



TOWN OF PARADISE VALLEY MAYOR'S TASK FORCE ON PUBLIC SAFETY



4/16/2013

Final Report on Findings and Recommendations

The Town of Paradise Valley Mayor's Task Force on Public Safety was created by Town Council Resolution 1270 to review the Town's community policing policy as it relates to crime prevention and community outreach. The goal of the Task Force was to prepare this report on findings and recommendations in sufficient time to be considered by the Town Council during its 2013/14 budget deliberations.

We wish to thank the following for their hard work and dedication to the Task Force.

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Council Member Dan Schweiker
Former Vice Mayor Mary Hamway
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Executive Summary

The Town of Paradise Valley continues to be the safest community in the Phoenix Metropolitan Area by most every statistical measure. Property crime is the exception where the Town ranks in the median quartile of Valley municipalities.

Community expectations to be crime free, however, are unrealistic. Trying to mandate how the police should operate to meet unrealistic expectations is a recipe for continuing conflict and ill feelings between the police and the community.

Crime risk to individual homes will not significantly change unless individual home risk profiles change. No number of crime prevention surveys or home security checks will help, unless homeowners become security conscious and accept that they are the first line of defense.

The Town's crime prevention programs were largely eliminated starting in 2008 due to significant budget reductions in the Police Department.

Positions normally responsible for conducting or coordinating these activities were eliminated or reassigned in an effort by the Police Chief to maintain patrol staffing levels comparable to those before the budget cuts and satisfy long-held minimum patrol staffing policy requirements.

Investments in technology were deferred and the Police Department did not keep up with technological advancements of neighboring jurisdictions or its residents. During this time however, crime steadily declined and the Town remained safe and largely absent of serious crimes other than those against property.

As the economy began to improve in 2012, the Town witnessed a year-over-year monthly increase in property crimes in late 2012 and January 2013. At the same time,

gun violence and crime received significant national and local media attention resulting in elevated levels of anxiety and concern over public safety throughout the nation and among many Town residents.

Crimes rates fluctuate, in part due to several external factors, and the current downward trend in crime within the Town may not be sustainable. As the State and regional economy start to improve, and as the Valley population continues to grow, an increase in overall crime activity within the Phoenix metropolitan area is likely.

In an effort to be proactive, the Mayor and Town Council began discussing the need to reevaluate Community Policing service levels and the expected quality of these services that the Town delivers to its residents.

On January 24, 2013 the Town of Paradise Valley Town Council adopted Resolution 1270 by a 6-1 vote to create the Mayor's Task Force on Public Safety to review the Town's community policing policy as it relates to crime prevention and community outreach (CP&CO). The goal of the Task Force was to prepare a report on findings and recommendations in sufficient time to be considered by the Town Council during its 2013/14 budget deliberations.

The Task Force met each Tuesday in the Town Hall Boardroom commencing February 5, 2013 and concluding April 16, 2013. A total of 11 Task Force meetings over an 11-week period were held.

Resident perceptions and observations were captured and collected along the way through note-taking and video-recording of the meetings. Compilations of these perceptions and observations are provided in Section 2 of the report.

Expectations for levels of service and quality of CP&CO were developed based on observations listed in Section 2, along with additional information and data distributed to the group and focused debate and discussion during Task Force meetings. These expectations are provided in Section 3 of this report.

The following recommendations were made with a focus on desired outcomes and not the methods and tactics used to achieve those outcomes. Details on each recommendation are provided in Section 4 of this report.

Task Force recommendations are to:

- Provide and sustain effective CP&CO supervision, execution and administrative support staffing levels.
- Provide and sustain necessary patrol division staffing levels to: 1) ensure the safety of the officers on duty by providing adequate backup support, 2) maintain a minimum three district division of the Town for community policing implementation, 3) increase patrol officer visibility within their assigned districts, and 4) improve patrol-level problem solving and community interaction and engagement.
- Implement and sustain effective crime prevention programs to: 1) enhance law enforcement visibility and improve community engagement, 2) identify resident responsibilities, and 3) distribute timely information and training to residents and neighborhood and community organizations to support the shared responsibilities.
- Require the Police Department to prepare a rolling Five-Year Strategic Plan for Community Policing that identifies crime prevention programs and community outreach practices and policies to be implemented.
- Establish effective community outreach practices and policies to: 1) provide timely public safety information to residents and neighborhood and community organizations so they can improve their local security condition and assist law enforcement, and 2) facilitate effective two-way communication between the Town and its residents and neighborhood and community organizations to improve cooperative problem-solving.
- Implement and sustain up-to-date core technologies and internal support systems to: 1) provide efficient and effective computer-aided dispatch and records management functionality, 2) give officers the ability to file reports and query data from their patrol vehicles, and 3) establish ongoing internal sustainment programs and policies.

The Town of Paradise Valley Police Chief and members of his department continue to provide quality law enforcement services to residents. These men and women professionals have been asked to do more with less during the recent national economic recession.

If the recommendations are accepted by the Town Council and put into operation by the Police Department, it will hopefully result in establishing the Town as a community tough on crime, engaging residents in proactive activities to be the first line of defense, and provide the structure and programs to the Police Department that are needed in today's environment.

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1.0 Introduction

The Town of Paradise Valley Town Council approved Resolution 1270 on January 24, 2013 to create the Mayor's Task Force of Public Safety (Appendix 1). The Task Force was created to review the Town's community policing policy as it relates to crime prevention and community outreach with the goal of preparing a report on the findings and recommendations of the Task Force to the Town Council in sufficient time for the findings to be considered by the Town Council during its 2013/14 budget deliberations.

Steering Members of the Task Force were selected by the Town Council. Steering Members included Vice Mayor Michael Collins as Chairman, Council Member Dan Schweiker, Council Member David Sherf, former Vice Mayor Mary Hamway, and Police Department Volunteer Association Co-President Larry Fink.

The Task Force was also open to non-voting general members, with any resident of the Town of Paradise Valley eligible to serve as a general member. However, only those general members who attended and participated in 50% of the regularly scheduled Task Force meetings were to be officially recognized as Task Force members with their names included in the final report.

A total of 48 residents signed up to participate on the Task Force. A total of 29 residents met participation requirements and are identified as General Members in this report.

The Task Force met each Tuesday in the Town Hall Boardroom commencing February 5, 2013 and concluding April 16, 2013. A total of 11 Task Force meetings over an 11-week period were held. Most meetings began with a thirty-minute Steering Member discussion, followed by a two-hour General Member meeting.

All meetings were webcast live with recordings made available on the Town's website the following day. Agendas, some presentations, background literature related to community policing and meeting minutes were also made available on the Town's website. The method and schedule of the Task Force were developed based on traditional iterative social science research methods (Figure 1).

Four working groups were established to research and report back to the membership on specific areas of interest. Steering members volunteered to chair each working group and made periodic updates to the membership on the status of their progress.

Working Group #1 was chaired by Mr. Fink and responsible for identifying past Crime Prevention and Community Outreach (CP&CO) programs and practices of the Town and making recommendations for the reinstatement of certain programs.

Working Group #2 was chaired by Council Member Sherf and tasked with identifying CP&CO best practices of other communities.



Figure 1 – Task Force Method

Working Group #3 was chaired by Council Member Schweiker and responsible for obtaining public safety perceptions and ongoing activities from community and neighborhood organizations and commercial entities within the Town.

Working Group #4 was chaired by former Vice Mayor Hamway and tasked with researching and identifying CP&CO performance metrics and other potentially-related law enforcement metrics of other comparable communities. Activities of each working group occurred largely outside of Task Force meeting times.

Several meetings were then held to inform and educate Task Force members on the history and philosophy of community-oriented policing.

Seminal literature from the U.S. Department of Justice Office of Community Oriented Policing Services and the Police Executive Research Forum were distributed to Task Force members and meeting time was spent reviewing and discussing the literature.

Several Task Force resident members brought significant personal experience and expertise in law enforcement and public safety into the group discussion and the process was better off for it.

Resident perceptions and observations were captured and collected along the way through note-taking and video-recording of the meetings. Compilations of these perceptions and observations are provided in Section 2 of the report. Task Force members were then asked to establish level of service and service quality expectations for CP&CO services. These expectations are provided in Section 3 of this report.

Continued discussions were held on specific areas of interest such as single-family residential burglary, public safety at local schools, law enforcement technology, and past and present crime statistics and community policing strategies of the Town.

Both Town Manager Jim Bacon and Police Chief John Bennett participated in several Task Force meetings providing historical and current data and statistics related to the Town's public safety program. Their participation was critical in the general as well as specific education of Task Force members on crime statistics, trends and policing strategy.

Presentations of the individual working groups occurred late in the Task Force schedule. Findings of the working groups are provided in Appendix 2 of this report.

Recommendations were then developed and reviewed by the Task Force membership. It was determined that recommendations would be:

1. Directed to the Town Council and within the Council-approved scope of the Task Force,
2. Policy-level in nature without telling the Town Manager or Police Chief how to do their job,
3. Meant to communicate resident expectations for CP&CO service levels and quality, and
4. Meant to provide the Police Department a chance to respond to these recommendations (at the request of the Town Council) immediately on items critical to the FY13/14 Town budget and by the end of 2013 with the development of a strategic plan for the long-term implementation of Town Council-approved policy changes.

Feedback was reviewed by the Steering Members with modifications to the recommendations made as determined appropriate. A working draft copy of the final report was also circulated to the membership for review and comment. The final report was approved on April 16, 2013 and delivered to the Town Council on April 25, 2013.

2.0 Perceptions and Observations

An important charge of the Task Force was to gauge community awareness and sentiment about public safety, and to establish a representative baseline of concerns. While every attempt was made to include the wide range of individual perceptions and personal experiences with public safety in the Town, these should be considered representative but not all-inclusive.

Perceptions and observations were captured and collected through note-taking and video-recording of the meetings. The perceptions come directly from comments made during the meetings and from email communication throughout the process.

