POLICE OPERATIONS AND DATA ANALYSIS REPORT

OLYMPIA POLICE DEPARTMENT
OLYMPIA, WASHINGTON

THE ASSOCIATION & THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and 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, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had 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 industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

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SECTION 1. EXECUTIVE SUMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Olympia Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study were 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 operational and administrative personnel, focus groups with line-level 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 Olympia Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Throughout this report, we will strive to allow the reader to take a look inside the department to understand its strengths and its challenges. The recommendations made in this report offer an opportunity for the department's strengths to become stronger and the challenges to become less challenging. 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; we believe these recommendations 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 or units. Oftentimes, the recommendations we make require a substantial financial commitment on the part of a jurisdiction. In the case of the Olympia Police Department, many recommendations can be accomplished by realignment of workload and/or 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 City of Olympia choose to implement any or all recommendations, it must be recognized that this process should be approached as a long-term endeavor, since implementation of some recommendations could require a year, two years, or more. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. It is important that we emphasize that this list of recommendations, though lengthy, is common in our operational assessments of agencies around the country. The number of recommendations should in no way be interpreted as an indictment of what we consider to be a fine department.

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GENERAL OBSERVATIONS

- The department's employees and command staff are dedicated, committed, and enjoy providing police service to the community.

- Employees believe they are well trained, compensated fairly, and that patrol scheduling allows employees a work/life balance.

- The department is very progressive compared to most law enforcement agencies, which is evident by its embracing of the city's Reimagining Public Safety Project.

- OPD has a longstanding history and a culture of embracing change; it demonstrates leadership in charting a course that reflects the values of the community.

- In virtually all police studies conducted by CPSM, lack of communication is cited as an organizational impediment. That sentiment was expressed in Olympia PD as well. In some cases, the concern raised is justifiable, and in other cases, those who express the concern have subjected themselves to selective awareness. In any event, we suggest open, constructive communication up and down the line is vital to any organization.

As noted previously, a master list of recommendations follows; each is covered in detail throughout the report. These recommendations are offered to enhance the operation of the Olympia Police Department. The recommendations are aimed at ensuring 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 the City of Olympia.

CPSM staff would like to thank Chief of Police Rich Allen, Deputy Chief Sam Costello, and the entire staff of the Olympia Police Department for their gracious cooperation and assistance in completing this project.

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RECOMMENDATIONS

Administration

(See pp. 15-19.)

1. CPSM recommends the department complete and implement its five-year strategic plan.

2. CPSM recommends the department move forward with its plans to achieve accreditation through WAPSC.

3. CPSM recommends the department's management and supervisors take part in a team-building workshop to strengthen relationships and communication.

4. CPSM recommends that the Chief, Deputy Chiefs, and Lieutenants all participate in a 360-degree review.

5. CPSM recommends the department consider creating a civilian position that could handle most if not all of the responsibilities now being handled by the Administrative Lieutenant, and utilize the Lieutenant position elsewhere in the organization.

Operations Division

Detectives Unit

(See pp. 20-24.)

6. CPSM recommends the department reinstate the short-term detective assignment as soon as staffing allows

7. CPSM recommends the department review the benefits and drawbacks of the length of the detective assignment to ensure it is meeting the needs of the department and its investment in the training of personnel

8. CPSM recommends continuing with the DFE role and extended assignment timeline.

9. CPSM recommends the department develop a team of staff (officers and/or professional staff) from throughout organization to staff a collateral crime scene investigation team

10. CPSM recommends that OPD continue with this practice of having officers in patrol investigate cases as appropriate

11. CPSM recommends the department develop an Investigations Manual or set of Standard Operating Procedures (SOPs) for the Detectives Unit

12. CPSM recommends a more formal training plan for new detectives

13. CPSM recommends that the training plan be included in a Detective Manual or SOP.

14. CPSM recommends the department add one FTE in the commissioned ranks and assign an officer to a regional task force

15. CPSM recommends the department create a domestic violence detective position by providing advanced domestic violence training to a detective and assign that detective to review each criminal domestic violence for investigative consistency and to establish contact with the survivor.

16. CPSM recommends that OPD leadership evaluate how frequently Olympia residents are utilizing the FJC and consider staffing the FJC with a detective at least one day a week.

Crime Analysis

(See pp. 24-25.)

17. CPSM recommends the crime analyst role be expanded to include real-time crime detection and response with appropriate software to manage this function

18. CPSM recommends the OPD assign a Deputy Chief to the facilitation of crime trend meetings to include development, implementation, and evaluation of strategies

19. CPSM recommends the department add an analyst to assist with the workload of the existing crime analyst

Property and Evidence

(See pp. 25-28.)

20. CPSM recommends adding recording-capable video cameras that cover the evidence processing/submission area and also where evidence is retrieved from the lockers.

21. CPSM recommends the department acquire a handheld narcotics analyzer for the presumptive testing of controlled substances and which is approved for use by the appropriate prosecuting agency

22. CPSM recommends the video system record the access point to the money and narcotics locker and the shelving area used to store cash and other valuables.

23. CPSM recommends a separate safe for cash, jewelry, and other high-value items and which is secured inside the secondary area and also monitored by video

24. CPSM recommends moving one of the drying lockers to a location that allows for access by officers to provide an area free from cross-contamination and aligns with best practices

25. CPSM recommends a full review of the camera system at secondary storage locations to ensure it provides for necessary coverage to protect employees and the chain of custody

26. CPSM recommends the Operations Deputy Chief oversee the next three-year audit to ensure the command staff is intimately aware of any issues or concerns identified by the state

27. CPSM recommends that OPD develop a system to ensure employees newly assigned to P&E are adequately trained in relevant topical areas and that this training be documented.

Recruit, Hire, Train Unit

(See pp. 29-34.)

28. CPSM recommends the department establish a list of qualified contract background investigators on which to rely should the pace of hiring need to increase or if there is an unexpected transition that creates an immediate need for a background investigation

29. CPSM recommends a holistic review of the hiring and training process for lateral officers to ensure the hiring process is effectively evaluating the suitability of lateral applicants to align with organizational values and that the training program is designed to promote success

30. CPSM recommends the department investigate solutions for a hybrid of indoor and outdoor firearms training so that officers are required to use their equipment in the weather conditions of Washington while training staff can maximize training by not consistently contending with variable weather.

31. CPSM recommends the development of formal training and succession plans that demonstrate the agency's and employee's commitment to employee development and attainment of goals.

32. CPSM recommends the leadership of the PTO program be transferred to a Lieutenant in patrol as soon as feasible

33. CPSM recommends the department fully implement the PTO program or move to another model.

34. CPSM recommends the PTO program, including the BOE and Special Board processes and frequency of documentation, be evaluated to ensure objectivity in the process and that it is defensible

35. CPSM recommends that the department review the content and process of the BOE exam to ensure that it is evaluating the trainees in an appropriate manner and level for that of a solo beat officer.

36. CPSM recommends the department conduct a review of the hiring and new officer training functions to identify why 35 percent of new officers are not successfully completing the PTO program.

Patrol Unit

37. We recommend that OPD establish patrol minimum staffing levels based on actual workload and reevaluate those staffing levels every two years.

38. We recommend the Olympia Police Department minimize administrative responsibilities for Patrol Sergeants and maximize a Sergeant's time in the field supervising patrol operations.

39. CPSM recommends that OPD develop a supervisor training manual.

40. We recommend the department take steps to accurately track officer work time, specifically report writing time in CAD.

41. We recommend that OPD clarify the "busy" call category and create additional categories of activity to capture officer activity accurately.

42. We recommended that OPD take steps to report false alarm responses accurately by patrol officers.

43. We recommend that the OPD explore call mitigation strategies to reduce the existing OPD patrol unit workload.

44. The Olympia Police Department should take steps to reduce its response time to emergency calls for service.

45. We recommend that OPD explore the use of civilian employees for patrol call mitigation.

46. CPSM recommendations that OPD increase staffing in the Patrol Unit as follows:

   □ 8 FTE Police Officers.

   □ 2 FTE Patrol Sergeants.

47. If annexation takes place we recommend an additional six FTE police officers in addition to the baseline recommendations above.

48. CPSM recommends that OPD and the City of Olympia engage their state and local partners in developing a regional plan to respond to local protest events at the state capitol.

Professional Standards

Internal Affairs

(See pp. 69-76.)

49. The department should consider modifying its website to allow persons to file a complaint on a fillable form.

50. The department should also consider offering its complaint form in other languages, based upon the diversity of the community.

51. CPSM recommends that all policies, especially those involving citizen and personnel complaints, be reviewed annually.

52. CPSM recommends that all OPD personnel including Sergeants who conduct personnel investigations should attend a 24-hour Internal Affairs training class.

53. Most times, service level complaints are not difficult investigations to conduct, CPSM would recommend that the department attempt to complete those investigations within 30 to 45 days.

54. CPSM recommends OPD consider reviewing its thresholds for its EWS and use the sample numbers listed in Table 6-5.

55. When the department is faced with an employee's discipline that rises to anything that results in monetary loss, Education Based Discipline (EBD) should be considered.

56. CPSM recommends that the Lieutenant position in I/A be rotated every three years.

57. CPSM recommends the department consider creating a matrix that reflects the rules and regulations governing discipline specific to the department and consider its use.

Use of Force

(See pp. 77-81.)

58. The Use of Force policy should be reviewed annually for any changes in law or altering any way that force is used.

59. The Duty to Intercede policy (300.11) should include specific directions regarding what an officer must do after interceding in a use of force incident.

Outreach and Administrative Services

Information Technology

(See pp. 82-84.)

60. CPSM recommends consideration be given to forming and implementing an IT Committee.

61. It is recommended that the department continue to move forward with replacing their RMS.

Outreach Services

CRU

(See pp. 84-86.)

62. It is recommended that better data collection be implemented for CRU activities, which can then be reviewed for trends, changes, and workload of the unit.

63. CPSM recommends the department do everything possible to ensure that there are always two team members on duty.

64. CPSM recommends that the CRU members attend the OPD patrol briefings at least several times a week to build stronger relationships and develop better lines of communication with OPD officers.

65. CPSM recommends the department provide some funding for ongoing professional training for the CRU members.

Familiar Faces
(See pp. 86-88.)

66. CPSM would recommend the department hire one additional peer specialist for the unit to ensure that those cases on the waiting list can be handled.

67. CPSM recommends the department provide some funding for ongoing professional training for the peer specialists.

Special Operations
(See pp. 89-90.)

68. We recommend that OPD develop a department-specific K-9 manual.

Neighborhood Policing
(See pp. 91-96.)

69. CPSM sees great value in the work done by the Community Engagement Unit and would recommend the department fill the vacancies in the unit as quickly as possible.

70. Moving forward and when staffing allows, CPSM would also recommend the addition of two new positions be assigned to the unit so their work can become even more robust in community engagement.

71. CPSM would recommend the department consider organizing and implementing a Business Watch Program to proactively address business crime in the city.

72. It would be recommended that the discussions continue between the department and school districts to eventually reassign SROs back into the schools.

73. It would also be recommended that the SROs take a more active role in providing education-based programs for the schools, such as D.A.R.E. and G.R.E.A.T.

74. CPSM recommends the department move forward with the establishment of a Citizen Police Academy.

75. CPSM would recommend the department send the chaplain to some type of professional training like that which is offered through the International Fellowship of Chaplains.

76. CPSM recommends the department seek out other innovative opportunities in which the department can engage with the community.

77. Based upon statistics, CPSM recommends the department move forward with obtaining permission to host its own Facebook site.

Support Areas
Records Unit
(See pp. 97-101.)

78. OPD should eliminate the acceptance of cash, since almost everyone has the ability to pay with either a credit card or debit card.

79. It would be recommended that at least one or two days a week, the Records Unit remains open until 7:00 p.m. to accommodate those citizens who cannot come into the PD during regular business hours.

80. In order for the supervisors to complete their role, CPSM recommends the department add one additional Records Specialist.

81. CPSM recommends the department send the Records Supervisor to NIBRS training to ensure she has a complete understanding of NIBRS.

82. Consideration should be given to ensuring that while the supervisors are assisting with the workload, they also have adequate time allotted to perform their supervisorial duties.

Public Records Section
(See pp. 101-103.)

83. Consideration should be given to ensuring that while the supervisors are assisting with the workload, they also have adequate time allotted to perform their supervisory duties.

84. It is recommended that the unit begin tracking just the amount of time spent on fulfilling BWC requests.

85. The unit should begin tracking the number of requests that are fulfilled in the manner of providing information in installments.

86. The unit should maintain a close eye on the number of requests that are backlogged, as that would be an indicator that additional personnel would be needed in the unit.

Fleet
(See pp. 104-107.)

87. Although the city is currently having difficulties acquiring replacement vehicles, at some point when conditions improve, CPSM would recommend the city conduct a study to determine if the pros outweigh the cons for an officer vehicle take-home program.

88. Many cities are wanting to transition their fleets away from gas powered vehicles, much like the City of Olympia; however, the city should conduct an assessment to determine if that is best for the police department's patrol operations.

89. It is recommended that the city purchase fleet management software to be able effectively track maintenance and repairs for police vehicles.

90. CPSM recommends the department increase the number of patrol vehicles in its fleet by two to allow for spare vehicles.

Facility
(See pp. 107-109.)

91. CPSM recommends the city give some consideration to making the lobby of the police department more inviting and comfortable for the citizens who come in to conduct business.

92. CPSM recommends the city begin considering the available options for enlarging the department's workspace to better accommodate the future needs of the department.

93. CPSM recommends the department maintain surveillance video for at least 45 to 60 days.

Communications
(See pp. 110-112.)

94. The department should continue to monitor response times to guard against any increase in the dispatch time of calls for service, specifically the Priority 1 and 1P calls.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Olympia Police Department. 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. Focus groups generally consist of eight to ten participants and 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 Olympia Police Department. Information on strategic plans, 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 were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, investigations, support services such as records, communications, property and evidence, and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

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 narrative we will present an extensive discuss ion 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 relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of Olympia is the capital of the State of Washington and is the county seat for Thurston County which is locate at the southern end of the Puget Sound. Olympia is 60 miles to the south of the state's largest city, Seattle. The city has a total land area of 17.82 square miles, and total water area of 1.86 square miles. The U.S. Census Bureau estimated the city's 2021 population at approximately 55,919. The city operates under a council/manager form of government. As such, the Chief of Police is a direct report to the City Manager.

The City of Olympia is largely a heterogeneous community; its population is 91.0 percent white, 9.1 percent Hispanic, 6.7 percent Asian, 3.1 percent African-American, and 7.1 percent two or more races.

The City of Olympia owner-occupied housing rate is 48.5.4 percent, compared to 66.6 percent for Thurston County as a whole. The median value of an owner occupied housing unit is $355,100 compared to $344,700 in Thurston County. The median household income is $83,358 for the city, compared to $83,027 countywide, and $82,400 for the state. Persons living in poverty make up 14 percent of the city's population, compared to 9.7 percent countywide, and 9.5 percent throughout Washington.

LAW ENFORCEMENT SERVICES

The Olympia Police Department provides a full range of law enforcement services to the community it serves.

Uniform Crime Report/Crime Trends

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 crime rates in the City of Olympia measure up against those of other local Washington cities as well as the State of Washington and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across 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. For Part 1 offenses, representing the most serious crimes, 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. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

Data acquired by CPSM from the FBI for use in this report is for 2021 and 2022, which is the most recent national data that is available. As indicated in the following table, the Olympia Police Department reported a UCR Part I violent crime rate of 451 and 538 (indexed) and a property crime rate of 3,842 and 4,903 (indexed), respectively, for 2021 and 2022.

In comparing the City of Olympia's data with other comparable Washington cities, one can see that the City of Olympia reports violent crime and property crime rates that are among the highest of the comparable cities.

TABLE 3-1: Reported Crime Rates in 2021 and 2022, by City

| Municipality | State | 2021 | | | | 2022 | | | |
| | | Population | Crime Rates | | | Population | Crime Rates | | |
			Violent	Property	Total		Violent	Property	Total
Auburn	WA	82,158	445	4,546	4,992	88,750	489	4,940	5,429
Bothell	WA	48,356	118	2,300	2,417	48,940	80	2,156	2,235
Bremerton	WA	42,798	376	3,171	3,547	45,220	478	4,662	5,139
Burien	WA	51,584	500	4,755	5,256	52,490	509	4,018	4,527
Edmonds	WA	42,803	262	2,610	2,871	42,980	237	2,687	2,925
Lacey	WA	55,484	204	2,846	3,050	58,274	221	3,312	3,533
Lakewood	WA	61,325	753	4,841	5,595	63,800	876	5,326	6,202
Marysville	WA	72,620	174	1,456	1,629	72,380	249	1,914	2,162
Puyallup	WA	43,144	329	6,520	6,849	43,260	402	7,527	7,929
Redmond	WA	73,256	78	2,016	2,095	76,732	121	3,371	3,491
Sammamish	WA	66,855	28	839	868	68,150	57	891	948
Shoreline	WA	58,725	181	2,735	2,915	60,320	262	2,687	2,949
Olympia	WA	55,819	451	3,842	4,293	56,370	538	4,366	4,903
Washington		**7,772,506**	**337**	**3,141**	**3,478**	**7,865,768**	**377**	**3,451**	**3,828**
National		***332,031,554**	**396**	**1,933**	**2,329**	**NA**			

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

The following figure illustrates the trend in Part 1 crimes in Olympia for the ten-year period of 2013 through 2022. The figure shows violent crime has remained mostly constant, albeit of a slight trend upward overall, from 2013 to 2022. The property crime rate rose from 2013 to 201, and then declined from 2016 to 2020. Unfortunately, from 2020 through 2022 the city has seen a distinct uptick in property crime. The highest property crime rate occurred in 2016, with the lowest in 2020.

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FIGURE 3-1: Reported Olympia Violent and Property Crime Rates, by Year
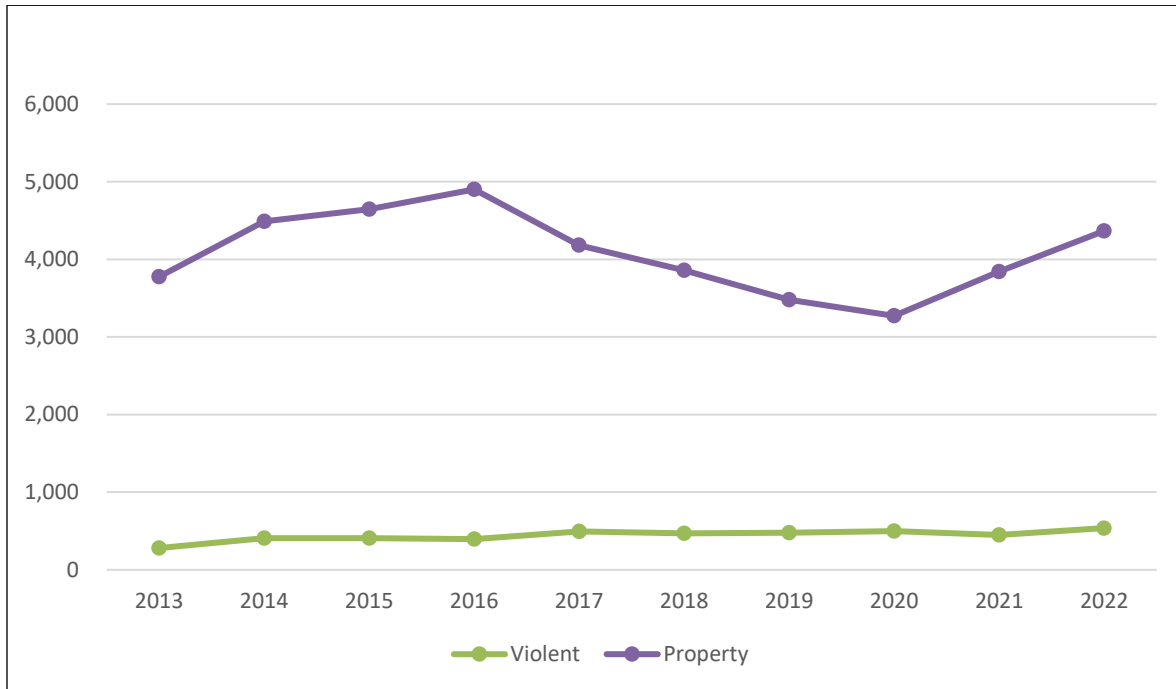
The following figure shows that the State of Washington experienced a downward trend in crime from 2013 until 2019, with an upward trend since then. As for the City of Olympia, it experienced an upward trend from 2013 to 2016, and then a downward trend from 2016 to 2020. Unfortunately, after 2020, there has been an upward trend in crime. The city closely mirrors the trend in the state.

FIGURE 3-2: Reported City and State Crime Rates, by Year
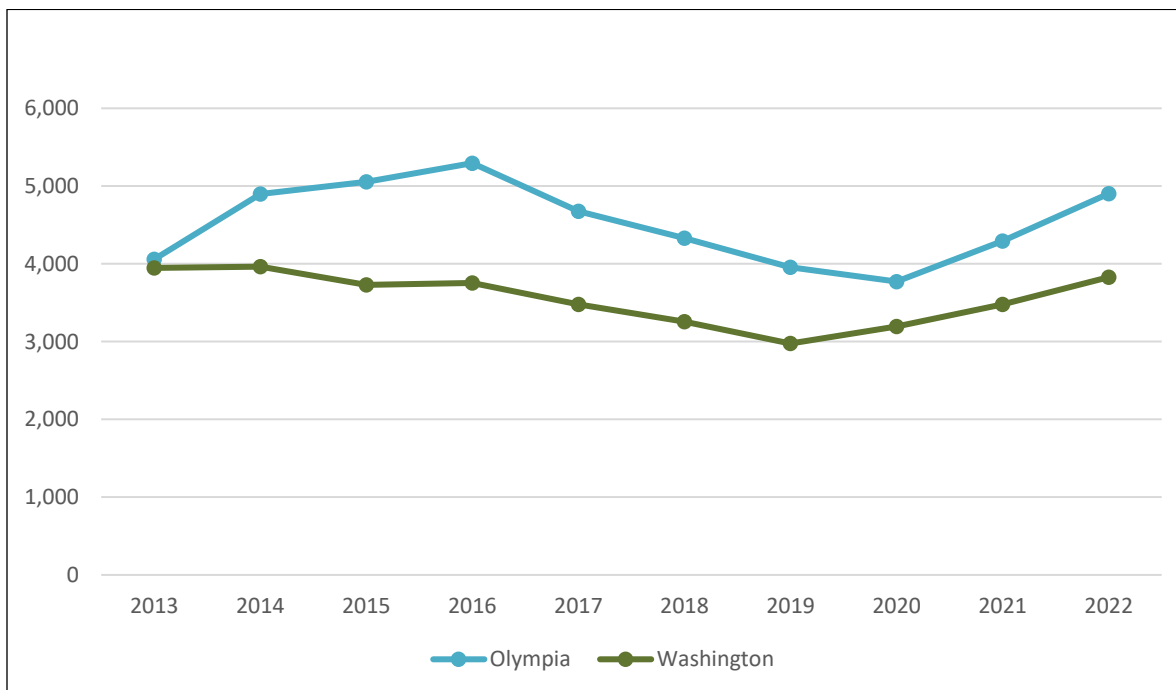
The following table compares Olympia's crime rates to both the state and national rates year by year for the period 2013 through 2022. Again, this data is indexed per 100,000 population. It is provided for illustration purposes only.

TABLE 3-2: Reported Olympia, Washington, and National Crime Rates, by Year

Year	Olympia				Washington				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2013	48,046	281	3,776	4,057	7,011,381	283	3,665	3,948	321,947,240	362	2,627	2,989
2014	48,763	410	4,489	4,899	7,106,083	281	3,683	3,964	324,699,246	357	2,464	2,821
2015	49,875	409	4,646	5,055	7,216,688	281	3,449	3,730	327,455,769	368	2,376	2,744
2016	50,972	394	4,901	5,295	7,331,183	299	3,454	3,753	329,308,297	383	2,353	2,736
2017	51,923	493	4,181	4,674	7,405,743	305	3174	3,478	325,719,178	383	2,362	2,745
2018	52,312	470	3,861	4,331	7,535,591	312	2946	3,258	327,167,434	369	2,200	2,568
2019	53,286	477	3,479	3,956	7,614,893	294	2682	2,976	328,239,523	379	2,010	2,489
2020	55,605	500	3,272	3,773	7,656,066	300	2893	3,194	331,449,281	399	1,958	2,357
2021	55,919	451	3,842	4,293	7,772,506	337	3141	3,478	332,031,554	396	1,933	2,329
2022	56,370	538	4,366	4,903	7,865,768	377	3451	3,828	NA			

The following table compares the City of Olympia's crime clearance rates to the state and national averages. These clearance rates are based on the department's reporting to the UCR. It is difficult to make an apples-to-apples comparison in the data because of the different sizes and populations between the city, the state, and the nation; however, as can be seen, the department's clearance rates are consistent with those of the state and nation. Exceptions are in the crimes of rape (lower), robbery (higher), and aggravated assault (higher).

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TABLE 3-3: Reported Olympia, Washington, and National Crime Clearance Rates, 2020

Crime	Olympia			Washington			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	1	100%	336	182	54%	18,109	9,851	54%
Rape	24	NA	NA	2,376	547	23%	110,095	33,689	31%
Robbery	69	27	39%	5,261	1,662	32%	209,643	60,377	29%
Aggravated Assault	174	101	58%	15,010	6,778	45%	799,678	371,051	46%
Burglary	271	31	11%	41,638	5,401	13%	898,176	125,745	14%
Larceny	1,284	130	10%	152,092	18,091	12%	4,004,124	604,623	15%
Vehicle Theft	198	9	5%	27,786	1,984	7%	727,045	89,427	12%

Note: Clearances were not reported for rape offenses in 2020. *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

TABLE 3-4: Reported Olympia and Washington Crime Clearance Rates, 2021

Crime	Olympia			Washington			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	0	0%	361	172	48%	22,900	11,500	50%
Rape	33	2	6%	2,572	544	21%	144,300	16,500	11%
Robbery	71	30	42%	5,802	1,523	26%	202,200	48,800	24%
Aggravated Assault	140	82	59%	17,440	6,860	39%	943,800	297,500	32%
Burglary	311	37	12%	42,267	5,213	12%	899,700	107,200	12%
Larceny	1,505	114	8%	166,496	13,486	8%	4,627,000	508,900	11%
Vehicle Theft	271	17	6%	35,385	1,863	5%	890,200	68,500	8%

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SECTION 4. ADMINISTRATION

ORGANIZATIONAL CHART

The OPD organizational chart shown below is the most current in the department. Organizational charts depict an organization's hierarchy, which can clearly identify seniority and lines of authority that ought to be followed. It can also show which roles are responsible for what tasks, divisions, or departments. An organizational chart also assists in removing any ambiguity and improves communication.

