



Policing and Community Safety

City of Tacoma | Police Department

City Council Study Session
August 24th, 2021



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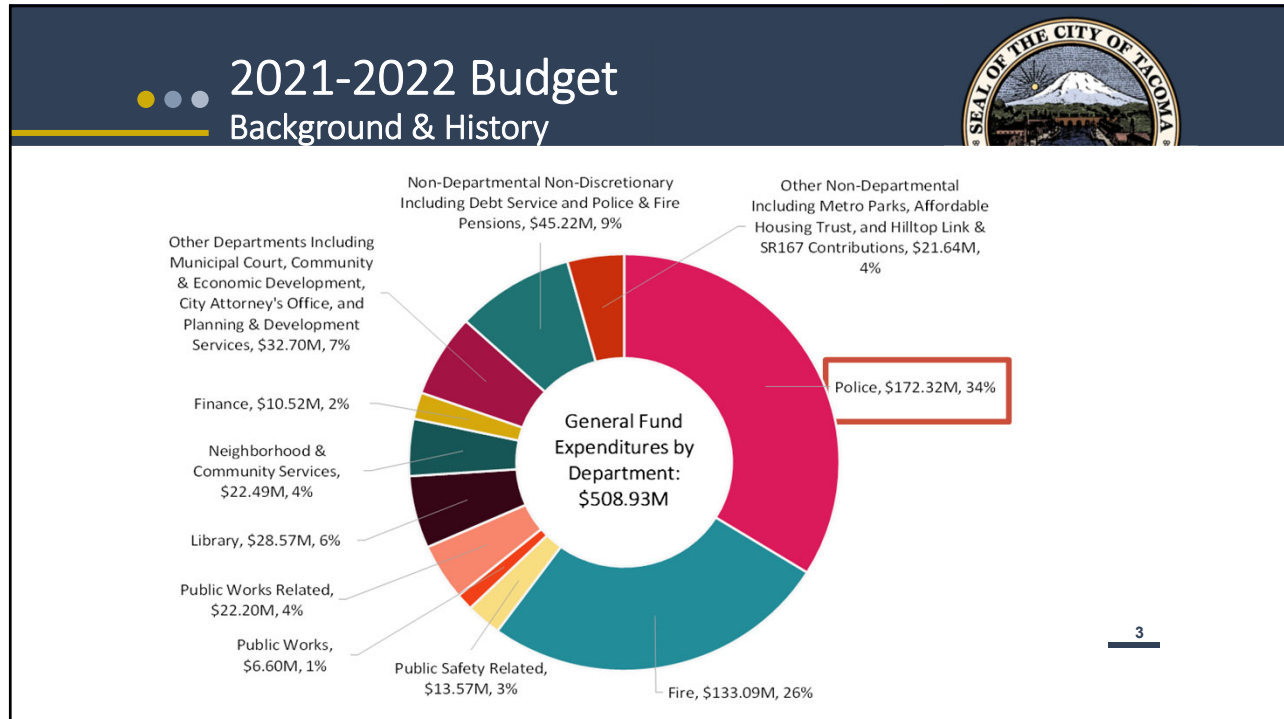
Agenda



