

# 2024 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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Last year the Phoenix Police Department issued a comprehensive Crime Reduction Plan which detailed our approach to preventing and controlling crime, providing public safety, and bringing justice to the victims of crime. It is with a sense of accomplishment that I share with you that we experienced a reduction in both violent and property crimes during 2023.

With a continued commitment to these goals, this document sets forth the 2024 Crime Plan which relies on data driven strategies that are victim centered and trauma informed. This plan focuses on leveraging technology, community resources and strategic partnerships to act as a force multiplier. We will continue to focus on that small percentage of people responsible for the majority of crime. The opening of our Real Time Operations Center in one of our most active crime areas will assist in achieving our goals, and I look forward to seeing the impact this new resource has on fighting crime in our community.

This plan acts as the framework for more specific strategies that will be crafted, customized and implemented for each area of our city. Please use this plan as a guideline for the work that your bureaus and units do on a daily basis. The focus will continue to be on the most violent offenders, the most active areas, prohibited possessors and those with warrants. In addition, we will strategize on addressing the fentanyl epidemic plaguing our city and the increase in juvenile violent crime. We are losing far too many of our young people to gun violence and the effects of the fentanyl epidemic on our community have been immense.

We are committed to building strong, trusting relationships with our community and the key to that is transparency and accountability at every level of our organization. Amidst the challenges that come our way, we continue to evolve and remain vigilant in our mission to protect our community. We must remember, at the center of all of this is the safety and quality of life of all who live in, work in and visit our great city.

It is the honor of a lifetime to continue to lead the sworn and professional staff of the Phoenix Police Department. Remember, we're all in this together.



## Overview

### 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.

### Strategic Priorities & Focus Areas

For 2024, the Phoenix Police Departments (PPD) Crime Reduction Plan, will build upon the crime reduction successes produced by the 2023 Crime Reduction Plan. While preventing and controlling crime in 2023, there were emerging crime trends identified and lessons learned. These new trends and lessons will be integrated with existing strategic priorities, practices and focus areas. We remained relentlessly committed to enhancing the quality of life for both the citizens and businesses via controlling crime, preventing crime and preventing disorder. Although the strategic priorities remain consistent, the approach will have different goals based on the emergent trends, lessons learned and timely crime data.

The plan focuses on impactful resource deployment, operational tactics, and investigative success. Successful implementation also includes partnering with other City Departments, prosecutorial partnership, and community resources to build a comprehensive approach to reducing crime in our communities. 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.

The four strategic priorities for the prevention and control of criminal activity in the City of Phoenix are:

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 dangerous 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	People who are not legally able to possess a firearm have been linked to a high 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 arrest 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 Strategic Priority and Focus Areas, crime reduction strategies will be employed, concentrating on high-crime locations, chronic offenders, prohibited firearm possessors, fentanyl related crime and disorder, and juvenile violent crime. A department-wide tiered apprehension approach will continue to be applied. 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.

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.



## Current Crime Trends

A comprehensive review of the crime trends in the City of Phoenix during 2023 demonstrates a need for an ongoing, impactful strategy that addresses violent and property crime. During 2023, UCR Part One Violent Crimes decreased overall by 4% and the UCR Property Crimes decreased by 13%. Importantly, in 2023, the overall number of homicides, robberies and aggravated assaults decreased in the City of Phoenix. These reductions resulted in a significant decrease in violent crime victims in our city. Even with these meaningful violent crime reductions, data identified an increase in violent crime being committed by juveniles. These increases are significant and concerning.

