

# *Oro Valley Police Department Police Officer Staffing Report*



*FAIRNESS*

*EXCELLENCE*

*INTEGRITY*

*February 7, 2007*



Oro Valley Police Department  
Police Officer Staffing Report



*“The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action dealing with them”*

*Sir Robert Peel*



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### Chapter 1: Introduction

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“The Town of Oro Valley is a well planned community that uses its resources to balance the needs of today with potential impacts for future generations. Oro Valley’s lifestyle is defined by the highest standards of environmental integrity, education, infrastructure, services, economic sustainability and public safety.” (Town of Oro Valley Website) In order to maintain a high level of public safety services as the community grows, the Chief of Police must continually address the expectations of the community and set performance measures within the agency to quantify how effective the Police Department has been in meeting those expectations. The Chief of Police must balance the resources within the department to meet community expectations and the agency’s performance measures. This “balancing act” is a tedious and continuous task. The Oro Valley Police Department (like many others across the nation) has gathered large amounts of data to determine specifically how many police officers per thousand citizens are required to adequately and effectively deliver public safety services. Since not all communities or police departments agree on what is acceptable service, determining a national “standard” of sworn officers versus population is difficult. However, it is less difficult for individual agencies to determine a standard number of officers per thousand citizens. Police departments use community growth rates, calls for service, crime trends, response times, pro-activity versus reactivity ratios, deployment methods, and numerous other types of data, including community expectations, to forecast their current and future needs. Through strategic planning the Oro Valley Police Department has determined that it needs 2.5 police officers per 1,000 citizens to meet the expectations of the Oro Valley Community and performance measures set within the police department. This staffing report covers the following five areas to qualify its position:

1. Patrol Deployment
2. Management and Supervision
3. Investigations
4. Traffic
5. Crime Prevention

The Oro Valley Police Department’s position is based upon the best data available today. Numerous variables have been measured and forecasted to substantiate this need. Community leaders, elected officials, business managers, outside experts, citizens and law enforcement managers have spent the past six years developing and executing strategic plans to address the current and future needs of the Police Department. Prolific Law Enforcement Consultant and Risk Management expert Mr. Gordon J. Graham stated, “if its predictable, its preventable”. The Police Department has used all of its available resources to predict how the Town’s growth will affect public safety in the future and what measures should be taken to ensure police efficiency and to avert a department that solely reacts to crime and disorder. *Preparation is the key. This study focuses on forecasting the needs of the community.* It does not allocate a specific number of officers in each area as those numbers are subject to change based upon trends or the successful implementation of service. Based on understanding the specific expectations of the Oro Valley community, it provides a baseline staffing figure for which the department deems appropriate.



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## Chapter 2: Community Expectations

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Staffing and deployment of personnel is based upon many factors. Crime statistics provide some information on when and where crime is being committed and how many officers should be assigned to combat it. The size of a particular area or 'beat' may also determine how a police department deploys its resources or staffs the area. However, any staffing and deployment plan must have a primary underlying philosophy. Most police departments base this plan under the concept of "what are its community's primary expectations?" It is safe to say that the citizens of Oro Valley expect a high level of service. It is often said that many of the Town's residents moved to Oro Valley because of the quick and professional response the Police Department has to the needs of its citizens. This is not only known amongst the citizens of Pima County but also within the circles of the law enforcement community. In addition, the Oro Valley community expects less crime than the surrounding jurisdictions and more officers in its neighborhoods proactively deterring it. The prevention of crime is the primary function of all police departments and the greatest expectation of a community. The Founder of London's Metropolitan Police (Scotland Yard), Sir Robert Peel stated "*the test of police efficiency is the absence of crime and disorder, not the visible evidence of police action dealing with them.*" The Oro Valley Police Department has adopted that policing philosophy and though eliminating crime may be a task never truly accomplished, all police departments should strive toward that goal.

On August 15 and 16, 2006, the Oro Valley Police Department teamed with members of its community to develop a strategic plan that addressed many complex issues, but focused on one question, "How do we realistically and effectively deliver the services that meet community needs and expectations (prevention of crime) over the next five years?" Our experience, education and training suggest that the Oro Valley citizens have the following expectations:

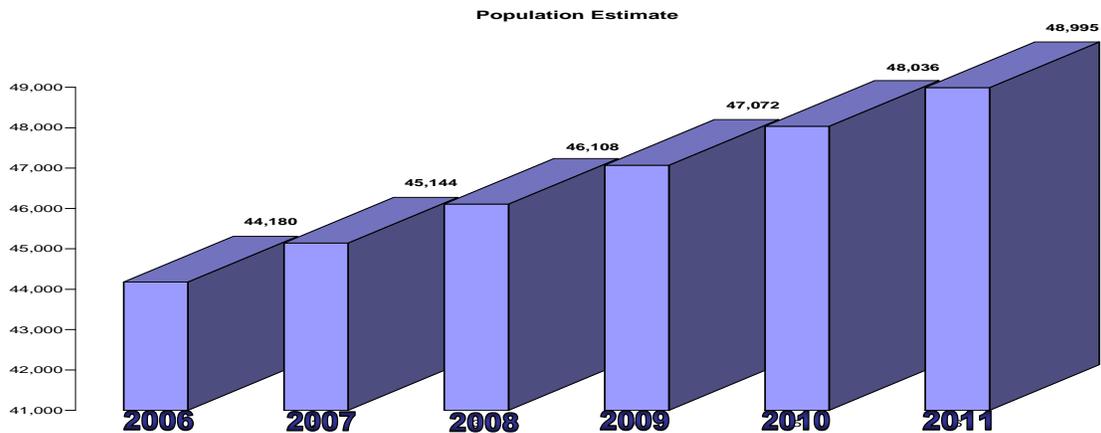
- A Police Department that deters criminal activity through proactive measures.
- A Police Department that responds quickly and appropriately to calls for service.
- A Police Department that employs members who perform their duties competently and treats all citizens fairly with dignity and respect.

To meet these expectations, the Police Department must continually assess its performance and prepare for increased population and future trends in workload. Certain assumptions were made during the two-day planning event and included:

- The population of Oro Valley will continue to increase.
- Calls for service will continue to increase.
- The Town's effort to attract retail, commercial, medical and residential development have and will continue to impact the Police Department's personnel needs and policing strategies over the next 5 years. The expansion includes over 11 new major diverse developments with approximately 2.9 million square feet.
- Implementation of the Police Department's Strategic Plan will require additional personnel.
- The center of the population for the Town will continue to move north.



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Based upon these assumptions and the trend analysis data in Chapter 4, the Police Department can predict an increase of workload and a decrease in pro-activity if additional personnel are not added. Not only will the Police Department see a significant increase in Part One crime (i.e. robbery, burglary, and theft) from the added businesses, the less densely populated areas on the Town's north side will gain residences, requiring more service. As those needed services spread throughout the Town, the current patrol 'beat' structure will have to be increased and personnel added to accommodate the growth. This is discussed in Chapter 5.