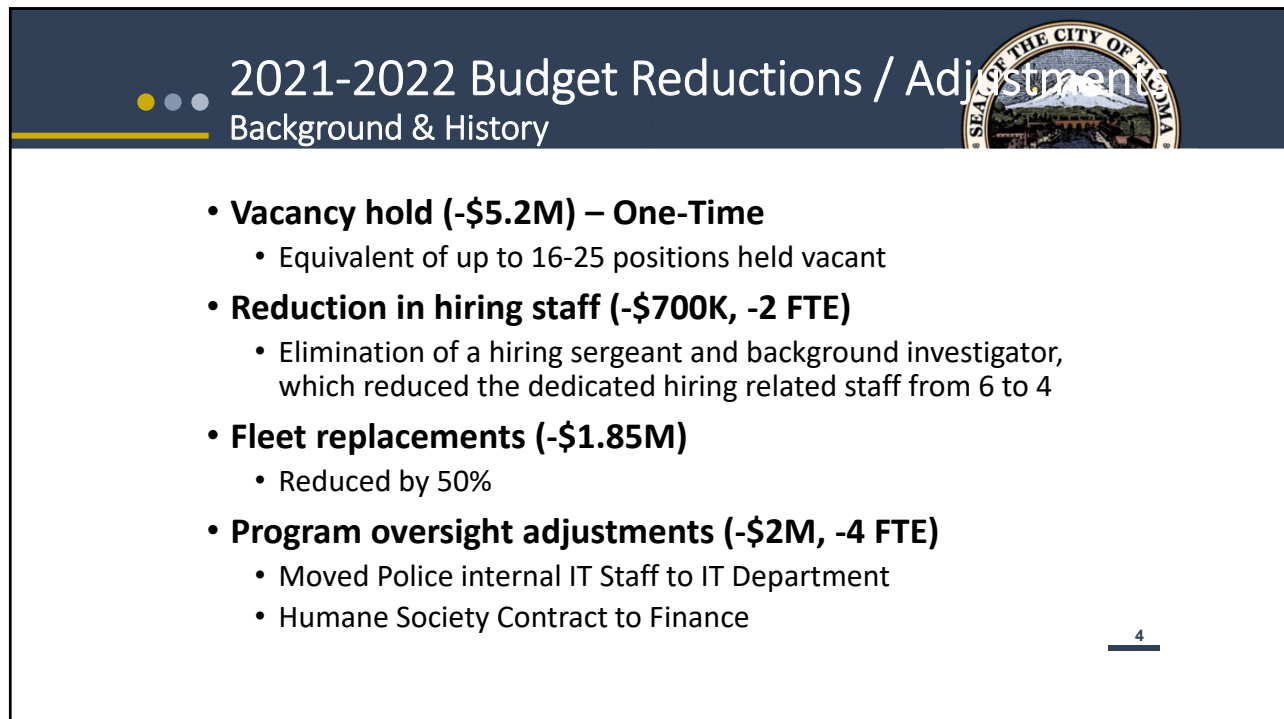
- **Background & History**
 - 2021/22 Budget, Staffing Studies, Transformation, Recent Law Enforcement Changes/Decisions
- **Crime Statistics**
 - Trends, Type, Response Times, Calls for Service, Location
- **Personnel & Staffing**
 - Retirements, Vacancies, Overtime, Hiring, Deployment
- **Current Response to Trends**
- **Patrol Increase Options**

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2021-2022 Budget

Background & History




Budgeted FTEs	2020	2021	2022
Commissioned	366	364	364
Non-Commissioned	43.5	39.5	39.5
Total	409.5	403.5	403.5

2021- 2022 Changes

- Moved Police IT Staff to IT (-4.0)
- Eliminated a Police Officer and Sergeant (-2.0)


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2021-2022 Budget

Background & History



- **Policing Studies**
 - Matrix Comprehensive Staffing Study (May 2020)
 - 21CP Current State Assessment (March 2021)
 - Workforce Equity Study (May 2021)
 - Alternative Response / Divertible Calls Study (May 2021)

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Staffing Studies

Background & History



- **Matrix Comprehensive Staffing Study (\$5.71M - May, 2020)**
 - Operations: 12 Patrol Officers (*\$1.8M annually*)*, 1 Animal Care Officer (\$113k annually),
 - Investigations: 1 Lieutenant, 4 Sergeants, 10 Detectives, 2 Crime Techs (\$2.86M annually)
 - Administrative Services: 2 Background Officers, 1 fleet Coordinator, 1 Financial Assistant, 1 Crime Supervisor, 1 Crime Analyst (\$832k annually)
 - Office of Chief: 1 Administrative Support Specialist (\$105k annually)

- **Alternative Response / Divertible Calls (\$2.08M - May, 2021)**
 - Non-Emergency Call Diversion: 10 Community Service Officers and 1 CSO Supervisor (*\$1M annually*)*
 - Encampment Response: 2 Program Dev. Specialists (\$134K annually)
 - Crisis Response Team: 4 Designated Clinical Responders and 4 EMT (\$946K annually)

**Only One or the Other Needed*

Note: Implementation of Studies not Budgeted

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Transformation

Background & History




- **21 CP Current State Assessment (March 2021)**
 - Assessment of the Tacoma Police Department's current practices, procedures, and operations.
 - 63 recommendations, progress report found on COT Transformation Website

