



City Council Work Session
City Hall - Canyon Trails Conference Room 1 & 2
1900 N. Civic Square
Goodyear, AZ 85395
Monday, September 18, 2023
5:00 PM
Amended 9/15/2023

Mayor
Joe Pizzillo

Vice Mayor
Laura Kaino

Councilmember
Sheri Lauritano

Councilmember
Wally Campbell

Councilmember
Bill Stipp

Councilmember
Brannon Hampton

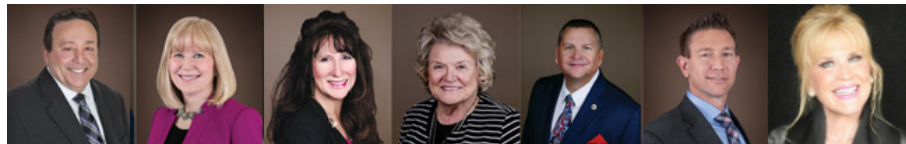
Councilmember
Vicki Gillis

PROCEDURES

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Goodyear City Council and to the general public that the Council of the city of Goodyear will hold a meeting open to the public. Public body members of the city of Goodyear will attend either in person or by telephone conference call and/or video communication. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. Meetings are conducted in accordance with the City Council Meetings Council Rules of Procedure adopted by Resolution No. 2018-1879.

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 882-7830 or Arizona Relay (TDD) 7-1-1 to request an accommodation to participate in this public meeting.

Si necesita asistencia o traducción en español, favor de llamar al menos 48 horas antes de la reunión al (623) 882-7830.



City Clerk's Office: 1900 N. Civic Square, Goodyear, AZ 85395 (623) 882-7830 www.goodyearaz.gov/cityclerk
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

Amended to add attachments to Agenda Item #2**CALL TO ORDER****ROLL CALL****AGENDA ITEMS FOR DISCUSSION**

ALL ITEMS LISTED ARE FOR DISCUSSION ONLY. NO ACTION CAN NOR WILL BE TAKEN.

1. **CAMELBACK ROAD (CIP #42038) AND ESTRELLA PARKWAY (CIP #42026) WIDENING PROJECTS UPDATE**

Summary

Capital Improvement Program (CIP) Projects #42038 - Camelback Road Widening and #42026 - Estrella Parkway/Bridge Widening are being evaluated to update the scope of work based on the preliminary Transportation Master Plan (TMP) data. (Chris Bridges, Deputy Director of Engineering-Transportation)

2. **POLICE DEPARTMENT STAFFING STUDY RESULTS**

Summary

Presentation of the police department staffing study results and recommendations. (Santiago Rodriguez, Chief of Police)

INFORMATION ITEMS

Comments, commendations, report on current events and presentations by Mayor, Councilmembers, staff or members of the public. The Council may not propose, discuss, deliberate or take any legal action on the information presented, pursuant to A.R.S. § 38-431.02.

- Reports from the Mayor and City Council
This may include current events and activities as well as requests for information or future agenda items.
- Report from the City Manager
This may include updates from events, staff summary, update of legislative issues, clarification on items being requested by City Council and Manager's update on Council Related Matters.

FUTURE MEETINGS

Future meetings are tentatively scheduled as follows:

September 22, 2023	Council Meeting	5:00 p.m
September 25, 2023	Council Meeting	5:00 p.m

ADJOURNMENT



CITY COUNCIL ACTION REPORT

SUBJECT: CAMELBACK ROAD (CIP #42038) AND ESTRELLA PARKWAY (CIP #42026) WIDENING PROJECTS UPDATE

STAFF PRESENTER(S): Chris Bridges, Deputy Director of Engineering-Transportation

Summary

Capital Improvement Program (CIP) Projects #42038 - Camelback Road Widening and #42026 - Estrella Parkway/Bridge Widening are being evaluated to update the scope of work based on the preliminary Transportation Master Plan (TMP) data. (Chris Bridges, Deputy Director of Engineering-Transportation)

FISCAL IMPACT

If the recommended solutions move forward, the fiscal impact is estimated to be a decrease of \$25 million for the Camelback Road Widening project and an increase of \$28 million for the Estrella Parkway/Bridge Widening project. Nearly 100% of the savings associated with the Camelback Road Project were to be paid for utilizing funds from the City of Glendale that we will no longer receive, the revised project budget will utilize all available city funding within this project. The \$28 million increase for the Estrella Parkway/Bridge Widening project would be funded utilizing a combination of Construction Sales Tax and General Fund Beginning Balance over the next several years.

BACKGROUND AND PREVIOUS ACTIONS

In Goodyear's 2014 TMP, the following two projects were identified as future improvements needed. Both projects were then added to Goodyear's CIP and are currently in the design phase. Additionally, the Goodyear TMP is in the process of being updated by a consultant. The TMP Consultant evaluated the MAG Regional Traffic Model to the 2045 projections and recommended potential scope changes to better fit the future need.

CAMELBACK ROAD WIDENING (CIP Project #42038):

- Originally scoped to have 6 lanes (3 lanes / raised median / 3 lanes) to support capacity beyond 2045.
- Goodyear applied for the USDOT RAISE Grant. However, it was not awarded to Goodyear.
- Glendale was anticipated to participate in improvements to Camelback Road.
- Design is currently about 30%.

ESTRELLA PARKWAY/BRIDGE WIDENING (CIP Project #42026):

- Originally scoped to have 4 lanes (2 lanes / raised median / 2 lanes) to support capacity beyond 2045.
- Design is currently about 30%.

STAFF ANALYSIS

Staff has evaluated the original scope and recent recommendations from the TMP Consultant and are recommending the following solutions for both Camelback Road Widening and Estrella Parkway/Bridge Widening projects. Staff would like feedback from Council on the proposed recommendations.

CAMELBACK ROAD WIDENING (CIP Project #42038):

Staff is recommending the scope of work to change from a 6-lane road design (3 lanes / raised median / 3 lanes) to a 4-lane road design (2 lanes / center lane / 2 lanes) and completing all improvements within the existing Goodyear right-of-way (ROW). Changing the design will decrease drainage improvements needed and amount of ROW to be purchased. The overall construction will also be reduced to approximately 1.2 miles of half-street improvements (approximately from Alsup Road to 152nd Avenue). The project cost is anticipated to decrease from \$50 million to an estimated \$25 million.

Staff is anticipating construction to begin in the 2025 calendar year and completion in 2026.

ESTRELLA PARKWAY/BRIDGE WIDENING (CIP Project #42026):

Staff is recommending the scope of work to change from a 4-lane road design (2 lanes / raised median / 2 lanes) to a 6-lane bridge/road design as early as 2033, depending on development. This change is due to the TMP showing Estrella Parkway as a preferred traffic route to access services and employment. The project cost is anticipated to increase from \$67 million to an estimated \$95 million.

Staff is anticipating construction to begin in the fall of 2025 and completion in fall of 2027.

Attachments

Presentation

Camelback Road Widening and Estrella Parkway/Bridge Widening

Project Scope Modifications

Chris Bridges
Deputy Director of Engineering

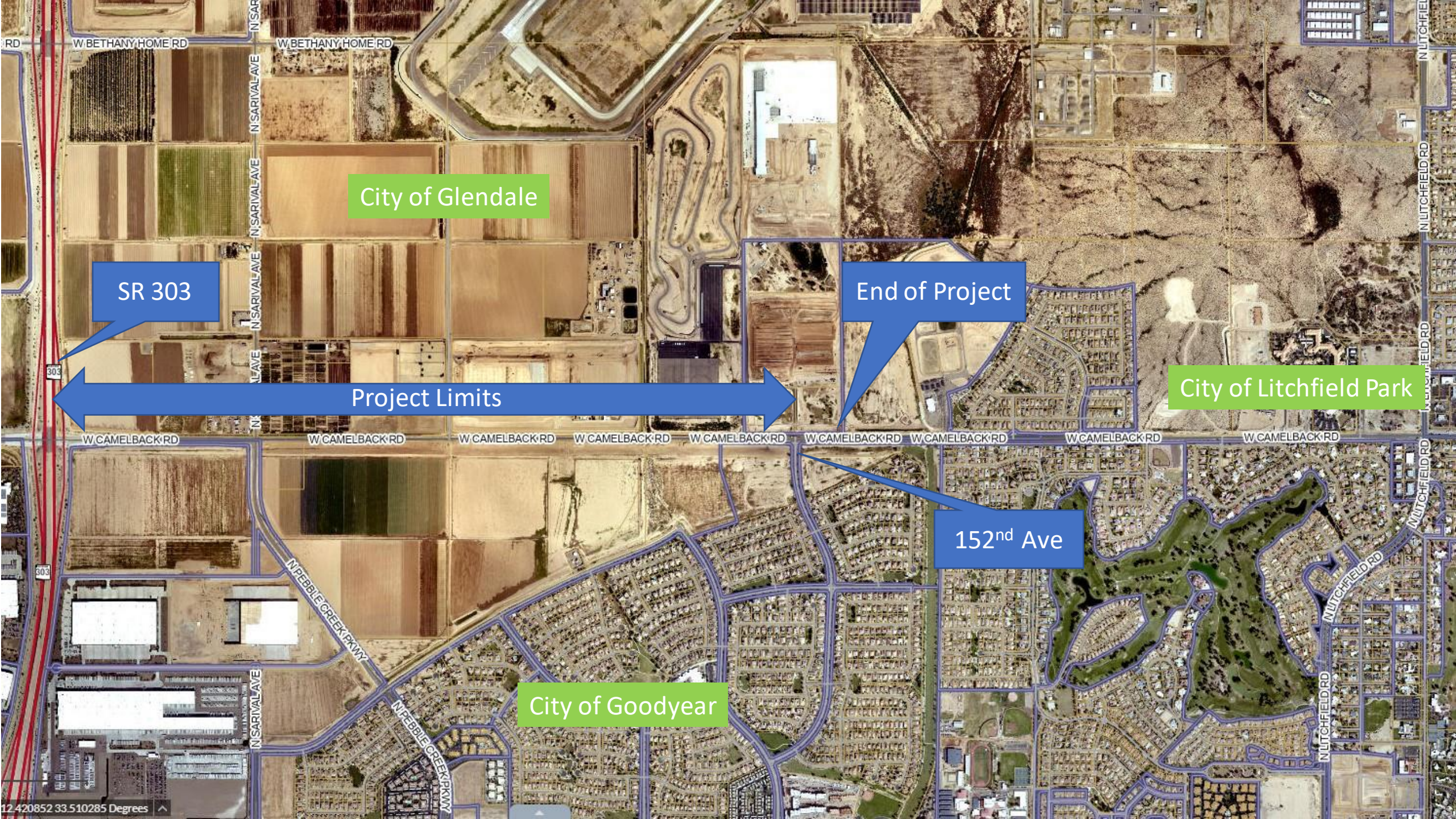


Camelback Road



CAMELBACK ROAD & SR 303 (FACING EAST)





City of Glendale

SR 303

End of Project

City of Litchfield Park

Project Limits

152nd Ave

City of Goodyear

Camelback Road Widening



PROJECT HISTORY

- Original Scope was for six (6) lanes and participation from Glendale
- Applied for, but did not receive USDOT RAISE Grant and confirmed no participation from Glendale
- TMP Consultant evaluates MAG Regional Traffic Model to 2045 Projections
 - Four (4) lanes estimated to be sufficient beyond 2045

Camelback Road Widening



RECOMMENDED SOLUTION

- Complete all improvements within existing Goodyear ROW
 - 4-lane road (*2 lanes, center turn lane, 2 lanes*)
 - Decreased ROW purchase
 - Decreased drainage improvements
 - Reduced construction to approximately 1.2 miles of half-street improvements
- Project cost reduced from \$50 mil to estimated \$25 mil
 - Design is currently at 30%
- 2025 – Construction anticipated to start (*calendar year*)
- 2026 – Construction anticipated to be completed (*12 months*)

Estrella Parkway Bridge



RENDERING OF ESTRELLA PARKWAY BRIDGE WIDENING TO FOUR (4) LANES (FACING SOUTH)

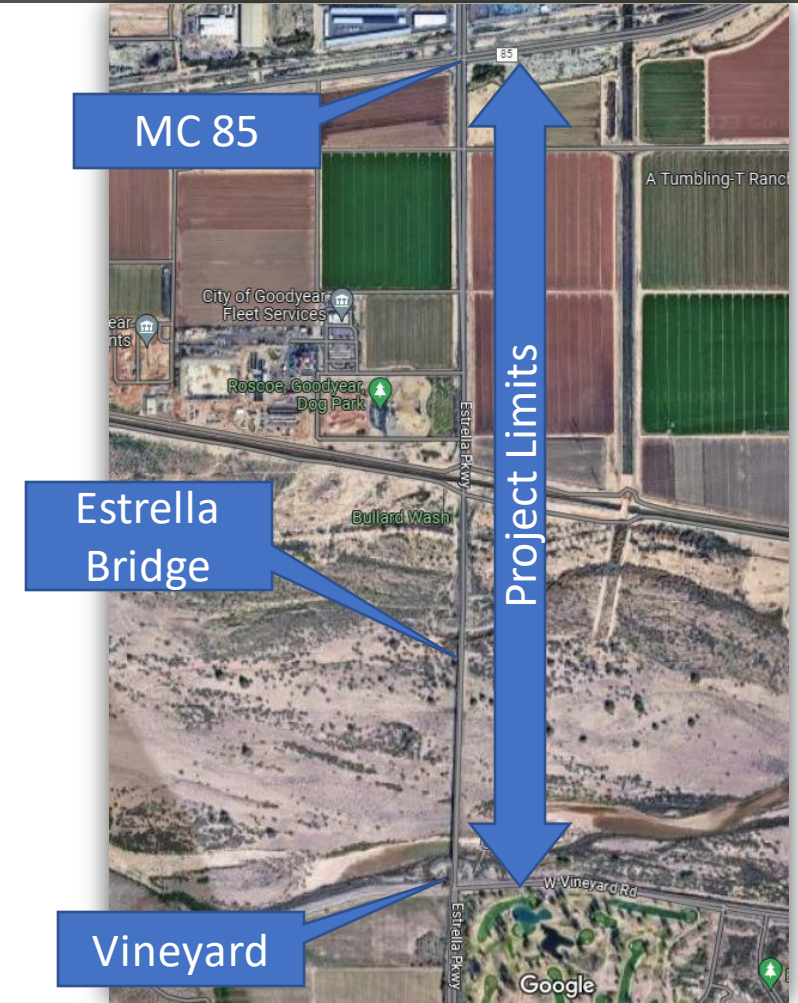


Estrella Parkway/Bridge Widening



PROJECT HISTORY

- Original scope was for four (4) lanes
- TMP Consultant evaluates MAG Regional Traffic Model to 2045 Projections
 - Recommends designing for a 6-lane capacity as early as 2033 depending on development
- TMP shows Estrella as preferred traffic route to access services and employment



Estrella Parkway/Bridge Widening



RECOMMENDED SOLUTION

- Build 6-lane bridge and roadway
- Increases project cost from \$67 mil to estimated \$95 mil
 - Design is currently at 30%
- Fall 2025 – Construction anticipated to start (*calendar year*)
- Fall 2027 – Construction anticipated to be completed (*calendar year*)

ITEM #: 2.
DATE: 09/18/2023
AI #:1588



CITY COUNCIL ACTION REPORT

SUBJECT: POLICE DEPARTMENT STAFFING STUDY RESULTS

STAFF PRESENTER(S): Santiago Rodriguez, Chief of Police

Summary

Presentation of the police department staffing study results and recommendations. (Santiago Rodriguez, Chief of Police)

FISCAL IMPACT

This is an informational presentation. Operational funding in the amount of \$2.2 million and one-time funding of \$750,000 has been set aside in the budget to address potential implementation of recommendations discussed. Future council action will be required to move forward with any recommendations.

BACKGROUND AND PREVIOUS ACTIONS

The city requires that the police department is structured and properly staffed to support the rapid growth that the city is experiencing. To assist with the police department's strategic planning, Matrix Consulting Group (Matrix) was contracted to provide a staffing study.

STAFF ANALYSIS

Staff worked with Matrix to evaluate operations and staffing in the police department. Information provided in the study included staff interviews and surveys, analysis of workload and service data, review of operational and organizational structure and future planning documents. The presentation will provide an overview of the findings and short term and long term recommendations.

Attachments

Staffing Study Presentation 2023
Goodyear Police Department Staffing Study Report



Staffing Study



MATRIX CONSULTING GROUP

- 21 Years of Experience
- Conducted over 350 Law Enforcement Studies
- Expertise in Public Safety Analysis
- Completed Studies in the Valley

Staffing Study



PURPOSE

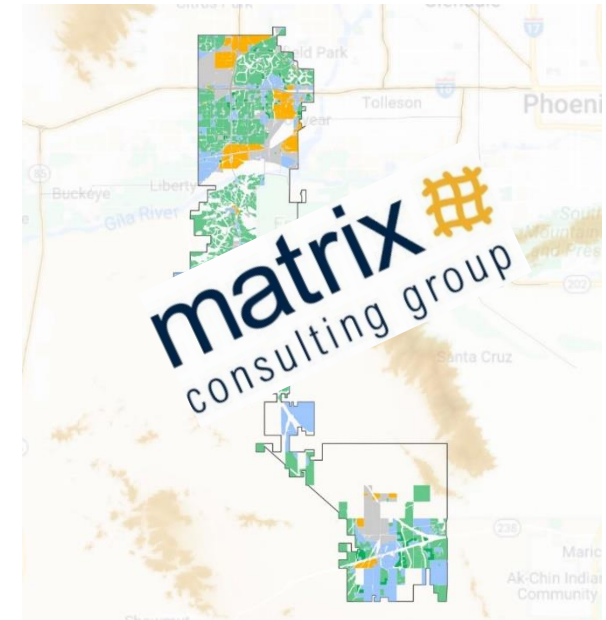
- Analysis of police operations to determine appropriate staffing levels
- Three Focus Areas
 - FY23 Staffing Levels
 - Comparison with other departments
 - Staffing Projections

Staffing Study



MATRIX METHODOLOGY

- Data Sets
- Interviews with Employees
- Operational Documents
- City Planning Recommendations



Staffing Study



STAFFING – PROJECTED STAFFING REQUIREMENTS



Staffing Study



RECOMMENDATIONS - SWORN

	Matrix Recommended	Goodyear FY24	Police Dept. Recommended
Motor Officers	2	1	1
Motor Sergeant	1	0	1
Detectives	3	0	3
Commander	0	0	1
Training Officer	2	0	2
Total	8	1	8

*Allocated positions in FY24: 1 Sergeant, 9 Officers

Staffing Study



RECOMMENDATIONS – PROFESSIONAL STAFF

	Matrix Recommended	Goodyear FY24	Police Dept. Recommended
Police Assistant	2	0	3
Victim Advocate	1	0	1
Background Investigator	1	0	1
Records Specialist	1	0	1
Public Information Officer	.5	0	0
Total	5.5	0	6

* Allocated Positions in FY24: 1 Dispatcher

Staffing Study



FY24 RECOMMENDATIONS

Motor Officer	1
Motor Sergeant	1
Detectives	3
Commander	1
Training Officers	2
Police Assistants	3
Victim Advocate	1
Background Investigator	1
Records Specialist	1
Total	14

Questions?

Police Department Utilization and Staffing Study

GOODYEAR, ARIZONA

September 8, 2023

matrix 
consulting group

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1. Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Goodyear to conduct a comprehensive analysis of police operations to determine appropriate and optimum staffing levels, while ensuring management of operations is efficient. This document provides the analysis and findings of that effort.

Scope of Work

The scope of this study included the assessment of current law enforcement operations, response capabilities, staffing, and other resources necessary for the delivery of services to the city. This project focused on the police services system delivery that included:

- Proactivity
- Resource allocations
- Current and projected staffing
- Alternative service delivery
- Management of resources
- Responsiveness to the public

This initial report provides the analysis of short-term staffing needs. This report also sets the stage for longer term planning in departmental operations. This analysis will be provided in a subsequent report.

Approaches Utilized in the Study

Data utilized in this study was developed based on the work conducted by the project team, including.

- Interviews conducted with staff and an employee survey to maximize input from staff.
- Collection and analysis of workload and service data.
- A review of operational documents and reports, budget data, organizational structure, and key practices.
- Planning documents on anticipated developments in the City over the 10-year planning period.

Strategic Improvement Opportunities

The following table provides a summary of short-term recommendations established in this report. Projections of staffing will be provided in a subsequent report. The report itself should be reviewed to understand the factual basis behind each recommendation as well as the analysis leading to each recommendation.

Goodyear Police Department Summary of Recommendations

Office of the Chief

Track management assistant assigned tasks and completion time to assess workload.

Increase staffing in PIO by 1 part-time employee for a total of 1 PIO and 1 part-time employee assigned.

Develop a long-term strategic communications plan with a focus on both external and internal audiences.

Consider publishing criminal investigation clearance data on the department's website.

Track assigned tasks to assess workloads in administrative services.

Field Operations Bureau

Address proactive time disparities caused by the single shared overlap day of Tuesday by staggering the workdays of some North officers.

Create a Police Assistant classification to divert certain types of low-priority calls for service.

Increase staffing of the new Police Assistant classification by 2 FTE.

Ensure crisis negotiation unit personnel receive a minimum of forty hours of annual training in order to maintain proficiency.

Increase staffing in traffic unit by 1 sergeant and 2 officers for a total of 2 sergeants and 9 officers. Additional 2 officers should be assigned as full-time fatal and near fatal traffic investigators.

Increase special investigations unit by 1 officer for a total of 1 sergeant and 7 officers.

During undercover operations, surveillance, and search warrant services ensure supervisory span of control does not exceed 5 officers to 1 sergeant ratio in the special investigations unit.

Ensure K9 officers are not dispatched to routine calls for service unless other officers are unavailable and remain available to respond to requests for assistance as needed.

Once the full scope of duties and tasks are defined for the full-time SWAT sergeant position, conduct a task analysis to determine future workload capabilities.

Support Services Bureau

Transfer officer position assigned to internal affairs unit to duties elsewhere within the department.

Create an internal affairs compliance audit process to ensure the current employee complaint reporting system functions as designed.

Publish an annual internal affairs report documenting statistical summaries, complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate.

Establish an early intervention system to identify employee issues early and provide employees with resources necessary to correct performance related issues.

Increase staffing in internal affairs unit by 1 sergeant for a total of 2 sergeants.

Increase staffing in backgrounds unit by 1 Investigator for a total of 2 Investigators.

Increase staffing in training unit by 2 officers for a total of 1 sergeant and 4 officers (1 officer assigned as recruit training officer).

Track part-time trainer hours to determine future part-time instructor staffing needs.

Track workload hours associated with curriculum development in order to analyze future unit staffing needs.

Make department training lesson plans available for all employees.

Establish a formal rigorous process for selecting department instructors.

Ensure the 2 police academies continue to meet department needs and adhere to best and emerging police training practices.

Transfer temporary recruit training officer position back to original unit.

Seek a more permanent solution to the current temporary academy sergeant position with other academy participating police agencies.

Increase staffing in major crimes by 2 detectives for a total of 1 sergeant and 8 detectives assigned.

Increase staffing in property crimes by 1 detective for a total of 1 sergeant and 6 detectives assigned.

Increase staffing of 1 victim advocate for a total of 1 supervisor and 2 victim advocates.

As sworn FTE are added, Records Specialist FTE should be increased by 1 for a total of 4 Records Specialists to process digital public request workloads and assist the Manager with report processing into RMS.

Projections

By 2033, increase staffing by 59 sworn positions and 21 civilian positions in order to provide the same level of service that is recommended now as service needs grow due to continued growth and development in Goodyear.

- *These staffing levels are above the numbers recommended in the current staffing analysis, rather than the present authorized strength.*
- *It is critical to stress that the staffing increases recommended in the projections are designed to maintain the current level of service as needs change. Any new programs or services that could be considered in the future would be in addition to the numbers listed here.*

2. Office of the Chief

Assigned to the Office of the Chief is the Management Assistant, the Public Information Officer, and Administrative Services personnel.

(1) Management Assistant

The Management Assistant reports directly to the Chief of Police and works from 8am – 5pm, Monday through Friday.

Workload and Ability to Meet Unit Objectives

The Management Assistant performs a wide variety of administrative duties in support of the Chief of Police and Deputy Chiefs. These duties include the following:

- Manage the Chief of Police calendar.
- Schedule special events and department ceremonies
- Draft various department memos and letters.
- Statistical analysis.
- Budget preparation/presentations.
- Manage Public Concerns System.
- Manage contract review process.
- Various procurement paperwork.
- Manage RICO accounts to include quarterly reporting, funds processing, and criminal forfeiture funds management.
- Grant management to include quarterly reporting, submission, and tracking.
- System Administrator for Telestaff scheduling system.
- Project management program.
- Sex offender registration management.

Recommendation:

Track management assistant assigned tasks and completion time to assess workload.

(2) Public Information Officer

The Public Information Officer works Monday through Thursday, 7am – 5pm and is on-call for various high-profile incidents as needed. The Public Information Officer reports directly to the Chief of Police.

Workload and Ability to Meet Unit Objectives

The Public Information Officer responds to crisis incidents, reporting to the community through local news media and the department's various social media platforms. Responsibilities include highlighting positive department accomplishments and securing news coverage.

The Public Information Officer has the following responsibilities:

- Daily media requests and interviews.
- Manage department's social media (Facebook, Instagram, Twitter, Next Door).
- Website management.
- Media releases as needed.
- Videography/Photography at events.
- Completion of department annual report.
- Prep various employees for media and community events as needed.
- Master of ceremony at various community/departments events.
- Various department program management.
- PIO instruction at pre FTO school.
- PIO instruction at citizen's police academy.
- Assist Chief of Police with speech writing.

As mentioned above, the Public Information Officer manages the department's various social media accounts and website. Duties associated with the management of these various accounts include attending several community and department events each week to take videos and photographs. The Public Information Officer is also responsible for video and photo editing, writing and editing content, and posting the completed content. The following table depicts the total number of social media followers for the last two years:

Social Media Followers

	2022	2021	% Increase
Facebook	27,431	23,385	+17.3%
Instagram	6,852	6,021	+13.8%
Twitter	9,397	8,373	+12.2%

One of several community events the department participates in each year is the Lids on Kids Helmet Safety program. Each year, Officers attend various schools in Goodyear where they hand out helmets and teach safety courses to children. The Public Information Officer manages this program and is the master of ceremony at each event. The following table depicts the total number of events in the fall of 2022:

Lids On Kids Helmet Safety Program

School	Total Students
Belen Soto	775
Somerset	170
Estrella	350
Copper Trails	650
Desert Thunder	750
Palm Valley	750
Mabel Padgett	630
Total	4,075

*The Kids Helmet Safety program was suspended in 2021 and 2020 due to the COVID pandemic.

A key component to community policing is the requirement for police organizations to be transparent in their dealings with the public. Transparency requires effective and timely communication. As access to news continues to increasingly move online, opportunity for police organizations to exert more control of their own stories, engage citizens in preventing crime, educate people about public safety issues, and dispel some myths about police work exists. As demonstrated throughout this section, the Public Information Officer has engaged in several of these opportunities.

Many departments throughout the United States have begun developing strategic communications plans tying current communication efforts to the department's broader goals and objectives. Such strategic communications plans focus towards effectively reaching both external and internal audiences.

As mentioned previously, the Public Information Officer manages the department's website content. A department's website typically delivers a first impression to many

community members and future employees. A police department's website should exemplify professionalism, a commitment to the community, as well as the diversity within the community. In order to promote transparency within the community, the department's policies, crime data, and procedures for investigating officer-involved shootings are accessible on the website. Many departments also include criminal investigation clearance data.

It is important for the community to have data available which gives them the same information that was available to the department when certain tactical and operational decisions were made. Sharing information with community partners to collaborate in addressing common problems is valuable and promotes interaction and collaboration.

Recommendations:

Increase staffing in PIO by 1 part-time employee for a total of 1 PIO and 1 part-time employee assigned. This part-time employee should assist with videography and editing duties.

Develop a long-term strategic communications plan with a focus on both external and internal audiences.

Consider publishing criminal investigation clearance data on the department's website.

(3) Administrative Services

Administrative Services is overseen by an Administrative Manager supported by 1 Management Assistant and 3 Administrative Assistants. Administrative Services supports the Chief and police department through oversight of the budget, requisition and asset management, payroll, and Human Resource functions.

Workload and Ability to Meet Unit Objectives

The Administrative Manager is responsible for oversight and management of the department budget which includes coordinating the yearly budget process. The annual budget preparation cycle runs from October through April. The Manager oversees payroll and personnel management which includes monitoring staff and editing timecards in the Telestaff scheduling system, processing employee transfers, and working with City Human Resources. Capital Improvement projects, procurement, and contract management are also assigned to the Manager.

The Management Assistant is responsible for publishing department reports to include budget, strategic planning, and annual department reports. The Management Assistant assists the Administrative Services Manager and monitors department budgets.

Administrative Assistants are responsible for the following tasks:

- Requisition Processing
- Travel and Training Requests
- Invoice Processing
- Public Window and department mail distribution
- P-Card Reconciliation
- Contract Management Assistance
- Department Supply Inventory and Asset Management (Quartermaster)
- Records Control and Destruction
- Off-Duty Management of Contracts for Officers

There are no metrics to determine workloads for the administrative support functions. Through MCG interviews with staff, no backlogs were identified for assigned work tasks.

Recommendation:

Track assigned tasks to assess workloads in Administrative Services.

3. Field Operations Bureau

The Field Operations Bureau is led by a Deputy Chief and is comprised of the Patrol Division and Specialized Patrol Division.

1. Patrol Division

1. Patrol Workload Analysis

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entire calendar year 2022.

An additional spreadsheet was provided that provided information detailing the units attached to each call, in addition to other basic information that the primary CAD data also contained. The unit data was linked and appended to the primary CAD data.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions must be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2022.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the department (e.g., directed patrol) are not counted as community-generated calls for service.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

Additionally, upon review of the additional detailed data provided as a supplemental to the primary CAD data, the second dataset contained a number of incidents that were not

included in the primary CAD data. These were added to the CAD data and included in the analysis.

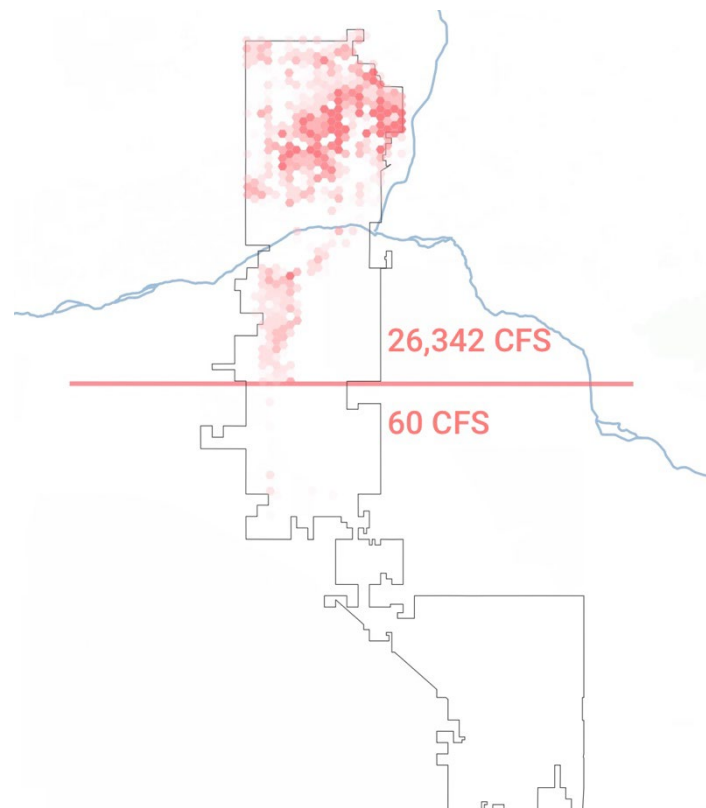
After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by GPD patrol units.

(2) Geography of Goodyear

A recurring theme throughout this analysis is the unique service environment of Goodyear. To the North, the land is largely developed and a mixture of predominantly single-family homes, industrial area, and commercial districts. To the South, the land is largely undeveloped, with very little activity outside of the Estrella Mountain Ranch development.

This has pronounced effects on the service needs of the community, as illustrated by the following map:

Geography of Goodyear Call for Service Activity



Note: The line has been illustratively drawn and does not represent the division between North and South.

As a result of the significant differences between the service environments in Patrol North and South, it is critical that staffing needs be considered separately. In the North, a workload-based methodology is more appropriate given the density of calls for service and the need to provide a proactive presence in addition to that. In the South, a coverage-based approach is more appropriate, where staff are deployed to provide response capabilities and ensure that responses are made in a timely manner despite the large geographic area covered.