FIGURE 4-1: OPD Organizational Chart
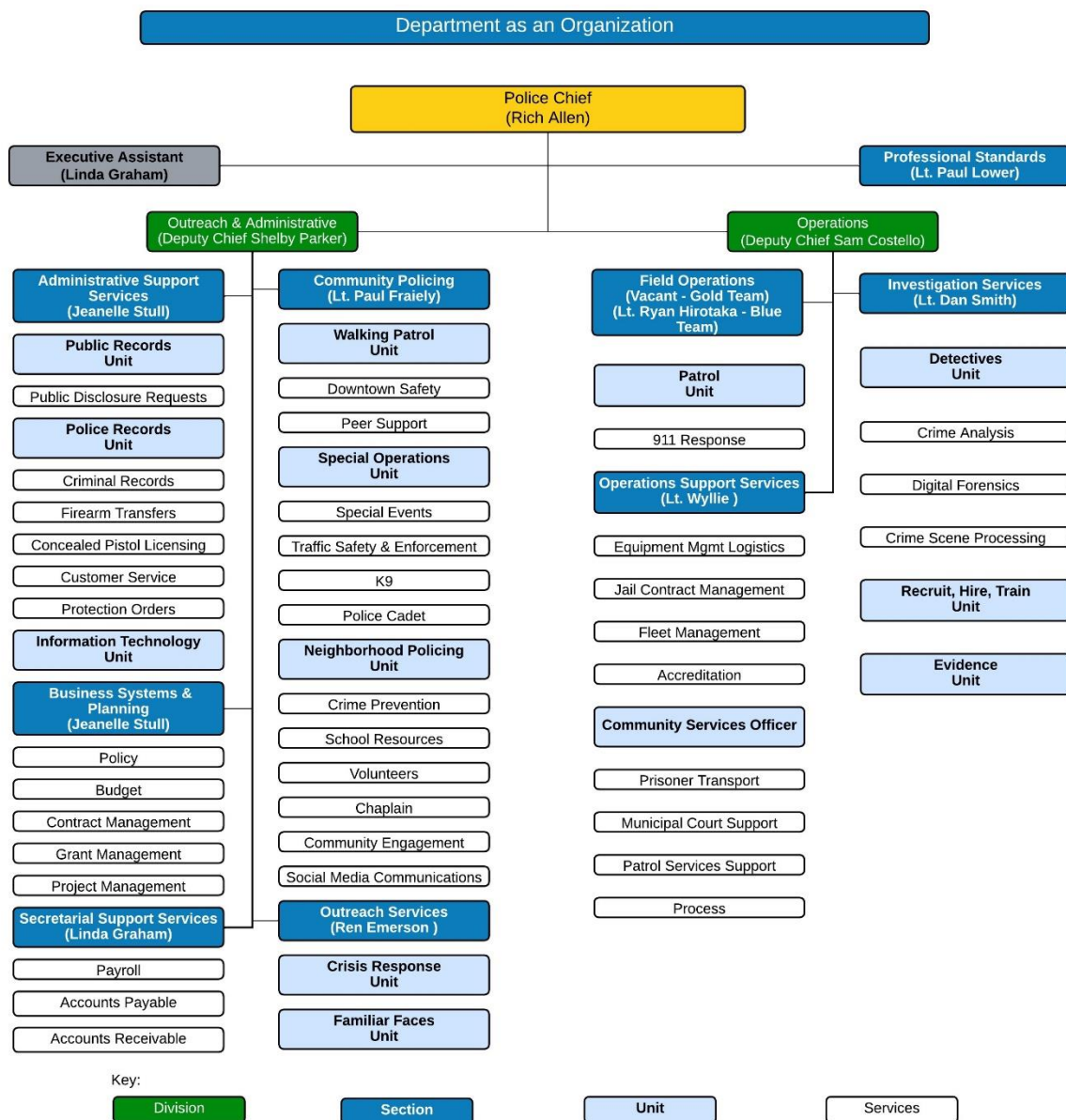
STRATEGIC PLAN

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is headed, and the actions needed to make progress, but also how it will know if it is successful.

The Olympia Police Department is in the process of developing a five-year strategic plan and it should be completed in spring 2024. The department is using input it received while working through its Reimagining Public Safety project. Additionally, the department conducted focus groups and interviews with OPD staff. The work completed by CPSM will also help guide the future strategies and actions of the department.

CPSM recommends the department complete and implement its five-year strategic plan.

SUCCESSION PLANNING

Due to the increased number of police professionals leaving the profession through retirement, attrition, public sentiment regarding policing, and other reasons, it is critical now more than ever that a contemporary law enforcement organization have a succession plan. Police department executives are expected to prepare the future leaders of the agency. The traditional means of allowing staff to develop by experiencing a number of assignments over several years has been replaced by expediting personal and professional growth, because more special assignments and promotions may be available but with limited staff willing or qualified to fill them. In order to overcome the challenge of staff not benefitting from time to develop and grow in a variety of positions, agencies must focus on increasing training for staff to prepare them for advancement.

During a leadership change, a succession plan maintains the continuity of the police department mission and reduces uncertainty and resistance to change. The plan also helps to maintain the established relationships with members of the community, other city department heads, and elected officials. Some organizations have even brought outside trainers to the agency for training and ongoing coaching and staff development. Another unique consequence of this challenge is that many agencies are increasingly recruiting for supervisory and management positions from outside agencies.

The supervision and management of the Olympia Police Department falls on the shoulders of a seven-member Command Staff comprised of the Police Chief, two Deputy Police Chiefs, and four Lieutenants.

There are advantages to both the department and the employees to have a formalized succession plan in place. Those advantages are:

- Employees know that there is a chance for advancement and possibly ownership, which can lead to more empowerment and higher job satisfaction.

- Knowing there is a plan for future opportunities reinforces employees' career development.

- Management's commitment to succession planning means that supervisors will mentor employees to transfer knowledge and expertise.

- Management keeps better track of the value of employees so positions can be filled internally when opportunities arise.

- Leadership and employees are better able to share company values and vision.

- A new generation of leaders is needed when there's a mass exodus of people from the workforce into retirement.

Many departments have included succession planning into their department policy and procedure. Succession planning is a way for the Olympia Police Department to invest in the future of the organization. Such a plan should be used to identify, train, mentor, and support the talented personnel within the organization who must be prepared to assume critical leadership roles when vacancies occur.

CPSM recommends the department develop and implement a succession plan.

ACCREDITATION

The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. Law enforcement accreditation is a self-initiated, voluntary process based on standards reflective of best practices in law enforcement. Accreditation standards cover roles and responsibilities; relationships with other agencies; organization, management, and administration; law enforcement operations, operational support, and traffic law enforcement; detainee and court-related services; and auxiliary and technical services.

The goals of Accreditation are as follows.

- To increase public confidence in the agency.

- To increase credibility.

- To provide systemized agency self-assessment.

- To broaden perspectives.

- To intensify administrative and operational effectiveness.

- To ensure recruitment, selection, and promotion processes are fair and equitable.

- To strengthen understanding of agency policies and procedures by agency personnel.

- To improve agency morale and pride.

- To potentially reduce liability insurance costs.

- To provide state and local recognition of professional competence.

The department is currently planning to begin the process of achieving accreditation through the Washington Association of Sheriffs and Police Chiefs (WAPSC). In 1976 the Association was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement. The Association has maintained an operational accreditation program since that time.

CPSM recommends the department move forward with its plans to achieve accreditation through the WAPSC.

TEAM BUILDING

As was mentioned earlier in the General Observations Section, communication is always an issue in almost every law enforcement agency studied by CPSM, and this was true in OPD as well. However, there are ways to improve those lines of communication both up and down the ranks in the department.

During the many conversations we had with OPD employees, it was expressed that they believe there is tension between the management and the supervisor ranks. When this is expressed by line-level employees, and can be noticed by them, it tends to lend credence that it might be a significant issue within OPD. Obviously, while diagnosing any potential issues involved in the tension amongst the ranks is outside the scope of this report, CPSM believes that the department would benefit from a team-building workshop led by an experienced professional facilitator. An impartial facilitator is crucial to the success of such a workshop. A workshop of this type most likely would strengthen the relationships between those in the department's leadership.

MANAGEMENT LEADERSHIP (360-DEGREE REVIEW)

Many law enforcement organizations have found that the executive leadership of that organization benefit greatly by participating in a 360 degree review. A review of this type is a method to receive feedback about their performance from co-workers, direct reports, and managers. The purpose of the review is to allow everyone to understand their performance based on diverse perspectives, and focus in on their strengths and growth areas. In the case of OPD, CPSM recommends that the Chief, Deputy Chiefs, and Lieutenants all participate in a 360-degree review.

ADMINISTRATIVE LIEUTENANT POSITION

There are five Lieutenant positions in the organization; however, at the current time one of those positions is vacant. In order to compensate for the one Lieutenant vacancy, the department moved a Lieutenant out of patrol and assigned them as the Administrative Lieutenant to handle fleet, facility, quartermaster duties, and other duties as assigned. None of the responsibilities handled by the Administrative Lieutenant require a commissioned officer. CPSM recommends the department consider creating a civilian position that could handle most if not all of the responsibilities now being handled by the Administrative Lieutenant, and utilize the Lieutenant position elsewhere in the organization.

MISSION STATEMENT/VISION STATEMENT

Mission Statement
The Olympia Police Department provides services, builds partnerships, and enhances public safety to strengthen community trust and improve quality of life for current and future generations.

Vision Statement
A safe and vibrant community for all.

OPD Values

Teamwork, accountability, compassion and integrity

Administrative Recommendations:

- CPSM recommends the department complete and implement its five-year strategic plan. (Recommendation No. 1.)

- CPSM recommends the department move forward with its plans to achieve accreditation through WAPSC. (Recommendation No. 2.)

- CPSM recommends the department's management and supervisors take part in a team-building workshop to strengthen relationships and communication. (Recommendation No. 3.)

- CPSM recommends that the Chief, Deputy Chiefs, and Lieutenants all participate in a 360-degree review. (Recommendation No. 4.)

- CPSM recommends the department consider creating a civilian position that could handle most if not all of the responsibilities now being handled by the Administrative Lieutenant, and utilize the Lieutenant position elsewhere in the organization. (Recommendation No. 5.)

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SECTION 5. OPERATIONS DIVISION

INVESTIGATION SERVICES

Detectives Unit

The Detectives Unit of Investigation Services handles follow-up investigations. Detectives are generalists assigned cases based on caseload and each has a different specialty. A Lieutenant commands Investigations Services, and a Sergeant supervises five detectives. When staffing allows, the department has assigned a patrol officer to the Detectives Unit for a 12-month period to help with follow-up on cases and provide exposure to aspiring detectives. Due to staffing this short-term assignment has not occurred for several years. CPSM recommends the department reinstate the short-term detective assignment as soon as staffing allows.

The detectives work a 4/10 schedule. In most cases they are assigned for a single four-year term. Personnel assigned to the unit receive a four percent stipend and are expected to be available if a significant incident occurs. The detectives have a rotating on-call program that serves the unit and department well.

The length of assignment for specialty positions is a frequently discussed topic in law enforcement due to the extensive training involved and the unique role of investigators. Some agencies have created lifetime assignments for one or two detectives whereas others scaffold the length of the assignment. For example, instead of a four-year term, OPD could offer a three year term with two one-year extensions—based on a mutual agreement of the organization and detective. This would allow a person who excels to stay for five years and someone who is struggling to leave the unit after three years without having to proceed through the performance management and property right process. CPSM recommends the department review the benefits and drawbacks of the length of the detective assignment to ensure it is meeting the needs of the department and its investment in the training of personnel.

The Detectives Unit uses Central Square's records management system (RMS) software to manage cases and an internal manual process as well. Additionally, detectives keep an electronic rolling file for each case and which documents their efforts; they submit a supplemental report once their work is done. The electronic file is stored on a shared drive and available to other detectives and the Sergeant should the primary detective not be able to complete the investigation.

There are no absolute standards to determine an appropriate caseload for police investigators, and caseload numbers vary considerably based on the type of crimes and complexity of the investigations. One murder investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle hundreds of theft cases in a similar period. Nonetheless, the International Association of Chiefs of Police (IACP) suggests that a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. This standard alone would suggest OPD has sufficient resources in detectives. Excluding missing person cases—which typically do not consume significant resources—detectives are assigned no more than 50 cases per year each based on the information provided by OPD.

The landscape for detectives has changed significantly over the last five to ten years with the proliferation of mobile devices and social media. Criminals utilize these tools just as most people do, and this technology often contains evidence of crimes. A typical felony case may require

from one to four search warrants to access a phone and social media accounts. These search warrants are time-consuming to develop and follow-up on and often need data analysis to interpret the results. Investigations has a dedicated digital forensic evidence (DFE) investigator for evidence analysis. The DFE is an eight-year assignment and receives specialty training in cell-phone extraction, search warrants, and other relevant topics. CPSM recommends continuing with the DFE role and extended assignment timeline.

The Crime Scene Investigator position assigned to the Detectives Unit is currently unfilled. The detectives and Washington State Criminalists support this function for major crime scenes and patrol officers process evidence for less significant cases. The collection of evidence is becoming increasingly important due to juries being less reliant on officer testimony and more reliant on evidence that supports a guilty verdict. In this regard, the work of crime scene processing is a critical function. While some officers may be adept and interested in the detail-oriented work of evidence collection, it takes the right person with the right training and frequency of work to develop and maintain proficiency in this role. The department also invested in a crime-scene vehicle that is stored in the yard at the jail and not being utilized at this time.

CPSM recommends the department develop a team of staff (officers and/or professional staff) from throughout organization to staff a collateral crime scene investigation team. A cross-functional team will support efforts in patrol, provide for coverage throughout the day and night, and allow for detectives to investigate major cases instead of collecting evidence. Additionally, the internal team will lessen the reliance on the Washington State Criminalists and enhance the professional growth opportunities for staff.

Presently, most domestic violence incidents are investigated completely by patrol which, like other types of reports, leads to inconsistencies in the quality of the investigation and report. Relationships where domestic violence is present have significant potential for escalating violence and trauma to children who are exposed.

The following table shows the department has responded to an average of 472 domestic violence calls per year over the past four year and has made an average of 293 arrests annually in these incidents. Each of these arrests are referred to the appropriate court for prosecution and victim advocacy where follow-up is conducted through the victim's assistance coordinator.

TABLE 5-1: Domestic Violence Calls and Arrests, 2020–2023

	Reports	Arrests
2020	498	294
2021	457	303
2022	436	260
2023	495	315
Average	472	293

While investigating domestic violence cases in patrol is a common practice, agencies that have centralized investigative oversight of domestic violence reports have seen an increase in the consistency of the reports and the investigations resulting in a higher filing rate. Additionally, agencies that participate in a Family Justice model—where survivors can meet with all stakeholders in one off-site location—have seen greater participation from the survivors and offender accountability, which builds community trust for the agency. The Thurston County Family Justice Center (FJC) is located in Olympia and, in addition to other stakeholders, is staffed by the Thurston County Sherrif's Office, according to its website.

CPSM recommends the department create a domestic violence detective position by providing advanced domestic violence training to a detective and assign that detective to review each criminal domestic violence report for investigative consistency and to establish contact with the survivor. CPSM recommends that OPD leadership evaluate how frequently Olympia residents are utilizing the FJC and consider staffing the FJC with a detective at least one day a week.

Case Management

The Sergeant of the unit assigns cases and also carries a caseload of missing persons. The Sergeant is acutely aware of the caseload of each detective by a white board in his office that identifies each detective and their open cases and cases assigned for the year. While other technology-based solutions exist, this visual-based system functions well for the team.

After reviewing the case, the Sergeant either assigns it to a detective or returns it to patrol for additional follow-up. In agencies the size of Olympia, it is common for patrol to work a case to its conclusion. This helps newer officers develop a broader range of investigative skills and helps minimize workload in the Detectives Unit. CPSM recommends that OPD continue with this practice of having officers in patrol investigate cases as appropriate.

Clearance Rates

Clearance rates are an essential measure of an individual detective's performance. They can lead to the identification of training needs, additional supervisory oversight, and in some cases, reassignment from the unit. Staff indicated that the department's Records Section is responsible for maintaining information on clearance rates and provided clearance rates by detective for the past three years.

CPSM maintains that while preventing a crime is of utmost importance to any law enforcement agency, solving crime should have parity. The solving of crimes that result in the prosecution of offenders prevents future crimes and provides much-needed closure to crime victims. As defined and measured by the FBI Uniform Crime Report (UCR), clearance rates are the benchmark for a department's effectiveness in solving crimes. However, many agencies in Washington have transitioned to the National Incident-Based Reporting System (NIBRS) or a state-wide derivative. OPD staff indicated that the data submitted reflects OPD's transition to NIBRS.

The OPD Detectives Unit's overall case clearance rates can be seen in the following table based on the number of cases assigned. Bear in mind that 2020 was an anomaly of a year for statistical purposes. The stated clearance rates for 2021 and 2022 are commendable and indicate a high number of cases cleared by detectives.

TABLE 5-2: Overall Case Clearance Rate, 2020–2022

	2020	2021	2022	Total
Assigned*	276	148	100	524
Cleared	76	72	45	193
Percent	28%	49%	45%	37%

Note: *The number of cases assigned does not include most of the missing person cases which add to the workload but are not part of the clearance rate formula.

Policy and Training

OPD utilizes Lexipol services to update and manage its departmental policies. The policy manual covers many issues related to the various Investigations units. The policy mainly covers patrol

officer responsibilities and general direction for specific complex crimes but offers little guidance for investigative standards or approaches. OPD does not have a division or unit manual specific to the Investigations units. CPSM recommends the department develop an Investigations Manual or set of Standard Operating Procedures (SOPs) for the Detectives Unit. Several of the recommendations in this section on criminal investigations can be completed through standards outlined in a Division Manual or SOP for Investigations.

New detectives are assigned to attend training as indicated in the unit's informal training plan. In addition, they receive on-the-job training from a senior detective. CPSM recommends a more formal training plan for new detectives. A detailed training plan would include specific training related to the specialty where the detective is assigned. For instance, in addition to general detective training, a child sex crimes investigator would specifically receive training pertaining to investigating child sex crimes. The training plan should also include specific topics, investigations, and other things to be completed by the new detective. This training can often be accomplished through a checklist system. The new detective would work through the checklist with a senior detective or detective supervisor, similar to a Patrol Training Officer (PTO) program. CPSM recommends that the training plan be included in a Detective Manual or SOP.

Task Forces
The department does not participate in either of the regional Thurston County Task Forces. One detective was previously assigned to the Thurston County Narcotics Task Force (TNT); however, OPD's participation in the TNT ceased years ago. Regional task forces provide benefits to the organization in several ways; the primary benefits are as a force-multiplier when additional resources are needed, experience in major crime investigations that the officers would not otherwise receive, and the development of relationships throughout the county that continue to benefit the agency and officers following the officers' assignment. Although these assignments sometimes take OPD detectives to other jurisdictions, the other participating agencies also come to Olympia to help with crimes in OPD's jurisdiction. The department previously participated in the FBI Joint Terrorism Task Force and still enjoys some collaboration with the JTTF as necessary through the department's Crime Analyst. This is an example of the benefit of such assignments. CPSM recommends the department add one FTE in the commissioned ranks and assign an officer to a regional task force.

During the site visit, CPSM staff learned that there are two primary regional task forces. OPD leadership should consider participation in both task forces or choose which task force best suits the department's and community's needs based on crime impact.

Detectives Unit Recommendations:

- CPSM recommends the department reinstate the short-term detective assignment as soon as staffing allows. (Recommendation No. 6.)

- CPSM recommends the department review the benefits and drawbacks of the length of the detective assignment to ensure it is meeting the needs of the department and its investment in the training of personnel. (Recommendation No. 7.)

- CPSM recommends continuing with the DFE role and extended assignment timeline. (Recommendation No. 8.)

- CPSM recommends the department develop a team of staff (officers and/or professional staff) from throughout organization to staff a collateral crime scene investigation team. (Recommendation No. 9.)

- CPSM recommends that OPD continue with its practice of having officers in patrol investigate cases as appropriate. (Recommendation No. 10.)

- CPSM recommends the department develop an Investigations Manual or set of Standard Operating Procedures (SOPs) for the Detectives Unit. (Recommendation No. 11.)

- CPSM recommends a more formal training plan for new detectives. (Recommendation No. 12.)

- CPSM recommends that the training plan be included in a Detective Manual or SOP. (Recommendation No. 13.)

- CPSM recommends the department add one FTE in the commissioned ranks and assign an officer to a regional task force. (Recommendation No. 14.)

- CPSM recommends the department create a domestic violence detective position by providing advanced domestic violence training to a detective and assign that detective to review each criminal domestic violence for investigative consistency and to establish contact with the survivor. (Recommendation No. 15.)

- CPSM recommends that OPD leadership evaluate how frequently Olympia residents are utilizing the FJC and consider staffing the FJC with a detective at least one day a week. (Recommendation No. 16.)

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Crime Analysis

The Crime Analysis Unit consists of one crime analyst who reports to the Investigations Lieutenant. The analyst provides internal customer service during regular business hours and is available to assists with major cases and surveillance outside of regular business hours. Requests generate the majority of their work. Last year the analyst completed reports generated mainly from specific requests, categorized into three areas: command staff specific requests, detective support requests, and routine monthly and annual reports.

There is very little time for the analyst to perform proactive tactical crime analysis. For a simplistic example of tactical crime analysis, consider the OPD is experiencing a catalytic converter theft problem, much like many other jurisdictions. A proactive tactical analysis would include an analyst monitoring crime data (through technology tools) in near real-time to recognize trends, patterns, or problem areas. With constant monitoring of the data, analytics can be applied to predict days, times, and areas where future offenses are likely to occur. Various tactics can then be utilized to prevent or intercede in future crimes.

The analyst has adequate hardware that has been upgraded to handle the demands of working with complex software and large data sets. The department is considering an investment in automated license plate reader technology to help with the early identification of crime vehicles and associated persons. CPSM supports the use of automated license plate technology and encourages the City of Olympia to create an expanded network of technology-based solutions to include the creation of a real-time approach to crime detection and response. Several software vendors provide real-time crime center management. Some of vendors advertising this work include Peregrine, FLOCK, and FUSUS. CPSM recommends the crime analyst role be expanded to include real-time crime detection and response with appropriate software to manage this function.

As one component of the monthly reports, the crime analyst generates CompStat-style reports which are examined at monthly Command Staff meetings. CSPM recommends the department continue with the regular meetings and expand them to include detailed crime data discussions among the department leadership team. The discussions should be solutions-focused and results evaluated. Other agencies have utilized an effective strategy of assigning an executive-level person to oversee the presentation of data and facilitate meetings with the team members around strategies. CPSM recommends the OPD assign a Deputy Chief to the facilitation of crime trend meetings to include development, implementation, and evaluation of strategies.

Developing proactive quality analysis for the crime reduction strategy meetings will require more time from the analyst. In addition to the increasing tactical analysis of crime data, there was a need expressed for additional intelligence analysis to support detectives. Currently, one of the analyst responds to limited requests from detectives but does not have extra time to work cases to provide actionable intelligence proactively. Due to the need for more tactical crime analysis and criminal intelligence analysis, CPSM recommends the department add one analyst to assist with the workload of the existing crime analyst. With two analysts, the department would be better equipped to support robust monthly crime reduction meetings and increase the level of criminal intelligence analysis.

Crime Analysis Recommendations:

- CPSM recommends the crime analyst role be expanded to include real-time crime detection and response with appropriate software to manage this function. (Recommendation No. 17.)

- CPSM recommends the OPD assign a Deputy Chief to the facilitation of crime trend meetings to include development, implementation, and evaluation of strategies. (Recommendation No. 18.)

- CPSM recommends the department add one analyst to assist with the workload of the existing crime analyst. (Recommendation No. 19.)

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Property and Evidence

The intake, processing, storage, and disposal of evidence and property are essential functions of any law enforcement agency. It is especially true for weapons, narcotics, dangerous drugs, currency, and valuable jewelry. Police agencies across the country have frequently faced the consequences of mismanaged property and evidence sections. Inattention to property and evidence has resulted in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to effectively managing the property and evidence function. At OPD the Evidence Custodian reports to the Investigations Lieutenant.

Security
The main Property and Evidence (P&E) area is located in a secure area of the police station. In addition to the main storage and processing area, evidence is stored in two other locations. Each of the off-site locations has separate alarm systems monitored by a third-party provider. Access or alarm codes related to P&E are individually issued and limited to P&E personnel. An electronic key card reader and scramble pad secures the door with access restricted to P&E personnel only.

The evidence processing area is adjacent to the main storage area, and it is where officers process, package, and label evidence. Items of property and evidence are entered into the EvidenceOnQ system by the officer and a bar code label is printed and placed on the packaged item. Once an items is packaged and labeled it is placed into a locker that is secured once closed and only able to be opened by P&E staff. There are security cameras on the entrance; however, none are located in the evidence processing and intake area as recommended by International Association for Property & Evidence (IAPE). CPSM will recommend several upgrades to the video camera system in this section.

Once the packaging is complete, officers place the packaged items into a drop slot or locker. The lockers lock upon closing and can only be accessed by P&E staff to remove the items from the backside of the lockers. A specific staff member is assigned daily to remove the items from the lockers. The drop slot is a mail-type slot in the intake area and secured P&E area where small items are dropped after they are packaged. On the other side of the drop slot is an unsecured bin located behind the wall in the secure area of P&E. Drugs, contraband, and other evidence are routinely dropped into the bin through the drop slot. There are no cameras covering the retrieval or submission areas. CPSM recommends adding recording-capable video cameras that cover the evidence processing/submission area and also where evidence is retrieved from the lockers.

When officers recover narcotics as contraband the officers weigh the contraband and test it using a NIK test kit. This requires the officer to open the packaging, remove a sample, and drop it into the plastic test kit, then breaking the glass ampules to create a chemical reaction to confirm the presence of a presumed substance. This requires the officer to select the correct test kit, remove a sample from the recovered evidence and place it into the test kit, carefully break the glass ampules so as not to penetrate the plastic packaging, and then dispose of the plastic packaging. Due to the potential exposure to the officer and police facility due to the increase in the presence of Fentanyl and the availability of other testing options, CPSM recommends the department acquire a handheld narcotics analyzer for the presumptive testing of controlled substances and which is approved for use by the appropriate prosecuting agency.

Once inside the secure area, narcotics and other drugs are stored on shelves in an area that requires a second level of access. While the access codes are recorded for auditing, the area is not monitored by video recording. CPSM recommends the video system ensure the access point to the money and narcotics locker and area the shelving area that stores cash and other valuables is recorded. Money is stored in a separate drawer locked by a key below the shelves above that stores narcotics. While the secondary security is sufficient for firearms and narcotics, CPSM recommends a separate safe for cash, jewelry, and other high-value items and which is secured inside the secondary area and also monitored by video.