In addition to increasing the staffing levels, the Police Department must also properly train and supervise its personnel to ensure the proper development and direction of those police officers executing their duties, so community expectations are met. Supervision and management (Chapter 6) is a key to having a successful organization. In this case, a successful organization is measured by meeting its community's expectations through police efficiency. Unfortunately, the hiring and training of a single police officer can take up to one (1) year. Developing an officer into a competent supervisor may take three (3) to five (5) years after that, which is why maintaining a standard ratio of officer's per thousand citizens is important. It prevents the Police Department from falling too far behind the Town's growth. Services can be maintained consistently and the Police Department can plan better by knowing what resources it has now and what it will have in the future.

In The Art of War, Sun Tzu wrote, "So it is said that if you know others and know yourself, you will not be imperiled in a hundred battles." The Oro Valley Police Department has spent decades learning what the community expects from its Police Department. It has spent the same time learning how to best provide service for the community. This "strategy" of understanding both Community and Department is very important. It allows the Police Department to plan and anticipate what obstacles it will face and how to best deal with them. It saves the Police Department from being "imperiled in a hundred battles" and better prepares it for those "battles" that directly affect the safety of the community. The Police Department believes that having 2.5 police officers per 1,000 town citizens is a winning strategy toward meeting its community's expectations and improving police efficiency.



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**Chapter 3: Department Measures**

According to a 2006 Staff Study conducted by the Glendale (AZ) Police Department, “there are no national standards used to determine staffing needs”. It also reported, “most staffing decisions depend largely on the region, political climate, finances, city leadership, crime, calls for service and community expectations”. However, many agencies use population versus sworn officer ratios to determine staffing needs. In 2004, the Dallas Police Department conducted a national study to determine the average ratio of sworn officers to citizens. The study concluded that the national average is 2.65 officers per thousand citizens.

**National 2004 Study**

City	Sworn Officers Per Thousand Population	Sworn Officer Rank	Civilian Employees Per Thousand Population	Civilian Employee Rank
Baltimore, MD	4.85	1	0.88	4
Philadelphia, PA	4.71	2	0.66	7
Houston, TX	3.27	3	1.00	2
Los Angeles, CA	2.67	4	0.94	3
Dallas, TX	2.44	5	0.42	11
Ft. Worth, TX	2.33	6	0.67	6
Austin, TX	2.02	7	0.85	5
Mesa, AZ	1.89	8	1.15	1
Phoenix, AZ	1.68	9	0.62	8
San Antonio, TX	1.60	10	0.54	9
San Jose, CA	1.49	11	0.52	10
Average (excluding Dallas)	2.65			

Dallas Police Department 2004 Staff Study

Currently, the Oro Valley Police Department has an authorized strength of 90 officers to serve approximately 44,180 citizens. This equates to 2.05 officers per thousand. This ranks fourth in a jurisdiction comparison with agencies of similar size. The Police Department will need 113 police officers to reach its 2.5 per thousand citizen goal. (Note: The authorized strength will increase to 98 in April of 2007.)

**Jurisdiction Comparison**

City	Population	Authorized Strength	Ratio	Ranking
Marana	26,725	82	3.07	1
Casa Grande	36,680	80	2.18	2
Goodyear	48,210	102	2.12	3
<b>Oro Valley</b>	<b>44,180</b>	<b>90</b>	<b>2.05</b>	<b>4</b>
Sahuarita	20,393	36	1.77	5
Sierra Vista	37,000	65	1.76	6
Avondale	69,356	95	1.37	7

Source – City WebPages, Wikipedia, Police Department WebPages 2006, phone survey.



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**Response Times**

Although there is no national standard for police response times, there appears to be a consensus among police agencies that officers should respond to emergency calls within five minutes or less. The Glendale Police Department published the following data in a 2006 Staff Study.

Department	Average Response Emergency in Minutes	Ranking	Non-Emergency Calls in Minutes	Ranking Non-Emergency Calls
Mesa, AZ	3.7	1	**	6
San Antonio, TX	4.8	2	15.4	3
Phoenix, AZ	5.2	3	33.3	8
San Jose, CA	5.6	4	8.1	1
Houston, TX	6.5	5	20.9	4

Source-Glendale Police Department Staff Study 2006

Department	Average Response Emergency in Minutes	Ranking	Non-Emergency Calls in Minutes	Ranking Non-Emergency Calls
Mesa	3.7	1	14.4	2
Scottsdale	4.1	2	<b>Data</b>	<b>Unavailable</b>
Tempe	4.7	3	13.5	1
Phoenix	5.6	4	30.9	4
Glendale	6.1	5	39	5
Chandler	6.2	6	30.5	3
Average	5.1			

Source-Glendale Police Department Staff Study 2006

The Oro Valley Police Department has set a performance objective as it relates to police response times for all Priority One and Priority Two calls for service. The Police Department expects to arrive at all Priority One calls for service in less than 5.00 minutes, 90% of the time. The Department expects to arrive at all Priority Two calls for service in less than 8.00 minutes, 90% of the time. However, the Police Department believes its optimal performance objective should be increased to 100%, for both Priority One and Priority Two calls for service. Response time data for 2006 showed that the Police Department failed to meet its performance objectives each month (excluding February-Priority One calls arrived to in less than 5.00 minutes 91% of the time). The following chart demonstrates the Department's deficiency in obtaining the 90% efficiency rate in both Priority One and Two calls. The Police Department is even further behind in response times, considering that the Police Department seeks a 100% efficiency standard. Quick response times increase our ability to catch criminals and render aid, which continues to be a primary expectation of communities throughout the country. In many emergencies, time is of the essence and waiting for the police can be an agonizing experience for any citizen who needs help. The Police Department has recognized this and changed its deployment method (platoon system) to decrease

