

CITY CLERK ORIGINAL

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SUBGRANT
between
CITY OF GLENDALE

and the Arizona Board of Regents for and on behalf of
ARIZONA STATE UNIVERSITY

Issued Under

Smart Policing Grant Program

Subgrant No. 211-MU-BX-0024

This **SUBGRANT** is entered into on this 22nd day of May, 2012 by and between City of Glendale, a municipal corporation, (hereinafter called "Glendale") acting through the Glendale Police Department and the Arizona Board of Regents for and on behalf of Arizona State University (hereinafter called "ASU"). Glendale and ASU are hereinafter referred to individually as "Party" and collectively as "Parties."

WHEREAS, Glendale is the recipient of the above-referenced Smart Policing Grant (hereinafter called "Prime Grant") for support of a project entitled "*Glendale Police Department Smart Policing Initiative*"; and

WHEREAS, Glendale desires that ASU perform certain work required under the Prime Grant and ASU is willing to undertake such work in accordance with the terms of this Agreement (hereinafter called "Subgrant").

The Parties agree as follows:

I. SCHEDULE

1. SCOPE OF WORK. ASU will use reasonable efforts to perform the work described in the Statement of Work which is attached hereto and hereby made a part of this Subgrant as Attachment A.

2. ENTIRE AGREEMENT. This document constitutes the entire Subgrant between the Parties relative to the subject matter, and may be modified or amended only by a written amendment signed by both Parties in accordance with the General Provisions Article II and includes the following parts:

Subgrant
Attachment A – Statement of Work
Attachment B – Budget

3. PERIOD OF PERFORMANCE. The period of performance for this Subgrant shall be from October 1, 2011 through September 30, 2013, unless amended by written mutual agreement. Expenditures incurred prior to the beginning date or subsequent to the termination date are unallowable.

4. KEY PERSONNEL. ASU's Project Manager is Michael White and is key personnel for work under this Subgrant and shall be neither removed nor replaced nor his time significantly reduced without prior written consent of Glendale.

5. COMPENSATION. The work to be performed under this Subgrant is on a cost reimbursable basis. Glendale was awarded \$237,421 for the two-year grant. Glendale allotted the amount of \$124,522 for the first year beginning October 1, 2011 and the amount of \$112,899 for the second year beginning October 1, 2012. Glendale shall not be obligated to reimburse, nor shall ASU be obligated to incur, any expenditures in excess of this limitation. For detail, see the budget which is attached and made a part of this Subgrant as Attachment B.

6. INVOICING. ASU shall submit quarterly invoices to Glendale within 10 business days of the close of the quarter indicating the amount expended for the current quarter and cumulatively to date according to the budget. The quarterly invoice shall have attached copies of all invoices, time sheets and other documents necessary to support the charges within the invoice. The description of the charges used in the invoices shall be exactly the same as the descriptions contained in the grant budget, thus easing the reconciliation effort necessary. ASU will provide Glendale with copies of invoices and timesheets for expenses requested. The invoices shall be reviewed by the principal investigator at ASU and certified by an officer or other responsible official of ASU and shall reference Subgrant No. 2011-MU-BX-0024. Invoices shall be mailed to the Glendale contact identified in General Provisions - Notices.

- A. Glendale shall reimburse ASU for allowable, actual direct costs and indirect costs incurred in the performance of this Subgrant according to the budget. Any costs charged to the Subgrant must be consistent with the principles set forth in the Office of Management and Budget Circular A-21 and the terms of this Subgrant. Reimbursement for indirect costs will be at ASU's federally approved indirect cost rate but in no event will be greater than the rate shown in the budget in Attachment B.
- B. At any time or times prior to final payment, Glendale may make such audit of the invoices as shall be deemed proper. Each provisional payment shall be subject to reduction to the extent of amounts which are found not to constitute allowable costs, and shall also be subject to reduction for overpayments or to increase for underpayments.
- C. The final billing shall be submitted no later than thirty (30) days after the termination of the Subgrant. In no event shall the final billing exceed the Subgrant amount. Final payment will be withheld until Glendale has received the most recent audit mentioned above.
- D. Invoices are due and payable within 30 days. ASU reserves the right to subject invoices not paid within thirty (30) days of the invoice date to a 1% per month late fee on the unpaid

balance for any amounts not in dispute. ASU reserves the right to discontinue the services if Glendale fails to make payments within 30 days of receipt of invoice.

- E. In the event of non payment, ASU may terminate all further work on the project and seek full payment from Glendale for all work performed and all expenses incurred including allocable cost, pursuant to the termination clause of this agreement including the collection of payment.
- F. Should it become necessary for ASU to commence collection proceedings or retain an attorney to enforce any of the terms of this Agreement, the Glendale shall pay attorneys' fees and the costs of collection incurred by ASU.
- G. Please send checks or paper remittance advices to:

Arizona State University
ATTN: Grant & Contract Accounting
PO Box 876011
Tempe, AZ 85287-6011

- H. Wire transfers should be sent to:

Account #: [REDACTED]
ACH (Within USA only) Routing #: [REDACTED]
Routing # (if international): [REDACTED]
Swift Code: [REDACTED]

Bank Name: [REDACTED]
Acct Name: [REDACTED]

- I. Questions should be directed to the person issuing the invoice or to cashmanagement@asu.edu.
- J. Invoices shall be mailed to the Glendale contact identified in Article II, GENERAL PROVISIONS; Section 11, NOTICES.

7. DELIVERABLES. ASU shall submit technical progress reports and/or other deliverable as identified in Attachment A, Statement of Work to the technical contact in GENERAL PROVISIONS, Section 11, NOTICES. It is understood by the Parties that frequent communication between Glendale's Principal Investigator, Commander Christine DeSanti, and ASU's Principal Investigator is imperative in order to fulfill the Statement of Work. No other property is being purchased or generated under this Subgrant. These Deliverables are the property of Glendale. Any property owned by a Party before this Subgrant, or acquired by a Party during the term of this Subgrant, continues to belong to that Party.

