




# MEMORANDUM

**TO:** All TPD

**DATE:** March 8, 2016

**FROM:** Chris Magnus   
Chief of Police

**SUBJECT:** FY2017 Reorganization and Budget

The financial health of the City of Tucson is closely tied to the ability of its component departments to cut costs and create greater efficiencies, while simultaneously addressing the needs of the community it serves. To that end, we presented a plan to City Manager Mike Ortega that changes the organization's structure, allowing for considerable savings to the City while refocusing our energies around our core policing services, including geographic patrol functions.

Currently, TPD's authorized sworn strength is 992. We have a long-standing attrition rate of 6 sworn officers per month. By July 1, 2016, we will be down to 880 sworn personnel, which results in a savings of approximately \$11.1M. We will lose an additional 72 officers in FY17. This stepped attrition represents about \$3.3M in savings. Additionally, through reorganization, some members currently in special assignments will be returned to patrol, resulting in an approximate savings of \$164,000 in special assignment pay. Taken together, this is a gross savings of over \$14.5M.

Obviously, a sworn strength of 808 officers is completely untenable. Officer safety, community responsiveness, and overall effectiveness dictate that we continue to hire police officers. While we are prepared to go as low as 830 sworn officers, we have insisted on having a "training supplement" (restricted funding for hiring of sworn personnel) that would pay for up to 80 recruits as they cycle through the training pipeline. **This translates to a sworn strength of 830 plus anywhere from 40-80 recruits in the Academy or in Field Training at any given time.** That number is not significantly different from today's sworn strength of 900 minus 9 in the training pipeline.

It takes about nine months for a new hire to complete training. Through phased hiring, we project that we will need a training supplement in FY17 of about \$3.4M. As you can see, the gross savings allows us to receive "rebates" that include the training supplement (explained above), new uniforms, cell phones, patrol vehicles, advanced training, and a few small but necessary projects. These numbers are summarized in the below table:

GROSS SAVINGS	
Vacancy Savings	11,083,166
Attrition Savings	3,314,844
Special Assign. Savings	164,456
Savings Subtotal	14,562,466

<b>NEEDS</b>	
Recruit Training Supplement	3,400,000
Uniforms	500,000
Cell Phones	540,000
Patrol Vehicles	2,000,000
Advanced Training	500,000
Server Room Move	205,000
Facilities Moves (Re-org)	200,000
Allen Hall	170,000
Needs Subtotal	7,515,000
<b>NET SAVINGS</b>	<b>7,047,466</b>

The following represents a mix of changes designed to improve the overall operations of the department and to save money. Many of these structural changes would have been undertaken regardless of budget concerns. With few exceptions, the reallocation of staff does not in itself produce cost savings; rather, it allows us to continue functioning in an efficient and effective manner as we reduce our strength to 830 (remember, this number does not include police officer recruits cycling through training, up to 80 per year).

**Office of the Chief of Police**

The first change involves ending our participation in the Commission on Accreditation of Law Enforcement Agencies (CALEA). The staff assistant position (about \$70k with ERE) will be deleted from the budget document and this employee will go to another budgeted staff assistant position that is funded and vacant. The current CALEA officer will return to patrol, and the CALEA sergeant position will be used to enhance/streamline the Office of Professional Standards (OPS), formerly the Office of Internal Affairs. The internal audit function will be housed in OPS, and the drafting and revision of *General Orders* will occur in the department’s Research & Analysis Unit.

In OPS, a Clerk Transcriptionist will be hired to reduce costs associated with outsourcing. The OPS captain will report directly to the Chief of Police.

The Public Information Office will send one officer back to the field and delete the second vacant officer PCN. Six PRS redaction specialists will be hired and assigned to the Records Department to facilitate department records requests as required by Arizona law.

The Executive Officer and the Field Services Executive Officer, both lieutenants, will be re-allocated. To help offset the reduction in staff, we are in the process of having our Executive Assistant reclassified to Management Assistant to allow for oversight of professional staff. Additionally, the Chief’s Office main telephone line will be programmed for call vectoring,

giving callers more options before talking to a person. Most calls to this number are for Records or Evidence.

OPS will be expanded by one captain, one lieutenant, and three sergeants (all positions taken from other areas).

The Deputy Chief position will remain vacant, saving about \$225,000, including employee-related expenses.

### **Investigative Services**

Special Investigations will become a section (SIS) overseen by a lieutenant, and the Special Investigations captain will transfer to the Research & Analysis Division. The Auto Theft Task Force will report to SIS. The Gang Interdiction lieutenant will go to the Counter Narcotics Alliance. The Home Invasion Unit supervisor and four detectives will transfer to the Counter Narcotics Alliance.

