

Police

October 25, 2022



AGENDA

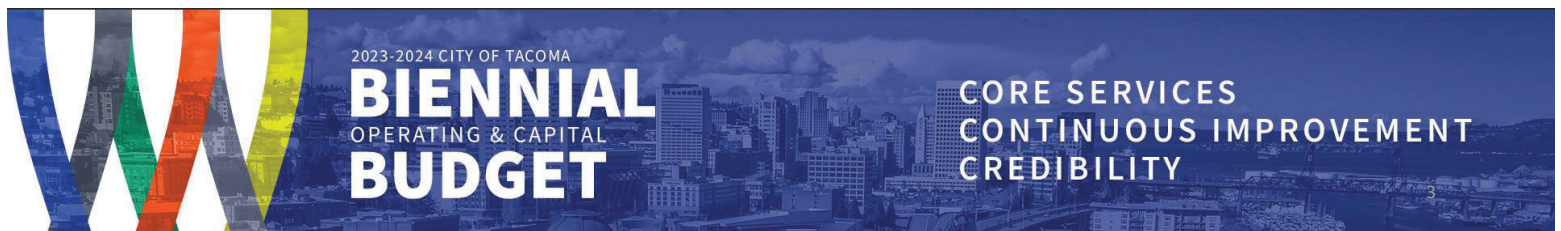
Departmental Overview

- Priorities
- Major Accomplishments - 2021-2022
- Financials

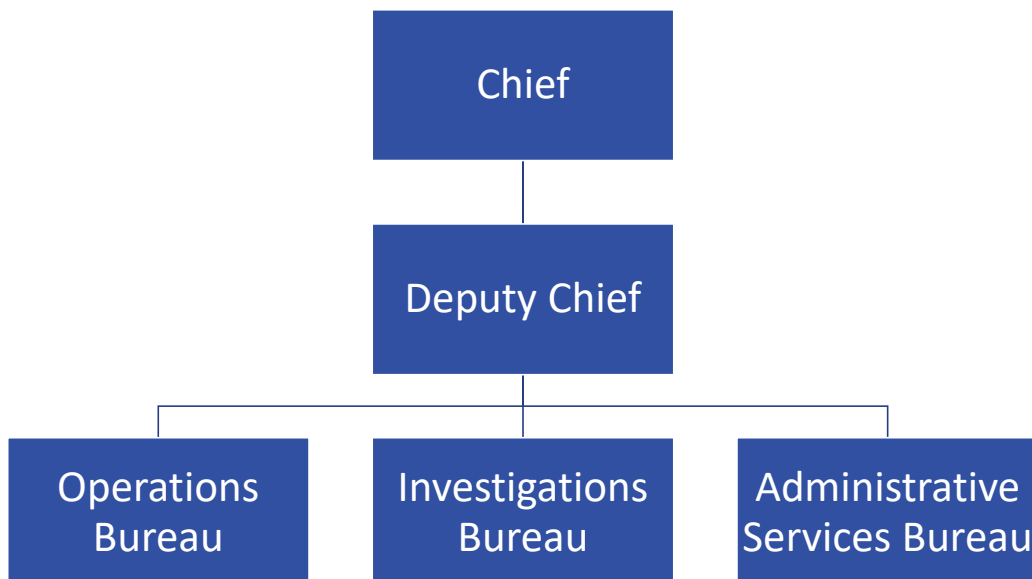
Issues and Consideration

- Departmental Challenges
- Hiring/Staffing
- 2023-2024 Strategy/Goals
- 2023-2024 Major Initiatives and Proposals

OVERVIEW AND STRATEGY



Organizational Structure



Priorities – Three Pillars

Crime Reduction (Community Safety)

- Violent Crime Plan

Organizational Health/ Morale (Organizational Effectiveness)

- Hiring
- Retention

Community Relations & Trust (Belief & Trust)

- Staffing
- Fleet
- Technology

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Major Accomplishments 2021-2022

Chief Moore appointed January 18, 2022

Leadership Team

Appointed to reflect diversity in education, experience, gender and ethnicity

Implementation of Duty Command

Hiring/Recruiting

- Increased Diversity of Applicants
- Full time Recruiting Officer
- Reflect and Protect Website - [Reflect Tacoma](#) | [Protect Tacoma](#)
- Lateral Incentive (\$25k)



