

# Meeting Minutes

## City Council Work Session

April 28, 2022 | 4:30 p.m.  
Council Chambers Conference Room  
88 E. Chicago St., Chandler, AZ



### Call to Order

The meeting was called to order by Mayor Kevin Hartke at 4:30 p.m.

### Roll Call

#### Council Attendance

Mayor Kevin Hartke  
Vice Mayor Terry Roe  
Councilmember OD Harris  
Councilmember Mark Stewart  
Councilmember René Lopez  
Councilmember Christine Ellis  
Councilmember Matt Orlando

#### Appointee Attendance

Josh Wright, City Manager  
Kelly Schwab, City Attorney  
Dana DeLong, City Clerk

#### Staff in Attendance

Tadd Wille, Assistant City Manager  
Dawn Lang, Deputy City Manager/CFO  
Andy Bass, Deputy City Manager  
Matt Burdick, Communications and Public Affairs Director  
Rae Lynn Nielsen, Human Resources Director  
Sean Duggan, Police Chief  
Melissa Quillard, Mayor and Council Communications Manager  
Ryan Peters, Strategic Initiatives Director

### Discussion

1. Police Department Update Including Staffing Models, Recruitment Efforts, and Performance Measures

MAYOR HARTKE called for a staff presentation.

JOSHUA WRIGHT, City Manager, introduced the discussion item and said this presentation was to provide factual information to the community. Mr. Wright said as Chandler has grown over the year the Police Department has increased in size, technology, and resources and Chandler is fortunate to have a nationally accredited police department. Mr. Wright said they have a dedicated staff and Chandler remains a safe city that supports its police department.

SEAN DUGGAN, Police Chief, presented the following presentation.

- Chandler Police Sworn Staffing
- Chandler Police Civilian Staffing
- Chandler Police Staffing
- City of Chandler Population
- 2016 Patrol Staffing Analysis
  - Corona Solutions “Deploy” Software Purchased in 15/16 FY
    - Data Collection
    - Analysis
    - Staffing level recommendations
  - Same software utilized by Glendale, Scottsdale, Mesa, Gilbert, Tempe Police Departments
- Data Collection
  - Police calls-for-service (CFS) and time spent on call (weighted workload)
    - Data is derived from CPD’s computer aided dispatch (CAD) system data
  - Administrative Time
    - Writing reports, making phone calls, translating, taking breaks, fuel, etc.
    - Data is derived from Versadex (department’s report writing tool)
- Data Collection
  - Leave Time
    - Data is derived from our payroll system
    - Based on 2080-hour work year and the average amount of employee annual leave
    - Vacation
    - Sick
    - Comp used
    - Training
    - Court
    - Other leave
  - Used to derive "availability factor": 83.78%
  - 1.19 persons to complete 2080 annual work hours
- Data Collection
  - Response Time
    - Derived from CAD data
  - Response Time Goals

- Priority 1 5 minutes
  - Priority 2 15 minutes
  - Priority 3 30 minutes
- Data Collection
  - Patrol Area
    - Derived using city GIS and from Streets Division
    - Citywide: 71 sq. miles, 839 street miles
    - City divided into 18 beats that fall within three precincts
- Staffing Analysis Recommendations
  - Recommended 2016
    - 149 Patrol Officers
  - Assigned Patrol Officers 2016
    - 134 Patrol Officers
  - Difference
    - +15 Patrol Officers
- Staffing Analysis Recommendations
  - Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data.
- Patrol Staffing Response Plan
  - Effective 2017
    - Three sworn positions added to patrol (civilianized range/housing positions)
    - Three vacant traffic section positions reassigned to patrol
    - One sworn PDIT position reassigned to patrol
    - Three new sworn positions from approved DP assigned to patrol
    - One vacant PDIT position reclassified to officer and assigned to patrol
  - Effective 2018
    - Two City positions reclassified to police officers assigned to patrol
    - As on March 2018: 13 additional officers assigned to patrol
  - Summer 2019
    - Two additional officers added to patrol
    - One SRO reassigned to patrol in June\*
    - One additional DP officer position assigned to patrol in July
  - Final 2019
    - Fifteen officers added to patrol 2016-2019 for total complement of 149
    - Highest level of police officers ever assigned to patrol
    - Additional beat (18) created in 2019
  - Grant funded SRO returned to middle school 2020
- Chandler Police Department Response Time History
  - Priority One Response Time