- **Funding for Transformation (\$1 M)**
 - Office of Community Safety (\$500K); Additional Transformational Funding (\$500K)
 - Allow City to adapt and respond to broader community definition of community safety and support implementation of transformational ideas/recommendations identified during community-led transformation process

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2021-2022 Budget Enhancements Background & History




Transformation Enhancements	Amount	FTEs	Status
Body Camera Implementation	\$1,740,000	5.0	Phase I - Complete
Project PEACE Phase II	230,000	1.0	Complete / Implementation
Office of Community Safety Start-up Funding	500,000	-	Community Process / Contract Development
Transformational Funding	500,000	-	Community Process
Alternative Response / Divertible Calls Study	40,000	-	Complete
21CP Current State Assessment	115,000	-	Complete
NCS Position for Data Analysis	263,000	1.0	In Development
Communications Support	225,000	1.0	In Development
Phase II - Body Cameras & Dash Cameras**	2,000,000	3.0	In Development
Transformation Efforts (Divertible calls)**	480,000	-	In Development
Lexipol (Policy compliance)*	170,000	-	Contract in Place
Total	\$6,108,000	11.0	

**ARPA Funding
*State Funding

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Transformation Background & History

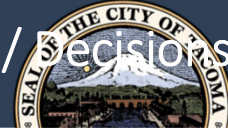


<p>Complete:</p> <ul style="list-style-type: none"> • City Council Resolution 40622 • 8 Can't Wait • Obama Pledge • Heal the Heart Creation • Transformation Website and Weekly Updates • Body Worn Cameras / Policy • Studies: 21 CP Current State Review; Alternative Response 	<p>Under Way:</p> <ul style="list-style-type: none"> • State and Federal Legislative Changes • Heal the Heart • Community Police Advisory Committee Policy Recommendations • Reconciliation - National Network for Safe Communities • Project Peace II • Dash Cameras • Studies: Implementation <u>10</u>
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Recent Law Enforcement Changes / Decisions

Background & History

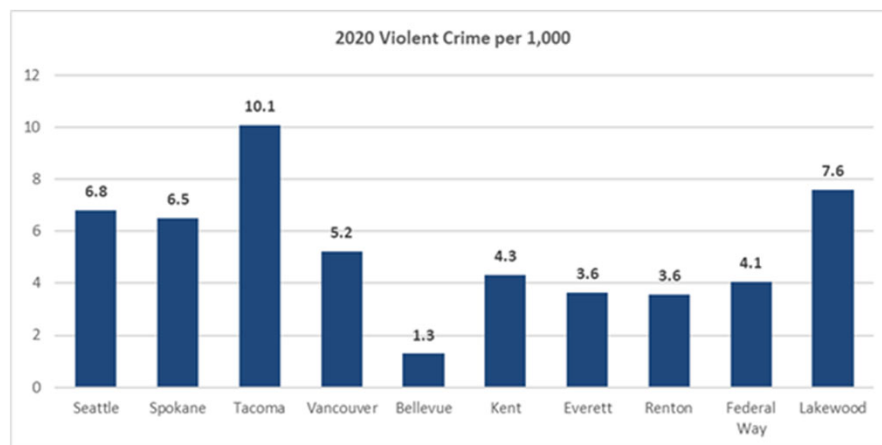


- **COVID-19 Pandemic**
 - Jail Capacity
- **Martin v. Boise Decision / CDC**
 - Homelessness Response
- **State v. Blake Decision**
 - Illegal Drugs
- **House Bills 1054 & 1310 & 1267**
 - Use of Force / De-escalation, Independent Investigations

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Violent Crime Regional Trends



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Violent Crime


Crime Statistics (January 1 to July 31)

Selected Offenses	1 January to 31 July					5 Year Trend
	2017	2018	2019	2020	2021	
Murder and Nonnegligent Manslaughter	4	9	11	16	15	
Assault Aggravated	541	611	636	586	815	
Sex Offenses, Forcible	204	242	245	163	140	
Robbery	227	302	261	237	254	

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Violent Crime By Council District (January 1 to July 31)