The following subsections examine workload on a citywide level to assess overall needs; however, the staffing needs analysis will view these requirements separately.

(3) Calls for Service Within Comparative Context

Over the year of data used (2022), GPD patrol units responded to 26,402 community-generated calls for service (i.e., excluding self-initiated events such as traffic stops). This represents about 0.26 calls for service per capita, which is well in line with similar communities.

Matrix has worked with several other Maricopa County agencies in recent years, using the same methodology for the call for service analysis in each. The call totals in each of these studies provide a degree of context to show that the results for Goodyear are not an outlier. The following table provides this comparison:

Comparing Totals Calls for Service by Community¹
(Using Common CAD Analysis Methodology)

	Calls for Service	Population	CFS Per Capita
Peoria	44,651	164,173	0.27
Buckeye	19,533	68,453	0.29
Fountain Hills	4,324	24,987	0.17
Goodyear	26,402	101,733	0.26

Goodyear is well within the normal range – above Fountain Hills but slightly below Peoria and Buckeye. Moreover, the table demonstrates that the total number of calls for service in Goodyear is comparable to similar communities such as Peoria and Buckeye.

¹ The Goodyear analysis uses data from 2022. The Peoria study uses data from 2017, Buckeye uses 2018, and Fountain Hills uses 2021 data.

(4) Calls for Service by Hour and Weekday

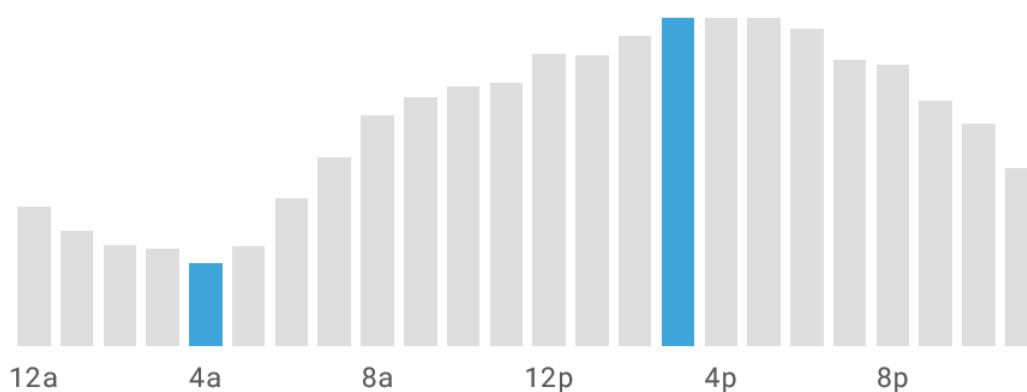
The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Calls for Service by Hour and Weekday (Citywide)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	179	84	71	60	83	86	119	682
1am	133	63	69	71	62	64	103	565
2am	91	58	72	63	56	69	83	492
3am	80	68	71	59	55	62	83	478
4am	47	68	51	54	57	60	66	403
5am	62	62	64	76	67	81	77	489
6am	85	95	106	107	100	129	103	725
7am	92	121	165	153	147	137	109	924
8am	126	175	172	160	175	165	152	1,125
9am	150	169	205	196	154	186	157	1,217
10am	168	179	200	193	181	176	170	1,267
11am	155	186	182	194	183	201	185	1,286
12pm	172	211	199	214	225	223	184	1,428
1pm	154	218	202	211	225	237	175	1,422
2pm	180	237	242	220	209	227	196	1,511
3pm	184	246	261	258	251	266	192	1,658
4pm	191	248	252	259	271	239	197	1,657
5pm	204	222	216	257	238	264	206	1,607
6pm	207	214	232	237	227	222	212	1,551
7pm	182	178	201	189	191	223	230	1,394
8pm	182	186	187	166	185	210	256	1,372
9pm	149	119	175	177	182	184	210	1,196
10pm	136	123	137	114	143	185	247	1,085
11pm	111	83	91	110	124	137	212	868
Total	3,420	3,613	3,823	3,798	3,791	4,033	3,924	26,402

Call activity is markedly higher on the weekdays, particularly from the mid-afternoon to the early evening hours. On Saturday, however, an uptick occurs during the evening that does not occur on other days.

Call for Service Activity by Hour (Citywide)



Call activity rises and falls evenly from the early morning hours to the late afternoon and early evening when it peaks. This pattern reflects the activity of when people are most active. In the late afternoon period, commuting increases calls for service significantly.

(5) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month (Citywide)

Month	# of CFS	Seasonal +/-
Jan	2,090	
Feb	2,003	-4.1%
Mar	2,234	
Apr	2,201	
May	2,265	-0.2%
Jun	2,120	
Jul	2,218	
Aug	2,237	+1.7%
Sep	2,257	
Oct	2,343	
Nov	2,205	+2.7%
Dec	2,229	
Total	26,402	

Seasonal differences are not as highly pronounced as in many other jurisdictions with harsher winters, which reflects the relatively mild to hot climate of the Salt River Valley. Interestingly, the seasonal peak of activity is actually in the fall when temperatures have cooled down from the summer highs. To this point, the month of June, which can feature extremely high temperatures, actually has the second-lowest call total of any month.

(6) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)² for each:

Most Common Call for Service Categories (Citywide)

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Disturbance	3,790	43.3	<					

Most of the call categories appear to predominantly occur within defined windows of around 8 to 10 hours, such as disturbances within the evening hours.

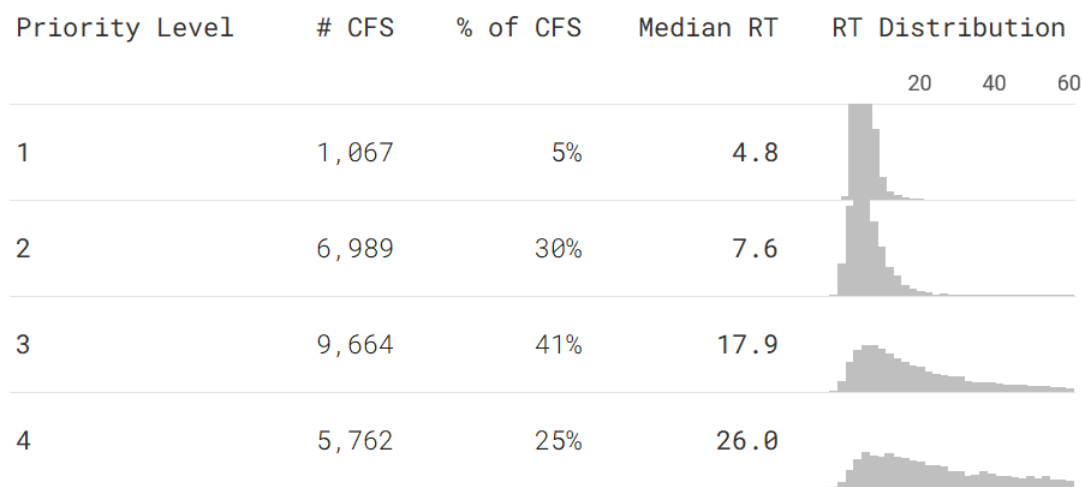
² Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps of the unit being dispatched and cleared from the incident.

Goodyear does not utilize a significant number of call categories compared to many jurisdictions, as evidenced by the top 10 categories comprising over 80% of all calls for service handled by the department.

(7) Call for Service Response Time by Priority Level

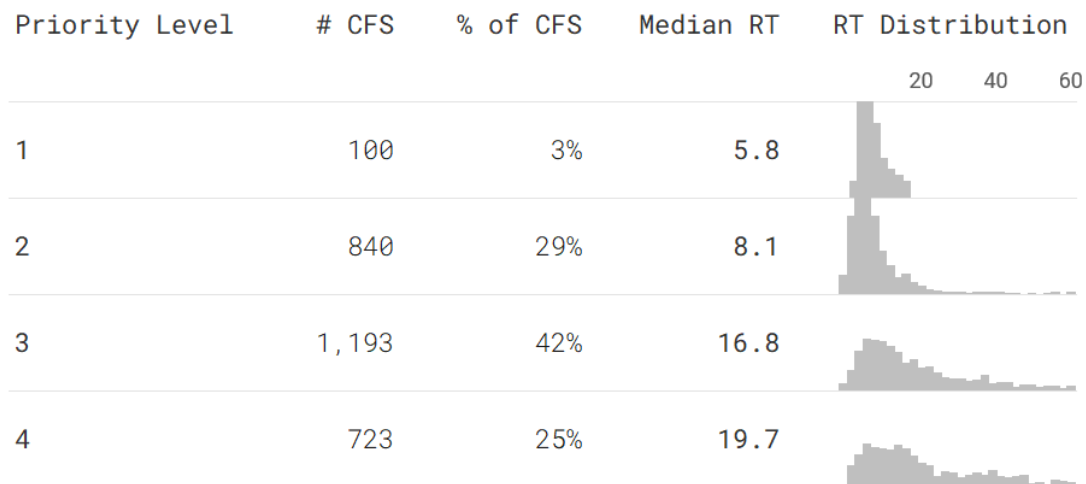
The following table displays call for service statistics priority level, showing the distribution of calls by response time for each category. Given the difference in the environments of the north and south, these calculations are separated by area:

Call for Service Response Time by Priority Level (North)



Response time performance is exceptional in the north, with even the lowest priority level retaining a median response time of under 30 minutes. The most severe one-third of incidents (priority levels 1 and 2) have response times under 8 minutes, which is also extraordinary for that percentage of calls.

Call for Service Response Time by Priority Level (South)



Astoundingly, response time performance is also exceptional in the South, with even better performance to medium and lower-priority calls than in the North. This is remarkable given the expansive service environment that units must cover. However, this is also attributable to the fact that the vast majority of all calls for service in the South occur within one neighborhood area. As a result, any on-duty units are likely to have a presence in the area, allowing for a quick response time.

(8) Calls for Service by Patrol Area

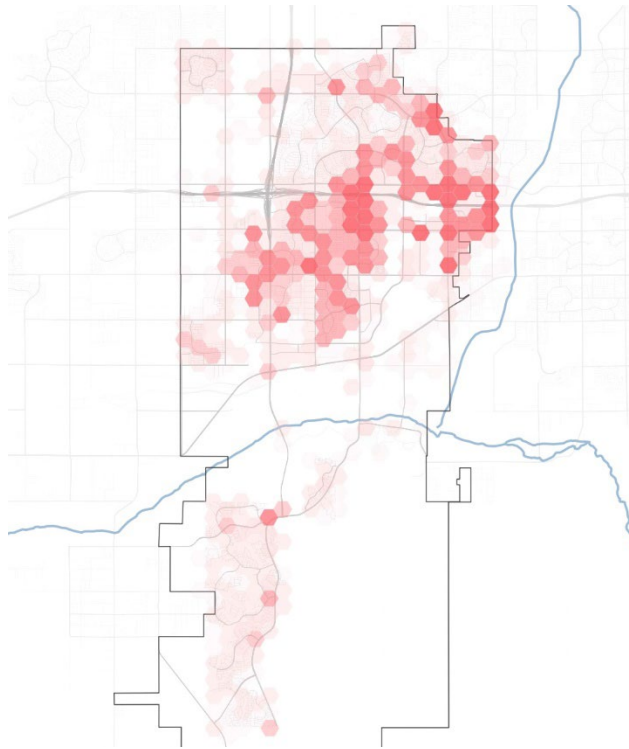
The following table provides the total calls for service in North area versus the South, as well as the average handling time for the primary unit:

Calls for Service by Patrol Area

	North	South	Citywide
Total Calls for Service	23,535	2,867	26,402
Avg. Primary Unit Handling Time	45.7 min.	41.6 min.	45.4 min.

Around 90% of all calls handled by the department occur in North, which has a slightly higher handling time compared to the South. The following map provides a visualization of the geography of call activity, focusing in on the area of Goodyear where roughly 99.8% of the calls for service occurred:

Geography of Calls for Service in Goodyear



The majority of GPD's call workload is concentrated within the diagonal strip through the middle of the northern portion of the city, with clear pockets outside of that area where residential developments are concentrated. In the South, the extent of the Estrella Mountain Ranch neighborhood is highly visible given this.

2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only from the standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the Goodyear Police Department based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

- i. The number of community-generated workload hours handled by patrol.
- ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
- iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as “uncommitted” time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol officers’ time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should not be applied to every agency. The actual needs of an individual department vary based on a number of factors, including:
 - Other resources the department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
 - Community expectations and ability to support a certain level of service.

- Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, the Goodyear Police Department should generally target an overall proactivity level of 40-50% as an effective benchmark of patrol coverage. Given the unique response needs of South patrol area, however, it is clear that this threshold must be met within North alone, as the relatively low workload of South could boost proactive time and potentially mask any service level issues in North. These considerations will be explored in greater detail as part of this analysis.

Any community engagement, proactive policing, and downtime in between calls would take place within the target range of 40-50% proactive time. Should proactive time be less than those levels, however, it would come at the expense of each of these activities.

(2) Patrol Unit Staffing and Net Availability

The Goodyear Police Department follows a 10-hour configuration in the North that assigns personnel to three shifts (Day, Swing, Night) on a fixed-workday basis. All teams share a common overlap day on Tuesday.

In the South, personnel work 13.33-hour shifts from 0940 to 2300, working one of two teams (Wed-Fri or Sat-Mon), with Tuesday and nighttime hours not covered. When South units are not on duty, North units provide coverage. In the South, this requires minimum staffing levels of 2 officers at night and 3 during the day and swing shifts to be met (2 on Tuesdays when North units cover South).

The following table outlines this schedule, showing the number of positions that are assigned to each shift team (including those on long-term and injury leave, but excluding vacancies).

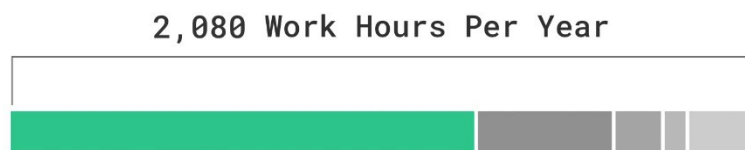
The four K9 officers are *not* included in staffing figures.

GPD Patrol Staffing Schedule

Shift	Hours	Start	End	# Ofc.	S	M	T	W	Th	F	Sa
Days (North)	10	0500	1500	7							
	10	0500	1500	7							
Swing (North)	10	1300	2300	7							
	10	1300	2300	7							
Night (North)	10	2000	0600	7							
	10	2000	0600	8							
South	13.33	0940	2300	4							
	13.33	0940	2300	4							

While the table provides the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,080 hours per year that each officer is scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from GPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total *net available hours* of patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field:



The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted.

*Base number: **2,080 scheduled work hours per year***

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

*Calculated from GPD data: **239 hours of leave per year***

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

*Estimated: **20 hours of on-duty court time per year***

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

As a result, it is important to stress that **the figure does not incorporate all training that officers receive. Any training completed on overtime is *not* included.** As a result, the actual amount of training that officers receive (including training completed on overtime) is much higher.

*Calculated: **33 hours of on-duty training time per year** (excludes training on overtime)*

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

*Estimated: **276 hours of administrative time per year***

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:

1,512 net available hours per officer

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability (Citywide)

Base Annual Work Hours		2,080
Total Leave Hours	-	239
On-Duty Training Hours ³	-	33
On-Duty Court Time Hours	-	20
Administrative Hours	-	276
Net Available Hours Per Officer	=	1,512
Number of Officer Positions	×	51
Total Net Available Hours	=	77,092

Please note that the figures shown in the table are rounded to the nearest whole number for simplicity. The actual calculations use the decimals; hence, without those decimals, the total may not add up exactly to the figure shown.

Overall, the 51 officer positions (which excludes K9 units) combine for a total of 77,092 net available hours per year, representing the time in which they are on duty and able to respond to community-generated incidents and be proactive. However, given the uniqueness of the service environments between North and South, it is necessary to examine each separately.

The delineation between the net availability of North and South is more complicated than the previous table represents, as officers assigned to the South cover only from 0940 to 2300, six days per week. This requires North to cover South in two ways:

- From 2300 to 0940, officers from North cover the South, at a minimum staffing level of 2.
- On Tuesdays, when no South teams work, North covers its requirements then as well, at a minimum staffing level of 2.

Because these are essentially minimum staffing posts that must be filled, rather than workload-based assignments, the implications of these requirements can be considered as deductions from net available hours.

³ Excludes training conducted on overtime.

Division of Net Available Hours Between North and South

		Citywide	North	South
Net Available Hours Per Officer	=	1,512	1,512	1,512
Number of Officer Positions	×	51	43	8
Subtotal	=	77,092	64,999	12,093
South Coverage (Night)	-		-7,787	7,787
South Coverage (Tuesday Day + Swing)	-		-1,387	1,387
Adjusted Net Available Hours	-	77,092	55,826	21,266

As with other tables, please note that the figures shown in the table are rounded to the nearest whole number for simplicity. The actual calculations use the decimals; hence, without those decimals, the total may not add up exactly to the figure shown.

This adjustment presents key implications for proactive time in the North, which must also provide coverage to the South at nighttime and on Tuesdays, as outlined above. In the proactive time calculations, these hours are transferred according to the coverage requirements (i.e., during the specific times that the coverage is required, rather than as an overall adjustment).

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

*Calculated from GPD data: **26,402 community-generated calls for service***

Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

At 45.4 minutes on average, GPD is higher than the typical range.

*Calculated from GPD data: **45.4 minutes of handling time per call for service***

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first. The rate was constructed using an additional dataset detailing each unit responding to a call.

*Calculated: **0.75 backup units per call for service***

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

When CAD data lists unique time stamps for each unit on a call (rather than only for the first unit or overall for the call), the handling time is calculated individually. In this case, the CAD data only displayed time stamps for the first unit, and as a result, handling time for backup units was estimated at a rate of 75% of the primary unit's handling time on each individual call – a normative estimate based on the experience of the project team.

*Estimated based on GPD data: **34.2 minutes of handling time per backup unit***

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units; estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from GPD data, at 0.20 reports written per call for service.

*Calculated from GPD data: **0.20 reports written per call for service***

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

*Estimated: **45.0 minutes per report***

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 35,170 total hours in 2020.

*Calculated from previously listed factors: **79.9 total minutes of workload per call for service***

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time. These factors are summarized in the following table:

Summary of CFS Workload Factors (Citywide)

Total Calls for Service	26,402	] 57%
Avg. Primary Unit Handling Time	45.4 min.	
Backup Units Per CFS	0.75	] 32%
Avg. Backup Unit Handling Time	34.2 min.	
Reports Written Per CFS	0.20	] 11%
Time Per Report	45.0 min.	
Avg. Workload Per Call	79.9 min.	
Total Workload	35,170 hrs.	

Overall, each call represents an average workload of 79.9 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

(4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively.

The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactive Time

		Citywide	North	South
Total Patrol Net Available Hours		77,092	55,826 ⁴	21,266
Total Patrol Workload Hours	–	35,170	31,651	3,459
Resulting # of Uncommitted Hours	=	41,922	24,176	17,807
Divided by Total Net Available Hours	÷	77,092	55,826	21,266
Overall Proactive Time Level	=	54.4%	43.3%	83.7%

After deducting the coverage hours that are provided to South, proactive time dips to 43.3% in the North – still within the 40-50% target range, but below the overall level.

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

⁴ Figure represents the availability remaining after deducting responsibility for covering the South from the net availability of North.

Proactivity by Hour and Weekday (Citywide)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	67%	64%	75%	85%	79%	77%	73%	78%
6am–10am	48%	37%	65%	40%	41%	41%	39%	47%
10am–2pm	49%	49%	59%	45%	49%	44%	47%	51%
2pm–6pm	45%	32%	48%	29%	27%	28%	44%	40%
6pm–10pm	48%	50%	58%	44%	49%	45%	41%	52%
10pm–2am	42%	60%	65%	74%	58%	61%	43%	63%
Overall	52%	51%	64%	57%	52%	51%	50%	54%

At an overall level, proactive time is consistently available, with most hours above 50%. Given the unique coverage needs of North and South, however, it is necessary to view proactive time within the context of each area:

Proactivity by Hour and Weekday (North)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	49%	44%	66%	83%	70%	69%	68%	72%
6am–10am	23%	5%	59%	8%	12%	10%	8%	26%
10am–2pm	30%	31%	54%	23%	31%	23%	26%	38%
2pm–6pm	25%	6%	43%	3%	1%	1%	25%	25%
6pm–10pm	32%	32%	53%	25%	36%	30%	26%	44%
10pm–2am	17%	39%	50%	68%	40%	48%	21%	53%
Overall	36%	34%	60%	47%	39%	36%	37%	43%

An overall proactive time level of 43% is within the target range and *should* provide the potential for relatively proactive time to be available throughout the day. However, this is not the case – primarily as a result of the inefficiencies of the current shift schedule relative to need. In particular, establishing a single shared overlap day results in fewer

staff available on other days of the week. As a result, any deficiencies in patrol staffing that exist at an overall level are exacerbated by having a universally shared overlap day.

Even after deducting the contribution of personnel to the South on Tuesdays (which is reflected in the chart), proactive time is still much higher than the target level, to such an extent that service levels are diminished on other days of the week.

Strategies must be developed to mitigate these issues through redeployment, whereby the workdays for officers assigned to North are more (but not entirely) staggered across the week, instead of centralizing around a single shared overlap day. Doing so would have a minimal effect on the ability to conduct training and preserve the ability to cover South, while enhancing the service level on every other day of the week.

The proactive time distribution is quite different in the South:

Proactivity by Hour and Weekday (South)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	97%	97%	88%	94%	97%	94%	81%	93%
6am–10am	81%	82%	84%	84%	80%	82%	81%	82%
10am–2pm	85%	83%	85%	86%	85%	86%	85%	85%
2pm–6pm	85%	82%	82%	78%	78%	81%	81%	81%
6pm–10pm	83%	86%	85%	84%	77%	82%	74%	82%
10pm–2am	84%	93%	92%	93%	93%	88%	85%	90%
Overall	85%	86%	86%	86%	84%	85%	81%	73%

Proactive time is abundant throughout all hours of the day, which is reflective of the low-activity service environment in the South. There, coverage is driven more by response time needs, the workload will not be high enough to diminish proactive time significantly. As a result, staffing considerations there should not be based around achieving a target level of proactive time, but instead the desired coverage level and its associated impacts on response time performance.

(5) Accounting for Turnover in Staffing Needs

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as

there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

The following table shows sworn separations from GPD over the past three years, excluding recruits (i.e., only those within the sworn bargaining group):

3YR GPD Turnover

Category	2020	2021	2022	Avg .
INVOLUNTARY - NON-REHIREABLE	1	1	1	1.0
INVOLUNTARY - REHIREABLE	0	1	0	0.3
RETIRED	0	0	2	0.7
VOLUNTARY - REHIREABLE	3	9	1	4.3
Total	4	11	4	6.3

At an average of 6.3 sworn separations per year, this equates to a turnover rate of approximately 5.2% per year as a percentage of total sworn staffing.

Given these calculations, **an additional 5.2% authorized (budgeted) positions should be added on top of the actual number currently filled (actual) positions in order to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers needed without turnover is fractional, as it is an intermediate step in the calculation process.

(6) Adjusting the Staffing Analysis to Reflect the Unique Service Environment

Staffing considerations should reflect the different service environments in the North and the South. In the South, staffing is determined by coverage needs, whereas in the north, a workload-based methodology is used to target for a given level of proactive time.

As a result, the staffing calculations can be broken down into three distinct stages:

- 1) In the South, after factoring in net availability factors, the number of dedicated South staff needed to provide coverage during the deployed hours.
- 2) Staffing resources needed from the North to provide coverage when South units are not on duty. In the current proactive time analysis, these hours were deducted from North's availability.
- 3) In the North, the number of officers needed to handle workload and provide the target level of patrol proactive time.

These calculations are shown in the following table, breaking the staffing calculations down into each of the three categories outlined above, before adding each result together and applying the turnover factor:

Calculation of Patrol Unit Staffing Needs

North Coverage to South ⁵		9,867 hrs.
FTE Required	+	6.5
South Coverage ⁶		12,093 hrs.
FTE Required	+	8.0
Patrol Workload (North)		31,650 hrs.
Proactive Time Target		50%
Staffed Hours Needed		63,303 hrs.
Net Available Hours/FTE		1,512 hrs.
FTEs to Reach 50% Proac. (North)⁷	+	41.9
Subtotal – FTEs Required	=	56.4
Turnover Factor Added		+5.2%
Total Officer FTEs Required		59.0

Based on workload, availability, and proactive time targets – and after accounting for the impact of turnover on staffing needs, GPD should allocate at least 59 officer positions to regular patrol officer roles (i.e., excluding K9 units).

Goodyear currently has 66 officer FTEs in patrol (including the 13 vacancies, 7 of which are recently authorized positions, but *not* including K9). Consequently, this indicates that **current authorized staffing is sufficient to achieve a proactive time level of 50% in the North and provide required coverage in the South**, while also factoring in attrition rates.

It is also important to stress that this analysis strictly focuses on current needs and does not imply that this staffing level is sufficient to handle future service demand as growth and development occur throughout the city. The next phase of the study will examine

⁵ As outlined earlier in the analysis, the **North Coverage to South** figure is based on staffing South when its dedicated staff are not on duty – at night and on Tuesdays. Minimum staffing levels are used in this calculation.

⁶ **South Coverage** refers to the coverage needs for when the dedicated staff of South are deployed, using current resources as a base.

⁷ The figure is independent of fulfilling South coverage needs and is intended to represent the isolated need for patrol staffing in North based on workload and achieving proactive time targets.

these issues and forecast how the department will need to adapt and grow to meet these changing needs.

Recommendations:

Address proactive time disparities caused by the single shared overlap day of Tuesday by staggering the workdays of some North officers.

(6) Additional Conclusions Regarding Patrol Proactivity and Resource Needs

The overall patrol proactivity level should function as a barometer of potential resource capacity to handle workloads and be proactive, and different levels have varying implications for the effectiveness of an agency in being proactive at addressing public safety issues and engaging with the community. These considerations can be summarized as follows:

- As proactive time reaches severely low levels (**20% and below**), calls are frequently queueing, and response times are measurably becoming much higher, particularly for lower-priority calls for service. **At these levels, proactive time is more a measure of how diminished the service level becomes**, rather than one of the quality of proactive efforts.
- In agencies that are severely understaffed in patrol functions, and consequently have very little proactive time (**under 35% overall**), calls will frequently be held in queues as resources cannot handle the incoming workload. Proactivity also falls behind as officers in such agencies would have little to no time to be proactive. When gaps do occur, the high rate of workload relative to available time can be a limiting factor to self-initiated generation; officers avoid being tied up on a proactive activity, such as a traffic stop, in case priority calls for service occur.
- As proactivity increases (**around 35-45% overall**), the generation of self-initiated activity rapidly increases, as officers are able to deal with already-identified opportunities to proactively address issues in the community, some of which are prioritized and project-oriented engagements.
- Beyond those levels (**at least 45-50% overall**), depending on scheduling and deployment efficiency, the time available for proactive policing increases further, and opportunities to engage in self-initiated activity expand. However, the number of priority needs for self-initiated activity (e.g., addressing narcotics activity) also decrease. Despite this, no limitations exist on the time that can be spent on activities such as saturation/directed patrols and community engagement activities.

The findings from this analysis are particularly notable given that as the proactivity level increases, the number of officers needed to raise it further grows exponentially. Whereas at low proactivity levels, adding several more officers would have a significant effect on overall proactivity, doing so at high proactivity levels (>60%) would have very little effect.

The following chart provides a visualization of this issue, showing the diminishing returns of adding additional officers on patrol proactivity and service levels:



On both a citywide level and within North alone, Goodyear is currently within the 40-50% range, indicating that service levels are high and that current staffing levels are sufficient to provide consistent levels of patrol proactive time, even after considering the coverage requirements that must be made to support South on Tuesdays and at night.

3. Patrol Self-Initiated Activity

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activities. Equally critical to the question of how much proactive time is available, is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

Nonetheless, CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examine for how uncommitted time is utilized for proactive policing.

(1) Self-Initiated Activity by Hour and Weekday

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

Self-Initiated Activity by Hour and Weekday (Citywide)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	119	98	83	176	95	80	114	765
1am	108	88	94	209	92	93	122	806
2am	93	96	98	184	89	86	91	737
3am	55	50	60	145	60	83	69	522
4am	43	27	58	70	66	46	48	358
5am	43	31	66	52	51	48	29	320
6am	59	67	147	122	129	108	87	719
7am	57	59	165	157	173	134	67	812
8am	67	53	131	115	128	128	58	680
9am	61	59	115	115	121	112	63	646
10am	65	51	113	132	138	106	53	658
11am	58	72	78	146	145	116	88	703
12pm	70	48	73	118	120	94	56	579
1pm	88	72	86	115	121	106	71	659
2pm	148	119	136	219	235	225	119	1,201
3pm	147	105	151	183	153	175	127	1,041
4pm	124	78	109	171	154	137	109	882
5pm	102	58	135	129	111	141	110	786
6pm	85	64	123	115	125	128	133	773
7pm	119	71	135	165	145	135	85	855
8pm	149	97	197	148	185	189	131	1,096
9pm	216	206	349	231	301	250	210	1,763
10pm	164	177	298	199	200	183	192	1,413
11pm	106	142	234	123	141	121	123	990
Total	2,346	1,988	3,234	3,539	3,278	3,024	2,355	19,764

Interestingly, self-initiated activity does not reach its peak on Tuesday, which is the shared overlap day between shift teams that has markedly higher proactive time levels. Instead, Wednesday and Thursday both have higher rates. The weekend, which also has higher proactive time, has lower rates of self-initiated event generation.

(2) Self-Initiated Activity by Category

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

Most Common Categories of Self-Initiated Activity (Citywide)

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Traffic	10,018	20.0						
Administrative	4,858	22.2						
Civil Service	2,851	25.6						
Suspicious Event	1,152	27.3						
Agency Assist	255	54.2						
All Other Types	630							
Total	19,764	23.3						

Traffic stops account for about half of all self-initiated incidents. In total, the top five categories alone account for about 96.8% of all self-initiated incidents. This could suggest that many types of self-initiated activity that are more informal, such as community contacts, saturation patrol, and targeted enforcement are not always captured within CAD data as events.

(3) Total Utilization

The usage of proactive time can be examined through **total utilization** – the percentage of officers' net available time that is spent handling both community-generated calls for service and self-initiated activity.

Below 70% or so utilization, there is ample time that is not spent either responding to calls or being proactive. The goal is not necessarily to reach 100%. During the nighttime, there are not as many opportunities to use proactive time. Furthermore, a utilization percentage of 90% at a certain time, for instance, would still indicate officers routinely going from call to call without having substantive time to use for proactive policing.

The following chart shows the results of this analysis:

% of Available Time Utilized on Either Calls for Service or Self-Initiated Activity
(Citywide)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	44%	42%	36%	21%	31%	32%	37%	30%
6am–10am	60%	73%	49%	76%	74%	74%	69%	66%
10am–2pm	55%	56%	48%	68%	61%	64%	58%	56%
2pm–6pm	64%	78%	62%	85%	89%	85%	64%	71%
6pm–10pm	59%	57%	52%	67%	62%	65%	68%	57%
10pm–2am	58%	51%	35%	45%	58%	56%	85%	51%
Overall	57%	58%	46%	54%	60%	60%	59%	56%

The findings observed in the analysis of self-initiated incidents by hour and weekday are evident in the utilization chart, which shows the overlap day (Tuesday) and the weekend days (with lower workload) also having lower rates of utilization. In other words, the relatively greater *ability* to be proactive on these days does not translate into the time being used proactively.

4. Feasibility of Implementing Alternative Response Strategies

The following sections examine opportunities to divert calls for service from sworn patrol response to other means, allowing service levels to be improved with limited resources, while also providing the potential for quicker responses to lower-priority calls for service.