Compilations of these perceptions and observations were prepared by several members of the Task Force, edited by Steering Members, and reviewed by the entire membership.



Resident Perceptions

Members of the Task Force (a mixture of long-time and newer residents) expressed the following opinions and attitudes concerning public safety, interaction with police and their overall sense of security during initial meetings of the Task Force:

- Recent episodes of home burglaries in the Town have caused a heightened consciousness about personal safety and protection of personal property. Some members were victims themselves, while others had been touched by criminal activity as neighbors, family members or friends of resident victims.
- Members stated that they want to learn more about securing their homes and neighborhoods. Since burglaries have been the most prevalent crimes in the Town, some members spoke about burglaries of their homes, about their general satisfaction of experiences with the police who responded, but dissatisfaction about the lack of follow up and the handling of their experiences after the fact.
- While residential burglaries seem to be the main challenge at this time, some members expressed a fear of violent crimes that could result from these break-ins.
- Without suggesting a causal connection some residents asked why the Police Department should re-launch community policing programs when their previous elimination apparently made no difference to police efficacy. These same participants suggested the Town's limited resources might be better deployed alternatively or in conjunction with improved technologies and increased patrols.
- Frustrations were expressed by some members that interactions with the Police Department have not been comforting or reassuring, in some cases, in terms of apprehension of perpetrators, ongoing dialogue with Town officials, and feedback from the police establishment to concerned victims and neighbors.

- There was general consensus about the notion that residents have a high level of accountability for personal safety. There was also a shared belief that criminal activity will continue, notwithstanding reasonable precautions taken by residents. Accordingly, there was group sentiment that favors heavy reliance upon police protection, rapid response times, and better communication.
- Some members expressed concerns about the current number of patrols, their perceived lack of deterrence effect and response times, and that current patrol staffing levels do not allow them to respond to more than one major incident at a time.
- Some members questioned whether the Town possessed sufficient staffing and technology to utilize statistical crime analysis for the influence of patrol staffing decisions and resource allocations.
- There was concern among some members that technology currently available to the Police Department is outdated and inadequate to contend with emergencies, public alerts, and community information needs.
- Some members of the Task Force believe that the time has come to challenge long-held assumptions by the Police Department and Town officials about the efficacy of current patrol district staffing policies in the Town (e.g. the number of districts, how the districts are drawn, and how often the districts are patrolled).
- Most all members wanted to see more police presence in the community, and especially in the schools. Residents expressed concern about the vulnerability of school children on school campuses and the possibility of a major incident occurring.
- Some members with families have anxieties about leaving their children home alone with the number of burglaries happening in the Town. These members expressed concerns about unintended crimes against the person resulting from these activities.
- Concern was expressed by some members about perceived deficiencies in the Town Code and Special Use Permit stipulations related to walls and fences, security lighting, community design, and non-resident foot traffic within gated communities.
- Some members expressed concern about the porous character of the Town's borders, with unlimited public access facilitated at every flank and from every direction, promoting a sense of vulnerability.
- Some members expressed concern about the lack of visibility of the police in certain sections of the Town.
- There was a shared belief that the presence of police vehicles or equipment, not necessarily all occupied, strengthens the perception that the community is alert to criminal behavior, and that the absence of such equipment may be conducive to such behavior.
- The role of Police Department volunteers (and the public service which such volunteers render) was well regarded. Many residents started to see an increased presence of volunteer patrol cars since the commencement of the Task Force and were pleased about it.

Observations of the Task Force

Over time, and throughout the 11-week process, the Task Force made the following observations based on information and data reviewed by its members and discussion and debate during its meetings:

- Officials of the Town, most notably the Town Manager and the Police Chief, have been interested, engaged, open, transparent, and for the most part, non-defensive regarding residents' concern about public safety.
- The Town Manager was transparent about the state of the Town's budgetary pressures (although there was some understanding that matters of finance are beyond the charge of the Task Force).
- The Town ranks high (good) among its surrounding municipalities in terms of low crime rates, with the exception of residential burglaries where the Town sits in the median quartile.
- When faced with a 30% budget cut, the Police Chief eliminated most community policing programs and rescheduled shifts to preserve patrols, which he described as the "backbone" of policing. Although no causal relationship is being made, since these programs were eliminated the Town's crime rate materially dropped.
- The Town's minimum patrol staffing level policy of two patrol officers and a supervisor (2+1 patrol shift) has been in place for over 20 years. The Police Department has maintained sufficient patrol staffing to meet this policy throughout the economic recession.
- According to data provided by the Police Department, a 2+1 patrol shift occurred an estimated 36% of daytime shifts and 50% of nighttime shifts in 2012.
- Reliance on traditional Police Department patrol staffing level policy inputs (e.g. numbers of calls for service, percentage of assigned vs. unassigned time, crime levels and trends, etc.) may not be effective in meeting resident expectations for patrol visibility and opportunity for interaction within neighborhoods.
- The Town Council needs to adopt law enforcement service metrics and goals (such as response times and clearance rates) within a Police Department strategic planning process.
- The Town's patrol officers cover more square miles per officer than other municipalities in the research of similar, affluent municipalities across the country. Ratios of patrols to square mile were, on average, 1 patrol covering approximately 1.5 square mile while the Town of Paradise Valley is approximately 1 per 5 square miles when 3 officers are on patrol and 1 per 3 square miles when 5 officers are on patrol.
- Even with increased patrol, high value homes will be vulnerable unless homeowners make individual efforts to protect their property: alarms, security barriers, lighting, surveillance systems, etc. are all part of the tools they can use. Residents must accept that they are the first line of defense.
- Police technology appears to be deficient. The Police Department lags behind its neighboring departments in proving state of the art command and control, data management and incident reporting capabilities. These deficiencies have exacerbated crime data analysis, incident management and patrol operational effectiveness.

- Enhanced technology would lead to more police visibility on the street by allowing patrol officers to complete their incident reports in their assigned districts and not have to go back to the station.
- There is a critical need to improve the flow of crime-related information, communicated to residents by the Police Department on a regular basis, as well as on an episode-prompted basis.
- Photo traffic enforcement is a cost-effective and successful application of crime prevention technology. It has earned the Town a tough on traffic crime reputation which could be a model for other crime prevention initiatives. It allows patrol officers to spend more time in neighborhoods and provides a platform that can be augmented with other technologies (e.g. license plate readers) to improve public safety and assist law enforcement.
- Research of CP&CO best practices among other municipalities found commonalities in their commitment to these programs and services. Past programs and practices of the Town were consistent in both range and scope with what other successful municipalities and communities are doing.
- The increased formation of community "watch" structures, or "block watch" organizations, however formal or informal, would go a long way in creating, or reinforcing, a public image of the Town as a vigilant and tough-on-crime community. This will enhance neighbor communications thereby assisting in getting neighbors to know each other and creating community.
- Many residents do not know that the Town provides vacation watch and alarm monitoring services. A significant increase in participation would improve interactions between the Police and residents and provide additional funding for the Police Department. The Town could better educate residents about best safety practices through the Town Reporter and local media outlets.
- There is a sense of urgency among Task Force members, and an interest in getting things done, getting things done now, and broadcasting the increased policing efforts of the Town to demonstrate a commitment to safety and security of residents and visitors.

3.0 Resident Expectations

A list of expectations for levels of service and quality of CP&CO was developed during the first five Task Force meetings. These should be considered representative but not all-inclusive of resident expectations of a high quality community-policing program.

Expectations were developed based on group observations listed in Section 2 along with additional information and data distributed to the group and focused debate and discussion during Task Force meetings.

This list should be used as a source of information for the design, implementation and evaluation of crime prevention programs and community outreach practices and policies within the Town and to establish their service levels and quality standards.

Expectations are presented according to their classification under the three community-oriented policing elements of Community Partnerships, Organizational Transformation, and Problem-Solving.

Community Partnerships

1. High Visibility of Law Enforcement throughout the Community

Our Town implements policies and programs to increase exposure of law enforcement resources within the community to deter crime and deliver high quality community policing.

2. Proactive Community Outreach and Event Organization

Our Town develops, organizes and conducts or partners on community and neighborhood outreach programs, special events, and opportunities to educate residents on crime prevention and increase exposure to law enforcement resources.

3. Coordination, Education and Support of Neighborhood-level Organizations

Our Town implements policies and programs to encourage and support organizations that can serve as needed, strong partners in providing public safety at the neighborhood level (for example with HOAs, block watch programs, web-based community forums, etc).

4. Communication of Accurate and Timely Information

Our Town develops and provides accurate and timely information which residents and community and neighborhood organizations can use to improve their local safety or security (for example criminal activity, trends in criminal activity, crime prevention tips, emergency notices, neighborhood alerts, etc).

5. Joint Responsibility for Safety and Security

Given accurate and timely information, education and effective communication with law enforcement, our Town residents and community and neighborhood organizations take appropriate measures to create and maintain safe and secure environments.

6. Responsive Feedback and Follow-up

Our Town implements policies to ensure responsive feedback and follow-up to crime victims and other affected populations with documentation for review and tracking.

Organizational Transformation

1. A Reputation as a Town Tough on Crime

Our Town demonstrates and projects a reputation as being tough on all crime in an effort to dissuade future criminal activity (examples of contributing measures may include having successful problem-solving capabilities, highly visible attention to criminal activity, modern technology, above average clearance rates, better than average response times, and diligent prosecution).

2. High Quality Crime Prevention and Community Outreach Services

Our Town develops and implements policies and programs to deliver crime prevention and community outreach services that meet or exceed high quality service levels and performance metrics set by the Town Council.

3. Ongoing Performance Assessment of Broadened Outcome Measures

Our Town conducts surveys or evaluations that measure and monitor resident satisfaction with law enforcement service levels and quality of services.

4. Adequate Patrol Staffing Resources

Our Town provides adequate patrol staffing to ensure officer safety and maintain patrol officer visibility and engagement with their district.

5. Patrol Officer Visibility and Integration into the Community

Our Town trains and empowers its patrol officers to be highly visible within the community, the front line of communication with residents, and innovative in crime prevention and crime resolution.

