

TOWN OF GILBERT POLICE DEPARTMENT

OFFICE OF THE CHIEF OF POLICE



DATE: April 24, 2014
TO: All Personnel
FROM: Chief Tim Dorn
RE: Gilbert PD Department Philosophy

The purpose of this memorandum is to provide clear guidance to Gilbert Police Department personnel on my philosophy.

The department philosophy of the Gilbert Police Department is directed by our mission statement, vision and values.

MISSION STATEMENT

The respect for individual rights is the basis of our constitution and the cornerstone of our values at the Gilbert Police Department. Our mission is to serve as law enforcement leaders in protecting and assisting all people in our community through effective problem solving, professional service, and the relentless pursuit of those who victimize our citizens and compromise public safety.

VISION

Gilbert – A community where people feel safe in their homes, in public places and on our roadways.

GILBERT POLICE DEPARTMENT VALUES

- Honor
- Integrity
- Courage
- Professionalism

TOWN OF GILBERT VALUES

- Integrity
- Respect
- Accountability
- Innovation
- Learning
- Communication

PHILOSOPHY

We are a service organization that is committed to:

- Timely and safe response to calls for service
- Conducting professional, thorough and complete investigations
- Intelligence – led policing
- Fairness
- Proactive / High visibility patrol tactics to detect and deter criminal activity
- Partnership with the community to prevent crime and address community concerns
- Partnership with other criminal justice agencies to prevent and reduce crime
- Utilizing effective traffic enforcement to reduce collisions and enhance safety on our roadways
- Effective utilization of resources to successfully resolve crimes of violence
- Utilizing technology to enhance operations and resources
- Maintaining a highly trained, well equipped workforce
- Maintaining trust and confidence within the community

Timely and safe response to calls for service

- Maintaining response time standards which include:
 - Priority 0 – Emergency 5 Min. / 30 Sec. (4 minutes dispatch to arrival)
 - Priority 1 – Urgent 6 Min. / 30 Sec. (5 minutes dispatch to arrival)
 - Priority 2 – High 15 Minutes
 - Priority 3 – Low 45 Minutes
 - Priority 4 – Report Only 60 Minutes
- Maintaining minimum staffing levels in Patrol and Communications in order to ensure that a sufficient number of officers are available to safely respond to calls for service and to provide adequate back up and support to patrol personnel
- Effective deployment and scheduling of patrol officers to meet response time standards

Conducting professional, thorough and complete investigations

- We are investigators, not report writers

- Officers are expected to complete investigative reports, supplements and follow up in a timely manner
- Investigative reports will be thorough, complete and accurate ensuring that elements of the offense are well documented
- Officers will take the time to identify and collect physical evidence and to attempt to locate potential witnesses, when possible and practical
- Our goal is successful prosecution, not just arrest
- Investigations will be fair and impartial

Intelligence – led policing

- Utilize the analysis of data and information to allocate limited resources in order to address community concerns, and detect, deter and prevent crime
- Officers will be assigned to the same patrol area, when at all possible, in order to maintain a good working knowledge of their assigned area
- The Intelligence and Analysis Unit will provide patrol officers with daily reports on crime data
- Commanders will conduct weekly tactical planning meetings with the Intelligence and Analysis Unit in order to identify activity which warrants the development of tactical plans to allocate the appropriate resources to address the crime spree or series, or chronic offenders
- Monthly Intelligence-led Policing coordination meetings will be conducted to facilitate the exchange of information between command staff, Patrol Division Intelligence Liaison Officers, the Criminal Investigations Section, Tactical Operations Section and Intelligence and Analysis Unit
- The Intelligence and Analysis Unit will provide the Chief and command staff with monthly and quarterly reports in order to conduct an analysis of crime trends and to assist in strategic planning
- The Intelligence and Analysis Unit will disseminate timely Crime Information and Intelligence Bulletins to personnel assigned to patrol, investigations and other law enforcement agencies
- Patrol Lieutenants have primary responsibility for the implementation of Intelligence Led Policing

- Patrol Lieutenants and Sergeants will utilize crime data and intelligence to direct patrol activities
- The Crime Suppression Team is a patrol resource, assigned under the Special Enforcement Section / Special Operations Division, with primary responsibility of addressing neighborhood and community concerns through directed patrol operations, surveillance of repeat offenders, and gang suppression
- The Crime Prevention Unit will utilize crime data to educate citizens in order to prevent and reduce crime
- Officers are expected to maintain a good working knowledge of career criminals and known offenders who live in, work in or frequent their areas
- Officers should cultivate information sources within their beats through positive public contacts, enforcement and investigative activities in order to detect and deter criminal activity
- Patrol Intelligence Liaison Officers will be assigned to each patrol team, with responsibility to serve as the primary liaison between patrol operations, Investigations and the Intelligence and Analysis Unit
- Field Interview Reports should be used to identify and document persons who may be involved in criminal or suspicious activity. Patrol officers are the best source for street intelligence and information