Inside the secure area of P&E there is a separate room where the general property is stored. Firearms are stored on moveable shelves in the same secondary property storage area where cash and narcotics are stored. The cold storage units are secured with locks and temperature monitoring alarms according to standards.

The drying cabinets are behind the secured area and not accessible to officers. If, after hours, officers with items that require the use of a drying locker enter a secure area, line a concrete floor with paper, and place the items on top of the paper. The drying area will only open one time from the outside and is locked and secured once closed to maintain chain of custody. Only P&E staff have access to the area from the other door and reset the lock once the items area removed. When the P&E staff return to work, they remove the items, process them into evidence, and decontaminate the drying area. P&E staff is also available for call-out if needed to process numerous items after hours. CPSM recommends moving one of the drying lockers to a

location that allows for access by officers to provide an area free from cross-contamination and which aligns with best practices.

In addition to the main property storage area inside the police station, there are two other locations where evidence is stored. One location is a warehouse on the west side of the city, where evidence vehicles are held, and the other is on the property of the former jail. There are security cameras that provide coverage of both locations; however, an inspection of the former jail facility indicated the cameras are an older style and in need of updating to a newer technology and should be monitored using artificial intelligence that alerts on activity. CPSM recommends a full review of the camera system used by P&E to ensure the system provides for necessary coverage to protect employees and the chain of custody.

Staffing and Hours

OPD Property and Evidence is staffed by two full-time and one part-time employee. The unit is open to the public for the release of property on Monday through Friday from 9:00 a.m. to 3:30 p.m. by appointment. If someone is unable to arrive during the scheduled hours, P&E staff will do their best to accommodate the public's needs by staying late or arriving early. In an exigent situation, the Evidence Custodian will come in outside of her normal hours to accommodate the need.

When considering the workload in a property and evidence unit, an important metric is to examine the number of property and evidence items processed in every year and the number of items processed out through release or other methods of disposition. During the pre-pandemic year of 2019, OPD took in 4,784 items and processed out 2,905, creating a net add of 1,879; in 2020 it processed 3,807 items in and 2,350 items out. OPD recognized the need to ensure items were disposed of in a timely manner and began accelerating the process of disposing of items in 2021. This created an outflow greater than the intake by 2,709 and 5,672 items in 2021 and 2022, respectively. CPSM commends staff for proactively recognizing the need to dispose of items that could lawfully be disposed.

Items are disposed of in one of several ways. OPD uses a third-party incinerator for narcotics and firearms. Items of value are sold via a third-party auction and the proceeds are returned to the City General Fund. Items of no value that are taken for safekeeping are disposed of after the appropriate waiting period and attempts to contact the owner.

TABLE 5-3: Property Taken In and Processed Out of the Property Room, 2019–2022

	2019	2020	2021	2022
Taken In	4,784	3,807	2,769	3,655
Disposed	2,905	2,350	5,478	9,327
Net number of Items added/ subtracted to inventory	1,879	1,457	-2,709	-5,672

The department conducts an annual inventory of 2 percent of property and all firearms and money. Additionally, the state of Washington conducts an audit every three years. The most recent audit occurred in 2021 and was done virtually. CPSM recommends the Operations Deputy Chief oversee the next three-year audit to ensure the command staff is intimately aware of any issues or concerns identified by the state. External audits are common after a change of leadership. Command oversight of the next audit will provide for an executive review of the critical property and evidence function.

Policy and Administrative

Property and Evidence is guided by policies that govern general procedures, such as how officers book evidence and property into the system. It also has a more specific set of guidelines covered in a current Packaging Manual. The manual provides directions for packaging all types of evidence and other specific internal procedures.

OPD utilizes the EvidenceOnQ system for managing physical items taken into the inventory and Evidence.com for digital evidence obtained. The EvidenceOnQ system uses bar code technology to assign a bar code to every piece of property. Once the officer enters the property into the system, they print a bar code and affix the label to the packaging of the property. From the initial intake process forward, items are tracked using the bar code and handheld scanners. P&E staff demonstrated the use of the system and both the system and the process employed by staff seem to serve the organization well.

Training

P&E employees attend the International Association for Property & Evidence (IAPE) conference and job-related webinars. After their initial training class, most of the training is informal, on-the-job training. There is no set curriculum, evaluations, or standards for on-the-job training like one would find in an officer training program. CPSM recommends that OPD develop a system to ensure employees newly assigned to P&E are adequately trained in relevant topical areas, with this training documented.

Property and Evidence Recommendations:

- CPSM recommends adding recording-capable video cameras that cover the evidence processing/submission area and also where evidence is retrieved from the lockers. (Recommendation No. 20.)

- CPSM recommends the department acquire a handheld narcotics analyzer for the presumptive testing of controlled substances and which is approved for use by the appropriate prosecuting agency. (Recommendation No. 21.)

- CPSM recommends the video system record the access point to the money and narcotics locker and the shelving area used to store cash and other valuables. (Recommendation No. 22.)

- CPSM recommends a separate safe for cash, jewelry and other high-value items and which is secured inside the secondary area and also monitored by video. (Recommendation No. 23)

- CPSM recommends moving one of the drying lockers to a location that allows for access by officers to provide an area free from cross-contamination and which aligns with best practices. (Recommendation No. 24.)

- CPSM recommends a full review of the camera system at secondary storage locations to ensure it provides for necessary coverage to protect employees and the chain of custody. (Recommendation No. 25.)

- CPSM recommends the Operations Deputy Chief oversee the next three-year audit to ensure the command staff is intimately aware of any issues or concerns identified by the state. (Recommendation No. 26.)

- CPSM recommends that OPD develop a system to ensure employees newly assigned to P&E are adequately trained in relevant topical areas; this training should be documented. (Recommendation No. 27.)

Recruit, Hire, and Train Unit

Under the direction of the Investigation Lieutenant, the Recruit, Hire, and Train (RHT) Unit is staffed by a police Sergeant and a civilian office specialist. There are four primary areas of responsibility for this unit, some of which overlap: (1) new employee recruitment, hiring, and orientation; (2) facilitating the hiring process to include conducting background investigations; (3) coordination of in-service training; and (4) scheduling and tracking outsourced training.

Recruitment

Unlike many police departments, the Olympia Police Department is not experiencing the current national challenges with recruiting and hiring. At the time of this review, the department had one vacant sworn police officer position, with an applicant identified and preparing to start the police academy. OPD has many factors that positively impact recruitment and hiring. To attract officers, the department offers competitive pay and benefits and has a desirable patrol schedule that affords officers rotating weekends off and a consistent training day each month. Additionally, the hiring process is streamlined and the team is able to on-board a new officer within four months from interview date to start date. CPSM commends the collaborative relationship the department reports with Human Resources and which promotes an efficient and relationship-oriented hiring process. This aligns with recent best practices published by the Police Executive Research Forum (PERF).

The department is active in the recruitment space and uses various methods to source candidates. The city's close proximity to Joint Base Lewis McChord, Safe Olympia, and the Public Safety Testing Network have all reportedly shown promising results in attracting new applicants.

Hiring

The hiring function for the OPD is a combination of efforts by the RHT Unit and the city's Human Resources (HR) Department. After submitting an application, qualifying parties are invited to complete a pre-assessment form which is used to evaluate a candidate's suitability for employment. Once the candidate passes the pre-assessment they are invited to an interview where the Human Resources Department certifies the list. Once certified, applicants complete the rest of the hiring process to include the background investigation, polygraph, psychological testing, and medical exam, assuming the applicant passes each of the testing phases.

The use of a pre-assessment prior to the interview is a promising practice to help narrow the list of qualified candidates who progress to an interview; it also helps to build relationships with applicants while preparing them for the interview process.

One Sergeant conducts all background investigations for new hire applicants and the office specialist coordinates other hiring appointments and completion of paperwork. The application process for police officer positions is open continuously. The new hire trainees are sent to a live-in academy in Burien, Wash.; the new-hire academy is approximately 22 weeks in length whereas qualifying lateral officers are sent to a four-week academy. While the single point of contact for a background investigation provides for continuity of the investigation and flexibility, having a single point of failure during periods of transition can lead to a reduction in quality of the investigation or significant delays. CPSM recommends the department establish a list of qualified contract background investigators on which to rely should the pace of hiring need to increase or if there is an unexpected transition which creates an immediate need for a background investigation.

During our site visit, several staff members commented on a high failure rate of lateral police officer candidates in the PTO program. Hiring a lateral police officer is an investment on behalf

of the new officer and the organization. No one desires to leave a stable place of employment to risk their livelihood in a new environment. Similarly, hiring a lateral officer can be a significant win or detriment to the organization. Experienced officers can bring a wealth of knowledge and training or bring some of the challenges from their prior agency. CPSM recommends a holistic review of the hiring and training process for lateral officers to ensure the hiring process is effectively evaluating the suitability of lateral applicants to align with organizational values and that the training program is designed to promote success.

Training

Part of RHT's duties include oversight of training through the coordination of in-house specialty experts in areas including defensive tactics, firearms, peer support counselors, and driving instructors, just to name a few. These personnel, as a collateral duty to their primary assignment, serve as training staff for in-house training. This is a common and beneficial practice for agencies the size of OPD. The ability to develop expertise in a specific discipline provides for professional growth.

OPD's patrol schedule allows for one day of department training each month. The department training calendar shows a diversity of training planned throughout the year to meet WS-CJTC requirements and department goals.

The RHT Unit is responsible for approving, tracking, and coordinating training for OPD. The department uses several training resources including the Washington Cities Insurance Authority (WCIA). WCIA offers reimbursement of fees for many of its courses; those fees are reimbursed to the City General Fund and taken into account when preparing the budget. Department staff also proactively seek grants for additional training opportunities. The proactive nature of seeking funding for training is a practice that should continue and be expanded as much as possible.

The functions of the Training Unit Sergeant require knowledge of the state requirements as well as the training needs for commissioned and non-commissioned department members. The emerging approach by many departments to department training units is to civilianize the position under a police Lieutenant. Many police agencies have realized the benefits of a civilian training manager, as it opens up opportunity for the professional staff and repurposes the sworn Sergeant position to an area that may have a critical vacancy. Due to the multiple responsibilities of the role, including background investigations and hiring, CPSM does not recommend civilianizing this position.

The Training Unit, along with firearms instructors, manages the required training in firearms at an off-site facility. OPD previously had an indoor range; however, it was decommissioned due to needed maintenance. The department currently uses an outdoor facility, even during periods of inclement weather. While training in real-world conditions is important, the effectiveness of training and learning is compromised when conducted during wind and rain. CPSM recommends the department investigate solutions for a hybrid of indoor and outdoor firearms training so that officers are required to use their equipment in the weather conditions of Washington while training staff is able to maximize training while not consistently contending with variable weather.

Training and Succession Plan

There is no specific training unit policy or training manual that guides the priorities of the department's external training. The Olympia Police Department has an interest and responsibility for the continual growth and development of its personnel. Through a combined effort in the areas of professional training and personal education, OPD's approach is to achieve both professional and personal excellence in training and performance to attain the professional and

personal goals of all OPD personnel. While the department places an emphasis on training, the department lacks a formal training plan that identifies the mandated, essential, and desired training for each position. A formal training plan provides a roadmap for all personnel to review to help with their career planning and succession.

The OPD training plan manual should consist of mandated, essential, and desirable training courses, defined as follows:

- **Mandated**: This training is required/recommended by Washington State CJTC, federal law, state law, and/or department policy.

- **Essential**: This training has been designated by the department as necessary for the professional development of an employee in his/her specified assignment area. Essential training shall be approved by the Investigation Lieutenant.

- **Desired**: Upon completion of the mandatory and essential courses, an employee may pursue additional interests in his/her law enforcement training.

This model is an excellent method for increasing professional development and succession planning for the department. Similarly to the need for a training plan, OPD also lacks a formalized succession plan where personnel can plan out their short and long term professional goals and is a document supervisors can use in the development of their staff. An in-depth succession and career development plan will demonstrate the organization's commitment to the development of personnel while also ensuring the employee is aware of their shared commitment to achieving their goals. CPSM recommends the development of formal training and succession plans that demonstrate the agency's and employee's commitment to employee development and attainment of goals.

The Olympia Police Department provides substantial opportunities for training. WS-CJTC requires a minimum of 24 hours of training annually for officers and OPD accomplishes that and more through its monthly training program. While the department does not maintain summary data for all department members, anecdotal information from department staff, at all levels of the organization, suggests that the department generally provides ample training opportunities. Unless this amount of training impacts operational effectiveness, and there is no evidence that it does so, this should not be considered excessive.

Police Training Program (PTO)

The oversight of the PTO program is provided by the Operations Support Services Lieutenant who recently transferred into that role from Field Operations. Since the PTOs and trainees are part of Patrol and interact with supervisors and managers in that workgroup, CPSM recommends the leadership of the PTO program be transferred to a Lieutenant in patrol as soon as feasible. CPSM staff understands the challenges surrounding a current Lieutenant vacancy in patrol, which may delay the transfer of those responsibilities.

A review of the PTO program shows that it is guided by a Police Training Program manual (revised in 2019) and is modeled after the similar program in the Reno, Nev., police department. The manual outlines the selection process with performance, teaching and writing abilities, interview process, and command staff approval. All candidates for the PTO position must have at least three years of police experience and must meet current performance standards in yearly evaluations. The position of PTO requires WS-CJTC certification through a 40-hour course. New officers attend the Washington State Police Academy at one of several facilities. OPD primarily uses the main facility in Burien, Wash.

The OPD PTO manual is a comprehensive document that articulates the theory and philosophy of the PTO program, trainee matriculation through the program, selection of PTOs and PTO supervisors, coaching and evaluation and other critical components. The PTO program stresses the importance of allowing new officers to develop their own style while also ensuring the officer's actions align with the mission, vision, and values of the department. Similar to other officer training programs, the PTO model encourages PTOs to allow officers to learn from their experiences and recommends trainers ask the following questions:

- Are the student officer's actions (or inactions) legal (criminal and civil?)

- Are decisions made in good faith, utilizing common sense and good judgment?

- Are they reasonably effective?

- Are they within department policy?

- Are they consistent with our Mission, Vision, and Values?

- Are they reasonably safe?

If the answers are 'yes' to each of these questions, then the trainer should recognize the student officer is developing their own style and allow the encounter to progress. Conversely, if the answer is 'no' then the trainer should intervene and provide instruction.

The PTO policy is supported by the PTO manual that details how to prepare and author coaching and training reports, and mid-term and final evaluations for approval on each of the two training phases required for the completion of the PTO program, generally in sixteen weeks. The student police officers remain on probation for a 12 to 18 month period depending on their start date for the academy. The department has moved away from some aspects of the PTO program in the interest of time and training. Training programs are a critical function of any organization—including policing—and adherence to the prescribed model is critical to the integrity of the program. CPSM recommends the department fully implement the PTO program or move to another model.

The OPD PTO program includes 16 PTOs assigned to the Patrol Unit. In addition, the program includes two Patrol Unit Sergeants assigned as patrol PTO supervisors and one Professional Standards Sergeant (as discussed earlier).

The PTO program is comprised of two phases with a mid-term and final evaluation followed by a convening Board of Evaluators (BOE) that recommend the new trainee to move forward in the training program or develop a remedial training plan. The BOE is comprised of the PTO Sergeant, the PTOs who trained the student officer, and the PTE (evaluating officer). The student officer is available for discussion if requested by the BOE. A Special Board of Evaluators may also be convened for a student officer who is not responding to training or a remedial plan. The Special Board reviews the student officer's progress and then makes a recommendation for additional training or termination to the Chief of Police.

The student officer receives coaching reports throughout the training phases and then a learning matrix form is completed during each week of the mid-term and final evaluation. Formal evaluation occurs in the following methods:

Coaching and Training Reports (CTRs) at the end of each phase:
- Reflections on a student officer response to a selected call for service pertaining to the theme of the current training phase (for instance, Emergency Incident Response, Criminal Investigation) and based on the Core Competencies reflected in the Learning Matrix.

- Following the completion of Phase 1, the PTO turns the student officer over to a Police Training Evaluator (PTE) who assesses the student officer's progress using the Learning Matrix as a standardized and objective assessment platform.

Week-long Final Evaluation:

- Same process as above occurring at the end of the training.

While the PTO program has been in place in the policing profession, it is not the primary training method nationally. One of the potential hinderances of the program is the documented feedback on a student officer's progress and fast progression from a one-week evaluation to the BOE and the potential for a halo effect during the BOE process.

CPSM recommends the PTO program, including the BOE and Special Board processes and frequency of documentation, be evaluated to ensure objectivity in the process and that it is defensible.

The OPD PTO program meets or exceeds many of the WS-CJTC new officer training requirements. During the site visit, CPSM staff learned that the department is evaluating whether to continue with the PTO model or transitioning back to the traditional FTO model. In making that determination, the department should understand why a 35 percent failure rate exists for trainees in the PTO program and seek to increase the success rate. The success of a trainee in the training program is critical to an organization the size of Olympia as every able-bodied officer is important to the overall success and morale of the organization.

Several factors contribute to a new officer's success, including the quality of screening in the initial hiring process, the culture of the training program, and the resiliency of the new officer to work through challenges and failures. During on-site interviews, CPSM learned that the most common cause for separation from the PTO program is resignation of the officer after not passing multiple Board of Evaluator exams. CPSM recommends that the department review the content and process of the BOE exam to ensure that it is evaluating the trainees in an appropriate manner and level for that of a solo beat officer.

OPD staff provided the following information about the passing rate of new officers in the PTO program:

- 2020: 6 new police trainees, 4 graduated the program.

- 2021: 5 new police trainees; four graduated the program.

- 2022: 7 new police trainees; 5 graduated the program.

- 2023: 2 new police trainees (year to date).

- Total: 20 new police trainees over four years; 13 or 65 percent graduated the program.

CPSM recommends the department conduct a review of the hiring and new officer training functions to identify why 35 percent of new officers are not successfully completing the PTO program.

Recruit, Hire, Train Unit and PTO Recommendations:

- CPSM recommends the department establish a list of qualified contract background investigators on which to rely should the pace of hiring need to increase or if there is an

unexpected transition that creates an immediate need for a background investigation. (Recommendation No. 28.)

- CPSM recommends a holistic review of the hiring and training process for lateral officers to ensure the hiring process is effectively evaluating the suitability of lateral applicants to align with organizational values and that the training program is designed to promote success. (Recommendation No. 29.)

- CPSM recommends the department investigate solutions for a hybrid of indoor and outdoor firearms training so that officers are required to use their equipment in the weather conditions of Washington while training staff can maximize training by not consistently contending with variable weather. (Recommendation No. 30.)

- CPSM recommends the development of formal training and succession plans that demonstrate the agency's and employee's commitment to employee development and attainment of goals. (Recommendation No. 31.)

- CPSM recommends the leadership of the PTO program be transferred to a Lieutenant in patrol as soon as feasible. (Recommendation No. 32.)

- CPSM recommends the department fully implement the PTO program or move to another model. (Recommendation No. 33.)

- CPSM recommends the PTO program, including the BOE and Special Board processes and frequency of documentation, be evaluated to ensure objectivity in the process and that it is defensible. (Recommendation No. 34.)

- CPSM recommends that the department review the content and process of the BOE exam to ensure that it is evaluating the trainees in an appropriate manner and level for that of a solo beat officer. (Recommendation No. 35.)

- CPSM recommends the department conduct a review of the hiring and new officer training functions to identify why 35 percent of new officers are not successfully completing the PTO program. (Recommendation No. 36.)

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PATROL UNIT

The uniformed patrol function of the Olympia Police Department is called the "Patrol Unit" and falls under the command of the Operations Section Deputy Chief. The Patrol Unit is divided into two teams (Gold and Blue Team). Although various officers from other units throughout the department may become involved in handling traditional calls for service at any given time, the primary responsibility for managing the community's 911 calls for service falls under the responsibility of the Patrol Unit.

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicates that nearly all police departments in the U.S. in the same size category as the Olympia Police Department provide uniformed patrol. Officers 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 have officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The OPD is a police department whose 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 the actual workload (the time required to complete certain activities, it is critical to review the 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. In this section, we will offer a number of charts and tables outlining this information.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to the current time spent to provide services.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing), and the second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy an officer's time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60 percent.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of the time is downtime or break time. It is a reflection of the extent to which patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime

prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. The patrol officer'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, officers 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.

Rule of 60 – Part 1

According to the OPD's personnel data, the patrol unit is authorized for 48 sworn officers (2 Lieutenants, 6 Sergeants, and 40 police officers). These 48 of the 79 sworn officers represent **60 percent** of the sworn officers in the Olympia Police Department.

This part of the "rule" is not an absolute; it is reasonable to factor in other uniformed officers who may be part of the overall policing mission that augment that visible patrol presence and who also may be available for emergency response and proactive police work. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration. The data presented by the department indicates that overall authorized staffing meets the 60 percent recommendation. OPD also has other uniformed personnel assigned to functions outside of the traditional patrol function but who are also part of a visible deterrent to crime, perform proactive police work, and occasionally augment the patrol workload.

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 the time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies.

It is CPSM's contention that patrol staffing is optimally deployed when the saturation index (SI) is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and thus overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

Departments must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day or that no more than 60 percent of any officer's time be committed to CFS in any given hour. 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 specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the Olympia Police Department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following sets of figures depict staffing, workload, and the "saturation" of patrol resources in the Olympia Police Department during the two months (seasons) on which we focused our workload analysis. The figures represent the manpower, service demands, and workload saturation during weekdays and weekends during the periods of July 7 to August 31, 2022 (Summer) and January 4 to February 28, 2023 (Winter). Examination of these figures permits exploration of the second part of the Rule of 60.

Before examining the OPD workload dynamics, let's further explore the structure and management of the patrol unit.

Patrol Management Structure and Staffing

The Olympia Police Department organizational chart shows the patrol unit falling under the command of the Operations Section Deputy Chief. The chart then shows the unit separated into two teams (Gold and Blue), each commanded by a Lieutenant. At the time of this report, one of those Lieutenants was reassigned to administrative duties, meaning that one Lieutenant was left to manage both patrol teams. Each patrol team comprises three squads/shifts, and each of those squads is led by a Sergeant. In a full staffing configuration (if all department positions were filled), each of the patrol teams would have 20 officers in addition to the three Sergeants. At the time of this report, each team had a total of 16 officers, meaning that each team carried four vacancies.

The following figure visually represents the patrol unit structure as of November 2023.

FIGURE 5-1: Olympia Police Department Patrol Unit Structure
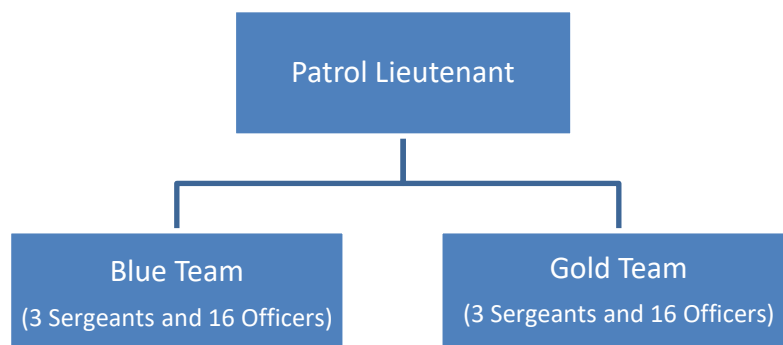
The Patrol Unit is carrying a vacancy at the Lieutenant rank. By design, both teams have a Lieutenant for proper administrative oversight, and since those Lieutenants work the same schedule as their teams, there is supposed to be management coverage seven days a week in the unit. With the absence of the second Lieutenant, there is a weekend gap in management

coverage. Although the one remaining Patrol Lieutenant handles administrative matters, other Lieutenants from throughout the department cover weekends on a rotational basis for management coverage.

The above staffing numbers are the 2023 staffing levels. OPD did advise that with recent hiring, the 2024 schedule was set to have 18 officers assigned per team.

Patrol Unit Schedule

All patrol officers and patrol sergeants work 10-hour and 40-minute shifts and work a rotational shift configuration. The Gold and Blue Teams work opposite days of one another, meaning that when the Gold Team is working, the Blue Team squads are off and vice versa. Officers work a schedule of five days working, four days off, five days working, four days off, five days working, and five days off. The schedule for each team is established several months in advance, and this schedule configuration with the rotational days working results in all employees getting at least two weekends off per month. OPD said this shift configuration is very popular with the employees assigned to the patrol unit.

The shifts for OPD patrol officers is as follows:

- Shift 1 (Day shift): 6:20 a.m. – 5:00 p.m.

- Shift 2 (Swing shift): 2:20 p.m. – 1:00 a.m. or 4:20 p.m. – 3:00 a.m.

- Shift 3 (Night shift): 8:20 p.m. – 7:00 a.m.

The second shift configuration with the staggered shifts is designed to expand the staffing of those officers by spreading out their start times.

There are three common schedules found in law enforcement organizations nationwide: 8-,10-, and 12-hour shift schedules. The 8-hour and 12-hour schedule variations traditionally allow for the broadest and most consistent staffing levels in an organization. This is because both 8- and 12-hour schedules factor perfectly into a 24-hour day. Ten-hour schedules are popular and beneficial because they allow for schedule overlap between shifts. This is the case with OPD as there is an overlap between the 1st and 2nd shifts, as well as an overlap between the 2nd shift and 3rd shift. The overlap allows the department to use shift extensions on overtime to ensure minimum staffing is met each day, this typically requires fewer hours of overtime per officer than backfilling a full shift.

Minimum Staffing

The Olympia Police Department has established minimum staffing levels for patrol that are as follows:

- Shift 1 (Days): 5 officers and 1 sergeant.

- Shift 2 (Swing shift): 6 officers and 1 sergeant (on Fridays and Saturdays, this number is increased to 7 officers and 1 sergeant).

- Shift 3 (Graveyard): 4 officers and 1 sergeant.

The established minimum staffing levels have created a need for significant overtime usage in OPD. Management told us that overtime usage for shift coverage is a daily occurrence, either because an employee was called in for a full additional shift or the department is either holding officers past their shift or calling them in early for coverage.

Two OPD K-9 officers are assigned to Special Operations, yet they work with the patrol teams daily. The K-9 officers are assigned to a patrol beat and are included in the minimum staffing levels. Other specialized policing functions, such as community policing units or walking patrol units, are not included in minimum staffing levels when working.

Minimum staffing is established in the employee labor agreement with the city. The current labor agreement references the minimum staffing numbers established in the 2009 MOU. Current staff said the staffing levels predated that MOU and had been in place at those levels for many years prior to that agreement. The origin of the minimum staffing numbers was unknown, and current OPD staff did not know the history of how they were established at those levels.

