

SHERIFF'S OFFICE OPERATIONS AND DATA ANALYSIS REPORT

PINAL COUNTY, ARIZONA



CPSM[®]

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Exclusive Provider of Public Safety Technical Services for
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Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all of the activities of local government — parks, libraries, recreation, public works, economic development, code enforcement, Brownfields, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Its work includes both domestic and international activities in partnership with local, state, and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has had teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA Center for Public Safety Management (ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, emergency management, and homeland security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility, and reduced costs in meeting members' needs as ICMA will be expanding the services that it can offer to local governments. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

Center for Public Safety Management, LLC (CPSM) is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA. The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it has for the past seven years for ICMA.

CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify and disseminate industry best practices. We have conducted more than 269 such studies in 37 states and 204 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Pinal County Sheriff's Office. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key sheriff and administration personnel, focus groups with department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Pinal County Sheriff's Office, it is our conclusion that the department provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to take a look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, below we have listed general observations that we believe identify some of the more significant issues facing the department. Additionally, we have included a master list of recommendations for consideration which we believe will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications. Others involve the reassignment/repurposing of job duties to other sections, and units. Oftentimes these types of recommendations require a substantial financial commitment on the part of a jurisdiction. In the case of Pinal County, while some recommendations will require new staff and related costs, many can be accomplished by staffing currently vacant positions, realignment of workload, and reclassification of job descriptions. It is important to note that in this report we will examine specific sections and units of the department, and will offer a detailed discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the County of Pinal and the Pinal County Sheriff's Office choose to implement any or all of these recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan as the county and department continue to grow. It is important that we emphasize that this list of recommendations, though lengthy, is common in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. As well, new leadership in the department creates an environment in which constructive change can thrive. While all of the recommendations are important, we suggest that those addressed within the General Observations below receive priority.

GENERAL OBSERVATIONS

- The Pinal County Sheriff's Office is in a state of transformation. With a Sheriff and command staff settling into their new roles, the department is adapting to a change in leadership style. Recent command changes reflect an administration that is deliberate and thoughtful in its personnel assessment and decision-making. A new anticipation at future possibilities is evident from CPSM staff interaction with department members. CPSM staff found a hopeful outlook at all ranks that the department will move forward in addressing its challenges. Command staff must strive to maintain this momentum by ensuring that lines of communication up and down the chain of command remain open and transparent as successes and failures are encountered in the future months and years ahead.
- The organizational structure and alignment of operational functions is currently being massaged. Changes during the CPSM study period reflect a realignment and streamlining designed for efficiency of operations. CPSM maintains that an organization chart that properly identifies command and control of operational functions is vital. CPSM recommends evaluation and revision of the organizational chart continue as the new leadership institutes change.
- Population growth and the county's large expanse continue to challenge the management of public safety resources. Currently, the level of calls for service and crime rate create a manageable workload. However, establishing a competitive salary and benefits package aimed at hiring and retaining personnel must be a priority. Filling current vacancies and minimizing the loss of personnel to other law enforcement agencies is critical in today's law enforcement environment where staffing has been impacted nationwide; the environment also limits the viable pool of applicants who are ultimately successful in the hiring process. This issue is further exacerbated for less-than-competitive agencies.
- PCSO has temporary holding facilities (THF) in its patrol stations. The facilities are intended for short duration stays by arrestees pending booking at the Pinal County Jail. Among the most significant liabilities faced in operating a THF or jail, whether state or local, is the failure to medically screen, failure to monitor inmates through visual inspections and video surveillance, and failure to train staff, including collateral duty supervisors. The Sheriff's Office must continually monitor these THFs and the personnel responsible for their operation to ensure compliance with law and policy.
- A lack of familiarity with both the Spillman RMS and the FBI's crime code definitions and case clearance criteria has resulted in faulty crime data, which is affecting the ability to accurately assess crime trends, staffing, and performance. The ongoing corrective action in this area by the PCSO must continue.
- The 911/Dispatch Communications Center is a critical link in providing public safety services to those in need. Staffing in this assignment is minimal and calls for steps to be taken to increase available staffing and/or reduce the call demand into the 911/Dispatch Center.
- The property and evidence function and its facilities, with approximately 300,000 items, are in need of urgent attention. The facility is overflowing with obsolete evidence items, some dating back nearly five decades, and some of which are not recorded in the department's inventory. Policy revisions guiding intake and disposal of property and evidence as well as upgrades to the department's property and evidence software management programs are needed.
- The department should designate one supervisor [sergeant] to serve as professional standards officer (PSO). This supervisor would report directly to the Deputy Chief and would perform a variety of integrity control, audit, accreditation, and inspection duties. Specifically, the PSO

would be responsible for receiving, reviewing, and investigating internal and external complaints against members of the department. This will require that an additional sergeant position be funded.

- Extensive use of information technologies to ensure effective operation is required by all law enforcement agencies. The department has limited on-site information technology staff. The Spillman public safety suite of technologies, which includes many of the most critical technologies in use by the department such as computer-aided dispatch, records management, and property and evidence, to name just a few, is maintained by staff assigned off-site at the county IT offices. Assigning staff where the technologies are utilized is important to ensure that user needs are most effectively met.

Key recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Pinal County Sheriff's Office. The recommendations provided are to ensure that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the citizens of Pinal County.

CPSM staff would like to thank County Manager Greg Stanley, Sheriff Mark Lamb, Chief Deputy Matthew Thomas, Deputy Chief Harrell, Captain Villegas, and the entire staff of the Pinal County Sheriff's Office for their gracious cooperation and assistance in completing this project.

RECOMMENDATIONS

Community Service Officer Recommendation

1. Develop a Community Service Officer program staffed with four CSOs to assist in the handling of field duties that do not require a sworn deputy. (See p. 34.)

Patrol Recommendations

2. Staffing decisions must be based on actual workload. This will ensure that sufficient staffing exists to respond to emergency situations involving the safety of the public and officers alike. (See p. 55.)
3. Department personnel vacancies should be filled as soon as possible. This will provide additional resources to the patrol regions to address peak workload periods and improve calls for service response times, thus providing a better level of service to the community. (See p. 55.)
4. Reassigning personnel from other patrol regions to support Region A should be strictly evaluated to ensure that adequate levels of law enforcement presence in the remainder of the county are maintained. (See p. 55.)
5. Self-initiated activity related to traffic stop activity within regions should be evaluated and resources shifted to better align staffing with other-initiated calls from the community and to handle peak workload periods. (See p. 55.)

Report Writing Recommendation

6. Improvements are necessary in the auditing of completed reports. The current system allows for long delays in report completion without direct involvement of supervision to ensure compliance in a timely manner. (See p. 58.)

THF Recommendation

7. PCSO staff must continually monitor compliance with law and policy regarding the operation of temporary holding facilities at the regional stations. (See p. 59.)

Aviation Unit Recommendations

8. The Aviation Unit, utilizing its current personnel and equipment, and while developing volunteer pilot staff, should be scheduled to support patrol on an ongoing basis as resources permit, especially in the San Tan Valley area. As utilization grows, increased staff including pilots and tactical flight officers will be required. (See p. 61.)
9. County-funded fuel for patrol support must be appropriated for this mission. (See p. 61.)
10. Management reports should be provided quarterly to department executive staff regarding unit activities. (See p. 61.)

Search and Rescue Recommendations

11. PCSO should determine availability of funds and seek additional reimbursement for SAR missions from the Governor's Office to support increased activity. (See p. 61.)
12. Management reports should be provided quarterly to department executive staff regarding unit activities. (See p. 62.)

Civil Unit Recommendation

13. Appropriate expansion of the mental health response capability should be considered if warranted by its impact on community needs. (See p. 62.)

Reserve Unit Recommendation

14. The department should evaluate the program and determine its future viability. (See p. 62.)

Explorer Program Recommendations

15. Current Explorer post guidelines should be reviewed and modified to reflect appropriate management and oversight of the program. (See p. 63.)
16. Random checks of Explorer activities should occur and the program should be included in the department's audits and inspections. (See p. 63.)

Canine Unit Recommendations

17. CPSM recommends returning two of the four canine units to patrol support. Asset forfeiture funds should be allocated to offset future costs if the canine unit requires future expansion. (See p. 64.)
18. Management reports should be provided quarterly to department executive staff regarding unit activities. (See p. 64.)
19. Personnel involved in seizure activities should be retrained on existing policy to ensure seizures occur as directed. (See p. 64.)
20. Management audits of compliance with seizure policies should be included in department audit and inspection practices. (See p. 64.)

Detective Recommendations

21. Assign a second sergeant to the Crimes Against Persons Unit to relieve the current sergeant of an excessive span of control. (See p. 67.)
22. Consider hiring a civilian computer forensic technician to replace a detective if an opening occurs; this will provide cost savings. (See p. 68.)
23. The CIB captain should identify a way to capture the workload of crime scene technicians. (See p. 70.)
24. Hire an additional detective to work cold case homicides. (See p. 74.)
25. Expand use of volunteers to assist detectives. (See p. 74.)
26. Train staff in the proper use of FBI UCR coding and clearance criteria to ensure accurate FBI Uniform Code Reports of crimes and clearance dispositions, and hold staff accountable for accurate reporting. (See p. 75.)
27. Hire a part-time crime analyst. (See p. 76.)

Detective Training Recommendations

28. Comply with Policy 600.7, Training, to ensure that every detective assigned to a position receives established core and updated training in a timely manner. This should include mid-upper CIB managers in both Detectives and Special Operations. (See p. 78.)
29. Ensure that the 40-hour CIB detective training course is consistently provided to newly assigned detectives in a timely manner. (See p. 78.)

30. Create an operational guide for each detective position in the CIB for consistency and to ease the transition for new detectives. (See p. 78.)

Special Operations Recommendations

31. Consider having the Special Operations lieutenant review PCNTF search warrants more often to ensure quality control. (See p. 79.)
32. Ensure that SWAT/CNT meet training occurs in accordance with department policy. (See p. 80.)

Communications Recommendations

33. Work with the County Administrator to facilitate the hiring of a pool of temporary, part-time dispatchers, funded through salary savings, to fill vacancies where required to meet staffing needs. A sufficient number of positions should be allocated to ensure a pool large enough to meet the staffing needs of the department as part-time personnel often have schedule conflicts (personal and/or professional) that impact their availability. (See p. 90.)
34. As staffing permits, realign work schedules to more closely match call demand. (See p. 90.)
35. Seek ways to reduce the volume of nonemergency incoming calls to communications. Efforts could include taking steps such as providing voice mail for staff and including the voice mail number on business cards. If technology permits within the Pinal County telephone system, those calls can be forwarded from the voice mail number directly to a deputy's cell phone. As well, evaluate the department's telephone auto-attendant system to ensure that the available options effectively direct callers to their desired destination. At present, options are very limited. (See p. 90.)
36. Implement a formal/documented customer service quality control audit program to ensure that public contacts by 911 operators/dispatchers are compliant with the needs and directives of the Section and department. (See p. 91.)

Records Recommendations

37. Consideration should be given to amending Records' policy to include Special Orders specific to the critical functions of the Records Section in line with that of the Communications Section. (See p. 94.)
38. Telephone call demand reduction strategies should be examined, as referenced in reporting on the Communications Section. (See p. 94.)
39. As staffing permits, consideration should be given to purging obsolete reports and other data on a schedule as permitted by Arizona state law (ARS) and Pinal County Ordinance. (See p. 94.)
40. To minimize the unnecessary disruption of Records Section staff, consideration should be given to assigning a COPS volunteer to the station lobby to assist visitors in reaching their destination. (See p. 94.)

Professional Responsibility Recommendations

41. The department should designate one supervisor [a sergeant] to serve as professional standards officer (PSO). This supervisor would report directly to the Deputy Chief and would perform a variety of integrity control, audit, accreditation, and inspection duties. Specifically, the PSO would be responsible for receiving, reviewing, and investigating internal and external complaints against members of the service. (See p. 98.)

42. The PSO should also supervise the hiring, selection, and accreditation (should the department decide to pursue it) processes. In recent years, many American police departments of various sizes have combined traditional internal affairs functions into a comprehensive, more proactive unit charged with ensuring that proper procedures are followed and that professional standards are met in all phases of police work. (See p. 98.)
43. The PSO would personally review and revise as necessary the department's general orders and manual of rules and regulations on an annual basis. This review should be documented. (See p. 98.)
44. The PSO should attend and actively participate in all monthly staff meetings. (See p. 98.)
45. The PSO should engage in a series of scheduled and random audits and inspections of equipment, records, property and evidence, practices, etc. This would include but would not be limited to a process whereby a small number of the department's records and forms are selected at random and reviewed by the PSO for completeness, accuracy, and compliance with the department's rules and regulations. (Note: This would be in addition to the various measures that are currently taken by supervisors to ensure the completeness and accuracy of information contained in the department's RMS system.) The PSO should determine through random selection whether officers are checking their voice mail and e-mail accounts each shift. The department should develop, follow, and document a program of systematic and random audits and inspections of critical operations (calls for service response and dispositions, property receipt and safeguarding, line of duty and sick leave, etc.). The PSO should be directed to plan, conduct, and regularly report the results of such audits and inspections. The PSO should work to develop and follow a formal system for monitoring sick time and electronically detecting and responding to sick leave abuse. (See p. 98.)
46. The PSO should coordinate the periodic administration of citizen satisfaction surveys and telephone "follow-up" surveys (for example, randomly contacting members of the community who have recently had encounters with members of the PCSO). (See p. 98.)
47. The PSO should develop and monitor a formalized employee suggestion program, whereby all uniformed and civilian members of the department would be able to offer suggestions for the purpose of increasing operational efficiency. (See p. 98.)
48. All duties and responsibilities of the PSO should be clearly articulated in the department's rules and regulations manual. (See p. 98.)
49. The PSO must prepare annual and semi-annual reports that convey meaningful data that should be shared with command staff and the training unit. At a minimum, these reports should actively track incidents and issues that may be related to police misconduct, such as: the type and relative number of use-of-force reports (with an attempt to identify what is to be considered a baseline normal rate for the agency, for particular patrol regions and shifts, etc.), the total number of civilian and internal complaints (with dispositions), department vehicle accidents, weapons discharges and use, arrest and summons activity (particularly charges relating to disorderly conduct and resisting/obstructing arrest), line of duty injuries, etc., that originate within the department. Rather than simply presenting aggregate numbers of such things as use-of-force reports or complaints, the reports should include a breakdown of type, place of occurrence/origin, etc. These reports should be used as a primary means of establishing baseline data and tracking progress towards stated organizational goals. The PSO should report these figures at monthly staff meetings. (See p. 98.)

50. The PSO should continue to actively track all department vehicle accidents (not just “officer at fault” incidents), if only for retraining purposes. (See p. 99.)
51. The PSO should prepare and periodically deliver in-service training lessons to uniformed members of the department. These lessons should reinforce existing policies and procedures and should be used to reinforce what is considered to be professional and ethical conduct for police officers. The professional standards officer should work with patrol, field training, and detective supervisors to continually reinforce the type of professional conduct that is expected of all sworn personnel. (See p. 99.)
52. It is recommended that the department review the forms that are used for the evaluation of the performance of its personnel and revise as necessary. These forms should be specifically tailored for personnel assigned to particular ranks. The forms currently provide additional space for detailed narrative responses and specific annual goals. In order to be effective, personnel evaluation forms must include a clear communication of performance expectations. Expectations should be clearly set and widely understood by rank-and-file and all supervisory personnel. Criteria measures should be both reliable and valid. Individual performance appraisals must be directly linked to both unit and organizational goals. The purpose of this is to foster a system of personal accountability and continuous improvement. (See p. 99.)
53. As a means of enhancing the overall quantity and quality of supervision within the department, it is recommended that all sergeants be invited to attend and participate in monthly command staff meetings. We were informed that under the current 12-hour shift schedule, it is possible for a “graveyard shift” sergeant to go many weeks with no interaction with command staff, unless a major incident occurs. Monthly command staff meetings would do much to enhance the free flow of communication within the department and ensure that sergeants perceive themselves as supervisors who are personally accountable for the work being performed during their shift and within their geographic areas of responsibility. (See p. 99.)
54. The PSO should be identified as the member of the department responsible for coordinating and implementing this report’s recommendations. (See p. 99.)
55. The department should consider seeking accreditation from the Commission on the Accreditation of Law enforcement (CALEA) at some future date. (See p. 99.)
56. Every effort must be made immediately to rectify the situations where “lost” or “dropped” radio communications are experienced by field units. (See p. 99.)

Recruitment/Selection/Promotion/Retention Recommendations

57. The department must develop a specific recruitment strategy with measurable goals and specific performance targets. This recruitment strategy must be incorporated into and become a major part of the department’s overall strategic plan. Due to demographic changes and a host of other reasons, police departments across the country are now struggling to recruit, identify, and select qualified personnel. Arizona is likely to undergo a particularly acute shortage of qualified applicants in light of the upcoming major hiring initiative announced by the Phoenix Police Department. Competition is likely to be fierce. Failure to address this problem thoughtfully and strategically will result in long-term operational inefficiencies. (See p. 101.)
58. The department should establish a recruitment and hiring committee comprised of various sworn and nonsworn members of the department who would be charged with developing a comprehensive recruitment strategy for the department. (See p. 102.)

59. The department should work with the county's Human Resource Office to perform a detailed analysis of the department's rate of attrition (both deputies and detention officers) over the past ten years. An effort should be made to determine the various reason(s) for the reported, relatively large number of resignations and transfers (i.e., conduct and/or review and analyze exit interviews to determine whether departures are related to current salaries, benefits, personal reasons, lack of a career path, etc.), prepare specific recommendations and action steps for retention, and present the results to the County Board. (See p. 102.)

Training Recommendations

60. The duties and responsibilities associated with the position of "training officer" should be substantially enhanced. The department's primary training officer should take an active role in ensuring both the quantity and quality of training received by members of the department. (See p. 108.)
61. It is recommended that a sergeant serve as primary training officer. (See p. 108.)
62. The administrative sergeant who currently oversees the training function is performing multiple roles and is currently unable to devote sufficient time to guide proactive training efforts. It is recommended that his current training duties be transferred to another supervisor and that this role be expanded. (See p. 108.)
63. All members of the department should view training to be an essential function. The training function should therefore be more fully integrated into the ongoing administration of the department. To that end, the training sergeant must attend and actively participate in all command staff meetings. The primary purpose of his/her participation will be to identify training opportunities and to report on current training efforts. (See p. 108.)
64. The department should develop a multiyear training plan. This training plan should identify specific training goals and objectives for all sworn and nonsworn members of the department, and should be incorporated into the department's overall strategic plan. The department's training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary. (See p. 108.)
65. The training plan should include a strategy for reducing the number of post-academy entrances offered by the department. Every attempt should be made to establish a regular hiring cycle so that training efforts can be better coordinated. The consultants recognize that qualified applicants would likely prefer a 'rolling' system of hiring. However, motivated and dedicated applicants would likely possess sufficient patience to await an upcoming cycle. (See p. 108.)
66. The department should create a standing training committee. This would be a body of sworn and nonsworn employees of various ranks and positions, chaired by the department's training sergeant. The committee would consider the training needs of the department, select specific training topics, and set the agenda and specific training goals for the entire department (i.e., both law enforcement and detention facility). The training committee would also solicit ideas, identify operational problems and training opportunities, formulate specific training plans, and evaluate and report on the success of training received by members of the department. (See p. 108.)
67. The training committee should assist the training officer in the development and review of a written, comprehensive, multiyear training plan. This plan should include distinct, measurable training goals for the entire department (i.e., for each of its units). It should be continually reviewed and revised as necessary. (See p. 109.)

68. The training committee would work with the training sergeant and other appropriate parties to assist in the development of an annual training budget. (See p. 109.)
69. The newly-created training committee should assist in the selection of field training officers (FTOs). Individuals who obtained certification but never actively served as field training officers, or have not done so for many years, should be excluded from consideration for this assignment in the future. The consultants were advised that the department recently reviewed the list of certified FTOs and selected a "core group" who would actually be used going forward. We applaud such an effort. The role of field training officer is critical to any police department as these individuals serve as mentors and role models for newly hired personnel. They should be selected and used thoughtfully and carefully. (See p. 109.)
70. The training committee should work with the training sergeant to perform a similar review of certified general topics instructors. As stated previously, the training deputy has historically encountered difficulty when trying to find a certified instructor to deliver a particular in-house lesson, despite the fact that the department literally has scores of certified general topics instructors. It is recommended that the department identify a "core group" of general topics instructors and make every effort to make these individuals available when needed. (See p. 109.)
71. The department should continue to identify appropriate topics for in-service training of its employees. The department should invite the local prosecutor's office to periodically deliver a 'legal update' lesson to uniformed members of the department. Local colleges, hospitals, or advocacy groups can be used to supply instructors for such courses as 'How to deal with an emotionally disturbed person,' or 'Communicating and dealing with a youth suffering from autism.' The training officer should be chiefly responsible for coordinating such training. (See p. 109.)
72. The field training unit should continue its efforts to rotate probationary deputies geographically throughout all patrol regions during their training period. For example, San Tan Valley provides exposure to a more urban setting with a higher population than several of the department's more remote patrol locations. The department engages in considerable community outreach in the San Tan Valley community, such as the fingerprinting programs for children, sponsoring "coffee with a cop," etc. Fewer community engagement efforts take place in the more remote settings. Student deputies must become skilled and comfortable when dealing with community members in a more densely populated setting as well as in more rural settings where a deputy's back-up might be 30 minutes away. Geography and community attitudes apparently vary widely throughout the PCSO jurisdiction. (See p. 109.)
73. The training sergeant and the training committee should be charged with performing and presenting the above-referenced retention study. (See p. 109.)
74. A member of the training unit should actively participate in all tactical debriefs that are held relating to dangerous situations/incidents such as: firearms discharges at a person; use of force resulting in serious physical injury; department motor vehicle accidents; line of duty injuries; etc. Failure to do so represents a liability risk to the county, the PCSO, and its personnel, as well as a missed opportunity for organizational learning and risk management. (See p. 109.)
75. As stated elsewhere in this report, the department should provide all detectives with additional training with regard to the use of the Spillman case management system in order to enhance productivity and efficiency. (See p. 110.)
76. The training unit should make every effort to schedule all PCSO patrol deputies and their supervisors for judgmental use of force and de-escalation firearms training at one of the

several departments or police training academies in Arizona that operate the VirTra 300 (or similar technologies). (See p. 110.)

77. The department should encourage and actively support members of the department to apply to the FBI National Academy. (See p. 110.)

Warrants/Extraditions Recommendations

78. Work with the County Attorney's Office to ensure that coding of warrants for service area comply with ACJIS and best practices. (See p. 112.)
79. Ensure that funding to meet costs for extradition services are appropriated to the department that is responsible for those costs, be that the County Attorney or the Sheriff's Office. (See p. 112.)
80. Provide a list of outstanding warrants to regional commanders on a monthly basis to ensure due diligence of service and to reduce the backlog of outstanding warrants. (See p. 112.)

Information Technology Recommendations

81. Consideration should be given to housing IT employees who support the Spillman public safety software suite at available workspace within the Sheriff's Office. (See p. 116.)
82. Consideration should be given to acquiring an IBIS (Individual Biometric Identification System) or similar system to allow for fingerprint identification of individuals in the field. (See p. 116.)
83. Consideration should be given to reinstituting the use of E-Cite Technology. (See p. 116.)
84. Work to eliminate the problem of radio "dead zones." (See p. 116.)

Property and Evidence Recommendations

85. Upgrade property and evidence software to eliminate redundancy of entry and ease of tracking. (See p. 120.)
86. Provide staff training to deputies and sergeants relative to identifying what property may be released in the field in lieu of booking in as evidence. (See p. 120.)
87. Take affirmative steps to dispose of unnecessary property and evidence, including the assignment of necessary staff to complete the work. (See p. 120.)
88. Upon completion of the purge of unnecessary property and evidence, conduct a thorough inventory of the remaining material. (See p. 120.)
89. Ensure that regular audits are conducted of the Property and Evidence Section as called for in policy. (See p. 120.)
90. Repair the lift to allow staff to more safely place and retrieve items from high shelves. (See p. 120.)

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Pinal County Sheriff's Office. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. The groups are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Pinal County Sheriff's Office. Information including personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls and emails were used to clarify information as needed.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will present an extensive discussion on workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all contributing factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

The Pinal County Sheriff's Office is headquartered in Florence, Arizona, the county seat. Suburban growth southward from greater Phoenix has begun to spread into the northern parts of the county; similarly, growth northward from Tucson is spreading into the southern portions of the county. The Pinal County cities of Maricopa and Casa Grande, as well as many unincorporated areas such as the San Tan Valley in northern Pinal County, have shown accelerated growth patterns in recent years.

The 2016 estimated county population of approximately 418,540 represents an 11.4 percent increase over the 2010 population of 375,770, according to the United States Census Bureau. The county is made up of 5 cities, 7 townships, and many unincorporated areas covering a total land area of 5,366 square miles. The county is governed by a five-member Board of Supervisors. A County Manager, appointed by the Board of Supervisors, has the responsibility for managing the daily functions of the county.

DEMOGRAPHICS

The County of Pinal is a heterogeneous community; its population is 57.8 percent White, 29.4 percent Latino, 6.6 percent American Indian, 5.0 percent African American, 1.9 percent Asian, 0.4 percent Pacific Islander, and 2.8 percent two or more races.

The owner-occupied housing rate is 72.2 percent for the county, compared to 62.8 percent for all of Arizona. The median household income is \$49,477 for the county, compared to \$50,255 for the state. Persons living in poverty make up 15.8 percent of the county's population, compared to 17.4 percent for the state. This comparison reflects that the county rates are not highly inconsistent with state rates.

Owner-occupied housing and poverty rates are examined as lower home ownership and higher poverty rates are often found in communities with higher crime rates.

LAW ENFORCEMENT SERVICES

The Pinal County Sheriff is the chief law enforcement officer for the county. In that capacity, the Sheriff is ultimately responsible for providing law enforcement services throughout the county to its 196,490 unincorporated area residents. All five of the Pinal County incorporated cities have chosen to operate a municipal police department, the largest of which is Casa Grande. These cities, though working cooperatively with the sheriff's department, have taken on the responsibility for law enforcement services in their jurisdictions.

The Pinal County Sheriff's Office provides a full range of law enforcement services throughout the county such as general patrol, 911/dispatch, investigations, traffic enforcement, civil process and jail services. PCSO also provides air support to local and federal agencies as needed for patrol operations and anti-smuggling operations. Search and rescue services are also provided county-wide. In terms of patrol, the Sheriff's Office provides service to the about half the county's residents, with the remaining half served by the five municipal police departments.

As this study was commissioned to assess the Sheriff's Office, the data included in this report including population, crime rates, and workload, are specific to the Sheriff's Office and exclude activity occurring in areas patrolled by municipal police departments unless otherwise stated.

The Pinal County Sheriff's Office is guided by a succinct mission statement, which states:

Mission Statement of the Pinal County Sheriff's Office

***To Preserve the Peace, Protect Life and Property,
and promote Public Safety while upholding the Constitution.***

The Mission Statement is accomplished through the Department Vision:

To proudly serve Pinal County's diverse community with enthusiasm. PCSO will remain among Arizona's premier Sheriff's Offices by delivering superior service to Pinal County residents, while fiercely defending the constitution and our oath of office. Our staff serve with pride and honor, and in a professional manner emulating a public servant who is dependable without prejudice, always performing to the highest level of public service.

UNIFORM CRIME REPORT/CRIME TRENDS

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments in the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. In Part 1 offenses, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft.

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how communities in Arizona compare to one another in terms of crime rates. As indicated in Table 3-1 that follows, in 2015, Pinal County Sheriff's Office reported a UCR Part I violent crime index rate of 155 and a property crime rate of 1,013. Crime rates are expressed as the number of incidents per 100,000 population and reflect incidents occurring in the patrol area for Pinal County, excluding cities served by their own police department.

In comparing Pinal County data with other Arizona counties, one can see Pinal County reports below average rates for both violent and property crime. Overall, combined crime rates for violent crimes and property crimes indicate that Pinal County has a lower total crime rate in comparison to both the state of Arizona and the nation. Again, these numbers reflect data from the Sheriff's Office patrol area.

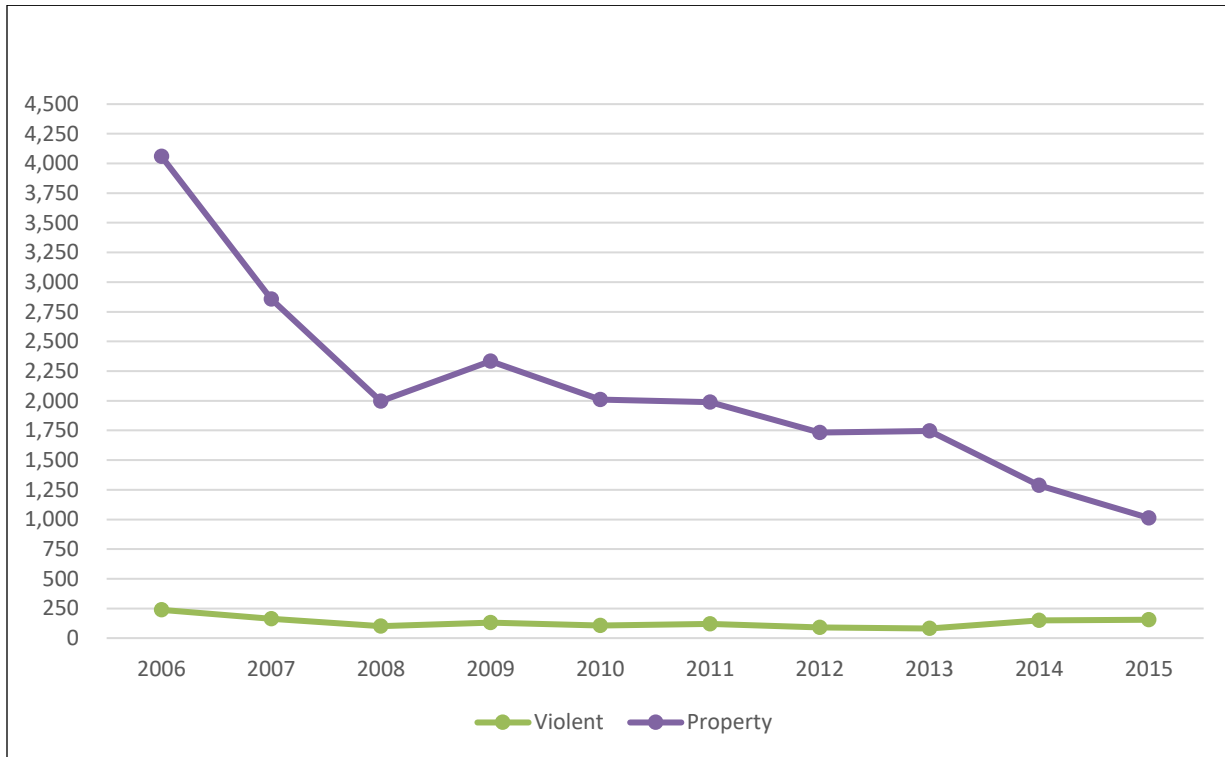
TABLE 3-1: 2015 Comparison of Reported Crime Rates by Jurisdiction, Per 100,000

County	State	Population	Crime Rates		
			Violent	Property	Total
Apache County SO	AZ	61,811	31	272	303
Cochise County SO	AZ	50,914	497	1,285	1,781
Coconino County SO	AZ	55,825	247	817	1,064
Gila County SO	AZ	28,721	641	1,751	2,392
Graham County SO	AZ	21,138	71	814	885
Maricopa County SO	AZ	380,268	277	1,373	1,650
Mohave County SO	AZ	83,103	167	2,438	2,605
Navajo County SO	AZ	69,495	62	590	652
Pima County SO	AZ	361,023	157	2,548	2,705
Santa Cruz County SO	AZ	27,397	4	657	661
Yavapai County SO	AZ	90,064	272	1,295	1,567
Pinal County	AZ	205,400	155	1,013	1,167
Arizona		6,828,065	410	3,033	3,443
United States		321,418,820	373	2,487	2,860

Note: Population values reflect the proportion of the county, often living in unincorporated areas, whose primary law enforcement agency is the County Sheriff's Office.

Figure 3-1 shows that the violent crime rate varied to some degree over the period of 2006 through 2015, though it remained relatively low overall. The high of 238 (indexed) occurred in 2006, with the low of 81 (indexed) in 2013. For 2015, the rate was 155 (indexed). This rate, similar to 2014, is a significant percentage increase from the 2013 low (an anomaly that may be attributable to UCR data issues discussed in this report). Property crime has significantly declined with the highest rate at 4,059 (indexed) in 2006, and the low at 1,013 (indexed) in 2015. These rates largely follow state and national trends, which show declines in both violent and property crime over the past ten years.

FIGURE 3-1: Trend in Crime Rates*, 2006-2015, Pinal County Sheriff's Office



*Once again, this figure is indexed to reflect crimes per 100,000 population.

Figure 3-2 reflects comparisons of combined violent and property crime rates for both Pinal County and the State of Arizona for the period of 2006 through 2015. It reflects the observations made regarding Table 3-1 and Figure 3-1: first, that crime has generally trended downward for Pinal County as well as the State of Arizona; and second, that the indexed crime rate in Pinal County is considerably lower than the state average, and has become increasingly so over the last few years.

FIGURE 3-2: Reported County and State Crime Rates, by Year

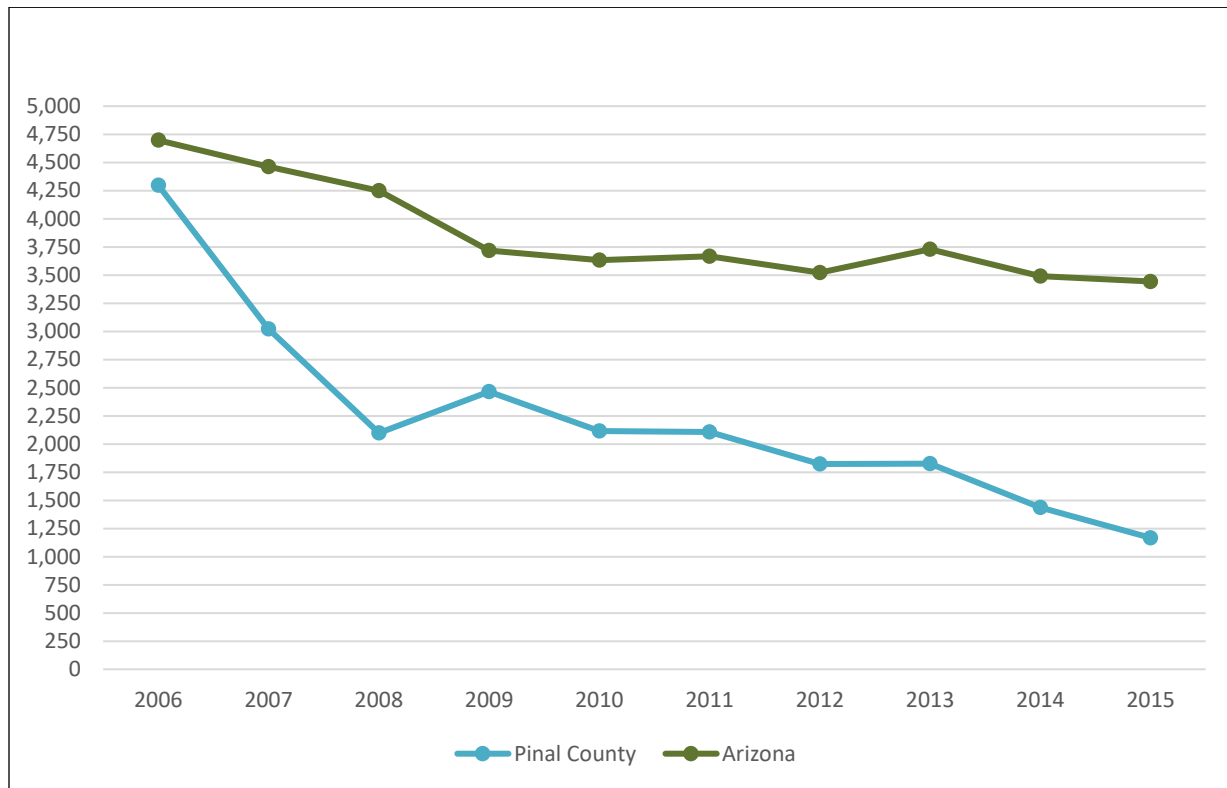


Table 3-2 compares unincorporated Pinal County crime rates to both the state and national rates year by year for the period 2006 through 2015. During this period, Pinal County had a lower total crime rate per 100,000 citizens in each and every year when compared to Arizona's average crime rates. With the exception of 2006, Pinal County crime rates were lower than national averages during this same period.

TABLE 3-2: Reported Municipal, State, and National Crime Rates, by Year per 100,000 population

Year	Pinal County*				Arizona				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2006	125,135	238	4,059	4,297	6,188,773	498	4,199	4,697	304,567,337	448	3,103	3,551
2007	177,209	164	2,858	3,022	6,361,125	466	3,995	4,461	306,799,884	442	3,045	3,487
2008	196,845	101	1,996	2,097	6,513,235	475	3,773	4,249	309,327,055	438	3,055	3,493
2009	163,398	131	2,334	2,465	6,609,085	429	3,289	3,719	312,367,926	416	2,906	3,322
2010	187,966	106	2,009	2,116	6,404,623	403	3,229	3,632	314,170,775	393	2,833	3,225
2011	190,628	120	1,988	2,107	6,501,532	411	3,257	3,668	317,186,963	376	2,800	3,176
2012	193,911	89	1,733	1,822	6,572,455	422	3,102	3,523	319,697,368	377	2,758	3,135
2013	195,619	81	1,745	1,825	6,646,289	398	3,331	3,729	321,947,240	362	2,627	2,989
2014	199,868	150	1,287	1,437	6,751,280	383	3,108	3,491	324,699,246	357	2,464	2,821
2015	205,400	155	1,013	1,167	6,828,065	410	3,033	3,443	321,418,820	373	2,487	2,860

*Population represents unincorporated areas

DEPARTMENT AUTHORIZED STAFFING LEVELS

Table 3-3 displays the authorized staffing levels for the department for fiscal year 2017-18. Staffing levels will be addressed throughout the report as we discuss specific operating sections. This table is simply intended to provide a broad overview of staffing levels for the 2017-18 fiscal year. The table may not reflect current vacancies due to personnel changes occurring since this information was provided by PCSO in July 2017.

TABLE 3-3: Authorized Staffing Levels for Fiscal Year 2017-18

Title	Budgeted	Actual	Vacancies
Sworn Positions			
Sheriff	1	1	
Chief Deputy	1	1	
Deputy Chief	1	1	
Captain	2	2	
Lieutenant	8	8	
Sergeant	31	31	
Deputy Sheriff	168	155	13
Deputy Cadet	0	0	
Sworn Total	212	199	13
Nonsworn Positions			
Accounting Technician	4	4	
Accounting Technician, Senior	1	1	
Administrative Assistant	16	16	
Administrative Assistant, Senior	3	3	
Admin Manager	1	1	
Administrative Specialist	3	3	
Administrative Specialist, Senior	3	3	
Administrative Supervisor	3	3	
Alarm Coordinator	1	1	
Aviation Mechanic	1	1	
Background Investigator	2	2	
Crime Scene Technician	3	3	
Dispatch Manager	1	1	
Emergency Dispatcher	2	0	2
Emergency Dispatcher, Senior	19	14	5
Emergency Dispatch Supervisor	5	5	
Evidence Technician	4	4	
Evidence Technician (PT)	1	0	1
Grants Specialist	1	1	
Grants Coordinator	1	1	
Grants Administrator	1	1	
HR Tech	2	1	1
Impound Hearing Officer	1	1	
Public Safety Systems Administrator	1	1	
Server Application Specialist	1	1	
Sheriff Manager	4	4	
Supply Technician	1	1	
Victim Service Coordinator	1	1	
Nonsworn Total	87	78	9
Total Authorized Personnel	299	277	22

SECTION 4. PATROL BUREAU

The Patrol Bureau operates under the direction of a Patrol Captain. The captain oversees six lieutenants who manage the patrol regions and support units.

PCSO patrol area is organized into four regions based on population and geographic area. Four of the assigned lieutenants are deployed as Region patrol commanders; one each to Regions A through D. Special Services, consisting of the Aviation and Search and Rescue units, is managed by the fifth assigned lieutenant, and a sixth lieutenant manages Patrol Support, consisting of the Civil, Reserves, Explorer, Vehicle Crimes and Canine units. Where appropriate, we will separately address each in the reporting to follow.

As noted in the Executive Summary, our work followed two tracks; (1) the operational assessment, and (2) a data analysis of workload, primarily related to patrol. In the following pages relative to the Patrol Bureau, we draw upon the data analysis report to assist in our operational assessment. The data analysis report, in full, can be found following the operational assessment and readers are encouraged to thoroughly review it. It is rich with information, only a portion of which is included in this segment of the report. For purposes of our analysis, we use computer-aided dispatch (CAD) records supplied by the department's dispatch center. These records pertain to identifiable workload associated with specific units and create the most accurate, verifiable, and comprehensive records available.

PATROL

The Pinal County Sheriff's Office Patrol Bureau provides the county with a full range of police services including responding to emergencies and calls for service (CFS), performing directed patrol activities, and neighborhood problem solving. The department is service oriented and strives to provide the appropriate police response to each request for service.

Uniformed patrol is considered the "backbone" of American policing. Deputies assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to ensure that the department is capable of responding to emergency calls for service and providing general law enforcement services to the public.

As the field functions of the Patrol Bureau include uniformed patrol and related subunits, for clarity we will address each of these functions separately. That is not to say that they operate independently, they do not. Each is integrally involved in supporting the other. Nonetheless, reporting on each separately allows the reader to better comprehend each function, its independent value as well as its collective value, in providing policing services to Pinal County.

Uniformed Patrol Staffing

Under the immediate direction of patrol lieutenants, patrol regions are staffed by 24 sergeants and 131 deputy (authorized) positions. As of the CPSM site visit 13 deputy personnel vacancies existed. Patrol personnel are responsible for 24/7 policing services throughout the county. Table 4-1 reflects current authorized staffing and vacancies.

TABLE 4-1: Authorized Patrol Staff

Unformed Patrol Positions	Authorized	Vacant
Lieutenant	6	0
Sergeant	24	0
Deputy	131	13*

* As of July 7, 2017

Each of the four regions are divided into four patrol teams, each supervised by a sergeant. When fully staffed, the authorized staffing is six deputies per team in each region. Regions A and C have additional authorized staff who are identified as rover deputies and who are subject to calls for service; there are two deputies per team in Region A and one deputy per team in Region C. Within the regions, deputies are further deployed to patrol beats. Due to ongoing vacancies, the teams are rarely at full strength.

Department directives to patrol commanders have identified minimum staffing levels for each region. These levels are one sergeant and four deputies for Regions A, C, and D; and one sergeant and two deputies or in the absence of a sergeant, three deputies, in Region B.

Currently, patrol deployment is determined by the number of patrol beats in each region and the number of calls for service each patrol beat receives. Based on available staff resources, the department strives to maintain patrol operations in Region A and Region C with a sergeant and six deputies and in Region D with a sergeant and four deputies. Region B is generally staffed with a sergeant and three deputies. Due to low call volume, resources are shifted away from Region B and C as necessary to other regions to address manpower shortages. The rapid population growth of Region A has placed a significant demand on patrol resources, and this is exacerbated by staff vacancies.

During nonbusiness hours or during the absence of a patrol lieutenant, the region sergeant serves as the watch commander. Oftentimes, the patrol sergeant is the highest-ranking officer on duty during the night and weekend hours. It is not uncommon to have one sergeant provide supervisory coverage for two regions. Patrol lieutenants are on-call to respond to major incidents.

Patrol Shifts

The Patrol Bureau operates under a modified 3/12 work schedule, with an eight-hour makeup shift. Most agencies structure their work schedules to ensure that personnel work 160 hours over a 28-day cycle (4 weeks), averaging 40 hours per week during a complete cycle. PCSO is compliant with Fair Labor Standards Act (FLSA) guidelines that allow for law enforcement officers to work up to 171 hours before hours exceeding that number are subject to mandatory overtime compensation. The schedule is secondary to aligning resources to match workload demands. In reporting that will follow later, we will closely examine this issue.

As previously mentioned, patrol regions operate with four patrol teams each and are deployed according to the schedule shown in Table 4-2.

TABLE 4-2: Deployment Schedule

Region	Days	Days Overlap	Nights	Nights Overlap
A	6:00 am to 6:00pm	5:00AM to 5:00PM	6:00pm to 6:00am	5:00pm to 5:00am
B	6:00 am to 6:00pm	NONE	6:00pm to 6:00am	NONE
C	6:00 am to 6:00pm	5:00AM to 5:00PM	6:00pm to 6:00am	5:00pm to 5:00am
D	6:00 am to 6:00pm	NONE	6:00pm to 6:00am	NONE

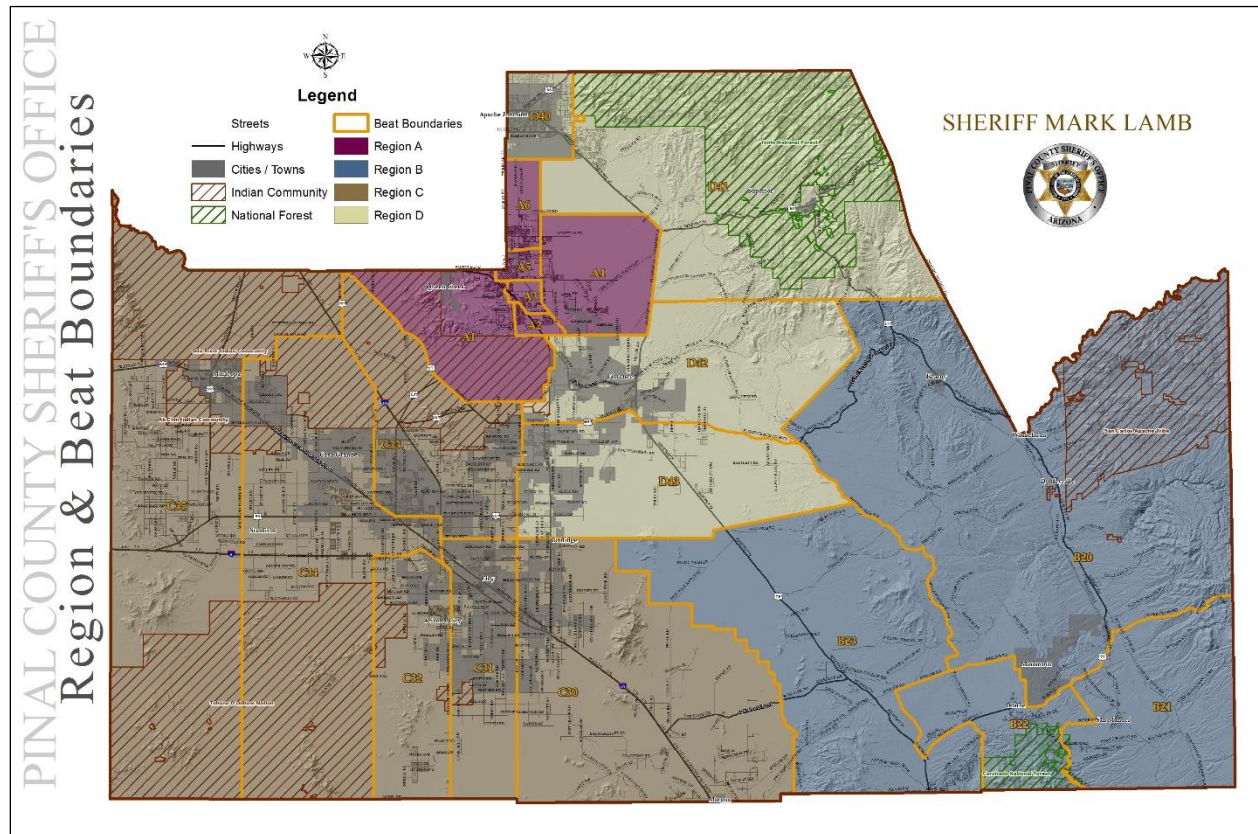
Given the present staffing level of the patrol regions, coverage will normally range from a low of 18.5 deputies on duty to a high of 35.7. The average deployment is approximately 26.1 deputies during the week and 22.4 on weekends. There are slight seasonal variations to these numbers.

Staffing levels are affected by both the number of deputies assigned to the patrol region and teams as well as the impact of time off associated with vacations, training, court appearances, FMLA, and illness/injury. The combination of these leave factors generally results in officers being unavailable for a shift at a rate of 20 to 25 percent of the time, which affects actual shift deployment.

Patrol Beats

As mentioned previously, the department operates under a four-patrol region configuration. Figure 4-1 reflects the designated patrol areas defined as Region A, Region B, Region C, and Region D.

FIGURE 4-1: Patrol Beat Map



The patrol regions vary significantly in geographic size and population. Both the population and calls for service demand are substantially higher in Region A, accounting for 47.1 percent of CFS and 44.4 percent of the department's patrol workload. Region C handles 27.5 percent of the CFS and 29.5 percent of the workload, despite being 87 percent larger in geographic size and 59 percent smaller in population than Region A.

Information provided in Figure 4-2 and Table 4-3 reflect call activity (number of calls) and workload (time on call) distribution and geographic size of the patrol regions.

FIGURE 4-2: Percentage of Calls and Work Hours by Patrol Region, per Day

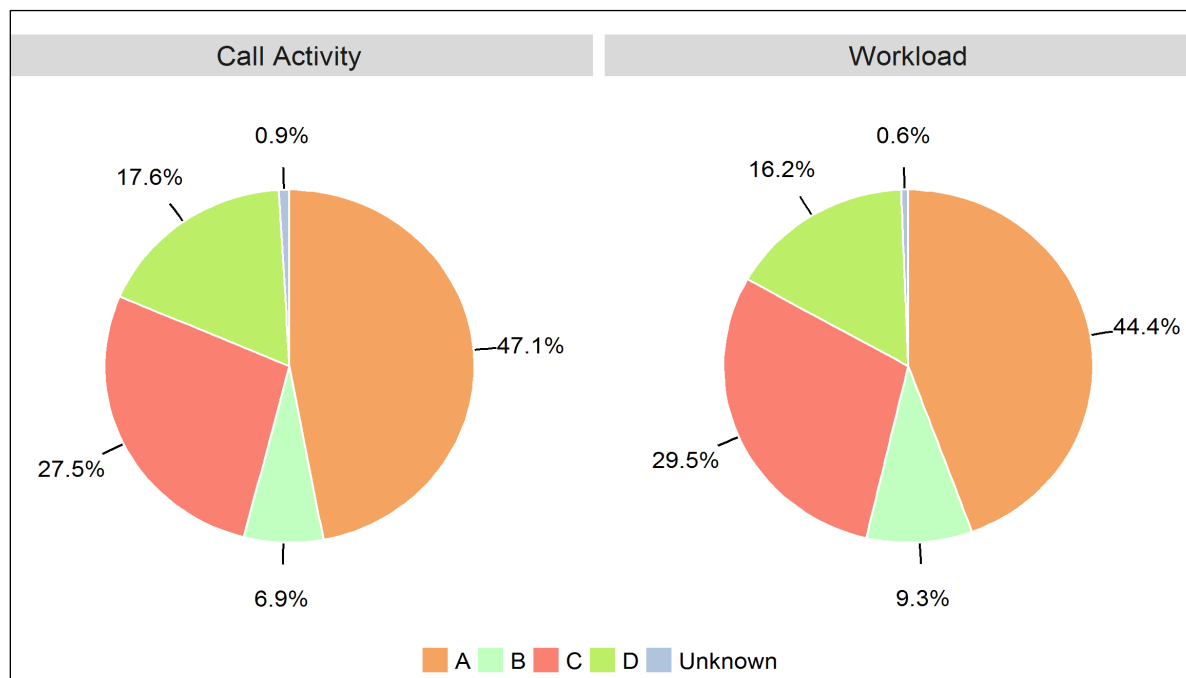


TABLE 4-3: Calls and Work Hours by Patrol Region per Day

Region	Per Day		Area (Sq. Miles)	Population
	Calls	Work Hours		
A	99.6	66.2	295	89,249
B	14.7	13.8	1,771	20,093
C	58.2	44.1	2,156	36,608
D	37.2	24.1	1,152	30,171
Unknown	2.0	0.9	NA	NA
Total	211.7	149.0	5,374	196,490

Note: "Unknown" category includes calls with inaccurate address and calls outside of Pinal County. Observations below refer to calls and work hours shown within the figure rather than the table.

Note: Population values use the Census Bureau's 2015 population estimates for each census block group overlaid on the sheriff's office's regional boundaries. These totals exclude populations in incorporated areas as well as those living in tribal regions. The excluded tribal regions account for the difference between these values and the ones provided in Appendix B.

Observations:

- Region A had the most calls and workload. It accounted for 47.1 percent of total calls (99.6 per day) and 44.4 percent of total workload (66.2 hours) per day.
- As is illustrated, approximately 75 percent of all activity occurs in Region A and Region C patrol areas.

CALL / WORKLOAD DEMAND

Crime statistics for the Pinal County Sheriff's Office indicate a relatively low volume of violent crime in comparison to both the state of Arizona and the nation. That is the case for property crime as well. These figures were discussed in Section 3, and depicted in Table 3-2: Reported City, State, and National Crime Rates by Year (2006 to 2015). While there are slight fluctuations from year to year, crime is trending downward, following a path that began nationally in the 1990s.

Certainly, the prevention of crime and the apprehension of criminals is at the forefront of the list of responsibilities for law enforcement agencies, but demands on police resources involve much more than crime. Traffic enforcement, the efficient flow of traffic through the community, and maintaining peace and order are but a few of the many such noncrime activities that fall into the scope of work of a law enforcement agency. As we examine workload demands we will explore all call activities.

Table 4-4 presents information on the main categories of calls for service that the department handled during the study period of January 1, 2016 through December 31, 2016. The data include both officer-initiated activity and activity initiated by other sources (i.e., Citizens, alarm companies, transfers from other law enforcement agencies, etc.). It is important to note that our focus here is on call volume. As we examine workload impacts later in this section, we will capture all reported time, including that spent on directed patrol, etc.