Community and Youth Engagement

- Met with local law enforcement and federal partners
- Community, Neighborhood and Business Meetings
- School Events, Shop Talk, Starbucks
- 53rd Citizens Academy

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Major Accomplishments 2021-2022

Investigations

- Homicide Clearance Rate
- Arson

Street Racing Emphasis

Partnered with multiple Pierce County Law Enforcement Agencies –71 Arrests

21st Century Policing Recommendations

- Use of Force Policy Revision – Will be complete by December 2022
- Hired Deputy Chief and Chief of Staff
- Created Crime Analyst Manager

Funding Approved for Forensics Personnel

- Funding approved to hire Forensics FTEs to allow for 24/7 Coverage

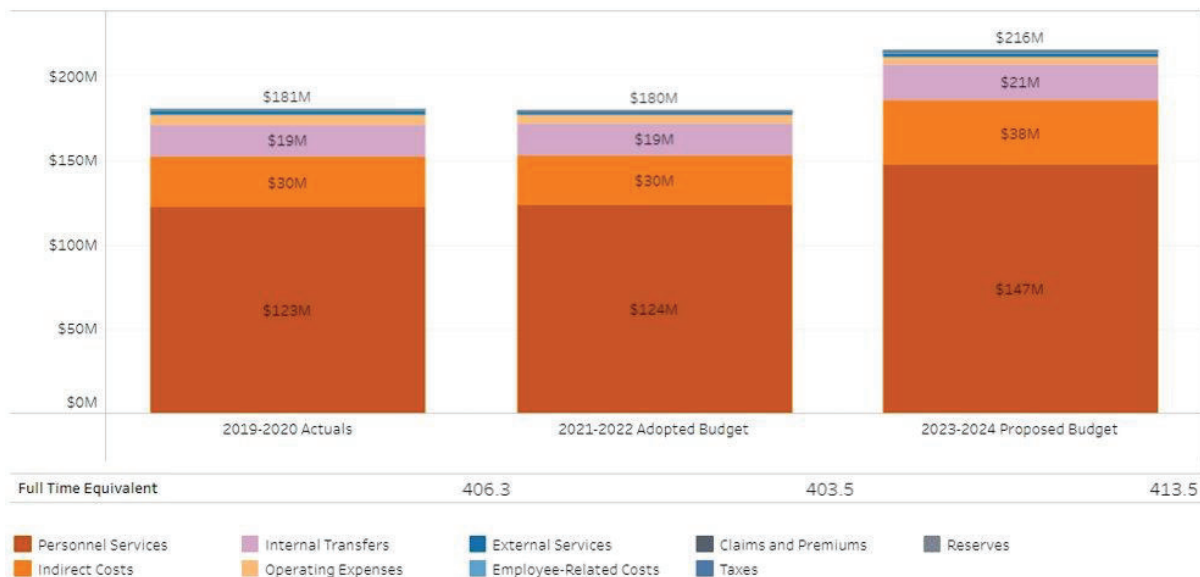
Accreditation/Certifications

- Annual Review of CALEA - Commission on Accreditation for Law Enforcement Agencies
- Recertification of CART - Child Abduction Response Team
- Forensics Accreditation

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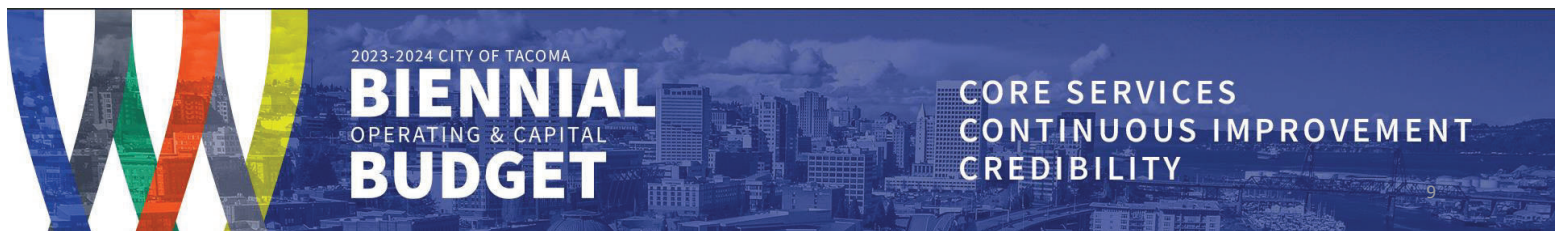
Financials by Cost Category



