- **Strategic Goal 1: Fight Crime**
- **Strategic Goal 2: Provide Quality Services**
- **Strategic Goal 3: Provide a Supportive Environment for Employees**
- **Strategic Goal 4: Promote Organizational Development and Innovation**
- **Strategic Goal 5: Enhance Information Technology**



## Core Values

**Honor** - We will be honorable in our principles, intentions, and actions.

**Integrity** - We value honest communication both internally and externally and our actions match our words.

**Loyalty** - We are committed to fellow employees, the City of Tempe, and the community we serve.

**Dedication** - We are responsive to the community and devoted to the delivery of effective and efficient police services.



# GOAL 1: FIGHT CRIME

## The War on Drugs: Tempe Dismantles Trafficking Network

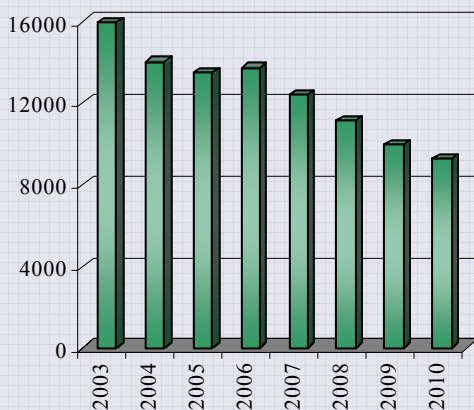
The Tempe Police Department conducted several major drug-bust operations in 2010 including Operation Dark Carnival, Operation Crystal Dragon and Operation Double Down. Each operation resulted in arrests, drug and cash seizures, and the disruption of drug trafficking in Arizona from other states and countries. Operation Dark Carnival was a seven month investigation and resulted in the arrest of 15 suspected heroin dealers from multiple trafficking organizations. Operation Crystal Dragon was a yearlong investigation which brought down the suspected leaders of a drug-trafficking organization and resulted in the discovery of a meth lab in north Tempe and a “super lab” in Phoenix. Operation Double Down resulted in massive seizures of methamphetamine and included undercover work as well as the service of 50 uniformed officers and SWAT members. All of these operations began with local officers being aware of what was happening in their beat and the efforts of the Special Investigations Bureau to find trends in the information provided by officers.

For the three operations, seizures and arrests included:

- 150 pounds of methamphetamines- \$3.5 million street value.
- 114 pounds of cocaine- \$2.3 million street value.
- 19 ounces of heroin- \$44K street value.
- \$1.5 million in cash.
- 211 criminal arrests.



**Reported Part I Crimes in Tempe:  
2003 - 2010**



## Continued Decrease in Crime

Tempe ended 2010 with a decrease in every reportable violent and property crime category with the exception of homicide. Homicides can vary widely from year to year as in 2009 Tempe had the lowest total number of homicides in 20 years (2 homicides) and this past year we had 12 homicides. Overall, Tempe has averaged approximately 7 homicides a year for the past 10 years.

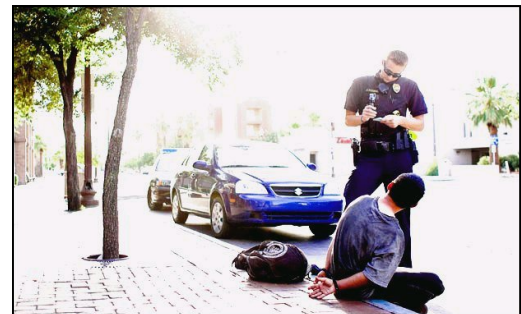
One homicide is too many and our detectives, patrol officers, investigation units, and analysts have all worked diligently to solve these tragic crimes. Drawing on innovative policing strategies, the Police Department made numerous arrests related to these cases throughout 2010. As a result, the Tempe Police Department's homicide clearance rate of 92% (11 out of 12 homicides) is significantly above the national homicide clearance rate which has ranged between 61% and 67% for the past five years.

Overall, 2010 will represent the fourth straight year in a row that the Police Department has experienced a decrease in crime. This reduction is the result of the pioneering crime prevention, enforcement, and suppression strategies the Department has been able to adopt with council and community member support.



