



***Puyallup Police Department and Jail Services
Staffing Study***

City Council Summary

matrix 
consulting group

Project Scope of Work

- ◆ To evaluate staffing and operations in each Police Department function to include the Jail.
- ◆ To ensure that operations and management contribute to the effective and efficient use of Police Department personnel and are consistent with 'best practice.'
- ◆ To identify key approaches to law enforcement service delivery that, if modified, could contribute to enhanced efficiency or effectiveness in service delivery.

Methodological Overview

- ◆ Extensive input from Police Department personnel through face-to-face interviews and an employee survey.
- ◆ In-depth data collection and analysis of workloads, service levels, resource needs and service delivery alternatives.
- ◆ Comparison of the Police Department's key operations to 'best practices' in law enforcement.
- ◆ Collaboration with police department staff to obtain information, review operational assumptions and identify alternatives.
- ◆ Development of several interim deliverables to devise findings, conclusions and recommendations for the draft and final report.

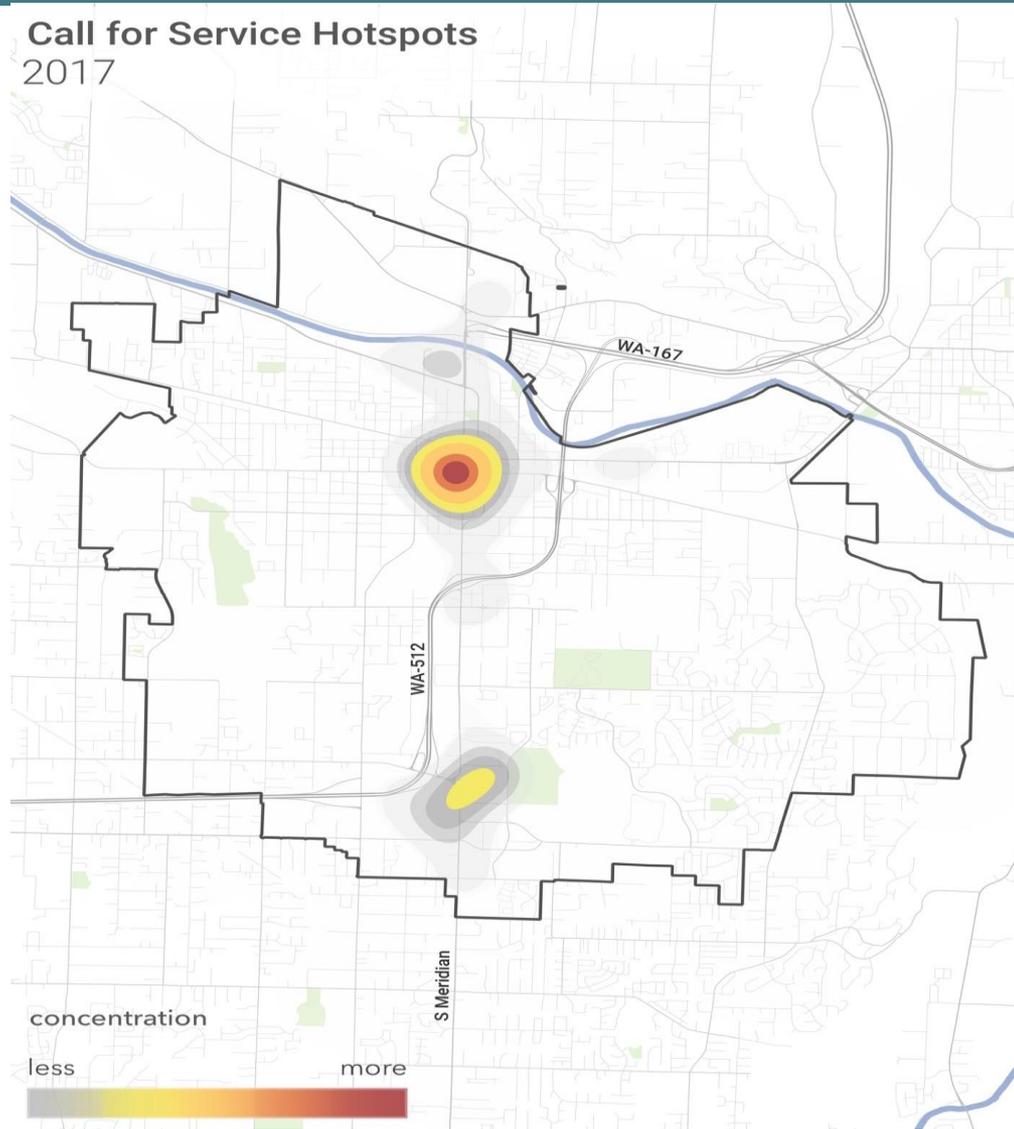
Crime Trends in Puyallup

	2012	2013	2014	2015	2016	
Violent Crime	96	104	109	107	135	
Criminal Homicide	0	2	0	3	2	
Rape	18	15	22	13	18	
Robbery	36	28	45	40	58	
Aggravated Assault	42	59	42	51	57	
Property crime	–	3,027	2,780	2,734	2,773	
Burglary	–	410	400	349	386	
Larceny-Theft	2,320	2,301	2,097	2,175	2,060	
Motor Vehicle Theft	264	316	283	210	327	
Arson	14	11	11	13	23	
Part I Crimes Per 1,000	72.4					
5YR Violent Crime						▲ 41%
5YR Property Crime						–

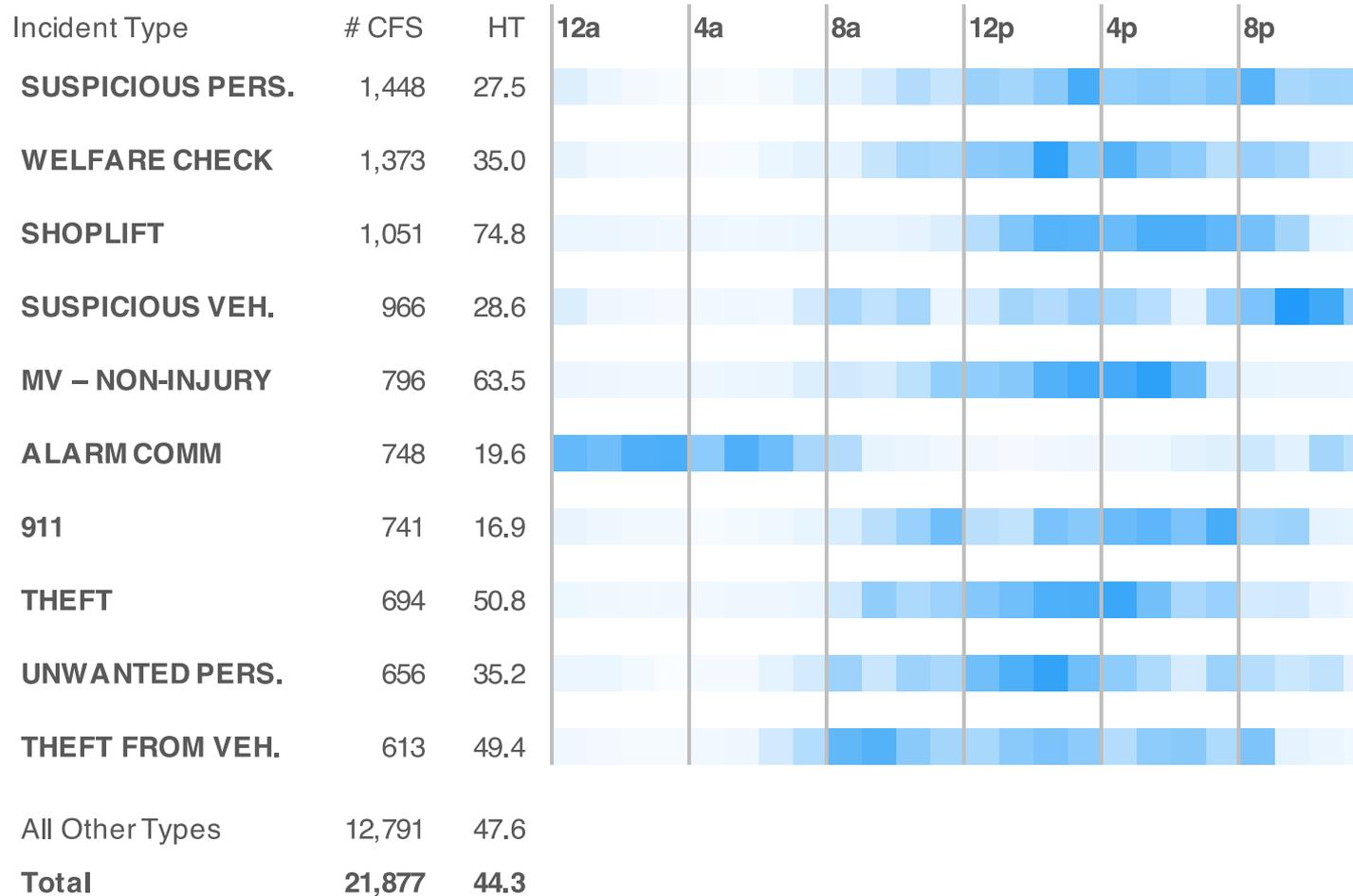
- ◆ Puyallup suffers from property crime issues– mostly theft (e.g. Mall)– compared to their similar sized counterparts.
- ◆ Person crimes are on the increase but overall numerically low– one crime every 3 days.
- ◆ New 2017: Violent Crime +2.9%; Property -10.2%