6. Supervisory Staff Responsibility for Crime Prevention and Community Outreach

Our Town trains and empowers its departmental and law enforcement supervisors to identify and execute effective crime prevention and community outreach measures (this includes supervisors in finance, public works and community development).

7. Law Enforcement Command Staff Responsibility for Service Delivery and Strategic Planning

Our Town trains and expects its Law Enforcement Command Staff to provide high quality crime prevention and community outreach services, a strategic planning process for their implementation, and systematic reviews of their organization to ensure it is optimally structured to provide high quality service that is evaluated against various measurable goals.

8. Town Council Responsibility for Providing Human, Financial, and Technological Resources to meet Community Policing Objectives

Following Town Council approval of a rolling Five Year Community Policing Strategic Plan, our Police Department is given the resources necessary to execute the plan.

9. Deployment of Modern Technology and Communication Methods

Our Town deploys up-to-date technology, technological resources and communications methods as necessary to support the delivery of high quality crime prevention and community outreach services.

Problem Solving**1. Increased Crime Prevention Focus on Property Crimes**

Our Town develops and implements crime prevention initiatives that aim to reduce the number of crimes against property.

2. Increased Crime Prevention Focus on Potential Threats to Vulnerable Populations

Our Town develops and implements crime prevention initiatives that aim to protect vulnerable populations such as children and the elderly.

3. Dedication of Sufficient Time, Training and Technology for Crime Scene Processing and Investigation

Our Town provides its officers and investigators with sufficient time, training and technology for crime scene processing and investigation in an effort to catch criminals and prevent future criminal activity.

4. Coordination with Other Jurisdictions

Our Town actively coordinates with the City of Scottsdale, City of Phoenix, and other agencies of the State and Federal level to solve problems of mutual or regional concern.

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4.0 Recommendations

The following section identifies opportunities where the Town of Paradise Valley Police Department and residents can work together in establishing programs to improve public safety. It must be understood that a critically important way to prevent crime against an individual home is for residents to use home security systems, be active in crime prevention programs, subscribe to incident information alerts, and most importantly, be observant. The police are there to assist individual citizen efforts, provide deterrence through visibility and a tough-on-crime reputation, and be highly responsive to criminal incidents in the community. However, there should be no expectation that the police can eliminate crime against individual homes.

Recommendations are focused on desired outcomes and not specific with regards to methods and tactics used to achieve those outcomes. A plan for the development, sustainment and evaluation of crime prevention programs and community outreach practices and policies should be made by the Police Department and presented to the Town Council for review and approval by the end of 2013 within a strategic planning process that includes resident participation and input. This approach ensures maximum government accountability for the performance of crime prevention and community outreach services at the levels of service and quality that residents expect.

Recommendation #1 Crime Prevention and Community Outreach Staffing

Provide and sustain effective CP&CO supervision, execution and administrative support staffing levels.

Current Police Department staffing is insufficient to provide the levels of service and service quality of crime prevention

programs and community outreach practices expected by the community.

Two addition sworn officer positions have being requested in the FY13/14 budget by the Police Department. The Community Resource Officer (CRO) is a patrol-level position responsible for conducting CP&CO services. The Lieutenant is to function as the Department's Public Information Officer, the Director of the Technology Sustainment Group defined in Recommendation #6, and supervise the CRO and the implementation of crime prevention and Police Department community outreach programs.

Representative activities in addition to specific crime prevention programs could include:

- Home security checks by appointment,
- Quarterly/weekly crime prevention articles in local paper,
- Responding to neighborhood complaints and issues in a timely manner,
- Attending neighborhood and community meetings to further interaction and discuss crime prevention programs,
- Following-up with residents and neighborhoods following a crime,
- Quarterly Town Hall meetings to keep residents aware of current events,
- Maintaining the PVPD Website (i.e. maps, etc...),
- Meeting regularly with schools and religious organizations reviewing safety programs,
- Implementation of other past and best community practices based on available resources and time, and
- Enhancements and proper staffing and marketing of the Town's Vacation Watch and Alarm Monitoring Programs.

Together, the addition of these two sworn officer positions is necessary to develop and sustain levels of service and service quality of CP&CO services expected by the

community. The two sworn officer positions could also provide additional patrol support, backup or special event or activity response, when necessary.

The Town Manager is also requesting an Information Technology support position in the FY13/14 budget. As is the case with all Information Technology support positions, the new position would be located in the Finance Department. The position would be responsible for Police Department technologies such as those defined in Recommendation #6 and participate in the proposed Technical Sustainment Group.

Recommendation #2 Patrol District Staffing

Provide and sustain necessary patrol division staffing levels to: 1) ensure the safety of the officers on duty by providing adequate backup support, 2) maintain a minimum three district division of the Town for community policing implementation, 3) increase patrol officer visibility within their assigned districts, and 4) improve patrol-level problem solving and community interaction and engagement.

One of the most significant outcomes of the Task Force has been the shared understanding of the how the Town is divided into three districts (or beats) and the number of patrols assigned during each shift. According to data provided by the Police Department, under current patrol staffing level policy the minimum shift size of two patrol officers and a supervisor (2+1 patrol shift) occurred an estimated 36% of daytime shifts and 50% of nighttime shifts in 2012. When a 2+1 patrol shift occurs it requires either 1) the shift supervisor to handle third district patrol and first response activities which sometimes precludes their proper supervisory functions, or 2) the contraction to a two district configuration with the supervisor providing roaming support and backup. Neither condition is considered appropriate for effective community policing

when sustained patrol officer integration and visibility within their district is considered paramount.

The Police Department is not currently requesting additional patrol officer staffing in the FY13/14 budget. Current patrol staffing level policy has been in place for over twenty years and there is currently no action in front of the Town Council to change it. The Police Chief suggests that the authorization and funding of the two sworn officers (the CRO and Lieutenant) in addition to technological upgrades will improve efficiency and alleviate some collateral responsibilities that patrol officers have assumed due to department downsizing, enabling them to focus more on community and neighborhood integration and problem solving.

The Task Force agrees that fulfillment of the CRO and Lieutenant positions and implementation of technological upgrades will improve program efficiency, but remain concerned that the current 2+1 minimum patrol staffing level policy does not provide adequate patrol back-up in cases of emergency, does not allow sufficient training opportunities for existing officers, and may preclude successful implementation and sustainment of crime prevention programs and community outreach practices.

The Task Force respects the authority and experience of the Police Chief, acknowledging that he has been successful in maintaining low crime rates and complying with the Town's long-held 2+1 minimum patrol staffing level policy during times of significant budget reduction. The Task Force acknowledges that the current 2+1 policy may be appropriately justified based on traditional patrol staffing model inputs such as numbers of calls for service, percentage of assigned vs. unassigned time, and crime levels and trends. The Task Force believes, however, that these traditional staffing model inputs may not be entirely effective in meeting resident expectations and satisfaction in law enforcement services.

It is the opinion of the Task Force that the Town Council should provide for a 3+1 minimum patrol staffing model, requiring a minimum of 3 patrol officers and 1 patrol supervisor at all times. Additional patrol officers appear necessary to ensure officer safety, promote a strong message of enforcement within the Town, and implement successful CP&CO programs and practices.

Recommendation #3 Crime Prevention Programs

Implement and sustain effective crime prevention programs to: 1) enhance law enforcement visibility and improve community engagement, 2) identify resident responsibilities, and 3) distribute timely information and training to residents and neighborhood and community organizations to support shared responsibilities.

Part of being recognized as a community that is tough on crime, the citizens need to be aware and educated in useful everyday techniques to help in the prevention of crime and understanding the resources that are available to them.

Town residents need focused and sustained education and awareness to public safety issues and activities affecting them, their families, guests, and property. The awareness of individual responsibility and the range of individual obligations and responsibilities are critical to effective crime prevention. Town residents are expected to take the lead in the responsibility for the protection of their home and property. The Town needs to be proactive in its efforts to enable residents to meet their responsibilities.

As part of its 2013 strategic planning process (see Recommendation #4), the Police Department should propose the development and sustainment of core or successful crime prevention programs intended to improve the safety and security of all residents and visitors and target current areas of concern

(i.e. property crime). Appendix 2 presents a list of recommended programs or practices developed by two subgroups of the Task Force – one group covered past practices and the other group researched best practices in other communities. The Police Department should evaluate these recommended programs and practices during the development of its strategic plan, and select and prioritize programs for implementation in accordance with its overall community policing goals and objectives.

Recommendation #4 Five-Year Community Policing Strategic Plan

Require the Police Department to prepare a rolling Five-Year Strategic Plan for Community Policing that identifies crime prevention programs and community outreach practices and policies to be implemented.

A Community Policing Strategic Plan is a commonly used tool that allows policy makers and Town leaders to effectively monitor service levels and quality of service delivery of law enforcement services and provides a blueprint for sustainment of human resources, capital and technology.

A Plan needs to be developed that is specific as to the goals and objectives, timelines for implementation, technologies required, and measures to evaluate program or policy effectiveness over time. The initial Strategic Plan should be completed by year-end 2013, with annual updates presented during the budgeting cycle. The Plan should create a “road map” of departmental objectives, with respect to community concerns. This plan is intended to both evaluate current police practices and develop proactive measures to promote safety.

The Task Force recommends objective, measurable, and specific goals, which evaluate the quality of services provided by law enforcement. The goals should include, but are not limited to categories such as; the development and execution of crime

prevention programs and strategies, the sustainment of modern core and ancillary technologies, the transition to a minimum 3+1 patrol staffing policy, response time performance goals, UCR part 1 crime rate goals, and clearance rates performance goals or metrics. These performance and service goals should be established by analyzing the performance of surrounding municipalities, as well as through looking to best practices and performance outcomes of similar, affluent municipalities across the country.

The Task Force recognizes that there are many variables that impact law enforcement operations. These variables should be taken into consideration when evaluating annual results. It is the position of the Task Force that these established goals are critical to the evaluation process of police services, and will support the assessment of organizational demands related to crime patterns.