II. GENERAL PROVISIONS

1. TERMINATION. In the event the work under this Subgrant is terminated in whole, or from time to time in part, at the option of Glendale pursuant to the provisions of Federal Acquisition Regulation 52.249-5, Glendale shall reimburse ASU for the costs and expenses specified in such regulation. ASU will furnish all necessary reports of research completed or in progress through the date of termination.

- A. The Parties recognize that performance by ASU under this Subgrant may be dependent upon the appropriation of funds by the State Legislature of Arizona. Should the Legislature at any time fail to appropriate the necessary funds for such performance, then, by written notice to Glendale, ASU may terminate this Subgrant and have no further duty or obligation hereunder. Glendale recognizes and understands that appropriation is a legislative act and is beyond the control of ASU.
- B. The Parties recognize that performance by Glendale under this Subgrant may be dependent upon the appropriation of funds by the United State Government. Should the U.S. Government at any time fail to appropriate the necessary funds for such performance, then, by written notice to ASU, Glendale may terminate this Subgrant and have no further duty or obligation hereunder. ASU recognizes and understands that appropriation is a legislative act and is beyond the control of Glendale.
- C. The Parties shall be reasonably compensated for costs or expenses reasonably incurred before any notice of termination is received. Except for perishables, any property contributed by a Party in accordance with this Subgrant will be returned upon termination.

2. CHANGES. Any changes or amendments to this Subgrant including, but not limited to, changes in the scope of work, period of performance or cost and report requirements, must have prior written approval of the Parties coordinated through the Glendale Police Department Grants Coordinator and executed by authorized officials of both Parties.

3. CANCELLATION FOR CONFLICT OF INTEREST. This Subgrant is subject to the provisions of A.R.S. § 38-511. Either Party may cancel this Subgrant if any person significantly involved in negotiating, drafting, securing or obtaining this Subgrant for, or on behalf of, the Arizona Board of Regents becomes an employee in any capacity of any other Party or a consultant to any other Party with reference to the subject matter of this Subgrant while the Subgrant or any extension thereof is in effect.

4. INSURANCE. ASU is self-insured under the State of Arizona Risk Management Division and maintains coverage for general liability, automobile liability, ASU-owned and ASU-leased property and workers' compensation.

5. INDEPENDENT CONTRACTOR. ASU is an Independent Contractor, not a partner or joint venturer, and shall not act as an agent for Glendale; nor shall Glendale be deemed to be an employee of ASU for any purposes whatsoever. ASU shall not have the authority, either express or implied, to enter into any agreement, incur any obligations on Glendale's behalf, or commit Glendale in any manner whatsoever without Glendale's prior written consent.

6. PUBLICATIONS. Glendale recognizes that the results of research performed hereunder must be publishable and agrees that ASU and its employees and students engaged in work under this Subgrant shall be free to present at symposia or professional meetings, and to publish such results. ASU agrees to furnish three copies of proposed manuscripts to Glendale for review and comment prior to publication and will delay publications for thirty (30) days for completion of such review.

7. DISPUTE RESOLUTION. In the event of any dispute, claim, question, or disagreement arising from or relating to this Subgrant or to its breach, the Parties will use their reasonable efforts to settle the dispute, claim, question, or disagreement. To this effect, they shall consult and negotiate with each other in good faith and, recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to both Parties. Notice is provided in A.R.S. §§ 12-1518 and 12-133.

8. HOLD HARMLESS. Any other provision of this Subgrant to the contrary notwithstanding, the Parties acknowledge that ASU is a public institution and any indemnification or hold harmless provision provided by ASU is limited as required by State law, including without limitation Article 9, Section 7 of the Arizona Constitution and A.R.S. §§ 35-154 and 41-621. ASU's liability under any claim for indemnification is limited to claims for property damage, personal injury, death, or copyright or patent infringement damages caused by acts or omissions of ASU's employees or students.

9. NONDISCRIMINATION. The Parties agree to comply with all applicable state and federal laws, rules, regulations and executive orders governing equal employment opportunity, immigration, nondiscrimination, including the Americans with Disabilities Act, and affirmative action.

10. WAIVER. Failure of Glendale to insist upon strict performance of any of the provisions of this Subgrant or to exercise any rights or remedies provided by this Subgrant, or Glendale delay in the exercise of any of its rights or remedies shall not release ASU from any of its responsibilities or obligation imposed by law or by this Subgrant and shall not be deemed a waiver of any right of Glendale to insist upon strict performance of this Subgrant.

11. NOTICES. All notices under this Subgrant given by either party to the other shall be in writing and submitted to the following individuals, and shall become effective on delivery to the addressee, unless otherwise indicated:

For Glendale:

Debora Black, Interim Police Chief
6835 North 57th Drive
Glendale, AZ 85301
e-mail: dblack@glendaleaz.com

Phone: 623/930-3059
Fax: 623/930-3223

Craig Tindall, City Attorney
5850 West Glendale Avenue, Suite 450
Glendale, AZ 85301
e-mail: ctindall@glendaleaz.com
Phone: 623/930-2930
Fax: 623/915-2391

Financial Contact: Kristy Baker
Grants Administrator, Glendale Police Dept.
6835 North 57th Drive
Glendale, AZ 85301
e-mail: kbaker@glendaleaz.com
Phone: 623/930-3212
Fax: 623/847-5373

For ASU: Office for Research & Glendale Projects Administration
Attn: Heather Clark, Assistant Director, Research Admin.
Arizona State University
Box 873503
Tempe, Arizona 85287-3503

e-mail: Heather.clark@asu.edu
Phone: 480/965-1427
Fax: 480/965-2455
Cc: SPO: _____
PI: Michael White

12. STANDARDS OF WORK. ASU agrees that the performance of work and services required under this Subgrant shall conform to high professional standards in the field. ASU will use reasonable efforts to formulate opinions and information upon which Glendale and the U.S. Government may rely; however, the substance of neither can be guaranteed to be free from omissions or errors; except insofar as such errors or omissions occur as a result of gross negligence or willful misconduct.