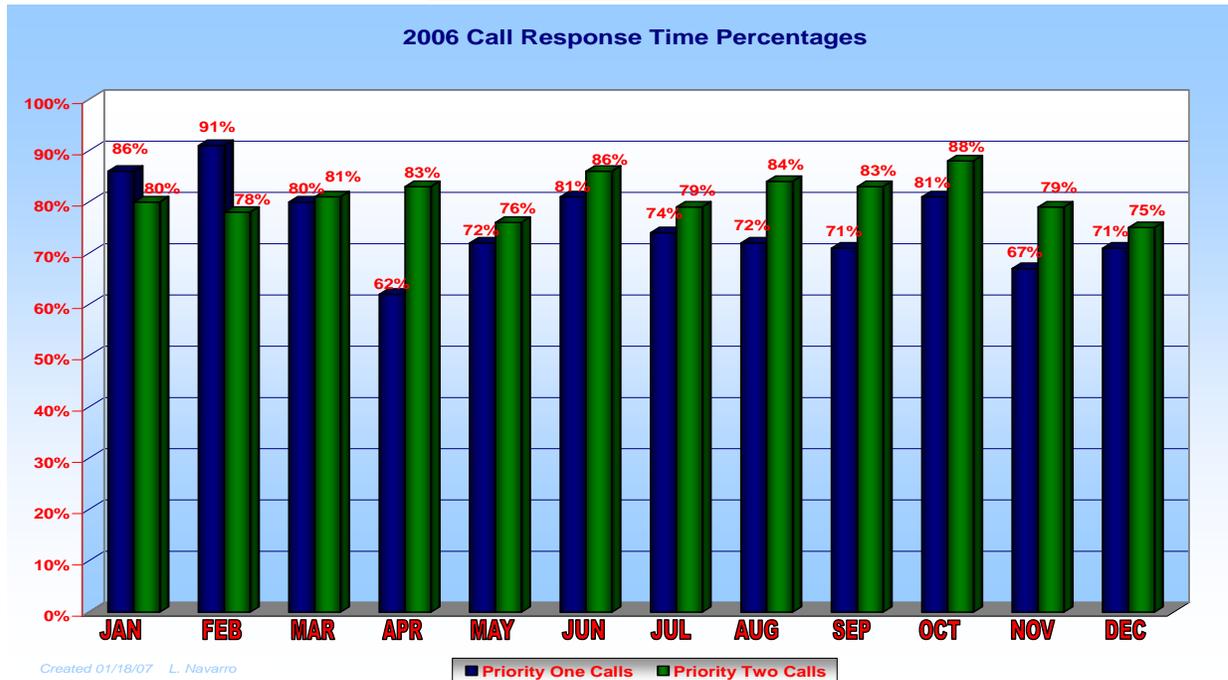


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its response time. However, Chapter 5 will discuss deployment methods and why the Police Department would like to deploy a 'squad system' as opposed to the current 'platoon system'.

**Oro Valley Police Department**



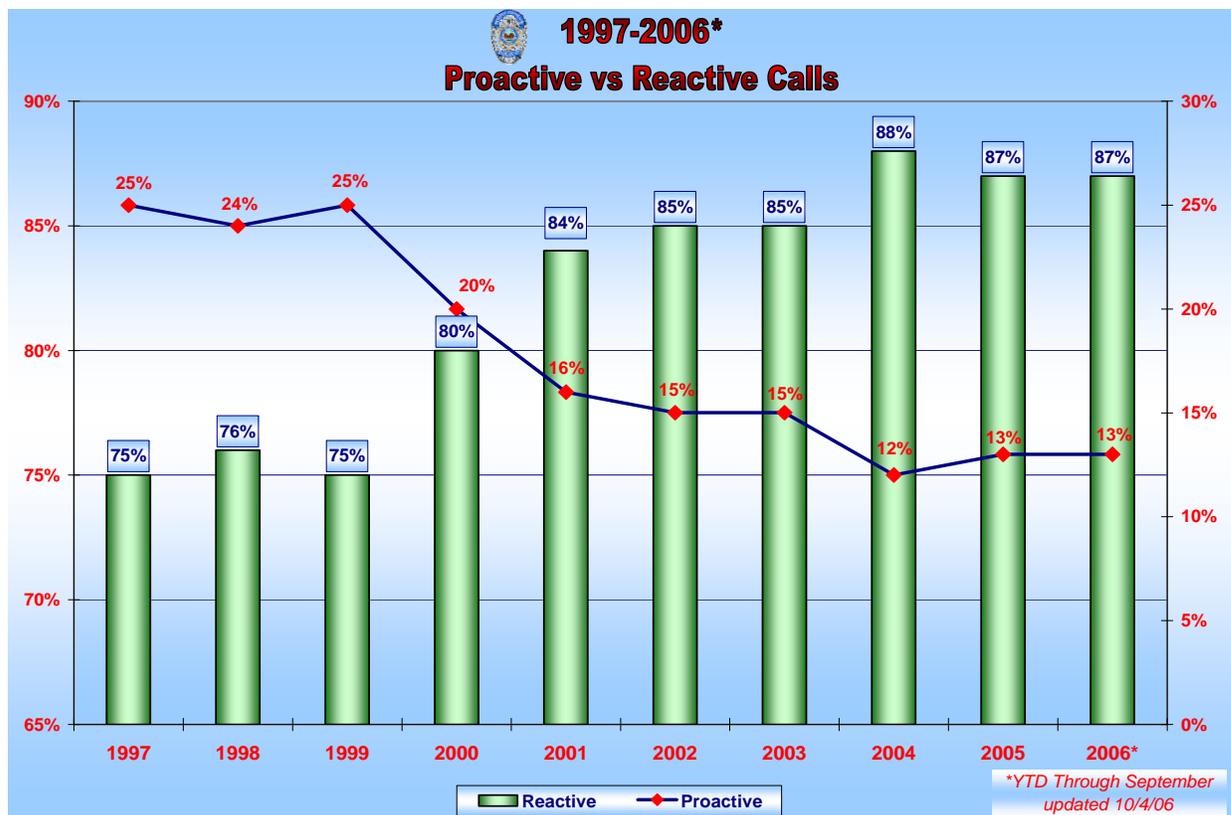
There are several ways to decrease call response times. The first way is to increase patrol staffing by hiring additional officers. Another way is to change patrol deployment methods (i.e. squad versus platoon systems or 4-10's versus 5-8's work week). The third way is to address the types of calls that officers respond to and eliminate some of those responses. For example, the Oro Valley Police Department continues to dispatch a police officer to all medical calls made through 911, regardless of the nature. The Police Department responded to 1,920 medicals calls in 2006. Most of those calls were non life-threatening and required no police action; however, the Police Department has always been committed to having a police response to ensure there are no issues of elder abuse or neglect. All residential and business alarms also require a police response even after alarm companies have been sent a 'false alarm' notification after multiple violations. In 2006, the Police Department responded to 1,439 alarm calls. Public assist calls accounted for 2,237 police responses last year, most involving vehicle lock-outs. By removing police responses to these types of calls, the Police Department would increase its ability to arrive at Priority One calls for service quicker. Although consideration was given to remove these calls for service, the Police Department does not believe this change would be prudent. The Oro Valley community expects these levels of service from their Police Department. These service levels separate our agency from others and are a significant reason why citizens move into Oro Valley. The final way, is to cut services and programs in order to reassign police officers to patrol, which would increase the patrol staffing levels. The Police Department has no desire to cut programs or services and in-fact seeks to improve upon and increase the amount of programs and services currently being offered. More of this will be discussed in Chapter 9.



### Chapter 4: Broken Windows

“Broken Windows,” was formulated by Professors James Q. Wilson and George Kelling. “Wilson and Kelling suggested that failure to control minor offenses destabilized neighborhoods by creating a sense of public disorder. Pushing the theory further, Kelling and Wilson argued that people were likelier to turn to crime in neighborhoods where toleration of petty crimes—such as graffiti-scrawling and window-breaking—indicated a lack of effective social control.” (Manhattan Institute for Policing Research Civic Report 12-2001)

The “Broken Windows” theory is based upon a police department’s inability to pro-actively deal with issues of disorder and crime within a community. If disorder is handled in a reactive manner by the police department without arrests or pro-active measures, citizens will no longer feel safe and secure in their communities, which results with less use of its public parks, neighborhoods and establishments. Citizens will no longer actively seek help or partner with their police department, allowing only those who commit crime and civil disorder to run through the streets, neighborhoods and parks. Data analysis has shown an unacceptable decrease in police pro-activity and an increase in police reactivity. The Town’s growth has increased the need for services to the community, which has kept our officers excessively busy and does not allow time for pro-active measures.