The strategic plan should acknowledge and aim to satisfy community expectations for public safety levels of service and service quality. Expectations related to crime prevention and community outreach were provided in Section 2 of this report.

Recommendation #5 Community Outreach Practices and Policies

Establish effective community outreach practices and policies to: 1) provide timely public safety information to residents and neighborhood and community organizations so they can improve their local security condition and assist law enforcement, and 2) facilitate effective two-way communication between the Town and its residents and neighborhood and community organizations to improve cooperative problem-solving.

Currently, communications between the residents and the Police Department is somewhat limited in part, due to the financial pressures the past few years resulting in cutbacks in Police Department personnel and

lack of investment in certain technologies (which is addressed in part in Recommendation #6).

There is an overwhelming lack of adequate current knowledge amongst the residents as to what criminal activities are taking place in the community and what their shared responsibility is. There has also been a lack of attention to community block watch programs, HOAs and other organizations by both the Police Department and the residents. The Police Department has not had the resources and the residents, importantly, do not have an understanding of what they can do to organize and work with the Police Department. Many residents would like to increase their awareness and participation in helping to police the community. The Police Volunteer program is functioning well at the present time and additions are currently being made to that organization which the Task Force supports.

It was determined that most communities similar to Town of Paradise Valley have diligent outreach programs to connect the citizens and the local police department. It fosters greater communications between residents and the police, as well as between neighbors, improves crime prevention awareness and actions, and enhances the general sense of security and community in the Town.

The addition of the proposed Lieutenant and CRO positions should help improve communication between the Police Department and Town residents. It will be important to inform the community of these additions and proactively recruit the residents to organize around the HOAs and other organizations in the community and establish effective block watch programs with the guidance of these officers. Other activities such as security reviews of homes and presentations in the community as to security issues should take place on a regular basis. The success of these programs will be dependent on "marketing" the program to the residents. The engagement of residents in

the programs to make this an integral part of crime prevention is a key to crime reduction. Without sustained resident support and engagement, crime activity may not decline.

Achieving a minimum 3+1 patrol staffing model within the near future will allow patrol officers the opportunity to improve their engagement with the community and build stronger relationships between the Town and residents. Development of effective community outreach practices and policies, with active resident engagement, executed with a 3+1 minimum patrol staffing model will improve chances for success of CP&CO activities.

Additionally, modern technology such as text messaging alert programs should be utilized whereby all residents that opt into the program can be kept apprised of criminal activities in their neighborhoods so they can both take precautions and become an arm of the Police Department by being diligent in watching for unusual activities and informing the Police. This significantly increases the eyes and ears in the community to help law enforcement. This program should be similar to the alert programs that most universities currently have in place.

Recommendation #6 Police Department Core Technologies

Implement and sustain up-to-date core technologies and internal support systems to: 1) provide efficient and effective computer-aided dispatch and records management functionality, 2) give officers the ability to file reports and query data from their patrol vehicles, and 3) establish ongoing internal sustainment programs and policies.

Computer systems combined with effective software have become a central part of policing. These systems, when properly selected, installed and utilized make a huge contribution to the efficiency and effectiveness of a department.

Unfortunately the Police Department's automation systems are neither complete nor up to date. This creates a situation where the police are less able to carry out their mission when compared to other municipalities in the valley or similar municipalities across the country.

The core technologies are defined as an integrated and appropriately interfaced suite of Computer-Aided Dispatch (CAD), Records Management System (RMS), Mobile Data Terminals (MDTs), and Automated Field Reporting (AFR).

Our Town's CAD system is not up to date and provides less than necessary functionality. The existing RMS is unable to output standardized federal and state reporting requirements, or support effective investigation and crime analysis. Police cars do not have MDTs which requires all communication to be by voice and prevents officers from having direct access to necessary data. In addition this requires that all citations and reports to be prepared by hand or back at the police station. There is a clear and acknowledged need to update and complete the current automated systems core or implement a replacement core.

Once core technologies are updated and in operation, the Police Department should leverage the core and consider other technologies as assist in organizational efficiency and safety, apprehension, crime analysis and community policing. One example of this technology could be license plate readers on patrol cars or at red light cameras or along major entry points into the Town. The effective implementation and sustainment of technology initiatives and programs will require the Town to fund a permanent, full time position to serve as Information Technology support for the Police Department. The current FY13/14 budget includes this position and it is recommended that the Town Council approve this request.

It will also be important to establish and maintain a Technology Sustainment Group consisting of individuals in key positions such

as police managers, patrol officers, dispatch supervisors and Information Technology personnel. This group would be responsible for keeping the systems current, growing and relevant, working with vendors, creating and implementing a long-term technology plan for the Town, and seeking external funding such as grants and other financial assistance. Information Technology management and oversight is required to ensure on-going satisfaction with any implemented solution.

5.0 Conclusion

The Town of Paradise Valley continues to be the safest community in the Phoenix Metropolitan Area by most every statistical measure. Property crime is the exception where the Town ranks in the median quartile of Valley municipalities.

Community expectations to be crime free, however, are unrealistic. Trying to mandate how the police should operate to meet unrealistic expectations is a recipe for continuing conflict and ill feelings between the police and the community.

Crime risk to individual homes will not significantly change unless individual home risk profiles change. No number of crime prevention surveys or home security checks will help, unless homeowners become security conscious and accept that they are the first line of defense.

The Town's crime prevention programs were largely eliminated starting in 2008 due to significant budget reductions in the Police Department.

Positions normally responsible for conducting or coordinating these activities were eliminated or reassigned in an effort by the Police Chief to maintain patrol staffing levels comparable to those before the budget cuts and satisfy long-held minimum patrol staffing policy requirements.

Investments in technology were deferred and the Police Department did not keep up with technological advancements of neighboring jurisdictions or its residents. During this time however, crime steadily declined and the Town remained safe and largely absent of serious crimes other than those against property.

As the economy began to improve in 2012, the Town witnessed a year-over-year monthly increase in property crimes in late 2012 and January 2013. At the same time,

gun violence and crime received significant national and local media attention resulting in elevated levels of anxiety and concern over public safety throughout the nation and among many Town residents.

Crimes rates fluctuate, in part due to several external factors, and the current downward trend in crime within the Town may not be sustainable. As the State and regional economy start to improve, and as the Valley population continues to grow, an increase in overall crime activity within the Phoenix metropolitan area is likely.

In an effort to be proactive, the Mayor and Town Council began discussing the need to reevaluate Community Policing service levels and the expected quality of these services that the Town delivers to its residents.

The Town takes its responsibility of providing for the safety and welfare of its residents seriously. The convening of the Mayor's Task Force on Public Safety supports this notion. This final report is an effort to acknowledge and validate community concerns and to provide actionable plans that enhance public safety.

Residents expect to receive high-quality community policing services with high visibility throughout the Town and community. The distinctive nature of the Town of Paradise Valley demands a distinctive approach and level of expectation for the delivery of these services.

Of particular importance is an understanding that reliance on traditional Police Department patrol staffing level policy inputs (e.g. numbers of calls for service, percentage of assigned vs. unassigned time, crime levels and trends, etc.) may not be effective in meeting Town resident expectations for patrol visibility and opportunity for interaction within neighborhoods.

The Town of Paradise Valley Police Chief and members of his department continue to provide quality law enforcement services to residents. These men and women professionals have been asked to do more with less during the recent national economic recession.

If the recommendations are accepted by the Town Council and put into operation by the Police Department, it will hopefully result in establishing the Town as a community tough on crime, engaging residents in proactive activities to be the first line of defense, and provide the structure and programs to the Police Department that are needed in today's environment.

The Steering Members wish to thank all the residents that took the time and interest to be a part of this process. Public safety is a public concern and it takes everyone's engagement to ensure that we continue to live in a safe community.

Appendix 1 Town of Paradise Valley Resolution 1270

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RESOLUTION NUMBER 1270

**A RESOLUTION OF THE MAYOR AND COUNCIL OF
THE TOWN OF PARADISE VALLEY, ARIZONA
ESTABLISHING A PUBLIC SAFETY TASK FORCE**

WHEREAS, the Town Council desires to establish a Public Safety Task Force (the "Task Force") to review the Town's community policing policy as it relates to crime prevention and community outreach; and

WHEREAS, the Task Force shall have a steering committee that is comprised of five members who shall be the voting members and whose attendance shall be used for the purpose of determining a quorum of the members for both public meeting and voting purposes; and

WHEREAS, the Task Force shall also be open to non-voting general members, with any resident of the Town of Paradise Valley eligible to serve as a general member. However, only those general members who attend and participate in 50% of the regularly scheduled Task Force meetings will be officially recognized as Public Safety Task Force members whose names are included in the final report of the Task Force; and

WHEREAS, the Task Force shall be entitled to limited staff support from the Town, such support to include coordination and outreach to residents, homeowner's associations, schools, resorts and other organizations within the Town with a mission or interest in providing public safety to Town residents; and

WHEREAS, the Task Force shall hold all of its meetings in public with advance notice of such meetings provided to the general public through the Town's website and public notice board and with meeting minutes to be taken at all public meetings and made available on the Town's website; and

WHEREAS, the Task Force shall conclude and be disbanded upon the delivery of a report on the findings and conclusions of the Task Force to the Town Council, said report to be made in sufficient time for the Task Force's recommendations to be considered by the Council during its 2013/14 budget deliberations, but in no event later than April 25, 2013;

NOW, THEREFORE, BE IT RESOLVED that a Public Safety Task Force is hereby formed and is structured and commissioned as follows:

- A. The Task Force shall have both steering members and general members, with the five steering members of the Task Force to serve at the pleasure of the Council, or until completion and presentation of a final report on findings and

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recommendations is made to the Town Council, whichever is earlier, and with general membership to be limited to residents of the Town of Paradise Valley and such membership determined by each such residents' attending and participating in at least 50% of the regularly scheduled Task Force meetings.

