

Final Report, June 8, 2001

EXECUTIVE SUMMARY

PERFORMANCE AUDIT OF THE PIERCE COUNTY SHERIFF'S DEPARTMENT

for

Pierce County Performance Audit Committee

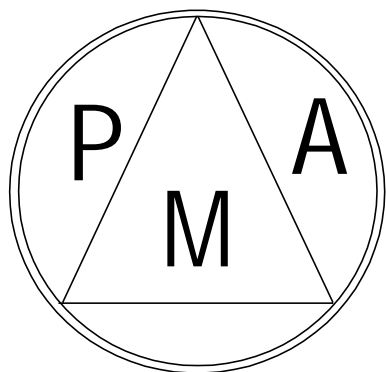
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EXECUTIVE SUMMARY

The Pierce County Sheriff's Department was the subject of a performance audit commissioned by the Performance Audit Committee, as one of many periodic assessments of county departments. Police Management Advisors (PMA), as a contractor, conducted the audit between mid-2000 and early 2001. The primary objective of the audit was to determine to what extent the Sheriff's Department is making efficient and effective use of resources.

The full report, which is bound separately, is composed of six chapters as follows:

1. **Chapter I – Introduction** describes the main tasks of the study, presents an overview of the Sheriff's Department and the jurisdiction it serves, and summarizes service demands. This chapter also discusses performance measurement, describing uses, types of measures, and law enforcement applications.
2. **Chapter II – Information** discusses the importance of information systems in a police agency, what is required to have an effective system, and how the current state of information processes in the Sheriff's Department is affecting Community Policing, operational productivity, and administration of the Department.
3. **Chapter III – Patrol Operations** lists the various methods of allocating staff to this function and discusses the superiority of one method. That method is then employed to convert workload to required staffing levels using selected performance standards. Issues regarding the assignment and utilization of patrol officers are explained.
4. **Chapter IV – Investigations** reveals that this function requires coordination and the active involvement of patrol, detectives, technicians, crime analysts, data systems, and clerical personnel. The discussion includes the most advantageous role of these elements, followed by ways to measure performance and allocate staff.
5. **Chapter V – Support Services** describes the functions, staff allocation, and workload of the various specialty units in the Department. This chapter also includes review of more general functions such as recruitment and training.
6. **Chapter VI – Agency Organization** examines the current structure in terms of general organizational concepts and in the context of Community Policing. The likely impacts of various changes in organizational structure are discussed, and options are presented.

The report includes 58 recommendations. They appear throughout the six chapters and are placed after discussion of the topic that is the subject of the recommendation. A summary list of the recommendations appears at the end of this Executive Summary.

Overview

In the 2001 budget, the Pierce County Sheriff's Department has annual funding of \$44.5 million and 412 authorized positions, including 350 sworn police officers.

The Sheriff's Department is a full-service law enforcement agency for the unincorporated areas of the county, which includes the South Hill precinct and the Mountain, Foothills, and Peninsula detachments. The Department also provides contract services to the cities of Edgewood, Lakewood, and University Place. The agency has been experiencing the problem of rapidly increasing demands for service with slowly growing resources. A few functions are more than adequately staffed. By and large, however, there are severe staffing deficiencies in patrol and, to a lesser extent, in investigations. There were deficiencies in the informational infrastructure as well.

The Department, in attempting to maintain its full-service promises to an increasing service population, places too little emphasis on the generalist patrol officer as the primary medium for the delivery of police services. As a result, neighborhood problem solving is rarely attempted, preliminary investigations are decidedly inadequate, and response time to emergency calls is too high in most geographic areas.

Many of the service delivery problems experienced at the "curbside" also manifest themselves in other parts of the organization. Because the initial investigations of crimes are generally not up to par, there are often too few leads for detectives to conduct adequate follow-up investigations. Together with a lack of "case carrying" detectives and support personnel, property crimes are seldom solved. Furthermore, because of the small amount of time patrol officers have available for proactive policing efforts, they are often unable to reduce further victimization in their areas through the use of security surveys or other crime prevention activities.

Most noteworthy is the general absence of competent information systems to support administrative, strategic, and tactical responses to crime and disorder. This deficiency has adverse effects throughout the entire organization, from calculating workload adequately to measuring success levels reliably. Without effective information systems to rely on, managers and other employees have created individual data files that cannot be easily shared with others in the Department. In attempting to just "get the job done," which is laudable, employees are unwittingly exacerbating the data-sharing problem.