13. GOVERNING LAW. This Subgrant shall be governed by the laws and regulation of the United States. The only appropriate venue for resolution of disputes to this Subgrant shall be in the State of Arizona, United States of America.

14. ORDER OF PRECEDENCE. This Subgrant is governed by Department of Justice Grant Guideline Conditions, which are incorporated herein by this reference.

15. E-VERIFY. Both Parties acknowledge that immigration laws require them to register and participate with the E-Verify program (employment verification program administered by the United States Department of Homeland Security and the Social Security

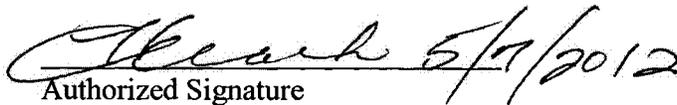
15. **E-VERIFY.** Both Parties acknowledge that immigration laws require them to register and participate with the E-Verify program (employment verification program administered by the United States Department of Homeland Security and the Social Security Administration or any successor program) as they both employ one or more employees in this state. Both Parties warrant that they have registered with and participate with E-Verify. If either Party later determines that the other non-compliant Party has not complied with E-Verify, it will notify the non-compliant Party by certified mail of the determination and of the right to appeal the determination.

16. **SUDAN AND IRAN.** Pursuant to A.R.S. §§ 35-391.06 and 35-393.06, both of the Parties hereby warrant, and represent that they do not have, and its subcontractors do not have, and during the term hereof, will not have, a scrutinized business operation in either Sudan or Iran.

17. **ASU CERTIFICATIONS.** By acceptance of this Subgrant, ASU is providing the certifications regarding Federal debt status, debarment and suspension, drug-free workplace, and lobbying activities.

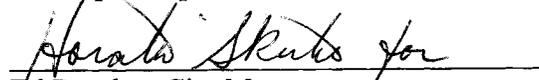
The Parties now execute this Subgrant by its duly authorized representatives.

**ARIZONA BOARD OF REGENTS
FOR AND ON BEHALF OF
ARIZONA STATE UNIVERSITY**

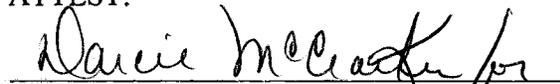

Authorized Signature

Heather Clark
Assistant Director
Research Administration

**CITY OF GLENDALE, an Arizona
municipal corporation**


Ed Beasley, City Manager

ATTEST:


Pamela Hanna, City Clerk (SEAL)

Approved as to form:


Craig Tindall
City Attorney

Attachment A – Statement of Work

1. Statement of Problem

Glendale is the fifth largest city in the state of Arizona, and borders the city of Phoenix. It is 55.8 square miles in size and it has a population of 226,721 (2010 US Census). In terms of ethnic composition, it is 35% Hispanic, 6% African American, and about 60% Caucasian. The city has a total of 90,505 housing units; 35% are renter-occupied and approximately 13% are vacant. About 16% of the residents have not graduated from high school and the median household income is \$50,035. UCR data from the Glendale Police Department (GPD) indicates that in 2010 its total Part I crime rate was 64.8 per 1,000 population, and its violent and property crimes rates were 4.2 and 60.5 per 1,000 population, respectively. While Glendale is a fairly prosperous city when compared to many communities, the southeast corner of the city, which borders Phoenix, is responsible for a disproportionate number of its problems related to crime and disorder. This area, hereafter referred to as the “target area,” is comprised of 15 square miles (with an estimated population of 104,320), and includes patrol zones 20 and 40.¹

Over the last 18 months, GPD has been involved in the Smart Policing Initiative. As one of the ten originally funded sites, GPD and its research partner, Arizona State University (ASU), have employed the SARA model of problem-oriented policing to identify problems and determine their underlying causes, and to implement and assess evidence-based responses. As part of the ongoing project, GPD’s SPI officers (the Neighborhood Response and Downtown Squads) identified two persistent, recurring problems in the target area: disproportionate retail

¹ Under our current SPI project, the target area is patrol zone 20 only. The proposed project would focus on the expanded target area – adding patrol zone 40. Population estimates for zones 20 and 40 were not yet available from the 2010 census. 2000 census numbers are used instead (zone 20=39,137; zone 40=65,183).

theft at Circle K convenience stores, and a problematic large apartment complex that generates an excessive amount of calls for police service.² GPD has experienced success with both of these problems. For the Circle K project, successes include: the identification of two primary offender groups (repeat, career criminal offenders; and “party-hopping” youths); targeted suppression efforts aimed at repeat offenders and targeted prevention efforts at juveniles (including production of a public service announcement); identification of poor business practices and recalcitrance on the part of Circle K to alter those practices; and the development of a valleywide working group of law enforcement agencies to collectively address the Circle K theft problem (including Mesa, Peoria, Avondale and Tempe). For the apartment complex, successes include improved business practices and adherence to CPTED principles; eviction of problematic tenants, near-capacity occupancy rates, and reduced calls for service.³

These ongoing SPI efforts have uncovered two related and persistent problems in the same target area in Glendale. The first involves repeat, career offenders who reside in or near the target area and commit crimes in the area, many of them violent, on a near daily basis. For example, during one of the suppression efforts at Circle K (called *Operation Not-So-*

² The GPD SPI also identified a third problem, abandoned properties. Though the team targeted one property and engaged in preliminary problem-oriented strategies, they were not able to devote sufficient attention or resources to this problem. Rather than spread themselves too thin, the team focused on the Circle K and apartment complex problems.