### Violent Crime Trends

UCR Crime Type	2018	2019	2020	2021	2022	2023	% Change 2022-2023
Homicide	137	139	200	198	223	198	-11%
Rape	1,086	1,139	1,068	1,087	1,105	1,089	-1%
Robbery	3,112	3,197	3,278	3,183	3,207	2,803	-13%
Agg Assault	7,780	7,336	9,113	8,657	8,986	8,950	-0.4%
<b>Total Part One Violent Crimes</b>	<b>12,115</b>	<b>11,811</b>	<b>13,659</b>	<b>13,125</b>	<b>13,521</b>	<b>13,040</b>	<b>-4%</b>
Burglary	10,479	9,471	7,406	6,289	6,266	5,690	-9%
Theft/Larceny	39,438	39,427	36,254	36,668	33,631	26,195	-22%
Motor Vehicle Theft	7,815	7,076	7,429	7,890	7,633	9,364	23%
Arson	238	201	297	248	257	183	-29%
<b>Total Part One Property Crimes</b>	<b>57,970</b>	<b>56,175</b>	<b>51,386</b>	<b>51,095</b>	<b>47,787</b>	<b>41,432</b>	<b>-13%</b>

In correspondence with violent crime trends, 2023 data indicates a significant increase in juveniles committing violent crime. The early identification, investigation, apprehension, and prosecution of these individuals along with youth programs and community engagement will provide the highest probability of preventing additional crime.

### Juvenile Offender Violent Crime 2022 and 2023 Comparison (specific crime types only)

Age	2022							2023							% Change
	<10	10-12	13-14	15	16	17	Total Under 18	<10	10-12	13-14	15	16	17	Total Under 18	
Homicide	0	0	1	2	2	16	21	0	0	0	4	9	9	22	5%
Robbery	0	0	19	35	38	28	120	0	1	41	36	36	47	161	34%
Agg. Assault	2	13	38	33	49	54	189	1	17	63	44	72	86	283	50%
Motor Vehicle Theft	0	1	8	11	6	9	35	0	4	79	42	48	38	211	503%
Stolen Property	0	0	4	9	11	16	40	0	0	19	20	26	29	94	135%
Weapons	0	1	19	29	49	58	156	0	0	13	47	63	91	214	37%
<b>Total</b>	<b>2</b>	<b>15</b>	<b>89</b>	<b>119</b>	<b>155</b>	<b>181</b>	<b>561</b>	<b>1</b>	<b>22</b>	<b>215</b>	<b>193</b>	<b>254</b>	<b>300</b>	<b>985</b>	<b>76%</b>

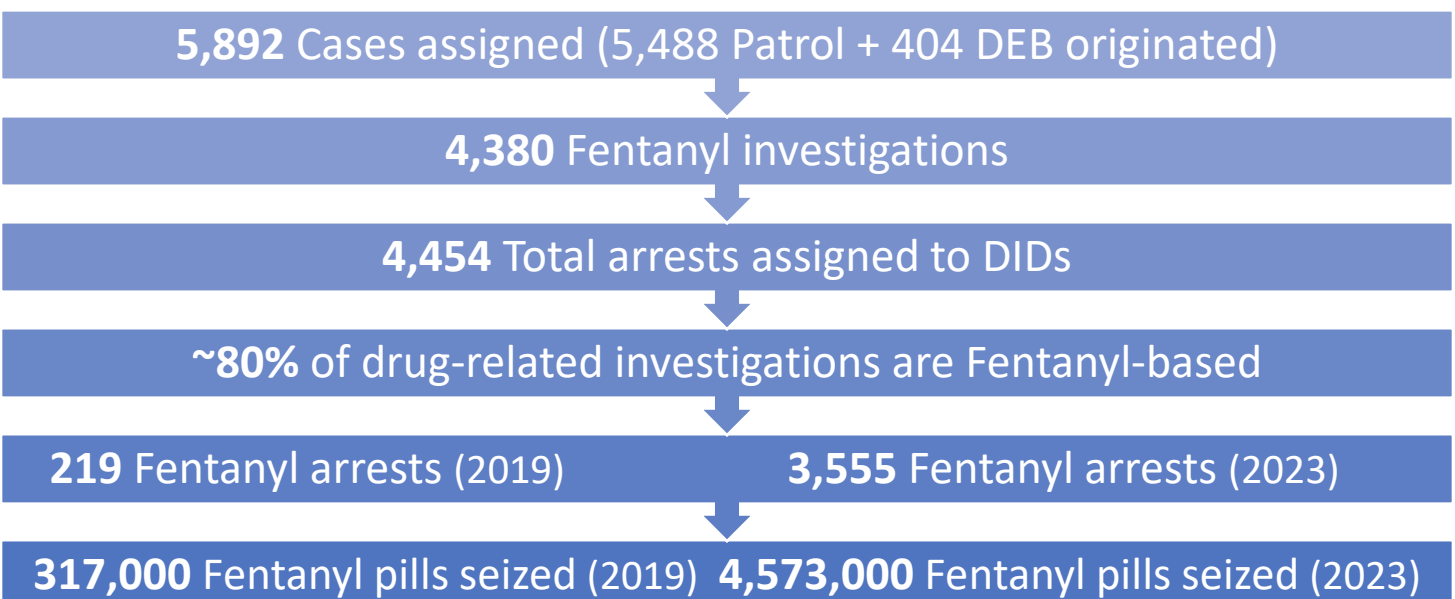
In 2023 there were reductions in total traffic collisions, fatal collisions and injury collisions involving motor vehicles. There were also reductions in total pedestrian related crashes, pedestrian fatalities and pedestrian injuries. Reduction of traffic related crime and community harm remains a strategic priority for the PPD. The development and implementation of strategies to reduce violent, property, juvenile, fentanyl and traffic crime in the City of Phoenix are a priority.