(1) Overview of the Call Diversion Framework

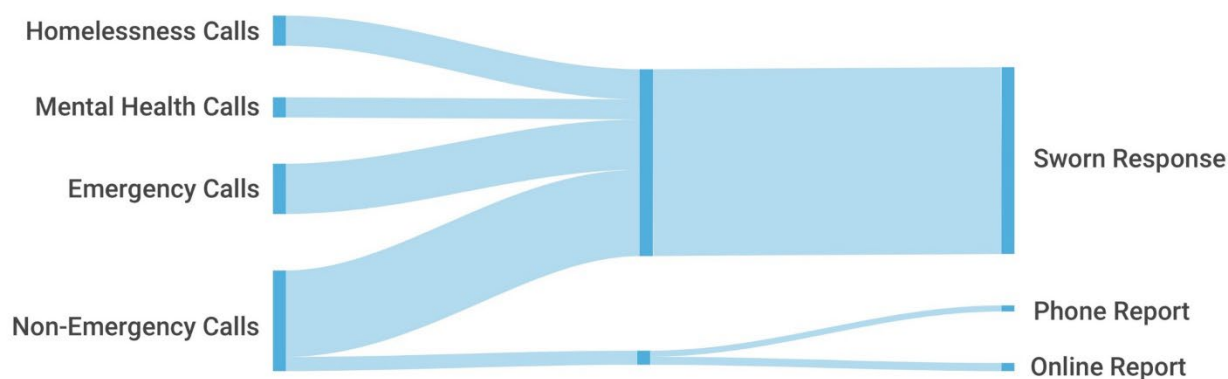
In recent years, more and more has been asked of officers. Police have been called to function as social services in responding to issues of homelessness and mental health issues and serve numerous other roles beyond what was expected in the past. At the same time, service level expectations have not diminished. Perhaps more than ever, police have been asked to respond to minor, non-emergency calls such as non-injury accidents, and calls that simply do not need to be law enforcement matters.

Although this analysis focuses on establishing a civilian field responder classification to handle low-priority calls for service, it is critical to stress that this is part of a greater picture of call diversion. Reducing police workload involves using not only civilian field

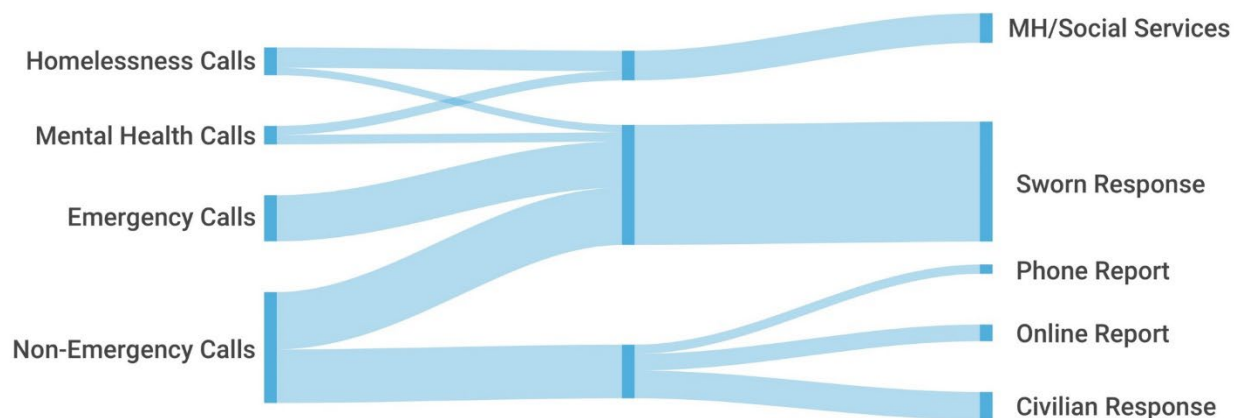
responders, but emphasizing and expanding phone and online reporting, as well as specialized teams to handle calls revolving around homelessness and mental health issues.

The following pair of diagrams provide an illustrative model for how call diversion can reduce the involvement of police in handling certain types of workload, handling those calls through other means instead:

Before Implementing Call Diversion Approaches



After Implementing Call Diversion Approaches



Reducing patrol workload through an array of different approaches can free patrol officers' time to focus on the types of activities that benefit most from their skillsets, such as proactive policing, responding to emergency calls for service, and engaging with the community.

This chapter examines the feasibility of implementing call diversion, particularly through the establishment of a civilian field responder that can handle lower-priority calls for service.

To determine the number of calls that could feasibly be handled by a civilian field responder, the project team examined the same CAD dataset used for the patrol, examining only incidents that have been identified as community-generated calls for service handled currently by patrol officers.

(2) Building a Call Diversion Program Based on the Experience of Other Agencies

Before the scope of such a program can be determined for GPD, it is critical to first examine what the scope would actually be comprised of – in terms of which calls the civilian responders could feasibly handle, and how this translates to the call types used in GPD CAD data.

To better inform the call diversion analysis, the project team used comparative data from other agencies that deploy civilian CSOs (i.e., civilian call responders or police assistants) to handle calls for service in the field. In each of these agencies, CAD data has been analyzed using the same methodology in order to provide for a more level analysis.

While agencies can have vastly different approaches to categorizing calls, many of the types of calls relevant to this analysis are largely congruent across datasets, with differences mainly affecting the striation of severity between call subtypes (e.g., minor and major injury accident categories).

To ensure that this is the case, agencies were selected that are in the same state, partly for their similarity in call types, since many reflect penal code numbering systems. Nonetheless, some aggregation of call types was needed in order to group calls under the same broad categories. For instance, one CAD database may have a call type for “Missing Juvenile” but not “Runaway Juvenile”, while others have distinct call types for both. On the issue of a different state being used, it should be noted that civilian responders would not require arrest or citation powers for the call types in question, thus removing some legal complexity in terms of the state they would be operating in.

The following table summarizes the results of this comparative analysis, showing percentage of calls that were diverted to CSOs/police assistants in each agency by type of call:

% of Calls Handled by CSOs (Police Assistants) During Their On-Duty Hours

Type	Fremont	Rancho Cordova	Roseville	Mountain View	West Sacramento	Avg.	Max
Traffic Hazard	50%	11%		50%		37%	50%
Theft	25%	41%	39%	35%	53%	39%	53%
Accident (Non-Inj.)	20%	22%	14%	42%		25%	42%
Theft From Vehicle	65%	41%	56%	46%	66%	55%	66%
Auto Theft	66%	45%	42%	55%	62%	54%	66%
Recovered Stolen	65%	44%	35%	58%	21%	45%	65%
Lost/Found Property	70%	18%	47%	67%	50%	50%	70%
Graffiti	56%		80%		50%	62%	80%
Vandalism	15%	20%	37%	47%	49%	34%	49%
Runaway/Missing	50%	25%	40%	48%	37%	40%	50%
Burglary-Residential	60%	38%	39%	52%	50%	48%	60%
Burglary-Comm.	74%	60%	39%	60%	50%	57%	74%
Fraud		15%	33%	49%	63%	40%	63%
Parking Complaint	82%		27%	70%		60%	82%
Grand Theft		21%	31%	30%	59%	35%	59%
Accident (Min. Inj.)	16%	15%	12%	47%		23%	47%
Property Pickup		12%		93%		53%	93%
Diversion Rate	20%	11%	10%	29%	12%	16%	29%

Given the comparatives, it is clear that there are common practices and precedent for a wide range of calls to be handled by civilian responders as an alternative. This includes many calls involving the report of crimes, such as burglaries (cold only/past tense), fraud, and theft incidents; as well as a number of process-oriented workloads such as events involving lost/found property or recovered stolen property. The common traits among the selected call types principally include the following:

- Lack of on scene suspects/perpetrators; consequently, low risk involved.
- Lack of two conflicting parties (such as in a domestic incident).
- Arrests do not need to be made in responding to the call.

The maximum values for the percentage of diverted calls are most relevant in this analysis, as they show the upper potential for call diversion. Lower values could be

caused by insufficient numbers of CSOs/police assistants on duty and are not necessarily a result of their eligibility to handle the call.

(3) Analysis of Call Diversion Potential

Based on the comparative analysis of other agencies that deploy CSOs/ police assistants to respond to lower-priority calls for service, the project team analyzed the feasibility of implementing a program with a similar scope in the Goodyear Police Department.

GPD call types were mapped against the categories used in the comparative analysis, with percentages assigned that reflect rounded values from the upper potential (max) values of the comparative agencies. Translating the categories into the call type categorization GPD uses, the relevant calls are highly similar to those used in the comparative context. The following table categorizes them into broader groups, and lists their matching diversion percentage based on the comparative data:

Call Types Identified for Diversion

Incident Type	% Divertible
Accident	40%
Theft	50%
Burglary	60%
Missing Person	50%
Dmg. to Prop./Vandalism	50%
Stolen Vehicle	65%
Graffiti	80%

Importantly, it is also worth considering that agencies allow many of these call types to be reported online, such as non-injury accidents, thefts, thefts from vehicles, and property damage. The effectiveness of diversion can be increased by allowing for a spectrum of different parallel approaches, rather than relying on one method.

Nonetheless, as noted earlier, these percentages represent the maximum potential for diversion, rather than what is likely to take place based off staffing, deployment, and other factors.

Using these percentages, GPD CAD data (covering the same time period used for the patrol analysis) can be used to identify how this potential translates into workload being diverted from patrol officers. The following table presents the results of this analysis:

Estimated Potential for GPD Non-Emergency Call Diversion

Incident Type	% Divertible	# Divertible	Avg. HT	Hours Diverted
Accident	40%	666	59.9	665
Theft	50%	624	71.1	740
Burglary	60%	197	67.0	220
Missing Person	50%	161	72.6	195
Dmg. to Prop./Vandalism	50%	115	47.4	91
Stolen Vehicle	65%	108	88.8	160
Graffiti	80%	19	66.6	21

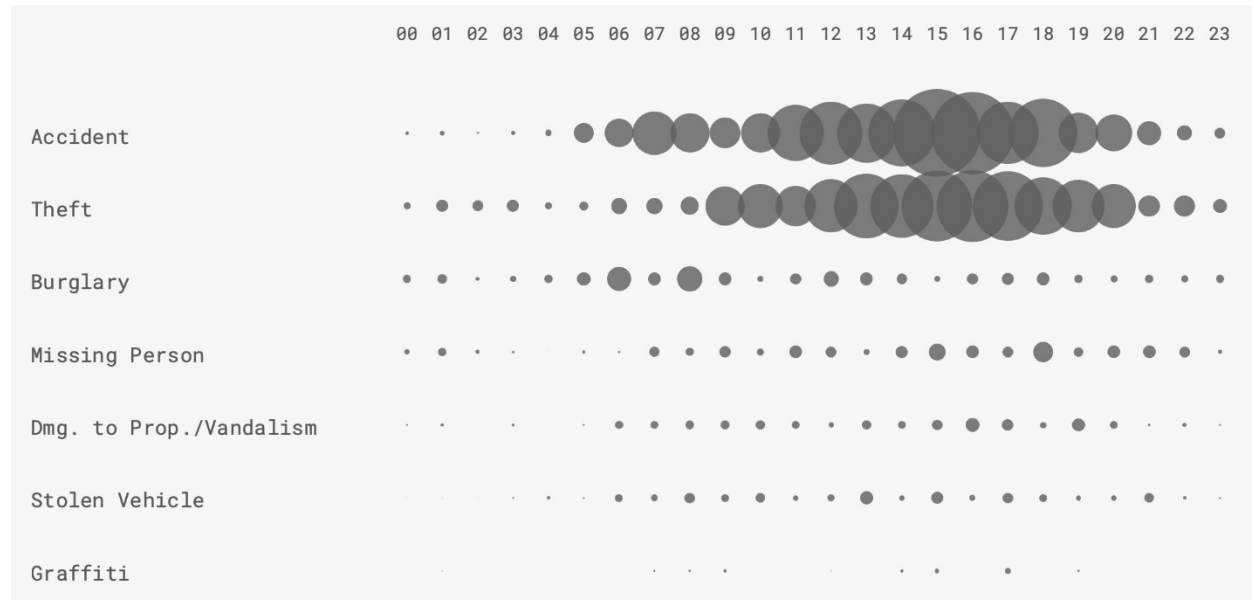
This analysis demonstrates that, based on the experience of other agencies, up to 1,890 calls for service could be diverted to civilian response. This represents about 7.2% of all calls handled by the department.

The identified calls represent 2,091 workload hours based on each call type's average handling time. Reducing patrol officer workload at this level of magnitude would markedly increase their ability to be proactive and engage with the community, as well as work towards addressing service level inadequacies and inequities across all patrol areas. In isolation – without considering the effect of other recommendations, such as staffing level changes – **diverting 7.2% of all calls for service would increase patrol proactive time from 51.8% to 55.2%, improving service levels further.**

To realize the potential for call diversion, the analysis must consider how such a program would be staffed and deployed. It would not be feasible for civilian call responders to operate on a 24-hour basis, and so the hourly frequency of the identified call types is a critical area to examine.

The following chart provides a visualization of this by proportionally scaling hourly activity by call type, relative to the percentage of calls that are estimated to be divertible:

Hourly Frequency of Calls Identified for Diversion



The bulk of workload identified as being divertible is largely concentrated within a 14-hour period from 0700 to 2100 (*82% of divertible calls*). To be able to fit all divertible calls within a single 10-hour shift, 1000 to 2000 would encapsulate the highest number of incidents (*64% of divertible calls*). In order to maximize the potential for diversion, a two-shift approach would likely be the most effective, particularly given that any overlap period between the two shifts (whether an 8-hour or 10-hour shift is used) would occupy some of the highest-activity hours in terms of divertible calls for service.

The following table outlines the staffing calculations for civilian call responders based on a two-shift configuration, assuming a utilization rate of 75%. The calculation structure is the same as in the patrol staffing analysis for North, except that the utilization rate functions as the inverse of proactive time.

Civilian Call Responder Staffing Calculations

Workload to Divert	2,091
% Utilization	75%
Staffed Hours Needed	2,788
Net Available Hours/FTE	1,512
FTEs Required	2

In total, 2 civilian call responders (Police Assistants) would be needed to staff the program and achieve significant diversion of calls for service and improve patrol service levels.

Recommendations:

Create a Police Assistant classification to divert certain types of low priority calls for service.

Increase staffing of the new Police Assistant classification by 2 FTE.

2. Specialized Patrol Division

The Specialized Patrol Division is led by a Lieutenant and comprised of the Crisis Negotiations Team, Traffic Unit, Special Investigations Unit, K9 Unit, SWAT, and Community Services Unit.

(1) Crisis Negotiations Team

The Crisis Negotiations Team is managed by a Lieutenant and staffed with a Sergeant and six Officers. All members serve as collateral duty and are assigned primary duties throughout the department. Organizationally, the Lieutenant serves as the Team Commander, the Sergeant serves as the Team Leader and the Officers serve as Negotiators. Two of the six Officers are currently in an intern status (in training).

The National Council of Negotiation Associations (NCNA) and the Federal Bureau of Investigations (FBI) Crisis Negotiations Unit have developed national negotiator staffing recommendations. While team staffing levels vary from one department to another based on perceived or demonstrated need, it is recommended that a minimum of three trained negotiators respond to any crisis incident. More complex or difficult incidents may require additional trained negotiators working in shifts and filling a variety of team functions.

(1.1) Workload and Ability to Meet Unit Objectives

The Crisis Negotiations Team was established to resolve critical situations through verbal negotiations, with a primary concern of preserving life. Responsibilities include the following:

- All barricade situations where an armed suspect refuses to surrender.
- Any hostage situation when the suspect refuses to surrender.

- Any situation in which a specialized Crisis Negotiations Team response would be beneficial.

The below table depicts the total number of Crisis Negotiations Team callouts for 2022:

2022 Crisis Negotiations Team Callouts

Type	Total Number	% of Callouts
Search Warrant Execution	12	53%
Barricaded Person	9	39%
Arrest Warrant	1	4%
Apprehension	1	4%
Total	23	100%

On average, the Crisis Negotiations Team was called out 1.9 times each month during 2022. Over half of the callouts were to assist with search warrant executions.

(1.2) Crisis Negotiations Team Training

The National Council of Negotiation Association recommends negotiators be required to maintain their skill levels through recurrent individual and team training. Initial training recommendations include a minimum of forty hours in a qualified course. It is also recommended that negotiators attend a minimum of forty hours of training annually in order to stay proficient. The below table depicts the total number of Crisis Negotiations Team training hours for the years 2022 and 2021:

Crisis Negotiations Team Training Hours 2021 - 2022

	Total Team Training Hours	# Team Members	Average Per Member	+/-
2022	100	7	14.29	- 25.71
2021	110	7	15.71	- 24.29

As depicted above, team training declined over the course of the two-year period. The team was deficient in mandated training hours during 2021 and 2022. The National Council of Negotiation Association recommendations of a minimum forty hours of annual training in order to stay proficient were not met. Training includes classroom, practical application, and scenario-based training. Yearly training topics include:

2022 Crisis Negotiations Team Training Topics

Suicide by cop	Suicidal persons
Crisis hotline	Social media/intelligence gathering
Legal/case law	Critical incident stress management
Third party intermediaries	Negotiations to effect lethal force
Negotiating by personality type	High risk indicators
Cross cultural negotiations	Terrorism and extremists

Interviews
Tactical considerations
Using interpreters
Teen hotline
Hijack/tubular assault

Stockholm syndrome
Dispatch considerations
Considerations for veterans
CIT refresher

Recommendation:

Ensure crisis negotiation unit personnel receive a minimum of forty hours of annual training to maintain proficiency.

(2) Traffic Unit

The Traffic Unit is supervised by a Sergeant and staffed with six Officers (authorized seven officers) and one Investigation Specialist. The primary goal of the Traffic Unit is to reduce traffic collisions and impaired drivers. The Goodyear Police Department uses a variety of different methods such as geographic/temporal assignment of personnel to establish preventive patrols which deal with unlawful driving behaviors. Traffic Unit activities are based on vehicle collision data, enforcement activity records, traffic volume and traffic conditions.

(2.1) Workload and Ability to Meet Unit Objectives

Currently, the Traffic Unit has three Officers assigned to traffic enforcement duties, two Officers assigned to impaired driving enforcement duties, and one Officer assigned to commercial vehicle enforcement duties. The Investigation Specialist completes various traffic related administrative duties and conducts vehicle impound hearings.

(2.2) Traffic Enforcement Officers

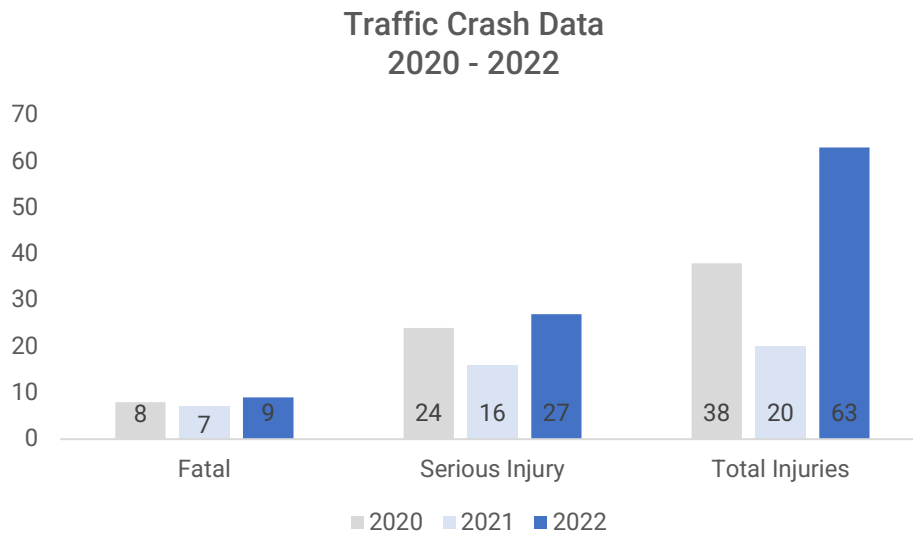
Motor vehicle crashes are one of the leading causes of death in the United States and most crashes are preventable. The Goodyear Police Department has a traffic safety program dedicated towards increasing awareness for traffic safety and changing risky driving behavior in an attempt to prevent vehicle collisions. High visibility enforcement is a universal traffic safety approach designed to create deterrence and change unlawful traffic behaviors. High visibility enforcement combines highly visible and proactive law enforcement targeting a specific traffic safety issue. The Goodyear Police Department combines visibility elements and a public strategy to educate the public and promote voluntary compliance with traffic laws.

The below table depicts the total number of vehicle crashes in the City of Goodyear during the past three years:

Traffic Crashes

Year	Total Crashes
2022	2,120
2021	1,939
2020	1,486

The below chart depicts the total number of fatal crashes, serious injury crashes, and total number of injuries sustained during serious injury crashes 2020 – 2022:



As demonstrated above, the total number of fatal crashes and serious injury crashes have increased slightly over the course of the three-year period. The total number of injuries sustained during serious injury crashes has seen a dramatic increase over the same three-year period.

The below table depicts the total number of traffic crash investigations completed by both the department as a whole, and the Traffic Unit in 2022 and 2021:

Traffic Crash Investigations

	2022	2021
Police Department	1,706	1,431
Traffic Unit	223	199

The City of Goodyear saw a 43% increase in traffic crashes from 2020 until 2022 and the department saw an increase of 19% in traffic crash investigative workload from 2021 to 2022. Clearly establishing the continued need for both high visibility enforcement and public education promoting voluntary compliance with traffic laws.

In 2022, the Traffic Unit worked a total of 902 hours towards various traffic safety grants. In 2023, the department received additional grant funding. Due to this additional funding, it is anticipated that Patrol Officers will be asked to assist with grant hours.

The following table provides the ten most common incident categories of calls for service handled by the Motor Officers in 2022, as well as the average call handling time (HT)⁸ for each:

Motors Unit Incident Types

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Traffic	3,079	13.0						
Administrative	174	78.8						
Civil Service	128	21.7						
Accident	106	79.8						
Agency Assist	18	25.3						
Suspicious Event	14	21.8						
Supv Call	13	49.9						
Welfare Check	11	56.7						
Disturbance	9	14.1						
Drugs/Alcohol	7	71.6						
All Other Types	12	43.9						
Total	3,571	19.1						

In 2022, Motor Officers handled a total of 3,571 calls for service which were entered into the Computer-Aided Dispatch (CAD) system. Traffic was the most common type, with the highest number occurring between 7am and 3pm. The average handling time is 13 minutes each.

One day each week, the department is responsible for transporting prisoners from the Maricopa County Jail to the City of Goodyear Municipal Court for court proceedings. Once the proceedings are completed, employees are responsible for transporting prisoners

⁸ Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

back to the Maricopa County Jail. Department employees sign up for this duty on an overtime basis. When no officers are signed up, this duty falls to on-duty personnel. In 2022, Traffic Unit Officers spent a total of 261 hours dedicated to prisoner transport duties, taking Officers away from primary traffic enforcement duties.

(2.3) Fatal and Near Fatal Traffic Crash Investigations

The Traffic Unit is responsible for investigating all fatal and near fatal traffic crashes for the department. Currently, one Motor Officer is assigned as the primary investigator and a second Motor Officer is assigned as a secondary investigator. Given the volume of investigative workload, the primary investigator spends very limited to no time on traffic enforcement duties.

Fatal and near fatal traffic crash investigations are among the most complex and time-consuming investigations conducted. These cases routinely involve multiple investigative techniques and substantial evidence to process. Additionally, because of their complexity they are typically handled by a group of investigators and additional resources are often used. The following table shows a breakdown of approximate caseload hours for a fatal/critical injury crash investigation:

Task	Processes Involved	Approximate Time	% of Time Completed
Crash Scene	Respond to crash scene and contain crash scene	2 hours	100%
Document Crash Scene	Conduct laser scan, and or measure and photograph crash location.	4 hours	100%
Evidence	Secure and take to property/evidence to property room.	2 hours	100%
Blood Evidence	Write warrant for blood draw or other chemical analysis and obtain sample.	4 hours	100%
Warrants/ Subpoenas	Write warrants and/or subpoenas for vehicle(s), cell phones, medical records and other electronic evidence or physical locations.	16 hours	100%
Video	Review of video recovered from scene and BWC	8 hours	100%
Cell Phones	Cell Phone Downloads (after warrant), with some taking longer than others.	4 hours	100%
Vehicle Search and Data Recovery	Search of vehicle and recover of evidence once warrant is secured.	12 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Accident Reconstruction	Conduct analysis, complete diagrams and documents and report writing.	10 hours	100%
Postmortem Exam or medical records review	Review medical records or medical examiner report (after warrant or subpoena)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	4 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	4 Hours	25%
Consult with DA	Conduct follow up, write additional reports.	4 hours	100%
Total		84 hours- <i>If all tasks completed</i>	
	On Average	79 hours	

This list is not all inclusive and does not contain all the elements and not every fatal crash will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that investigators will be conducting RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumed that investigators work as a team and not all investigative hours will be worked by a single detective (these are hours for a lead investigator only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **79 hours** allotted per case.

Additionally, on average most departments assign a team of other investigators to assist during the early stages of a fatal crash investigation which represents approximately **20** hours per investigator assigned.

The below chart depicts the Traffic Unit's fatal and near fatal traffic crash investigative workload for 2022:

Traffic Unit Investigative Workload

Fatal Traffic Crash Investigations	9
Near Fatal Traffic Crash Investigations	27
Total	36

In 2022, the total number of caseload hours was 2,844. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, and other absences from work a figure of 1,720 hours is typically more appropriate. Using 1,720 hours, a total of 2 Investigators are needed. The following table illustrates this calculation process:

Calculation of Investigator Staffing Needs

Total Caseload Hours		2,844
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Number of Investigators Needed	=	1.66

As mentioned previously, the Traffic Unit currently has one Motor Officer assigned as the primary investigator and a second Motor Officer assigned as a secondary investigator. Given current workload demands, the primary investigator spends very limited to no time as a Motor Officer conducting traffic enforcement. The secondary investigator can currently only handle basic serious injury traffic crash investigations and preliminary fatal on-scene investigations.

(2.4) DUI Enforcement Officers

According to United States Department of Transportation statistics, approximately 32 people die in alcohol impaired traffic crashes each day in the United States. Nationally, more than half of the drivers who die in vehicle crashes have been drinking. United States Department of Justice research reveals the average DUI violator commits that offense approximately eighty times in a one-year period. In Arizona, 383 people were killed in impairment-related crashes during 2021. These crashes, which involved alcohol, illegal drugs, prescription medication or marijuana, accounted for approximately 6% percent of all crashes and 32% of fatal crashes. Clearly establishing the necessity for DUI enforcement throughout the state.

The following table provides the ten most common incident categories of calls for service handled by the DUI Enforcement Officers in 2022, as well as the average call handling time (HT)⁹ for each:

DUI Unit Incident Types								
Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Traffic	1,999	30.9						
Civil Service	49	13.3						
Suspicious Event	46	25.8						
Accident	35	106.6						
Administrative	32	20.1						
Drugs/Alcohol	21	81.9						
Agency Assist	10	40.3						
Welfare Check	4	81.3						
Disturbance	4	92.7						
Trespassing	1	32.8						
All Other Types	1	127.3						
Total	2,202	32.3						

In 2022, DUI Officers handled a total of 2,202 calls for service which were entered into the Computer-Aided Dispatch (CAD) system. Traffic was the most common type, with the highest number occurring between 9am and 3am. The average handling time is 30.9 minutes each.

The below table depicts the total number of DUI arrests conducted by DUI Enforcement Officers 2020 through 2022:

⁹ Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

DUI Enforcement Officer DUI Arrests

Year	Total
2022	1,071
2021	1,323
2020	692

(2.5) Commercial Vehicle Enforcement Officer

In 2020, 7.6% of all fatal vehicle crashes in the State of Arizona involved large trucks (National Highway Traffic Safety Administration statistics). A large majority of these large trucks are commercial vehicles. National best and emerging commercial vehicle enforcement practices combine enforcement of commercial vehicle safety laws with extensive communication, education, and community outreach.

The Commercial Vehicle Enforcement Officer obtained the required commercial vehicle inspection certification during the third quarter of 2022. A total of fourteen commercial vehicle inspections were completed during the remainder of 2022.

The following table provides the ten most common incident categories of calls for service handled by the Commercial Vehicle Enforcement Officer in 2022, as well as the average call handling time (HT)¹⁰ for each:

¹⁰ Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

Commercial Vehicle Officer Incident Types

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Traffic	534	12.1						
Administrative	78	9.3						
Civil Service	44	19.6						
Agency Assist	11	37.6						
Accident	6	51.4						
Suspicious Event	4	11.6						
Drugs/Alcohol	3	54.3						
Alarm	2	10.3						
Disturbance	2	41.1						
Warrant/Court	1	210.6						
All Other Types	1	127.7						
Total	686	13.7						

In 2022, the Commercial Vehicle Enforcement Officer handled a total of 686 calls for service which were entered into the Computer-Aided Dispatch (CAD) system. Traffic was the most common type, with the highest number occurring between 6am and 1pm. The average handling time is 12.1 minutes each.

(2.6) Supervisory Span of Control

Officer/employee to Sergeant span of control ratios have a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively. While factors such as job functions, available technology, and the competencies of the supervisor and staff may play a role in this ratio, the recommended supervisory span of control is seven Officers/employees to one Sergeant. The table below depicts the current supervisory span of control in the Traffic Unit:

Supervisory Span of Control	Ratio
Sergeant	9:1

The current supervisory span of control exceeds the recommended ratio of seven Officers/employees to one Sergeant.

Recommendation:

Increase staffing in traffic unit by 1 sergeant and 2 officers for a total of 2 sergeants and 9 officers. Additional 2 officers should be assigned as full-time fatal and near fatal traffic investigators, allowing Motor Officers to focus on traffic safety duties full time.

(3) Special Investigations Unit

The Special Investigations Unit is led by a Sergeant and staffed with five Detectives (authorized six Detectives). One Detective is assigned to the DEA Narcotics Task Force. Special Investigations Unit responsibilities include investigating street level crimes, investigating community generated narcotics tips, and conducting surveillance and apprehensions.

(3.1) Workload and Ability to Meet Unit Objectives

The Special Investigations Unit is a proactive unit responsible for developing their own cases, as well as assisting other units within the department as needed. Unlike other investigative units, caseloads are developed through self-initiated investigations, human intelligence or community generated tips. Investigative units dedicated to proactive efforts require very close scrutiny given their unique roles. The allocation of staff resources to units such as the Special Investigations Unit is generally a policy decision driven by law enforcement executives. For a variety of factors, there is no formula to evaluate the level of staff resources that a department should allocate to these enforcement efforts. Such factors include the following:

- Proactive investigations by their very nature are discretionary. These investigations typically relate to a community's values to address a wide variety of problems.
- Dedicated proactive investigative units are found in agencies which have the resources for such specialized full-time activities and are committed to addressing important quality of life issues.
- The caseloads of proactive investigative units are typically different from the kinds of caseloads handled by core investigative units. The caseloads of proactive investigative units are long-term oriented, rely on specific problem identification and varied targeting techniques. Thus, the results need to be measured differently than for traditional case handling investigators. Clearance rates and active cases are not a useful measure for proactive investigations.

- Proactive investigations are often regional in nature and therefore may rely on the support of other additional local, state and federal agencies in higher profile cases.

As a result of these factors, and because staffing levels are often driven by performance outcomes, the effectiveness of proactive investigative units need to focus more on the process of targeting problems in the community and making assigned staff accountable for results. Given the uniqueness of their roles, proactive investigative units require close scrutiny and established performance expectations. To evaluate the Special Investigations Unit, activity levels are utilized to indicate whether the unit is productive.

(3.2) Performance Measures

As mentioned previously, performance measures of proactive units should be tied to effective management of resources to address specific community issues. Though this is true, it is also important that resources are accountable for some result.

The following table illustrates some performance measures for 2022 activity:

2022 Activity	Number	Officer per Year (average)	Officer per Month (average)
Search warrants	60	20	1.7
Arrests	78	26	2.2
Enforcement operations	55	18	1.5
Outside agency assists	+25	N/A	N/A
Drug seizures	Over 12,000 fentanyl pills, 155 pounds of methamphetamine, and 55 pounds of marijuana.		

As the table indicates, the Special Investigations Unit initiated sixty search warrants and made 78 arrests. It is important to note that Detectives often assist other department units and outside agencies with fugitive apprehensions.

As previously mentioned, the Special Investigations Unit is a proactive unit with a focus on self-initiated investigations, human intelligence, and community generated tips. Although close scrutiny should be given due to the unique roles assigned to this unit, these roles also come with an inherent personnel risk. This risk is compounded with only four full-time officers. This risk will be reduced with additional personnel assigned to the unit; especially when performing certain undercover investigations.

(3.4) Task Force Officer

As mentioned previously, the unit has one Detective assigned to the DEA Narcotics Task Force. Individual performance metrics for this position is not tracked. The value for an agency the size of Goodyear to participate in multi-agency task forces is in the combined effort for larger cases and cost sharing.

At the time of the study's initiation, the unit also had one Detective position which was assigned to the Arizona Department of Public Safety Vehicle Theft Task Force (although this position was vacant at the time). During the study, this position was repurposed back into the Special Investigations Unit itself.