The following officers and sergeants will be returned to patrol (Field Services):

- 8 officers from the Street Crimes Interdiction Unit
- 1 officer from Intelligence Coplink
- 1 officer from the AZWANTED task force
- 4 officers and 1 sergeant from GTAC
- 5 officers and 1 sergeant from the Property Crimes Surveillance Unit
- 5 officers and 1 sergeant from the Domestic Violence Tactical Unit
- 3 officers and 1 sergeant from MTOU
- 2 officers from MHST
- 1 officer from the Auto Theft Task Force
- 1 officer from the Counter Narcotics Alliance

This is a total of 31 officers and 4 sergeants leaving special assignments and returning to the Field Services Bureau (FSB). Detectives will continue to be assigned to many of these initiatives.

In addition to returning officers to the field, certain functions will be decentralized, with the following transfers to the Field Services Bureau:

- 7 burglary detectives and 1 sergeant
- 5 auto theft detectives and 1 sergeant
- 3 MTOU (Major Theft Offenders Unit) detectives

In all, 15 detectives will transfer from ISB to FSB. The final part of the ISB reorganization is the new Real-time Crime Analysis Section, under the Research & Analysis Division, which will be organized as described below. This real time Crime Analysis Section will play a key role in the

department's future COMPSTAT efforts which will focus on providing officers and community members with accurate, timely crime data.

- 1 captain added (from SID downgrade)
- 1 Communications Superintendent (from PCWIN under Administrative Services))
- 6 sergeants added (from FSB reorganization)
- 6 analysts added

### **Field Services (Patrol)**

An analysis of call loads indicates that Operations Division Downtown (ODD) officers are under-utilized compared to officers in the other patrol divisions. We are remedying this by merging Operations Division Downtown and Operations Division West (ODW). To ensure that downtown remains a safe and vibrant destination, we will designate an Entertainment District (ED) with officers assigned to Bikes and Walking Beats as the primary responders. The ED will constitute a patrol sector staffed by 1 lieutenant, 4 sergeants, 28 officers, and 1 Community Resource Officer (CRO). The ED lieutenant will also be responsible for the Prisoner Transport Unit, Headquarters Desk, and the Mayor's Security Detail/ARC. The ARC/Mayor detail will be supervised by the Headquarters Desk Sergeant, and its sergeant position transferred to the Office of Professional Standards.

The absorption of ODD into ODW will free up 31 officers, 2 detectives, and 2 CSOs for reallocation among the remaining four divisions. Seven sergeants are also freed up: 2 to CNA; 1 to DEA; 1 to OPS; and 3 to Communications. The ODD captain position will move to OPS. One secretary position will be reallocated to the Public Information Office to help offset the loss of 2 officers.

The four remaining patrol divisions each have 11 small squads. These divisions will go down to 10 squads, freeing up 4 sergeants, 3 of whom will go to the Research & Analysis Division, housed at the Communications Division. The officers will be absorbed into the remaining squads.

The two Force squads (8 officers) are returning to the field, and the 2 Force Commanders (lieutenants) will also be reabsorbed into patrol. The four patrol divisions will increase their lieutenant contingent from 2 to 5 to ensure patrol coverage from 0800 to 0400 hours. In this manner, we can ensure adequate and appropriate supervision at night. With greater supervision, we will reap the rewards in officer safety, liability exposure, and community needs. All but 4 lieutenants are readily deployable through reallocation. We will need to convert 4 sergeants' positions to lieutenants to complete the plan. There is a current lieutenants list that will facilitate this action.

Another cost-saving measure is to have security for Council meetings absorbed by Entertainment District personnel rather than paying overtime to Special Investigations staff.

As outlined below, 19 Motor officers and 4 sergeants will be assigned to the Field Services Bureau to be deployed according to divisional priorities. This will strengthen the relationship between Traffic personnel and neighborhood-based patrol officers with the goal of improving traffic safety throughout the community.

As our sworn staffing levels decrease, our need for Field Training Officers and Field Training Sergeants will diminish. Scaling these back will result in fewer positions receiving 5% assignment pay.

## **Support Services**

### *Communications*

The Communications Division is currently managed by a non-sworn Communications Administrator and two lieutenants. We are proposing that the two lieutenants be reassigned to the Field Services Bureau and that 6 sergeants be assigned to the Research & Analysis Division, housed at Communications to triage calls and give greater oversight to incoming calls from the public. These changes can be made without the need for any promotions or demotions.

The City Manager's Office has directed that we explore options to create better efficiencies involving the communication centers for the Tucson Fire Department and Tucson Police Department. These conversations will include Pima County as a potential partner in regionalization efforts. An existing Communications Superintendent will be transferred from Administrative Resources/PCWIN (regional, interoperable radio communications) to the Research & Analysis Division located in Communications. She will serve as a project manager for TPD in facilitating this process and for overseeing the 6 sergeants newly housed there. She has excellent experience in coordinating multi-agency projects. Some PCWIN duties will follow her to Research & Analysis.

