Report on the Police Department Staffing Study

TACOMA, WASHINGTON

May 20, 2020

matrix consulting group

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1 Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Tacoma to conduct a Police Department Staffing Study, and this final report provides the analysis and findings of that effort.

1. Background and Scope of the Study

This study was originally commissioned at the beginning of 2020 to provide an independent and objective assessment of the Police Department's staffing needs based on the work that staff in each police function was handling at appropriate levels of service and management. Crime trends in Tacoma and comparisons to staff positions that existed before the previous recession underscored the need for such an analytical effort.

However, the study was conducted during a period of disruption, with the twin impacts of the Covid19 pandemic and the nascent economic recession. These twin impacts place a higher value on the efficiency and effectiveness of the Tacoma Police Department.

The scope of the study was comprehensive, with a focus on each function within the Tacoma Police Department. The objectives of the study are as follows:

- **Current operations and services** for all functions within the Police Department, including analysis of workloads, service levels, staffing, scheduling, and deployment.
- **Comparison of current services and service levels** to identify areas of improvement needed to achieve efficiencies.
- **Current staffing needs** for all functions to handle law enforcement workloads in the City based on a factual assessment of all operations.
- **Operations management**, examining current management techniques, and identify opportunities for improvement based on best practices in policing. Impacts on the collective bargaining environment were also identified, where appropriate.

In summary, this study is designed to ensure that the Tacoma Police Department has appropriate and justifiable staffing levels at this time of crisis.

2. Methodology Used to Conduct the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **On-site interviews** with the leadership, other managers, and unit supervisors and many staff throughout the Police Department.

- **Data Collection** across a every service area in order to enable extensive and objective analysis.

- **Iterative and Interactive Process** in which the project team first understood the current organization and service delivery system, identified issues, and assessed current staffing needs. Throughout the process, findings and interim deliverables were reviewed with the department and with City management.

The final report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the department on staffing, deployment, and other relevant issues.

3. Key Themes Resulting from the Analysis of Staffing

This comprehensive analysis of the Tacoma Police Department goes into great depth on workloads, operations, staffing and management. Among the 46 recommendations recurring themes can be lost. Apparent, within the Tacoma Police Department, are two:

- In two major core service areas, sector patrol and investigations, workloads are above the levels required to deliver services effectively. In patrol, the time necessary to be engaged with the community and be ‘proactive’ is extremely low during many hours of the day. In several investigative areas, caseloads are too high to be able to dedicate an appropriate amount of time to follow- up.

- In many units in each Bureau there is a lack of appropriate levels of first line supervision. In a police organization, first line supervision (e.g., sergeants) is among the most critical level. First line supervisors provide immediate oversight of the quality of service, personnel performance and customer service. These can all suffer if spans of control are excessive.

- Administrative support – over the last decade, administrative support has not grown commensurate with the growth in sworn staffing and the complexity of the Department. As a result, a lack of depth can impact performance planning and support.

These issues are explored more fully in the body of this report.

4. Implications of the Pandemic and Recession

The Coronavirus pandemic is wreaking havoc on the country's economy. The depth and duration of the recession are unknown, as well as its impact on the city's revenue. However, it is clear that revenues will be reduced this year. The city is forecasting a general fund deficit of $40 million and has already laid off 270 employees (12% of its general fund supported workforce).

There are almost 50 recommendations in this report, many of which do not require additional costs to implement – they improve the management of operations and services without additional staff resources. However, many of the recommendations require additional staff to implement and, as a result, additional costs. The recommendations result from our analysis demonstrate that, in many service areas (e.g., patrol and investigations), workloads exceed staff's ability to handle effectively. In the current economic environment, implementation of these recommendations will be difficult. In spite of this, the service and workload targets, upon which these recommendations are based, should be adopted and provide the basis for future implementation once revenue can support such changes.

5. Summary of Recommendations

The following table provide a comprehensive list of the recommendations made in the report:

Operations Bureau
Increase patrol staffing by 12 positions, resulting in an overall budgeted patrol staffing level of 187 officers. This includes the existing 3 desk officer positions.
In order to better equalize service levels by day of week under the 4-10 patrol schedule, stagger overlap days among sector shift teams.
In order to equalize patrol service levels across the city, proportionally allocate the number of officers assigned to each sector based on call for service totals, calculated annually or before the shift bid process.
TPD should explore opportunities to reduce the time dedicated to administrative tasks, especially time dedicated to processing red light camera citations, drone operations, etc.
The Traffic Unit should more flexibly deploy its staff to achieve more hours and days of coverage.

The Crime Analysis Unit should be tasked with assisting the TU in identifying accident trends and hotspots. Deployment to these high-risk locations should comprise a greater share of TU enforcement.
Greater efforts should be made to dedicate patrol proactive time to traffic enforcement activities.
At least on a weekly basis, CLOs should attend at least one shift briefing to learn from patrol and to help patrol understand community problems.
Work with the Crime Analysis Unit to compile problems identified through 311 and other sources to that informed decision can be made on priorities.
Monitor homelessness in Tacoma to determine if coverage is needed on days in the week not currently staffing by the Homeless Outreach Team.
Work more closely with patrol to assist on 'day-to-day' homeless problems, especially in outlying areas of the City.
Focus the newly reconstituted VRT / Gangs Unit on gang-related intelligence gathering.
Negotiate a higher level of compensation for the law enforcement services provided. In return, the Police Department should provide non-enforcement support to the high schools relating to classes for teens on appropriate topics; SROs should also meet regularly with administration, teachers' and parents' groups.
Increase the number of Animal Care and Compliance Officers by one to four (4) positions. This will provide the ability to better meet service goals during the week but also provides some ability for limited weekend coverage.
Investigations Bureau
Add a Lieutenant to the Criminal Investigation Division to manage current and recommended functional reports.
Add a sergeant for a total of two to reduce the span of control in the Homicide/ Assault Unit.
Add seven detectives to homicide/assault (7) and cold cases (1).
Add sergeant for a total of two to reduce the span of control in the Special Assaults Unit.
Add one detective Sex Assault and one to ICAC.
Add a sergeant to the Special Victims Unit for a total of two to reduce the span of control.
Reduce the number of domestic violence detective by one position for a total of three detectives assigned to domestic violence.
Add a sergeant to the Career Crimes Unit for a total of two to reduce the span of control.
Add one detective to the vehicle crimes for a total of two.
Add one detective to financial crimes for a total of two.

Add two crime scene technicians for a total of 10 to provide weekend coverage.
Administrative Services Bureau
No change is recommended in Internal Affairs staffing or investigative processes.
TPD should require that all civilian staff obtain a minimum of 24 hours of annual in-service training.
TPD should require all front-line supervisors to participate in the City's Leadership Engagement and Development Training program, and include civilian staff acting in a supervisory capacity.
The Range is sufficiently staffed at current levels.
Two additional officers should are needed for Hiring to better manage the background investigations.
The Information Technology Section should adopt a policy that all walk-in and informal support requests be recorded in the work order system to better monitor workload.
To better allocate functional responsibilities and spans of control, an Information Technology Supervisor should be added in the Information Technology Section.
If the department moves forward in procuring and deploying body worn cameras, four additional recommended positions will be required.
The department should prepare a public education campaign for the body worn camera program to promote community buy-in and solicit private funding from businesses, philanthropists, and other donors to offset start-up costs.
The department should civilianize the Accreditation Manager position.
The department should add a civilian for dedicated fleet coordination.
There are no recommendations to adjust staffing in the department's Human Resources. The allocation of roles between the City and the Department are appropriate.
There are no recommendations to adjust staffing in the department's Facilities function. The allocation of roles between the City's Public Works and the Department are appropriate.
The Community Relations Specialist should be reorganized to report under the Public Information Officer and create a consolidated Communications section comprised of the PIO, PIO Cadre, and Community Relations Specialist.
Amend department policy to recognize the Community Relations Specialist's role in supporting communications under the PIO.
The department should budget one additional Financial Assistant in the Finance section to facilitate financial process improvements.
The department should create a Supervising Crime Analyst.

The department should budget for one additional Crime Analyst to focus on tactical analysis.	
The Unit should also support traffic accident analysis.	
The Department should consider reorganizing the Regional Intelligence Group (RIG) detective within the Crime Analysis Unit.	
Office of the Chief	
The department should budget for one additional Police Administrative Support Specialist to serve as the primary coordinator for management information reporting.	

2 Operations Bureau

1. Patrol Workload Analysis

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2019.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2019.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The incident must have been originally initiated by the community, as identified using the following methods:
  - The incident response must have had a time stamp unit for the unit being dispatched.
  - Additionally, the incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the department (e.g., directed patrol) are not counted as community-generated calls for service.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by TPD patrol units.

(2) Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

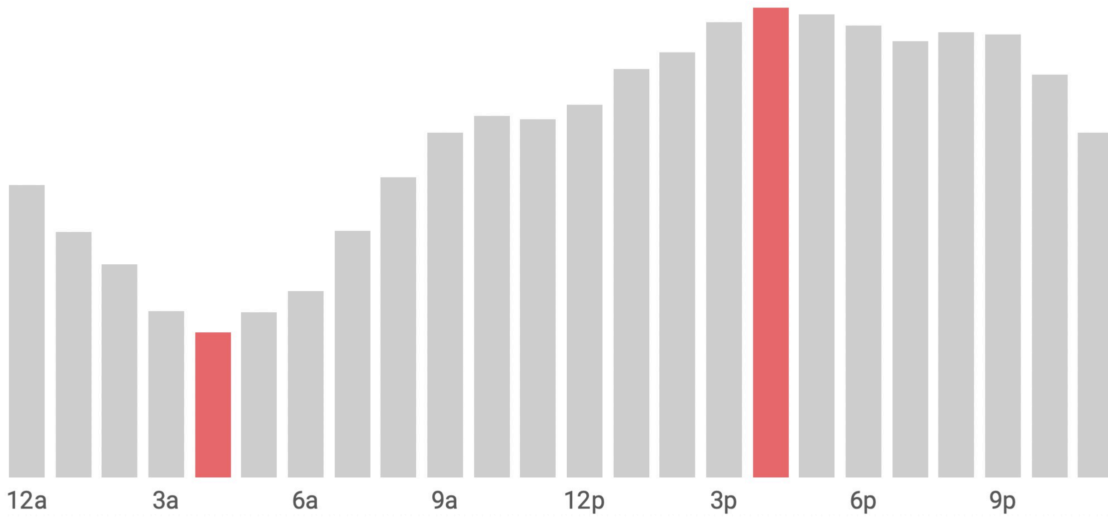
Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	534	341	357	347	355	365	518	**2,817**
1am	492	299	298	256	282	317	430	**2,374**
2am	414	265	253	236	219	296	372	**2,055**
3am	268	206	203	214	203	240	274	**1,608**
4am	240	186	191	165	176	219	219	**1,396**
5am	198	243	245	214	248	230	219	**1,597**
6am	214	257	286	280	276	258	221	**1,792**
7am	257	374	386	386	346	362	272	**2,383**
8am	324	448	421	439	442	452	372	**2,898**
9am	434	507	497	456	469	509	457	**3,329**
10am	486	537	492	486	489	491	511	**3,492**
11am	443	528	520	498	454	534	481	**3,458**
12pm	489	552	528	491	534	492	515	**3,601**
1pm	563	575	585	530	564	564	566	**3,947**
2pm	553	607	625	559	623	580	559	**4,106**
3pm	594	671	637	618	608	664	599	**4,391**
4pm	574	720	679	656	665	708	535	**4,537**
5pm	602	630	676	680	682	617	580	**4,467**
6pm	541	671	629	607	628	691	599	**4,366**
7pm	577	611	645	585	630	582	584	**4,214**
8pm	576	587	605	673	610	654	589	**4,294**
9pm	605	581	610	585	654	635	612	**4,282**
10pm	546	506	532	512	603	601	585	**3,885**
11pm	470	413	436	417	447	545	600	**3,328**
Total	10,994	11,315	11,336	10,890	11,207	11,606	11,269	78,617

Patrol workload does not vary significant by day of week, although the late afternoon and early evening hours are slightly less active during the weekend.

The following chart aggregates the days together and shows call activity by time of day:

Call for Service Activity by Hour



Call activity gradually rises and diminishes in a bell-shaped pattern that peaks around 4:00PM, although somewhat of a plateau in workload levels occurs from 3:00PM to 10:00PM. During this time period, generally around 600 to 700 calls for service are being generated every hour, requiring additional resources to be deployed to achieve the same service level as in other times of the day.

(3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	6,209	
Feb	5,193	-10.8%
Mar	6,138	
Apr	6,138	
May	7,003	+1.7%
Jun	6,850	
Jul	7,096	
Aug	7,349	+8.1%
Sep	6,806	
Oct	7,052	
Nov	6,436	+0.9%
Dec	6,347	
Total	**78,617**	

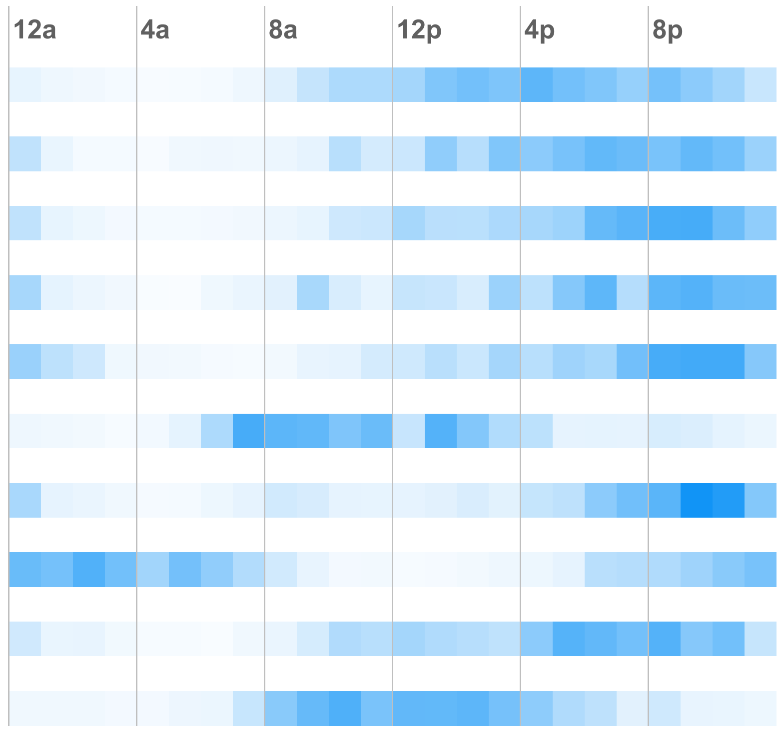
Calls for service display extreme seasonal variation, dropping by over 10% during the first quarter, in comparison with an over 8% uptick in the third quarter.

(4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)[1] for each:

Most Common Call for Service Categories

Incident Type	# CFS	HT
WELFARE CHECK	6,097	25.3
SUSPICIOUS – PERSON	4,613	16.2
DVV - VERBAL DOMESTIC	4,319	29.2
UNWANTED PERSON	4,100	22.4
DISORDERLY – VBL. ALTER.	3,970	22.0
UNWANTED LOITERER	2,486	18.4
SUSPICIOUS – VEHICLE	2,583	17.8
BURG. ALARM – COMM.	2,410	16.0
DV - PHYSICAL	2,458	62.8
BURG. ALARM – RESID.	2,234	15.6



Welfare checks are by far the most common incident type, totaling around 32% more occurrences per year than any other category. Commercial and residential burglary alarms have nearly inverse patterns for when they are most likely to occur, as the times correspond to when they are most likely to be unoccupied. “Unwanted Person” and “Unwanted Loiterer” also have largely inverse occurrence patterns, although it likely reflects the difference between the two call codes and the types of activity they represent.

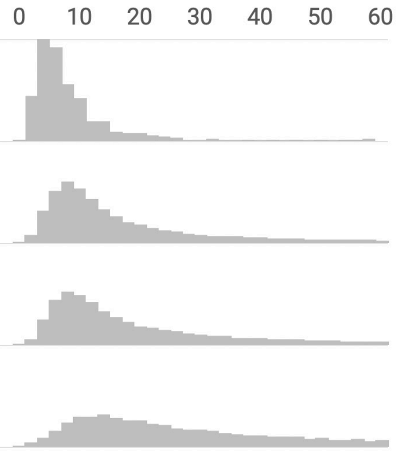
[1] Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

(5) Calls for Service by Priority Level

The following table displays call for service statistics priority level, showing the median (middle value) response time[2] and distribution of calls by response time for each category:

Calls for Service by Priority Level

Priority	# CFS	%	Median RT	Response Time (min.)
1	1,161	1%	6.4	
2	34,191	44%	12.7	
3	23,554	30%	14.1	
4	19,524	25%	26.5	



Response times are excellent for every priority level category, particular for medium and larger cities. The median response time for Priority 4 incidents demonstrates that it is not very common for calls to queue as a result of resources not being available to handle the incident.

(6) Calls for Service by Patrol Sector

The effectiveness of deployment plans is determined by how workload and staffing resources are balanced throughout the different patrol areas. A key metric for evaluating this is the difference in call for service totals of an individual area to the average for all areas. The greater an area differs from the average, the more significant variation in workload is throughout the city.

The following table shows this by sector:

[2] Response time is defined in this report as the duration between the call creation timestamp and the arrival time stamp for the first patrol officer on the scene.

Variation in Calls for Service by Sector

Sector	Total CFS	+/-% from Avg.
1	18,339	-6.7%
2	18,057	-8.1%
3	18,686	-4.9%
4	23,535	+19.7%
Total	78,617	–

All sectors have call totals that are within +/-20% of the average – albeit not by a large margin in the instance of Sector 4 – indicating that workload is relatively balanced. However, the areas that these are subdivided into, subsectors, display greater issues. Subsectors are not as important to focus on, given that officers are not directly assigned to them.

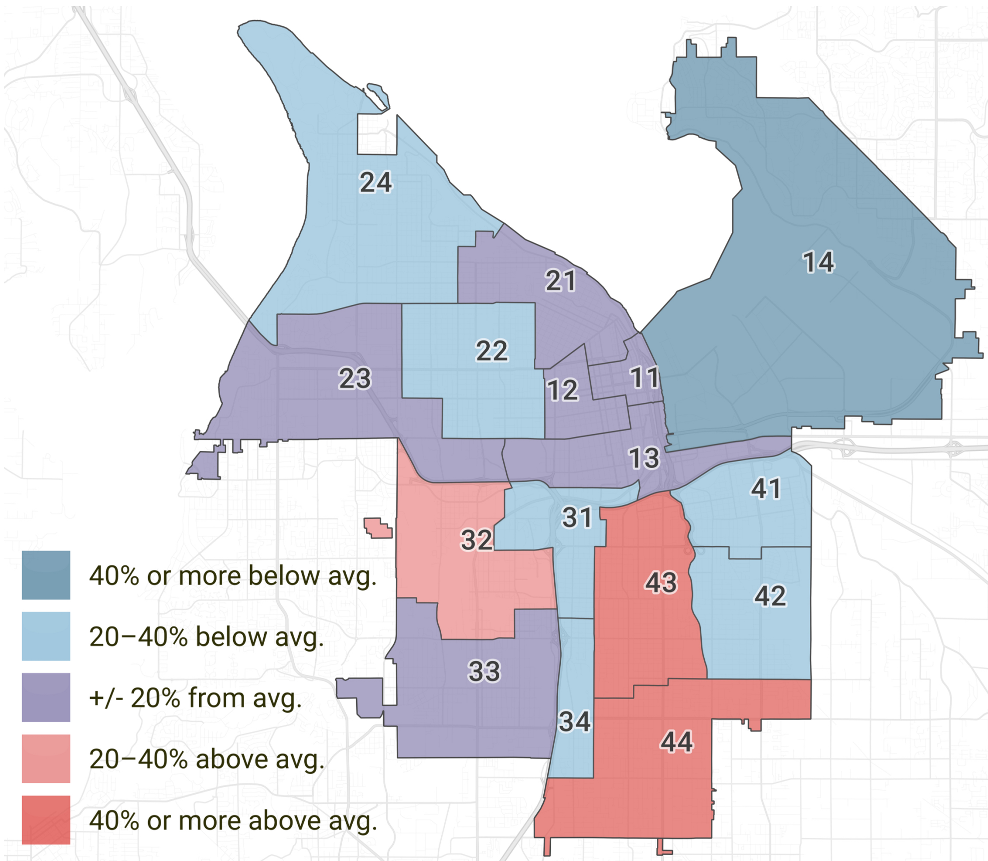
Examining call for service inequality by subsector reveals significantly more variability:

Variation in Calls for Service by Subsector

Sector	Subsector	Total CFS	+/-% from Avg.
1	11	4,996	+1.7%
	12	5,210	+6.0%
	13	5,190	+5.6%
	14	2,943	-40.1%
2	21	4,839	-1.5%
	22	3,729	-24.1%
	23	5,842	+18.9%
	24	3,647	-25.8%
3	31	3,421	**-30.4%**
	32	6,522	+32.7%
	33	5,771	+17.4%
	34	2,972	-39.5%
4	41	3,005	-38.8%
	42	3,582	-27.1%
	43	7,170	+45.9%
	44	9,779	+99.0%
Total		78,617	–

Workload levels vary considerably by subsector, 11 out of 16 having call for service are more than +/-20% from the average. This is can be illustrated as a map, with each beat shaded based on whether its number of calls for service (CFS) is at least **20% less than the average**, **around the average**, or **more than 20% greater than the average**:

Call for Service Inequality by Subsector



Clearly, the subsector boundaries do not distributer workload in a way that is equal throughout the city. Depending on resource capacity, this can potentially lead to unequal service levels by subsector, as proactive time could be sparsely available in some areas while abundant in others. However, given that patrol officers are deployed to sector, rather than subsector, this does not present significant issues for operations or the service levels provided to the city.