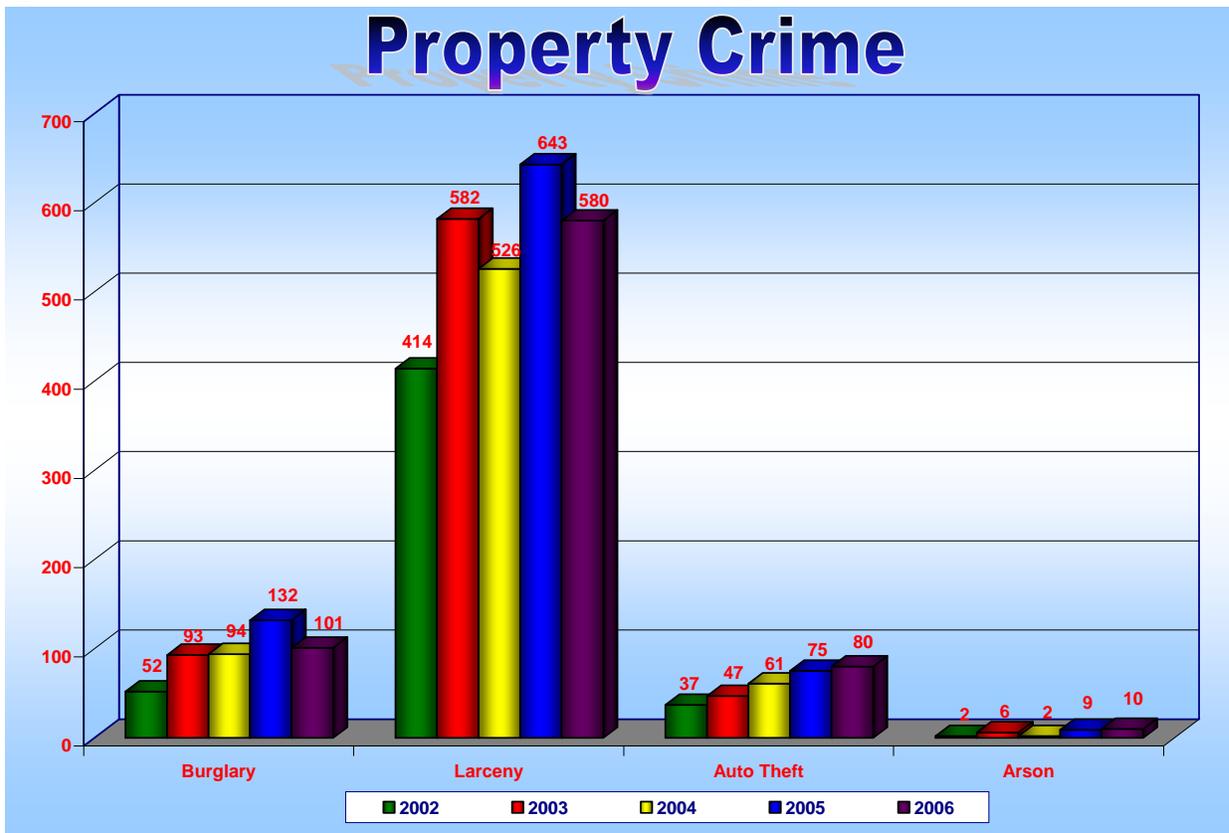




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With property crimes (i.e. larceny and burglary) tying up our resources each year, the Patrol Division must have sufficient staffing and time to conduct thorough field investigations to increase our chances of arrests and effectively deter criminal activity. Otherwise, criminals will begin to gain confidence in the Oro Valley community as citizens become fearful of victimization. “Broken Windows” is about reversing that idea and having the police resources needed to build confidence within a community and to strike the fear of apprehension in the criminal. The Police Department believes that 2.5 police officers per thousand citizens will provide the resources needed to do that in our community.





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### Chapter 5: Patrol Deployment

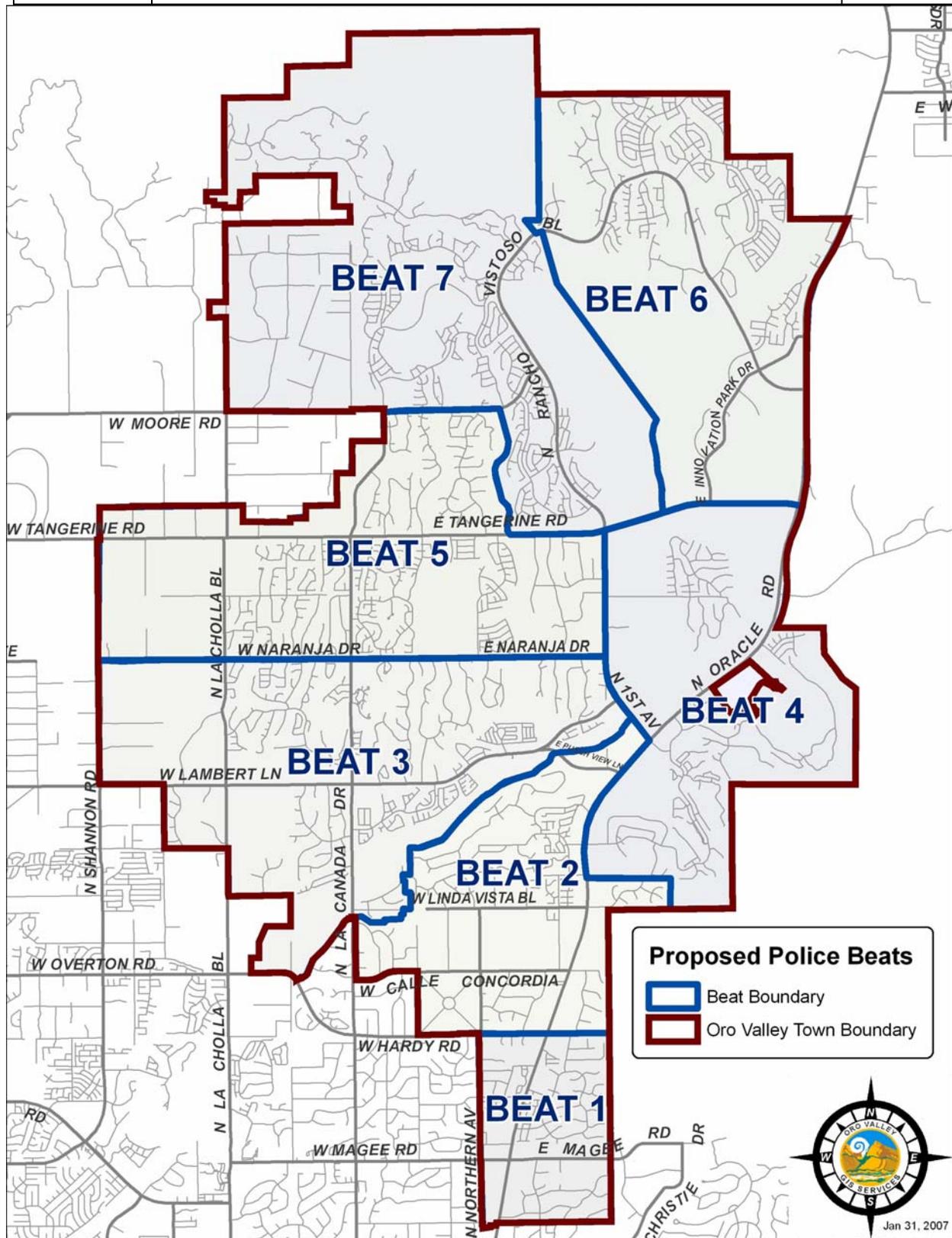
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Patrol deployment methods play an important role in addressing Police Department staffing needs. The Police Department analyzes data regularly to determine how to best utilize its patrol staff. Times of increased call loads, calls for service by beat and response time data are researched to ensure proper deployment. On January 7, 2007, the Police Department changed its patrol deployment from a squad system to a platoon system so it could address the Police Department's slower response times to both Priority One and Two calls for service. The platoon system schedules officers at different times throughout the day. For example, a squad of officers would no longer work together for an entire shift and may not have the same days off. The squad supervisor may not see all of his/her officers each day, causing some officers to work with another squad supervisor. Although this system "covers more ground," it does not offer better communication or supervision. The squad system allows one supervisor to manage a group of officers and provide direct supervision during the entire squad's tour of duty. The supervisor can provide mentoring and guidance more consistently to his/her group. Since the supervisor can have briefing and de-briefings with the entire squad, communication is more effective. Evaluations are completed by supervisors who do not need to consult with other supervisors to check on their officers' performance on the days they do not work together. Scheduling and training is also simplified under the squad system. The Oro Valley Police Department considers the squad system a "best practice", which allows the Police Department to best serve its community. The Police Department strives to attain enough officers to once again deploy officers under that system.