TABLE 4-4: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accidents	2,183	6.0
Alarm	2,808	7.7
Animal call	553	1.5
Assist other agency	4,696	12.8
Check/investigation	4,039	11.0
Citizen assist	5,418	14.8
Civil matter	1,932	5.3
Crime—persons	5,397	14.7
Crime—property	6,032	16.5
Disturbance	2,694	7.4
Follow up	3,538	9.7
Miscellaneous	3,884	10.6
Suspicious person/vehicle	5,545	15.2
Traffic enforcement	28,775	78.6
Total	77,494	211.7

Note: The focus here is on recorded calls rather than recorded events. We removed 2,097 events with zero time on scene.

Observations:

- On average, there were 211.7 calls per day, or 8.8 per hour.
- The top four categories accounted for 81 percent of calls:
 - 40 percent of calls were traffic-related.
 - 15 percent of calls were crimes.
 - 13 percent of calls were investigations.
 - 13 percent of calls were assisting other agencies.

In total, deputies were involved in 77,494 calls during the 12-month study period, or an average of 211.7 calls per day, or 8.8 per hour. The top four categories of calls accounted for 81 percent of all calls: 40 percent of calls were traffic-related, 15 percent of calls were crimes, 13 percent of calls were investigations, and 13 percent were assisting other agencies.

In Table 4-5 we examine both the origin of the call and the average time spent on a call by the primary unit. Other-Initiated includes calls from citizens, businesses, alarm companies, transfers from other law enforcement agencies, etc. Deputy-Initiated refers to calls generated by a deputy or other PCSO personnel.

TABLE 4-5: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Other-Initiated		Deputy-Initiated	
	Minutes	Calls	Minutes	Calls
Accidents	60.7	1,938	44.5	244
Alarm	19.5	2,804	12.8	4
Animal call	31.9	489	23.5	64
Assist other agency	45.5	3,951	31.3	745
Check/investigation	37.4	3,287	38.6	750
Citizen assist	39.4	3,715	15.2	1,701
Civil matter	35.1	1,067	18.0	864
Crime—persons	61.7	5,258	54.6	135
Crime—property	45.4	5,722	49.0	309
Disturbance	39.7	2,659	55.0	34
Follow-up	28.8	1,950	28.9	1,588
Miscellaneous	33.1	3,237	39.0	643
Suspicious person/vehicle	31.0	3,667	18.8	1,877
Traffic enforcement	24.0	3,601	14.1	25,171
Weighted Average/Total Calls	39.9	43,345	17.3	34,129

Note: The information in Table 4-5 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call.

Observations:

- A unit's average time spent on a call ranged from 13 to 61 minutes overall.
- The longest average times were for other-initiated crime calls.
- The average time spent on crime calls was 53 minutes for other-initiated calls and 51 minutes for deputy-initiated calls.

In Table 4-6 we look at the average number of patrol units that responded to an activity. Generally, as PCSO deploys one-deputy units, that translates to the average number of deputies that responded.

TABLE 4-6: Average Number of Responding Units, by Initiator and Category

Category	Other-Initiated		Deputy-Initiated	
	No. Units	Calls	No. Units	Calls
Accidents	2.2	1,939	1.9	244
Alarm	1.4	2,804	1.8	4
Animal call	1.3	489	1.1	64
Assist other agency	1.9	3,951	1.3	745
Check/investigation	1.6	3,288	1.7	751
Citizen assist	1.6	3,716	1.1	1,702
Civil matter	1.3	1,067	1.0	865
Crime—persons	1.9	5,262	1.6	135
Crime—property	1.3	5,723	1.3	309
Disturbance	1.7	2,660	1.4	34
Follow-up	1.1	1,950	1.1	1,588
Miscellaneous	1.2	3,238	1.2	646
Suspicious person/vehicle	1.5	3,668	1.3	1,877
Traffic enforcement	1.3	3,602	1.1	25,173
Weighted Average/Total Calls	1.6	43,357	1.2	34,137

Note: The information in Table 4-6 is limited to calls and excludes all events that show zero time on scene, directed patrol, out of service, etc.

Observations:

- The overall mean number of responding units was 1.6 for other-initiated calls and 1.2 for deputy-initiated calls.
- The mean number of responding units was as high as 2.2 for accidents that were other-initiated.

TABLE 4-7: Number of Responding Units, by Category, Other-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accidents	728	631	581
Alarm	1,961	708	135
Animal call	364	104	21
Assist other agency	1,825	1,307	821
Check/investigation	2,013	884	392
Citizen assist	2,093	1,167	459
Civil matter	845	181	42
Crime—persons	2,534	1,493	1,235
Crime—property	4,388	956	380
Disturbance	1,466	817	378
Follow-up	1,779	152	23
Miscellaneous	2,679	460	101
Suspicious person/vehicle	2,191	1,142	339
Traffic enforcement	2,727	707	194
Total	27,593	10,709	5,101

Observations:

- 64 percent of other-initiated calls involved one responding unit.
- 25 percent of other-initiated calls involved two responding units.
- 12 percent of other-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved crimes.

Tables 4-4 to 4-7 are intended to provide a concise look at call activity. There is substantial additional detail included in the data portion of the report, which follows the operational assessment. Readers are encouraged to review the data report in its entirety.

CALL FOR SERVICE EFFICIENCY

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from Tables 4-1 through 4-7 provide a wealth of information about demand, workload, and deployment per call in Pinal County. Taken together, these statistics provide an excellent lens through which to view the efficiency of patrol operations.

Table 4-8 provides a comparison of calls for service and workload for the Pinal County Sheriff's Office in relation to those of other agencies for which CPSM has done similar studies. As is the case with FBI UCR crime report data, use of these data simply provides a broad comparison, and should be viewed in that framework. Factors such as demographics, geography, service expectations, and the ability to provide for community and officer safety needs must be considered. In comparing Pinal County data to that from other studies conducted by CPSM, we look for statistical anomalies.

According to the data in Table 4-8, Pinal County primary patrol units on average take 39.9 minutes to handle a call for service initiated by the public. This time is significantly higher than the CPSM benchmark time of about 28.7 minutes for a CFS, based upon our experience. As well, average response times for all call priorities was higher than norms, and that of high-priority response times was exceedingly high. In these examples, the travel time to arrive at a call is the prominent contributing factor.

Increased time in handling a call for service could as well be partially attributed to conducting more thorough investigations, or efforts made to build community relations. The reasons are beyond the scope of this project. Relative to the number of deputies assigned to a call, the department averages 1.6 per other-initiated CFS. The number of deputies assigned (like occupied time) varies by category of call, but in this case, the number is consistent with policing norms of about 1.6 officers per CFS.

Similarly, according to Table 4-8, response times for CFS in Pinal County average 22.4 minutes per call in the winter and 20.9 minutes per call during the summer. These response times are higher than many communities. However, as noted, CPSM recognizes the expansive patrol area of the county at 5,374 square miles is going to result in significant arrival delays. Response time to the "highest-priority" CFS (Priority H and 1), at 11.4 minutes, is significantly higher than the five-minute benchmark for this category of CFS as well. Again though, the expansive patrol area is a factor here. The average travel time for Priority 1 calls was 8.6 minutes, and on average it took 2.8 minutes for dispatch to process the call. Additional information concerning response times is included later in this section.

TABLE 4-8: CFS Comparisons to other CPSM Study Cities

Variable Description	Mean	Minimum	Maximum	Pinal County	PCSO vs. CPSM Comps
Population	67,745.7	5,417.0	833,024.0	205,400*	
Officers per 100,000 Population	201.2	35.3	465.1	103.2	LOWER
Patrol, Percent of Total Sworn	66.1	32.4	96.8	73.1	HIGHER
Index Crime Rate, per 100,000	3,235.1	405.0	9,418.8	1167	LOWER
VCR (Violent crime rate, per 100,000)	349.3	12.5	1,415.4	155	LOWER
PCR (Property crime rate, per 100,000)	2,885.9	379.7	8,111.6	1,013	LOWER
Avg. Service Time, Police CFS	17.7	8.1	47.3	17.3	HIGHER
Avg. Service Time, Public CFS	28.7	16.0	42.9	39.9	HIGHER
Avg. # of Responding Units, Police CFS*	1.2	1.0	1.6	1.2	AVERAGE
Avg. # of Responding Units, Public CFS*	1.6	1.2	2.2	1.6	AVERAGE
Total Service Time, Police CFS (officer-min.)	22.1	9.7	75.7	20.8	LOWER
Total Service Time, Public CFS (officer-min.)	48.0	23.6	84.0	63.8	HIGHER
Workload Percent Weekdays Winter	26.6	5.0	65.0	33.0	HIGHER
Workload Percent Weekends Winter	28.4	4.0	68.0	35.0	HIGHER
Workload Percent Weekdays Summer	28.7	6.0	67.0	30.0	HIGHER
Workload Percent Weekends Summer	31.8	5.0	69.0	31.0	LOWER
Average Response Time Winter (min.)	11.0	3.1	26.9	22.4	HIGHER
Average Response Time Summer (min.)	11.2	2.4	26.0	20.9	HIGHER
High-priority Response Time (min)	5.0	3.2	13.1	11.4	HIGHER

*Sheriff's patrol area.

Again, these comparisons are intended for general reference and should not be used as a basis for determining staffing needs. Factors such as a community's expectation of policing service levels, community priorities, and the ability to financially support these objectives all play a part in staffing.

NONCALL ACTIVITIES

In the period between January 2016 and December 2016, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.

- After these exclusions, 16,713 activities remained. These activities had an average duration of 58.1 minutes.

Table 4-9 identifies noncall activities and workload by type of activity. In the Workload Analysis section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 4-9: Noncall Activities and Occupied Times by Type

Description	Occupied Time	Count
Busy (Code 6)	57.9	4,777
Busy	37.3	32
Call by telephone	42.4	64
Out at headquarters	67.1	8,853
Out for gas	13.6	943
Administrative - Weighted Average/Total Calls	60.5	14,669
Accident	38.4	8
Escort	25.9	23
Prisoner in custody	28.7	316
Other - Weighted Average/Total Calls	28.7	347
In transit status res or duty	20.1	133
Out of unit for meal at ---	46.0	1,564
Personal - Weighted Average/Total Calls	44.0	1,697
Weighted Average/Total Calls	58.1	16,713

Observations:

- The most common administrative activity was "out at headquarters."
- The longest average time spent on administrative activities was for "out at headquarters."
- The average time spent on administrative activities was 60.5 minutes and for personal activities was 44 minutes.
- The number of noncall activities per day was highest on Wednesdays, which also had the highest number of administrative activities per day.

CALL MITIGATION

In all of our studies, CPSM examines call mitigation as a tool to reduce workload demand. In evaluating the workload, response to alarm calls is always considered, as alarm response numbers as a percentage of calls for service are generally high, and the ratio of legitimate to false alarms is extremely low. In general, the rate of false alarms is about 97 to 98 percent of all activations. Though not popular with residents and the business community, some departments have found it necessary to discontinue the response to alarms in certain circumstances due to the burden associated with false alarm response.

Pinal County regulates alarm activity through County Ordinance 6-15. The ordinance was thoroughly reviewed and found to be comprehensive. It includes a permit process and cost

recovery fee for repeated false alarms. The ordinance also includes a provision for removal of non-compliant equipment. During the one-year study period, Pinal County responded to 2,808 alarm calls, or 7.7 per day. CPSM suggests that no changes are required of the department's protocol in response to false alarms. For a county of this size, this number is not an overwhelming number, but accounts for an average of 6 percent of all calls daily, excluding traffic calls. Averaging only about two activations per region does not significantly impact workload, and any modification would undoubtedly prove unpopular with the county's businesses and residents.

Along with reducing responses to alarms, another option commonly considered by departments in an effort to reduce workload is the discontinuing of responses to non-injury traffic accidents where the involved vehicles do not pose a traffic hazard. Many agencies have adopted this policy, or one that limits the response and investigation to an exchange of driver information.

CPSM considered this for Pinal County as well. Accident calls average 6.0 per day; again, this is not an overwhelming amount. Accidents account for an average of 4.5 percent of all calls daily, excluding traffic calls. This does not have a significant impact on workload, and for the same reasons as apply to our recommendation to not modify response protocols to alarm calls, we suggest that accident response protocols remain unchanged.

PCSO reduces responses to low-priority calls for service by forwarding the caller to the deputy in the field. If dispatch identifies that the call fits the required criteria, they contact the deputy by phone to ensure availability. The caller is then forwarded to the deputy's cell phone. The deputy handles the call to resolution and submits a report as necessary. This program appears to work well for PCSO, but there is no documentation to determine the percentage of calls deferred to deputies via phone.

COMMUNITY SERVICE OFFICERS (PROPOSED)

Many departments have long utilized civilian Community Service Officers to augment patrol and other units throughout their agencies. The addition to the department of four civilian Community Service Officers (CSOs) would greatly benefit the PCSO Patrol Bureau in many ways. Unlike deputies who need noncommitted time to engage in proactive community policing and problem solving, CSOs need no such noncommitted time, and therefore can take a significant portion of workload from patrol officers. CSOs could relieve officers from handling traffic collisions, traffic direction, cold calls, specified noncustodial crime reports, and certain miscellaneous nonpolice calls such as public assistance and escorting or transporting noncustodial people.

As well, service area integrity is important for patrol deputies, but not so for CSOs. Their ability to respond throughout the county to handle minor incidents would reduce the need for deputies to do so and would enable the deputies to maintain beat integrity. Responding to the growing service demands of San Tan Valley (Region A) would benefit most from the utilization of CSOs as a patrol supplement. As the county population grows and service demands increase, CSOs can be added or redeployed in other areas of the county as workload dictates.

CSOs are cost efficient, as their salary costs are less than those of deputy sheriffs. No additional supervision is required for this function as supervisory oversight can be absorbed by existing patrol supervision.

CPSM strongly encourages the county and department to consider this proposal.

Recommendation:

- Develop a Community Service Officer program staffed with four CSOs to assist in the handling of field duties that do not require a sworn deputy. (Recommendation No. 1.)

DEPARTMENT-WIDE PATROL WORKLOAD ANALYSIS

To this point, we have focused largely upon the number of calls and other patrol workload activities for the one-year study period. In the sections that follow we will examine how the patrol force allocates time and resources to this workload and other activities. This analysis will assist the county in determining necessary staffing of the patrol function.

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, "A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems."¹

Essentially, "discretionary time" on patrol is the amount of time available each day where deputies are not committed to handling CFS and workload demands from the public. It is "discretionary" and intended to be used at the discretion of the deputy to address problems in the community and be available in the event of emergencies. When there is no discretionary time, deputies are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time, officers are idle. This may be an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload as well as ensuring that sufficient staffing exists to respond to emergency situations involving the safety of the public and officers alike. Once the actual workload is determined, and the amount of discretionary time is determined, then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The Pinal County Sheriff's Office is a full-service law enforcement agency, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities.

¹ John Campbell, Joseph Brann, and David Williams, "Officer-per-Thousand Formulas and Other Policy Myths," *Public Management* 86 (March 2004): 22–27.

Analysis of this type allows for identification of activities that are really “calls” from those activities that are some other type of event.

Understanding the difference between the various types of law enforcement events and the resulting staffing implications is critical in determining deployment needs. This portion of the study looks at the total deployed hours of the Sheriff’s Office patrol function with a comparison to current time spent to provide services.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

From a deputy’s standpoint, once a certain level of CFS activity is reached, the focus shifts to a CFS-based reactionary mode. Once that threshold is reached, the deputy’s mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, deputies cease proactive policing and engage in a reactionary style of policing. The outlook becomes, “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

Rule of 60 – Part 1

According to the department personnel data available at the time of the CPSM site visit (July 2017), the department is authorized 212 full-time sworn personnel, excluding the Detention Division. When fully staffed, 155 (includes team sergeants and deputies) of those 212 are assigned to patrol. Thus, at present, patrol staffing represents 73.1 percent of the authorized sworn staff in the Pinal County Sheriff’s Office. Accordingly, the department adheres to the first component of the “Rule of 60,” that is, about 60 percent of the total sworn force is dedicated to patrol operations. The patrol function is reasonably balanced given the department’s focus.

Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service and self-initiated arrests, traffic enforcement, etc. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands in the community. The remaining 40 percent of the time is the “discretionary time” for deputies to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the “Saturation Index” (SI). It is CPSM’s contention that patrol staffing is optimally deployed when the SI is somewhat below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent; however, indicate patrol resources may be underutilized, and may signal an opportunity for a reduction in patrol resources or reallocation of personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given

hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated, but consistent and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions. Other factors such as the availability of sufficient resources to safely, efficiently, timely, and effectively respond to emergency calls for service must be considered.

While the call data referenced in Tables 4-3 to 4-7 reflected call activity for the entire one-year study period, for this portion of the study we drilled down to examine not just the total number of calls, but the actual time spent on these calls as well as other duties. Here, we compare "all" workload, which includes other-initiated calls, deputy-initiated calls, directed patrol work, and out-of-service activities.

Patrol deployment was examined both department-wide and by region for this study. In this section, we examine deployment department-wide. The information evaluated is for four weeks in winter (February 1 through February 28, 2016) and four weeks in summer (August 1 through August 28, 2016). The sheriff's main patrol force deployed an average of 19.6 deputies per hour during the 24-hour day in winter 2016 and 20.3 deputies per hour during the 24-hour day in summer 2016. When additional units are included (rover, field training officer, traffic, K9, and saturation squad), the agency averaged 24.7 deputies per hour during the 24-hour day in winter 2016 and 25.0 deputies per hour during the 24-hour day in summer 2016.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday). First, we focus on patrol deployment alone. Next, we compare "all" workload, which includes other-initiated calls, deputy-initiated calls, directed patrol work, and out-of-service activities. Finally, we compare workload against deployment by percentage.

In Figures 4-3 through 4-10, the analysis looks specifically at patrol deployment. This allows for assessment of how the department is positioned to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and address traffic issues in the community. Relative to the number of personnel identified, again, we consider only those personnel who reported for duty rather than authorized staffing levels.

Figures 4-3, 4-5, 4-7, and 4-9 illustrate the deployment of patrol resources and added resources to handle the workload. Workload includes other-initiated CFS, police-initiated CFS, out-of-service activities, and directed patrol activities. These four figures representing deployment and all workload for weekdays and weekends in both winter and summer. From a department-wide standpoint, it can be seen that sufficient patrol resources are allocated and available to handle the workload. Region-by-region deployment of personnel resources will be discussed later in the following section.

In Figures 4-4, 4-6, 4-8, and 4-10, the saturation index is explored. Patrol resources available are denoted by the dashed black line at the top. The 100 percent value indicates the total deputy sheriff hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100. The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above in the Rule of 60, Part 2, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The solid blue line represents total workload experienced by the PCSO. The spikes

and troughs in available personnel reflect staffing level adjustments resulting from shift changes and do not necessarily reflect an inappropriate staffing level.

FIGURE 4-3: Deployment and All Workload, Weekdays, Winter 2016

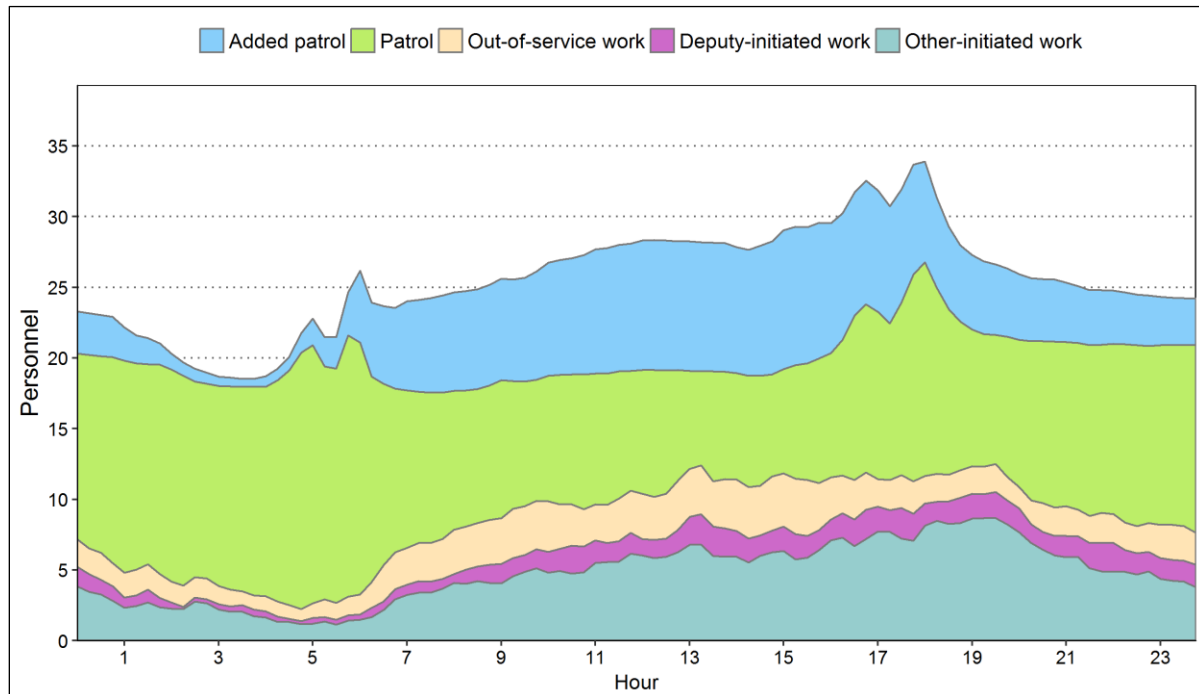


FIGURE 4-4: Workload Percentage by Hour, Weekdays, Winter 2016



FIGURE 4-5: Deployment and All Workload, Weekends, Winter 2016

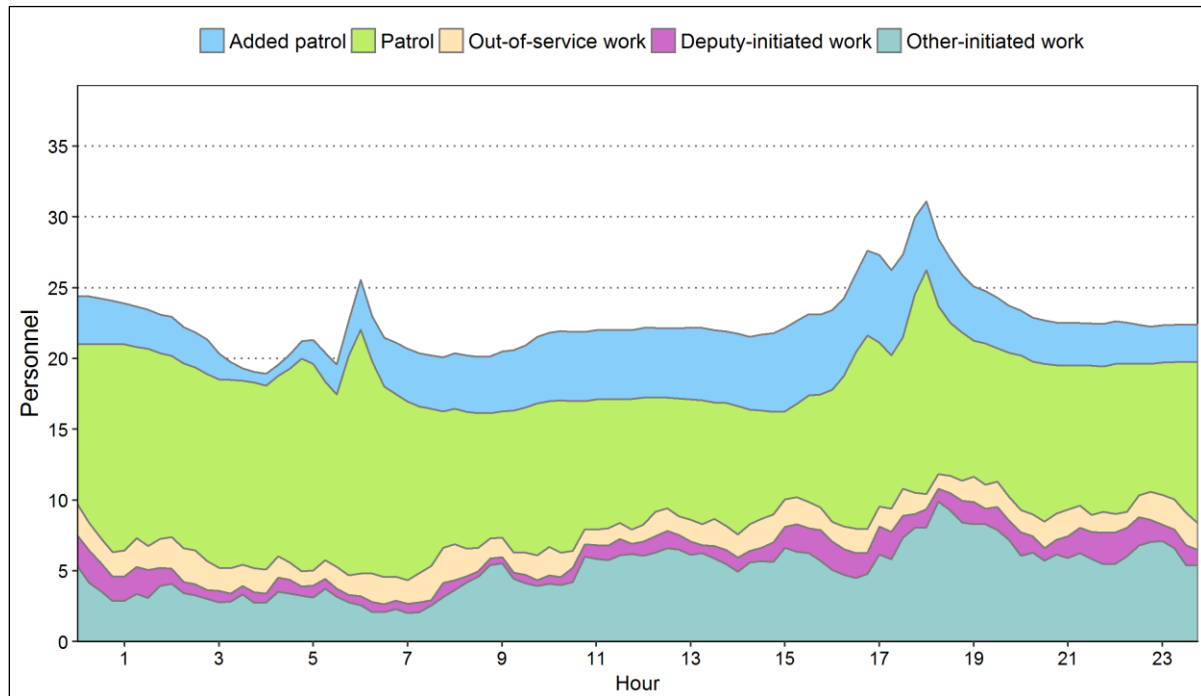


FIGURE 4-6: Workload Percentage by Hour, Weekends, Winter 2016



FIGURE 4-7: Deployment and All Workload, Weekdays, Summer 2016

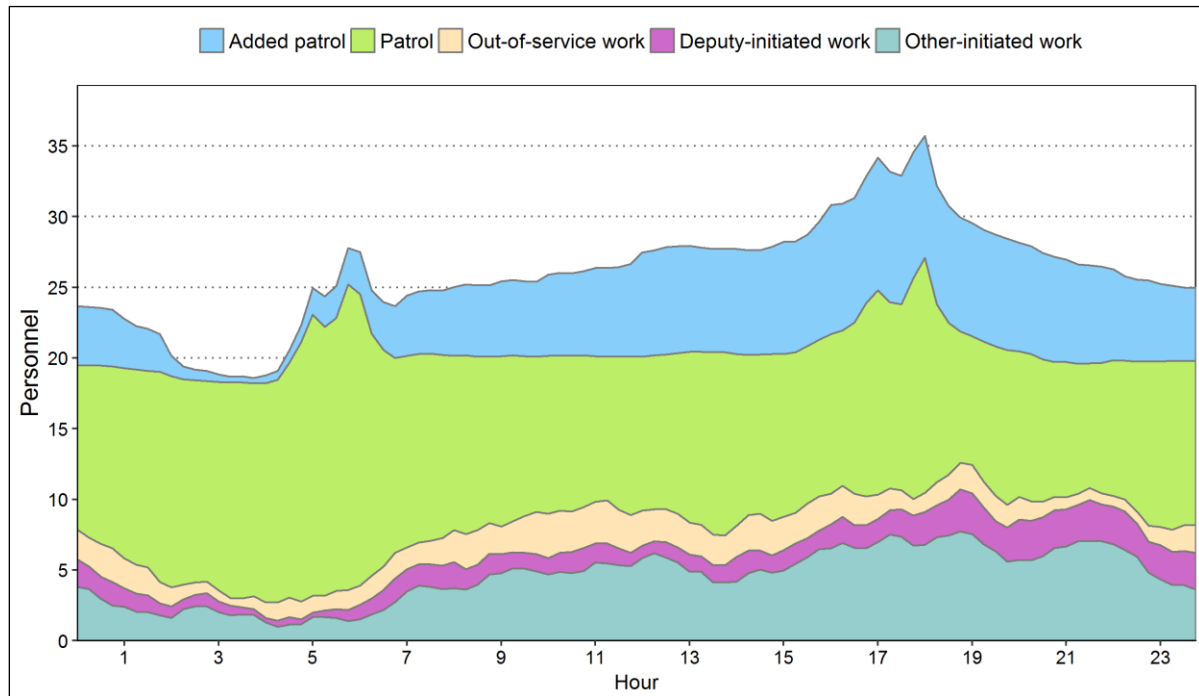


FIGURE 4-8: Workload Percentage by Hour, Weekdays, Summer 2016



FIGURE 4-9: Deployment and All Workload, Weekends, Summer 2016

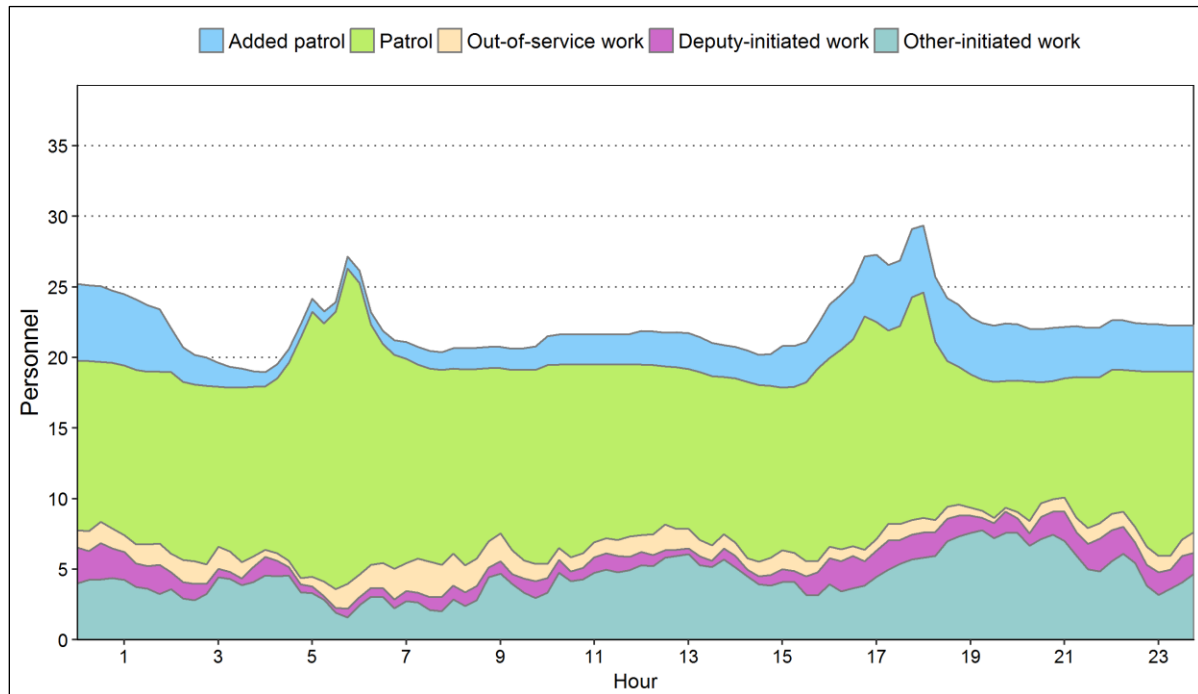


FIGURE 4-10: Workload Percentage by Hour, Weekends, Summer 2016



Observations:

Winter:

- Other-initiated work:
 - Average other-initiated workload was 4.8 deputies per hour during the week and 5.0 deputies per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.
- All work:
 - Average total workload was 8.4 deputies per hour during the week and 7.9 deputies per hour on weekends.
 - This was approximately 33 percent of hourly deployment during the week and 35 percent of hourly deployment on weekends.

Summer:

- Other-initiated work:
 - Average other-initiated workload was 4.5 deputies per hour during the week and 4.4 deputies per hour on weekends.
 - This was approximately 17 percent of hourly deployment during the week and 20 percent of hourly deployment on weekends.
- All work:
 - Average total workload was 7.9 deputies per hour during the week and 6.9 deputies per hour on weekends.
 - This was approximately 30 percent of hourly deployment during the week and 31 percent of hourly deployment on weekends.

REGION WORKLOAD ANALYSIS

As noted earlier, the Sheriff's Office deploys its patrol force in four regions labeled A, B, C, and D. In this section, we examine workload data by region. The analysis compares workload and available personnel, focusing on each region individually for four weeks in winter (February 1 through February 28, 2016) and four weeks in summer (August 1 through August 28, 2016). For a given region, we limited our analysis to units specifically assigned to the region. Deployment averages only included these units. Similarly, workloads were based upon these units without regard for any individual call's location. Patrol units not assigned to a specific region are not analyzed in this workload and deployment section.

FIGURE 4-11: Deployment and All Workload, Region A

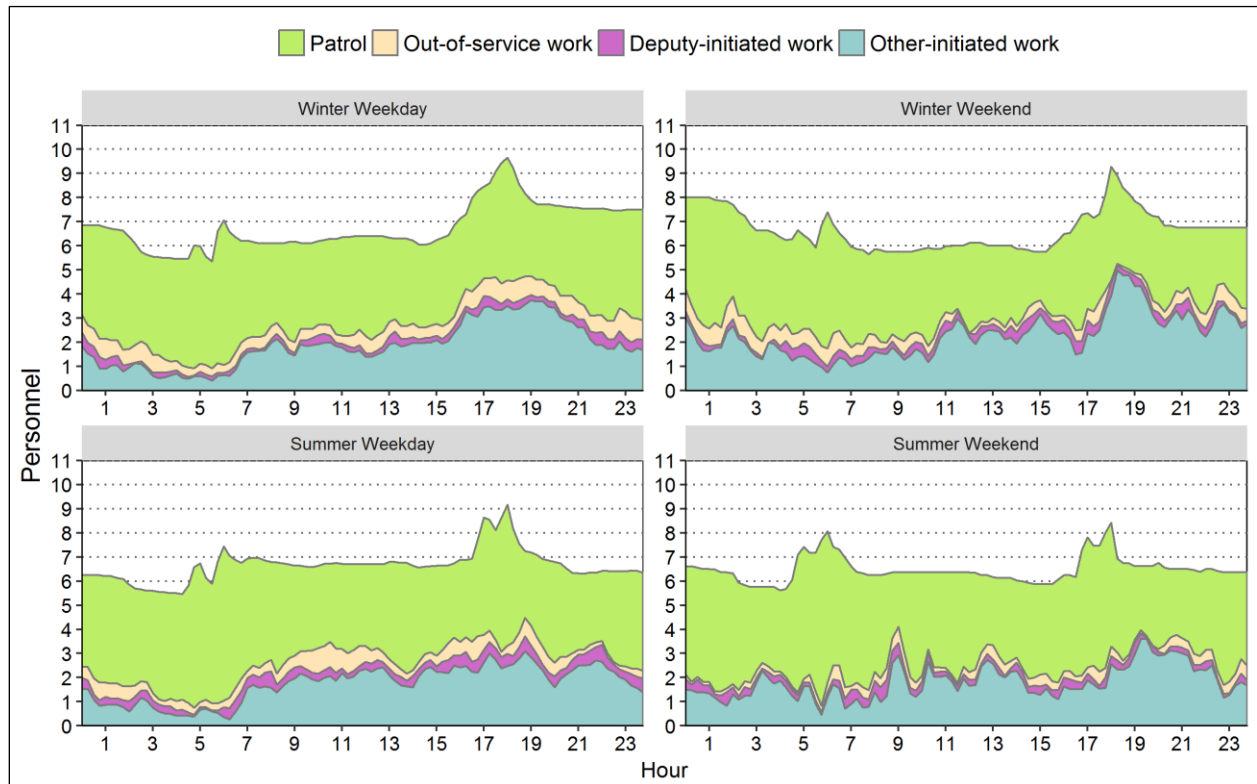
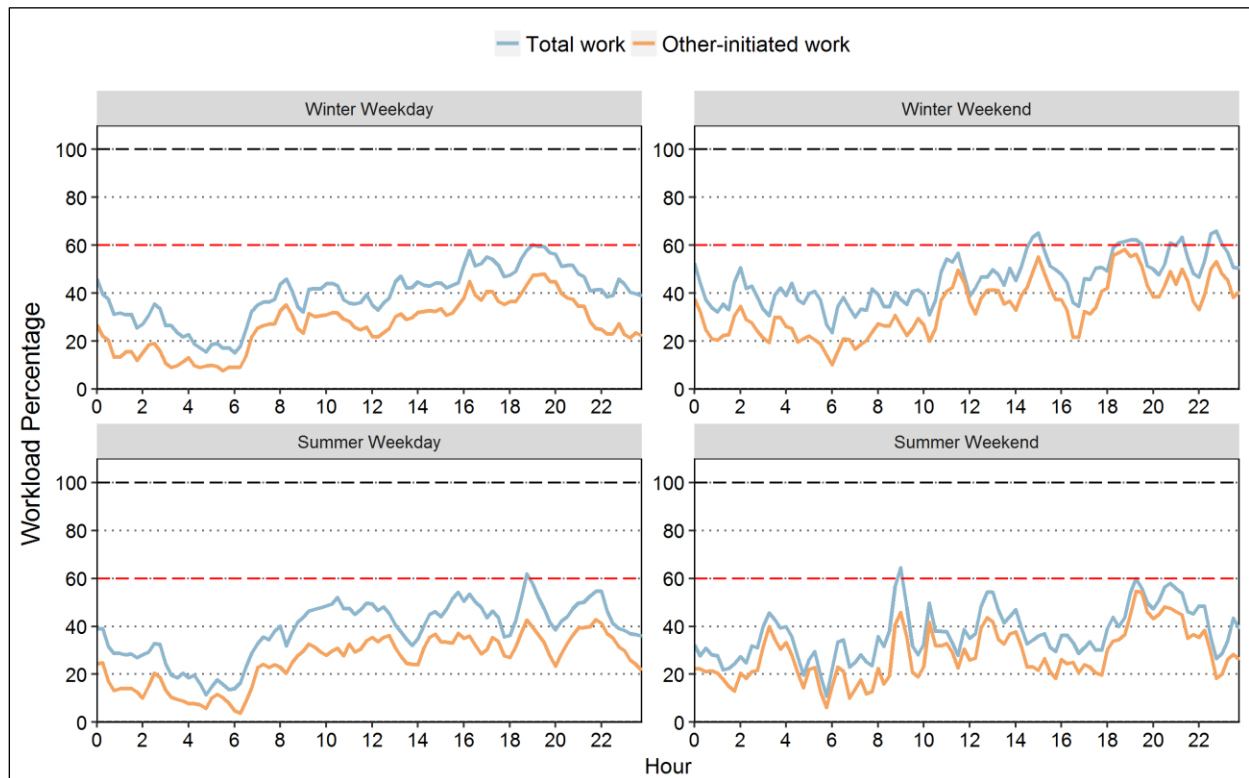


FIGURE 4-12: Workload Percentage by Hour, Region A



Observations, Region A:

Winter:

- Deployment:
 - The average deployment was 6.8 deputies per hour during the 24-hour day in winter.
 - The average deployment was 6.8 deputies per hour during the week and 6.7 deputies per hour on weekends.
 - Average deployment varied from 5.4 to 9.7 deputies per hour on weekdays and 5.7 to 9.3 deputies per hour on weekends
- Other-initiated work:
 - Average other-initiated workload was 1.9 deputies per hour during the week and 2.3 deputies per hour on weekends.
 - This was approximately 28 percent of hourly deployment during the week and 34 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 48 percent of deployment between 7:00 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 58 percent of deployment between 6:45 p.m. and 7:00 p.m.
- All work:
 - Average total workload was 2.7 deputies per hour during the week and 3.1 deputies per hour on weekends.
 - This was approximately 40 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 60 percent of deployment between 7:00 p.m. and 7:15 p.m.
 - On weekends, workload reached a maximum of 66 percent of deployment between 10:45 p.m. and 11:00 p.m.

Summer:

- Deployment:
 - The average deployment was 6.6 deputies per hour during the 24-hour day in summer.
 - The average deployment was 6.7 deputies per hour during the week and 6.5 deputies per hour on weekends.
 - Average deployment varied from 5.5 to 9.2 deputies per hour on weekdays and 5.6 to 8.4 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 1.7 deputies per hour during the week and 1.8 deputies per hour on weekends.
 - This was approximately 26 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.

- During the week, workload reached a maximum of 43 percent of deployment between 6:45 p.m. and 7:00 p.m. and between 9:45 p.m. and 10:00 p.m.
- On weekends, workload reached a maximum of 55 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
 - Average total workload was 2.6 deputies per hour during the week and 2.4 deputies per hour on weekends.
 - This was approximately 39 percent of hourly deployment during the week and 37 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 62 percent of deployment between 6:45 p.m. and 7:00 p.m.
 - On weekends, workload reached a maximum of 64 percent of deployment between 9:00 a.m. and 9:15 a.m.

FIGURE 4-13: Deployment and All Workload, Region B

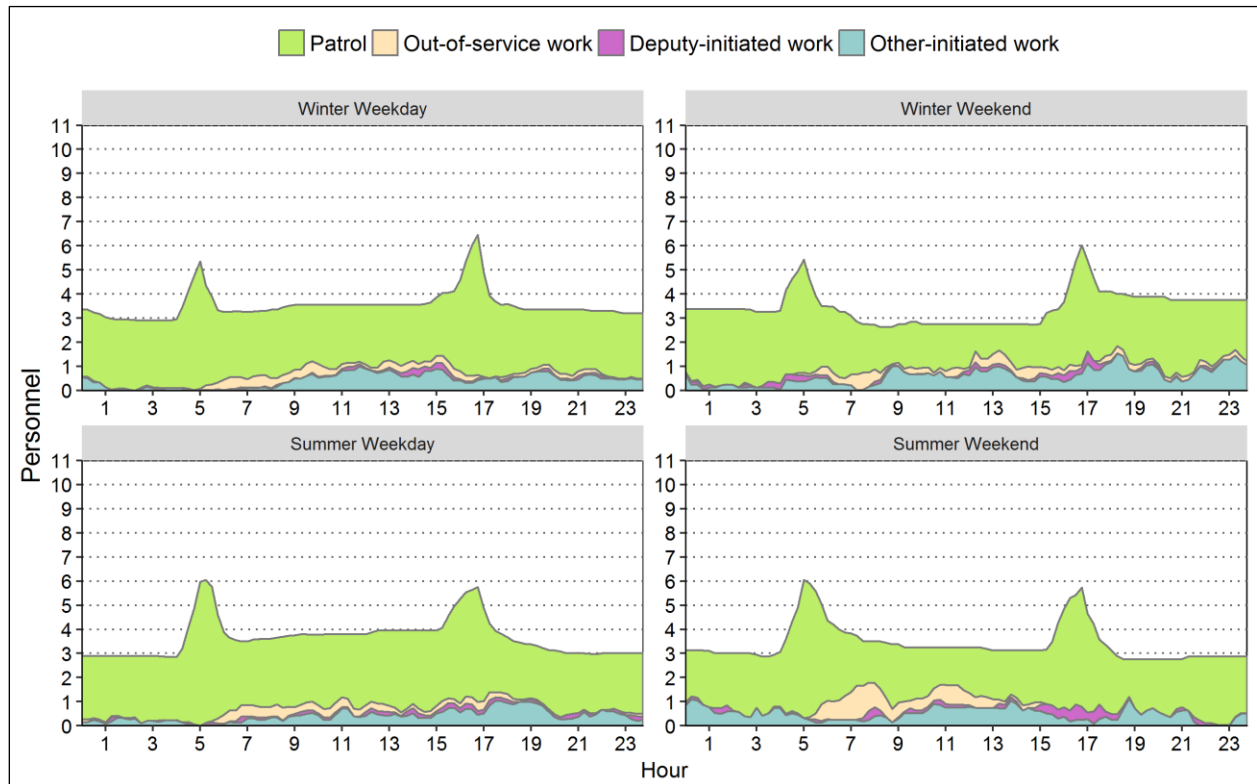
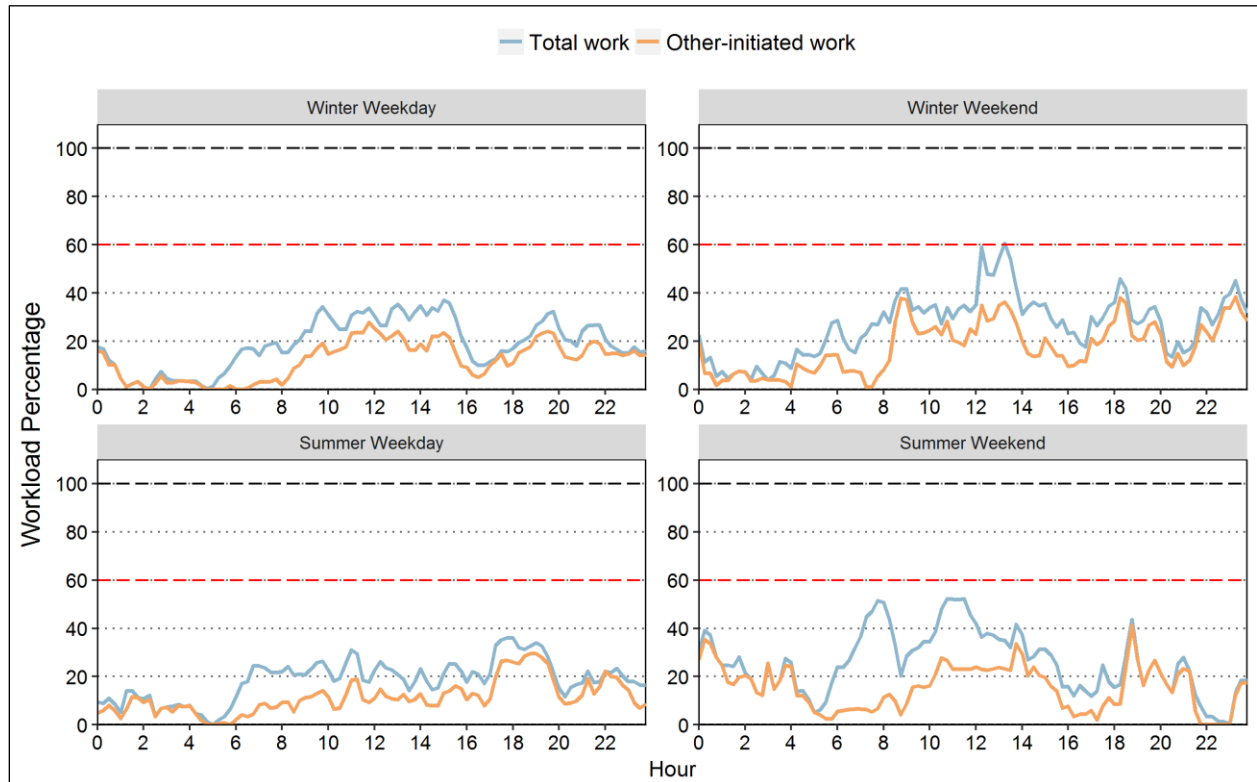


FIGURE 4-14: Workload Percentage by Hour, Region B



Observations, Region B:

Winter:

- Deployment:
 - The average deployment was 3.5 deputies per hour during the 24-hour day in winter.
 - The average deployment was 3.5 deputies per hour during the week and on the weekend.
 - Average deployment varied from 2.9 to 6.5 deputies per hour on weekdays and 2.6 to 6.0 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.4 deputies per hour during the week and 0.6 deputies per hour on weekends.
 - This was approximately 12 percent of hourly deployment during the week and 17 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 28 percent of deployment between 11:45 a.m. and 12:00 p.m.
 - On weekends, workload reached a maximum of 38 percent of deployment between 8:45 a.m. and 9:00 a.m., between 6:15 p.m. and 6:30 p.m., and between 11:15 p.m. and 11:30 p.m.
- All work:
 - Average total workload was 0.7 deputies per hour during the week and 0.9 deputies per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 37 percent of deployment between 3:00 p.m. and 3:15 p.m.
 - On weekends, workload reached a maximum of 61 percent of deployment between 1:15 p.m. and 1:30 p.m.

Summer:

- Deployment:
 - The average deployment was 3.6 deputies per hour during the 24-hour day in summer.
 - The average deployment was 3.7 deputies per hour during the week and 3.4 deputies per hour on the weekend.
 - Average deployment varied from 2.8 to 6.0 deputies per hour on weekdays and 2.8 to 6.0 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.4 deputies per hour during the week and 0.5 deputies per hour on weekends.
 - This was approximately 11 percent of hourly deployment during the week and 14 percent of hourly deployment on weekends.

- During the week, workload reached a maximum of 30 percent of deployment between 6:45 p.m. and 7:15 p.m.
- On weekends, workload reached a maximum of 41 percent of deployment between 6:45 p.m. and 7:00 p.m.
- All work:
 - Average total workload was 0.7 deputies per hour during the week and 0.9 deputies per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 25 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 36 percent of deployment between 5:45 p.m. and 6:15 p.m.
 - On weekends, workload reached a maximum of 52 percent of deployment between 10:45 a.m. and 11:15 a.m.

FIGURE 4-15: Deployment and All Workload, Region C

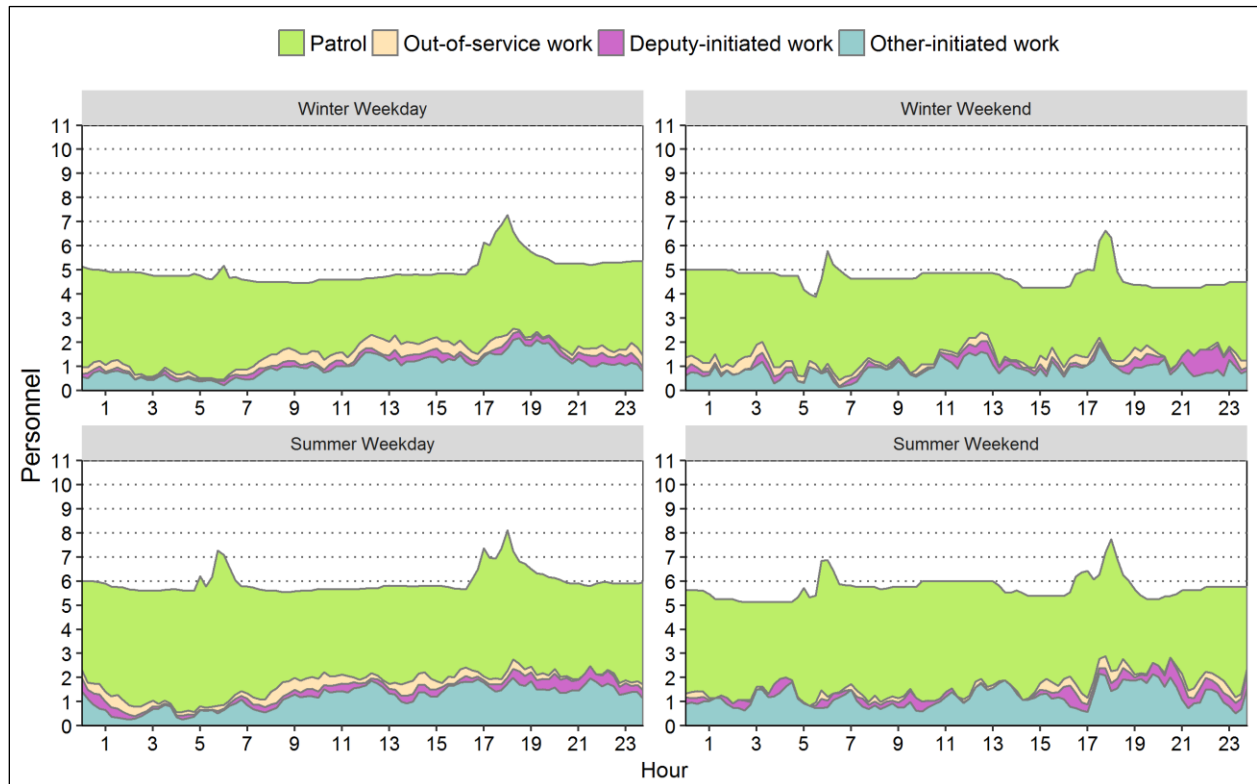
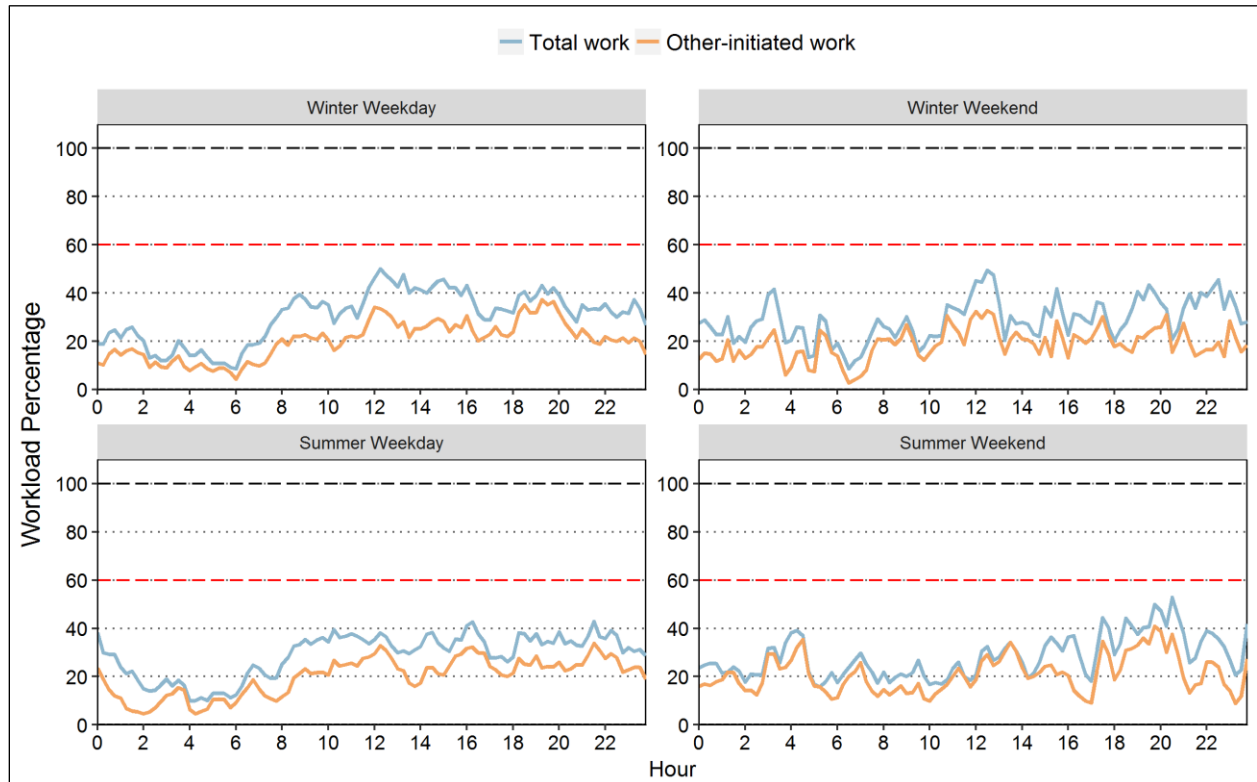


FIGURE 4-16: Workload Percentage by Hour, Region C



Observations, Region C:

Winter:

- Deployment:
 - The average deployment was 4.9 deputies per hour during the 24-hour day in winter.
 - The average deployment was 5.0 deputies per hour during the week and 4.7 deputies per hour on the weekend.
 - Average deployment varied from 4.5 to 7.3 deputies per hour on weekdays and 3.9 to 6.6 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 1.0 deputies per hour during the week and 0.9 deputies per hour on weekends.
 - This was approximately 21 percent of hourly deployment during the week and 19 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 37 percent of deployment between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 33 percent of deployment between 12:30 p.m. and 12:45 p.m.
- All work:
 - Average total workload was 1.5 deputies per hour during the week and 1.3 deputies per hour on weekends.
 - This was approximately 31 percent of hourly deployment during the week and 29 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 50 percent of deployment between 12:15 p.m. and 12:30 p.m.
 - On weekends, workload reached a maximum of 49 percent of deployment between 12:30 p.m. and 12:45 p.m.

Summer:

- Deployment:
 - The average deployment was 5.9 deputies per hour during the 24-hour day in summer.
 - The average deployment was 6.0 deputies per hour during the week and 5.7 deputies per hour on the weekend.
 - Average deployment varied from 5.5 to 8.1 deputies per hour on weekdays and 5.1 to 7.7 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 1.2 deputies per hour during the week and on weekends.
 - This was approximately 20 percent of hourly deployment during the week and 21 percent of hourly deployment on weekends.