2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the community. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine process used by the project team to determine the patrol resource needs of the Tacoma Police Department based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

i. The number of community-generated workload hours handled by patrol.

ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).

iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \text{\% Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual department vary based on a number of factors, including:
  - Other resources the department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
  - Community expectations and ability to support a certain level of service.
  - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

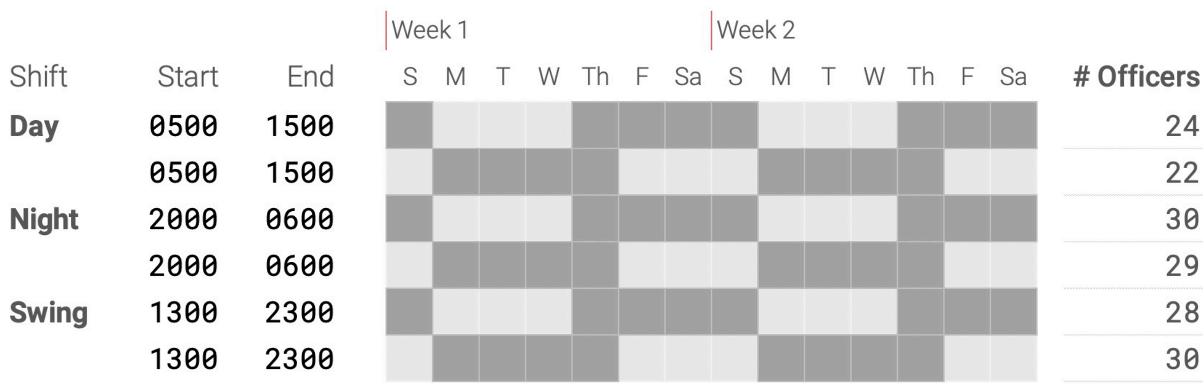
Overall, given its service environment and police response demands, the Tacoma Police Department should generally target an overall proactivity level of at least 40-45% as an effective benchmark of patrol coverage.

(2) Patrol Unit Staffing and Net Availability

Before determining availability and staffing needs, it is important to first review the current patrol staffing levels and deployment schedules.

The Tacoma Police Department follows a 10-hour shift configuration that assigns personnel to three shift types (Day, Swing, and Night)m each of which is divided into two teams that work opposite sides of the week. Workdays are fixed, following a 4-on, 3-off pattern with an overlap every Thursday, where both teams work. The following table outlines this schedule, showing the number of positions that are assigned to each shift team (including those on long-term and injury leave, but excluding vacancies):

Patrol Shift Configuration *(Current Staffing Levels)*[3]



While the table provides the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on any particular day. Out of the 2,080 hours per year that officers are scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from TPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field.

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

[3] Figures displayed in the table also include those in injury and long-term leave, but exclude permanent vacancies in which the position slot is actually open.

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries, light duty (ARU), and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from TPD data: **395 hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

Estimated: ***20*** **hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. This number has been directly calculated from TPD data, focusing on patrol officers only.

Calculated from TPD data: **94 hours of on-duty training time per year**

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities. These activities are estimated at 90 minutes per shift for each officer.

An additional factor is used to account for the impact of backfilling for the desk officer role when the three officers directly assigned to the role are not on duty. The desk is staffed 24 hours per day, 7 days per week. During the 5 days per week that the assigned desk officers are scheduled to work, backfilling occurs when those officers are on leave (395 hours per year, rounded) or attending on-duty training (94 hours per year, rounded). The percentage of shifts that either leave or training renders the desk officers unavailable is then used to calculate the corresponding hours of backfill needed per year for these days, which is then added to the hours of backfill needed on the two days per week that the assigned desk officers are not scheduled to work (Saturday and Sunday). The total estimated time that this represents 3,975 hours per year, or approximately 24.4 hours per officer if spread evenly across all of patrol. Based on the number of shifts worked per year, and the probability of an officer being unavailable due to either leave or training, this equates to about 8.7 minutes per shift worked, per officer. This is added to the administrative time estimate of 90 minutes per shift, for a total of 98.7 minutes.

The total amount of administrative time per officer is then calculated by multiplying 98.7 minutes of time per shift times the number of shifts actually worked by officers in a year, after factoring out the shifts that are not worked as a result of leave being taken.

Estimated, including calculation of desk officer backfill duties: **277 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,293 net available hours per officer

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

Base Annual Work Hours		**2,080**
Total Leave Hours	–	395
On-Duty Training Hours	–	94
On-Duty Court Time Hours	–	20
Administrative and Desk Duty Hours	–	277
Net Available Hours Per Officer	**=**	**1,293**
Number of Officer Positions	*x*	*163*
Total Net Available Hours	**=**	**210,838**

Overall, officers combine for 210,838 net available hours per year, representing the total time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

Calculated from TPD data: **78,617 community-generated calls for service**

Primary Unit Handling Time (multiplied by the number of calls)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

At 43.97 minutes per call, TPD is slightly over this range. It should be noted that this statistic does not infer any findings on level of service, as it is more related to the types of calls handled by the department.

Calculated from TPD data: **43.97 minutes of handling time per call for service**

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service, and is inclusive of any additional backup units beyond the first.

Calculated from TPD data: **0.92 backup units per call for service**

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

When CAD data lists unique time stamps for each unit on a call (rather than only for the first unit or overall for the call), the handling time calculated individually. In this case, the CAD data only displayed time stamps for the first unit, and as a result, handling time for backup units was estimated at a rate of 75% of the primary unit's handling time on each individual call – a normative estimate based on the experience of the project team.

Because calls featuring backup unit responses tend to be more severe, and consequently often require higher workloads for personnel on-scene, the average backup unit handling time is actually slightly higher in this case than the average for primary units, resulting in an overall average of 44.01 minutes per backup unit response.

Calculated from TPD data: **44.01 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from TPD data, which showed a total of 33,359 incident reports (including supplementals) written over calendar year 2019, or 0.42 reports per call for service.

Calculated from TPD data: **0.42 reports written per call for service**

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: **45 minutes per report**

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 135,704 total hours in calendar year 2019.

Calculated from previously listed factors: **103.57 total minutes of workload per call for service**

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

Summary of CFS Workload Factors

	Value	%
Total Number of Calls for Service	**78,617**	42%
Avg. Primary Unit Handling Time (min.)	43.97	
Backup Units Per CFS	**0.92**	39%
Avg. Backup Unit Handling Time (min.)	44.01	
Reports Written Per CFS	**0.42**	18%
Time Per Report (min.)	45.00	
Avg. Workload Per Call (min.)	103.57	
Total Workload Hours	**135,704**	

Overall, each call represents an average workload of around 104 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident. This can be multiplied by the number of calls for service to produce the total workload hours over an entire year, which represents the ‘demand’ or resource needs from patrol officers.

(4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

Total Patrol Net Available Hours		210,838
Total Patrol Workload Hours	–	135,704
Resulting # of Uncommitted Hours	**=**	**75,134**
Divided by total net available hours	÷	210,838
Overall Proactivity Level	**=**	**35.6%**

At an overall level, TPD patrol officers have 35.6% of time available to be proactive, after factoring in community-generated workload.

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

Proactivity by Hour and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	30.4	47%	58%	66%	65%	63%	78%	55%	**66%**
6am–10am	19.8	36%	11%	2%	5%	54%	20%	35%	**27%**
10am–2pm	26.1	16%	-7%	-19%	-1%	43%	7%	12%	**22%**
2pm–6pm	30.0	1%	-6%	-11%	-1%	46%	-16%	-4%	**13%**
6pm–10pm	37.8	17%	25%	15%	14%	56%	6%	10%	**35%**
10pm–2am	31.7	30%	43%	37%	39%	54%	47%	23%	**46%**
Overall	29.3	31%	29%	23%	28%	57%	38%	28%	**36%**

Patrol proactivity falls to extremely low levels throughout much of the day, dropping into the negatives virtually throughout the afternoon, and about half the time during the morning hours. During these times, there is virtually always no time available to conduct proactive policing, and calls are likely to frequently queue. Even below 15% proactivity, these levels represent severe resource shortages during these times.

While the percentages above these levels on some days suggest that there is at least some time available, this is somewhat misleading, as the percentage is an overall figure across all days of the year. On some days, it will be higher, and on others when more calls occur, proactivity can plunge into negative levels, which is indicative of calls frequently queueing because there are not enough staffing hours to handle the calls.

In general, the proactivity levels during these times fluctuate significantly by day of week. For instance, proactivity is just 10% on Friday afternoons from 2:00PM to 6:00PM, while the same time period on Thursdays has a proactivity level of 61%. The primary cause driving this pattern is that the patrol teams working each side of the week share Thursday as an overlap day. As a result, notwithstanding any impacts from the likely higher rate of leave being taken or training being conducted on this day, resources are significantly augmented during these time, resulting in much higher proactivity levels.

Overall, it can be concluded that proactivity levels are low on an overall basis – lower than the 40% target – and those issues are greatly exacerbating at specific times of the day.

(5) Patrol Staffing Levels Required to Meet Service Level Objectives

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of ‘buffer’ that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of ‘actual’ patrol staffing.

Given these considerations, **an additional 5% *authorized* (budgeted) positions should be added on top of the actual number currently filled (actual) positions in order to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers needed before applying turnover is fractional, as it is an intermediate step in the calculation process.

These calculations are shown in the following table:

Calculation of Patrol Unit Staffing Needs

Total Workload Hours	135,704
Proactivity Target	40.0%
Hours Needed to Staff to Reach 40% Proac.	226,173
Net Available Work Hours Per Officer	1,293
Additional Factor Added for Turnover	+5.0%
Patrol Units Needed	**184**

The analysis demonstrates that 184 officer positions should be budgeted to be able to deploy enough personnel to meet 40% proactivity on an overall level. The current budgeted level is 175 officers allocated to patrol, although this includes the existing 3 dedicated desk officer positions. As a result, once they are included, a total of **187 officer positions** are required – an increase of 12 positions from the current level.

Recommendation:

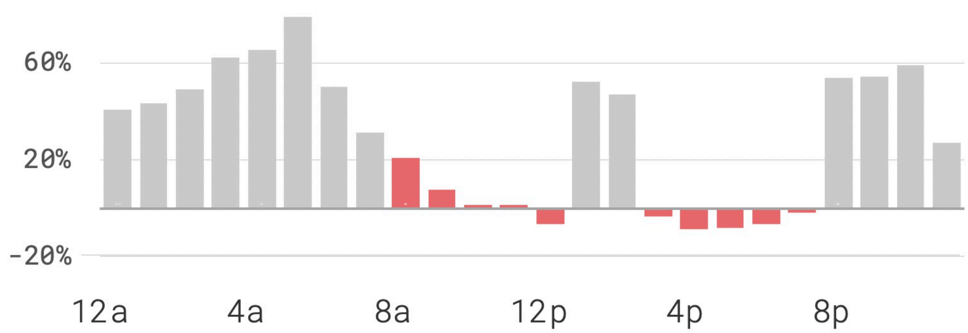
Increase patrol staffing by 12 positions, resulting in an overall budgeted patrol staffing level of 187 officers. This includes the existing 3 desk officer positions.

(6) Alternatives to Improve Shift Schedule Effectiveness

In addition to the overall patrol staffing needs, the service level issues are significantly more dire during specific times of the day. The following charts provides another view of an earlier chart, highlighting the time blocks where proactivity falls below 30%:

Proactivity by Hour and Weekday

Time	S	M	T	W	Th	F	Sa	**Ovr.**
0200 - 0600	47%	58%	66%	65%	63%	78%	55%	**66%**
0600 - 1000	**36%**	**11%**	**2%**	**5%**	54%	**20%**	35%	**27%**
1000 - 1400	**16%**	**-7%**	**-19%**	**-1%**	43%	**7%**	**12%**	**22%**
1400 - 1800	**1%**	**-6%**	**-11%**	**-1%**	46%	**-16%**	**-4%**	**13%**
1800 - 2200	**17%**	**25%**	**15%**	**14%**	56%	**6%**	**10%**	**35%**
2200 - 0200	30%	43%	37%	39%	54%	47%	**23%**	**46%**
Overall								**36%**



Clearly, the deficiencies at certain times of the day and by day of week are much greater than the problem at an overall level.

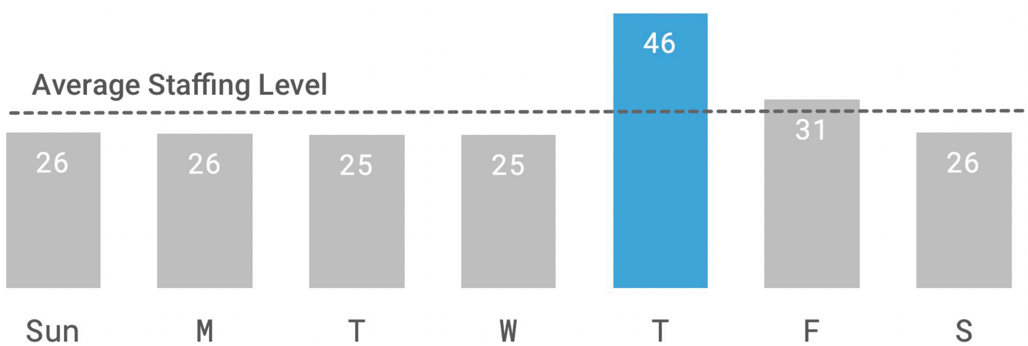
To be able to address the deficiencies by hour without adding staff, it would require drawing resources from the nighttime hours with higher proactivity and redistributing officers to the day and swing shifts. This could potentially generate new issues, however, as the night shifts may not have sufficient staff to respond to critical incidents and maintain adequate response times – regardless of the proactivity level. Given officer safety considerations, this option is likely not feasible for TPD to implement.

Addressing the disparities by day of week are somewhat nuanced. TPD follows a 4-10 schedule, with personnel working 10-hour shifts either Monday through Thursday or Thursday through Sunday. All patrol staff share Thursday as a common workday. There are benefits to this approach – namely that it is easier to schedule for training without using overtime. Proactivity is also relatively high on this day, presenting staff with enough time to conduct problem oriented policing and to be able to engage with the community.

There is a cost to this, however. Given that staffing hours are a finite resource, any hours dedicated to one specific day are taken away from another. Excess above what is needed to respond to community-generated workload.

The following chart shows the average number of officers on duty after accounting for net availability factors such as leave, training, and court time – but not administrative time, as the officers would still be on duty. Overtime staffing is also not counted. It should also be noted that the increased average on Friday is due to the Thursday night shift still being on duty.

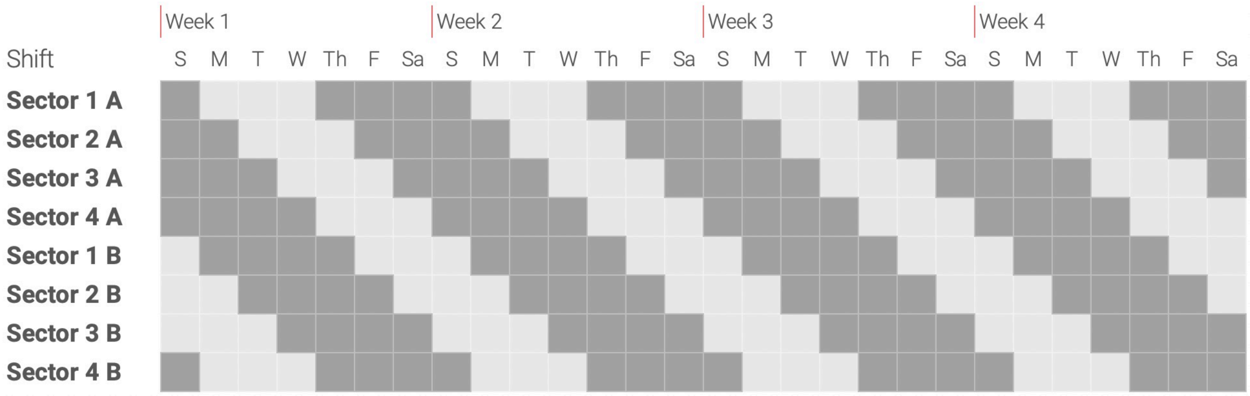
Avg. Patrol Officers On Duty After Accounting for Availabiltiy Factors



If resources were distributed perfectly evenly, the staffing for each day would equal the dotted line representing the average staffing level. Thus, **any staff deployed above the average level result in staffing decreasing below that line on other days**.

There are some limited fixes to address this issue. Another shift schedule could be adopted, such as a 12-hour shift that does not have an overlap day. Alternative, the pooling of resources on a specific day could be mitigated while retaining the 10-hour configuration by staggering overlap days. For instance, the day, night, and swing shifts could each have different overlap days. This would only affect the overlap times, however, as otherwise, the same disparities in service levels would exist, just on different days of the week.

Given that TPD patrol teams are assigned by sector and side of the week, the only other option would be to stagger shift team overlap days by sector. For example, Sector 1 could have an overlap day of Thursday, Sector 2 on Friday, Sector 3 on Saturday, and Sector 4 on Sunday. The following chart provides an illustration of this, shading workdays dark gray:



Adopting such a configuration would significantly improve the inequality in service levels by day of week. The effect of this can be modeled to show how proactivity levels would be distributed by time and day of week:

Proactivity Levels Under Alternative Using Staggered Overlap Days

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	30.4	58%	68%	65%	64%	60%	68%	63%	**66%**
6am–10am	19.8	49%	18%	6%	5%	24%	29%	48%	**27%**
10am–2pm	26.1	33%	1%	-15%	-1%	7%	18%	30%	**22%**
2pm–6pm	30.0	23%	-9%	-18%	-1%	15%	9%	19%	**13%**
6pm–10pm	37.8	36%	23%	9%	13%	31%	26%	30%	**35%**
10pm–2am	31.7	46%	48%	34%	38%	43%	45%	39%	**46%**
Overall	29.3	46%	33%	21%	27%	36%	39%	43%	**36%**

Focusing on the row showing overall proactivity by day of week in comparison with previous analysis under current shift configuration, it is clear that the disparities would be significantly mitigated.

This does not entirely solve the issue, however, as the inequalities would persist by sector, as would the overall staffing level deficiencies. Operationally, this would provide for cross-sector backup and call handling when all units are tied up on calls, but if staff stayed within their sectors, it would not make a difference. Nonetheless, the added insurance of additional units being available, even if from another sector, may be worth the change.

It is important to note that any changes to the shift schedule would have direct collective bargaining implications, requiring a change to the contract that would allow the off days to be reconfigured.

Recommendation:

In order to better equalize service levels by day of week under the 4-10 patrol schedule, stagger overlap days among sector shift teams.

(7) Workload and Proactivity by Sector

Just as proactivity can vary significantly by hour, different areas of the city may experience vastly different proactivity levels, potentially impacting service levels. In jurisdictions where the differences are significant, an officer in one area of the city may have ample time to be proactive and conduct community policing, while officers in other parts could be going call to call, with additional incidents sometimes backing up in queue. As a result, it is critical to examine this issue.

Proactivity is calculated by sector in the same manner as it is overall and on a per-hour basis, using total handling time for primary and backup units, which is then combined with the number of reports:

Patrol Workload Factors by Area

	Primary Units		Backup Units		
Sector	**# CFS**	**Avg. HT**	**# Backup**	**Avg. HT**	**# Reports**
1	18,339	42.0	17,862	40.9	7,782
2	18,057	47.0	17,490	43.8	7,662
3	18,686	45.5	15,842	46.2	7,929
4	23,535	41.9	21,332	45.0	9,986

A standard rate for the number of reports written (0.42 per call) is used for each sector. These averages are then multiplied to produce the total number of hours represented by each category:

Total Patrol Workload by Area

Sector	Primary Unit Hours	Backup Unit Hours	Report Hours	Total Workload Hours
1	12,832	12,183	5,836	**30,851**
2	14,153	12,771	5,747	**32,671**
3	14,167	12,209	5,947	**32,323**
4	16,439	16,011	7,490	**39,940**

Net available hours per officer are standardized across each sector and compared against filled staffing levels to produce the amount of proactive time by sector:

Patrol Proactivity by Area

Sector	Total Workload Hours	# Officers	NA Hours/ Officer	Total NA Hours	% Proactivity
1	30,851	43	1,293	55,620	**44.5%**
2	32,671	34	1,293	43,978	**25.7%**
3	32,323	41	1,293	53,033	**39.1%**
4	39,940	45	1,293	58,207	**31.4%**

Proactivity levels are above the 40% target in Sector 1, with Sector 3 nearly reaching it at about 39%. Sector 2, however, has severely low proactivity by comparison, at just 25.7% on an overall basis. Broken down by hour, these insufficiencies would be even greater.

Ultimately, these deficiencies cannot be solved without adding more staff to patrol. But even if that is done, the service level inequalities will remain. Even if enough officers (9) are added to reach 40% proactivity on an overall basis, it is unlikely that Sector 2's proactivity will be above 30%.

As a result, it is critical that any package of solutions include the reallocation of patrol personnel. In order to provide equitable service levels across the entire city, patrol personnel should be assigned proportionally based on workload.

To simplify the calculation process, the allocations could be made using the percentage of community-generated calls for service in each sector, as follows:

Alternative Sector Resource Allocation Methodology

Sector	# CFS	% of CFS	*Resulting # of Officers*	*% Proactivity Under Alternative*
1	18,339	23%	38	**37.2%**
2	18,057	23%	37	**31.7%**
3	18,686	24%	39	**35.9%**
4	23,535	30%	49	**37.0%**

While the results are not perfect, by allocating officers proportionally based on calls for service, proactive service level capabilities distributed more equitably across all areas of the city. To achieve proactivity levels that are almost exactly equal across the city, workload hours by sector – which weights calls by differences in handling time averages – could be used as the metric, rather than just calls for service.

Provided that this process take place within the existing shift bid procedures, no impacts are expected in relation to labor agreements.

