

The following report lists some of the activities, accomplishments, ongoing projects, events, challenges and needs of the Snowflake-Taylor Police Department as we near the end of 2016. This has been my first full year as Chief of Police. I am honored to serve our community with the quality men and women, employees and volunteers of the Police Department. This was a quality police agency long before I arrived, with dedicated personnel and a commitment to serve. As a result, no earthshaking changes were needed or have been implemented, only incremental improvements and an evolving culture. We look forward to continued progress in 2017. It has been said that in the current climate in America, it is a bad time to be a police officer. I disagree. It is certainly a tough and challenging time to be a police officer, but it is also a time in which we can shine by providing exceptional service to the citizens of Snowflake and Taylor and to those visiting this region.

Larry Scarber, Chief
December 2016

PERSONNEL

An agency's greatest resource is its personnel. Current staffing includes thirteen full-time sworn peace officers, two sworn reserve officers, one animal control officer, five full-time dispatchers, two part-time dispatchers, an administrative assistant, and five dedicated volunteers. At year end, we were in the process of recruiting and hiring an officer and a dispatcher.

In 2016, we restructured the Police Department with the promotion of Bobby Martin to lieutenant with oversight over operations. The position of senior sergeant was created with Dan Rush and Alan DeWitt promoting into that position. The Department continues to participate in the Navajo County Major Crimes Apprehension Team (MCAT) with one detective assigned full-time to that unit. Additionally, we have one officer assigned part-time to the multi-agency Special Response Team coordinated by the Show Low Police Department.

K-9 Officer Aaron Adams left the Department in 2016 to work for the Gilbert Police Department. Officer Jeffrey Whipple moved into the K-9 Officer position.

Two of our dispatchers left full-time positions to pursue employment and educational opportunities. Both remain as part-time employees and assist during emergencies and to fill shifts. Two new dispatchers joined us this year as full-time dispatchers.

Long time volunteers Don and Jeri Anderson were joined this year by former employee Brian Carpenter and new volunteers David Sands and Mike Bartram. During 2016, our Volunteers in Police Service (VIPS) donated 1,875 hours of service in numerous administrative and operational assignments, including the coordination of the military surplus acquisition program, maintenance of department records, traffic and crowd control at special events, preparing the annual Groundhog Day breakfast, assisting with security at sheltering operations during fire season. Recently, with the extended medical leave needed by Animal Control Officer Paul Beatty, Brian Carpenter has been hired in temporary status as our Animal Control Officer.

Near the end of the year, the Police Department implemented an Employee Recognition Program to honor an Employee of the Month. In October, that employee was Administrative Assistant Kimberley Willis. In November, Senior Sergeant Dan Rush was recognized, in December, Animal Control Officer Brian Carpenter was honored.

ACTIVITIES

In 2016, the Department was involved in 11,337 incidents, a decrease from 12,742 in 2015. Of these, 7,957 were calls for service and 3,380 were officer initiated incidents, which included 1,933 traffic stops. Officers completed 951 reports, including 97 collision investigation reports. Officers made 273 misdemeanor and 142 felony arrests during the year and issued 1,427 citations.

The dispatch center received 3,055 calls on the 911 line, for an average of 254 calls each month, or over 8 every day.

Each year the Department (along with other departments from around the nation) reports to the FBI the number of Part I, or major crimes, occurring within the jurisdiction.

Homicide	0
Rape*	0
Robbery	0
Assault-Aggravated	30
Assault-Simple	79
Burglary	49
Larceny	118
Stolen Vehicle	9
Arson	6

* Narrow definition-does not include all sex crimes

The reported value of property losses through burglary and theft (including motor vehicle theft) was \$249,420. The value of property recovered from those acts is \$112,950, for a net loss of \$136,470. The property value of losses due to arson is estimated at \$174,500.