- During the week, workload reached a maximum of 34 percent of deployment between 9:30 p.m. and 9:45 p.m.
- On weekends, workload reached a maximum of 41 percent of deployment between 7:45 p.m. and 8:00 p.m.
- All work:
 - Average total workload was 1.7 deputies per hour during the week and 1.6 deputies per hour on weekends.
 - This was approximately 29 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 43 percent of deployment between 4:15 p.m. and 4:30 p.m. and between 9:30 p.m. and 9:45 p.m.
 - On weekends, workload reached a maximum of 53 percent of deployment between 8:30 p.m. and 8:45 p.m.

FIGURE 4-17: Deployment and All Workload, Region D

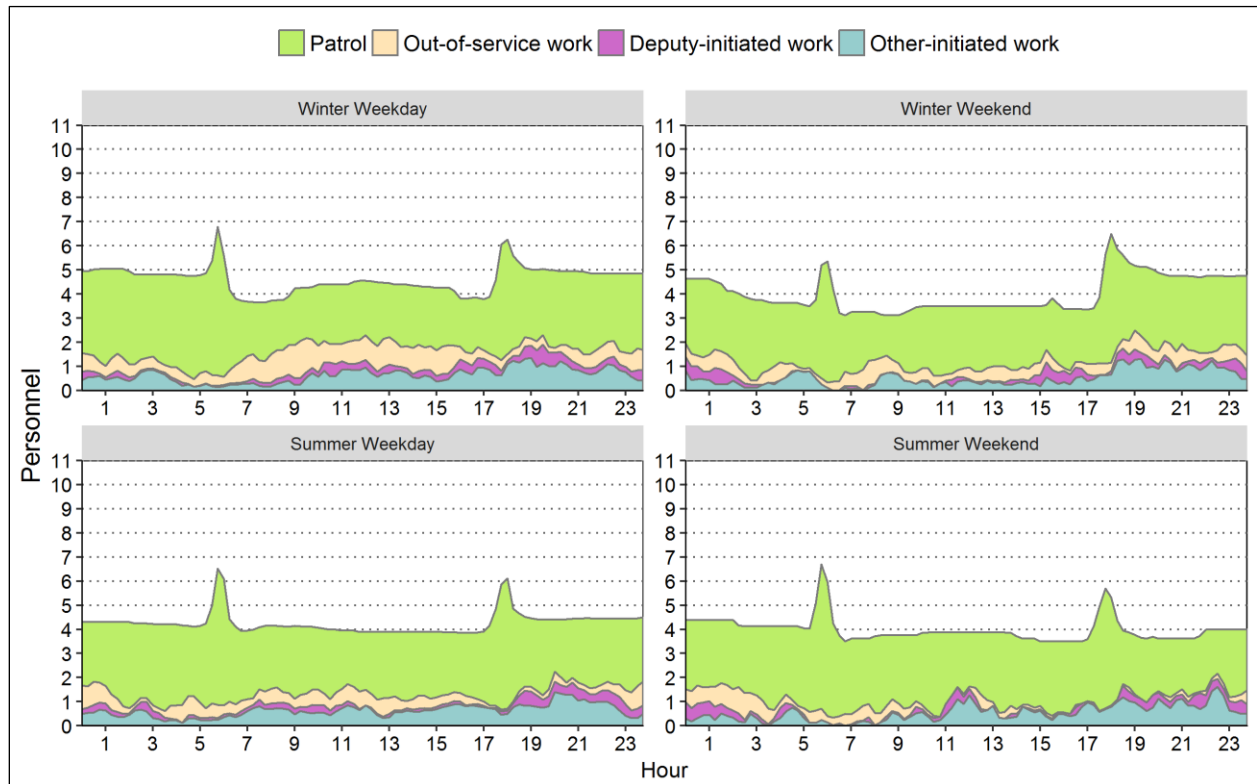
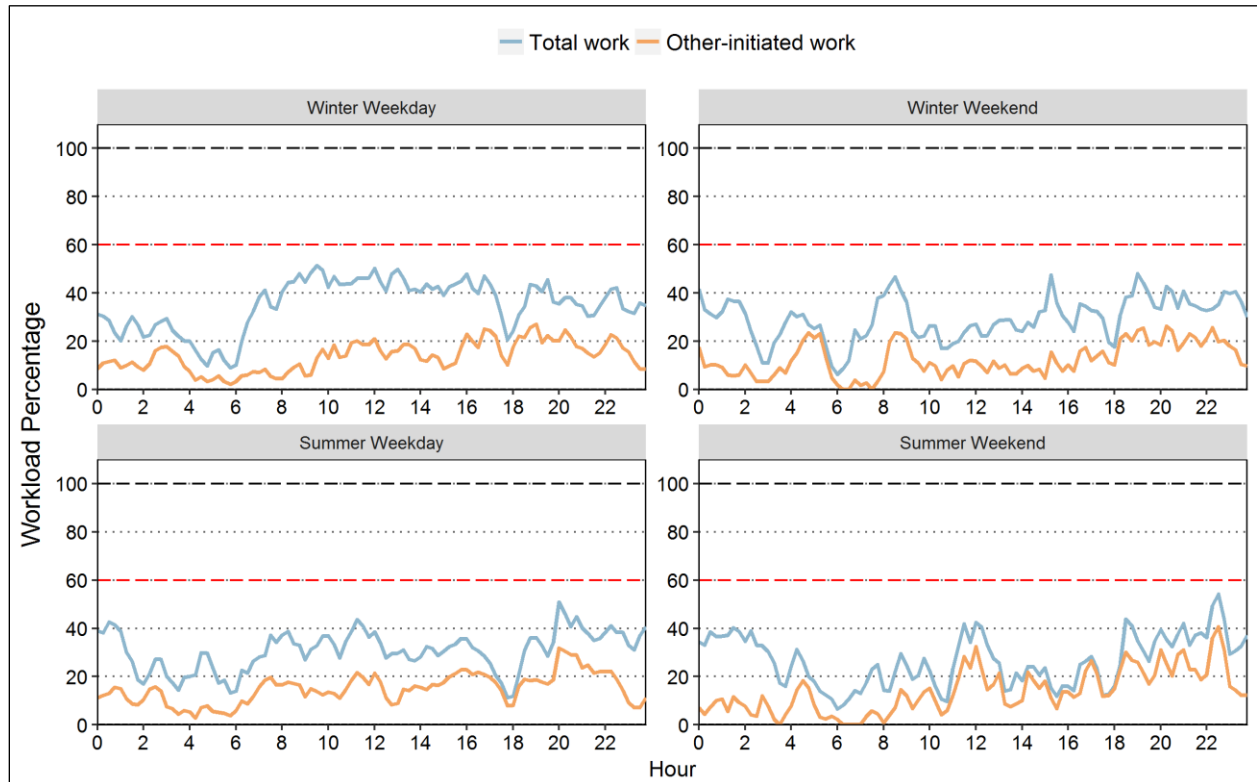


FIGURE 4-18: Workload Percentage by Hour, Region D



Observations, Region D:

Winter:

- Deployment:
 - The average deployment was 4.4 deputies per hour during the 24-hour day in winter.
 - The average deployment was 4.6 deputies per hour during the week and 4.0 deputies per hour on the weekend.
 - Average deployment varied from 3.6 to 6.8 deputies per hour on weekdays and 3.1 to 6.5 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.6 deputies per hour during the week and 0.5 deputies per hour on weekends.
 - This was approximately 14 percent of hourly deployment during the week and 13 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 27 percent of deployment between 7:00 p.m. and 7:15 p.m.
 - On weekends, workload reached a maximum of 26 percent of deployment between 7:15 p.m. and 7:30 p.m., between 8:15 p.m. and 8:30 p.m., and between 10:15 p.m. and 10:30 p.m.
- All work:
 - Average total workload was 1.6 deputies per hour during the week and 1.2 deputies per hour on weekends.
 - This was approximately 34 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 51 percent of deployment between 9:30 a.m. and 9:45 a.m.
 - On weekends, workload reached a maximum of 48 percent of deployment between 3:15 p.m. and 3:30 p.m. and between 7:00 p.m. and 7:15 p.m.

Summer:

- Deployment:
 - The average deployment was 4.2 deputies per hour during the 24-hour day in summer.
 - The average deployment was 4.3 deputies per hour during the week and 4.0 deputies per hour on the weekend.
 - Average deployment varied from 3.8 to 6.5 deputies per hour on weekdays and 3.5 to 6.7 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.6 deputies per hour during the week and 0.5 deputies per hour on weekends.
 - This was approximately 15 percent of hourly deployment during the week and 14 percent of hourly deployment on weekends.

- During the week, workload reached a maximum of 32 percent of deployment between 8:00 p.m. and 8:15 p.m.
- On weekends, workload reached a maximum of 41 percent of deployment between 10:30 p.m. and 10:45 p.m.
- All work:
 - Average total workload was 1.3 deputies per hour during the week and 1.1 deputies per hour on weekends.
 - This was approximately 30 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 51 percent of deployment between 8:00 p.m. and 8:15 p.m.
 - On weekends, workload reached a maximum of 54 percent of deployment between 10:30 p.m. and 10:45 p.m.

Patrol Workload Demand Summary

We have extensively discussed workload to this point. It is evident from the data that the present patrol workload for the department is within the standards established in the “Rule of 60” discussion.

The average workload for all work (based upon existing staffing and deployment) during the winter period was at 33 percent on weekdays, and 35 percent on weekends. In the summer period, the average Saturation Index was at 30 percent on weekdays and 31 percent on weekends.

The peak Saturation Index during the winter was at 47 percent on weekdays, and 48 percent on weekends. The peak Saturation Index during the summer was at 42 percent on weekdays, and 46 percent on weekends. Based upon this data, the workload is met by the available resources, suggesting that departmentally, the patrol function is adequately staffed to meet workload demands.

Another vitally important component for analyzing workload, especially in agencies that patrol a large footprint such as is the case here, is the capacity of the department to respond safely and in a timely manner to critical service demands. As the service demands for law enforcement agencies fluctuate from hour to hour, day to day, and season to season, simply quantifying and averaging work hours over a defined period of time and attaching a number of deputies required to handle that workload may ignore another important deployment element. That element is response time to life safety emergencies and in-progress crimes. PCSO maintains a minimum patrol staffing for each of its four regions to police 5,374 square miles. That is an expansive footprint. As such, we must consider the department's ability to safely and efficiently respond to emergency calls for service and provide its deputies a safe level of support. Therefore, response time to emergency calls becomes relevant in the decision-making process when establishing deployments (see Response Time section).

As noted, PCSO patrol resources function as separate regions and the following discussion outlines the average workload of each region. Though workload is manageable departmentally as a whole, CPSM will make recommendations here addressing the staffing needs of each region.

Region A, the largest and most active region, serves 52.5 percent of the county patrol area population in 5.5 percent of the PCSO's geographic jurisdiction (295 square miles). The region handles 47.1 percent of all PCSO calls for service and 44.4 percent of the department's patrol workload. Region A has an average workload for all work (based upon existing staffing and deployment) during the winter period of 40 percent on weekdays, and 46 percent on weekends. In the summer period, the average Saturation Index was at 39 percent on weekdays and 37 percent on weekends. The peak Saturation Index during the winter was at 60 percent on weekdays, and 66 percent on weekends. The peak Saturation Index during the summer was at 62 percent on weekdays, and 64 percent on weekends.

CPSM recommends the personnel vacancies be filled as soon as possible to provide full staffing to the region. Region A, as do the other regions, deploys its patrol staff evenly across the 24-hour patrol period. Figures 4-11 and 4-12 above indicate adding personnel and adjusting deployment hours would provide more staff during peak activity periods, thus providing a better level of service to the community. If the San Tan region's growth continues as in recent years, budgeting of additional deputy personnel will likely become necessary. Reassigning personnel from other patrol regions to support Region A should be strictly evaluated to ensure adequate levels of law enforcement presence in the remainder of the county are maintained (see CSO Proposal).

Region B serves 10.8 percent of the county patrol area population in 33 percent of the PCSO's geographic jurisdiction. The region handles 6.9 percent of all PCSO calls for service and 9.3 percent of the department's patrol workload. Region B has an average workload for all work (based upon existing staffing and deployment) during the winter period of 19 percent on weekdays, and 26 percent on weekends. In the summer period, the average Saturation Index was at 19 percent on weekdays and 25 percent on weekends. The peak Saturation Index during the winter was at 36 percent on weekdays, and 61 percent on weekends. The peak Saturation Index during the summer was at 52 percent on weekdays, and 64 percent on weekends (see Figures 4-13 and 4-14).

The minimum staffing for the region has been reduced to one sergeant and two deputies, or three deputies in the absence of the sergeant, for a 1,771 square-mile area. The workload data of Region B does not necessarily support additional resources; however, officer and public safety demands the support of additional staff deployment. This can initially be done through filling current patrol vacancies. As discussed above, decision makers must consider the department's ability to safely and efficiently respond to both emergency and routine calls from its residents and provide its deputies a safe level of support in this region when determining appropriate staffing levels.

Region C serves 19.8 percent of the county's patrol area population in 40 percent of the PCSO's geographic jurisdiction. The region handles 27.5 percent of all PCSO calls for service and 29.5 percent of the department's patrol workload. Region C has an average workload for all work (based upon existing staffing and deployment) during the winter period of 31 percent on weekdays, and 29 percent on weekends. In the summer period, the average Saturation Index was at 29 percent on weekdays and 28 percent on weekends. The peak Saturation Index during the winter was at 50 percent on weekdays, and 49 percent on weekends. The peak Saturation Index during the summer was at 43 percent on weekdays, and 53 percent on weekends (see Figures 4-15 and 4-16).

Again, as with the other regions, CPSM recommends the department personnel vacancies be filled as soon as possible to provide additional patrol resources to the region. This region covers the largest land area of the PCSO. The minimum staffing for the region has been reduced to one sergeant and four deputies for a 2,156 square-mile area. The same caution regarding large area staffing decisions holds true for Region C when determining staffing.

Region D serves 16.8 percent of the county's patrol area population in 21.5 percent of the PCSO's geographic jurisdiction. The region handles 17.6 percent of all PCSO calls for service and 16.2 percent of the department's patrol workload. Region D has an average workload for all work (based upon existing staffing and deployment) during the winter period of 30 percent on weekdays, and 26 percent on weekends. In the summer period, the average Saturation Index was at 29 percent on weekdays and 28 percent on weekends. The peak Saturation Index during the winter was at 51 percent on weekdays, and 48 percent on weekends. The peak Saturation Index during the summer was at 51 percent on weekdays, and 54 percent on weekends (see Figures 4-17 and 4-18).

This region, too, would benefit from having its personnel vacancies filled as soon as possible to provide additional patrol resources. The minimum staffing for the region is one sergeant and four deputies for a 1,152 square-mile area. As repeated above, staffing decisions for large geographic areas must look beyond the data to the public safety philosophy of the agency.

As reflected in Table 4-6, 33 percent of all workload and 74 percent of deputy-initiated workload is traffic-stop related, a self-initiated activity. The department and its deputies are to be commended for this commitment to an important aspect of public safety. It does, however, allow for resources to be shifted to better align staffing with other-initiated calls from the community and address the peak workload periods outlined above.

For a perspective on individual patrol deputy activity, consider the following. In 2016, the PCSO made 4,763 arrests, issued 8,094 citations, handled 43,357 calls for service from the public, and conducted 34,137 self-initiated activities. Personnel assigned to patrol and its support units (deputies) totaled 115, 91 patrol and 24 support. Sixteen patrol vacancies were carried during the year. Assuming every activity was handled equally and each patrol deputy worked the equivalent of 147 twelve-hour shifts in the year, in 2016 each of the 91 patrol deputies made 52 arrests or 1 arrest every three shifts; issued 89 citations or 1 cite every three shifts; handled 461 calls, or 3 calls per shift; and conducted 363 self-initiated activities, or 3 per shift. These numbers are skewed on the high side as not all activities were handled by patrol deputies alone, but this provides a point of reference as to activity level.

Recommendations:

- Staffing decisions must be based on actual workload. This will ensure that sufficient staffing exists to respond to emergency situations involving the safety of the public and officers alike. (Recommendation No. 2.)
- Department personnel vacancies should be filled as soon as possible. This will provide additional resources to the patrol regions to address peak workload periods and improve calls for service response times, thus providing a better level of service to the community. (Recommendation No. 3.)
- Reassigning personnel from other patrol regions to support Region A should be strictly evaluated to ensure that adequate levels of law enforcement presence in the remainder of the county are maintained. (Recommendation No. 4.)
- Self-initiated activity related to traffic stop activity within regions should be evaluated and resources shifted as necessary to better align staffing with other-initiated calls from the community and to handle peak workload periods. (Recommendation No. 5.)

In the section that follows, we will examine response times, focusing upon high-priority calls.

RESPONSE TIME – HIGH PRIORITY CALLS

All law enforcement agencies prioritize calls for service based upon the seriousness of the call. PCSO refers to its highest priority calls as Priority H. While department definitions of the highest priority calls may vary from agency to agency, such calls should include those involving life safety and in-progress crimes. For such calls, residents expect and demand that their law enforcement agency be adequately staffed and prepared to respond in a timely fashion. While the data analysis section of this report contains considerable information concerning response times to all priorities of calls for service and should be reviewed in its entirety, here we will focus on the highest priority of calls for service. For this analysis, we utilized data on other-initiated (citizen) calls. We did not include deputy-initiated activity.

Table 4-11 depicts the average response time to Priority H calls as well as all other calls (all other priorities) by region and by priority. Table 4-12 depicts average response times by patrol region for all priorities. It must be noted that the response time to a call begins when the first keystroke is entered into the CAD (computer-aided dispatch) call screen by the 911 operator. This begins what we refer to as the “dispatch” period. The “dispatch” period ends when a patrol unit is assigned to the call, at which time the “travel” period begins. When the patrol unit arrives at the scene of the call, the “travel” period ends and the “response time” (dispatch plus travel) is calculated. Response times for calls with a description of “Accidents w inj” were also calculated to provide an additional measure for response times for high-priority calls.

The overall response time for Priority H calls was 9.3 minutes, and for Priority 1 calls, 11.6 minutes. While that is a lengthy period for these life safety and in-progress calls, given the response area for the deputies (5,374 square miles), it is not unreasonable. Still, any opportunity to reduce response time should be explored.

TABLE 4-11: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
H	2.3	7.0	9.3	916
1	2.8	8.8	11.6	9,918
2	6.9	15.1	22.0	15,528
3	10.5	21.3	31.8	3,858
4	11.4	21.6	33.0	5,377
Unknown	8.0	16.4	24.3	198
Weighted Average/Total	6.7	14.8	21.5	35,795
Accidents with injuries	2.7	7.3	9.9	430

Note: The total average is weighted according to the number of calls within each priority level.

TABLE 4-12: Average Dispatch, Travel, and Response Times by Region and Priority

Priority	Region	Dispatch	Travel	Response	Calls	Area
H	A	2.3	4.6	6.8	377	295
	B	2.2	9.5	11.8	101	1,771
	C	2.3	8.4	10.7	276	2,156
	D	2.5	8.4	10.9	161	1,152
	Unknown	6.9	13.5	20.5	1	NA
	Total	2.3	7.0	9.3	916	5,374
1	A	2.6	6.4	9.0	4,853	295
	B	2.8	12.1	15.0	930	1,771
	C	3.0	10.9	13.9	2,641	2,156
	D	3.1	10.6	13.7	1,459	1,152
	Unknown	5.1	17.5	12.6	35	NA
	Total	2.8	8.8	11.6	9,918	5,374
2	A	6.7	12.5	19.2	7,800	295
	B	6.8	20.4	27.3	1,282	1,771
	C	7.2	18.1	25.3	3,886	2,156
	D	7.3	15.5	22.8	2,531	1,152
	Unknown	7.6	30.0	37.6	29	NA
	Total	6.9	15.1	22.0	15,528	5,374
3	A	10.3	18.6	28.9	1,913	295
	B	11.4	27.9	39.3	9,746	1,771
	C	9.7	26.4	36.2	934	2,156
	D	11.4	18.3	29.7	660	1,152
	Unknown	16.7	37.9	54.6	16	NA
	Total	10.5	21.3	31.8	3,858	5,374
4	A	11.6	20.6	32.2	2,638	295
	B	12.1	27.3	39.4	484	1,771
	C	10.7	26.3	37.1	1,260	2,156
	D	11.3	14.8	26.1	943	1,152
	Unknown	15.0	25.7	40.7	52	NA
	Total	11.4	21.6	33.0	5,377	5,374
Unknown	A	7.0	10.5	17.5	28	295
	B	3.1	29.5	32.6	4	1,771
	C	5.3	23.7	29.0	25	2,156
	D	8.9	16.0	24.9	133	1,152
	Unknown	7.2	13.6	20.7	8	NA
	Total	8.0	16.4	24.3	198	5,374

The average response time for priority H calls was below 12 minutes for all regions, with Region A having the lowest response time.

More information and analysis on calls for service and the dispatch process can be found in the Communications section of this report.

PATROL INVESTIGATIONS / REPORT WRITING

As in all general law enforcement agencies, PCSO deputies handle a wide array of calls. Some are related to criminal offenses such as robberies, burglaries, or fraud. Most however, are related to a variety of issues that pertain to maintaining order. For instance, traffic enforcement and direction, handling customer and/or neighborhood disputes, providing counselling to troubled youth, and of course responding to family disputes that often do not involve a crime.

It has been the experience of CPSM consultants, both in our roles as law enforcement executives, and in our numerous studies of law enforcement agencies, that between 60 and 65 percent of calls do not warrant a formal police report. That is not to say that there is no record of the call. Every call generates a permanent call identifier (number) when it is entered into the computer-aided dispatch (CAD) system by the 911 operator. When the call is closed at the termination of the deputy's actions, the call history is transferred to the records management system (RMS). Access to the call information is readily available in the future through a simple computer search.

It is at this point that department policies vary somewhat. Generally, one of three things occur. Some agencies close the call with no further action required; others require deputies/officers to enter limited information about the call and disposition into what are referred as CAD notes to allow for some supervisor review of the incident. This generally amounts to a three- or four-line summary. Finally, where circumstances warrant, a formal report is prepared. If the deputy/officer chooses to close a call without a formal report, with or without a CAD note, supervisors have the discretion to order a formal report of the incident.

Pinal County Sheriff's Office reporting guidelines are covered in Policy 321. This policy, which is six pages in length, was reviewed by CPSM. The policy addresses when a report must be written. Sections 321.2 through 321.5 address reporting of criminal activity and provide guidance as to which circumstances require that a report must be completed. In section 321.3 the policy states, "In general, all employees and supervisors shall act with promptness and efficiency in the preparation and processing of all reports. An incomplete report, unorganized reports or reports delayed without supervisory approval are not acceptable. Reports shall be processed according to established priorities or according to special priority necessary under exceptional circumstances."

Deferred reports are permissible with supervisory approval, but the system to ensure completion of deferred reports is flawed. Records staff contact individual deputies to request the completed report; however, in practice, failure to comply with a completion request does not reach a supervisory level for an extended period of time. This delays the completion and processing of the report for an unacceptable timeframe.

Recommendation:

- Improvement in auditing of completed reports is necessary. The current system allows for long delays in report completion without direct involvement of supervision to ensure compliance in a timely manner. (Recommendation No. 6.)

TEMPORARY HOLDING FACILITIES

PCSO has temporary holding facilities (THFs) at all of its patrol stations. THFs are governed by PCSO Policy 900, Temporary Housing Facilities. The facilities are intended for short-duration stays by arrestees pending booking at the Pinal County Jail. The policy addresses the booking, housing, security, and release of prisoners arrested by PCSO personnel. Based on information provided by region lieutenants, Region A and D utilize their THFs and regions B and C rarely use theirs. Knowledge of Policy 900 and compliance with the policy and physical plant requirements, especially those regarding safety checks and prisoner monitoring, appeared to be minimal based on discussions with concerned personnel. This must be addressed. Required logs of policy compliance were nonexistent or minimally completed and/or retained. Should an incident occur with loss of life or serious injury to a prisoner and a failure to comply with required safety checks is found to have contributed to the incident, PCSO and the county could face significant litigation costs.

Operation of a holding facility exposes any government entity to significant issues of potential liability. The County of Pinal and the Sheriff's Office must continually monitor these THFs to ensure compliance with law and policy.

THF Recommendations:

- PCSO staff must continually monitor compliance with law and policy regarding the operation of temporary holding facilities at the regional stations. (Recommendation No. 7.)

FOCUSED TEAMS AND FUNCTIONS IN PATROL

Special Services

Aviation Unit

PCSO's Aviation Unit provides air support to several department divisions and missions. The unit supports search and rescue, desert interdiction efforts in support of Department of Homeland Security immigration policies, and patrol operations. The unit also provides air resources to county units as requested.

The unit utilizes its three helicopters and one fixed wing aircraft for air missions. A recently acquired Huey UH-1V is the unit's primary search and rescue aircraft due to its power and seating capabilities. The two smaller helicopters in the fleet, a Bell OH-58A and a Hughes MH-6C, are also utilized for search and rescue but will be phased out of this mission as the larger Huey's capabilities become fully implemented. Air assets have proven to be very valuable to PCSO's search and rescue operations as they provide for quicker response time to victims compared to using ground personnel. The unit is in the process of obtaining additional resources and divesting of those resources no longer suited for its mission.

The Aviation Unit is also involved in desert interdiction while assisting the U.S. Border Patrol's West Desert Task Force Operation Stonegarden and the Silverbell Initiative. The unit provides aerial search and surveillance, tracking, and personnel transport. The missions support law enforcement efforts against drug and human trafficking.

Each helicopter is also capable of providing aerial support for patrol operations, utilizing spotlights and NVG (night vision gear) equipment. Air units are capable of responding to all

areas in the county to assist with calls for service such as pursuits, crimes in progress, missing persons, and emergencies due to floods, fires, and large-scale public safety incidents.

The unit's Cessna 206 fixed-wing asset was obtained in January 2017 through a grant from the U.S. Office of Public Safety Grants. The aircraft operates in support of immigration and human trafficking missions of the federal government.

The unit is staffed by two pilots who are also trained as tactical flight officers (TFOs). The pilots fly together or utilize TFO-trained Search and Rescue deputy personnel when an observer is necessary for the assigned mission. The unit does not have full-time TFOs.

The unit responded to 240 calls for service in 2016, including 29 search and rescue operations. The unit provides limited patrol operations support; there were 59 assists in 2016. Due to a limited number of pilots, and maintenance and fuel issues, the unit's mission is primarily in support of special operations with federal agencies as described above. The majority of the unit's aviation fuel is funded through a federal grant for these special operations. The remainder of the unit's fuel is funded through the Gang & Immigration Intelligence Team Enforcement Mission (GIITEM), which is a statewide task force managed and led by Arizona Department of Public Safety. One of GIITEM's main objectives is to deter criminal gang activity through the enforcement of state laws. The task force also aims to deter criminal gang activity through investigations, arrest and prosecution, the dismantling of gang-related criminal enterprises, the deterrence of border-related crimes, and the disruption and dismantling of human smuggling organizations. This mission gives the Aviation Unit a broader use of allocated monies that can be used outside of a specific GIITEM task force for grant-related operations in the PCSO jurisdiction such as patrol support. The unit does not receive aviation fuel funding from the county, which limits their support of general department law enforcement missions.

These limitations allowed for a total of just over 400 hours of flight time in 2016 for all of the Aviation Unit's air resources. A Bureau of Justice Statistics survey reported the median operating time per law enforcement helicopter deployed annually was 360 flight hours. PCSO air resources are very under-utilized by this standard. The unit has recently brought on board five volunteer pilots who will improve the unit's flight capability based on their flight experience. However, fuel and maintenance issues must be resolved before PCSO realizes their full benefit. A new maintenance position has been authorized for this fiscal year and should be filled as quickly as possible.

Air assets are a significant force multiplier in law enforcement that can increase criminal apprehension. These resources improve public safety and the safety of deputies working on the ground. Discussions with patrol and aviation management regarding patrol support indicated requests for utilization of air support by patrol was limited. Discussion with line patrol staff revealed a desire for air support, but the frequent lack of availability or extended response times when available has tempered their requests. The lack of patrol officer experience with air support can also be a limiting request factor as they are not fully aware of an air unit's capabilities. PCSO should work to resolve the Aviation Unit's availability issues. The Aviation Unit, utilizing its current personnel and equipment, and while developing volunteer pilot staff, should be scheduled to support patrol on an ongoing basis as permitted, especially in the San Tan Valley area. As utilization grows, increased staff including pilots and tactical flight officers will be required.

Management reports regarding unit activities and issues are prepared only annually. The unit does not track missions requested by patrol's other units to which they are unable to respond. This limits department executive oversight and the ability to timely assess the unit's service to the

department and fulfillment of its funding grants. Unit reports should be provided to management staff through the chain of command at least quarterly.

Aviation Unit Recommendations:

- The Aviation Unit, utilizing its current personnel and equipment, and while developing volunteer pilot staff, should be scheduled to support patrol on an ongoing basis as resources permit, especially in the San Tan Valley area. As utilization grows, increased staff including pilots and tactical flight officers will be required. (Recommendation No. 8.)
- County-funded fuel for patrol support must be appropriated for this mission. (Recommendation No. 9.)
- Management reports should be provided quarterly to department executive staff regarding unit activities. (Recommendation No. 10.)

Search and Rescue

The responsibility for search and rescue (SAR) lies with the Sheriff of each county per Arizona State law ARS 11-441c. The PCSO SAR Unit conducts day and night mobile SAR operations, sometimes during adverse weather conditions, in both urban and wilderness environments. The SAR Unit responses include searches for lost children and adults, emergency medical rescues of injured persons, rescues of trapped hikers and jumpers, swift water rescue and recovery, confined space rescue of mines and natural caves, off-road accidents, and recovery of injured and deceased persons.

Recently, the SAR Unit has been tasked with patrolling rural areas in the county, providing primary law enforcement response in these areas. It also conducts off-road, ATV, and illegal shooting enforcement. SAR provides support to patrol and department investigators utilizing their unique skill sets. These skills assist smuggling and interdiction details in the desert areas of Pinal County. SAR also has a trailing hound assigned to the unit that has successfully found missing persons and suspects throughout the county and the state.

SAR is staffed by a sergeant and five deputies. Each deputy is trained in the skills necessary for their primary mission. Four of the deputies are trained members of the PCSO SWAT Team and two are trained firearms instructors who provide training to department personnel as needed. The unit also has a significant posse contingent of 34 members, with another 20 in backgrounds, who respond in support of SAR missions.

The Arizona Office of the Division of Emergency Management provides reimbursement for certain search and rescue operations. In 2016, PCSO was reimbursed for 80 percent of eligible expenses through the Governor's Office, reducing the county's total cost for SAR. The unit handled 414 SAR calls for service over the past three years, as well as 175 CFS in 2016, a 43 percent increase over 2015's 122 CFS. This reimbursement covers personnel and equipment costs. If funds are available, this reimbursement source should be accessed further to add full-time personnel to the unit as SAR activity increases. As noted, the unit lieutenant has recruited a significant number of volunteers to augment the unit; this provides resources to the department without incurring personnel costs and with minimal equipment costs to the county.

Search and Rescue Recommendations:

- PCSO should determine the availability of funds and seek additional reimbursement for SAR missions from the Governor's Office to support increased activity. (Recommendation No. 11.)

- Management reports should be provided quarterly to department executive staff regarding unit activities. (Recommendation No. 12.)

Patrol Support

Civil Unit

The Civil Division of the Pinal County Sheriff's Office is responsible for service, processing, and execution of all criminal/civil process of the Pinal County Superior Court, including subpoenas, writs of execution, garnishment, restitution, replevins and attachment, orders of protection and injunctions against harassment, as well as various other in- and out-of-state court documents. The Civil Division is also responsible for the collection of delinquent tax bills and services of warrants including child custody and child support warrants. The Civil Division levies on various forms of personal and real property and then disposes of the property through a Sheriff's auction. The Civil Unit is staffed by one sergeant and five deputies with varying levels of training in the areas noted above.

The unit also has developed and implemented a mental health response team. Coupled with a mental health professional, deputies respond as a critical response team to assist those in a mental health crisis. The team identifies and transports patients to mental health facilities for treatment. This issue was raised by PCSO management as a growing concern due to its impact on the community and law enforcement resources. Law enforcement response to mental health situations has become a significant, well-publicized issue in recent years.

Most recently, some major police unions across the country have called for federal funding to pay for personnel, training, and equipment to assist agencies in their response to these crisis incidents. The development and impact of this funding source should be closely watched by management. Successful resolution of mental health crisis events by the existing team would warrant an appropriate expansion of staffing for this unit

Civil Unit Recommendations:

- Appropriate expansion of the mental health response capability should be considered if warranted by its impact on community needs. (Recommendation No. 13.)

RESERVES

The reserve program is limited in its use within the PCSO. The unit is without a full-time coordinator. Currently, there are only seven active reserves who volunteer their time in support of the department mission. Members of the unit are minimally used compared to the posse unit, which has good personnel numbers and has been an ongoing asset to the department.

The deterrent to reserve recruitment is the training commitment required of applicants. This requirement is not present in the posse program and likely a factor in the size of the respective contingents.

Reserve Unit Recommendation:

- The department should evaluate the program and determine its future viability. (Recommendation No. 14.)

Explorer Program

The Pinal County Sheriff's Office Explorer Post provides young adults in Pinal County an opportunity to broaden their understanding and develop firsthand knowledge of the challenges

present in the field and introduce them to the necessary job skills to assist in their attainment of a career in law enforcement. Members develop their leadership skills through intensive training and community service.

The PCSO Explorer Program is staffed by one full-time deputy and four volunteers. There are currently approximately 50 explorers in the program, mostly from the Casa Grande and San Tan Valley areas. This number has nearly tripled since the assignment of a new explorer adviser, who, in his first year provided the opportunity for explorers to participate in over 4,000 hours of training, competition, and volunteer community service hours in 2016. The unit is utilizing grant funding to obtain uniforms, vehicles, and equipment to enhance the program.

CPSM has cautioned agencies regarding these programs due to the unfortunate number of programs receiving wide publicity in the media due to misconduct between police employees and Explorer youth. Recent allegations in a large California agency brought this issue to light again. That agency identified deficiencies in training for assigned officers regarding how to interact with minors, making it difficult to hold them accountable if a problem arose. It also published an updated program manual outlining guidelines and restrictions aimed at eliminating the chances of misconduct in the future.

PCSO is commended for its commitment to community youth, but It is imperative that random checks of Explorer activities occur and that the program be included in the department audits and inspections.

Recommendations:

- Current Explorer Post guidelines should be reviewed and modified to reflect appropriate management and oversight of the program. (Recommendation No. 15.)
- Random checks of Explorer activities should occur and the program should be included in the department's audits and inspections. (Recommendation No. 16.)

Motor Unit/Vehicle Crimes Unit

The Motor Unit is dedicated to modifying dangerous driving behavior through education and enforcement. Through aggressive education and enforcement efforts, the goal is to reduce traffic collisions, injuries, and fatalities by focusing on the factors that cause them. The Vehicle Crimes Unit is responsible for investigation of fatal collisions, serious injury collisions, collisions that are criminal in nature, county liability collisions, and areas of citizen concerns. The Impound Hearing Office is assigned to the Traffic Enforcement Unit. The impound hearing officer maintains records of impounded vehicles, conducts hearings for impounded vehicles, and assists in the management of tow companies utilized by the PCSO.

The unit currently consists of one sergeant and six deputies who are motorcycle trained and two nonmotorcycle-trained deputies. Through an intradepartmental agreement, the six motor deputies are on loan to Region A to address traffic enforcement issues in the San Tan Valley area. The remaining deputies have continued enforcement of DUI laws when possible. Their primary function is vehicle collision investigations, including fatal accidents, issuing traffic citations, and conducting commercial vehicle inspections. The unit staff also provides training to PCSO and other local and state departments. The unit utilizes grant funding to pay personnel overtime to conduct traffic-related task forces and purchase equipment.

Recommendations:

- No recommendations are offered.

Canine Unit

Canine units, through the use of specially trained dogs, assist law enforcement personnel in a variety of ways. Primarily, the dogs provide search capability for suspects and narcotics in various settings, and in some cases explosives, fire accelerants, and even elicit alcohol in the custody environment. The dogs are a more effective and efficient search tool, providing an increased level of safety to field personnel.

The PCSO Canine Unit currently consists of one sergeant and three certified patrol dog handlers. The unit has one dog handler vacancy for patrol. The canines are primarily used for drug interdiction details on major highways in the county. They had previously provided patrol support through mid-2016. The unit mission was changed due to lack of use by the department patrol forces and to better utilize the dogs and their extensive training. K9 handlers are instructed to keep an eye on the calls for service, and assist the beat officers whenever possible.

Canines can be a significant resource to patrol operations if properly deployed at the time and area where the need is greatest. These resources improve public safety and the safety of deputies working the field. Patrol staff indicated there is a need for canines in the field and would like to see them return. Frequent lack of availability or extended response times when available have limited requests for canine assistance in the past.

Drug interdiction is an important mission and provides benefits to the department. However, as stated, canine resources deployed to support patrol operations is also a critical public and officer safety mission. CPSM recommends returning two of the four canine units to patrol support. Asset forfeiture funds should be allocated to offset future costs if the canine unit requires future expansion.

This unit is involved in cash seizures from suspects. Often the cash is in large amounts. The seized assets, including the cash, from the unit's interdiction activities are turned over to the federal agency directing the seizures, following proper processing through PCSO. PCSO benefits from this enforcement action by having a percentage of the seized assets returned to the department asset forfeiture fund.

Department policy regarding cash seizures is outlined in Sections 602.3.2, Seized Currency, and 705.6, Other Cash Handling. These policies direct personnel regarding the required seizure, handling, processing, packaging, and evidence storage practices. The policy dictates immediate supervisory notification up to Bureau Commander based on the amount seized and requires supervisory verification of the amount seized.

Recommendations:

- CPSM recommends returning two of the four canine units to patrol support. Asset forfeiture funds should be allocated to offset future costs if the canine unit requires future expansion. (Recommendation No. 17.)
- Management reports should be provided quarterly to department executive staff regarding unit activities. (Recommendation No. 18.)
- Personnel involved in seizure activities should be retrained on existing policy to ensure seizures occur as directed. (Recommendation No. 19.)
- Management audits of compliance with seizure policies should be included in department audit and inspection practices. (Recommendation No. 20.)

SECTION 5. CRIMINAL INVESTIGATIONS

The Criminal Investigations Bureau (CIB) operates under the command of a captain. One lieutenant oversees the Detectives Section and a second lieutenant supervises the Special Operations Section. Together they manage all functions with the exception of Victims' Services, which reports directly to the captain. Detectives is staffed with three units: Crimes Against Property, Crimes Against Persons, and Robbery-Homicide, each supervised by a sergeant. Four specialty assignments are distributed among the three units. The Property Crimes Unit is responsible for the Regional Auto Theft Team Law Enforcement Response Task Force (RATTLER) and Sex Offender Registration and Tracking (SORT); Persons Crimes oversees Computer Forensics; and Crime Scene Technicians (CST) are assigned to Robbery-Homicide. One deputy is assigned to the federally funded East Valley Fugitive Task Force and works out of Phoenix. One secretary is assigned to the general CIB, and another works for the Narcotics Task Force and Antismuggling Unit. The third secretary position is in Robbery-Homicide, and was vacant at the time of the CPSM site visit.

In addition to supervising the Detectives Section the lieutenant is responsible for filling in for the CIB Captain during his absence, overseeing major crime scenes, participating in a county-wide radio project team, chairing the PCSO uniform committee, and managing the Country Thunder Music Festival each April.

The Special Operations lieutenant is responsible for two full-time task forces: the Antismuggling Unit (ASU) investigates human smuggling and trafficking and multijurisdictional narcotics trafficking. The Pinal County Narcotics Task Force (PCNTF) operates as a street narcotics unit. Each team is staffed with a sergeant. The Special Operations lieutenant also serves as the Special Weapons and Tactics (SWAT) Commander, a collateral duty involving designated department staff ready to respond upon activation. Victims' Services is staffed with a full-time civilian coordinator and volunteers.

CIB assignments open on a competitive basis through the Pinal County Personnel Manager's office and are considered a change in job description, not a promotion. The lateral opportunity announcement contains the job description, minimum requirements for application, and preferred criteria along with the specific process for application and testing. Detectives receive a 5 percent pay increase during their assignment. New detectives are placed in Crimes Against Property.

Policy 606.3 describes a minimum assignment of two years in CIB and a maximum assignment of three years, with an extension granted for every year thereafter based on the recommendation of command staff and the Sheriff. At the time of the CPSM visit CIB rotational assignments were being revised. According to the captain, Property Unit assignments will move up to three years, the Narcotics Task Force and the ASU up to four years, and Homicide and Computer Forensics will be permanent assignments. Detectives will be able to transfer within the CIB. CPSM views these proposed changes as sound practices.

One of the two most frequent concerns expressed to CPSM by all levels of CIB supervisors and managers was the need for additional staffing. The PCSO staffing has not grown as the county's population has risen dramatically. The sharp spike in caseload is primarily associated with growth of San Tan Valley, now in excess of 100,000 in population. While the population increase is undisputed, one must examine the number of new cases detectives handle each week. It is normal in investigation bureaus for detectives to be responsible for assigned cases until they are closed. Cases may be closed by arrest, prosecutors' declining to file charges, victims' refusal to

cooperate, or other options. This means that as detectives are assigned new cases they are still responsible for follow-up and closure on the older cases, a standard policing practice. CPSM found justification for some staffing increases. This is discussed under Detectives, Crime Analysis, and Special Operations.

Some of the CIB detectives work out of the Sheriff's headquarters in Florence, while others are stationed throughout the county. Four Crimes Against Persons detectives are assigned to Family Advocacy Centers (FAC): three at the San Tan Valley facility, and one at the Eloy FAC. Family Advocacy Centers operate out of the County Attorney's Office and are designed to provide an atmosphere of reduced stress for victims of child abuse and sexual assault as their locations are easier for victims to reach. The collaborative team approach to abuse investigations and prosecutions involves representatives from the following agencies:

- Pinal County Attorney's Office.
- Pinal County Sheriff's Office.
- Pinal County police agencies.
- Department of Child Services/Office of Child Welfare Investigators.
- Phoenix Children's Medical Group.
- PCAO Special Victims' Unit prosecutors.
- Forensic interviewers.
- Victim advocates.
- Community mental health providers.
- Children's Justice Coordinator.

The four Property Crimes Unit detectives are assigned to one of the four policing region substations: Gold Canyon, San Tan Valley, Casa Grande, and San Manuel. All detectives and Crime Scene Technicians have take-home cars, a necessity due to the size of Pinal County, and all are issued cell phones.

CPSM found CIB-related policies to be carefully and thoroughly written, covering more critical areas than in many agencies CPSM has studied. PCSO should be commended for its excellence in this area. Some policies contain detailed operational guidelines; in particular, informants, money handling, and audits policies were comprehensive. Some policies were being updated at the time of the CPSM visit, including length of CIB assignments and mandatory training classes for each CIB position.

CPSM observed and heard many positive interactions and comments about the quality of personnel in the CIB and its equipment. CPSM noted that the most significant staffing issue was in Crimes Against Persons, where one sergeant is responsible for supervising 13 subordinates. This is an excessive span of control and is discussed in the Crimes Against Persons section.

There was a challenge in analyzing the CIB workload and its effectiveness. This challenge arose due to the practice of varied PCSO staff entering incorrect and incomplete case classification and clearance data. This situation is easily remedied and discussed in the Case Management section. However, the inaccuracies affect CPSM's ability to gauge the effectiveness of the entire CIB.

DETECTIVES SECTION

Crimes Against Persons Unit (Persons Unit)

The Persons Unit is the most heavily staffed in the CIB and has the largest caseload. The sergeant is responsible for supervising 13 detectives, 10 of whom are assigned to crimes against persons and three of whom are assigned to Computer Forensics. The sergeant works a 10-hour shift Tuesday through Friday from 7:00 a.m. to 5:00 p.m. Persons Unit detectives work staggered 10-hour shifts four days a week, thus providing coverage Monday through Friday.

The Persons Unit investigates assaults, including sexual assaults and rapes against juveniles and adults, violent crimes, and domestic violence. All detectives assigned to the Persons Unit undergo forensic interview training. In 2016, 71 percent of Persons Unit crimes involved child victims; the remaining 29 percent were adult victims. Child abuse victims are taken to a Family Advocacy Center for medical exams and interviews. The exception is child sexual abuse. In that case deputies and detectives travel to a facility in Maricopa County where the child can be medically examined. CIB management is working with Pinal County prosecutors to find an alternate site in Pinal County so deputies, detectives, and victims do not have to travel so far.

Patrol deputies and the Persons Unit adhere to comprehensive investigative protocol in sexual abuse cases. The protocol was developed with the assistance of the Arizona Department of Public Safety (DPS), the Pinal County Family Advocacy Centers (FAC), the Arizona Department of Child Welfare Investigations, and local law enforcement agencies. CPSM examined the guidelines and found them to be well written and thorough. Forensically trained medical staff and interviewers are available, along with a fully array of resources at the FACs. When felony charges are filed in crimes against persons the Pinal County Attorney's Office assigns a victim advocate. In about 90 percent of felony cases the PCSO Victims' Services Unit assists families with resources. If their respective caseload is high the Persons Unit and Robbery-Homicide detectives seek assistance from one another.

The highest volume of child abuse cases occurs in the greatest population center in the county, San Tan Valley. Although deputies and detectives are responsible for writing preliminary and follow-up investigation reports, respectively, only two staff from the County Prosecutor's Office are trained in child forensic interviews. The FACs are only staffed during regular business hours, though FAC staff are on-call for nights and weekends. If no one is available, the deputy has to get the child victim to an FAC outside the county.

The Persons Unit sergeant has too many subordinates to manage effectively. The current subordinate responsibility of 13 detectives far exceeds that of every other supervisor in the PCSO as well as the average span of control in police and sheriff's agencies CPSM has studied. Generally, the maximum for effective supervisory control is seven. That figure is nearly doubled for the Persons Unit supervisor. CPSM recommends that an additional sergeant be added to the Crimes Against Persons Unit to ensure a proper span of control.

Recommendation:

- Assign a second sergeant to the Crimes Against Persons Unit to relieve the current sergeant of an excessive span of control. (Recommendation No. 21.)

Computer Forensics

Three detectives are assigned to Computer Forensics, a highly technical assignment, arguably the costliest in initial and on-going training due to rapidly evolving forensics and technology and the time needed to master skills. Computer Forensics detectives work staggered four-day, ten-hour shifts Monday through Friday. Each rotates weekly on-call duty for Persons Crimes.

Computer Forensics detectives extract data from cell phones, computers, hand-held devices, and digital video recorders at the request of other detectives and task force officers. Computer Forensics was formerly a five-year assignment; detectives are now to be assigned indefinitely for the reasons stated. CPSM concurs with this policy.

As a rule, Computer Forensics detectives are not assigned criminal cases to investigate. The exception is occasional Persons Unit cases when called out. These are relatively few.

CPSM learned that one of the Computer Forensics detectives will soon retire. This may provide an opportunity to consider replacing that position or a future vacancy with a civilian at a cost savings. Police and Sheriff's departments across the country are increasingly using civilians in assignments once performed exclusively by sworn personnel. Computer Forensics lends itself to be a permanent assignment, especially for civilians.

Recommendation:

- Consider hiring a civilian computer forensic technician to replace a detective if an opening occurs; this will provide cost savings. (Recommendation No. 22.)

Robbery-Homicide Unit

A sergeant supervises four Robbery-Homicide detectives and three civilian crime scene technicians. Each detective rotates weekly for on-call duty from Thursday through Thursday. When a homicide occurs the entire team, along with two or three of the crime scene technicians, responds. Robbery-Homicide detectives also handle robberies, missing persons that may involve foul play, and all suspicious deaths, including infants, suicides, industrial deaths, aircraft fatalities, and unattended deaths with suspicious circumstances. Consequently, murder investigations constitute a minority of cases. At the time of the CPSM visit in July the unit had handled seven homicides for the year, one of which was for a smaller city. The most recent FBI crime clearance data available was from 2014, which showed eight homicides that year.

Two volunteers work in Robbery-Homicide. One volunteer works cold case homicides and the other works missing persons. The volunteers come in periodically to review cases and identify leads worth pursuing.

Homicide detectives represent a significant investment in training and time to master skills. Homicide investigations require comprehensive investigations that can continue for months after the arrest and filing of charges. It is common for prosecutors to ask for additional follow-up and interviewing of witnesses.

Robbery-Homicide has a significant number of cold case homicides on its docket. Approximately 100 cold homicide cases are currently pending further investigation. Each detective has three to five cold homicides to work in addition to their active investigations. Detectives identify which cases have the best chances for solvability and work on them as time permits, generally about ten percent of their time. Robbery-Homicide detectives report a rise in domestic violence and drug-related homicides over the past few years.

Crime Scene Technicians

Crime scene technicians (CSTs) are civilian staff who respond to major crime scenes such as homicides, sexual assaults, traffic fatalities, suspicious deaths, armed robberies, etc. The CSTs document crime scenes by photographing, measuring, diagramming, collecting and packaging all evidence, and taking latent fingerprints. CSTs also book evidence into property, write reports, and testify in court. As with other CIB staff, CSTs respond to neighboring agencies' requests for assistance with major crime or accident scenes. Members of the posse assist CSTs by entering computer data for the CST so that they may spend time processing evidence. CSTs rotate on-call responsibility.

Policy 604.1 through 604.8.5 describes in detail CST safety precautions and guidelines for photographing crime scenes and people.

The PCSO recently sent one detective and a CST to training in a 40-hour Rapid DNA Processing course, which allows for DNA results within 90 minutes instead of days or weeks. Completion of the class allows the detective and CST to test DNA samples and take the test to the Department of Public Safety (DPS) lab in Phoenix to meet with a technician for review of the results. This is an excellent tool to facilitate identification of suspects during the booking process who may be wanted in other serious crimes. It also stresses the need for ongoing training for CSTs, as forensics is always evolving.

Table 5-1 shows the total call-outs for the three CST staff over a two-year period from 2015 and 2016 at 103. CST call-outs are approved when the patrol is unable to handle processing of crime scenes. If one divides 103 by 3 (CST) it averages to about 17 call-outs a year per CST, or less than 1.5 call-outs per month for each CST. If one eliminates eight weeks for vacation, sick time, FMLA, training, etc. this equates less than two call-outs a month.

CPSM inquired more and learned that the total CST cases assigned were tracked on paper logs for 2015 and 2016 at 98 and 105, respectively. These data would double the caseload in Table 5-1 to an average of 3.3 cases a month per CST in 2015, and 3.5 cases per month per CST in 2016. Either way, 1.5 or 3.3 cases a month per CST is normally manageable.

TABLE 5-1: Crime Scene Technician Call-outs 2015-2016

Robbery/Homicide	33
Persons Crimes	30
Property	24
Traffic	10
Narcotics	4
ICAC*	2
Total	103

*ICAC (Internet Crimes Against Children)

The call-out logs provide only rudimentary data pertaining to workload. For example, the time it takes to work a homicide scene involving processing a gun for DNA, photographing, measuring, and processing fingerprints is time-consuming. In contrast, the time involved in lifting fingerprints on a light bulb may be significantly different. One crime scene is labor and time-intensive, while the other requires relatively little time. The number of cases do not reflect the time needed to process crime scenes, identify, photograph, collect and book evidence, and write reports. Therefore, it is difficult to recommend staffing for the Crime Scene Section when the workload analysis is very limited.

CPSM recommends that the CIB captain evaluate a more efficient and reliable method for capturing workload for the crime scene technicians.

Recommendation:

- CPSM recommends that the CIB captain evaluate a more efficient and reliable method for capturing workload for the Crime Scene Technicians. (Recommendation No. 23.)

Crimes Against Property Unit

A sergeant supervises four detectives assigned to Crimes Against Property, and two detectives assigned to the Sex Offender Registration Team (SORT). All four Property Crimes detectives work at four separate substations in each of the patrol regions. An additional deputy is assigned to the Regional Auto Theft Team Law Enforcement Response Task Force (RATTLER) and reports directly to a supervisor under the auspices of the Arizona DPS.

Property Crimes detectives handle thefts, residential and commercial burglaries, criminal property damage, identity thefts, farm and ranch thefts, Internet fraud, and insurance fraud. Some high frequency and loss crimes involve material thefts of railroad ties or tracks for metal, scrap yards, agricultural field pumps, and residential and commercial burglaries. While the FBI UCR crime rate data may be unreliable due to PCSO's erroneous data entry, property crimes are often among the highest of Part 1 crimes nationally. Surprisingly, property crime reports assigned to detectives in 2016 leveled off and were relatively few for the size and population.

Sex Offender Registration & Tracking (SORT)

The Sex Offender Registration & Tracking (SORT) team consists of two detectives who work throughout the county doing home checks to ensure that sex offenders are registered and actually living at homes listed in their registration. SORT conducts surveillance and investigates violations, initiating cases when violations are found. Currently 349 sex registrants are in the county, and 384 are in incorporated areas (city limits).

Due to the size of Pinal County the SORT often solicits assistance from deputies working in remote county areas. In addition, two reserve deputies maintain their certification by assisting SORT periodically by confirming sex offenders are home and that they still live at their registered location. Two civilian volunteers perform staff work, input data, send notices to sex offenders, update addresses, and follow-up on reports. CPSM found that SORT operates effectively, particularly with its use of reserve deputies and volunteers. The SORT function is clearly a necessity and operates well.

Regional Auto Theft Team Law Enforcement Response Task Force (RATTLER)

One detective is assigned to the RATTLER Task Force and works out of Phoenix. The Arizona Auto Theft Authority and the Arizona DPS partner to fund the Regional Auto Theft Team Law Enforcement Response Task Force (RATTLER). RATTLER serves as a statewide resource for the investigation of property crimes involving vehicles and related components. RATTLER provides technical expertise, training, and investigative support to law enforcement agencies targeting vehicle theft and related crimes.

RATTLER is composed of state, county, and local law enforcement agencies and private company partners participating in a joint effort to identify, apprehend, and prosecute individuals and criminal organizations that profit from vehicle theft and related crimes. Table 5-2

reflects RATTLER enforcement activity in 2016. The level of activity is impressive and indicative of a proactive task force.