## Second Action Team Combating Crime in South Tempe

The success of the original Action Team has led to the creation of a second Action Team focusing on criminal apprehension in South Tempe. The Action Teams use information directly from Patrol Officers to help determine where to target efforts. The members of the new Action Team have experience as detectives, SWAT Team, narcotics investigation, and with search warrants. A combination of experience is needed for this group as they help find suspects, provide high-visibility in crime ridden areas and respond quickly to a multitude of complaints. In their first 4 months of operation, this new team was responsible for making 175 criminal arrests; 82% of which were attributable to proactive officer contacts.



## GOAL 2: PROVIDE QUALITY SERVICES



### Back-to-School Initiative: A Community Partnership

The Tempe Police Department partnered with other city departments, ASU, and the local media to prepare for K-12 and ASU students going back to school in August. The influx of students can create challenges such as traffic congestion, student safety, and criminal activity. The beginning of the school year also means an increase in sexual assaults, loud party calls, and traffic accidents. The strategy of the Back-to-School initiative was to target violent crimes and to educate and inform students and community members of the issues related to students returning to school. The Traffic Bureau, Central City Bureau, Crime Prevention Unit, Patrol, Criminal Investigations Bureau, and the Public Information Officer were involved in enhanced activities and community education. The result of the Back-to-School initiative was:

- 675 traffic citations, 16 arrests, and 15 vehicles impounded.
- 87 Party Patrol arrests, 27 loud party notifications, and 6 seized kegs.
- 5 establishments were cited for selling alcohol to minors.
- Media coverage of a Prevention and Safety campaign by each major TV outlet.

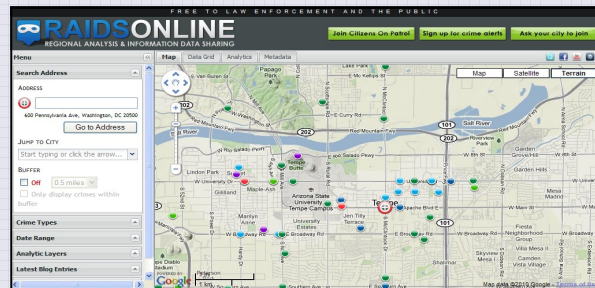


### GAIN

Getting Arizona Involved in Neighborhoods or GAIN held one of its most successful events in October. This event was formerly part of National Night Out. GAIN is a crime prevention tool that encourages community members to meet and get to know their neighbors and to become more familiar with their neighborhoods. This helps make residents aware of suspicious activity or persons and gives them resources to report the activity. The Police Department is involved in the event to showcase services and establish relationships within the community.



### Tempe Crime Data Online



One of the resources Tempe residents can now use to track crime is RAIDS Online. RAIDS is a free online crime mapping website that residents can use to view crime in their neighborhoods. Beginning in June, the Police Department began uploading citywide crime data (sanitized to the hundred block level) which can be accessed from this website. Citizens can also use this site to set up free crime alerts and be notified by email if crimes occur in their neighborhood. To access RAIDS Online go to <http://www.tempe.gov/cau/>

### Tempe PD: Neighbor of the Year



In 2010, the Department had great success working with a north Tempe neighborhood to stop illegal drug trafficking and associated crime. Officers in the neighborhood forged relationships within the community and sought the residents' insight into the problem. The Department addressed a number of these issues through a comprehensive operation. Working with the neighborhood to gather information on illegal activities, the operation took down two major suppliers and a middle supplier of methamphetamine and made 41 arrests in three months. Without the communication and relationship between neighborhood residents and officers, the success of this operation would not have been possible.

In response to the success of such an effort between community and police, the North Tempe Neighborhood Association named Tempe PD "Neighbor of the Year." Nominees for this award have exhibited, practiced, or embodied positive problem solving, proactive planning, conflict resolution, participatory governance, neighborhood empowerment, and have encouraged others to action. These words perfectly describe the Department's commitment to providing quality services with a proactive approach to protecting Tempe communities.