### Traffic Fatalities 2022 v. 2023

	2022	2023	% Change
Total Fatalities	248	237	-4.4%
Alcohol-Related	28	32	14.3%
Impaired-Related	36	37	2.8%
Speed-Related	65	52	-20%
Pedestrian	107	91	-15%
Bicycle	14	6	-57.1%

Additionally, data continues to demonstrate the harmful and deadly impact of the fentanyl epidemic in our city. In Phoenix, 1,023 died due to fatal overdoses in 2022 (2023 data pending release from OME), 78% male and 22% female, with minorities and people experiencing homelessness making up the majority of these deaths. The City of Phoenix accounts for more than half of all fatal overdoses in Maricopa County. Fatal overdose rates per 100,000 population in Phoenix has increased 39% between 2019-2022. This epidemic and its connection to crime and disorder requires the development of a comprehensive, multi-disciplinary strategy. Via leveraging overdose data and violent crime data with an illegal drug nexus, coordinated enforcement strategies will be implemented.

### Fentanyl Data for 2023



## Performance Goals

By analyzing data and trends over the last year revised performance goals have been identified for this year's plan. **The following goals are not comprehensive but reflect the focus areas and strategies addressing criminal activity in the City of Phoenix.**

### Goal 1

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

### Goal 2

Increase the number of apprehensions for the sale and distribution of fentanyl and methamphetamine by 3%. Expand education and prevention efforts, leverage multiagency intelligence dashboards while enhancing our current partnerships with other public health agencies and community stakeholders.

### Goal 3

Reduce juvenile violent crime rates by 5% focusing on intelligent enforcement, partnerships with courts and prosecutors, legislation and statute changes and youth engagement and education.

### Goal 4

Increase technology tools to continue to assist with lowering crime in the City. This technology includes the Real Time Operations Centers, drones, license plate readers (LPRs), gun-shot detection equipment, fixed cameras and laptops for all patrol officers.