Despite the many organizational obstacles, most leaders and staff seem positive about their ability to improve the functioning of the agency. Their commitment to effective law enforcement in Pierce County was apparent to the entire audit team. Many of the ideas for improvement came from the employees we interviewed as they expressed hope that we would provide them with a "blueprint" for a more successful department. We believe that the recommendations summarized below, and listed more fully in the report, will provide that "blueprint."

Findings

Chapter I – Introduction. Besides introductory information, this chapter presents a discussion of performance measurement, including definitions, types of measures, how they can be linked to goals and objectives, and specific examples. Typically, many agencies select performance measures simply because they are easy to calculate, or because the measures have been used historically by the agency. During the course of the audit, the study team rarely heard talk of measures other than Input measures. Indicators such as officers per 1,000 population or number of FTEs compared to earlier years are only Input measures and say nothing about service levels or productivity. Three other types of measures—Workload, Efficiency, and Outcome—must be considered and emphasized to gain an accurate and well-rounded view of agency performance.

This chapter is intended to introduce the Sheriff’s Department to the idea of establishing Outcome performance standards before developing Workload measures. These performance measures would then determine Input requirements. Lastly, Efficiency measures can be derived by comparing organizational inputs to outcomes. Nine “Outcome” measures are recommended as a start in this process, and are listed below.

OUTCOME PERFORMANCE MEASURES FOR SHERIFF’S DEPARTMENT		
Part One Crimes Per 1,000 Population	Response Time To Priority Calls	Traffic Problem Solving
Reduction in Chronic Problem Locations	Cases Cleared by Arrest and Exception	Property Recovered as a Percent of Value of Property Stolen
Neighborhood Problems Resolved	School Violence Prevention	Patrol Achieved Customer Service Satisfaction

This chapter also presents other performance measures for possible adoption, along with their relevance to organizational objectives.

Chapter II – Information Issues. While the audit was being conducted, it was clear that the Sheriff and the command staff earnestly want the Department to move from an organization primarily based on traditional practices to an information-driven one. This is consistent with the current movement in law enforcement to focus more on community problem solving and evaluate efforts toward achieving desired service outcomes. Good information is urgently needed for administrative, strategic, and tactical decision making. Furthermore, a competent management information system is a necessary foundation for building a comprehensive performance measurement capability.

Substantial efforts to provide decision makers with relevant and timely information were in evidence in some parts of the organization. The work of the Crime Analysis Unit was especially noteworthy because of its informational product developments and broad-based customer service, in spite of decidedly poor data sources. But one small unit cannot provide all the critical informational needs of an entire agency.

In order to gauge the entire Department's capability to meet the informational needs of its various work groups, a 60-item questionnaire was administered. A total of 75 employees of all ranks completed the detailed survey about the availability and quality of law enforcement information that is currently available in the Sheriff's Department for administrative, strategic, and tactical decision making. Managers gave the lowest ratings to the present information systems, especially as it pertained to administrative and strategic information support. The ratings by other ranks were also low. Information support for tactical decision making received slightly higher scores. Overall, the Department's information capabilities received an average rating of "D" to "D+."

The report makes suggestions for improving the quality of information in several specific areas. It recommends building on the existing tactical information provided by the Crime Analysis Unit. This includes establishing a centralized Planning and Research function to provide administrative and strategic information support. The report also recommends building a comprehensive Crime Analysis database, to include crime and offender data from *all* jurisdictions in Pierce County.

The study team encountered numerous difficulties attempting to gather and organize data needed for this audit. This problem affects every segment of the organization. It was clearly not the fault of the Sheriff's Department personnel, who were very cooperative and responsive to our information requests. Still, it was extraordinarily difficult to gather the needed data for patrol, investigations, support services, community policing, and other topics. As the audit proceeded, it became apparent that the problem was systemic. The solution therefore requires a comprehensive systems approach.

This chapter describes what would be involved in establishing an Information Systems Strategic Plan for the Sheriff's Department. Such a plan is recommended to guide the agency through the many information demands and the multitude of options to satisfy those demands. This approach requires:

- A thorough assessment of the Sheriff's Department's data needs and capabilities, as well as identifying obstacles that militate against a comprehensive system.
- Review and assessment of the plans and capabilities of the Law Enforcement Support Agency (LESA), which is a major provider of information to the Department.

The report further suggests that LESA be restructured and that all participating jurisdictions have a larger role in the directions LESA should take.