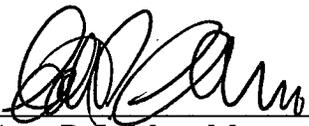
B. The steering members and Chairman of the Task Force shall be as follows:

- Michael Collins, Chair
- David Sherf
- Dan Schweiker
- Mary Hamway
- Larry Fink

C. The Task Force shall review the Town's community policing policy as it relates to crime prevention and community outreach with the goal of preparing a report on the findings and conclusions of the Task Force to the Town Council in sufficient time for the findings to be considered by the Town Council during its 2013/14 budget deliberations.

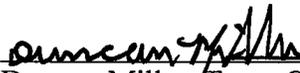
D. Upon presentation of its report on the findings and conclusions of the Task Force to the Town Council the Task Force shall be disbanded, but in no event shall the final report and the cessation of the Task Force be later than April 25, 2013.

ADOPTED by the Town Council of the Town of Paradise Valley this 24th day of January, 2013.



 Scott P. LeMarr, Mayor

ATTEST:



 Duncan Miller, Town Clerk

APPROVED AS TO FORM



 Andrew M. Miller, Town Attorney

Appendix 2 Working Group Results

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Results of Working Groups #1 and #2
Past and Present Best Practices of PV and Other Communities

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BEST PRACTICES OF COMPARABLE COMMUNITIES

- + Vacation home checks
- + Meet with HOAs, schools, faith-based organizations, resort security departments, to review safety programs and discuss safety concerns
- + Town hall meetings to update residents on PV events, safety programs
- + Neighborhood block watch
- + Home security reviews (by appointment)
- + School programs to educate on safety, substance abuse, bullying (like D.A.R.E.)
- + Crime prevention notifications (notes left at residences to advise of open garage doors, newspapers/packages left outside)
- + Communications
 - Encourage residents to sign up to receive timely, safety alert information, as well as general safety suggestions
 - Quarterly/weekly crime prevention articles in the local papers
 - Follow up with victim and neighbors after a crime
 - Methods – determine best methods to reach citizens – website (with links to national sites), emails, mail, text messages, etc.
- + Community safety events (like a Safety Fair or several different events), covering
 - Bike safety
 - Child car seat installation, use, and inspection
 - Vin etchings
 - Graffiti prevention
 - Crime prevention through environmental design
 - CPR/CCC/AED classes
 - Fire safety
 - Self defense
 - Drowning prevention

- Precautions for the elderly or disabled
- Police and fire department tours

- + Citizen events, such as a Community Fairs, covering
 - Paper shredding
 - Computer, cell phone, battery recycling
 - Local wildlife appreciation and appropriate precautions for your family and pets
 - Hazard waste disposal
 -

- + Additional programs for consideration
 - PV Silent Witness
 - Community Emergency Response Team (CERT)
 - Watch Your Car
 - Spay/Neuter Programs
 - Street address curb painting
 - Operation ID (engravers loaned to residents, forms for categorizing possessions)
 - Halloween safety

General - the presence of the police department has been identified as critical for the community's sense of safety and protection. The PVPD (including the volunteers) should participate in all the programs mentioned above and take every opportunity to interact with the citizens on a regular basis.

PAST PRACTICES OF PARADISE VALLEY

+ Crime Prevention/Community Resource Officer (dedicated position):

- Home security checks by appt.
- Quarterly/weekly crime prevention articles in local paper
- Responded to neighborhood complaints and issues
- Attended HOA meetings
- Follow up with neighbors after a crime and disclose time of day crime occurred
- Quarterly Town Hall meeting conducted by the C.R.O. to keep PV residents aware of what was happening in PV
- Maintain and update PVPD Website (i.e. maps, etc.)
www.ci.paradise-valley.az.us/police
- Meet regularly with schools and religious organizations reviewing safety programs, alert policies and emergency response plans.

+ PVPD Volunteer Program:

- Current squad is 24 (22 active)
- Approval to expand squad by 8 additional Volunteers
- Visible presence at community events:
 - MLK Day
 - Car Show
 - Relay For Life
 - Bill Keane Event
 - Wounded Warrior
 - Cop On Top
 - Shop With a Cop
- Crime Prevention Notifications (CPN):
 - Cards left at residences alerting them to potential issues
 - ♦ open garage door at night;
 - ♦ newspapers on driveway, etc.
 - ♦ Patrol Officers and Volunteers still do this
- Vacation Watch

- Police Reserves
 - Hire non-paid, sworn police officers
- + Neighborhood Block Watch:
 - Registered with National programs:
 - USA On Watch
 - PV On Watch
- + PV Silent Witness
- + PV Resident Access Information Registration with Town Clerk.
 - Notify PV residents through fire bill to signup for “Notify Me”
 - Text PV residents with “crime alerts”
 - Text alerts generated by PVPD indicating recent crimes and general locations
 - Send text alerts to residents based on geographical locations
- + CCC/CPR & AED Classes
- + D.A.R.E. Program:
 - Stopped this current school year due to lack of staffing; Officer retired
- + Alarming News
 - Precaution when Switching Phone Providers
 - False Alarm Prevention
 - Gates and Walls on Your Property
 - Extended Vacation – Notify PVPD with dates and contact information
 - Suggestions for purchasing a new alarm system
- + Community Emergency Response Team (CERT) program:
 - Six weeks, 3 hours/once a week in the evening
 - Safeguard self and neighbors from hazards
 - Fire extinguisher use and maintenance
 - West Nile Virus
 - Fire sprinkler systems
 - Smoke alarms
 - Pool fences
 - Wildland fire prevention
 - Storms (PV is a "storm safe" community)

- + Firearm Safety Program:
 - Children – NRA Eddie Eagle program
 - Adult gun safety programs

Self-Defense Programs:

- Encourage women and pre-teens to attend

- + Watch your car program

- Won state wide awards

VIN Etchings

- Hold twice per year or annually

OTHER PROGRAMS TO CONSIDER IF RESOURCES ARE AVAILABLE

- + Public Safety Crime Fair (small carnival):

- Centerpiece was bike safety for kids
- Police Department tours
- Radar Vehicle Display
- PVPD Volunteer information table
- Animal Control display
- State Game Officials
 - How to protect your animals
 - 20 information tables
 - Dunk tank, bouncies, etc. – entertainment for kids

- + Paper Shredding

- I.D. theft prevention

- + Graffiti Prevention Program

- Funded by PV when not privately donated

- + Computer Recycling Program

- Before you donate your computer, erase hard-drive
- Environment protection

- + Cell Phone Recycling

- Donated to domestic violence organizations

- + Spay/Neuter Programs
 - On-site surgery
 - Reduce animals in PV
 - Microchip/identification of household pets
- + Roof Rat Classes
 - Twice per year
- + Coyote/Javelina Protection Classes
 - Taught by Arizona Game & Fish
 - Poisonous snakes, scorpions, etc...
- + Bicycle Rodeo:
 - Raise Awareness - Held at schools and religious organizations where PV has a table where children are fingerprinted, photographed and hair samples are taken.
 - Narcotics Awareness tables
- + Drowning Prevention Programs
- + Operation ID
 - Engravers to loan out and forms to list property by room and category
- + Street Address curb painting:
 - 3" metal stencils for residents to paint their house numbers on the curb (or on the pavement at the end of their driveway if no curb)
- + Child safety seat installation and inspection:
 - Several police officers still there had the federal DoT training, and half a dozen of us had the one day course
- + Crime Prevention Through Environmental Design (CPTED):
 - Review plans for homes, hotels, etc.
 - Have PVPD pay for planners, plan reviewers and building inspectors in the planning department attend 3-day CPTED classes offered in Tempe.
- + GAIN
 - PV did not participate in National Night Out on the August evening due to heat but rather, PV had a week in October when neighborhoods were encouraged to have block parties -- the patrol officers and command staff went to every one of them.

+ Halloween safety

- News releases, including in Alarming News and other publications, handing out reflective bags, checking candy if any suspicion of tampering, etc.).

+ PV Resort & Restaurant Fraud Detection

- A class on recognizing valid IDs
- What to do if fraudulent ID was suspected

+ First Responder Smart Card

- Rural/Metro ran such a program, which was to provide a kit with a decal for the window on or nearest to the front door that indicated to arriving firefighters or police that an elderly, handicapped or other person who could not take care of himself/herself is present. There was also a heavy plastic zip lock bag and form to fill out, indicating medical needs, people to contact, etc., which was kept in the refrigerator in the kitchen.

Results of Working Group #4
CP&CO Performance Metrics and Other Metrics of Similar Communities

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Pre-Research:

Verify that the municipality we are researching has its own police department.

Confirm the coverage area in square miles and population

What percentage of the coverage area is residential v. commercial?

Questions for PD:

Ask for organizational chart with titles. Confirm that it will have information regarding:

- the number of squads
- how many per squad
- officer ranks (e.g. sergeant, captain, officer)
- # of sworn officers, civilians
- detectives (how many and are these dedicated positions?)
- community resource officer (dedicated position?)?

How many patrols are on-duty per shift? Does this vary? What % of the shift are they on the streets patrolling/responding to incidents vs. at the station?

Do you divide your patrol area into districts or beats? What is the number of square miles covered per officer?

How many residential burglaries did you record in 2010? 2011? 2012? Please define burglary (inclusive or exclusive of robberies, car break-ins and/or "home invasions").

What are the response times for emergency calls vs. routine calls? (2009 – 2012) Where do burglaries in progress fall? Please define "burglary in progress."

How do you measure and track response times?

Do you have a dedicated community resource officer for functions such as formal block watch programs?

How do you evaluate the appropriateness of your staffing levels (e.g. response times, calls for service, reported crimes, crimes solved)? Is there a formal evaluation process?

Does your department employ a crime analyst?

What crime analysis tools does your department utilize?

Greenwood Village, Colorado

www.greenwoodvillage.com

Contact: Commander Edward Rossmeisl
erossmeisl@greenwoodvillage.com
6060 S. Quebec, Greenwood Village CO 80111
303-773-2525o 303-486-8227d 303-944-5577c

\$11 million annual budget.