### Goal 5

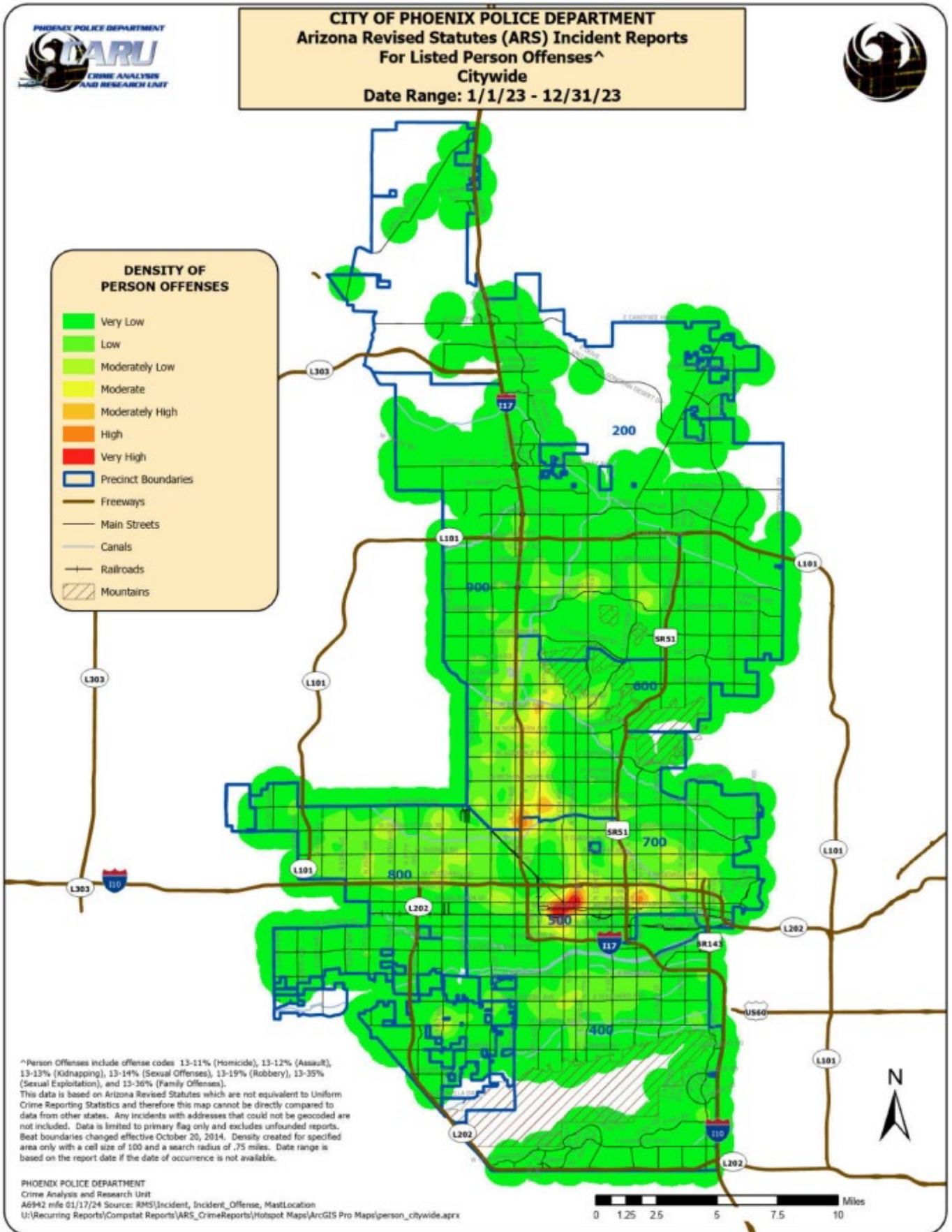
Increase the use of Traffic Bureau Motors partnering with precincts to overlay traffic enforcement plans where violent crime hotspots are identified. The Traffic Bureau will create a comprehensive traffic enforcement plan, in collaboration with the Patrol Division, with the goal of reducing fatality and serious injury collisions by 5%. This will be achieved by identifying high incident roadways segments and intersections which will become a priority for enforcement efforts.

