

Pierce County Sheriff's Department

Staffing Study – Phase I
Findings
Presentation to County Council
June 14, 2016

Interviews

- Sheriff
- Command staff
- Administration
- Deputies
- Specialty Teams
- County Council Members
- County Department Heads
- Contract Cities

Data and Information Reviewed

- CAD/RMS data –
Jan 1, 2010 – June 30 2015
- Specialty teams call outs
- Schedules for patrol
- Overtime
- Contracts
- Mission / Vision
- Organizational Chart
- Property Crime Unit Proposal
- PAN Report / Roster
- Guild Agreement

General Findings

- Very lean organization
- Limited ability to work on proactive efforts
- Few civilians to help with administrative work
- Data errors hamper analysis
- Alternative funding sources need to be investigated

Data Considerations (1 of 2)

- Recoding needed on CAD/RMS
- Lack of consistency from report to report
- Call out data inconsistent and incomplete
- Schedule templates were inconsistent in name, layout, code key, and included hidden data

Data Considerations (2 of 2)

- Two different systems for tracking overtime
- Transition to Workday with different classifications make longitudinal comparisons difficult
 - A crosswalk is required for long-term detailed analysis
- Combining grants with general overtime gives false impressions
 - Clearly label / separate grants

Staffing Considerations

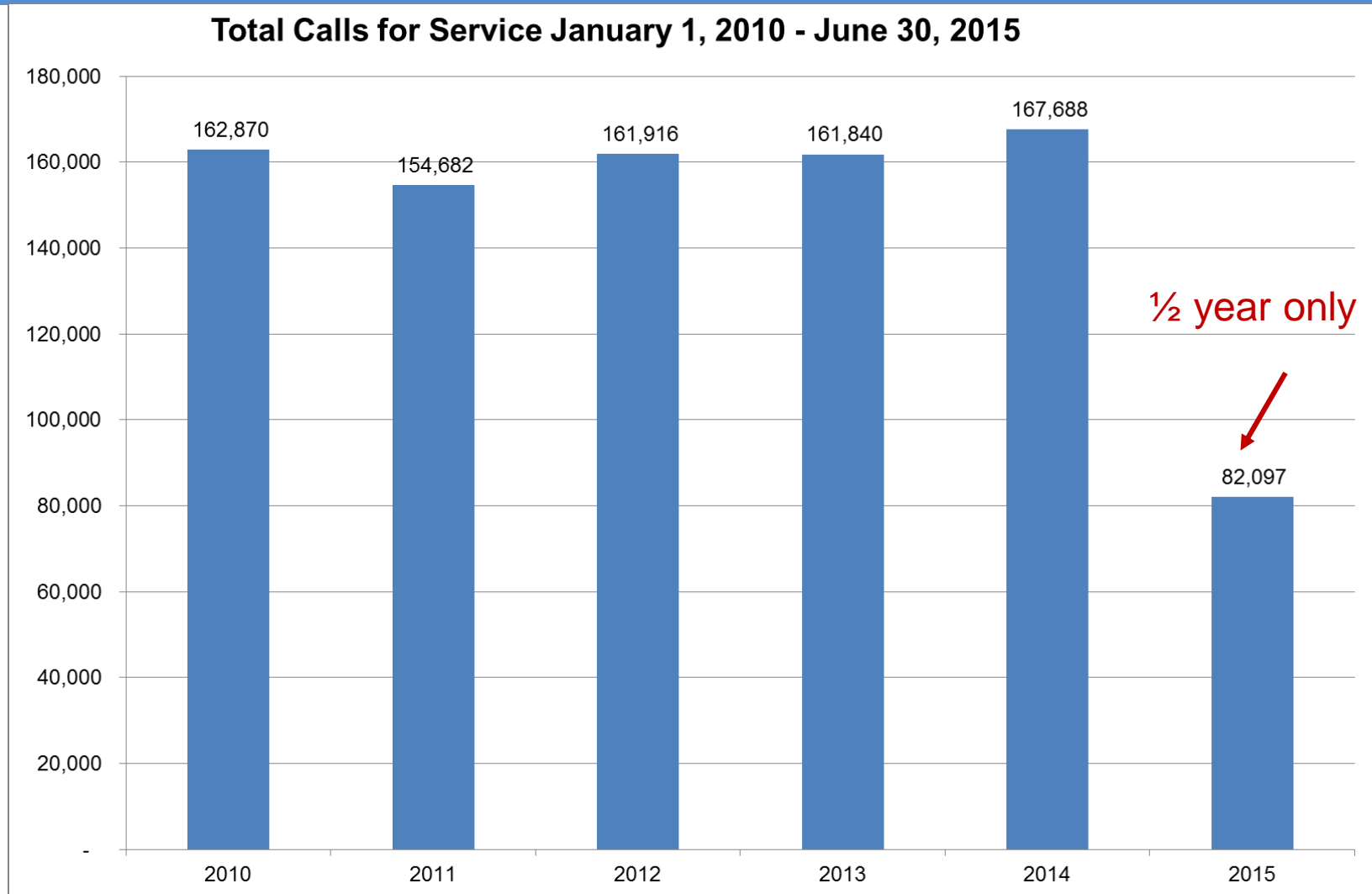
Drive Time Limitations

- Drive Time Limitations
 - Vast territory in detachments
 - Supervisors (Lts) assigned in a manner that keeps them separate from operations
 - Officer and community safety is Compromised

Staffing Considerations Service Model

- **Reactive vs. Proactive**
 - Number of back to back calls creates a reactive focus
 - Complaints received on slow response times
 - Inability to engaged with the community

Calls for Service by Year

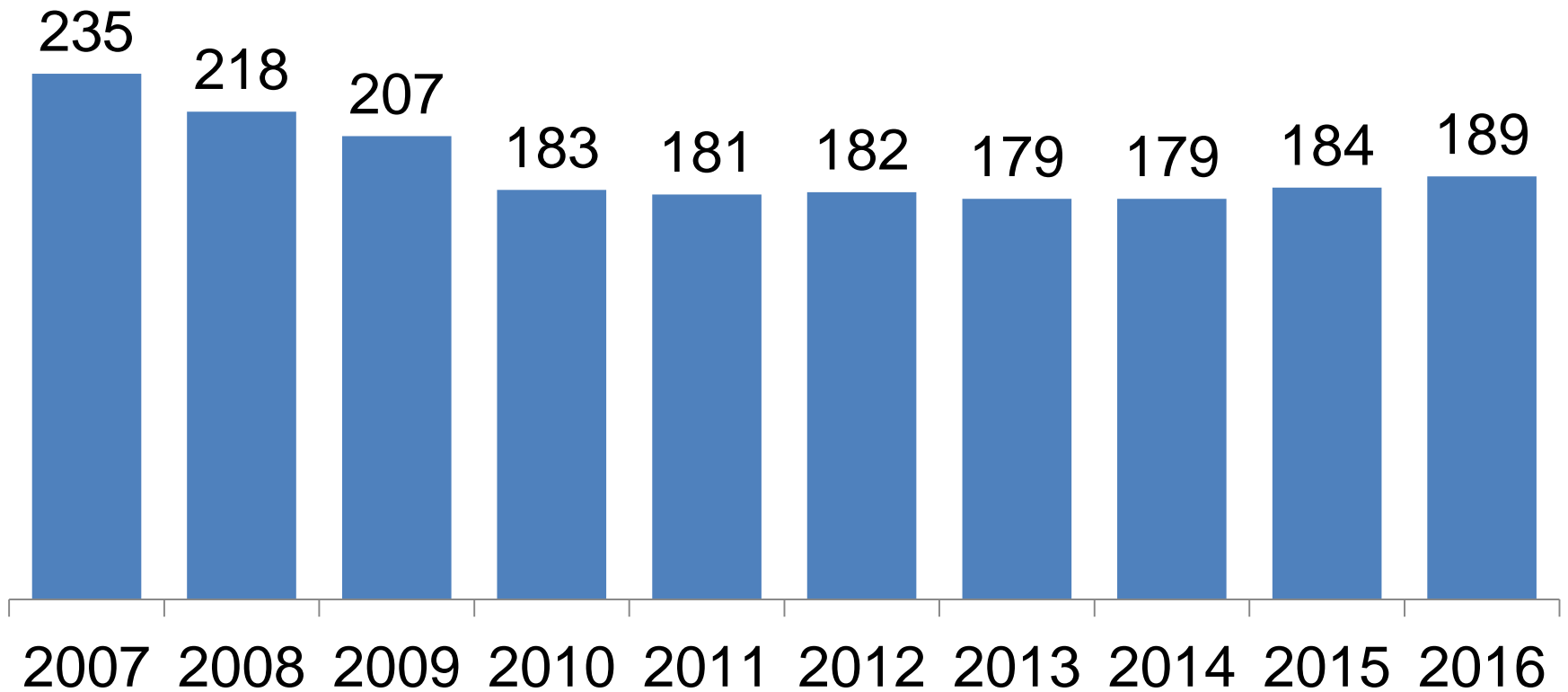


Overtime by Year (forecasted)