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Issues and Considerations



Departmental Challenges



- Attrition/Staffing
- Hiring and Recruiting
- Homelessness, Mental Illness and Opioid addiction
- Property Crimes - Violent Crimes
- Call Volume
- Intergovernmental Constraints
 - Jail Capacity
 - COVID

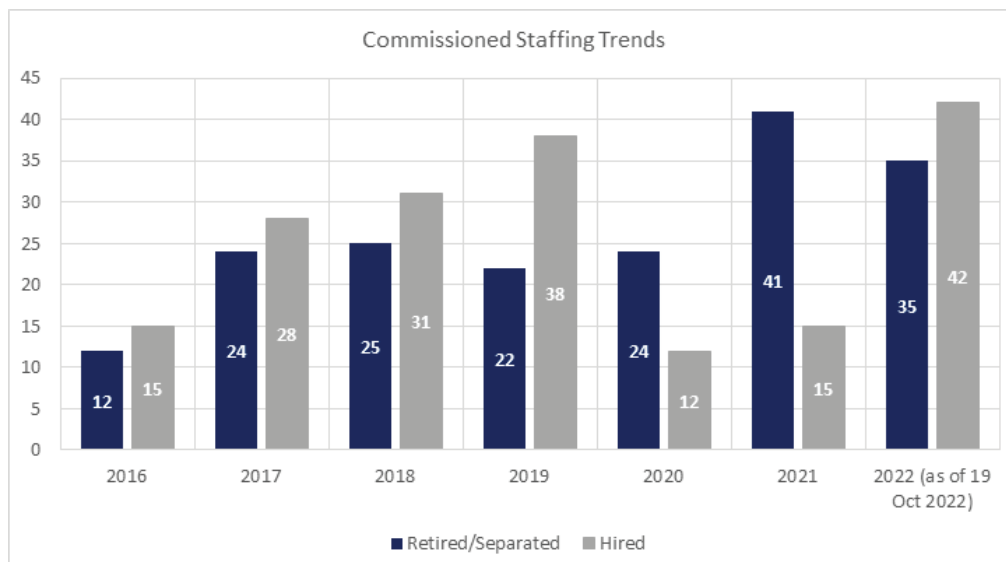
Hiring Process - Timeline

18-month timeline from Recruit Officer to Primary Call Responder

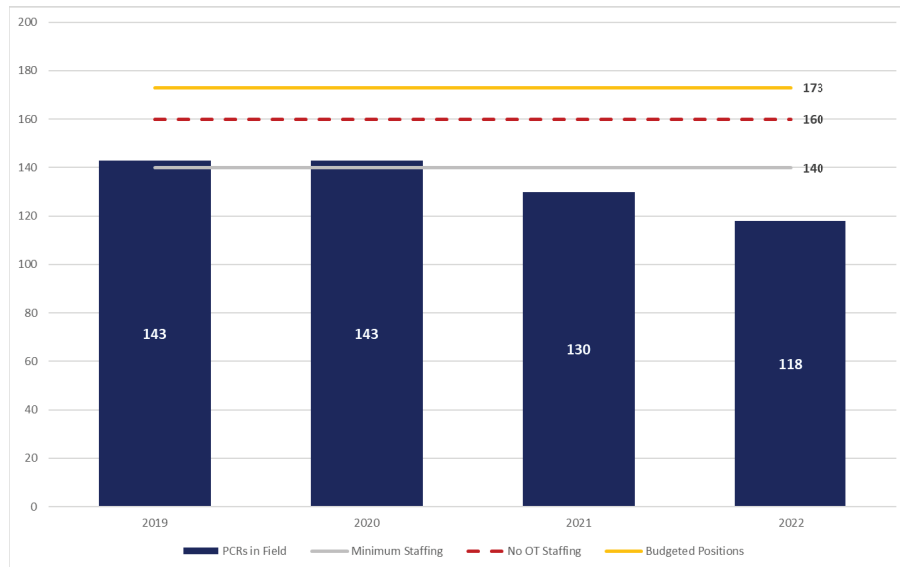
POLICE OFFICER RECRUIT		Avg. time from hire to street: 18-19 mos.	IN-STATE LATERAL		Avg. time from hire to street: 2 weeks
First Day - Academy		30 days	Start - On the street (employee will serve a 12-month probation)		2 weeks
Academy		22 – 24 weeks			
Post Academy Department Training (employee will serve a 12-month probation)		30 days			
Post Commission On-The-Job Training (candidate is evaluated by Police Training Officers in monthly rotations)		4 mos.			
Final Phase of Probation (counted toward minimum staffing levels)		7 mos.			
			OUT-OF-STATE LATERAL		Avg. time from hire to street: 4 weeks
			Equivalency Academy (employee will serve a 12-month probation)		2 weeks
			Tacoma Specific Training		2 weeks