Recommendation:

In order to equalize patrol service levels across the city, proportionally allocate the number of officers assigned to each sector based on call for service totals, calculated annually or before the shift bid process.

(8) First-Line Supervision and Staffing

Effective first-line supervision is critical to maintaining high levels of service to the community. Patrol officers are the point of contact that many, if not most, community members have with the department. In general, patrol is one of the most important areas of risk for the department, as well as the main vehicle from which the department is able to practice a community-centric policing strategy and philosophy. Sergeants are critical to the department's success in each of these areas, providing guidance, accountability, scene management, and backup to officers in the field.

The central role of sergeants in the field is to supervise officers on scene. They are also responsible for reviewing reports and completing the performance evaluations of the officers assigned to them, as well as other administrative duties. These additional roles all scale with the number of officers assigned to them. A sergeant supervising 10 officers, for instance, would likely have around twice the number of reports to review as a sergeant supervising only 5 officers. This underscores the need for sergeants to be staffed at a level that allows them to have the time in the field aside from these administrative duties, and as a result, it is critical best practice that no more than 9 officers be assigned to each sergeant. There is a diminishing return to the value of reducing spans of control, however, as sergeants have sufficient time to supervise in the field while completing other duties. As a result, effective spans of control are generally within the range of 1:6 to 1:9.

TPD sergeants are currently staffed on each of the 24 patrol teams (two teams per district, each staffing one side of the week), for a total of 24 sergeant positions filled and authorized. Compared to the 163 filled officer positions (excluding recruits, FTO program participants, and desk officers), this represents a ratio of approximately 6.8 officers per sergeant, which is around the middle of the 1:6 to 1:9 range. Compared to the total number of authorized positions of 172, excluding the three desk officer positions, the ratio rises to around 7.2, well below the upper limit of 1:9.

With the patrol staffing analysis recommending 12 additional authorized officer positions, for a total of 184 officers (excluding desk officers), the ratio would rise to 7.7 sergeants per officers – still well within the effective range. As a result, even with the patrol officer staffing recommendations, no new sergeant positions will be needed.

The following table reflects this analysis, calculating the number of sergeant positions that must be added to maintain effective supervision in the field:

Sergeants Needed After Staffing Recommendations

	# Sgt. (Auth.)	# Ofc. (Auth.)[4]	Ratio
Current	24	172	7.2
After Rec.	24	184	7.7
+ / -	+0		

Based on these calculations, which assume a maximum span of control of 1 sergeant for every 9 officers, no additional sergeant positions are needed. This also retains the current configuration of 1 sergeant per team, which matches the number of sergeants to the number of teams that must be supervised.

3. Officer Self-Initiated Activity

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem oriented policing projects, and other activity.

[4] Figures exclude the three desk officer positions.

Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity *are* nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

The following table shows how self-initiated incidents vary by time of day and day of week:

Self-Initiated Activity by Hour and Day

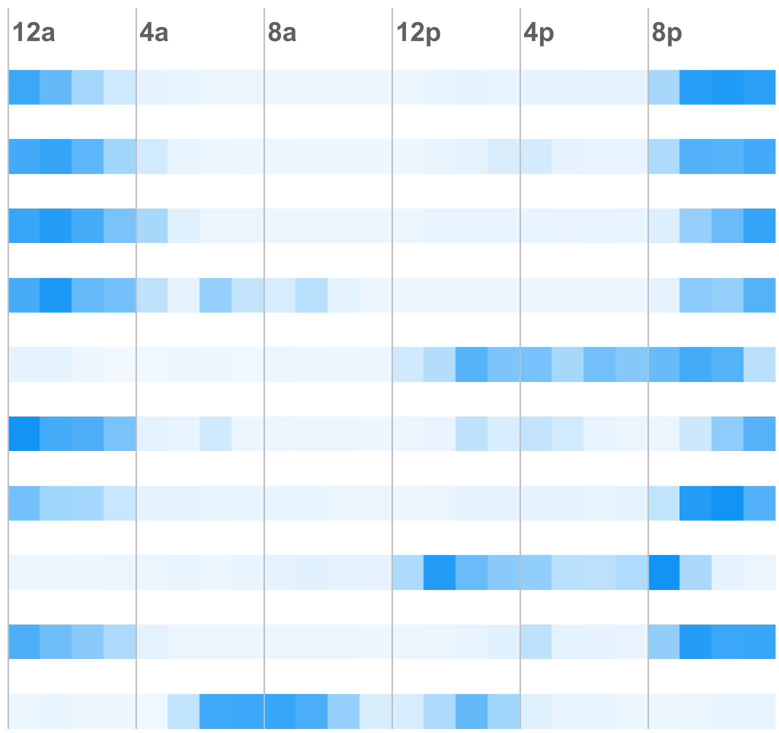
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	224	225	246	209	254	341	234	**1,733**
1am	217	189	199	220	216	350	186	**1,577**
2am	144	145	150	131	171	271	157	**1,169**
3am	117	101	135	123	107	196	94	**873**
4am	68	58	91	84	75	115	73	**564**
5am	51	67	69	61	64	58	55	**425**
6am	49	56	61	84	77	67	67	**461**
7am	51	60	42	79	83	63	43	**421**
8am	46	57	65	60	64	64	50	**406**
9am	55	71	54	76	88	53	56	**453**
10am	44	42	66	73	78	40	39	**382**
11am	40	37	42	54	62	37	55	**327**
12pm	35	52	49	60	68	41	38	**343**
1pm	80	87	112	94	99	81	74	**627**
2pm	107	113	112	88	162	107	113	**802**
3pm	92	84	100	80	112	89	98	**655**
4pm	103	106	102	103	152	89	96	**751**
5pm	97	90	68	78	117	78	88	**616**
6pm	83	84	81	94	130	96	87	**655**
7pm	64	79	61	76	118	63	77	**538**
8pm	135	128	128	135	169	142	170	**1,007**
9pm	267	246	269	222	390	239	270	**1,903**
10pm	247	244	243	256	377	241	266	**1,874**
11pm	233	263	240	248	365	237	233	**1,819**
Total	2,649	2,684	2,785	2,788	3,598	3,158	2,719	20,381

Very little self-initiated activity is conducted in the morning, with some hours seeing an incident generated only about once per week. During the overlap day between shift teams on Thursdays, officer-initiated activity levels are higher, although perhaps not proportionally to staffing. Including the early morning hours on Friday, when the overlapping night shifts are still on duty, generally around 40-50% more self-initiated events occur.

The following table provides a breakdown of the most common types of self-initiated activity, as well as the times of day in which each is most likely to occur, as indicated by darker blue shading:

Most Common Categories of Self-Initiated Activity

Incident Type	# CFS	HT
TRAFFIC STOP	9,067	25.3
SUBJECT STOP	1,207	16.2
SUBJ. STOP – VEH.	984	29.2
PREDICTIVE POLICING	950	22.4
DISABLED VEH. IN ROAD	616	22.0
SUSPICIOUS - VEHICLE	584	18.4
SECURITY CHECK	557	17.8
FOLLOW UP	554	16.0
WARRANT SVC./SUBK.	508	62.8
PARKING PROBLEM	409	15.6



The prevalence of self-initiated activity during the night shift is abundantly clear from the chart, with nearly all of the 10 most common categories category in the top 10 being conducted predominantly from 9:00PM to 4:00AM. This is also when there is significantly more proactive time available, although there are more limitations on how it can be used.

4. Community Policing Division

In addition to sector patrol, the Operations Bureau has a number of other functions organized within it to support both the community as well as field operations. Headed by a Division Captain, these functions include:

- **Traffic** – the Traffic Unit primarily does proactive enforcement in the City as well as investigates serious accidents occurring within the City.

- **Community Liaison Officers (CLOs)** – CLOs work on a proactive basis in partnership with the communities on chronic law enforcement-related problems. They also work with other agencies (e.g., Code Enforcement, schools, etc.). CLOs also respond to community complaints, including those generated from 311.

- **Special Events** – Special Events staff plan for major events in the City in coordination with other city departments (e.g., Public Works). They also coordinate off duty officers to staff many of the special events. Special Events staff are also dedicated to planning for other public occurrences such as demonstrations

- **Violence Reduction Team (VRT)** – formerly known as the Gangs Unit providing mostly intelligence and also suppression of gang-related problems in the City. During much of the last year, these staff were utilized to supplement narcotics enforcement in the City. Recently, this unit was transferred to the Patrol Division.

- **Homeless Outreach Team (HOT)** – This Team addresses problems associated with homelessness in the City. Staff liaise with non-profit agencies as well as other programs in the City and County for services directed to the homeless. They also coordinate with other TPD functions (e.g., CLOs).

- **School Resources** – School Resource Officers provide law enforcement at high schools within the City.

- **Animal Control and Compliance** – AC&C is primarily a field enforcement function; shelter services are provided by the Tacoma Humane Society.

The Division is undergoing a re-organization with a second Lieutenant added outside of the Community Liaison functions, to reduce the span of control for the existing Lieutenant. Also, as noted above, the Violence Reduction Team is moving to the Patrol Division.

This section provides the project team's assessment of the programs and service elements of the Community Policing Division.

(1) Traffic Unit

The Traffic Unit fields is assigned a sergeant and 7 police officers. There is one team deployed with a sergeant and four to five officers staggered throughout the week on 10 hour shifts – generally, 0700 – 1700. Staff also work special events in the city.

Operational factors to consider in the evaluation of the Traffic Unit (TU) and the traffic enforcement program overall in Tacoma include the following:

- Traffic Unit deployment is mostly complaint-driven in conjunction with high-risk areas (e.g., schools).
- The unit primarily functions as motor units (i.e., on motorcycles).
- Officers assigned to Traffic dedicate a portion of their shifts to processing red light camera violations. Because Traffic staff are not deployed on Saturday through Monday, Tuesday morning is largely dedicated to this task.
- Traffic also manages drones for accident reconstruction and the red light cameras (n=14 intersections). A growing number of officers are becoming drone operators.
- Staff assigned to the Traffic Unit are also involved in public education programming, for example, Tacoma's Harvey and Beulah program.
- There is no dedicated commercial vehicle enforcement in the Tacoma Police Department. Public Works handles commercial vehicle enforcement.
- Parking enforcement is also in the Public Works Department.
- DUI enforcement is accomplished by individual patrol officers and is augmented twice a year by regional task forces.

A detective assigned to the unit is generally tasked with follow-ups on injury and fatal accidents as well as hit and runs.

(1.1) Traffic Enforcement Workload and Service Level Considerations

The following table displays field activities which Traffic Unit staff handled in 2019, including responses to calls for service (CFS) and officer / self-initiated activities (SIA):

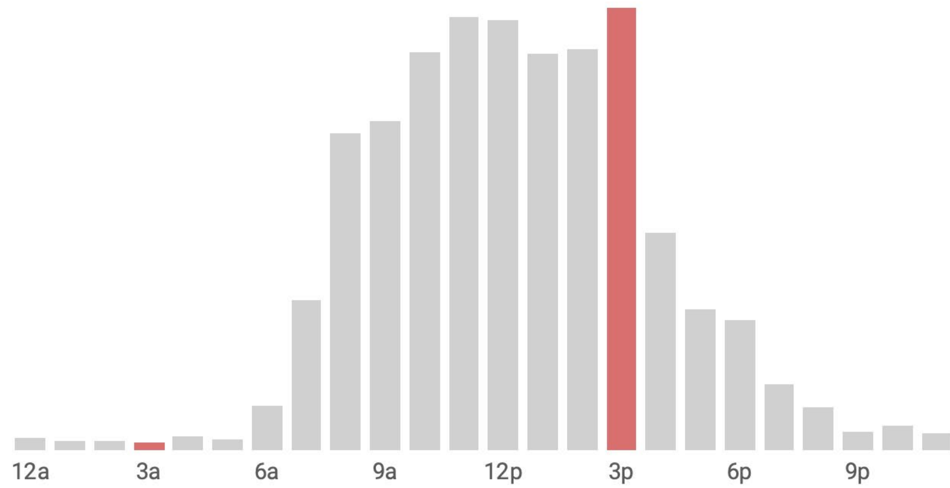
Traffic CFS and SIA by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	5	3	4	2	1	2	3	**20**
1am	1	2	2	3	0	3	4	**15**
2am	5	1	2	1	0	2	2	**13**
3am	2	2	2	3	1	0	1	**11**
4am	1	3	2	3	5	3	5	**22**
5am	2	3	3	2	2	1	3	**16**
6am	1	6	9	15	12	23	2	**68**
7am	1	24	47	62	37	58	5	**234**
8am	5	41	96	111	121	94	27	**495**
9am	18	52	110	105	110	88	31	**514**
10am	25	68	103	152	118	108	47	**621**
11am	45	79	131	128	113	121	60	**677**
12pm	32	70	136	130	110	121	74	**673**
1pm	46	76	96	123	100	107	72	**620**
2pm	35	52	102	121	114	127	77	**628**
3pm	46	73	131	150	138	91	63	**692**
4pm	27	49	30	53	65	73	42	**339**
5pm	29	39	7	12	33	62	39	**221**
6pm	30	43	4	3	35	60	27	**202**
7pm	16	6	3	6	31	33	7	**102**
8pm	6	4	1	6	24	22	3	**66**
9pm	3	2	6	5	3	6	3	**28**
10pm	5	3	8	4	8	3	7	**38**
11pm	2	3	5	3	0	5	8	**26**
Total	**388**	**704**	**1,040**	**1,203**	**1,181**	**1,213**	**612**	**6,341**

It should be noted that a number of activities which are expected of the Traffic Unit are not shown in the table. These include handling special events, dignitary protection and similar details, public and school education on traffic safety. It also does not include deployment in high risk areas such as school zones or areas with higher levels of traffic accidents. The table also does not portray any workloads associated with reviewing red light camera violations.

The table does show an expected pattern of activity due to the principal deployment pattern of weekday, daytime hours. 79% of counted activities occur between the hours of 0700 and 1900 (7am and 7pm); 84% of counted activities occur on weekdays.

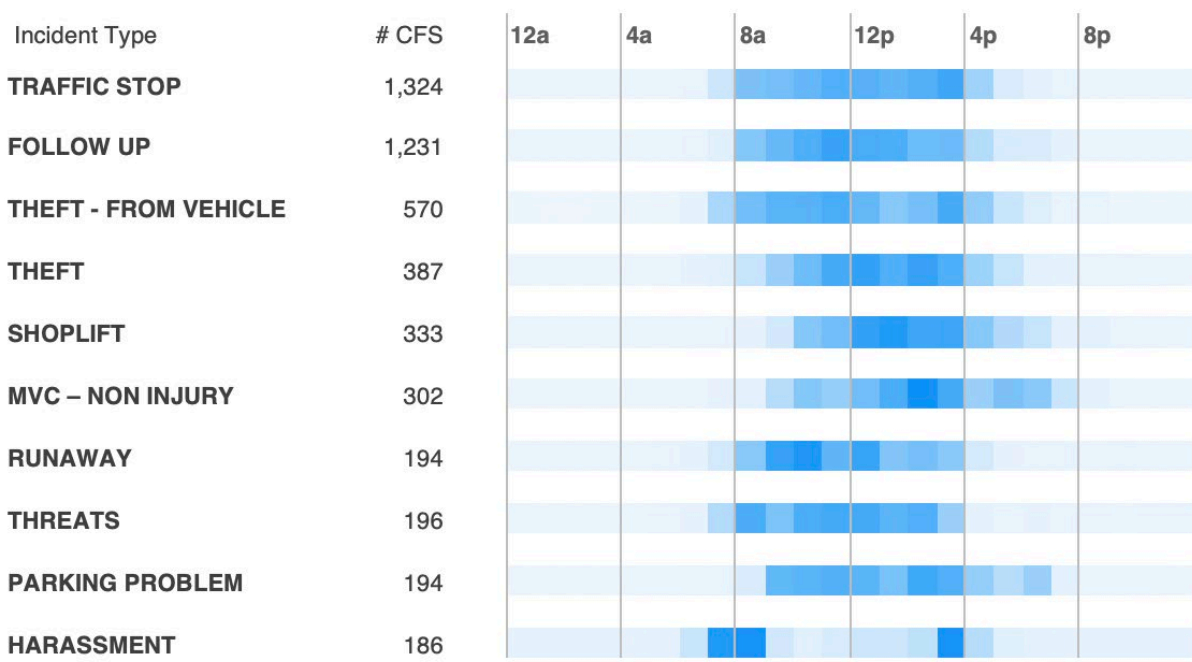
The following chart further illustrates Traffic Unit activities by hour of day. Peak activity hours are 0900 and 1500 (9am through 3pm).



This also demonstrates the impact of non-field responsibilities before 0800 (red light cameras) and after 4 pm (reports, etc.).

The following chart displays the top ten traffic incidents handled by Traffic Unit staff:

Most Common Traffic Unit Incident Types



While proactive traffic enforcement is the most frequent incident handled and other traffic-related incidents comprise over half of the Top 10 total, non-traffic incidents which Traffic were the primary or initial responder are great too. Of importance, the “Top 10” table shows that:

- Last year, almost half of the incidents types and half of the incidents themselves which involved a traffic unit as a primary responder were traffic related.

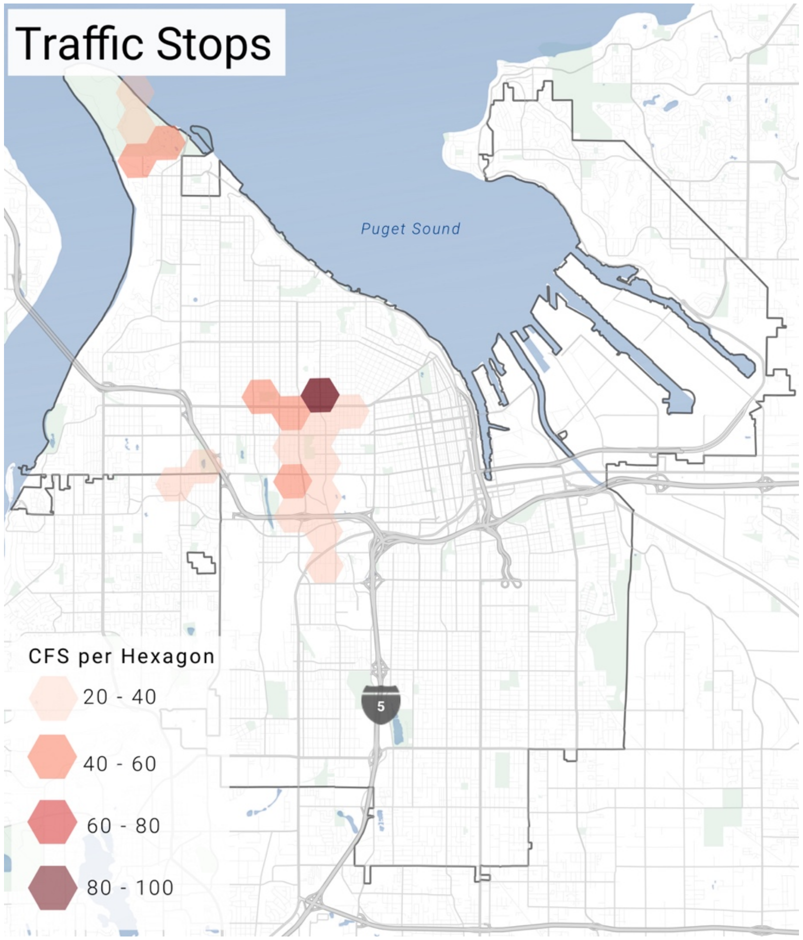
- Over 40% of the incidents involving a traffic unit were a traffic stop or follow up to a traffic accident.

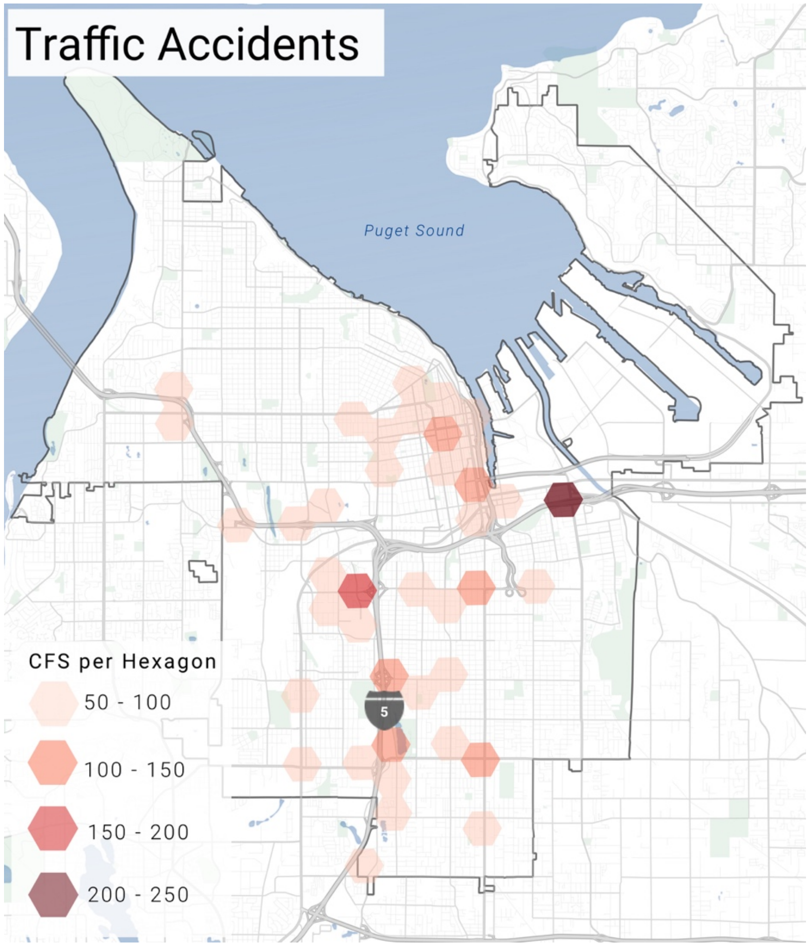
- Other incident responses were primarily due to the proximity of a traffic unit or the lack of availability of patrol unit.