Chapter III – Patrol Operations. Patrol, the foundation of an effective law enforcement agency, receives the greatest emphasis in the report for three reasons:

1. Patrol is the largest single organizational element in the Sheriff’s Department.
2. Patrol officers are usually the first responders to emergency calls, handle almost all disputes, conduct most criminal investigations, investigate most of the traffic accidents, render the most crime prevention information, and are seen as the principal link between the community and the Criminal Justice System.
3. If the desired policing approach by the Sheriff’s Department is to be community-police problem solving, the bulk of the work will have to come from patrol officers.

In order to determine the appropriate staffing levels for patrol operations, we used the “Bottom-Up” approach. This staffing method employs a patrol simulation computer program using recent workload data. We gleaned 25 patrol workload variables from Computer Aided Dispatch records, Geographic Information System data, and precinct staffing logs. We reviewed workload in detail and then selected performance standards, as discussed below. The computer model was then able to calculate how many patrol units must be deployed, by time of day and geographic area, to meet the performance standards.

Before applying the patrol simulation model, we studied the current performance of patrol operations across areas and by time of day. The main performance measures considered were:

- Response time to emergency calls for service.
- Problem solving time available per patrol unit.

Of the 75 patrol cars deployed daily (based on an eight-hour shift), and comparing that deployment to citizen calls for service, we found that too few cars are deployed from 8:00 a.m. to 8:00 p.m. It was also found that the Mountain, Foothills, and Peninsula detachments do not deploy patrol units during the early morning hours. Instead, units are dispatched from the South Hill Precinct and Lakewood, or the detachment supervisor is called out.

Overall, we found that patrol deployment patterns are quite thin, given workload demands at most times of the day, in the unincorporated areas and in the City of Lakewood. At certain times of the day, virtually no problem solving time is available to officers deployed in the South Hill and Mountain areas.

Patrol staffing patterns affect response times to emergency calls in two ways. First, at certain times in some areas, no patrol units are available to respond immediately to a call, and it takes time to get a secondary unit that is close enough to respond, or a primary unit has to clear its present activity before it can respond. This portion of response time is called *dispatch delay*. It is added to the other part of response time, known as *travel time*,

which is the time from when a patrol unit declares being enroute to when it arrives on-scene. Travel time is also affected by staffing levels, because the fewer cars in a given area, the longer the distance each has to travel to any particular call location.

As might be expected, the most expansive areas tend to have the longest response times to emergency calls. In contrast, the contract cities of Edgewood, Lakewood, and University Place receive relatively fast response times to emergency calls.

To complete the staffing analysis, we had to select specific performance standards, that is, the desired response time to emergency calls and the desired problem-solving time available to patrol officers. For the contract cities and the South Hill precinct, we set the response time to emergency calls at 6½ minutes and the problem-solving time for patrol officers at 40% (24 minutes per hour). For the detachments (Peninsula, Foothills, and Mountain), because of their expansive topography, the response time standard was set at 11½ minutes and the problem solving time at 35% (21 minutes per hour).

Using these criteria in the patrol simulation model, we recommend the following patrol deployment levels, at the minimum.

Previous and Proposed Patrol Car Deployment and Personnel by Area

	<i>AVERAGE 1999-2000</i>		<i>PROPOSED 2001</i>		
	Patrol Cars Deployed	Personnel Assigned	Patrol Cars Deployed	Personnel Required	Personnel Change
Edgewood	3.8	7.0	3.0	5.5	-1.5
University Place	9.3	17.0	9.0	16.5	-0.5
Lakewood	20.1	36.8	29.0	53.1	16.3
South Hill Precinct	23.3	42.6	38.0	69.5	26.9
Mountain Detachment	5.6	10.2	12.0	22.0	11.7
Foothills Detachment	5.9	10.8	8.0	14.6	3.8
Peninsula Detachment	7.4	13.5	8.0	14.6	1.1
Total	75.4	138.0	107.0	195.8	57.8

As shown above, significant staffing increases are suggested for South Hill, Lakewood, and the Mountain area. Smaller increases are recommended for Foothills and Peninsula. The contract cities of Edgewood and University Place already meet minimum staffing for the performance standards established, hence they can exceed those standards with the same staff or reassign personnel to other than primary patrol duty.