TABLE 5-2: 2016 RATTLER Enforcement Activity

Combined Activity	Number	Estimated Value
Stolen Vehicles Recovered	1,238	\$13,133,765.00
Stolen Vehicles Located	298	\$2,497,077.00
"Chop Shops" Investigated	24	
Altered/Switched VINs	147	
Felony Arrests	252	
Adults	241	
Juveniles	11	
Insurance Fraud Cases	10	
Business Inspections	57	
Border Interdiction Programs	57	
Training Provided	24	
Assists to Other Agencies	969	

CASE MANAGEMENT

CPSM examined the investigative case management practices in the CIB. Patrol deputies or field supervisors call detectives for high profile or complex felony investigations. In those circumstances deputies relinquish control of the investigation to the assigned detective. Deputies may handle misdemeanor investigations to completion, with the case only needing approval and forwarding to Records and the prosecutor for filing consideration.

Detectives use Spillman Technologies software for follow-up reports. The PCSO acquired a basic version of Spillman RMS years ago. Though an investigative case management module is available, it is antiquated and not as versatile as up-to-date versions. The system does accurately reflect the number of cases assigned to detectives.

When a patrol sergeant approves a criminal report that needs further investigation the sergeant transmits it electronically to detectives. The only cases that reach detective sergeants are those requiring follow-up. This is a distinction from some detective operations in which all crime reports, even minor cases with no leads, are sent to detectives. The reports are then classified for follow-up according to solvability factors.

Such is not the case at Pinal County. This is significant in terms of analyzing case management because it means that every case assigned to a detective is workable. This practice underscores a gap in the ability to fully grasp crime trends and patterns. In other words, detectives receive only a partial picture of crime based on reports with solvability, and are not aware of criminal cases with no leads. This issue is explored under the Crime Analysis section.

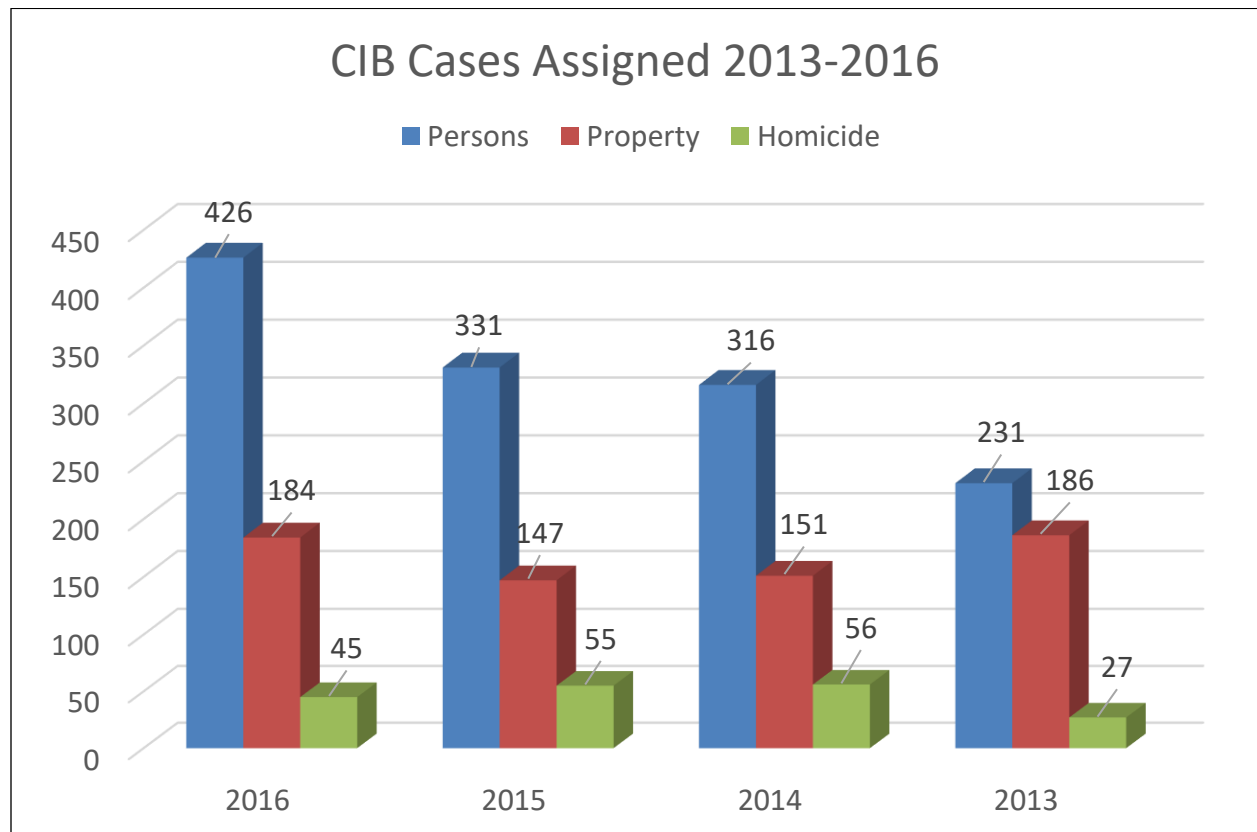
Detective sergeants in each unit assign cases to detectives based on case workload, seriousness and complexity of the case, and in consideration of the expertise each detective has in certain types of crimes. Normally CPSM produces tables showing departments' tracking of caseload and investigation results, including the type of crimes, total complaints, total cases cleared, arrests, and pending investigations. This information was unavailable due to incorrect data entry into Spillman and the FBI UCR, so CPSM examined yearly cases assigned.

Figure 5-1, Detective Cases Assigned, 2013 to 2016, shows cases assigned to Crimes Against Persons, Crimes Against Property, and Robbery-Homicide Units from 2013 to 2016. The data were extracted from Spillman RMS and show that the greatest caseload, for Crimes Against Persons detectives, rose sharply in 2013 from 231 to 426 in 2016, or an increase of 84 percent. Cases assigned to Property Crimes dropped very slightly from 186 in 2013 to 184 in 2016. Robbery-Homicide cases rose from 27 cases in 2013 to 45 in 2016, a 66 percent increase. When CPSM questioned the reason for the spike in Robbery-Homicide crimes from 27 in 2013 to 57 in 2014, staff surmised that it was probably due to errors in crime classification data entry.

These numbers do not capture the entirety of the detectives' workload. The Spillman system is not designed to track the time that detectives spend assisting other detectives, both internally and for other agencies, work hours associated with investigations, including the most time-consuming cases, interviews, obtaining and serving search warrants, court time, travel time across the county, etc. The lower number of Robbery-Homicide cases is normal in a detective bureau, given the importance, complexity, and time needed for thorough investigations in homicide cases.

A calculation of the average number of new cases per detective each month assumes that typically, a deputy is normally gone two of twelve months each year, or absent 25 percent of the time due to illness, vacation, training, court, industrial injuries, Family Medical Leave Act, administrative leave, etc. This average is based on CPSM's studies of over 200 agencies.

FIGURE 5-1: Detective Cases Assigned, 2013-2016



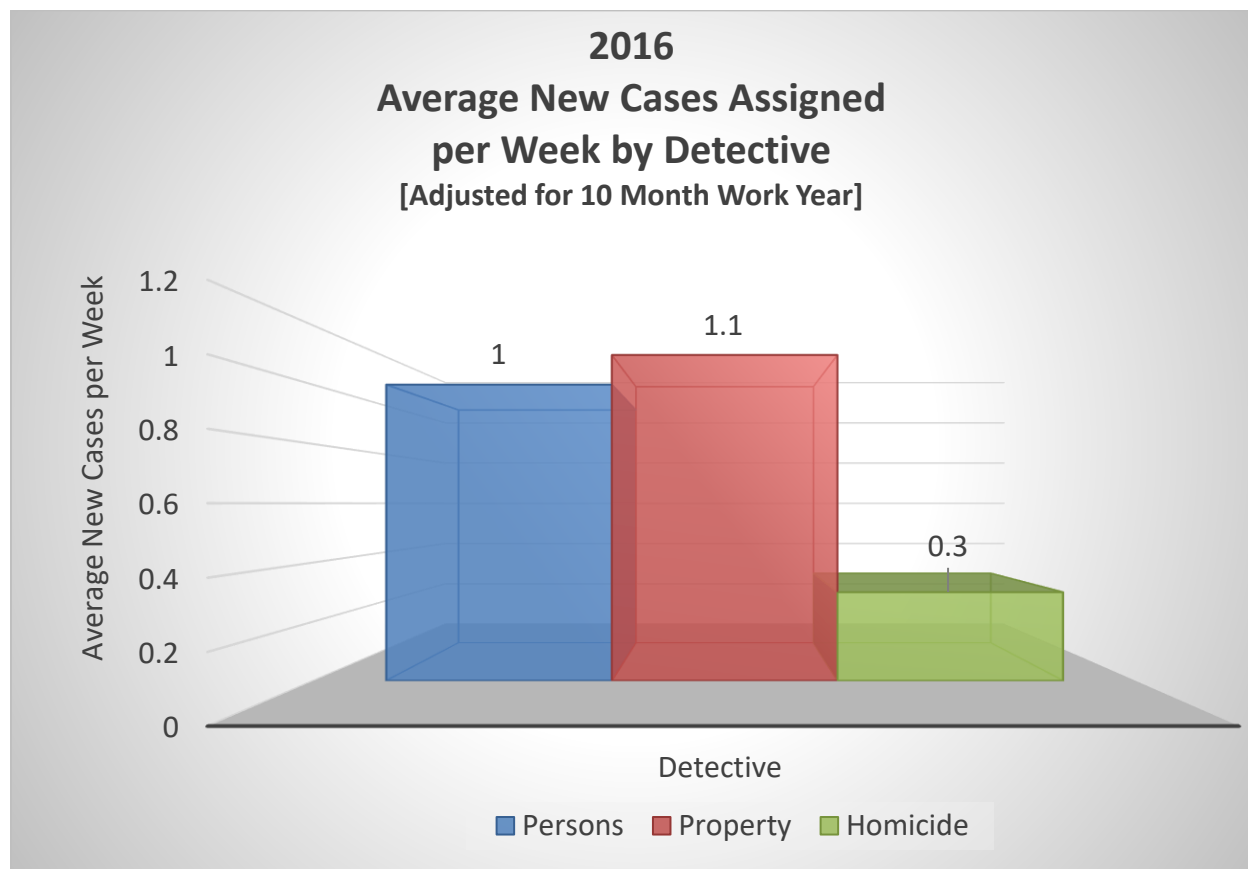
If the Persons Unit cases in Figure 5-1 were evenly distributed over ten months this would equate to each detective working 43 cases a year, or 4.25 cases a month. This averages to one new case assigned to a detective weekly as depicted in Figure 5-2, 2016 Average New Cases

Assigned Per Week by Detective. The Property Unit, staffed with four detectives, handled 184 new cases. Assuming an even distribution over ten months each detective averages 1.1 cases a week. Homicide (Robbery-Homicide), staffed with four detectives, was assigned 45 cases in 2016. Forty-five cases divided among four detectives equates to .3 new cases per detective a week.

CPSM contends that an appropriate and manageable caseload for a detective is between 120 and 180 cases a year, or ten to fifteen per month, or three to four cases a week. Although caseload has increased dramatically since 2013 for Persons Crimes, one new case a week for each Persons Unit detective is manageable, based on national averages, even with previously assigned open cases. The Property Crimes Unit weekly average for each detective at 1.1 new cases a week is also manageable.

Robbery-Homicide detectives average .3 cases a week. Though this is considerably lower than Persons or Property detectives, the complexity of homicide investigations, addressed earlier, is key to analyzing staffing. If Robbery-Homicide detectives investigate eight murders a year, at two per detective, this is manageable, again based on national averages. What is not quantified is the investigative time homicide detectives take to determine whether a homicide occurred in apparent suicides, child deaths, unattended deaths under suspicious circumstances, and in working cold cases, etc. The Robbery-Homicide unit's 100 cold cases are a significant number of unsolved cases.

FIGURE 5-2: 2016 Average New Cases Assigned Per Week by Detective



CPSM recommends the addition of one detective to work cold case homicides; this should be done in conjunction with recruiting additional volunteers for detectives, preferably to include some with previous law enforcement investigative experience. Volunteers in other law enforcement agencies assist detectives by working cold case homicides; checking on missing persons and runaway juveniles by contacting family and friends; assisting with contacting banking institutions in limited theft and financial crimes investigations; and performing clerical duties, etc. The detective could direct the limited number of volunteers to assist detectives according to investigative needs.

Recommendations:

- Hire an additional detective to work cold case homicides. (Recommendation No. 24.)
- Expand use of volunteers to assist detectives. (Recommendation No. 25.)

CLEARANCE RATES

While preventing crime is crucial to law enforcement agencies, solving crimes is as important. Solving crime results in prosecution of offenders, which not only prevents future crime, it also provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR) program, offer a benchmark for a department's effectiveness in solving crimes.

Annually, departments report clearance rates to the FBI for inclusion in the UCR. In the PCSO, this report is prepared by the Records Section based upon data entered into the records management system. The UCR establishes a three-prong requirement for clearing a case. For UCR reporting purposes, a crime is considered cleared when: (1) a law enforcement agency has arrested the offender; (2) the offender has been charged with the offense; AND (3) the offender is turned over to the court for prosecution (whether following arrest, court summons, or police notice). The arrest of one person may clear several crimes or the arrest of several persons may clear only one crime.

There are clearances via exceptional means as well, but the exceptions are extremely limited and result in numbers that are not statistically sufficient to warrant consideration for our purposes here. Examples include the death of an offender or the lack of an extradition treaty with a foreign government in a nation to which the offender has fled.

Table 5-3, Reported County, State, and National Clearance Rates in 2014 reflect the most recently published UCR data as reported by the department. CPSM noted that the department's clearance rates for rape, robbery, aggravated assault, and vehicle theft far exceed state and national averages. In fact, they were exceptionally high when compared to virtually all other jurisdictions that CPSM has studied. For this reason, CPSM inquired of various staff both in the CIB and Records as to the department's clearance rates reporting. There was not a clear understanding of the UCR FBI criteria for case clearances. Some staff suggested that an arrest was sufficient to clear a case, but as described above, that meets only one prong of the three-prong test for case clearance; therefore, the accuracy of the 2014 clearance rates data is uncertain.

TABLE 5-3: Reported County, State, and National Clearance Rates in 2014

Crime	Pinal County			Arizona			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	8	5	63%	321	236	74%	14,590	9,025	62%
Rape	51	46	90%	3,175	671	21%	108,388	39,675	37%
Robbery	18	12	67%	6,176	1,664	27%	318,768	89,962	28%
Aggravated Assault	223	209	94%	16,182	8,555	53%	718,857	387,980	54%
Burglary	646	99	15%	42,554	4,076	10%	1,670,138	219,339	13%
Larceny	1,708	442	26%	150,247	35,363	24%	5,654,125	1,255,387	22%
Vehicle Theft	218	66	30%	17,019	1,930	11%	674,711	83,820	12%

Some of the confusion may be caused by the PCSO's internal system of clearing cases, which differs from FBI clearance criteria. CPSM recommends that the Records staff, now responsible for UCR data entry, and detectives be trained in FBI case clearance guidelines to ensure correct UCR statistics. Should the department choose to ensure that UCR data is being accurately recorded, CPSM suggests that the 2014 rape and robbery cases be reviewed for case clearance. Fifty-one rapes and 18 robberies in 2014 comprise a manageable number of cases to study. In order to verify that the data are being accurately recorded, it should be confirmed that the prosecuting attorney charged and prosecuted suspects in 46 of the 51 rape cases and 12 of the 18 robbery cases, and that the suspects were remanded to court.

Accurate case clearance is an important performance evaluation tool for supervisors. It is essential to track the effectiveness of individual detectives through their diligence in solving and clearing cases. Awareness of a detective's performance is critical to identifying increased oversight or training needs. The number of cases assigned per detective is important, as well as supervisor's anecdotal knowledge, but performance evaluation must be supported by data.

The UCR clearance rate data shown in Table 5-1 is the most currently available data as published by the FBI. Based upon these numbers and these numbers alone, the department has an exceptionally high clearance rate compared to state and national averages. For the reasons pointed out previously, these numbers are suspect. Nonetheless, this table illustrates the importance of accurately capturing UCR clearance rate data to allow the department to identify areas where there are opportunities for improvement.

Recommendation:

- Train staff in the proper use of FBI UCR coding and case clearance criteria to ensure accurate FBI Uniform Code Reports of crimes and clearance dispositions; hold staff accountable for accurate reporting. (Recommendation No. 26.)

CRIME ANALYSIS

No staff person is dedicated to crime analysis. Detectives' requests for crime analysis go to Records, but without training or crime analysis software, the data are of limited use. In the Case Management section, it was mentioned that the practice of detectives receiving only crime reports that need follow-up acts as a limitation for investigators. If the only crime reports detectives receive are those requiring follow-up, they are unaware of completed misdemeanor investigations or criminal cases with no leads that may indicate an association with active cases. Absent a complete overview of all crimes throughout the county and in neighboring jurisdictions, detectives lack the tools to identify crime patterns and connections to criminal organizations.

At least seven cities have their own police departments in Pinal County. Members of CIB's Detective and Special Operations task forces (RATTler, ASU, PCNTF) may exchange limited crime information informally with investigators from other agencies, but this information does not provide a holistic view of all regional crime trends and analysis nor is it conveyed systematically to all patrol deputies and detectives.

Pinal County exceeds 5,000 square miles in area and is divided into four policing quadrants, or regions. Each is distinctive with different community characteristics and crime. For example, San Tan Valley, with the fastest growing residential and light commercial development in the county, has sufficiently high calls for service, especially child abuse cases, to justify assigning three full-time detectives to the San Tan Family Advocacy Center. The western policing region experiences pockets of high crime and gang activity, including in some independent cities located in the region.

A crime analyst could meet with regional crime analysts and investigators to learn of crimes and modus operandi by criminals in the greater Pinal County area and then analyze the information. Internally, a crime analyst reads police reports and synthesizes all crime information to develop and disseminate crime maps and related information for use in weekly or monthly meetings for patrol, detectives, and the administration. Crime analysts often work with detectives to identify trends and crime patterns leading to the identification of offenders. Depending on crime levels, predictive policing software may be of use in preventing certain crimes.

Some agencies are not large enough to justify a crime analyst; in smaller agencies patrol officers are usually aware of burglaries, thefts, and crime trends. Pinal County has distinctive communities within its jurisdiction and is large enough to justify creating a part-time crime analyst position under the auspices of the Detectives lieutenant. CPSM considers a crime analyst as essential for enhancing public safety in Pinal County.

Recommendation:

- Hire a part-time crime analyst. (Recommendation No. 27.)

TECHNOLOGY

The CIB enjoys excellent technology. The only exception is the antiquated Spillman RMS and its case management module. The option is to train staff to learn to use the system correctly or to invest in buying an updated and expensive new RMS. CPSM recommends that the PCSO retain Spillman for now, and as addressed in Training, train its personnel to use the system properly and hold them accountable.

TRAINING

The PCSO has an excellent training policy for detectives, Policy 600.7, that reads as follows:

“Deputies shall receive training in preliminary investigations prior to assignment to any investigative duties. Deputies assigned to any follow-up or advanced investigations, shall have completed training in follow-up investigations.”

The department has also established mandatory core training courses required before working in specific CIB assignments such as Computer Forensics, Homicide, Persons Crimes Unit, and Property Crimes Unit. According to staff, neither the preliminary investigative training classes or the core classes in described in the policy are followed, resulting in deputies being placed into detective assignments without adequate training. The lack of training is often attributed to an insufficient training budget. CPSM learned that the CIB staff is updating the core courses in anticipation that they will be funded and completed for current and new detectives, supervisors, and managers. CPSM recommends that the PCSO adhere to sending newly assigned CIB staff to core and on-going classes identified as essential for specific assignments. This assures consistency and eases detective, supervisor, and manager transitions.

A positive feature of the CIB training regimen is its own 40-hour detective introductory course. The course is offered when new detectives are assigned to CIB and includes lectures from prosecutors on legal issues, courtroom demeanor, and basic investigative practices. The course is open to other agencies. CIB management should ensure that the course is offered to all new detectives in a timely manner.

Another beneficial action in place is the CIB captain's proposal to create investigative templates and a training book for each detective assignment. This could serve as a basis for new detectives to work with experienced investigators on a few cases before handling a caseload independently. These are sound ideas that should be pursued and implemented.

Not only does training familiarize new detectives with their assignment, it provides fundamental lessons to avoid errors and inefficiencies. CPSM strongly suggests that Policy 600.7 be followed to ensure consistency and that the detectives assigned to specialty positions receive the core courses and ongoing training as needed. Some positions, such as homicide and computer forensics, are so highly specialized they require extensive and expensive training to stay abreast of evolving legal, investigative, and technological trends.

In the Special Operations Section, the tactical SWAT team and the Crisis Negotiation Team should attend initial tactical training and Crisis Negotiation Training, respectively. By policy, SWAT training is to occur at least 18 days a year, in addition to ongoing training in accordance with National Tactical Officers Association (NTOA) standards. This does not happen with regularity, often due to lack of funding and staffing shortages. Lack of training is a recurring issue in the CIB that needs to be remedied. Special Operations management and supervisors should identify core and on-going classes essential for all its personnel, including mid- to upper-level managers.

The PCNTF has two seasoned narcotics detectives who serve as training officers for new investigators. Over the course of three months, newly assigned narcotics investigators undergo an extensive training program similar to patrol deputies' field training officer program. The program covers fundamentals such as search warrant preparation, informants, drugs and narcotics, policy and operations, etc. The trainers and new detectives sign off each training module as it is completed. This is an excellent training tool for a regional task force.

Recommendations:

- Comply with Policy 600.7, Training, to ensure that every detective assigned to a position receives established core and updated training in a timely manner. This should include mid-level and upper-level CIB managers in both Detectives and Special Operations. (Recommendation No. 28.)
- Ensure that the 40-hour CIB detective training course is consistently provided to newly assigned detectives in a timely manner. (Recommendation No. 29.)
- Create an operational guide for each detective position in the CIB for consistency and to ease the transition for new detectives. (Recommendation No. 30.)

SPECIAL OPERATIONS SECTION

The lieutenants' roles in CIB differ significantly. The Detectives Section has more diverse investigative functions and specialties, while Special Operations' two task forces, the Antismuggling Unit and the Pinal County Narcotics Task Force, work a schedule based on operational needs. Both teams include investigators from multijurisdictional agencies and carry out high-risk operations. This underscores the proper placement of a lieutenant to oversee both full-time task forces. The SWAT team is activated as needed, but often enough to justify the Special Operations lieutenant's role as its commander.

Antismuggling Unit (ASU)

The ASU consists of a sergeant and six investigators from regional policing agencies. The sergeant and four of the investigators are from PCSO. The ASU operates out of the Pinal County Sheriff's Office. The ASU works with the U.S. Border Patrol and Homeland Security Investigations on the West Desert Task Force and Silver Bell Initiative, both of which are task forces targeting smuggling activities in and through Pinal County. The ASU specifically targets immigration enforcement, human smuggling, drug smuggling, gangs, and employer sanction laws. This is a critically important function.

The ASU partners with the Pinal County Narcotics Task Force (PCNTF) on large-scale narcotics enforcement and smuggling operations.

Unfortunately, it was difficult to assess the entire ASU caseload due to incomplete data entry into the Spillman RMS. Information on human trafficking was unavailable; however, narcotics seizures were tracked. Table 5-4 shows the most significant drug seizures for marijuana, by far the most frequently confiscated drug.

TABLE 5-4: ASU Marijuana Seizures, 2014-2016

	Marijuana lbs.	Value	Total Arrests*
2014	18,454	\$9,358,417	152
2015	11,229	\$5,092,382	142
2016	7,900	\$3,480,940	136
2017 YTD (7-30)	3,121	N/A	42

*Total Arrests refers to all drug and narcotics cases.

Pinal County Narcotics Task Force (PCNTF)

The PCNTF is a federally funded High Intensity Drug Trafficking Area (HIDTA) Task Force. The Pinal County Sheriff's Office is the lead agency and has assigned a PCSO sergeant to supervise the PCNTF and two PCSO deputies as investigators. Other team members represent local police departments.

The PCNTF is a street level narcotics enforcement team. Their caseload is generated by its team members or from public complaints of illegal drug sales. The PCNTF sets its schedule according to operational needs. The scale of operations differs significantly between the ASU and PCNTF, though they provide support to each other when additional staffing is needed. The PCNTF does enforcement work primarily in Pinal County, while the ASU handles larger trafficking cases crossing county and state lines.

It is not unusual for the PCNTF to serve three to four search warrants in a week, a significant number for a small crew. A few weeks after the CPSM visit one additional PCNTF task force member was added from a local jurisdiction, increasing the team to six, including the supervisor. Search warrant preparation and service is time-consuming, as is the booking of evidence, interviews, and follow-up reports. The practice is for the PCNTF sergeant to review and approve search warrants and to assess whether the service involves high risk, and if so, to seek appropriate assistance from SWAT or the ASU. Table 5-5, PCNTF Activity Level, 2014-2016, shows proactive work from the narcotics task force.

TABLE 5-5: PCNTF Activity Level 2014-2016

	2014	2015	2016
Marijuana/Value	\$1,036,426	\$2,635,855	\$301,647
Heroin//Value	N/A	\$500,287	\$ 452
Meth/Value	\$45,000	\$98,789	\$ 7,480
Arrests*	10	98	125

*Arrests are for all narcotics and drugs.

In addition to narcotics the PCNTF sergeant reports that it is common to seize guns at nearly every search warrant. The PCNTF performs an invaluable service by targeting street drug dealers, whose users are commonly associated with violent and property crimes, improving the quality of life for complainants, and preventing further violence by confiscating firearms, often from felons.

The sergeant is the highest-level supervisor who reads and approves all search warrants. This is not uncommon; however, the PCSO should consider having the lieutenant review search warrants more often after the sergeant's approval. Even experienced narcotics teams and supervisors can sometimes overlook elements needed to meet the probable cause requirements. Though a judge may sign the warrant, some judges have erred. CPSM is aware of an experienced narcotics team that secured a signed search warrant even though probable cause was lacking. The liability associated with serving search warrants should require that each one be reviewed by the lieutenant.

Recommendation:

- Consider having the Special Operations lieutenant review PCNTF search warrants more often to ensure quality control. (Recommendation No. 31.)

Special Weapons and Tactics (SWAT)

The lieutenant commands the SWAT team, which is a collateral assignment for 37 authorized tactical positions. At the time of the CPSM visit, only 24 of the positions were filled due to staffing shortages. Six sergeants are assigned to each unit, or team.

All SWAT team members work in primary assignments and when activated don their equipment and respond to a designated site. SWAT consists of two teams: the tactical team and the Crisis Negotiation Team (CNT). The CNT has robot operators, technology personnel, and trained negotiators. SWAT is deployed as a support in high-risk critical field operations where negotiations and/or special tactical deployment methods are required.

Policy 403.1 through 403.9.8 addresses SWAT and CNT operations and administration. The policy is comprehensive, and describes selection, deployment criteria, organizational and operational procedures, training, equipment, and field personnel responsibilities. The policy was last reviewed in April 2015.

A field supervisor in charge at the scene in which SWAT is needed will notify the shift sergeant of the circumstances. The shift sergeant will assess the situation and determine if the SWAT lieutenant will be called. SWAT/CNT also respond to requests from outside agencies and participate in multijurisdictional SWAT operations. Examples of situations that may justify a SWAT/CNT response include:

- Barricaded suspect who refuse to surrender.
- Incidents involving hostage taking.
- Suicide threats where a clear danger to the public exists.
- Arrests of dangerous persons.
- Any situation where a SWAT/CNT response could enhance the ability to preserve life, maintain social order, and ensure property protection.

Table 5-6 shows the number of SWAT deployments for 2014 through 2016, which averaged about two call-outs a month. The relatively low number of deployments do not justify a full-time operation. As is common in other departments with Pinal County's activity level, SWAT is a collateral duty.

TABLE 5-6: SWAT Deployments 2014 to 2016

Year	2014	2015	2016
Deployments	31	23	21

From 2014 to year to date in 2017, the SWAT team has not been involved in any fatal incidents as a result of deployments, nor has there been any civil litigation during that time. This is a testament to the value, training, and professionalism of SWAT/CNT and their skill in diffusing dangerous situations. CPSM recommends that SWAT/CNT train in accordance with department policy.

Recommendation:

- Ensure that SWAT/CNT training occurs in accordance with department policy. (Recommendation No. 32.)

VICTIMS' SERVICES

One full-time coordinator is assigned to Victims' Services and works directly for the captain of the CIB. The unit provides direct assistance and services to victims or witnesses of crime, often domestic violence victims. Volunteers undergo training and are willing to be on-call for crisis response to provide intervention, referral resources, and comfort to victims. Victims' Services volunteers participate in community events to bring awareness of their services to the community. Chaplains are also part of Victims' Services and participate in community events.

The Wellness Committee is a peer support service for PCSO employees to help their personal resilience and stress management. Pinal County also participates in TRIAD, a national community policing initiative that pairs law enforcement with seniors to achieve two goals: To reduce crimes against the elderly, and to reduce the unwarranted fear of crime that seniors often experience. The TRIAD groups are located in Florence, San Tan Valley, Arizona City, Oracle, and Apache Junction. Approximately 50 volunteers participate in TRIAD. CPSM has no recommendations.

SECTION 6. SUPPORT SERVICES

Under the direction of the Support Services Captain, Support Services functions include the 911/Dispatch Communications Section, the Records Section, Professional Standards, and Human Resources. While under the umbrella of Support Services, each section operates independently, therefore we will report on each of the sections separately.

COMMUNICATIONS

The Communications Section is a vital component of an effective law enforcement agency. As often the first point of contact for a citizen seeking assistance, 911 operators play a significant role in setting the tone for the community's attitude toward the agency. The efficiency with which they collect information from callers and relay that information to responding sections can have a significant impact on the safety of citizens and deputies/fire personnel alike. For crimes in progress, it substantially affects the chances of apprehending criminals.

The Pinal County Sheriff's Office Communications Section provides 24/7 911/dispatch services for the Sheriff's Office. Additionally, under contract, it also provides these services for the Superior Police Department and Queen Valley Fire/EMS.

PCSO is the 911 Public Safety Answering Point (PSAP) for the sheriff's service area as well as the aforementioned contract areas. As such, all 911 calls for law enforcement, fire, and medical services are initially received by the PCSO Communications Section. Fire and medical calls are transferred by PCSO dispatchers to the appropriate agency for those services. PCSO dispatchers are not "Emergency Medical Dispatch" certified. Any calls requiring telephonic instruction for emergency medical treatment are handled by the agency to which such calls are transferred.

While PCSO maintains a policy manual for the entire department's operations, guiding the day-to-day procedures specific to the Communications Section is a "Supplemental Policy Manual." These are 52 separate "Special Orders" that guide the operations of the 911/dispatch function in all facets from answering incoming calls, to how to dispatch various call types, when staff notifications are required, how to request air support, and the production of recordings, just to name a few. Staff indicated that they are in the process of creating a new procedures manual. This is designed as a supplement to the "Special Orders." It is intended to serve as a guide to 911/dispatchers for any and all types of service requests that they receive. It will be a valuable addition, especially for new staff.

Communications Staffing

As noted, the Communications Section is part of Support Services. As such, it falls under the direction of the Captain of Support Services. However, day-to-day management of Communications is the responsibility of the Senior Emergency Dispatch Supervisor. Under the direction of the Senior Emergency Dispatch Supervisor, five Emergency Dispatch Supervisors provide direct supervisory oversight of communications operations on a 24/7 basis. These are "working supervisors," meaning that they are colocated with the dispatchers and can both take 911 calls and/or handle dispatch (radio) duties as necessary. The supervisors oversee an authorized staff of 19 Senior Emergency Dispatchers. Senior Emergency Dispatchers are trained to both handle telephone lines and radio dispatch. Additionally, there are two Emergency Dispatchers. Emergency Dispatchers handle incoming calls only, and are not trained in radio

dispatch. Table 6-1 reflects all staffing assigned to Communications. It depicts authorized positions, vacancies at present, and actual staffing.

TABLE 6-1: Communications Personnel

Rank	Authorized	Actual	Vacant
Senior Emergency Dispatch Supervisor	1	1	0
Emergency Dispatch Supervisor	5	4	1
Senior Emergency Dispatcher	19	16*	3
Emergency Dispatcher	2	0	2
Total	27	21*	6

*Two from this number are currently in training and not available for full duty.

The position of 911/dispatch operator is challenging and stressful duty. Virtually every agency studied by CPSM reports that finding qualified applicants who can complete the rigorous training program required to perform these duties is a struggle. That is consistent with the experience of CPSM staff in the agencies in which they worked. In virtually every agency studied by CPSM, vacancies are carried. In the case of PCSO, the vacancy rate exceeds 22 percent. This is no small problem. As most agencies are minimally staffed in these positions, when vacancies occur, existing staff must fill in the gaps, and mandatory overtime is commonplace. This adds to the challenges faced by 911 dispatchers. For the past 12-month period, more than 3,000 overtime hours were expended to meet minimum staffing, and even at this expenditure rate, many shifts operated at less than minimum staffing due to the lack of availability of personnel to work on an overtime basis.

While there is no easy answer to this ongoing problem, retirees or other similarly qualified personnel who are familiar with the work and systems, working on an hourly, non-benefited basis, can serve as a vital resource in addressing this staffing need. Use of the salary savings from the vacant positions to pay the salaries of these temporary workers allows for this to occur without an added salary appropriation. And in doing so, the department will see a reduction in mandatory overtime of full-time staff, resulting in cost savings.

Work Schedules

The Communications Section operates under a variety of work schedules. The Senior Emergency Dispatch Supervisor works a ten-hour day, Monday through Thursday. The Emergency Dispatch Supervisors and Sr. Emergency Dispatchers work a 3/12 (3 days per week/12 hours per day) schedule covering the operation on a 24/7 basis. The 3/12 schedule calls for one eight-hour payback day in a 14-day cycle in order to reach 80 hours in the two-week cycle. Emergency Dispatchers work an eight-hour day; one works Monday through Friday, 8:00 a.m. to 4:00 p.m., and one works Saturday through Wednesday, 4:00 p.m. to midnight. At present, Emergency Dispatch Supervisors and Senior Emergency Dispatchers make up the bulk of the workforce as reflected in Table 6-1.

Table 6-2 reflects the work schedule for the Emergency Dispatch Supervisors and Senior Emergency Dispatchers.

TABLE 6-2: Communications Section Work Schedule

Shift Name	Work Schedule	Average # Staff Available for Duty*
Days	5:00 a.m. to 5:00 p.m.	4.5**
Payback Day	5:00 a.m. to 1:00 p.m.	
Nights	5:00 p.m. to 5:00 a.m.	4.5**
Payback Night	5:00 p.m. to 1:00 a.m.	

*It is important to note that these staffing numbers are averages and reflect total personnel presently available for full duty. As of this writing, the Communications Section is carrying six vacancies and two additional staff were undergoing initial training (which is a period of 8 to 12 months). They are not factored in.

** This number does not factor in time off due to vacation, illness, etc. Based upon scheduled time off, the actual number of personnel reporting for duty on a scheduled shift will be approximately 20 percent to 25 percent lower. As well, it does not factor in the two Emergency Dispatchers who work differing schedules as described previously. Their presence will increase staffing by approximately .38 FTE over the 168-hour work week.

The department's minimum staffing objective is one supervisor and three dispatchers on duty at any time. Given the workload, CPSM suggests that this minimum should occur infrequently. However, as reflected in Table 6-2, present staffing results in minimum staffing being commonplace rather than the exception. As personnel take unscheduled leave due to illness, etc., staffing falls below minimums on occasion.

There are only two ways to address the staffing challenges faced by the Communications Section: (1) Increase staffing, and/or (2) reduce demand. The department struggles to fill its existing vacancies, as do many departments. In fact, a senior member of the staff indicated that the section has rarely been at full strength during their entire career of approximately 20 years. Therefore, increasing authorized staffing need not be considered until such time as the section is at full strength.

Nonetheless, CPSM previously addressed the option of using temporary, part-time personnel to assist in meeting the staffing needs of the Communications Section. We reiterate that suggestion here.

The second option involves workload demand reduction. In the section below, we address this issue and offer suggestions to assist in this area.

Service/Workload Demand

In addition to serving as the 911 Public Safety Answering Point (PSAP) where all 911 calls are received, the Communications Section also receives various other calls via the department's telephone lines. For the 12-month period beginning on June 1, 2016 and ending on May 31, 2017, the Communications Section answered 239,600 incoming telephone calls. This equates to an average of one call every 2.2 minutes. Of that number, 58,865 (24.8 percent) were 911 calls. The remaining 180,135 (75.2 percent) were nonemergency and/or general business calls. This represents a significant volume of nonemergency call activity for the center. Of course, that number would be higher during peak activity times, and lower during slower times of the day. In CPSM studies, it is common that the hours between 8:00 a.m. and 8:00 p.m. represent those that are busiest for most agencies, though this varies somewhat from agency to agency based upon demographics of the area.

To examine this, CPSM requested telephone call data by hour to allow for our analysis. Table 6-3 reflects average call activity by hour of day. As is consistent with most agencies, the hours between 8:00 a.m. and 8:00 p.m. reflect the highest call volumes.

TABLE 6-3: Telephone Call Volume by Hour*

Hour of Day	Call Volume
Midnight	18.2
1:00 a.m.	14.9
2:00 a.m.	13.8
3:00 a.m.	11.5
4:00 a.m.	13.4
5:00 a.m.	18.3
6:00 a.m.	27.6
7:00 a.m.	32.4
8:00 a.m.	37.0
9:00 a.m.	40.9
10:00 a.m.	44.1
11:00 a.m.	44.6
12:00 noon	44.6
1:00 p.m.	46.2
2:00 p.m.	45.9
3:00 p.m.	49.7
4:00 p.m.	55.0
5:00 p.m.	54.4
6:00 p.m.	50.6
7:00 p.m.	43.6
8:00 p.m.	39.8
9:00 p.m.	34.2
10:00 p.m.	29.6
11:00 p.m.	23.2

*This does not include radio traffic workload.

Previously, we discussed the Communications Section work schedule (Table 6-2). The two primary reporting times are 5:00 a.m. and 5:00 p.m. In order to meet minimum staffing, the department largely schedules staffing evenly over the 24-hour day as is reflected in that table. This stems from the need to meet minimum staffing requirements with limited available staff.

In comparing staffing levels with telephone call demand (Table 6-3), it is clear that staffing does not match workload demand. However, based upon available staffing, there is no present option to significantly realign the workforce to meet demand without compromising minimum staffing. The one thing that can be done today is to adjust the payback schedule for the dayside dispatchers. Presently, on their payback day, they work from 5:00 a.m. to 1:00 p.m. Consideration should be given to adjusting those hours to more closely match workload demands. As well, when additional staffing becomes available, either through the use of temporary, part-time employees and/or the availability of new full-time staff (i.e., when trainees are certified for full duty), additional staff should be scheduled within the 8:00 a.m. to 8:00 p.m. window.

As was previously indicated, 75 percent of telephone calls received by the Communications Section are non-911 calls. Of the total of 239,600 calls received, 74,354, or 31 percent of all calls were transferred to another PCSO function. These nonemergency calls have a significant negative impact on the 911/dispatch operation and should be addressed by the department.

At present, the department's primary business telephone line (520-866-5111) is answered by an auto-attendant system. The caller is afforded four options, in this order: (1) For emergencies, hang up and dial 911; (2) to have an officer respond to your location, or speak with Communications, press 2; (3) for a copy of a police report or to speak to someone in the Records Section, press 3; and (4), to reach the Jail, hang up and call 1-855-355-0358. There are no other options such as administration, detectives, traffic, etc. As a result, the 911/communications dispatchers often serve as the telephone receptionists for the department, routinely transferring calls to other sections, much to the detriment of their work with 911 calls and radio dispatch activities. Data reviewed indicated that Communications transferred 74,354 calls last year, more than 203 per day.

Analysis of the department's auto-attendant telephone system should be conducted to determine if it adequately provides reasonable options for callers to reach their desired location, or clear direction to callers as to which section of the department may best serve them. Even the placement of the Communications Section in the order of options will impact the call volume processed by 911 operators. This should be included in the evaluation.

Commonly, crime victims attempt to contact the deputy who handled the initial call or the follow-up investigation to provide additional information or get an update on the status of the case. CPSM inquired as to what percentage of these calls was the caller attempting to reach a specific deputy or other department employee. While such records are not maintained, staff estimated that number to be in the 15 to 20 percent range. At present, deputy's business cards provide the department's business line number by which they can be contacted. That number often leads to the 911/dispatch center. The dispatcher must then transfer the call to the intended party or send an e-mail with the information.

A simple solution is the establishment of a master voicemail line, with extensions for each deputy. Placement of this telephone number along with the deputy's direct extension on the deputy's business cards would help to reduce those calls. Some agencies that use this system indicate that an audit system must be in place to ensure that personnel regularly check their voice mail boxes and respond to messages left. CPSM suggests that reducing the volume of calls in to Communications warrants this action.

To this point, we have addressed incoming calls. Additionally, the Communications Section made 64,708 outgoing calls. The reasons for these calls varies, but would include deputies requesting call assistance from Communications to reach parties relative to a call for service and contacting other law enforcement agencies, tow services, etc. The cumulative total of inbound and outbound calls exceeds 300,000.

The Communications Section can serve as an important addition to the investigative effort for in-progress crimes or the active search for wanted suspects. As deputies search for suspects in the field, Communications Section staff can simultaneously search various computer databases and social media platforms for information that may be of value to the investigative effort. This can apply to missing persons as well. When CPSM inquired as to whether that is done in Pinal County, staff advised that such efforts are limited only to the most serious of crimes due to workload demands relative to telephone calls as well as radio traffic. Given the staffing and call volume, that is not a surprise. Freeing up time for dispatchers to assist in this way is another important reason to increase available staffing and/or reduce workload demands.

High-Priority Calls

The computer-aided dispatch (CAD) system has been programmed to assign priorities to calls based upon the nature of the call. Those priorities are identified as Priority H and Priorities 1 through 4. Priority H is the highest priority. The description of the priorities is as follows:

- Priority H – In-progress, weapon and/or severe injury involved, and/or imminent danger.
- Priority 1 – In-progress or 0-15 minutes delay, verbal/physical no weapons involved, traffic hazards, injuries.
- Priority 2 – Reporting delay of 15 minutes - 45 minutes, parties separated, reporting party waiting for contact at location other than residence.
- Priority 3 – Delayed report, no injuries. Reporting party wanting contact in person.
- Priority 4 – Delayed report. Reporting party wanting contact in person.

In Table 6-4 the average dispatch, travel, and response times are shown by call priority for all regions. These averages include all call activity in 2016.

TABLE 6-4: Overall Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
H	2.3	7.0	9.3	916
1	2.8	8.8	11.6	9,918
2	6.9	15.1	22.0	15,528
3	10.5	21.3	31.8	3,858
4	11.4	21.6	33.0	5,377
Unknown	8.0	16.4	24.4	198
Weighted Average/Total	6.7	14.8	21.5	35,795
Accidents with injuries	2.7	7.3	10.0	430

Note: The total average is weighted according to the number of calls within each priority level.

In Table 6-5 the response times are broken down by region.

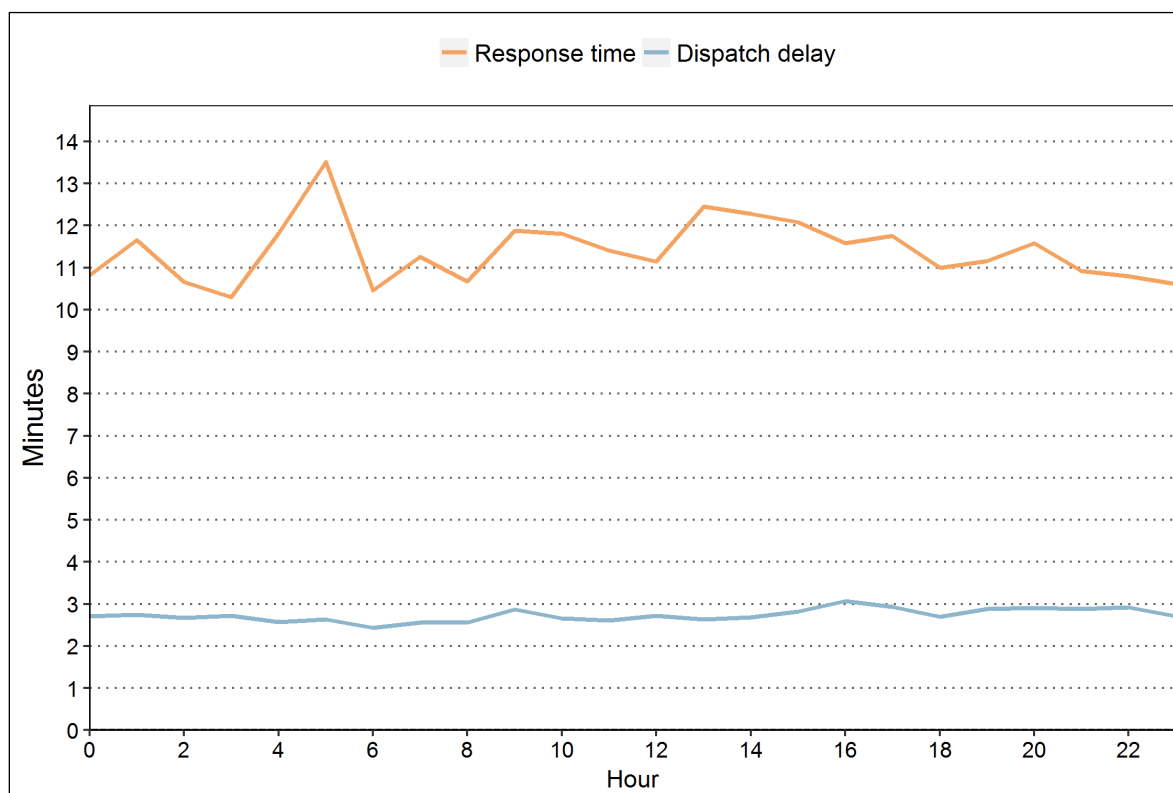
TABLE 6-5: Average Response Times by Region and Priority

Priority	Region	Dispatch	Travel	Response	Calls	Area
H	A	2.3	4.6	6.8	377	295
	B	2.2	9.5	11.8	101	1,771
	C	2.3	8.4	10.7	276	2,156
	D	2.5	8.4	10.9	161	1,152
	Unknown	6.9	13.5	20.5	1	NA
	Total	2.3	7.0	9.3	916	5,374
1	A	2.6	6.4	9.0	4,853	295
	B	2.8	12.1	15.0	930	1,771
	C	3.0	10.9	13.9	2,641	2,156
	D	3.1	10.6	13.7	1,459	1,152
	Unknown	5.1	17.5	12.6	35	NA
	Total	2.8	8.8	11.6	9,918	5,374
2	A	6.7	12.5	19.2	7,800	295
	B	6.8	20.4	27.3	1,282	1,771
	C	7.2	18.1	25.3	3,886	2,156
	D	7.3	15.5	22.8	2,531	1,152
	Unknown	7.6	30.0	37.6	29	NA
	Total	6.9	15.1	22.0	15,528	5,374
3	A	10.3	18.6	28.9	1,913	295
	B	11.4	27.9	39.3	335	1,771
	C	9.7	26.4	36.2	934	2,156
	D	11.4	18.3	29.7	660	1,152
	Unknown	16.7	37.9	54.6	16	NA
	Total	10.5	21.3	31.8	3,858	5,374
4	A	11.6	20.6	32.2	2,638	295
	B	12.1	27.3	39.4	484	1,771
	C	10.7	26.3	37.1	1,260	2,156
	D	11.3	14.8	26.1	943	1,152
	Unknown	15.0	25.7	40.7	52	NA
	Total	11.4	21.6	33.0	5,377	5,374
Unknown	A	7.0	10.5	17.5	28	295
	B	3.1	29.5	32.6	4	1,771
	C	5.3	23.7	29.0	25	2,156
	D	8.9	16.0	24.9	133	1,152
	Unknown	7.2	13.6	20.7	8	NA
	Total	8.0	16.4	24.3	198	5,374

The average response time for priority H calls was below 12 minutes for all regions with Region A having the lowest response time.

Figure 6-1 provides a graphic illustration of average response times by hour of day for Priority H and Priority 1 calls.

FIGURE 6-1: Overall Average Response Time and Dispatch Delay for High-Priority Calls, by Hour



Note: This figure focuses on Priority H and Priority 1 calls.

Observations:

- High-priority calls (Priorities H and 1) had an average response time of 11.4 minutes, lower than the overall average of 21.5 minutes for all calls.
- Average dispatch delay was 2.8 minutes for high-priority calls, compared to 6.7 minutes overall.
- For high-priority calls, the longest response times were between 5:00 a.m. and 6:00 a.m., with an average of 13.5 minutes.
- For high-priority calls, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 10.3 minutes.
- Average dispatch delay for high-priority calls was consistently 2.9 minutes or less, except between 4:00 p.m. and 5:00 p.m.
- Average response time for injury accidents was 9.9 minutes, with a dispatch delay of 2.7 minutes.

Data calculations are based on what is commonly practiced at law enforcement agencies —a call taker receiving a call types the information into a call screen, electronically sends it to the dispatcher, and the call is broadcast and assigned to a deputy to handle. The dispatch period is

measured from the time of call receipt, ending when the dispatcher assigns a deputy to that call. The travel period begins at the conclusion of the dispatch period and ends when the deputy arrives at the scene of the call. The response time represents the combination of the dispatch and travel periods. This is the amount of time it takes from the initial call to a deputy arriving on scene.

The 2.3-minute delay in dispatching life safety and in-progress crime calls is not uncommon, but should serve as an opportunity to identify factors affecting the delay and as a motivation to work to reduce the dispatch delay. In life safety and in-progress crime calls, every second can count. In discussions with communications supervisors, it was pointed out that communications' practice is for emergency calls to be broadcast as soon as practical. That is to say, the field deputies are made aware of the incident while the call taker continues to collect information. Due to CAD programming, the assignment of a deputy to that emergency call, which ends the dispatch period, cannot occur until after the call information is fully entered, and the call is sent for dispatch. It must be noted, that following this protocol, while the dispatch period may be reduced, the overall response time is not changed.

Additionally, the deputies' mobile data computers allow for deputies to view calls in real time as they are being received in dispatch. This presumes that the deputies are in their vehicles, and that viewing the screen does not present a safety issue while driving. Nonetheless, this is a valuable tool.

The overall response time for Priority H calls is 9.3 minutes, and for Priority one calls, 11.6 minutes. While that is a lengthy period for these life safety and in-progress calls, given the response area for the deputies (5,374 square miles), it is not unreasonable. Still, any opportunity to reduce response time should be explored.

Quality Control Audits

At present, supervisors conduct quality control audits informally. Periodic review of random tape-recorded calls handled by each 911 operator/dispatcher is important to help identify training and/or performance issues. These audits should include not less than four calls per subordinate, and be conducted for each employee on a quarterly basis.

Communications Recommendations

- Work with the County Administrator to facilitate the hiring of a pool of temporary, part-time dispatchers, funded through salary savings, to fill vacancies where required to meet staffing needs. A sufficient number of positions should be allocated to ensure a pool large enough to meet the staffing needs of the department, as part-time personnel often have schedule conflicts (personal and/or professional) that impact their availability. (Recommendation No. 33.)
- As staffing permits, realign work schedules to more closely match call demand. (Recommendation No. 34.)
- Reduce the number of nonemergency incoming calls to Communications. Efforts could include taking steps such as providing voice mailboxes for staff and including the voice mailbox number on business cards. If technology permits within the Pinal County telephone system, those calls can be forwarded from the voice mailbox directly to the deputy's cell phone. As well, evaluate the department's telephone auto-attendant system to ensure that the available options effectively direct callers to their desired destination. At present, options are very limited. (Recommendation No. 35.)

- Implement a formal/documented customer service quality control audit program to ensure that public contacts by 911 operators/dispatchers are compliant with the needs and directives of the Section and department. (Recommendation No. 36.)

RECORDS SECTION

Contrary to the common perception that functions performed in law enforcement records sections are as simple as filing reports and providing copies as needed, there is an exhaustive list of duties performed. Among the general duties performed daily are: review and process citations and incident reports; conduct criminal history checks; answer telephone calls related to the records operation; handle walk-in customers at the front desk; organize and maintain reports in various databases; upload and maintain digital photographs; maintain records on incarcerated individuals; respond to document and/or photographic image requests from the public and law enforcement/criminal justice community; register sex offenders; prepare and distribute reports for prosecutors and others; maintain information on local wanted/missing persons and property in local, state, and federal databases; accept and process various civil papers for service; monitor and respond to requests received through the agency's central email box; conduct background checks for employment and prepare clearance letters; respond to requests for the release of various documents/tapes/photographs as required under the Freedom of Information Act; receive and distribute incoming and outgoing mail; purge records as directed by the county record retention schedule; order and maintain department supplies for records-related duties; prepare statistical reports including those for the state of Arizona and the FBI; and more.

The department's records function is governed by Policy 806. Unlike the Communications Section, which has 52 Special Orders, the Records policy is one page in length, general in nature, and addresses few of the numerous functions performed by Records staff. In reviewing various other policies, reference could be found to a records function, but it is embedded in the broader policy. For example, in Missing Persons Policy 332.6, Records has the responsibility to notify the National Crime Information Center (NCIC) when a missing person is located, and in Policy 356.6 regarding sex offenders, again, the Records Section has notification responsibilities. Neither of these are addressed in Policy 806. The department should consider developing Special Orders within the policy manual specific to the records function, and patterned after those for Communications. This will ensure that Records staff can more easily comply with legal mandates and department operating guidelines.

Records Management System

The records management system (RMS) for PCSO operates on a Spillman platform. Spillman is a suite of integrated systems that includes RMS, computer-aided dispatch, the property and evidence function, and others. Records staff report no issues with the system.

Records Staffing

As noted, the Records Section, like Communications, is part of Support Services. As such, it falls under the direction of the Captain of Support Services. However, day-to-day management of Records is the responsibility of the Administrative Supervisor. The Administrative Supervisor is assisted by an Administrative Assistant–Senior, and two administrative assistants. Two additional administrative assistant positions have recently been filled, having previously been frozen for the past four years due to budget shortfalls. These individuals are currently in training.

Table 6-6 reflects all staffing assigned to Records. It depicts authorized positions, vacancies at present, and actual staffing.