Police departments throughout the country have established minimum staffing numbers. Typically, they are either established by internal directives or in employee union contracts. The established numbers are often connected to perceived workload, the preestablished number of beats in the city, or for officer safety reasons. OPD did tell us that there was a belief that the existing numbers might be connected to the five beats in the city, but they were unsure if they were ever connected to workload. This report will provide what we believe are appropriate staffing numbers based on workload data; we encourage OPD to reconsider existing minimum staffing numbers and use a data-driven approach to the establishment of those service levels.

Recommendation:

■ We recommend that OPD establish patrol minimum staffing levels based on actual workload and reevaluate those staffing levels every two years. (Recommendation No. 37.)

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It should also be noted that existing staffing does not allow for overage above minimum staffing numbers. In other words, if all scheduled personnel in patrol reported to work, the department is at minimum staffing. Any employee off must be replaced with another officer on overtime to meet minimum staffing requirements. Ideally, police patrol operations should be staffed at 25 percent over the minimum staffing level to account for the normal distribution of time off afforded to employees. This additional allocation will be factored into the staffing recommendations outlined later in this report.

Patrol Supervision

The Lieutenant(s) who are assigned management responsibilities within the Patrol Unit work a schedule consistent with their teams. However, although they may be on duty on the days their teams have policing responsibilities, they are not necessarily serving in a watch commander role overseeing daily calls for service. The Lieutenant is not on duty 24 hours a day; when he/she is on duty, much of their time is allocated to administrative responsibilities.

Shift supervision falls to the Patrol Sergeant assigned to each shift/team. Because of this, OPD has a mandate that a Patrol Sergeant is always on duty supervising patrol operations. If a Sergeant is off for a shift (vacation or sick), then the position is filled by another Sergeant on an overtime basis.

We applaud OPD for its commitment to supervision. Many agencies will allow a senior police officer to serve as a shift lead in the absence of a Sergeant. We believe it is a best practice always to ensure a supervisor who has been properly trained and possesses the authority within a police organization to lead daily patrol operations.

We learned that the role filled by Sergeants was evolving and getting busier with administrative work. We are finding this to be common in today's police departments. As departments have evolved their practices to increase oversight and accountability, more responsibilities are falling on the Sergeant role. Operationally, this makes sense based on their role in the department and the close working relationship to patrol officers. However, the downfall to this practice is that Sergeants are pulled away from field supervision to fulfil these administrative responsibilities.

Recommendation:

■ We recommend the Olympia Police Department minimize administrative responsibilities for Patrol Sergeants and maximize a sergeant's time in the field supervising patrol operations. (Recommendation No. 38.)

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Another important factor to consider in police supervision is the training and preparedness of existing supervisors to handle their roles and responsibilities. The transition from a police officer/police detective to a police sergeant is among the most challenging for any professional in this career field. Those who are successfully promoted into a sergeant role are often expected to transition overnight from being a line-level employee to being the boss on a shift. Although state statutes and training requirements mandate some level of supervisor training, the norm is that training should be completed within one year of promotion. The time between promotion and completing those training mandates falls to the individual organization to ensure their supervisors are equipped to handle the role.

In Olympia, we learned that supervisors are often promoted and are exposed to two weeks of on-the-job training. That training consists of riding with another sergeant and being introduced to many of the different supervisor tasks (computer software/vehicle equipment, etc.). The department does not have a dedicated sergeant training manual or training program. Additionally, we spoke with several employees who were either current supervisors or had served temporarily in a supervisory role. Employees reported different levels of training; at best, they described the minimum of what the department said they provided, and in many cases, they reported receiving far less.

The role filled by police sergeants, that is, supervising police operations in the field, is linked to a great deal of liability for the department and the city. It is not advisable to allow employees into this role without ensuring they are adequately prepared to manage city operations in an emergency without a higher-ranking manager being present. The two-week program described to us may be adequate if appropriately developed and followed. However, OPD does not have this program codified in policy or in writing anywhere in the department. Nor does the department have descriptors beyond a generic checklist of what they want future supervisors to know. We believe the OPD should develop a supervisor training manual outlining the skills and knowledge required of a police supervisor. This manual should not only be available as a resource for supervisors to have in their possession but should also contain a checklist that documents a supervisor has read the manual and demonstrated the necessary skills and knowledge, akin to an FTO manual for sergeants.

Recommendation:

■ CPSM recommends that OPD develop a supervisor training manual. (Recommendation No. 39.)

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Sergeants are often cited as being the most important role in any police organization because they are the link between the line-level police officers present in everyday police operations and the management of the department. Managers should be directly connected with supervisors to understand the needs of line-level operations best, and those sergeants should, in turn, be closely linked with field officers to ensure the necessary and important messages are being conveyed in the manner intended. Sergeants protect the organization from unnecessary liability, ensure the department's mission and values are followed, and are the first line of quality control in any police department.

In our observations of OPD, it appears that the relationship between supervisors and managers can be improved. Communication was cited as problematic, and many employees believe there is tension between the management and supervisor ranks. Diagnosing all the potential issues at play in these relationships is outside the scope of this report. Still, we believe the Olympia Police Department would greatly benefit from a facilitated team-building program designed to strengthen the relationship and the cohesiveness of the department's leadership. This recommendation is outlined elsewhere in this report.

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FIGURE 5-2: Deployed Officers, Weekdays, Summer 2022
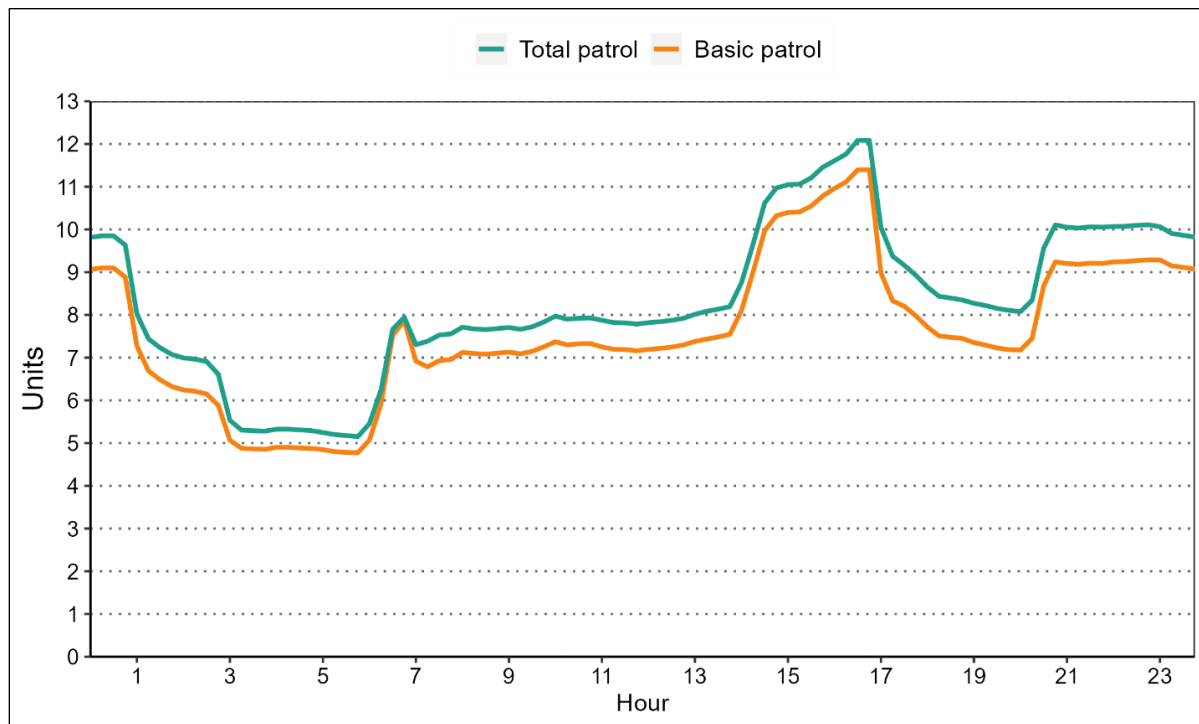
FIGURE 5-3: Deployment and All Workload, Weekdays, Summer 2022
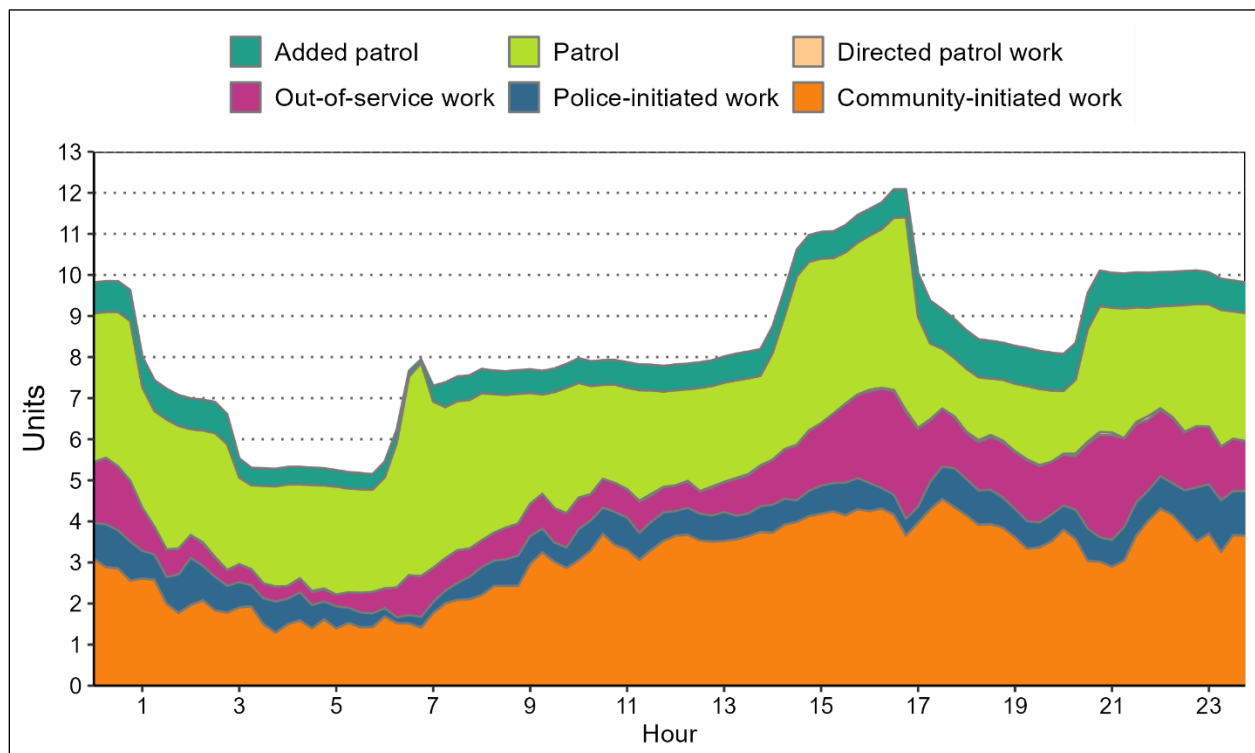
FIGURE 5-4: Percentage of Workload, Weekdays, Summer 2022
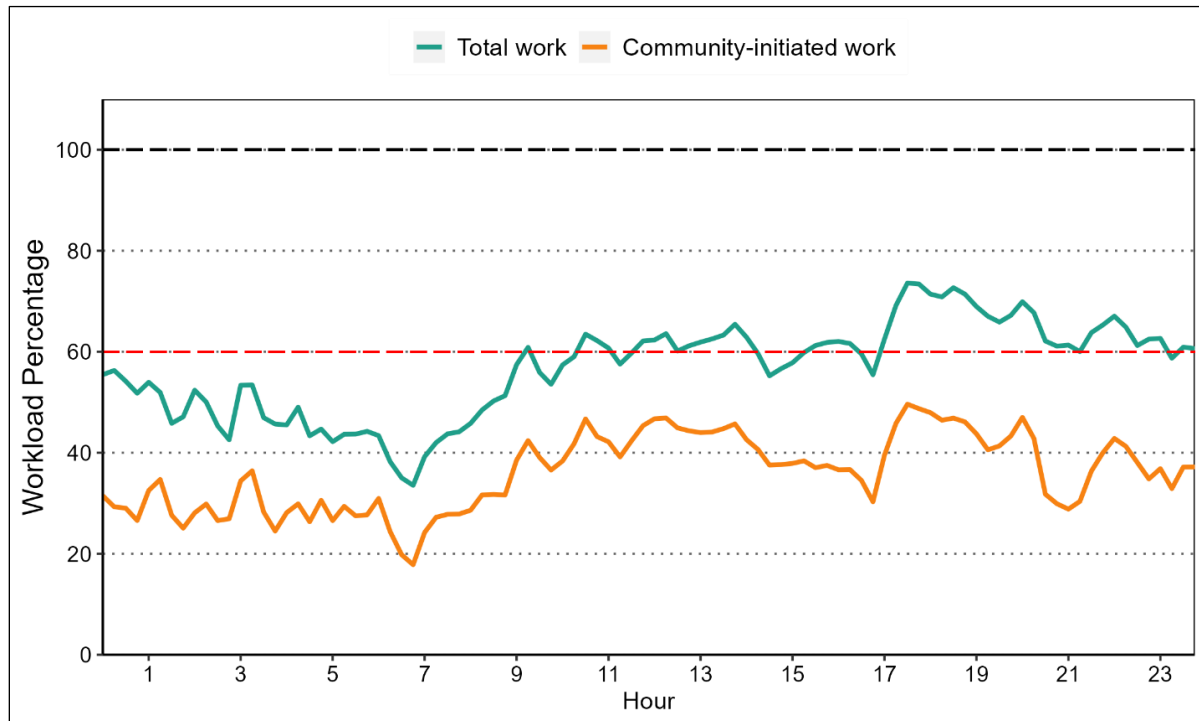
Workload v. Deployment – Weekdays, Summer 2022

Avg. Deployment	8.3 officers per hour
Avg. Workload:	4.8 officers per hour
Avg. % Deployed (SI):	58 percent
Peak SI:	74 percent
Peak SI Time:	5:30 - 6:00 p.m.

The "Deployment and All Workload" figure shows the relationship of all on-duty police officers assigned to patrol that were factored into the workload analysis and what work is represented by those officers throughout the course of the day. The first figure that denotes deployed officers is also the same top line represented in the second figure denoting deployment/workload. The average deployment throughout the day was 8.3 officers. The average workload of 4.8 indicates that, on average, 4.8 on-duty officers (of the 8.3 average) were occupied with work (calls for service or administrative work). The average saturation index (SI) is 58 percent, and the peak SI is 74 percent between 5:30 p.m. and 6:00 p.m. These figures would suggest that OPD was deployed in a state of over-capacity according to the Rule of 60 on the weekdays during the summer months in 2022.

The orange section at the bottom of the workload chart indicates the average number of officers that were occupied with community-initiated work, an average of 3.0 officers per hour. The color that denotes police-initiated work indicates times officers were busy with work they observed and took some type of proactive policing approach (e.g., traffic stop). Out-of-service work will be explained in further detail later but is generally defined as being administrative in nature, while the largest green section of "patrol" indicates the number of officers that were available for a call and potentially looking for proactive work during any given time of the day. Directed patrol is defined as officers who may have been on an assignment to extra patrol an area (for example, a park).

Now for the remainder of the workload figures for the periods analyzed.

FIGURE 5-5: Deployed Officers, Weekends, Summer 2022
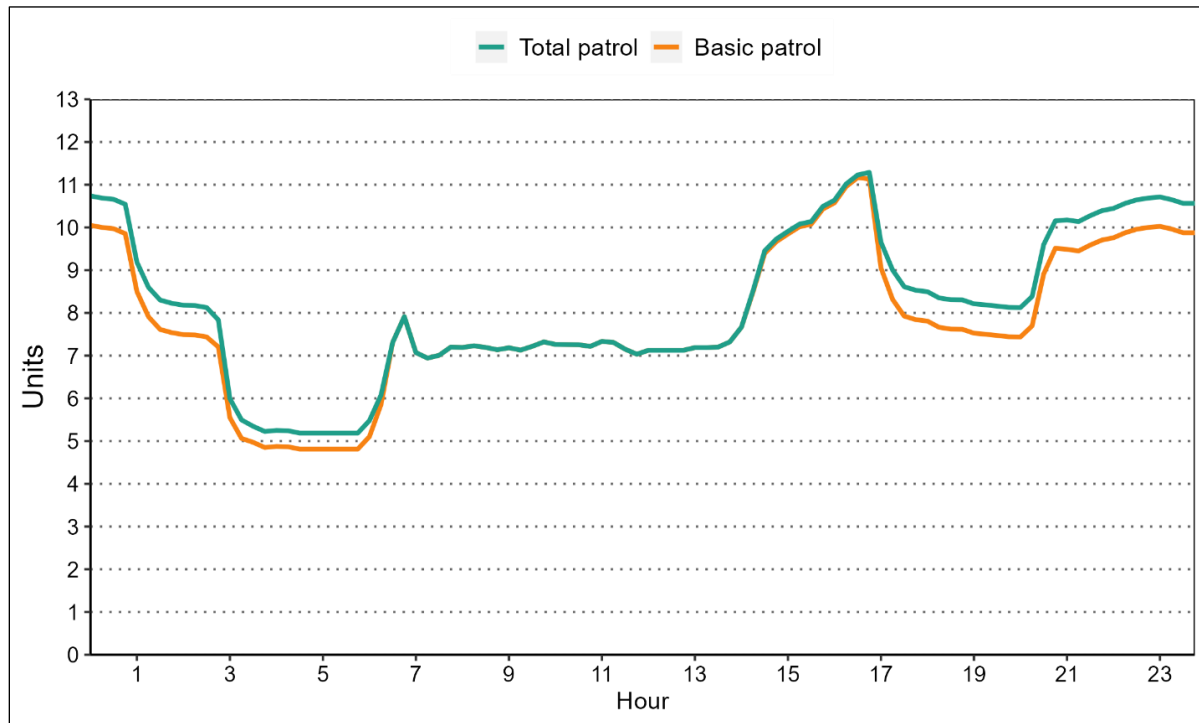
FIGURE 5-6: Deployment and All Workload, Weekends, Summer 2022
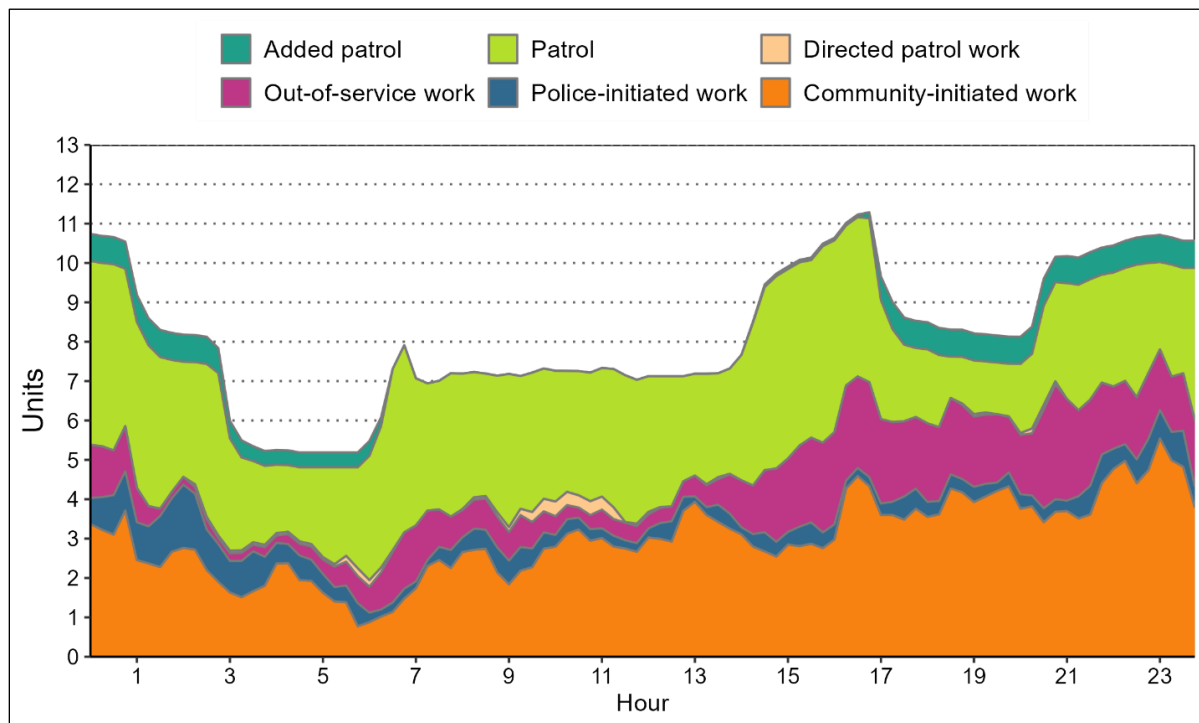
FIGURE 5-7: Percentage of Workload, Weekends, Summer 2022
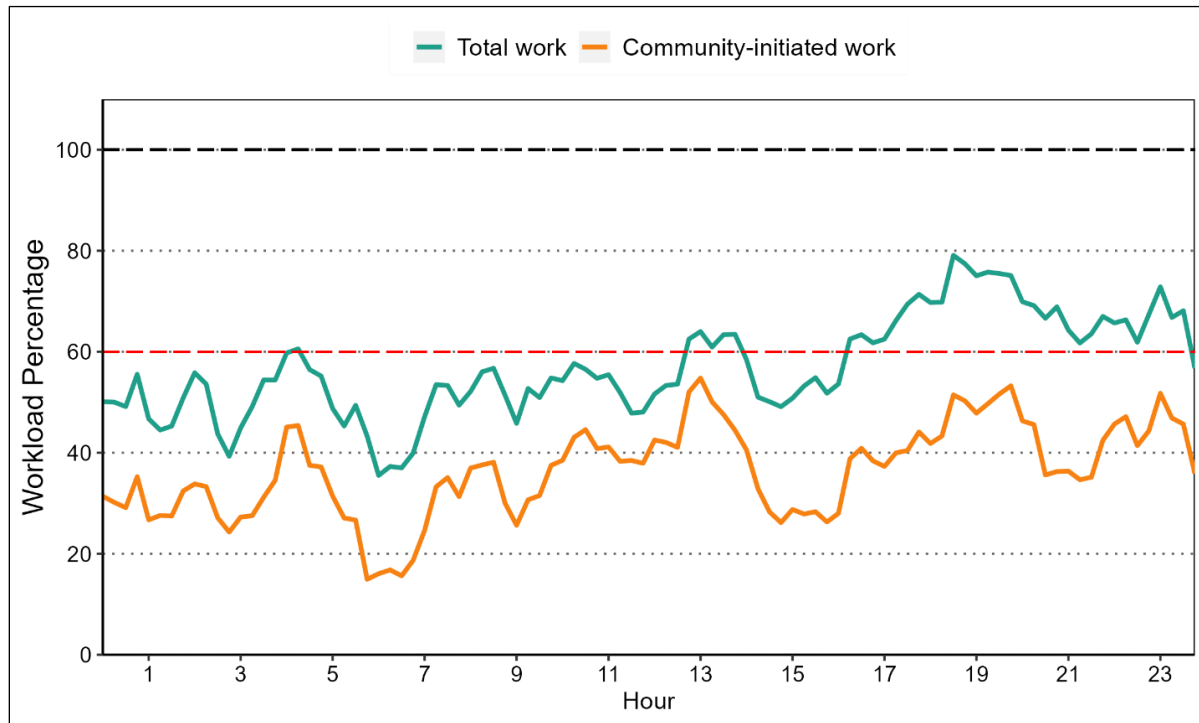
Workload v. Deployment – Weekends, Summer 2022

Avg. Deployment   8.2 officers per hour
Avg. Workload: 4.7 officers per hour
Avg. % Deployed (SI):   59 percent
Peak SI: 79 percent
Peak SI Time: 6:30 – 6:45 p.m.