## GOAL 3: A SUPPORTIVE ENVIRONMENT FOR EMPLOYEES

### Budget Reductions: Community Support Provides Relief

In January 2010, the citywide budget reduction proposal was drafted and presented to the Tempe City Council. This plan, that addressed the City's budget deficit, initially included a reduction in positions and programs which would have significantly impacted the Police Department. Chief Ryff worked proactively with the City Council, the City Manager, employee groups, and community and neighborhood groups to advocate addressing reduction concerns that could detrimentally affect the Police workforce and public safety. Due to the overwhelming support of Tempe residents who supported Proposition 401 (which temporarily increased the sales tax by 0.2%) over 90 police jobs were saved. The saved positions included the Gang Squad, an Action Team, a Narcotics Investigations Squad, several Traffic Squads, the School Resource Officer program, and the Crime Prevention Unit. The remaining budget reductions, that included fewer cuts, have led to creative ways to augment resources, including reorganizing the department and increasing the volunteers in policing program.



### Volunteers in Policing

This past year, the Volunteers in Policing (VIP) program expanded to include volunteers in nearly every division of the Police Department. One hundred and twenty six volunteers in the VIP program generously contributed 11,431 hours of service to the Tempe Police Department and the community in 2010. Though 13 active programs, volunteers in over 50 VIP positions offer regular support including:

- Coverage for regularly scheduled fingerprinting at headquarters.
- Assisting with the care of horses for the Mounted Unit.
- Flyer handouts for the north Tempe arson investigation, homicide investigations, and assistance with the Tempe Town Lake dam burst.
- The first VIP Academy in Motorist Services with more than 20 volunteers graduating the training. Graduates assist patrol and traffic officers with traffic direction, parking enforcement, and vehicle care as patrol fleet volunteers and DUI van drivers.



The Department relies on VIP volunteers as important and valued resources that provide excellent services to the organization and the Tempe community.

*Steve Razo*



### Brothers are Officers of the Year

The Tempe Police Department is proud of brothers Steve and Frank Razo who both (independently) received the 2010 Office of the Year Award from two community organizations. Steve, an 11 year veteran of the Department, was selected from officers nominated across the East Valley by the Palo Verde Chapter of the Sons of the American Revolution for his work training and mentoring new police officers. Frank has worked for the Department for a decade and was honored by the Tempe Elks Lodge for his consistency and dedication to high quality police work. Both brothers are top performing field training officers who are entrusted with teaching new police officers the ropes and how to conduct themselves safely. Steve and Frank have followed their father's footsteps into a career in law enforcement and both embody the core values of the Department as they serve and protect the Tempe community.

*Frank Razo*

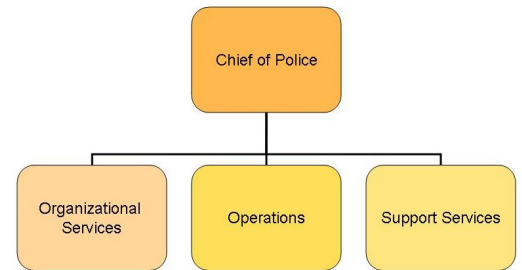


## GOAL 4: PROMOTE ORGANIZATIONAL DEVELOPMENT & INNOVATION

### Police Department Re-Organization

In 2010, the Department was restructured in response to budget reductions. The reorganization enhanced the organization's alignment, flexibility, and ensures responsiveness to increasing and changing law enforcement demands. This reorganization has streamlined the Department into three divisions:

- The Organizational Services Division incorporates the Detention Facility, Volunteers in Policing, hiring and recruitment, internal affairs, policy, procedures, and employee training and development.
- The Operations Division includes Patrol, Criminal Investigations, Special Investigations, Traffic, and Central City operations.
- The Support Services Division is composed of Communications, the Office of Management Budget and Research, and Technical Services (including Records, Identification, and the Property Facility).



In addition to the change of divisions, a new Audit and Compliance Unit (ACU) was created within the Organizational Services Division increase fiscal and resource accountability and to help Bureau Managers make improvements to training and safety standards. The ACU investigates how each bureau functions and provides information on any areas that could improve performance, efficiency, safety, and reduce costs. The Bureau Managers are provided post-audit reports which enable them to see what areas are running smoothly and what areas could use improvement. The ACU will help Tempe PD maintain a strong reputation and keep the working environment safe and well-organized for all employees.