Calls for Service Hotspots

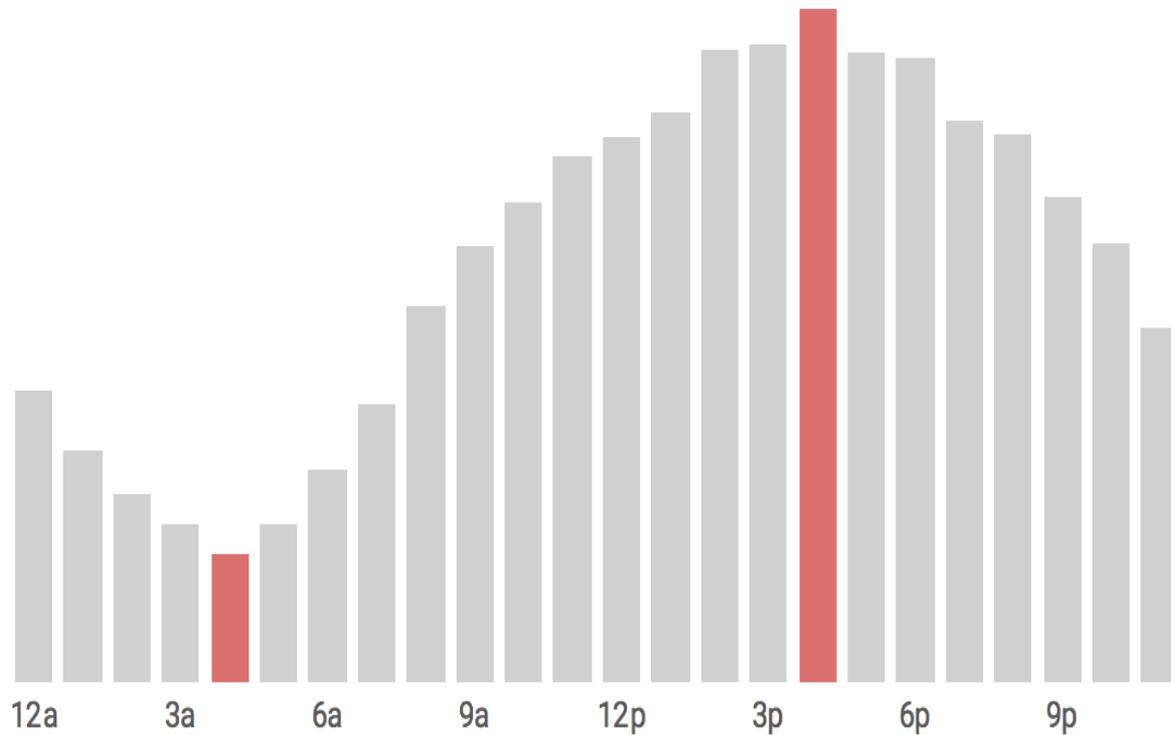
Call for Service Hotspots
2017



Community Characteristics – Top 10 Calls and Handling Times (HT)



Community Characteristics – Calls by Hour of Day



MCG's Approach to Evaluating Patrol Operations – Proactive Time

- ◆ We use proactive time modeling as a cornerstone of our patrol staffing evaluations.
- ◆ We do not use officers-per-thousand-- neither does the *International Association of Chiefs of Police* (IACP)
- ◆ Proactive time is the amount of “free” time available to patrol after responding to community calls for service as well as performing all required administrative tasks. These include:
 - Report writing
 - Shift briefings
 - Meal breaks
 - On-duty court, training, etc.
- ◆ Depending on a community's unique characteristics and needs, proactive time should ideally be “around the **40% range**,” +/- 5% (five hours of a twelve hour day is spent proactively)

Proactive Time for Patrol Officers at “Actual” Staffing Levels

Total Patrol Net Available Hours		40,936
Total Patrol Workload Hours	–	38,005
Resulting # of Uncommitted Hours	=	2,932
<i>Divided by total net available hours</i>	<i>÷</i>	40,936
Overall Officer Proactivity Level	=	7.2%

- ◆ Overall proactive time for patrol officers is the *lowest* we have seen in our experience. Such proactive time levels require patrol officers to obtain regular support from field supervisors and specialized assignment staff.

