

# QMS 411

Records & Identification Bureau Quality Management Team (602)534-5808

## Special Interest Articles:

- Criminal Records
- PACE
- CARS
- FIU
- QMS
- Annual Management Review

## A Message from the Administrator, Judie Welch

Welcome to the first edition of the Phoenix Police Department Records and Identification Bureau quarterly newsletter on Quality. This newsletter is an outcome of the fall 2007 Annual Management Review feedback provided by our customers.  
**THANK YOU.**

This newsletter is intended to provide you with useful quality information regarding operational processes that affect our customers. Each quarter one process will be featured along with

the Process Owner. The metrics used to determine effectiveness of the process and corresponding changes will be included along with analysis of the data by the Process Owner. In the future a customer may also be featured in order to involve user(s) and continually improve to meet customer expectations.

The Bureau Leadership Team (LT) is committed to the principals of its Quality Management System and are pleased to share

operational data with all users of law enforcement information. Names and contact information for members of the LT are included in the table below. Please feel free to contact any member of the LT with any questions or suggestions that you may have.

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## Criminal Records

The Criminal Records Unit of the R&I Bureau is a major component to the Quality Management System. The Unit consists of three shifts working 24-hours a day, seven days a week. Criminal Records currently staffs 64 employees.

Docket Records primarily works with the Patrol officer's to generate a court docket three times a day. A court docket is provided to the Phoenix City Court and Phoenix City Prosecutor's Office by 0600, 1200, & 1400 hours. The Docket personnel rely on the Officer's to supply all required paperwork to create the docket. This process is extremely challenging and the importance of processing the paperwork in a timely manner is undeniable.

generated through this process. On an average, this process receives nearly 11,000 phone requests each month with a call handling time of less than four minutes.

Docket Records, Fingerprint Identification, Subject Information Processing, and Police Information Retrieval are the four processes that form the Criminal Records Unit. Each process is crucial to the overall Quality Management System. The Criminal Records Unit processes work systematically with other processes in the Bureau to provide the customers with quality information.

Police Information Retrieval is the process used to submit Will Call requests. This process receives an average of 1,600 will call requests monthly. Technological changes have allowed the unit to process the requests timelier to meet the customer's needs.

Subject Information Processing is the process responsible for handling the incoming requests to the Bureau. All phone calls, counter requests, and booking numbers (see chart below) are

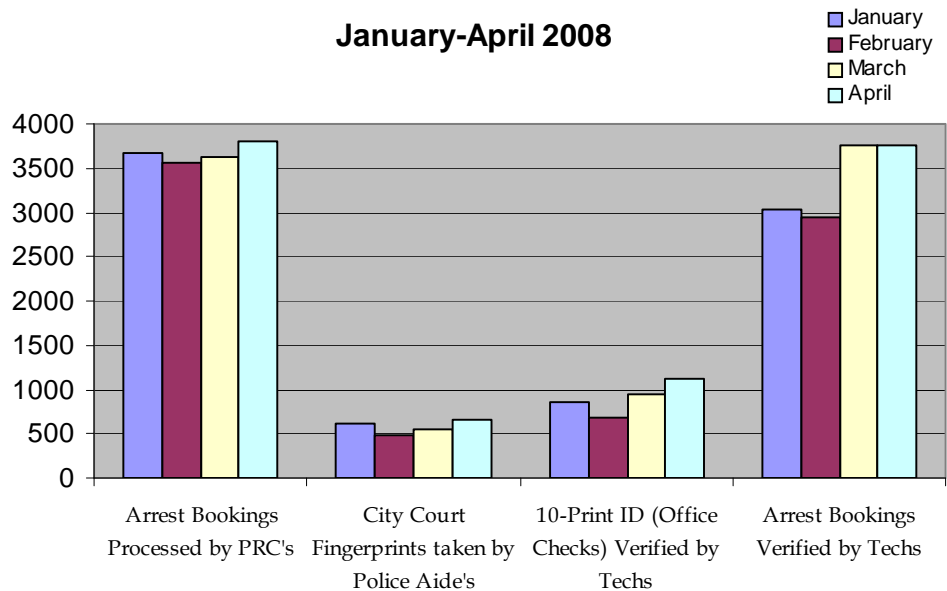
Fingerprint Identification processing processes all Fingerprints from arrested subjects to city applicants (see chart below).

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*"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives." – William A. Foster*



January-April 2008



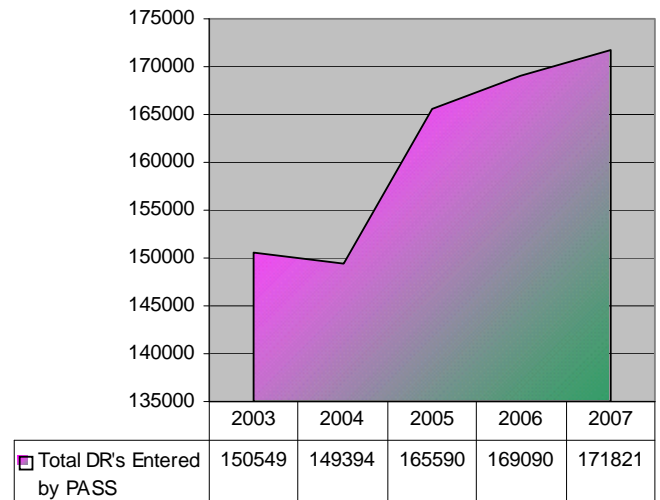
## PACE Work Unit



The Police Automated Computerized Entry (PACE) unit is responsible for providing transcription services and NCIC/ACIC entry/maintenance functions related to officer-dictated departmental reports- reports that describe criminal incidents and the people and/or property involved. This area is 24-7 work unit that never slows down. Police Automated Systems