In addition to deployment methods, 'beat systems' are significant when addressing staffing needs. 'Beats' break the Town into several small patrol areas. Officers become responsible for their 'beat' during their tour of duty, answering calls for service in their area, and actively patrolling inside the geographical boundaries of their assigned 'beat'. By using research software (Crime View) the Police Department can identify which 'beats' or areas of the Town have significantly higher calls loads. It can direct resources to those areas, which deters crime and anticipates the calls for service. Currently, the Police Department deploys officers into (4) four 'beats'. Through research, the Police Department has recognized that the Town's growth has increased the need for a larger '(7) seven-beat' structure. However, the limited patrol staffing has not allowed the Police Department to further segment the Town into additional 'beats'. This hinders the Police Department's ability to improve response times and increase patrol presence throughout more areas of the Town. The following map identifies the 'hot spots' within the Town and the '7-beat' plan. This new configuration will allow quicker response times and spread more officers throughout the Town in the various 'beats'. The smaller beats will allow an officer to spend more time dealing with issues within the 'beat'. Since, the geographical area is smaller the officers can get to know the people and places better, which will increase communication between the Police Department and Oro Valley community. The following page identifies the new 'beat' structure for the Town of Oro Valley.



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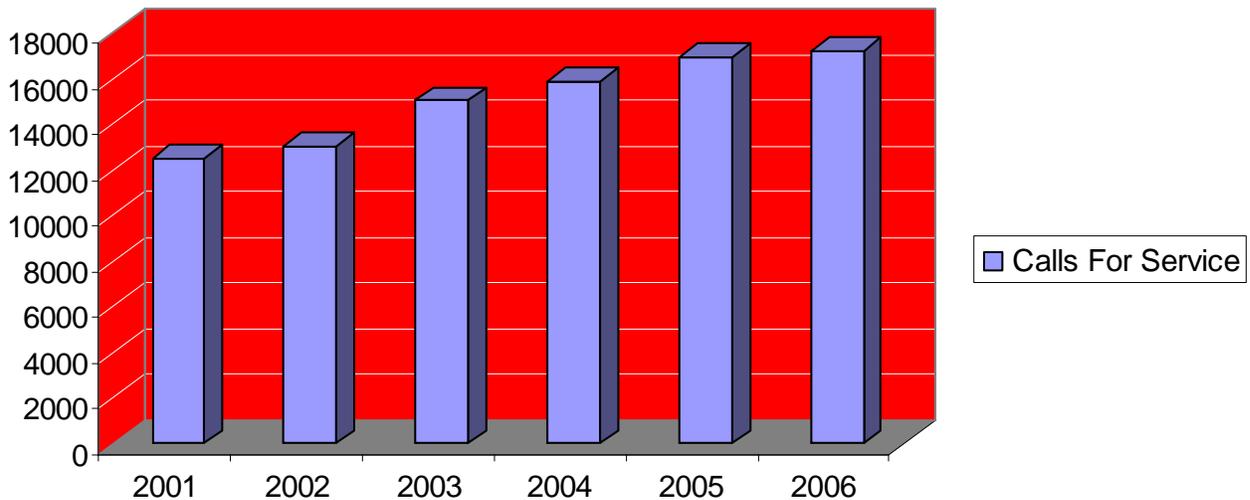




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In 2001, the Police Department responded to 12,498 calls for service. In 2006, that number increased to 17,224 calls for service, equating to a 38% increase in calls for service over those five (5) years. With the large retail developments and increased traffic flow throughout the Town, calls for service are estimated to increase in 2007 and 2008. The Town of Oro Valley's Strategic Plan has listed annexation and growth as key elements to the Town long term vitality. The Plan calls for "aggressively using annexation and growth as tools not only to ensure the Town's economic viability, but also to increase land mass for the preservation of open space and control development in order to preserve the Town's sphere of influence and quality of life". The Town is committed to pursuing that goal and has created a timeline (completion date of August 2008) for the annexation of both the Foothills Mall and Omni Resort. It is imperative that the Police Department position itself with patrol resources and deploy those resources properly so it can handle the immense service needs of that annexation and other Town growth.





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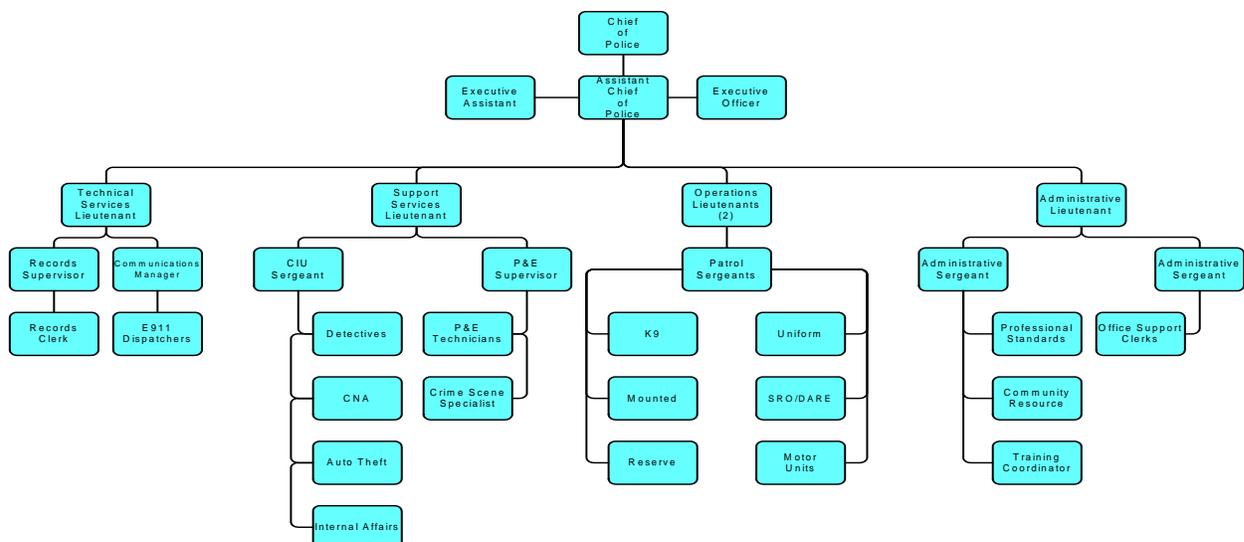