- Chandler Police Department Historical Crime Rate
  - Chandler Part 1 Crime Rate Per 1,000 Population
  - 37% Decrease in part 1 crimes per 1,000 population in the last ten years
- Chandler Police Department Historical Crime Index
  - Chandler UCR Part 1 Crime Index
  - 27% Decrease in total Part 1 crimes in the last ten years
- Police Staffing
  - 2021
    - Patrol staffing analysis confirms appropriate number of officers assigned to patrol
    - Added 10 new officer positions through FY 21/22 budget process
    - Seven officers will be assigned to a patrol-based Neighborhood Response Team (NRT)
      - Assist precinct commanders with addressing crime trends and gun violence
      - Assist detective units (gangs/narcs, etc.)
      - Address community/neighborhood concerns
      - Assist at special events
    - One training unit officer
    - One computer crimes detective
    - One gang unit detective
    - Added 15 fully funded officer over hire positions through FY 21/22 budget process
      - Support patrol
  - 2022
    - FY22/23 budget requests
    - Behavioral Health Unit (4 officers & 1 sergeant)
      - Responsible for responding to and investigating behavioral health related calls for service
      - Serve mental health petition orders
      - Establish relationships with behavioral providers and partners
      - Reduce behavioral health calls for service through early intervention
      - Facilitate department crisis intervention training (CIT)
      - Improve outcomes of encounters between police and people who have behavioral health illness
      - Free up patrol officers to focus on crime related issues
- Recruitment/Hiring Top priority and greatest challenge
  - Current police officer vacancies
    - 31 officers (including 25 additional authorized positions)
      - 3 recruits and 6 laterals in final stages of last hiring process (under conditional)
      - 21 recruits and 17 laterals in early stages of current hiring process
  - Anticipated DROP retirements

- 2022 1
  - 2023 2
  - 2024 14
  - 2025 12
  - 2026 12
  - 2027 7
- 84 (26%) sworn officers eligible to retire (>20 years of service)\*
- Primary focus on the front-end creating a pipeline of officers entering the department while developing a sustainable bench through succession planning to ensure continuity of operations and services
- Recruitment/Hiring Top priority and greatest challenge
  - Hired 31 sworn and 28 civilians in 2021
  - Added two temporary background investigators in 2021
  - Added hiring incentive in July 2021
    - \$5,000 for lateral officer
    - \$3,500 for recruit
    - \$2,000 for dispatcher
    - \$2,000 for detention officer
    - 44 new hires under this program (as of 4/18/22)
  - Added lateral officer pay incentive
    - Bring in at year 7 near top of range (formerly year 5)
    - Two years specialty eligibility requirement
  - MOU 3rd position
  - Streamlined hiring process
    - National Testing Network (electronic testing and offsite proctoring)
    - Added eSOPH background investigation software
    - Continuous open lateral recruitment and remote interviews
    - Recruitment website upgrade
    - Waived written and physical conditioning tests for laterals
  - Provided market increase for dispatchers and call takers ahead of class and comp study (April 2022)
- Recruitment/Hiring Top priority and greatest challenge
  - New Initiatives
    - National Marketing Campaign
      - Partnered with HR, CAPA and Davidson Belluso marketing agency to attract talent nationwide, particularly lateral officers
      - City Council approved contract on February 24, 2022
      - Anticipated campaign rollout in summer 2022
    - Lateral Relocation Incentive
      - Effective May 1, 2022
      - Up to \$5,000 for lateral officers from outside Phoenix Metro Area

- Combined with hiring incentive, provides total lateral signing package of up to \$10,000

MAYOR HARTKE said the Chief mentioned a further initiative at the state level to extend DROP and asked for more information about what DROP is and the benefit.

CHIEF DUGGAN said he did not know the status of the bill. The current DROP program started in the 90's and is deferred retirement to encourage people to stay. An officer could retire after 20 years and start collecting the pension, so they are retired but could stay another five years and nothing changes in their job. Chief Duggan said instead of collecting the pension personally it goes into an account so at the end of five years it is a onetime payout. Chief Duggan said about four or five years ago, the State did away with the program, so it is not available to new employees. There is a movement from the people currently in DROP to extend the program from five years to seven years.

MAYOR HARTKE said a person could continue working at their current salary as well as receive their pension, but it is paid at the end of the program as a lump sum and then after that they receive their pension like normal.

CHIEF DUGGAN said yes.

MAYOR HARTKE asked how much that would be after five years.

CHIEF DUGGAN said it is a widespread, but it could be hundreds of thousands of dollars.