The “Bottom-Up” staffing approach recognizes that budget constraints can affect allocation levels. If the recommended patrol staffing levels are not acceptable for financial reasons, lower performance standards can be chosen, resulting in lower staffing levels. The report contains an appendix that shows various options for patrol deployment.

Appendix III-C presents a series of alternative deployment plans and the corresponding performance standards.

The report recommends the gradual reduction of special units and re-allocation of the positions to patrol. In particular, the Traffic units and the Community Support Team could transfer much of their respective workload and personnel to the patrol function.

Besides increasing patrol staff, the Department needs to improve its efficiency in handling calls for service. A significant number of calls for service could be diverted for a civilian response, rather than by dispatching a patrol car. Better ways must also be found to deal with false alarms. In 1999, patrol cars responded to over 13,000 false alarms in the areas served by the Sheriff's Department. The false alarm rate was 98.6%.

Chapter IV – Criminal Investigations. Good investigations work requires the coordinated work of patrol officers, detectives, clerks, and data processing personnel. As discovered during the audit, the quality of preliminary investigations by patrol typically sets the upper limit as to what can be done to solve a case. This is particularly true for property crimes, because the initial investigation (usually conducted by a patrol officer) is usually the only investigation that takes place for that class of crimes. This dependence on patrol for investigative information (where they already feel overburdened with work) and the lack of sufficient property crime detectives results in a downward spiral of investigative quality. Believing that detectives will not conduct a follow-up investigation on their case, patrol officers do not put in the time and effort to produce cases with sufficient workable leads. This, in turn, leads detectives to not consider those cases for follow-up investigation. This is undoubtedly a main reason why less than one in five of the serious (Part-1) crimes reported in the Sheriff's jurisdiction is cleared (solved).

We experienced major problems getting valid data from the case management system (LECATS), and the system does not provide supervisors with useful case status reports. In addition, productivity by unit of investigative assignment could not be ascertained. Crime cases assigned and cleared by geographic area could be determined, however. In the unincorporated areas of the county, approximately 10% of Part-1 crimes were cleared.

Using the "Bottom-Up" staffing approach for investigations was more difficult than for patrol. There is no workload simulation software. The number of cases (workload) that can be handled varies by type of case and the unit or investigator to which it is assigned, but that information could not be determined from the data maintained by the Department. Nevertheless, two different methods of ascertaining investigative staff levels from the basic workload were employed. One method computed the need for 58 investigators, while the other method suggested the need for 61 FTEs. Using the larger figure and adding eight supervisors, the study team recommends that 69 sworn and civilian investigative positions be allocated where only 55 investigators and four supervisors are now assigned (59). This represents an increase of six investigative positions and four supervisor positions, for the entire Sheriff's jurisdiction, including Lakewood.

It was also found that there was no full-time criminal intelligence officer. When such work was performed, it was on a part-time basis by an officer assigned to other duties. The same

was true for computer related crimes, such as offenses against children. This additional work performed by these officers takes time away from their primary duty of investigating assigned cases. Moreover, Pierce County has sufficient criminal activity to staff these functions full-time. Therefore, two additional investigative positions are recommended for the Sheriff's Department Major Crimes Division.

Tracking the assignment of cases is more difficult because of the organizational placement of the various investigative functions. The report recommends restructuring of Criminal Investigations. Other recommendations include repairing the case management system, improving the quality of preliminary investigations, and developing a comprehensive drug control plan for the entire county.

Chapter V – Support Services. The report examines various support services, including SWAT, Clandestine Lab Team, Marine Support, Dive Rescue, and Air Support. These services are specialized work and are staffed as secondary assignments by officers assigned to other units. It is good use of personnel to staff these functions as secondary assignments; the services are critical, but they are not needed on a daily basis.

Descriptive information is available on these support services, but the data are generally not sufficient to permit an assessment of cost, efficiency, and effectiveness. With the limited management information, the study team could not determine to what extent SWAT, Clandestine Lab Team, Marine Support, Dive Rescue, and Air Support are staffed on an overtime basis or by pulling officers from their primary assignments. The support services have some impact on the workload of the contributing units, but the extent is unknown. The report makes recommendations for improving the available information on these support units and for combining specialties that appear to be related.

Traffic and Community Policing are staffed on a full-time basis. The services are needed but could be delivered more efficiently and effectively. With respect to traffic enforcement, traffic control, and accident investigation, there is no good reason why patrol officers could not routinely perform those duties. Only a few accidents will require a specially trained accident investigator, as many other jurisdictions have found to be true. Further, patrol officers occasionally do traffic enforcement in the neighborhoods they patrol. With more personnel in patrol, more time would be available to engage in this type of problem solving.