### Establishment of the Crime and Intelligence Center

Using voter approved Capital Improvement Project funds, the renovation of the first and basement floors of the Police facility located at 120 E. 5th Street was completed in October. Renovations included the construction of the Crime and Intelligence Center (CIC) that serves as the primary conduit and repository of crime data, information, and intelligence for the Department. The centrally located CIC promotes employee interaction, resource sharing, information exchange, and the dissemination of real-time actionable intelligence. The new systems and resources available at the CIC enables Investigations, Patrol and Crime Analysts to work more efficiently and effectively.



To celebrate the finalization of such an important update, tours of the CIC were given to numerous community groups and law enforcement agencies. The tours highlighted the enhanced capacity of the Department to investigate and prevent crimes in Tempe. The newly finished area has features that include:

- Enhanced computer and conferencing interoperability.
- Six large screen computers that can be used as one or several screens.
- Inset microphones for conference calls and meeting recording.



### A New Criminal Apprehension Surveillance Team

Last year, the Tempe Police Department Criminal Apprehension Surveillance Team (CAST) was created. CAST was designed to capture known felons quickly, safely, and efficiently. In the first eight months, CAST netted more than 200 arrests and cleared 174 warrants. Nearly 90% of the arrests involved felony charges. CAST has impacted violent crime in Tempe, which is down almost 15 % in 2010. Speaking of the success of CAST, Commander Kim Hale said, "The number of arrests made by CAST has reduced calls for service for our Patrol Officers, helped to keep our detectives' focused on the investigations, assisted in the recovery of evidence, and provided valuable intelligence. Whenever you provide hard charging officers with the right direction, support and resources you will get excellent results. CAST's results are truly EXCELLENT!"



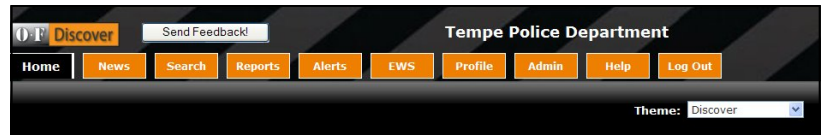
# GOAL 5: ENHANCE INFORMATION TECHNOLOGY

## New Resources Enhance Information Sharing

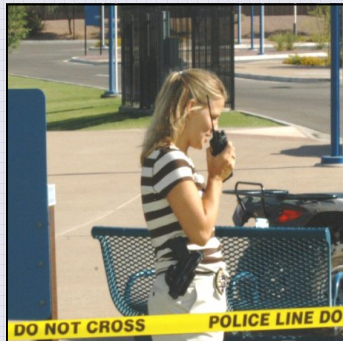


In 2010, the Police Department used cutting edge technology to help us meet our mission of fighting crime. The Central Operations Portal, or COP, is an internal website that was launched in September. The site has provided the Department with a centralized location for information sharing which can be accessed by any Department employee from worksites or vehicles. This site includes such features as beat blogs that officers can use to share real-time crime information about emerging crime trends in the neighborhoods they patrol.

Ops Force is another tool the Department acquired in 2010 and it includes an application that provides real-time data mining of police call data that allows for the immediate identification of crime trends. The program also includes a staffing allocation and deployment tool that helps managers forecast future staffing and deployment requirements to meet the demand for police services



In addition to these tools, the biggest technology initiative underway at the Department is the Police Information Network (PIN). PIN will replace the current computer aided dispatch, records management, and field reporting systems. PIN will also link to other systems which will increase users' access to important data and allow officers to access critical law enforcement databases in the field. Certain components of the system will be rolled out in Spring 2011 and the entire system will be operational by December 2011.



## Upgrading Police Department Interview Room Technology

As part of the police headquarters renovation, the Tempe Police Department has three new and improved interview rooms. The interview rooms are each modified for a distinct use, and includes a victim's room, an investigative leads room, and an in-custody room. Features of the rooms include:

- Comfortable furnishings and soothing decor in the victim's room.
- Movable furnishings for multifunctional use in the investigative leads room.
- Lock down capability in the in-custody room.

Each interview room is equipped with state-of-the-art digital video and audio recording devices with noise reduction treatments on the floors, walls and ceilings. The entire system is expandable and can store all interviews on a server at a remote location. This technology allow detectives to view interviews in progress at their workspace and enhances criminal investigations.