³ The remaining six months of the original SPI grant will be devoted to a formal assessment of strategies dealing with these two problems. ASU plans to conduct interrupted time series analysis (ARIMA) to identify long term trends at each store and assess whether the targeted Circle K stores experienced different patterns (decreases) that can be attributed to SPI. For the apartment complex, impact will be measured through examination of bi-weekly social/physical disorder surveys and weekly CFS.

Convenient), officers witnessed Jesse Tapia commit an armed robbery. Tapia is an East Side Posse 18th Street gang member, with a criminal history that includes two prior robbery

convictions as a juvenile and three prior felony convictions as an adult for theft, aggravated DUI, and interference with judicial proceedings. As a result of the suppression effort that night, Tapia was arrested, prosecuted, convicted and sentenced to 15 years in prison. The second problem involves organized retail theft, both at convenience stores and large retail stores (malls, Walmart, etc.). This problem was initially discovered through the targeted efforts at Circle K, in which a substantial percentage of the arrestees indicated that they committed the retail thefts for the purpose of selling the stolen merchandise rather than consuming it.⁴ Additional work by property crimes detectives suggests that there are a number of well-organized retail theft rings in Glendale's target area who steal merchandise and either return it for cash/store credit, or sell it on the street or on the internet. For example, the Foothills Investigations Team recently conducted an investigation involving the theft of cellular phones from T-Mobile stores. The investigation revealed that six men were working together across multiple jurisdictions to enter T-Mobile stores and steal cellular phones. The group would then use a contact through Craigslist to market the cellular phones. GPD and its ASU research partners are seeking funding to address these two persistent problems with evidence-based practices that reflect the spirit of the SPI.

2. Project Designs and Implementation

Glendale PD is seeking \$300,000 in funding over 24 months to continue the *Glendale Police Department Smart Policing Initiative*, based on an established, successful research partnership between GPD and ASU. GPD is seeking funding under Purpose Area #1, Smart

⁴During SPI targeted suppression efforts at Circle K stores, offenders are debriefed after their arrest. A range of information is collected, including why they chose this location, were they acting alone or with others, and what they intended to do with the stolen merchandise.

Policing evidenced-based replication. The goal of the proposed project is to broaden the existing

SPI effort beyond the NRS and Downtown Squads to include additional specialized units, and to harness the resources of this new organizational framework to target repeat violent and property (retail theft) offenders in the target area. The proposed project would continue to employ the SARA model of POP (the evidence-based practice) to drive the GPD SPI efforts. Over the last two decades research has consistently supported place- and offender-based POP strategies to reduce violent and property crime (Eck and Spellman, 1987; Sherman, 1989; Kennedy, 1997; Green-Mazerolle et al., 1999; White et al., 2003; Reitzel et al., 2005; Reisig, 2010). The crux of the Glendale PD SPI will continue to be adherence to the SARA model principles, with an eye towards targeting elements of the *Crime Triangle* (victims, offenders, location) that are most vulnerable to police intervention (Eck, 2003; Reisig, 2010). The project has four objectives.

Objective 1: Training

While the NRS and Downtown Squads have advanced training and experience in problem oriented policing through the current SPI, the proposed project will extend the use of POP to additional specialized units including the Community Response Units from each Patrol Division (specialized property crimes investigators), the Violent Crimes Squad, the ROP Squad, the Fugitive Apprehension Unit, and the Foothills NRS. The Violent Crimes Squad investigates aggravated assaults, robberies, unattended deaths, suicides, injunction violations, and nondomestic violence related person crimes. The Fugitive Apprehension Squad is responsible for locating and apprehending violent offenders identified through the Maricopa County Sheriff's Office warrant list and by other investigative units. The ROP Squad is responsible for identifying and targeting repeat offenders. The Community Response Units focus on property crimes such as burglaries, thefts, and criminal damage, but also includes crime prevention and traffic enforcement specialists to coordinate with other city agencies and address community problems.⁵ Objective 1 involves classroom-based training that will advance officers' skills and

understanding of POP, allowing them to engage in a more formalized and evidence-based POP process. The training will be conducted by Lt. Frank Balkcom who has directed GPD's existing SPI efforts, and will be facilitated by Drs. White and Katz (ASU), both of whom have considerable experience in POP activities and in partnering with/training police. Consistent with the current SPI project, the instructors will use the POP Center model curriculum. The training will be approximately 20 hours in length, given in 2-3 hour blocks during months 1-4 of the project study period. The training will involve the same format used previously, with officers assigned to work on class-based (and outside) projects that highlight the key principles underlying POP and SARA. Crime analysts and civilian employees will also participate.

Objective 2: Problem Identification through Scanning and Analysis Activities

The second phase of the project will encompass the "Scanning" and "Analysis" phases of the SARA model, which center on problem identification. At the Scanning stage, officers search for and prioritize potential problems. During the analysis phase, officers collect information on the elements of the crime triangle for the targeted problem in order to determine its size, scope, nature and causes – as well as vulnerability to law enforcement efforts. Objective 2 of the project will be led by the NRS and Downtown Squads, and supported by the additional specialized units, GPD crime analysts, CAT team members and ASU research partners. The "Scanning" and "Analysis" efforts will produce a list of top ten violent repeat offenders from the target area, and

⁵Note that NRS and Downtown Squad officers who participated in the SPI training during the first project will attend an abbreviated three-hour refresher course. Newly assigned officers in NRS and the Downtown Squad who did not participate in the original training will take part in the full training along with officers in the other specialized units.

the identification of organized retail theft networks (and repeat property offenders). The top ten violent offender list will be generated through collaborative investigative work with the Violent

Crimes and Fugitive Apprehension Units (as well as FBI, ATF, US Marshals, probation/parole), involving review of crime reports, surveillance footage, and patterns in calls for service at specific “hot” locations. The SPI top-ten violent offender list will be updated weekly as needed. The organized retail theft networks will be identified through investigative work with the ROP Squad, the Community Response Unit, Arizona’s Organized Retail Crime Alliance (ORCA),⁶ and review of surveillance footage at specific “hot” locations (e.g., Circle K, Walmart, etc.). These Scanning and Analysis activities will be ongoing – thereby providing a continuing list of repeat violent and property offenders and “hot” locations to be targeted by the SPI.