Fairness

- We will treat all people with courtesy, dignity and respect when possible
- We will utilize good discretion in the enforcement of the law
- Bias based policing and racial profiling are not tolerated
- We will use the minimum amount of force necessary to affect arrests and to maintain control of situations
- We will demonstrate compassion, when appropriate

Proactive / High visibility patrol tactics to detect and deter criminal activity

- Patrol officers are expected to be well rounded, dividing their time between responding to calls for service, investigating crimes, conducting high visibility patrols in residential / commercial / retail areas, making positive contacts with citizens, utilizing person and vehicle stops to detect

and deter criminal activity, addressing neighborhood traffic concerns and making crime prevention contacts with citizens and business owners / operators

- The following time management goals have been identified as standards for effective community policing:
 - Day Shift and Swing Shift
 - Maximum of 33% Report Writing and Administrative Tasks
 - Maximum of 33% assigned to Dispatched Calls for Service
 - Minimum of 17% on Officer Initiated / Enforcement related Calls for Service
 - Minimum of 16% on Officer Initiated / Non Enforcement related Calls for Service (Business Checks, Special Details, Patrol Watches) and Patrol Time (Available Mobile)
 - Graveyard Shift and Crime Suppression Officers
 - Maximum of 33% Report Writing and Administrative Tasks
 - Maximum of 17% assigned to Dispatched Calls for Service
 - Minimum of 25% on Officer Initiated / Enforcement related Calls for Service
 - Minimum of 25% on Officer Initiated / Non Enforcement related Calls for Service (Business Checks, Special Details, Patrol Watches) and Patrol Time (Available Mobile)
 - *NOTE: Times are based on total time assigned to patrol activities from first in service time (Start of patrol shift) to last out of service time (End of patrol shift). Training days, off duty court time and administrative time at the end of shift are not included
 - **The above time allotments are overall goals for the department, not individual goals. Officers should make an effort to evenly divide their Officer Initiated Enforcement and Non-Enforcement time based on time available. We understand that officers have very little control over dispatched calls for service and time spent on report writing and administrative tasks**

- Our priorities in patrol operations are timely and safe response to calls for service and conducting professional, thorough and complete investigations
- When not on calls for service, conducting investigations or completing written reports officers are expected to divide their time between preventive patrols and enforcement related activities
- Officers will maximize their contacts through person stops and vehicle stops, during available time. The likelihood of contacting persons involved in illegal activity increases based on the number of quality contacts made by a patrol officer
- Positive interaction with the public is encouraged through the issuance of warnings (when appropriate), crime prevention contacts (notifying citizens of unsecure structures, unsecure garage doors, unsecure vehicles, patrol watches and business checks) and general discussions with residents, children and business owners / operators while on patrol
- Patrol officers should use their training, experience and knowledge of their patrol areas to locate and identify persons and vehicles that are involved in suspicious activity or activity that is indicative of criminal activity. Officers should then develop legal cause to make contact with the vehicle or person, such as violations of the traffic code or criminal code. Race, color and ethnicity will not be used as a basis to contact an individual. Bias based policing and racial profiling are not tolerated or permitted
- Patrol officers should use traffic enforcement as a means to detect and deter criminal activity and to address neighborhood traffic concerns
- Suspicious persons and activity will be documented on Field Reports (FI's). Officers should conduct effective interviews on suspicious persons in order to document past criminal involvement, gang associations, tattoos, nicknames, employment, vehicles, associates and other pertinent information which may assist in future investigations
- Patrol supervisors will conduct quarterly performance reviews with their employees in order to maximize performance through mentoring, encouragement and goal setting
- Patrol supervisors will utilize the following tools to assist in providing the employee with a review of their overall performance:
 - Patrol Monthly Statistics Report
 - Patrol Monthly Time Management Report
 - Patrol Monthly Arrest Report

- Patrol Monthly Citation Report
 - Daily observation of employee performance
 - Commendations
 - Discipline / corrective action
- Performance assessments should be based on overall activity, the quality of work performed and the quantity of work performed based on department goals and expectations
 - Patrol Lieutenants will ensure that patrol supervisors are conducting and documenting quarterly performance reviews with their subordinates and will assist supervisors with goal setting, when necessary