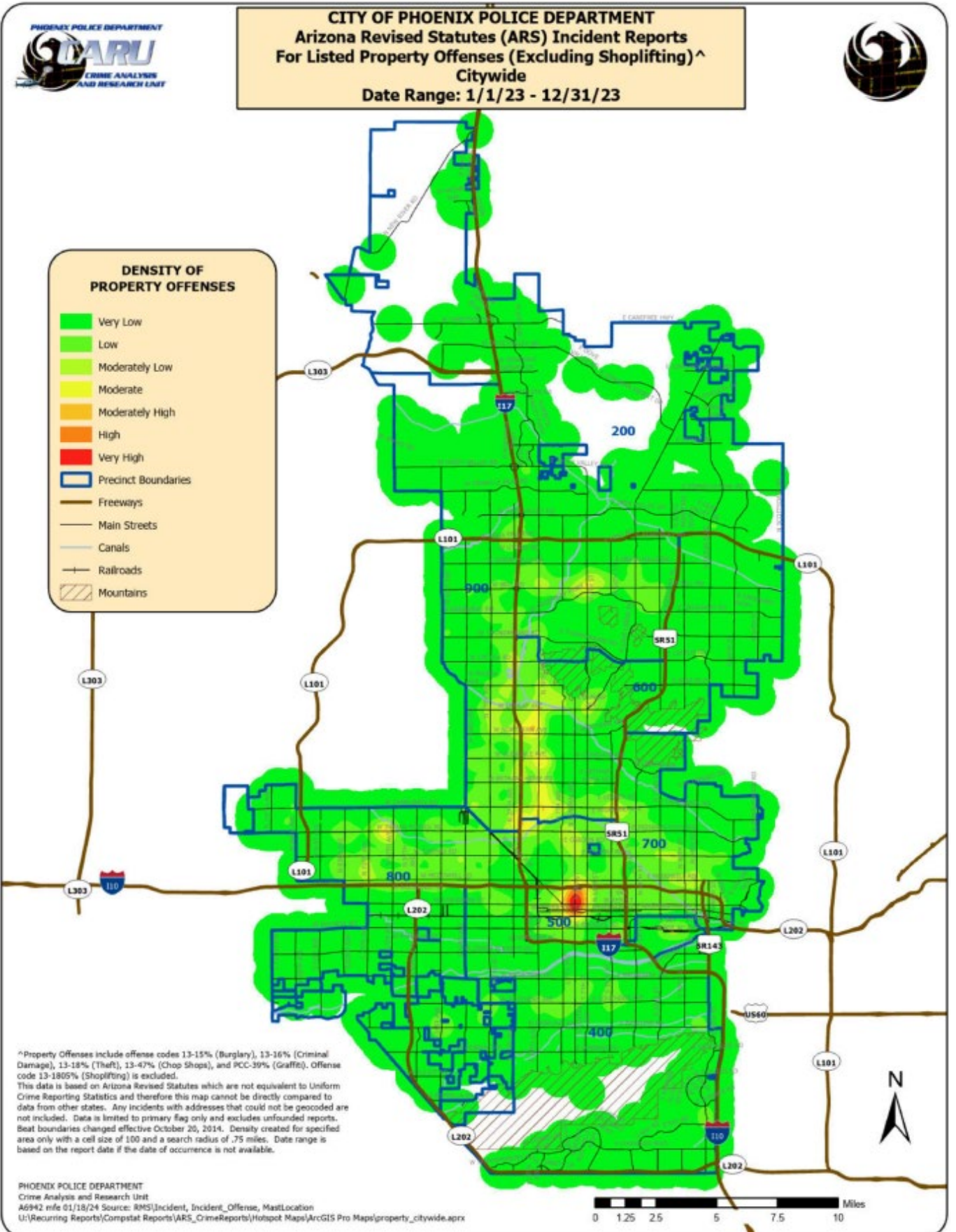
## Citywide Hotspot Maps

The Department will use tools, such as hotspot maps like these, to identify areas needing targeted enforcement while continuing to allow for flexibility when necessary.

By addressing criminal activity, with a focus on the most active and most violent individuals within our hotspots, we will achieve a reduction in criminal activity. The following maps shows violent crime person offenses then property crime offenses citywide.







## CompStat Accountability

Internal CompStat investigations began in August of 2023, identifying one precinct per month. To prepare for these meetings data is pulled and analyzed and questions are identified and vetted. These meetings focus on violent and property crime in the chosen precinct, crime reduction plans, response times, overtime amounts, training compliance and body worn camera activation rates. Meetings are comprised of the Executive Team, precinct staff, Investigations staff and the Crime Analysis and Research Unit. The purpose of these meetings is to identify any areas that may need improvement, as well as efficiently share information on processes that are working well and could be utilized elsewhere in the Department.