Objective 3: Responses

Objective 3 will involve the identification and implementation of responses to each of the targeted problems identified by the NRS and Downtown officers. Officers in the SPI Response Squads will determine their responses to the identified problems through the normal course of their POP activities, with emphasis on selecting alternatives that include a wide range of tactics that go beyond traditional crime control measures. The identification and implementation of a response is a multi-step process that includes “brainstorming” several possible interventions, assessing the feasibility and potential for success of each, and troubleshooting implementation problems as they occur. This brainstorming will occur in bi-weekly SPI meetings of the entire team, facilitated by the research partner.⁷ The Violent Crimes, the ROP Squad and Fugitive

⁶ORCA is a sub-committee of the Arizona Retailers Association. See <http://www.azretailers.com/ara-members/>.

⁷During the current SPI, Dr. White has met with the SPI officers bi-weekly throughout the entire grant period. This has served to integrate White as part of the team, and kept him apprised and involved in all aspects of the project.

Apprehension Squads will assume responsibility for responses involving repeat violent offenders, and the CRU will handle responses for repeat property/theft offenders. The NRS and

Gateway squads will provide support, and CAT team members (along with NRS/Gateway) will lead crime prevention and opportunity reduction measures (CPTED, crime triangle analysis).⁸ The technology and equipment outlined in the budget will support these responses. See the budget narrative for how the technology/equipment will be used to target offenders.

Objective 4: Assessments

Assessment activities will focus on whether the problem was successfully identified, whether the response was successfully implemented, whether the response had the anticipated impact, and whether the response produced any measurable cost savings. This stage will also include revised responses if the original response is deemed unsuccessful. Assessments will be directed by ASU and agreed-upon during the bi-weekly SPI meetings. The SPI team will also agree on the nature and type of data to be collected. Outcomes will be measured in three ways. First, calls for service and reported crime data will be analyzed in the target area before, during and after the intervention. If the SPI team successfully targets high volume offenders – both property and violent – and removes them from the street, and coordinates that work with placed-based opportunity reduction efforts at “hot” locations (CPTED), the project should produce significant declines in crime and calls for service. Second, officers will be interviewed face-to-face by the research partner to gather additional detail, context and narrative on response outcomes. Third, the SPI team will seek to “debrief” suspects arrested during SPI targeted interventions. This arrestee debrief will focus on aspects of their criminal involvement, as well as

⁸ It is difficult to estimate how many repeat violent and property offenders (or theft rings) will be successfully targeted during the SPI. The exact number will be determined, in large part, by the required investigative effort, their knowledge of other criminal involvement related to the SPI-targeted problems.⁹ Last, in order to measure cost efficiency, we will adopt crime cost measures developed by the Urban Institute (Roman and Chalfin, 2006). For each offender, the team will calculate the associated

crime cost to date by examining the offender's criminal history and applying the Urban Institute cost rates. By examining trends in the offender's past behavior, we will estimate likely future criminal behavior (past behavior used to estimate future behavior) and generate a predicted cost savings – given that the offender's future crime potential has been thwarted. We will also conduct more traditional cost analysis throughout the grant period (calls for service, crime, etc.).

3. Capabilities/Competencies

Glendale Police Department has the organizational capacity to implement the proposed person- and place-based POP project. The proposed project would involve a number of units: the two current SPI teams (Gateway NRS and Downtown Squads), the two Community Response Units, the Foothills NRS, the Violent Crimes Squad, the ROP Squad and Fugitive Apprehension Squads, and the department's crime analysts. The current SPI squads, as well as the Foothills NRS, are each staffed with a (1) sergeant, (6-9) police officers, (2) civilian Crime Prevention Specialists, and a (1) Community Action Team (CAT) Officer. The NRS and Gateway Squads have led SPI efforts for the past 18 months, focusing on crime prevention and control and problem-solving in the target area. The Violent Crimes Squad is staffed by a (1) Sergeant, a (1) Case Manager, (4) Dayshift detectives, and (4) Swing-shift detectives. The Fugitive Apprehension Squad is staffed with a (1) Sergeant and (8) detectives. The CRUs are each staffed

9 During the current SPI, officers debriefed individuals arrested during Circle K theft suppression efforts. These interviews culled valuable information regarding offender motivations, rationale for selecting locations, and helped the SPI team to identify the two primary offending groups (repeat offenders and youth). Of course, arrestees who assert their Miranda rights will not be debriefed.

by a (1) Sergeant, (4) property crimes detectives or officers, a (1) CAT officer, (3) civilian crime prevention specialists, and a (1) Traffic Enforcement Request officer. The ROP Squad is staffed by a (1) sergeant, (6) detectives and (1) a case manager. Last, GPD has outstanding criminal

analysis capacity. Crime Analyst Bryan Hill has decades of experience and in 2005 and 2007, he was won awards from the International Association of Crime Analysts.

Arizona State University's Center for Violence Prevention and Community Safety has extensive experience serving as a research partner on place-based problem oriented policing initiatives, and has a long and successful track record (i.e., 10+ years) of collaborating with GPD on local, state, and federal initiatives, including the current Smart Policing Initiative. Dr. White will serve as the lead research partner and will assume oversight for all ASU-related activities. Dr. White will specifically assume responsibility for officer training assessments, review of officer daily activity reports, systematic social observation (SSO, or ride-alongs), and will facilitate the bi-weekly SPI meetings. Dr. Katz will assume primary responsibility for POP training, the cost analysis, and will participate in other aspects of the project as needed. David Choate will serve as the project manager, assuming responsibility for day-to-day management, facilitating communication between GPD and ASU, and providing regular reports to the Chief. Choate will also manage data collection and analysis and will participate in the ride-alongs.