ACCOMPLISHMENTS

Much emphasis has been placed in the Department on creating a culture of a Guardian mindset in employees. In Greek culture, Plato's vision of the perfect society—a republic that honors the core of democracy—the greatest amount of power was given to those he called the Guardians. Only those with the most impeccable character would be chosen to bear the responsibility of protecting the democracy. These Guardians would love the community more than anything else, and never act in a way to harm it. They would be entrusted to preserve its ideals, the sanctity of human dignity, and life itself.¹ This is the ideal we strive for. The Guardian mindset has been a regular topic in department meetings and in our newsletter. To this end, we have also begun training employees, civilian and sworn, in Blue Courage training. Lt. Bobby Martin earned instructor certification and coordinated the inaugural class, which was held at the NATC in July. The next two-day session will be held at Winslow PD in January, and we will send more employees, with the goal of having every employee trained in this philosophy.

Tying closely into the guardian philosophy are the recommendations of the President's Task Force on 21st Century Policing. This task force, consisting of recognized law enforcement practitioners and academics, came up with six pillars of policing, with accompanying recommendations for each pillar. Those pillars are:

- Pillar One: Building Trust and Legitimacy

¹ The Nobility of Policing, FranklinCovey, 2008, pg. 7.

- Pillar Two: Policy and Oversight
- Pillar Three: Technology and Social Media
- Pillar Four: Community Policing and Crime Reduction
- Pillar Five: Training and Education
- Pillar Six: Officer Wellness and Safety

We are now assessing as an agency where we currently stand in these areas and action steps we can take to improve our performance and interaction with the public we serve.

Under the coordination of Lt. Martin and with instructing assistance from within the Department as well as from outside agencies, we recently completed a Citizens Academy in conjunction with the Navajo County Sheriff's Office. While only twelve people registered for the course, which was held one night a week for ten weeks, eleven stayed with it and graduated. We are planning now for another Academy beginning in March.

Officer Jaren Adams has served for several years as our DARE Officer, teaching a series of classes to the sixth graders in the Snowflake and Taylor elementary schools. We have been supported by the generous donations of area businesses and individuals to continue to provide this quality program to our youth. The Drug Abuse Resistance Education program provides children with tools and strategies to develop safe decision making skills.

Last year, when the Town Councils of both Snowflake and Taylor voted not to join the regional dispatch model, we recognized the need to upgrade our dispatch center. We learned that the Camp Verde Marshal's Office had recently purchased new dispatch equipment. We assessed their surplus equipment and, finding that it was a significant improvement over what we had, made an offer to purchase. In a gesture of great generosity, the Town Manager and Town Marshal decided to donate this equipment to us at no cost. Shortly afterward, we learned that Guardian Medical in Flagstaff, had surplus dispatch furniture, which we obtained at significant savings to the towns. However, we also learned that the upgrade of equipment was not a simple matter of 'plug and play'. It involved rewiring our entire system, done at significant savings by Public Works employee Will Wilson. That conversion is now nearly complete and will result in greater efficiency and provide a long-term solution to our dispatch equipment needs.

In 2016, on the recommendation of Department staff and particularly our firearms training staff, the Department transitioned from .40 caliber handguns to 9mm handguns. This decision was supported by FBI ballistics research showing improved performance of the latest 9mm rounds. Previously, employees were required to purchase and maintain their own handguns. However, by reducing the amount of uniform allowance received by sworn employees, and by spreading the purchases over two fiscal years, the Department purchased new Glock 9mm handguns for each employee, which we will service and maintain. Thanks to the sacrifice of our employees, this was done in a way which was cost neutral to our community. Funds saved in this manner in future years will be utilized for weapons maintenance, replacement, refurbishing of military surplus patrol rifles, ammunition and training.

The Department has been actively seeking grant funding to expand patrol activities and obtain or upgrade equipment. In 2016, the Department received \$9,304 from the Arizona Department of Homeland Security for the purchase of five portable radios, to be shared between the Police and Fire & EMS Departments. We also received \$11,057 from the Arizona Governor's Office of Highway Safety to fund directed highway safety-related overtime activities and for the purchase of equipment.