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FIGURE 5-8: Deployed Officers, Weekdays, Winter 2023
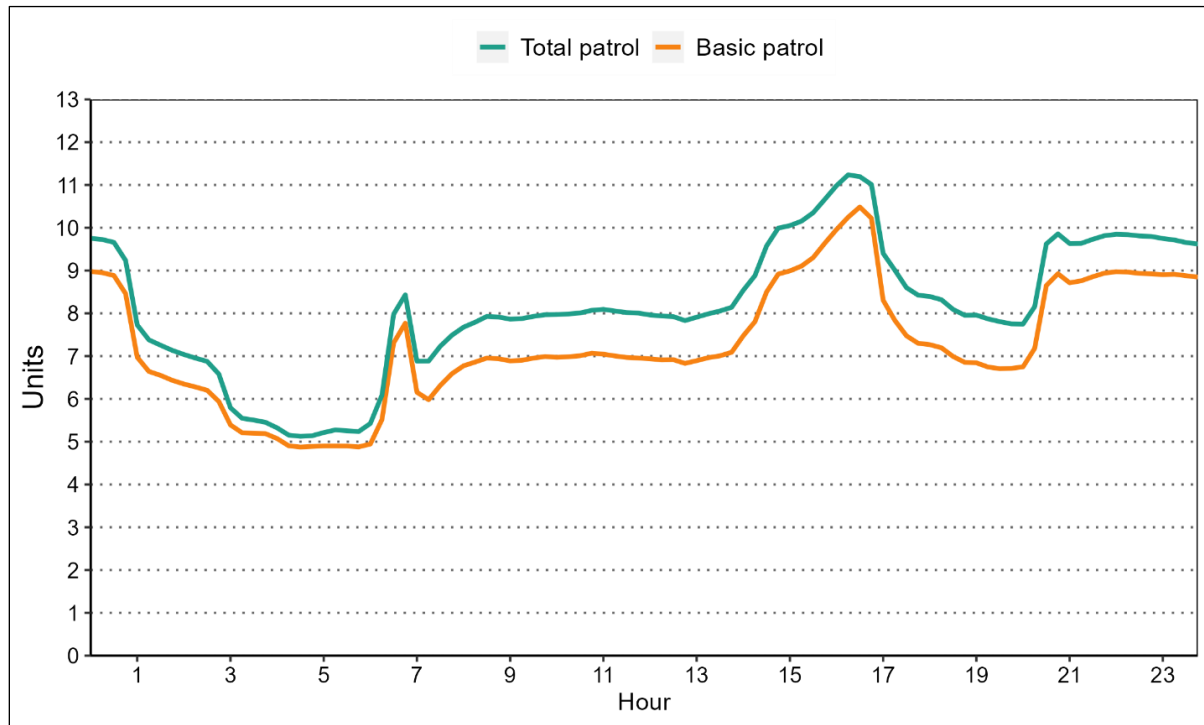
FIGURE 5-9: Deployment and All Workload, Weekdays, Winter 2023
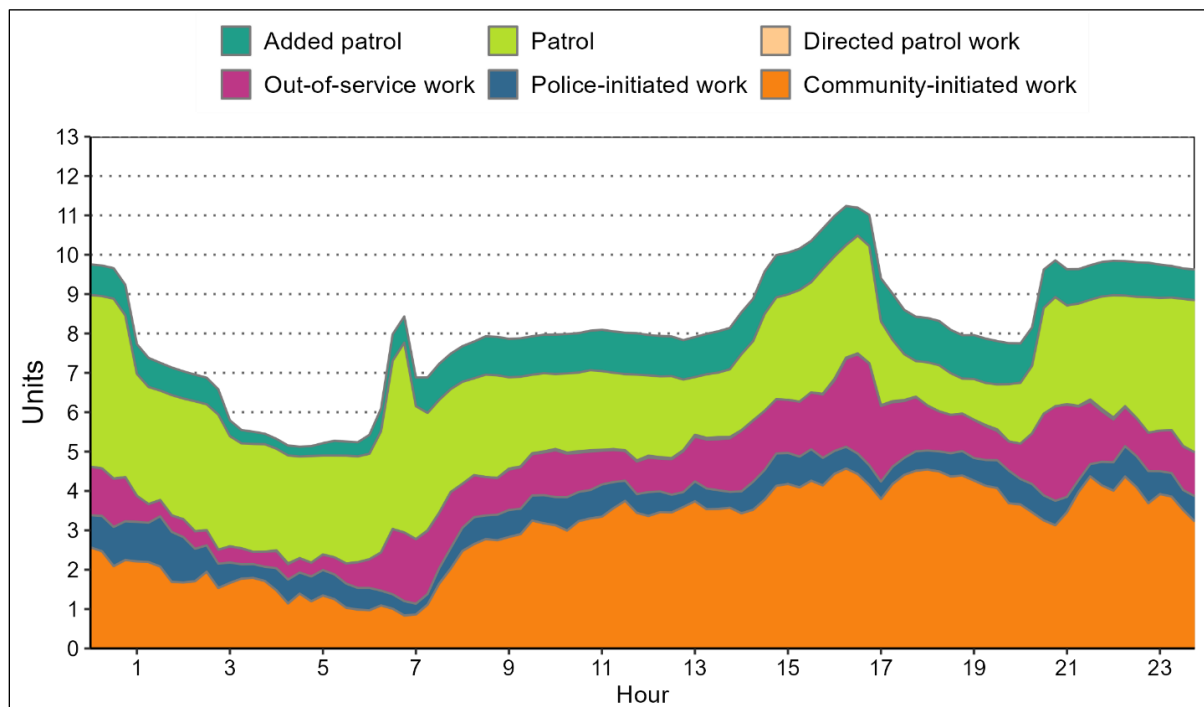
FIGURE 5-10: Percentage of Workload, Weekdays, Winter 2023
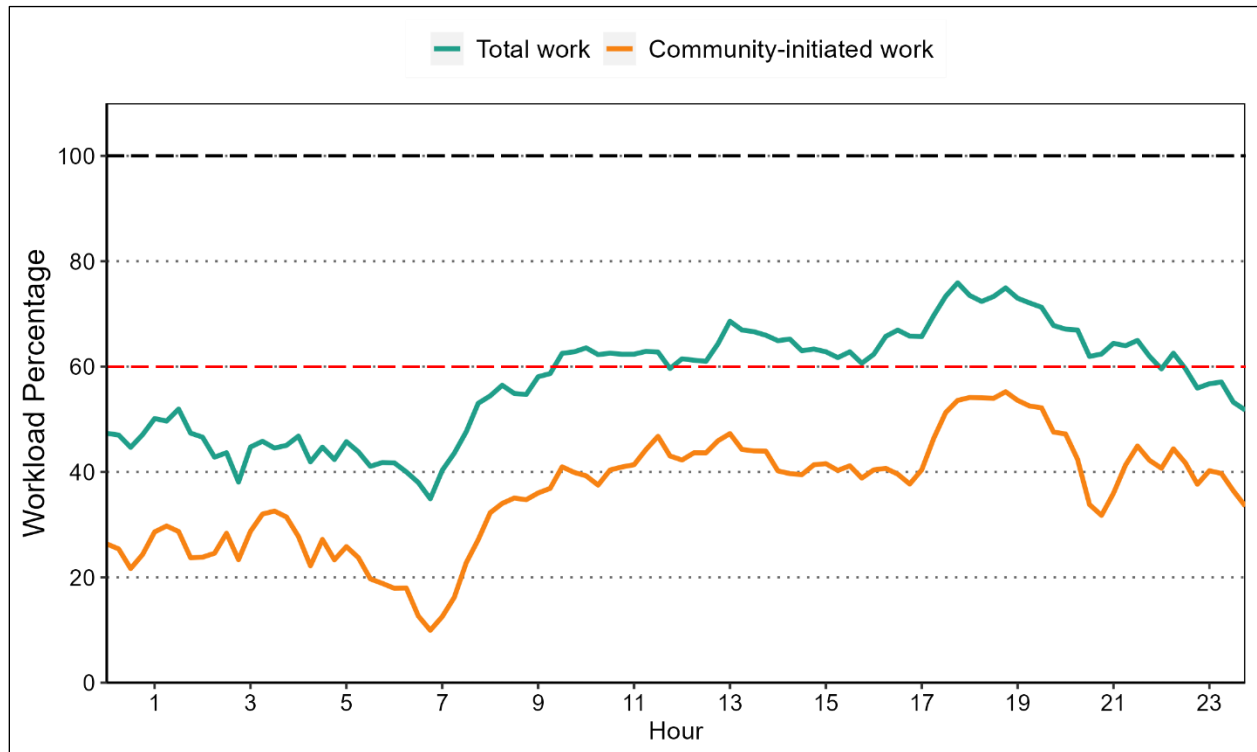
Workload v. Deployment – Weekdays, Winter 2023
Avg. Deployment   8.1 officers per hour
Avg. Workload: 4.7 officers per hour
Avg. % Deployed (SI):   58 percent
Peak SI: 76 percent
Peak SI Time: 5:45 - 6:00 p.m.

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FIGURE 5-11: Deployed Officers, Weekends, Winter 2023
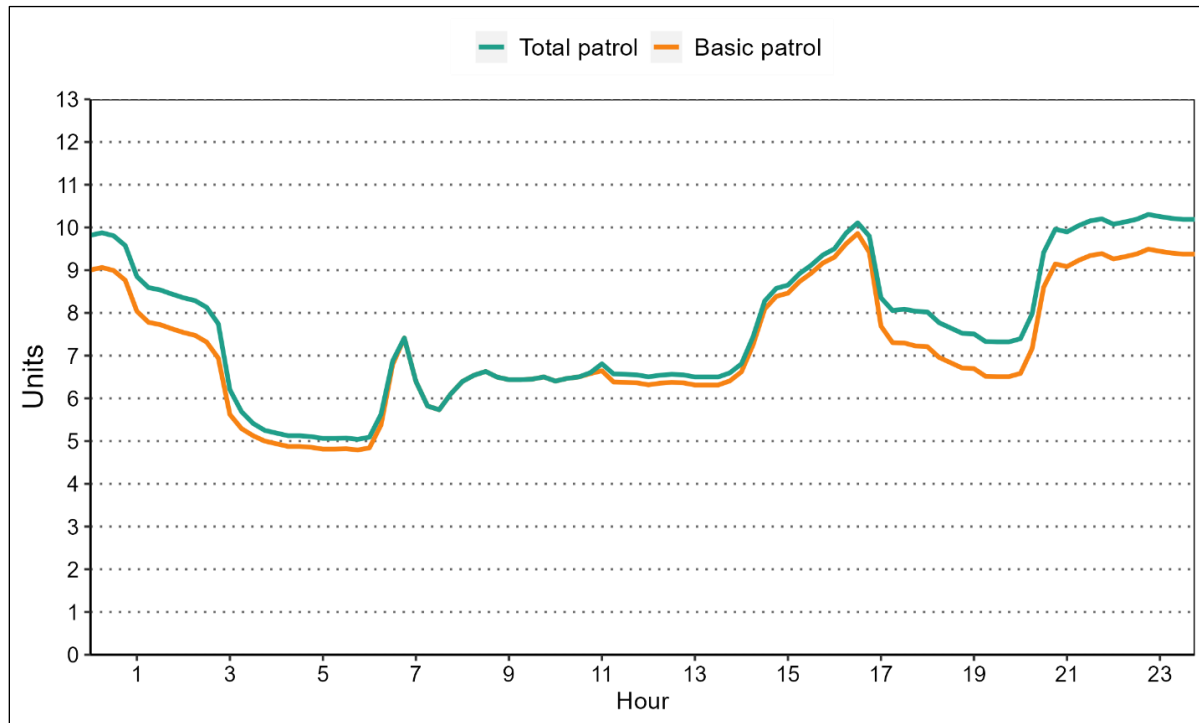
FIGURE 5-12: Deployment and All Workload, Weekends, Winter 2023
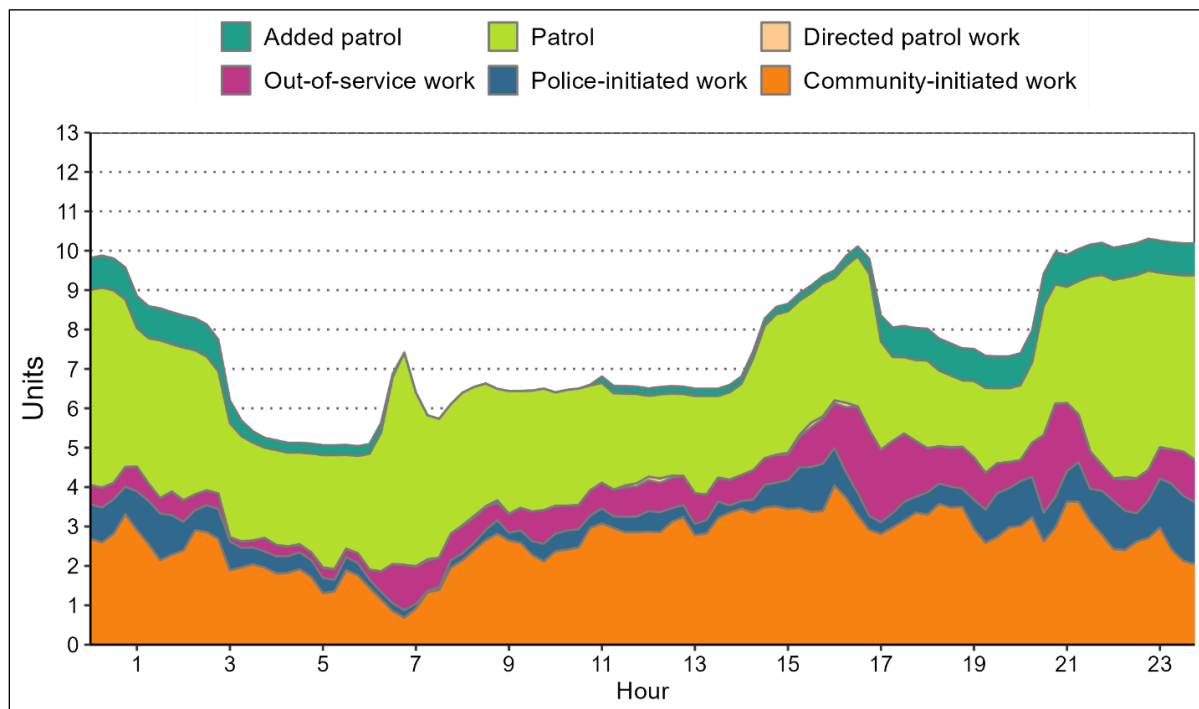
FIGURE 5-13: Percentage of Workload, Weekends, Winter 2023
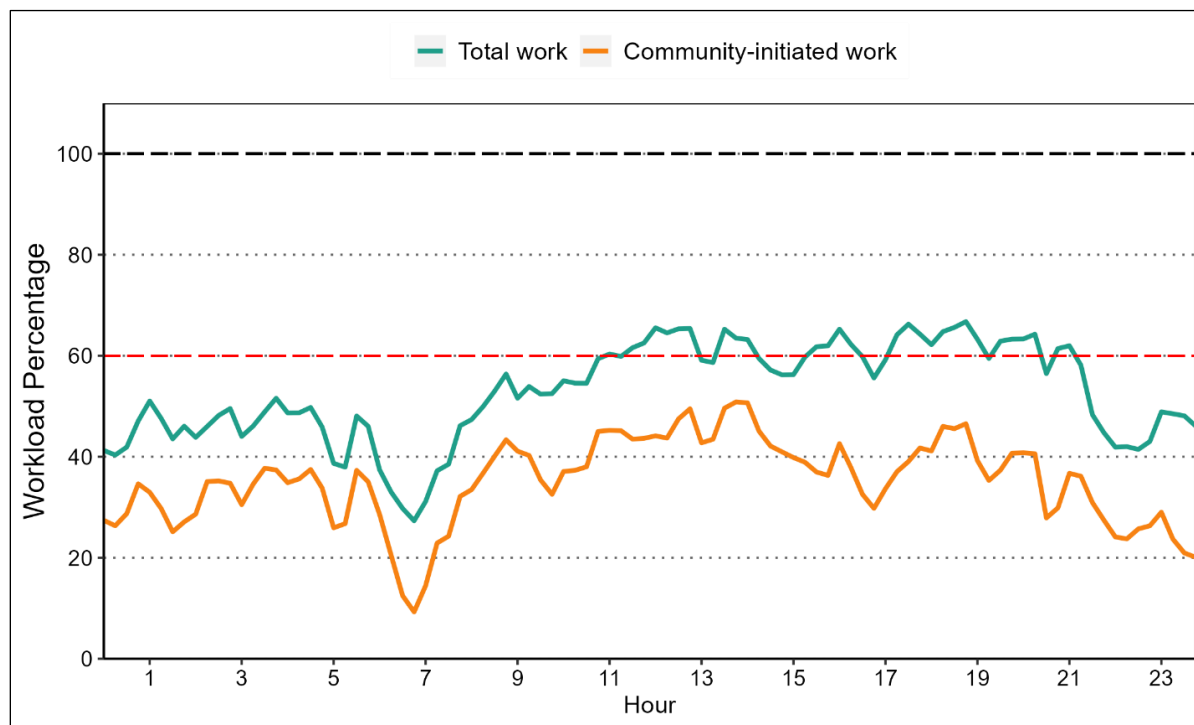
Workload v. Deployment – Weekends, Winter 2023
Avg. Deployment   7.6 officers per hour
Avg. Workload: 4.0 officers per hour
Avg. % Deployed (SI): 53 percent
Peak SI: 67 percent
Peak SI Time: 6:45 - 7:00 p.m.

As indicated earlier, the figures and data represented above are from two 8-week periods during the summer of 2022 and the winter of 2023; the data is broken down by weekdays and weekends. In evaluating the workload against the available staffing in the OPD Patrol Unit, it "appears" that the division is slightly understaffed. There are times when the workload consistently exceeds the 60 percent threshold.

We know from conducting assessments involving departments throughout the country that these workload numbers do not represent all work being done in the department. Police culture, by its very nature, does not encourage 100 percent accounting of an officer's time. Beat integrity is a cultural element in all departments, and beat integrity encourages officers to be available to handle any service call or crime report in their area of responsibility. As a result, officers tend to remain "available" in the department's CAD system and not record all activities, such as report writing and other administrative tasks.

We inquired about the culture of OPD officers as it relates to administrative time/report writing time captured in CAD. We learned that the department expects officers to account for their time accurately, including report writing time. However, we also learned that this time allocation is frequently under-reported. This becomes problematic when evaluating the true workload of an agency. What might be the best of intentions on the part of the officers by remaining "available" for a call backfire on the agency in having a true understanding of staffing needs when measured against the Rule of 60 or any workload metric tool.

Later in this report, we will discuss some concerns with the department's use of "busy" in the CAD system, specifically the lack of clarity and detail in that code usage. We encourage the department to consider establishing a code in CAD that shows an officer "busy – report writing – but available for a call if needed." Establishing this as a CAD code would allow for a more accurate accounting of time yet also serve the need to show availability to handle an officer's beat if urgent matters arise.

Recommendation:

- We recommend the department take steps to accurately track officer work time in the CAD, specifically report writing time. (Recommendation No. 40.)

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In this section of the report, we will explore what types of calls occupy OPD patrol officers' time and where those calls originate.

FIGURE 5-14: Percentage Events per Day, by Initiator
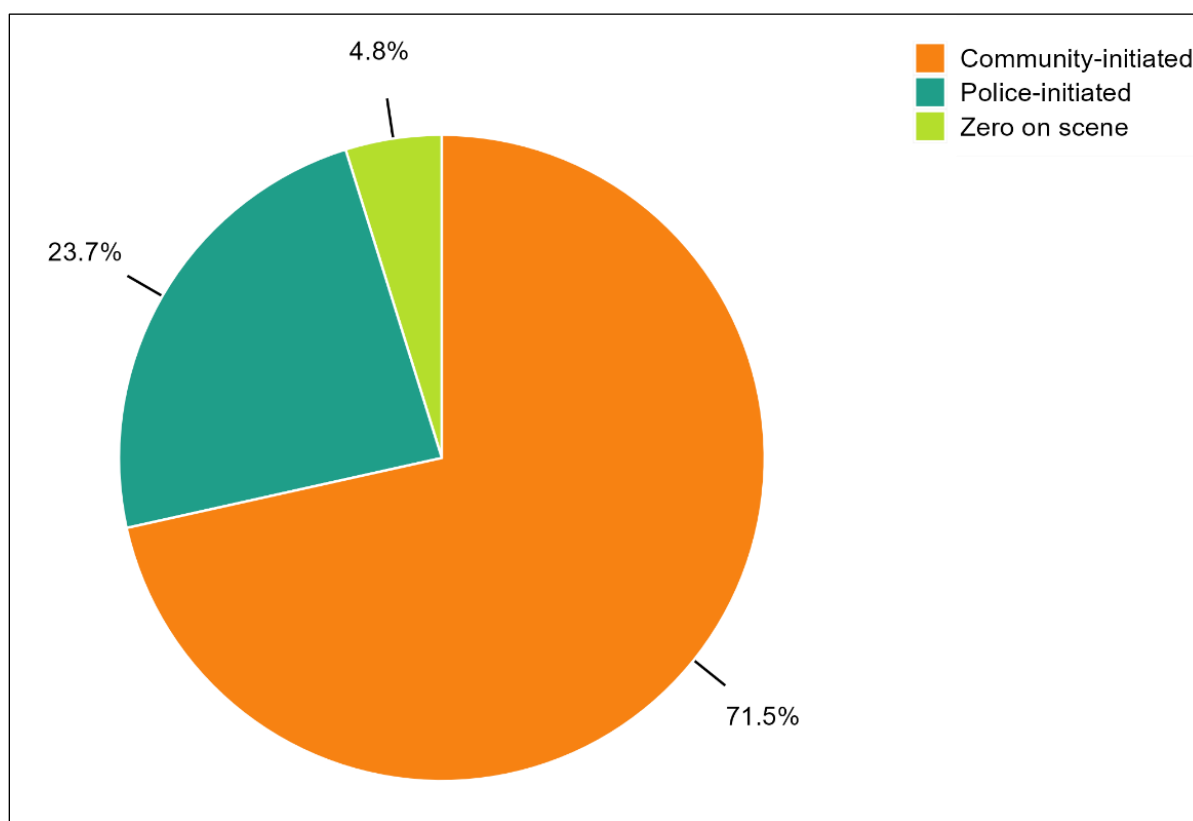
Note: Percentages are based on a total of 49,035 events.

TABLE 5-4: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	35,071	96.1
Police-initiated	11,601	31.8
Zero on scene	2,363	6.5
Total	**49,035**	**134.3**

From our analysis of the total calls and events recorded in the department's CAD system in our one-year study period, we see that approximately 71.5 percent of those events originated from community requests for services, while 23.7 percent originated from police officers' self-initiated or self-directed activity. This balance does not raise concerns; ideally though, a higher percentage of officer-initiated activity would be ideal for community policing / problem-solving efforts.

The following table and figure further break down the daily events experienced by OPD and show that property crimes and those calls classified as suspicious incidents are the two largest volumes of calls handled.

TABLE 5-5: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	1,537	4.2
Alarm	1,712	4.7
Assist other agency	1,289	3.5
Check	4,473	12.3
Civil problem	1,762	4.8
Crime against persons	2,583	7.1
Crime against property	5,992	16.4
Crime against society	2,416	6.6
Directed patrol	615	1.7
Disturbance	4,407	12.1
Follow-up	5,739	15.7
Investigation	2,506	6.9
Mental health	882	2.4
Public service	2,141	5.9
Suspicious incident	6,997	19.2
Traffic enforcement	1,782	4.9
Traffic stop	2,202	6.0
Total	**49,035**	**134.3**

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FIGURE 5-15: Percentage Events per Day, by Category
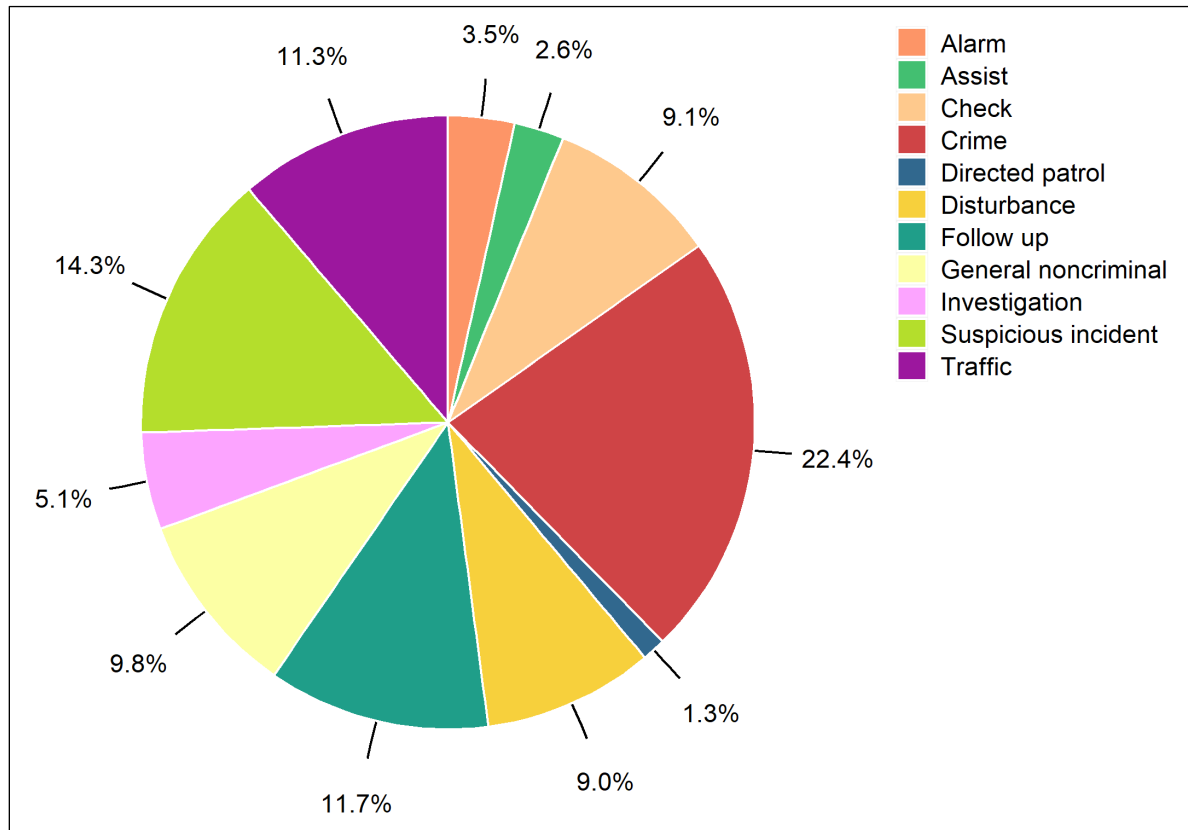
The following table further breaks down the average number of calls per day per month in each of the listed call categories. There are no concerning spikes in calls in any category throughout the year. This indicates that the crime and call load in Olympia is consistent throughout the year in all categories of calls.

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TABLE 5-6: Calls per Day, by Category and Month

Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	3.5	4.4	4.8	4.1	4.9	4.6	4.2	3.6	4.1	3.3	3.6	4.6
Alarm	5.7	4.8	4.9	4.8	4.3	4.7	3.9	3.3	4.0	3.8	4.8	5.5
Assist other agency	3.6	3.5	3.4	3.6	2.6	3.4	3.1	3.6	3.3	2.5	3.2	4.1
Check	9.5	13.3	13.5	13.9	11.8	10.7	10.2	8.8	11.1	12.5	13.4	13.2
Civil problem	4.9	4.9	5.6	3.6	3.6	3.7	4.3	4.8	4.8	4.9	5.2	5.9
Crime against persons	7.2	6.0	6.4	6.8	5.7	7.0	6.2	6.6	5.3	6.0	10.3	9.4
Crime against property	16.7	16.3	17.4	17.3	15.1	14.6	15.3	15.1	15.0	15.3	16.2	16.4
Crime against society	7.8	7.1	6.5	7.0	5.0	5.0	5.4	5.3	6.3	6.0	6.3	6.2
Disturbance	12.3	14.1	11.8	10.5	10.2	9.5	12.3	10.3	11.0	10.3	10.8	12.9
Follow-up	17.0	15.7	16.1	14.8	13.2	13.3	15.8	14.7	13.7	14.4	17.6	15.3
Investigation	6.5	7.2	6.6	7.3	6.4	5.4	5.7	5.5	6.5	6.4	7.0	8.8
Mental health	2.5	3.1	2.9	2.0	2.3	2.5	2.9	2.7	2.9	2.1	0.9	0.5
Public service	6.1	5.9	6.2	6.5	5.1	4.3	6.3	5.7	5.5	4.8	5.4	5.7
Suspicious incident	19.7	20.2	19.3	19.1	14.5	16.3	18.5	18.5	17.4	17.6	17.6	17.4
Traffic enforcement	4.2	4.5	4.7	5.5	4.6	4.5	3.7	4.2	3.4	3.1	3.8	4.2
Traffic stop	3.1	4.0	4.9	7.1	7.6	4.9	6.2	6.9	6.0	7.3	7.4	6.7
Total	**130.5**	**134.8**	**134.9**	**134.1**	**116.9**	**114.3**	**123.9**	**119.7**	**120.3**	**120.4**	**133.7**	**136.9**

The following table shows the amount of time the primary officer is occupied with a call on average by call category. This can be a useful tool for management to see what categories of calls are taking significant time to manage and look for potential efficiencies. In general, we did not observe anything concerning in the numbers in this table. However, there are some interesting observations that the department may want to explore further.

