

# CRIME REDUCTION PLAN

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Phoenix Police Department  
Interim Chief Michael G. Sullivan



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## *Message from Chief Sullivan*

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I have seen significant changes in law enforcement over the past three decades of my career. The one constant has been the core mission of law enforcement. This profession exists to prevent and control crime, provide public safety, and bring justice to victims of crime. That is the foundation of this crime reduction plan.

This plan will give direction to the officers, detectives and professional staff working day in and day out to keep this community safe. The strategy will focus on the most dangerous people and the most active places. We will rely on data-driven and evidence-based approaches to prevent, reduce, and deter violent crime. To carry out this plan, I will make sure our team has the tools and training they need to be successful.

Addressing crime is a collaborative effort. Law enforcement needs the help of the community, other city departments, and prosecuting agencies. The partnership between police and community members must be rooted in confidence and trust. I will lead this department to become a self-assessing, self-correcting agency, which will lead to continuous improvement and strengthen community trust.

The Phoenix Police Department is committed to addressing the issue of gun violence and other violent crime that has taken the lives of too many of our community members. We will work together with our local, state, and federal partners to do everything we can to hold those people who illegally possess firearms accountable while preserving the rights of law-abiding gun owners.

It is my honor to lead the men and women of the Phoenix Police Department in one of the most amazing cities in this country. Together, we can keep Phoenix a safe and secure place to live, work, and visit.

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## Overview

### Introduction

The Phoenix Police Department (PPD) has developed a Crime Reduction Plan to prevent and control criminal activity in the City of Phoenix while striving to enhance the quality of life for both the businesses and community members. This plan is a foundational step in an ongoing review process of leveraging resources through data-driven and intelligence-led policing measures. The implementation of solution-oriented policing and evidence-based practices, combined with the use of contemporary technology, contributes to the proactive prevention, response, investigation, and arrest of those responsible for committing crimes in our city.

The plan includes four strategic priorities for the prevention and control of criminal activity in the City of Phoenix.

1. The most violent people.
2. The most active places.
3. Prohibited possessors.
4. Violent offenders with outstanding arrest warrants.

The plan focuses on impactful resource deployment, operational tactics, and investigative success. Successful implementation also includes partnering with City, prosecutorial, and community resources to build a comprehensive approach to reducing crime in our communities. The PPD's organized and methodical approach to crime reduction provides a sustainable, comprehensive, and meaningful plan for preventing and controlling crime in the City of Phoenix.

### Crime Reduction Mission

Our mission is to reduce crime in the City of Phoenix using a community and victim-centered approach that leverages data, is intelligence led, and employs solution-oriented policing strategies.

### Crime Reduction Guiding Principles

**Community and victim-centered** approach focused and rooted in collaboration and vibrant partnerships with communities, other city departments, and prosecuting agencies to reduce victimization, crime, and disorder.

**Solutions-Oriented** strategies striving to identify the root cause of the victimization, crime and disorder via problem identification and collaborative resource allocation.

**Data and intelligence-driven policing** leverages technology, robust data analysis, intelligently creating crime problem clarity while emphasizing the production of creative and sustainable solutions and approaches.

**Extreme ownership** of our mission demonstrating command commitment, leadership accountability, prioritization of purpose, empowerment and decisiveness.

**Commitment to continual improvement and evaluation** will continue to be a guiding principle interwoven into the culture of the PPD. Via perpetual engagement and evaluation of our focused crime reduction tactics, we will remain vigilant in implementing innovative solutions enhancing crime reduction, efficiency, and accountability across the Department.

## Current Crime Trends

A review of the crime trends in the City of Phoenix demonstrates a need for a comprehensive strategy that addresses violent and property crime. Over the course of the last five years, the UCR Part One violent crimes have increased, and the property crimes have decreased. Of particular importance, the overall number of homicides and aggravated assaults has increased in the City of Phoenix over this same time frame. Increasing violent crimes are concerning and the development and implementation of strategies to reduce violent crime in the City of Phoenix are a priority.

UCR Crime Type	2017	2018	2019	2020	2021	2022	% Change 2017-2022
Homicide	161	137	139	200	198	223	39%
Rape	1,142	1,086	1,139	1,068	1,087	1,105	-3%
Robbery	3,293	3,112	3,197	3,278	3,183	3,207	-3%
Aggravated Assault	7,919	7,780	7,336	9,113	8,657	8,986	13%
<b>Total Part One Violent Crimes</b>	<b>12,515</b>	<b>12,115</b>	<b>11,811</b>	<b>13,659</b>	<b>13,125</b>	<b>13,521</b>	<b>8%</b>
Burglary	12,801	10,479	9,471	7,406	6,289	6,266	-51%
Theft/Larceny	39,899	39,438	39,427	36,254	36,668	33,631	-16%
Motor Vehicle Theft	7,653	7,815	7,076	7,429	7,890	7,633	-0.3%
Arson	190	238	201	297	248	257	35%
<b>Total Part One Property Crimes</b>	<b>60,543</b>	<b>57,970</b>	<b>56,175</b>	<b>51,386</b>	<b>51,095</b>	<b>47,787</b>	<b>-21%</b>