**Chapter 6: Supervision and Management**

In 2006, the Police Department hired a police management expert, Randy Means. Mr. Means is a constitutional law attorney who has trained thousands of police officers and managers throughout the United States and Canada. Mr. Means is the primary legal and risk management instructor for the International Association of Chiefs of Police and has been discussed on “60 Minutes” and featured on the Law Enforcement Television Network (LETN). Mr. Means visited the Oro Valley Police Department in the fall of 2006 and spent time discussing the community’s issues with the Chief of Police and his Command Staff. During discussions, Mr. Means described the Police Department’s Organizational Chart as ‘flat’, meaning it lacked enough supervision and management personnel for the size of the agency. This lack of supervision and management creates liability issues for the Police Department and the Town. Even in a static organization, the lack of supervision and management is detrimental to its overall operation. This is even more of a problem in dynamic organizations like police departments, where supervisors and managers have to constantly adapt to changing laws, policies, environments, and personnel. Police departments must have enough managers to research, review, revise and write effective policies. Managers must also train on those policies and provide guidance for proper implementation. Supervisors are essential to the operational structure of the police department. They manage performance with a specific focus on developing individuals. “The Father of Taoism”, Lao Tzu, wrote, “The best of all leaders is the one that develops their people so that eventually they don’t need them anymore.”

Over the past several years, the Police Department has added officers to help meet the community’s expectations but have not added sufficient supervisors or managers to properly develop our personnel. In an agency comparison, the Oro Valley Police Department is noticeably flat at the management level. Smaller agencies like the Sierra Vista Police Department and Marana Police Department have larger management structures in place for less officers and less citizens.

Marana Police Department  
Organizational Chart  
January 25, 2007

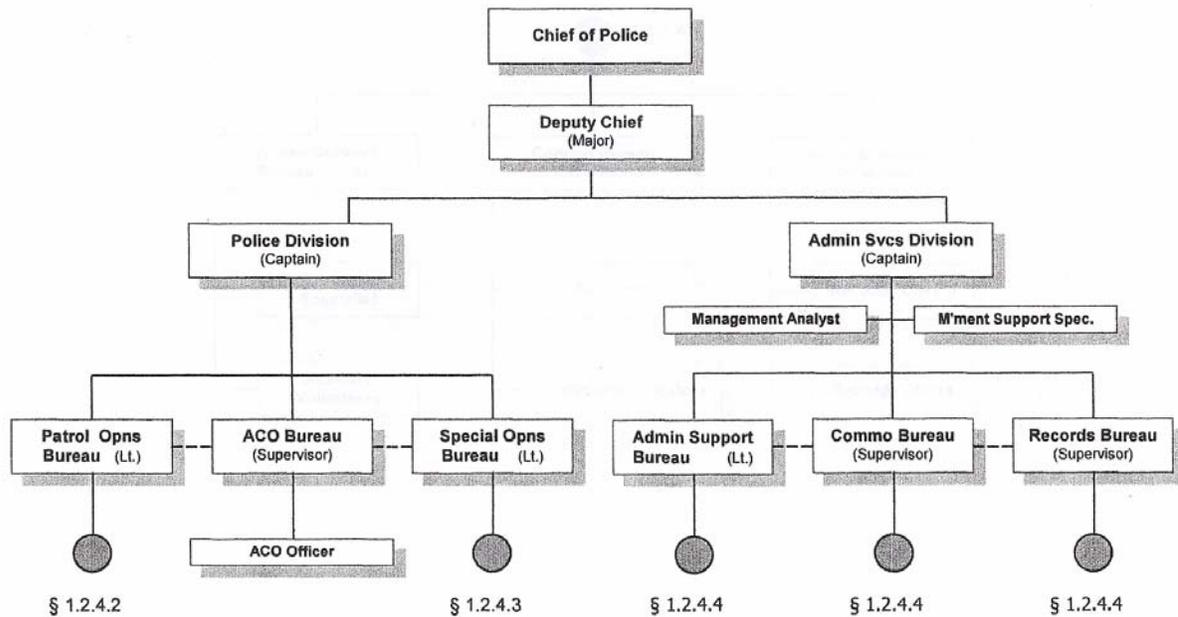




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## 1.2.4.1 ORGANIZATIONAL CHART - SIERRA VISTA POLICE DEPARTMENT

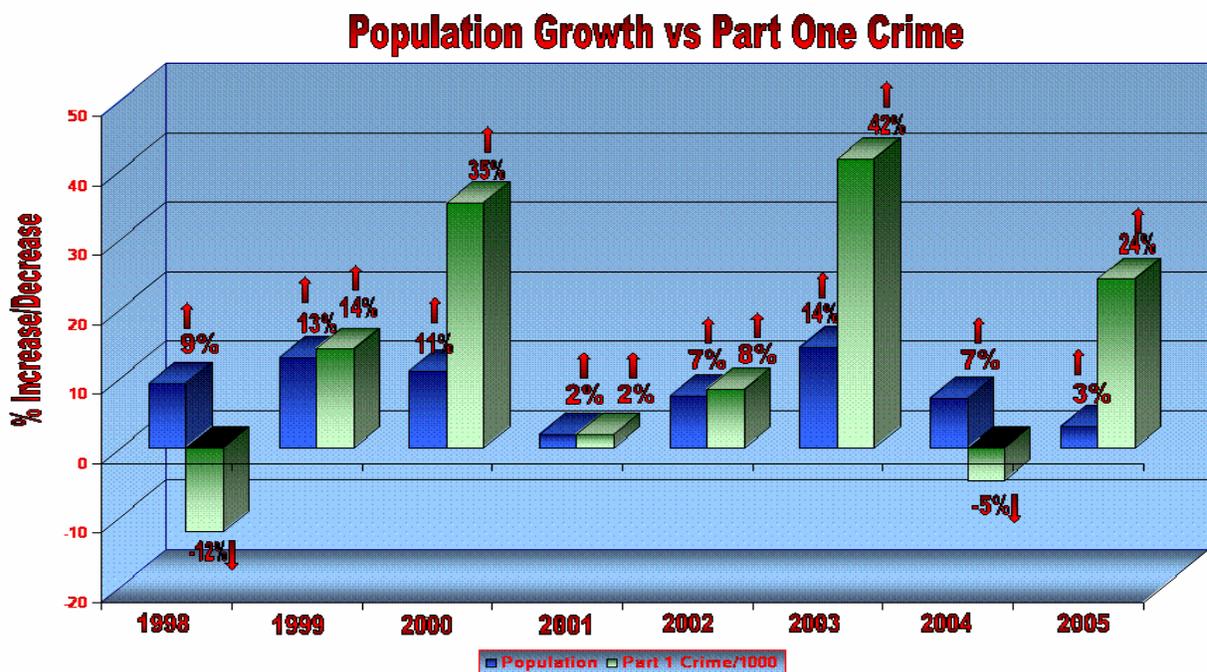


The Police Departments request for 2.5 officers per 1,000 citizens includes staffing for additional managers and supervisors. The Police Department seeks to reduce liability, increase efficiency and planning through additional management. It also wishes to increase the amount of supervisors on the streets and in the briefing rooms to help protect the Town from liability and develop today's officers into tomorrow's supervisors.