The following table illustrates some Vehicle Theft Task Force performance measures for 2022:

2022 Activity	Total
Stolen vehicle recoveries	442
Arrests	173
Search warrants	53
Stolen firearms recoveries	8

The following table illustrates some DEA Task Force performance measures for FY 2022:

FY 2022 Activity	Total
Arrests	153
Firearms recovered	163
Enforcement operations	160
Cases initiated	25
Drug seizures	+5.5M pills, 82.99kgs fentanyl powder, 1,113lbs methamphetamine, 32.63kgs cocaine, 26.60kgs heroin, 69.07lbs marijuana, 3kgs Xanax bars, 25.9kgs anabolic androgen steroids, and 1lb mescaline.
Asset seizures	\$2,058,034, 63 vehicles, and \$82,793 in jewelry.

(3.5) Supervisory Span of Control

Officer to Sergeant span of control ratios have a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively. Factors such as job functions, available technology, and the competencies of the supervisor and staff may play a role in this ratio. Proactive investigative units routinely

involve supervision of confidential informants, undercover operations, surveillance, and search warrant service. It is recommended that a supervisory span of control ratio be no more than seven Officers to one Sergeant during routine investigative follow-up and administrative functions. This supervisory span of control should be reduced to five Officers to one Sergeant during undercover operations, surveillance, and search warrant service.

The table below depicts the current supervisory span of control in the Special Investigations Unit (not including Task Force Officers):

Supervisory Span of Control	Ratio
Sergeant	4:1

The current supervisory span of control is within the recommended ratio of seven Officers to one Sergeant.

Recommendations:

Increase special investigations unit by 1 officer for a total of 1 sergeant and 7 officers.

During undercover operations, surveillance, and search warrant services ensure supervisory span of control does not exceed 5 officers to 1 sergeant ratio in the special investigations unit.

(4) K9 Unit

The K9 Unit is led by a Sergeant and staffed with four Officers. Two K9 teams are dual certified patrol and narcotics detection, two K9 teams are dual certified patrol and explosives detection, and one K9 team is patrol purpose only. Along with odor detection, the K9 teams assists patrol officers in locating fleeing or hiding suspects and provide additional safety to officers and residents.

(4.1) Workload and Ability to Meet Unit Objectives

The following table provides the ten most common incident categories of calls for service handled by the K9 Unit in 2022, as well as the average call handling time (HT)¹¹ for each:

¹¹ Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

K9 Unit Incident Types

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Traffic	239	14.6						
Civil Service	86	50.5						
Agency Assist	71	71.3						
Suspicious Event	62	29.8						
Alarm	58	12.4						
Disturbance	36	50.0						
Welfare Check	28	30.8						
Administrative	22	116.4						
Accident	17	68.9						
Domestic	14	104.7						
All Other Types	40	50.9						
Total	673	37.7						

In 2022, the K9 Unit handled a total of 673 calls for service which were entered into the Computer-Aided Dispatch (CAD) system. Traffic was the most common type, with the highest number occurring between 8am and 9pm. The average handling time is 14.6 minutes each.

The below table depicts the K9 Unit's activity 2020 – 2022:

K9 Unit Activity

Activity	Total
Agency assist	154
Article located	4
Call out	38
Criminal apprehension	199
Crowd control	2
Currency sniff	1
DEA assist	2
Demonstration - Public	10
Demonstration - School	8
Deployment	769

Explosive search – Special event	32
Explosive search – Spring training	72
Explosive search	10
High risk vehicle stop	54
Narcotics search	37
NET assist	29
SAU assist	33
SAU deployment	29
SAU perimeter	8
Search – Area	161
Search - Article	16
Search – Building	206
Search – Vehicle	6
SIU assist	7
VTI assist	5

The International Association of Chief of Police (IACP) Law Enforcement Policy Center has created a model policy related to police canines. This policy was created in order to provide police agencies with concrete guidance and directives in the manner in which actions, tasks, and operations should be performed. The following guidelines are provided in this policy addressing canine team utilization:

- Canine teams should make all reasonable attempts to remain available to respond to requests for assistance.
- Canine teams should not be dispatched to routine calls for service unless other officers are unavailable to respond.
- Canine teams should not be dispatched or self-dispatch to traffic accidents unless injuries or traffic conditions require immediate attention. Units should return to service once sufficient patrol resources are at the scene.
- Canine teams may not be used for secondary employment assignments. Exceptions may be made for events sanctioned by the department or its governing jurisdiction that are considered extra-duty assignments.

The Goodyear Police Department's K9 Unit's operating procedures meet IACP model policy guidelines.

(4.2) K9 Unit Training

Police canine operations by their nature present unique risk management challenges for police organizations. Police training is one of several critical areas of police liability, and essential in police canine operations.

The following table depicts the K9 Unit's training hours from 1/1/2020 through 2/10/2023:

K9 Unit Training Hours

	Total
K9 Unit Training	8,002
Per Officer Average	666.83

(4.3) Supervisory Span of Control

Officer to Sergeant span of control ratios have a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively. While factors such as job functions, available technology, and the competencies of the supervisor and staff may play a role in this ratio, the recommended supervisory span of control is seven Officers to one Sergeant. The table below depicts the current supervisory span of control in the K9 Unit:

Supervisory Span of Control	Ratio
Sergeant	4:1

The current supervisory span of control is within the recommended ratio of seven Officers to one Sergeant.

Recommendation:

Ensure the K9 officers are not dispatched to routine calls for service unless other officers are unavailable and remain available to respond to requests for assistance as needed.

(5) Special Weapons and Tactics Team

The Special Weapons and Tactics Team (SWAT) is supervised by a Sergeant and staffed with ten Officers (authorized fourteen). Officers are assigned to the team as a collateral duty assignment. The Sergeant is assigned full-time responsibilities for SWAT and special events planning and management. The Sergeant's work schedule is Monday through Thursday, 5am – 3pm. SWAT responsibilities include the resolution of situations requiring extraordinary police actions, tactics, and equipment beyond the capabilities of patrol officers.

The Goodyear Police Department's SWAT team is a member of the National Tactical Officers Association (NTOA) and categorizes itself as a Tactical Response Team. Tactical Response Teams are typically formed to address one or more mission

capabilities other than deliberate hostage rescue operations, such as warrant service, barricaded subject or some type of high-risk security operations.

(5.1) Workload and Ability to Meet Unit Objectives

The National Tactical Officers Association recommends a Tactical Response Team's minimum staffing level be at fifteen members, which includes one Team Commander, 2 Team Leaders, and 12 Operators. Although certain jurisdictional conditions such as topography, operational tempo, and anticipated mission requirements may necessitate modifications to these minimum staffing levels. Currently, the team has one Team Commander (the Specialized Patrol Division Lieutenant), one Team Leader, fourteen authorized Operators.

In order to meet NTOA recommendations, SWAT and Tactical Response Teams must be mission capable in the following areas:

- Hostage rescue
- Barricaded gunman
- Sniper operations
- High-risk warrant service
- High-risk apprehension
- High-risk security operations
- Terrorism response
- Special assignments and other incidents which exceed first responder capacity

The table below depicts Goodyear Police Department's SWAT callouts during 2022 and 2021:

SWAT Callouts

Type	2022	2021
Warrant service	17	8
Apprehension detail	5	1
Security detail	3	1
Barricaded person	2	1
Mental health pick up order	1	0
Total	28	11

During this analysis, the SWAT Sergeant was assigned the additional duties of special events planning and management. The department anticipates further duties assigned

to this position in the future. Once the full scope of duties and tasks are defined for this position, it is recommended that the department conduct a task analysis to determine future workload capabilities.

(5.2) SWAT Training

The National Tactical Officers Association recommends the following minimum training requirements:

- Minimum 40-hour Basic SWAT course for new members.
- 16 – 40 hours and/or 192 – 480 hours annually or regular, reoccurring, and documented critical skills training.
- Critical skill training such as sniper, tactical emergency medical support, explosive breaching, etc. should be in addition to the above listed hours (if cross trained as an entry team operator).
- 40 hours of annual training should be conducted and attended by all members to address consistency in tactics and procedures. This training should be in addition to regular monthly/annual critical skills maintenance training (although blended in certain situations).

The below table depicts the Goodyear Police Department's SWAT training hours 2022 – 2020:

SWAT Training Hours			
Topic	2022 Hours	2021 Hours	2020 Hours
Firearms training	55.5	50	50
Movement	42	50	50
Intern test/Test out	10	0	0
Tracking	9.5	3	3
Rolling surveillance	9.5	8	3
Hazwoper	8	8	8
Vehicle containment	7	0	0
Vehicle assaults	6	6	5.5
DT	6	2	2
PT tests	6	4.5	3
Open air apprehensions	5.5	6	0
Breaching	5	4	2
Gas/DD/LL Cert	5	5	4

SWAT Training Hours

Topic	2022 Hours	2021 Hours	2020 Hours
SCBA/HazMat	4.5	10.5	10.5
Scenarios	4	12	12
K9 integration	4	16	0
Linear/tubular assaults	4	4	4
EOD integration	4	4	4
Equipment inspections	4	0	0
Contain and callout procedures	4	0	0
Barricade procedures	4	0	0
Scouting/mission planning	2	4	4
Legal updates	2	2	2
Policy/SOP review	2	2	2
Medics	1	1.5	1.5
Electronics review	1	1	1
Covered pile	1	1	1
Dignitary protection	1	1	0
Armored vehicle procedures	1	0	0
Squad based training	0	13.5	15.5
Rappelling	0	9	9
Street jumps	0	0	5.5
Admin	0	0	5.5
New operator testing	0	0	10
Total	218.5	228	218

Recommendation:

Once the full scope of duties and tasks are defined for the full-time SWAT sergeant position, conduct a task analysis to determine future workload capabilities.

(6) Community Services Unit

The Community Services Unit facilitates community programs and events designed to engage with the citizens of Goodyear to reduce fear of crime and the likelihood of becoming a victim of crime by fostering relationships with citizens. The Homeless Outreach Team is also part of the Community Services Unit.

Workload and Ability to Meet Unit Objectives

The Unit is staffed with 1 Sergeant, 3 Police Assistants and a part time Volunteer Coordinator. Two Officers are assigned to the Homeless Outreach team working four 10-hour days with alternate days off to provide coverage Monday through Friday. One Officer assists the Sergeant with Community Service events and programs. The unit is responsible for the following programs and events:

- Annual Sky Kids Event
- Torch Run
- Guardian Games
- One Pizza with the Police
- Trick or Treat Village
- Lakeside Music Festival
- National Night Out
- Shred-a Thon events
- Active Shooter Training
- Block Watch Programs
- Getting Arizona involved in Neighborhoods (G.A.I.N.)
- Shop with a Cop
- Citizen's Academy – 3 Academies a year with approximately 25 attendees
- Coffee with a Cop
- Quarterly Crime Free Multi-Housing complex certification instruction
- Neighborhood Mediation
- Volunteers in Police Services program (VIPS)

Homeless Outreach Team

The Homeless Outreach Team was implemented in 2018. The team partners with Phoenix Rescue Mission, CareFirst in Avondale, and St. Mary's Food Bank to offer resources to persons experiencing homelessness and/or addiction and mental health issues. The below table shows Homeless Outreach Team efforts for 2021 and 2022.

Year	Calls For Service	Crisis Calls	Transports	Public Contacts
2021	2,109		72	
2022	1,101	97	60	354

The Homeless Outreach Team tracks some statistics; however, additional details should be included to measure the effectiveness of the team's efforts. Additional contact information should be captured.

Persons experiencing homelessness are highly likely to also suffer from co-occurring substance use and mental disorders increasing the risk of recidivism and rearrest. Developing trusting relationships with police and service providers increases the odds of the individual accepting help as an alternative to arrest. Several Homeless Outreach models in Police Departments across the U.S. have developed a more case management approach in concert with social service partners to better serve that population in the community. Those models provide an individualized plan for services to better address shelter, addiction, employment, and mental health issues.

VIPS

The part time Volunteer Coordinator manages 13 volunteer members of the Volunteers in Police Program (VIPS). The volunteers manage the You Are Not Alone (YANA) program for the police department. The program provides regular calls and home visits to seniors who have limited family or community connections to check on them. YANA assists seniors with resources, emergency food boxes and other services when needed. In 2022 Volunteers supported 50 YANA members made 562 visits and 326 phone contacts.

Staffing for community services and engagement programs is determined by Department Executives. It is difficult to measure workloads for proactive efforts; however, commitment to community engagement is important for police agencies to build relationships and support within the community. With current staffing, Community Services facilitates several events and programs throughout the year and staffs a Homeless Outreach Officer 7 days a week 10 hours a day. Community Services Unit staffing is sufficient to meet workloads.

4. Support Services Bureau

The Support Services Bureau is led by a Deputy Chief and comprised of the Professional Standards Division, Criminal Investigations Division, Administrative Division, and Telecommunications.

1. Professional Standards Division

The Professional Standards Division is led by a Lieutenant and comprised of the Internal Affairs Unit, Backgrounds Investigations Unit, Training Unit, and the Academy Unit.

(1) Internal Affairs Unit

The Internal Affairs Unit functions under the authority of the Chief of Police and reviews and investigates personnel complaints. The goal of the Internal Affairs Unit is to ensure that the integrity of the department is maintained through a system of internal investigations and discipline which are fair, thorough, timely and in accordance with department and City of Goodyear policies and procedures.

At the initiation of the Internal Affairs Unit analysis, staffing consisted of one Sergeant and one Officer. During the analysis, a second Sergeant was added to the Unit. The Sergeants conduct internal employee investigations and the Officer investigates low level internal employee investigations and department audits.

(1.1) Workload and Ability to Meet Unit Objectives

The Goodyear Police Department has established personnel policy which provides for the reporting, investigation, and disposition of complaints regarding the conduct of its employees. The department defines a complaint as an allegation of employee misconduct from any source, including but not necessarily limited to, allegations regarding violations of department and city policies, procedures, rules and directives, or violations of federal, state or local laws.

The department accepts any and all complaints of employee misconduct from any person or source who wish to file a complaint, including anonymous sources, juveniles, telephone complaints, and persons under arrest or in police custody. Depending on the severity of the misconduct complaint, investigations are completed by Internal Affairs Unit investigators as well as an employee's immediate supervisor.

The United States Department of Justice recommends a compliance audit process to verify employee complaints are taken properly and to ensure that all employees adhere

to agency rules and standards. A compliance audit process can be instrumental in ensuring an established employee complaint reporting system functions as designed. The Goodyear Police Department does not currently have a complaint audit process.

The following table depicts the total number of external and internal complaints completed by department employee supervisors (not assigned to the Internal Affairs Unit) in 2022:

2022 Employee Supervisor Investigations

	External Complaints	Internal Complaints	Total
Department Supervisors	2	7	9

(1.2) Internal Affairs Unit Workload Analysis

In reviewing Internal Affairs investigative units, an average of investigative case hours is used. This is developed by interviewing personnel in the unit, developing task hour metrics, and past project team experiences with similar agencies. It is important to understand that every case is different, and some cases are very complex and require significantly more hours to investigate and some cases are relatively simple and do not require more than a few hours to investigate and document. The average hours are used as a performance metric designed to establish approximate work hours for a typical internal affairs case.

Case Time Estimates for Administrative IA Investigations (Non-OIS)

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find relevant CAD entry, police report, video, or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video/Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary/notes)	3 hours	100%

Common Tasks	Processes	Avg. Time	% of Cases
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	4 hours	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	1 hour	100%
Write Interview Questions	N/A	1 hour	100%
Conduct witness interviews	(Includes Scheduling) - Some cases only have officer or complainant as witnesses	6 hours	100%
Conduct subject interviews	Interviews are recorded, and the time estimated includes report writing.	4 hours	100%
Write Investigative Finding	Includes report writing.	16 hours	100%
Total	On average	49 hours	

This list is not all inclusive and does not contain all steps that may be taken. Some cases may have several witnesses.

(1.3) Internal Affairs Unit Caseload

The following table depicts the total number of external complaints, internal complaints, and internal investigations completed by the Internal Affairs Unit and department in 2022:

2022 Internal Affairs Investigative Caseload

	External Complaints	Internal Complaints	Internal Investigations	Total
Internal Affairs Unit	11	11	28	50

(1.4) Summary of Workload Hours

Using the above case time estimates, the total caseload hours can be calculated. The following table details the associated work hours:

2022 Caseload

	Investigations	Investigative Hours	Total Hours
External Complaints	11	49	539
Internal Complaints	11	49	539
Internal Investigations	28	49	1,372
Total	50	N/A	2,450

As depicted above, the total number of caseload hours in 2022 is 2,450 hours. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences a figure of 1,720 hours is typically more appropriate. Using this 1,720-hour figure, a total of two investigative positions is needed. The following table illustrates this calculation process:

Calculation of Investigator Staffing Needs

Total caseload hours		2,450
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Total Number of Investigators Needed	=	1.42

In order to meet workload needs, the Sergeant assigned to the Internal Affairs Unit worked a total of 173.75 hours of overtime in 2022.

As mentioned previously, the Internal Affairs Unit has one Officer assigned to the unit who assists with low level investigations. During 2022, this Officer completed three external complaint investigations, and six administrative investigations. This Officer's investigative workload accounts for 441 hours (although given the nature of the cases completed, the workload hours are most likely much lower). Without factoring in the Officer's workload hours, a total of 1.17 Investigators are needed. The table below illustrates this calculation process:

Calculation of Investigator Staffing Needs
(without Officer workload hours)

Total caseload hours		2,009
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Total Number of Investigators Needed	=	1.17

Many investigations, to include lower-level investigations, have the potential to result in litigation against the department. Investigations should produce an objective and competent investigation which the general public and members of the department will

accept as trustworthy and credible. In order to maintain this objectivity and credibility, the department should assign only Sergeants and personnel of higher rank to investigate complaints. Assigning a Sergeant versus an Officer to investigate complaints will also assist in actual or perceived conflicts of interest. The recently assigned second Internal Affairs Unit Sergeant will assist in current workload demands.

(1.5) Internal Affairs Statistics

The Goodyear Police Department publishes a department annual report to the public which lists cursory information related to employee complaints. To promote transparency within both the community and the department, many departments also publish a yearly Internal Affairs Report. Such reports include statistical summaries, to include the total number of complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate. Internal Affairs annual reports can typically be located on a department's website for easy review. The Goodyear Police department does not currently publish annual internal affairs reports.

(1.6) Employee Early Intervention System

Many Police Departments throughout the United States have established Early Intervention System (EIS) policies and procedures in order to track employee data which assists in identifying personnel and performance related issues. An EIS system sets certain performance related threshold alerts which range from remedial training, policy review, coaching and counseling, and personal improvement plans. Departments track several different categories with pre-determined thresholds. These categories include:

- Uses of force
- Vehicle pursuits
- Vehicle crashes
- Citizen complaints
- Administrative internal investigations
- Personnel performance actions
- Reprimands/discipline
- Sick time usage
- Lawsuits
- Traumatic incidents

The use of an Early Intervention System can assist in identifying issues early and provide employees with resources which may be needed to correct performance issues. Such systems are important in providing employees with supportive resources. The goal of such systems is supportive in nature, not disciplinary. The Goodyear Police Department currently does not have an EIS system.

As previously mentioned, a total of 1.42 investigators are needed to complete current workload demands. With two Sergeants assigned to Internal Affairs, an increase in workload associated with department audits, statistical analysis, and implementing an employee Early Intervention System can also be met with two Sergeant positions.

Recommendations:

Transfer officer position assigned to internal affairs unit to duties elsewhere within the department.

Create an internal affairs compliance audit process to ensure the current employee complaint reporting system functions as designed.

Publish an annual internal affairs report documenting statistical summaries, complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate.

Establish an early intervention system to identify employee issues early and provide employees with resources necessary to correct performance related issues.

Increase staffing in internal affairs unit by 1 sergeant for a total of 2 sergeants.

(2) Backgrounds Investigations Unit

Pre-employment background investigations are assigned to one full-time Background Investigator. This Investigator reports to the Professional Standards Lieutenant.

Pre-employment background investigations are among the most important investigations police agencies conduct. Pre-employment background investigations are also among the most challenging investigations performed by police agencies. Comprehensive investigations are needed to make informed hiring decisions. The areas investigated and the evaluation of the resulting information must be treated consistently across all candidates.

Workload and Ability to Meet Unit Objectives

The following table depicts the total number of pre-employment background investigations completed by the Background Investigations Unit from 2020 – 2022:

Pre-Employment Background Investigations

	Disqualified	Hired	Total Investigations
2022	49	34	83
2021	40	19	59
2020	22	16	38

The Goodyear Police Department currently has a total of sixteen vacancies (ten sworn Police Officers and six Professional Staff members). Based on historic processing rates, police department positions require approximately fifty applications in order to fill three to seven positions. Many applicants fail the background process; however, that is after time and effort has been invested in starting the background process and preliminary investigation on personal history questionnaires.

The following table indicates the workload associated with processing backgrounds based on interviews and previous studies:

Positions	# of positions Needed	# of applicants to process based on ratio of 7 successes to 50 applicants	Hours per background process	Total workload hours
Sworn	10	70	80	5,600
Non-Sworn	6	42	80	3,300
Total	16	112	N/A	8,960

As the table indicates it will take approximately 8,960 work hours to fill current department vacancies. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, and other absences from work, a figure of 1,720 hours is typically more appropriate.

The following table summarizes the total number of successful pre-employment background investigations for one year based on current staffing. It also details the unit capacity when adding one additional full-time investigator:

Calculation Process

Base annual hours		1,720
Number of investigator positions	x	1
Total base annual hours		1,720

Hours per background	÷	80
Total backgrounds in 1 year		21.5

Adding 1 additional full-time investigator		
Total backgrounds in 1 year		43

As the table indicates, the current unit capacity allows for a total of 21.5 successful background investigations each year. Factors such as simultaneous investigations, medical and psychological appointment wait time, and individual applicant history must also be considered.

Adding one additional full-time investigator will increase flexibility and capacity to complete background investigations in a timelier manner, thus filling the current number of open positions more quickly. It will also allow for increased flexibility in hiring decisions and will assist with attrition throughout the year.

Recommendation:

Increase staffing in backgrounds unit by 1 Investigator for a total of 2 Investigators.

(3) Training Unit

The Training Unit is supervised by one Sergeant and staffed with two Officers. Responsibilities include administering the department's training program to meet standards set by Arizona Peace Officers Standards and Training certification retention requirements. This includes providing for the professional growth and continued development of department personnel.

(4.1) Workload and Ability to Meet Unit Objectives

The Training Unit is responsible for providing the department's in-service training each year. This training must meet Arizona POST standards. The Training Unit also facilitates several Pre-FTO Training Courses each year. This course is provided to new Police Officers who have recently graduated from a police academy and new lateral Police Officer hires. The below table outlines the total number of training hours provided by the Training Unit from 2018 through 2022:

	Training Hours				
	2022	2021	2020	2019	2018
In-Service Training	158.50	47	18	51.50	38.25
Pre-FTO Training Course	389.50	228	218.50	345	345
Total Hours	548.00	236.50	236.50	396.50	383.25

The above-mentioned in-service training hours were instructed only by Training Unit personnel (the Sergeant and two Officers). As depicted above, in 2022 the total number of training hours was 158.50. Each year, it is necessary for trainers to instruct the same course several times to accommodate all department personnel. In 2022, Training Unit personnel spent a total of **598 hours** instructing various courses.

The Pre-FTO Training Course is instructed by both Training Unit personnel and part-time instructors. The department currently has seventy-four part-time instructors who are assigned to various units throughout the department. These part-time instructors are certified through Arizona POST and instruct periodically as schedules allow. Although part-time instructor hours are not tracked, it is estimated that part-time instructors provided between 200 – 300 hours in 2022.

(4.2) Training Unit Workload Analysis

The below table depicts in-service training courses developed and instructed to department members by the Training Unit in 2022:

2022 Training Unit Courses

Course	Course Length
BBP/PPE	25 minutes
Bola wrap	3 hours
Building clearing	3 hours
De-escalation	27 minutes
Defensive tactics	4 hours
Handgun	4 hours
Weapon PM	4 hours
Legal updates	32 hours
Breaching	1 hour
Wellness	1 hour
Force on force/Sims	1 hour
Patrol rifle transition	20 hours
OC Spray	1 hour
Legal update	1 hour
Rapid deployment	4 hours
Taser	6 hours
Body worn camera	30 minutes
WRAP	1 hour
Rifle	40 hours
Rifle	5 hours
Range	2 hours
Naloxone-Narcan	1 hour
VirTra/Judgment	30 minutes
Total	135 Hours and 52 minutes

In 2022, Training Unit personnel developed 23 different training courses for department personnel. While the length of time needed to develop each course is dependent on factors such as topic complexity, length of course and instructor experience, the total number of hours dedicated towards curriculum development can be determined.

Instructional design research has consistently determined that in order to develop one hour of instructor led training, between 40 to 49 hours of development time is needed. In 2022, 5,440 hours were dedicated towards curriculum development. In total, 5,599 hours were dedicated towards curriculum development and instructing courses. The below table illustrates this calculation process:

Training Unit Curriculum Development & Instructor Hours

Total course hours		136
<i>Multiplied by development time per each hour</i>	x	40
Total curriculum development workload hours	=	5,440
Total Instructor hours	+	598
Total Workload Hours	=	6,038

(4.3) Calculation of Staffing Needs

As depicted above, the total number of workload hours dedicated to curriculum development and course instruction is 6,038 hours. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training and other absences, a figure of 1,720 hours is typically more appropriate. Using this 1,720-hour figure, a total of three Trainers are needed. The following table illustrates this calculation process:

Calculation of Training Unit Staffing Needs

Total workload hours		6,038
<i>Divided by total net available hours for 1 Trainer</i>	÷	1,720
Total Number of Trainers Needed	=	3.51

As mentioned previously, the Training Unit currently has one Sergeant and two Officers assigned. Increasing the total number of full-time trainers from two to three will assist in current workload capacity issues.

The above staffing needs analysis does not include untracked time dedicated towards other administrative duties required of training unit personnel. These administrative duties include the following:

- Training course scheduling to include instructor vetting, facilitation of in-house training classes, and annual training plan development.
- Firearms range scheduling, billing, procurement of training equipment, range cleanup and inspections.
- Department weapons tracking to include qualifications, inspections, maintenance, weapons procurement and weapons assembly.
- Ammunition procurement and budgeting to include annual consumption estimations, budget estimation and justifications, and current emerging ammunition analysis.
- Management of department's less-lethal program to include tracking and maintenance.
- Participation in the department's Force Review Board.
- Annual state training audits and various POST meetings.
- OSHA compliance and tracking.
- Citywide on-line training platform point of contact to include monitoring and auditing department participation requirements.

(4.4) In-Service Training Assessment

While policing continues to change in the United States, police training has typically not kept pace. Serious consequences such as legal, financial, and reputational exist when police agencies do not adequately invest in the training of their Police Officers. The project team analyzed the Goodyear Police Department's in-service training delivery methodologies against best and emerging police training practices. The below table depicts the results of this assessment:

In-Service Training Program Best and Emerging Practices

	Yes	No
Organization, Operation, and Philosophy		
Do training philosophies align with department philosophies?	✓	
Is training centered on critical thinking and values-based decision making?	✓	
Is training in an academic environment based on adult-learning principles and augmented with appropriate stress-based learning?	✓	
Does the entire department give input and feedback to the curriculum? <i>*offered but most don't give input or feedback</i>	✓	
Are the department's mission, vision, and values reinforced throughout training?	✓	
Does a culture of wellness exist throughout the department?	✓	

In-Service Training Program Best and Emerging Practices

	Yes	No
Is procedural justice practiced throughout various training courses?	✓	
Is training open to the community and transparent to build upon community trust?	✓	
Are the department's mission, vision, and values reinforced throughout training?	✓	
Curriculum		
Are adult learning principles applied throughout training?	✓	
Does training reinforce critical thinking and decision making throughout every training course?	✓	
Is scenario-based training focused on both tasks which police officers engage in on a day-to-day basis and high-risk encounters frequently faced?	✓	
Does curriculum include reviewing videos of past incidents in order to learn from officers' tactics and outcomes?	✓	
Does curriculum include history of policing in the United States and in your region with special emphasis on racial justice issues and law enforcements' role in society?	✓	
Are your officers specifically trained in how to interact with various community members?	✓	
Is physical fitness treated as part of a career-long focus on health and wellness?	✓	
Is training focused on agency policies, procedures, organizational values, and local community standards?	✓	
Are professional curriculum development personnel who are experts in adult learning assisting in developing curriculum? <i>*When needed, we will outsource to be taught by those qualified and not internal.</i>	✓	
Is adaptive learning customizing the learning experience for different police officers embraced?	✓	
Are course lesson plans accessible to all department employees?		✓
Leadership and Instructors		
Is the department instructor pool (both full-time and part-time instructors) diverse and include people with a background in adult education and learning?	✓	
Does a formal, rigorous process for selecting department instructors exist?		✓
Are professional educators included in teaching courses in areas which do not require specific law enforcement experience?	✓	
Are all instructors current on issues in policing and adult learning principles?	✓	
Is a broad spectrum of outside instructors and community resources used which bring a different perspective on policing issues?	✓	
Technology		
Is training overly reliant on training simulators?		✓
Are virtual reality tools implemented into training?	✓	
Does department technology support modern approaches to teaching?	✓	

As illustrated above, most of the in-service training categories assessed are within best and emerging police training practices.

Recommendations:

Increase staffing in training unit by 2 officers for a total of 1 sergeant and 4 officers (1 officer assigned as recruit training officer).

Track part-time trainer hours to determine future part-time instructor staffing needs.

Track workload hours associated with curriculum development to analyze future unit staffing needs.

Make department training lesson plans available for all employees.

Establish a formal, rigorous process for selecting department instructors.

(5) Academy Sergeant and Academy Recruit Training Officer Positions

The Goodyear Police Department currently has one Sergeant and one Officer temporarily assigned to the Maricopa County Law Enforcement Training Academy and the Law Enforcement Training Academy at GRPSTC. The Sergeant and Officer work 5am – 4pm, Monday through Thursday.

Academy Sergeant duties include facilitating academy training, scheduling trainers, and supervising Recruit Academy Training Officers. The Officer is assigned as an Academy Recruit Training Officer; duties include the day-to-day handling of Academy Recruits.

Workload and Ability to Meet Unit Objectives

In order for new Police Officers to receive basic police training and certification, the Goodyear Police Department sends new officers to either the Maricopa County Law Enforcement Training Academy or the Law Enforcement Training Academy at GRPSTC. Both academies are accredited through the Arizona Peace Officer Standards and Training Board. The department's executive leadership participates in each academy's executive and operations boards. Curriculum updates are evaluated by these boards.

In 2022, nine West Valley police agencies collaborated to form the Law Enforcement Training Academy at GRPSTC. These collaborating agencies rotate class Sergeants and Recruit Training Officers every two years. The Goodyear Sergeant is currently shadowing the current recruit class and will be responsible for the following two. This temporary assignment will end in or around August of 2024. The department's belief is that this position's responsibilities will not fall back to Goodyear for another two to five years.

The Police Executive Research Forum recently surveyed its members regarding staffing, hiring, retirement and resignation trends among officers from 2019 through 2021. Although the hiring of new officers increased in 2021 after falling sharply in 2020, officer resignations and retirements continue to strain overall staffing levels. Staffing at agencies in the Western United States decreased more than the overall average. Agencies continue to face serious staffing shortages.

The department currently has several Police Officer vacancies. In light of current national hiring and retention trends, it is foreseeable that the Goodyear Police Department will require open academy seats well into the future. To accommodate this need, the Officer position temporarily assigned as a Recruit Training Officer should be transferred back to its primary unit. This temporary position should become a full-time position. Once the Goodyear Academy Sergeant responsibilities have been completed, this full-time Officer position should be assigned to the Training Unit.

While the need for a temporary Academy Sergeant position only arises every few years, this poses a serious staffing issue for the department. Police agencies typically do not staff for temporary Sergeant positions, nor are these types of positions budgeted for. It is not cost-effective to develop a permanent Academy Sergeant position for the department at this time. The department should seek a more permanent solution with the police academy's collaborating agencies. Possible solutions may include position cost-sharing, extended length in assignment, or the position assigned to a specific agency permanently.

Recommendation:

Ensure the 2 police academies continue to meet department needs and adhere to best and emerging police training practices.

Transfer temporary recruit training officer position back to original unit.

Seek a more permanent solution to the current temporary academy sergeant position with other academy participating police agencies.

2. Criminal Investigations Division

Criminal Investigations is led by a Lieutenant and is comprised of the major crimes unit, property crimes unit, special victims unit, crime scene investigations unit and victim services.

1. Investigations Workload Analysis

GPD provided the project team with a spreadsheet from their records management system (RMS) database that is used for tracking investigative caseloads for 2022. The following table summarizes the number of cases that were assigned to each investigative unit in 2022.