In 2024 the Department will remain committed to enhancing and growing the capacity to produce the required data and analytics of CompStat performance accountability process. Those responsible for these metrics will focus on data quality and an increased frequency of production. The entire organization will participate in CompStat accountability.

## 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.
- Addressing monthly crime plans in each squad areas.
- 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.

#### **Violent Crimes Bureau**

The Violent Crimes Bureau ensures the safety and security of each person in our community by conducting initial and follow-up investigations thoroughly, completely and ethically on all violent crimes. As the largest bureau in the Phoenix Police Department, they consist of several units such as:

- Homicide
- Robbery
- Assault/Bias/School Crimes
- Non-Fatal Shoot Team
- Crime Gun Intelligence
- Gangs
- Night Detectives
- Digital Forensics

#### **Family Investigations Bureau**

The mission of the Family Investigations Bureau is to thoroughly investigate cases and to further reduce trauma through the interaction of a multidisciplinary team to provide comprehensive services to victims and their families. Crimes investigated are:

- Domestic Violence
- Adult Sexual Assault
- Missing and Unidentified Persons
- Sex Offender Notifications
- Sex Crimes Cold Case
- Crimes against Children
- Internet Crimes Against Children

#### **Drug Enforcement Bureau**

The Drug Enforcement Bureau is responsible in enhancing public safety and reduce crime through the professional, aggressive, and elite enforcement of illegal drug and vice related laws. Through the use of undercover investigations, commercial interdiction, informants, and electronic surveillance, the Bureau looks to dismantle drug trafficking organizations, suppress illegal drug sales at the community level, and conduct operations to combat Human Sex Trafficking at all levels. The Bureau oversees cases involving the possession and/or sales of illegal drugs, as well as assist other investigative bureaus in providing expert analysis on drug and vice-related investigations.

#### **Property Crimes Bureau**

The Property Crimes Bureau is focused on enhancing the quality of life in our community by addressing property and financial related crimes through community awareness, education, and the utilization of quality based investigative techniques. We strive to locate the criminals within our community, hold them accountable, and return the items they have taken to their victims. Some of the crimes investigated are:

- Animal cruelty
- Auto thefts
- Burglaries
- Criminal damage
- Financial crimes (counterfeiting, identity theft, forgery, fraud, etc.)
- Graffiti
- Organized retail crimes
- Metal theft

### **Crime Lab**

The Phoenix Police Department Laboratory Services Bureau (Crime Lab) is a nationally accredited forensic laboratory that provides technical assistance and training, evaluates and analyzes evidence, interprets results and provides expert testimony related to the full spectrum of physical evidence recovered from crime scenes. Some of the scientific procedures utilized by the laboratory have the potential for linking a suspect to a crime, victim, or a scene.

### **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.

## PPD Crime Reduction Plan

### *Focus Areas and Strategies*

The following table illustrates our focus areas and strategies within our crime reduction plan. It is a management tool that ensures our initiatives align with our performance goals, tracks responsibilities, communicates resource gaps, and identifies potential considerations. Where possible, each focus area and strategy also contain Key Performance Indicators (KPIs) to ensure their impact can be measured or formally evaluated.