The city contains a 30%-40% commercial area surrounding an I-25 bi-section of city. An influx of ~70,000 workers occurs daily during business hours. The residential area contains 3,997 households with 13,925 residents.

Council receives monthly reports detailing all crimes and priority 1-minute response times. The report also includes an analysis from the Crime Analyst.

The council mandates that priority one calls average 4 minutes or less and that officers spend no more than 20% of their time on dispatched calls (80% must be used for patrol and self-initiated activity).

Patrol officers are assigned to their districts and are encouraged to know their community and their residents. They are encouraged to make many citizen contacts during their shift and instructed "don't just drive around".

Residential burglaries are "a big deal" and "very important to the community". They rarely occur at night. Objective is to "push crime away" by being highly visible and making as many contacts as possible. Everyone in the department communicates with their counterparts in neighbor cities to understand trends.

The department combats car break-ins by patrolling parking areas and leaving notes on cars if they notice visible valuables.

The department routinely receives high marks from the community. Last annual survey resulted in a 92% customer satisfaction. The annual survey asks the residents to rate a variety of city services, including police response, investigations, speeding in your neighborhood, etc.

Glencoe, Illinois

www.villageofglencoe.org

Glencoe, Illinois is an affluent village located on suburban Chicago's north shore. It is 20 miles from Chicago and is near Evanston (74,000 population). It sits on 3.78 square miles with Lake Michigan as one of its borders, and has the Cook County Forest Preserve natural forest area and three golf courses as border buffers. The population of Glencoe is just under 9,000 residents.

Glencoe is similar to PV in that it is an affluent community with its own police department with approximately 3/4 of our population figure. It is dissimilar in several ways (suburb of a big city, not surrounded by it; bordered by natural buffers that help to insulate the town).

Glencoe is a municipality that has cross-trained its police and fire personnel to cover its 3.78

square miles. Each shift, it has 3 police patrols and 3 firefighters on duty who provide back-up one for the other. The Glencoe police station is positioned in the center of town so no crime is committed more than 2 miles away. Response times are no more than 2 - 3 minutes.

When there is a spike in crime, their department beefs up patrols and works with surrounding municipalities for crime solving coordination. One example is a burglary task force made up of officers from various municipalities who work together to try to solve these crimes.

In the '60s and early '70s, Glencoe ranked third in the nation in median family income for communities of its size. In 1990, the median family income, \$125,306, placed the village second in Illinois, seventh in the nation for its size.

The most famous Glencoe resident is the late Pulitzer Prize-winning poet, dramatist, Harvard professor and former Librarian of Congress, Archibald MacLeish, who graduated from the Glencoe School in 1907.

Grosse Point, Michigan

www.grossepointecity.org

Located on the southwestern shore of Lake St. Clair, Grosse Pointe is a community of close-knit residential neighborhoods. The City is known for its stately tree-lined streets and lakeside recreational facilities. The picturesque retail district provides is home to some 40 stores and businesses. Grosse Pointe residents enjoy a distinctive small-town atmosphere, and yet are within easy reach of the nation's fifth largest metropolitan area and the entire Great Lakes region.

Quick Facts

- Established in 1893
- Incorporated as a home rule city in 1934
- Population: 5,421 (2010)
- Area: 1.1 square miles
- Education level: over 69% of adults have 4 or more years of college
- The City of Grosse Pointe is 1 of 5 communities along Lake St. Clair that share a school system and often cooperate on common issues and projects
- Collectively the "Grosse Pointes" have a population of approx. 50,000

The Grosse Pointe Public School System, shared with five neighboring towns, and it is consistently ranked among the top K-12 school systems in the nation. The system features top notch facilities and resources – including a planetarium and access to a statewide computer network for research. Grosse Pointe schools also boast a highly trained staff – more than 80% of classroom teachers have earned a Master's degree or higher. A majority of these educators live in the district. The immediate area also has a number of private schools, including University Liggett School and The Grosse Pointe Academy. Numerous daycare centers and preschools are within easy reach. The City is just a 20 minute drive from Detroit's central business and convention district; 25 minutes from Canada; and 55 minutes from Ann Arbor. Detroit City Airport is just 20 minutes away; Detroit Metropolitan Airport is 40 minutes.

Highland Park, Illinois

www.cityhpil.com

Highland Park, Illinois is an affluent Chicago suburb with approximately 30,000 residents over a 12.2 square mile area. Highland Park has a mix of residential and commercial properties.

The police department divides the town into 8 beats with a patrol assigned to each, plus an additional 2 supervisors on patrol, for a total of 10 patrols. Last year, the town had 28 residential burglaries. Response times for emergency calls were an average of 4 mins, 36 seconds, but they aim to respond to these calls in less than 4 minutes. Highland Park Police Department has a mobile system for reporting in their cars. It also publishes an annual report that can be accessed at:

http://www.cityhpil.com/documents/9/2011%20HPPD%20Annual%20Report_201205171445017877.pdf.

They have 41 officers in their Patrol Division (35 uniformed officers and 6 supervisors). They have a positions in addition to their patrol, detective, administrative positions, such as High School Resource Officer, School Resource Officer, and traffic officers.

Highland Park, TX

www.hptx.org

Highland Park, Texas is an affluent area just outside of Downtown Dallas with approximately 9,500 residents.

The 2.2 square mile town is mostly residential and is divided into 4 beats. They have one officer assigned to cover 2 beats each and then they have 2 rovers, one being a supervisor. They also have 3 detectives and a detective commander.

Response times for Highland Park are approximately 2 minutes.

In 2012, the town had 15 residential burglaries, down from 30 the year before. When they see spikes in crime, they add more patrols. Last year, they had a spike in car break-ins with a specific modus operandi and the chief assigned more patrols and motivated his team to "get these guys" through incentives like a steak dinner competition. They made arrests that tied to 13 of the 15 break-ins of this type. Highland Park uses overtime to pay for these additional patrol situations.

Hillsborough, California

www.hillsborough.net

Hillsborough California is located 17 miles south of San Francisco. It is a residential community of single-family residences with lot sizes no smaller than .5 acres. It is known as one of the wealthiest residential areas in California. The population for the 2010 census is 10,825 with 3693 households encompassing 6.23 square miles. The town has two golf courses, one racket ball club and two country clubs. There are no commercial or industrial buildings.

The Police Department budget is approx. \$6.4 million a year. Hillsborough PD has 24 officers of which 18 are patrol officers. The town is divided into 2 to 4 beats on any given day depending on the day, time and events taking place. Everyday they divide the town in half with an east and west side. They have between 3 and 5 patrols. 1 officer in each beat and a supervisor on duty for a minimum of 3 officers in patrol cars. Violent crime is rare and residential burglaries are minimal. In 2012 there were 31 burglaries and 29 burglaries in 2011.

Response times are not an issue because as Captain Sarado explained response times are a priority for the department and the PD wouldn't tolerate slow response times.

The town of Hillsborough prepares an annual report with goals/objectives, performance measures and actual statistics. The Hillsborough PD public report shows a metric of less than 4-minute response time for emergency calls. Actuals response times were 3.28 minutes in 2012. The metric for response time for all calls was less than 15 minutes; with actual response time in 2012 of 5.19 minutes. Actual prosecution rate of field cases was 89% in 2012. Total calls of service were 12,101 in 2012.

Ladue, Missouri

www.cityofladue-mo.gov

Ladue is the wealthiest inner-ring suburb of St. Louis, has the highest median household income of any city in Missouri and has a population of 8,521 with 3377 housing units. Residential land use is 91% of total.

There are 5 public schools and it is in the top two percent of all public schools in the country. There are also 6 private schools, 7 churches, 5 financial institutions, 206 commercial businesses and 2 industrial businesses.

Ladue has a history of ousting families who violate housing ordinances. In 1985 the city won a case against a straight couple—E. Terrence Jones and Joan Kelly Horn, who lived together for four years and who each brought children from a previous relationship. Ladue officials had told them they should marry or leave their home. The Missouri court of appeals sided with the city, stating, "There is a governmental interest in marriage and in preserving the integrity of the biological or legal family." The ordinance stands as of 2009.

Ladue has several volunteer Boards and Commissions. The Board of Fire and Police Commissioners establish the policies that govern the internal operation and functioning of the Fire and Police Departments, and issue/enforce rules and regulations governing the conduct of the members of the respective departments.

The Finance Committee advises the Mayor and Council on all matters of revenue and taxation, and upon the financial condition of the City. The committee makes recommendations on

controlling expenses and enhancing revenues.

The Architectural Review Board reviews building applications for conformity to proper architectural standards; for general conformity with style, design and size of surrounding structures; and that the application supports proper architectural development in the City.

Memorial Villages, Texas

www.thememorialvillages.com

Memorial is one of the most affluent areas in the country and sits within Metropolitan Houston. It consists of several independent cities or "villages," some of which operate a joint police department, namely "Memorial Villages." Population is approximately 12,000 and the coverage area is approximately 9 square miles. A very high percentage of the coverage area is residential. One of its borders is Interstate 10.

According to their department, Memorial Village PD divides its coverage area into 3 districts with a patrol assigned to each district, plus 2 rover patrols to serve as back-up to the 3 assigned district patrols, plus there is a sergeant on patrol each shift (total of 5 patrols, plus the sergeant). During the week, Memorial Villages PD also has a traffic officer on duty whose focus is on traffic offenses, offers presence while on the street and can serve as back-up, if necessary. While the department is authorized to staff at a minimum of 3 per shift, this is very rare. It typically operates at full staff as described above.

Patrol officers in Memorial are on the street (in their assigned districts if one of the 3 assigned patrols) almost their entire shift (approx. 11.5 hours of their 12 hour shifts)--they are rarely in the station. The officer described their technology as antiquated and said they are trying to secure a new system (CAD, RMS, etc.). They complete reports at the station, but this typically does not take them off the streets for long periods of time. Depending on the incident, they may go immediately to the station or wait until towards the end of their shift.