- The call category "Civil," by definition, implies that the nature of the call is not criminal in nature. Specifically, these community-initiated calls include runaway juvenile issues, protection order calls, and custody issue calls. These non-criminal calls occupy OPD officers on average for 36.7 minutes.

- Community-initiated accident calls from the public are taking OPD officers out of service for almost 40 minutes per incident. This report will discuss accident response as a potential call mitigation measure.

- There is no category specifically listed that shows prisoner transport time. Some agencies have tracked this separately, yet it does not appear as a call category on the OPD data report. OPD patrol unit managers cited prisoner transport as being a resource drain on the agency. We learned that OPD is exploring alternatives to prisoner transport. Specifically, tracking this use of officer time per occurrence would be helpful.

TABLE 5-7: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	39.8	1,460	31.6	54
Alarm	13.6	1,641	9.6	18
Assist other agency	25.2	1,010	24.9	206
Check	19.8	1,772	11.2	2,547
Civil problem	36.7	1,615	30.4	94
Crime against persons	47.7	2,463	68.7	63
Crime against property	32.0	5,449	42.3	356
Crime against society	21.0	2,149	39.4	102
Disturbance	19.7	3,996	13.3	145
Follow-up	29.1	3,295	41.1	2,228
Investigation	46.8	1,212	24.6	1,197
Mental health	26.7	807	29.6	27
Public service	24.3	1,533	28.9	521
Suspicious incident	19.8	5,119	10.5	1,459
Traffic enforcement	23.6	1,152	27.3	384
Traffic stop	NA	0	7.4	2,190
Weighted Average/Total Calls	**27.6**	**34,673**	**20.9**	**11,591**

In addition to looking at how much time officers spend on average managing each call, there is also value in seeing how many officers are required per call, depending on each call type. The following table shows that information. The call category "crimes against persons" (assaults) requires the largest number of officers on average than any other call type.

TABLE 5-8: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.6	1,460	1.8	54
Alarm	2.0	1,641	1.6	18
Assist other agency	2.0	1,010	1.6	206
Check	1.5	1,772	1.1	2,547
Civil problem	1.5	1,615	1.7	94
Crime against persons	2.4	2,463	2.7	63
Crime against property	1.6	5,449	2.2	356
Crime against society	2.0	2,149	2.4	102
Disturbance	2.0	3,996	1.9	145
Follow-up	1.1	3,295	1.2	2,228
Investigation	1.8	1,212	2.1	1,197
Mental health	1.9	807	2.1	27
Public service	1.2	1,533	1.4	521
Suspicious incident	1.8	5,119	1.9	1,459
Traffic enforcement	1.5	1,152	1.8	384
Traffic stop	NA	0	1.8	2,190
Weighted Average/Total Calls	**1.7**	**34,673**	**1.6**	**11,591**

The following provides additional data on community-initiated calls and how many of those calls involve just one officer versus how many require more than one officer.

TABLE 5-9: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	898	358	204
Alarm	427	917	297
Assist other agency	430	349	231
Check	1,043	605	124
Civil problem	1,152	305	158
Crime against persons	994	625	844
Crime against property	3,398	1,292	759
Crime against society	838	890	421
Disturbance	1,487	1,734	775
Follow-up	2,957	273	65
Investigation	707	256	249
Mental health	392	253	162
Public service	1,338	163	32
Suspicious incident	2,330	1,965	824
Traffic enforcement	760	299	93
Total	**19,151**	**10,284**	**5,238**

The following table further breaks down call types and shows the amount of labor per hour per day each call type takes. Crime-related calls (property crimes, crimes against persons, and follow-ups) demand the most time from OPD officers on a daily basis.

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TABLE 5-10: Calls and Work Hours per Day, by Category, Winter 2023

Category	Per Day	
	Calls	Work Hours
Accident	3.9	4.5
Alarm	3.6	1.2
Assist other agency	3.3	2.5
Check	9.5	3.2
Civil problem	4.6	5.3
Crime against persons	6.5	12.4
Crime against property	15.1	12.6
Crime against society	5.3	3.1
Disturbance	11.2	6.0
Follow-up	15.3	10.2
Investigation	5.6	5.7
Mental health	2.9	1.9
Public service	6.1	3.4
Suspicious incident	18.6	8.9
Traffic enforcement	4.1	2.5
Traffic stop	6.4	1.3
Total	122.0	84.5

Out-of-Service Activities

Workload activity is divided into three distinct categories. Community-initiated work is a call for service that officers are dispatched to handle. For instance, when someone calls 911 to report a crime and an officer is sent to investigate, that is classified as a community-initiated call. Self-initiated or self-directed work is also self-explanatory. When an officer makes a traffic stop and takes whatever appropriate action is deemed necessary, that is classified as self-initiated. Almost all other work recorded in a department CAD system gets classified as being administrative in nature or as this category implies, an "out-of-service" activity.

The following table is a breakdown of all out-of-service activity that CPSM extracted from OPD's CAD data.

TABLE 5-11: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	66.9	5,527
Equipment Repair	33.8	293
Meeting	90.2	232
Training	94.2	228
Writing Reports	63.1	1,455
Administrative - Weighted Average/Total Activities	**66.4**	**7,735**
Personal - Lunch - Average/Total Activities	37.0	374
Weighted Average/Total Calls	**65.1**	**8,109**

Accurately capturing a patrol officer's time is important for proper supervision and management. Without an accurate accounting of an officer's time, a department cannot assess the true workload of its officers. This is more challenging than it sounds; police work, by its very nature, does not always account for an officer's time as intended. Departments encourage officers to remain available as much as possible to be available for calls for service that may come to the department. Beat integrity and a non-delayed response are typically more important than ensuring that all time is accurately captured.

A perfect example of this is in the area of report writing. Police officers take reports all the time. Oftentimes, the report is started when the officer is still on-scene on the involved call, but it is commonplace for the report to be completed by the officer while they are otherwise showing available for a call. In a perfect environment, the entirety of the time it takes to complete an investigation and the report that follows would be captured within the call history of the originating call. Doing this would allow the data captured and outlined earlier in this report to be more accurate; it would likely show the occupied time per call to be higher than the data shows. The alternative to this is to accurately capture report writing time in the out-of-service category noted above, but it requires that an officer proactively takes themselves out of service as "busy" writing reports. To the credit of OPD, that activity was captured 1,455 times for an average of 63 minutes for each occurrence in the year of data we evaluated. That is almost four times per day and is considerably better than most agencies the size of OPD. In speaking with OPD staff they do not believe that what is documented in CAD is anywhere close to reality. Almost all OPD patrol employees said the norm was to complete reports while being "available" and between calls. The usage of busy cited above is the more extreme cases of an officer being so backed up on reports that he/she has to be taken out of service just to get caught up.

An area of concern in the above table is the "busy" category, which was used 5,527 times for over an hour each time. It is clear that OPD uses this as a catch-all category for officers to use when taking themselves out of service. However, the term busy does not accurately capture what an offer is actually doing and, therefore, does not tell a supervisor what activity that officer might be engaged in at the time. There will always be a need to have a catch-all code, such as busy, but more detail should be used for most of those calls and activities. OPD management did tell us that officers often call out "busy" and provide a verbal description of what they are doing. This is good, but it may not be helpful if supervisors do not hear the radio traffic or the department is doing administrative follow-up analysis work. Having the data broken down in CAD may allow for proactive management of officer time and workload. Regardless, the verbal description is not being captured, and the generic descriptor of busy is all that is available in CAD.

Recommendation:

- We recommend that OPD clarify the "busy" call category and create additional categories of activity to capture officer activity accurately. (Recommendation No. 41.)

WORKLOAD MITIGATION STRATEGIES

Whenever the workload within any patrol force is evaluated, there should always be the question of what workload could be mitigated or achieved more efficiently. OPD's existing workload is one where the agency should consider alternative ways of handling its service demand to keep sworn officers available for emergencies or priority service demands to the greatest extent possible.

Following are several areas often cited as workload mitigation strategies employed by agencies around the country.

Response to Traffic Collisions

Investigating traffic collisions represents a significant workload for any police department. In OPD's case, it accounts for about 1,500 calls annually. In most cases, collisions require multiple units and can be time-consuming, accounting for 4.5 labor hours per day. And that labor estimate likely does not include the report-writing time.

Serious crashes involving injuries or criminal conduct (DUI, etc.) certainly require a police response. However, most crashes are minor in nature and do not involve injuries or criminal prosecution. In many of those cases, departments can either seek an alternate response or elect not to respond at all since they are often deemed to be civil in nature.

Non-injury crashes can be handled by the involved parties exchanging information and managing the process through their auto insurance companies. We observed firsthand that OPD has a mechanism to efficiently document an exchange of information without having to write a full police report.

Another alternative would be to use civilian employees to respond to and investigate these incidents.

We made several inquiries from OPD employees regarding their approach to traffic collision calls. Although it appears policy and practice allow for officers to refer citizens to the Washington State Patrol online portal for collision reporting, many officers felt the department policy was to take any accident report they were dispatched to handle. Greater clarity and a firm department stance on either not responding or sending an alternative labor source (i.e. civilian employees) would likely reduce the patrol workload.

Modifying a response to traffic collisions is difficult for many organizations because it is deemed a reduction in customer service, and there will likely be community pushback. In many cases, an alternative response to simple crashes is a recommendation because agencies are overwhelmed by an existing workload. Olympia is not overwhelmed by this workload, but common-sense changes such as this may become a necessity as the agency and the city move into the future. Strategically adopting an alternative response now may pay dividends in the future.

Use of Civilian Employees

The use of civilians in patrol work is found in departments across the nation and is deemed a best practice for departments seeking to deliver service in the most efficient manner. When deployed effectively, these resources can be a force multiplier by handling nonhazardous, time-consuming patrol duties, freeing up sworn officers to handle more critical functions, and directing their efforts to community problem-solving and community engagement, a specific objective in Olympia's reimagining policing strategy.

Another benefit of utilizing civilians in the patrol workforce is the lower training threshold in comparison to sworn officers. Although we encourage all employees to receive proper training for the jobs they are tasked with performing, which includes departments providing extensive training to civilian employees working in the patrol function, there is no need or requirement to send these employees to a fully certified police academy for state certification. Civilian

employees can typically be hired and trained internally faster than a regular police officer. This can be a benefit when the department has multiple vacancies.

OPD is exploring the use of a Community Service Officer for prisoner transportation services. We discuss this in the next section of the report and make a recommendation for the department to explore an expanded use of these future positions.

Alternative Reporting Options

OPD offers alternative reporting options, specifically an online portal called Police to Citizen P2C. People calling the police for a reason that allows for online reporting can be referred to the online portal either through dispatch or through a call to the front desk of the police station. We also learned that in many cases, OPD officers may handle a report or a call over the phone, thereby alleviating an actual in-person response.

Data provided by OPD indicates that the department is effectively using the online reporting portal. In 2021, the system was used for 598 reports; in 2022, 768 reports were taken through the online portal, and YTD 2023 (November), the portal has been used 398 times. The department estimates that each report taken through the portal saves approximately 30 minutes of police officer labor time.

False Alarm Mitigation

Most alarm responses tend to be false alarms, thereby wasting the valuable time of patrol officers tasked with responding to these calls. There are effective systems involving a municipal alarm ordinance, alarm registration, and assessed fees for false responses that have proven to be effective at mitigating the impact on police resources.

In Olympia, there were over 1,641 alarm responses by OPD officers during our 12-month evaluation period. The following table shows data provided by OPD on total alarm responses and the number of false alarms by year for 2021–2023TYD.

TABLE 5-12: Total Alarm Response and Number of False Alarms, 2021–2023YTD

Year	Alarm Responses	Unfounded / False Alarms
2021	1,677	762
2022	2,053	868
2023 (YTD Through Dec. 1.)	1,755	784

The number of false alarms in Olympia is significantly below the industry-reported figures, which is near 90 percent. OPD acknowledged that it is likely that OPD patrol officers are clearing alarms as "resolved" when, in fact, the correct disposition should be "unfounded" (aka false). Properly reporting the correct disposition into CAD would allow for more accurate reporting of the false alarm responses by OPD patrol officers. The average alarm call in Olympia occupied more than two units on average and kept those officers out of service for almost 14 minutes per occurrence. Alarm calls are given a priority 2 on the response matrix, meaning they are classified directly below the most urgent calls. For every false alarm that received a priority response from OPD officers, another call was potentially delayed because those officers were busy.

We learned that Olympia has a false alarm response ordinance in place. However, there was a recent decision to stop billing alarm owners for a false alarm response. The reasons for

suspending the billing are varied, but we believe there may be value in revisiting the program, especially with an accurate reporting of actual false alarms along with the impact on OPD patrol operations.

Recommendations:

- We recommended that OPD take steps to report false alarm responses accurately by patrol officers. (Recommendation No. 42.)

- We recommend that the OPD explore call mitigation strategies to reduce the existing OPD patrol unit workload. (Recommendation No. 43.)

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times 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 processing and travel time. Dispatch processing 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 7,506 calls in summer and 6,834 calls in winter. We limited our analysis to community-initiated calls, which amounted to 5,912 calls in summer and 5,158 calls in winter. In addition, we removed the calls lacking a recorded arriving unit, calls located at headquarters, as well as calls not in Olympia PD districts. We were left with 4,499 calls in summer and 3,871 calls in winter for our analysis. We began with 46,264 calls for the entire year and limited our analysis to 35,071 community-initiated calls. With similar exclusions, we were left with 26,318 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to 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.

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FIGURE 5-16: Average Response Time and Dispatch Processing, by Hour of Day, Summer 2022, and Winter 2023
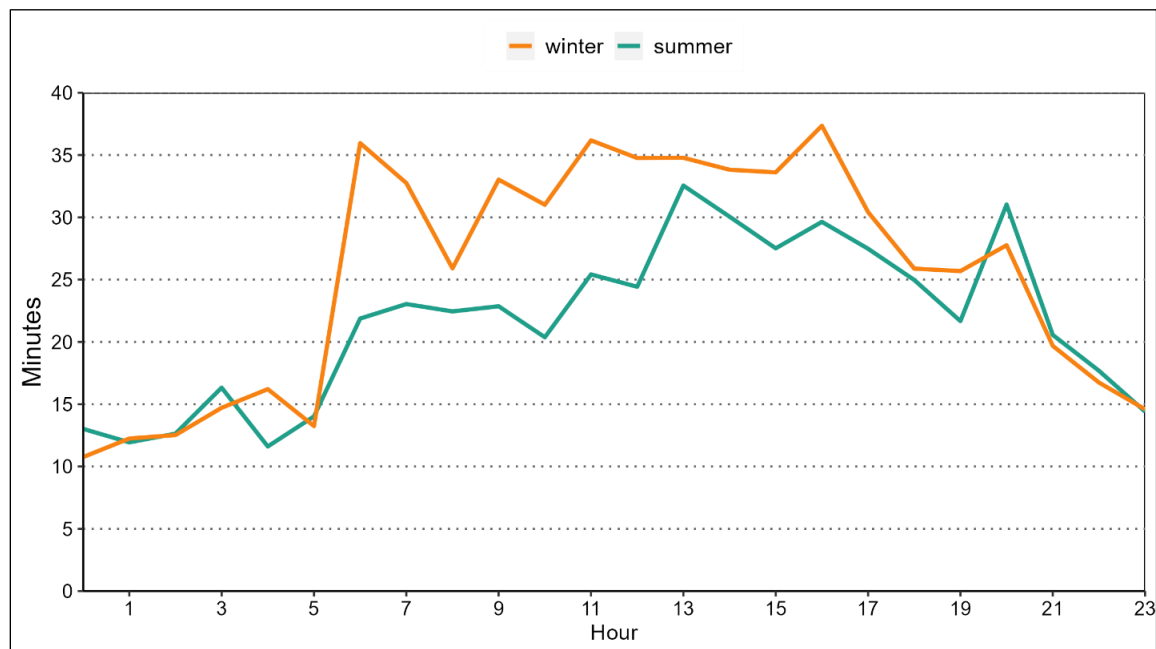
Next, we will explore the average response times to the various types of call categories in this report. Again, this table does not factor in the different priorities of call categorization.

TABLE 5-13: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	13.3	8.6	22.0	201	15.7	9.0	24.7	175
Alarm	1.2	10.1	11.4	249	1.5	11.1	12.6	160
Assist other agency	10.0	8.1	18.2	118	6.1	7.7	13.9	110
Check	19.0	12.0	30.9	221	28.2	9.7	37.9	204
Civil problem	23.0	6.9	29.9	201	35.4	10.0	45.4	170
Crime against persons	12.2	6.9	19.1	314	17.8	8.0	25.8	310
Crime against property	17.0	8.3	25.4	657	26.2	8.3	34.5	598
Crime against society	5.7	9.4	15.2	327	9.0	8.6	17.6	235
Disturbance	12.7	8.7	21.4	590	15.7	7.8	23.5	504
Follow-up	28.5	3.0	31.5	363	33.6	2.2	35.8	330
Investigation	20.1	11.3	31.4	126	25.3	12.0	37.3	110
Mental health	8.2	11.0	19.2	114	9.1	12.6	21.7	99
Public service	27.7	5.7	33.5	162	36.0	4.3	40.3	133
Suspicious incident	13.5	8.8	22.3	721	14.2	7.9	22.2	622
Traffic enforcement	13.0	9.2	22.2	135	13.2	7.0	20.2	111
Total Average	**14.9**	**8.3**	**23.2**	**4,499**	**19.8**	**8.0**	**27.7**	**3,871**

Next, we will explore the average response times within the individual districts in the city.

TABLE 5-14: Average Response Time Components, by District

District	Dispatch	Travel	Response	Calls
AN	17.8	7.9	25.7	4,545
AS	19.1	8.9	28.0	5,171
B	17.1	8.0	25.0	5,575
C	19.0	9.2	28.2	6,000
D	17.8	8.5	26.3	5,027
Total	**18.2**	**8.5**	**26.7**	**26,318**

High-Priority Calls

The department assigned priorities to calls, with priorities 1 and 1P as the highest priorities. The following table shows average response times by priority. In addition, we identified injury accidents and included that response in a separate line.

TABLE 5-15: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	1.9	2.6	4.5	21	6.5
1P	2.9	7.4	10.4	2,462	19.0
2	3.9	17.5	21.4	3	33.6
2P	3.7	10.7	14.5	8,263	36.7
3	35.3	12.5	47.9	20	148.2
3P	25.0	7.3	32.3	9,060	97.9
4	30.0	1.0	31.0	9	75.0
4P	32.9	7.8	40.7	6,478	128.0
9P	4.4	13.9	18.3	2	19.6
Total	**18.2**	**8.5**	**26.7**	**26,318**	**82.8**
Injury accident	1.7	4.3	6.1	143	10.4

Police departments intentionally categorize calls received by a dispatch center by priority. A specific set of guidelines is established that allows for decisions to be made that determine how important a call might be to justify an emergency response. A national benchmark that all police agencies try to reach is a 5-minute overall response to emergency-type calls. In our experience, very few agencies are able to reach that standard. In a quick glance of OPD data it appears they may be attaining that standard with the Priority 1 calls at 4.5 minutes. However, we learned that all police calls are coded by the priority number followed by a "P." In the above table, where the priority is not followed by a "P," there is a belief that it was a dispatch entry error, and in reality, those calls should be included in the categories followed by a "P."

The Olympia PD response time to the highest priority calls of 10.4 minutes is not a desirable response time and signals a need for improvement. The department should collaborate with the regional dispatch center and explore the type of calls included in a priority 1 response. It's possible that nonpriority calls are being lumped into that category, thereby skewing the

response time. This possibility is supported by the fact that injury collisions have an overall shorter response time, including a significantly faster travel time recorded by OPD officers.

Recommendation:

- The Olympia Police Department should take steps to reduce its response time to emergency calls for service. (Recommendation No. 44.)

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It should be noted that there are staffing concerns with the OPD patrol unit. We have highlighted the higher-than-desired workload percentage and will make recommendations that will increase patrol staffing. The poor response time cited above is another indicator of inadequate staffing in the patrol unit. Improving staffing will inherently improve response times.

PRISONER TRANSPORT

The police department used to operate its own jail that allowed officers to book arrestees at a facility adjacent to the municipal court. The jail was closed in April of this year due to a variety of issues. With the closure of the city's jail facility, OPD officers are now required to transport arrestees requiring booking to either Nisqually Jail (30 to 40 minutes away) or Thurston County Jail (10 to 15 minutes away). The jail facility used is determined based on the charges of the arrested person and the severity of those charges. The county jail only accepts certain felony bookings so all misdemeanor booking and some felony bookings are taken to the Nisqually Jail.

Under the current arrangement, the arresting officer is required to transport their arrestee to the appropriate jail. With travel time back and forth as well as the time required to complete the booking process, officers are often taken out of service for an extended period of time, frequently in excess of an hour.

OPD is exploring alternatives to this booking process to keep officers in the city and in service to the greatest extent possible. One consideration involves creating a Community Service Officer position that will perform the transport duties for the officers. This would allow a less expensive labor source to perform the duties while the sworn officers are kept in service for priority needs. The implementation of this program has been slowed as the city works through the logistics and the hiring process for the positions. Ultimately, and if implemented, this can benefit the organization and be a force multiplier if those CSO positions are used for duties beyond just prisoner transport. This is discussed more in the next session.

COMMUNITY SERVICE OFFICERS

If OPD moves forward with the previously mentioned plan of prisoner transport by OPD employees, it plans on calling the positions "Community Service Officers" (CSOs). The use of CSOs for this role is found in some departments throughout the country and is an efficient model worthy of consideration. However, many agencies also use CSOs as a force multiplier to perform a number of duties, including handling non-hazardous calls for service. Using a CSO (or civilian employee) is a best practice measure for mitigating workload for patrol officers (noted earlier). We inquired with OPD staff about the expanded use of the CSOs for patrol work. At the time of our interviews, OPD was not considering using the CSOs for this purpose. The primary deterrent cited by OPD staff is the potential labor objection, as it may be viewed as taking work away from the sworn workforce.

Some agencies throughout the country effectively use civilian employees for call mitigation and investigative work. We have made other recommendations regarding workload mitigation and encourage OPD to explore the use of civilian employees (CSOs) for this type of work in addition to transportation duties.

Recommendation:

■ We recommend that OPD explore the use of civilian employees for patrol call mitigation. (Recommendation No. 45.)

MUNICIPAL COURT SUPPORT

The City of Olympia has a municipal court that handles misdemeanor matters. The court is in the downtown area and is adjacent to the former city jail facility. There are occasions involving the arrest of a person with an outstanding warrant or a jury trial that necessitate a response from OPD. Prior to the jail closure, this response was handled by a jail employee who possessed limited powers under state law to handle those matters. With the jail closure and those respective employees no longer being available for this service, the matters are falling on the certified officers of OPD.

OPD is evaluating the CSO position, as noted in this report, to assume the transport duties for patrol, and these employees will also perform tasks associated with the municipal court. In the meantime, there is an administrative Lieutenant assigned to OPD operations who serves as a liaison for the court and facilitates a certified officer's response to the court's needs.

It appears that OPD is well aware of the need to mitigate transport time and is planning for an alternative labor source to handle those needs.

ANNEXATION

The City of Olympia is engaged in a process that involves annexing land adjacent to the city's southern boundaries. The area is residentially developed and is currently considered an unincorporated area of Thurston County. The Thurston County Sheriff's Department currently provides law enforcement services, but that responsibility will shift to the Olympia Police Department once annexation is completed.

The area in question is 2.5 square miles in size and has an estimated population of 7,950. This represents a 12 percent increase in the city's physical size and a 14 percent increase in the census population served by OPD.

CPSM worked with OPD and the communications center to attempt to determine the current workload within that geographic area. After several attempts, it was realized that problems existed within the data that would make an accurate workload assessment impossible. Therefore, we will project a 14 percent increase in overall workload for the annexation area when making personnel recommendations.

We recognize that adding this area to city operations will add beat coverage and will require additional FTE personnel to appropriately staff the area and provide the level of service that existing City of Olympia residents have come to expect from OPD.

The following figure shows the proposed annexation area.

FIGURE 5-17: Proposed Annexation Area
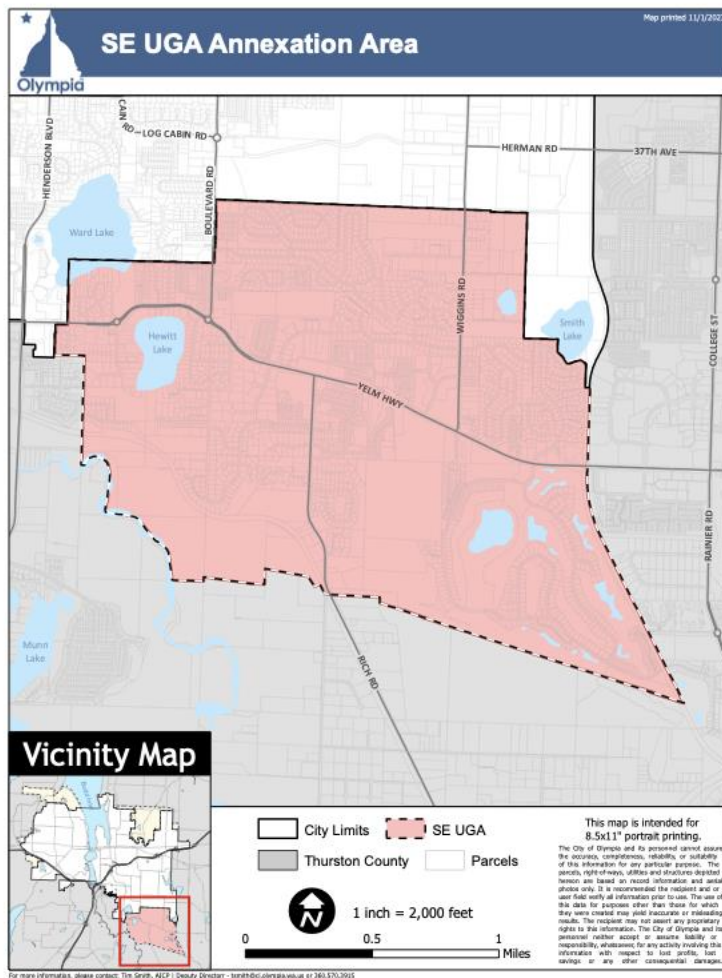
PATROL STAFFING RECOMMENDATIONS

Existing labor allocation in the patrol unit is inadequate to meet the Rule of 60 as outlined in this report. Additionally, we have highlighted that the documented workload in the department's CAD system is marginally under-reported, and not all officer activity is captured. In addition to the existing staffing concerns, an additional workload will be added to the department's Patrol Unit once annexation is completed.