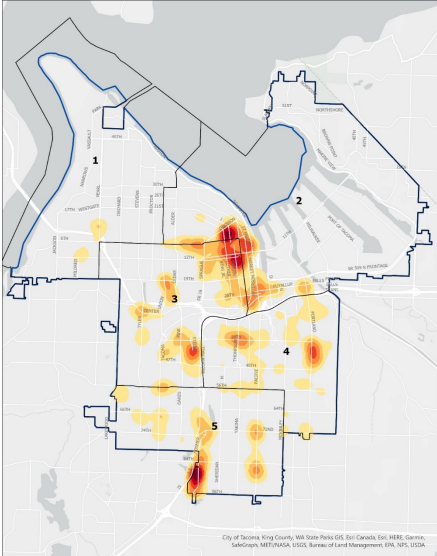
Selected Offenses	1 January 2021 to 31 July 2021					Total
	Dist 1	Dist 2	Dist 3	Dist 4	Dist 5	
Aggravated Assault	49	158	232	176	200	815
Homicide	2	3	4	3	3	15
Robbery	16	34	96	52	56	254
Sex Offenses, Forcible	9	30	36	25	40	140
Total for Selected Offenses	76	225	368	256	299	1224
Percent of Total (District/Total)	6.2%	18.4%	30.1%	20.9%	24.4%	

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Violent Crimes Heat Maps (January 1 to July 31)





City of Tacoma, King County, WA State Parks GIS, Esri Canada, Esri, HERE, DeLorme, Swiremap, NAVTEQ, USGS, Bureau of Land Management, EPA, NPS, USGS

Top 5 Locations

- 84th to 96th along South Hosmer St
- 38th to 48th along Portland Ave
- 38th to 47th between South Tacoma Way and Steele St
- Division to S 19th between MLK and Pacific Ave
- Yakima to Pacific Ave - South Tacoma Way to East D St

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Property Crimes

Crime Statistics (January 1 to July 31)



Selected Offenses	1 January to 31 July					5 Year Trend
	2017	2018	2019	2020	2021	
Arson	42	58	60	80	152	
Burglary/Breaking and Entering	1256	1144	1092	1109	1075	
Larceny/Theft	4701	4496	4805	4957	4616	
Motor Vehicle Theft	1160	1109	861	1085	1624	

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Property Crimes By Council District

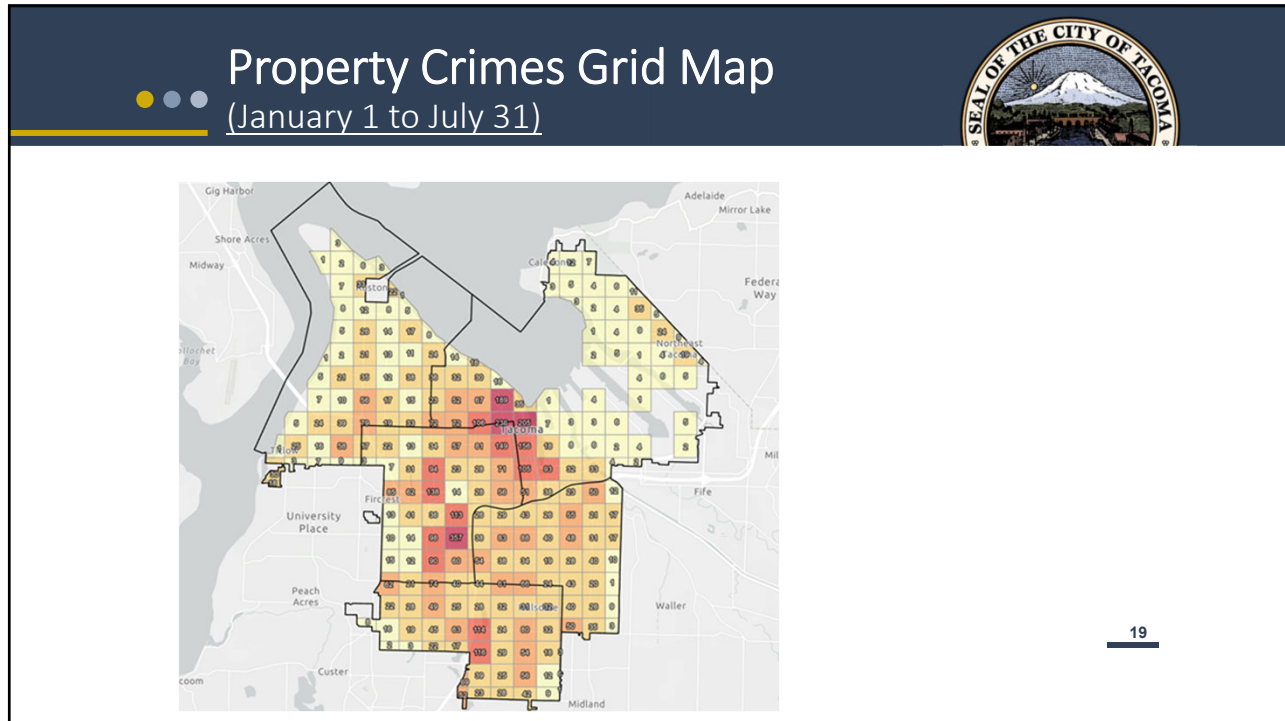
Crime Statistics (January 1 to July 31)