Memorial Villages PD responds to all calls in under 2 minutes. It is very common to arrive at emergencies in less than 1 minute. When asked how they evaluate their response times, the officer stated that they really do not have to - they are so low, "it does not come up."

When asked how they handle spikes in crime, the officer explained that Memorial has an active overtime. As an example, the town recently experienced a rash of burglaries. Over approximately a 10-day period, they had 4 burglaries. As a result, the PD brought in 2 extra patrols (7 plus the Sergeant) to increase the chance of an arrest.

There is no community resource officer, but they do have a DARE officer. Sergeants will help neighbors with block watch programs, but there is not a proactive effort to create them. Memorial has 2 detectives on the force.

New Canaan, Connecticut

www.newcanaan.info

The Town of New Canaan is located 8 miles northeast of Stamford, Connecticut. (Travel time to Grand Central Terminal in Manhattan is approx. one hour) The population is 19,738 according to the 2010 census and known as one of the wealthiest communities in the US. New Canaan has 6,822 households and 22.5 square miles. There are five public schools, three private schools and a hotel in the town. There are also two shopping areas. However, the community is primarily a residential community. There are no streetlights in the residential areas.

The Police Department budget is approx. \$5.4 million (doesn't include pensions or healthcare). The PD has 45 officers and six civilian staff employees with 29 officers assigned to patrol. The shift minimum is 5 (mandatory) that includes an officer at the front desk, 2 supervisors on the road and 2 officers. Approx. 50% of the time shifts will have more than 5, which can increase the shift to 6-9. 60% of the time the shift is on the street patrolling/responding. Number of residential burglaries in 2012 was 15. The response time for emergency calls in 2012 was 4.27 minutes for injury accident, 5.44 min. for medical assistance and 1.32 min. for Burglary.

The PD does have a School Resource Officer and a collateral officer. They do not have any formal Block Watch or Silent Witness programs. They do not employ a crime analyst but Captain Krolkowski tracks crimes/incidents to look for patterns and solutions.

Captain Krolkowski provided detailed reports and analysis to our task force. He provided two years of Annual reports, their Labor agreement, monthly statistic reports with year-end summaries for three years and Time/analysis/response time reports for three years and some personal feedback.

The website also says a commission of the Town oversees the Police Department. They have monthly meetings with the public to review monthly department reports and address concerns. I also spoke with several Town employees who are clearly very proud of their town and police force. I was very impressed by the knowledge and pride enthusiastically projected from everyone I spoke with at New Canaan.

New Castle, NY; Chappaqua County

www.mynewcastle.org

Lt. Daniel A. Cannon
Patrol Division
dcannon@town.new-castle.ny.us
914-238-6362
914-238-2538

New Castle is an affluent "bedroom" suburb of Manhattan surrounded by similar communities. Notable residents include the Governor and the Clinton's. Lt Cannon felt our Town faced greater crime than New Castle due to our surrounding cities not being equally affluent; as is the case in New Castle.

His recommendation for fighting residential burglaries:

1. Talk with private surveillance camera owners to encourage them to cover more public areas.
2. Use fixed and mobile LPR (license plate reader) cameras.
3. Educate the public on when to report suspicious activity.

23.2 square miles land, 0.3 square miles water, 17,569 residents, 5,732 households

95% residential with 2 very small commercial areas. No industrial areas.

One of New Castle early famous residents, Horace Greeley, founder of the New York Tribune, was America's foremost newspaper editor, author of several books, and a highly popular public lecturer. He ran unsuccessfully for president against incumbent Ulysses S. Grant in 1872, and died within a month of the election. Greeley began assembling his 78-acre farm in 1853. It occupied much of what is now central Chappaqua, including the Horace Greeley House, the Robert E. Bell Middle School, the Church of Saint Mary the Virgin, the Chappaqua Library, and the Chappaqua railroad station.

Palos Verdes Estates, California

www.pvestates.org

Palos Verdes Estates, California is located in the city in Los Angeles County along the Pacific coast on the Palos Verdes Peninsula. The population according to the 2010 census is 13,438 with 5066 households and encompasses 4.5 square miles. The town has a golf and tennis country club, five schools (3 elementary, 1 MS and 1 HS).

The Town has a Police Department with a \$6.1 million budget. They have 25 officers. They usually have two officers and 2 cars on patrol. If they need a second officer in the car they will staff with reserve officers on weekdays. They have one captain and 1 watch commander (as needed) and 12 reserve core officers. They staff one officer per 2.23 sq. miles. They have four beats each unit covers two beats. They have a motorcycle for traffic patrol. PVE doesn't have

Streetlights or photo radar. Officers are in the field except to write a report (they don't have technology to write reports in cars).

Their investigative unit is one Sergeant and two detectives and one officer on task force when needed. If they have five crimes a month they beef up their investigative unit to catch the person(s). According to Lt. Wade "criminals know not to mess with the PVE police department. We follow through and have an excellent record of finding criminals".

Property crimes are usually crimes of opportunity. The homeowners leave a garage door up, or a window or door unlocked.

The PD does employ a Community Resource officer.

The PD doesn't have a metric for response times. However, they are consistent and usually are on the call in 2.1 to 2.3 minutes for Priority 1 and 2 calls. The PD sets its own standards that are very high.

The important deterrents are

- 1: Highly visible patrols
- 2: Partnership with the community
1. Detectives are aggressive and follow through to solve 9 out of 10 cases.

Piedmont, California

www.ci.piedmont.ca.us

The City of Piedmont is a charter city of approximately 11,000 residents located in the beautiful Oakland Hills, overlooking the San Francisco Bay. The city, which is virtually built out, consists of established, high-quality single-family homes on quiet tree-lined streets. Piedmont is centrally located within a few minutes from Oakland and San Francisco on the West and Concord and Walnut Creek on the East. Within Piedmont's 1.7 square-mile area there are five city parks and numerous landscaped areas that offer wooded paths, tennis courts, children's playgrounds and picnic facilities.

Annual Budget	\$12,307,578 (FY 00-01 General Fund)
	\$2,195,456 (FY 00-01 Capital Budget)

On the morning of April 18, 1906, there was an earthquake in San Francisco. Thousands fled across the bay to safety and many never returned to San Francisco. Piedmont grew 10 times bigger in just one year.

In the Roaring Twenties Piedmont was known as the "City of Millionaires" because there were more millionaires per square mile than in any city in the United States.

Piedmont became a charter city under the laws of the State of California on December 18, 1922. The charter was adopted by the voters on February 27, 1923 and can only be changed by another vote of the people.

In 1880 Piedmont had its first, and only, factory. At the top of Oakland Avenue there was a mulberry orchard with over 6,000 trees and a two-story building that was the Ladies Silk Culture Society. Over 100 women worked spinning thread from the cocoons of silk worms that grew on the mulberry trees. The silk worms were very hungry, however, and soon there were not enough mulberry trees to feed them. The Ladies Silk Culture Society closed in 1895.

City Of Rye, New York

www.ryeny.gov

The City of Rye New York, population of 15,720, is a coastal community located about 30 miles northeast of New York City. It is close to the border between New York (state) and Connecticut. The land area is 5.8 sq. miles (total area is 20 sq. miles). The town is primarily residential (10 to 1 residential to commercial ratio). Minimum residential lot sizes range from 6,000 sq. feet to 1 acre. Approximately 2/3 of the housing stock is single-family detached homes with most of the remainder being row houses or apartments.

In 2011 there was 1 violent crime and 180 property crimes (14 burglaries). There was no data presented for 2010. Although there is only limited data for 2012, there were two home invasions in 2012.

Rye PD is a 34 officer (3 on restricted duty) force. There 12 civilians, which include 8 crossing guards, 2 parking enforcement, 2 civilian office employees. The department has 5 squads (except for midnight to 8AM when there is 4). The squads consist of 5 patrol officers and 1 Sergeant (except the midnight shift during which there are 4 patrol officers). There are two detectives; one is also the youth officer. Detectives are supervised by a Lieutenant. Certain areas within the town borders are also patrolled by the Westchester County Police. Overtime generally runs between 5.5% and 7% of budget. In 2012 it was running at 9% through November due to

Hurricane Sandy and the home invasions. There is also an Auxiliary police unit. It is unclear what its duties are or the frequency of use.

The department uses Archonix xMobile in their cars. This provides RMS search results, export of RMS, NCIC and regional data into field reports, two-way report updates, hazard and premise flags. It includes, silent dispatch, NCIC/DMV/NLETS database inquiries, field report writing, text to voice and task management. They also employ a CAD/RMS system from the same company.

Emergency communications use a Reverse 911 system to broadcast emergency messages. The Rye implementation also allows them to check on the elderly and home bound residents. The system covers all listed phone numbers.

Rye also uses NIXLE for emergency and important communications. This system sends emails and/or text messages with important information to residents. Residents must sign up to be included in these notifications. NIXLE service is free to public service agencies.

Weston, Massachusetts

www.weston.govoffice.com

Weston MA is an affluent suburb located approximately 12 miles west of Boston. The town is bounded on two sides by major east/west (south side) and north/south (east side) highways. The character of the town is primarily residential with a commercial district downtown and office parks located near the major highways. The geographic land area is approximately 17 sq. miles. The population is 11,478. Minimum residential lot sizes range from ½ acre to 1.4 acres. There are a limited number of multi-family dwellings. One small college is located in the town. In keeping with the primarily residential nature of the town there are minimal streetlights (principally located in the CBD).

The town has a low crime rate with 6 violent crimes (assault, rape) in 2011 (5 in 2010) and 60 property crimes in 2011 (56 in 2010). Included in property crimes were 15 burglaries in 2011 (12 in 2010). There have not been any home invasions in over 15 years. It is generally considered to be one of the safest communities in the country.

The department operates with three 8-hour shifts. Coverage is divided into 5 areas (two each on the north and south side and one in the middle). The patrol in the middle area can be dispatched to either the south or north side if needed. The north and south patrols stay within their areas. The department maintains 4 patrols on the street (can go down to 3 in the event of illness on midnight shift) and an administrative lieutenant as back up. Each shift is staffed with 5 officers and a civilian dispatcher. The minimum shift size is 4. In addition to the patrols, there are two detectives; one of who is also the Community Resource Officer. The emergency response time is 2 to 3 minutes although it is not officially measured.