We have highlighted that the existing workload often exceeds 60 percent, sometimes spiking into the high 70 percent range during busier shifts. Overall, average workload hovers closer to 60 percent when factoring in an entire 24-hour period each day. As long as these workload levels remain in this range, it is unlikely the OPD will be able to allocate officer time to strategic policing initiatives, including the reimagining policing objectives of increasing officer/community engagement. Although some engagement can always be performed by a dedicated team of officers, such as Walking Patrol and Community Policing, it is often cited as a concern that those units only interact with citizens who want to interact with them (small, engaged groups of citizens) or those individuals who find themselves interacting with the police because of criminal

or quality of life concerns. Conversely, the regular patrol unit always interacts with a cross-section of a community. It is much more likely to engage a population that may not always see or meet officers. Although the genesis of those interactions may be because of a negative concern (calling 911), the time an officer is available to engage may be the difference between a positive and a negative experience.

We believe Olympia should strive to move the average patrol workload percentage closer to 45 percent versus the current 57 percent. Moving the workload averages to this level will also lower the workload spikes; this should allow for additional strategic policing time and lower response times and ensure the overall staffing of the police department meets the true needs of the community.

In order to move those workload figures to 45 percent based on the current level of CAD data, the department will need to increase minimum staffing by approximately 25 percent. Rounded out, the new shift minimums would be as follows:

- Shift 1 (Days): 6 officers + 1 sergeant.

- Shift 2 (Swings): 8 officers + 1 sergeant.

- Shift 3 (Graveyard): 5 officers + 1 sergeant.

These minimum staffing levels would imply that the current full staffing levels of 20 officers per team would be adequate to lower the workload levels to the desirable level. However, this would not allow for any overage, and the OPD would be in the same position as now, constantly using overtime labor to staff the minimum levels.

Police departments must account for officer time off and staff to a level that accommodates these needs, such as scheduled vacations, but also account for some unplanned time off, such as sick time, injuries, or last-minute employee requests for personal reasons. Having a reasonable level of staffing above the minimum alleviates significant overtime usage and, in turn, reduces officer stress, improves morale, and generally improves overall working conditions.

In our experience, the normal absenteeism rate for a well-managed police patrol unit is approximately 20 to 25 percent. This means that for every 10 officers scheduled to work, it is likely that at least 2 to 3 officers will be off work or requested to be off work due to the circumstances outlined above.

Meeting the desired minimum staffing level would then mean that full staffing (scheduled) should be as follows:

- Shift 1 (Days): 8 officers + 1 sergeant.

- Shift 2 (Swings): 10 officers + 2 sergeants.

- Shift 3 (Graveyard): 6 officers + 1 sergeant.

This would require the addition of 8 FTE police officers and 2 FTE patrol sergeants above the current patrol full staffing complement. This additional staffing is in addition to the existing vacancies that should be filled at the patrol level. Minimum and full scheduling should be as shown in the following table.

TABLE 5-16: Recommended Minimum and Full Staffing for OPD Patrol Operations

Shift	Minimum Staffing		Full Scheduling	
	Officers	Sergeants	Officers	Sergeant
Dayshift	6	1	8	1
Swing shift	8	1	10	2
Graveyard	5	1	6	1

Additionally, if annexation occurs there will be a need to increase each shift by one additional officer, as denoted in the following table.

TABLE 5-17: Recommended Patrol Staffing Levels Following Annexation

Shift	Minimum Staffing		Full Scheduling	
	Officers	Sergeants	Officers	Sergeants
Dayshift	7	1	9	1
Swing shift	9	1	11	2
Graveyard	6	1	7	1

Recommendations:

- CPSM recommends that OPD increase staffing in the Patrol Unit as follows: (Recommendation No. 46.)

  - 8 FTE police officers.

  - 2 FTE patrol Sergeants.

- If annexation takes place we recommend an additional six FTE police officers over and above the baseline recommendations above. (Recommendation No. 47.)

PUBLIC PROTESTS AND DEMONSTRATIONS

The City of Olympia is the capitol of Washington State. The state capitol building is located in the city, and a variety of state offices are located in and around the capitol building. Because it is the capital city, protests and demonstrations occur in and around the capital building every year. The property where the capitol building sits is state property; that property and state buildings adjacent to the property are considered the capitol campus and fall under the jurisdiction of the Washington State Police (WSP). When demonstrations occur, and they are on state property, the WSP will often manage those protests. Because WSP staffing is limited at the capitol campus, OPD often assists when requested. Conversely, when demonstrations leave the capitol campus and become marches on city streets, they become the sole policing responsibility of OPD.

In 2022, Olympia commissioned a study conducted by a Seattle-based law firm that evaluated OPD's response to demonstrations. They specifically focused on demonstrations that occurred between mid-2020 and early 2021. The reports cited that over 60 demonstrations took place in Olympia during 2020. The total number of demonstrations since 2020 was not available.

The report made a number of recommendations for OPD regarding general guidance on protecting the First Amendment rights of protesters. The scope of this assessment does not include an additional review of what that previous report covered. However, it was clear in our discussions with OPD staff that responding to these protests is a stressor on department staffing, and staff did ask for that to be taken into account when evaluating department staffing.

The dynamics of policing a capitol are often an added responsibility for the home police department. By their very nature, capitol buildings attract people who desire to have their voices heard on matters of government and general political concern. Olympia has an additional challenge in this area because it is among the ten smallest capital cities in the United States (by population) and, therefore, has a smaller police department than most other capital cities.

OPD has established protocols to plan for and respond to protest events. Many of those issues were covered in the aforementioned study. When events occur that trigger a preplanned response from OPD, that response is often staffed by OPD officers on overtime. The ability to muster enough officers can be concerning with an agency the size of OPD and the amount of overtime added onto an existing patrol staffing overtime. Officers repeatedly cited the stressors created by the sheer volume of overtime they are ordered to work.

Oftentimes, agencies are able to rely on neighboring assistance from police agencies within the region to assist in large-scale events that stretch the existing capabilities of the home agency. OPD said that although they receive some assistance from WSP and some local agencies, including the Thurston County Sheriff, assistance is more the exception than the norm. In fact, OPD talked about some past experiences where a request for mutual aid went largely unanswered.

As outlined in this report, adding personnel will provide some overtime mitigation elsewhere and alleviate some of the stressors created by staffing these protest events. Staffing up a local department with FTE officers for occasional events is not reasonable. It is concerning that OPD receives very little assistance from its neighbors when needed. An ideal solution would include state assistance and a preestablished regional team that can be deployed when preplanned events take place. The issue of fairness would include a funding component in which protests that occur in and around the capitol and that are focused on state and national issues and not Olympia-specific causes be funded by a state fund intended to offset local impact. Having a fund like this might encourage other agencies to provide assistance, knowing it will not negatively impact local budgets to assist OPD.

Any solution includes the need to negotiate with regional partners and potentially lobby the state legislature for assistance. It will take time and require operating agreements and MOUs with participating agencies. OPD already has a similar process in place with the regional agreements for dispatch and tactical teams.

Recommendation:

■ CPSM recommends that OPD and the City of Olympia engage their state and local partners in developing a regional plan to respond to local protest events at the state capitol. (Recommendation No. 48.)

SECTION 6. PROFESSIONAL STANDARDS

INTERNAL AFFAIRS

Ensuring the department has the public's trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. Because the effectiveness of any police agency is dependent upon its reputation for integrity within the community, professional standards units for investigating serious violations of the law and violations of department policy by police officers should be established by all police departments, and OPD has done so. A professional standards unit should act with integrity, be responsive to complaints from both inside and outside the agency, and keep an accurate record of its activities. Citizens should not be discouraged from presenting complaints, and each complaint should be recorded, and its progress monitored. In fact, on the cover of the department's annual Professional Standards report, it states, "We strive to consistently earn the trust of the residents and visitors in our community."

The professional standards unit should strive to preserve the public's trust and confidence by conducting thorough and impartial investigations of alleged employee misconduct, providing proactive measures to prevent such misconduct, and by maintaining the highest standards of fairness and respect towards our citizens and employees.

Civilian Police Auditor

The police department has a law firm selected by the city council to act as a civilian independent oversight of the OPD and which reports directly to the city council. The purpose of the auditor is to increase public trust and confidence in the police department by providing an independent review and audit of the department's internal complaints against the OPD or its employees. The auditor files a mid-year and annual report with the city council, City Manager, and the Police Chief.

The auditor is responsible for:

- Review of police professional standards investigations relating to complaints about the police department or its employees to determine if the investigations meet department standards and are complete, thorough, objective, and fair.

- Review of all uses of force, complaints, and internal investigations as defined in Olympia Police Department General Orders to determine if they are consistent with police department policies, without indication of unlawful bias, protect civil rights, and are in alignment with best practices.

- Provide an impartial review of the police department's internal investigative process and verification of the department's compliance with established policy and procedures.

- Provide an impartial review of the department's responses to public demonstrations and crowd management when events result in physical injury, extensive property damage, or is determined by the City Manager to be appropriate for review by the Police Auditor to determine if the response was in alignment with the police department's applicable General Orders and Guiding Principles for Demonstrations and Crowd Management.

- Review and recommend revisions to police department policies, procedures, and training related to complaints, use of force, and the internal investigative process based on audit

findings. Revisions will be in alignment with best practices regarding diversity, equity, and inclusion, while ensuring public safety and protection of First Amendment and other constitutional rights.

Staffing

The Professional Standards Lieutenant reports directly to the Police Chief and monitors all department uses of force (including the review of body camera video), provides reports to the Police Auditor, and conducts internal affairs investigation as needed. The PSU Lieutenant is the only person assigned to the unit.

Tracking Software

Data regarding administrative investigations and public complaints are valuable as a risk management tool to identify training needs, performance deficiencies, or patterns of misconduct. Many departments have turned to software systems to assist in this critical management responsibility. Employing specialized software is an efficient means of producing graphs and reports quickly and with relative ease. OPD I/A utilizes Central Square, One Solution as its software. Central Square is a robust management and tracking software system and appears to be meeting the department's needs.

Policy

All policies pertaining to the complaint process are found in Chapter 10 of the Olympia Police Department's Policy Manual, and specifically in Section1010. The department utilizes the Lexipol policy service, which provides policies that are concise, well-written, and abide by all applicable laws and regulations. The policy was last revised in June 2021, and is not scheduled for another review until June 2031. CPSM recommends that all policies, especially those involving citizen and personnel complaints be reviewed annually.

Rotation

There is no rotation of the Lieutenant's position in the unit, and it was learned that he has been assigned to Internal Affairs for approximately 10 years. Without a rotation of the Lieutenant position, the other department Lieutenants do not have the opportunity to learn new skills and become more well-rounded. CPSM recommends that the Lieutenant's position be rotated every three years.

Complaint Process

OPD will accept and address all complaints of misconduct in accordance with its policy and applicable federal, state and local law, municipal and county rules, and the requirements of any collective bargaining agreements. Any person who witnesses or has direct knowledge of police misconduct or unlawful behavior may file a complaint including those persons wishing to remain anonymous. Persons may file a complaint by using an on-line form, in person, by telephone, or by mail. The department does not provide the complaint form in language other than English. The complaint form can be obtained by downloading it from the department's website. The form on the website should also be provided as a fillable form.

All complaints are referred to the I/A Lieutenant for determination if the complaint investigation will be handled within the unit or if it will be assigned to an employee's supervisor. Most service-level complaints are assigned to the employee's supervisor; however, the more serious investigations are conducted by the Lieutenant.

Oftentimes the complaints come to a supervisor or the watch commander who may suggest appropriate remedies to resolve minor incidents; however, citizens are not discouraged from filing a complaint. The supervisor/watch commander has the authority to handle the matter with discretion and make the appropriate resolution without a formal complaint. Many citizens only want to make their issue known to the department, be listened to, and know that their incident will be handled appropriately. Although this does come with some risk that supervisors may "kiss off" complaints, if the supervisors are appropriately trained, it can be an effective and efficient resolution to an incident. OPD must ensure, through ongoing discussions of personnel performance, that supervisors are making these "informal" complaint decisions utilizing a full understanding of the department's mission. Allowing the informal resolution of complaints is a common and accepted practice in most law enforcement agencies. OPD is to be commended for the trust it has in its supervisors in allowing them to resolve minor incidents without a formal complaint being filed.

At the same time, when these minor incidents are handled informally, if they are not properly documented, employee misconduct can be missed. It is imperative that some type of documentation occurs when incidents are informally handled. All complaints, even those handled informally, are documented in the unit's Central Square database.

The department attempts to complete investigations as quickly and carefully as possible, and for service-level complaints the department attempts to complete them within 60 days and with more serious conduct complaints, a 90-day time frame is desired. However, because of their complexity some investigations can take longer to complete. Most times, service-level complaints are not difficult investigations to conduct, CPSM would recommend that the department attempt to complete those investigations within 30 to 45 days.

Complaint Classifications

Upon intake of a complaint by the agency, the complaint can be classified or separated into several different categories:

- **Inquiry:** This is a type of complaint in which there is a question or concern from the complainant regarding conduct or performance. Such inquiries generally include clarification regarding department policy, procedures, practices, or responses to specific incidents.

- **Personnel complaint:** This is a type of complaint that holds an allegation of misconduct or improper job performance against an employee of the police department that, if true, would constitute a violation of department policy.

- **Informal complaint:** This is a type of complaint in which there is no expectation from the complainant that an investigation will occur and the supervisor or manager reviewing the complaint is satisfied that is the case.

- **Formal complaint:** This is a type of complaint in which a supervisor or manager determines that an investigation is warranted.

Dispositions

Once an investigation is completed, a disposition is assigned to it based upon what was determined to have occurred or not have occurred during the alleged incident that was investigated.

- **No Finding:** When the investigation shows one of the two following conditions to be present:

  - The complainant failed/declined to disclose information to further the investigation.

  - The allegations relate exclusively to another agency, and the complaint and/or the complainant has been referred to that agency.

- **Unfounded:** When the investigation shows that the alleged behavior did not occur or was patently false.

- **Exonerated:** When the investigation shows the alleged behavior occurred, but also shows such acts to be justified, lawful, and proper.

- **Not sustained:** When the investigation fails to disclose sufficient facts to prove or disprove that the alleged behavior occurred.

- **Sustained:** When the investigation discloses sufficient facts to prove the alleged behavior occurred.

- **Resolved:** Resolved may be used as a disposition for inquiries and informal complaints only.

- **Without Merit:** The Professional Standards Lieutenant, with approval of the Chief of Police or designee, may close an investigation if one of the following conditions are demonstrated:

  - Positive proof (photos, video, audio tape, etc.) clearly establishes that the allegation is untrue; or

  - The facts indicate that the allegation is clearly inconsequential or frivolous and no tangible harm can be reasonably associated with the behavior; or

  - The facts indicate that the allegation was made maliciously and with wanton disregard for the truth; or

  - The complaint does not involve the Olympia Police Department or its employees.

When the investigations are completed by the department they are independently reviewed and audited by the City Council's Civilian Police Auditor. The purpose of this independent review is to determine whether the investigations are consistent with police department policies, without indication of unlawful bias, protect civil rights, and are in alignment with best practices.

All investigations are conducted consistently; interviews conducted during the investigations are recorded and remain a part of the investigation. OPD's method of conducting personnel investigations is consistent with best practices, and the way that most law enforcement organizations operate regarding personnel investigations.

Complaint Investigations

All complaint data in the following tables was provided by the department and reflect the total number of citizen/internal complaints for 2021, 2022, and 2023 (thru August 2023).

TABLE 6-1: Citizen and Internal Complaints, 2021–2023YTD

Year	No. of Citizen complaints received	No. of complaints generated internally
2021	11	3
2022	19	4
2023 (thru Aug.)	13	Unknown

Source: Olympia Police Department Civilian Police Auditor Annual Reports

TABLE 6-2: Citizen/Internal Complaint Investigation Adjudications, 2021–2023

Year	Total	No Finding	Unfounded	Exonerated	Not Sustained	Sustained	Resolved	No Merit
2021	14	1	0	2	0	4	5	2
2022	23	1	3	4	5	3	1	7
2023*	24		3		1	4	12	2

Source: Olympia Police Department.
Note: *Two complaints are still open.

TABLE 6-3: Complaints Compared to Police Contacts

Year	Total Police Contacts	Citizen Complaints
2022	49,035	19
2023	46,264	24

Source: Olympia Police Department

The above tables represent not only the number of citizen complaint investigations conducted by OPD, but also those numbers against the total police contacts by OPD. In examining the investigations that were conducted for 2022, there were 19 citizen complaint investigations conducted out of a total of 49,035 police contacts. Thus, out of the 49,035 police contacts, only one complaint was filed for every 2,580 police officer contacts. As for 2023, out of the 46,264 contacts, a complaint was filed regarding every 1,927 police officer contacts.

For an agency the size of OPD and representing a community of 56,000 people, the number of complaints regarding employee misconduct by OPD represents a well-trained department in which employees are held accountable to their department's policies and procedures. It also represents a finding that employees clearly understand the city's and department's expectations regarding their conduct when contacting the public. OPD is to be commended for its commitment to professionalism when interacting with the community.

I/A Training

Those members of OPD who conduct personnel investigations have attended the requisite I/A training courses; however, many of the complaints regarding the service citizens received on calls for service are handled by the Patrol Sergeants. CPSM recommends that all OPD personnel, including Sergeants, who conduct personnel investigations should attend a 24-hour Internal Affairs training class.

Discipline

Effective disciplinary processes serve a number of important functions in a law enforcement agency. They punish, change behavior, signal organizational expectations internally and

externally, respond to citizen complaints, and serve as an early warning tool about potential problem behaviors and tensions in the community.

Discipline at OPD can be applied in the following ways:

- Verbal Counseling.
- Formal Discipline.
  - Written Notice of Deficiency.
  - Written Reprimand.
  - Suspension.
  - Step-decrease or fine.
  - Demotion.
  - Transfers.
  - Dismissal.

Education-Based Discipline

A method of discipline that is not discussed in the department's options is Education-Based Discipline (EBD). EBD is unique to the law enforcement community and is an alternative to punitive discipline. EBD alters the interaction of employees and management, and it changes the dynamics of the discipline process. The premise of EBD is that it offers an alternative to unpaid suspension days, and is beneficial to both the department and employee. It provides an opportunity for employees to voluntarily participate in an individualized remedial plan that emphasizes education, training, and other creative interventions which promote a successful outcome. When the department is faced with an employee's discipline that rises to anything that results in monetary loss, EBD should be considered. Discipline should not debilitate the affected employee, and most times the employee is less bitter regarding their discipline after EBD is utilized.

It was learned that the department in many of its discipline cases has included some element of education and training as a part of the discipline along with other penalties. However, when EBD is used, it should not include the other discipline penalties. CPSM recommends the department consider, in some discipline cases where applicable, the use of EBD.

Discipline Matrix

There is no indication that the department utilizes a standardized progressive discipline matrix. A standardized progressive discipline matrix ensures fair and consistent implementation of discipline, and in addition to associated policies and resulting disciplinary decisions, the discipline shall reflect contemporary industry standards for progressive discipline. CPSM recommends that the department consider utilizing a progressive discipline with a standardized matrix to apply discipline in a consistent manner and for purposes of educating personnel as to potential disciplinary action for offenses. The following table provides an illustration of a progressive discipline matrix. CPSM recommends the department consider creating a matrix that reflects the rules and regulations governing discipline specific to the department.

TABLE 6-4: Example of a Standardized Progressive Discipline Matrix

Class	First Offense	Second Offense	Third Offense	Fourth Offense
1	Min: Verbal counseling	Min: Documented counseling	Min: Documented written reprimand	Min: 1-day suspension
	Max: Documented oral reprimand	Max: Documented written reprimand	Max: 3-day suspension	Max: 5-day suspension
2	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension	Min: 5-day suspension
	Max: Documented written reprimand	Max: 5-day suspension	Max: 5-day suspension	Max: 10-day suspension
3	Min: Documented written reprimand	Min: Documented written reprimand	Min: 1-day suspension	Min: 30-day suspension
	Max: 1-day suspension	Max: 10-day suspension	Max: 15-day suspension	Max: Dismissal
4	Min: 1-day suspension	Min: 5-day suspension	Min: 10-day suspension	Min: Dismissal
	Max: 10-day suspension	Max: 15-day suspension	Max: 30-day suspension	Max: Dismissal
5	Min: 5-day suspension	Min: 10-day suspension	Min: 30-day suspension	Min: Dismissal
	Max: Dismissal	Max: Dismissal	Max: Dismissal	Max: Dismissal

The "class" category should clearly define specific department violations that fall within the categories. Potential discipline should be listed for the first offense through the fifth offense. This enables consistent and transparent issuance of discipline to department personnel.

Early Intervention Program

An Early Intervention Program (EIP) is a resource with which supervisory personnel can identify at an early stage those employees who may display symptoms of job stress or performance problems. The intent of an EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor, the chain of command, and the civilian auditors, these incidents may appear acceptable in isolation, but a pattern of less-than-optimal job performance may be developing that is more difficult to identify. Tracking the indicators in an EIP enables the department to examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being. Performance indicators are set by department management and can be modified as desired.

In OPD, the review of an employee's performance is triggered by three records by any one officer. For example, an officer can have one complaint lodged against them plus two uses of force, and the cumulative three incidents would trigger the review. When that occurs, the I/A Lieutenant reviews the employee's performance. According to the Lieutenant, the system has only been triggered once a year in the past few years. It is important these indicators are reviewed annually to ensure they meet department and community expectations.

It is important to note that the notification triggered by reaching a threshold in and of itself does not suggest a definitive problem with an employee, but rather, informs the department of a high rate of total incidents. Again, this number is determined by the department. For instance, officers

working high-crime areas are more commonly involved in arrests and uses of force, which has the potential to trigger a notification even though their actions are entirely appropriate. This applies to more proactive officers as well. Nonetheless, the department can look at the employee's pattern of conduct and determine if there may be a problem. If so, it may address the problem through counselling, training, or as otherwise called for.

The following table is an example of a robust EWS that includes the highest-liability issues and their thresholds of occurrence. CPSM recommends OPD consider using this as its baseline for the EWS.

TABLE 6-5: Example of EWS Indicators and Threshold Timeframe

Incident Type	Number of events	Timeframe (months) that Triggers a Review
Bias Complaint	2	6
Citizen Complaint	2	12
Internal complaint	2	12
Use of Force	3	6
Vehicle Accident	3	12
Vehicle Pursuit	4	12

Internal Affairs Recommendations:

- The department should consider modifying its website to enable persons to file a complaint on a fillable form. (Recommendation No. 49.)

- The department should also consider offering their complaint form in other languages, based upon the diversity of the community. (Recommendation No. 50.)

- CPSM recommends that all policies, especially those involving citizen and personnel complaints, be reviewed annually. (Recommendation No. 51.)

- CPSM recommends that all OPD personnel including Sergeants who conduct personnel investigations should attend a 24-hour Internal Affairs training class. (Recommendation No. 52.)

- Most times, service level complaints are not difficult investigations to conduct, CPSM would recommend that the department attempt to complete those investigations within 30-45 days. (Recommendation No. 53.)

- CPSM recommends OPD consider reviewing its thresholds for its EWS and use the sample incident numbers listed in Table 6-5. (Recommendation No. 54.)

- When the department is faced with an employee's discipline that rises to anything that results in monetary loss, Education Based Discipline (EBD) should be considered. (Recommendation No. 55.)

- CPSM recommends that the Lieutenant position in I/A be rotated every three years. (Recommendation No. 56.)

- CPSM recommends the department consider creating a matrix that reflects the rules and regulations governing discipline specific to the department and consider its use. (Recommendation No. 57.)

USE OF FORCE

The necessary and appropriate use of force in carrying out a police officer's duties up to and including the taking of a human life is among the most complex and critiqued actions of law enforcement. At no time in the past has the use of force been looked at, examined, and judged as it is today. It is essential and critical that the department have and follow a comprehensive policy on the use of force. Providing relevant training for the use of force is vital for the department. The purpose of comprehensive training in the use of force is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the city or department has more importance. Police departments must engage in an in-depth review of uses of force by their officers. In President Obama's 21st Century Policing report, it was stated that departments must have a review process of uses of force by their officers in place.

The Professional Standards Lieutenant is responsible for tracking and monitoring all uses of force.

Civilian Police Auditor

As was mentioned earlier, a law firm selected by the city council has the role of independent oversight of the OPD. The purpose of this role is to increase public trust and confidence in the police department by providing an independent review and audit of the department's uses of force by its employees. The auditor files a mid-year and annual report with the city council, City Manager, and the Police Chief.

Policy

The OPD's use of force policy is General Order 300 "Use of Force" in the Olympia Police Department Operations Policy Manual. The policy, which is eighteen pages in length, provides guidelines on appropriate uses of physical force, non-lethal weapons, deadly force, the discharging of weapons, and the reporting responsibilities of those using force. Officers are authorized to use only the amount of force which is reasonably necessary to overcome the level of resistance to secure a subject, or to stop a direct threat of harm posed by a subject which is clearly defined within the policy.

Officers are required to notify a supervisor immediately after they employ any use of force, other than de minimis force. The Use of Force policy is very detailed, thorough, and well written. The policy was last revised in June 2021, and is not scheduled for another review until June 2031. CPSM recommends that all policies, especially those involving citizen and personnel complaints, be reviewed annually. Most policies, more specifically and more importantly the Use of Force policy, should be reviewed annually for any changes in law or altering any way that force is used.

Uses of Force

The following table shows all the uses of force by department personnel during the period of 2021 to 2023

TABLE 6-6: Uses of Force, 2021–2023

Year	Total	Within Policy	Outside Policy	Arrests Involving Use of Force
Officers 2021	59	59	2	4.5%
Jail Staff 2021	8	8	0	N/A
Officers 2022	68	68	1	2%
Jail Staff 2022	2	2	0	N/A

Source: Olympia City Police Department

Use of Force Training

All officers and supervisors must receive regular training on this policy as consistent with the Criminal Justice Training Center pursuant to Chapter 43.101 RCW. Training should: (a) Be a combination of classroom and scenario-based learning, (b) Include community partners, when relevant and feasible, (c) Incorporate cultural competency to understand disproportionately impacted communities, and how racialized experiences of policing and the criminal justice system may impact interactions with police. This policy should be incorporated into defensive tactics curricula.