## Chapter 7: Investigations

The Criminal Investigations Unit (CIU) has seen an alarming increase in investigations. This is largely due to the Town's significant growth and the increase in complex investigations such as child pornography and fraud cases. The Town of Oro Valley continues to see the population increase yearly and is estimated to reach 48,995 citizens in 2011. Statistical data provided by the Crime Analyst indicate that Criminal Investigations have increased by 32% over the last year. Another chart produced by the Crime Analyst shows a common correlation between population increases and the increase of Part One crimes.



Part One crimes include: homicide, burglary, robbery, rape, vehicle theft, aggravated assault and larceny. Although the Police Department does not investigate a significant number of violent crimes such as homicide or rape; property crimes such as burglary and larceny consume a great deal of resources and time from the Police Department. The Town demographics make it very susceptible to property crimes and enticing to the criminal looking to steal something.

Currently, the Criminal Investigations Unit (CIU) is comprised of one (1) sergeant, four (4) detectives, one (1) investigator and one (1) criminal analyst. During a 41-day period, beginning on October 5, 2006 the CIU handled 145 cases. Six of those were considered Priority One investigations and included: homicide, aggravated assault, carjacking, misconduct involving explosives, death – unknown cause, and a bomb threat hoax. This data indicates the overwhelming need to monitor our ability to keep up with the increasing number of investigations and complex investigations. On average, each Detective within the Unit is handling 50 cases at any given time.



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Large retail developments such as the Oro Market Place, Steam Pump Village, Mercado Del Rio and The Shoppes at Oracle Road will bring a significant increase in Part One crime such as robbery, burglary, automobile theft, and shoplifting. Crimes related to the construction of those developments (i.e. copper-wire, lumber, and masonry theft) will also increase, straining the Criminal Investigations Unit.

In 2006, the Police Department's Investigation Unit saw a number of 'white collar' crimes such as fraud and identity theft. Due to its large number of senior residents, the Oro Valley community is extremely vulnerable to such crimes. The Criminal Investigations Unit must thoroughly investigate all instances of fraud and identity theft and make arrests to protect its citizens from further victimization. These cases are very complicated and require a significant commitment of resources.

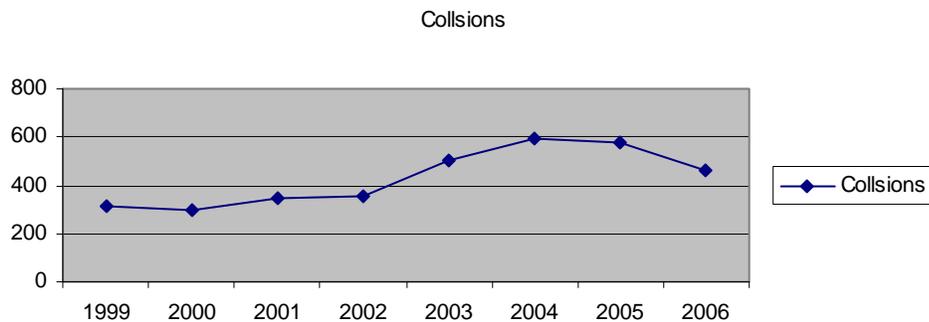
Property Crimes continue to plague the Oro Valley Community. The Department has seen significant amounts of theft, vandalism (tire slashing, graffiti), and burglary. These crimes directly relate to the "Broken Windows" theory discussed in Chapter 4. It is imperative that the CIU have sufficient resources to conduct proper follow-up investigations and arrest those subjects committing these crimes. The Police Department has found that any single violator can be responsible for committing numerous property crimes throughout the Town, so the arrest of a single person can be quite significant in reducing the amount of vandalism, theft and burglary seen or felt by the Town.

The Criminal Investigations Unit is required to conduct comprehensive background checks on all police officer applicants. The investigations are very time consuming, requiring both extensive interviews and documentation. Having adequate resources within the CIU is crucial. The Police Department believes that 2.5 police officers per thousand citizens would allow CIU to operate more efficiently.



## Chapter 8: Traffic

The Oro Valley community, as shown by 500 recent surveys, consistently agrees that its primary 'need' is traffic enforcement on its roadways, near its schools, businesses and in its neighborhoods. In May of 1999, Dr. Michael Polakowski and Greg Sidebotham conducted research and published, "Community Growth, Perceptions of Crime and Neighborhood Involvement: A Study for the Oro Valley Police Department". This study documented that "Traffic problems are the major criminal justice concern of citizens in their surrounding neighborhoods". With the enormous growth of the Town, it is not surprising that almost a decade later Oro Valley citizens are still concerned about this issue. Data analysis indicates that the Police Department responded to 463 accidents (163 injured) in 2006, a 47.9% increase from 1999. Although the statistical data has shown a decrease in accidents over the past two years, the Oracle Road widening project and new construction of over 1.7 million square feet of retail businesses, soon to open along Oracle Road, will likely increase the amount of accidents if intervention measures are not taken. The data indicates that the Police Department should see numbers similar to 2004 (590 collisions) when construction projects along the Oracle Road corridor contributed to a significantly higher number of rear-end collisions. The Police Department will need patrol resources to further its Motorcycle Officer Program and to provide education and enforcement to the community, especially along the Oracle Road Corridor.



In addition to an increase of collisions from civil traffic infractions, the Police Department is concerned about DUI related collisions as new businesses along Oracle Road will bring in many restaurants catering to late night dining and alcohol consumption. In 2006, the Police Department investigated 184 DUI cases compared to 129 investigations in 2005, a 42.6% increase. DUI related collisions accounts for 14% of those investigations in 2006. The Police Department intends to increase the amount of DUI investigations through pro-active regular enforcement and participation with the Southern Arizona DUI Task Force. By increasing enforcement and education, the Police Department aims to reduce the amount of DUI related collisions. The following chart shows how the Town of Oro Valley has seen an increase in DUI related collisions over the past three years.



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	1999	2000	2001	2002	2003	2004	2005	2006
<b>DUI Accidents</b>	7%	3%	8%	9%	6%	14%	15%	14%
<b>DUI Non-Accident</b>	93%	97%	92%	91%	94%	86%	85%	86%

Traffic enforcement and education are not the only services provided by the Traffic Unit. Planning for special events and researching neighborhood traffic trends take considerable time and effort. The Traffic Unit responds to dozens of phone calls weekly, assisting neighborhoods with their traffic questions or concerns. Motor officers frequently monitor neighborhood intersections to determine if a traffic problem is ‘perceived’ or truly exists. Speed trailers are placed along residential streets and the data is recorded to verify a potential or existing problem. That data is then shared with Town engineers and affected residents. Those groups then work with the Police Department and together, collectively decide a course of action. As more roads, business and neighborhood communities are built, the need to have sufficient resources within the Traffic Unit will increase. The Town of Oro Valley hosts many special events such as the El Tour De Tucson, the Tucson Marathon, 4<sup>th</sup> of July, and the Holiday Parade. Organizing and planning for the overall safety of these events takes considerable resources. The Town will continue to grow and attract groups wishing to host their events within the Oro Valley community, and the Police Department will need to have the resources in place to facilitate the public safety needs for each occurrence, and believes that 2.5 police officers per thousand citizens will make this possible.