The town uses Blackboard Connect for emergency communication with residents and businesses. This is a voicemail system as implemented by Weston.

Police cars have on-board computers with real time communications to DMV. The town also owns an IMC/Tritech system. They are currently combining the police and fire departments. They have the capability to link with other municipalities but don't.

Observed Themes/Common Approaches Among Most or All of These Municipalities:

- Patrol officers remained in their assigned beat for most of their shifts and there is at least one officer serving as “rover” to back up these beat officers.
- Depts. have upgraded their technology in their police cars allowing for more time on the streets
- Patrols are staffed more often at their maximum rather than at their minimum levels; overtime used to fill in officers out sick, training, etc.
- Typical response times in most were under 2 – 3 minutes
- Spikes in crime responded to with increased patrols
- Ratios of patrols to square mile covered were typically 1 patrol per just over 1 square mile. Average was 1: ___ square mile.
- Response times are measured from time that dispatch receives the call to the time the first officer arrives at the scene

The Data

- Each member of the sub-group engaged in diligent efforts to collect accurate data about each municipality through various means, such as phone calls to police departments and research on FBI and other web sites.
- The intention of this research is to inform the current task force efforts in developing recommendations for metrics by which the Town Council may measure the effectiveness and success of the police department.
- Instead of analyzing the data cell by cell, the idea is to determine if there are common themes, trends, patterns, etc., that seem to lead to effective crime prevention and resolution.
- Some of these communities are more similar to PV than others. Again, the idea is to use this information as part of the overall analysis for our recommendations. The differences may, of course, be considered in terms of how they may impact a particular category of data and similarities may add an extra layer of applicability to PV.
- Patrol/square mile figures used in the spreadsheets are the patrol numbers most used for that municipality. If a municipality has traffic police, these officers were not included in the ratios, but can and do serve patrol needs as necessary. These additional officers really mean that patrols have to cover less ground. Paradise Valley is the exception in terms of how we presented the figures because, according to our chief, it varies regularly between 3, 4, and 5 total patrols per shift. For this item, we have included a range based on 3 – 5 officers covering 15.5 square miles.

TOWN OF PARADISE VALLEY PUBLIC TASK FORCE

MARY HAMWAY
LISA TRUEBLOOD
JENNIFER SCHWARZ
ALLYSON BECKHAM
MIKE MINOR

Community
Comparisons

March 26,
2013

Comparison of Paradise Valley to Similar Municipalities

	Paradise Valley	Memorial Texas	Glencoe Illinois	Highland Park Illinois
# of Sq. Miles	15.5	9	3.78	12.2
Population	12,800	12,016	8,920	31,306
Sworn Officers	27	33	33	53
Patrols/shift	2 - 4 + Supervisor	5 + Supervisor & Traffic	3 + Fire (3)	8 + 2 Supervisors
Patrols/Sq. Mile	1/5.0 (1/ 3.1)	1/1.5	1/1.26	1/1.22
Res. Burglaries '12	56	18	16	28
Res. Burglaries '11	78	23	18	
Emergency Response Times	6.7 mins.	All calls less than 2 mins.	All calls less than 2 - 3 mins.	Metric: under 5; average 4 mins. 36 secs.
# of Beats	3	3		8

	Paradise Valley Arizona	Highland Park, TX	Weston MA	Ladue Missouri
# of Sq. Miles	15.5	2.2	17	8.55
Population	12,800	9357	11,478	8,521
Sworn Officers	27	51	26	34
Patrols/shift	2 - 4 + Supervisor	4	3 + Sergeant (Admin. Lieutenant-back-up)	3 + Sergeant, traffic, Road Commanders and detectives
Patrols/Sq. Mile	1/5.0 - 1/3.1	1/.55	1/3.4	1/ 2.13 (verifying)
Res. Burglaries ('12)	56	15	15 (2011)	21
Res. Burglaries ('11)	78	30	12 (2010)	21
Emergency Response Times	6.7 mins. avg.	All calls 2 mins. avg.	Typically less than 2 min. up to 3	4 - 5 mins
# of Beats	3	4 (summary)	4	3

	Paradise Valley Arizona	Piedmont California	Greenwood Village Colorado	Gross Pointe Michigan
# of Sq. Miles	15.5	1.7	8.1	2.25
Population	12,800	10,952	13,925	5,421
Sworn Officers	27	20	66	23
Patrols/shift	2 - 4 + Supervisor	2 + Sergeant	7 + traffic squad of 5	5
Patrols/Sq. Mile	1/5.0 - 1/3.1	1/.85	1/1.15	1/.45
Res. Burglaries ('12)	56	135	30	23
Res. Burglaries ('11)	78	90	30	20
Emergency Response Time	6.7 mins.	3 mins.	Mandated 4 min. avg. or less	
# of Beats	3	2	3	

	Paradise Valley	Hillsborough, CA	Atherton, CA	Rye, NY
# of Sq. Miles	15.5	6.23	5.0	5.8
Population	12,800	10,927	6,000	15,720
Sworn Officers	27	24	19	34 (3 restricted duty)
Patrols/shift	2 - 4 + Supervisor	3 - 5	2 + Sergeant & Traffic	5+ Sergeant (Midnight 4+)
Patrols/Sq. Mile	1/5.0 - 1/3.1	1/2.07 - 1/1.25	1/1.67	1/1.16 - 1/.97
Res. Burglaries ('12)	56	26	23	14
Res. Burglaries ('11)	78	22	9	
Emergency Response Time	6.7 mins.	3.28 mins. (metric < 4 mins.)	2.5 - 3 mins. (summary)	
# of Beats	3	2 - 4	2 - 4 (summary)	

	Paradise Valley Arizona	New Canaan, CT	Palos Verdes Estates, CA	New Castle NY
# of Sq. Miles	15.5	22.5	4.5	23.4
Population	12,800	19,738	13,438	17,569
Sworn Officers	27	45	25	37
Patrols/shift	2 - 4 + Supervisor	50% 5 patrols 50% 6 - 8 patrols, traffic	3	3
Patrols/Sq. Mile	1/5.0 - 1/3.1	1/4.5 - 1/2.8	1/2.23	1/7.8
Res. Burglaries ('12)	56	15	37	3
Res. Burglaries ('11)	78	15	34	5
Emergency Response Time	6.7 mins.	1.32 mins. (burglary)	2.1 - 2.3 mins.	< 5 mins.
# of Beats	3	See summary Essentially 3 +	4	3

INTERESTING OBSERVATIONS FROM COMPARABLE POLICE DEPARTMENTS

M. Minor - Resident
Public Safety Task Force
Town of Paradise Valley, Arizona
03/2013

GREENWOOD VILLAGE, CO



- Suburb of Denver w/ 13,925 residents
- Demographically similar to PV
- Major Difference: 70k worker influx daily

CITY COUNCIL MANDATES

- Monthly report w/ crime analysis
- 4 min average priority 1 response time
- 80% self-initiated patrol activity
- Annual customer satisfaction survey

CRIME ANALYST

“[Our crime analyst] is worth her weight in gold ... [She] pretty much can tell the officers where to go if they need to make an arrest.”

--Patrol Commander Ed Rossmeisl

NEW CASTLE, NY



- “Bedroom” community of Manhattan
- 17,569 residents including the Governor
- Police Department metrics similar to PV
(Officers on patrol; Patrols per sq. mi.;
Response times)

PATROL DIVISION LT. DAN CANNON

“I did some research on Paradise Valley. At first glance, our communities seem similar like you are comparing apples to apples. However, we are comparing apples to oranges.”

“We are surrounded by other affluent communities a far commute from the city. You however, are surrounded by a major metropolitan city on all sides.”

NEW CASTLE, NY

Residential Burglaries

- 2012: 3 (2 may be reclassified)
- 2011: 5 (first in Nov; all seem related)



“Listen to your Chief. He will tell you what he needs to get the job done.”

– Lt. Dan Cannon New Castle PD

INTERESTING OBSERVATIONS

Piedmont, CA
Ladue, Mo

PIEDMONT, CA VS. PARADISE VALLEY

Piedmont, CA

Urban	Oakland
# of Sq. Miles	1.7
Population	11,000
# of Homes	3,755
Authorized Employees	20
# of Burglaries '10	49
# of Burglaries '11	90
# of Burglaries '12	135
Response time	Under 3 mins.

Paradise Valley, AZ

Urban	Phoenix
# of Sq. Miles	16.8
Population	13,000
# of Homes	6,000
Authorized Employees	34
# of Burglaries '10	
# of Burglaries '11	78
# of Burglaries '12	56
Response time	5 minutes

PIEDMONT TRENDS AND ISSUES

- Municipal Services Tax
 - Board oversight, voted on every 4 years
- License Plate Readers
 - 15 approved: 12 stationary, 3 in patrol cars
- Use of Technology – Crime Reports
- Community Out Reach
 - Public Safety Committee
 - Get Residents Involved
 - Environmental Design –Security Checks
- Huge spike in Burglaries – WHY?

LADUE, MISSOURI VS. PARADISE VALLEY

Ladue, Missouri

Paradise Valley, AZ

Urban	St. Louis	Urban	Phoenix
# of Sq. Miles	8.65	# of Sq. Miles	16.8
Population	8,521	Population	13,000
# of Homes	3,377	# of Homes	6,000
Authorized Employees	34	Authorized Employees	34
# of Burglaries '12	21	# of Burglaries '12	56
Response Time	5 minutes	Response Time	6.8 minutes

LADUE TRENDS AND ISSUES

- Board of Fire and Police Commissioners
- Use of Technology
- All Homes have Security Alarms
- Low Burglaries
- High Larceny / Theft
- Cut Response time
from 9 minutes to 5 minutes / Does not
publish
- HOW?