2022 Investigative Caseload	
Case Type	#
Major Crimes Unit	504
Property Crimes Unit	564
Special Victim Unit	184
Total	1,252

(1) Calculation of Detective Net Availability

Before determining availability and staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, or any other type of leave – as well as hours dedicated to on-duty court or training time, and time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from GPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on-duty and available to complete workloads and other activities in the field.

Net availability for detectives is different from patrol, in part because of court and administrative responsibilities. Workloads such as case plans, search warrant execution, and so forth that do not fit directly into case investigative hours are included within an estimated administrative time figure. The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted.

Base number: 2,080 scheduled work hours per year

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, including injuries and military leave, FMLA – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time and on-duty court time.

From GPD Data: 239 hours of leave per year

On-Duty Training Time (subtracted from total work hours per year)

The average total number of hours spent per year in training that are completed while on-duty and not on overtime.

From GPD Data: 50 hours of on-duty training time per year

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team.

Estimated: 120 hours of on-duty court time per year

Administrative Time (subtracted from net available hours after leave, court and training hours deducted)

The total number of hours per year spent completing administrative tasks while on-duty, including staff meetings, returning phone calls, emails, search warrant preparation and planning and various other activities including some operations that may not be directly captured in the case hours calculations.

The number is calculated as an estimated 20% of net work hours after other deductions.

*Estimated: **334 hours of administrative time per year***

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,337 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detective Net Availability

Base Annual Work Hours		2,080
Total Leave Hours	–	239
On-Duty Training Hours	–	50
On-Duty Court Time Hours	–	120
Administrative Hours	–	334
Net Available Hours Per Detective	=	1,337

Overall, the detective has approximately 1,337 net available hours per year, representing the total time in which they are able to conduct investigations. These hours will be used in the following sections to analyze detective caseloads.

(2) Caseload Hours

Not all investigative cases require the same number of investigative hours, for example a homicide investigation requires more investigative time (and resources) than a burglary. To factor for this, Matrix Consulting Group developed several case type investigative caseload work hours. The average case hours were developed through dozens of studies and interviews with detectives working on each case type. The following case type workload hours were used to calculate staff resource needs:

(2.1) Homicide

Homicide cases are among the most complex and time-consuming investigations that are conducted. These cases receive a high level of scrutiny and therefore almost all investigative techniques are used. Additionally, because of their complexity they are typically handled by a group of detectives and additional resources are often used. The following table shows a breakdown of approximate caseload hours for a homicide case or officer involved shooting:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours	100%
Crime Scene Material	Evidence to Property/Evidence	4 hours	100%
Cell Phones	Cell Phone Downloads, with some taking longer than others.	30 hours	100%
Video	Review of video recovered from scene and BWC	40 hours	100%
Social Media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	60 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe and consult)	6 hours	100%
Victim/Witness Interview(s)	Interview(s), including report writing.	40 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	20 Hours	100%
Consult with DA	Conduct follow up, write additional reports.	10 hours	100%
Total		<i>276 hours- If all tasks completed</i>	
On Average		276 hours	

This list is not all inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumed that detectives work as a team and not all investigative hours will be worked by a single detective (These are hours for lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **276 hours** allotted per case.

Additionally, on average most departments assign a team of other detectives to assist during the early stages of a homicide investigation which represents approximately 40 hours per investigator assigned.

(2.2) Person Crimes

Person crimes cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes.

Approximate case hours were developed through numerous interviews with detectives, and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	3 hours	10%
Crime Scene Material	Evidence to property, inspection, and report writing.	4 hours	30%
Cell Phones	Cell phone downloads, with some taking longer than others.	10 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	10%
Victim/Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	10 hours	10%
Consult with DA	Conduct follow up, write additional reports.	1 hours	20%
Total	<i>If all tasks completed:</i>	82.0 hours	
	<i>On average:</i>	22.6 hours	

This list is not all inclusive and does not contain all of the elements of an investigation and not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **22.6 hours**.

(2.3) Sexual Assault

Sexual assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	50%
Crime Scene Material	Evidence to property, inspection, and report writing.	2 hours	50%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	40%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	50%
Social Media/Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Sex Assault Kit	Sex Assault Exam including report writing.	6 Hours	90%
Victim/Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	40%

	Processes Involved	Approximate Time	% of Time Completed
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	20%
Total	<i>If all tasks completed:</i>	<i>65.0 hours</i>	
	<i>On average:</i>	<i>26.6 hours</i>	

This list is not all inclusive and does not contain all of the elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **26.6 hours** per solvable case.

(2.4) Internet Crimes Against Children (ICAC)

Internet Crimes Against Children are complex investigative cases which rely heavily on digital forensic evidence that requires unique processes. These cases are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews, search warrants to be written and recovery and processing of evidence than other crimes. The chart below shows approximate investigative time for ICAC investigations:

	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	30%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	30%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	30%

	Processes Involved	Approximate Time	% of Time Completed
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Document/ Digital Evidence Review	Review/recover images, files, and write reports.	30 Hours	100%
Victim/Witness Interviews	Interview(s), including report writing.	2 hours	50%
Suspect	Suspect interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	4 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	4 hours	10%
Total	<i>If all tasks completed:</i>	86.0 hours	
	<i>On average:</i>	44.4 hours	

This list is not all inclusive and does not contain all of the elements of all investigations and not every sex assault case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **44.4 hours** per solvable case.

(2.5) Burglary/Property Crime

Burglary/Property Crimes are typically less complex investigative cases than person crimes and generally require less investigative time or resources. These cases are treated less seriously by the judicial system, and they tend to have less witnesses. The following chart describes approximate investigative times for Burglary/Property Crimes:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property/Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social Media/Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Victim/Witness Interviews	Interview(s), including report writing.	1 hours	50%
Suspect Interview	Interview(s), including report writing.	1 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	10%
Total	<i>If all tasks completed:</i>	51.0 hours	
	<i>On average:</i>	16.9 hours	

This list is not all inclusive and does not contain all of the elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **16.9 hours** per solvable case.

(2.6) Financial Crimes

Financial crimes are exceedingly difficult cases to pursue and typically take longer to investigate as much of the evidence must be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with financial crimes:

	Processes Involved	Approximate Time	% of Time Completed
Document/ Digital Evidence Review	Review/recover financial data, files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone/ computer evidence	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim/Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
Total	<i>If all tasks completed:</i>	56.0 hours	
	<i>On average:</i>	29.6 hours	

This list is not all inclusive and does not contain all the elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **29.6 hours** per solvable case.

(2.7) Domestic Assault

Domestic Assault cases generally require less investigative time because the victim and suspect are known; however, they do require some investigation for successful prosecution. The following chart describes approximate investigative times for these cases:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property/Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social Media/Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspect and report writing.	2 hours	20%
Victim/Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	10%

	Processes Involved	Approximate Time	% of Time Completed
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	10%
Total	<i>If all tasks completed:</i>	21.0 hours	
	<i>On average:</i>	8.7 hours	

This list is not all inclusive and does not contain all the elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **8.7 hours** per solvable case.

(2.8) Missing/Runaway

Missing/Runaway cases typically involve interviewing reporting party, last person to have seen them, checking last known locations, close friends and relatives and entering information into teletype. Depending on leads and investigation required by law or agency policy these cases range from 2 to 4 hours with an average of about **3 hours**.

(2.9) General Crimes/Officer Assist

General crimes/officer assists can vary greatly depending on the type of crime or assistance needed. These cases are typically lower-level crimes where some follow up is needed or an officer needs assistance with a case they are working. This can include assisting with a cell phone download, social media, or open sources search, warrant preparation or other investigative techniques. Depending on the type of crime and investigative need these cases take between 4 and 8 hours with an average of **6 hours**.

(3) Caseload Workload Hours Analysis by Unit

To determine the caseload, the project team reviewed the total number of assigned cases per unit and then sorted the cases by case type. Using the caseload hours by case type the total caseloads per work unit were then calculated.

(3.1) Major Crimes Unit

The following table details major crimes unit caseload with associated work hours:

2022 Major Crimes Unit Caseload	#	Investigative Hours Per	Total Hours
Homicide	2	276	552
Homicide Assist	2*	400	400
General Crimes	127	6	762
Person Crimes (Assault / Robbery / Other)	375	22.6	8,475
Total	503	N/A	10,189

*Not included in caseload count total.

As the table above indicates, the caseload assigned represents approximately 10,189 hours.

(3.2) Summary of Workload Hours for the Major Crimes Unit

There are a total of 6 authorized detective positions assigned to work cases. Using the previous calculation of net available caseload hours and total 2022 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		10,189
<i>Divided by total net available hours for 1 detective (1,337)</i>	÷	1,337
Number of Detectives Needed	=	7.62

As the chart indicates the number of detectives recommended to work the caseload hours assigned is 7.62 and there are a total of 6 detectives currently authorized. To properly investigate the assigned caseload a total of 7 detective positions should be authorized.

Recommendation:

Increase staffing in major crimes by 2 detectives for a total of 1 sergeant and 8 detectives assigned.

(3.3) Property Crimes Unit

The following table details the Property Crimes Unit caseload with associated work hours:

2022 Property Crimes Caseload	#	Investigative Hours Per	Total Hours
Property Crimes	418	16.9	7,064.2
General Crimes	146	6	876
Total	564	N/A	7,940.2

*Not included caseload count total.

As the table above indicates, the caseload assigned represents approximately 7,940 hours.

(3.4) Summary of Workload Hours for the Property Crimes Unit

There are a total of 5 authorized detective positions assigned to work cases. Using the previous calculation of net available caseload hours and total 2022 caseload, the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours	7,940
<i>Divided by total net available hours for 1 detective (1,337)</i>	÷ 1,337
Number of Detectives Needed	= 5.93

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 5.93 and there are a total of 5 detectives currently authorized. To properly investigate the assigned caseload a total of 6 detective positions should be authorized.

Recommendation:

Increase staffing in property crimes by 1 detective for a total of 1 sergeant and 6 detectives assigned.

(3.5) Special Victims Unit

The following table details the special assault unit caseload with associated work hours:

2022 Special Victim Unit Caseload	#	Investigative Hours Per	Total Hours
ICAC	26	44.4	1,154.4
Sex Assault / Abuse	178	26.6	4,734.8
Total	179	N/A	5,889.2

As the table above indicates, the caseload assigned represents approximately 5,889.2 hours.

(3.6) Summary of Workload Hours for the Special Victim Unit

There are a total of 5 authorized detective positions assigned to work cases. Using the previous calculation of net available caseload hours and total 2022 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		5,889
<i>Divided by total net available hours for 1 detective (1,337)</i>	÷	1,337
Number of Detectives Needed	=	4.40

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 4.40 and there are a total of 5 detectives currently authorized. The caseload indicates that approximately 5 detectives are needed to maintain current service levels. The authorized staffing of 1 sergeant and 5 detectives in the special victim unit is adequate to work the associated caseload.

(3.7) Crime Scene Investigations Unit

The crime scene investigations unit responds to major crime scenes (mostly person crimes), processes, and collects evidence. They process/collect Trace evidence, DNA, Video, conduct image enhancement, they do interview room video recorders (record), assist with state lab requests, use neighboring agency for test firing. Then they do NBIN system entries. Powder processing, going to fuming processing soon to conduct chemical processing.

The following table details the number of crime scene responses and agency assists:

2022 Crime Scene Investigations Unit	#
Calls for Service	79
Agency Assists	7
Total	84

As the table above indicates, the unit responded to 79 crime scenes and conducted 7 agency assists. The unit does not track all performance metrics or work tasks to be performed; there appears to be capacity to respond to additional crime scenes. There are no reported backlogs, and the unit is able to respond to serious crime scenes when

requested. The authorized staffing of 1 supervisor and 2 crime scene specialists seems able to meet the associated workload of the unit.

(3.8) Victim Services

Victim services assists victims of crime with referrals to services and victim compensation and assist them with the criminal justice process. The victim services unit consists of a supervisor and 1 victim advocate.

The following table details the number of victims contacted during 2022:

2022 Victim Services	#
Victim Contacts	495
Total	495

As the table indicates victim services was able to contact 495 victims in 2022. With current resources the unit focuses on domestic violence and sex assault victims. There was total of 1,246 cases investigated by detectives in 2022. This means approximately 751 victims were not contacted. Some of these victims may have been eligible for additional services or victim compensation. Adding 1 more victim advocate would allow the department to contact more victims and to be more proactive in reaching the community at events regarding services available.

Recommendation:

Increase staffing of 1 victim advocate for a total of 1 supervisor and 2 victim advocates.

3. Admin Support Division

Admin Support Division is led by a Lieutenant and consists of the Records Unit and Property and Evidence.

1. Records

The Records Unit maintains GPD records and manages records functions to include validation, entry, storage, retrieval, preservation, sealing and disposal. The unit is staffed with a 1 Records Supervisor, 3 Records Specialists and 2 Records Clerks.

Workload and Ability to Meet Unit Objectives

There are several tasks assigned to Records personnel. A significant portion of work consists of managing and merging reports between CAD and the records management

system, assisting the public and fulfilling records requests. The following duties are completed by the Records Unit organized by job classification.

Supervisor

- Supervise Records Staff.
- Correct and Merge case files into RMS.
- Case Preparation for prosecution.
- City Prosecutor submittals.
- On-line report correction and approval in Lexis Nexis/Coplogic.
- Manage E-cites.
- Manage crash reports in TraCS.
- Document Scanning.
- AFIS corrections as needed.
- Criminal/criminal traffic citations entry into NWS.
- Prehospital Opioid Overdose document entry into DHS software.
- UCR/NIBRS
- Purge records as allowed by state guidelines yearly.
- Maintain the radar, lidar, intoxilyzer records.
- Manage jurisdictional letters/report releases to other agencies.
- Respond and fill discovery requests for case/incident reports as well as all digital media.

Records Specialist

- Burn video/audio to CDS for release.
- Assign spare body cameras as needed.
- Release records from evidence.com.
- Tag untagged videos in evidence.com Redact BWC, audio, and photos in evidence.com.
- Scan supporting documents into case files.
- Redact case/accident reports.
- BWC administrator (AXON & Evidence.com)

- Train new Sworn personnel and Police Assistants on Body camera operation and evidence.com/Axon capture.
- Respond and fill discovery requests for case/incident reports as well as all digital media.
- Print TraCS (accident software) and Brazos (electronic citations) daily as needed.
- Back up for supervisor's daily work.

Records Clerk

- Assist the public in person and by phone.
- Background checks.
- Process records requests by mail (fax, email, in person).
- Release records (in person, fax, email).
- Issue receipts for records and public fingerprinting (Fingerprinting only performed one day a week).
- Scan corresponding paperwork from records releases.
- Enter/create receipts in finance software (Tyler cashiering).
- Balance cash box/reconcile deposits.
- Process paper crash reports filing.
- Enter citations in NWS.
- Enter trespass notices.
- Redact "paper" reports (electronically).
- Scan supporting documents into cases.
- Notary services (internal & external)
- Purge records releases that have not been picked up in 30/60 days.

The below table shows the number of Crime reports processed, Public Records Requests for paper documents (PRR) and Digital Public Records Requests (Digital PRR) for 2021 and 2022.

Year	Crime Reports	PRR	Digital PRR
2021	9503	4123	973
2022	10181	4938	1517
% Growth	+7.1%	+19.8%	+55.9%

As can be seen the number of Crime Reports increased slightly. Public records requests for paper documents grew by approximately 20 percent and for digital public requests, more than 50 percent. The increase in requests is consistent with previous Matrix studies, as citizens become aware of the video available from body cameras and police vehicle dash cams. There are backlogs with public records requests.

The supervisor performs most validations and report merging into RMS. The Supervisor should be available for supervisory duties and not tasked with a large portion of daily workload. As sworn numbers increase, support staff should be added to manage additional records workloads and increase in public records request workloads.

Recommendation:

As sworn FTE are added, Records Specialist FTE should be increased by 1 for a total of 4 Records Specialists to process digital public request workloads and assist the Manager with report processing into RMS.

2. Property and Evidence

Goodyear Property and Evidence is responsible for intake, storage, release and disposal/destruction of property and evidence collected by the Goodyear Police Department. Property and Evidence is open Monday through Thursday 8 a.m. to 4 p.m. Property and Evidence is staffed with 1 Property and Evidence Supervisor and 1 Property and Evidence Officer. The Unit is authorized 2 Property and Evidence Officers but has had a vacancy for several months. The second Property and Evidence Officer position was recently filled.

The Property and Evidence building is located approximately a mile from the main Police Department building. The warehouse is orderly and includes cold storage areas and a vault for drugs, guns, and money storage. Storage areas inside the building are only accessible to Property and Evidence personnel.

Workload and Ability to Meet Unit Objectives

GPD has three storage locker locations for officers. The Property and Evidence Officer retrieves the items from locker locations twice daily for processing at the main Property and Evidence warehouse. The department uses New World LERMS bar coded software for property tracking. The Property and Evidence Officer transports items to and from labs for testing as needed, schedules property release to the public by appointment and manages the impound lot for vehicles and oversized evidence,

Goodyear Property and Evidence took in 6,567 items and disposed of 3,156 items in 2022. There are currently a total of 45,082 items in inventory. The below chart depicts the workload calculation for item processing.

Property and Evidence Workload and Staffing Calculation 2022

Task	#	Avg Processing Time (Hrs.)	Total Time (Hrs.)
Intake Items	6,567	0.16	1,051
Disposed Items	3,156	0.20	631
Total Workload Hours			1,682
Net Available Hrs./FTE			1,560
Staffing Needs			1.07 FTE

- 6,567 items were processed for intake in 2022.
- 3,156 items were disposed of in 2022.
- For intake and disposition, it takes approximately 10 minutes to process the intake of an item and 15 minutes to process the disposal of each item.
- Staff are available to work a total of 1,560 hours annually.

Based on the number of items processed for 2022, staff required to process items is 1 FTE. There is some variation in workloads by agency as travel times for property retrieval and lab processing may require additional FTE work time.

In addition to supervisory duties, the Supervisor sends approximately 30 to 50 disposition requests to officers weekly with a 10-day response time. Follow up with officers is often required to get needed information about whether items should be disposed or retained. The Supervisor facilitates an auction twice a year and conducts an audit of all items once a year. Random audits are conducted by the Professional Standards Unit.

The Supervisor is responsible for training staff. Training consists of three phases with evaluations at 3 and 6 months. Regular evaluations are completed annually. Property and Evidence staff are certified through the International Association of Property and Evidence (IAPE) after a year of employment and approval by the Chief of Police. Staffing is sufficient with 1 Supervisor and 2 Property and Evidence Officers.

4. Telecommunications

Goodyear Police Telecommunications Division serves as the primary contact and answering point (PSAP) for Goodyear, processing all 911 calls from the city. Personnel are cross trained to take and dispatch calls. The division handles all GPD dispatching and transfers Fire/EMS calls to the City of Phoenix Fire Dispatch. GPD is part of the Maricopa County consortium.

The Telecommunications Division is led by a Telecommunications Manager supported by 5 Telecommunications Supervisors and a part time Radio Technician. There are 11 full time and 1 part time Operator assigned to 4 12-hour shifts.

The Division has 6 Telecommunicator Operators in training. Operators are trained to the Association of Public-Safety Communications Officials (APCO) standards. Training consists of 4 weeks of classroom and 14 weeks on phones and radio. Evaluations are completed at 3 and 6 months. Trainees shadow for quality control before being released to work on their own. Training takes approximately 32 weeks before trainees are ready.

A Supervisor is assigned to each of the 4 shifts and is responsible for quality assurance and dispatching when necessary. One Supervisor is responsible for training new FTE and providing coverage for the overlap of shifts.

Workload and Ability to Meet Unit Objectives

Dispatch duties include gathering critical information during emergencies and coordinating the needed response by dispatching appropriate resource units. GPD Telecommunications answered 43,558 911 emergency calls for service and 77,115 non-emergency calls. Industry standards recommend calls should be answered in under 10 seconds. Of the calls answered by GPD Telecommunications, 96% of the time calls were answered in less than the 10 second standard.

Emergency communications workload/staffing methodologies developed by the firm were utilized. These methodologies are also supported by the Public Safety Dispatch Professional Association. Based on emergency communications workloads associated with handling requests from the public and supporting officers in the field, the number of FTE's needed in each hour to accommodate this volume can be determined for each hour.

This analytical process includes taking the number of calls for service per hour and multiplying this by the average time needed to handle the phones and the radio for each call. The following table depicts the total number of calls for service handled by dispatch in 2022 (both dispatched and self-initiated):

Calls for Service by Hour and Weekday (Citywide)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	157	74	67	56	77	82	112	625
1am	118	60	63	66	59	58	96	520
2am	83	54	69	61	53	60	77	457
3am	72	65	65	53	54	55	80	444
4am	44	64	49	53	55	56	61	382
5am	60	61	58	73	64	79	73	468
6am	82	93	101	100	95	119	100	690
7am	85	112	152	142	140	128	100	859
8am	122	164	163	150	163	150	137	1,049
9am	143	161	195	183	143	175	149	1,149
10am	159	165	192	181	174	164	163	1,198
11am	145	173	169	186	168	183	167	1,191
12pm	163	196	191	197	208	205	176	1,336
1pm	146	197	190	197	207	217	164	1,318
2pm	173	223	231	199	193	207	190	1,416
3pm	170	230	241	243	234	251	183	1,552
4pm	180	233	238	241	247	221	182	1,542
5pm	196	202	204	237	212	247	196	1,494
6pm	195	200	216	224	207	202	191	1,435
7pm	175	168	188	179	178	200	215	1,303
8pm	170	176	185	151	173	200	238	1,293
9pm	143	111	168	168	169	169	194	1,122
10pm	130	113	131	112	133	172	223	1,014
11pm	105	78	83	94	111	130	195	796
Total	3,216	3,373	3,609	3,546	3,517	3,730	3,662	24,653

Police Dispatch received a total of 24,653 calls for service in 2022. To find the average number of calls per hour, each of the cells for service hours are divided by 52 (weeks per year). The table below shows the average number of calls received for each hour of the day for 2022.

Weekly Average Number of Calls for Each Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	3.02	1.42	1.29	1.08	1.48	1.58	2.15
1am	2.27	1.15	1.21	1.27	1.13	1.12	1.85
2am	1.60	1.04	1.33	1.17	1.02	1.15	1.48
3am	1.38	1.25	1.25	1.02	1.04	1.06	1.54
4am	0.85	1.23	0.94	1.02	1.06	1.08	1.17
5am	1.15	1.17	1.12	1.40	1.23	1.52	1.40
6am	1.58	1.79	1.94	1.92	1.83	2.29	1.92
7am	1.63	2.15	2.92	2.73	2.69	2.46	1.92
8am	2.35	3.15	3.13	2.88	3.13	2.88	2.63
9am	2.75	3.10	3.75	3.52	2.75	3.37	2.87
10am	3.06	3.17	3.69	3.48	3.35	3.15	3.13
11am	2.79	3.33	3.25	3.58	3.23	3.52	3.21
12pm	3.13	3.77	3.67	3.79	4.00	3.94	3.38
1pm	2.81	3.79	3.65	3.79	3.98	4.17	3.15
2pm	3.33	4.29	4.44	3.83	3.71	3.98	3.65
3pm	3.27	4.42	4.63	4.67	4.50	4.83	3.52
4pm	3.46	4.48	4.58	4.63	4.75	4.25	3.50
5pm	3.77	3.88	3.92	4.56	4.08	4.75	3.77
6pm	3.75	3.85	4.15	4.31	3.98	3.88	3.67
7pm	3.37	3.23	3.62	3.44	3.42	3.85	4.13
8pm	3.27	3.38	3.56	2.90	3.33	3.85	4.58
9pm	2.75	2.13	3.23	3.23	3.25	3.25	3.73
10pm	2.50	2.17	2.52	2.15	2.56	3.31	4.29
11pm	2.02	1.50	1.60	1.81	2.13	2.50	3.75

As seen above, the highest call volume is weekdays from 2pm to 5pm. During those hours Police Dispatch handles an average of roughly 4.6 calls per hour.

Based on average number of calls handled each hour the number of occupied minutes or workload in each hour can be determined. The number of calls is multiplied by the average number of minutes of average workload. Average minutes of workload consider typical call taking and dispatch processing time for police communications, based on the project team's experience with scores of similar agencies. The following table depicts the average number of occupied minutes in each hour for call-taking and dispatch operations:

Weekly Average Occupied Minutes Per Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	25.66	12.10	10.95	9.15	12.59	13.40	18.31
1am	19.29	9.81	10.30	10.79	9.64	9.48	15.69
2am	13.57	8.83	11.28	9.97	8.66	9.81	12.59
3am	11.77	10.63	10.63	8.66	8.83	8.99	13.08
4am	7.19	10.46	8.01	8.66	8.99	9.15	9.97
5am	9.81	9.97	9.48	11.93	10.46	12.91	11.93
6am	13.40	15.20	16.51	16.35	15.53	19.45	16.35
7am	13.89	18.31	24.85	23.21	22.88	20.92	16.35
8am	19.94	26.81	26.64	24.52	26.64	24.52	22.39
9am	23.38	26.32	31.88	29.91	23.38	28.61	24.36
10am	25.99	26.97	31.38	29.59	28.44	26.81	26.64
11am	23.70	28.28	27.63	30.40	27.46	29.91	27.30
12pm	26.64	32.04	31.22	32.20	34.00	33.51	28.77
1pm	23.87	32.20	31.06	32.20	33.84	35.47	26.81
2pm	28.28	36.45	37.76	32.53	31.55	33.84	31.06
3pm	27.79	37.60	39.39	39.72	38.25	41.03	29.91
4pm	29.42	38.09	38.90	39.39	40.38	36.13	29.75
5pm	32.04	33.02	33.35	38.74	34.65	40.38	32.04
6pm	31.88	32.69	35.31	36.62	33.84	33.02	31.22
7pm	28.61	27.46	30.73	29.26	29.10	32.69	35.14
8pm	27.79	28.77	30.24	24.68	28.28	32.69	38.90
9pm	23.38	18.14	27.46	27.46	27.63	27.63	31.71
10pm	21.25	18.47	21.41	18.31	21.74	28.12	36.45
11pm	17.16	12.75	13.57	15.37	18.14	21.25	31.88

The greatest workloads occur 12pm to 7pm Monday through Friday and 7pm through 11pm on Saturday.

Since it is not ideal for a dispatcher be on the phone or radio constantly, the combined number of minutes is divided by a target utilization rate – 60% of total time. This means that on average, staff would occupy 35 minutes of each hour taking calls and dispatching, leaving the other 25 minutes free as marginal time to decompress, make outbound calls, and handle non-dispatch related work. The following table illustrates the need for FTE each hour of the week based on this analysis.

FTE / Hour Needed at 60% Workload

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	1.03	0.48	0.44	0.37	0.50	0.54	0.73
1am	0.77	0.39	0.41	0.43	0.39	0.38	0.63
2am	0.54	0.35	0.45	0.40	0.35	0.39	0.50
3am	0.47	0.43	0.43	0.35	0.35	0.36	0.52
4am	0.29	0.42	0.32	0.35	0.36	0.37	0.40
5am	0.39	0.40	0.38	0.48	0.42	0.52	0.48
6am	0.54	0.61	0.66	0.65	0.62	0.78	0.65
7am	0.56	0.73	0.99	0.93	0.92	0.84	0.65
8am	0.80	1.07	1.07	0.98	1.07	0.98	0.90
9am	0.94	1.05	1.28	1.20	0.94	1.14	0.97
10am	1.04	1.08	1.26	1.18	1.14	1.07	1.07
11am	0.95	1.13	1.11	1.22	1.10	1.20	1.09
12pm	1.07	1.28	1.25	1.29	1.36	1.34	1.15
1pm	0.95	1.29	1.24	1.29	1.35	1.42	1.07
2pm	1.13	1.46	1.51	1.30	1.26	1.35	1.24
3pm	1.11	1.50	1.58	1.59	1.53	1.64	1.20
4pm	1.18	1.52	1.56	1.58	1.62	1.45	1.19
5pm	1.28	1.32	1.33	1.55	1.39	1.62	1.28
6pm	1.28	1.31	1.41	1.46	1.35	1.32	1.25
7pm	1.14	1.10	1.23	1.17	1.16	1.31	1.41
8pm	1.11	1.15	1.21	0.99	1.13	1.31	1.56
9pm	0.94	0.73	1.10	1.10	1.11	1.11	1.27
10pm	0.85	0.74	0.86	0.73	0.87	1.12	1.46
11pm	0.69	0.51	0.54	0.61	0.73	0.85	1.28

The need for **9-1-1 call-taking capacity** is also essential for determining communications staffing. Based on this factor, 1.5 call-taker positions have been added to the number of dispatch personnel needed in each hour. This ensures that the division will always have dedicated call-takers and dispatchers with at least half of their time available to fill the backup call-taker role.

Based on these factors, shifts should be staffed with 4 FTE to manage call taking and dispatch workloads.

Dispatchers are also responsible for Arizona Criminal Justice Services (ACJIS) entries, validations, and notary services for department personnel. GPD has an authorized

strength of 19 Telecommunications Operators. When Operators are trained and assigned to dispatch functions staffing numbers will meet current workloads with minimum of 4 FTE assigned to each shift for dispatch duties and 1 FTE assigned to 3 shifts to complete ACJIS entries which include warrants, stolen and recovered items, etc. and assisting officers researching persons and call locations.

Recommendation:

Current authorized staffing meets current workloads.

5. Projection of Future Service and Staffing Needs

1. Introduction and Summary of Findings

The projections analysis builds upon the analysis of current staffing to provide the department with a plan for the future as Goodyear continues to grow and expand.

In order to accomplish this, the project team used regional projection data and detailed datasets providing the scope, timeframe, location, and type of land usage for each development project that has been proposed within Goodyear. Using this foundation, the project team refined the dataset to provide for a more up-to-date and accurate representation of all proposed developments. The rate of buildout and timeframes for construction for all development activity are then estimated city based on the status of the project within the development process and other factors.

Using the projections for development over the next decade by land use type, the service need impacts generated from each type of usage were then projected based on the impacts of analogous developments that were recently completed. By establishing the relationship between each type of development and the service needs they generate, our team projected the call for service workloads and the number of crime occurrences within Goodyear over the next 11 years as a result of growth and development. These projections were then used to determine staffing needs for every position category within the department.

Key conclusions and recommendations made in the analysis include the following:

- The majority of the residential construction over the next decade is expected to be in the South. This will require a new, full-time approach to patrol deployment in the area by 2028.
- However, the period will also feature significant development in the northern areas of the city, including expansive commercial and office developments, creating new service level impacts.
- By 2033, the city's population will grow by an estimated 48.3% to a total of just over 157,000, which is in line with growth estimates produced by the regional Maricopa Association of Governments (MAG).
- Staffing recommendations are based on maintaining the same level of service that is provided at the levels recommended in the current staffing analysis of this report.

- The order of magnitude of this growth and development will require numerous new positions to be added throughout the department: 64 sworn and 21 civilian positions by 2033 over the levels recommended currently.
- Including the recommendations made in the current staffing analysis, the staffing needs by 2033 represent an increase of around 48% in sworn staffing relevant to present levels.
- However, significant changes to the organizational structure of the department will not yet be needed, other than the incorporation of a full-time South patrol presence without the need for North officers to subsidize coverage.