## Focus Areas Overview

The Phoenix Police Department is committed to enhancing public safety and supporting justice on behalf of victims. The Department will dedicate its collective resources (human, technology, and intelligence) in four primary focus areas:

1. **The most violent people.**  
The most violent crime suspects are engaged in a high volume of violence in the community. The early identification, investigation, apprehension, and prosecution of these individuals provides the highest probability of preventing additional crime.
2. **The most active places.**  
A disproportionate amount of the criminal behavior in our City is concentrated in specific geographical locations within each precinct. Patrol officers are expected to perform intelligence directed patrol activities designed to prevent and control crime while identifying criminal offenders by focusing on the instrumentalities of crime such as firearms, stolen vehicles, etc.



3. **Prohibited possessors.**

These individuals have been linked to a higher number of violent crimes and disorder within our communities. A coordinated approach that reduces the opportunities for these individuals to reoffend.

4. **Violent offenders with outstanding warrants.**

Violent offenders with outstanding warrants present a threat to our communities and the Department will utilize a department-wide prioritized tiered approach.

For each focus area, crime reduction strategies will be employed, concentrating on high-crime locations, chronic offenders, prohibited firearm possessors, and an intelligence-driven, Department-wide tiered apprehension approach. The strategies provide a department-wide framework while also allowing for customization within each precinct and bureau, dependent on their unique issues and challenges. Additionally, the following strategies are not exhaustive of all strategies that will be employed, but they reflect the priorities identified in the focus areas and commitment to reducing criminal activity in our community utilizing a community and victim-centered approach.

PPD has assigned its Departmental leadership the responsibility to lead crime prevention and control strategies within their precincts and bureaus. To accomplish the 5% reduction in crime, Departmental leadership will utilize timely and accurate intelligence and information, rapidly deploy and allocate the appropriate resources, ensure effective tactics and training are implemented, and collaborate with internal and external partners to embark upon the relentless and directed follow-up of crime reduction strategies described within each focus area.

This plan includes specific goals within each focus area, corresponding Key Performance Indicators, the resources needed, and the responsible work unit(s). Federal, county, city, and community resources are also critical to the successful execution and sustainability of this plan and have been identified as key partners.

## Strategic Objectives & Performance Goals

The Phoenix Police Department is committed to enhancing public safety and supporting justice on behalf of victims, with an intelligent, narrowed focus on creating sustainable solutions in crime reduction. Our strategic objective is to craft unique and impactful crime prevention and reduction strategies, designed to meet the specific goals of the individual focus areas and trending crime data. These objectives and roles will be focused on high-crime locations, chronic offenders, prohibited firearm possessors, and an intelligent Department-wide tiered apprehension approach.

Blending data and science with an emphasis on crime gun-related incidents (homicides, non-fatal shootings, aggravated assaults, and robberies), PPD has and will continue to establish geographical areas of focus within each Precinct. These focus areas have been identified as producing disproportionate levels of violent crime and disorder.

The following goals are not comprehensive but reflect the focus areas and strategies addressing criminal activity in the City of Phoenix.

**Goal 1**

Implement an operational business model focused on reducing crime through operational strategies, performance measurement (CompStat) accountability measures.

**Goal 2**

Reduce the number of violent crimes in the City of Phoenix by 5% and the number of property crimes by 8%.

**Goal 3**

Address the most active hotspots in the City through targeted and high-visibility policing efforts within each precinct.

**Goal 4**

Implement a comprehensive program addressing non-fatal shootings, crime guns, weapons offenses, and prohibited possessors.

**Goal 5**

Implement a Departmental program that is a comprehensive, coordinated approach to suspect apprehension and warrant service via a prioritized tiered approach.

By addressing our most violent hotspots and high-risk individuals, we will achieve a reduction in the criminal activity within our City that significantly impacts the quality of life for our community members.

PPD has assigned Precinct Commanders the responsibility to lead crime prevention and control strategies.

## CompStat Accountability

The Phoenix Police Department's renewed focus on reducing crime in our community is a vital first step in providing world-class police service to the community members we serve. Our CompStat accountability process and meetings will ensure operational oversight and accountability during the implementation of the crime reduction plan. This will include ensuring officers are efficiently deployed in identified areas with increased levels of criminal activity while being given clear direction related to reducing crime. Measuring operations and outcomes during implementation will ensure the current strategy provides professional, sustainable solutions while accomplishing goals.