4. Data Collection: Assessing Impact/Outcomes

For Objective 1 (Training), the ASU team will administer and analyze the pre-post officer training assessments. The pre-training instrument will be administered at the start of the first training session. The post-training instrument will be administered at the completion of training, serving as a "final exam" for participating officers.¹⁰ By comparing pre- and post-training

¹⁰During the current SPI, officer scores on the pre- and post-test improved from an average of 68.5% to 80.5% knowledge, project leaders will be able to assess enhancements in each officer's understanding of POP. All Scanning and Analysis activities (Objective 2) will be documented through two mechanisms. First, members of the ASU research team will conduct bi-weekly ride-alongs

throughout the grant period with the NRS and Downtown Squads to observe and document the officers' activities. Observations will be recorded on the SPI participant-observer form modeled after the *Project on Policing Neighborhoods* instrument (Mastrofski et al., 1998).¹¹

Objective 3 activities (Responses) will be documented in four ways. First, ASU team members will take detailed notes during the bi-weekly SPI meetings. Second, the ASU team will conduct open-ended interviews with officers to collect additional information surrounding the proposed response. Third, officers will complete daily response logs that capture their response activities. Last, members of the ASU team will conduct ride-alongs to observe implementation of the responses, and will record their observations on the SSO instrument. Objective 4 activities will also be captured in a number of ways – see the earlier discussion of Assessment activities. This systematic social observation (SSO) process will provide rich, qualitative data on the nature and substance of SPI officers' Scanning/Analysis activities. Second, NRS and Downtown Squad officers will complete an activity report that captures the officers' Scanning/Analysis activities for each day. These activity reports will be monitored by the GPD leadership and ASU. The daily self-report activity form will focus on the officer's collection of information and officer's assessments of that information. The research team will enter daily activity forms into a database (Excel/SPSS) and will also examine all data compiled by the officers during this phase.

¹¹ One ASU team member (White and Choate alternately) will conduct bi-weekly ride-alongs during months 5-24 with NRS, Downtown and the specialized units (20 months; all but the training period). Over this time, the team member(s) will participate in a total of 40 ride-alongs (2 per month). Each ride along will be approximately 4 hours in length, for a total 160 hours of participant observation. Units will be selected for systematic social observation based on the planned activities of each group for that week.

Attachment B – Budget

Project Title: BJA Smart Policing – Glendale PD
Sponsor: BJA – Byrne Memorial (CFDAs #16.738 & #16.751)
Project Period: 24 months – 2012 to 2013

Glendale Personnel

Staff Name	Project Position	# of Hours	Year 1	Year 2	Project Costs	Hourly OT Rate
Sworn Personnel	Patrol Officers	1060	\$ 22,912	\$ 22,912	\$ 45,842	\$ 43.25
Non-Sworn	CAT& Crime Analysts	284	\$ 4,976	\$ 4,976	\$ 9,952	\$ 35.04
Total Personnel			\$ 27,888	\$ 27,888	\$ 55,776	

SPD Fringe Benefits - Employee Related Expenses

FICA Rate						
	Sworn		\$ 3,509	\$ 3,509	\$ 7,018	
	Non-Sworn		\$ 761	\$ 761	\$ 1,522	
Unemployment Insurance Rate						
	Sworn		\$ 284	\$ 284	\$ 568	
	Non-Sworn		\$ 62	\$ 62	\$ 124	
Workman's Compensation Rate						
	Sworn		\$ 227	\$ 227	\$ 454	
	Non-Sworn		\$ 49	\$ 49	\$ 98	
Total OT ERE			\$ 4,892	\$ 4,892	\$ 9,784	

Travel – SPD Only

Travel/Out of State						
	1- 2 person/trips yr1		\$ 2,216		\$ 2,216	
	2- 2 person/ trips yr 2			\$ 4,432	\$ 4,432	
Total SPD Travel			\$ 2,216	\$ 4,432	\$ 6,648	

Contract Services

Arizona State University						
	Subaward – detail enclosed		\$62,066	\$68,267	\$ 130,333	
	Verizon service for computers		\$ 720	\$ 720	\$ 1,440	
	Tracker Monitoring service		\$ 6,600	\$ 6,600	\$ 13,200	
Total Contract Services			\$69,386	\$ 75,587	\$ 144,973	

Supplies			\$ 116	\$ 100	\$ 216	
Equipment			\$ 20,054		\$ 20,054	
TOTAL PROJECT COSTS			<u>\$124,552</u>	<u>\$112,899</u>	<u>\$237,451</u>	

Budget Narrative:

Glendale Police Department

A. Personnel

The project identifies several squads in patrol zones 20 and 40 that will be involved in the SPI, including the current SPI teams (the Gateway Downtown Area Squad and the Gateway Neighborhood Response Squad), as well as Community Response Units from each patrol zone, the Foothills NRS squad (zone 40), the Violent Crimes and ROP squads, and the Fugitive Apprehension Unit. All members of these squads will be eligible for overtime as specific project activities require. Additional overtime may be made available to non-sworn personnel including the CAT team, as deemed necessary to support the project. Overtime will be divided into approximately 2/3 sworn to 1/3 non-sworn, based to personnel availability. All of the personnel will be selected from the units listed above, and overtime will be distributed to all squad members per GPD policy. The current SPI squads, as well as the Foothills NRS, are each staffed with a (1) sergeant, (6-9) police officers, (2) civilian Crime Prevention Specialists, and a (1) Community Action Team (CAT) Officer. The Violent Crimes Squad is staffed by a (1) Sergeant, a (1) Case Manager, (4) Dayshift detectives, and (4) Swing-shift detectives. The Fugitive Apprehension Squad is staffed with a (1) Sergeant and (8) detectives. The CRUs are each staffed by a (1) Sergeant, (4) property crimes detectives or officers, a (1) CAT officer, (3) civilian crime prevention specialists, and a (1) Traffic Enforcement Request officer. The ROP Squad is staffed by a (1) sergeant, (6) detectives and (1) a case manager. The overtime rates were calculated using the annual salary mid-points (\$59,946 for sworn personnel, and \$48,588 for non-sworn), computing a regular hourly rate at 2,230 hours per year, then multiplying that number by 1.5 for an estimated hourly overtime rate. Separate overtime rates were calculated for sworn and non-sworn personnel, due to differences in mid-point salaries for those employees. The total personnel cost on the GPD side is \$55,775.