Overall, the proactive activities of traffic enforcement officers, as reported by the Department and also seen in CAD data, yielded 1,195 moving citations and 648 warnings issued. This equates to 263 per officer assigned to the unit, or about 1.5 such activities per officer per shift.

The primary mission of traffic enforcement is reducing the occurrence of death and injury related to vehicle accidents. This primary mission proactive enforcement efforts. Reactive efforts, such as after-the-fact collision investigation, calls-for-service back-up, etc., and other dedicated duties not linked to enforcement efforts impact the ability to control traffic and the related collisions. Deployments at schools and high accident corridors together with proactive enforcement activities (such as stops) should contribute to achieving this objective.

In Tacoma, matching proactive activities to accidents does not show that that kind of analytics is achieving the intended results. The following maps show side-by-side comparisons of locations where traffic stops and traffic accidents were concentrated in 2019:


Traffic Stops
Puget Sound
5
CFS per Hexagon
20 - 40
40 - 60
60 - 80
80 - 100


Traffic Accidents
Puget Sound
5
CFS per Hexagon
50 - 100
100 - 150
150 - 200
200 - 250

- The first map, which details concentrations of traffic stops, clearly show that most of these enforcement activities occur in a relatively narrow area centered around the numbered avenues, particularly around 6th Avenue, and the area entering Point Defiance.

- The principal areas for traffic accidents, on the other hand, tend to be more widespread with clusters around I-5 and downtown Tacoma.

It should also be noted that traffic enforcement is more general than the officers who are assigned to the unit. In addition to the traffic stops generated by the unit, officers assigned to patrol generated another 9,067 stops in 2019. However, this equates to about 4.6 traffic stops per patrol officer each month.

It is clear the Traffic Unit productivity is impacted by two findings:

1 Deployment in lower accident-prone areas.

2 Other responsibilities, such as red light cameras, which lower available field time.

(1.2) Analysis of Traffic Enforcement

Ultimately the degree to which the city wishes to enforce traffic laws and impact collision frequency, will help dictate the level of traffic enforcement staffing which should be deployed. It requires determining the desired amount of time dedicated to both traffic enforcement efforts (citations, warnings), as well as well as citizen outreach efforts.

There are three key workload considerations with respect to a traffic unit operation that will ultimately drive the desired staffing levels:

- How much time annually (total hours) does the department and the community wish traffic units to spend on proactive initiatives?

- Once total hours of proactivity are selected, what percentage of the motor units' annual time do these proactive hours represent?

- Once proactivity is determined, how much reactive (e.g., accident response, red light camera citation processing) and administrative effort is required?

Given that a traffic unit is ultimately designed to be proactive, a 40% proactive target should be considered a minimum, with up to a 60% proactive target to conduct effective proactive activities designed to execute traffic safety in the city. The following table shows the number of traffic officer positions needed to dedicate efforts to proactive traffic enforcement based on this range of proactivity.

Number of Traffic Officers Needed to Reach Targeted Levels of Hours and Proactive Time

Proactive Enforcement Hours/Year	40% Proactive	50% Proactive	60% Proactive
3,000	8		
4,000	11	7	5
5,000		9	7

The table is starts with the assumption deputies have a net availability of 1,571 hours per officer per year (accounting for leave, training, and court time), while dedicating 20% of their available time to administrative workloads (2 hours per shift), and 20% of their time to red light camera enforcement (2 hours per shift). Achieving the higher levels of proactivity in the field requires less time being dedicated to red light camera citation processing (half of current to none).

This analysis demonstrates that the number of traffic officers needed can vary widely proactive service-level abilities and the combination with other workloads, especially red light camera citation processing and drone operations (i.e., piloting). While even at current staffing, the Traffic Unit is proactive, reducing non-field commitments could result in even higher levels of proactivity.,

Operationally, the Traffic Unit should make two key modifications:

- Explore ways to reduce administrative duties, especially the time dedicated to red light camera enforcement, drone operations, etc.
- Utilize the Crime Analysis Unit to evaluate deployment needs based on hazards and traffic accidents, and prioritize enforcement in these areas.

Recommendations:

TPD should explore opportunities to reduce the time dedicated to administrative tasks, especially time dedicated to processing red light camera citations, drone operations, etc.

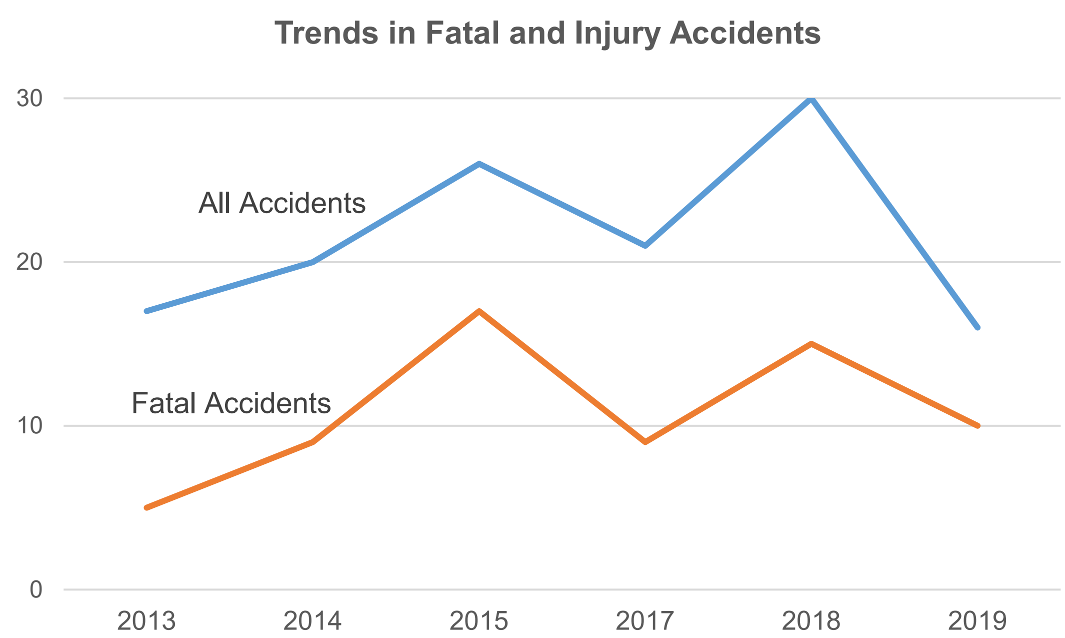
The Traffic Unit should more flexibly deploy its staff to achieve more hours and days of coverage.

The Crime Analysis Unit should be tasked with assisting the TU in identifying accident trends and hotspots. Deployment to these high-risk locations should comprise a greater share of TU enforcement.

Greater efforts should be made to dedicate patrol proactive time to traffic enforcement activities.

(1.3) Accident Investigations

The detective assigned to the unit is tasked with follow-ups on injury and fatal accidents as well as hit and runs. Trends in these serious accidents have slowly trended upward in the past 7 years as shown in the following chart:



** Note that data for 2016 was not available.*

The percentage of cases that result in fatalities has also trended upward since 2013:

Accident Investigation Cases

	Total	Avg./Month	# Fatal	% Fatal
2013	17	1.42	5	29%
2014	20	1.67	9	45%
2015	26	2.17	17	65%
2017	21	1.75	9	43%
2018	30	2.50	15	50%
2019	16	1.33	10	63%

There are an average of 1.8 serious accidents and/or hit and run investigations per month for the detective handling these cases. In addition, the detective has other responsibilities (for example, drone operations). These cases tend to be time consuming with extensive court time. Caseloads of about 2 per month are not unusual for an accident investigator, who are primarily assigned on the more serious accidents.

However, the trends in serious accidents underscore the findings and recommendations made in the previous Traffic Unit sections that appropriate deployment of motor units and dedicating some of patrol's proactive time for traffic enforcement are important to the city's overall traffic safety program.

(2) Community Liaison Officers

Community Liaison Officers (CLOs) work on a proactive basis in partnership with the communities on chronic law enforcement-related problems. They also work with other agencies (e.g., Code Enforcement, schools, etc.). CLOs also respond to community complaints, including those generated from 311.

Community Liaison Officers are assigned to one of four sectors, each headed by a Lieutenant. Each sector has 4 assigned. However, vacancies can reduce a sector to 2 or 3 CLOs. There are no sergeants assigned; with the rationale being that a Lieutenant provides more experience working with the community and more management experience to evaluate the uses to which CLOs are put.

As noted above, call referrals from 311 the City's non-emergency service request line) represents a significant source of workload. Last year, there were 3,441 referrals from 311 to CLOs as shown below:

1 Sector	690
2 Sector	427
3 Sector	905
4 Sector	1,419

Other workloads are generated directly from the community, from other Department functions, and were self-initiated. Last year, these are estimated to be approximately 5,200 activities.

The community support process is multi-dimensional in Tacoma, involving the CLOs themselves and their lieutenants, the community directly or through 311 / 911, other units within the Department (e.g., patrol, crime analysis). In Tacoma, this has the consequence of poor coordination and prioritization of competing demands for CLO attention. CLOs do not regularly attend patrol shift briefings which results in lost opportunities to identify or work on problems, either individually or together. Most communication is one-on-one between CLOs and patrol. Lack of problem identification and resolution is exacerbated by the fact that CLOs and patrol work different shifts.

In spite of this issue, CLOs play a valuable role in the community – acting as purely proactive problem solving on recurring, often major, problems in the community. Patrol cannot dedicate the kinds of resources needed for this on a regular basis. However, the coordination could be improved.

Recommendations:

At least on a weekly basis, CLOs should attend at least one shift briefing to learn from patrol and to help patrol understand community problems.

Work with the Crime Analysis Unit to compile problems identified through 311 and other sources to that informed decision can be made on priorities.

(3) Homeless Outreach Team (HOT)

The Homeless Outreach Team (HOT) was created in 2018. Its focus is to address problems associated with homelessness in the City. Staff liaise with non-profit agencies as well as other programs in the City and County for services directed to the homeless. They also coordinate with other TPD functions (e.g., CLOs). HOT consists of 4 Officers and a Sergeant. They work Tuesday-Friday, daytime hours. What used to be primarily a downtown issue has become more widespread in the City. The Sergeant is primarily in the field.

In 2019 they handled an estimated 5,752 community generated or self-initiated incidents, including:

311 calls for service	4,552
Self-initiated activity	1,200 *(Estimated)*

Because of the priority that this Unit has for the City, regular reports and presentations to the community and to the City Council are prepared.

Joint service delivery occurs regularly with staff from Neighborhood and Community Services and Mental Health. Other functions within the City and with Pierce County are involved in certain activities too. These contacts are as diverse as:

- Department of Transportation
- Puyallup Tribal Nation
- Burlington Northern Railroad
- Army Corps of Engineers
- Local homeless shelters and program service providers
- Internal Police Department sources (e.g., CLOs)

A Division PASS assists with administrative support.

The Homeless Outreach Team is relatively new and its mission evolving. As noted above, what used to be primarily downtown focus has also evolved to become more City-wide. This has stretched resources to some degree. The nascent recession could expand the homeless population in Tacoma; it may also reduce the number and depth of programs to assist or deal with homelessness. These factors will increase the pressures on the Police Department. The Police Department, City and County should monitor the potential for growth in homelessness and the need for additional staff to cover days of the week not currently covered.

Recommendations:

Monitor homelessness in Tacoma to determine if coverage is needed on days in the week not currently staffing by the Homeless Outreach Team.

Work more closely with patrol to assist on ‘day-to-day’ homeless problems, especially in outlying areas of the City.

(4) Violence Reduction Team (VRT)

The Violence Reduction Team (VRT) was formerly known as the Gangs Unit which provided intelligence and suppression of gang-related problems in the City. During much of the last year, these staff were utilized to supplement narcotics (Special Investigations) enforcement in the City. Recently, this unit was transferred to the Patrol Division. When at full strength, the Unit is a sergeant and four (4) police officers, though, two (2) police officers have just been added. For much of the past year, the unit has been at a sergeant and two police officers.

As noted above, in 2019 the Violence reduction Team was assigned to supplement Special Investigations due to staffing shortages in both units. The team was assigned to conduct street crime emphasis which resulted in the following arrests:

Drug Arrests	34
Prostitution Arrests	23
Weapons Arrests	6
Miscellaneous Arrests	125
Total Arrest	188

The VRT also works closely with the detective assigned to the RIG (Regional Intelligence Group), intelligence gathering function in the Department.

The Unit, Division and Bureau need to evaluate the mission of the re-constituted Gangs / VRT unit now that is able to focus on gang-related issues. Even at the new staffing levels, it will be difficult to perform both intelligence and suppression functions. For now, the Unit should strengthen its intelligence function, including field intelligence. Operations / suppression activities should be performed with other units or with patrol.

Recommendation:

Focus the newly reconstituted VRT / Gangs Unit on gang-related intelligence gathering.

(5) School Resources

School Resources Officers (SROs) provide law enforcement at high schools within the City. There are 5 High School Resource Officers (SRO) funded by the School District during the school year – Foss, Lincoln, Mt Tahoma, Stadium, and Wilson High Schools. During the summer they are assigned to Parks Enforcement. In 2019 the SRO's handled a combined total of 623 calls for service at high schools and the periphery of high schools. The Unit is supervised by a sergeant.

Unlike many SRO programs around the country, the SROs in Tacoma's program are largely at high school campuses for enforcement duties. SROs are not significantly involved programmatically at the schools, nor with administration, teachers, and parents. The contract between the Tacoma School District #10 and the City of Tacoma Public Schools

The contract is for a five (5) year period and results in payments of $430,000 per year ($2,150,000 for the 5 year period). At this level, the contract does not cover the cost of the five officers and the sergeant and the operating cost of providing the service (e.g., vehicles and equipment). It expires next year. As the contract will be renegotiated next year, the City should strive to do the following:

- The contract primarily functions to describe the requirements for the service, not the services themselves.

- Most of the contract is to ascribe the allocation of risk and responsibility between the two agencies.

- There are no requirements in the contract relating to non-enforcement responsibilities at the high school campuses. These should be built into the contract to specifically cover interface with administration, teachers, other staff, parents and students; the delivery of topic appropriate programs (such as internet use, bullying, etc.).

- The cost is only a lump sum amount and not based on any build-up of costs incurred. While full cost recovery should be the goal, included indirect costs and overheads, reimbursements at a higher level should be achieved.

Recommendation:

Negotiate a higher level of compensation for the law enforcement services provided. In return, the Police Department should provide non-enforcement support to the high schools relating to classes for teens on appropriate topics; SROs should also meet regularly with administration, teachers' and parents' groups.

(6) Animal Care and Compliance

Animal Care and Compliance functions exclusively as a field enforcement function in Tacoma. A Supervisor and 3 Animal Care and Compliance Officers (ACCOs) work Monday through Friday responding to complaints, stray and dead animal calls for service and other areas of animal regulations in the City. ACCO hours are staggered so that the City is covered from 0800 – 2100. Staff are on call for priority complaints on the weekends and weekday nights. The Supervisor is a 'working supervisor' and will deploy in the field.

In 2019, ACCOs handled 8,462 requests for service.

Staff also perform some animal cruelty investigations (at least the initial investigation) and have citation authority for neglect and cruelty issues such as animals left in cars.

Staff will attend and promote animal regulations and welfare at community events. Such topics as spay and neuter, leash laws, cruelty issues in animal care (e.g., cars, licensing, tethering, inside shelter, etc.).

A Office Assistant helps with payroll, citizen contacts and messages, statistics, etc.

The level of service associated with animal care and ordinances in Tacoma, is low. There are a number of impacts associated with this level of service:

- There is no weekend coverage. This results in extended time to get back to the community on animal issues; Mondays have considerable work backlogs; etc.

- Employee turnover in this function can be high resulting in even lower staffing levels. Vacant positions mean that there are uncovered hours during the week.

- The working supervisor provides little capacity for program improvements, working with citizens, training, equipment, research on best practices, etc.

- There can be extended periods of being able to get back to the community on animal issues, even during the week.

The Department should establish a priority of creating a fourth Animal Care and Compliance position. It may be possible to stagger positions for at least one weekend day coverage but more importantly, it would guarantee presence during the week.

Recommendation:

Increase the number of Animal Care and Compliance Officers by one to four (4) positions. This will provide the ability to better meet service goals during the week but also provides some ability for limited weekend coverage.

3 Criminal Investigations Bureau

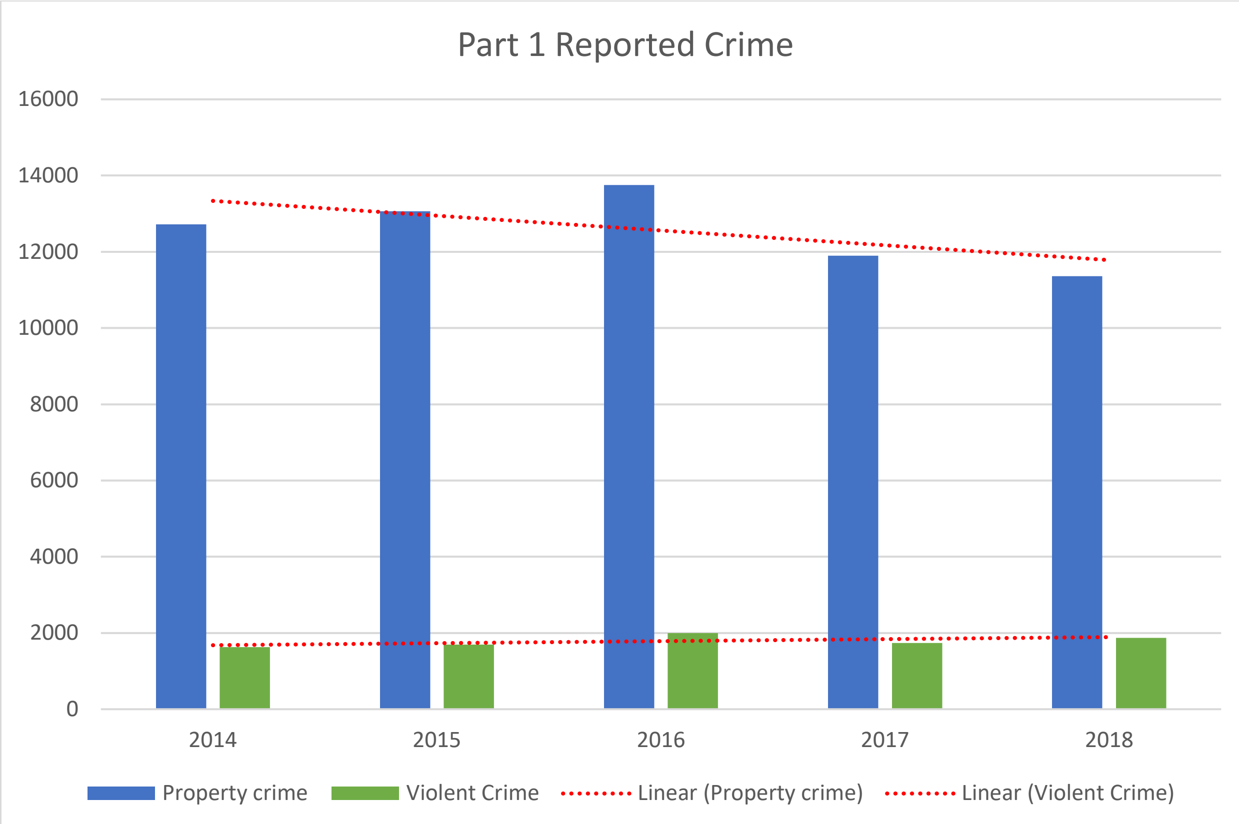
The Criminal Investigations Bureau consists of Criminal Investigations, Special Investigations and Forensics. The Criminal Investigations Division and the Special Investigations Sections are led by Lieutenants and Forensics is led by a Manager. The Investigations Division conducts follow-up on cases reported to patrol and the Special Investigations ~~Sections~~ Section consists of task forces, proactive investigations, and investigative support. Forensics processes crimes scenes and conducts latent print examinations.

In reviewing investigative units, it is important to understand the amount of reported crime as this directly impacts potential caseloads. Most agencies report their crime statistics to the Federal Bureau of Investigation (FBI) for purposes of tracking crime nationally. There are two types of crimes reported to the FBI Part 1 and Part 2. Part 1 are the most serious types of violent and property crime. Part 1 crime includes: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. Part 2 crimes includes: Simple Assault, Forgery, Fraud, Vandalism Weapons Possession, Prostitution, D.U.I., Etc.

The following table shows the UCR reported Part 1 crime for the last 5 years (most recent data available).

	2014	2015	2016	2017	2018
Violent Crime	**1,625**	**1,694**	**2,000**	**1,737**	**1,869**
Criminal Homicide	12	12	13	10	17
Rape	134	147	159	171	198
Robbery	510	485	540	403	503
Agg. Assault	969	1,050	1,288	1,153	1,151
Property Crime	**12,721**	**13,065**	**13,749**	**11,901**	**11,362**
Burglary	3,127	2,552	2,420	2,073	1,912
Larceny-Theft	7,521	8,492	8,710	7,742	7,573
MV. Theft	2,073	2,021	2,619	2.086	1,877
Arson	67	70	78	63	90

As can be seen by the preceding chart, violent crime has increased and property crime has decreased over the last five years. Violent crime is up 15% and property crime is down 10.6% over the last five years. The following chart displays the same information graphically:



As the chart demonstrates property crime has decreased 10.6 % in the last 5 years while violent crime has increased 15% percent during the same period.