## Department Work Unit Roles

All members of the Department, both sworn and professional staff, will be focused on contributing to the execution of the Crime Reduction Plan. The following discussion identifies work units key to the success of this plan.

## Patrol

Patrol is the initial and primary response to criminal incidents ensuring public safety. Patrol officers are expected to perform intelligence-directed patrol activities designed to prevent and control crime while identifying criminal offenders and focusing on disrupting the instrumentalities of crime, such as firearms, stolen vehicles, etc.

Patrol officers will achieve this through:

- A prompt response to citizen calls for service.
- Providing high visibility patrol and investigative follow up.
- Performing high-quality initial investigations.
- Following action plan directives during available time.
- Utilizing data-driven processes to engage in apprehending violent and repeat offenders.
- Working collaboratively with all internal and external partners to address quality of life issues.

Additionally, dedicated crime reduction teams within Patrol, Neighborhood Enforcement Units and Community Action Officers (NET/CAO), will focus on identifying, locating, and apprehending criminal offenders through a prioritized tiered approach.

Technology implementation is also a key factor of success for all divisions of the Department improving operations and crime reduction activities producing increased efficiencies and positive outcomes for the community.

## Investigations

Detectives pursue the successful resolution of criminal investigations with a relentless commitment to justice with a victim-centered mindset. The most violent crime suspects are engaged in a high volume of violence in the community. Early identification of these suspects provides the highest probability of preventing additional crime, and this can be achieved through:

- Completing comprehensive and thorough investigations
- Active follow-up and efficient case management
- Timely investigative follow-up of CODIS, ABIS, and Rapid Hits to investigative leads
- Utilizing the Non-Fatal Shoot Team to respond to and investigate all incidents in which firearm is utilized and an individual(s) receives an injury to provide quality investigative outcomes.
- Centralizing intelligence and working with crime analysts to identify citywide patterns
- Partner with prosecutorial agencies to ensure the successful prosecution and conviction of subjects involved in violent crime.
- Sharing citywide patterns and intelligence with precinct Crime Reduction Teams.

## Tactical Support Bureau

In addition to Patrol and Investigations, specialty investigative and enforcement work units are integral to a comprehensive crime reduction plan. This includes the Tactical Support Bureau, which consists of the Crime Impact Unit (CIU), Canine Unit, Air Support Unit (ASU), and Special Assignments Unit (SAU).

### Crime Impact Unit

The Crime Impact Unit (CIU) provides service and support to both the Patrol and Investigations Divisions. CIU's crime reduction efforts focus on the following:



- High profile, high violence potential suspect apprehensions via a department-wide prioritized tiered approach
- Investigative support and technology-based apprehension techniques
- Collection and dissemination of felony warrant information
- Provide Tactical Support for the Patrol Division related to suspect apprehension.
- Provide intelligence gathering in furtherance of ongoing investigations
- Goal: Increase in apprehensions and investigative support

### **Canine and Air Support Unit**

The Tactical Support Bureaus Canine and Air Support Units primary responsibility is to provide resources to the Patrol Division to increase officer and community safety during high-risk operations. The resources of these units will support the Department's crime reduction strategy by providing support in the following areas:

- Support the Patrol Division with covert suspect surveillance support
- Tactical support to reduce vehicle pursuits
- Pursuit avoidance and conclusion using advanced tactical equipment
- Concealed suspect tracking and apprehension
- Investigative transport to support ongoing, high-profile investigations

### **Special Assignments Unit**

The Special Assignments Unit (SAU) is responsible for the safe resolution of high-risk incidents with suspects with enhanced violence potential. Through their training and equipment, SAU will support the Department's crime reduction efforts while simultaneously improving the potential for the safety and security of officers and the community. SAU will support the Department's crime reduction efforts by providing the following:

- Service of high-risk search warrants
- Apprehension of armed suspects with increased violence potential
- Support to apprehend fleeing suspects using advanced tools and tactics
- Apprehension of barricaded suspects

## **Stakeholders and Partnerships**

Developing and maintaining trusting relationships are the foundation of community policing and are essential to preventing crime, preventing targeted violence, and instilling public confidence and trust in law enforcement. Forming these meaningful partnerships where police officers and community members collaborate to reduce crime in neighborhoods, reduce the fear of crime, and improve quality of life is accomplished by:

- Engaging in open lines of communication.
- Focusing on matters of ongoing public concern and providing continuity of services to the community.
- Identifying and creating purposeful engagement to enhance the safety and quality of neighborhoods.
- Seeking to build upon and establish new groups and organizations to allow residents to advocate and impact their neighborhood's safety.

Additionally, City services and other community partners are important stakeholders in this endeavor. Actively engaging with these partners is a key success factor to leading with services and reducing crime in our communities.