2. Projection Methodology

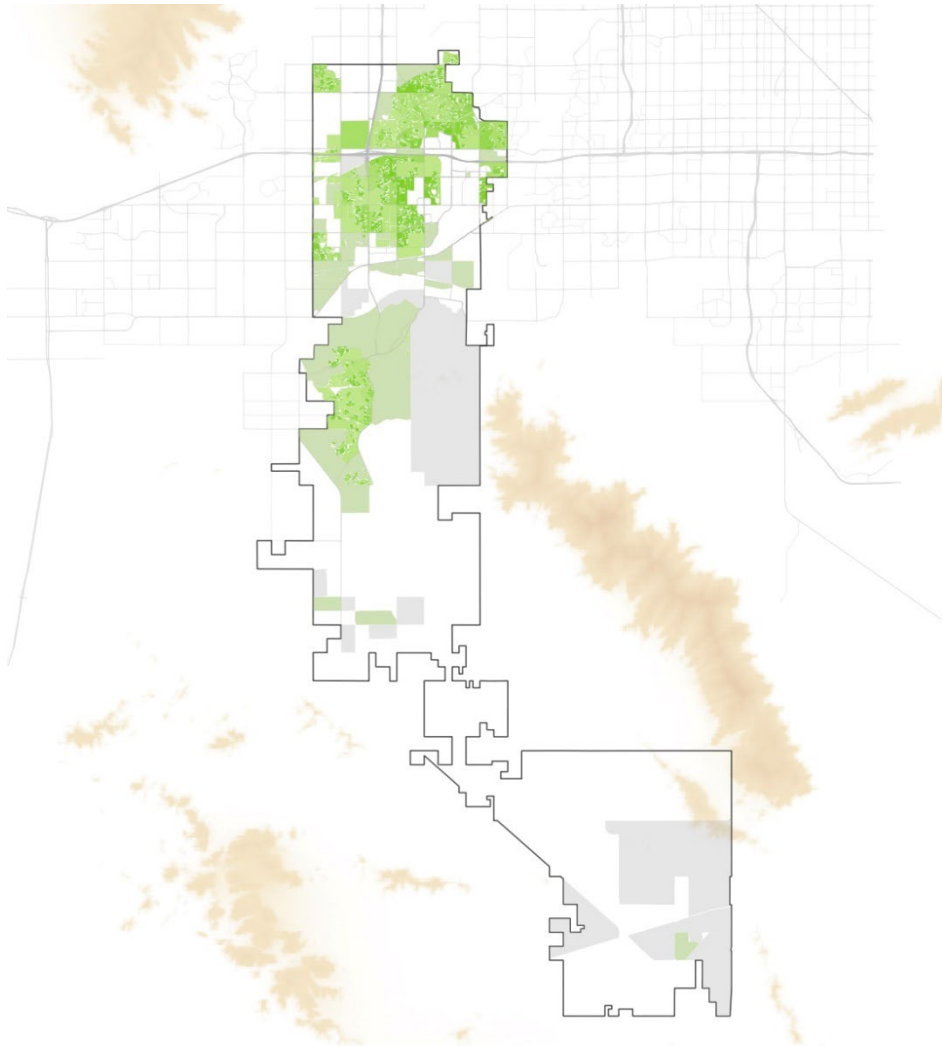
The following sections outline the methodology used to project population over the next decade and its effects on police service demand, beginning with an overview of the geography of development in Goodyear.

(1) Geography of Development in Goodyear

As of 2022, the city's population was estimated at 106,090, a dramatic increase from its 2010 population of 65,495. Like many communities in the area, its population growth rose dramatically prior to the Great Recession before slowing down for several years. Since then, the pace of development has accelerated.

The population in Goodyear is concentrated in the residentially zoned areas in the northern area of Goodyear, as shown in the following map:

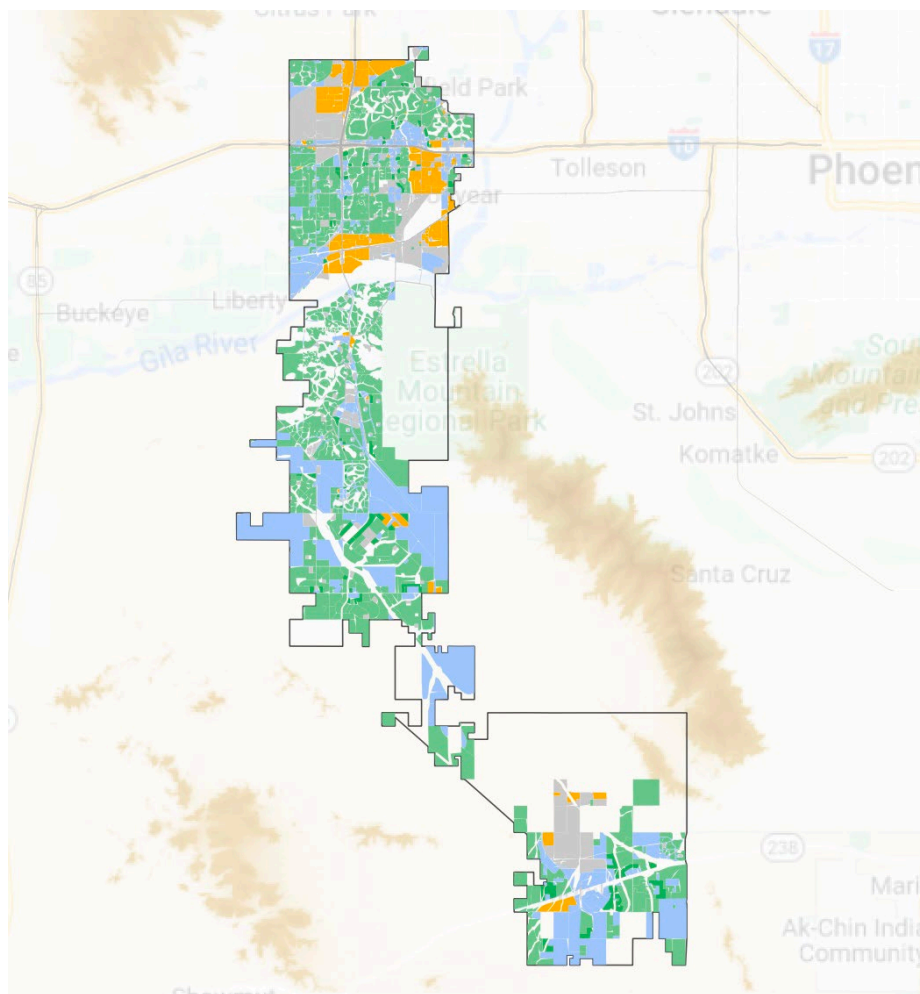
Population Density (2020 Census)



Areas with single-family tract density are light green, more dense housing in dark green, and sparsely populated areas in gray. Given that the most recent (2020) Census is used, the information is slightly outdated.

Over time, land use across the city will resemble the following plans, as adopted by the city, and grouped into categories by our project team:

Future Land Use



Key: **Industrial/Office** **Residential (SF/MF)** **Commercial/Mixed use** **Public/Misc.**

Importantly, the map also shows which areas are not expected to be developed, and are planned for open space or another designation. This can be due to preservation status (e.g., already in existence as a regional park), being situated in a floodplain, or mountainous terrain

Q: *Why is industrial land use grouped with office space?*

A: Throughout the analysis, industrial and office land use development are grouped in the same category for impacts. While these are very different land usages from the community member's perspective, and from the perspective of planning, within this context, the critical factor is the similarity of the impacts they generate on public safety services. Industrial and office land

usage are relatively low in demand. Given their similar rate of impacts per square footage, they are consolidated together in this analysis.

(2) Datasets Utilized

Data used to conduct the analysis includes the following elements, almost all of which are incorporated into GIS applications:

Zoning and Land Use Data

Detailed GIS shapefiles and supporting attribute tables containing comprehensive zoning and land use designations, including both current and future land use. This dataset was primarily instructive and illustrative, as the development project dataset provided a link to how future land use could be realized over time.

Regional Growth Projections

Population and demographic projections developed by Maricopa Association of Governments (MAG). While the projections are citywide for Goodyear, they provide for a framing point from which to compare against the output of the analysis produced by the development projects dataset.

Development Projects

A comprehensive record of each proposed development within Goodyear and Maricopa County as a whole. This dataset will be described in more detail within this chapter, as it forms the basis for the projections analysis. Importantly, the dataset includes geographic boundaries, allowing the layer to be added into GIS applications.

Computer Aided Dispatch (CAD) Data

As described in the current staffing analysis, the project team isolated unique community-generated calls for service that patrol officers responded to, and measured the workload for each. These incidents form the central metric for determining police service demand for patrol officers, and are geocoded and counted and measured within GIS.

NIBRS Crime Data

The project team received a spreadsheet containing comprehensive crime data for 2022, as reported to the NIBRS program, detailing each incident with an occurrence of crime across a number of categories. Importantly, each crime occurrence included address/coordinate data that could be geocoded and measured in GIS.

Miscellaneous Data

Several other data elements were used in the analysis, but were not central to the projection model itself. This includes:

- 2020 U.S. Census data
- Road network data
- Other environmental and administrative shapefile data, including parks, elevation contours, floodplains, water hydrology, and city administrative boundaries.

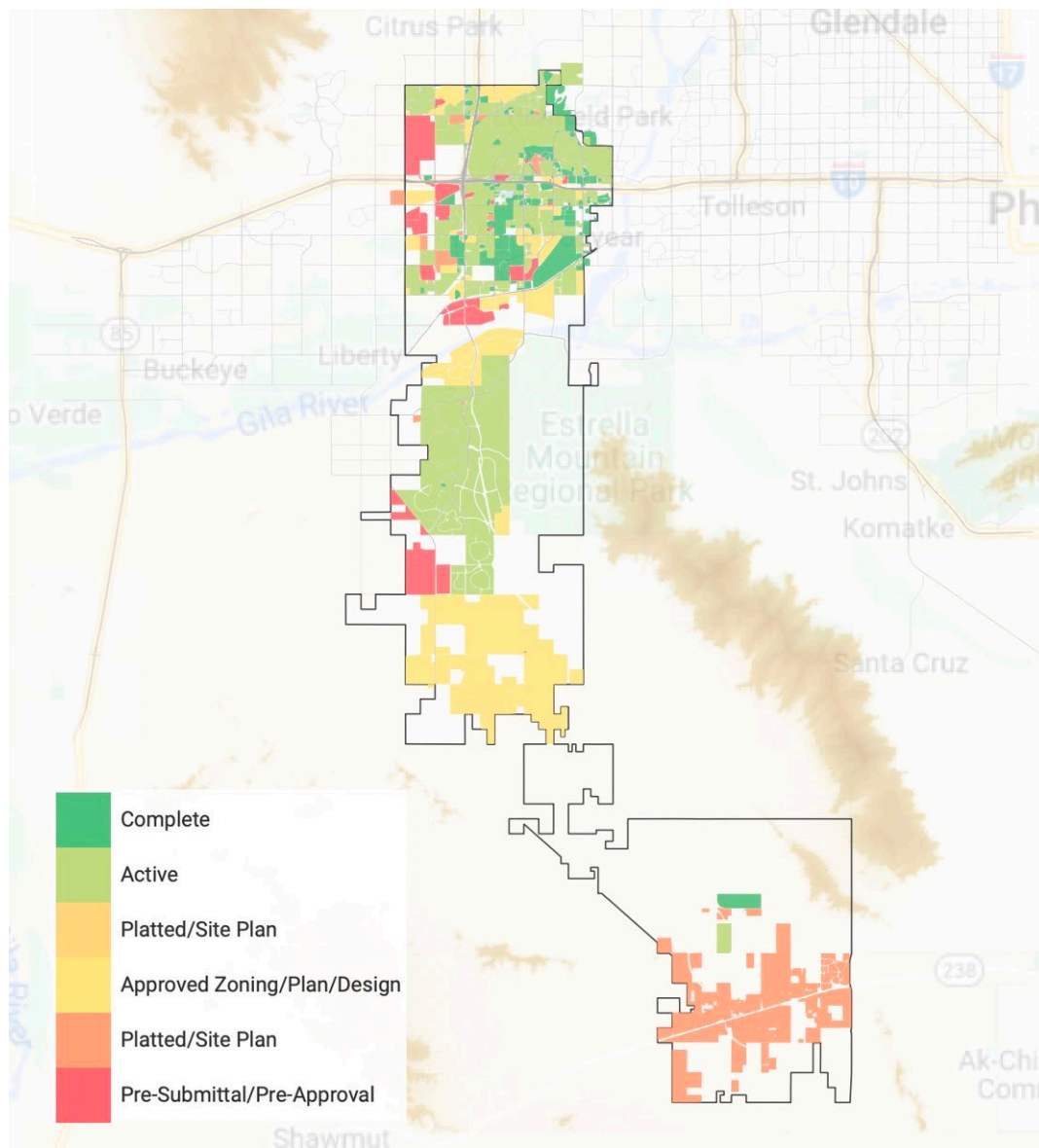
(3) Overview of the Development Summary Dataset

At the center of the analysis is the county-level development planning dataset that provides, both geographically and as a spreadsheet, comprehensive details for each proposed and in-progress development project within Maricopa County.

For each project, the dataset includes the total and built non-residential square footage, the division of square footage by use type (e.g., industrial, commercial, etc.), the number of residential units the project will entail and the number built, start year, location, and other information. Importantly, the dataset also includes the status of the current project, divided into five stages: Pre-Submittal/Pre-Approval, Platted/Site Plan, Approved Zoning/Plan/Design, Active, and Completed.

The following map provides a visualization of where the activity is occurring, categorized by the stage that the development is currently in:

Current Status of Development Included in the Analysis



It should be noted that the orange (i.e., Platted/Site Plan) area in the southernmost end of Goodyear is almost entirely one development, which has since been delayed significantly. It is likely that beyond the projection period, development will occur there, although the project scope and magnitude are not known.

The dataset includes numerous projects that have either been completed, have been shelved or delayed, or have had plans changed since that alter the scope or magnitude of development. *As a result, significant filtering is required to turn the dataset into a format that is usable for the purposes of the analysis.*

The following table provides the remaining residential units and square footage by land use type, including some developments that have been shelved or delayed and are not included in the analysis or are not anticipated within the projections timeframe. As a result, the table is included only as a representation of all data input into the analysis:

Remaining Development in Projects Included in Received Dataset

(Including scrapped projects not included in projection analysis. The number of remaining units aggregated and calculated by parsing subtotals included in descriptive text.)

Development Name	Status	Res. Units	Comm. sqft	Industrial sqft	Pub/Misc. sqft
Amazon Delivery Station Goodyear	Active	0	0	176,000	0
Ballpark Village	Active	550	291,400	629,000	63,000
Ballpark Village South	Active	1,100	0	0	0
Beck Property	Active	0	0	295,987	0
Bella Rosa at Canyon Trails	Active	38	0	0	0
Canyon Trails	Active	1,253	629,389	74,014	257,110
Canyon Trails Towne Center	Active	284	45,000	0	0
Centerra Crossings (Estrella Gateway)	Active	0	35,943	0	16,063
Centerscape at Palm Valley	Active	0	67,120	0	0
Compass Community Church	Active	0	0	0	40,383
Compass Data Center	Active	0	0	1,817,640	0
Cottonflower Marketplace	Active	0	54,821	0	0
El Cidro	Active	981	89,589	0	0
Elliot Market (Estrella)	Active	0	87,814	73,177	7,008
Estrella	Active	23,489	5,287,479	3,116,306	2,214,939
Estrella Commons	Active	817	19,571	0	0
Estrella Crossing Business Park	Active	0	74,817	139,801	0
Estrella Falls Phase 2	Active	0	31,800	0	0
FLITE Goodyear	Active	0	0	901,992	0
Frys Marketplace (Sarival Marketplace)	Active	0	64,970	0	0
Goodyear Airpark	Active	0	0	0	0
Goodyear Commerce Center	Active	0	0	230,000	0
Goodyear Fire Station 181	Active	0	0	0	14,460
Goodyear Industrial Park	Active	0	0	27,764	0

Development Name	Status	Res. Units	Comm. sqft	Industrial sqft	Pub/Misc. sqft
Goodyear Recreation Campus	Active	0	0	0	48,000
GTX Transportation	App. Zoning/Plan/Dsgn.	0	0	83,000	0
Hudson Commons	Active	430	190,786	0	0
Las Brisas	Active	299	0	0	0
Lucero	Active	868	5,154	0	0
Market at Estrella Falls	Active	0	236,647	0	0
Microsoft Data Center Citrus & Indian School	Active	0	0	0	0
Microsoft Data Center PHX 10-11	Active	0	0	487,344	0
Opus Goodyear Airport 85	Active	0	0	275,000	0
Palm Gate	Active	0	7,426	0	0
Palm Valley Cornerstone	Active	0	118,837	0	0
Parkway Village	Active	0	197,152	0	0
Pebble Creek Marketplace	Active	0	233,863	0	0
Pradera	Active	470	0	0	0
Prologis Commerce Park at Goodyear	Active	0	0	2,300,000	0
PV303 West III	Active	0	0	5,212,245	0
Quetico Logisitics Facility / Factor/Hello Fresh	Active	0	0	0	0
Rainbow Valley Landfill	Active	0	0	2,327,378	0
Rainbow Valley Ranch	Active	60	0	0	0
Rock of Refuge Church	Active	0	0	0	90,976
Sedella	Active	319	0	0	0
Skyway Church of the West Valley	Active	0	0	0	219,338
Southwest Specialty Foods	Active	0	0	1,206,038	0
Sweet Water Estates	Active	8	0	0	0
Ten 303 Business Park	Active	0	277,120	1,108,480	0
Vanderbilt Farms	Active	45	0	0	0
Vistas at Palm Valley	Active	147	0	0	0
Wade Acres	Active	4	0	0	0
Abel Ranch	App. Zoning/Plan/Dsgn.	450	0	0	0
Abel Ranch Mercado	App. Zoning/Plan/Dsgn.	0	393,231	0	0
GTX Transportation	App. Zoning/Plan/Dsgn.	0	0	83,000	0

Development Name	Status	Res. Units	Comm. sqft	Industrial sqft	Pub/Misc. sqft
Avondale Moose Lodge 2078 and SUP	App. Zoning/Plan/Dsgn.	0	6,600	0	0
Camelback 303 (Liberty Vista)	App. Zoning/Plan/Dsgn.	0	38,743	210,760	0
Commerce Park					
Camelback Center	App. Zoning/Plan/Dsgn.	0	0	4,275,200	0
Centerscape at Palm Valley PAD	App. Zoning/Plan/Dsgn.	140	138,026	224,255	0
City Center Airpark	App. Zoning/Plan/Dsgn.	0	508,865	4,275,031	0
Cotton Commons	App. Zoning/Plan/Dsgn.	470	0	0	0
Cotton Lane Commerce Park	App. Zoning/Plan/Dsgn.	0	0	1,818,331	0
Cotton Village Center	App. Zoning/Plan/Dsgn.	0	16,671	192,048	0
DeRosier Ranch	App. Zoning/Plan/Dsgn.	220	124,290	0	0
Estrella Commerce Park - Goodyear	App. Zoning/Plan/Dsgn.	0	713,588	9,119,652	0
Estrella Region III	App. Zoning/Plan/Dsgn.	35,000	3,427,858	4,328,800	2,967,468
Future Agua Fria District H.S.	App. Zoning/Plan/Dsgn.	0	0	0	457,578
Goodyear 142	App. Zoning/Plan/Dsgn.	0	0	870,265	0
Goodyear 82	App. Zoning/Plan/Dsgn.	0	0	1,315,319	0
Goodyear Airport Commons	App. Zoning/Plan/Dsgn.	300	155,866	0	0
Goodyear City Center	App. Zoning/Plan/Dsgn.	430	467,331	623,110	205,626
Goodyear Palms Plaza	App. Zoning/Plan/Dsgn.	0	425,246	0	0
Goodyear Point Commerce Center	App. Zoning/Plan/Dsgn.	0	0	1,586,000	0
Hillstone Residences at Canyon Trails	App. Zoning/Plan/Dsgn.	240	0	0	0
King Ranch	App. Zoning/Plan/Dsgn.	4,200	470,475	0	465,198
Las Brisas Commercial	App. Zoning/Plan/Dsgn.	0	206,086	0	0
Las Palmas	App. Zoning/Plan/Dsgn.	750	0	0	0
Las Ventanas	App. Zoning/Plan/Dsgn.	410	140,234	0	0
Liberty 303	App. Zoning/Plan/Dsgn.	0	0	1,652,716	0
Macerich 30 Acres SW of Bullard Ave & McDowell Rd	App. Zoning/Plan/Dsgn.	0	44,969	269,817	0
Madeira	App. Zoning/Plan/Dsgn.	6,900	745,285	0	0
PebbleCreek Crossings	App. Zoning/Plan/Dsgn.	0	107,404	0	0
Pueblo Verde Commercial	App. Zoning/Plan/Dsgn.	0	45,389	0	0
Pueblo Verde Storage	App. Zoning/Plan/Dsgn.	0	0	109,310	0
PV 303 West II	App. Zoning/Plan/Dsgn.	0	0	1,611,048	0

Development Name	Status	Res. Units	Comm. sqft	Industrial sqft	Pub/Misc. sqft
PV303 Phase A / Sub Zero Expansion	App. Zoning/Plan/Dsgn.	0	0	2,418,164	0
Riverside Park	App. Zoning/Plan/Dsgn.	0	120,260	1,385,395	0
Sedella East	App. Zoning/Plan/Dsgn.	0	230,508	0	0
Sedella West	App. Zoning/Plan/Dsgn.	0	147,144	0	0
Sierra Vista Foothills	App. Zoning/Plan/Dsgn.	1,200	82,509	0	0
Southpark at Pebblecreek	App. Zoning/Plan/Dsgn.	350	0	0	0
Starbucks (Litchfield Rd and I-10)	App. Zoning/Plan/Dsgn.	0	2,559	0	0
Tradecor Partners Goodyear LLC	App. Zoning/Plan/Dsgn.	0	87,833	0	0
Van Buren & Bullard Ave Park	App. Zoning/Plan/Dsgn.	0	0	0	0
Vantage Data Center Goodyear	App. Zoning/Plan/Dsgn.	0	0	1,000,000	0
Vita at El Cidro Ranch	App. Zoning/Plan/Dsgn.	230	0	0	0
Advanced Auto Service & Tire Center	Platted/Site Plan	0	7,932	0	0
Amaranth	Platted/Site Plan	39,000	7,163,053	14,667,662	287,316
Arroyo Ranch	Platted/Site Plan	40	0	0	0
Aviva Goodyear	Platted/Site Plan	290	0	0	0
Bennett Meadows	Platted/Site Plan	90	0	0	0
Citrus Ridge	Platted/Site Plan	190	0	0	0
Curve at Estralla Commons PAD	Platted/Site Plan	65	0	0	0
Gold Cup Ranchos	Platted/Site Plan	40	0	0	0
GSQ & Civic Square	Platted/Site Plan	850	467,546	148,580	65,375
La Jolla Vista Property	Platted/Site Plan	500	0	0	183,575
Paseo Place	Platted/Site Plan	290	0	0	0
PV303 Aldi Distribution Center	Platted/Site Plan	0	0	1,200,000	0
PV303 East II	Platted/Site Plan	0	323,482	0	0
Rainbow Valley Acres Goodyear	Platted/Site Plan	40	0	0	0
Shoppes at Market Ranch	Platted/Site Plan	0	41,016	0	0
Stardust Ranchos	Platted/Site Plan	65	0	0	0
Take 5 Oil Change	Platted/Site Plan	0	0	2,614	0
Village Square (Canyon Trails)	Platted/Site Plan	0	152,694	0	0
Warren Estates 1	Platted/Site Plan	10	0	0	0
Young Hearts Preschool	Platted/Site Plan	0	0	0	14,626
Amber Meadows	Pre-Sub./Pre-Approval	290	0	0	0

Development Name	Status	Res. Units	Comm. sqft	Industrial sqft	Pub/Misc. sqft
Anderson Farms Goodyear	Pre-Sub./Pre-Approval	110	0	0	0
ASLD Rezone	Pre-Sub./Pre-Approval	0	0	15,829,970	0
Avion at Ballpark Village	Pre-Sub./Pre-Approval	600	0	0	0
Cabana on Bullard	Pre-Sub./Pre-Approval	330	0	0	0
Cascade Falls at Canyon Trails	Pre-Sub./Pre-Approval	150	0	0	0
Citrus Centre	Pre-Sub./Pre-Approval	0	184,634	0	0
Citrus Farms	Pre-Sub./Pre-Approval	110	0	0	0
Citrus Park	Pre-Sub./Pre-Approval	600	0	0	0
CP Lakin Park	Pre-Sub./Pre-Approval	0	54,140	9,671,805	0
District at Civic Square	Pre-Sub./Pre-Approval	180	0	0	0
Estrella West	Pre-Sub./Pre-Approval	130	0	0	0
Goodyear Water Treatment Facility	Pre-Sub./Pre-Approval	0	0	0	0
Hancock at Canyon Trails North	Pre-Sub./Pre-Approval	310	0	0	0
Innovation Center	Pre-Sub./Pre-Approval	0	158,922	2,718,000	0
Innovation Villages on Sarival	Pre-Sub./Pre-Approval	160	0	0	0
La Privada	Pre-Sub./Pre-Approval	900	0	0	70,892
Lakin Park Bungalows	Pre-Sub./Pre-Approval	220	0	0	0
Liberty Elementary School District #25 NEC 155th Ave & Chandler Hegihts Rd	Pre-Sub./Pre-Approval	0	0	0	18,569
Maricopa Solar Park Project	Pre-Sub./Pre-Approval	0	0	0	0
New West Business Park	Pre-Sub./Pre-Approval	0	0	153,858	0
Palm Place Plaza Phase II	Pre-Sub./Pre-Approval	0	0	171,024	0
Quick Trip #1417	Pre-Sub./Pre-Approval	0	24,321	0	0
Rainbow Valley	Pre-Sub./Pre-Approval	3,600	473,632	0	132,283
Silva Trails at West Goodyear	Pre-Sub./Pre-Approval	600	0	0	0
Sparrow Multi-family	Pre-Sub./Pre-Approval	180	0	0	0
U-Haul of Goodyear Phase III Expansion	Pre-Sub./Pre-Approval	0	0	22,632	0
View 10 Business Center	Pre-Sub./Pre-Approval	450	40,536	243,215	0
Wildflower Ranch Unit 6 Commercial Tract Replat	Pre-Sub./Pre-Approval	0	3,600	0	0
Wood Corporate Campus	Pre-Sub./Pre-Approval	0	0	119,067	0

As noted previously, certain projects listed here are not included in the analysis due to being scrapped, while others will not have development occur within the projection timeframe. Additionally, totals are not reflective of projected buildout, as discussed in this chapter.

From the foundational base provided by the original development dataset, the information is parsed and organized in a usable format that provides the remaining square footage and residential units for each land use type. For many major developments, additional research is then conducted to ascertain the status of the project and whether it has been shelved or delayed.

The following table summarizes the average number of units and square footage of all non-residential use types of the developments, excluding those that have already been completed or have been shelved/delayed:

Average Project Size by Current Status

Status	Remaining Res. Units	Remaining Avg. sq ft (All Other Uses)
Approved Zoning/Plan/Design	1,251	1,173,009
Platted/Site Plan	109	134,659
Pre-Submittal/Pre-Approval	315	1,069,183
Active	698	781,211

Please note that the average of each category is taken from developments including that usage. For instance, a project with 2,000,000 sq ft of commercial space, but no residential component, will not be included in the average for remaining non-residential square footage.

Calls for service and crime data are then mapped geospatially and counted within each development area using GIS software, after which the results are added to the main development dataset. This allows for relationships to be constructed later in the analysis between existing developments and the service needs they generate, particularly for more recent developments.

(4) Forecasting the Pace and Magnitude of Development

The original dataset informs us how many total residential units or square footage by land use type each development project entails, as well as how many have been built already. The calculated remaining units and square footage are thus static figures that

must be converted into a temporal model for examining service needs over a specified time period.

In other words, the number of housing units and square footage built by use type must be estimated on an annual basis for the entire projection timeframe, which is 10 years. In reality, however, since 2022 is the base year, since that is the period of data used for calls for service, population, development, and crime, the projection timeframe is actually an 11-year period (2023 – 2033). Nonetheless, in order to model development on an annual basis, the timing and pace of construction must be estimated for each development. Some projects are far away from breaking ground, while others are active and have nearly completed construction.

Furthermore, many projects will not be built at all. This likelihood increases the further away a project is from being completed. In other words, projects with approved zoning, plan, and design will be less likely to be fully completed than projects being actively constructed, while projects in the pre-submittal/pre-approval phase will be far less likely than either to be fully built to completion.

As a result, the project team has created a system for modeling the likelihood and pace of development that applies estimates for both factors based on the current stage of the project.

As an example of how the modeled development process can play out in reality, the Market at Estrella Falls was originally proposed in 2005 as a 950,000 sq ft commercial development. The first phase of the project opened in 2008, but as the recession began later that year, further progress was halted until 2016, and the project was never fully realized. Other projects have since been proposed that occupy part of the original site.

This exemplifies two realities in projecting development: Many projects will not be built to the full extent they were originally planned for as economic conditions change or project financing is pulled. And to this point, it may take much longer than originally planned for project plans to be realized.

- Completed projects are considered to be completed, with no further units or space built, regardless of whether the development entry shows additional units/space remaining to be built. As a result, these are not included in the analysis of to-be-built units. However, they are instrumental in evaluating the relationship between growth and police service needs, as will be discussed later in the analysis.

- **% to Build:** An estimated percentage of the units or square footage that will ultimately be built, varying based on the current stage of the project. There are two forces driving this factor:
 - Projects, included those listed as Active, are often not built to the full extent that was originally proposed. An example of this is the Market at Estrella Falls development, which is listed as Active, but built only 236,647 sq ft out of the 950,000 sq ft originally proposed (later changed to 583,055).
 - The further a project is from being completed, the less likely that the project is brought to construction, as market conditions change, or if the project plan/zoning is denied or significantly altered.
- **Timeframe:** Portions of construction may not contribute toward the service need projection calculation, either on the front or back end of the planning horizon, as described below:
 - Given that the development data used by the project team is slightly outdated, projects that are listed as Active have a portion of their construct that has, in reality, already been built. Thus, it must be assumed that a greater portion of units/sq ft has been built out of the total expected for the project. Years 0-2 represent 2020 through 2022, the impacts of which have already been assumed to be accounted for in the call for service and crime data used in the current staffing analysis.
 - Beyond year 11 (2033), any construction is outside of the planning timeframe, and thus does not contribute toward projections. An example of this is any development planned on the Amaranth site, which requires an extension of the AZ-303 parkway, and has since been scrapped. As a result, no development is expected by 2033.
 - Some development projects list start years later than the base year. In these cases, the timeframe that would be implied by the specific project overrides the categorical estimate.
- **Year Start/Year Finish:** Years in which construction occurs and is spread out over, based on the timeframe specified.

The following table outlines these assumptions:

Development Buildout Assumptions Based on Current Project Status

	% To Build	Timeframe	Year Start	Year Finish
Pre-Submittal/Pre-Approval	40%	4-14 years	2024	2036
Platted/Site Plan	45%	3-13 years	2023	2035
Approved Zoning/Plan/Design	50%	2-12 years	2022	2034
Active	50%	0-6 years	2020	2028

The “% to Build” adjustments for Pre-Submittal/Pre-Approval and Platted/Site Plan could be set lower; however, given their relatively long timeframes (2024-2036 and 2023-2035 respectively), it must also be considered that projects not currently proposed could eventually arise and move forward within that timeframe. As a result, the percentage is kept higher in this analysis.

(5) Projected Development by Land Use Category

Utilizing these assumptions and the base dataset, the development activity for each project for all land use types is estimated annually through the year 2033.

Land use types are aggregated into four types based on similarities in service need demand: **Residential**, **Commercial** (including mixed use and hotels in addition to retail/commercial space), **Industrial/Office**, and **Public/Misc.** (including medical, government, institutional/religious, and educational land uses).

The following table provides the results of the analysis on a year-by-year basis:

Annual Development by Land Use Type

	Res. Units Built	Comm. sqft Built	Industrial sqft Built	Pub/Misc sqft Built
2021	1,721	454,887	1,035,444	165,070
2022	2,082	616,292	2,235,238	190,871
2023	2,144	650,654	2,282,009	193,640
2024	2,409	688,157	2,680,340	200,462
2025	2,409	688,157	2,680,340	200,462
2026	2,409	694,983	2,688,342	200,462
2027	2,409	694,983	2,688,342	200,462
2028	2,413	694,983	3,216,008	200,462
2029	692	240,096	2,180,564	35,392
2030	2,150	382,923	2,506,392	159,037
2031	2,150	382,923	2,506,392	159,037
2032	2,150	382,923	2,506,392	159,037
2033	2,150	382,923	2,506,392	159,037

Annual Development as Percentage of All 2021-2033 Activity

	% Total Res. Units:	% Total Comm. sqft:	% Total Office/ Ind. sqft	% Total Pub/ Misc. sqft
2021	6.3%	6.5%	3.3%	7.4%
2022	7.6%	8.9%	7.0%	8.6%
2023	7.9%	9.4%	7.2%	8.7%
2024	8.8%	9.9%	8.5%	9.0%
2025	8.8%	9.9%	8.5%	9.0%
2026	8.8%	10.0%	8.5%	9.0%
2027	8.8%	10.0%	8.5%	9.0%
2028	8.8%	10.0%	10.1%	9.0%
2029	2.5%	3.5%	6.9%	1.6%
2030	7.9%	5.5%	7.9%	7.2%
2031	7.9%	5.5%	7.9%	7.2%
2032	7.9%	5.5%	7.9%	7.2%
2033	7.9%	5.5%	7.9%	7.2%
Total	100.0%	100.0%	100.0%	100.0%

Cumulative Development by Use Type *(In thousands of sq ft)*

	Cumulative Res. Units	Cumulative Comm. ksqft	Cumulative Ind./ Office ksqft	Cumulative Pub./Misc. ksqft
2021	–	–	–	–
2022	–	–	–	–
2023	2,144	651	2,282	194
2024	4,553	1,339	4,962	394
2025	6,962	2,027	7,643	595
2026	9,371	2,722	10,331	795
2027	11,780	3,417	13,019	995
2028	14,193	4,112	16,235	1,196
2029	14,885	4,352	18,416	1,231
2030	17,035	4,735	20,922	1,390
2031	19,185	5,118	23,429	1,549
2032	21,335	5,501	25,935	1,708
2033	23,485	5,884	28,442	1,867

(6) Projection of Population

Focusing on population specifically, the number of residential units built can be translated into population figures by multiplying the number of units by a demographic projection for population per unit. These projections are calculated annually through 2033, from which population is estimated, including a 1-year lag from construction to occupancy. This is an important detail, as construction is not completed on January 1st, but is rolling throughout the year, making it inappropriate to accrue all development effects the year that the construction is finished.