TABLE 6-6: Records Section Personnel

Rank	Authorized	Actual	Vacant
Administrative Supervisor	1	1	0
Administrative Assistant – Senior	1	1	0
Administrative Assistant	5*	5	0
Total	7	7	0

*Two positions recently unfrozen.

In the introduction to the Records Section above, we described some of the myriad responsibilities of a law enforcement agency records section. These are all functions performed by PCSO Records. Responsibilities can vary widely between agencies. In some, Records staff are responsible for transcribing crime reports dictated by deputies/officers, others do not, some register sex offenders and narcotic registrants, and again, others do not.

As the functions performed by law enforcement records sections vary greatly from agency to agency, there is no universally accepted formula for establishing a department's staffing level. Therefore, CPSM draws upon our experience in both leading law enforcement agencies and our work across the nation in conducting studies such as this to opine that the staffing level of four is woefully inadequate to meet workload demands. The addition of the two now unfrozen positions is a critical need, and CPSM supports this action. Still, given the increased demand for law enforcement records, future additional staffing may be required.

Work Schedules/Public Access Hours

The public counter is open Monday through Friday from 8:00 a.m. to 5:00 p.m. Staff work a 9/80 schedule. In every two-week cycle, employees work nine hours for four days per week, and on one day during the two weeks within the cycle they work eight hours, for a total of 80 hours in the cycle. Some employees are off on Mondays, and others on Fridays.

Workload Demand

Previously we discussed the myriad of work associated with a law enforcement agency records function. For the most part, the Records Section has been able to keep up with workload demands; however, there are a couple of exceptions. Two areas were noted; (1) processing public records requests, and (2) purging of records consistent with the Arizona Revised Statutes Public Record Retention Schedule. We will address each of these here.

At no time in law enforcement history has the demand for public records been so high. Public Record Requests come from various sources; media, attorneys, insurance companies, real estate agents, and the general public, etc. Traditionally, investigative reports for incidents such as traffic collisions and general crime investigations led the list of requests for public records. The department has done a great job of providing avenues for interested parties to access such documents. Access to such records is made available on-line through buycrash.com and govhelper.com. This serves as both a convenience to the public and reduces demand in the Records Section. Still, citizens can visit any Pinal County sheriff's regional station, including headquarters, to obtain such records. There is secretarial support at each of the regional stations who serve to facilitate the release of records at those locations. They are not assigned to the

Records Section, but rather, as support for the regional staff. Nonetheless, the Records Section staff provide training and assist the regional station staff as necessary.

What has significantly impacted the demand for public records is the increase in the use of technology by law enforcement, and the public at large. Today, audio and video recordings, whether the source be vehicle mounted, body worn, from department interview rooms, jails or other public areas, or those that were collected via a private or public source (such as store video surveillance) are now routinely sought through public records requests. At times, the requestor is aware that the Sheriff's Office is in possession of such records, and at times, the requestor is just "fishing" for information. Whatever the reason, the Records Section staff must respond to the request.

And today, it has gone even further. Now among the common requests are personnel records, financial records, copies of e-mails between parties, and a growing number of requests for information about crime, be that a specific crime or crime in a general area. Records staff are responsible for the management and release of such data (as addressed in Policy 806). Again, all of these requests must be responded to. This is no insignificant task. It is one, however, that most law enforcement agencies have not responded to with the allocation of additional staff to meet the increased workload demands. In the case of PCSO, there is no question that the addition of the two administrative assistants, when fully trained, will contribute to the more effective management of the section, but should the demand for public records continue to increase, it is likely that additional staff will be required.

The second area where staff has fallen behind, and in this case significantly behind, is the purging of obsolete records. Storage of the sheer volume of documents processed by a law enforcement agency can be extremely cumbersome. The Arizona Revised Statutes (ARS) address the retention of records held by all governmental agencies, including those held by law enforcement. The ARS dictate the retention schedule for such documents, and provides specific time periods for which data, based upon its nature, must be maintained.

CPSM reviewed the eight-page ARS document pertaining to law enforcement. It addresses the retention schedule for 22 categories of records. The schedule was last updated in March 2016. As an example, it requires nonfatal traffic accident reports to be maintained for five years, records for petty crimes for three years, records on sex offenses for 109 years, and other records as few as 30 days. These are obviously but a few examples. It does not appear to require destruction of documents after this period, but rather, allows for agencies to do so to aid in managing the volume of such documents.

In discussions with Records Section staff, it was indicated that the Records Section is substantially behind in purging files as allowed for by the ARS schedule. As law enforcement agencies continue to collect more and more records (i.e. dash cam video, body camera audio/video), the storage capacities continue to be exhausted. Purging of obsolete records, as with any business, is an important part of sound records management. Again, it is hoped that the addition of the two administrative assistants will allow the department to reduce the number of obsolete records.

The department did recently receive an \$80,000 grant from ACJC (NCHIP) to provide funding for the hiring of staff on an overtime basis to address the backlog of arrest booking data to be updated with case dispositions. The use of these funds is limited to this specific purpose area, but does reflect the challenge of meeting workload demands with what has been available staffing until recently. Those funds were nearly exhausted as of the CPSM site visit.

Telephone Services

As was referenced in reporting on 911/communications, the department's primary business line 520-866-5111, is an auto-attendant line. Records is the third of four options offered to callers. Records, as did Communications, reports receipt of a significant number of telephone calls that require transfer to other locations that are not offered as an option to callers. And, as in the case of Communications, this is disruptive to the primary work function of Records. As recommended in reporting on the Communications Section, review of options in the auto-attendant system will help to reduce call volume needlessly directed to the Records Section.

Facility

The Records Section is located on the first floor of the Sheriff's Office adjacent to the lobby. There is a public counter for access to Records Section staff from the lobby. One of the aforementioned Records Administrative Assistants is stationed at that counter to handle requests from the walk-in traffic. Visitors to the PCSO oftentimes contact the Records staff for directions to various locations within PCSO, but frequently to other county facilities as well. The department should consider use of a COPs volunteer to staff a position in the lobby to aid in directing visitors to their desired location.

We previously discussed the retention of records beyond the dates required by ARS. Again, this is no small problem. A tour of the Records Section clearly reflects the problem with failing to purge unneeded documents. Shelving units have been placed in passageways and are filled with boxes of documents. The floor and desktops are strewn with additional boxes and loose documents. A storage closet for homicide cases is now additionally being used to store nonhomicide files. These are contained in more boxes stacked on the floor. This should be addressed.

Payment Options

Depending upon the service sought, customers can pay with money orders, business checks, credit cards, or debit cards. Cash is not accepted. Cash presents an unnecessary administrative process and handling risk, one that far too many agencies continue to accept. CPSM commends PCSO for excluding cash as a payment option for Records Section services.

Records Recommendations

- Consideration should be given to amending records policies to include special orders specific to the critical functions of the Records Section, as is done with policies for the Communications Section. (Recommendation No. 37.)
- Telephone call demand reduction strategies should be examined, as referenced in reporting on the Communications Section. (Recommendation No. 38.)
- As staffing permits, consideration should be given to purging obsolete reports and other data on a schedule as permitted by Arizona state law (ARS) and Pinal County Ordinance. (Recommendation No. 39.)
- To minimize the unnecessary disruption of Records Section staff, consideration should be given to assigning a COPS volunteer to the station lobby to assist visitors in reaching their destination. (Recommendation No. 40.)

PROFESSIONAL STANDARDS UNIT

Law enforcement agencies have developed professional standards units to better manage department-wide essential support services that maintain high standards of ethics and professionalism. These units generally manage some or all of the following areas of recruitment, hiring, personnel records maintenance, labor relations, human resource management, policy development, training, administrative investigations, and use-of-force management. Professional standards units uphold employment and performance standards that ensure individual agencies continue to be staffed by the highest caliber of personnel in the law enforcement profession. PCSO has such a unit which was assessed by CPSM. The following evaluation and recommendations are provided.

Professional Responsibility

Public trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. To foster public confidence and to promote constructive communication, appropriate supervisory and management attention to personnel conduct is vital to upholding the principles and professionalism of an organization.

The PCSO training sergeant is chiefly responsible for the internal affairs function (for both police and detention officers).

The following is a list of the number of internal investigations conducted over the past four years:

2014	44
2015	36
2016	38
2017	7 (January 1 to July 7, 2017).

It should be noted that the foregoing list was prepared in response to the consultants' request. This information is not regularly maintained or reviewed in aggregate form (in order to determine baseline normal measures levels for the department).

The consultants reviewed the department's current policies and procedures for conducting internal affairs investigations, as well as the receipt, review, investigation, and disposition of civilian complaints, and found them all to be clearly stated, comprehensive and consistent with those of similarly sized American police departments. Some civilian complaint forms are available in hard-copy at the lobby window and online.

The department's rules and regulations regarding the discipline of employees were reviewed and were found to be clear, comprehensive, and consistent with those of similarly sized police departments.

A complete review of the department's policies and procedures was conducted in 2015. No comprehensive review has been completed since then. Only one new policy has been enacted since (in 2016). The department was in the process of conducting a comprehensive review at the time of our site visit. Several supervisors were assigned particular sections of the policy manual for review.

Annual performance evaluations are performed for uniformed and nonsworn personnel. The county has designed two different performance evaluation forms, one for uniformed employees and one for civilians. We were advised that, as there is no requirement to use the civilian evaluation forms, most supervisors choose to use the uniformed evaluation form for all

employees, including civilians. Supervisors receive training in how to prepare these forms during sergeant field training.

We were advised that this form has not been reviewed or revised in several years.

Since 2016, the department has been utilizing an electronic “early-warning” system called ‘BlueTeam’ to record and review use of force, use of less than lethal weapons, vehicle accidents (not just ‘at-fault’ crashes), and vehicle pursuits. This system electronically captures reports from the department’s records management system (RMS) and will send a ‘red flag’ notification to supervisors if a deputy’s activities exceed a predetermined threshold (e.g., a certain number of uses of force during a defined period of time).

Deputies who are identified for retraining in motor vehicle operation can be sent to a conventional driving course or can be retrained in a mobile driving simulator (a trailer with two bays) owned by the Arizona Department of Public Safety. It should be noted that motor vehicle operation is critically important to PCSO deputies and their supervisors due to the size of the jurisdiction, the challenging terrain, and the wide variety of driving conditions ranging from urban to very rural settings.

Deputies are directed to self-report any use of force in the web-based BlueTeam system. This can be done via the mobile data terminal (MDT) in the patrol vehicle. Once entered, the report is electronically forwarded up the chain of command for review and approval. The patrol supervisor will forward each use of force report to a lieutenant, who then forwards it to the bureau commander. If any supervisor has a concern, the report will immediately be forwarded to the IA sergeant.

Lieutenants assigned to the patrol regions receive aggregate totals for their squads for use of force, etc. via BlueTeam. They are charged with reviewing this data on an ongoing basis. The database will display all personnel assigned to a particular squad and use different colors to indicate which deputies are at or above predetermined limits. For example, the color green indicates that a deputy is under a stated parameter; the color yellow indicates that a particular deputy is getting close to a parameter; and the color red indicates that an electronic alert has already gone out to the deputy and everyone else in his or her chain of command, as well as the internal affairs sergeant.

The IA sergeant does not routinely monitor aggregate data generated by squads or regions.

Parameters for the specific number of pursuits or uses of force that will trigger a BlueTeam ‘red-flag’ alert are set differently for each patrol region (by the region lieutenant and the patrol commander). For example, three or more citizen complaints within a six-month period might trigger an alert. In this instance, the first-line supervisor will conduct a review and will indicate whether or not there is a need for concern/investigation. Only a captain can send a particular matter to the internal affairs sergeant for investigation.

We were advised that the BlueTeam system will soon be used to identify individuals for commendations.

An occupational health nurse who is employed by the county is charged with reviewing the department’s line of duty injuries, workers’ compensation claims, family/medical leave requests, etc., in order to detect possible fraud or abuse.

Internal affairs investigations are conducted via IAPro, a separate encrypted system that interfaces with the department’s records management system (OnBase).

The PCSO is not currently providing information to either Arizona POST or to the National Use of Force Data Collection, which is sponsored by the FBI. Members of the department are, however, aware of this effort and are presently monitoring its development through regional meetings and communications with Arizona POST.

The department does not currently utilize body cameras and there are presently no plans to purchase them. We were advised that the department does not presently have the ability to provide for data storage.

Interestingly, some deputies have purchased their own personal body cameras and currently use them while on patrol. The department has developed a policy whereby individual use of body cameras by deputies is authorized, though perhaps not encouraged (Policy 701.2.1). While the consultants offer no recommendation concerning the appropriateness of this policy, we do advise the department to consult with the county attorney's office in order to identify and thoughtfully consider any potential liability concerns related to this practice and policy. In particular, we suggest that the department not allow its server or any other department resources be used for the storage of data obtained from these personal body cameras.

It should also be noted that approximately one year ago the department issued deputies "personal body recorders" (not body cameras) to record interactions with the public. The stated purpose was to assist deputies in preparing their reports and enhancing their testimony when relaying statements from the public.

The department's patrol vehicles are not uniformly equipped with dash cameras or interior facing video cameras. The department possesses only two vehicles with dash and interior cams. These vehicles were purchased for the department by the Governor's Office of Highway Safety.

The department's RMS routinely captures information concerning field interrogations (i.e., Terry stops, or 'stop, question and frisks'). However, this information is captured in narrative form in different documents and is not tabulated or analyzed in a uniform manner. Deputies are not required to complete a separate field interview report. Therefore, the department's leadership is presently unable to determine exactly who is being stopped (In terms of race, sex and age), where and when they are being stopped, or why they are being stopped.

The IA sergeant participates in regional conferences of the International Association of Internal Affairs Investigators.

The IA sergeant participates in a narcotics "burn" to destroy narcotics that come into the possession of the department and are no longer needed for evidentiary purposes. These burns take place "as needed" at a local mine and are conducted and witnessed by the internal affairs sergeant, the task force sergeant, and the property manager.

As stated elsewhere in this report, the fact that the department routinely experiences lost or "dropped" communications to and from patrol units should be considered a significant threat to officer and public safety. Additionally, this is a very significant liability threat to the county, to the PCSO, and its personnel. Every effort must immediately be made to rectify this situation.

The department does not routinely conduct customer satisfaction audits to determine the quality of police service.

The department has not conducted a community satisfaction survey in recent years.

Recommendations:

- The department should designate one supervisor [a sergeant] to serve as professional standards officer (PSO). This supervisor would report directly to the Deputy Chief and would perform a variety of integrity control, audit, accreditation, and inspection duties. Specifically, the PSO would be responsible for receiving, reviewing, and investigating internal and external complaints against members of the department. This would require that an additional sergeant position be funded. (Recommendation No. 41.)
- The PSO should also supervise the hiring, selection, and accreditation (should the department decide to pursue it) processes. In recent years, many American police departments of various sizes have combined traditional internal affairs functions into a comprehensive, more proactive unit charged with ensuring that proper procedures are followed and that professional standards are met in all phases of police work. (Recommendation No. 42.)
- The PSO would personally review and revise as necessary the department's general orders and manual of rules and regulations on an annual basis. This review should be documented. (Recommendation No. 43.)
- The PSO should attend and actively participate in all monthly staff meetings. (Recommendation No. 44.)
- The PSO should engage in a series of scheduled and random audits and inspections of equipment, records, property and evidence, practices, etc. This would include but would not be limited to a process whereby a small number of the department's records and forms are selected at random and reviewed by the PSO for completeness, accuracy, and compliance with the department's rules and regulations. (Note: This would be in addition to the various measures that are currently taken by supervisors to ensure the completeness and accuracy of information contained in the department's RMS system.) The PSO should determine through random selection whether officers are checking their voice mail and e-mail accounts each shift. The department should develop, follow, and document a program of systematic and random audits and inspections of critical operations (calls for service response and dispositions, property receipt and safeguarding, line of duty and sick leave, etc.). The PSO should be directed to plan, conduct, and regularly report the results of such audits and inspections. The PSO should work with develop and follow a formal system for monitoring sick time and electronically detecting and responding to sick leave abuse. (Recommendation No. 45.)
- The PSO should coordinate the periodic administration of citizen satisfaction surveys and telephone "follow-up" surveys (for example, randomly contacting members of the community who have recently had encounters with members of the PCSO). (Recommendation No. 46.)
- The PSO should develop and monitor a formalized employee suggestion program, whereby all uniformed and civilian members of the department would be able to offer suggestions for the purpose of increasing operational efficiency. (Recommendation No. 47.)
- All duties and responsibilities of the PSO should be clearly articulated in the department's rules and regulations manual. (Recommendation No. 48.)
- The PSO must prepare annual and semi-annual reports that convey meaningful data that should be shared with command staff and the training unit. At a minimum, these reports should actively track incidents and issues that may be related to police misconduct, such as: the type and relative number of use-of-force reports (with an attempt to identify what is to be considered a baseline normal rate for the agency, for particular patrol regions and shifts, etc.), the total number of civilian and internal complaints (with dispositions), department vehicle accidents, weapons discharges and use, arrest and summons activity (particularly charges

relating to disorderly conduct and resisting/obstructing arrest), line of duty injuries, etc., that originate within the department. Rather than simply presenting aggregate numbers of such things as use-of-force reports or complaints, the reports should include a breakdown of type, place of occurrence/origin, etc. These reports should be used as a primary means of establishing baseline data and tracking progress towards stated organizational goals. The PSO should report these figures at monthly staff meetings. (Recommendation No. 49.)

- The PSO should continue to actively track all department vehicle accidents (not just “officer at fault” incidents), if only for retraining purposes. (Recommendation No. 50.)
- The PSO should prepare and periodically deliver in-service training lessons to uniformed members of the department. These lessons should reinforce existing policies and procedures and should be used to reinforce what is considered to be professional and ethical conduct for police officers. The professional standards officer should work with patrol, field training, and detective supervisors to continually reinforce the type of professional conduct that is expected of all sworn personnel. (Recommendation No. 51.)
- It is recommended that the department review the forms that are used for the evaluation of the performance of its personnel and revise as necessary. These forms should be specifically tailored for personnel assigned to particular ranks. The forms currently provide additional space for detailed narrative responses and specific annual goals. In order to be effective, personnel evaluation forms must include a clear communication of performance expectations. Expectations should be clearly set and widely understood by rank-and-file and all supervisory personnel. Criteria measures should be both reliable and valid. Individual performance appraisals must be directly linked to both unit and organizational goals. The purpose of this is to foster a system of personal accountability and continuous improvement. (Recommendation No. 52.)
- As a means of enhancing the overall quantity and quality of supervision within the department, it is recommended that all sergeants be invited to attend and participate in monthly command staff meetings. We were informed that under the current 12-hour shift schedule, it is possible for a “graveyard shift” sergeant to go many weeks with no interaction with command staff, unless a major incident occurs. Monthly command staff meetings would do much to enhance the free flow of communication within the department and ensure that sergeants perceive themselves as supervisors who are personally accountable for the work being performed during their shift and within their geographic areas of responsibility. (Recommendation No. 53.)
- The PSO should be identified as the member of the department responsible for coordinating and implementing this report’s recommendations. (Recommendation No. 54.)
- The department should consider seeking accreditation from the commission on the Accreditation of law enforcement (CALEA) at some future date. (Recommendation No. 55.)
- Every effort must be made immediately to rectify the situations where “lost” or “dropped” radio communications are experienced by field units. (Recommendation No. 56.)

RECRUITMENT/SELECTION/PROMOTION/RETENTION

The law enforcement profession always faces the challenge of renewing and retaining its ranks. For nearly every agency, this is an ongoing effort. However, for some time and especially more recently, finding qualified applicants who have the desire and ability to meet selection process and academy training requirements has become a more challenging proposition, adding to a growing shortage of law enforcement officers nationwide. Pinal County has struggled to cope

with this national problem; the reasons for this will be discussed below. Evaluating personnel and ultimately determining those to promote is also a significant organizational challenge that can affect not only the PCSO's future success, but also its long-term morale.

The pre-employment background investigation is one of the most important investigations a law enforcement agency will ever conduct. The investigations must be very comprehensive if they are to lead to informed hiring decisions. They must assure compliance with all applicable minimum standards for appointment and screen out candidates who are found unsuitable for the position based on relevant information and past history. Background investigations are also among the most challenging investigations to conduct. The manner in which background investigation are conducted, from the areas investigated to the evaluation of resulting information, must be treated consistently across all candidates.

The administrative/training/internal affairs Sergeant is also responsible for recruitment, performing background investigations, hiring, extraditions, freedom of information requests (estimated to be approximately 15/week), and serves as the department's Human Resources Manager.

(Note: During 2016, the Pinal County Prosecutor's Office paid for extraditions and the PCSO averaged approximately one extradition/month; since February 2017, the Prosecutor's Office no longer pays and the PCSO has averaged five to six requests a month.)

The department has undertaken a number of recruitment efforts recently, such as: attendance at job fairs at local colleges (such as Centenary College and Arizona State University); job announcements posted on social media (such as Facebook); presentations made at nearby Air Force and National Guard bases; attempts to contact individuals recently discharged from the military; and appearances at local community events (such as a car show). These efforts have a regional focus, with no particular strategy for obtaining out-of-state applicants.

The department requires applicants to take and pass a written examination, a physical test, a polygraph test, and then successfully complete an examination before an oral board prior to appointment. The department maintains a list of uniformed members of the department who are qualified to participate in the oral board examinations.

The training sergeant regularly attends job fairs in the region but the department does not have an overarching recruitment strategy with measurable goals.

The consultants reviewed the department's selection guidelines regarding an applicant's prior drug use, driving record, criminal record, etc., and found them to be appropriate and consistent with those of similarly sized American police departments.

The consultants reviewed the department's policies and procedures for promotion in rank and found them to be appropriate and consistent with those of similarly-sized American police departments.

Uniformed personnel promoted to the rank of sergeant are required to attend a two-week field training program whereby they perform ride alongs and work under the supervision of the more senior supervisor.

Internal job announcements for positions such as detective and training officer are posted internally and applicants compete for open positions. The consultants reviewed a recent announcement for detective and found that there was a robust response on the part of deputies.

The consultants were advised by several members of the department that employee retention has been a significant problem for the department for the past several years. We were informed that three different "pay studies" have been performed over the years and that the department's pay structure was modified in January 2017. Prior to that date, a number of deputies resigned citing "low pay" as their reason for leaving. We were advised that members of the department received no pay increases during a period of approximately 10 years. The consultants were informed of several instances where field training officers were actually earning less than the probationary officers who they were training. We were also told of instances where sergeants were earning less than the deputies they supervised. This obviously would result in a situation where an individual would have no incentive to promote from deputy to sergeant or from sergeant to lieutenant. Such situations appear to have negatively impacted morale throughout the department, as the overall level of dissatisfaction with the pay scale increased. Low pay was cited by several departing deputies as their primary reason for leaving the job.

We were advised by several members of the department that the current pay plan is viewed favorably but that many employees share a concern that the final phase of pay adjustments (i.e., phase three) will not be implemented. Several individuals cited weak internal communication regarding this pay issue and indicated that this issue could ultimately become a significant morale problem. We were also informed of a current plan for a "pay for performance" system. Members of the department indicated that it was their understanding that, under this system, individuals who received a pay increase would not be eligible for any increase the following year. Rather than explore the accuracy of this claim or understanding, the consultants wish to highlight that compensation obviously continues to be a significant concern for members of this department. All future decisions regarding pay scale must be clearly communicated and understood by all parties concerned. Any perceived lack of transparency relating to this issue will directly harm morale within the department.

Members of the department who we spoke with indicated that they were unaware of any systematic or formal review or analysis of exit interviews with departing personnel (i.e., resignations) in order to determine their primary reason(s) for leaving the department.

At the time of our site visit, we were provided with the following information:

From July 2014 to July 2017 there were a total of 28 retirements, 134 resignations, and 79 terminations. It should be noted that these numbers include detention officers as well as deputies; 58 of the 79 terminations occurred as a result of a reduction in force of personnel (detention officers) assigned to the detention facility.

Members of the department were unable to provide us with any meaningful data regarding the overall rate of resignations, terminations, and retirements over the past several years, although one individual stated that "it seems to have stabilized a bit since the new administration" came into office.

Recruitment/Selection/Promotion/Retention Recommendations:

- The department must develop a specific recruitment strategy with measurable goals and specific performance targets. This recruitment strategy must be incorporated into and become a major part of the department's overall strategic plan. Due to demographic changes and a host of other reasons, police departments across the country are now struggling to recruit, identify, and select qualified personnel. Arizona is likely to undergo a particularly acute shortage of qualified applicants in light of the upcoming major hiring initiative announced by the Phoenix Police Department. Competition is likely to be fierce.

Failure to address this problem thoughtfully and strategically will result in long-term operational inefficiencies. (Recommendation No. 57.)

- The department should establish a recruitment and hiring committee comprised of various sworn and nonsworn members of the department who would be charged with developing a comprehensive recruitment strategy for the department. (Recommendation No. 58.)
- The department should work with the county's Human Resource Office to perform a detailed analysis of the department's rate of attrition (both deputies and detention officers) over the past ten years. An effort should be made to determine the various reason(s) for the reported relatively large number of resignations and transfers (i.e., conduct and and/or review and analyze exit interviews to determine whether departure is related to current salaries, benefits, personal reasons, lack of a career path, etc.), prepare specific recommendations and action steps for retention, and present the results to the County Board. (Recommendation No. 59.)

TRAINING

The Arizona Peace Officer Standards and Training (AZ POST) Board is the administrative body responsible for establishing the minimum qualifications for recruitment, appointment, and retention of all peace officers in Arizona. AZ POST prescribes minimum standards for law enforcement training and training facilities, and makes inquiries to determine whether agencies are adhering to established standards. In so doing, it seeks to enhance the professionalism and competency of law enforcement within the state.

AZ POST requires that a newly assigned officer satisfactorily complete an AZ POST-approved certification course and satisfactorily pass all written examinations required for certification. AZ POST also mandates that all certified Arizona law enforcement officers successfully complete the following training: Firearm Qualifications—at least once each calendar year for all peace officers; Continuing Training—at least eight hours each calendar year for all full authority peace officers and eight hours every three years for a limited authority peace officer; and Proficiency Training—at least eight hours every three calendar years for peace officers below the first level supervisory position.

The PCSO training function is coordinated by a deputy and a sergeant. The deputy is responsible for scheduling and recording the training of uniformed personnel.

The department does not, however, have one sworn member who is designated as primary training officer. Neither the sergeant nor deputy participates in command staff meetings in order to identify opportunities for training or retraining. This should be viewed as a limitation and a lost opportunity for organizational learning.

The department does not have a formal, multiyear training plan to outline specific training goals and objectives. There is no overarching training strategy other than providing recertifications and ensuring that sworn personnel receive all required training hours in order to maintain police officer certification. The department's training calendar evolves and changes frequently. Much of the scheduling appears to be done in an ad hoc fashion and scheduling seems to be quite reactive in nature. For example, during the consultants' site visit, the training deputy was struggling to schedule 'post-academy' training sessions for a small cohort of recently hired personnel. It was observed that the training deputy expends a considerable amount of time and effort in repeatedly scheduling post-academy training for small groups of only two or three student officers. Due to the department's current efforts to maintain and enhance staffing levels, hires are made in an ongoing fashion rather than waiting for one larger class of newly hired deputies. This results in a great deal of redundancy and inefficiency in terms of lost time, effort,

and resources. We were informed that a total of six post-academy sessions were scheduled in a six-month period. In one instance, the training unit learned about a cohort of recent hires only one week before appointment. This complicates the process of finding available seats in regional police academies. There is an obvious need for better coordination and communication in this regard.

Similarly, a member of the department recently contacted the training unit and identified a possible need for retraining concerning “nighttime patrol vehicle accidents in intersections.” Apparently, the department had experienced a spike in the number of such incidents. Efforts by the training unit to develop a refresher course and to identify instructors were only marginally successful. This instance illustrates the lack of a coordinated system for the identification and development of necessary training courses. As stated elsewhere in this report, the department currently utilizes a relatively sophisticated means of reviewing use of force data (BlueTeam). While this information is being compiled and perhaps analyzed, there is no indication that it “feeds back” into the training function in terms of being a primary source for improving operations, enhancing officer safety, and the identification of training or retraining opportunities.

The department does perform tactical debriefs in the aftermath of certain line of duty injuries or dangerous incidents. However, it is not clear whether the training unit is routinely invited to participate in these debriefs or whether the resulting information is widely shared throughout the department.

Another challenge resulted from the department's recent decision to change to a different type of handgun. The training deputy was forced to make several adjustments to the training schedule in order to have all personnel get certified with the new weapon by a certain date. There appears to be little opportunity for proactive lessons and training other than “getting the deputies their [required] hours.”

The training sergeant has several other duties and responsibilities. He is also responsible for internal affairs, background investigations, hiring, and freedom of information requests. The training sergeant is also responsible for the Detention Officer Training Academy (although it appears to operate separately and fairly independently). It is therefore the deputy who performs the vast majority of duties and responsibilities traditionally associated with the title “training officer.”

The consultants reviewed the department's policy for the maintenance of training records and found that it is appropriate and consistent with those of other American police departments. The department has the ability to provide a breakdown by deputy/supervisor of how many hours of training have been received.

The consultants physically inspected the training building and found it to be well-equipped and well-suited for its intended purpose(s). It includes three training rooms with projection equipment and adequate seating, a computer lab, a defensive tactics room, and an indoor range with nine shooting lanes. The range is not used for weapons other than handguns. It should be noted that the defensive tactics room was not originally designed for that purpose; nevertheless, it seems to be quite functional.

There appear to be no current resource requirements in terms of facilities.

The department has conducted “active shooter” training at the local high school, at an abandoned hospital, and at a former retail store. Some of this was joint training with the fire department and emergency medical services.

The sheriff periodically makes internal video presentations that are made available to all personnel. These videos are designed to inform personnel of the strategic direction of the department, about current issues and events, and to reinforce certain policies and performance expectations.

The department does not have a formal training committee.

The department does not sponsor a citizen's police academy.

Recruit/Basic Training

The department has the option of either hiring candidates after they have completed a course of study at a regional police academy or appointing the candidate first, and then sending them out for academy training. There are a number of self-sponsored academies in the region including Glendale Community College, Chandler-Gilbert Community College, and Pima Community College. A standardized recruit training curriculum is promulgated by the Arizona Peace Officer Standards and Training Board (Arizona POST). Recruit training lasts approximately nine to ten months. Upon completion of this course of study, individuals receive police officer certification from Arizona POST. Police officer certification lasts three years. Alternatively, once the department completes the hiring process, it is the task of the training unit to "find a seat for them at a regional Academy" such as: the SALETC (Tucson) Academy; the Pima County Sheriff's Academy; ALEA (which is operated by the Arizona Department of Public Safety–Phoenix Police Department); NARTA (Prescott, Arizona); NALETA (Snowflake Taylor); and WALETA (Lake Havasu).

Once a newly-hired deputy has graduated from a police academy, he/she will be scheduled to attend a two-week post-academy program sponsored by the department. The purpose of the post-Academy is to provide an orientation to the department, to its policies and practices, and to the community. Lateral hires, that is individuals who have prior law-enforcement experience and have previously attended a police academy, are similarly required to attend the two weeks of post-academy training. The training unit is responsible for identifying instructors for this course of training. The consultants reviewed the post-academy curriculum and found to be well structured and comprehensive. It includes a 'legal updates' presentation by county attorneys, an introduction to search and rescue, presentations by victims' services representatives and detectives, and a module on report writing.

Field Training

Upon completion of academy training, probationary deputies are assigned to field training. The probationary period for new and lateral hires lasts for a period of one year from the date of hire.

The consultants reviewed the department's field training program and related materials and found them to be appropriate and consistent with those of similarly-sized American police departments.

At the time of the consultants' visit, the department had one FTO squad comprised of one sergeant and three deputies serving as certified field training officers (FTOs). We were informed that there were five probationary deputies undergoing field training at the time of our visit.

The field training program for probationary deputies lasts for approximately 12 weeks. Field training for lateral hires lasts six weeks. The 12-week field training program is divided into four specific phases. Daily observation reports (DORs) are prepared for each deputy after each shift and the program requires that a probationary deputy be observed in the field by at least three FTOs during their training period. DORs are used to evaluate probationary deputies with regard

to certain acquired knowledge and demonstrated skills, such as vehicle operation, knowledge of law and department rules and procedures, tactics, community relations, etc. Evaluation forms and progress reports were found to be well structured and appropriate for their intended use. An evaluation guide is provided to establish standards and performance expectations. Termination procedures are clearly outlined.

Probationary deputies who do not perform adequately can be required to repeat a phase of training (i.e., "re-phase") prior to advancing to the next phase. A deputy may re-phase one time only. Decisions regarding advancement in field training are made by the "phase board" which is comprised of a lieutenant, the FTO sergeant, and one FTO. The phase board will review documentation and speak with field trainers as necessary in order to inform that decision.

The department's field training manual, which is provided to all probationary police officers, was reviewed and found to be clearly written, comprehensive, well indexed, and appropriate for its intended purpose.

The department's field training materials and related policies and practices concerning field training generally meet those of similarly sized American police agencies.

The department currently has a relatively large cohort of certified field training officers (approximately 40 to 50). A large percentage of these individuals have not actually provided field training in recent years.

It should be noted that the field training squad has traditionally been 'pulled as a task force' from time to time. That is, this cohort of deputies in training would periodically be tasked as a unit with specific duties to support the department's patrol operations. While this is in no way unusual, we suggest that every effort be made to ensure that these student deputies fully experience the variety of patrol work throughout the county. In other words, any special event or special enforcement activities undertaken by the FTO squad should not reduce the total number of training days experienced by these individuals.

In-service Training

The majority of in-service training that is offered 'in house' is related to mandated recertifications in such areas as firearms, vehicle operation, CPR, etc. A relatively small percentage (perhaps only 5 to 10 percent) of the in-house training provided by the department relates to "new or proactive topics of the department's choice" or development.

According to current Arizona POST standards, a deputy must qualify with his/her handgun and undergo "judgmental" firearms training one time each year. In addition, each deputy must undergo eight hours of "proficiency" training every three years (Ariz. Admin. Code R13-4-111, B, 1) as well as a total of eight hours of "continuing" (i.e., in-service) training each year (Ariz. Admin. Code R13-4-111, A, 1) in order to maintain certification as a peace officer. Proficiency training includes advanced or remedial training in the areas of emergency vehicle operations; vehicle pursuits; tactical firearms; arrest and control tactics; first aid; physical conditioning; and high-risk stops. Continuing training could include such topics as legal update, search warrant writing and applications, computer forensics, narcotics enforcement, maintaining a "tactical mindset," or mental health crisis intervention.

In-service training is typically scheduled on Tuesdays and Thursdays and is usually scheduled as a full day of training. No overtime is incurred during these training days per se, except to the extent that it is often necessary to backfill a deputy's patrol position by calling another deputy in to work on overtime.

The department periodically sponsors 'continuing' classes that are offered in house (such as the warrant writing class or a report writing class cosponsored by the county attorney's office). Once such classes are offered, the department will typically invite members of other neighboring law-enforcement agencies to attend without charge. The department's deputies will similarly be invited to training hosted by other area police departments, such as Tucson, Chandler, Mesa, Peoria, or Casa Grande. Classes are also offered by the Federal High Intensity Drug Trafficking Areas (HIDTA) program.

The majority of continuing classes attended by the department's deputies are offered off site.

It is the obligation of every deputy to maintain certification as a peace officer. All continuing or proficiency training hours are properly recorded and are maintained by the deputies themselves in hard-copy and by the training unit in an electronic database.

The training deputy utilizes an electronic system (Concur) to manage requests from deputies to attend off-site training. The Concur system records the request with its justification, chain of command approvals, as well as the location, date, and type of class (typically a flyer or course description). Registration fees, per diem expense payments, and lodging costs are also recorded. The consultants are quite familiar with the Concur product and commend the department for utilizing such an efficient electronic system to record training requests and related expenses.

The department periodically uses digital media such as DVDs and shared files to provide training to its deputies.

The training unit continually communicates with Arizona POST and regional academies in order to remain aware of all courses offered in the state. This information is then conveyed to members of the department.

Each year, Arizona POST undertakes an audit whereby they randomly select approximately 10 percent of the department's personnel and request documentation of all required training. It is the responsibility of the training deputy to comply with these audits.

It is standard procedure when the department offers or sponsors a class to require the instructor to provide a lesson plan. These lesson plans are reviewed and approved beforehand in order to ensure that they conform to POST curricula. The consultants reviewed the list of in-house topics developed and offered by the department in recent years and found it to be quite varied and comprehensive, with a total of 27 different courses offered over the past four years.

Although the department has a cohort of certified instructors, it is often difficult to identify instructors who are available to deliver particular lessons. For example, although the department has a number of certified CPR instructors, when the training unit attempted to identify instructors for an upcoming cycle of instruction it encountered difficulty in identifying available individuals. Apparently, certified instructors (i.e., general or proficiency topics instructors) regularly inform the training unit that they are amenable to providing instruction to their colleagues, but that their particular squads are currently too short-handed to allow them to do so. This appears to be an ongoing challenge for the department. It further suggests a lack of organizational commitment to training. Training calendars must be thoughtfully prepared and, absent extraordinary circumstances, meticulously adhered to. A cohort of readily available certified instructors should be considered a necessity.

The PCSO rented an off-site training facility during 2016. The facility was a vacant retail store (The Sports Authority) located at the Promenade at Casa Grande. The structure was used for a variety of tactical training exercises such as active shooter, officer down, and ambush training.

We were advised that this contract has lapsed and that there are presently no plans for renewal.

Some members of the department were aware of new judgmental use of force and de-escalation firearms training technologies (such as the VirTra 300) that have been implemented throughout the state of Arizona. We were advised that some regional police academies have this technology but that members of the PCSO have not yet attended this type of training.

The department's indoor range was inspected and was found to be appropriate for its intended use.

It should be noted that the tactical training provided by the department has recently included "de-escalation scenarios."

Members of the training unit were unable to provide the consultants with specific information regarding a distinct training budget. In other words, they were unable to state with specificity what portion of the department's current fiscal year budget is allocated for training, whether this amount has increased or decreased in recent years, etc. The training unit is apparently not involved in developing or approving a specific training budget for the department.

The department does not conduct any type of formal roll call training as there are no formal roll call or muster procedures. Due to the current 12-hour shift schedule, the geography, and size of the jurisdiction, supervisors do not formally 'turn out' the deputies at the commencement of the shift. The department has a take-home car policy. Therefore, deputies living outside of the county "go on the clock" once they enter the county limits, despite the fact that they might still be more than one hour away from their particular post and assignment. There is often little to no opportunity for deputies to meet with one another at the commencement of shifts, and the bulk of communications between deputies takes place by telephone, email, or radio transmissions. When asked whether a formal roll call process would be welcomed by the rank and file, we were informed that requiring deputies to wait on post until relieved or until they physically meet with a patrol supervisor would most likely "create a morale problem."

The training unit periodically publishes training bulletins. In addition to notifying uniformed personnel about upcoming training, the training unit will periodically send emails to all staff regarding current issues or events. For example, the training unit recently sent out an email to all staff regarding the dangers associated with the drug fentanyl. This email communication had an embedded link to a video on fentanyl's threat to law enforcement and included proper handling instructions. Therefore, despite the fact that the department does not engage in formal roll call training at the commencement of each shift, the department does have an effective delivery mechanism for immediately rolling out critical training updates or alerts.

As stated elsewhere in this report, the detective bureau has identified a series of "core" training courses that are recommended for the newly appointed detectives. This list was reviewed and found to be appropriate. However, there appears to be no current means of ensuring that detectives attend all required courses.

Supervisor Training/Executive Development

Upon promotion to the rank of sergeant, personnel attend a one-week basic supervision course offered in Phoenix by Arizona POST. Other advanced supervision courses are offered.

All Arizona POST courses are offered on a lottery system; the department is limited in terms of the number of individuals it can send to attend courses. As a result, it is not uncommon for a newly

promoted sergeant to wait for the basic supervision course. We were informed that it is possible to wait up to a year for this course.

The Arizona POST also offers an executive level advanced leadership program ("ALP") for individuals at and above the rank of lieutenant. This is a three-week course that has been offered periodically over the past seven or eight years. We were informed that "most of the department's lieutenants and tenured sergeants" have attended this program.

Individuals who are promoted to either the rank of sergeant or lieutenant are required to be assigned to patrol for a period of approximately one year. The department sponsors a "sergeants' field training" program that lasts for two weeks and includes ride-alongs and instruction regarding the duties and responsibilities associated with the rank of sergeant. The department has three certified "sergeant field training officers."

Recommendations:

- The duties and responsibilities associated with the position of "training officer" should be substantially enhanced. The department's primary training officer should take an active role in ensuring both the quantity and quality of training received by members of the department. (Recommendation No. 60.)
- It is recommended that a sergeant serve as primary training officer. (Recommendation No. 61.)
- The administrative sergeant who currently oversees the training function is performing multiple roles and is currently unable to devote sufficient time to guide proactive training efforts. It is recommended that his current training duties be transferred to another supervisor and that this role be expanded. (Recommendation No. 62.)
- All members of the department should consider training to be an essential function. The training function should therefore be more fully integrated into the ongoing administration of the department. To that end, the training sergeant must attend and actively participate in all command staff meetings. The primary purpose of his/her participation will be to identify training opportunities and to report on current training efforts. (Recommendation No. 63.)
- The department should develop a multiyear training plan. This training plan should identify specific training goals and objectives for all sworn and nonsworn members of the department, and should be incorporated into the department's overall strategic plan. The department's training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary. (Recommendation No. 64.)
- The training plan should include a strategy for reducing the number of post-academy sessions offered by the department. Every attempt should be made to establish a regular hiring cycle so that training efforts can be better coordinated. The consultants recognize that qualified applicants would likely prefer a 'rolling' system of hiring. However, motivated and dedicated applicants would likely possess sufficient patience to await an upcoming cycle. (Recommendation No. 65.)
- The department should create a standing training committee. This would be a body of sworn and nonsworn employees of various ranks and positions, chaired by the department's training sergeant. The committee would consider the training needs of the department, select specific training topics and set the agenda and specific training goals for the entire department (i.e., both law enforcement and detention facility). The training committee would also solicit ideas, identify operational problems and training opportunities, formulate specific training plans, and evaluate and report on the success of training received by members of the department. The

department should include nonsworn personnel in the training committee, such as representatives from the communications section, records unit, etc. The training committee should consider and address the training needs of all members of the department. (Recommendation No. 66.)

- The training committee should assist the training officer in the development and review of a written, comprehensive, multiyear training plan. This plan should include distinct, measurable training goals for the entire department (i.e., for each of its units). It should be continually reviewed and revised as necessary. (Recommendation No. 67.)
- The training committee would work with the training sergeant and other appropriate parties to assist in the development of an annual training budget. (Recommendation No. 68.)
- The newly-created training committee should assist in the selection of field training officers (FTOs). Individuals who obtained certification but never actively served as field training officers, or have not done so for many years, should be excluded from consideration for this assignment in the future. The consultants were advised that the department recently reviewed the list of certified FTOs and selected a "core group" who would be used going forward. We applaud such an effort. The role of field training officer is critical to any police department as these individuals serve as mentors and role models for newly hired personnel. They should be selected and used thoughtfully and carefully. (Recommendation No. 69.)
- The training committee should work with the training sergeant to perform a similar review of certified general topics instructors. As stated previously, the training deputy has historically encountered difficulty when trying to find a certified instructor to deliver a particular in-house lesson, despite the fact that the department literally has scores of certified general topics instructors. It is recommended that the department identify a "core group" of general topics instructors and make every effort to make these individuals available when needed. (Recommendation No. 70.)
- The department should continue to identify appropriate topics for in-service training of its employees. The department should invite the local prosecutor's office to periodically deliver a 'legal update' lesson to uniformed members of the department. Local colleges, hospitals, or advocacy groups can be used to supply instructors for such courses as 'How to deal with an emotionally disturbed person,' or 'Communicating and dealing with a youth suffering from autism.' The training officer should be chiefly responsible for coordinating such training. (Recommendation No. 71.)
- The field training unit should continue its efforts to rotate probationary deputies geographically throughout all patrol regions during their training period. For example, San Tan Valley provides exposure to a more urban setting with a higher population than several of the department's more remote patrol locations. The department engages in considerable community outreach in the San Tan Valley community, such as the fingerprinting programs for children, sponsoring "coffee with a cop," etc. Fewer community engagement efforts take place in the more remote settings. Student deputies must become skilled and comfortable when dealing with community members in a more densely populated setting as well as in more rural settings where a deputy's back-up might be 30 minutes away. Geography and community attitudes apparently vary widely throughout the PCSO jurisdiction. (Recommendation No. 72.)
- The training sergeant and the training committee should be charged with performing and presenting the results of above-referenced retention study. (Recommendation No. 73.)
- A member of the training unit should actively participate in all tactical debriefs that are held relating to dangerous situations/incidents such as: firearms discharges at a person; use of force resulting in serious physical injury; department motor vehicle accidents; line of duty

injuries; etc. Failure to do so represents a liability risk to the county, the PCSO, and its personnel, as well as a missed opportunity for organizational learning and risk management. (Recommendation No. 74.)

- As stated elsewhere in this report, the department should provide all detectives with additional training with regard to the use of the Spillman case management system in order to enhance productivity and efficiency. (Recommendation No. 75.)
- The training unit should make every effort to schedule all PCSO patrol deputies and their supervisors for judgmental use of force and de-escalation firearms training at one of the several departments or police training academies in Arizona that operate the VirTra 300 (or similar technologies). (Recommendation No. 76.)
- The department should encourage and actively support members of the department to apply to the FBI National Academy. (Recommendation No. 77.)

SECTION 8. ADMINISTRATIVE SERVICES

WARRANTS / EXTRADITION UNIT

The Warrants/Extradition Unit is staffed with one Administrative Supervisor, one Administrative Assistant Senior, and two Administrative Assistants. Their office hours are 8:00 a.m. to 5:00 p.m., Monday through Friday.

The Warrants/Extradition Unit processes arrest warrants issued out of the Pinal County Superior Court as well as eight justice courts, a city court, and those issued on behalf of the Superior Police Department and Central Arizona College. Warrants are entered into the Arizona Criminal Justice Information System (ACJIS), a statewide database accessible for query by law enforcement officers seeking to determine if an individual is wanted. ACJIS policy calls for warrants to be entered into the system within three days of receipt. The warrants must be coded to advise agencies that may come into contact with the subject of the warrant whether the issuing county will extradite. As well, warrants must be validated on a monthly basis to ensure that the warrant remains active. This helps to prevent the arrest of a subject on a recalled warrant.

ACJIS further allows staff to access other ACJIS databases in an attempt to locate the subject of a warrant. For instance, an ACJIS search may identify if a wanted person is presently incarcerated at a prison or jail facility. Staff can then initiate letters of detainer requesting that an inmate be held for transfer to Pinal County at an appropriate time.

As noted, when an arrest warrant is issued, the service area can be entered into local, regional, or national databases. The determination as to which database the warrant is entered into is generally determined by the issuing county's willingness to return the suspect from the arresting agency for local prosecution. For instance, if a subject of a Pinal County warrant is arrested in the state of New York, will Pinal County authorities travel to New York to return the subject for prosecution? That determination is made by the County Attorney's office.

One area of concern was noted regarding input of warrants into databases. Staff reported that the Pinal County Attorney's office directs that all felony warrants be entered into ACJIS and the National Crime Information Center (NCIC) database, suggesting that Pinal County will travel anywhere in the country to extradite the subject of a warrant. However, the final determination as to whether to extradite is made once a person is arrested, the severity of the charges is reviewed, and the travel distance is evaluated. If the County Attorney then determines that it is not in the interest of justice to return a subject for prosecution, they are ordered released. This is problematic for two reasons; (1) it is in violation of ACJIS and NCIC policy to input warrants of arrest when the issuing agency will not return the subject for prosecution, and (2), it allows for persons to be arrested on an outstanding warrant when it is unclear whether extradition will occur. The latter calls for an arresting agency to hold the subject of the warrant while Pinal County authorities determine if they will extradite. If Pinal County chooses not to extradite, the subject is released. This is a colossal waste of resources for the arresting agency and creates tremendous ill will, not to mention liability.

If the subject of a warrant is arrested outside of Pinal County, the Warrants/Extradition Unit is responsible for coordination of their return for prosecution. For in-state cases, staff coordinate transportation with the PCSO Jail Transportation Unit to return the fugitive to Pinal County.

Should the fugitive be arrested out of state, staff work with the Pinal County Attorney's Office on extradition proceedings to allow the fugitive to be returned to Pinal County. In the case of out-of-state extraditions, it is common practice for the prosecuting attorney's office to pay the costs of extradition. That is not the case in Pinal County, where the Sheriff's Office pays such costs. Either way, funding for extradition services are borne by the County. The department should work with the County to ensure that adequate funding is provided to the appropriate department that is assuming responsibility for payment of extradition services costs.

The unit is audited by ACJIS every three years for compliance with ACJIS policies. The most recent audit was conducted in 2016. A December report from ACJIS reported PCSO out of compliance for failure to input warrants within three days of receipt. The violation was deemed minor, and PCSO provided additional staffing to the Warrant/Extradition Unit to come into compliance.

There is no formal PCSO Warrant Detail assigned to serve arrest warrants. Some area station staff periodically ask the Warrant Section to provide a list of persons from their area with outstanding warrants, but this is inconsistent. Warrant/Extradition Unit staff did indicate that producing such lists is relatively easy. CPSM suggests that this be done for the region stations on a monthly basis as a matter of standard protocol. This will help facilitate the service of the outstanding warrants and reduce the backlog of 8,000-plus warrants.

Warrants/Extraditions Recommendations:

- Work with the County Attorney's Office to ensure that coding of warrants for service area comply with ACJIS and best practices. (Recommendation No. 78.)
- Ensure that funding to meet costs for extradition services are appropriated to the department that is responsible for those costs, be that the County Attorney or the Sheriff's Office. (Recommendation No. 79.)
- Provide a list of outstanding warrants to regional commanders on a monthly basis to ensure due diligence of service and to reduce the backlog of outstanding warrants. (Recommendation No. 80.)

CITIZENS ON PATROL (COP)

The Citizens on Patrol (COP) Unit is made up of community volunteers who give of their time to provide service to both PCSO and the county. It serves as an important link in building relationships between the department and the community it serves.

The unit operates under the direction of the Support Services Captain. All staff of the COP program go through a standard application, interview, and background investigation prior to being accepted. At present, there are 65 members of the COP program. To remain in good standing, each volunteer must work 16 hours per month. Their uniform consists of a cap and a polo shirt. They are not armed. Six specially marked motor vehicles are available for use by the volunteers.

The program is broken into four regions to match those of patrol. Each region is overseen by a civilian COP manager. Training is provided by both training deputies and senior COP's volunteers. Their duties include visible patrol to serve as a department presence and crime deterrent, checking on vacant homes, or those whose occupants are vacationing, and assisting at a variety of events at which PCSO desires to be represented.

Table 8-1 shows the total hours served as well as the wage equivalency of those hours for calendar years 2015 and 2016:

TABLE 8-1: COP Volunteer Hours/Wage Equivalency

Year	Hours	Wage Equivalency
2015	14,281	\$523,666
2016	14,246	\$522,388

COMMUNITY RELATIONS

The Administrative Manager is responsible for coordination of community events. This includes Neighborhood Watch, street fairs, festivals, parades, and various public meetings. This position also serves as a general community liaison, responding to a variety of questions about community events, crime, department activities, and other areas. The Administrative Manager generally attends street fairs and festivals, and draws from other department resources, such as patrol, to involve a larger number of personnel at such events.

Relative to Neighborhood Watch, the department has no dedicated program staff. Patrol is assigned to handle and advise interested parties how to start up/run a program. In the absence of available patrol staff, the Administrative Manager performs these duties as well.

No data are kept on the number of events attended, nor the number of active Neighborhood Watch programs.

INFORMATION TECHNOLOGY

Consistent with virtually all law enforcement agencies, PCSO utilizes a wide array of information technologies. Aside from personnel, these technologies serve as the life blood of the organization and are essential to virtually all department functions. Simple examples include the 911 telephone system, the computer-aided dispatch system, records management system, and the radio broadcast system. A failure of any one of these systems can severely impact and/or cripple access to emergency fire, medical, and law enforcement services. The broader list of technologies includes:

- *Spillman Public Safety Suite*. This is a complex and coordinated suite of programs that support the department's radio communications, records management, property and evidence tracking, mobile computers for patrol vehicles, etc.
- *Integrated Jail monitoring system including doors, and audio monitoring equipment*. This equipment allows for the safe monitoring of prisoner movement. (WonderWare - Electronic Door System for Jail; DXI – Intercom system for ICS communication.)
- *Jail video taping system*. These systems are designed to protect both staff, inmates, and visitors. As well, they are invaluable in minimizing liability.
- *Video visiting systems*. Allows for family visitation of inmates while eliminating the need for direct contact.
- *IA PRO system*. Allows for internal tracking and management of employee investigations/allegations.

- *Inmate Commissary Kiosks*. Allows for Inmate to purchase snacks and hygiene items other than what's provided by facility.
- *Velocity – Hirsch Identive* – Provides card key access to department doors where entry authorization is required.
- *AFIS*. Automated Fingerprint ID System allows for rapid identification of individuals related to an investigation
- *Interactive Video Taping for Interview Rooms*. In today's environment, audio/video recording of suspect interviews is vital to prosecution.
- *Forensic Computers and Program*. These are utilized in the investigation of child pornography and financial crimes and must be isolated from the department's computer network to prevent corruption of material and contamination of investigative files.
- *Celebrite Mobile phone downloading software*.
- *Intoxilyzer (DMT for DWI Testing)*. This equipment provides for chemical testing of impaired drivers.
- *Automatic License Plate Reader (ALPR)*. Scans vehicle license plates for wanted vehicles and immediately notifies operator of the vehicles presence.
- *Panasonic Arbitrator (1) In-Squad Camera System*. These systems record images captured within the camera view point in front of police cruisers.
- *Guard 1 (Rounds Tracker)*. Records information on mandatory cell checks or bed checks in segregation areas, medical facilities, dormitories, and cell blocks.
- *More Watchman KeyWatcher*. Access key management system
- *LE WEB – MVD photo Lineup*. Automates the creation of photo-lineups for investigative purposes

As is evident, the department utilizes an extensive list of technology. Not only does it rely on a vast array of technologies that often dwarf that of other local government agency systems and needs, but the 24/7 nature of public safety agencies requires immediate and direct access to IT staff. With the exception of the Spillman software suite, which we will address later, responsibility for maintaining the operability of these systems is shared between the department's two full-time IT specialists.