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Staffing Trends - Commissioned



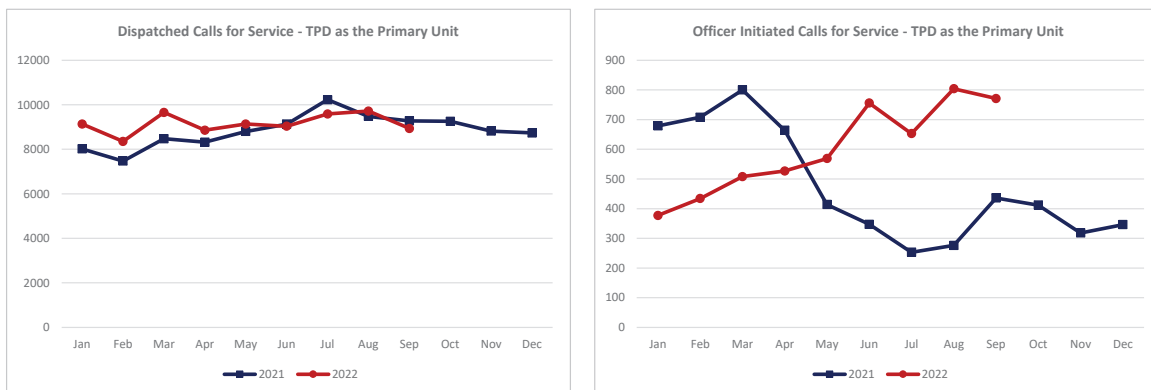
Primary Call Responders (PCR) in Field



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Calls for Service

Dispatched and Officer Initiated Calls for Service with TPD as the Primary Unit

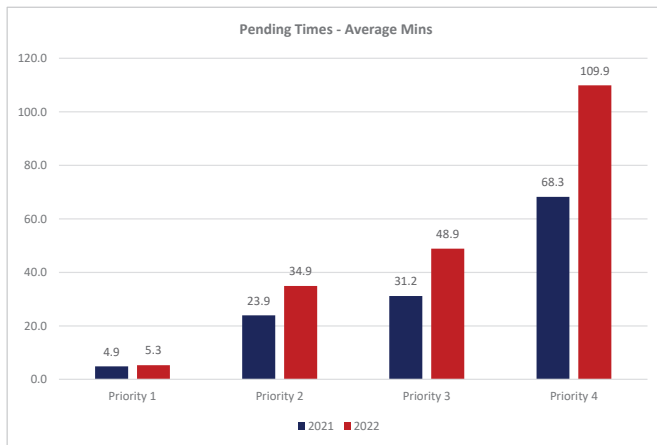


Note: Y-Axis is not the same on every graph. Do not compare.