To complete the analysis of the investigations, caseload information provided by the department was used. The team utilized a caseload spreadsheet that covers crimes reported in 2019. In 2019 there were a total of 27,946 cases of which 3,004 were assigned to detectives (approximately 11%), 24,942 cases that were not assigned (900 series filed). Of the 24,942 un-assigned cases there were a total of 3,977 (15.9% of total cases) investigative cases that were not assigned due to lack of investigative resources, though these include cases with uncooperative victims and cases that would not be prosecuted even if solved due to prosecutor declination based on resources.

1. Criminal Investigations Bureau Administration

The Investigations Bureau is led by the Assistant Chief who is supported by a Captain. The Assistant Chief has the following main responsibilities:

- In charge of overall operations of the Bureau.
- Is responsible for maintaining partnerships with other law enforcement agencies and other community partners. This includes: South Sound Auto Theft Task Force,

Violent Crime Task Force, Other Task Forces, Law and Justice Council, District Prosecuting Attorney's Office and Child Abduction Response Team.
- Responsible for the annual strategic plan, bureau goals, budget and personnel allocation.

The Captain has the following main responsibilities:

- Manages the day to day operations of the bureau.
- Responsible for managing the bureau budget.
- Responsible for the implementation of new and evolving Strategic Emphasis Programs.
- Responsible for managing Inter-bureau strategic collaboration.
- Responsible for Executive Committee Strategic direction of the Regional Project Safe Neighborhood/Department of Justice Program

The Assistant Chief has a one over one span of control while the Captain has three direct reports. Though the Assistant Chief has one over one span of control, the tasks assigned and the division of tasks is reasonable. The span of control for the Captain is within a typical range when combined with assigned tasks and responsibilities for the Captain.

2. Criminal Investigations Division Administration

The Criminal Investigations Division Administration consists of a Lieutenant who is supported by two Police Administrative Support Specialists (PASS). The Lieutenant has six direct reports – Four Sergeants and the two PASS. The Lieutenant has the following responsibilities and tasks:

- Manages the day to day operation of the Criminal Investigations Sections.
- Responsible for making notifications on major incidents, managing schedules (Call outs) and developing unit policies/procedures.
- Responsible for administrative duties and compiling a monthly report.
- Commands the Child Abduction Response Team (CART).
- Department Hate Crimes and Family Violence Coordinator.
- Designated Co-Commander of the regional Pierce County Force Investigation Team (PCFIT).
- Liaison to the Puget Sound Auto Theft Task Force (PSATT).

The Police Administrative Support Specialists answer phones, perform clerical duties (i.e. track monthly budget expenses, purchases, provide digital evidentiary requests from internal and external requestors, create and publish bureau daily schedules, publish and track department memorandums, and perform transcription services in support of the Division.

There is one Lieutenant assigned to supervise a total of six direct reports which is within the recommended span of control for front line supervision, generally recommended at between 6 and 9 direct reports per supervisor (Police Executive Research Forum and International Association of Chiefs of Police both recommend around one supervisor per six direct reports). However, for Lieutenants (and above), sergeants in investigations and other specialty positions we recommend a lower span of control because of the potential impacts of decisions made at that level. The span of control for the Lieutenant is above the recommended level of four to five with other assigned tasks.

The span of control for the lieutenant is based on the current reporting structure; however, in the following sections there are recommendations for additional sergeants that will increase the span of control. With added sergeants, an additional lieutenant is needed.

In evaluating the workload of the PASS, the number of tasks assigned and any reported backlogs are considered, as well as the number of personnel supported. Each PASS supports the work of approximately 20 personnel while performing multiple tasks. One of the PASS primarily does transcription and there is a current backlog of 60 hours of work (based on three hours to transcribe one hour of recorded interview). The backlog would be more extensive, however, with the TPD Covid-19 pandemic, some personnel were given the opportunity to work on transcriptions from home which greatly reduced the backlog.

With the high volume of calls, emails and tasks performed, the current two PASS' are at capacity. Though there is a current backlog in transcriptions, this can best be addressed through overtime rather than adding another full time FTE.

Recommendation:

Add a Lieutenant to the Criminal Investigation Division to manage current and recommended functional reports.

3. Calculation of Detective Net Availability

In the following sections a caseload analysis for different investigative units is calculated, before determining availability and staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave –

including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from TPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on-duty and available to complete workloads and other activities in the field. Net availability for detectives is different from patrol because of court and administrative responsibilities.

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from TPD data: **300 hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team.

Estimated: **40 hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Without any data recording on-duty training time hours specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

Estimated: **60 hours of on-duty training time per year**

Administrative Time (subtracted from net available hours after leave, court and training hours deducted)

The total number of hours per year spent completing administrative tasks while on-duty, including staff meetings, returning phone calls, emails, and various other activities.

The number is calculated as an estimated 20% of net work hours after other deductions.

Estimated: **336 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,344 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detectives Net Availability

Base Annual Work Hours		**2,080**
Total Leave Hours	–	300
On-Duty Training Hours	–	60
On-Duty Court Time Hours	–	40
Administrative Hours	–	336
Net Available Hours Per Detective	**=**	**1,344**

Overall, detectives have an average of 1,344 net available hours per year, representing the total time in which they are able to conduct investigations. These hours will be used in the following sections to analyze detective caseloads.

4. Violent Crimes – Homicide/Assault Unit

The Homicide/Assault Unit investigates Homicides and Aggravated Assaults, Missing Persons, Child Abductions, Drive-By shootings, Cold Cases, conducts all firearms testing - of every firearm recovered by the entire department and provides Polygraph Services. The Unit consists of one Sergeant and 14 Detectives.

(4.1) Analysis of Homicide/Assault Detectives

Homicide/Assault cases consists of major person crimes which are typically the most complex cases. Homicides are also very complex cases and often require exhaustive effort in the first 48 to 72 hours. They are typically worked in teams with 2 to 4 lead investigators assisted by other detectives and resources. To conduct the analysis of Homicide requires a two-part examination. Total homicide caseload and total caseload after homicides. This is done because homicide caseload hours are significantly higher. There were a total of four Officer Involved Shootings that were investigated in 2019 which were equally complicated. The following table shows a breakdown of approximate caseload hours for a homicide case or officer involved shooting:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**4 hours** (Includes submission and report)	100%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**8 hours** (Includes Inspecting and writing report)	100%
Cell Phones	Cell Phone Downloads	**20 hours** (Some phones take much longer)	100%
Video	Review of video recovered from scene and BWC	**20 hours** (To review and write report)	100%
Social Media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained	**110 hours** (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	**10 hours** (Includes report writing)	100%
Post Mortem Exam	Autopsy performed by ME (Detectives observe consult)	**6 hours** (Includes Inspecting and writing report)	100%
Witnesses	Witness Interviews (Locating)	**20 hours** (Includes report writing)	100%
Suspect	Suspect Interview	**12 hours** (Longer if lodged -Includes report writing)	50%
	Consult with DA	**10 hours**	100%
Total		220 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. It also assumed that detectives work as a team and not all investigative hours will be worked by a single detective (These are hours for lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies, we have found that a competent detective can efficiently work an average of 5 homicide cases a year as lead. Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **220.0 hours** allotted per solvable case.

Though there are a total of 14 detectives assigned to homicide/assault, only 10 are used as lead investigators because of other commitments and assignments. Officer involved shootings are also part of the caseload, though there are a fewer number of detectives used as lead investigators here.

Homicide Case Load

Case Type	# of Cases 2019	# of Detectives (Excl. Cold case)	Avg. # of cases per detective per year
Homicides	24	10	2.4
Officer Involved Shootings	4	3	1.3

As the table indicates, the Homicide/Assault Unit detectives have an average of 2.4 homicides assigned as lead investigator per year. This is within the recommended number per detective of no more than five cases per year as lead. Detectives assigned as lead for officer involved shooting cases averaged 1.3 cases in 2019. The total caseload work hours for homicides/officer involved shootings represents approximately 6,160 hours of investigative time annually. The current caseload is within a workable caseload for lead investigators with a recommendation of no more than five total cases per detective per year as lead investigator regardless of total investigative hours.

(4.2) Total Caseloads for the Homicide/Assault

Like homicides calculated above, assault cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes. Approximate case hours were developed through numerous interviews with detectives. Approximate hours per case are presented below:

Approximate Assault Case Hours

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	40%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	40%
Total		32 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **20.9 hours**.

This list is not all inclusive and does not contain all elements of an investigation and not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

To determine the caseloads for the Homicide/Assault Unit, the total assigned cases for 2019 was used. There are a total of 14 detectives assigned, however three detectives work violent crimes, gang, and gun cases and one detective is exclusively assigned to cold case investigations (and officer involved shootings) so they were excluded for caseload calculations. Additionally, one of the detectives assigned to the violent crime, gang and gun detail is assigned to a Federal Task Force. Caseload hours from homicide cases were incorporated into total calculations that were used in the overall calculation. One of the missing persons detective also conducts polygraphs.

The following table shows the caseload information for the homicide/assault detectives:

Homicide/Assault Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Homicide	24	220	5,280
Officer Involved Shootings	4	220	880
Assault / Person Crimes	731	20.9	15,277
Missing Person	212	4	848
Polygraphs	30	4	120
TOTAL	**628**	**N/A**	**22,405**

As the table indicates, the Homicide/Assault Unit caseload represents approximately **15,237** caseload hours per year.

As mentioned above there are a total of 10 detectives assigned to work these cases (excluding the Cold Case Detective that also works officer involved shootings as lead). Using the previous calculation of net available caseload hours and total 2019 caseload the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		22,405
Divided by total net available hours for 1 detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**16.6**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 16.2. There are a total of 10 detectives assigned so this exceeds the current number of detectives assigned by 6.6 positions.

To reduce the caseload, seven detectives should be added. The additional detectives could also be assigned some of the cases not worked due to lack of investigative resources mentioned in the proceeding section.

(4.3) Homicide/Assault – Cold Case

There is one detective assigned to cold case. The detective is also assigned to officer involved shooting cases as lead when they occur. Unlike some detective positions, the cold case detective has an existing caseload that is developed by reviewing cases that are no longer being actively worked. Much of the work is reviewing existing files, inventorying evidence and prioritizing cases based on advances in forensic science that may prove helpful in solving the case. As such, work performance metrics do not exist because every case is significantly different, based on age, evidence and initial investigations. There are currently 166 cases listed as “cold cases” that are currently being reviewed. The cold case detective can utilize other investigative resources once a potential suspect is identified. It is important to note, that though these cases are considered “cold,” time is still relevant as witnesses and some evidence may not be available due to age or other reasons.

With 166 cold cases and existing investigative resources, one detective assigned to cold cases would be considered beyond capacity because of the number of cases to review. Adding a second detective would give the unit additional investigative assets to immediately begin working cases that are determined to be workable and can also increase the speed in which an audit of cases can be completed, organized and prioritized. With an added detective, cold case could also assist with reducing the homicide and officer involved shooting investigative caseload for homicide detectives by adding them to the call out /investigative response for homicides and officer involved shootings. Adding one additional detective would allow more cases to be reviewed and more cases worked with advancements in forensic science.

(4.4) Homicide/Assault – Violent Crimes, Gang Related and Gun Crimes

There are three detectives assigned to work violent crimes, gang related and gun crimes, though one is assigned full time to the South Sound Gang Task Force. The unit works proactively developing their own cases from a variety of sources. The detectives assigned to these crimes were assigned a total of 142 cases in 2019. These cases are typically considered person crimes with similar investigative performance measures.

Person crimes are complex cases that are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes. The following chart describes approximate investigative times for person crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	40%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	40%
Total		32 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **20.9 hours**.

This list is not all inclusive and does not contain all elements of an investigation and not every person crime will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

The following table shows the caseload information for the violent crime, gang and gun crime detectives:

Violent Crime, Gang and Gun Crime Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Violent Crime, Gang and Gun Crime Case	142 (Including task force detective)	20.9	**2,967**
TOTAL	142	N/A	**2,967**

As the table indicates, the caseload represents approximately 3,908 caseload hours per year.

As mentioned above there are a total of 3 detectives (though one is assigned to a task force) assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		2,967
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**2.2**

As the chart indicates the recommended caseload hours assigned represents approximately 2.2 detective positions and there are 3 detectives assigned (one assigned to a task force). The resulting caseload matches the approximate hours per detective available. As staffed the unit is effective at generating leads and investigating proactive cases.

(4.5) Supervision

There is one Sergeant assigned to supervise the Homicide/Assault Unit. There are a total of 14 detectives assigned to the unit. This creates a span of control of 1 to 14 direct reports. This is over the recommended span of control for supervision which is generally recommended at between 6 and 9 direct reports per supervisor (Police Executive Research Forum and International Association of Chiefs of Police both recommend around 1 supervisor per six direct reports).

Adding one sergeant would reduce the current span of control from 1 to 14 to 1 to 7 which is within the recommended range. With recommended additional positions the span of control would increase to 1 to 11 which is just over the recommended range.

Recommendations:

Add sergeant for a total of two to reduce the span of control in the Homicide/ Assault Unit.

Add seven detectives to homicide/assault and one cold case.

5. Violent Crimes – Special Assaults/Sex Offender/ICAC

The Special Victims Unit investigates general crimes and consists of one Sergeant and 12 Detectives. Eight Detectives are assigned to work Sex Assault/Abuse, two are assigned to ICAC (Internet Crimes against Children) and two are assigned to work Registered Sex Offenders.

(5.1) Analysis of Special Assault Detectives

Person crimes – Sex Assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	30%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	50%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**2 hours** (To review and write report)	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Sex Assault Kit	Sex Assault Exam	**3 hours** (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab)	90%
Victim Statement	Victim Interview	**4 hours** Interviews are recorded (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	50%
Suspect	Suspect Interview	**4 hours** (Longer if lodged - Includes report writing)	40%
Total		36 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every sex assault case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **25.2 hours** per solvable case.

(5.2) Caseloads for the Special Assaults Unit

To determine the caseloads for the Special Assaults Unit the total assigned cases for 2019 was used. There are a total of 12 detectives assigned; however, two detectives work registered sex offenders, two are assigned ICAC and one detective does historic and new rape kit processing, as required by state law, are excluded from caseload calculations. The following table shows the caseload information for the detectives:

Special Assaults Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Sex Assault	464	25.2	11,692
TOTAL	464	N/A	11,692

As the table indicates, the caseload represents approximately 11,692 caseload hours per year.

As mentioned above there are a total of eight detectives assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		11,692
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**8.6**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 8.6. There are a total of eight detectives assigned so this exceeds the current number of detectives assigned by .6 positions. To reduce the caseload, one detectives should be added.

(5.3) Internet Crimes against Children (ICAC)

ICAC crimes are very difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence is digital and can be stored in a number of ways that make it difficult to obtain. Detectives often must write multiple warrants/subpoenas and wait for requests for information before they can proceed and this can take weeks to months depending on the type and amount of data requested. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up after occurrence.

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
Search for ISP/Address	Warrants/Subpoenas	**8 hours** (Includes Inspecting and writing report)	100%
Cell Phone	Cell Phone Download	**3 hours** (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas/Document review	**20 hours** (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	10%
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	20%
Total		38 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **31.6 hours.**

This list is not all inclusive and does not contain all elements and not every crime will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available.

(5.4) Caseloads for the ICAC

To determine the caseloads for the ICAC, the total assigned cases for 2019 was used. There are a total of 2 detectives currently assigned. There were a total of 114 ICAC cases assigned in 2019. There were an additional 26 cases that were assigned, but were later determined to be outside of the City of Tacoma and these cases were then forwarded to the appropriate agency after initial investigations were conducted. Partial investigations take approximately 8 hours to conduct which includes writing warrants for ISP/Address information. The following table shows the caseload information for the detectives:

ICAC Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
ICAC	114	31.6	3,602
Partial Case (Establish suspect location)	26	8	208
TOTAL	**140**	**N/A**	**3,810**

As the table indicates, the caseload represents approximately 3,810 caseload hours per year.

As mentioned above there are a total of two detectives assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		3,810
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**2.83**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 2.8. There are a total of two detectives assigned so this exceeds the current number of detectives assigned by .8 positions. To reduce the caseload, one detectives should be added.

(5.5) Sex Offender Registration (SOR) detail

The detectives assigned to SOR are responsible for coordinating sex offender registration. Sex offender registry compliance checks are conducted by officers on overtime using grant money to pay for some of the activities. There are approximately 841 registered Sex Offenders in the City of Tacoma, though the number of registered Sex

Offenders can vary by month. Each level of sex offender classification has a required number of checks per year based on the historic threat they pose to the public:

- Level 1 = 1 time per year
- Level 2 = 2 times per year
- Level 3 = 4 times per year

The breakdown of sex offenders that currently must be checked:

- Total average number of **Level One** Sex Offenders in City of Tacoma 2019 **= 578**
- Total average number of **Level Two** Sex Offenders in City of Tacoma 2019 **= 142**
- Total average number of **Level Three** Sex Offenders in City of Tacoma 2019**= 100**
- Total average number of Unknown which level the Sex Offender is at the time of check in City of Tacoma 2019 **= 21**

Historically it takes an average of twice the number of required checks to actually make the required verifications. The following table shows the number of checks that must be performed based on level and assuming 2 attempts per successful check:

Offender Level	# of Cases Assigned (2019)	Required Checks per year	Multiplied by two attempts
One	578	578	916
Two	142	284	568
Three	100	400	320
Unknown	21	21	42
TOTAL	**841**	**1,283**	**2,566**

As the table indicates, the Sex Offender Registration detail detectives have an average of 841 Sex Offenders to monitor. Depending on the level of threat, cases can require more effort and time. Approximately 90% of the in-person contacts are done on overtime funded by a county-wide grant, while the remainder are handled during regular duty time. The checks are made on overtime by a team cadre and are reported into the system during regular time by the SOR detail. During the course of project team interviews the number of registered sex offenders has increased, while county funding to perform required checks has been reduced by 11% each year. The caseload if completed by just the two detectives without the use of overtime is beyond a workable caseload, given that each check requires a home visit that can range from 30 minutes to an hour per successful check and interview.

The Sex Offender detail cannot complete the workload assigned without the county grant funding overtime for compliance checks. At present with current work processes the unit is adequately staffed, but there should be discussions with the county/state regarding adequacy of funds to complete the mandated checks.

(5.6) Supervision

There is one Sergeant assigned to supervise the Special Assaults Unit. There are a total of 12 detectives assigned to the unit. This creates a span of control of 1 to 12 direct reports. This is over the recommended span of control for supervision which is generally recommended at between 6 and 9 direct reports per supervisor (Police Executive Research Forum and International Association of Chiefs of Police both recommend around 1 supervisor per six direct reports).

If recommended increases are instituted it will create a span of control of 1 to 15 which is beyond the recommended spans of control. An additional sergeant would reduce the span of control to 1 to 7.5

Recommendations:

Add sergeant for a total of two to reduce the span of control in the Special Assaults Unit.

Add two detectives (one Sex Assault, one ICAC).

6. Major Crimes – Special Victims Unit

The Special Victims Unit investigates general crimes and consists of one Sergeant and 12 Detectives. The detectives are allocated in the following areas: Four - Domestic Violence, One – Runaways, One – Juvenile Crimes, One- Arson, One – Misdemeanor Assaults, Two – General Duty, One – Public Disclosure Requests, and One – Order Service.

(6.1) Analysis of Domestic Violence Detectives

Domestic Violence Crimes are unique in that victim and the suspect are known, however victims may not be fully cooperative with the investigation. The safety of the victim also can be affected unlike many other investigative cases. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up after initial investigation by patrol officers.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Video/Pictures of injuries	Review of video/pictures taken at the scene and BWC	**3 hours** (To review and write report	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas/Document review	**4 hours** (Includes reviewing and report writing)	50%
	Surveillance (Locating suspect)	**3 hours** (To review and write report)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	50%
Witnesses	Witness Interviews	**1 hours** (Includes report writing)	100%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	50%
Total		16 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have the same amount of evidence or interviews conducted. Investigators may also be involved in working with DV advocates or arranging for services for the victim when needed.

Using the above available work hours, and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **11 hours** per solvable case.

The following table shows the caseload information for the detectives:

DV Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Domestic Violence	343	11	3,773
TOTAL	**343**	**N/A**	**3,773**

As the table indicates, the caseload represents approximately 3,773 caseload hours per year.

As mentioned above there are a total of four detectives assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		3,773
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**2.80**

As the chart indicates, the recommended caseload hours assigned represents approximately 2.8 detective positions and there are four detectives assigned. The resulting caseload is lower than the hours per detective available. There is one more detective than needed with the existing caseload.

(6.2) Caseloads for the Arson, Juveniles, General Duty and Misdemeanor Assault Detectives.

To determine the caseloads for these detectives the total assigned cases for 2019 was used, with the exception of misdemeanor assault where an average was developed from a partial year caseload. There are a total of four detectives assigned to work these cases.

Person crimes are complex cases are that treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing of evidence than property crimes. The following chart details approximate hours needed to work these types of cases.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	100%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	40%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	40%
Total		32 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately 20.9 hours.

This list is not all inclusive and does not contain all elements of an investigation and not every person crime will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

The following table shows the caseload information for the detectives:

Arson, Juveniles, General Duty and Misdemeanor Assault Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Misdemeanor Assault	94	20.9	1,964
Juvenile	60	20.9	1,254
Arson	76	20.9	1,588
General Duty	26	20.9	543
TOTAL	**260**	**N/A**	**5,349**

As the table indicates, the caseload represents approximately 5,349 caseload hours per year.

As mentioned above, there are a total of four detectives assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		5,349
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**3.9**

As the chart indicates the recommended caseload hours assigned represents approximately 3.9 positions and there are four detectives assigned. The resulting caseload is near the hours per detective available. There are enough detectives to work existing cases and there is limited capacity to work additional cases.

(6.3) Caseloads for Runaway Detective.