The IT specialists' duties include the following:

- Perform server and application maintenance and updates for the PCSO security systems in the Adult Detention Center (ADC) and other PCSO facilities, using development and support tools for server applications.
- Perform server and application maintenance and updates for the PCSO Guard 1 Rounds Tracker system in the Adult Detention Center.
- Perform server and application maintenance and updates for the PCSO KeyWatcher system in the Adult Detention Center.
- Perform server and application maintenance and updates for the PCSO LPR system at the PCSO.
- Perform server and application maintenance and updates for the PCSO Panasonic In-car video system.
- Perform server and application maintenance and updates for the PCSO Velocity Badge Access system.

- Perform server and application maintenance and updates for the PCSO IA Pro and BlueTeam System at PCSO.
- Monitor and review security system operations, perform testing and preventive maintenance functions, and assure effective functioning of integrated security technology, including hardware, software, and peripheral equipment.
- Research new and compatible equipment for PCSO security systems and enhancements for existing applications.
- Research new technology and application systems for the use at PCSO and the Adult Detention Center.
- Maintain and update specialized server that controls and monitors all of the electronic locking devices in the PCSO facilities.
- Maintain, monitor, and update the Inmate video visitation system, camera, video screens, and cables.
- Maintain, monitor data importer to Lexis Nexus Community Crime Map.
- Troubleshoot, adjust, repair, and test video systems; verify that system functions to PCSO standards.
- Troubleshoot, adjust, repair TVs in Inmate housing units.
- Inspect, adjust, clean, repair, and replace cameras, touch-screens, in the ADC and the Sheriff's Administrative buildings; inspect and test programmable logic controllers (PLC).
- Inspect, replace, and repair intercom and other communications components and equipment.
- Analyze security system functions and recommend enhancements and modifications.
- Provide administration functions and issue resolution for enterprise level software applications.
- Perform special projects, including project management and system/component integration.

Staff responsible for maintaining the Spillman public safety software suite are assigned off-site to county IT. The reasoning behind the off-site deployment of staff responsible for maintaining the Spillman suite, arguably the most important of the many important technologies in use by the county's public safety agencies, is unclear to CPSM. Adequate space exists within the Sheriff's Office to accommodate these personnel. Consideration should be given to transferring those personnel to the Sheriff's Office, where the equipment that they maintain is located.

One area of concern was previously noted in reporting on another section, that of radio "dead zones." The radio communications also fall to the County IT staff who oversee the Spillman system. These "dead zones," generally in more remote and/or mountainous areas, create a significant safety risk for patrol deputies and the public alike. While the department is reportedly converting to a digital rather than analog radio system, and the hope is that this will address the problem of "dead zones," in other studies conducted by CPSM, complaints continued even after the conversion.

This is a significant problem that must be addressed.

While technology constantly evolves, no government agency can afford to keep up with the "latest and greatest" of all technologies. What is important is that the technologies in use reasonably meet the needs of the organization. In examining the technologies present, CPSM noted that two important ones are missing; E-Cite, for electronic traffic and related citations, and IBIS (Individual Biometric Identification System), which allows a deputy to electronically

search fingerprint files in the field for identification purposes. E-Cite had previously been used by the department, but interface problems with various judicial districts within the county led to its discontinuance. Nonetheless, E-Cite remains a valuable tool and the PCSO should continue to work with the various judicial districts to eliminate the interface problems.

Body worn cameras are another emerging technology. There is tremendous value in recording contacts between deputies and the public, and many agencies are moving in that direction. One effect of the use of this technology is the challenge of storing images, and meeting demands for the release of the images captured. Agencies that have chosen to utilize body-worn cameras have found that storage of the files and meeting those public record requests have led to substantial additional costs, including the hiring of additional staff to manage the associated workload. At this time, PCSO does not utilize body worn cameras. Should it do so, those storage and retrieval costs should be included in the planning.

Information Technology Recommendations:

- Consideration should be given to housing IT employees who support the Spillman public safety software suite at available workspace within the Sheriff's Office. (Recommendation No. 81.)
- Consideration should be given to acquiring an IBIS (Individual Biometric Identification System) or similar system to allow for fingerprint identification of individuals in the field. (Recommendation No. 82.)
- Consideration should be given to reinstituting the use of E-Cite technology. (Recommendation No. 83.)
- Work to eliminate the problem of radio "dead zones." (Recommendation No. 84.)

GRANTS 2016

The department reported grant funding for 2016 as shown in Table 8-2. These awards were provided to the department by various funding sources. The 35 grants are grouped into categories representing broad funding purposes. For instance, there were multiple Homeland Security grants that are collectively reported as one grant item.

TABLE 8-2: PCSO Grants Received, 2016

Grant Source (Total of 35 grants)	Description	Amount
Victim Rights	Jail: supplies, postage, equipment	\$17,000
ACJC	Pays overtime and one Coolidge officer salary in the task force	\$142,928
HIDTA	Pays overtime for the task force and 1 secretary salary	\$105,444
GIITEM	Pays 75 percent of one officer in the jail	\$59,701
DPS Rattler	Pays 75 percent of one officer for the Vehicle Task Force	\$85,472
9-1-1 Coord	Pays for 9-1-1 related training	\$13,800
TONTO	Pays for salaries when patrolling on Tonto land	\$10,000
GOHS	Pays for overtime, equipment, and training for the Traffic Unit	\$229,946
Homeland Security	Pays for overtime, equipment, and mileage	\$1,501,104
NCHIP	Pays for overtime for scanning	\$75,215
ICAC	Pays for training for Internet Crimes Against Children	\$5,000
Total		\$2,245,610

SECTION 9. MISCELLANEOUS

PROPERTY AND EVIDENCE

The intake, processing, storage, and disposal of evidence and property are important functions of any law enforcement agency. It is especially true for weapons, narcotics and dangerous drugs, currency, and valuable jewelry. Too frequently, law enforcement agencies across the country have faced the consequences of mismanaged property and evidence sections. This has resulted in terminations and arrests of police employees from janitors to police chiefs for thefts of narcotics, cash, jewelry, and guns. In some cases, audits that revealed unaccounted-for property and evidence led to the termination of police executives. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

The PCSO's Property and Evidence function falls under the direction of the Administrative Manager. Under the direction of this manager, staffing includes one Property and Evidence Room Administrator, serving as the section's operational supervisor, and four Technicians. Property and Evidence staff work Monday through Thursday from 7:30 a.m. to 5:00 p.m., and Friday from 7:30 a.m. to 4:00 p.m. Additionally, staff is on call 24/7 for processing of special evidence such as large items, significant volumes of drugs, and/or large amounts of cash. This includes towing. The department has its own tow truck to retrieve for storage those vehicles to be processed for evidence.

Public access for the release of property is scheduled by appointment only, when possible, Tuesday through Thursday between the hours of 8:00 a.m. and 4:00 p.m. However, staff reports that they are often called upon to release property outside of these hours when detectives or deputies direct citizens to pick up property at times other than the Tuesday through Thursday time period. As well, when citizens arrive without appointments, staff attempts to accommodate them as a matter of customer convenience.

The primary policies governing the property and evidence functions are 802, Property Procedures, and 803 Property and Evidence Disposal. Property and Evidence Procedures (802) is a 12-page policy that addresses the intake of property and evidence from collection to storage. It was found to be well written and comprehensive. Property and Evidence Disposal (803), six pages in length was comprehensive as well. Within Policy 803 are the internal security control sections. Specifically, 803.8 calls for an annual inventory of the property room and sets a recommended monthly schedule. Section 803.8.1 directs that a report on this inventory be kept on file for seven years. Additionally, Section 803.8.3, Internal Controls, directs that random audits be conducted by the department's audit inspector and/or the Professional Standards Unit at least twice annually. The report on this action is to be directed through the "chain of command." Neither the process nor scope of the audit is spelled out in the policy. CPSM asked to review the inventory and audit reports as called for in policy and were advised that the last full inventory was conducted in 2010, and that no audits, as called for in Policy 803.8.3 have been conducted at any time in recent memory.

There are multiple facilities utilized in the processing and storage of property and evidence. The main facility is located in the Sheriff's Office headquarters in Florence. The main facility includes an intake room, staff offices, and the main warehouse. Within the warehouse are secured areas for cash and weapons. Relatively small amounts of narcotics are kept in boxes or envelopes, depending upon the amount. This facility, the largest of the storage areas, encompasses two floors. On the ground floor are multiple fixed shelving units. Boxed property and evidence is

stored on these shelving units to a height of sixteen feet. To access the higher shelving areas, staff use a 12-foot ladder. Use of this ladder to move potentially heavy boxes is a dangerous practice. A power lift unit which staff could ride on to more safely access higher boxes was present, but staff indicated that it has been inoperative for some time. On the second floor of the main facility is shelving for evidence envelopes. Both the ground floor and the second floor appeared to be near capacity.

In examining dates on evidence packages, it was noted that property was being held from the 1970s. This included packages that were transferred from another facility that had been used for storage, but which was destroyed in a fire. These packages from the 1970s are not included in the department's electronic inventory of property and evidence. As well, narcotic evidence stored in boxes and envelopes was found to date back to 1982.

As mentioned, there are storage rooms within the main facility for weapons and cash. The "cash room" is secured by double key operated locks. Access to this room requires two persons at all times as no employee, including supervision, has possession of both keys. The weapons rooms require electronic key access. CPSM staff examined these rooms and found a significant amount of firearms present, approximately 4,000 in number, and dating back to the 1970s.

In addition to the evidence warehouse, there are a number of conex boxes and refrigerated units. These are located outside of the main warehouse in an area secured by chain link fencing with razor wire. The conex boxes store larger items, including bulk narcotics such as multi-kilo marijuana seizures. The refrigerated units store a variety of biological evidence such as blood. Staff estimated that 75 percent of all blood stored in the refrigerated units came from driving under the influence cases, some dating back to the 1980s.

Additionally, there is a secured lot behind the main facility for storage of impounded vehicles, bicycles, or other property and evidence appropriate for storage here. This area is secured by chain link fencing topped with razor wire as well. All facilities are monitored by closed circuit cameras.

In addition to these locations at or near the headquarters, there are facilities at 11 additional sites around the county as follows; San Tan Valley (2), San Manuel, Oracle, Casa Grande, and Gold Canyon, Saddlebrook, Arizona City, Superior, Kearny, and Mammoth. There are temporary storage lockers, refrigerated units, and/or prescription drug drop boxes at these facilities. All facilities are serviced by the aforementioned Property and Evidence staff. Weekly, P&E staff travel to these sites to collect evidence. Monthly, items are picked up from prescription drug drop boxes.

The intake process is as follows. Deputies seizing property and/or evidence transport the items to the nearest facility. There, they complete a property and evidence form (handwritten) with information to include the owner, nature of item, chain of custody, etc. Upon completion, the property/evidence along with the form is placed in a two-way locker. Once the property/evidence is secured in the locker, access is no longer available from that side.

Property and Evidence Section staff then collect the property/evidence and report form from the other side of the locker. P&E staff manually input the information from the handwritten form into the Spillman property management software module and assign it a storage location. When complete, two barcodes are printed for the item. One is attached to the property/evidence itself, and one is attached to the property form.

There is some redundancy to this process. Property management software allows the deputy who initially processes the property/evidence to do so electronically and print out bar codes; one to attach to the item, and the second to attach to the electronically generated copy of

the report once the Property and Evidence Section staff assign it a storage area. This can reduce the time involved in the intake of property/evidence. When CPSM inquired as to why the latter, more efficient process was not used, staff advised that the Spillman program in use did not allow for this to occur, suggesting that the lowest price system was purchased, even though more advanced Spillman systems were available at the time of purchase around 2011. Staff further indicated that a scanner linked to the Spillman system did not operate reliably, and county IT staff routinely travelled to the Sheriff's Office to reboot this system.

As of the end of May 2017, there were approximately 297,123 items of property and evidence in the custody and control of the Pinal County Sheriff's Office. There is uncertainty if this number is fully accurate as items relocated to the main facility after a fire at a satellite facility (Bailey St.) may or may not be included in this number. Additionally, there are an unknown number of items that were relocated to the current headquarters location from the old facility in the early- to mid-2000s. At that time, a handwritten log of items transferred was prepared. Staff indicates that not all items were input into the Spillman P&E management system. Data provided by staff indicated that over the past two years, the Property and Evidence Section took in approximately 16,000 items, and destroyed/disposed of a similar amount. Clearly much more must be done with regards to managing this inventory.

There are at least two primary factors that contribute to the glut of property and evidence. On intake, the department must ensure that only necessary property and evidence is received. For instance, clothing, even dog food, from shoplifting cases is being received in Property and Evidence. In such cases, photographing the evidence and returning it to the owner (e.g., Walmart) is appropriate. Not only does that reduce the workload in Property and Evidence by eliminating intake, storage, and disposal, but it also reduces the workload for the handling deputy. As well, it returns the product to its owner for sale or other use.

The second factor is the disposal of property/evidence that is no longer needed. As previously discussed, the department is storing weapons, drugs, biological evidence, and more back to the 1970s and 1980s. It is the practice of the department that a sworn deputy must authorize the destruction/disposal of property and evidence. P&E staff cannot do so. It is the responsibility of P&E staff to send out notices to the deputies in cases where property and evidence appears to be held beyond the time period required, and that it may be eligible for disposal. It is the deputies' responsibility to research the case and either authorize destruction or direct that the property be held on open cases. CPSM staff know from personal experience that in these cases, it is easier for the deputy to mark "hold" rather than do the research that may allow for destruction, if they return the form at all. As such, little is available for disposal and the backlog grows.

There is no justification for inaction on this matter. Steps must be taken to address this backlog of property and evidence that has no evidentiary value. CPSM need not spell out specific options. They are simple steps from training deputies' what items do not require seizure (e.g., shoplifting loss), to providing greater authority to P&E staff to research items for the purpose of determining if the retention of such continues to be necessary. The department's administration will need to identify options that meet their needs. The volume of items dating back to the 1970s and 1980s, much of which is clearly no longer of evidentiary value, clearly illustrates the size of this problem. With 4,000 weapons, many of which could likely be sold at auction, and cash that likely has been held for decades and could be converted to county use, funding should be available to allow for the following recommendations to be implemented. Once the surplus property and evidence has been purged, a complete inventory should be taken and the audit recommendations implemented.

This is an issue that will require support and reinforcement from sworn management staff. It is not realistic to expect the limited staff in Property and Evidence to address this problem without such support.

Property and Evidence Recommendations:

- Upgrade Property and Evidence software to eliminate redundancy of entry and ease of tracking. (Recommendation No. 85.)
- Provide staff training to deputies and sergeants relative to identifying what property may be released in the field in lieu of booking in as evidence. (Recommendation No. 86.)
- Take affirmative steps to dispose of unnecessary property and evidence, including the assignment of necessary staff to complete the work. (Recommendation No. 87.)
- Upon completion of the purge of unnecessary property and evidence, conduct a thorough inventory of the remaining material. (Recommendation No. 88.)
- Ensure that regular audits are conducted of the Property and Evidence Section as called for in policy. (Recommendation No. 89.)
- Repair the lift to allow staff to more safely place and retrieve items from high shelves. (Recommendation No. 90.)

SECTION 10. SUMMARY

Throughout this report, we have endeavored to provide the reader with insight into the Pinal County Sheriff's Office, its strengths, and opportunities for improvement. A new leader presents a tremendous opportunity to address areas where improvement is needed and to move the department forward. At the same time, it will take more than just new leadership to address the areas identified by CPSM. Support from Pinal County leaders will also be required, since opportunities for improvement in the department are tied to staffing in critical functions and the competitiveness of PCSO in the hiring and retention of personnel. For the department to effectively meet the community's needs, all parties must embrace this opportunity.

CPSM recognizes that the recommendations, especially those involving personnel, come at a significant cost. Please be assured that they are not made lightly, but with significant consideration concerning operational necessity associated with each position. We further recognize that implementing many of these recommendations, should the county choose to do so, will take weeks, months, and in some cases years. We would encourage the county leadership to work with Sheriff Lamb to identify those recommendations which, in his viewpoint, are most critical. As well, we would make ourselves available to consult as necessary and appropriate.

As the report is somewhat lengthy, we have created Table 10-1, which reflects current authorized staffing levels and CPSM's recommended modifications.

Additionally, a comprehensive data analysis report will follow in Section 11. While the more pertinent aspects of that analysis are embedded in the operational assessment, readers are encouraged to review the data analysis report in its entirety.

TABLE 10-1: Current and Proposed Staffing Levels

Title	Current	Proposed
Sworn Positions		
Sheriff	1	1
Chief Deputy	1	1
Deputy Chief	1	1
Captain	2	2
Lieutenant	8	8
Sergeant	31	33*
*Detective Sergeant (New)		
*Professional Standards Sergeant (New)		
Deputy Sheriff	168	169*
*Detective (Cold Cases) (New)		
Deputy Cadet	0	0
Sworn Total	212	215
Nonsworn Positions		
Accounting Technician	4	4
Accounting Technician, Senior	1	1
Administrative Assistant	16	16
Administrative Assistant, Senior	3	3
Admin Manager	1	1
Administrative Specialist	3	3
Administrative Specialist, Senior	3	3
Administrative Supervisor	3	3
Alarm Coordinator	1	1
Aviation Mechanic	1	1
Background Investigator	2	2
Community Service Officer		4
Computer Forensic Technician (New)		1
Crime Analyst (Part-Time) (New)		.5
Crime Scene Technician	3	3
Dispatch Manager	1	1
Emergency Dispatcher	2	Unlimited**
Emergency Dispatcher, Senior	19	19
Emergency Dispatch Supervisor	5	5
Evidence Technician	4	4
Evidence Technician (PT)	1	1
Grants Specialist	1	1
Grants Coordinator	1	1
Grants Administrator	1	1
HR Tech	2	2
Impound Hearing Officer	1	1
Public Safety Systems Administrator	1	1
Server Application Specialist	1	1
Sheriff Manager	4	4
Supply Technician	1	1
Victims' Service Coordinator	1	1
Nonsworn Total	87	92.5
Total Authorized Personnel	299	307.5

**No additional budget allocation required as explained in reporting on Communications.

SECTION 11. DATA ANALYSIS

This data analysis report on patrol operations for the Pinal County, Arizona, Sheriff's Office focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the sheriff's office's personnel and financial commitment.

All information in this report was developed using computer-aided dispatch (CAD) data provided by the Pinal County Sheriff's Office.

CPSM collected data for the one-year period of January 1, 2016 through December 31, 2016. We use call data for this one-year period for the majority of the first section of the report, concluding with Table 11-7. For the detailed workload analysis and the response-time analysis, we use two four-week sample periods. The first period is February 1 through February 28, 2016, or winter, and the second period is August 1 through August 28, 2016, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based upon its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "deputy-initiated," or "other-initiated."
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no deputy time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing the dispatch data from Pinal County. We made assumptions and decisions to address these issues.

- 2,097 events (about 2.6 percent) involved patrol units spending zero time on scene.
- Twenty calls lacked accurate busy times. We excluded these 20 calls when evaluating busy times and work hours.

- The computer-aided dispatch (CAD) system used approximately 100 different event descriptions, which we condensed to 14 categories for our tables and 7 categories for our figures (shown in Chart 11-1). Table 11-18 in the appendix shows how each call description was categorized.

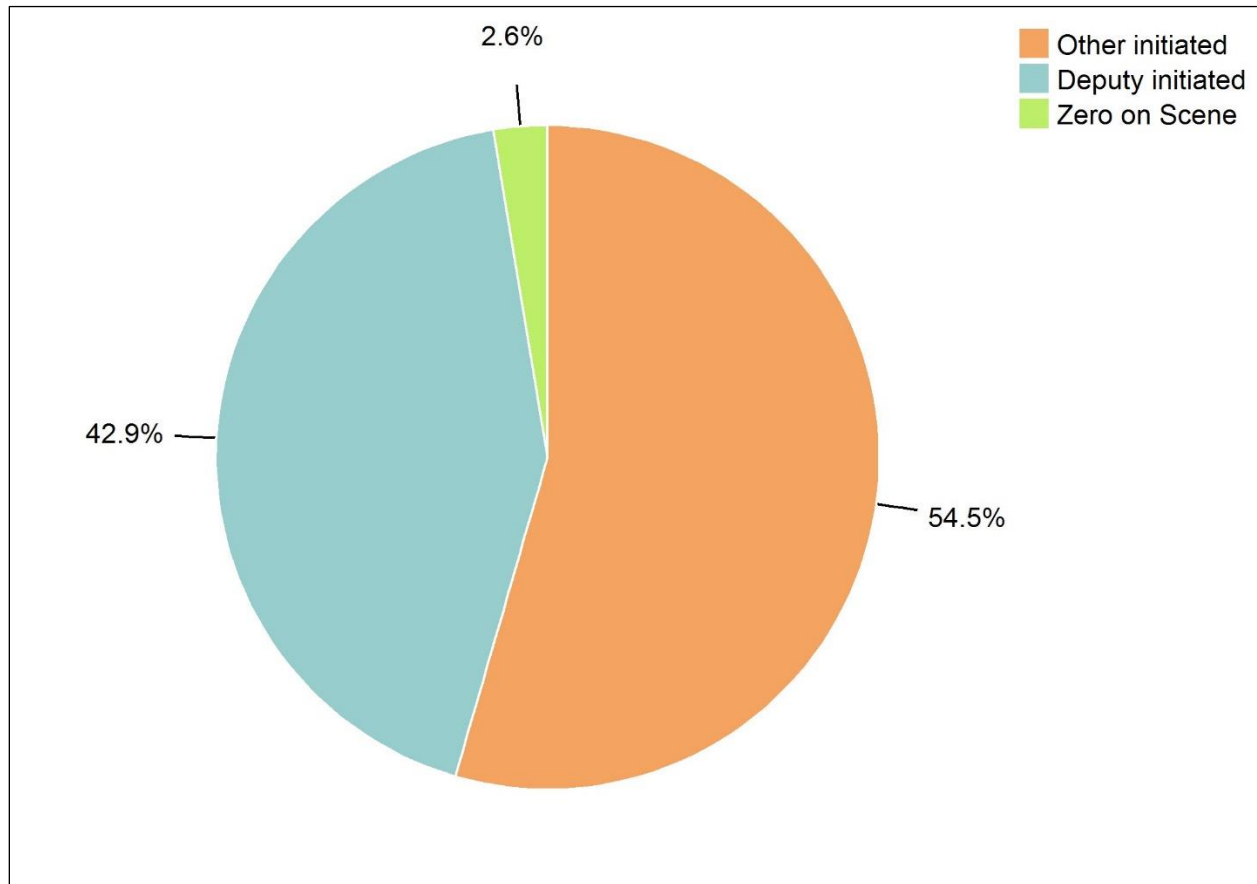
Between January 1, 2016, and December 31, 2016, the communications center recorded approximately 79,600 events that were assigned call numbers and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the agency reported an average of 217.5 patrol-related events per day, approximately 2.6 percent of which (5.7 per day) had fewer than 30 seconds spent on the call.

In the following pages we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 11-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Assist other agency	Assist
Citizen assist	
Civil matter	Civil matter
Crime—persons	Crime
Crime—property	
Animal call	General noncriminal
Miscellaneous	
Alarm	Investigations
Check/investigation	
Follow-up	
Disturbance	Suspicious incident
Suspicious person/vehicle	
Accidents	Traffic
Traffic enforcement	

FIGURE 11-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 79,591 events.

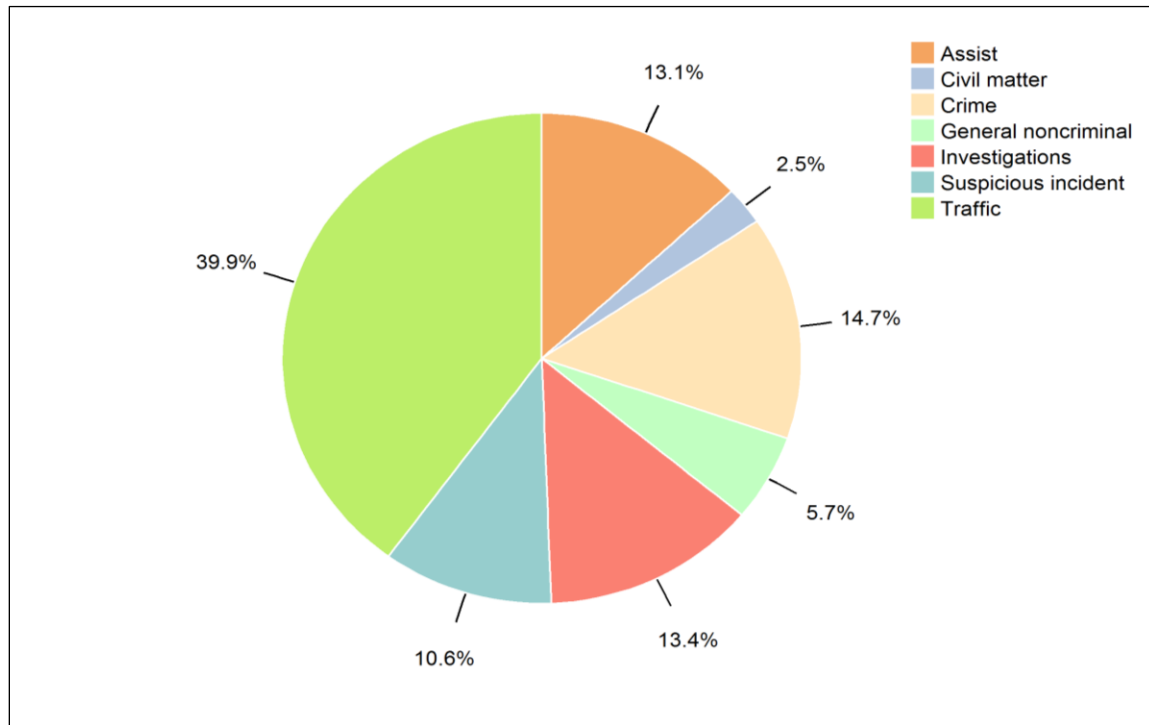
TABLE 11-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Other-initiated	43,357	118.5
Deputy-initiated	34,137	93.3
Zero on scene	2,097	5.7
Total	79,591	217.5

Observations:

- 54 percent of all events were other-initiated.
- 43 percent of all events were deputy-initiated.
- 3 percent of the events had zero time on scene.
- On average, there were 217 events per day, or 9.1 per hour.

FIGURE 11-2: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 11-1.

TABLE 11-2: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accidents	2,183	6.0
Alarm	2,808	7.7
Animal call	553	1.5
Assist other agency	4,696	12.8
Check/investigation	4,039	11.0
Citizen assist	5,418	14.8
Civil matter	1,932	5.3
Crime—persons	5,397	14.7
Crime—property	6,032	16.5
Disturbance	2,694	7.4
Follow-up	3,538	9.7
Miscellaneous	3,884	10.6
Suspicious person/vehicle	5,545	15.2
Traffic enforcement	28,775	78.6
Total	77,494	211.7

Note: The focus here is on recorded calls rather than recorded events. We removed 2,097 events with zero time on scene.

Observations:

- On average, there were 211.7 calls per day, or 8.8 per hour.
- The top four categories accounted for 81 percent of calls:
 - 40 percent of calls were traffic-related.
 - 15 percent of calls were crimes.
 - 13 percent of calls were investigations.
 - 13 percent of calls were assisting other agencies.

FIGURE 11-3: Calls per Day, by Initiator and Months

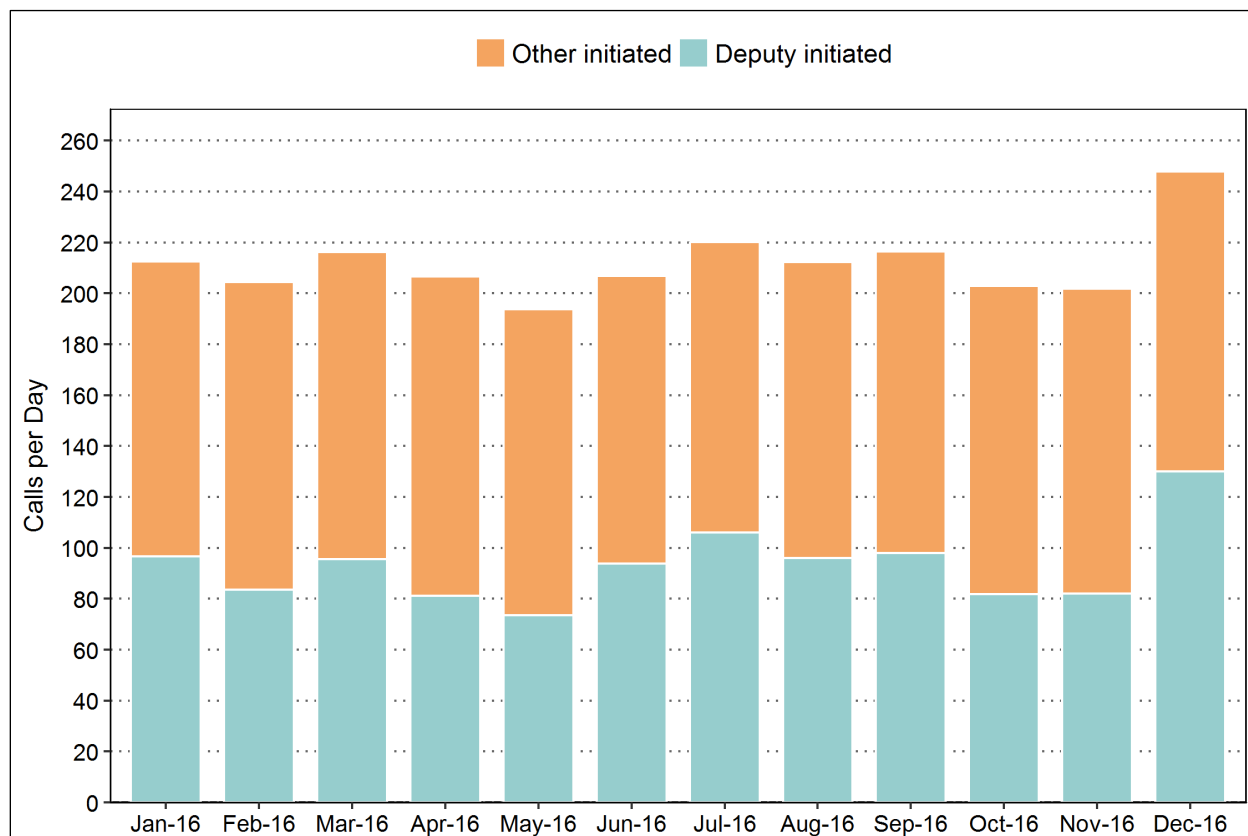


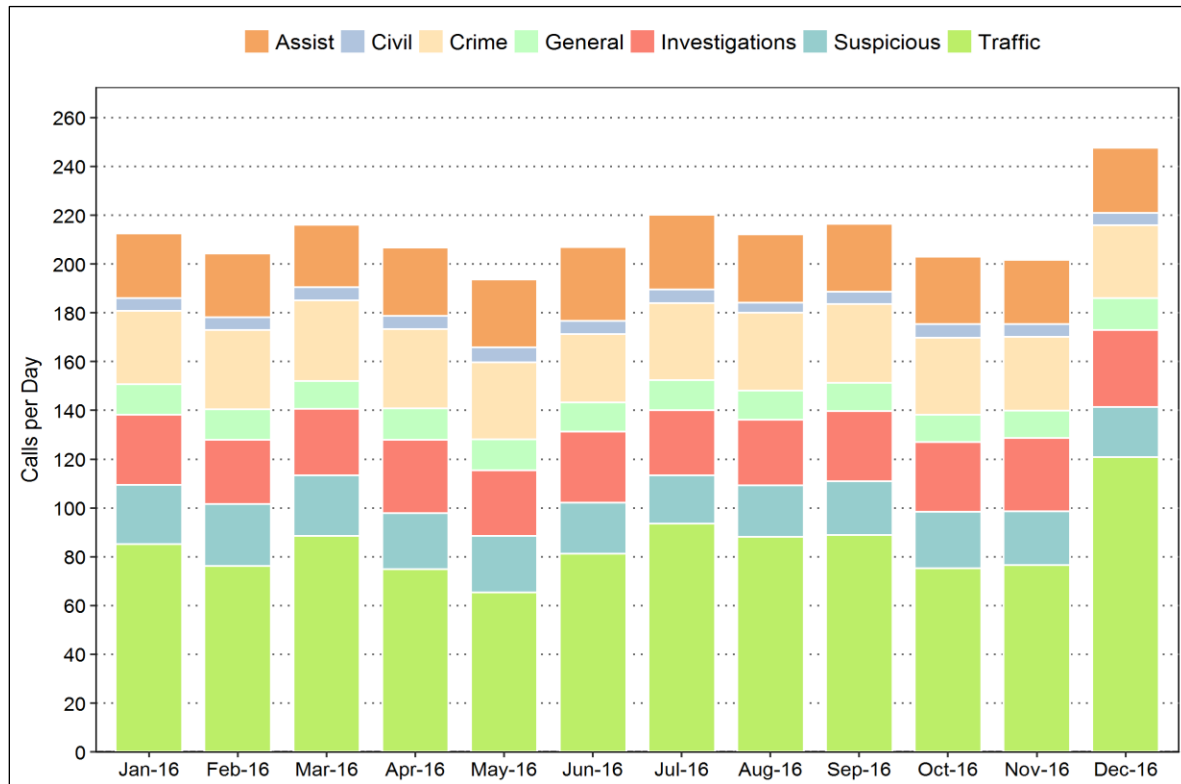
TABLE 11-3: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Other-initiated	115.7	120.7	120.2	125.5	120.0	113.1	114.0	116.2	118.4	121.1	119.4	117.6
Deputy-initiated	96.7	83.5	95.6	81.1	73.6	93.8	106.0	96.0	97.9	81.8	82.1	129.9
Total	212.4	204.2	215.8	206.6	193.6	206.9	220.0	212.2	216.3	202.8	201.4	247.5

Observations:

- The number of calls per day was lowest in May.
- The number of calls per day was highest in December.
- The months with the most calls had 28 percent more calls than the months with the fewest calls.
- December had the most deputy-initiated calls, with 76 percent more than May, which had the fewest.
- April had the most other-initiated calls, with 11 percent more than June and July, which had the fewest.

FIGURE 11-4: Calls per Day, by Category and Months



Note: The figure combines categories in the following table according to the description in Chart 11-1.

TABLE 11-4: Calls per Day, by Category and Months

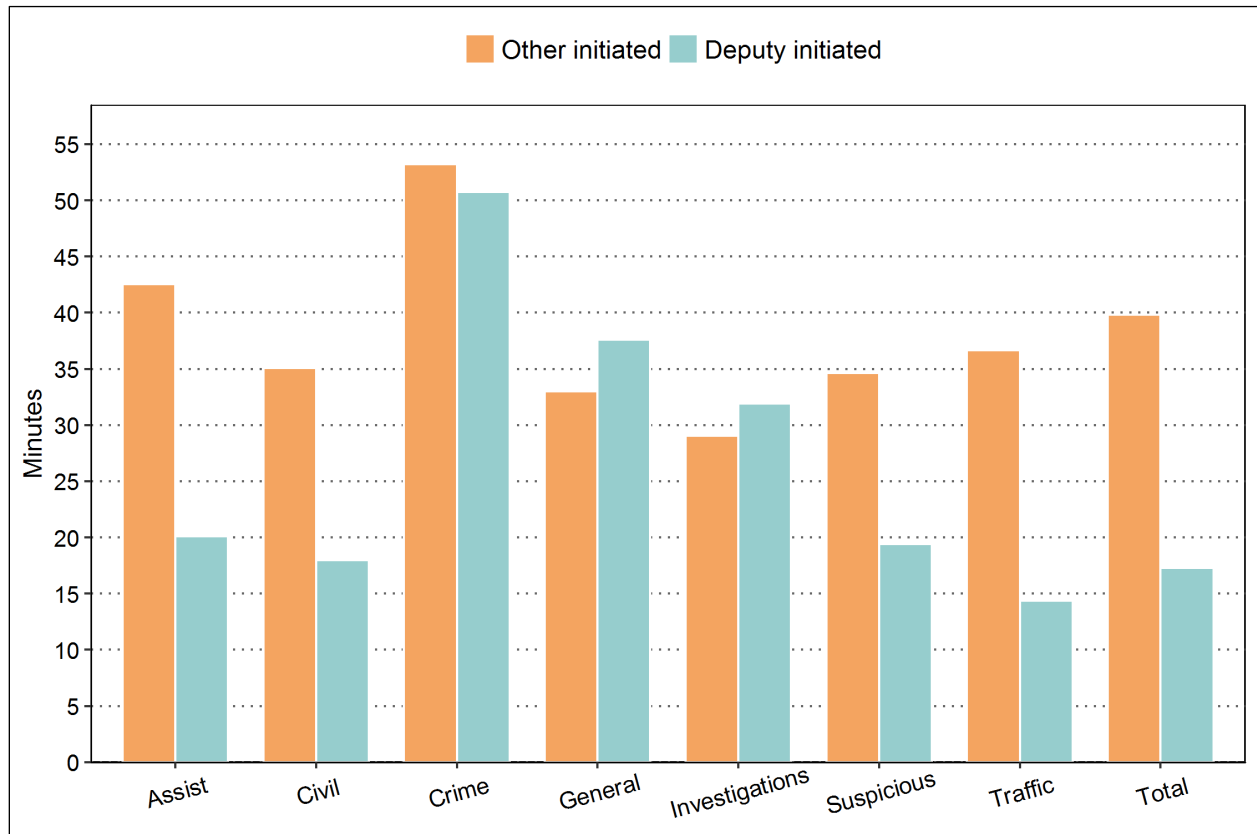
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accidents	5.6	6.1	6.3	5.6	6.5	4.4	5.5	6.5	6.1	6.0	5.8	7.0
Alarm	7.4	7.1	7.5	8.8	7.7	9.1	7.4	7.4	7.4	6.8	7.1	8.4
Animal call	1.5	1.2	1.4	1.4	1.7	2.0	1.4	1.6	1.4	1.5	1.5	1.4
Assist other agency	12.8	12.7	13.0	13.0	13.0	13.1	13.5	12.2	13.1	12.2	13.6	11.7
Check/investigation	11.7	9.6	9.6	11.1	10.6	10.9	11.3	10.6	11.2	10.5	11.3	13.8
Citizen assist	13.7	13.4	12.6	15.0	14.7	17.2	17.1	15.9	14.8	15.4	12.7	15.1
Civil matter	5.1	5.3	5.5	5.4	6.2	5.3	5.6	4.1	5.0	5.6	5.3	4.9
Crime—persons	14.9	14.7	15.2	16.1	15.9	13.2	14.4	14.7	14.3	15.3	14.2	14.1
Crime—property	15.1	17.7	17.8	16.4	15.7	14.8	17.0	17.1	17.9	16.2	16.1	15.9
Disturbance	7.8	9.1	8.1	8.8	7.9	6.8	5.0	5.9	6.7	8.3	7.4	6.7
Follow-up	9.5	9.6	10.2	10.2	8.4	9.1	8.0	8.9	10.2	11.3	11.6	9.2
Miscellaneous	11.2	11.4	10.0	11.4	11.1	9.9	10.9	10.4	10.2	9.6	9.6	11.7
Suspicious person/vehicle	16.4	16.2	16.8	14.1	15.3	14.2	14.8	15.2	15.3	14.8	14.8	13.9
Traffic enforcement	79.5	70.1	82.0	69.3	58.8	76.9	88.0	81.7	82.7	69.2	70.5	113.6
Total	212.4	204.2	215.8	206.6	193.6	206.9	220.0	212.2	216.3	202.8	201.4	247.5

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 78 and 84 percent of calls throughout the year:
 - Traffic calls averaged between 65 and 121 calls per day throughout the year.
 - Crimes averaged between 28 and 33 calls per day throughout the year.
 - Investigations averaged between 26 and 32 calls per day throughout the year.
 - Agency assists averaged between 26 and 31 calls per day throughout the year.
- Crimes accounted for 12 to 16 percent of total calls.

FIGURE 11-5: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 11-1. For this graph and Table 11-5, we removed 20 calls with inaccurate busy times.

TABLE 11-5: Primary Unit's Average Occupied Times, by Category and Initiator

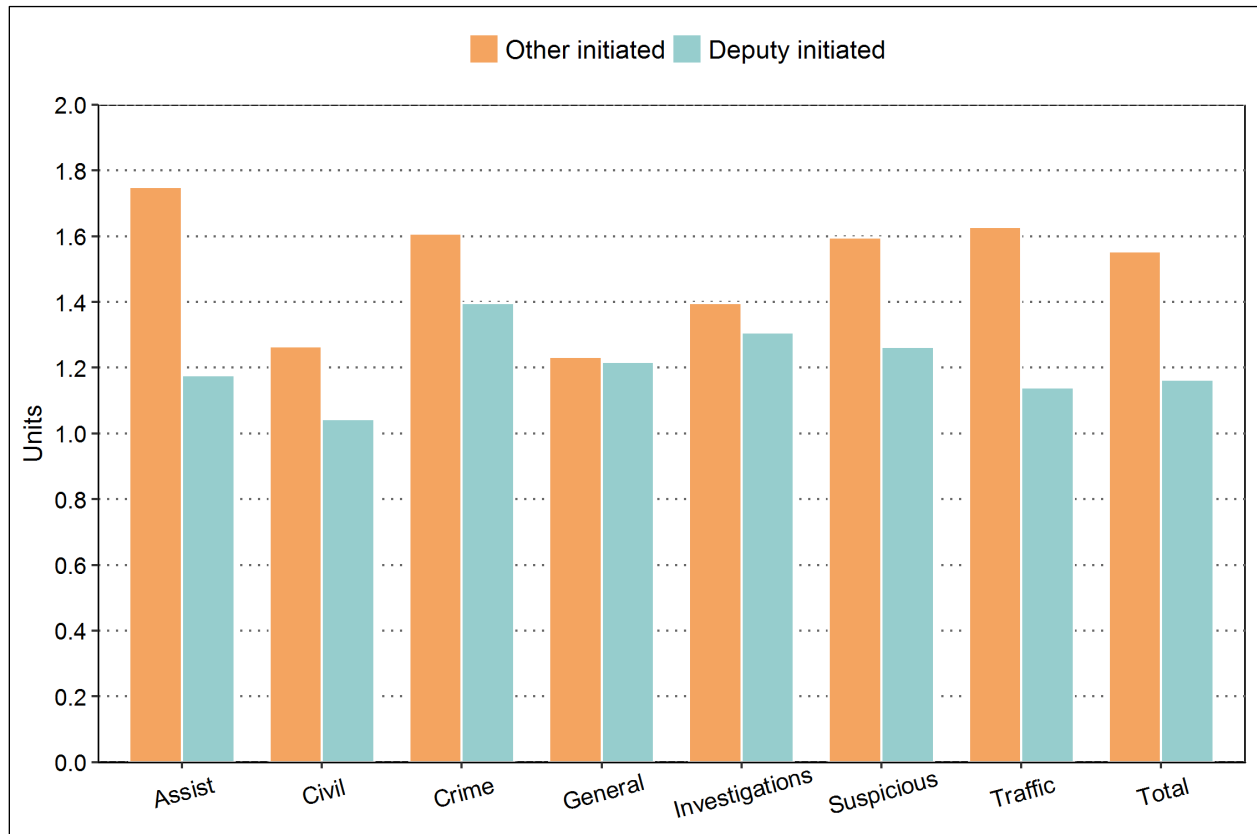
Category	Other-Initiated		Deputy-Initiated	
	Minutes	Calls	Minutes	Calls
Accidents	60.7	1,938	44.5	244
Alarm	19.5	2,804	12.8	4
Animal call	31.9	489	23.5	64
Assist other agency	45.5	3,951	31.3	745
Check/investigation	37.4	3,287	38.6	750
Citizen assist	39.4	3,715	15.2	1,701
Civil matter	35.1	1,067	18.0	864
Crime–persons	61.7	5,258	54.6	135
Crime–property	45.4	5,722	49.0	309
Disturbance	39.7	2,659	55.0	34
Follow-up	28.8	1,950	28.9	1,588
Miscellaneous	33.1	3,237	39.0	643
Suspicious person/vehicle	31.0	3,667	18.8	1,877
Traffic enforcement	24.0	3,601	14.1	25,171
Weighted Average/Total Calls	39.9	43,345	17.3	34,129

Note: The information in Figure 11-5 and Table 11-5 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 14 to 53 minutes overall.
- The longest average times were for other-initiated crime calls.
- The average time spent on crime calls was 53 minutes for other-initiated calls and 51 minutes for deputy-initiated calls.

FIGURE 11-6: Number of Responding Units, by Initiator and Category



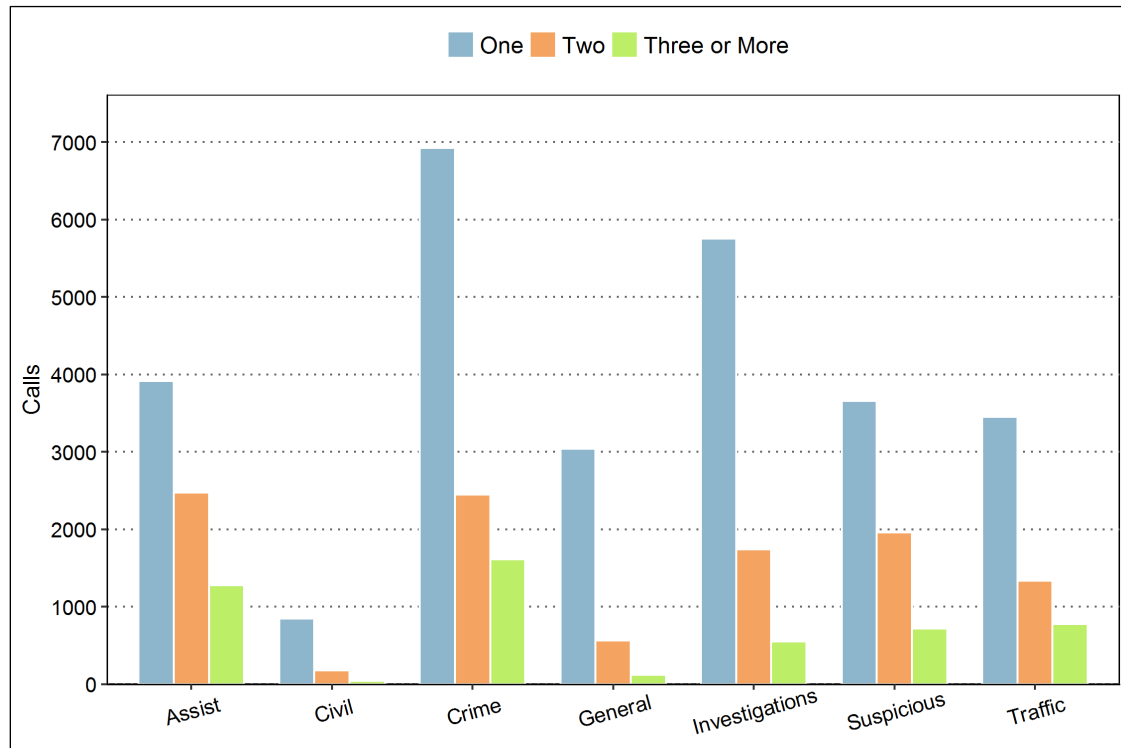
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 11-1.

TABLE 11-6: Average Number of Responding Units, by Initiator and Category

Category	Other-Initiated		Deputy-Initiated	
	No. Units	Calls	No. Units	Calls
Accidents	2.2	1,939	1.9	244
Alarm	1.4	2,804	1.8	4
Animal call	1.3	489	1.1	64
Assist other agency	1.9	3,951	1.3	745
Check/investigation	1.6	3,288	1.7	751
Citizen assist	1.6	3,716	1.1	1,702
Civil matter	1.3	1,067	1	865
Crime—persons	1.9	5,262	1.6	135
Crime—property	1.3	5,723	1.3	309
Disturbance	1.7	2,660	1.4	34
Follow-up	1.1	1,950	1.1	1,588
Miscellaneous	1.2	3,238	1.2	646
Suspicious person/vehicle	1.5	3,668	1.3	1,877
Traffic enforcement	1.3	3,602	1.1	25,173
Weighted Average/Total Calls	1.6	43,357	1.2	34,137

Note: The information in Figure 11-7 and Table 11-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to number of responding units shown within the figure rather than the table.

FIGURE 11-7: Number of Responding Units, by Category, Other-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 11-1.

TABLE 11-7: Number of Responding Units, by Category, Other-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accidents	728	631	581
Alarm	1,961	708	135
Animal call	364	104	21
Assist other agency	1,825	1,307	821
Check/investigation	2,013	884	392
Citizen assist	2,093	1,167	459
Civil matter	845	181	42
Crime—persons	2,534	1,493	1,235
Crime—property	4,388	956	380
Disturbance	1,466	817	378
Follow-up	1,779	152	23
Miscellaneous	2,679	460	101
Suspicious person/vehicle	2,191	1,142	339
Traffic enforcement	2,727	707	194
Total	27,593	10,709	5,101

Observations:

- The overall mean number of responding units was 1.2 for deputy-initiated calls and 1.6 for other-initiated calls.
- The mean number of responding units was as high as 1.8 for assist calls that were other-initiated.
- 64 percent of other-initiated calls involved one responding unit.
- 25 percent of other-initiated calls involved two responding units.
- 12 percent of other-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved crimes.

FIGURE 11-8: Percentage Calls and Work Hours, by Category, Winter 2016

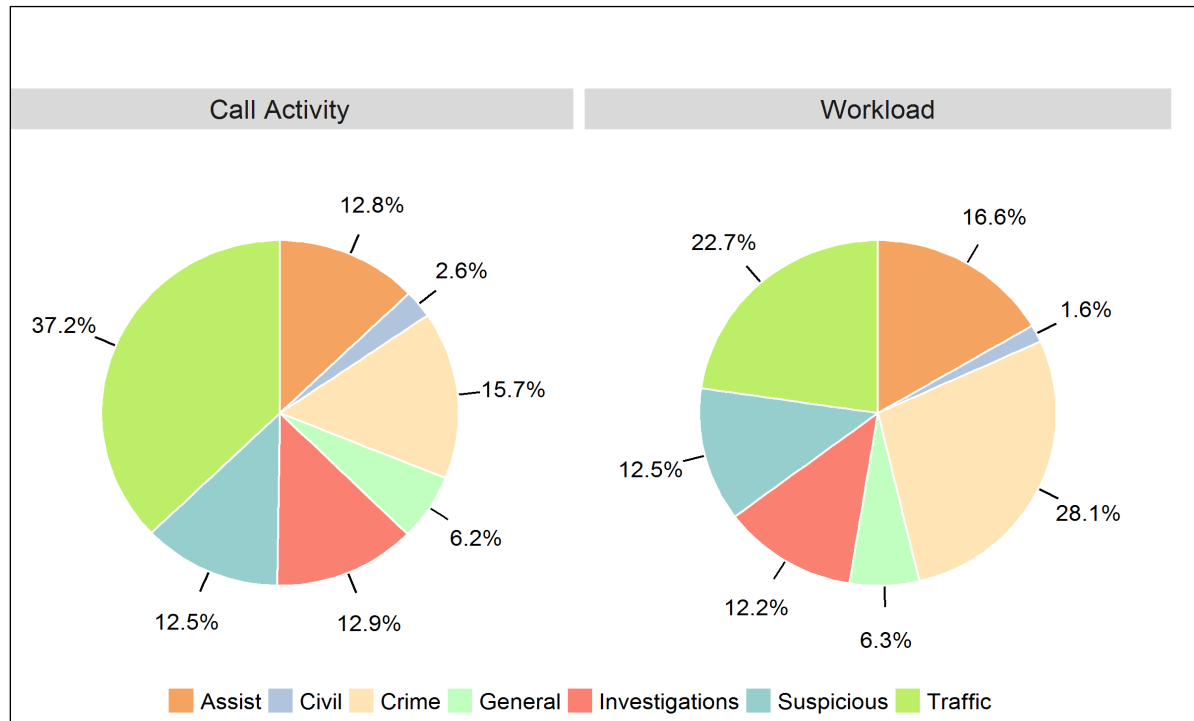


TABLE 11-8: Calls and Work Hours per Day, by Category, Winter 2016

Category	Per Day	
	Calls	Work Hours
Accidents	6.0	11.0
Alarm	7.1	3.1
Animal call	1.2	0.8
Assist other agency	12.7	14.6
Check/investigation	9.5	9.8
Citizen Assist	13.4	9.5
Civil matter	5.4	2.4
Crime–persons	14.4	23.5
Crime–property	17.6	17.4
Disturbance	9.2	8.0
Follow-up	9.6	4.9
Miscellaneous	11.4	8.3
Suspicious person/vehicle	16.3	10.2
Traffic enforcement	69.9	22.1
Total	203.8	145.7

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- On average, there were 204 calls per day, or 8.5 per hour.
- Total workload averaged 146 hours per day, meaning that, on average, 6.1 deputies per hour were busy responding to calls.
- Traffic calls constituted 37 percent of calls and 23 percent of workload.
- Crime calls constituted 16 percent of calls and 28 percent of workload.
- Investigations constituted 13 percent of calls and 12 percent of workload.
- Assist calls constituted 13 percent of calls and 17 percent of workload.
- These top four categories constituted 79 percent of calls and 80 percent of workload.