- Tacoma Police Department as the Primary Unit
- Dispatched Calls – based on dispatched date, dispatched time, On view= 1 excludes ODUTY, TEST and DUPNCA
- Officer Initiated Calls – based on Priority = 5. Excludes POP

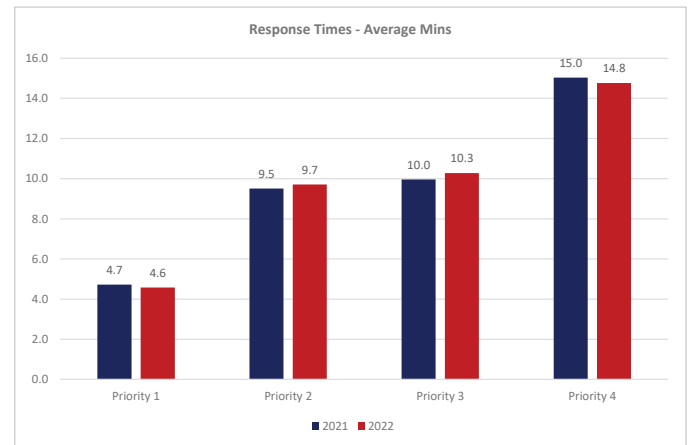
Calls For Service-Dispatch Times

Pending Time – Received to Dispatched



- Tacoma Police Department as the Primary Unit
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Response Time – Dispatched to On-scene by Priority

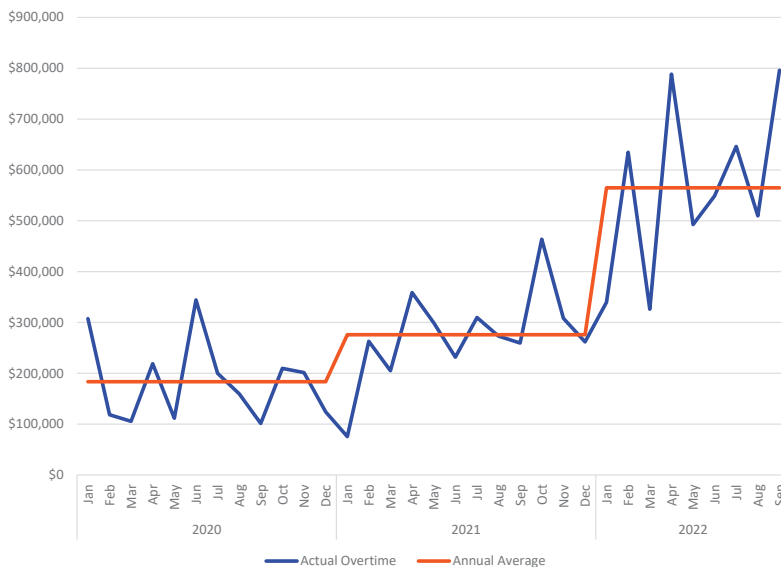


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Overtime – Personnel & Staffing



	January-September (Actuals)	Full Year (Actuals)
2020	\$1.7 M	\$2.2 M
2021	\$2.3 M	\$3.3 M
2022	\$5.0 M	\$6.7 M (est.)

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2023-2024 Strategy/Goals

- Increase Hiring, Recruitment and Retention Strategies
 - Recruitment Incentive
 - Succession Planning
- Implementation of Violent Crime Reduction Strategy based on evidence, not over-policing
- Increase Community And Youth Outreach
- Increase Tacoma residents' perception of safety in the community
 - Monthly Cold Case Media Presentations
- Fair and Impartial Policing
- Belief and Trust
 - Monthly Cold Case Presentations to media to potentially obtain new leads
 - Transformation - [Transforming the Tacoma Police Department](#)



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2023-2024 Initiatives/Proposals

Increase Forensics Staffing (+1.1M)

- This will provide 24/7 Coverage for Crimes Scene services

Employee Wellness

- Increase to existing Psychologist Contract (\$75K)

Replace Outdated Unmarked Vehicles (+600k)

- 20 unmarked vehicles over 10 years old – this will replace 10

Increase Equipment and Training Budget (+356K)

- Ballistic Vest Replacement, Annual lease payment for Tasers

New Recruit Costs (\$494K)

- Academy and New Recruit Equipment & Uniforms

Summary

- Long term/short-term moving forward
- Leadership

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