Sergeants from the assigned units will comprise the line-level SPI team and will work closely with the Project Director, providing progress reports and other feedback related to programmatic activities. The Sergeants have the responsibility to ensure appropriate implementation of identified police response strategies, and will work with Drs. White and Katz and other project personnel to provide feedback on difficulties with implementation so that timely and appropriate modifications may be made when and where necessary.

B. Fringe Benefits

Fringe benefits, or ERE, for GPD personnel are calculated using only the three categories allowable for overtime hours: FICA, workman's compensation, and unemployment insurance. The rates are the standard predetermined rates for GPD employees, also calculated according to their classification as sworn or non-sworn personnel. GPD FICA, workman's compensation and unemployment insurance are calculated separately for sworn and non-sworn employees over the two-year period for a total of \$9,784.

C. Travel

Travel is calculated for the three required trips, for two sworn members of GPD, using standardized calculations for the city of Glendale. All airfare used Phoenix as the origin for a total of \$1,108 per person (Airfare \$450, 2 nights lodging \$390, 2 days per diem \$118, ground transportation: DC airport to/from meeting site and shuttle to/from Phoenix airport \$150), 1 two person trip is budgeted for year 1, 2 two person trips are budgeted for year 2 of the project. Total travel cost for GPD is \$6,648.

D. Contracted Services

Arizona State University will be awarded a subcontract to assist GPD with this project, their budget detail and justification is enclosed at the end of this document.

Other Contracted services for equipment requested for this project are detailed below:

Yearly Fee For Verizon 4G Air Card \$360.00 (Approximately)	\$360.00 x 2yrs = \$720.00
Yearly Fee For Verizon 4G Air Card \$360.00 (Approximately)	\$360.00 x 2yrs = \$720.00

Miniature Tracker Yearly Monitoring Service Fee
 (5 Second Reporting Interval) \$600.00 ea $\$600.00 \times 2 = \$1,200.00$
 Standard Trackers: Yearly Monitoring Service Fee (5 Second Reporting Interval)
 \$600.00 for Each Unit $\$600.00 \times 10 = \$6,000.00 \times 2 \text{ yrs} = \$12,000$

E. Supplies

Net Motion Software license to Access Secure MDC Functions \$100.00 (Approximately)
 $\$100.00 \times 2 \text{ yrs} + \$16 \text{ tax} = \$216$

F. Equipment

The proposed project includes the purchase of equipment and technology for the specialized units of GPD to engage in SPI activities to target repeat violent and property (organized retail theft). An itemized list is provided first, totaling \$34,906, followed by a brief overview of how the equipment will be utilized is provided.

Itemized List of Equipment/Technology

STANDARD TRACKERS:

Covert Track Stealth II Model
 \$900.00 For Each Unit
 5 Units For ROP, 5 Units For Fugitive Response $\$900.00 \times 10 = \$9,000.00$

MINIATURE TRACKER (For Installing In Items of Property or Money Drops):

Covert Track Heat Model
 \$750.00 For The Unit
 \$500.00 For The RF Tracking Receiver $\$1,250.00$

BINOCULARS

Brunton Eterna 15x51
 \$308.00 Each
 Eight Detectives and One Sergeant $\$308.00 \times 9 = \$2,772.00$

GPS UNITS

Garmin Nuvi 265WT 4.3 Inch Unit
 \$110.00 Each
 Eight Detectives and One Sergeant $\$110.00 \times 9 = \990.00

CAMERAS

Canon Powershot SX30IS With 8GB Card And Case
 \$466.00 Each
 Eight Detectives And One Sergeant $\$466.00 \times 9 = \$4,194.00$
 Kingston USB Flash Memory Card Reader FCR-HS219
 \$13.00 Each
 Four Detectives $\$13.00 \times 4 = \52.00

COMPUTERS

Netbook Computer For Mobile Research And Tracker Following

ASUS Eee PC 1015PEM-PU17 (Or Similar) With Vehicle Power Inverter And Anti Virus Software	\$448.00 each	
Two Detectives		\$448.00 x 2 = \$896.00
One Laptop Computer For Use As An MDC		
Acer AS-5552G 15.6 Inch Laptop (Or Similar) With Vehicle Power Inverter		
	\$618.00 x 1 =	\$618.00
LADDER		
Telesteps 1600ET 12 Foot Telescoping		\$282.00
		TOTAL: \$20,054

Equipment/Technology Use

Trackers and GPS units are used to remotely and safely monitor the movements of wanted fugitives, repeat offenders and people involved in organized retail theft. Those who are committing crimes generally do not work a normal schedule and often become active during varying hours from week to week. Trackers and GPS devices allow for detectives to monitor activity even while they are not officially on duty. The computers are used in the field to gain information from these internet based tracking devices and GPS units. Cameras and binoculars allow for detectives to more easily identify those on whom they are conducting surveillance. A laptop using a Mobile Data Computer (MDC) allows for the detectives to access Motor Vehicle Department records as well as arrest and warrant information from other local, state, and federal agencies. The ladder would be used during surveillance and to assist with the apprehension of a fleeing subject as those subjects often try and hide in high places such as the roofs of businesses.