In a similar vein, we found that patrol officers, with sufficient time, information, and supervisory support, could be more effective in community-police problem solving. A survey of field supervisors and managers found that with respect to productive interactions with the community, the Department is willing and able to participate. However, to participate in more proactive policing such as neighborhood problem solving, the Sheriff's Department has many obstacles to overcome. Chief among those is the time to engage in problem solving, a condition found also in the review of patrol operations. When patrol becomes more adequately staffed, the Community Support Team should be phased out. Patrol supervisors should encourage and expect a consistently high level of problem solving at the neighborhood level.

Chapter V also includes analysis of issues associated with recruitment, training, and retention. The Sheriff's Department takes too long in the recruitment-selection-training process. Some candidates accept employment with other agencies that have a speedier recruitment process. Prior to training at the Academy, the Department has a five-week orientation session, which seems excessive. Many agencies seem to need only one week for this purpose. Chapter V offers 15 recommendations on recruitment and training. This includes doing process mapping to minimize delays, revising Field Training Officer (FTO) practices, and presenting early training in community-police problem solving.

Chapter VI – Agency Organization. The structure of a law enforcement agency, like any organization, should be designed according to accepted management principles and facilitate the agency's particular mission and goals. The report reviews the current structure of the Sheriff's Department and proposes a number of changes.

According to its mission statement, the Sheriff's Department is committed to Community Policing. As revealed in this chapter, this involves more than just adding a few programs and the necessary staff to implement those programs. Community Policing is a marked departure from the philosophy that sustained traditional approaches to the delivery of police services. The "new policing" has its own philosophy that needs to permeate the organization. The report presents three models of implementing Community Policing. The choice of model and the resulting organizational structure depend on the reasons or motivations for adopting Community Policing and the particular goals that are sought. The agency leadership, in adopting goals and choosing certain organizational structures, can strongly influence the direction that an agency takes.

On a related topic, it is the understanding of the study team that, at least in the long term, the Sheriff wants the Department to become an *information-driven* organization. That will require many changes, including establishing the means to provide accurate, relevant, and timely informational support for administrative, strategic, and tactical decision making. This aspect, plus the Sheriff's intention to expand problem solving to the neighborhood level, suggests more coaching and support from supervisors and management. Consequently, we recommend changes to the Department's structure that reflect these intentions. Among other changes, we propose establishing an Information Resources unit responsible for information systems strategic planning as well as crime analysis and related issues.

It is our conclusion that the Sheriff's Department is at a critical point in its evolution and should adopt the inter-locking recommendations of the report if it is to realize its potential as a fully functioning, modern law enforcement organization. PMA believes that with the support of the governing bodies in Pierce County, it can be.

Summary of Recommendations					
Number	Page	Type	Recommendation	Add # Sworn Officers	Add # Non Sworn

Introduction

I-1 8 Organizational Adopt outcome performance measures (Exhibit I-4).

Information Issues

II-1	18	Information	Develop a comprehensive crime analysis database.		
II-2	19	Information	Enroll all Pierce County law enforcement agencies in database.		
II-3	19	Information	Develop crime analysis request form documenting time and tools.		
II-4	19	Organizational	Define crime analysis mission statement.		
II-5	19	Organizational	Develop Crime Analysis Unit goal measurement method.		
II-6	19	Information	Establish volunteer/intern program for crime analysis.		
II-7	23	Organizational	Develop Sheriff Dept Information Services Strategic Plan.		
II-8	23	Information	Establish an Information Resource Management Unit.	1	5
II-9	23	Information	Expand crime mapping GIS capability.		
II-10	24	Organizational	Conduct performance audit of Sheriff information needs.		
II-11	24	Organizational	Explore splitting LESA into two agencies.		

Patrol Operations

III-1	41	Staffing	South Hill Patrol Staffing Increase	27	
III-1	41	Staffing	Mountain Patrol Staffing Increase	12	
III-1	41	Staffing	Foothills Patrol Staffing Increase	4	
III-1	41	Staffing	Peninsula Patrol Staffing Increase	1	
III-1	41	Staffing	Lakewood Patrol Staffing Increase	16	
III-1	41	Staffing	University Place Staffing Change	0	
III-1	41	Staffing	Edgewood Staffing Decrease	-1	
III-2	41	Legislative	Require "policing impact analysis" for new development proposals.		
III-3	41	Organizational	Reduce number of specialist positions (traffic units and community support team) and fold into patrol.		
III-4	41	Organizational	Study redistricting of South Hill precinct, to take in parts of Foothills and Mountain areas.		
III-5	42	Information	Perform annual workload/staffing study of patrol.		
III-6	42	Organizational	Develop alternatives to alarm responses and other calls that don't need officer response and/or can be handled by CSO's.		