Primary Responding Officer Designation	# of CFS	% of Total
Patrol Officer	17,736	81.1%
Patrol Sergeant	2,305	10.5%
Specialty Unit	1,166	5.3%
Criminal Investigations	248	1.1%
Command Staff	75	0.3%
Other	347	1.6%
Total	21,877	100.0%

Achieving a 40% Proactive Time Target

- ◆ In order to improve proactive time to appropriate levels, additional patrol resources are necessary, as well as modifications in some patrol-related business practices.
 - Increase Patrol Officer staffing by six (6) authorized positions.
 - Modify the approach to patrol officer field back-up (reduce frequency and time on-scene).
 - Add a Swing Shift to cover peaks in call-for-service workload.
- ◆ With the recommended modifications, a total of 34 patrol officers are required when back-up rate is reduced to 0.55 units per call for service and back-up unit handling time matches the primary unit.

Patrol Supporting Units

- ◆ **Traffic Unit** – Existing dedicated PPD resources to a Traffic Unit are minimal. This has been a long-standing issue.
 - Develop a City-wide traffic-enforcement philosophy to help guide traffic enforcement efforts and related staffing levels.
 - Continue to compare to other progressive agencies with respect to operations.
 - Recommended initial staffing is four (4) Motor personnel– 1 riding sergeant and 3 officers.
- ◆ **K9 Unit** – The K9 unit is a best-practice approach to law enforcement.
 - Maintain the size of the unit at two (2) officers and dogs.
 - Upon recommended patrol staffing, revise the types of calls for service to which K9 officers will respond.

Re-organize Investigative and Specialized Services

- ◆ Specialized services, such as the problem-oriented policing (POP) unit, and investigations can be re-organized to enhance operations.
 - ➔ Consolidate problem-oriented and community-oriented efforts such as indigent population support, directed problem resolution and community outreach, and narcotics enforcement into one team.
 - ➔ Re-organize detectives and transfer one (1) sergeant and (1) detective to other needed service areas, resulting in an Investigation Unit of nine (9) sworn staff.
 - ➔ Develop a Problem-oriented Policing Unit, as described, composed of one (1) sergeant and four (4) sworn staff.
- ◆ Other specialized support includes the following changes:
 - ➔ Add one (1) civilian property clerk.
 - ➔ Add a half-time records clerk.
 - ➔ Add one (1) sworn Training Coordinator.
 - ➔ Re-assign one (1) sergeant to an Administrative Sgt.

Jail Evaluation – Facility

- ◆ The jail was constructed in 1968 and was renovated in 1992.
- ◆ While the facility may be dated and not designed with modern design philosophies, the facility appeared to be well maintained for its age.
- ◆ Nevertheless, there are several facility issues:
 - There is no dedicated outdoor recreation area;
 - There is limited programming space available in the jail;
 - There is no juvenile processing or holding area;
 - There is limited day-room space for female inmates;
 - There is an inability to provide direct inmate supervision.
- ◆ The jail facility suggests that other longer-term solutions would be most appropriate for "best practice" detention services.

Jail – Staffing Issues

- ◆ There are several periods throughout the week in which only one correction officer is scheduled to work.
- ◆ More frequently, there are corrections officers without direct jail supervision. Such staff must rely on patrol sergeants, as needed, which is inconsistent with best practice jail operations.
- ◆ Staffing changes should occur to ensure 24/7 supervision and a minimum of two (2) staff on-duty at all times.
- ◆ An increase in authorized staffing of two (2) Corrections Sergeants and three (3) Correction Officers is recommended.

Jail – Key Operational Changes

- ◆ Move from the 10-hour shift to the 12-hour shift, resulting in more efficient coverage and fewer staff needs.
- ◆ Assign one (1) Corrections Officer to an alternatives to incarceration Program Coordinator to facilitate alternatives with the Municipal Court.
- ◆ Update policies regarding video camera recording, minimum staffing levels, and trustee access to property.

Net Staff Changes in PPD

- ◆ A total of 15.5 new authorized positions are recommended. The following table shows these adjustments.

Position	Actual at time of Report	Authorized	Recommended	Net Change Auth. Vs. Rec.
Chief	1	1	1	+0
Deputy Chief	1	1	1	+0
Captain	3	3	3	+0
Corrections Lt.	1	1	1	+0
Sergeant	8	8	8	+0
Civilian Supervisor	1	1	1	+0
Officer	30	33	42	+9
Detective	9	9	9	+0
Correction Sgt.	2	2	4	+2
Correction Officer	10	10	13	+3
Civilians	8	8	9.5	+1.5
Intern	0.5	0.5	0.5	+0

QUESTIONS?

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