Arizona State University – Sub-award Budget detail

ASU Personnel

Staff Name	Project Position	FTE	Year 1	Year 2	Project Costs
9-month Salary					
Dr. Michael White \$ 92,000	Principal Invest. & Co-Project Director (3 Summer Months)	0.318	\$ 9,749	\$ 10,041	\$ 19,790
Dr. Charles Katz \$ 100,000	Co-Investigator (3 Summer Months)	0.15	\$ 5,000	\$ 5,150	\$ 10,150
12-month Salary					
Dr. David Choate \$66,000	Project manager	0.20	\$ 13,200	\$ 13,596	\$ 26,796
Total Salary			\$ 27,949	\$ 28,787	\$ 56,736

ASU Employee Related Expenses

University Faculty Personnel @ 31.3% Yr1 & 33.2% Yr2		\$ 4,616	\$ 5,043	\$ 9,659
University Staff Personnel @ 41.6% Yr1 & 44.7% Yr2		\$ 5,491	\$ 6,077	\$ 11,568
Total ERE		\$ 10,107	\$ 11,120	\$ 21,227

Travel – ASU Only (detail in budget justification)

Travel/In-State 960 annual miles @ .445 mile		\$ 427	\$ 426	\$ 853
Travel/Out of State 2 person/1 trip yr1; 2 person/2 trips yr 2		\$ 2,216	\$ 4,432	\$ 4,432
Total ASU Travel		\$ 2,643	\$ 4,858	\$ 7,501

Total ASU Direct Costs		\$ 40,699	\$ 44,765	\$ 85,464
Indirect Costs @52.5% MTDC		\$ 21,367	\$ 23,502	\$ 44,869
Total ASU Costs		\$ 62,066	\$ 68,267	\$130,333

Arizona State University Sub award budget justification

A. Personnel

There are three individuals listed in the budget as Arizona State University (ASU) personnel who will be working on the project in various roles, reflected as the percentage of effort dedicated to this project as a portion of their full-time employment (FTE). The ASU personnel will be primarily responsible for training appropriate GPD personnel, advising and guiding each of the elements of the SARA process, conducting advanced analyses, and helping to develop evidence-based responses to identified problems. The Principal Investigator for ASU on the project, Michael D. White, Ph.D. will serve as the programmatic lead for the academic partner, will guide analyses, and work closely with GPD command staff to identify problem priorities and develop appropriate evidence-based responses, as indicated through data analysis. These activities will include designing and conducting the open-ended interviews of individual officers and participating in the field observations (SSO). Dr. White will also be responsible for liaising with GPD, other police and criminal justice agencies, social service agencies, and community organizations as the needs of project activities require (.318 FTE over 3 summer months).

Charles M. Katz, Ph.D. in his role as Co-Principal Investigator (Co-PI) will provide fiscal oversight, ensure data security, maintain compliance with institutional review board protection of human subjects protocol, facilitate delivery the training curriculum, and will conduct the cost analysis (.15 FTE over 3 summer months). The Project Manager, David Choate, will serve as the primary liaison between Arizona State University (ASU) and GPD. The liaison role will ensure continuous, effective communication, through regular monthly team meetings, training

schedules, weekly briefing reports, and other means deemed appropriate. David Choate will also be responsible for any required data collection efforts, data management, and preliminary analyses. Data management will involve working with GPD to obtain routine, timely, and appropriate data drawn from GPD information systems, preparing the data for analysis, and the distribution and oversight of analyses by other analysts. Mr. Choate will also be responsible for conducting ride-alongs and field observations. David Choate has extensive experience and expertise managing projects and has a well-established relationship with GPD. (.20 FTE)

B. Fringe Benefits

Fringe benefits or Employee Related Expenses (ERE), for all ASU personnel are predetermined and not contractually negotiable. The ERE is calculated as a percentage of salary, based on the employee's classification. The budget calculates separate ERE rates according to ASU's policy for the classification of employees participating on this project; regularly appointed faculty (White and Katz; 31.3% for FY 2012; 33.2% for FY 2013) and for service professionals and staff (Choate, 41.6% for FY 2012; 44.7% for FY 2013). This ERE rate includes FICA, workman's compensation, unemployment insurance, health insurance, and retirement. Total Fringe \$21,227.

C. Travel

Travel for ASU personnel was calculated for both in-state and out-of-state travel expenses. All out-of-state travel (for White and Choate) was limited to the three required 2-day meetings described in the solicitation, with one to Washington, D.C., and two to a to-be-determined regional location. Lodging and per diem (Meals & Incidental Expenses) were calculated using the rates provided by the State of Arizona Travel Policy. Airfare was estimated using online flight search engines, with at least a three month advance purchase. The two regional trips were estimated by taking the average cost to three different locations in the western

United States (Los Angeles, CA, San Francisco, CA, and Denver, CO). Airfare for the regional meetings was calculated the same as was for the Washington, D.C. meeting, then the average of the three destinations was used. All airfare used Phoenix as the origin for a total of \$1,108 per person (Airfare \$450, 2 nights lodging \$390, 2 days per diem \$118, ground transportation: DC airport to/from meeting site and shuttle to/from Phoenix airport \$150), 1 two person trip is budgeted for year 1, 2 two person trips are budgeted for year 2 of the project. In-state travel expenses was limited to one monthly trip (24 total) for two personnel between ASU and GPD locations, estimated at 20 miles round-trip, using the mileage reimbursement rate of \$.445 per mile. (Formula: $24 * 2 * 20 * .445 = \$427$ for year 1, rounded down to 426 in year 2; for a two-year total of \$853). Total travel costs for ASU is \$7,501.

D. Equipment

N/A

E. Publication/Printing charges

N/A

F. Construction

N/A

G. Consultants/Contracts

N/A

H. Other

N/A

I. Indirect Costs

ASU has a negotiated federal indirect rate of 52.5%. Please see attached agreement.

Total project cost for ASU is \$130,333 (Yr 1 \$62,066, Yr 2 \$68,267)