Secretaries (PASS) Operators work tirelessly to maintain low levels of back-log while providing high levels of customer service. PASS Operators will type in silence during dictation and will also offer friendly assistance to a newer officer who needs guidance. The chart to the right shows the increase in departmental reports over the last five years.

Total DR's Entered by PASS

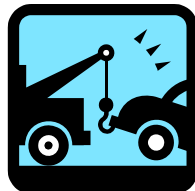


## CARS Work Unit

The Centralized Automated Records Support Unit (CARS) is responsible for processing incoming teletypes from other agencies and routing them to appropriate details; recording impounded and repossessed vehicles; entering, maintaining, and/or clearing stolen vehicle information in local and national databases. The CARS unit is operated by Police Records Clerks (PRCs) and functions 24/7 to keep up with work load.

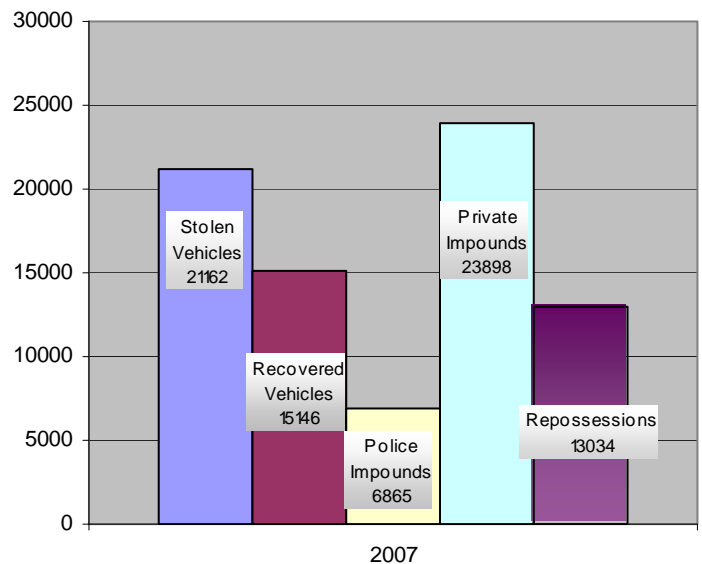
and inform necessary parties as to the status and location of towed vehicles.

The past few years the City of Phoenix averaged 23,000 stolen vehicles a year. Add that to the number of vehicles impounded for other reasons and this makes for a very busy unit!



This unit communicates with a number of people ranging from the general public, to law enforcement agencies, to tow companies, all working cooperatively to organize

2007 CARS Unit



*"If you think of standardization as the best that you know today, but which is to be improved tomorrow; you get somewhere." – Henry Ford*

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*“To ensure the accurate processing of all incoming evidence and work requests while maintaining the integrity of the process” - FIU Mission Statement*

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*“You are only as good as the truth of the skull and you work it to the best and hope for the best” Kirt Messick*



Mark Goudeau is currently awaiting trial for the Baseline Killings.

## Forensic Imaging Unit

The Forensic Imaging Unit (FIU) is an extremely busy unit that processes a large volume of work with a minimal staff. The Unit is open Monday-Friday 0600-2300, Saturday 1500-2300, and Sunday 0700-2300. FIU currently has one Supervisor and five Forensic Photo Specialist (FPS).

The FPS are responsible for processing a variety of work. Some of their essential functions include entry of crime images, forensic video & audio analysis, and forensic cell phone analysis.

FPS are also responsible for providing camera and voice recorder training to the officers, equipment distribution and inventory, capture surveillance video at crime scenes, and maintain and issue ID badges for PD personnel.

In addition, FPS must maintain the Imaging Database, Digital Interview data, and the entry of audio evidence to

the Xtender database. The FPS are depended upon to troubleshoot any software / hardware package relating to audio or video, and digital camera hardware and software issues.

A unique responsibility for FPS Kirt Messick, is composites, post mortem drawings, age progression drawings, and 2D/3D skull reconstructions.

Kirt began taking classes from Scottsdale Artist School with Karen Taylor and Frank Dominguez. He continued to hone his skills in drawing human anatomy and portraits. Wanting to excel in the field, Kirt studied the characteristics of different races. Training with Betty Pat Gatliff in 3D reconstruction has broadened Kirt's ability to serve the police department in the investigation of unidentified victims. He attended the FBI Academy for extensive

training in the areas of composites, 2D and 3D reconstruction.

Kirt's talent has been utilized by many different departments including federal, state and local agencies.

