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

- Chief
- Deputy Chief
  - Operations Bureau
  - Investigations Bureau
  - Administrative Services Bureau
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

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
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

Financials by Cost Category

[Graph showing financial breakdown by cost category for 2019-2020 Actuals, 2021-2022 Adopted Budget, and 2023-2024 Proposed Budget.]
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

<table>
<thead>
<tr>
<th>POLICE OFFICER RECRUIT</th>
<th>Avg. time from hire to street: 18-19 mos.</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Day - Academy</td>
<td>30 days</td>
</tr>
<tr>
<td>Academy</td>
<td>22 – 24 weeks</td>
</tr>
<tr>
<td>Post Academy Department Training (employee will serve a 12-month probation)</td>
<td>30 days</td>
</tr>
<tr>
<td>Post Commission On-The-Job Training (candidate is evaluated by Police Training Officers in monthly rotations)</td>
<td>4 mos.</td>
</tr>
<tr>
<td>Final Phase of Probation (counted toward minimum staffing levels)</td>
<td>7 mos.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IN-STATE LATERAL</th>
<th>Avg. time from hire to street:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start - On the street (employee will serve a 12-month probation)</td>
<td>2 weeks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUT-OF-STATE LATERAL</th>
<th>Avg. time from hire to street:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equivalency Academy (employee will serve a 12-month probation)</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Tacoma Specific Training</td>
<td>2 weeks</td>
</tr>
</tbody>
</table>

Staffing Trends - Commissioned

Commissioned Staffing Trends

- Retired/Separated
- Hired

Primary Call Responders (PCR) in Field

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.
Calls For Service - Dispatch Times

Pending Time - Received to Dispatched

- Tacoma Police Department as the Primary Unit
- Dispatched Calls - based on dispatched date, dispatched time, On view= 1 excludes ODUTY, TEST and DUPNCAN

Response Time - Dispatched to On-scene by Priority

- Tacoma Police Department as the Primary Unit
- Dispatched Calls - based on dispatched date, dispatched time, On view= 1 excludes ODUTY, TEST and DUPNCAN

Overtime – Personnel & Staffing

- January-September (Actuals)
- Full Year (Actuals)

<table>
<thead>
<tr>
<th>Year</th>
<th>January-September (Actuals)</th>
<th>Full Year (Actuals)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$1.7 M</td>
<td>$2.2 M</td>
</tr>
<tr>
<td>2021</td>
<td>$2.3 M</td>
<td>$3.3 M</td>
</tr>
<tr>
<td>2022</td>
<td>$5.0 M</td>
<td>$6.7 M (est.)</td>
</tr>
</tbody>
</table>
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

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