To determine the caseloads for these detectives, the total assigned cases for 2019 was used. There was one assigned detective to work these cases. Runaway cases vary in caseload hours depending on circumstances of the runaway (endangered or chronic). However, all cases require some investigation and entry into a data base and follow up 30 days after entry, if still missing. A typical runaway is approximately four hours of investigative time, including follow up, social media searches, attempt to contact friends/witnesses and entry into database.

The following table shows the caseload information for the runaway detective:

Runaway Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Runaway	369	4	1,476
TOTAL	**369**	**N/A**	**1,476**

As the table indicates, the caseload represents approximately 1,476 caseload hours per year.

As mentioned above there is one detective assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		1,476
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**1.09**

As the chart indicates, the recommended caseload hours assigned represents approximately one detective position and there is one detective assigned. The resulting caseload is equal to the hours per detective available. One detective can work the existing caseload.

(6.4) Protective Orders

There is one detective dedicated to processing and serving protective orders. For the year 2019, the detective reported the following performance measures:

Protective Order Service

Activity	Number	Average per Month
Attempted Service	829	69

TPD averages 3 attempts per order. The Return of Service is sent back to the courts reflecting successful service or attempts made. Each attempt if done individually would take about an hour; however, service attempts are organized so to limit travel time when possible. The following table reflects the approximate workload of serving protective orders:

Protective Order Case Load

# of Protective Orders Assigned (2019)	Average of 3 attempts Assigned (2019)	Average minutes per attempt (including paperwork)	Total time in hours
829	2,487	30	1,243
TOTAL	**2,487**	**N/A**	**1,243**

As the table indicates, the caseload represents approximately 1,243 caseload hours per year.

As mentioned above, there is one detective assigned to work these cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		1,243
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**.92**

As the chart indicates the caseload hours assigned represents approximately one detective position and there is one detective assigned. The resulting caseload is equal to the hours per detective available. One detective can adequately handle the caseload.

(6.5) Public Records Disclosures

There is one detective dedicated to processing public records disclosures. For the year 2019, the detective reported the following performance measures:

Public Record Disclosure

Activity	Number	Average per Month
Received	7,798	649.8

Public records requests require the detective to review the request to insure the document meets the requirement for release and that the document can be released according to state and local guidelines. Once it is determined that the document can be released, each document must be read in its entirety to ensure all information in the document can be released and if information cannot be released, it must be redacted. Task time analysis at TPD has not been completed for the process because the length of documents and the amount of redaction varies greatly.

Using past studies and project team experience it is expected that an average public records clerk can process about 3 requests per hour or about 480 per month. Additionally, the PDR detective writes several reports a week tracking the 30 day missing person registry which also includes crafting a letter or making a phone call to the original reporting party in an attempt to receive an update. The detective assigned is completing well above the average. The workload for public records requests is above a reasonable workload, however there is no current backlog.

It should be noted the Chief's Office also processes public disclosure requests and lists 491 for 2019.

(6.6) Supervision

There is one Sergeant assigned to supervise Major Crimes – Special Victims Unit. There are a total of 12 detectives assigned to the unit. This creates a span of control of 1 to 12 direct reports. This is over the recommended span of control for supervision which is generally recommended at between 6 and 9 direct reports per supervisor (Police Executive Research Forum and International Association of Chiefs of Police both recommend around 1 supervisor per six direct reports).

To reduce the span of control to recommended levels would require one additional sergeant.

Recommendation:

Add a sergeant to the Special Victims Unit for a total of two to reduce the span of control.

Reduce the number of domestic violence detectives by one position for a total of three detectives assigned to domestic violence.

7. Major Crimes – Career Crimes Unit

Career Crimes Unit investigates burglaries, robberies and financial crimes. The unit is led by a Sergeant and there are 12 Detectives assigned. Three Detectives work in the electronic forensics lab (one dedicated to video, one dedicated to phones and computers and one is video back up and vehicle crimes). Four Detectives are assigned burglaries, two are assigned robberies, one Detectives is assigned financial crimes, one pawns, and one Detective is assigned to a vehicle crimes task force.

(7.1) Analysis of Robbery Detectives

Robbery cases are complex cases that are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence. The following chart details processes and times associated with investigating robberies:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	40%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	40%
Total		32 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately 20.9 hours.

This list is not all inclusive and does not contain all elements of an investigation and not every person crime will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

The following table shows the caseload information for the robbery detectives:

Robbery Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Robbery	108	20.9	2,257
TOTAL	**108**	**N/A**	**2,257**

As the table indicates, the caseload represents approximately 2,257 caseload hours per year.

As mentioned above there are two detectives assigned to work robbery cases. Using the previous calculation of net available caseload hours and total 2019 caseload the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		2,257
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**1.67**

As the chart indicates the recommended caseload hours assigned represents approximately 1.67 detective positions and there are two detectives assigned. The resulting caseload is nearly equal to the hours per detective available, however there is capacity to assign more cases. The caseload is within a workable range for two robbery detectives.

(7.2) Analysis of the Burglary Detectives

Property crimes are typically much less complex and therefore require less investigative work. They also tend to have much lower solvability rates. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating burglaries/property crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**1 hour** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Phone consult/Evidence to Property Control	**1 hour** (Includes Inspecting and writing report)	5%
Cell Phone	Cell Phone Download	**3 hours** (Includes Inspecting and writing report)	10%
Video/BWC	Review of video recovered from scene and BWC	**3 hours** (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**20 hours** (Includes reviewing and report writing)	50%
	Surveillance (Locating suspect)	**3 hours** (To review and write report)	30%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged - Includes report writing)	20%
Total		35 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in property crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, pawn searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported property crimes are solved.

Using the above available work hours, and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **14.3 hours** per solvable case.

The following table shows the caseload information for the burglary detectives:

Burglary Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Burglary	264	14.3	3,775
TOTAL	**264**	**N/A**	**3,775**

As the table indicates, the caseload represents approximately 3,775 caseload hours per year.

As mentioned above, there are three detectives assigned to work burglary cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		3,775
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**2.80**

As the chart indicates the recommended caseload hours assigned represents approximately 2.80 detective positions and there are three detectives assigned. This indicates there is capacity for more cases to be assigned. With current work processes there are enough detectives to work the existing caseload.

(7.3) Analysis of the Vehicle Crimes Detective

Vehicle crimes are typically much less complex and therefore require less investigative work. They also tend to have much lower solvability rates. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating vehicle/property crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**1 hour** (Includes submission and report)	5%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Crime Scene Material (Evidence left by suspect)	Phone consult/Evidence to Property Control	**1 hour** (Includes Inspecting and writing report)	5%
Cell Phone	Cell Phone Download	**3 hours** (Includes Inspecting and writing report)	10%
Video/BWC	Review of video recovered from scene and BWC	**3 hours** (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**20 hours** (Includes reviewing and report writing)	50%
	Surveillance (Locating suspect)	**3 hours** (To review and write report)	30%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged - Includes report writing)	20%
Total		35 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in property crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported property crimes are solved.

Using the above available work hours, and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **14.3 hours** per solvable case.

The following table shows the caseload information for the vehicle crime detective:

Vehicle Crimes Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Vehicle Crimes	225	14.3	3,217
TOTAL	**225**	**N/A**	**3,217**

As the table indicates, the caseload represents approximately 3,217 caseload hours per year.

As mentioned above there, is one detective assigned to work vehicle crimes cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		3,217
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**2.39**

As the chart indicates the recommended caseload hours assigned represents approximately 2.39 detective positions and there is one detective assigned. This indicates the caseload hours exceed the workload hours of one detective. More aggressive case screening and adding one detective would reduce the caseload to a workable caseload.

(7.4) Analysis of the Financial Crimes Detective

Financial crimes are very difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating financial crimes:

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**1 hour** (Includes Inspecting and writing report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phone	Cell Phone Download	**3 hours** (To review and write report)	10%
Video/BWC	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas/Document review	**20 hours** (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	30%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	20%
Total		37 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have the same amount of evidence or interviews conducted. Victim interviews in financial crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported financial crimes are solved.

Using the above available work hours, and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **24 hours** per solvable case.

The following table shows the caseload information for the financial crimes' detectives:

Financial Crime Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Financial Crimes	98	24	2,352
TOTAL	**98**	**N/A**	**2,352**

As the table indicates, the caseload represents approximately 2,352 caseload hours per year.

As mentioned above there is one detective assigned to work financial crimes cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		2,352
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**1.75**

As the chart indicates the recommended caseload hours assigned represents approximately 1.75 detective positions and there is only one detective assigned. This indicates the caseload hours exceed the workload hours of one detective. An additional detective would reduce the caseload to within a workable range.

(7.5) Analysis of the Pawn Detective

The pawn detective is a unique role with no specific task time analysis, as part of the role of the position is compliance and many cases require travel to locations and working with pawn stores. Part of this position is proactive investigations so specific caseload analysis does capture the entire workload. There are over 21 pawnshops listed in Tacoma that must be checked.

Cases that are worked by the pawn detectives are property crimes and from earlier analysis require an average of 14.3 hours per case.

The following table shows the caseload information for the pawn crimes detectives:

Pawn Detective Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Pawn	39	14.3	557
TOTAL	39	N/A	557

As the table indicates, the caseload represents approximately 557 caseload hours per year.

As mentioned above there is one detective assigned to pawn cases. Using the previous calculation of net available caseload hours and total 2019 caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		557
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**.41**

As the chart indicates the recommended caseload hours assigned represents approximately .41 detective positions, however this is only a portion of the detectives' role and many cases are proactively investigated with different time lines. Based on caseload and other duties, the pawn detective is at capacity.

(7.6) Analysis of the Electronic Forensics Lab

There are a total of three detectives assigned to the electronic forensics lab. One digital forensics examiner and two video detectives. The two video detectives investigate crimes in which there is digital and analog recordings of criminal activity. Activities include responding to crime scenes, collecting video evidence, and preserving the video from analog and digital CCTV systems using industry-recognized best practices that ensure recorded data maintains it integrity. Detectives convert digital video from DVR (Digital Video Recorder) devices into video formats usable for forensic analysis and perform clarification techniques such as frame averaging, highlighting, and/or enlarging for improved clarity.

Video detectives are responsible for performing daily checks of the Digital Media Storage locker in Operations to retrieve and process surveillance video recovered by Officers during their initial response and investigation of crime scenes. Lastly, they are expected to support, whenever necessary, the Prosecutor's Office, City Legal, Internal Affairs, Training, Operations, and CID with video evidence and projects.

The digital forensics examiner detective specializes in gathering, analyzing, preserving, and presenting data from computers and other digital media peripherals related to computer based and non-cyber-crimes. The detectives use specialized software and hardware to extract data and rely on continuous training for the ever evolving and dynamic field of digital forensics. The detective assists with gathering potential evidence from digital sources for serious criminal cases including Domestic Violence, Homicides, Robberies, and Child Exploitation. The detective communicates findings of potential evidence in a clear and concise manner to investigators with detailed reports and provides expert testimony in a courtroom.

The video detective is a unique role with no specific task time analysis as the role is to support other investigative units. The video detective caseload includes 71 cases, however, as noted above this is only portion of their activities.

The amount of video/digital evidence is increasing every year and the need to have the ability to recover, examine and preserve the evidence will increase. The unit is near capacity for added cases. If there is an increase in cases, another position should be added.

(7.7) Supervision

There is one Sergeant assigned to supervise the Career Crimes Unit. There are a total of 12 detectives assigned to the unit. This creates a span of control of 1 to 12 direct reports. This is over the recommended span of control for supervision which is generally recommended at between 6 and 9 direct reports per supervisor (Police Executive Research Forum and International Association of Chiefs of Police both recommend around 1 supervisor per six direct reports).

Adding an additional sergeant would reduce the span of control to 1 to 6 which is within the recommended range.

Recommendations:

Add a sergeant to the Career Crimes Unit for a total of two to reduce the span of control.

Add one detective to the vehicle crimes for a total of two.
Add one detective to financial crimes for a total of 2.

8. Special Investigations Section Analysis

The Special Investigations Section is responsible for investigating Narcotic and Vice-related crimes. The section also assists other units with fugitive apprehension and surveillance. Special Investigations consists of one Lieutenant, two Sergeants, two Detectives, eight Officers (10 authorized) and one Police Administrative Support Specialist (PASS). The two detectives assigned to the section are responsible for deploying police technology and surveillance equipment. Of the eight Officer's assigned (10 authorized), one is assigned to a Task Force (TNET) and another is the Unit K9 Narcotics Handler, leaving six officers assigned cases.

(8.1) Analysis of the Special Investigations

The Special Investigations Section is a proactive unit that is responsible for developing their own cases. Unlike other investigative units, their caseloads are developed through self-initiated investigations, human intelligence or community generated tips. Investigative units dedicated to proactive efforts require very close scrutiny given their unique roles. Because staffing levels often become an outcome of performance, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results.

(8.2) Performance Measures

As mentioned above performance measures of proactive units should be tied to effective management of resources to address specific community issues. Though this is true, it is also important that resources are accountable for some result. The following table illustrates some performance measures for 2019 activity.

2019 Activity	Number	Per Officer per Year	Per Officer per Month
Arrests	172	28.6	2.38
Investigations	200	33.3	2.77
Seizures	$634,000 (Cash and Assets)	$105,666	$8,805
Weapons Recovered	63	10.5	.87

As the table indicates, with six officers the section made 172 arrests and recovered 63 firearms. It is important to note that officers assigned to this section often assist other units with fugitive apprehensions are also assigned community livability missions. With limited staff and multiple support missions throughout the year, the section is active.

The above statistics indicate that the unit is very active with 172 arrests and 63 firearms recovered. Through the course of interviews, it was determined that the unit is often short staffed to conduct investigations and assist other units with apprehensions. This is because a typical proactive investigation requires at least two officers per suspect, multiple officers to conduct follows and an arrest team. To accomplish this, the two teams must combine, which limits each team from conducting independent investigations. Apprehension work also requires numerous officers to conduct safely.

To be more effective the team would need to fill the two current vacancies for a total of 10 officers.

(7.3) Task Force Officer, Detectives, K9 Officer and PASS Analysis

The officer assigned full time to the task force (TNET) works as part of a larger multi-agency task force, so performance metrics for the position are not tracked. The value for an agency the size of Tacoma to participate in multi-agency task forces is in the combined effort for larger cases and cost sharing.

The two detectives assigned to the section are responsible for deploying police technology and surveillance equipment. These positions require specialized training and experience. The equipment that the detectives use to assist with investigations increases evidence collection for prosecution and reduces personnel costs by utilizing technology over scheduled surveillance hours.

One K9 Officer is assigned to full time narcotics detection duties within special investigations and is one of the 8 assigned officers.

The Police Administrative Support Specialist (PASS) tracks budget, purchases, tracks seizures, documents destruction of unneeded assets, and runs the TCCS (Tacoma Crime Control Strategies). The PASS also performs clerical duties and some transcriptions. In evaluating the workload of the PASS, the number of tasks assigned, any reported backlogs are considered, as well as the number of personnel supported. Additionally, it is important to have a consistent point of contact for the section. The PASS supports the work of approximately 14 personnel while performing multiple tasks. This is within the number of staff that can be supported by one PASS when considering the number of tasks assigned.

(7.3) Supervision

There is one Lieutenant assigned to supervise the Special Investigations Section. The Lieutenant supervises two Sergeants, Two Detectives and the PASS. The Lieutenant has additional tasks, duties and responsibilities beyond supervising the five direct reports assigned. With five direct reports, the span of control of one to five is within a recommended range, especially for the high liability/risk operations that Special Investigations focuses on.

The Sergeants are currently each assigned four (authorized 5) direct reports. This creates a span of control of one to four direct reports. This is under the recommended span of control for supervision which is generally recommended at between 6 and 9 direct reports per supervisor (Police Executive Research Forum and International Association of Chiefs of Police both recommend around 1 supervisor per six direct reports). However, the Special Investigations Section engages in higher risk/liability activities than typical investigative units. The Sergeants have additional assigned duties which include tracking all seizures to completion, informant approval/tracking/payment, vehicle seizures, K9 officer management, warrant evaluation, raid planning, and liaising with internal and external entities.

8. Forensics

The Tacoma Police Department's Forensic Services Section includes a Crime Scene Unit and a Latent Print Unit. Crime Scene Technicians and Forensic Specialists respond to crime scenes ranging from burglaries to homicides. Their responsibilities include photography, latent print processing, evidence collection and preservation, both at the crime scene and in the laboratory; shoe and tire casting, crime scene diagrams, and courtroom testimony. Forensic Latent Print Examiners perform scientific examinations in the area of friction ridge analysis, including the comparison of latent finger and palm prints. Latent Print Examiners also provide expert witness testimony regarding their findings in a court of law. The Forensics Sections consists of one manager, two supervisors, seven crime scene technicians (eight authorized) and two latent print examiners (three authorized).

(8.1) Caseloads for the Crime Scene Technicians

To determine the caseloads for the Crime Scene Technicians the total assigned cases for 2019 was used. There are a total of 7 (8 authorized) technicians assigned. It should be noted that the caseload represents only the cases they were asked to respond to and does not include any cases on Saturday and Sunday because there is no one scheduled to work.

Using the calls for service data from the previous section CAD indicates there were 78,617 calls for the year of which approximately 22,263 fell on a Saturday or Sunday when there is no crime scene technician coverage except a late shift overlap from Friday. This represents approximately 28% of the total calls for service.

The following table shows the caseload information for the Crime Scene Technicians:

Crime Scene Technicians 2019 Workload

Activity	Number	Per Tech per Year	Per Tech per Month
Scenes Processed	3,042	434.6	36.2
Lab Cases Analyzed	391	55.9	4.7
Total	**3,433**	**490.4**	**40.9**

As the table indicates, the Crime Scene Technicians have an average of 40.9 new cases assigned per month or an average of approximately 9.4 per week. When considering travel time to crime scenes, locating and documenting evidence it assumed that each case takes 2 to 4 hours depending on complexity. The following table shows the workload hours based on an average of 3 hours per crime scene worked (includes evidence collection and report writing).

The following table shows the caseload information for the crime scene technicians:

Crime Scene Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Crime Scene Response	**3,042**	**3**	**9,126**
TOTAL	**3,042**	**N/A**	**9,126**

As the table indicates, the caseload represents approximately 9,126 workload hours per year.

As mentioned above there are seven crime scene technicians. Using an approximate calculation of net available hours per crime scene technician and total 2019 caseload the number of technicians needed to for the current caseload can be determined:

Total Caseload Hours		9,126
Divided by total estimated net available hours for Crime Scene Techs (1,424)	÷	1,424
Number of CST Needed	**=**	**6.4**

As the chart indicates the recommended caseload hours assigned represents approximately 6.4 crime scene technician positions, however this is calculated without providing weekend coverage when 28% of calls for service occur.

(8.2) Coverage Hours

The total number of cases is one aspect of determining workload. However coverage hours is another important consideration for unit effectiveness. During the course of interviews, it was learned that the Crime Scene Technicians were not available for some key coverage hours due to lack of staffing. With only eight positions authorized there are coverage gaps that occur on a fairly routine basis due to days off, vacations and training, and compounded further with only 7 employed. There are no more than two scheduled per shift. Without available coverage on weekends, due to staffing, Crime Scene Technicians are on call for major incidents only. They are not on call for any routine calls, including Domestic Violence where digital photographs documenting injuries and the crime scenes are important in prosecution. Non – Forensics personnel are not authorized to photograph victims of Domestic Violence (or other crimes) which requires the victim to schedule an appointment for a later date or time. It is estimated by unit supervisors that less than 25% of victims follow through with getting injuries photographed at a later date, which results in the possible loss of evidence.

As stated above, the workload for crime scene technicians is driven partially by availability and since there is no coverage on weekends they are not called except for serious felonies. Through the course of our interviews, the project team learned that many domestic violence cases occur over weekend when there is no coverage and no ability to take photographs of injuries and the crime scenes. Victims are given follow up information to schedule photographs, but most do not follow through. This creates a loss of evidence for prosecution.

Using the above data, a potential workload for crime scene technicians if there was coverage on the weekends:

Crime Scene Case Load

Case Type	# of Cases Assigned (2019)	Investigative Hours Each	Hours X Number of Cases
Crime Scene Response	**3,042**	**3**	**9,126**
Potential Crime Scene Response with an additional 28% calls for service	**851**	**3**	**2,553**
TOTAL	**3,042**	**N/A**	**11,679**

As the table indicates, the caseload represents about 11,679 workload hours per year.

As mentioned above there are seven crime scene technicians. Using an approximate calculation of net available hours per crime scene technician and total 2019 caseload the number of technicians needed to for the current caseload can be determined:

Total Caseload Hours		11,679
Divided by total estimated net available hours for Crime Scene Techs (1,424)	÷	1,424
Number of CST Needed	**=**	**8.2**

As the chart indicates, the recommended caseload hours with additional workload assigned represents approximately 8.2 crime scene technician positions; however, to have weekends and days off covered would require 3 more than current staffing.

The current caseload is within a reasonable workload for Crime Scene Technicians; however, with no weekend response there is gap of service on weekends. This presents a critical loss of potential evidence, especially on domestic violence cases. Adding two additional crime scene technicians for a total of 10 would allow for additional weekend coverage during peak times for calls for service. This would also potentially allow for same day follow up on cases that were missed.