Each FPS in the Forensic Imaging Unit plays a role to ensure accurate processing of all incoming evidence and work requests while maintaining the integrity of the process. These six employees work tirelessly to accomplish the various tasks at hand, and provide the information to the customer in a timely manner. The goal of the FIU is to provide most products to the customer within 2-3 days. Unique requests may take longer to process.



## Quality Management System

The R&I Bureau's Quality Management System consists of five main processes – Bureau Document Control, Corrective & Preventive Action, Bureau Assessment, Continuous Improvement, and Management Review.

Processes are documented in the form of process maps within the Bureau Document Control process. Each map gives an overview of the process and refers to work instructions for more detailed instruction. Customers and employees worked together to create the process maps in the R&I Bureau.

The Corrective & Preventive Action (CPAR) process is a tool for employee's to use to document and work through problems. CPARs are found effective through the Bureau Assessment Process.

The Bureau Assessment Team currently has 17 members that consist of members from various levels of the Bureau. Each member is assigned to a team of two and performs four audits annually. The team will never audit their own process and therefore has gained a greater knowledge of the Bureau.

Since inception of the internal assessment process in April 2004, the Records and Identification Bureau Assessment Team have found **390** Positive

Observations (PO), **221** Opportunities for Improvement (OFI), **326** Observations (O), and **140** Non-Conformance (NC) findings generating **57** new CPARs.

Opportunities for Improvement findings are suggestions for improvement to the process made by the assessment team. OFI findings do not require any action taken by the work unit, and will not be followed up on during future assessments. Although, any improvements made to the process will be documented as Positive Observations. The Process Owner may choose to add an OFI as a cloud on the map & document through the Improvement process.

Observation findings within a process are required to be followed up on by the next scheduled assessment. Failure to address may result in a Non-Conformance finding during the next scheduled assessment.

Non-Conformance findings require a written response on the CPAR form within 30 days from the date issued and are addressed through the CPAR process.

Since April 2004, the Records and Identification Bureau has closed 68 Corrective Action Requests and 281 Observation findings.

A corrective or preventive action may be generated

by any employee within the Bureau. The CPAR process is way to document a problem or potential problem, and identify a solution. The assessment team follows up on all completed CPARs to determine the effectiveness of the solution.

The Records and Identification Bureau has generated 185 Improvement Requests. 35 of the Improvements have been implemented and found effective. Through the map development process several opportunities to improve were developed and noted as "clouds" on the map.

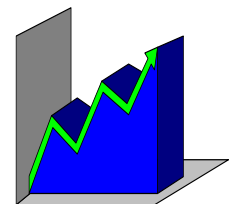
An "Opportunity for Improvement" finding may also result in the generation of an Improvement request. The Process Owner will review "OFI" assessment results with peers and Supervisors to determine the validity of the improvement. If the "OFI" finding is proven to be a valid potential improvement, the finding will be worked through the Improvement Process.

Customer input is vital to the maintenance of a superior Quality Management System. Decisions are not made based on assumptions or opinion, but based on factual evidence and customer input.




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*"Quality isn't something that can be argued into an article or promised into it. It must be put there. If it isn't put there, the finest sales talk in the world won't act as a substitute." C.G. Campbell*




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*"The R&I Bureau is the first Law Enforcement Bureau to obtain ISO 9001:2000 certification"*

**City of Phoenix  
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Records & Identification  
Bureau**

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CRIMINAL RECORDS  
SUPV:  
(602) 262-6134

DOCKET LINE  
(602) 262-7023

FINGERPRINT TECH  
(602) 495-3612

PACE UNIT SUPERVISOR  
(602) 256-4110

CARS UNIT  
(602) 262-7905

FORENSIC IMAGING UNIT  
(602) 262-6233

FORENSIC IMAGING UNIT  
SUPERVISOR  
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We're on the Web!  
See us at:  
[www.phoenixpolice.com](http://www.phoenixpolice.com)

## Annual Management Review Meeting

The annual Management Review meeting is scheduled for Thursday, October 9<sup>th</sup> at the Encanto Park Clubhouse. The time will be announced at a later date.

The focus of this year's meeting is to discuss current process

information, acceptable quality levels, and the development of new R&I Focus Groups. FIU, CARS, PACE, Docket, Criminal Records, & Fingerprint Identification will be the processes discussed throughout the day. Customers will be

invited to attend process-specific meetings. Invitations will be sent in early September.

## Records & Identification Bureau Quality Policy

The Records and Identification Bureau of the Phoenix Police Department is dedicated to meeting customer expectations through its focus on quality and an organizational philosophy characterized by continual improvement in the pursuit of excellence. This dedication is manifested through the Bureau's efforts to interactively communicate with its customers to determine product and/or service requirements and satisfying those requirements by:

- **Demonstrating a commitment to timeliness, completeness, and accuracy of information entered, maintained, and disseminated.**
- **Advocating flexibility through its responsiveness to changing customer needs.**
- **Developing an organizational culture characterized by its commitment to quality and continual improvement.**
- **Promoting a knowledge-based environment through training and communication.**
- **Maintaining a high level of understanding of the interrelationship of the processes that form the Bureau Enterprise System.**