Partnership with the community to prevent crime and address community concerns

- The Crime Prevention Unit will utilize and develop effective crime prevention programs to educate citizens on current crime trends and issues facing our community
- We will maximize on grant opportunities to support these programs
- Our website and community notification sites will be used to provide current, timely and relevant information to our community
- Command and supervisory staff will respond to citizen inquiries and concerns in a timely manner
- Public Information Officers will solicit the assistance of the media to provide accurate information on incidents which are of interest or concern to the community
- Citizens will be encouraged to report crime or suspicious activity to the police
- The Crime Prevention Unit will schedule and coordinate the Citizen Academy program to educate our citizens on police operations and functions
- We will maximize our use and recruitment of citizen volunteers to assist in crime prevention and public education efforts
- Patrol Lieutenants will serve as the primary liaison between the police department, Homeowner Associations (HOA's) and the business community

- We will utilize effective youth diversion and education programs, curfew enforcement, youth alcohol enforcement and School Resource Officers to reduce juvenile crime
- We will strive to maintain a rating of 90% or greater in overall satisfaction with police services on the Town of Gilbert annual citizen's survey
- We will strive to maintain a rating of 90% or greater in citizens feeling safe from violent crime, property crime and on our roadways in the annual Town of Gilbert citizen's survey

Partnership with other criminal justice agencies to prevent and reduce crime

- We will share information and resources with other federal, state and local criminal justice agencies to take a regional approach to fighting crime
- We do not care who makes the arrest or who gets the credit for the arrest, as long as suspects are identified, apprehended and prosecuted
- We will examine resource sharing, when practical, to reduce cost and improve efficiency

Utilizing effective traffic enforcement to reduce collisions and enhance safety on our roadways

- Traffic Enforcement Units have primary responsibility for reducing collisions and improving safety on our roadways through effective, directed traffic enforcement operations
- The Day Traffic Enforcement Unit utilizes traffic collision data, to include locations and causation, to direct traffic enforcement operations during daytime hours
- The Night Traffic Enforcement Unit utilizes alcohol and drug involved collision data and DUI arrest data to direct traffic enforcement operations during nighttime hours, with an emphasis on removing impaired drivers from our roadways
- We will maximize our use of grant funds to support traffic enforcement activities and operations
- We will participate in regional task force operations to increase traffic safety, remove impaired drivers from our roadways and to remove unsafe

commercial vehicles from our roadways during holidays and special events

- Technology, training and best practices will be utilized to enhance our traffic enforcement efforts

Effective utilization of resources to successfully resolve crimes of violence

- We will utilize the maximum amount of resources from our Investigations Section and Special Operations Section to identify, locate and arrest suspects involved in violent crimes
- We recognize that the opportunity to bring successful resolution to a violent crime increases dramatically if the crime can be solved within the first 48 hours
- Our overall goal is successful prosecution and conviction in order to bring closure to victims and their families and to hold violent criminals accountable for their actions
- We want to send a clear message that if you commit a violent crime in Gilbert we will apply whatever time and resources are necessary to bring you to justice. We will not tolerate violent crime in our community

Utilizing technology to enhance operations and resources

- We will maximize the use of technology in order to increase efficiency and reduce cost
- We will participate in research and evaluation of new technology in order to maximize on its use in support of our operations
- We will actively pursue grant funding to maximize the use of technology
- We will always be looking for more efficient ways to do business
- We will solicit ideas and feedback from our employees and the public in order to maintain efficiency and to control costs

Maintaining a highly trained, well equipped workforce

- We will provide our employees with the best equipment possible, when affordable, in order to carry out their assigned duties in as safe and efficient manner possible

- Specialized assignments, with a need for specialized training, will receive the priority for out of agency training
- Personnel assigned to specialized assignments will be provided with the training necessary for them to perform their assigned duties
- Patrol supervisors and Investigations Section supervisors will be given one day per quarter to conduct team level training
- All training will be well planned and documented in order to provide high quality, realistic training to our employees

Maintaining trust and confidence within the community

- We will obey the same laws that we are expected to enforce
- We will take pride in our organization and our profession
- We will not bring discredit upon our department, organization or profession
- We will never compromise our integrity or our ethics nor will we tolerate others in our profession who do
- We will thoroughly investigate all internal and external complaints
- We will support our employees when they are correct and will take the appropriate level of corrective action when errors occur
- We will admit our mistakes when they occur
- We will thoroughly explain our actions to the public, when questioned, realizing that we are accountable to the public
- We will never forget that we are a service organization
- We will treat our fellow employees with courtesy, dignity and respect
- We will never forget or compromise our department's values of Honor, Integrity, Courage and Professionalism
- We are willing to place ourselves in danger, when necessary, in order to protect others