FIGURE 11-9: Percentage Calls and Work Hours, by Category, Summer 2016

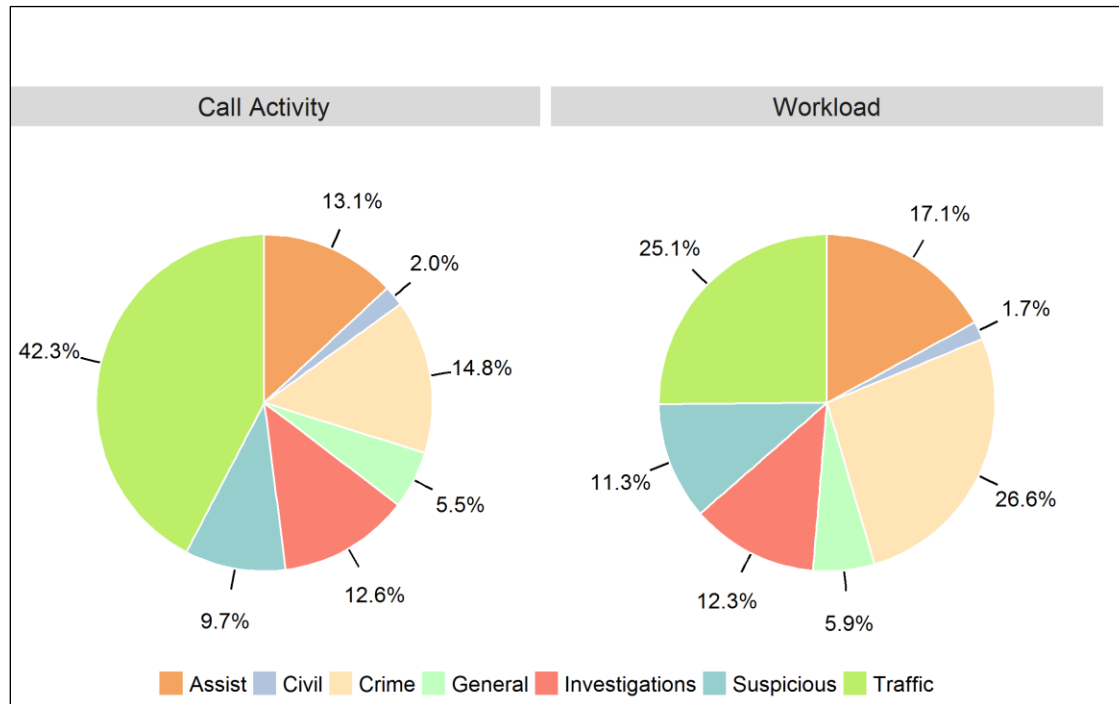


TABLE 11-9: Calls and Work Hours per Day, by Category, Summer 2016

Category	Per Day	
	Calls	Work Hours
Accidents	6.1	10.1
Alarm	7.4	2.8
Animal call	1.6	0.8
Assist other agency	12.2	12.1
Check/investigation	10.6	10.2
Citizen assist	15.9	12.3
Civil matter	4.2	2.5
Crime–persons	14.8	22.5
Crime–property	17.1	15.6
Disturbance	5.7	6.9
Follow-up	9.2	4.5
Miscellaneous	10.3	7.6
Suspicious person/vehicle	15.2	9.3
Traffic enforcement	85.1	25.8
Total	215.6	143.0

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter.
- The average daily workload was slightly higher in winter than in summer.
- On average, there were 216 calls per day, or 9.0 per hour.
- Total workload averaged 143 hours per day, meaning that on average 6.0 deputies per hour were busy responding to calls.
- Traffic calls constituted 42 percent of calls and 25 percent of workload.
- Crime calls constituted 15 percent of calls and 27 percent of workload.
- Investigations constituted 13 percent of calls and 12 percent of workload.
- Assist calls constituted 13 percent of calls and 17 percent of workload.
- These top four categories constituted 83 percent of calls and 81 percent of workload.

NONCALL ACTIVITIES

In the period between January 2016 and December 2016, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 16,713 activities remained. These activities had an average duration of 58.1 minutes.

In this section, we report noncall activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 11-10: Activities and Occupied Times by Type

Description	Occupied Time	Count
Busy (Code 6)	57.9	4,777
Busy	37.3	32
Call by telephone	42.4	64
Out at headquarters	67.1	8,853
Out for gas	13.6	943
Administrative - Weighted Average/Total Calls	60.5	14,669
Accident	38.4	8
Escort	25.9	23
Prisoner in custody	28.7	316
Other - Weighted Average/Total Calls	28.7	347
In transit status res or duty	20.1	133
Out of unit for meal at ---	46.0	1,564
Personal - Weighted Average/Total Calls	44.0	1,697
Weighted Average/Total Calls	58.1	16,713

Observations:

- The most common administrative activity was “out at headquarters”.
- The longest average time spent on administrative activities was for “out at headquarters.”
- The average time spent on administrative activities was 60.5 minutes and for personal activities was 44 minutes.

FIGURE 11-10: Activities per Day, by Month

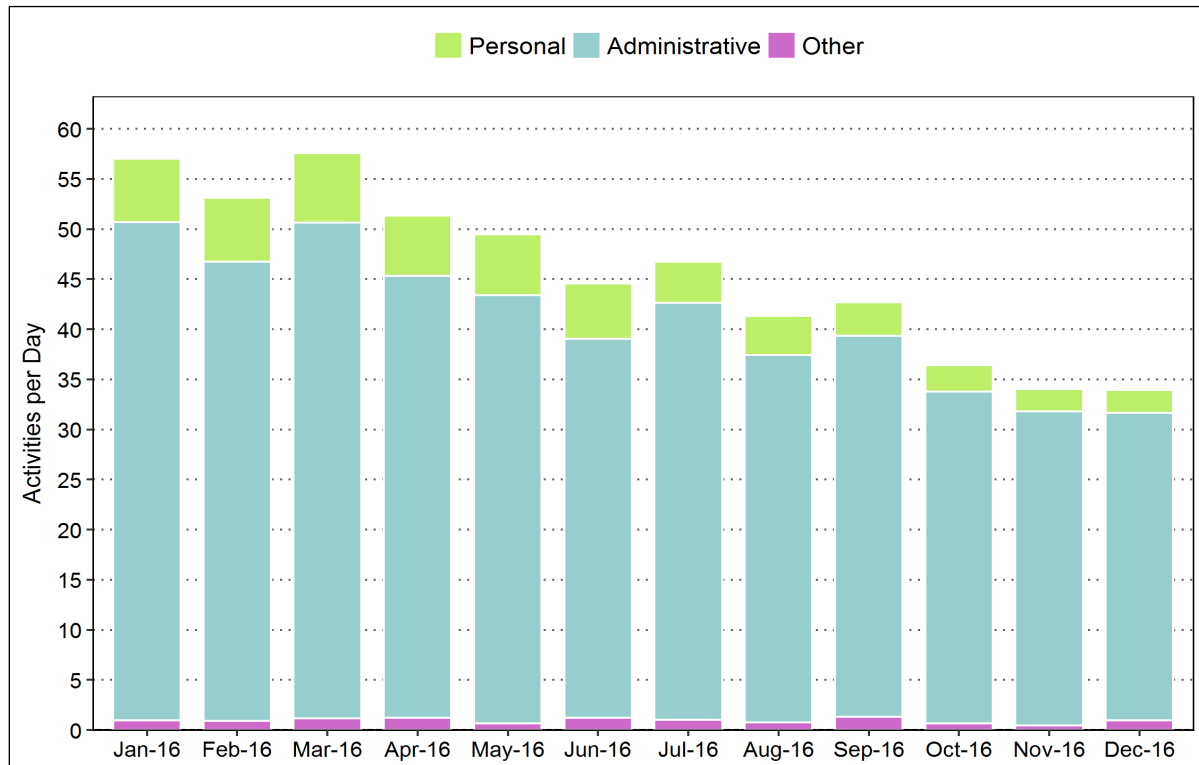


TABLE 11-11: Activities per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Personal	6.3	6.3	6.9	6.1	6.0	5.5	4.1	3.9	3.3	2.6	2.2	2.3
Administrative	49.7	45.8	49.4	44.1	42.8	37.8	41.6	36.6	38.0	33.1	31.3	30.7
Other	1.0	0.9	1.2	1.2	0.6	1.2	1.0	0.8	1.3	0.7	0.5	1.0
Total	57.0	53.1	57.5	51.4	49.5	44.6	46.7	41.3	42.7	36.4	34.0	33.9

Observations:

- The number of noncall activities per day was lowest in December.
- The total number of noncall activities per day and the number of administrative activities was highest in March and January.
- March had the highest number of personal activities per day.

FIGURE 11-11: Activities per Day, by Day of Week

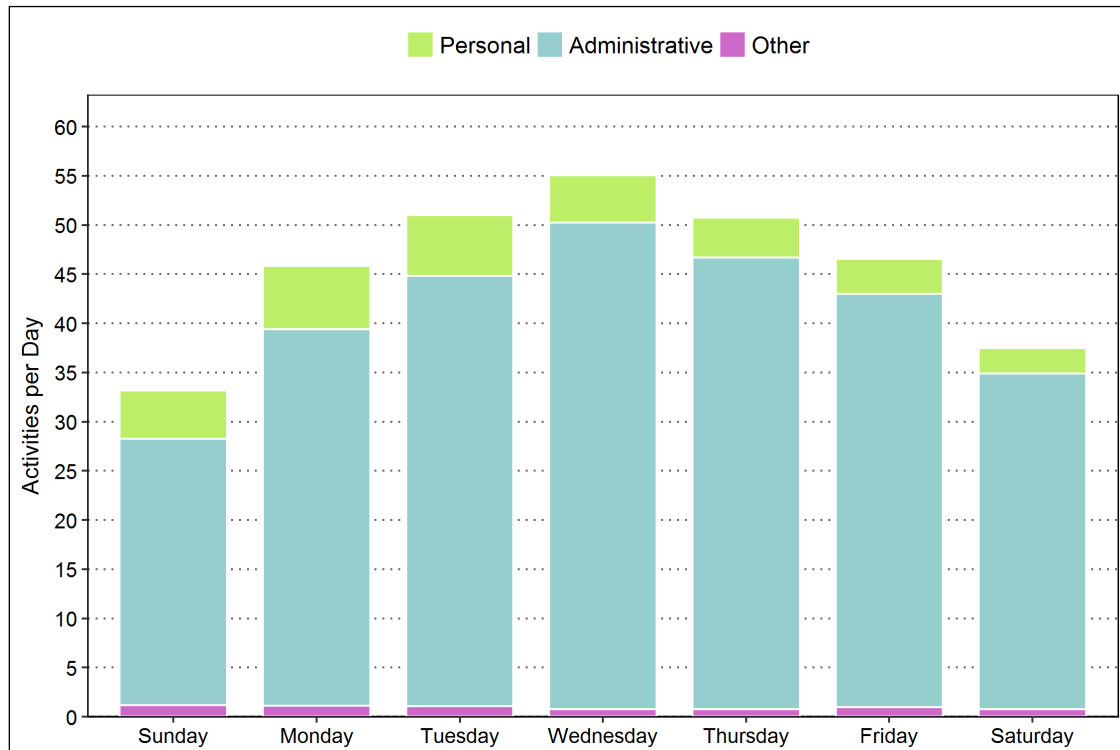


TABLE 11-12: Activities per Day, by Day of Week

Day of Week	Personal	Administrative	Other	Activities per Day
Sunday	4.9	27.1	1.2	33.2
Monday	6.4	38.3	1.1	45.8
Tuesday	6.2	43.7	1.1	51.0
Wednesday	4.8	49.5	0.8	55.0
Thursday	4.1	45.9	0.8	50.8
Friday	3.5	42.0	1.0	46.5
Saturday	2.6	34.1	0.8	37.5
Weekly Average	4.6	40.1	0.9	45.7

Observations:

- The number of noncall activities per day was lower on weekends.
- The number of noncall activities per day was highest on Wednesdays, which also had the most number of administrative activities per day.

DEPLOYMENT

For this study, we examined deployment information for four weeks in winter (February 1 through February 28, 2016) and four weeks in summer (August 1 through August 28, 2016). The sheriff's office's main patrol force deployed an average of 19.6 deputies per hour during the 24-hour day in winter 2016 and 20.3 deputies per hour during the 24-hour day in summer 2016. When additional units are included (rover, field training officer, traffic, K9, and saturation squad), the agency averaged 24.7 deputies per hour during the 24-hour day in winter 2016 and 25.0 deputies per hour during the 24-hour day in summer 2016.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday).

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes other-initiated calls, deputy-initiated calls, directed patrol work, and out-of-service activities.
- Finally, we compare workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for summer and winter.

FIGURE 11-12: Deployed Deputies, Weekdays, Winter 2016

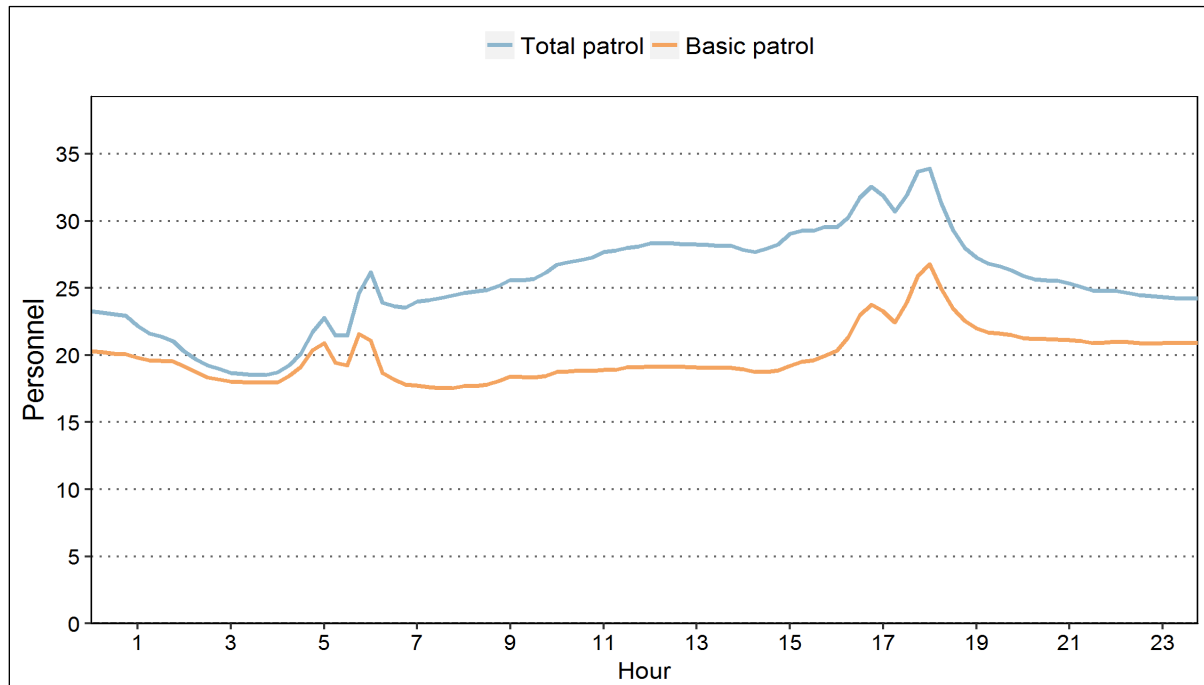


FIGURE 11-13: Deployed Deputies, Weekends, Winter 2016

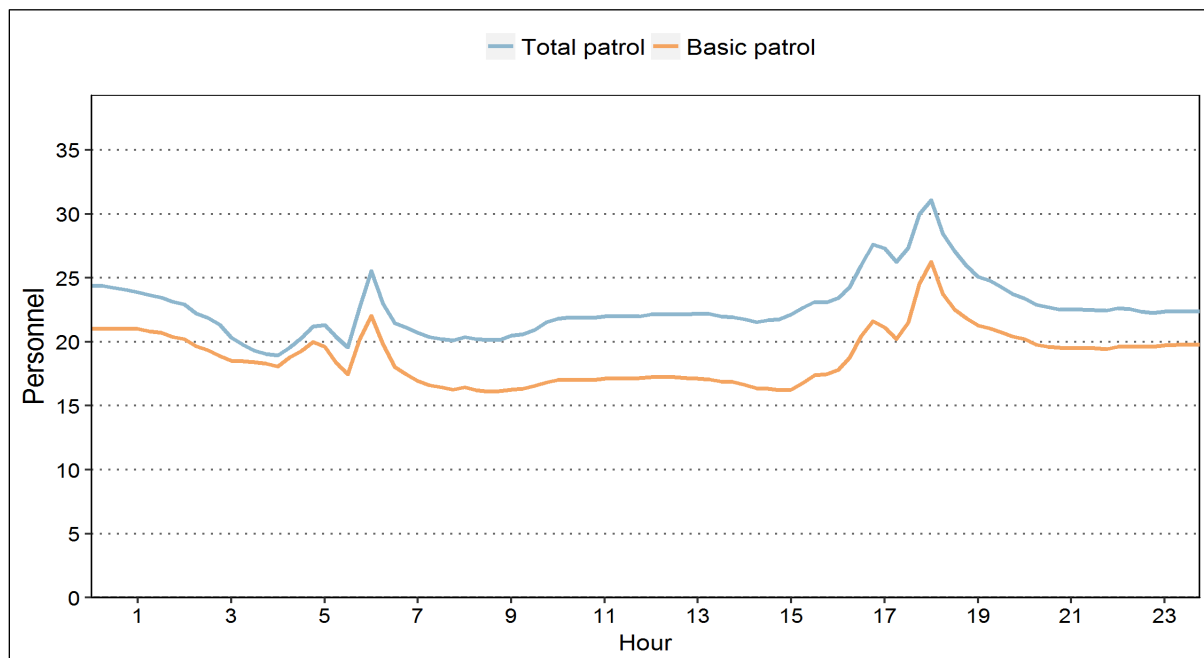


FIGURE 11-14: Deployed Deputies, Weekdays, Summer 2016

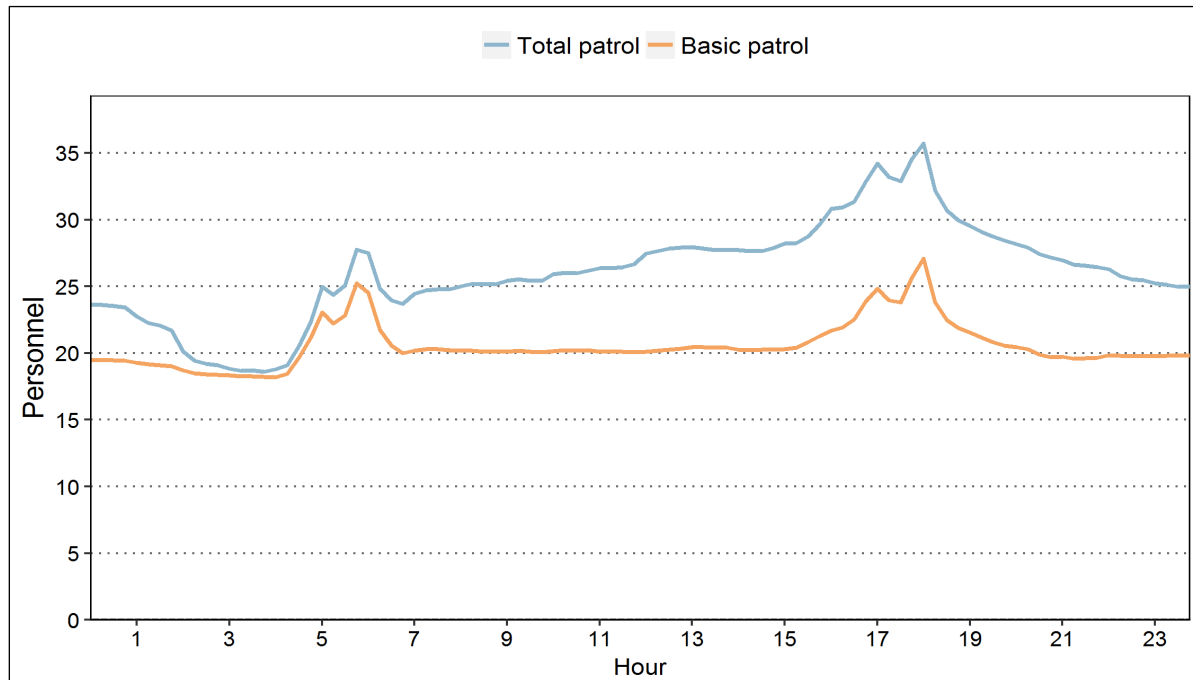
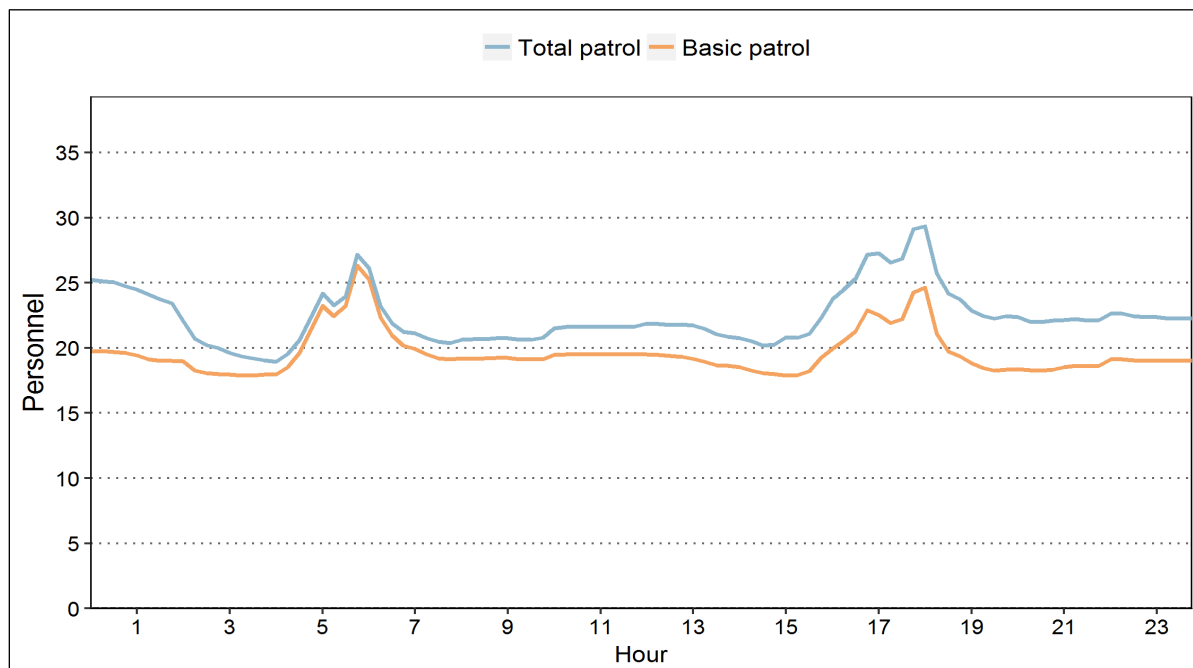


FIGURE 11-15: Deployed Deputies, Weekends, Summer 2016



Observations:

- For winter (February 1 through February 28, 2016):
 - The average deployment was 25.5 deputies per hour during the week and 22.6 deputies per hour on the weekend.
 - Average deployment varied from 18.5 to 33.9 deputies per hour on weekdays and 18.9 to 31.1 deputies per hour on weekends.
- For summer (August 1 through August 28, 2016):
 - The average deployment was 26.1 deputies per hour during the week and 22.4 deputies per hour on the weekend.
 - Average deployment varied from 18.6 to 35.7 deputies per hour on weekdays and 18.9 to 29.3 deputies per hour on weekends.

FIGURE 11-16: Deployment and All Workload, Weekdays, Winter 2016

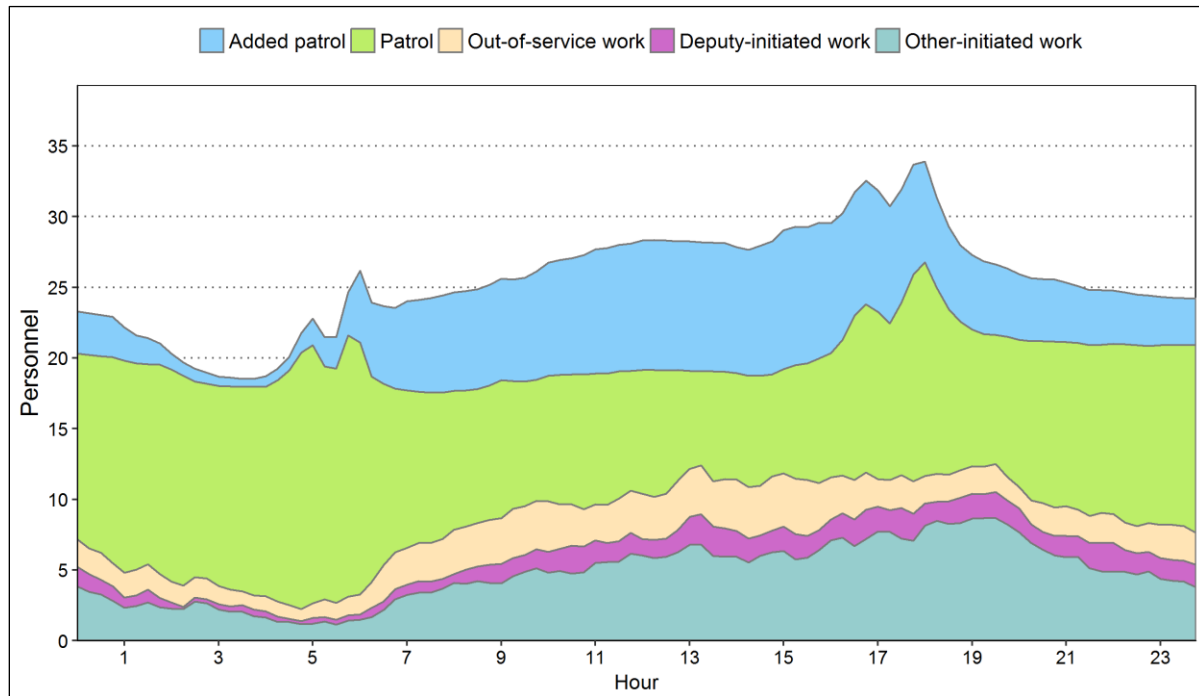


FIGURE 11-17: Deployment and All Workload, Weekends, Winter 2016

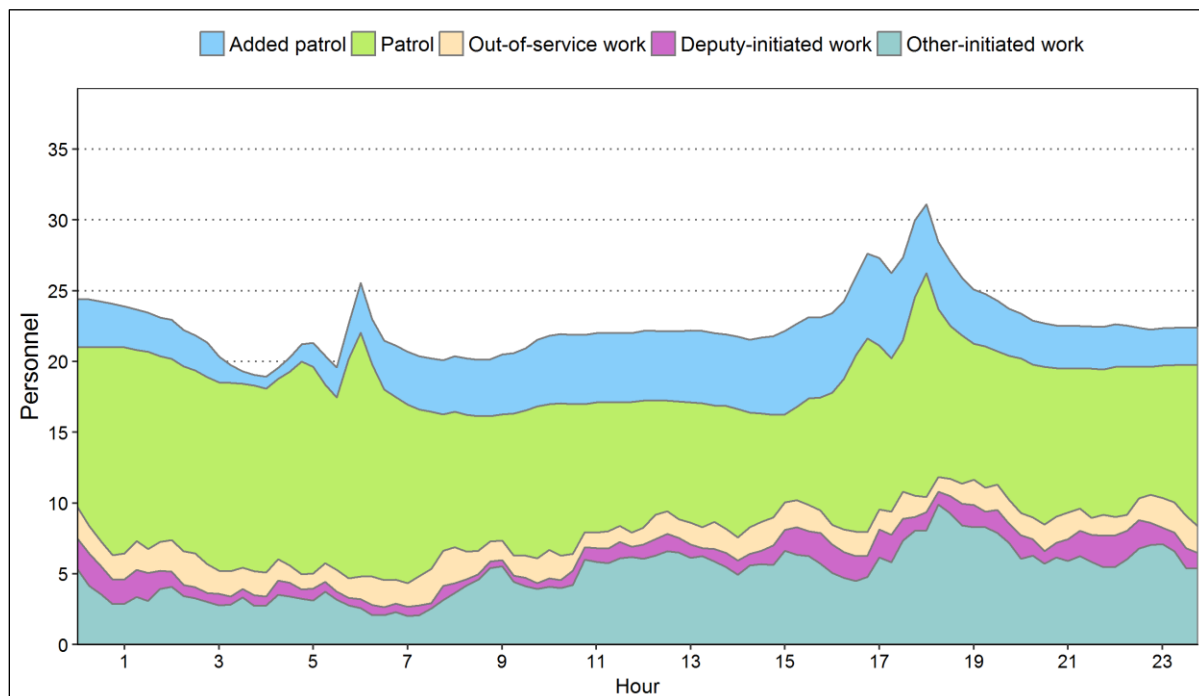


FIGURE 11-18: Deployment and All Workload, Weekdays, Summer 2016

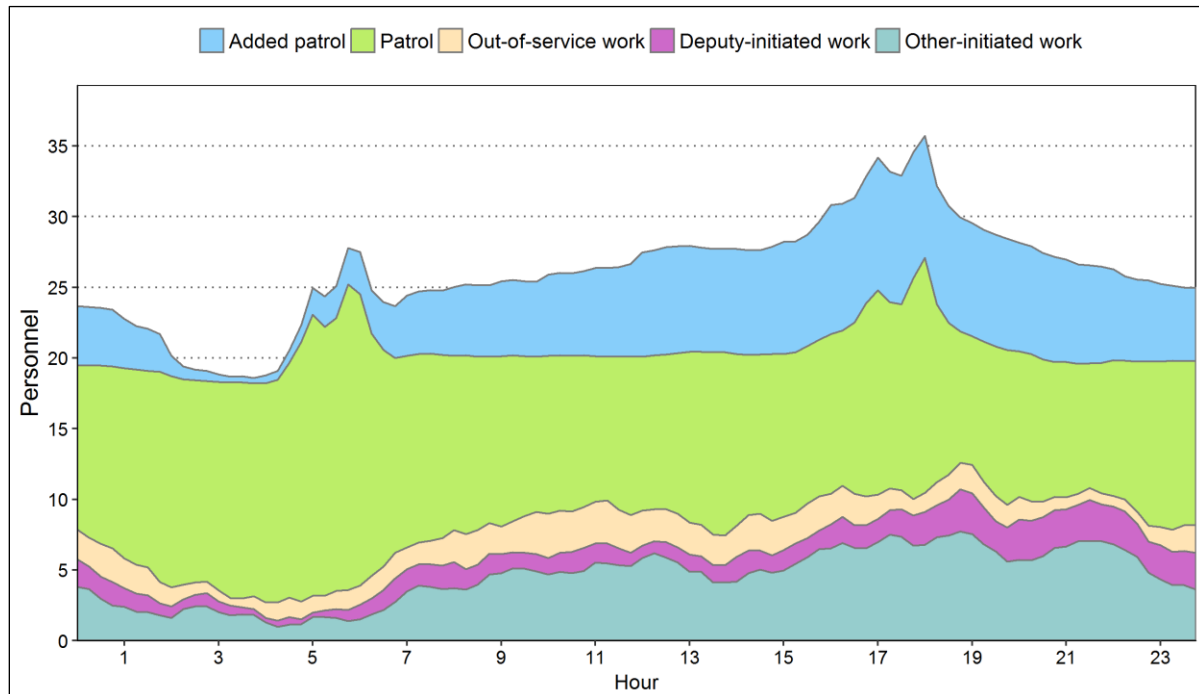
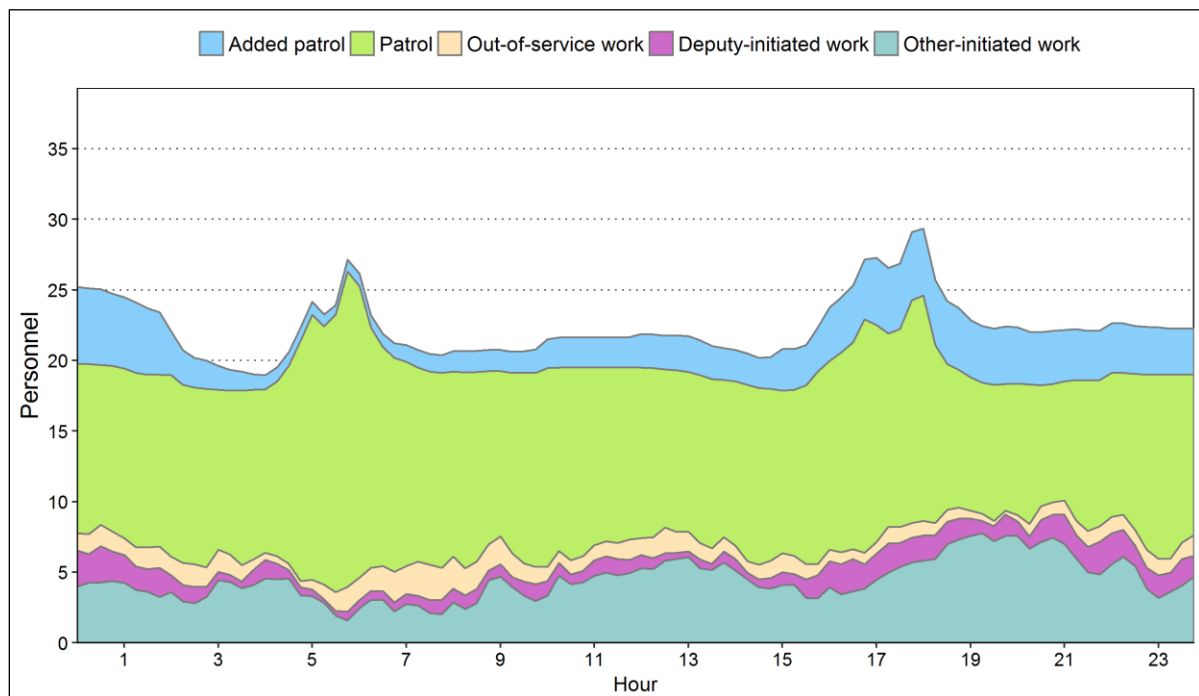


FIGURE 11-19: Deployment and All Workload, Weekends, Summer 2016



Note: Figures 11-16 to 11-19 show deployment along with all workload from other-initiated calls, deputy-initiated calls, and out-of-service activities.

Observations:

Winter:

- Other-initiated work:
 - Average other-initiated workload was 4.8 deputies per hour during the week and 5.0 deputies per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.
- All work:
 - Average total workload was 8.4 deputies per hour during the week and 7.9 deputies per hour on weekends.
 - This was approximately 33 percent of hourly deployment during the week and 35 percent of hourly deployment on weekends.

Summer:

- Other-initiated work:
 - Average other-initiated workload was 4.5 deputies per hour during the week and 4.4 deputies per hour on weekends.
 - This was approximately 17 percent of hourly deployment during the week and 20 percent of hourly deployment on weekends.
- All work:
 - Average total workload was 7.9 deputies per hour during the week and 6.9 deputies per hour on weekends.
 - This was approximately 30 percent of hourly deployment during the week and 31 percent of hourly deployment on weekends.

FIGURE 11-20: Workload Percentage by Hour, Weekdays, Winter 2016



FIGURE 11-21: Workload Percentage by Hour, Weekends, Winter 2016

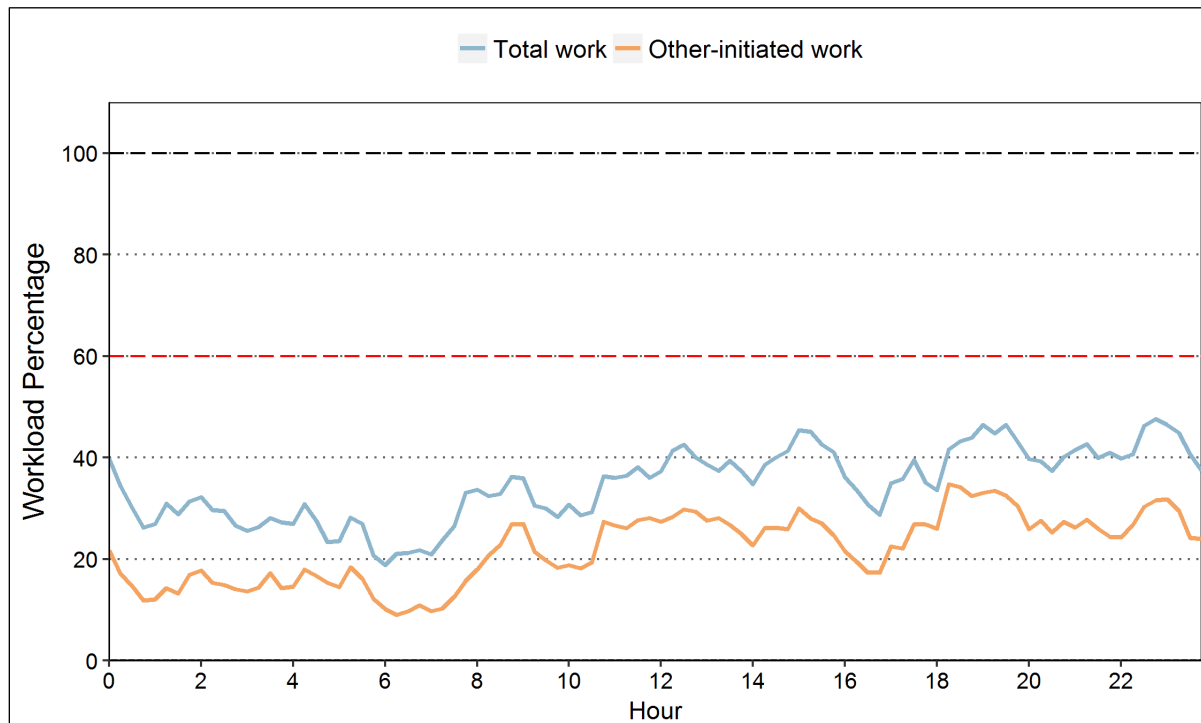
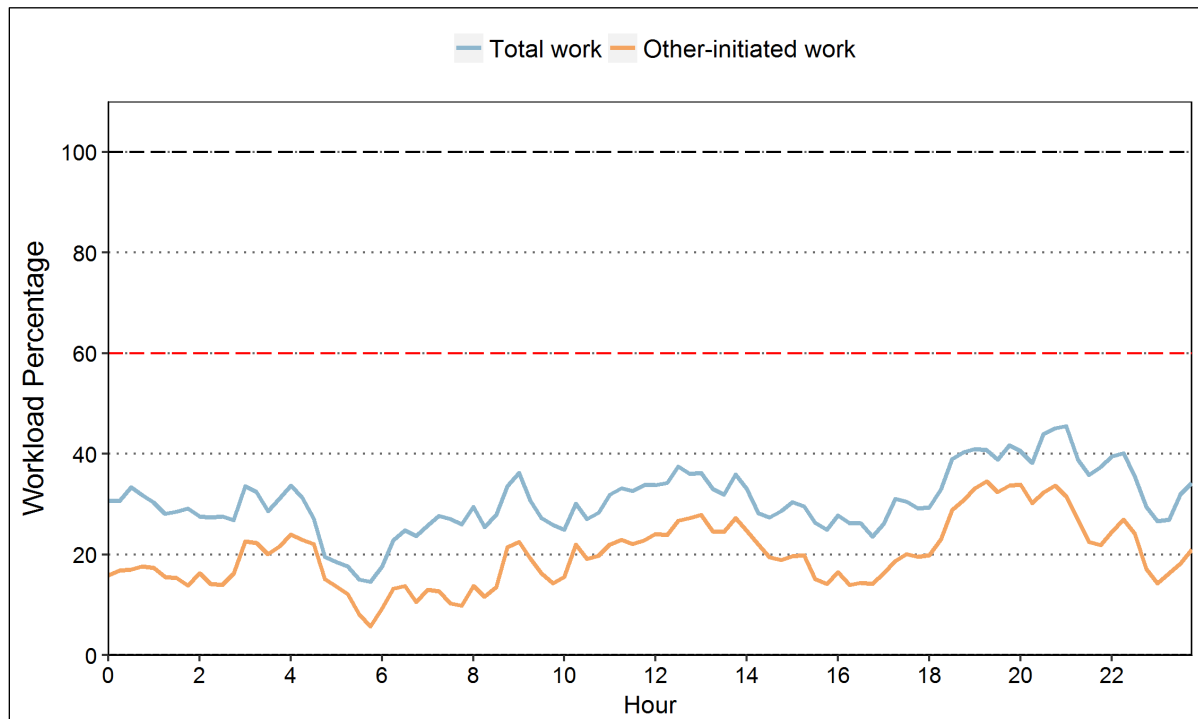


FIGURE 11-22: Workload Percentage by Hour, Weekdays, Summer 2016



FIGURE 11-23: Workload Percentage by Hour, Weekends, Summer 2016



Observations:

Winter:

- Other-initiated work:
 - During the week, workload reached a maximum of 33 percent of deployment between 7:15 p.m. and 7:45 p.m.
 - On weekends, workload reached a maximum of 35 percent of deployment between 6:15 p.m. and 6:30 p.m.
- All work:
 - During the week, workload reached a maximum of 47 percent of deployment between 7:30 p.m. and 7:45 p.m.
 - On weekends, workload reached a maximum of 48 percent of deployment between 10:45 p.m. and 11:00 p.m.

Summer:

- Other-initiated work:
 - During the week, workload reached a maximum of 27 percent of deployment between 9:15 p.m. and 9:45 p.m.
 - On weekends, workload reached a maximum of 35 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
 - During the week, workload reached a maximum of 42 percent of deployment between 6:45 p.m. and 7:15 p.m.
 - On weekends, workload reached a maximum of 46 percent of deployment between 8:45 p.m. and 9:15 p.m.

RESPONSE TIME

We analyzed the response time to various types of calls, separating the duration into dispatch and travel time, to determine whether response time varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

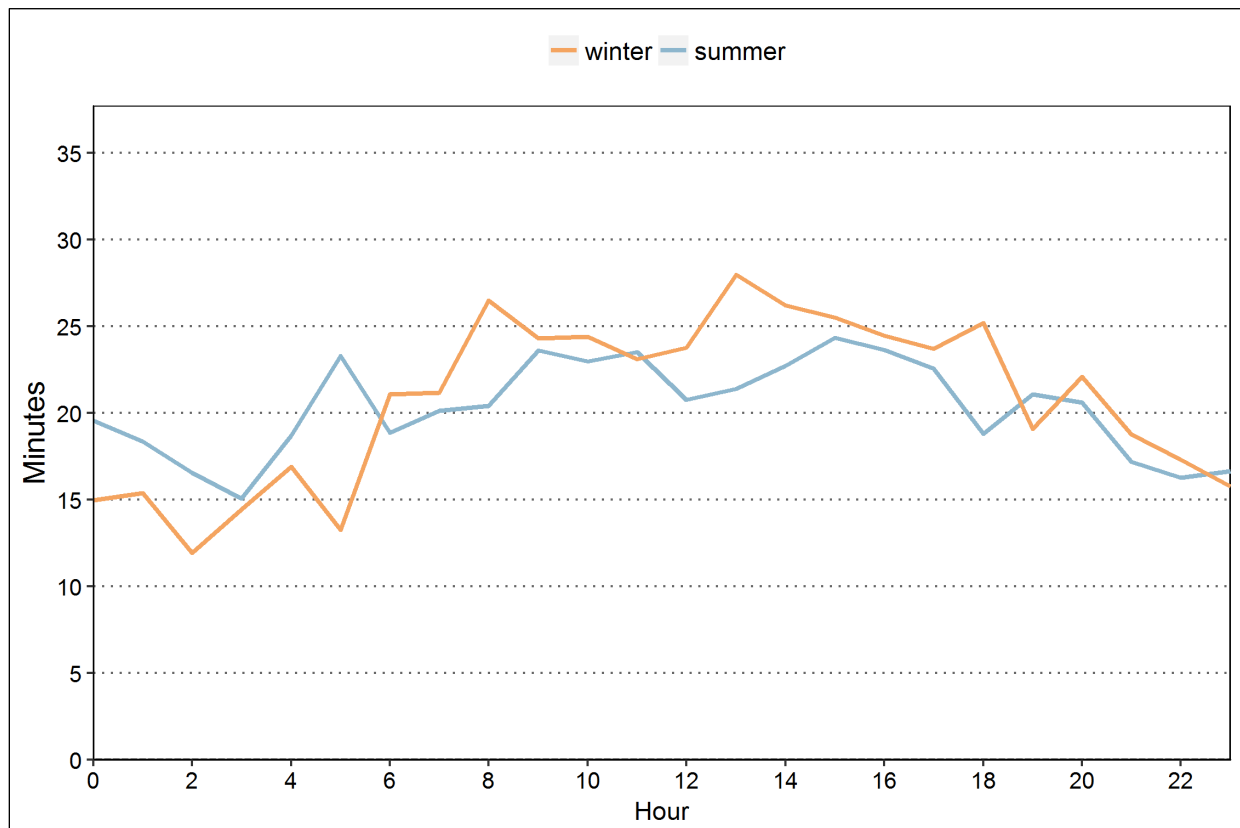
We begin the discussion with statistics that include all calls combined. We started with 5,706 calls for winter and 6,038 calls for summer. We limited our analysis to 3,375 other-initiated calls for winter and 3,225 other-initiated calls for summer. After excluding calls without valid arrival times, we were left with 2,781 calls in winter and 2,663 calls in summer for our analysis. For the entire year, we began with 79,591 calls, limited our analysis to 43,357 other-initiated calls, and further focused our analysis on 35,795 calls after applying the same rules regarding exclusions.

Our initial analysis does not distinguish calls on the basis of their priority; instead, it examines the difference in response for all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response time by both time of day and season (winter vs. summer), we show differences in response time by category.

FIGURE 11-24: Average Response Time, by Hour of Day, Winter 2016 and Summer 2016



Observations:

- Average response time varied by hour of day in summer and winter.
- In winter, the longest response times were between 1:00 p.m. and 2:00 p.m., with an average of 28.0 minutes.
- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 11.9 minutes.
- In summer, the longest response times were between 3:00 p.m. and 4:00 p.m., with an average of 24.3 minutes.
- In summer, the shortest response times were between 3:00 a.m. and 4:00 a.m., and between 15.1 minutes.

FIGURE 11-25: Average Response Time by Category, Winter 2016

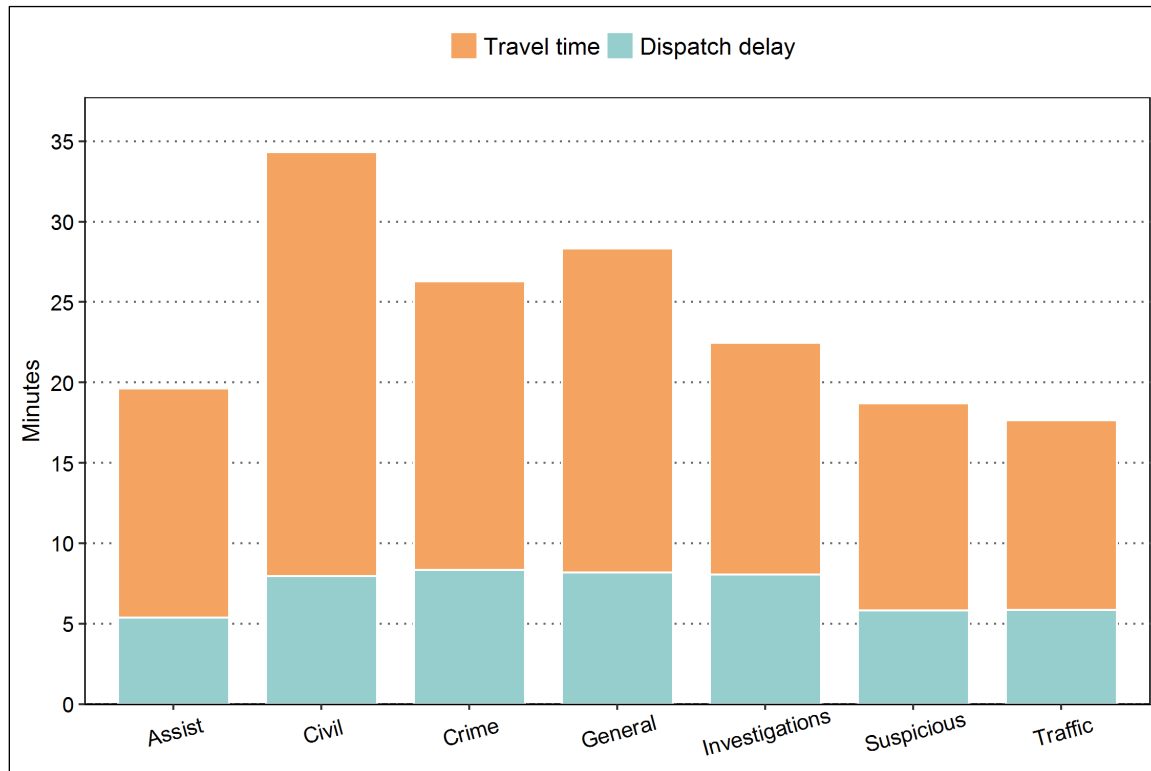


FIGURE 11-26: Average Response Time by Category, Summer 2016

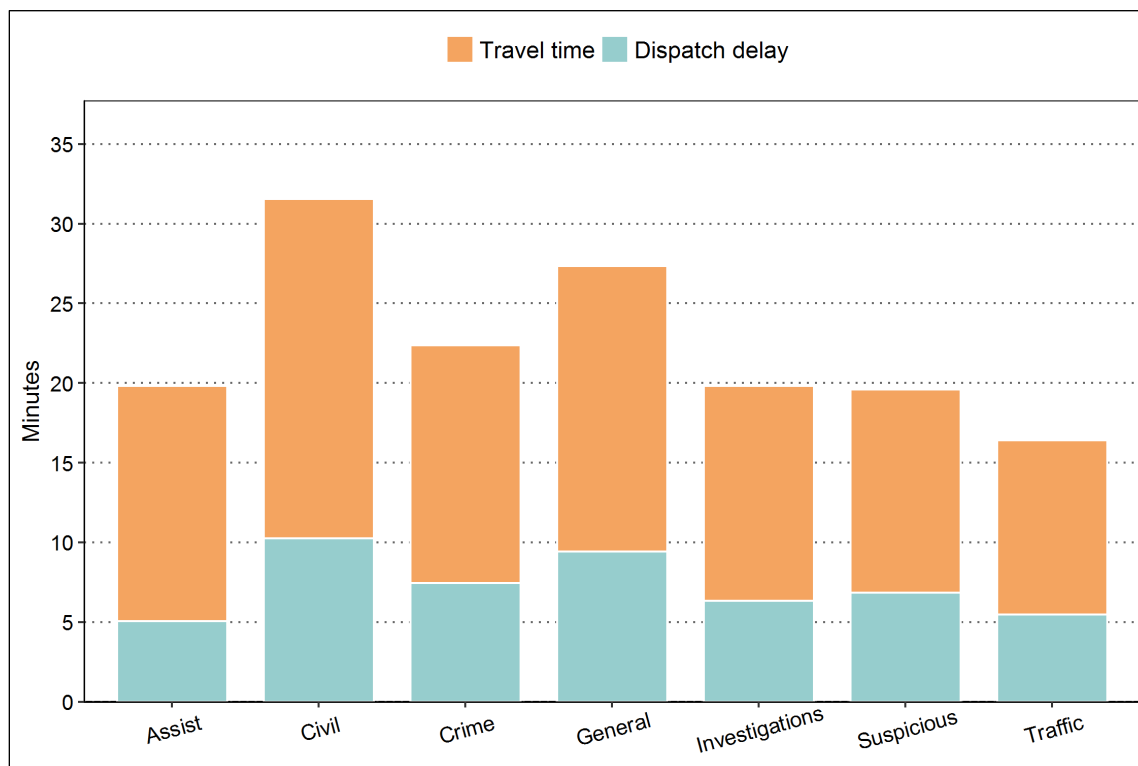


TABLE 11-13: Average Response Time Components, by Category

Category	Winter			Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accidents	3.6	10.8	14.5	4.7	9.0	13.7
Alarm	5.6	11.5	17.0	4.3	11.8	16.1
Animal call	6.5	12.8	19.3	6.5	13.5	20.0
Assist other agency	4.4	12.5	16.9	4.1	13.9	18.0
Check/investigation	5.6	13.8	19.4	5.1	13.8	18.9
Citizen assist	6.5	16.2	22.7	6.0	15.5	21.6
Civil matter	8.0	26.4	34.3	10.3	21.3	31.5
Crime–persons	7.4	15.8	23.2	6.6	12.1	18.7
Crime–property	9.2	19.9	29.1	8.3	17.6	25.9
Disturbance	5.5	13.5	19.0	7.4	13.1	20.5
Follow-up	17.3	20.7	38.0	14.0	16.7	30.7
Miscellaneous	8.4	21.1	29.5	10.0	18.7	28.7
Suspicious person/vehicle	6.0	12.4	18.4	6.5	12.6	19.1
Traffic enforcement	7.5	12.5	20.0	6.0	12.3	18.3
Total Average	7.0	15.4	22.4	6.7	14.2	20.9

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 18 minutes and 31 minutes.
- In winter, the average response time was as short as 18 minutes (for traffic) and as long as 34 minutes (for civil matters).
- In summer, the average response time for most categories was between 16 minutes and 29 minutes.
- In summer, the average response time was as short as 16 minutes (for traffic) and as long as 32 minutes (for civil matters).
- The average response time for crimes was 26 minutes in winter and 22 minutes in summer.

TABLE 11-14: 90th Percentiles for Response Time Components, by Category

Category	Winter			Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accidents	6.8	20.4	27.3	8.6	18.9	28.1
Alarm	11.2	19.4	28.3	7.8	24.5	30.5
Animal call	16.5	26.4	39.6	7.7	36.3	48.6
Assist other agency	6.8	23.2	31.5	6.6	26.8	35.0
Check/investigation	11.0	27.4	38.3	9.4	30.5	37.1
Citizen assist	12.4	35.0	47.2	12.1	34.5	42.7
Civil matter	17.2	73.7	80.1	20.7	50.6	75.2
Crime—persons	17.3	37.1	57.3	15.2	26.2	40.3
Crime—property	24.0	42.4	64.4	19.1	39.8	53.8
Disturbance	13.1	24.8	36.3	20.9	26.0	39.5
Follow-up	50.0	57.1	73.5	46.9	45.0	70.1
Miscellaneous	20.4	49.9	62.3	20.5	47.0	64.7
Suspicious person/vehicle	13.4	24.6	37.5	11.3	28.3	40.4
Traffic enforcement	15.0	25.1	44.1	11.6	29.8	38.8
Total Average	16.3	33.2	49.7	14.5	31.6	44.3

Note: A 90th percentile value of 36 minutes means that 90 percent of all calls are responded to in fewer than 36 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 36 minutes (for suspicious incidents) and as long as 75 minutes (for civil matters).
- In summer, the 90th percentile value for response time was as short as 35 minutes (for traffic) and as long as 80 minutes (for civil matters).