(8.3) Caseloads for the Latent Print Examiners

To determine the caseloads for the Latent Print Examiners the total assigned cases for 2019 was used. There are a total of 2 examiners assigned. The following table shows the caseload information for the Latent Print Examiners:

Latent Print Examiners 2019 Workload

Activity	Number	Per Tech per Year	Per Tech per Month
Comparison requests	23	11.5	0.96
Latent Cases Completed	316	158.0	13.2
Subjects Examined	566	283.0	23.6
Latent Examinations	2,404	1,202.0	100.2
Latent Verifications	2,138	1,069.0	89.1
AFIS Entry	497	248.5	20.7
AFIS Verifications	34,281	17,140.5	1,428.4
Total	**40,225**	**20,112.5**	**1,676.0**

As the table indicates, the Latent Print Examiners have an average of 1,676 new activities assigned per month or an average of approximately 419 per week. Each of the activities varies in time involved. At the end of 2019 there was a backlog of 91 cases in the Latent Print section. With the unit one below authorized staffing, it is expected this backlog will grow.

The current workload exceeds a reasonable workload for two latent print examiners as there is a current backlog. If fully staffed workload is reasonable for three latent print examiners.

Recommendations:

Add two crime scene technicians for a total of 10 to provide weekend coverage.

4 Administrative Services Bureau

The Administrative Services Bureau is comprised of several sections and functions including the:

- Internal Affairs
- Support Services Division
- Public Information
- Community Relations
- Finance
- Crime Analysis

The following sections of the report provide the project team's assessment of these functional areas.

1. Internal Affairs

Internal Affairs consists of one Lieutenant, two Sergeants and a Police Administrative Support Specialist (PASS). Internal Affairs is a direct report to the Chief with investigating alleged employee misconduct as their primary task. The unit is also responsible for producing several annual reports and tracking data.

The following are tasks assigned to internal affairs:

- Receives complaints (Phone, Referral from Mayor, Email, City website, and Supervisors in the Field).
- Manages various software programs used to track numerous officer performance metrics, such as, uses of force, vehicle collisions, and vehicle pursuits.
- Manages administrative reviews of use of force, collisions and pursuits.
- Conducts investigations on high level complaints (economic sanction level or progressive discipline).
- Compiles annual reports.
- Responds on an on-call basis to scenes of an OIS or any major uses of force and conduct subsequent administrative review.
- Prepares any responsive documents/data/statistics for Public Records Act requests related to Internal Affairs.
- Tracks investigative process- policies, timelines and findings.
- Sergeants also prepare summaries on the high level complaints.
- The PASS completes transcriptions of interviews, prepares weekly and annual reports, answers phones and emails and completes other administrative functions.

Each of these tasks take a significant amount of time to complete, but actual time to complete each tasks is not tracked.

(1.1) Analysis of 2019 Internal Affairs Statistics

Each year the Internal Affairs Section produces a year-end report that details the number of investigations and outcomes. The report is important because it details to some extent the amount of work conducted by Internal Affairs. The following chart shows the number of investigations by bureau:

Bureau	Number of Cases 2019
Operations	124
Investigations	10
Administrative	1
Total	**135**

As the chart indicates there were a total of 135 complaints in 2019. These complaints included 221 separate allegations (some complaints cover more than one allegation). 11 of the complaints were internally generated, representing approximately 8% of all complaints.

(1.1) Lieutenant Responsibilities

The Lieutenant is in charge of overall operations of the section. The Lieutenant assigns and monitors cases and provides updates to the Chief/Executive Command on a weekly basis. The Lieutenant also closes out cases, responds to all Public Document/Records requests for the city, and assists with City legal/lawsuits. Additionally, the lieutenant is a liaison to the Citizen Police Advisory Council. There are no specific tasks time associated with each of these tasks. However, through numerous studies and interviews, it has been determined the responsibilities of the Lieutenant position requires a significant amount of time. This type of role requires numerous meetings, phone calls, emails and a requirement to respond to multiple requests for meetings, information and documents.

Through interviews and project team experience conducting many studies, it can be determined that the lieutenant has significant work tasks that take more time than is allotted in a normal 40 hour work week. The lieutenant is expected to be “on call” for questions and as a resource at all times. Additionally, the lieutenant must be sufficiently informed on all critical investigations and be prepared to answer questions regarding case status, next investigative steps and processes. The lieutenant must be able to brief the chief or other high level personnel.

Though there are only there are only three direct reports, tasks and meetings assigned to the lieutenant require one full time position.

(1.2) Internal Affairs Task Times (Sergeants)

The Sergeants conduct investigations (high level-economic sanction, low level cases are handled by frontline supervisors), track cases that are assigned back to the chain of command, enter case data into IAPro or Blue team as appropriate. The Sergeants coordinate proper investigative procedures and make sure notifications are made and timelines are met. The Sergeants write up all enquiries and perform Officer Involved Shooting Administrative reviews. Through interviews and project team experience the following task time guidelines were developed:

Approximate Tasks Times for IA

Task	Total completed per year (2019)	Approximate Time	Total hours per year
IA Investigations	13	**40 hours each** • Compile • Review BWC, Audio and Dispatch • Write Complaint • Conduct Interviews • Write summaries • Entry into IAPro	**520**
Complaint Intake (Allegations)	221	**1.5 hours** • Review Complaint • Find reports/ CAD • Determine Possible Policy Violations • Write complaint • Send to appropriate unit for investigation (If not high level) • Enter into database	**331.5**
Data Entry- IAPRO and Blue Team	231	**1 hour**	**231**
EIS Alerts	31	**1 hour**	**31**
Total			**1,113.5**

This list is not all inclusive of all tasks and does not contain all required meetings and briefings, travel time or other elements involved with some tasks. Each of the sergeants assigned to Internal Affairs also have other duties. As the chart above indicates just the listed tasks represents approximately 1,113.5 hours which is equal to approximately 38% of the net scheduled work hours, again this is just of portion of the tasks.

Through our interviews and experience over many studies, we have found that other tasks and responsibilities could take up to 50% of each employee's work hours. In the review of task times for primary tasks and collateral duties, an estimated workload was established. The chart below shows the estimated workload for IA Sergeants:

Primary and Additional Task Time Estimates

Task/Responsibility Work Hours	Number of Hours
Net available hours after leaves, training, etc.)= 1,433 times two Sergeants	2,866
Primary Tasks	-1,113.5
Other tasks/responsibilities (50% of net available hours after leaves, training, etc.)	-1,433
Net total After tasks/collateral duties	**319.5**

As the table indicates, Internal Affairs Sergeants have approximately 319.5 hours to perform other tasks/duties after performing assigned primary tasks and other duties. The tasks and duties assigned to the two sergeants comprise approximately 88% of net available hours for both sergeants. There is capacity for some additional investigations or tasks.

(1.3) Police Administrative Support Specialist (PASS)

The PASS position performs several administrative tasks and responsibilities including answering phones and responding to emails. The PASS also compiles several reports, does some data entry and transcription. A specific task time analysis for compiling reports, data entry and transcription is not kept for this position.

The value of this position is that it provides a consistent point of contact for the section. There are many calls to the section from both internal and external sources. The knowledge of processes and the ability to guide community and internal contacts to the right person is very important, specifically for units like internal affairs where public accountability is important. The PASS handles administrative tasks that free up the sergeants to conduct other activities and tasks. The position is critical to the function of internal affairs.

Through our analysis and interviews it is determined the current staffing is appropriate based on the number of complaints, and work processes conducted in internal affairs.

Recommendation:

No change is recommended in Internal Affairs staffing or investigative processes.

2. Support Services Division

The Support Services Division is the largest division within the Administrative Services Bureau overseeing a breadth of support functions, such as:

- Training
- Range
- Hiring
- Information Technology
- Accreditation
- Quartermaster/Fleet
- Human Resources
- Facilities

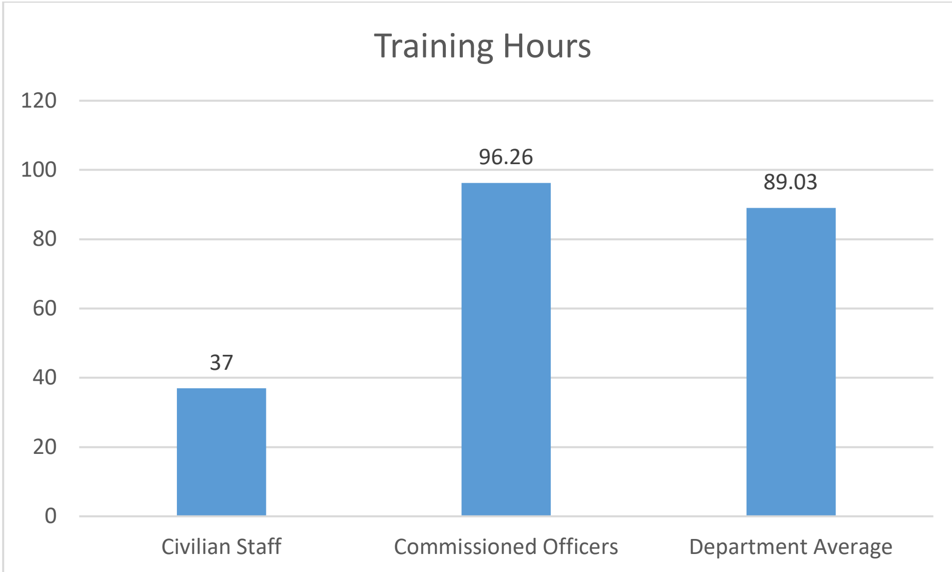
Each of these functions are described and evaluated in the following subsections.

(1) Training

The Training Unit is managed by a Sergeant with the support of three Officers. The Police Training Coordinator Officer supports the PTO program in coordinating, scheduling, and administering training. The second Officer position was newly created in Fiscal Year 2019-20 as the Advanced Training Officer responsible for coordinating in-service training. There is a third Officer position that reports to the Training Sergeant, but this position is contractually assigned to the regional academy program.

The breadth of minimum training requirements are dictated by Washington state law and accreditation standards. First, at a minimum, state law requires that all commissioned officers must receive 24 hours of in-service training annually. In 2019, there were 372 employees registered through the department's training records management system with an average of 89.03 annual training hours. When analyzed between commissioned officers and civilian staff, commissioned officers averaged 96.25 hours of annual training versus 37 hours for civilians.

Annual Average Training Hours by Staff Designation for 2019



Actual hours per staff member can vary from as low as five hours to as high as 375 hours contingent on the roles and responsibilities of the staff, and the status of their employment. For example, employees with high training hours in the hundreds may be those involved in specialty assignments such as SWAT, Bomb Squad, Marine Services, K9, or others. Or, employees being promoted to supervisor or manager must take 40 hours of management training within six months of promotion, and an additional 40 hours of management training within one year of promotion, further adding to total training hours. It is also important to note that the training roster is for all of 2019, which may include employees that have since turned over, as well as employees who started part way through the year.

Overall, department staff overwhelmingly exceed their annual training requirements as observed in their training records, and as demonstrated in the department's continued accreditation status. However, there is a notable discrepancy between commissioned officers and civilian staff. There are no state or local legal requirements or accreditation standards dictating a minimum training threshold for civilian staff as imposed for commissioned staff. Civilian employees are authorized and encouraged to submit requests for training, including job-specific training related to the functions they administer or support; however, actual training received is inconsistent. Of the 43 civilian employees recorded in 2019, only 23 employees, or 53 percent, received more than 24 hours of annual training. Nine of the civilian employees, or 21 percent, received 8 hours or less in annual training.

Civilian staff members serve vital roles in supporting the police department's operations. To promote consistent skill and career development for civilian staff, the department should amend its training policies to require that all civilian staff obtain a minimum of 24 hours of annual in-service training. Training requirements should include opportunities to enhance their subject matter understanding of the functions they support or administer; to enhance their skills in utilizing software, technology, and tools that can increase productivity; or soft skills training to improve leadership, interpersonal communication, and people management.

The department is also considering extending the City's 40-hour Leadership Engagement and Development training program for supervisors to include not just Lieutenants, but front-line supervisors such as Sergeants. The department should adopt this policy requirement, as well as extend this training opportunity to civilian staff that are considered supervisors of their units, such as the Senior Crime Analyst over the Crime Analysis Unit or the Senior IT Analyst over Information Technology.

Recommendations:

TPD should require that all civilian staff obtain a minimum of 24 hours of annual in-service training.

TPD should require all front-line supervisors to participate in the City's Leadership Engagement and Development Training program, and include civilian staff acting in a supervisory capacity over their units.

(2) Range

The department's range facilities are managed by a Sergeant with the support of an Officer and a Police Administrative Support Specialist. The Range Sergeant and Officer also help recruit and train other sworn personnel to serve as collateral instructors.

In overseeing range facilities, these staff are responsible for coordinating all range related trainings, which includes course instruction, tabulating all scores from range trainings, and entering data to track training performance.

At a minimum, all commissioned officers are required to qualify their service weapons twice annually. In 2019, the range hosted its pistol qualifications at trainings in the spring and fall. The range also hosted a summer rifle training, which is limited to personnel that carry a rifle (about 200 officers). In addition, there are 40-hour pre-academy trainings and 80-hour post-academy trainings hosted throughout the year contingent upon the frequency and number of new recruits.

Although there are only two commissioned officers managing the range full-time, they oversee a firearms instructor cadre comprised of 28 other commissioned officers who collaterally support training activities throughout the year. With the support of the instructor cadre, the range team is able to spread instructor responsibilities and effectively administer all trainings year-round. Staff did not report any operational deficiencies with the current staffing arrangement and comply in administering the biannual firearms qualifications and other related trainings.

The Range staff are responsible for maintaining the range facilities and equipment, in addition to monitoring inventory and purchasing supplies. Staff must also safeguard all equipment and assets stored at range facilities including about 700 weapons, tasers, and related firearms equipment, in addition to a million rounds of ammunition.

At least 45 other regional law enforcement agencies also rent out the range to administer their own firearms training. Rental revenues are reinvested for capital improvements.

Recommendation:

The Range is sufficiently staffed at current levels.

(3) Hiring

The Hiring Unit is responsible for coordinating all department recruiting activities, and is administered through a Hiring Sergeant, Hiring Officer, and four background investigators (two Detectives, two Officers).

For the Hiring Sergeant and Officer, recruiting activities may include participating in career fairs, presenting at academic institutions, attending sporting events, or other city events. Although the Sergeant and Officer coordinate and plan recruiting activities, the Unit also manages a Recruiting Cadre comprised of about 30 department employees who collaterally support recruiting activities.

In 2019, the Hiring Sergeant and Officer coordinated and administered at least 41 recruitment and outreach events. By the end of the year, recruitment endeavors resulted in the hiring of 47 employees, including 42 commissioned or sworn officers, and five civilians. Staff estimate that about 40 percent of commissioned staff will be eligible for retirement in five years, suggesting that recruitment workload will not subside in the near term as turnover and retirement continues to occur. Through 2017 and 2018, the department experienced the separation of 50 employees, 25 employees each year, with a drop to 17 separations in 2019. Seeing that the department started 2020 with seven budgeted vacancies, and may experience a similar trend in annual separations, the Hiring

Sergeant and Officer, supported by the Recruiting Cadre, should maintain its staffing levels.

The four background investigators focus on performing background checks on candidates seeking employment with the department including issuing reference questionnaires, agency checks, and personal history statements. When workload is heavy, the section may refer background investigations to detectives in CID. In 2019, there were 235 background investigations performed. Applying an industry average that it requires 40 aggregate hours to complete an investigation, we estimate that 9,400 hours of productivity were required to administer this function.

Background Investigations 2019

Backgrounds	Number
Commissioned	142
Civilian	9
Retired	74
Others	10
Total Backgrounds	235
Hours per Investigation	40
Total Hours	9,400
Productive Hours per Employee	1,690
Estimated FTE Required	5.56

In 2019, background investigations accrued enough work equivalent for up to two additional positions based on industry averages for investigative turnaround times.

Recommendation:

Two additional officers should are needed for Hiring to better manage the background investigations workloads.

(4) Information Technology

The TPD receives technical support from three technology professionals including a Senior Technical IT Analyst and two Computer Support Technicians.

(4.1) Information Technology Roles

The Information Technology Section is responsible for supporting all technological needs for the department including cell phones, laptops, desktops, tablets, and other technological equipment or hardware, such as the department's drones. At a high level, the section supports the following:

- 405 Employees
- 60 Volunteers
- 14 Outside Agency Personnel (FBI, ATF, etc.)
- 492 Desktops and Laptops
- 10 Servers
- 446 Cellular Devices

The Information Technology Section performs three core roles including system support, project management, and technical support. The section currently supports 18 major systems including:

- Data Archive
- Telestaff
- Wisetrack
- Skills Manager
- Lenel On Guard Card Access System
- IA Pro
- Axon Evidence.com
- Predpol
- Microsoft (SQL, SharePoint, SCCM, Deployment Toolkit, Hyper V)
- VMWare
- Net Motion
- Target Vision Smart Range
- Axon Interview
- Axon Taser

In addition, the section is overseeing 18 technology related projects for the police department including:

- Domestic Violence Database
- Equipment Refresh Cycle for Devices
- CID Interview Room Recording System
- Conference Room Technology Upgrade
- WSDOT Camera Connection to Department Operations Center
- Universal Drive Mapping
- Windows 7 Phase Out
- HQ Reader Board Replacement

- Laboratory Information Management System,
- Migrate SharePoint Site to SharePoint Online (w/City IT)
- Move NetMotion Service from South Sound 911 to Tacoma Police (w/City IT)
- Move to New Digital File Storage Solution (w/City IT)
- Unmanned Aerial System
- Mobile AFIS Fingerprint Scanners
- Office 365 (w/City IT)
- Migrate Scheduling System to a City-Wide Enterprise Solution (w/City IT)
- Two Factor Authentication Modification and Expansion (w/City IT)
- Move to New ISP for Washington State AFIS Connection

Outside of regular systems support and project management, the section provides technical support to department staff which may be requested through an incident request form or work order system. In 2019, there were 467 ticket closures, amounting to approximately nine official support cases per work. Department staff also conduct walk-in requests from the Information Technology Section, which are not recorded in the work order system. Information Technology staff estimate that there are approximately 16 walk-ins a day. Department policy does not currently require department staff to submit work order requests for technical assistance. The department should implement a policy that all walk-ins and other informal requests are recorded in the work order system so that the section can monitor and evaluate trends in operational support needed to optimize staffing and resources.

(4.2) Supervision and Span of Control

With only three technical staff to support the department's range of specialty systems and equipment, additional staffing is needed to better manage the department's technical support. Currently, the section has a Senior Technical IT Analyst serving as a defacto supervisor; however, the Senior Technical IT Analyst job classification does not identify this role as a supervisory position. The job classification is described as a specialized professional acting as a top technical resource for enterprise-wide technologies. This is distinguished from the Computer Support Technicians, as their job classification outlines their role in supporting computer hardware, operating systems, and software within the City's networked computing environment. In practice, they all work together to serve the diverse needs of the police department, but the Senior Technical IT Analyst does focus on large-scale, complex enterprise systems.

As the department continues to invest in new programs and systems, the department is subsequently expanding the scope of responsibility for the Information Technology Section. New projects and programs, such as the proposed the body worn camera program, or migrating records from South Sound 911, will continue to impact the section's already impacted workload. The department should budget for one Information Technology Supervisor to appropriately assign a classified supervisor over this section. This will improve oversight and span of control over the unit, as well as create additional capacity to plan and manage the department's complex technological requirements.

(4.3) Body Worn Cameras

Although not on the current list of active systems, the police department has been in a long-term process of evaluating the financial and operational impacts of deploying body worn cameras. The deployment of body worn cameras requires substantial staff time as technical support is required for the program roll-out, ongoing technical support for field devices, records support in querying and tagging digital records and evidence, and related training for end-users.

According to the latest internal calculations from December 2019, the department estimates that a five-year contract for a body worn camera system may cost up to $1,146,925. Staff also estimate that four additional full-time positions will be necessary to manage the preparation, deployment, and ongoing support of the system, amounting to $374,198 in ongoing annual personnel costs. Those positions are a Public Disclosure Specialist, Computer Support Technician, Information Technology Analyst, and a Police Administrative Support Specialist. National guidelines from the Department of Justice recommend that agencies conduct their own extensive operational needs assessment in preparation for a body worn camera program as law enforcement agencies regularly underestimate the cost of technical and administrative support for these programs. Should the Tacoma Police Department adopt a body worn program, it should not be done without the recommended staffing to ensure success in the deployment and ongoing support of the program.

We also note that while the department's internal estimates address the vendor contract costs and personnel requirements, there are many other key considerations that may impact program cost estimates:

Data Storage: First, one of the primary cost drivers for law enforcement agencies adopting body worn camera programs is the cost of data storage. The department should ensure it understands the proposed data storage arrangement with prospective vendors and consider this cost parameter into the department's planned data storage retention policy so that data can be purged in a timeline that allows the department not to exceed storage caps and avoid excessive storage fees.

Legal Fees/Liability: The department and City should consider how and whether a body worn camera program may help the City mitigate its legal liabilities. If the Tacoma Police Department has been involved in prior litigation due to officer-involved activity, the additional visual and audio evidence may help the City to mitigate future liabilities.

Fundraising: Other law enforcement agencies like the Los Angeles Police Department and Greensboro Police Department pushed educational campaigns to fundraise and help finance startup costs for their body worn camera programs by raising funds from businesses, philanthropists, and other community stakeholders, all while promoting public buy-in for the program.

Recommendations:

The Information Technology Section should adopt a policy that all walk-in and informal support requests be recorded in the work order system to better monitor workload.

To better allocate functional responsibilities and spans of control, an Information Technology Supervisor should be added in the Information Technology Section.

If the department moves forward in procuring and deploying body worn cameras, four additional recommended positions will be required.

The department should prepare a public education campaign for the body worn camera program to promote community buy-in and solicit private funding from businesses, philanthropists, and other donors to offset start-up costs.

(5) Accreditation

The Accreditation Unit is administered primarily by an Accreditation Manager – currently a Sergeant – with the support from a Police Admin Support Specialist.

The Manager is responsible for monitoring the department's compliance with accreditation standards and successfully passes accreditation renewals, including the annual web-based assessment, and four-year comprehensive review. Although the Manager collaborates with stakeholders and subject matter experts throughout the department, he is also responsible for updating and writing new policies and procedures.