2016 was the second year that Chief Scarber took one of the sergeants, this time Senior Sergeant Dan Rush, with him to the annual conference of the International Association of Chiefs of Police. This year's conference was held in San Diego and attracted approximately 16,000 police administrators from around the world. The conference included world-class training, business meetings, general assemblies and an impressive exhibit hall with a wide variety of law enforcement vendors. By sharing a room and paying most of the expenses themselves, this was accomplished at little cost to the Towns.

The Department responded to numerous special events throughout the community this year. Events included Taylor Trapper Days, Taylor Independence Day and Rodeos, Snowflake Pioneer Days, the Taylor Sweet Corn Festival, the Snowflake Harvest Festival, the Snowflake Lighting of the Christmas Tree, and the Taylor Live Nativity. The Police Department received support in many of these events from our own VIPs, the Navajo County Sheriff's Auxiliary Volunteers, the Arizona Rangers and the Snowflake Taylor Community Emergency Response Team (CERT).

The Department works cooperatively with other local law enforcement agencies. Our investigators are part of the multi-agency homicide investigation task force, called out to assist local agencies with major crime investigations. Department personnel participate with the White Mountain DUI Task Force in deterring and apprehending impaired drivers through holiday enforcement wolf packs held in both Navajo and Apache Counties. We supported the Show Low Police Department with patrol coverage following the tragic murder of Officer Darrin Reed. And the Department has hosted several regional training events this year in conjunction with Arizona Peace Officer Standards and Training (AZ POST), the Arizona High Intensity Drug Trafficking Area (AZ HIDTA), and Blue Courage. These regional events benefit all the local agencies in attendance by reducing travel and lodging expenses normally associated with such training.

Monthly meetings of Department personnel have addressed policy and procedural changes and more practical matters, such as financial planning and end of life planning (wills and estates).

The Department has partnered with the Silver Creek Rotary Club and Taylor-Snowflake Fire & EMS Department in several community service projects. These include the distribution of approximately 600 dictionaries to local school children and the Christmas Angel Program, to match gifts with needy children. This year, over 230 children received gifts through the Christmas Angel Program.

ONGOING PROJECTS

The Department is currently reviewing our Mission Statement, to ensure that it accurately reflects our purpose and values. Proposals were solicited from all Department personnel and are now being refined to three or four drafts, from which a final Mission Statement will be selected by majority vote of the personnel.

In January 2017, the Department will reinstate a formal employee evaluation program, something which was last done in 2012. This will better support a culture of recognizing employees for good work and holding employees accountable for actions.

Heroin use has grown to epidemic proportions in the United States, largely a product of prescription pain medication abuse. And the Snowflake-Taylor communities are not immune from this problem. In addition to aggressive enforcement, the Department plans to train officers in the use of Narcan (Naloxone) to counteract the effects of opioid overdose. Although the Taylor-Snowflake Fire Department is already equipped with Narcan, police officers are often first on scene, sometimes by

several minutes, for incidents where minutes may mean the difference between life and death. The Arizona Department of Health Services has developed protocols for law enforcement administration of Narcan and AZ POST has developed a training curriculum. A local physician, Dr. Chad Brimhall, has agreed to issue the standing orders for use by the Police Department. We anticipate having an instructor from AZ POST provide the two-hour training to Department personnel in early 2017.

The Department will continue to participate in and benefit from participation in Navajo County MCAT. In addition to interdicting drugs headed to the White Mountains and reducing supply, MCAT assists in local drug investigations. In January 2017, the Department will switch detectives assigned to MCAT, returning to the Department an investigator with two years of drug investigation experience and providing another officer with that valuable experience.

As many area agencies move toward regional dispatching, the Snowflake-Taylor Police Department will work cooperatively with Regional Dispatch to ensure that our citizens continue to receive high quality responses to incidents. The current upgrades of dispatch equipment, combined with increased dispatcher training and the upcoming transition to the Spillman computer-aided dispatch (CAD) and records management system (RMS) will enable us to work smoothly with other agencies when incidents overlap jurisdictions.

The Department's emergency generator failed after years of good service and a new generator purchase was authorized by the Snowflake Town Council. That generator has been purchased through a local vendor and will be installed once the current dispatch center upgrades are complete. A residential generator is currently in use until the permanent generator can be installed.