COUNCILMEMBER HARRIS asked about the determination between civilian and sworn for positions.

CHIEF DUGGAN said anyone on the street in uniform that has arresting powers is sworn. There are positions that only sworn officers can do such as patrol and detectives. There are other positions that were sworn where there is low probability, they would make an arrest such as an instructor or not on the front line. They could take range instructors and make them civilians and reallocate the sworn officers back to patrol.

COUNCILMEMBER ELLIS asked about the software program and has heard this program is used all over the United States and has also heard that it is an outdated program. Councilmember Ellis asked if there were other programs available.

CHIEF DUGGAN said he is not familiar with other programs, and this software is a very popular software that is used across the country. It looks at all of the data points when officers respond to a call and it is a very relevant software and he has never heard of it being outdated.

COUNCILMEMBER ELLIS said she has heard it does not track internet crimes and human trafficking.

CHIEF DUGGAN said those are part of their measures for Part 1 crimes and is not part of the software. The software is for patrol staffing and responding to calls for service. Detectives may follow up on some of the calls.

COUNCILMEMBER ORLANDO asked if patrol also included bike patrol.

CHIEF DUGGAN said no.

COUNCILMEMBER ORLANDO asked how they determine bike patrol and detectives and those other roles.

CHIEF DUGGAN said there is not a formula or software that exists for that. Chief Duggan said they look internally and at their case load and continue to prioritize what is important. Chief Duggan said the bike patrol is very important to the downtown area and for special events. Chief Duggan said for the detectives there are people who support detectives who may be civilians that assist with their case load.

COUNCILMEMBER ORLANDO asked about officers on light duty and how they fit into the model.

CHIEF DUGGAN said that is one reason for over hires. The model does not reflect that the City receives so many calls for service and the amount of people needed to respond to those calls. Chief Duggan said they only have 14 people on light duty but there are times where they have more people on light duty.

MAYOR HARTKE asked how they come to the 360 being the correct number and civilian number of people.

CHIEF DUGGAN said the only position that is definitively based on data and science is patrol using that software. The other positions are compared to other cities and the needs of the City. All of the precinct managers identify their needs and prioritize what the most important needs are. There is a lot of experience in the organization, and they heavily rely on that.

COUNCILMEMBER ELLIS asked if there was anything else that could be added as an initiative that Council could support. Councilmember Ellis asked why they are unable to hire the positions they have already funded.

CHIEF DUGGAN said the opportunity to have this discussion is valuable. Chief Duggan said people who are looking to come here are looking at the City's technology, infrastructure, reputation, and

especially people who are relocating from out of state look to see if the community supports the police.

COUNCILMEMBER ELLIS asked if the police department felt supported.

CHIEF DUGGAN said 100%. Chief Duggan said it is of great concern that they have been unable to fill the positions. There is a generation of young people who have seen the violence of the job and it can be ugly to watch or be apart of. The pool of applicants today is much smaller and they are competing with every city in the Valley. Everyone is trying to do everything they can to attract qualified applicants.

COUNCILMEMBER HARRIS said when he thought about crime being based on Priority 1, he also wanted to consider how many victims there are of Priority 2 crimes. Councilmember Harris said the software does not necessarily measure this but wanted to look at this closer and make the proper investment so they could see all crime in Chandler. Councilmember Harris asked about the pipeline for people to go into law enforcement.

CHIEF DUGGAN said they do measure Priority 2 crimes and it is all available on the website. When they calculate officers to work the street the factor in all crime and the workload.

COUNCILMEMBER LOPEZ said there is a communication disconnect. The software calculates workload from the number of calls received regardless of crime to determine how many officers are needed for patrol.

COUNCILMEMBER ELLIS asked if that was all 911 calls.

CHIEF DUGGAN said yes, it does not measure the type of call just that an officer is not available.

COUNCILMEMBER HARRIS asked about the pipeline.

CHIEF DUGGAN said they have officers in every high school and that is an outstanding resource. Chief Duggan said he recently talked to a young man who was influenced by his SRO. Chief Duggan said there is also academies in the schools to learn about the profession and create community relationships. Officers also routinely go to elementary schools and have lunch with the kids.

VICE MAYOR ROE said some of the discussion in the past has been about minimum staffing and the software gives our minimum staffing requirements. Vice Mayor Roe asked if staffing levels were being met.