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## Chapter 9: Community Resource Unit and School Resource Unit

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The Community Resource Unit (CRU) provides a multitude of public safety services in the form of education and training. Some of the “boiler-plate” services are CPTED (Crime Prevention Through Environmental Design), Neighborhood Watch, Your Are Not Alone (YANA), Darkhouse and Watch Your Car. Education in community safety such as bicycle, toddler, seatbelt, home-alone and pool safety are also provided. The Crime Prevention Unit oversees our Citizen Volunteer Assistance Program (CVAP). CVAP is comprised of approximately 80 volunteers that are trained by the Police Department. CVAP members patrol in marked police cars providing an additional level of criminal deterrence. The volunteers are trained to identify suspicious activity and to use police radios to report information to officers. The Police Department recognizes that it, alone, cannot address crime problems in the community. The Police Department needs to involve members of the community in matters that impact the quality of their lives. As the community grows, more officers are needed to work with the citizens, business owners and community leaders. The Police Department’s Strategic Plan calls for new initiatives to include:

- Police presence at two new non-traditional community events annually.
- Hold two public forums involving the police and the public in 2007.
- Increase the Citizen Academy to three times a year.
- Create five new HOA Neighborhood Watch groups.
- Create Adopt-A-Business Program.
- Make CPTED mandated by Town Ordinance. \*CPTED was recognized by the community in the 1999 study conducted by Dr. Polakowski as a positive measure to ensure safety.

These initiatives call for additional resources in the area of planning and execution. Currently, the Police Department has one (1) sergeant and two (2) community resource officers assigned to provide services and programs to a community of over 44,000 citizens. With retail expansions and new homes, the Police Department seeks to increase the size of the Community Resources Unit.

The Police Department feels it can make great strides in the area of community policing. The Oro Valley community has supported the Police Department throughout the Town’s history. In Dr. Polakowski’s 1999 study, he found that “nine out of ten respondents reported their willingness to become involved in some level of neighborhood activities; reporting crime, neighborhood watch, and the like”. Unfortunately, the Police Department has been understaffed for a number of years and since patrol functions have the greatest impact on community expectations, basic police enhancement services like Community Resources have suffered. The Police Department intends to add to the personnel within the Unit in order to offer more programs and services to more citizens and business groups throughout the Town.

A community’s need to have a police presence in its schools has been proven repeatedly. Since the violence in 1999 at Columbine High School in Littleton, Colorado, the United States has had numerous school-related shootings and killings of innocent teenage children and school teachers.



## Oro Valley Police Department Police Officer Staffing Report



This recent trend of school violence occurred very close to our community in 2002 when a University of Arizona student shot and killed three professors. Most recently, in September and October of 2006, four school related shootings occurred within weeks of each other in the United States and Canada. On October 3, 2006, CNN reported that President Bush had called for a meeting with law enforcement officials and school administrators to see how the federal government could assist local governments with this increasing trend of violence in schools. The Police Department believes that an increased police presence in Oro Valley schools will help protect its students and faculty. School Resource officers gather a great deal of intelligence from students and are able to stop acts of misconduct before they occur. They also provide public safety and drug education to the students and serve as a deterrent from school violence and other crimes such as drug possession, disorderly conduct and vandalism. The Police Department seeks to provide School Resource units to all Oro Valley schools in an effort to increase communication, cooperation and safety.



## Oro Valley Police Department Police Officer Staffing Report



### Chapter 10: Implementation and Conclusion

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The Department must continually remind government leaders and citizens that hiring and training police officers take significant time, effort and resources. Police officer candidates complete a 24 page application, take a written exam, and participate in oral boards. They are subject to complete background investigations where family, friends and employers are interviewed. Applicants must also complete polygraph exams, psychological testing and medical exams before being offered a full-time position. Once hired, the individuals must complete a 17 week police academy. The “cadets” in the academy are challenged physically, mentally, and emotionally to determine if they are ready for duty. Upon completion of the academy, the officers must then complete a 12 week Field Training Program before being allowed to patrol in a solo capacity. Officers are then monitored for a probationary period of 9 additional months (12 total, including Field Training) to ensure that they are performing to the standards set by the Police Department. In order to implement the additional officers requested in this study, the Police Department would need to hire and train them in phases over two budget years. Since recruiting police officers has been increasingly difficult for most police agencies over the past few years and the Police Department has only enough resources to train approximately six (6) new officers concurrently, thus a two-year implementation seems most reasonable. The Police Department also recognizes that by hiring the officers over two (2) fiscal years, the Town will realize a lesser budgetary impact.

The Oro Valley Police Department has an attrition rate of approximately 7% annually. The Police Department loses officers for various reasons. Most are lost to retirement or for failing to meet standards in the police academy or during the field training process. Others resign and look for a different career. It is important for the Town leadership to recognize this fact, especially if they were to consider authorizing fewer staff positions. For example, if the Police Department was authorized a 2.3 police officer standard, it would receive nine (9) less police officers at its current population. Combined with a 7% attrition rate, the Police Department would be handicapped approximately 17 officers a year. That 7% is a constant loss, as the Police Department must continually hire and train new officers annually to replace those lost through attrition. The difference between 2.3 and 2.5 may seem insignificant but when a 7% attrition rate is added, the nine (9) additional officers gained at 2.5, help mitigate that difference.

This study does not address the allocation of the additional officers requested. The Police Department will assign a larger portion of the newly obtained officers to patrol, as it continues to have the greatest need. However, it is important not to assign specific numbers to specific areas. The Chief of Police needs to have the flexibility to assign the new positions throughout the Department as trends and needs change. For example, as the community grows and the Police Department receives additional positions as a result of the growth, the Chief of Police may need to allocate those new numbers to management and not patrol. So instead of gaining one or two additional patrol officers, the Police Department would gain additional command staff to help manage or supervise. Law enforcement is constantly adapting and changing to meet the needs of its community. It is a fluid and dynamic profession that does not perform its duties in a vacuum. Chiefs of Police must have the flexibility to change or adapt their measures quickly to ensure the safety of the communities they protect. Knowing what resources they can count on are vital when it comes to executing and planning.



## Oro Valley Police Department Police Officer Staffing Report



This study focused on providing sufficient data and information so the reader can develop a sense of understanding about how the Police Department is functioning now and how it plans to function in the future. The need to have 2.5 police officers per 1,000 citizens exists now, not only to immediately help the Police Department provide the expected level of service to the community but, to train and develop police officers for the future challenges brought on by the Town's growth.

Sir Robert Peel was right, citizens should not look for *police action* dealing with crime and disorder to feel safer in their community, instead they should measure their safety by the *absence* of crime and disorder in their community. The Oro Valley Police Department strives to have Sir Robert Peel's statement a reality.