### *Traffic Division*

The Traffic Division is currently managed by a captain and two lieutenants. The division has 21 Motor officers, two who are assigned to the nighttime DUI squad. We are proposing that 19 of the Motor officers and 4 Motor sergeants be reassigned to the remaining four field divisions. These "Motor squads" will work for their assigned division handling the priorities set forth by division command to better meet neighborhood and commercial district traffic concerns.

The Traffic Division DUI squad will remain intact, including the two nighttime Motors assigned to it. The DUI squad has been recognized throughout the State of Arizona for its work. As a result, it has been the recipient of significant funding through the Governor's Office of Highway Safety (GOHS). Two motorcycles utilized by the DUI officers were purchased with GOHS funds. GOHS also funds numerous deployments throughout the year along with training opportunities for personnel.

The Traffic Division will cease to exist as a standalone division. One traffic lieutenant will be transferred to the Specialized Response Division where he/she will manage other activities such as Special Events, Special Duty, Impounds, Honor Guard and Alarms. This lieutenant will also

be the overall coordinator of Motors, to include special assignment processing, training, and issues involving motorcycle/related equipment.

Advanced Traffic Investigations (for fatal/serious accidents) will be shifted to the Investigative Services Bureau. The Traffic Division will be absorbed by the Patrol divisions, Specialized Response Division, and Investigative Services Bureau. This proposal frees up one captain and one lieutenant for assignment elsewhere in the Department.

#### *Specialized Response Division*

The Specialized Response Division is managed by a captain and three lieutenants. The Field Response Unit will be eliminated, sending a total of 8 officers to FSB for assignment. The sergeants will remain in the division to coordinate tactical operations and certain administrative needs. Two of the three officers assigned to SWAT will be reassigned to Patrol. The third officer is the department's SWAT armorer, who will remain in SWAT because of the specialized and technical skills he possesses.

The Explosive and Hazardous Device Detail (EHDD) will remain intact and is essentially working in a regionalized capacity with the Pima County Sheriff's Office right now. This unit consists of 3 Hazardous Device Technicians and 1 sergeant. The technicians have a special civil service designation and cannot have their duties changed without a reclassification. The Special Operations Section comprises the SWAT and EHDD units. It is managed by one lieutenant.

The Air Support Unit (ASU) will also remain intact. Work is currently being done to evaluate potential benefits from the regionalization and/or divestiture of our fixed wing airplane and/or one or more of our helicopters. The Service Dog Unit (SDU) will remain intact as it directly supports our field operations. Both units compose the Tactical Support Section and are managed by one lieutenant.

The Emergency Management Section (EMS) is staffed by one lieutenant and two sergeants. This Unit does considerable operational planning and also manages grants related to emergency management and incident command. The Rapid Response/Urban Search Unit is also managed by EMS.

The Specialized Response Division (SRD) will contain the remainder of the former Traffic Division functions. This will include coordination of Motors, Special Events, Special Duty, Impounds, and Alarms. The supervision and tracking of Honor Guard events will also be moved into SRD from the Chief's Office. One former traffic lieutenant will join the other 3 lieutenants in the SRD.

The Hostage Negotiation Unit (HNU) is managed by a lieutenant with collateral duties elsewhere in the Department and its staffing is not part of the SSB authorized personnel.

#### **Administrative Services**

The consultants who undertook a comprehensive staffing study recommended that some sworn positions within the Administrative Services Bureau be civilianized. We are moving ahead with

the recruitment of a Human Resources (HR) Administrator to oversee the HR Division. The police captain currently in place will retain oversight of other administrative areas, including facilities, fleet, supply, information services, and records. This is a critical position at a time when we are expanding body-worn cameras, publishing a uniform RFP, and purchasing vehicles.

This reorganization will allow a captain to be placed in ASB pending the hiring of the new administrator. Two other positions within HR should be civilianized this fiscal year. Special assignment coordination is currently done by an officer, and an Administrative Assistant could manage these duties. Similarly, the “safety coordinator” is an officer, and an Administrative Assistant could perform these tasks just as well.

One sergeant and one officer will be returned to the field from the Recruiting Unit; they will continue to engage in recruiting events as collateral duty. The Training Division will return one officer to patrol duties.

The Communications Superintendent assigned to PCWIN (Pima County Wireless Integrated Network), will be returned to Communications and retain her PCWIN duties, as well as new duties as described above. She will report to the Research & Analysis Division Captain.

In Finance, the Management Analyst position will be deleted from the budget document.

Finally, the execution of this comprehensive plan requires adding/hiring 6 Police Records Specialists and one Clerk Transcriptionist at a total cost of about \$300,000.

**Conclusion**

This comprehensive reorganization seeks to maximize cost savings and improve officer safety, while ensuring that the community continues to receive high quality police services.

### New Patrol Division Boundaries