CHIEF DUGGAN said the positions authorized last year would have a significant impact on patrol. There are so many of officers that must be on the street at a time. The department is structured into squads so at times there may be more but at other times the squad may be at minimum



staffing. There are people also on call to fill gaps as needed. Chief Duggan said they are staffed for everyday work, but they are not staffed for protests or major crisis events.

VICE MAYOR ROE asked if they are in a better position now than in the past.

CHIEF DUGGAN said yes, and the hiring of these positions would be better but with the nature of the job they would be up and down forever.

VICE MAYOR ROE asked if we are able to see over four or five years of overtime directly associated with minimum staffing.

CHIEF DUGGAN said COVID was a difficult time and at times there were 50 people off so there were impacts to staffing and overtime.

COUNCILMEMBER STEWART said anytime the topic of police comes up in the community the first thing he always hears is how professional the department is and is grateful for the work of the department. Councilmember Stewart said there are so many great things happening in the department and Council has always supported public safety. Council relies on the great staff in the City and we are one of the best cities in the state. Councilmember Stewart asked if they are asking for resources toward emergencies and investigations he would be in support.

MAYOR HARTKE said he did not know that since 2021 they hired 59 staff members and that is good news. This shows they are working with the resources they can, and they have all expected the retirements coming. Mayor Hartke asked how we change a culture where there is more embedded crime in certain areas.

CHIEF DUGGAN said that is a difficult job and it is stressful, but people always show up to the task. Chief Duggan said there are certain pockets in the City that have a disproportionate amount of crime. There are a number of issues that need to be addressed and they need to be out there to build relationships and trust. In those areas, the police may not be called and they need to understand why the police are not being called. The trust and respect goes both ways and it is a relationship that needs to be worked on. Chief Duggan said they are working with Peddle House to help kids get bikes to get to school and identifying families that could benefit from community resources.

MAYOR HARTKE said HB2063 was signed that allows rehiring certified officers after six months and how that would benefit Chandler.

CHIEF DUGGAN said it would be helpful since it use to be a year. There are officers that retire all of the time and there are positions such as specialists and park rangers that they would love to have those officers back to their City.

COUNCILMEMBER ORLANDO asked about when a police officer is at the scene if they call in right away.

CHIEF DUGGAN said they measure from the time an officer was dispatched to when they arrive on scene. There are times when the officer may not announce they have arrived so that would be an extended response time and would be an outlier.

COUNCILMEMBER ORLANDO asked how that is accounted for.

CHIEF DUGGAN said the analysts can go in and identify the outliers and see what happened.

COUNCILMEMBER ORLANDO asked what Priority 2 and Priority 3 response times are.

CHIEF DUGGAN said Priority 2 calls are a five-minute response time goal, but their categorization of calls has changed a bit and did not have updated information. Chief Duggan said he would provide that information.

COUNCILMEMBER LOPEZ said the community interaction and professionalism is second to none. Councilmember Lopez asked if there were ways to leverage technology to streamline certain processes and free up more time for staff.

CHIEF DUGGAN said it is something they are exploring and everything they do is predicated on technology. As they add technology, they need people to maintain it so it is something they will look at with the civilian staffing members.

COUNCILMEMBER LOPEZ said there is also the need for a backup if the system were to crash and they need to be able to continue their jobs if that were to happen.

COUNCILMEMBER ELLIS asked about how the salaries compare to other cities.

CHIEF DUGGAN said all of the compensation is handled under the MOU, but it is very important to compensate staff for what they do.

COUNCILMEMBER HARRIS said he wanted to look further into the methodology on how they measure staffing to see if there are changes that need to be made or if there is better technology available. Councilmember Harris thanked staff for all of their hard work and wanted to ensure people were not being overworked.

VICE MAYOR ROE said all of the officers he talks to like working in Chandler and they seem to be genuinely happy. Vice Mayor Roe said if they create another team, that team could cover the staffing shortages on other teams.

MAYOR HARTKE asked for more information on positions and what is the number needed.

CHIEF DUGGAN said that number does reflect the absences.

COUNCILMEMBER ORLANDO thanked staff for everything they do.

## Adjourn

The meeting was adjourned at 5:51 p.m.

ATTEST: *Dana R. D'Long*  
City Clerk

*Kevin Hartke*  
Mayor

Approval Date of Minutes: May 12, 2022

## Certification

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Work Session of the City Council of Chandler, Arizona, held on the 28th day of April 2022. I further certify that the meeting was duly called and held and that a quorum was present.

DATED this 12<sup>th</sup> day of May, 2022.



*Dana R. D'Long*  
City Clerk