Year	Total
2010	30,118
2011	29,935
2012	33,716
2013	35,391
2014	37,192
2015	41,470
Total	207,822

Historical Staffing Levels

Deputy Sheriffs



Source: Budget Book

Staffing Increases – Civilians

Support, Professional Staff, and Contractors		
Forensics	2	
Co-responders	7	
Research and Development	1	
Community Policing Coordination	1	
Office Staff / Clerical	2	
Background Investigators (contractors)	3	
Total Request	16	

Staffing Increases – Deputies

Requirements to increase coverage at peak time with four shifts (0400-1400, 0800-1800, 1400-2400, 1800-0400) for optimum levels

Patrol			
Location	Current Staff	Optimum Number for Patrol	Number Needed
Foothills	20	21	1
Mountain	19	21	2
Peninsula	20	21	1
South Hill	66	93	27
Sub - Total	125	156	31
Proactive Work			
Location	Current Staff	Optimum Number	# Needed
Foothills	0	2	2
Mountain	0	2	2
Peninsula	0	2	2
South Hill	0	6	6
Sub-Total	0	12	12
Total New Hires			43

Total Request – Deputies

Patrol	43
Reallocation	-3
Total Request	40

2007 Number	235
2016 Number	189
Difference 2016 - 2007	46
2016 Request	40
June 7, 2016 Allocation	5
Request if Staffing Had Been Maintained	1

Increase in Number of Command Staff Members

Bureau Chief	1
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Increase in Number of Mid Level Supervisors - Lieutenants

Lieutenants	
Foothills	1
Mountain	1
South Hill / Parkland Spanaway	1
Swing Shift	1 - 4
Total Request	3-7

Increase in Number of Sergeants

Sergeants	
Foothills	3
Mountain	3
Peninsula	3
South Hill / Parkland Spanaway	3
Higher Span of Control	12
Narrower Span of Control during Busier Times	18

Total Suggested Hires

Category	Number
Patrol/Deputies	40
Sergeants (12 minimum to 18 ideal)	12 – 18
Lieutenants (3 minimum to 7 ideal)	3 – 7
Bureau Chief	1
Contract Employees / Background Unit	3
Forensics	2
Co-Responders	7
Community Policing / Engagement Coordinator	1
Research and Development	1
General Office / Data	2
Total New Hires (Range)	72 – 82

Benefits of Increasing Staff

- Increased safety for officers
- Decreased risk
- Enhanced service delivery to the community
- Ability to address problems rather than respond to them
- Increased access to law enforcement services by community members
- Improved efficiencies

Phased in Approach – Year 1

- 5 Year Plan
- Year 1
 - Create an Addition Command Staff / Bureau Chief Position
 - Provide Lieutenants in Detachments and on Swing Shift
 - Civilianize Background Investigations
 - Formalize Strategic Plan, Community Engagement Model, and co-responder approach
 - Hire Office Staff, Forensics (1 of 2), Professional Staff
 - Hire Additional Deputies to Fill Vacancies Created by Promotions

Phased in Approach – Year 2

- Year 2
 - Hire Forensics (2 of 2)
 - Hire Deputies (new and replacement for attrition)
 - Evaluate crime trends and community engagement
 - Begin Co-Responder Hiring

Phased in Approach - Year 3-5

- Year 3-5
 - Hire Deputies (new and replacement for attrition)
 - Add Sergeants Positions
 - Continue Co-Responder Hiring
 - Evaluate Crime Trends and Community Engagement
 - Evaluate Changes in Community and Response Needs

Funding Strategies

- Phased in approach
- 1/10 of 1% for co-responders
- Law and Justice funds
- Levy
- Grants (state/federal)

Next Steps

Further
Conversation

- Consider scheduling further conversation with Council at Public Safety Committee meeting

2017 Budget
Supplemental

- Sheriff will submit the phased-in numbers in the 2017 budget supplemental

Strategic
Plan

- Sheriff will work to develop an enhanced strategic plan

Finalize
Evaluation

- Finalize the evaluation of the Criminal Investigative Division



Public Safety Strategies Group

Public Safety Strategies Group LLC

486 Main Street

West Townsend, MA 0147

978-314-7283

info@publicsafetystrategies.com

www.publicsafetystrategies.com