Achieving accreditation is an elective process to demonstrate that an agency is committed to implementing contemporary best practices in policing and continual process improvement. There are no legal requirements to achieve accreditation or employ an

Accreditation Manager. Tacoma Police Department Policy P4.10.1 establishes the department's commitment to employ a commissioned Accreditation Manager and educate staff on accreditation status and obligations. There are 181 standards to comply with tier 1 CALEA accreditation, and 163 proofs that the Manager must regularly maintain as a part of the accreditation process.

Staff report no operational deficiencies, and the department has maintained its accreditation status, indicating that staffing levels are appropriate for this unit. However, we note that the incumbent is on a commissioned six-year career rotation serving as the Accreditation Manager. While this is in accordance with department policy, there may be opportunity to civilianize this position to promote longevity in tenure. The rotational designation and sworn appointment inherently put the department at risk as there will be inevitable institutional knowledge loss when the incumbent promotes or rotates in accordance with a sworn career. CALEA standards also do not require that department's deploy sworn or commissioned accreditation managers, nor is it a prerequisite for participants applying for their Certified Accreditation Manager program. The department should consider civilianizing this position through attrition to promote longevity, knowledge retention, and possible cost savings in deploying a noncommissioned staff member.

Recommendation:

The department should civilianize the Accreditation Manager position.

(6) Quartermaster/Fleet

Reporting to the Training Sergeant, there is an Officer designated as the Quartermaster and Fleet Coordinator.

Conventional duties for the Quartermaster role include managing the department's uniforms and equipment inventory through Wisetrack, including issuing, replacing, and disposing of inventory. Based on inventory data from April 2020, there are 15,826 items or assets tracked and assigned to personnel throughout the department. Due to the breadth of inventory under the Quartermaster's oversight, the incumbent is in constant communication with personnel throughout the department for anytime a piece of equipment needs to be repaired, replaced, or disposed of.

Managing the inventory includes not just tracking assets in the software system and coordinating exchanges with individuals, but also purchasing and procurement support. The Quartermaster also plays a role in creating RFPs, helping with contracts, managing vendor relationships and monitoring vendor performance, processing invoices and purchase orders, and managing all related financial records.

As the Fleet Coordinator, the incumbent is also responsible for overseeing the department's fleet comprised of 435 vehicles (as of April 2020). Similar to the quartermaster duties, the incumbent is responsible for managing the fleet inventory and performing all the required administrative and financial support work to maintain the vehicles and related equipment. The incumbent also performs weekly maintenance of pooled fleet vehicles, checking for cleanliness, functionality, and fuel levels, among other duties. At a high level, the incumbent works with City Fleet to monitor the mileage and age of vehicles and plans for rotations and replacements. City policy currently is to replace patrol vehicles every six years or 100,000 miles, whichever comes first.

Due to the high workload, the department recently created a Quartermaster/Fleet Cadre which will be comprised of seven officers who support this function collaterally. Although this group is just getting started, scheduling consistent training with the primary Quartermaster/Fleet Coordinator has been difficult due to variances in staff schedules.

For larger agencies like the Tacoma Police Department, the position of Fleet Manager or Coordinator is conventionally separate from the Quartermaster, as these roles can be exhaustive in managing large inventories, requiring the dedication of separate personnel. Tacoma may benefit from improved capacity by splitting the roles into separate full-time positions. Since both functions use the same software, the two positions could be cross trained to serve as back-ups in case one individual calls out, takes vacation, or a position becomes vacant.

The proposed separate Fleet Coordinator role should also be civilianized in accordance with contemporary best practices for law enforcement agencies. Civilianization may promote to acquisition of specialized knowledge through a trained civilian professional, as well as promote longevity in the position since commissioned officers are subject to rotation and promotion.

Recommendation:

The department should add a civilian for dedicated fleet coordination.

(7) Human Resources

City Human Resources has a Human Resources Analyst assigned at the TPD headquarters to assist department management with civil service testing and examination.

This position is a City Human Resources employee, and not a direct employee of TPD. The Human Resources Analyst provides periodic analytical reports to management addressing the department's staffing levels, demographics, and other staffing variables. Overall, the analyst spends about 75 percent of their time on administering the civil service examination process, and about 25 percent of their time on management analytics.

In 2019, the analyst oversaw four job postings or recruitment cycles for police officer recruits, which involved 1,381 applicants. During the same timeframe, there were two recruitment cycles for experienced or lateral police officers, involving 63 applicants.

As for the remainder of the analyst's time, the analyst produces periodic human resources related analytics for the Mayor, City Council, and command staff. These include annual reports, quarterly reports, and other ad hoc requests, typically detailing data on recruitments, applications, hires, turnover data, or other information, such as diversity statistics within the police department.

It is common for other law enforcement agencies to use their human resources staff not just for testing, but to support recruitment endeavors as well. However, since Tacoma has a separate Hiring Unit, this is not a necessary role for the Human Resource Analyst. Based on the analyst's current contract arrangement, there are no recommendations to change current staffing levels.

Recommendation:

There are no recommendations to adjust staffing in the department's Human Resources. The allocation of roles between the City and the Department are appropriate.

(8) Facilities

The City Public Works, Facilities Management Division assigns three staff to support the police department full-time; however, they are not employees of the police department. The unit is led by a Lead Facilities Maintenance Mechanic, supported by a Facilities Maintenance Mechanic and Building Maintenance Worker, all based out of a Facilities Management office located next to the TPD headquarters.

Staff reported that a core responsibility of theirs' is corrective maintenance of police facilities. The City administers an online help-desk system so that employees may submit maintenance requests, of which police related requests are referred to this team. Staff also reported that they conduct some preventative maintenance on critical assets, but the unit does not have a comprehensive preventative maintenance plan due to capacity. In addition, the unit oversees capital improvement projects for the police department.

Department management has not reported any major deficiencies in facility upkeep related to staff capacity from the Facilities team, so there are no recommendations to adjust the department's contract arrangement with City Public Works.

Recommendation:

There are no recommendations to adjust staffing in the department's Facilities function. The allocation of roles between the City's Public Works and the Department are appropriate.

3. Public Information/Community Relations

Although the Public Information Officer and Community Relations Specialist are considered two separate functions in the Tacoma Police Department, they are analyzed together here as our operational observations are intertwined.

(3.1) Public Information

The Public Information Officer is a sworn employee responsible for managing the department's relationships and communications with the media. The incumbent coordinates messaging for media/press releases, as well as media inquiries/requests for comments. The PIO may also collaborate with the Community Relations Specialist and command staff to coordinate external messaging and participate in community events. Currently, the PIO and Specialist share responsibility in managing social media accounts as the PIO manages the department's Twitter while the Specialist manages the Facebook page. The current PIO incumbent also serves as the department's LGBTQ Liaison in a collateral capacity unique to the individual and is not a typical assignment to the PIO.

According to the police department website, from July 21, 2019 through April 14, 2020, there were 30 press releases from the police department, averaging about 10 press releases a month. The Public Information Officer is also regularly quoted in media publications; however, such metrics on the number of media requests responded to are not particularly tracked.

The PIO also deploys a PIO Cadre comprised of six officers who all collaterally support the PIO's function in managing media relations and communications. Five of these Cadre officers are currently on day shifts while one is one graveyard.

(3.2) Community Relations

The Community Relations Specialist is a civilian communications professional that supports the department's external and internal communications and public engagement endeavors. The incumbent provides regular counsel to the Chief and command staff regarding public messaging, manages the department's Facebook page, and creates multimedia content for public education and awareness.

For example, the Community Relations Specialist supports the department's Partnering for Equity and Community Engagement (PEACE) Project which seeks to build relationships between the Tacoma Police Department and residents through numerous interactions, meetings, workshops, and other community activities each season, in support of the department's Community Oriented Policing philosophy. Activities like this provide the Community Relations Specialist the opportunity to prepare department personnel on how to communicate with the public and to work on consistent messaging. The Specialist also develops marketing materials and bulletins highlighting the activities of Project Peace each season.

The Specialist also developed a community relations strategic plan that emphasizes how the department can play a part in controlling how information related to the police department is conveyed to the public outside of third-party media agencies. The plan discusses not just physical interactions, such as ride-alongs and community meetings, but the use of social media and internet-based communications to directly connect with the public. Although the plan discusses community engagement and public communications, it does not integrate with the PIO's role.

Industry best practices for public information and community engagement in law enforcement do not dictate staffing ratios or measurable variables to recommend staffing levels for public information offices. Rather, industry best practices recommend that law enforcement agencies cultivate open lines of communication with the press and general public, and to deploy the people, technology, and resources necessary to bridge gaps in communication and forge partnerships.

Overall, industry associations such as IACP recommend that law enforcement agencies utilize Public Information Officers to retain their control in being able to directly connect and engage with the community. Contemporary public information officers are not just disseminating information to the media, but are regularly expected to serve in various roles, such as:

- **Digital Risk Manager** – knowing how to message and respond to the public in times of crisis, including having to anticipate, monitor, and mitigate rumors and misinformation now easily spread through social media.

- **Graphic Designer** – deploying technical skill to create visually compelling content.

- Audio/Visual Coordinator – deploying technical skill to create multimedia content to reach the community in the most consumable channels of communication.

- **Customer Service Captain** – being able to respond to questions, engage in conversation, and relate to not just the media, but with the general public, and not only in person, but through social media and internet-based communications.

- **Social Media Expert** – keeping up with how communities are increasingly using varying internet-based communications and social media to engage with each other and being willing to regularly adapt and use different technologies and tools. For example, while Gen X and Millennials are known for using social media platforms like Facebook or Instagram, Gen Z engages in newer platforms such as Snapchat or TikTok.

The Tacoma Police Department is already ahead of these basic guidelines having deployed not just a Public Information Officer to manage media relations, but a Community Relations Specialist with multimedia skills for content creation used not only in traditional media, but internet-based communications and social media. Collaboration between these positions is especially important for Tacoma since the department applies a Community Oriented Policing philosophy that considers public input when considering departmental operational priorities and initiatives.

Although the department deploys both a PIO and Community Relations Specialist that may collaborate on specific tasks, like cross posting media releases not just to the department website but to social media pages as well, the department recognizes these two roles as separate functions. This communications function should be streamlined by reorganizing the Community Relations Specialist to report to the PIO and establish regular processes to collaborate with the PIO and the PIO Cadre. For example, the Community Relations Specialist is the primary Facebook manager; however, this position is assigned to work conventional weekday office hours. By recognizing the Community Relations Specialist as a consolidated member of the communications team, the

Specialist is empowered to cross train the PIO and PIO Cadre to use social media pages so when the Community Relations Specialist is not as accessible during after-hours or when on paid-time off, the PIO and PIO Cadre can help provide 24/7 coverage in disseminating important information to the public, such as an active crime scene, shootings, or other emergency alerts.

In practice, staff currently describe their working relationships as collaborative, especially in the wake of the COVID-19 pandemic and the Governor's Stay Home, Stay Healthy directive initiated in March 2020. Collaborative workflows include:

- Participating in the department's Tacoma Crime Control Systems meetings to stay up to date on initiatives from Patrol and Investigations, as well as to share important news being observed from public communications.
- Cross disseminating bulletins, media releases, and other information between Facebook and Twitter.
- Coordinating talking points to ensure that information shared by the PIO to the media is consistent with information shared by the Community Relations Specialist to the public.
- Coordinating internal messaging to keep department employees informed and aware of operational matters, such as safety plans and the use of personal protective equipment while working during this pandemic.

While the current staffing arrangement promotes this collaborative approach to managing departmental communications, current success may be tied to the individuals currently filling the roles. By adjusting the reporting structure and amending the department's communications policies, directive can be codified so that if or when the incumbents separate from their current roles, there are policies in place to continue to guide how the Community Relations Specialist, PIO, and PIO Cadre collaborate.

Recommendations:

The Community Relations Specialist should be reorganized to report under the Public Information Officer and create a consolidated Communications section comprised of the PIO, PIO Cadre, and Community Relations Specialist.

Amend department policy to recognize the Community Relations Specialist's role in supporting communications under the PIO.

4. Finance

The Department's Finance Unit is administered by a Financial Manager supported by three Financial Assistants. Together, they administer typical financial functions including department payroll, benefits records, accounts payable, purchasing support, contract management, and budget monitoring.

Payroll is currently split between two of the Financial Assistants who each process half of the department's payroll, and then audit the other employee's payroll processing. The first Financial Assistant also processes most of the human resources related time and pay transactions as well, such as severance payouts, paid-time-off cash outs, change forms to human resources benefits, tuition and travel reimbursement, and other pay differentials in accordance with labor agreements and policy.

The second Financial Assistant who also processes half of payroll also approves all P-Card transaction on a daily basis, performs P-Card reconciliations, processes monthly range billings, processes petty cash payouts and other small bills, and monitors record retention compliance, among other duties.

The third Financial Assistant manages most of the accounts payable including monthly billings for department services (business improvement area officers, regional academy instructor, task forces, grants, miscellaneous contracts, etc.).

The Financial Manager supervises the work of all the Financial Assistants but must also perform much of the unit's functional work including processing contract data entry, monthly expenditure reports, processing budget modification requests and biennial budget preparation, some grant reporting, among other assignments. Many of these tasks are procedural processing of financial transactions conventionally assigned to subordinate staff in a finance office; however, staff explained that during staff reductions several years ago, the Financial Manager had to take on procedural accounting work due to staff capacity.

With the current staffing arrangement, there are also some internal control risks due to a lack of segregation of duties. The segregation of duties concept is a risk management tool to prevent a single individual from having both access to assets and the responsibility for maintaining such assets, whether physical or electronic. Generally, the three incompatible duties are:

- Custody of assets
- Ability to authorize the use of assets
- Recordkeeping of assets

Due to reported limited staffing and capacity in the Finance unit, there are identified segregation of duties conflicts including two of the staff members who can create purchase orders while also being able to release payment for that purchase order and create receipts of services/goods against those purchase orders. These conflict roles were identified by the accounting system and the Financial Manager had to obtain approval to work around these conflicts with the current staffing arrangement, but maintaining this arrangement elevates the risk of fraud or misappropriation of assets. This is especially prevalent when other staff may turnover, take paid time off, or assume any type of long-term leave.

Since the processing of payroll is split between two individuals, there are also risks of error since auditing and verification can suffer if staff similarly turnover, take paid time off, or take any long-term leave.

While we have not encountered any evidence that fraud, waste, or abuse are occurring, the current system creates a high-risk environment. By adding one additional Financial Assistant, the Finance section will have greater capacity to segregate conflicting purchasing duties and provide back-up for when a staff member turns over or is out of the office. The Finance Manager will also be able to more appropriately assign core accounting work to the new Financial Assistant such as data entry, expenditure and budget reports, or grant management.

Recommendation:

The department should budget one additional Financial Assistant in the Finance section to facilitate financial process improvements.

5. Crime Analysis

The Crime Analysis Unit is managed by a Senior Crime Analyst with the support of one Crime Analyst and two Program Technicians.

This Unit supports the department’s overall community and problem-oriented policing philosophies by applying Compstat style and other data-driven analyses to solve and reduce crime. The CAU also spends a significant amount of time producing analytical reports for ad hoc requests from city and department management for specific projects. The crime analysts perform more of the complex crime analytics, while the technicians assist with data aggregation and cleaning, along with producing certain management information reports.

At a high level, unit staff estimated that their time is broken out into the following categorization of workload:

- Up to 10% is spent on supporting investigations.

- Up to 25% is spent on data cleaning and analysis, including researching and identifying data elements, advocating for accessibility to data warehouses, and developing data models.

- Up to 35% is spent supporting TCCS/Compstat analysis.

- UP to 30% is spent on administrative ad-hoc reports from City Council, City Management, and department management.

Workload in the Crime Analysis Unit is not tracked in a specifically measurable way, so these are best estimates from staff on the allocation of their time, which may fluctuate on a regular basis based on the public safety environment and priorities from management.

One industry benchmark used in evaluating how many analysts are needed in a crime analysis unit, is to apply a ratio of one crime analyst for every 1,500 UCR Part I crimes (International Association of Crime Analysts). Applying this ratio, Tacoma would need about 8.82 FTE based on the last available data from 2018 as there were 13,231 Part I crimes. Since the Crime Analysis Unit currently retains four full-time staff, this benchmark ratio would indicate that the department is understaffed by at least four full-time staff.

However, we note that this Crime Analysis Unit receives mixed direction in its workload relative to the conventional expectations of a crime analysis unit. First, crime analysis units are not conventionally tasked with performing a range of ad hoc management information reports in the way that Tacoma's unit is expected to perform. The Tacoma Police Department receives active oversight from the City Council and city management as they regularly request data on police activity that trickles down into data and report requests for the Crime Analysis Unit. The Tacoma Police Department does not employ any other management analyst type job classification that might be more appropriately assigned these types of tasks.

Second, due to the department's Community Oriented Policing philosophy, the Crime Analysis Unit's workload is primarily driven by initiatives brought forth from Patrol and the Community Policing Division and other participants in the department's Tacoma Crime Control Systems program.

Crime analysis is usually categorized into four types of analyses:

- Investigative (focused on single incidents)
- Tactical (focused on trends or patterns in small groups of incidents)
- Strategic (large clusters of incidents analyzed by geography or crime type)
- Administrative (high level analysis of crime trends by city, sector, or crime type)

Based on the Crime Analysis Unit's current workload, they primarily provide Administrative and Strategic analyses focused on larger crime trends in the city. Examples provided by the unit include citywide or sector data analysis to show trends in motor vehicle theft and vehicle prowling, burglaries, and other crime. They may also analyze and report on noncriminal activity, such as motor vehicle collision trends or calls for service relating to transient or unhoused residents.

The unit may provide Tactical or Investigative support as requested, but staff report that these types of focused analyses are not regularly performed due to current workload levels and staff capacity. As mentioned, Tactical or Investigative analytical work usually focuses on an individual or small cluster of incidents or "hot spots" to help the department deploy its resources to actively reduce and prevent trending crime.

If the department were to deploy more regular Tactical and Investigative analytical support, the Crime Analysis Unit would need the capacity to conduct more complex analytics. For example, instead of large-scale data analysis for Administrative and Strategic analyses, Tactical and Investigative work requires additional information gathering to produce case specific intelligence, such as:

- Informant supplied information.
- Notes from prisoner intake interviews or arrest records for suspects or persons of interest in a case. Since Tacoma does not operate a jail, this would require additional interdepartmental collaboration to request these records.
- Community supplied information based on interviews or conversations gathered from officers, investigators, specialized field units, or from tips proactively submitted to the police department.
- Other notes based on officer observations submitted in police reports and investigative case files.
- Scanning and analyzing social media and internet-based communications of suspects or persons of interest.

Information gathered from these variables and others must also then be analyzed to produce usable intelligence for active cases. In order to create the capacity for Tactical or Investigative analyses, the department should budget for an additional Crime Analyst.

In addition, the department should create and budget for a Supervising Crime Analyst to appropriately assign a classified supervisor over the unit. This supervisor will assume managerial responsibilities from the Senior Crime Analyst, creating greater capacity for the Senior Crime Analyst to apply their technical expertise in crime analysis rather than administrative responsibilities.

Recommendations:

The department should create and budget for a Supervising Crime Analyst.

The department should budget for one additional Crime Analyst to focus on tactical analysis.

The Unit should also support traffic accident analysis.

The Department should consider reorganizing the Regional Intelligence Group (RIG) detective within the Crime Analysis Unit.

5 Office of the Chief

1. Chief's Office

The Chief's Office includes the Police Chief, an Office Manager, and two Police Administrative Support Specialists. There is also a Deputy City Attorney serving as the department's legal advisor.

Although the Office Manager supervises two Police Administrative Support Specialists, the incumbent also performs a range of functional work as well. The Office Manager provides high level coordination between the Chief, department staff, and other city staff for a range of administrative and planning activities including the Tacoma 2025 Strategic Plan, assisting the Chief in preparing and monitoring the department budget, preparing relevant data for accreditation reporting, coordinates data and information requests for the police department from the City Council and city management, and helps promote or plan special events.

The Office Manager also provides support in overseeing the deployment and performance of Police Admin Support Specialists throughout the department, in addition to providing clerical support to the Chief for scheduling and correspondences.

Although the Office Manager job classification does include "drafting reports for management review" and "performing technical research" in the position's essential duties, the incumbent in this role for the Police Department has a wide range of responsibilities to oversee and administer. As the primary coordinator for management information reports, this includes not only sourcing data from the appropriate sections and units of the department, but personally drafting management reports on behalf of the Chief. The department should budget an additional Police Administrative Support Specialist to serve as the primary coordinator for management information reporting to offload this function from the Office Manager and create greater capacity to respond to the breadth of information requests stemming from the City Council, city management, and command staff.

The two Police Admin Support Specialists perform separate functional work. One specialist is responsible for managing departmental records and coordinates all public disclosure requests with one of the legal advisors to compile, review, redact, and respond to such requests. In 2019, there were 491 public disclosure requests processed.

The other specialist provides clerical support to the Chief's Office, Finance, PIO, and Community Relations Specialist; manages the department's personnel files, and coordinates employee scheduling for court and civil and criminal interviews.

The City Attorney's Office allocates a Deputy City Attorney to serve as general counsel to the department advising on everything from personnel matters, to labor relations, to contract management/negotiations. The Deputy City Attorney also supports public records requests and works with one of the Police Admin Support Specialists to review, compile, redact, and respond to such requests. This legal advisor does not serve in a litigation role, which is supported by other staff in the City Attorney's Office as necessary. Overall, the department has not indicated any need for additional skill sets or capacity in its legal advisor that would indicate a need to adjust their staffing arrangement with the City Attorney's Office.

Recommendation:

The department should budget for one additional Police Administrative Support Specialist to serve as the primary coordinator for management information reporting.