<i>Number</i>	<i>Page</i>	<i>Type</i>	<i>Recommendation</i>	<i>Add # Sworn Officers</i>	<i>Add # Non Sworn</i>
Investigations					
IV-1	65	Organizational	Reorganize Criminal Investigation Division.		
IV-2	67	Staffing	Add 5 sworn and 5 civilian positions to Investigations while replacing detective sergeant positions. Also increase patrol by two positions and shift two to investigations for intelligence and computer crimes.	7	5
IV-3	68	Information	Repair LECATS case management system (LESA).		
IV-4	68	Organizational	Improve quality control process for preliminary investigations.		
IV-5	69	Organizational	Assess "exceptional" clearances, apply rules correctly.		
IV-6	70	Organizational	Implement habitual offender tracking process.		
IV-7	70	Organizational	Develop county drug control plan.		
Support Services					
V-1	73	Information	SWAT – Develop time-management records.		
V-2	73	Organizational	Lab Team should be cross-functional.		
V-3	74	Information	Lab Team and other units – track time utilization.		
V-4	74	Organizational	Determine if there is sufficient support to properly fund air support (fixed wing plus a helicopter).		
V-5	76	Organizational	Reduce size of Traffic Unit, redeploy as patrol. Maintain small number of serious accident investigators.	-12	
V-6	76	Organizational	Lakewood also reduce Traffic Unit size, etc, as in V-6.	-3	
V-7	77	Information	K-9 – Develop time utilization reporting system.		
V-8	80	Staffing	Increase management/supervision at precinct level by adding two lieutenants to serve as watch commanders and also sufficient sergeants to support community policing.	2	
V-9	80	Training	Officers should receive COP/CPTED training.		
V-10	80	Organizational	Reduce Community Support Team (similar to rec. # III-3) as III-9 and III-10 are implemented.	-2	
V-11	82	Organizational	Reduce number of lost false alarm compliance reports.		
V-12	82	Information	False alarm billings should be based on CAD reports.		
V-13	82	Legislative	Change alarm ordinance to address repeat call locations.		

<i>Number</i>	<i>Page</i>	<i>Type</i>	<i>Recommendation</i>	<i>Add # Sworn Officers</i>	<i>Add # Non Sworn</i>
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Support Services (continued)

V-14	86	Training	Use training time more effectively.		
V-15	86	Training	Focus training on core competencies.		
V-16	86	Training	Improve planning and coordination of training.		
V-17	87	Training	Study/define recruit motivation, values, interests, etc.		
V-18	87	Training	Focus recruiting on right people and places.		
V-19	87	Training	Complete the mapping of hiring process.		
V-20	87	Training	Project retirements and other job exits to support deployment.		
V-21	87	Training	Reduce new hire orientation from five weeks to one week.		
V-22	88	Training	Move Field Training & Evaluation Program into Operations. Sergeant to be responsible for managing FTEP.		
V-23	88	Training	Increase new deputy training period spent with an individual Field Training Officer from 2 to 4 weeks.		
V-24	88	Training	Improve Field Training Officer selection process.		
V-25	88	Training	Set expectations and provide training for new hires to do neighborhood problem solving.		
V-26	89	Organizational	Revamp Master Police Officer (MPO) program.		
V-27	90	Organizational	Develop and improve contract city chief training, and provide other training to develop professional police administrators.		
V-28	90	Organizational	Negotiate to Increase bid shift time from six months to one year.		

Agency Organization

VI-1	99	Staffing	Add sergeants so ratio of supervisors to patrol officers is 1 to 7.	9	
VI-2	99	Organizational	Reorganize patrol areas into two major service zones.	1	
VI-3	99	Organizational	Form Information Resource Management unit in the Services Bureau.		
VI-4	100	Organizational	Move Internal Affairs from Services Bureau to directly under Sheriff.		
VI-5	100	Organizational	Adopt organizational design shown in Exhibit VI-2.		