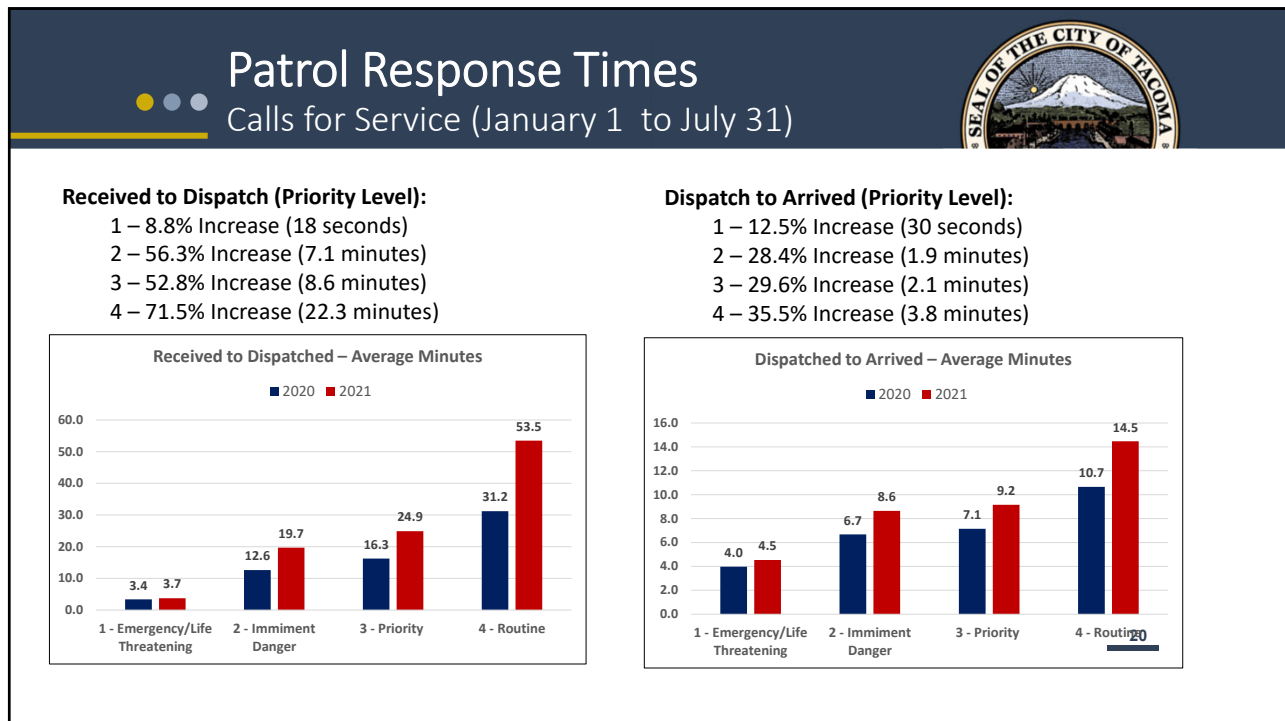
Selected Offenses	1 January 2021 to 31 July 2021					Total
	Dist 1	Dist 2	Dist 3	Dist 4	Dist 5	
Arson	10	48	50	21	23	152
Burglary/Breaking and Entering	93	227	337	168	250	1075
Larceny/Theft	604	1002	1481	690	839	4616
Motor Vehicle Theft	162	349	511	248	354	1624
Total for Selected Offenses	869	1626	2379	1127	1466	7467
Percent of Total (District/Total)	11.6%	21.8%	31.9%	15.1%	19.6%	