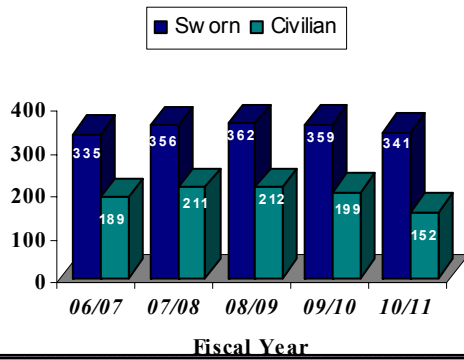


# TEMPE POLICE DEPARTMENT QUICK FACTS

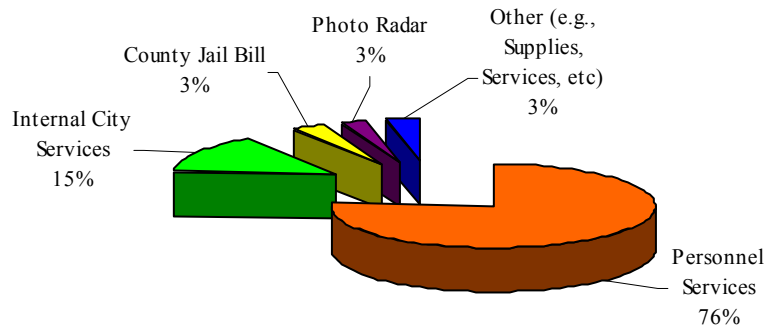
## Personnel and Budget

The Tempe Police Department is currently comprised of 493 employees who are dedicated to preserving the safety of the Tempe community. As can be seen in the chart below, the number of Police Department positions has decreased from previous fiscal years. As is typical of any organizational budget, the largest portion of the fiscal year 2010/2011 Police Department operating budget (which totals 66.8 million dollars) is personnel services. The budget for personnel services amounts to 50.9 million dollars and includes all personnel costs (e.g., salaries, wages, etc).

**Police Department Positions**



**Fiscal Year 2010/2011 Police Department Budget**



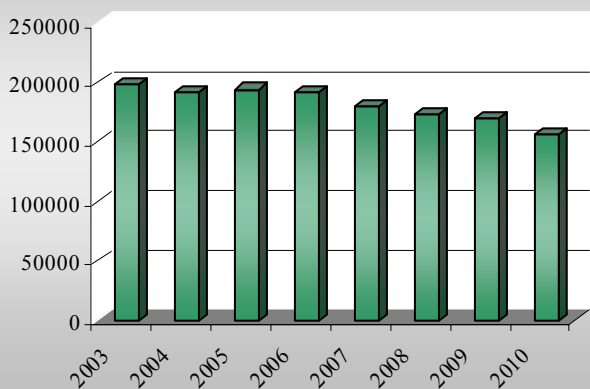
## Reported Crime Continues to Decrease in Tempe

The following table shows the frequency and types of Part I Crime for 2003-2010 in Tempe. Part I Crimes are tracked and measured in accordance with FBI standards. Overall crime in Tempe decreased by 14.9% for violent crimes, and by 5.9% for property crimes, as compared to 2009.

**Reported Part I Crimes in Tempe**

Part I Crime	2003	2004	2005	2006	2007	2008	2009	2010
Homicide	7	8	4	6	10	6	2	12
Rape	74	86	72	71	63	34	64	43
Robbery	299	263	326	426	330	323	306	268
Assault	633	623	658	592	513	493	548	460
Burglary	2,430	1,793	1,835	1,795	1,866	1,545	1,478	1,416
Larceny	9,756	8,838	8,260	8,374	7,958	7,584	6,692	6,412
Auto Theft	2,701	2,411	2,305	2,420	1,599	1,115	816	650
Arson	48	36	57	74	69	54	68	42
<b>Total Part I Crime</b>	<b>15,948</b>	<b>14,058</b>	<b>13,517</b>	<b>13,758</b>	<b>12,408</b>	<b>11,154</b>	<b>9,974</b>	<b>9,303</b>

**Calls for Service in Tempe: 2003 -2010**



## Tempe Calls for Service

There were 156,889 citizen and officer generated calls for service in 2010. The number of calls for service in 2010 was 8% lower than 2009.