Focus Area	Strategies	Performance Goal	Key Performance Indicator (Metric)	Responsible Unit	Resources Needed
<b>Most Dangerous People</b>	PPD Non-Fatal Shooting Team (NFST)	Reduce violent crime rate and incidents involving guns by removing the most active crime guns from use in criminal activity.	-Arrests -Clearance rate on violent crimes (ARS/UCR Part 1 Crimes) -Crime rate (ARS/UCR Part 1 Crimes)	Investigations Division Bureaus using: -Crime Gun Intelligence Unit (CGIU) PPD Non-Fatal Shooting Team (NFST) -Crime Gun Liaison Officers -Advanced Training Academy	-Actionable Intelligence generated from NIBIN leads -Comprehensive training for Patrol officers on prohibited possessors -Expansion of the Crime Gun Liaison Officer Program -Deployment of FireFly systems with the Real Time Crime Operation Center (RTOC) intelligence led efforts
<b>Most Dangerous People</b>	Coordinated approach to weapons offenses and gun crimes.	Reduce the violent crime rate through a coordinated approach to weapons offenses and gun crimes.	-Arrests -Clearance rate on violent crimes (ARS/UCR Part 1 Crimes) -Crime rate (ARS/UCR Part 1 Crimes)	-Patrol Division Precincts -Investigations Division Bureaus -Advanced Training Academy. -Tactical Support Bureau	Comprehensive training for Patrol officers on prohibited possessors -Incorporation of weapons and prohibited possessors training in the Field Training Officer training program for Officers in Training (OIT) -Timely investigation and submission of cases for prosecution

# PPD Crime Reduction Plan

Focus Area	Strategies	Performance Goal	Key Performance Indicator (Metric)	Responsible Unit	Resources Needed
<b>Most Dangerous People</b>	Proactive Follow-up of Probable Cause Leads	Arrest suspects of violent crimes within seven days when probable cause has been established from prior day's intelligence led policing efforts.	<ul style="list-style-type: none"> <li>-Arrests</li> <li>-Clearance rate on violent crimes (ARS/UCR Part 1 Crimes)</li> <li>-Crime rate (ARS/UCR Part 1 Crimes)</li> </ul>	<ul style="list-style-type: none"> <li>-Patrol Division Precincts</li> <li>-Investigations Division Bureaus</li> <li>-Tactical Support Bureau</li> </ul>	<ul style="list-style-type: none"> <li>-A communication technology solution that provides real-time intelligence sharing between patrol, investigations, and tactical units. The solution would allow for the sharing of intelligence with partner agencies as well.</li> <li>-City-wide Proactive Policing Alerts</li> <li>-NET Recap Reports</li> <li>-Precinct dedicated criminal intelligence analysts (CIA)</li> <li>-Standardized training program for CIAs</li> </ul>
<b>Most Dangerous People</b>	Investigative Follow-up on Biometric (CODIS, ABIS, and Rapid) Hits	Reduce the violent crime rate through a coordinated approach to weapons offense and gun crimes.	<ul style="list-style-type: none"> <li>-Arrests</li> <li>-Clearance rate on violent crimes (ARS/UCR Part 1 Crimes)</li> <li>-Crime rate (ARS/UCR Part 1 Crimes)</li> </ul>	<ul style="list-style-type: none"> <li>-Patrol Division Precincts</li> <li>-Investigations Division Bureaus</li> <li>-Advanced Training Academy.</li> </ul>	<ul style="list-style-type: none"> <li>-Comprehensive training for Patrol officers on prohibited possessors</li> <li>-Incorporation of weapons and prohibited possessors training in the Field Training Officer training program for Officers in Training (OIT)</li> <li>-Timely investigation and submission of cases for prosecution</li> </ul>
<b>Most Dangerous People</b>	Timely follow-up on further requests from the Maricopa County Attorney's Office (MCAO)	Investigations furthered by the MCAO after submission for prosecution will be supplemented within 30 days with active investigative follow-up.	<ul style="list-style-type: none"> <li>-Resubmission of eligible cases for prosecution</li> </ul>	<ul style="list-style-type: none"> <li>-Investigations Division Bureaus</li> <li>-Court Liaison Detail</li> </ul>	<ul style="list-style-type: none"> <li>-Review and Improvement of the Further process</li> <li>-Analysis of monthly report of Furthers/Turndowns</li> <li>-MCAO RMS System Dashboard</li> </ul>