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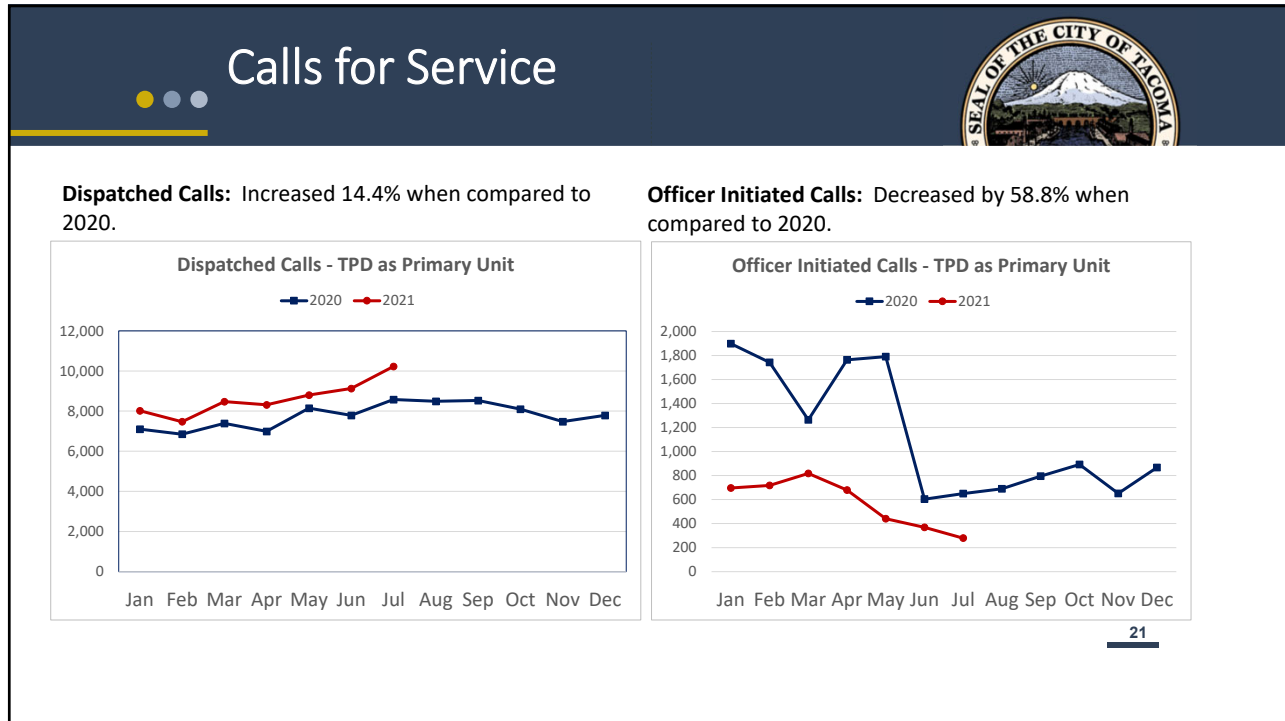
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Patrol Deployment Model

Personnel & Staffing



- Patrol Officers- Responsible for 911 Calls Throughout City
- 173 Patrol Officers Budgeted (157 Filled, 127 Available)
- 25 Sergeants, 5 Lieutenants, 1 Captain
- 2 Rotating Days Off

Targeted Staffing


- 15 Days
- 22 Swings
- 22 Graves

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Filed Vs. Vacant Positions

Personnel & Staffing



403.5 Budgeted Positions

- 363.5 Filled
- 40 Vacant


Commissioned	Filled FTE	Vacant FTE	Total Budgeted
Chief	1	0	1
Assistant Chief	3	0	3
Captain	4	0	4
Lieutenant	15	0	15
Sergeant	42	0	42
Detective	54	4	58
Patrol Officer	207	34	241
*Filled/Not Assigned Positions	0	0	0
Total	326	38	364