High-Priority Calls

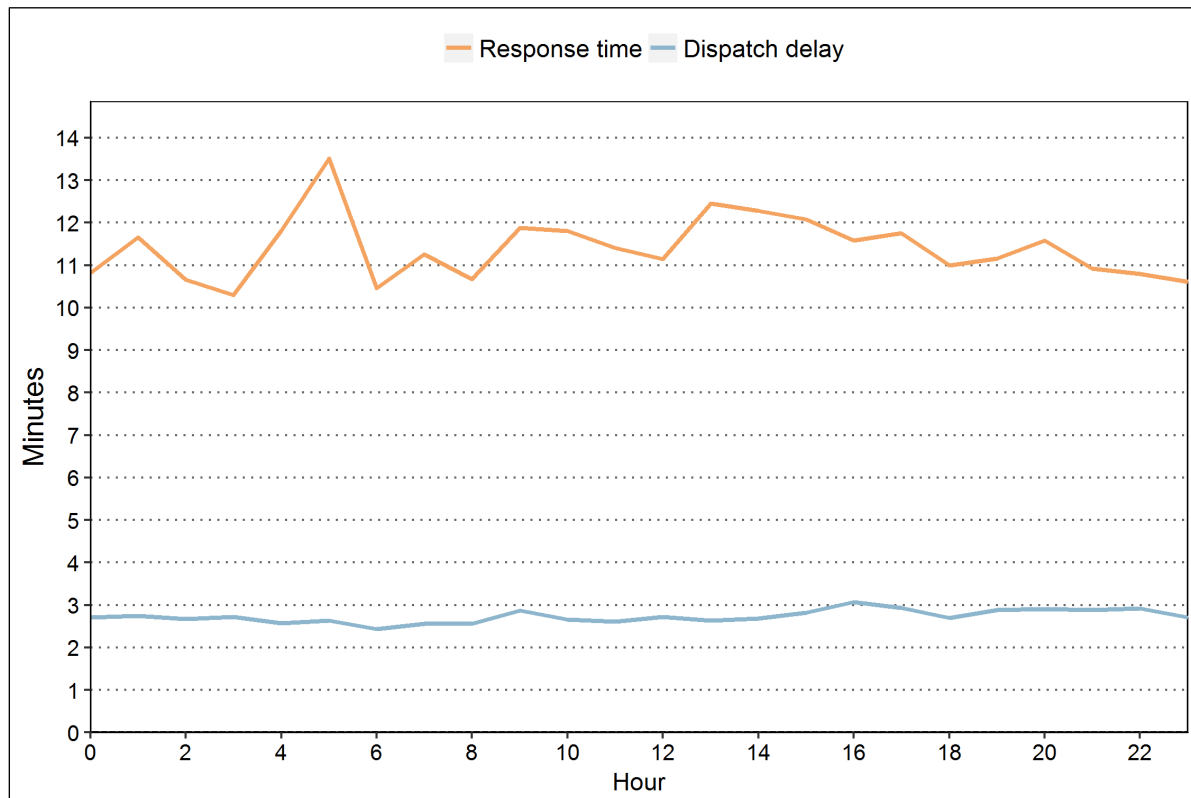
The agency assigned different priority levels to calls; Priority “H” designates the highest priority. Table 11-15 shows average response times by priority. Figure 11-27 focuses on Priority H and Priority 1 calls. We also calculated the response times for calls with a description of “Accidents w inj” to provide an additional measure for response times for high priority calls.

TABLE 11-15: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
H	2.3	7.0	9.3	916
1	2.8	8.8	11.6	9,918
2	6.9	15.1	22.0	15,528
3	10.5	21.3	31.8	3,858
4	11.4	21.6	33.0	5,377
Unknown	8.0	16.4	24.3	198
Weighted Average/Total	6.7	14.8	21.5	35,795
Accidents with injuries	2.7	7.3	9.9	430

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 11-27: Average Response Time and Dispatch Delay for High-priority Calls, by Hour



Note: This figure focuses on Priority 1 and Priority H calls.

Observations:

- High-priority calls (Priorities H and 1) had an average response time of 11.4 minutes, lower than the overall average of 21.5 minutes for all calls.
- Average dispatch delay was 2.8 minutes for high-priority calls, compared to 6.7 minutes overall.
- For high-priority calls, the longest response times were between 5:00 a.m. and 6:00 a.m., with an average of 13.5 minutes.
- For high-priority calls, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 10.3 minutes.
- Average dispatch delay for high-priority calls was consistently 2.9 minutes or less, except between 4:00 p.m. and 5:00 p.m.
- Average response time for injury accidents was 9.9 minutes, with a dispatch delay of 2.7 minutes.

REGION WORKLOAD AND RESPONSE TIMES

The Sheriff's Office patrols four regions labeled A, B, C, and D. In this section, we examine data by region.

First, we examine the proportion of total calls by region and compare response times. In the first part of the report, the allocation of calls, workload, and response times to a region is based on each call's specific location. Calls with locations that we could not ascribe to a specific region are grouped into the 'Unknown' region.

Then, we repeat our analysis comparing workload and available personnel, focusing on each region individually. For a given region, we limited our analysis to units specifically assigned to the region. Deployment averages only included these units. Similarly, workloads were based upon these units without regard for any individual call's location. Patrol units not assigned to a specific region are not analyzed in this workload and deployment section.

FIGURE 11-28: Percentage Calls and Work Hours by Region, per Day

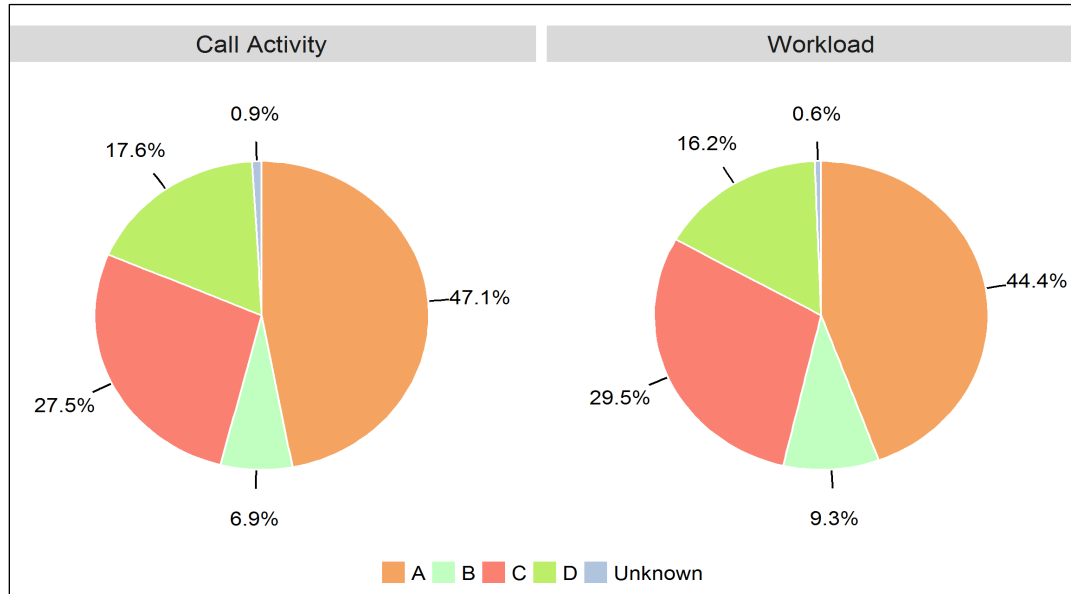


TABLE 11-16: Percentage Calls and Work Hours by Region, per Day

Region	Per Day		Area (Sq. Miles)	Population
	Calls	Work Hours		
A	99.6	66.2	295	103,085
B	14.7	13.8	1,771	21,299
C	58.2	44.1	2,156	38,972
D	37.2	24.1	1,152	33,134
Unknown	2.0	0.9	NA	NA
Total	211.7	149.0	5,374	196,490

Note: Population values use the Census Bureau's 2015 population estimates for each census block group overlaid on the sheriff's office's regional boundaries. These totals exclude populations in incorporated areas as well as those living in tribal regions. The excluded tribal regions account for the difference between these values and the ones provided in Appendix B, specifically Tables 11-19 and 11-20.

TABLE 11-17: Average Response Times by Region and Priority

Priority	Region	Dispatch	Travel	Response	Calls	Area
H	A	2.3	4.6	6.8	377	295
	B	2.2	9.5	11.8	101	1,771
	C	2.3	8.4	10.7	276	2,156
	D	2.5	8.4	10.9	161	1,152
	Unknown	6.9	13.5	20.5	1	NA
	Total	2.3	7.0	9.3	916	5,374
1	A	2.6	6.4	9.0	4,853	295
	B	2.8	12.1	15.0	930	1,771
	C	3.0	10.9	13.9	2,641	2,156
	D	3.1	10.6	13.7	1,459	1,152
	Unknown	5.1	17.5	12.6	35	NA
	Total	2.8	8.8	11.6	9,918	5,374
2	A	6.7	12.5	19.2	7,800	295
	B	6.8	20.4	27.3	1,282	1,771
	C	7.2	18.1	25.3	3,886	2,156
	D	7.3	15.5	22.8	2,531	1,152
	Unknown	7.6	30.0	37.6	29	NA
	Total	6.9	15.1	22.0	15,528	5,374
3	A	10.3	18.6	28.9	1,913	295
	B	11.4	27.9	39.3	335	1,771
	C	9.7	26.4	36.2	934	2,156
	D	11.4	18.3	29.7	660	1,152
	Unknown	16.7	37.9	54.6	16	NA
	Total	10.5	21.3	31.8	3,858	5,374
4	A	11.6	20.6	32.2	2,638	295
	B	12.1	27.3	39.4	484	1,771
	C	10.7	26.3	37.1	1,260	2,156
	D	11.3	14.8	26.1	943	1,152
	Unknown	15.0	25.7	40.7	52	NA
	Total	11.4	21.6	33.0	5,377	5,374
Unknown	A	7.0	10.5	17.5	28	295
	B	3.1	29.5	32.6	4	1,771
	C	5.3	23.7	29.0	25	2,156
	D	8.9	16.0	24.9	133	1,152
	Unknown	7.2	13.6	20.7	8	NA
	Total	8.0	16.4	24.3	198	5,374

Observations:

- Region A had the most calls and workload. It accounted for 47 percent of total calls and 44 percent of total workload.

- Region B had the least number of calls per day and the least workload.
- The average response time for priority H calls was below 12 minutes for all regions with Region A having the lowest response time.

Deployment and Workload

In this section, we examined deployment and workload information by region for four weeks in winter (February 1 through February 28, 2016) and four weeks in summer (August 1 through August 28, 2016).

FIGURE 11-29: Deployment and All Workload, Region A

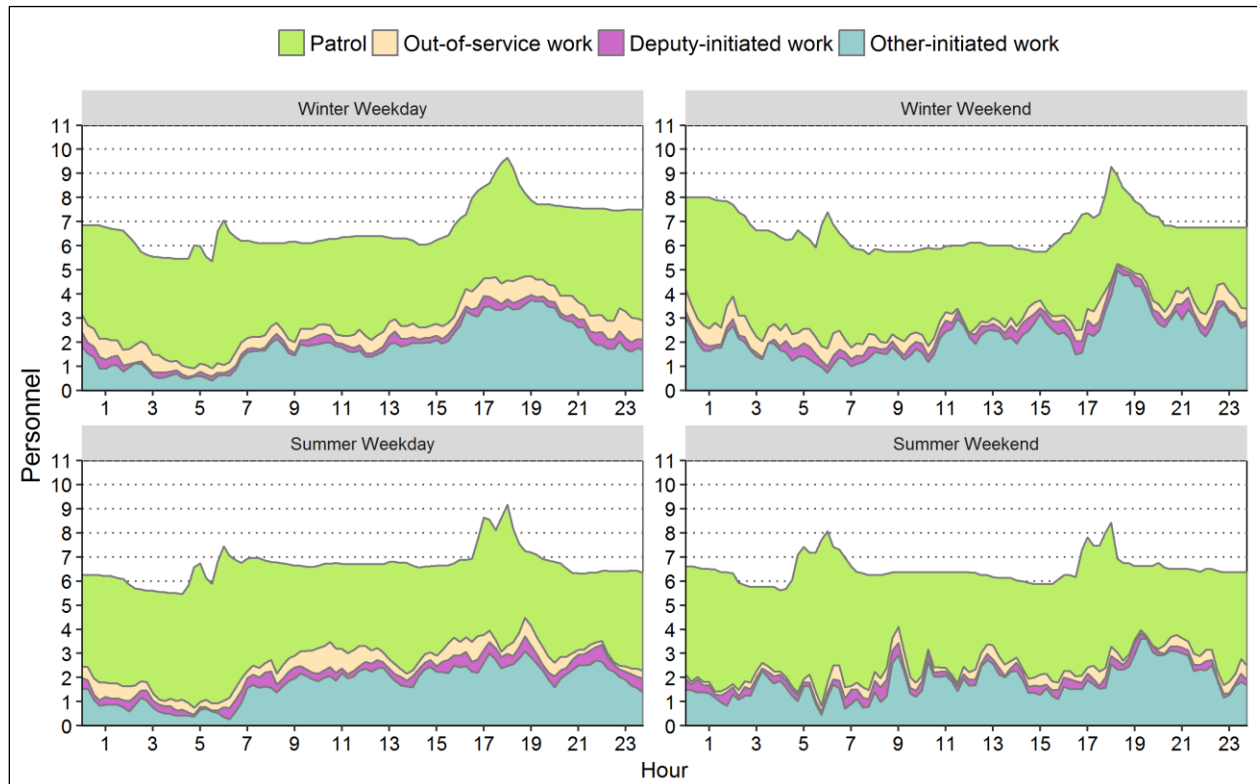
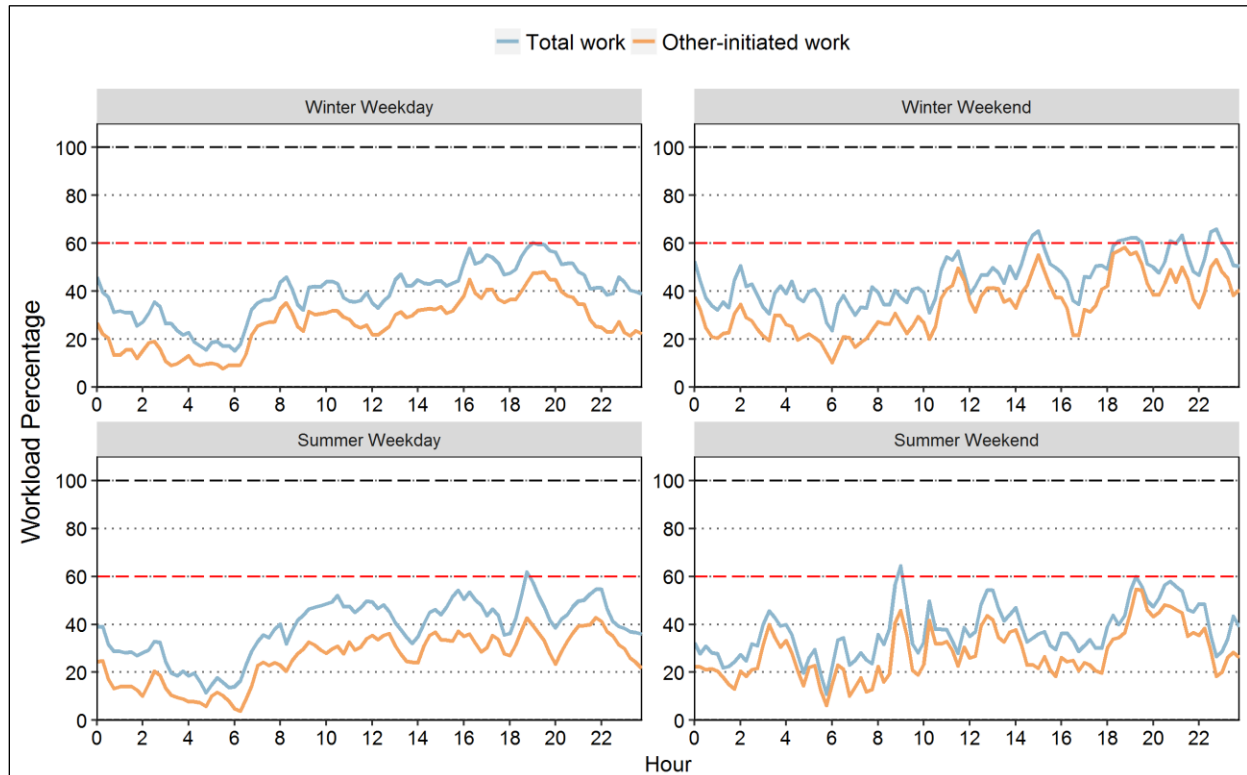


FIGURE 11-30: Workload Percentage by Hour, Region A



Observations, Region A:

Winter:

- Deployment:
 - The average deployment was 6.8 deputies per hour during the 24-hour day in winter.
 - The average deployment was 6.8 deputies per hour during the week and 6.7 deputies per hour on weekends.
 - Average deployment varied from 5.4 to 9.7 deputies per hour on weekdays and 5.7 to 9.3 deputies per hour on weekends
- Other-initiated work:
 - Average other-initiated workload was 1.9 deputies per hour during the week and 2.3 deputies per hour on weekends.
 - This was approximately 28 percent of hourly deployment during the week and 34 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 48 percent of deployment between 7:00 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 58 percent of deployment between 6:45 p.m. and 7:00 p.m.
- All work:
 - Average total workload was 2.7 deputies per hour during the week and 3.1 deputies per hour on weekends.
 - This was approximately 40 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 60 percent of deployment between 7:00 p.m. and 7:15 p.m.
 - On weekends, workload reached a maximum of 66 percent of deployment between 10:45 p.m. and 11:00 p.m.

Summer:

- Deployment:
 - The average deployment was 6.6 deputies per hour during the 24-hour day in summer.
 - The average deployment was 6.7 deputies per hour during the week and 6.5 deputies per hour on weekends.
 - Average deployment varied from 5.5 to 9.2 deputies per hour on weekdays and 5.6 to 8.4 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 1.7 deputies per hour during the week and 1.8 deputies per hour on weekends.
 - This was approximately 26 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 43 percent of deployment between 6:45 p.m. and 7:00 p.m. and between 9:45 p.m. and 10:00 p.m.

- On weekends, workload reached a maximum of 55 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
 - Average total workload was 2.6 deputies per hour during the week and 2.4 deputies per hour on weekends.
 - This was approximately 39 percent of hourly deployment during the week and 37 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 62 percent of deployment between 6:45 p.m. and 7:00 p.m.
 - On weekends, workload reached a maximum of 64 percent of deployment between 9:00 a.m. and 9:15 a.m.

FIGURE 11-31: Deployment and All Workload, Region B

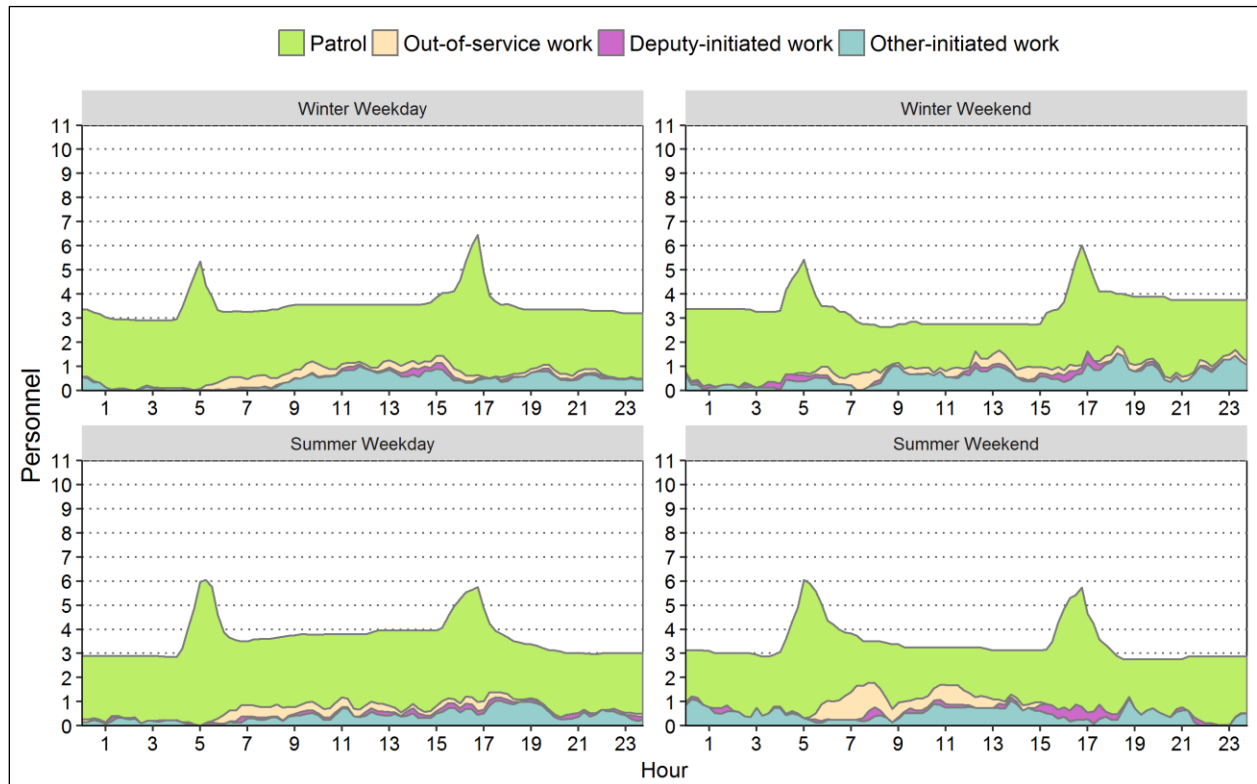
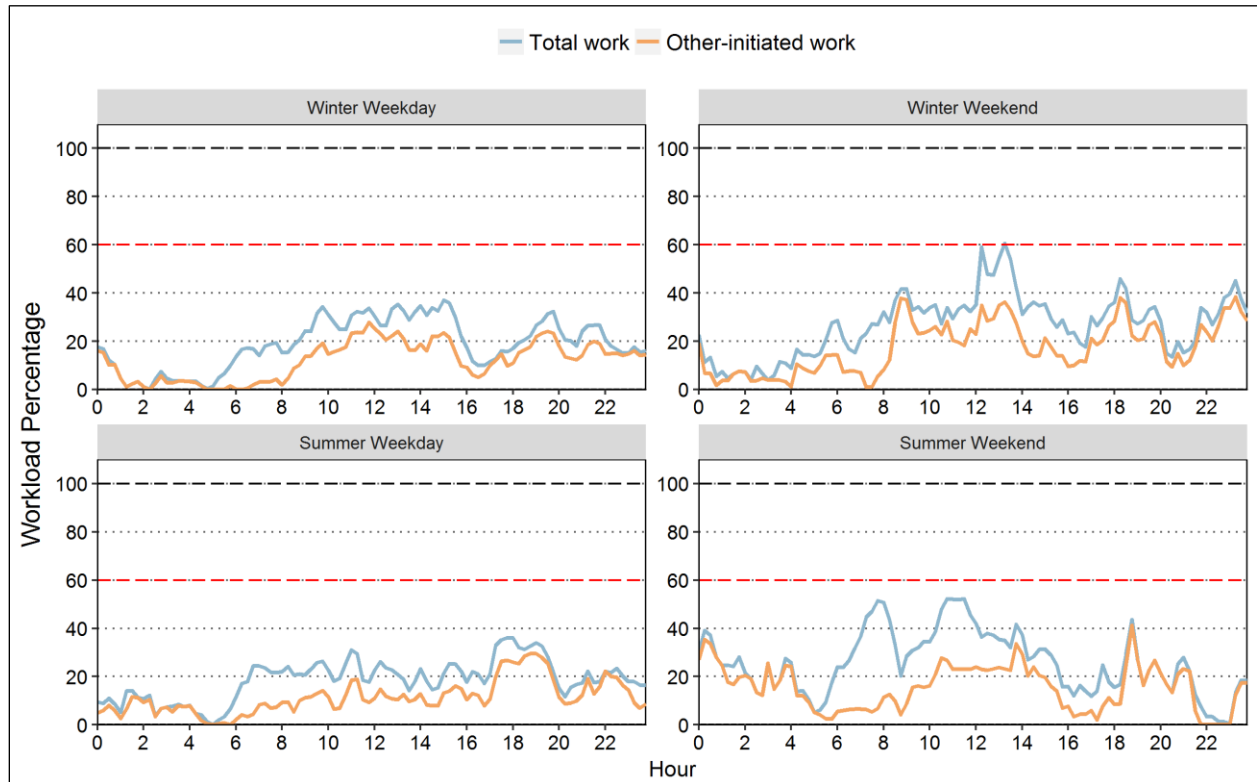


FIGURE 11-32: Workload Percentage by Hour, Region B



Observations, Region B:

Winter:

- Deployment:
 - The average deployment was 3.5 deputies per hour during the 24-hour day in winter.
 - The average deployment was 3.5 deputies per hour during the week and on the weekend.
 - Average deployment varied from 2.9 to 6.5 deputies per hour on weekdays and 2.6 to 6.0 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.4 deputies per hour during the week and 0.6 deputies per hour on weekends.
 - This was approximately 12 percent of hourly deployment during the week and 17 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 28 percent of deployment between 11:45 a.m. and noon.
 - On weekends, workload reached a maximum of 38 percent of deployment between 8:45 a.m. and 9:00 a.m., between 6:15 p.m. and 6:30 p.m., and between 11:15 p.m. and 11:30 p.m.
- All work:
 - Average total workload was 0.7 deputies per hour during the week and 0.9 deputies per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 37 percent of deployment between 3:00 p.m. and 3:15 p.m.
 - On weekends, workload reached a maximum of 61 percent of deployment between 1:15 p.m. and 1:30 p.m.

Summer:

- Deployment:
 - The average deployment was 3.6 deputies per hour during the 24-hour day in summer.
 - The average deployment was 3.7 deputies per hour during the week and 3.4 deputies per hour on the weekend.
 - Average deployment varied from 2.8 to 6.0 deputies per hour on weekdays and 2.8 to 6.0 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.4 deputies per hour during the week and 0.5 deputies per hour on weekends.
 - This was approximately 11 percent of hourly deployment during the week and 14 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 30 percent of deployment between 6:45 p.m. and 7:15 p.m.

- On weekends, workload reached a maximum of 41 percent of deployment between 6:45 p.m. and 7:00 p.m.
- All work:
 - Average total workload was 0.7 deputies per hour during the week and 0.9 deputies per hour on weekends.
 - This was approximately 19 percent of hourly deployment during the week and 25 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 36 percent of deployment between 5:45 p.m. and 6:15 p.m.
 - On weekends, workload reached a maximum of 52 percent of deployment between 10:45 a.m. and 11:15 a.m.

FIGURE 11-33: Deployment and All Workload, Region C

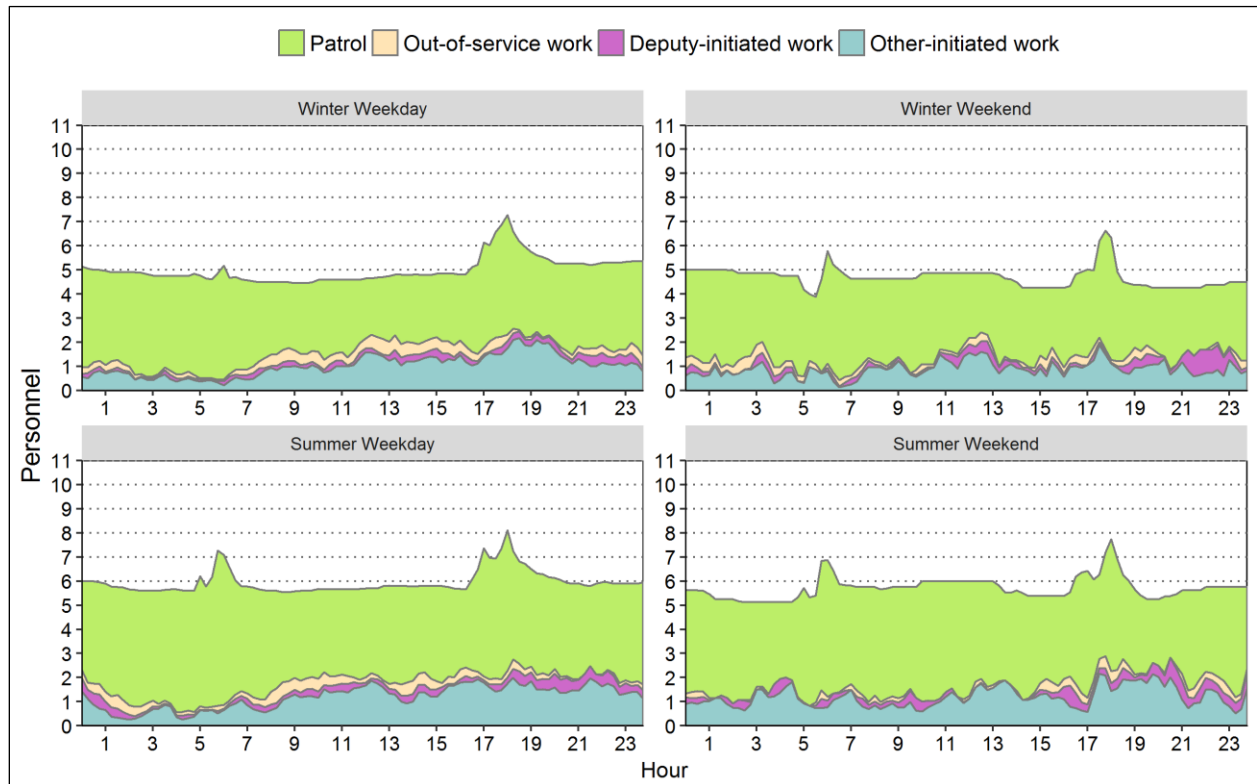
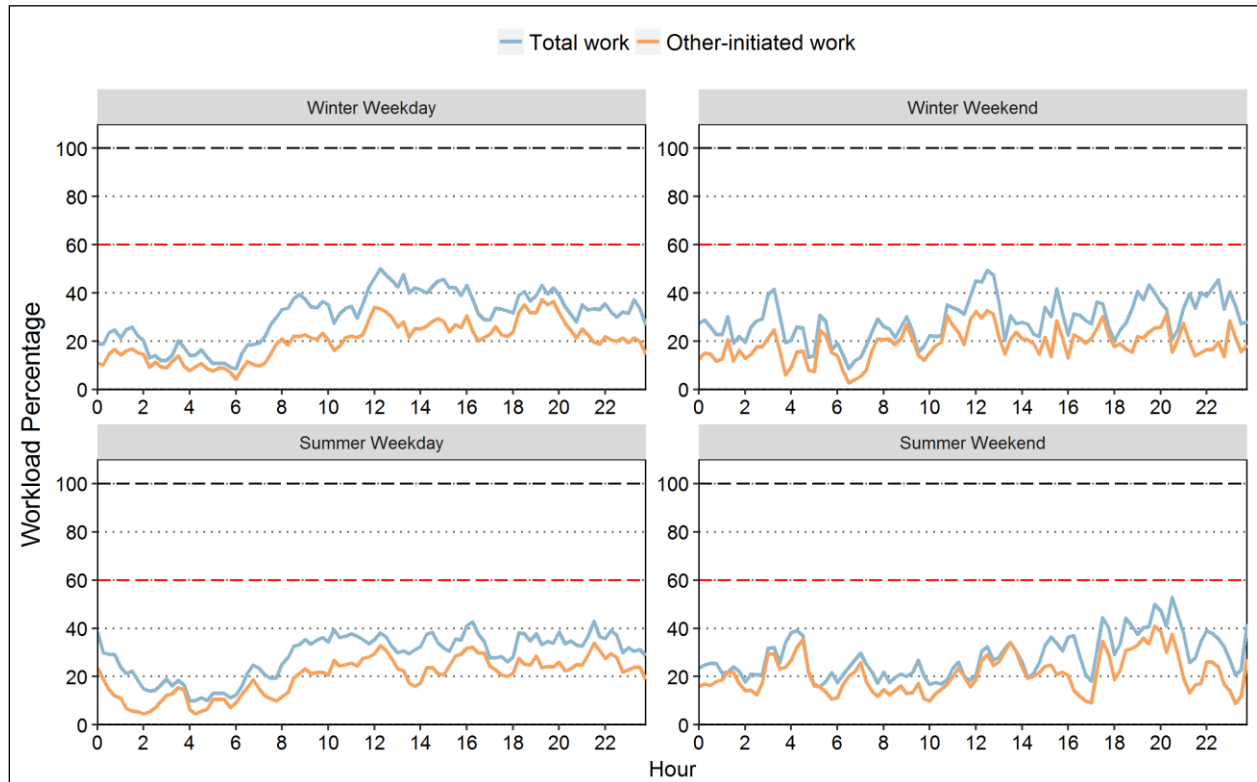


FIGURE 11-34: Workload Percentage by Hour, Region C



Observations, Region C:

Winter:

- Deployment:
 - The average deployment was 4.9 deputies per hour during the 24-hour day in winter.
 - The average deployment was 5.0 deputies per hour during the week and 4.7 deputies per hour on the weekend.
 - Average deployment varied from 4.5 to 7.3 deputies per hour on weekdays and 3.9 to 6.6 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 1.0 deputies per hour during the week and 0.9 deputies per hour on weekends.
 - This was approximately 21 percent of hourly deployment during the week and 19 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 37 percent of deployment between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 33 percent of deployment between 12:30 p.m. and 12:45 p.m.
- All work:
 - Average total workload was 1.5 deputies per hour during the week and 1.3 deputies per hour on weekends.
 - This was approximately 31 percent of hourly deployment during the week and 29 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 50 percent of deployment between 12:15 p.m. and 12:30 p.m.
 - On weekends, workload reached a maximum of 49 percent of deployment between 12:30 p.m. and 12:45 p.m.

Summer:

- Deployment:
 - The average deployment was 5.9 deputies per hour during the 24-hour day in summer.
 - The average deployment was 6.0 deputies per hour during the week and 5.7 deputies per hour on the weekend.
 - Average deployment varied from 5.5 to 8.1 deputies per hour on weekdays and 5.1 to 7.7 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 1.2 deputies per hour during the week and on weekends.
 - This was approximately 20 percent of hourly deployment during the week and 21 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 34 percent of deployment between 9:30 p.m. and 9:45 p.m.

- On weekends, workload reached a maximum of 41 percent of deployment between 7:45 p.m. and 8:00 p.m.
- All work:
 - Average total workload was 1.7 deputies per hour during the week and 1.6 deputies per hour on weekends.
 - This was approximately 29 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 43 percent of deployment between 4:15 p.m. and 4:30 p.m. and between 9:30 p.m. and 9:45 p.m.
 - On weekends, workload reached a maximum of 53 percent of deployment between 8:30 p.m. and 8:45 p.m.

FIGURE 11-35: Deployment and All Workload, Region D

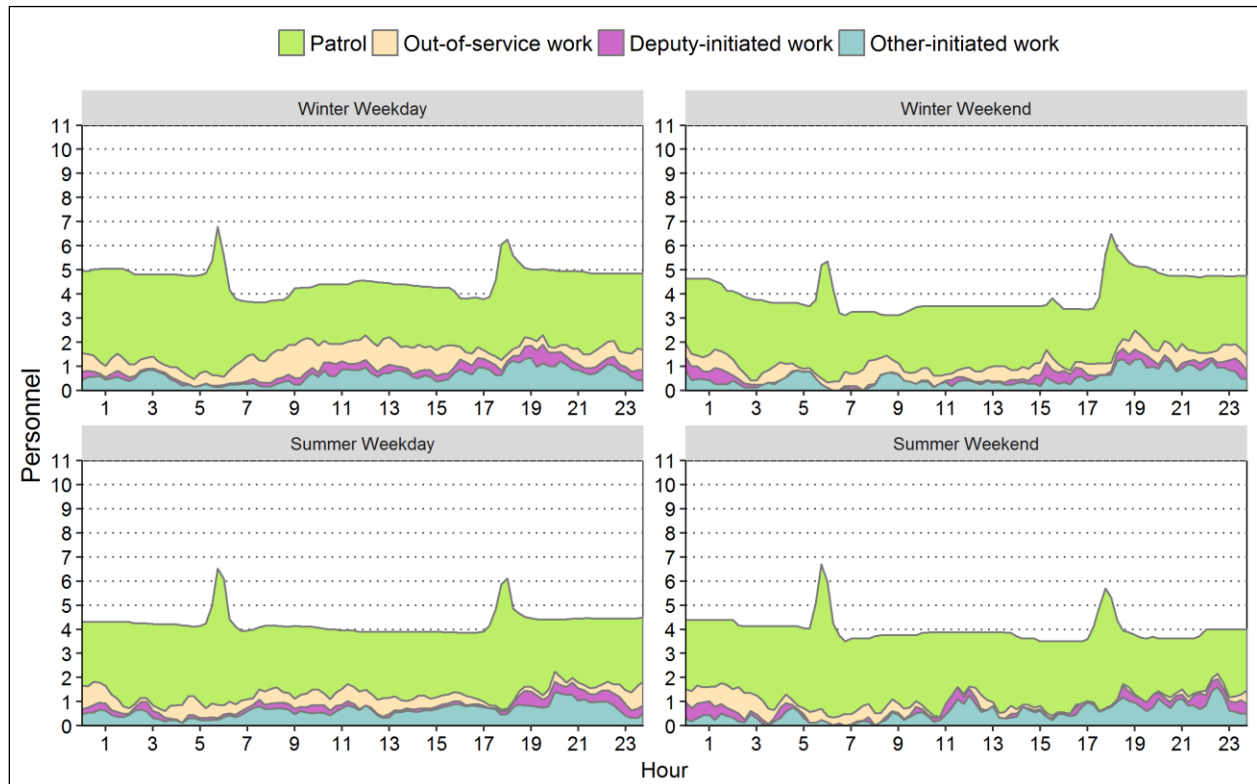
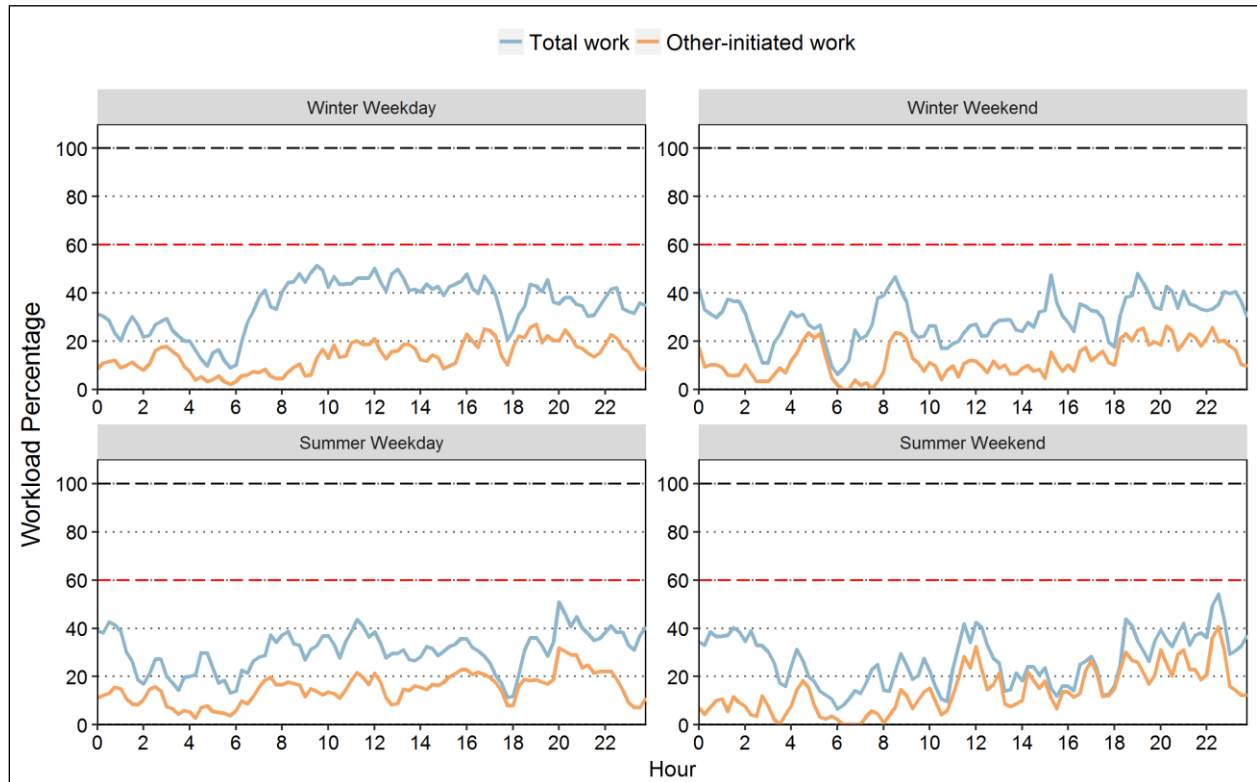


FIGURE 11-36: Workload Percentage by Hour, Region D



Observations, Region D:

Winter:

- Deployment:
 - The average deployment was 4.4 deputies per hour during the 24-hour day in winter.
 - The average deployment was 4.6 deputies per hour during the week and 4.0 deputies per hour on the weekend.
 - Average deployment varied from 3.6 to 6.8 deputies per hour on weekdays and 3.1 to 6.5 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.6 deputies per hour during the week and 0.5 deputies per hour on weekends.
 - This was approximately 14 percent of hourly deployment during the week and 13 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 27 percent of deployment between 7:00 p.m. and 7:15 p.m.
 - On weekends, workload reached a maximum of 26 percent of deployment between 7:15 p.m. and 7:30 p.m., between 8:15 p.m. and 8:30 p.m., and between 10:15 p.m. and 10:30 p.m.
- All work:
 - Average total workload was 1.6 deputies per hour during the week and 1.2 deputies per hour on weekends.
 - This was approximately 34 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 51 percent of deployment between 9:30 a.m. and 9:45 a.m.
 - On weekends, workload reached a maximum of 48 percent of deployment between 3:15 p.m. and 3:30 p.m. and between 7:00 p.m. and 7:15 p.m.

Summer:

- Deployment:
 - The average deployment was 4.2 deputies per hour during the 24-hour day in summer.
 - The average deployment was 4.3 deputies per hour during the week and 4.0 deputies per hour on the weekend.
 - Average deployment varied from 3.8 to 6.5 deputies per hour on weekdays and 3.5 to 6.7 deputies per hour on weekends.
- Other-initiated work:
 - Average other-initiated workload was 0.6 deputies per hour during the week and 0.5 deputies per hour on weekends.
 - This was approximately 15 percent of hourly deployment during the week and 14 percent of hourly deployment on weekends.

- During the week, workload reached a maximum of 32 percent of deployment between 8:00 p.m. and 8:15 p.m.
- On weekends, workload reached a maximum of 41 percent of deployment between 10:30 p.m. and 10:45 p.m.
- All work:
 - Average total workload was 1.3 deputies per hour during the week and 1.1 deputies per hour on weekends.
 - This was approximately 30 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
 - During the week, workload reached a maximum of 51 percent of deployment between 8:00 p.m. and 8:15 p.m.
 - On weekends, workload reached a maximum of 54 percent of deployment between 10:30 p.m. and 10:45 p.m.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the agency's calls for service from January 1, 2016, through December 31, 2016, were classified within the following categories.

TABLE 11-18: Call Type, by Category

Call Nature	Table Category	Figure Category
FIRE	Assist other agency	Assist
HAZMAT		
MEDICAL		
MENTAL HEALTH		
OUT AID		
SUICIDAL SUBJT		
SUICIDE ATTEMPT		
UTILITY PROBLEM		
CITIZEN ASSIST	Citizen assist	
DISABLED VEH		
EMER MESSAGE		
HOME ALONE		
SEARCH/RESCUE		
WELFARE CHECK		
CIVIL MATTER	Civil matter	Civil matter
ASSAULT	Crime—persons	Crime
CHILD ABUSE		
CHILD MOLEST		
CUSTODIAL INT		
DOMESTIC		
FIGHT		
HARASSMENT		
KIDNAPPING		
NARCOTICS		
PURSUIT		
RAPE		
ROBBERY		
SEX OFFENSE		
SHOOTING		
STABBING		
THREATENING		
VIOL CRT ORDER		
BURGLARY	Crime—property	

Call Nature	Table Category	Figure Category
CRIMINAL DAMAGE		
EXPLOSIVES		
FORGERY		
FRAUD		
ILLEGAL DUMPING		
LIQUOR VIOLATIO		
STOLEN VEHICLE		
THEFT		
TRESPASSING		
VEHICLE THEFT		
WARRANT:ARREST		
ANIMAL PROBLEM	Animal call	General noncriminal
FIREWORKS	Miscellaneous	
HOUSEWATCH		
INFORMATION		
SPECIAL DETAIL		
alarm	Alarm	Investigations
ALARM		
ALARM-COMM		
ALARM-FIRE		
ALARM-MEDICAL		
ALARM-PANC		
ALARM-RESD		
911 HANGUP	Check/investigation	
ATTEMPT-LOCATE		
BOMB THREATS		
BUSINESS CHECK		
DEAD BODY		
FIELD INTERVIEW		
FOUND PROPERTY		
MISSING PERSON		
RECOVERED VEH		
SEARCH WARRANT		
SEX OFFENDER		
SHOTS FIRED		
FOLLOW UP	Follow-up	
PHONE MESSAGE		
DISORDERLY COND	Disturbance	

Call Nature	Table Category	Figure Category
NEIGHBOR PROBLM	Suspicious person/vehicle	Suspicious incident
NOISE DISTURB		
PROWLER		
SUSPICIOUS-ACT		
SUSPICIOUS-PERS		
ACCIDENT FATAL	Accidents	Traffic
ACCIDENT HR		
ACCIDENT NONINJ		
ACCIDENT PP		
ACCIDENT W INJ		
ABANDONED VEHIC	Traffic enforcement	
PARKING VIOL		
RECKLSS DRIVING		
ROAD RAGE		
TRAFFIC HAZARD		
TRAFFIC OFFENSE		
TRAFFIC STOP		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and Arizona Department of Public Safety. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2006 through 2015, along with clearance rates for 2014. Crime rates are expressed as incidents per 100,000 people. County populations are limited to each sheriff's office's jurisdiction and exclude the appropriate incorporated municipalities.

TABLE 11-19: Reported Crime Rates in 2015, by County

County	State	Population	Crime Rates		
			Violent	Property	Total
Apache County SO	AZ	61,811	31	272	303
Cochise County SO	AZ	50,914	497	1,285	1,781
Coconino County SO	AZ	55,825	247	817	1,064
Gila County SO	AZ	28,721	641	1,751	2,392
Graham County SO	AZ	21,138	71	814	885
Maricopa County SO	AZ	380,268	277	1,373	1,650
Mohave County SO	AZ	83,103	167	2,438	2,605
Navajo County SO	AZ	69,495	62	590	652
Pima County SO	AZ	361,023	157	2,548	2,705
Santa Cruz County SO	AZ	27,397	4	657	661
Yavapai County SO	AZ	90,064	272	1,295	1,567
Pinal County	AZ	205,400	155	1,013	1,167
Arizona		6,828,065	410	3,033	3,443
United States		321,418,820	373	2,487	2,860

Note: Population values reflect the proportion of the county, often living in unincorporated areas, whose primary law enforcement agency is the county sheriff's office.

FIGURE 11-37: Pinal County Reported Violent and Property Crime Rates, by Year

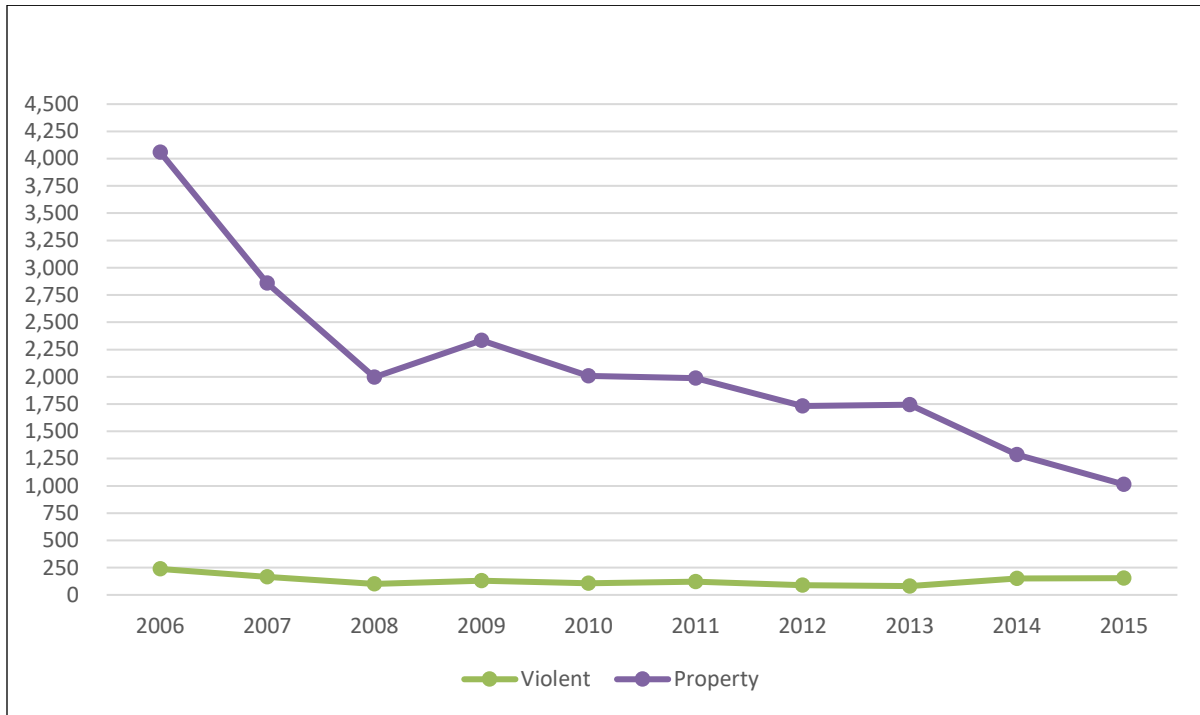


FIGURE 11-38: Reported County and State Crime Rates, by Year

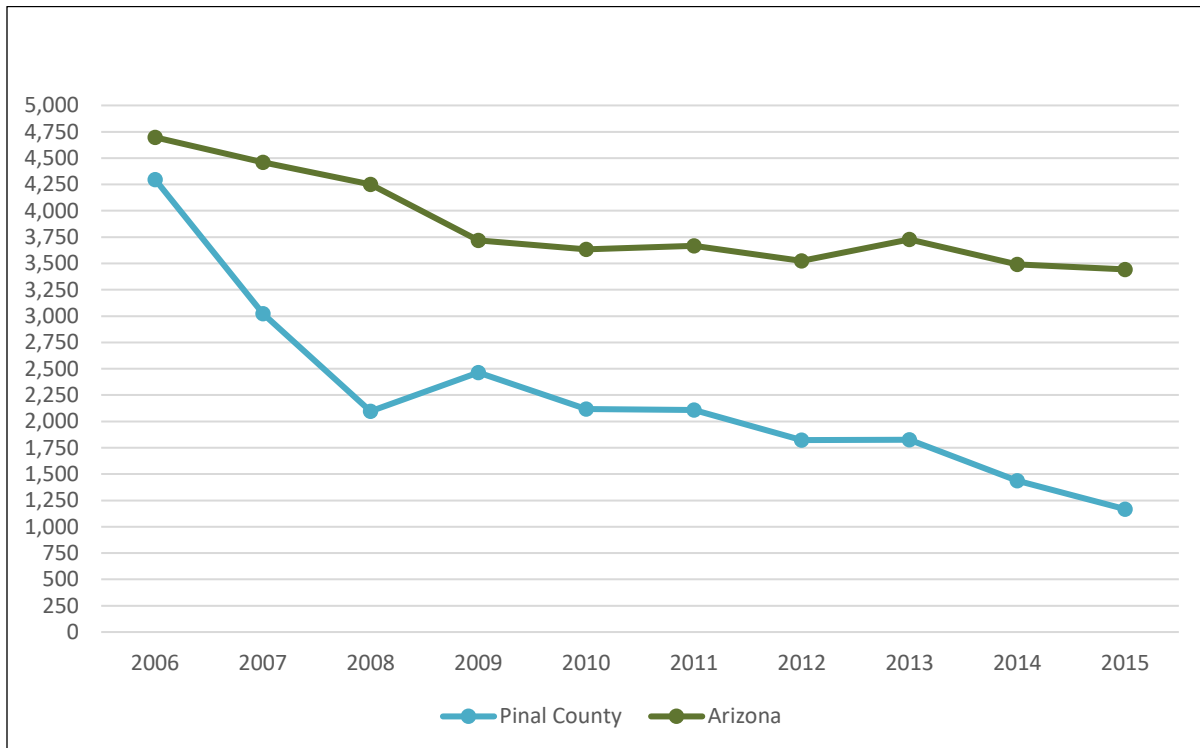


TABLE 11-20: Reported County, State, and National Crime Rates, by Year

Year	Pinal County				Arizona				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2006	125,135	238	4,059	4,297	6,188,773	498	4,199	4,697	304,567,337	448	3,103	3,551
2007	177,209	164	2,858	3,022	6,361,125	466	3,995	4,461	306,799,884	442	3,045	3,487
2008	196,845	101	1,996	2,097	6,513,235	475	3,773	4,249	309,327,055	438	3,055	3,493
2009	163,398	131	2,334	2,465	6,609,085	429	3,289	3,719	312,367,926	416	2,906	3,322
2010	187,966	106	2,009	2,116	6,404,623	403	3,229	3,632	314,170,775	393	2,833	3,225
2011	190,628	120	1,988	2,107	6,501,532	411	3,257	3,668	317,186,963	376	2,800	3,176
2012	193,911	89	1,733	1,822	6,572,455	422	3,102	3,523	319,697,368	377	2,758	3,135
2013	195,619	81	1,745	1,825	6,646,289	398	3,331	3,729	321,947,240	362	2,627	2,989
2014	199,868	150	1,287	1,437	6,751,280	383	3,108	3,491	324,699,246	357	2,464	2,821
2015	205,400	155	1,013	1,167	6,828,065	410	3,033	3,443	321,418,820	373	2,487	2,860

TABLE 11-21: Reported Municipal, State, and National Clearance Rates in 2014

Crime	Pinal County			Arizona			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	8	5	63%	321	236	74%	14,590	9,025	62%
Rape	51	46	90%	3,175	671	21%	108,388	39,675	37%
Robbery	18	12	67%	6,176	1,664	27%	318,768	89,962	28%
Aggravated Assault	223	209	94%	16,182	8,555	53%	718,857	387,980	54%
Burglary	646	99	15%	42,554	4,076	10%	1,670,138	219,339	13%
Larceny	1,708	442	26%	150,247	35,363	24%	5,654,125	1,255,387	22%
Vehicle Theft	218	66	30%	17,019	1,930	11%	674,711	83,820	12%