Finally, the Department is improving the Animal Shelter. With the assistance of Public Works and with volunteer labor as part of several Eagle Scout projects, exterior doors and fencing will be added to the kennels to allow the dogs to spend some time outdoors. In addition to improving the well-being of the animals, this change will facilitate thorough cleaning of the kennels.

CHALLENGES

Continued challenges to the Department and the public we serve include illicit drug trafficking and use, domestic violence, mental health issues, and a naïve/innocent population.

The White Mountains have long been considered a high use area for methamphetamine. More recently, heroin distribution and use have risen. Prescription drug abuse continues. These and other illicit drugs contribute to property crimes as users seek stolen drugs and property to fund continued use.

Years of historic low crime rates have contributed to a naïve/innocent population that all too frequently fails to take sufficient safeguards to secure property. Simple steps such as locking vehicles and residences and securing bicycles and lawn equipment inside a locked shed or garage would reduce rates of victimization. The Police Department is happy to meet with neighborhood groups to discuss simple and effective crime prevention techniques.

Our community is not immune from the scourge of domestic violence. Over the past twelve years, the Department has responded to an average of 70 reports of domestic violence each year. In 2016, officers responded to 74 calls. And we know that many more incidents of domestic violence go unreported.

Finally, law enforcement all over the country, including here in Snowflake and Taylor, regularly are called upon to interact with persons experiencing a mental health crisis. These are potentially dangerous calls, both for the officer and for the person in crisis. The Snowflake-Taylor Police Department is committed to increasing officer training on how to more safely deal with incidents of this nature.

NEEDS

A recent study by the Arizona League of Cities and Towns recommended a minimum police staffing level of 1.5 officers per 1,000 residents. The Snowflake-Taylor Police Department has a current staffing level of 1.3 per 1,000, with one officer vacancy. We would need to hire an additional officer to reach the recommended staffing level. Should we hire an additional officer, either through general funds, or federal or state grants, we recommend creation of a full-time School Resource Officer (SRO) position. Our current SRO, Officer Amity Crunk, has regular patrol responsibilities and cannot dedicate full-time to the schools.

With the purchase of the emergency generator, there were insufficient funds to purchase a new vehicle this year. Earlier in the year, we were fortunate to receive two surplus vehicles from the Arizona Department of Public Safety. Although both vehicles had relatively high mileage, they were in excellent condition and are in almost daily use by employees. However, the program of donating surplus vehicles to Arizona police agencies has been discontinued as State government demonstrates greater fiscal responsibility. Now those surplus vehicles are sold at auction or at State Surplus. We have some excellent vehicles, but a number of vehicles in our fleet are aging and have high mileage and will require replacement. Among these are the 2003 Dodge pickup driven by Lt. Martin and the 2001 Ford sedan driven by Senior Sergeant DeWitt.

In an effort to keep officers out of the office and more visible in the community, the Department is upgrading our mobile data computers (MDCs). We purchased two last year and three in the current year, utilizing vehicle impound fees. The new MDCs are more functional for off-site use. Six more are needed to outfit all patrol and investigative personnel.

The Department is seeking funding for new portable radios. Our current radios are nearing end of useful life and radios are truly an officer's lifeline in the event of a threat. As noted previously, the Department will receive three of the five new radios purchased with Homeland Security funds. Eleven more are needed just to outfit the full-time, sworn personnel.

The Department contract with Axon for body-worn cameras will expire in June 2017. The Snowflake-Taylor Police Department was among the first agencies in the state to implement body-worn cameras, long before recent national events have made them more of a necessity for law enforcement. In early 2017, we will start a testing and evaluation process of three cameras from reputable vendors to determine which will best meet our needs. In addition to the camera cost, video storage creates considerable expense. Each vendor has a variety of data storage options.

The Department will reach out to several Arizona Tribes for shared gaming revenues to fund some of our needs. We also continue to apply for grants from a variety of sources.

SUMMARY

In conclusion, this has provided a snapshot of where we are and where we hope to go in the near future. Please direct any questions or comments to Chief Larry Scarber.