Non-Commissioned	Filled FTE	Vacant FTE	Total Budgeted
Animal Control Supervisor	1	0	1
Animal Control Officer	3	0	3
Administrative Assistant	1	0	1
Community Relations Specialist	1	0	1
Crime Analyst, Sr	1	0	1
Crime Analyst	1	0	1
Crime Program Technician	2	0	2
Forensic Manager	1	0	1
Forensic Services Supervisor	2	0	2
Forensic Specialist	1	0	1
Latent Print Examiner	3	0	3
Crime Scene Technician	5	2	7
Financial Manager	1	0	1
Financial Assistant	3	0	3
Office Manager	1	0	1
Police Admin Support Specialist	10	0	10
Grounds Maintenance Worker	.5	0	.5
Total	37.5	2	39.5

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Hires vs. Separations

Personnel & Staffing



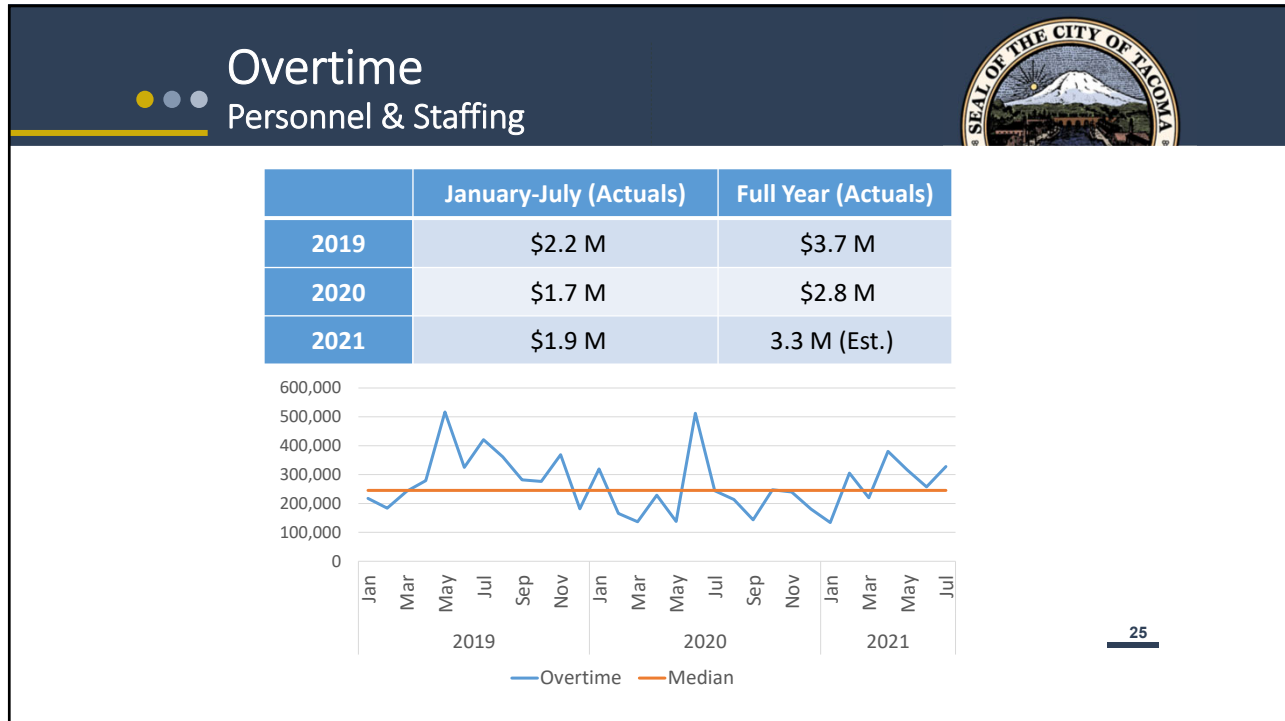
Commissioned Officers

Year	Hires	Separations
2017	27	25
2018	31	25
2019	38	21
2020	12	23
2021	9	34*

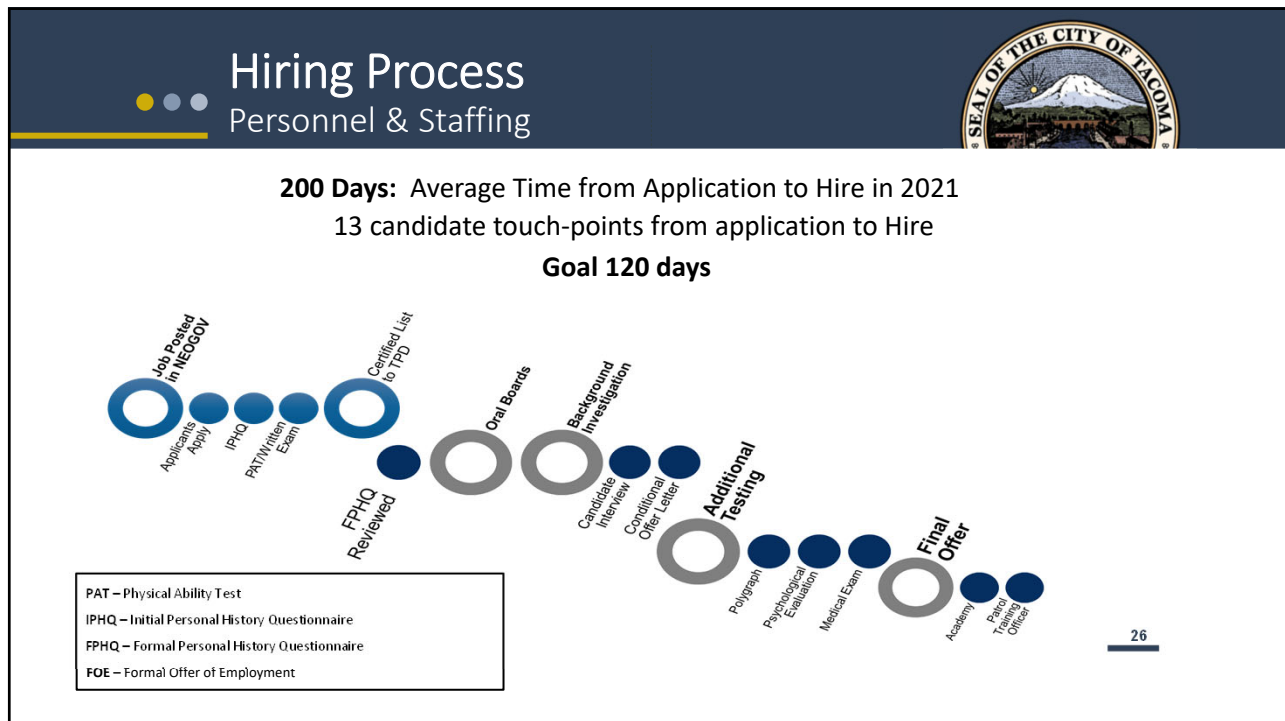
*Includes two officers leaving by 8/31

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Hiring Process

Personnel & Staffing






18 month timeline from Recruit Officer to Primary Call Responder


- 8 month hiring process
- 2 months pre academy
- 4 months BLEA (Basic Law Enforcement Academy) – commissioned upon graduation
- 4 months post academy
- Officer assumes Primary Call Responder Role (12 month probation) 27

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Hiring Process

Personnel & Staffing



- National & Regional Staffing Difficulties
- Jurisdictional Differences- Public Safety Testing
- Hiring and Retention Incentives

Improvements

- Hiring Efforts- Increase Testing Dates
- Marketing Efforts- Hired Ad Agency to attract BIPOC applicants
- Diversity efforts- Pledge 30 for 30 targeting females 28

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Current Response to Trends



- Ad Hoc Specialized Units to Address Crime Trends:
 - Ie. Drive by Shootings & Arsons
- Exploring Overtime Patrol Emphasis Options
- Redeploy non-dispatch times to focus on areas of concern

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Options for Increasing Patrol



- What increases could be done “now” – impacts?
- What increases will we see if/when implement Alt. Services Study recommendation?
- What increases would we see with additional funding specifically for patrol – timing – impacts/other positions?

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Summary



- Complex Integrated Systems Approach
- Short-Term & Long-Term Impacts

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2021-2022 Budget
Background & History



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graph TD; Chief[Chief] --- ASB[Administrative Services Bureau]; Chief --- IB[Investigations Bureau]; Chief --- OB[Operations Bureau];
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Total Full-Time Equivalent (FTE) Employees:
Budgeted - 403
Actual - 363

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