The table below follows a sequential calculation process to project population through the entire projection timeframe:

Projected Population by 2033

Current Population (2022)	106,090
Est. Units Built 2023-2033	23,485
<i>Est. Units Incl 1YR Occupancy Lag</i>	<i>21,335</i>
Pop. Per Unit	2.40
Est. Additional Population by 2033	+51,204
Est. Total Population by 2033	157,294

The population projection figures align with the regional effort provided by the Maricopa Association of Governments (MAG), with some outpacing of those projections as currently being realized since the development of those estimates by MAG.

With development having been projected by land use type, its effects on impacting police service demand can then be estimated.

3. Using Anticipated Development to Project Service Needs

At this point in the analysis, the projection model has estimated for each development the number of residential units and square feet by land use type built each individual year within the projection timeframe, as well as population. This includes the year 2022, the year in which calls for service and crime occurrences were directly measured and mapped geospatially. Totals for each have been counted within each of the development area polygons.

To estimate future service needs, a relationship must be established between development and service needs. This must be separated and examined individually for each land use type, as they have different impacts – residential, commercial, industrial/office, and public/medical/institutional land usage.

At the same time, the relationship must be built using the right selection of developments. A core assumption is used here: **Future development will most closely resemble the more recently built developments of the same time** – in service needs, impacts, and population trends. This is intuitive, as future single-family tract homes in the Estrella region, for instance, will resemble the already-existing impacts of single-family homes in the Estrella region – as opposed to the earliest built homes in Goodyear, for example.

To codify this, a filter is applied to the selection of developments used in establishing the relationship between growth and service needs. Only projects tagged as Completed with an end date of the year 2000 or later, as well as Active projects with a significant portion

of their total development having already been completed, are used to predict future service need impacts.

Furthermore, the selection of comparable developments must be further refined by land use type in order to separately categorize service need impacts. There are many developments that have multiple land use types (e.g., both residential and commercial), but most are exclusively one type of land use.

Without higher-resolution data separating the projects, it is necessary to focus only on recent developments that are exclusively one land use type. This avoids a potentially amorphous multivariate analysis combining the influence of different land use types within individual developments on service need impacts.

Within this selection of development, the rate of police calls for service to either the number of *existing* residential units or thousands of square feet (abbreviated as thousands of square feet, or *ksqft*) is calculated:

Rate of Call for Service Impacts in Recent¹² Developments by Type

Development Type	# Units/sqft	# CFS	CFS per unit/ksqft
Residential	8,132	2,893	0.36
Commercial	3,465,800	1,945	0.56
Industrial/Office	17,231,809	365	0.02
Public	931,783	698	0.75

In projecting developments with multiple land use types, the relationship between units/ksqft is calculated individually for each land use type.

In examining the results, it is clear that a wide swath of development is included in the selection of recent development, and that the sample size is sufficiently large enough to use as a projection base.

The same calculation process is completed for crime occurrences:

¹² The term “Recent Developments” includes projects completed since the year 2000, or large projects under active construction have made significant progress toward completion (e.g., Estrella). Furthermore, only developments that include no more than one land use type (e.g., residential, commercial, office/industrial, or public/medical/misc).

Rate of Crime Impacts in Recent Developments by Type

Development Type	# Units/sqft	# Index Crimes ¹³	Index Crimes Per Unit/ksqft
Residential	8,132	303	0.04
Commercial	3,465,800	419	0.12
Industrial/Office	17,231,809	53	0.00
Public	931,783	62	0.07

Relative to other uses, commercial development has an outsize effect on crime occurrences than for calls for service. This is partly due to shoplifting and other theft-related crimes that are more likely to occur in commercial land usage, as opposed to residential. It is worth keeping in mind, however, that the equivalency between residential units and other land use types (using ksqft) is somewhat arbitrary, as they use different units. Furthermore, the intent is not to convey a specific per-acre difference in impacts, given differences and variability in density applications.

These relationships are then used to project, for each development and for every year within the projection timeframe, the number of calls for service and crimes that occur, given the cumulative total of development progress to that point.

Aggregating this entire process into a single table categorized by land use type, the following table displays the results of these calculations:

Projected Increases From Development Activity (Through 2033)

Development Type	# Units/ ksqft	# CFS	# Index Crimes
Residential	21,335	+8,355	+795
Commercial	5,501	+3,302	+665
Office/Industrial	25,935	+602	+80
Public	1,708	+1,399	+114
Total	54,479	+13,658	+1,653

Over the 11-year projection timeframe, an *additional* 13,658 calls for service and 1,653 index crimes are estimated to result from anticipated development and growth.

¹³ The term "Index Crimes" refer to unique crime occurrence incidents. For instance, if multiple charges are filed, the event is only counted once.

Relative to measured population, calls for service, and crime in 2022 (the true base year), these changes result in around 50% growth in service needs over the 11-year period:

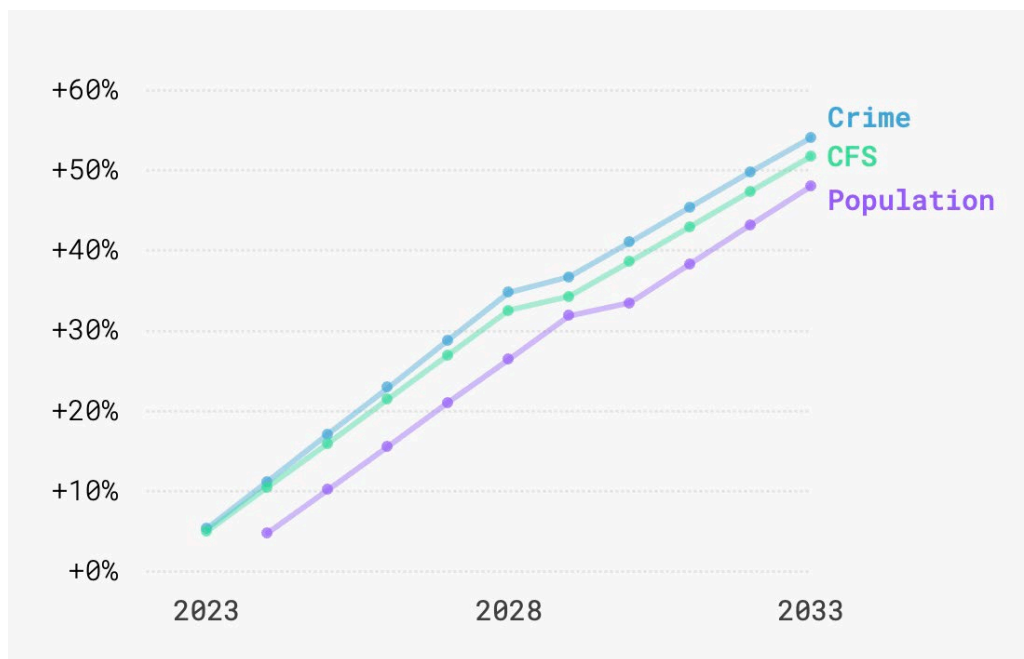
Service Need Growth Relative to Current Needs

	2022	2028	2033	11YR
Population	106,090	134,362	157,294	+48%
Calls for Service	26,402	34,999	40,060	+52%
Crime	3,321	4,476	5,119	+54%

It should be noted that 2022 is used in this table, in contrast with 2023's usage for most projections tables, because it is the base year in which data was actually measured to produce call for service and index crime totals.

The following chart demonstrates the similarities in the rates of increase in population, calls for service and crime:

Cumulative Increase in Service Needs Over the Projection Timeframe



Interestingly, despite the separate and independent projection of service needs by land use type, as well as the different rates of service needs by land use type, the rate of increase in calls for service, index crimes, and population match almost exactly throughout the projection timeframe:

4. Special Areas of Analysis

The projection model individually projects staffing needs for each position category. However, before that process can be conducted, there are certain areas of analysis that must be considered. As the city grows and expands, questions of the need to restructure staffing and introduce new types of services become paramount. These must be examined individually based on a variety of factors, including best practices.

(1) Patrol Deployment and the Geography of Service Demands

Growth in the City of Goodyear will fundamentally alter the geography of police service demand. Given the extraordinarily large geography covered by the department and the remoteness of certain areas of the city, a unique deployment system is currently in place that staffs the southern portion of the city less than full-time, with northern resources filling in at night and on the weekly overlap day.

There are two areas of focus in this regard to geographic deployment and growth:

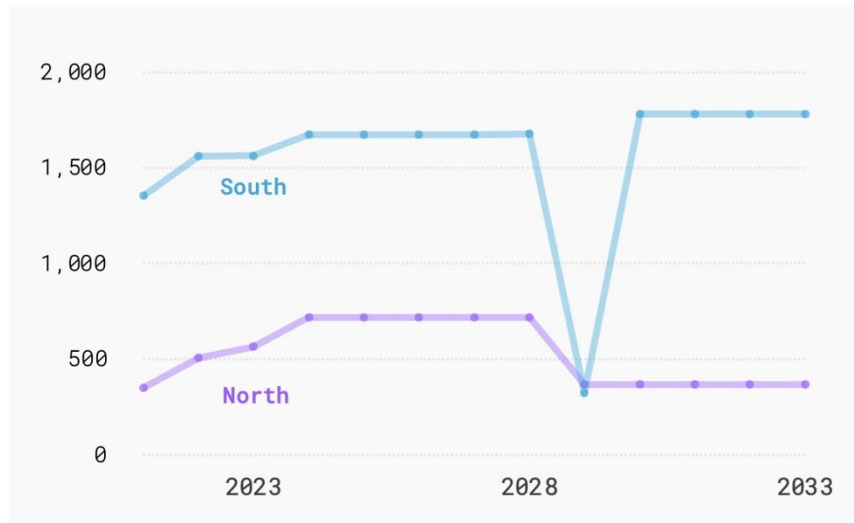
- The point at which 24-hour, 7-day staffing is needed in the South.
- The southward extent of development, which could potentially require a third region and/or parallel command structures and other support services.

The following sections examine how growth will change these needs and require the department to adapt.

(1.1) Full-Time Patrol Staffing in South

Throughout the entirety of the projection timeframe, the majority of residential construction will occur in the southern portion of Goodyear, as shown in the following chart:

Projected Residential Unit Construction in Goodyear



From 2023 through 2033, approximately 74.3% of all residential unit construction will occur in the South, which will lead to nearly 38,000 additional residents over that period. With the population of the southern beats then comprising a population of a small to medium-sized city, a new approach to patrol deployment will be required.

Currently, as discussed in the patrol chapter, South staffing does not cover a full 24-hour, seven days per week schedule. On the overlap day and at night, North patrol staffing covers South.

By 2028, calls for service in the South will be around double the current number. While this will not require doubling minimum staffing levels, given that the current number is based on coverage needs rather than workload, it will require a permanent 24-hour, seven day per week coverage system.

Recommendation:

By 2028, reallocate staffing to deploy full 24-hour, 7-day dedicated staffing in the South.

(1.2) The Southern Extent of Development

An additional consideration must be made with regard to how far south development will occur. In recent years, Goodyear annexed a significant stretch of land southward, including the unincorporated community of Mobile. This area, which is west of Maricopa and an hour's drive from the center of Goodyear, is minimally populated and with few service demands. While the Goodyear Fire Department is staffed and located to provide services in this region, on the law enforcement side, the Maricopa County Sheriff's Office

provides contract policing services. Under current growth, this is an ideal arrangement, as staffing such a remote region would prove costly in terms of resource needs while only being required to handle minimal call for service workloads.

The annexation of Mobile and the surrounding area, which occupies the extreme southern end of the city's current boundaries, revolved around the southward extension of the AZ-303 highway (Sonoran Valley Parkway) to potentially as far as AZ-238, the location of Mobile (around 37 miles away from the current terminus of AZ-303).

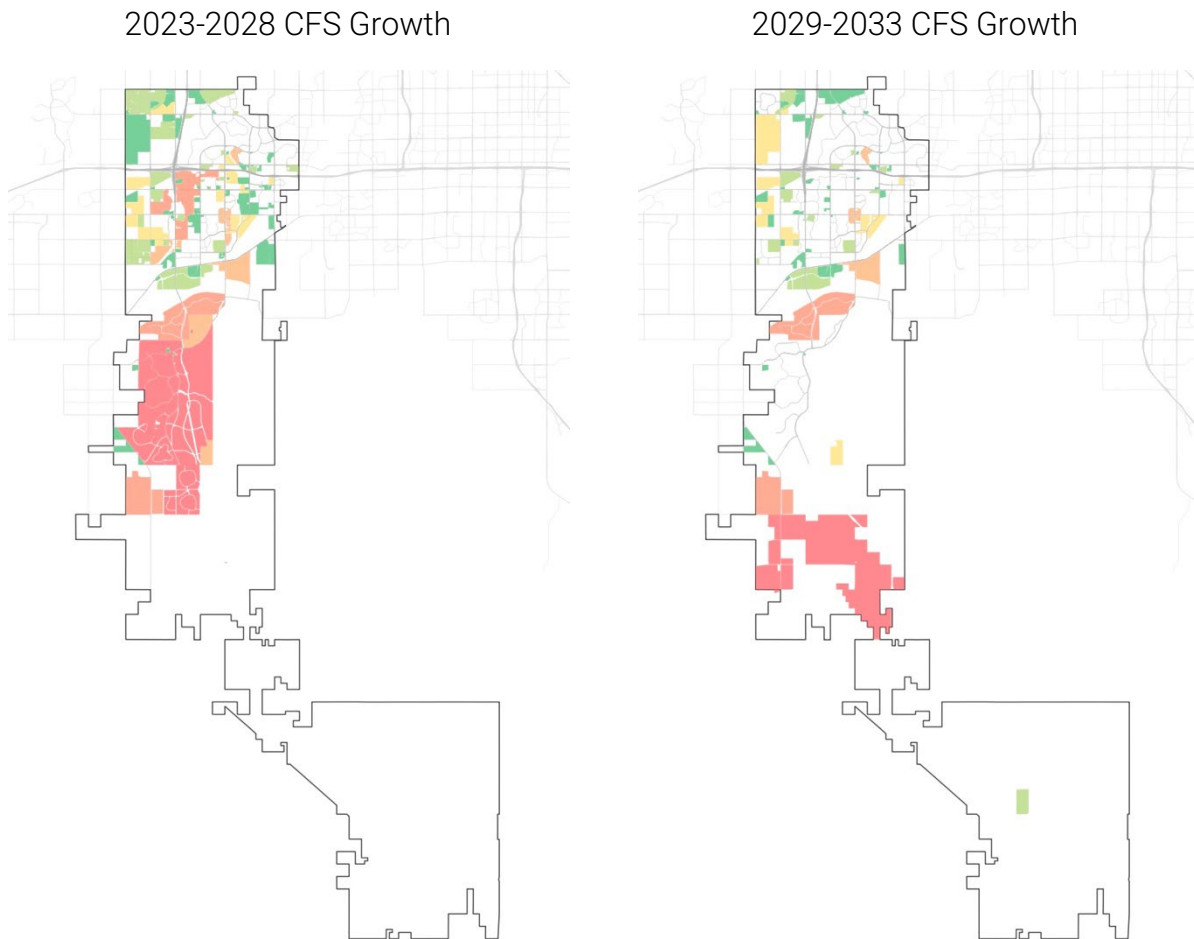


The terminus of AZ-303. Additional right of way for the highway's expansion is evident.

Mobile's annexation was influenced by a planned mega-development, Amaranth, that hinges on the highway's expansion. The development would include around 39,000 to 45,000 residential units, around 7.2m sq ft of commercial space, 14.7m sq ft of office and industrial space, and approximately 287k sq ft of other space types (e.g., public, medical, etc.). However, the development has since been delayed. While activity will pick up in the future with the extension of the highway, no development impacts are anticipated in that area until at least 2035, which falls outside of the projection timeframe for this study.

Without Amaranth or other development in the extreme southern area of Goodyear expected within the next decade, no significant changes are needed to patrol organization beyond the establishment of permanent 24-7 patrol coverage in South.

The following maps visualize this issue by providing a heatmap of where call for service activity is expected to grow from 2023-2028 and 2029-2033 based on anticipated development.



Development marches southward over the projection timeframe, but not to the extent of Mobile (located in the southern end) in a meaningful way that would require a new approach to patrol deployment. As a result, expansion of the current command structure to add a third patrol district or a duplicate structure for specialized units is not needed within the projection timeframe.

Recommendation:

Throughout the projection timeframe, continue the current approach of utilizing the Maricopa County Sheriff's Office to provide law enforcement service services within the Mobile area.

(2) Air Support

Many large metropolitan police departments operate air support units, typically comprised of one or more helicopters that provide support in calls for service. These air

support units can help with tracking suspects, search and rescue, monitoring public demonstrations, support for tactical situations, and other needs.

Currently, air support is provided to Goodyear by the Maricopa County Sheriff's Office, which provides these services regionally across the county. These services are utilized when needed by Goodyear PD, although the Sheriff's Office must balance requests with competing demands, and the time from request to the helicopter arriving on scene can take as much as 30-60 minutes when called in an ad hoc manner.

The costs of operating a helicopter program are significant. In addition to the cost of purchasing a new helicopter, ongoing maintenance, replacement parts, fuel, and personnel costs are high.

These costs are amplified by the critical threshold of service needed to justify the program's goals. If the objective is to provide for widespread availability of the air support unit, then multiple helicopters and flight crews are often needed. Helicopters frequently undergo periods of maintenance (whether routine or as needed) that render them not airworthy, and personnel work one shift for either four or five days per week (excluding sick time, training, and other leave factors). As a result, to achieve seven days per week and more than one shift covered, multiple air units are needed.

For instance, in a program where 3 new helicopters are purchased, at approximately \$7.3-9.5 million (likely more under current interest rates), the example of a program from the Huntington Beach Police Department¹⁴ can be used as a comparison. 6 pilot positions are staffed along with 2 mechanics and 1 supervisor, to allow for 7-day coverage with two operational flight crews. In total, this provides up to 112 hours per week. Covering the maintenance, fuel, parts, and labor needed to staff such a unit could total \$2-3 million annually, in addition to the up-front cost.

This is a considerable investment to shorten helicopter response time. For a city the size of Goodyear, this cost must be balanced with the need and the frequency with which they would be used.

The comparative survey found that none of Goodyear's peers operate air support units, with all utilizing regional (countywide) aviation services:

¹⁴ Source: <http://ftp.costamesaca.gov/costamesaca/council/agenda/2021/2021-06-15/CC-9-Attach-2.pdf>

Comparative Survey Data on Air Support Units

Agency	Population	In- Hour Air Support	Status
Buckeye	101,315	None	Regional/County Level
Chandler	279,458	None	Regional/County Level
Glendale	249,630	None	Regional/County Level
Goodyear	106,090	None	Regional/County Level
Peoria	194,917	None	Regional/County Level
Scottsdale	242,753	None	Regional/County Level
Surprise	149,191	None	Regional/County Level

Other than Buckeye, all of the cities included are larger than Goodyear. By 2033, according to the projections, the population of Goodyear will near 160,000 – still much smaller than Chandler, Glendale, and Peoria – and none of which with an air support unit. To find Maricopa County agencies with air support units, only Phoenix (population of 1.625 million) and Mesa (population of 509,475) retain helicopters.

Goodyear would need to be a regional provider with contracts in place to justify such a unit. However, Goodyear is relatively isolated compared to a city such as Mesa that is immediately surrounded by Tempe, Scottsdale, Chandler, and Gilbert. Thus, there is little added value in contracting for additional service with Goodyear as opposed to relying on the regional/countywide air support services provided by MCSO. Simply put, **the level of growth that Goodyear is projected to experience does not place it within the realm of need for an air support unit within the next 10 years, and likely beyond that period as well.**

5. Comprehensive Staffing Projections

The following chapter examines how the impacts of growth and development translate into staffing needs over the decade.

A core assumption in this analysis is that the **staffing projections are based on maintaining the same level of service that exists now as needs change in the future.** For instance, the current staffing analysis recommended additional patrol positions to maintain a certain level of proactive time. Projections for future staffing needs are based on maintaining that same level of proactive time, except with the call for service workloads projected in each successive year.

The following section examines how staffing is projected for each position category.

(1) Staffing Factors

For core positions such as patrol officers and detectives, staffing needs are determined based on the workload that they handle. These directly draw from projections. For other positions, relationships are indirect.

The staffing needs of many units are tied in relation to something else, whether it is the number of staff in a unit, an external or environmental variable, or the number of staff they supervise. For instance, the number of staff assigned to background investigations is dependent on the size of the organization, or rather the positions that must be filled as a result of attrition and turnover. Some positions do not scale at all as the city grows, such as leadership roles, barring a level of growth that causes the need for fundamental organizational structure change.

In order to provide a common language in the projection model and to ensure that the analysis is replicable, scaling factors for the staffing needs of a position are grouped into several categories:

- **Workload Based:** Staffing needs scale directly to service needs projected by the model. This provides a direct relationship between growth and staffing needs and is the most precise form of projection.
Example: Patrol officer staffing is directly driven by call for service workloads, which are projected in the model over the next decade. Likewise, investigator staffing is driven by crime occurrence projections.
- **Span of control:** Supervisors scale based on the targeted number of direct reports for that function.
Example: Patrol sergeant staffing is calculated based on the current ratio of officers per sergeant.
- **Support to other staff:** A position that supports others, and increasing the size of the unit increases workload and staffing needs. This also includes functions that support the entire department.
Example: Background Investigators' workload is directly related to the number of positions that must be filled, and by extension, the total sworn staffing of the department.
- **Ratio based on other variables:** Any type of quantitative comparison to staffing needs, such as minimum instructor-to-student ratios, environmental factors like the number of crime occurrences, the number of vacancies in the department, etc.
Example: School resource officers scale in relation to the number of schools, where population figures can be used as a proxy.

- **Elective:** A position that, while not necessarily an essential or core function of the department, is established to provide a particular service or to affect the public safety environment (e.g., crime suppression units).
- **Non-scalable/Unique:** Position either occupies a unique role that, within the general frame of the analysis, will not scale. Department executives are examples of unique/non-scalable positions. Or, a position whose relationship to other staffing needs cannot be concisely determined.

The following table provides the results of this analysis position by position, examining the staffing needs now (Rec.), and in two five-year increments within the 11-year projection timeframe beginning in 2023:

Comprehensive Staffing Needs Projections

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
Office of the Chief						
Office of the Chief						
Admin	Chief of Police	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Management Asst.	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1
	Public Info. Officer	Non-scalable Unique position, does not scale.	1	1	1	1
	PT Admin. Asst.	Ratio-based Scales in proportion to population as PIO needs grow, at a rate of 0.5 per 100,000 (rounded).	0	0.5	0.5	1
Admin. Services	Admin Services Mgr.	Non-scalable Unique position, does not scale.	1	1	1	1
	Management Asst.	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1
	Admin. Assistant	Ratio-based Scales in proportion to the size of the department, at 1 per 50 sworn.	3	3	3	3

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
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Field Operations Bureau

Patrol

Admin	Deputy Chief	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
Municipal Security	Facility Sec. Coord	Non-scalable Unique position. Staffing does not scale directly with service needs.	1	1	1	1
	Admin. Assistant	Non-scalable Staffing does not scale directly with service needs.	0.5	0.5	0.5	0.5
Patrol	Commander	Non-scalable Executive position. Staffing does not scale directly with service needs. Position needed in 2033 after more growth has occurred in South.	0	0	0	2
Patrol	Lieutenant	Ratio-based Scales in relation to the number of watch teams that must be covered.	6	6	6	6
	Sergeant	Span of Control Based on maintaining the current span of control ratio of approximately 1 position per 6 officer reports.	10	10	13	15
	Officer	Workload-based Scales in relation to calls for service. North vs. South staffing has additional factors to consider.	66	66	78	90
	Police Assistant	Workload-based Scales in relation to calls for service. North vs. South staffing has additional factors to consider.	2	2	3	3
Alternative Response	Police Assistant	Workload-based Scales in relation to calls for service. North vs. South staffing has additional factors to consider.	0	2	3	3

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
Prisoner Transport	Police Assistant	Fixed coverage Determined by the coverage requirements or the number of shifts that must be filled. As the city grows, the unit will need to expand to provide for more consistent coverage.	1	1	2	2
SRO	Sergeant	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1
	Officer	Ratio-based Scales in relation to the number of schools that must be covered. Population can be used as a proxy for this, at 1 SRO per 25,000, which reflects the current rate.	4	4	5	6

Specialized Patrol Division

Admin	Lieutenant	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
Traffic Unit	Sergeant	Span of Control Based on span of control ratio of approximately 1 position per 7 reports.	1	2	2	2
	Officer	Ratio-based Scales in proportion to population as vehicular traffic and accidents increase, at a rate of 1 per 12,000.	7	9	11	13
	Inv. Specialist	Workload-based Scales in relation to crime occurrences.	1	1	1	2
Special Inv. Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 6 reports.	1	1	2	2
	Detective	Workload-based Scales in relation to crime occurrences.	6	7	9	11

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
K9 Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 8 reports.	1	1	1	1
	Officer	Fixed coverage Determined by the coverage needs or number of shifts that must be filled. By 2028, an additional K9 is needed for more consistent coverage.	4	4	5	5
SWAT	Sergeant	Non-scalable Unique position, does not scale.	1	1	1	1
Community Services Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 8 reports.	1	1	1	1
	Officer	Ratio-based Scales in proportion to population, at 1 per 40,000 residents.	3	3	4	4
	Volunteer Coord.	Non-scalable Unique position, does not scale.	0.5	0.5	0.5	0.5

Support Services Bureau

Admin	Deputy Chief	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
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Professional Standards Division

Admin	Lieutenant	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Admin. Assistant	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1
Internal Affairs Unit	Sergeant	Ratio-based Scales in proportion to number of sworn positions in the department, at 1 per 50 sworn.	2	3	4	4

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
	Officer	<i>Position recommended to be eliminated</i>	1	0	0	0
Health and Safety	Sergeant	Non-scalable Unique position, does not scale.	1	1	1	1
Backgrounds Inv. Unit	Backgrounds Inv.	Ratio-based Scales in proportion to number of sworn positions in the department, at 1 per 80 sworn.	1	2	2	3
Training Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 8 reports.	1	1	1	1
	Officer	Ratio-based Scales in proportion to number of sworn positions in the department. Maintains the current recommended rate of 1 per 30 sworn. <i>Includes transfer of officer position from the Academy Unit.</i>	2	4	6	7
Academy Training	Sergeant	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1
	Officer	<i>Recommendation made to transfer to Training Unit. Position will still be assigned operationally to the academy</i>	1	0	0	0

Criminal Investigations

Admin	Lieutenant	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Crime Intel Analyst	Workload-based Scales in relation to crime occurrences.	1	1	1	2
	Inv. Specialist	Workload-based Scales in relation to crime occurrences.	1	1	1	2

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
Major Crimes Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	2	2
	Officer	Workload-based Scales in relation to crime occurrences.	6	8	11	12
Property Crimes Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1
	Officer	Workload-based Scales in relation to crime occurrences.	6	6	8	9
Special Victims Unit	Sergeant	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1
	Officer	Workload-based Scales in relation to crime occurrences.	6	6	8	9
Crime Scene Investigations	Supervisor	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1
	Crime Scene Spec.	Workload-based Scales in relation to crime occurrences.	2	2	3	3
Victim Services	VA Supervisor	Span of Control Based on span of control ratio of 1 position per 8 reports.	1	1	1	1
	Victim Advocate	Workload-based Scales in relation to crime occurrences.	1	2	3	3

Administrative Division

Admin	Lieutenant	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
Records	Records Supervisor	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1

Unit/Division	Position	Scaling Factors	Curr.	Rec.	2028	2033
Property and Evidence	Records Spec.	Workload-based Scales in relation to calls for service as a proxy for records workload.	3	4	5	6
	Records Clerks	Workload-based Scales in relation to calls for service as a proxy for records workload.	2	2	3	3
	P/E Supervisor	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1
	P/E Officer	Workload-based Scales in relation to calls for service as a proxy for property and evidence workload.	2	2	3	3

Telecommunications Division

Admin	Telecom. Manager	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Supervisor	Span of Control Based on span of control ratio of 1 position per 10 reports.	1	1	1	1
	Radio Technician	Non-scalable Staffing does not scale directly with service needs.	0.5	0.5	0.5	0.5
Squads A/B/C/D	Supervisor	Fixed coverage Determined by the coverage requirements or the number of shifts that must be filled. By 2033, an additional supervisor is needed for more consistent coverage and to minimize overtime.	4	4	4	5
	Telecommunicator	Workload-based Scales in relation to calls for service as a proxy for records workload.	11	11	15	17

(2) Summary of Staffing Projections

The projections outlined in the previous table amount to the total following staffing changes over the next decade, separated by sworn and civilian staffing categories:

Summary of Staffing Projections (Sworn)

	Auth	Rec.	2028	2033	+/-
Office of the Chief	1	1	1	1	+0
Field Operations Bureau	114	118	141	162	+44
Support Services Bureau	34	37	48	52	+15
Total	149	156	190	215	+59

Summary of Staffing Projections (Civilian)

	Auth	Rec.	2028	2033	+/-
Office of the Chief	7	7.5	7.5	8	+1
Field Operations Bureau	6	8	11	12	+4
Support Services Bureau	35.5	38.5	47.5	54.5	+16
Total	48.5	54	66	74.5	+21

Over the next decade, an additional 59 sworn positions and 21 civilian positions are needed in order to provide the same level of service established by the recommendations made in the current staffing analysis.

Recommendation:

By 2033, increase staffing by 59 sworn positions and 21 civilian positions in order to provide the same level of service that is recommended now as service needs grow due to continued growth and development in Goodyear.

- *These staffing levels are above the numbers recommended in the current staffing analysis, rather than the present authorized strength.*
- *It is critical to stress that the staffing increases recommended in the projections are designed to maintain the current level of service as needs change. Any new programs or services that could be considered in the future would be in addition to the numbers listed here.*

Appendix A – Department Descriptive Profile

The following descriptive profile outlines the organization, structure, and staffing of the Goodyear Police Department (GPD). The information contained in the profile has been developed through interviews conducted within GPD and review of various documents provided by the Department.

It is important to note that the primary objective of this profile is to review and confirm our current understanding of the Police Department. Consequently, no analysis or findings are contained in this document. Instead, the document focuses on outlining the following items:

- The organizational structure of each area of the Police Department.
- High level descriptions of the main functions and work areas of each GPD work unit.
- The authorized (budgeted) and actual (currently filled) number of positions by rank or classification assigned to each unit.
- The roles, objectives, and responsibilities of each unit.

The profile was the first deliverable of this project. This profile helps serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in scope of the study.

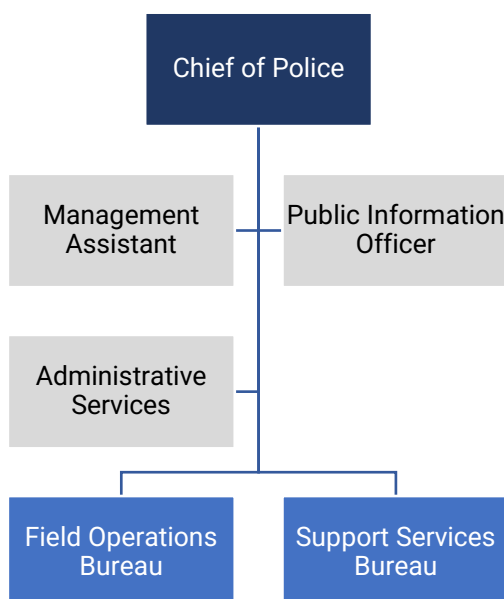
The following chart is a general functional depiction of the structure of the Goodyear Police Department:

1. Office of the Chief

Assigned to the Office of the Chief is the Public Information Officer, the Management Assistant, and Administrative Services personnel.