# PPD Crime Reduction Plan

Focus Area	Strategies	Performance Goal	Key Performance Indicator (Metric)	Responsible Unit	Resources Needed
<b>Most Dangerous Places</b>	Violent Crime Hot Spot Policing	Reduce the calls for service in crime hot spots throughout the City of Phoenix through the strategic deployment of Department resources.	<ul style="list-style-type: none"> <li>-Calls for Service</li> <li>-Response Times for Priority 1 calls</li> <li>-Crime Hotspot areas</li> <li>-Arrests</li> </ul>	-Patrol Division Precincts	<ul style="list-style-type: none"> <li>-Hot Spot data</li> <li>-Precinct dedicated criminal intelligence analysts (CIA)</li> <li>-Standardized training program for CIAs</li> <li>-City Services Partnerships</li> </ul>
<b>Most Dangerous Places</b>	Community Outreach and Partnerships	Increase community outreach and directed referrals to build community solutions to high crime areas.	<ul style="list-style-type: none"> <li>-Community Engagement Events</li> <li>-Directed Outreach Referrals</li> </ul>	<ul style="list-style-type: none"> <li>-Community Engagement Bureau</li> <li>-City Services Partners including Homeless Solutions, Public Works, Streets, and Human Services</li> <li>-Community partners including Block watch groups, PNPs, and safe business partners</li> </ul>	-Ongoing collaboration with City Services and Community partners
<b>Prohibited Possessors</b>	Misconduct with Weapons Investigations ( <i>Operation Recoil</i> )	Increase clearance rates on Misconduct with Weapons Investigations through timely follow-up and submission for prosecution.	<ul style="list-style-type: none"> <li>-Arrests</li> <li>-Clearance rate on Misconduct with Weapons cases</li> <li>-Submissions for prosecution</li> <li>-Firearms seized</li> </ul>	<ul style="list-style-type: none"> <li>-Violent Crimes Bureau</li> <li>-Laboratory Services Bureau</li> <li>-Alcohol, Tobacco, and Firearms (ATF)</li> <li>-Maricopa County Prosecutor's Office</li> <li>-US Attorney's Office</li> </ul>	<ul style="list-style-type: none"> <li>-PSP Program</li> <li>-Collaborative partnerships with local, state, and federal prosecuting agencies</li> <li>-Patrol training for prohibited possessor queries</li> </ul>

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Focus Area	Strategies	Performance Goal	Key Performance Indicator (Metric)	Responsible Unit	Resources Needed
<b>Subjects with outstanding Warrants (Violent crimes/Weapons Offenses)</b>	Tiered Approach to Apprehensions	Apprehend individuals with outstanding warrants for violent crimes and weapons offenses in a Departmental tiered approach.	-Warrant arrests -Warrants cleared	-Strategic and Tactical Services Division -Patrol Division Precincts -Investigations Division	-Prioritization of violent offenders/weapons offenses -Probation -NET training/certifications -GMIC Training -Booking process improvements (Reduce booking times) -FTO Phase 4
<b>Overdose &amp; Fentanyl Epidemic</b>	Join investigations with Night Detectives and DEB  OD Dashboard-Intelligence driven crime prevention	Increase community outreach and directed referrals from high overdose areas.	-Arrests -Clearance rate on fentanyl cases -Submissions for prosecution	-Drug Enforcement Bureau -Patrol Division Precincts	-Office of the Medical Examiners -AZ Department of Health -Drug Enforcement Administration -Real Time Operation Center (RTOC)
<b>Juvenile Violent Crime</b>	Increase investigative thoroughness in juvenile related shootings  Youth programming and community engagement	Reduce violent crime rate and incidents involving juveniles by removing the most active crime guns from use in criminal activity.	-Arrests -Clearance rate on violent crimes (ARS/UCR Part 1 Crimes) -Crime rate (ARS/UCR Part 1 Crimes)	-Patrol Division Precincts Investigations Division Bureaus using: -Crime Gun Intelligence Unit (CGIU) -PPD Non-Fatal Shooting Team (NFST) -Crime Gun Liaison Officers -Advanced Training Academy	-Actionable Intelligence generated from NIBIN leads -PSP Program -Collaborative partnerships with local, state, and federal prosecuting agencies -Comprehensive training for Patrol officers on prohibited possessors -Expansion of the Crime Gun Liaison Officer Program -Deployment of FireFly systems with the RTOC intelligence led efforts