(1) Organization

The following chart outlines the organization of the Office of the Chief of Police:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Office of the Chief. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Office of the Chief				
	1	1	Chief of Police	- The Chief of Police provides overall leadership, management, and administration of the Police Department. - The Management Assistant completes various
	1	1	Management Assistant	
	1	1	Public Information Officer	

Unit/Division	Curr	Auth	Position	Unit Description
				administrative tasks in support of the Chief. The Public Information Officer is the department spokesperson, liaison with media, and manages department's social media accounts.
Administrative Services	1 1 3	1 1 3	Admin Services Manager Management Assistant Administrative Assistant	- The Administrative Services Manager supervises Administrative Assistants and tasks assigned to the Unit. - The Manager is responsible for budget processes to include monitoring expenditures and producing monthly reports. - The Manager manages payroll and personnel systems. - The Management Assistant publishes department reports to include budget, strategic planning, and accomplishment documents. - The Management Assistant monitors and analyzes department budgets. - Administrative Assistants assist the public with information and receive mail and packages. - Administrative Assistants process requisitions, invoices, training and travel requests, and perform P-Card reconciliations. - Administrative Assistants manage the off-duty assignments for officers. - One Administrative Assistant fills the role of department Quartermaster.
Sworn	1	1		
Non-Sworn	7	7		
Total Staff	8	8		

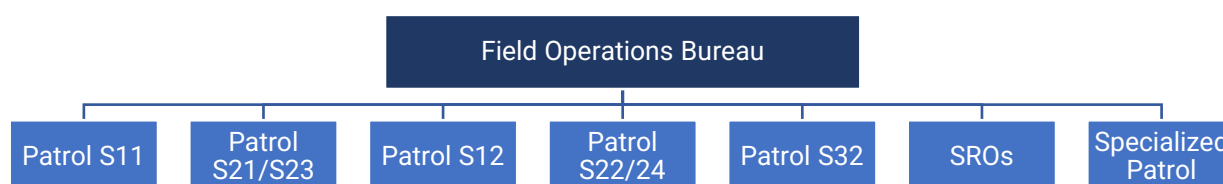
2. Field Operations Bureau

The Field Operations Bureau is led by a deputy chief and consists of all patrol teams and other specialized units, including the Specialized Patrol Division.

1. Patrol

(1) Organization

The following chart outlines the organization of patrol teams and other units within the Field Operations Bureau, as well as the administration of the Bureau overall:



Staffing and key roles and responsibilities are provided below:

Unit/Division	Curr	Auth	Position	Unit Description
Patrol				
Admin	1	1	Deputy Chief	- Responsible for managing the Field Operations Bureau, which also includes the Specialized Patrol Division. - As there is no Commander classification, the lieutenants over each section report directly to the deputy chief.
Municipal Security	1 0.5	1 0.5	Facility Security Coord Admin Assistant	Coordinates security at municipal facilities, including council meetings.
Patrol				
Patrol	6 8	6 10	Lieutenant Sergeant	Lieutenants are watch commanders, managing shift teams and responding to critical

Unit/Division	Curr	Auth	Position	Unit Description
	51 1	57 2	Officer Police Assistant	incidents as needed. They also retain ancillary duties. • Patrol sergeants are first-line supervisors in the field. • Patrol officers respond to calls for service and work proactively in the field. • Patrol personnel assigned to the north work 10-hour shifts, with Tuesday as a common overlap day. while personnel assigned to the south teams work 12.3-hour shifts. • On Tuesdays, personnel from the north cover the south.
Prisoner Transport	1	1	Police Assistant	• The prisoner transport is responsible for transporting prisoners to the county jail, thus saving officers significant time.
SRO	1 4	1 4	Sergeant Officer	• School resource officers (SROs) provide security and law enforcement services to schools within Goodyear. • SROs are assigned to specific schools and provide programmatic education in addition to law enforcement functions.
Sworn	71	79		
Non-Sworn	3.5	4.5		
Total Staff	74.5	83.5		

The shift schedule is as follows, including those assigned to the south who work a 13 hour and 20-minute shift, in contrast with the 10-hour shift worked by most personnel:

Shift	Days	Start	End	Sergeant	Officer
Day	Sat-Tue	0500	1500	1	7
	Tue-Fri	0500	1500	1	7
Swing	Sat-Tue	1300	2300	1	7
	Tue-Fri	1300	2300	1	7
Third	Sat-Tue	2000	0600	1	7
	Tue-Fri	2000	0600	1	8
South	Sat-Mon	0940	2300	1	4
	Wed-Fri	0940	2300	1	4

2. Specialized Patrol Division

The Specialized Patrol Division is led by a Lieutenant and comprised of the Crisis Negotiations Unit (collateral assignment), Traffic Unit, Special Investigations Unit, K9 Unit, SWAT, and Community Services Unit. Staff is comprised of both sworn and non-sworn personnel.

(1) Organization

The following chart outlines the organization of the Specialized Patrol Division:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Specialized Patrol Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Specialized Patrol Division				
	1	1	Lieutenant	The Lieutenant manages the day-to-day operations of the division, provides oversight, and allocates resources to established priorities.
Crisis Negotiations <i>* Collateral duty – personnel numbers are not counted in division total.</i>	1 1 6	1 1 6	Lieutenant Sergeant Officer	- The Lieutenant provides administrative oversight and management. - The Sergeant is the Team Leader. - The Officers interact with a variety of persons and assist in various operations such as barricaded persons and hostage rescues.
Traffic Unit	1 7 1	1 8 1	Sergeant Officer Investigation Specialist	- The Sergeant provides first-line supervision, assigns work, evaluates tasks, and provide day to day unit supervision. - One Officer assigned CMV enforcement. - Four Officers are assigned traffic enforcement duties (3 on motorcycles and 1 in vehicle). - Two Officers are assigned to DUI enforcement duties. - The Investigation Specialist is responsible for various traffic related administrative duties and conducts vehicle impound hearings.
Special Investigations Unit	1 5	1 6	Sergeant Detective	- The Sergeant provides first-line supervision, assigns work, evaluates tasks, and provide day to day unit supervision. - Four Detectives investigate street level crimes and narcotics community tips and assist with surveillance and apprehensions. - One Detective is assigned to the DEA Narcotics Task Force.

Unit/Division	Curr	Auth	Position	Unit Description
				The vacant Detective position is assigned to the DPS Vehicle Theft Task Force.
K9 Unit	1 4	1 4	Sergeant Officer	- The Sergeant provides first-line supervision, assigns work, evaluates tasks, and provide day to day unit supervision. The Sergeant is a K9 Handler. - The Officers are K9 Handlers who assist patrol officers as needed and respond to calls where a K9 is needed.
SWAT <i>* Collateral duty for officers (Sergeant is full-time) – officer personnel numbers are not counted in division total.</i>	1 10	1 10	Sergeant Officer	- The Sergeant has administrative management and direct supervisor responsibilities. - The Officers provide tactical support and conduct high risk operational support as needed.
Community Services Unit	1 3 0.5	1 3 0.5	Sergeant Police Assistant Volunteer Coordinator	- The Sergeant supervises unit personnel and oversees day to day work unit functions. - The Sergeant builds police vehicle packages for the fleet manager, coordinates the Citizens Academies, organizes and staffs community events, and is the back up for PIO duties. - Two Police Assistants are responsible for Homeless outreach connecting persons with services. - Police Assistants work with HOA's on crime reduction strategies to include coordinating neighborhood Block Watches and the You are Not Alone program for seniors. - Police Assistants work community events and projects as assigned. - The Volunteer Coordinator facilitates the Volunteers in Police Services program for the department.

Unit/Division	Curr	Auth	F
Sworn	24	25	
Non-Sworn	1.5	1.5	
Total Staff	25.5	26.5	

4. Support Services Bureau

The support services bureau is led by a deputy chief and is comprised of professional standards, criminal investigations, administration, and telecommunications.

1. Professional Standards Division

The Professional Standards Division led by a Lieutenant and is comprised of the Internal Affairs Unit, the Training Unit, and Police Academy personnel (temporary assignments). Staff is comprised of both sworn and non-sworn personnel.

(1) Organization

The following chart outlines the organization of the Professional Standards Division:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Professional Standards Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

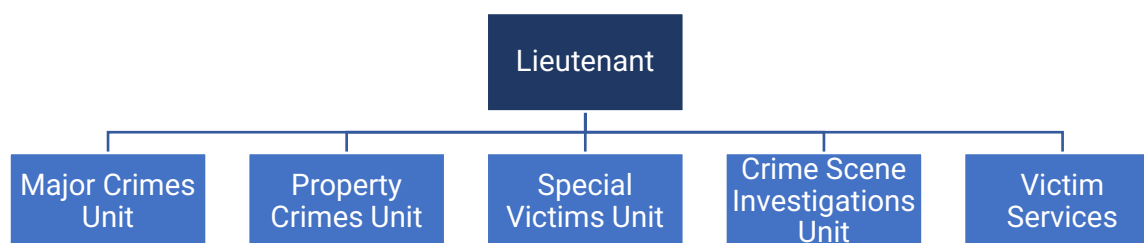
Unit/Division	Curr	Auth	Position	Unit Description
Professional Standards Division				
	1	1	Lieutenant	- The Lieutenant manages the day-to-day operations of the division, provides oversight, and allocates resources to established priorities. - The Administrative Assistant completes various clerical duties for the division.
	1	1	Administrative Assistant	
Internal Affairs Unit	2	2	Sergeant	- The Sergeant conducts internal investigations, provides first-line supervision, assigns work, evaluates tasks, and provide day to day unit supervision. - The Officer conducts property and evidence audits and conducts low-level internal investigations. - The Background Investigator conducts pre-employment background investigations (non-sworn).
	1	1	Officer	
	1	1	Backgrounds Investigator	
Training Unit	1	1	Sergeant	- The Sergeant provides first-line supervision, assigns work, evaluates tasks, provides day to day unit supervision, and instructs various training courses. - The Officers create and instruct various training courses, and complete administrative tasks associated with in-service training program.
	2	2	Officer	
Academy Training	1	1	Sergeant	- The Sergeant is assigned to a regional police academy as an academy class sergeant, supervises recruit training officers and schedules training. - The Officer is assigned to a regional police academy as a recruit training officer. Responsible for the day-to-day handling of recruits.
	1	1	Officer	
Sworn	9	9		
Non-Sworn	2	2		
Total Staff	11	11		

2. Criminal Investigations

Criminal Investigations is led by a Lieutenant and is comprised of the major crimes unit, property crimes unit, special victims unit, crime scene investigations unit and victim services.

(1) Organization

The following chart outlines the organization of the criminal investigations:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the criminal investigations. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Criminal Investigations				
	1	1	Lieutenant	- The lieutenant provides overall leadership, management, and administration of criminal investigations. - The crime intel analyst produces crime bulletins, pattern information, helps investigators info packs on suspects, works with other agencies. - The investigations specialist is a liaison to county attorney, sends reports and handles requests from the county attorney’s office.
	1	1	Crime Intel Analyst	
	1	1	Investigations Specialist	

Unit/Division	Curr	Auth	Position	Unit Description
				They also do annual stats and helps with case packets.
Major Crimes Unit	1 5	1 6	Sergeant Detectives (officer)	• The major crimes unit investigates person crimes. • The sergeant oversees the unit, assigns cases, monitors cases and assists when needed. • Detectives, write warrants, interview victims and suspects and write reports. • One detective does all the digital forensics. Detectives work 4-10s covering M-F 7am to 5pm.
Property Crimes Unit	1 5	1 6	Sergeant Detectives (officer)	• The property crimes unit investigates thefts burglaries and financial crimes. • The sergeant oversees the unit, assigns cases, monitors cases and assists when needed. The sergeant also reviews online reports. • Detectives, write warrants, interview victims and suspects and write reports. • Detectives work 4-10s covering M-F 7am to 5pm.
Special Victims Unit	1 5	1 6	Sergeant Detectives (officer)	• The Special Victims Unit investigates sex crimes, Internet Crimes Against Children (ICAC), child and elder abuse. • The sergeant oversees the unit, assigns cases, monitors cases and assists when needed. • Each detective has specialty, 1 focuses on child and elder abuse, 2 detectives focus on sex assaults and 1 detectives focuses sex assault and missing juveniles. When filled 1 detective would focus on sex offenders and ICAC cases. • Detectives, write warrants, interview victims and suspects and write reports.

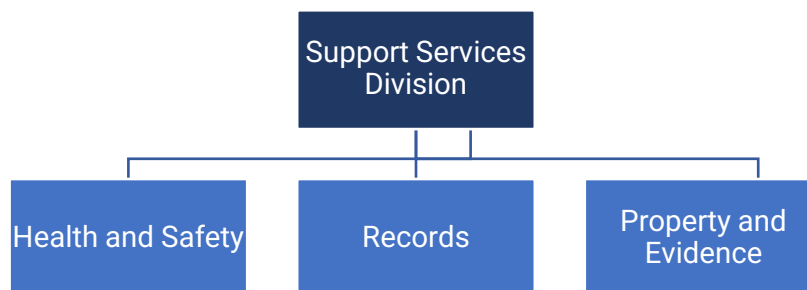
Unit/Division	Curr	Auth	Position	Unit Description
				• Detectives work 4-10s covering M-F 7am to 5pm.
Crime Scene Investigations Unit	1 2	1 2	Supervisor Crime Scene Specialist	• The crime scene investigations unit responds to major crime scenes (mostly person crimes), processes, and collects evidence. • The supervisor oversees the unit and assigns tasks. • The supervisor and crime scene specialist work 4-10s covering M-F and are on call 24 hours a day.
Victim Services	1 1	1 1	Victim Advocate Supervisor Victim Advocate	• Victims services assists victims of crime with referrals to services and victim compensation and assist them with the criminal justice process. • The supervisor oversees the unit and focuses on assisting sexual assault victims. • The victim advocate focuses on assisting victims of domestic violence.
Sworn	19	22		
Non-Sworn	7	7		
Total Staff	26	29		

3. Support Services Division

The Support Services Division led by a Lieutenant and is comprised of Health and Safety, Records, and Property and Evidence. Staff is comprised of both sworn and non-sworn personnel.

(1) Organization

The following chart outlines the organization of the Support Services Division:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Support Services Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Support Services Division				
	1	1	Lieutenant	- The Lieutenant manages the day-to-day operations of the division, provides oversight, and allocates resources to established priorities. - The Lieutenant is the liaison for the Goodyear City Court and city IT Staff. - The Lieutenant manages the facilities to include vendor contracts for cleaning and repairs.
Health and Safety	1	1	Sergeant	The Sergeant assigned to Health and Safety is responsible for event planning for the city to include organizing and staffing events.
Records	1 3 2	1 3 2	Records Supervisor Records Specialists Records Clerks	- The Records Supervisor oversees they day to day work in Records. - The Records Supervisor merges Officers’ reports into RMS, to include scanning documents to attach electronic files. - The Records Manager prepares charging documents for the prosecutor. - One Records Specialist is the body camera administrator for the department which includes training all personnel, completing redactions for

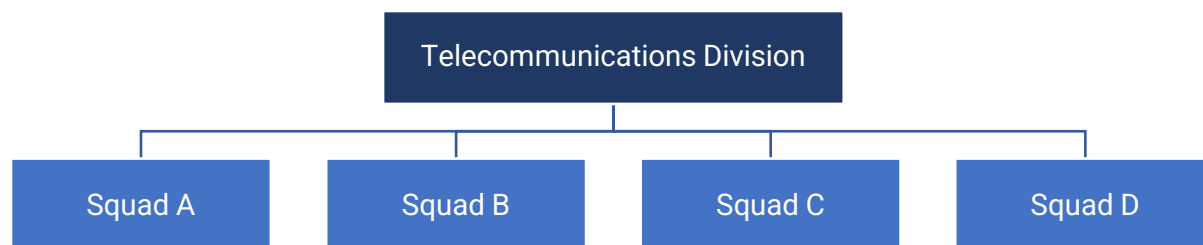
Unit/Division	Curr	Auth	Position	Unit Description
				public requests and preparing discovery for case reports. - Records Specialists process public records requests, scan documents manage and disseminate body cam and taser equipment to officers. - Records Clerks assist the public, log report requests, process background checks, and respond to email and fax requests.
Property and Evidence	1 2	1 2	Supervisor Property and Evidence Officer	- The Property and Evidence Supervisor oversees all property and evidence functions. - The Property and Evidence Supervisor performs property room functions in support of officers in addition to annual audits, property disposition notifications, and preparing for auction. - Property and Evidence Officers are responsible for property pickup, database entry and storage. - Property and Evidence Officers assist the public for item returns, sending and retrieving evidence from the lab and purging property.
Sworn	2	2		
Non-Sworn	9	9		
Total Staff	11	11		

4. Telecommunications Division

The Telecommunications Division is led by a Telecommunication Manager. Staff is comprised of non-sworn personnel receiving and dispatching 911 and non-emergency police calls for service.

(1) Organization

The following chart outlines the organization of the Telecommunications Division:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Telecommunications Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Telecommunications Division				
	1	1	Telecom. Manager	- The Manager has over-all responsibility for the division overseeing the budget, scheduling, recruiting and training. - The Supervisor is a working supervisor assigned to an overlap shift for the first of the week squads. - The Supervisor is the Division Trainer for Telecommunication trainees. - The Radio Technician assists with minor software and radio maintenance and repairs. - Trainees are trained to APCO training standards prior to call taking responsibilities.
	1	1	Supervisor	
	.5	.5	Radio Technician	
	6	8	Trainees	
Squad A First of the Week Day Shift	1 2.5	1 2.5	Supervisor Telecommunicators	- The Supervisor is responsible for first of the week day shift dispatch functions and works alongside Telecommunicators. - Telecommunicators are cross trained in taking and dispatching police calls.

Unit/Division	Curr	Auth	Position	Unit Description
Squad B First of the Week Night Shift	1 3	1 3	Supervisor Telecommunicators	• The Supervisor is responsible for first of the week night shift dispatch functions and works alongside Telecommunicators. • Telecommunicators are cross trained in taking and dispatching police calls.
Squad C End of the Week Day Shift	1 3	1 3	Supervisor Telecommunicators	• The Supervisor is responsible for end of the week day shift dispatch functions and works alongside Telecommunicators. • Telecommunicators are cross trained in taking and dispatching police calls. • One Telecommunicator works an overlap shift for the end of the week platoons.
Squad D End of the Week Night Shift	1 3	1 3	Supervisor Telecommunicators	• The Supervisor is responsible for end of the week night shift dispatch functions and works alongside Telecommunicators. • Telecommunicators are cross trained in taking and dispatching police calls.
Sworn				
Non-Sworn	24	26		
Total Staff	24	26		

Appendix B – Results of the Police Department Employee Survey

The Matrix Consulting Group (MCG) was retained by the Goodyear Police Department (GPD) to complete a Staffing Study of GPD. The scope of work included a survey to gauge the attitudes of the employees of the department in various topics about the Department and serving the community. An employee survey is important in any police study today. MCG project staff arrived at these specific questions and themes after consultation with members of GPD staff during the early stages of the project.

The initial round of invitations was distributed on February 20, 2023, and the survey was closed to responses on March 3, 2023. Of the 195 total invitations sent to GPD employees, there were a total of 152 responses (either partial or complete) received by the project team, resulting in a response rate of 78%. This response rate is high in the experience of MCG project staff.

Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note.

- GPD employees feel that the department provides a high level of service to the Goodyear community,
- GPD employees have high regard for the training that is provided to them,
- Internal communication and accountability were identified as issues,
- GPD employees feel that there are inadequate staffing levels in many areas – patrol, support staff, and staffing generally, now and for the future.

Employee Survey Results

Responses are organized into sections based on question topic/themes.

1. Respondent Demographics and Background Information

Of the 152 responding employees, there were a total of 106 (70%) sworn employees compared to 46 (30%) civilian employees.

Employee Status	%	#
Sworn Employee	69.7%	106
Professional Staff Employee	30.3%	46
Total Responses	100.0%	152

A large majority of respondents indicated being a male (70%), followed by Female respondents (30%). Four employees declined to respond to this question.

Employee Gender	%	#
Male	70.2%	106
Female	29.8%	45

Most responding employees indicated that they have served GPD for 5 years or less (40%), followed by an equal number of respondents (40) who indicated that they have served GPD for either between 5 and 10 years or 15 years or more. The remaining 12 respondents (8%) indicated serving GPD between 11 and 15 years.

Employee Tenure	%	#
Less than 5 years	39.5%	60
Between 5 and 10 years	26.3%	40
Between 11 and 15 years	7.9%	12
15 years or more	26.3%	40

A large percentage of respondents are sworn Police Officers, Detectives, or Corporals (49%), followed by another 22% (34 respondents) indicating that they are non-supervisory professional staff. Supervisory professional staff represented 10% (15 respondents) of the total respondent pool.

Employee Current Rank	%	#
Professional Staff: Non-Supervisory	22.4%	34
Professional Staff: Supervisory	9.9%	15
Sworn: Police Officer, Detective, or Corporal	48.7%	74
Sworn: Sgt., Lt., Cpt., Deputy Chief, or Chief of Police	19.1%	29

A large majority of respondents indicated being of White race (72%), followed by 20% Hispanic or Latino, and 3% Black or African American respondents. Seven respondents (5%) indicated being of an "Other" race.

Employee Race	%	#
White	72.2%	109
Black or African American	3.3%	5
Hispanic or Latino	19.9%	30
Other	4.6%	7

Almost half (40%) of respondents have acquired a 4-year college degree with another 12% achieving post-graduate collegial education. Forty-four respondents (29%) indicated acquiring some college while 21 others (14%) indicating receiving a 2-year college degree.

Level of Education	%	#
High School Diploma	5.3%	8
Some College	29.0%	44
2-year Degree	13.8%	21
4-year Degree	40.1%	61
Graduate School	11.8%	18

A majority of responding employees (51%) were currently assigned to the Field Operations Bureau within GPD. This is followed by 34% of respondents (51) currently assigned to the Support Services Bureau with the remaining 23 respondents (15%) being assigned to either the Chief's Office or Administrative Services.

Employee Current Assignment	%	#
Chief's Office/Administrative Services	15.2%	23
Field Operations Bureau	51.0%	77
Support Services Bureau	33.8%	51

2. Multiple Choice Questions

The following two sections report responses to questions relating to 1) General Topics of the Goodyear Police Department and 2) topics specific to the Field Operations Bureau. The general topics section was asked to all employees, regardless of current assignment, while the patrol specific questions were asked to those employees who indicated that they were currently assigned to patrol.

Questions regarding these topics were asked in statement form, asking respondents to indicate their level of agree (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

General Questions

General topics questions were asked to all staff members. These questions cover topics such as GPD's level of service to the community, their relationship with the community, training and technological resources, internal communication, and many others. The findings are presented in the table below:

#	Statement	SD	D	A	SA	NO
1	The Goodyear Police Department provides a high level of service to the community.	1%	3%	42%	53%	1%
2	Community policing is a high priority for the Department.	1%	5%	45%	47%	3%
3	In general, we have a good relationship with the community.	1%	0%	35%	64%	1%
4	I receive enough training to be effective at my job.	4%	19%	50%	25%	1%
5	I have the technology necessary to complete my job tasks adequately and efficiently.	8%	27%	44%	18%	2%
6	Our hiring practices bring in the best officers/employees for the job.	6%	25%	38%	18%	13%
7	There is clear communication from the top of the organization.	14%	34%	33%	11%	8%
8	There is a high level of accountability throughout the organization.	8%	25%	43%	17%	8%
9	Supervisory spans of control are adequate.	4%	13%	49%	23%	11%
10	Support functions outside of the Field Operations Bureau are adequately staffed ¹⁵ ...	18%	34%	25%	8%	16%
11	The City has done an adequate job in providing resources to the police department ¹⁶ ...	26%	28%	29%	10%	8%
12	Goodyear PD is adequately staffed to handle the emerging needs of the community.	41%	42%	12%	2%	3%

Responding employees indicated having high levels of agreement relating to the following topics:

¹⁵ Full Statement: Support functions outside of the Field Operations Bureau are adequately staffed to ensure the maintenance of service level goals.

- The high level of service that GPD provides to the community,
- GPD's emphasis on community policing,
- The adequacy of training at GPD,
- Technological resources provided to employees,
- Recruitment practices of GPD,
- Accountability throughout the organization, and
- The adequacy of supervisory spans of control.

While most questions showed results with high levels of agreement amongst GPD employees, there were also several areas identified by MCG project staff as opportunities for improvement within GPD. These topics are listed and expanded upon in the section below.

General Topics Opportunities for Improvement

Expansion of these areas are listed on a question-by-question basis. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#7 "There is clear communication throughout the organization."

Approximately 48 percent of respondents overall indicated a level of disagreement with this statement regarding the clarity of communication throughout the organization.

¹⁶ Full Statement: The City has done an adequate job in providing resources to the police department to respond to the growing demand in Goodyear.

Employee Rank	SD	D	A	SA	NO
Professional Staff: Non-Supervisory	19%	26%	29%	13%	13%
Professional Staff: Supervisory	8%	31%	38%	8%	15%
Sworn: Police Officer, Detective, or Corporal	14%	36%	34%	11%	5%
Sworn: Sgt., Lt., Cpt., Deputy Chief, or Chief of Police	10%	41%	31%	10%	7%

As shown above, there were distinguishable findings across employees' current ranks. Non-supervisory professional staff were inclined strongly disagree with this statement. Most notably, all ranks of sworn personnel expressed disagreement with this statement across the board.

#10 "Support functions outside of the Field Operations Bureau are adequately staffed to ensure the maintenance of service level goals."

Findings indicate that more than half of respondents (52%) disagreed with this statement relating to the adequacy of staffing of support functions outside of the Field Operations Bureau.

Current Assignment	SD	D	A	SA	NO
Chief's Office/Administrative Services	22%	26%	22%	17%	13%
Field Operations Bureau	14%	33%	30%	7%	16%
Support Services Bureau	22%	37%	17%	4%	20%

Findings indicated that these results were found across all employee demographics, including employee's current assignment (shown above).

#11 “The City has done an adequate job in providing resources to the police department to respond to the growing demand in Goodyear.”

Again, more than half of respondents (54%) disagreed or strongly disagreed with this statement regarding the resource support from the City of Goodyear. Results were fairly consistent across employee demographics, with the exception of employee current assignment, as shown below:

Current Assignment	SD	D	A	SA	NO
Chief’s Office/Administrative Services	13%	17%	48%	13%	9%
Field Operations Bureau	32%	30%	21%	9%	8%
Support Services Bureau	24%	27%	33%	9%	7%

Members of the Chief’s Office and administrative services expressed a more positive outlook on the support given by the City of Goodyear, as opposed to the responses of Field Operations and Support Services employees.

#12 “Goodyear PD is adequately staffed to handle the emerging needs of the community.”

A large majority (83%) of respondents indicated that they disagreed or strongly disagreed with the statement above regarding the adequacy of GPD’s staffing to handle the emerging needs of the Goodyear community.

Employment Status	SD	D	A	SA	NO
Sworn Employee	48%	41%	9%	2%	1%
Professional Staff Employee	24%	44%	20%	2%	10%

These findings were consistent across all employee demographics. For reference, findings across employment status (sworn vs. professional staff), are provided above.

General Opinions Open-Ended

At the conclusion of the general opinions multiple-choice section, respondents were provided the opportunity to expand upon any of the addressed topics. Responses (46) underscored the trends outlined in the previous section – underscoring a desire for more staff to adequately police the City of Goodyear and better communication throughout the organization. These staffing responses totaled 72% of all responses to this open-ended question. Other responses surrounded topics such as recruitment and retention and accountability.

3. Patrol Specific Questions

MCG project staff and GPD administration also selected questions to ask specifically to patrol officers of GPD. These questions are pertinent to gauge opinions relating to daily operations of patrol efforts and services directed toward citizens of Goodyear. These questions were also asked in statement form, asking patrol officers to indicate their level of agreement with said statement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

Of the responding employees, 56 personnel indicated being currently assigned to patrol and responded to this bank of questions. The following table shows the representation of patrol personnel across the three shifts and specialized patrol functions within the GPD Field Operations Division:

Patrol Shift Assignment	%	#
1st Shift	28.6%	16
2nd Shift (including South Squad)	39.3%	22
3rd Shift	23.2%	13
Specialized Patrol Functions	8.9%	5

The level of opinion matrix containing statements only applicable to the 202 responding patrol officers is shown below:

#	Statement	SD	D	A	SA	NO
1	We have sufficient proactive time available to address problems in the community.	14%	36%	36%	11%	4%
2	Most of the time, there are adequate backup units available.	7%	30%	57%	5%	0%
3	Our response times to lower priority calls are adequate.	4%	27%	55%	13%	2%
4	Our response times to higher priority calls are adequate.	0%	16%	52%	30%	2%
5	Our current shift schedule allows for officers to complete an adequate amount of work responsibilities.	4%	34%	48%	9%	5%
6	The rotation of patrol shifts increases my job satisfaction.	7%	30%	36%	11%	16%
7	Our shift schedule allows for adequate work / life balance.	4%	23%	57%	13%	4%
8	The amount of overtime I am required to work is reasonable.	5%	14%	68%	11%	2%
9	Patrol Sergeants have an adequate presence in the field.	2%	7%	52%	39%	0%

Results presented above show that patrol officers had a positive outlook and high levels of agreement relating to all topics with the exception of the level of proactive time they had to address problems in the community.

As previously mentioned, there was an increased level of disagreement to the statement relating to available proactive time, throughout the Field Operations Division at GPD. These findings present GPD administration with area for improvement to be addressed in the future. A breakdown of these findings across relevant demographic characteristics is provided in the section below.

Field Operations Division Opportunities for Improvement

As before, expansion of these areas is listed on a question-by-question basis. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#1 “We have sufficient proactive time available to address problems in the community.”

Exactly half of respondents assigned to patrol (50%, n=28) responded that they disagreed or strongly disagreed with the statement above regarding the proactive time they had available to address problems within the Goodyear community. These findings are consistent across all relevant employee demographics, with slightly higher levels of disagreement from personnel currently assigned to the second shift, as shown below:

Patrol Shift Assignment	SD	D	A	SA	NO
1st Shift	6%	38%	50%	6%	0%
2nd Shift (including South Squad)	18%	41%	32%	5%	5%
3rd Shift	0%	31%	38%	23%	8%

These findings are to be expected in the experience of MCG project staff, as personnel assigned to the second shift are deployed from 1300 to 2300 when there is an increased level of calls for service. In the experience of MCG project staff, this increased level of calls for service translates directly to the feeling of a lack of proactive time.

4. Open-Ended Responses

The concluding sections of the survey asked respondents to answer in open-ended form, indicating what they thought were 1) the top three strengths of GPD, and 2) the top three opportunities for improvement at GPD. Keyword phrase analysis was used by project staff to analyze these open-ended responses. The most frequent responses are displayed in the following tables. Number of responses are displayed for each corresponding table (as these responses were optional).

Top 3 Strengths of GPD

The top responses from employees relating to the strengths of GPD were the employees of the department (sworn and professional staff) and the recruitment efforts of GPD

administration Subsequent responses of note, provided in rank order in the table below, was the quality, and presence, of the specialty units throughout the organization and the GPD administration.

Rank	Response Code
1	Employees
2	Recruitment
3	Specialty Units
4	Administration

Top 3 Opportunities for Improvement at GPD

The most frequent opportunity for improvement at GPD in the eyes of responding employees was an improvement in the current staffing levels. Subsequent responses indicated that responding employees feel that recruitment and retention efforts, resource allocation, and the schedule could be improved by GPD administration.

Rank	Response Code
1	Staffing
2 ¹⁷	Recruitment/Retention Resource Allocation
3	Schedule

“Staffing” Response Breakdown

A total of 150 responses to the previous question indicated a response code of “Staffing”. This means that 98.6% of all respondents mentioned staffing in some capacity when asked to provide their top 3 areas of improvement for GPD. In this light, MCG project staff conducted a subsequent analysis to provide further context to these responses.

The following table outlines the rank order of responses that were directed toward a specific unit/division within GPD. If answers were general to staffing increase(s)/improvement(s), they were listed under the “Other” category.

¹⁷ Recruitment/Retention and Resource Allocation were tied for second in number of responses.

Rank	Response Code	Count
1	Patrol	60
2	Professional Staff	32
3	Specialty Units	27
4 ¹⁸	"Other"	15
	Investigations	15
6	Administration	1

As shown above, most responses indicated an increase in staffing patrol, followed by professional (or support) staff, and specialty units. What should be of note for GPD administration is that employees not only voiced their opinions on the needed increase of staffing in a generic fashion, but outlined where they believe that staffing increases needed to be made.

¹⁸ "Other" and "Investigations" tied for fourth.