Reporting of Uses of Force

Officers shall notify a supervisor promptly following the application of force in any of the following circumstances:

- (a) When an individual subjected to the use of force:
  - Is taken to the ground.
  - Complaints of injury or continuing pain.
  - Sustains visible injury caused by physical force.
  - Is rendered unconscious.
  - Alleges that unreasonable force was used or indicates intent to pursue litigation.
- (b) Whenever an officer:
  - Applied the BolaWrap restraint system.
  - Discharged a firearm at or in the direction of a person.
  - Pointed a firearm at a person.
  - Used a chokehold or vascular neck restraint.
  - Used an electronic control weapon including, but not limited to, a taser, against a person.
  - Used oleoresin capsicum spray against a person.
  - Discharged a less lethal shotgun or other impact munitions at or in the direction of a person.
  - Struck a person using an impact weapon or instrument including, but not limited to, a club, baton, or flashlight.

- Used any part of their body to physically strike a person including, but not limited to, punching, kicking, slapping, or using closed fists or feet.

- Used a vehicle to intentionally strike a person or vehicle.

- Deployed a canine by releasing it from the physical control of the law enforcement officer or if when under the law enforcement officer's control a canine bit a person.

Supervisors' Use of Force Responsibilities

When available, a supervisor should respond to an incident in which there has been a reported application of force. If a supervisor reasonably believes that an individual or officer has sustained an injury resulting in substantial bodily harm, great bodily harm, or death, the supervisor will notify their chain of command to determine whether the supervisor will be responsible for completing the following investigative duties.

A supervisor who is completing the investigation is expected to:

- (a) Obtain the basic facts from the involved officers. Absent an allegation of misconduct or excessive force, this will be considered a routine contact in the normal course of duties.

- (b) Ensure that any injured parties are examined and treated.

- (c) When possible, obtain a video/audio (location and equipment dependent) recorded interview with the subject upon whom force was applied regarding the use of force event. This may be independent from any investigation of the criminal activity itself. The fact that a recorded interview was conducted should be documented in a report.

- (d) Once any initial medical assessment has been completed or first aid has been rendered, and when safe for all involved, should ensure that photographs have been taken of any areas involving visible injury or complaint of pain, as well as overall photographs of uninjured areas. These photographs should be retained until all potential for civil litigation has expired.

- (e) Identify any witnesses not already included in related reports.

- (f) Evaluate the circumstances surrounding the incident and initiate an administrative investigation. In the event that a supervisor is unable to respond to the scene of an incident involving the reported application of force, the supervisor is still expected to complete as many of the above items as circumstances permit.

Lieutenant Responsibilities

The appropriate Lieutenant shall review each reportable use of force to ensure compliance with to address any training issues and to determine if for any reason further investigation may be appropriate.

Use of Force Review Board

OPD has a robust review of use of force incidents which is covered in Olympia Police Department Operations Manual Section 301.

The purpose of the policy is to objectively evaluate the use of force by its members to ensure that their authority is used lawfully, appropriately, and is consistent with training and policy. The board is only convened when the use of force by a member of the department results in great bodily harm, death, or the intentional discharge of the firearm whether the employee was on or off duty.

Composition of the Use of Force Review Board

The Use of Force Review Board contains the following representatives, as appropriate:

- (a) Lieutenant in the involved member's chain of command.

- (b) Training Sergeant.

- (c) Patrol or Corrections Sergeant 2.

- (d) An officer:

    - The officer being evaluated will submit three names to the Deputy Chief in order of preference.

    - The Deputy Chief will choose one of the three officers to sit on the Review Board.

    - The Deputy Chief will provide an explanation to the officer under review if their choice is not consistent with the officer's order of preference

- (e) A sworn peace officer from an outside law enforcement agency.

- (f) Department instructor for the type of weapon, device, or technique used.

- (g) A community member.

Duty to Intercede

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

Section 300.11 of OPD policy covers the Duty to Intercede and states, "*Any identifiable on-duty peace officer who witnesses another peace officer engaging or attempting to engage in the use of excessive force against another person shall intervene when in a position to do so to end the use of excessive force or attempted use of excessive force, or to prevent the further use of excessive force.*" However, section 300.11 does not specify what an officer must do if they do intercede in an incident. The Duty to Intercede policy (300.11) should include specific directions regarding what an officer must do when interceding in a use of force incident. However, OPD is to be commended for having the Duty to Intercede section in its policy.

De-escalation Provisions

De-escalation requirements are a must to be incorporated into a department's use of force policies. De-escalation is defined as taking action, or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning.

OPD is to be commended for having a De-escalation provision in its use of force policy. The de-escalation provision appears in section 300.6.1, and states, when possible, officers shall use all

de-escalation tactics that are available and appropriate under the circumstances before using physical force (RCW 10.120.020 (3)(a)). The policy is well-written and concise.

Duty to Report Wrongdoing

Any identifiable on-duty peace officer who witnesses any wrongdoing committed by another peace officer (from any agency) or has a good faith reasonable belief that another peace officer committed wrongdoing, shall report such wrongdoing to their supervisor as soon as practicable (RCW 10.93.190).

OPD is to be commended for having this policy in its operations manual. For too many years, law enforcement agencies have been accused of having the "blue wall of silence." This supposed blue wall tends to erode community trust in its police officers and police department. Having a policy such as this in its manual illustrates just how important OPD believes this to be.

Use of Lethal Force

OPD policy 300.7.4, contains a detailed policy and procedure guidelines regarding officers' use of deadly force.

Except as otherwise provided in this policy or by law, a peace officer may use deadly force against another person only when necessary to protect against an immediate threat of serious physical injury or death to the officer or another person. Officers shall not use deadly force against persons who present a danger only to themselves and do not pose an immediate threat of death or serious bodily injury to another person or officer. For purposes of this subsection: "Immediate threat of serious physical injury or death" means that, based on the totality of the circumstances, it is objectively reasonable to believe that a person has the present and apparent ability, opportunity, and intent to immediately cause death or serious bodily injury to the peace officer or another person (RCW 10.120.020(2)).

Use of Force Recommendations:

- The Use of Force policy should be reviewed annually for any changes in law or altering any way that force is used. (Recommendation No. 58.)

- The Duty to Intercede policy (300.11) should include specific directions regarding what an officer must do after interceding in a use of force incident. (Recommendation No. 59.)

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SECTION 7. OUTREACH, ADMINISTRATIVE SERVICES

INFORMATION TECHNOLOGY

Technology and policing have been interconnected for decades, dating back to the advent of the telephone, the automobile, and the two-way radio. Today, technology seems to be advancing at an ever-accelerating pace, as seen through the propagation of mobile and wireless technology, high-powered computing, visual and audio technology, advanced analytics, and other technological advancements. Many departments are implementing these and other technologies to increase efficiency and to improve outcomes, especially in times of diminished resources and enhanced public attention to and scrutiny of law enforcement tactics and outcomes. However, much remains unknown about the prevalence and utility of technology among the nation's law enforcement agencies (LEAs) and the factors that influence its selection and implementation. To address these issues, we need to build the knowledge base of why and how police select, implement, and integrate new technology; how that technology is being used; and whether new technology improves policing in a meaningful way for both the agency and the community.

Use of technology is expected to increase. This is the case not only among the largest agencies but across most U.S. law enforcement organizations. The technologies expected to increase most sharply are predictive analytics software (15 percent of all agencies and 22 percent of large agencies have plans to obtain and use within two years), BWCs (15 percent and 17 percent, respectively), and in-car electronic ticketing (11 percent and 38 percent, respectively). Also notable are the intentions to acquire next-generation 9-1-1 (14 percent and 11 percent, respectively) and unmanned aerial vehicles (UAVs, or drones) (7 percent and 9 percent, respectively).

Olympia PD has two full-time civilian technicians responsible for the department's technology, and they work Monday through Friday (7:30 a.m. to 4:30 p.m.). If computer-related issues arise during hours when they are not working, they can be called if needed; however, they are not officially on-call. If the issue is one supported by OPD, then the technicians are contacted directly; if the issue is technology supported by the city's IT Department, then there is a help desk number and e-mail address to contact.

RMS

The department uses Tiburon Command as its computer-aided dispatch (CAD) system, which is hosted by TCOMM. Its records management system (RMS) is Central Square-One Solution. The RMS was purchased and implemented in 2011 and was last updated in the spring of 2023. Although the RMS meets the department's current needs it is antiquated technology; thus, the department is in the process of obtaining a replacement system. It is recommended that the department continue to move forward with replacing its RMS.

Training

The two technicians receive ongoing professional training depending upon the department's technology they are asked to support.

Technology Replacement

The department is on the city's life cycle plan for desktop devices, while the department's mobile computer terminals (MCTs) are on a life cycle plan designed by the department's IT team. The city and department both utilize a replacement fund for their computer systems. A replacement fund receives contributions each year through the budget. When a computer must be replaced based upon is life cycle, the monies are already allocated for its replacement.

Facility Technology

The department's training rooms and conference rooms are all equipped with modern technology to enable presentations, video conferencing, and camera monitoring. Most doors in the department have a card reader system to allow ingress and egress. That system is supported by the city facilities staff, as well as the camera system within the interior and exterior of the police department.

IT Committee

Anecdotal evidence from our interviews with staff at all levels of the organization suggest that the department is well supported by its technologies and technology support, though some indicated that many officers underutilize the technology available to them. This is common in law enforcement, or other fields for that matter, as employees have differing levels of comfort or knowledge in utilizing technology. As well, technology may not be user friendly. To address this range of issues, we would offer a recommendation that the department create an Information Technology Committee.

The committee should be chaired by someone such as a Deputy Chief or a Lieutenant who has the authority to move recommendations forward. It should be made up of end users from throughout the department as well as the city's IT manager or designee. It is important that the participants are diverse in their skill levels regarding technology. Committees of this type have a tendency to attract only those who have high levels of skill and comfort with technology, thus, the technologies that they recommend/acquire are sometimes not user friendly for those with more general knowledge or less comfort. That results in the acquisition of technology that end users shy away from, and the technology is then underutilized and ineffective.

If formed, the committee should meet not more than two to three times per year. The objective is not to meet for the sake of meeting. For the committee to be productive, the meetings, at a minimum, must serve to identify underutilized technologies and the reason for the underutilization (e.g., training) as well as to examine available technology enhancements that will both improve efficiencies and enhance service delivery. Finally, action items identified must establish responsibilities for completion, mechanisms, timelines, and reporting guidelines that ensure that action items are moved forward. CPSM recommends consideration be given to forming and implementing an IT Committee.

Body-Worn Cameras

Body-worn cameras (BWC) are widely used by state and local law enforcement agencies in the United States. They are worn principally by officers in the performance of duties that require open and direct contact with the public. Olympia PD equips all its officers with BWCs. Maintaining BWCs can be an onerous task; however, the department's IT personnel handle all maintenance and repair of the BWCs.

Associated Responsibilities

IT also is responsible for management of all of the department issued cell-phones, onboarding of all new employees to the various software, disabling accounts when an employee retires, quits, or is terminated, Taser Inventory, and they liaison with City IT on projects interconnected between the city and police department.

Technology Recommendations:

- CPSM recommends consideration be given to forming and implementing an IT Committee. (Recommendation No. 60.)

- It is recommended that the department continue to move forward with replacing its RMS. (Recommendation No. 61.)

OUTREACH SERVICES

Outreach Services is a part of the Outreach and Administrative Division. The unit's coordinator reports directly to the Deputy Chief of the Outreach and Administrative Services Division. There are two components of Outreach Services, the Crisis Response Unit (CRU) and Familiar Faces.

Crisis Response Unit (CRU)

The CRU, which was begun in 2019, is the alternative to having armed police officers responding to situations where persons are in crisis. The unit provides free, confidential, and voluntary crisis response assistance. Its members offer a number of services, including crisis counseling, conflict resolution and mediation, harm reduction, first aid and non-emergency medical care, and referrals to additional support services. It provides a layered response to crisis response because the program is often focused on immediate response and care. The unit's goal is to work towards lasting stability for those in constant crisis. CRU members spend much of their time building relationships with community members and organizations to establish meaningful connections and better understand their needs.

CRU is funded through revenue generated by a 2017 Public Safety Levy (Ordinance No. 7091) passed by the Olympia City Council and approved by voters in the November 2017 election. The intent of the levy was to generate revenue from an increase in property taxes to support public safety programming.

Team members will respond to any call for service where a person is experiencing a crisis except when there is a nexus to any serious or violent crime.

The unit operates out of the OPD substation located at Harrison and Perry. Because of being in an off-site location, the only contact they have with OPD personnel is when they are out on the streets or when they interact with officers while on a call. CPSM recommends that the CRU members attend the OPD patrol briefings at least several times a week to build stronger relationships and develop better lines of communication with OPD officers.

CRU Staffing
The unit's staffing is shown in the following table. The unit just received funding to add two additional positions effective January 1, 2024.

TABLE 7-1: Crisis Response Unit Staffing

Position	Budgeted	Actual	Vacancies
Coordinator	1	1	0
Lead Worker	2	2	0
Crisis Responders	10 + 2 (1-1-2024)	10	0
Designated Crisis Responder	1	1	0
Total	**14**	**14**	**0**

Team members work from 6:30 am to 3:00 am seven days a week and are assigned to either the Blue Patrol Team or the Gold Patrol Team. During those work hours, there are usually two CRU members on duty, and they work as a team responding to calls. However, there are times when one of the team members is off for some reason, and a team member will work solo during their shift. CPSM was not provided information regarding the frequency that team members are working solo during their shifts. Although there have been no injuries to date since the implementation of the CRU, during the site visit the assessment team did hear some concerns from several of the team members who worry about their personal safety when working solo. CPSM recommends the department do everything possible to ensure that there are always two team members on duty.

The unit also has a Designated Crisis Responder who works Tuesday through Friday, 9:00 a.m. to 7:00 p.m., and who has the ability to complete the commitment paperwork if necessary.

Workload

Team members primarily respond to dispatched calls for service; however, it was learned that they will also stop and talk to people that they observe who appear to be in crisis. Calls are dispatched on a shared police frequency and the CRU team members identify which calls are appropriate for their response. Also, officers from OPD and City of Olympia Fire Department members will refer calls to CRU if they determine that a behavioral health response is appropriate.

TABLE 7-2: CRU Activity, 2021–2023YTD

Year	Contacts	Transport	Time spent on calls	Time team members worked solo
2021	2,326	560	Not Tracked	**Not Tracked
2022	1,700	435	Not Tracked	**Not Tracked
2023 (to date)	3,145	390	Not Tracked	205 days

Notes: *Data from OPD CRU.
**According to the lead, almost daily a CRU member worked solo.

If team members are busy and can't respond to a call that is dispatched, that call will remain in the queue until they are able to respond. However, there are times when no one is available and officers from OPD will have to respond to handle the situation.

In order for the department to obtain an accurate representation of the program, accurate and complete data must be kept and tracked. It was learned that the unit does not keep data on the number of times that team members were not available to respond to a call, or the average time that calls remain in the queue. Also, no one is reviewing what data is kept and tracked for any trends of call times or the length of time spent on calls for service. There also is no data

regarding the types of people who are being served by the unit; however, anecdotally, the unhoused population makes up approximately 85 percent of the unit's calls for service.

It is recommended that better data collection be implemented and then reviewed for trends, changes, and workload of the CRU.

At times when there are two personnel working, if necessary, team members will transport those they come into contact with to Detox centers, homeless shelters, missions, and care facilities.

Training
Each team members attends 40 hours of initial crisis response training, as well as receiving many more hours of professional training. Team members receive de-escalation training and anger management training. Team members also become certified in Trauma-Informed Response. Trauma Informed Response allows team members to recognize the signs and symptoms of trauma in patients and thus seeks ways to provide assistance to prevent re-traumatization.

Ongoing professional training is necessary to ensure the peer specialists can enhance their skills and abilities once they have been hired. CPSM recommends the department provide some funding for ongoing professional training for the CRU members.

CRU Recommendations:

- It is recommended that better data collection be implemented for CRU activities, which can then be reviewed for trends, changes, and workload of the unit. (Recommendation No. 62.)

- CPSM recommends the department do everything possible to ensure that there are always two CRU team members on duty. (Recommendation No. 63.)

- CPSM recommends that the CRU members attend the OPD patrol briefings at least several times a week to build stronger relationships and develop better lines of communication with OPD officers. (Recommendation No. 64.)

- CPSM recommends the department provide some funding for ongoing professional training for the CRU members. (Recommendation No. 65.)

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Familiar Faces

The Familiar Faces program uses peer specialists for people identified as the city's most vulnerable population in the downtown area and who are experiencing complex health and behavior problems. Those people served by the peer specialists are ones who have frequent and persistent contact with OPD officers. The program offers an empathetic approach because of shared life experiences, with non-judgmental and unconditional support to those who historically are resistant to accepting support and resources.

Peer specialists provide wide-ranging services to those who are experiencing complex health and behavior programs by having the flexibility to assess situations and tailor interventions to assist with housing transitions, child care challenges, and transporting clients to and from treatment as well as retail stores for necessities.

The Familiar Faces program began in 2018 with initial funding from the Washington Sheriffs' and Police Chiefs Association (WASPC), and then funding was continued under the city's Public Safety Levy.

The unit's primary responsibility is to offer those people affected by homelessness the wrap-around services necessary to get into stable housing.

Staffing

The unit is staffed by two peer specialists, one male and one female, who are city employees. Both employees have a great deal of life experience to include incarceration, drug usage, and homelessness. Their life experience is what allows them to connect and build relationships with the people they interact with.

The two peer specialists generally work Monday through Friday, 8:00 a.m. to 6:00 p.m.

Workload

The two peer specialists each carry an individual case load; between them they are carrying a long-term case load of 30 cases. The unit estimates that 70 percent of the people they take on as clients are able to be weaned off using police and fire resources.

OPD officers and members of the CRU unit will make referrals to the peer specialists; in the two weeks prior to CPSM's site visit the unit received six referrals. The unit could not provide the number of referrals prior to those two weeks because the information is not tracked.

TABLE 7-3: Familiar Faces Unity Activity, 2021–2023YTD

Year	Encounters	Total hours spent	Referrals	Transports	Waiting List
2021	647	Not collected	Not collected	Not Collected	0
2022	1,744	2,371		754	0
2023 (to date)	1,691	1,993		860	6

Source: Data provided by CRU (12/23).

It is obvious from the data provided that the number of cases the unit is handling has increased and the time spent by the unit on calls has increased since 2021. At the current time, the unit has six cases on the waiting list but has no capacity to begin working on. It can be expected that the number of cases will continue to increase in the next several years. CPSM would recommend the department hire one additional peer specialist to ensure that those cases on the waiting list can be handled.

Capturing accurate data is more important than ever in a law enforcement organization. It is a vital tool in operational efficiency and has the potential to transform the way a unit works. Furthermore, data analysis supports evidence-based decision-making. By analyzing data, law enforcement agencies are able to make informed decisions about where to allocate resources and develop more effective strategies for success. OPD is not doing a good job of capturing data, and then analyzing it for trends regarding the people they are working with. Accurate data collection is necessary to determine if additional positions are needed, or how the existing resources should be utilized. As noted above, one can see that some areas that could provide meaningful data are not being tracked or captured.

Training

The Familiar Faces Unit has no monies budgeted for training purposes. Ongoing professional training is necessary to ensure the peer specialists can enhance their skills and abilities once they have been hired. CPSM recommends the department provide some funding for ongoing professional training for the peer specialists.

Familiar Faces Recommendations:

- CPSM would recommend the department hire one additional peer specialist for the Familiar Faces Unit to ensure that those cases on the waiting list can be handled. (Recommendation No. 66.)

- CPSM recommends the department provide some funding for ongoing professional training for the peer specialists. (Recommendation No. 67.)

COMMUNITY POLICING

Walking Patrol Unit

In 2017, the City of Olympia passed a public safety levy that helped expand a team of officers specifically for the downtown corridor the of the city. This team of officers, called the "Walking Patrol Unit," is responsible for quality-of-life issues that impact the downtown area, acts as a liaison between the police department and the downtown business community, and serves as general community ambassadors. Many of the issues they manage concern general downtown crime and homeless concerns. Aside from a traditional policing approach, they work closely with service providers to direct appropriate resources to a population in need.

The team defined a walking patrol unit that spends considerable time working on foot within the assigned boundaries of their patrol area. This facilitates accessibility and a closer working relationship with the community they serve. However, the team also works on bicycles, and they have a patrol unit assigned for those times when a vehicle is necessary.

The program has proven to be very popular with the community and is an effective offset for the patrol workload when the team is available within the downtown corridor to manage calls for service that arise when they are working, and they are positioned to monitor many of the protests that are common in Olympia.

When fully staffed the team is comprised of one sergeant and six officers. At the time of this report, there was one vacancy on the team, and two officers had been pulled from the team and temporarily reassigned to the Patrol Unit to serve as field training officers. It was anticipated that the vacancy would be filled and the officers working patrol would rejoin the walking patrol unit in early 2024.

Teams such as this are generally outside the workload analysis in a report like this. The team is not included in the officers who are generally tasked with handling community calls for service because they have a mission that includes many duties and responsibilities outside of general patrol response. However, the team does offset some of the workload for patrol when they are working, and they serve as a visible and proactive deterrent to crime. Additionally, because they have preestablished relationships with many businesses in their area, they are able to address concerns outside of the traditional 911 system. It is difficult to assess how much value they create by their presence because their value is in their relationships with the community. However, OPD does track the team's productivity, and the following list shows a breakdown of unit statistics for a recent quarter.

Walking Patrol Unit Data – Third Quarter 2023

- Calls for Service Handled – 1,417.

- Citations Issued – 49.

- Arrests – 132.

- Trespassing Notices – 165.

- Loitering Notices – 195.

- Narcotics Violations – 24.

- Field Interviews – 208.

- Officers' Hours – 483.

The Olympia Police Department intends to return this unit to full staffing as soon as the overall department, specifically patrol staffing, returns to normal. We agree with this strategy.

Peer Support

The OPD has an established peer support program managed through the department's Outreach and Administrative Services. The program includes 13 members of the Olympia Police Department who work in various units throughout the department. The peer support group has commissioned and non-commissioned department members representing various ranks and positions.

Each unit member has received special training to serve in the peer support role, and their work with employees seeking assistance is confidential. The Lieutenant who manages the program only handles the administrative duties associated with the program and does not get involved in the confidential nature of the peer support services being offered. The department is proactive by ensuring that employees who are involved in a major life event, either on duty or off duty, are notified of available services through the peer support program. Employees can access peer support services and other wellness offerings through an application available on their mobile devices.

Departments throughout the United States use a peer support model to enhance employee wellness services. OPD is among those agencies employing this model as a best practice and as an enhancement to other wellness services offered through the city.

SPECIAL OPERATIONS

Traffic Safety and Enforcement

The OPD has a Traffic Safety and Enforcement Unit listed on the department organizational chart; however, the unit has been unfilled for several years due to short staffing. When the department is fully staffed there is one sergeant and two police officers assigned to the team. The primary responsibility of this team is to investigate traffic collisions and proactively address community traffic concerns.

The department recently retired the police motorcycles in the city fleet. When the team is reestablished, they will be assigned to perform their duties in regular patrol cars. OPD is optimistic the unit will be staffed and reestablished in the third quarter of 2024.

With the team being unfilled, the role of investigating traffic collisions falls to the Patrol Unit. Enforcement programs are shared between Patrol and the Community Policing Unit (one sergeant).

We inquired with OPD management about its approach to traffic enforcement and safety. There is minimal directed enforcement work that is random (officers just driving around looking for any violation). Most enforcement programs are specifically designed to address specific complaints in the community. Additionally, the department receives data from the city's traffic engineering department on tracked speed concerns and often overlays that data to school zones and at-risk areas of concern. It also looks at traffic collision data, but in general, it said the city doesn't have high-frequency collision locations that warrant additional enforcement.

A data-driven approach to traffic enforcement is an industry best practice. Although some random enforcement will always be generated by an officer observation that warrants action, most directed efforts should always be driven by data and designed to improve community safety to assist in the overall policing mission, not simply to write traffic tickets. In discussing this with OPD staff, it appears that the department has embraced this type of data-driven approach with the existing staffing and capacity dedicated to traffic safety. We encourage the department to continue with this approach once a traffic unit is reestablished in the department.

K-9 Unit

The Olympia Police Department has two patrol K-9s and one therapy dog on staff. The two patrol dogs are German Shepherds; they are assigned to the special operations Lieutenant for administrative purposes but are counted as patrol officers working a patrol beat on a daily basis. Each of the two patrol teams has one K-9 assigned to the team. Each of the K-9 handlers is expected to submit a monthly report outlining deployment and training metrics. At the time of this report, one K-9 was out of service because the monthly reports from that team were behind. The officer is currently assigned to a patrol beat without the K-9.

OPD General Orders 47 covers Police Service Dogs. The policy largely covers deployment, usage, handler selection, and care/maintenance of the dog. Additionally, OPD follows the general guidelines of the Washington State Police Canine Association. However, the guidelines of that organization, specifically annual training, are not specifically documented in OPD operations. Departments typically fill the void between policy and these guidelines with a department canine manual. OPD has discussed creating such a manual, but thus far has not done it. We encourage the agency to compile this manual to codify department K-9 standards.

Recommendation:

- We recommend that OPD develop a department-specific K-9 manual. (Recommendation No. 68.)

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OPD provided statistics for K-9 usage in the agency. We are satisfied that the department is collecting and monitoring the correct information. However, the list was incomplete due to the missing reports from the one K-9 team. Because the data is incomplete, we will not include it in this report. However, OPD should complete that data and ensure it is available to management for proper oversight of K-9 operations.

NEIGHBORHOOD POLICING UNIT

Crime Prevention

In today's policing environment, it is smart to focus on crime prevention as a foundational strategy. Active and successful crime prevention programs not only reduce crime but can save lives; they also reduce workload for patrol officers and detectives while providing opportunities for positive interactions with the public. In almost all crime prevention programs, there usually is some type of community outreach or education element that seeks to establish positive interactions between the police and the many community groups that make up the neighborhoods. Successful crime prevention programs demonstrate strong partnerships and show communities that their police executives are contemporary leaders who are in touch with the needs of the community members.

The Crime Prevention Unit is staffed by one Civilian Senior Program Specialist (SPS) and one Program Assistant (PA). Both positions work Monday through Friday, 8:00 a.m. to 4:00 p.m. The Senior Program Specialist is responsible for the department's crime prevention programs, the department's volunteer program, and other associated programs. The Program Assistant assists the Senior Program Specialist while also handling the department's social media.

The Senior Program Specialist is also certified in Crime Prevention Through Environmental Design (CPTED). CPTED is a science of designing the built environment to create safer neighborhoods and businesses through the planting of trees or shrubs, elimination of escape routes, correct use of lighting, encouraging vegetation management, and providing pedestrian access. A CPTED review was used by the department to assist with the solvability of problems whenever there were areas in the city where problems were occurring, but recently the city has begun including a CPTED review in all new building and renovation projects in the city.

The SPS has received advanced professional training through attending the Washington State Crime Prevention Conference.

The SPS puts out a weekly bulletin providing crime trend information and other assorted information to the community. The unit uses NextDoor and the city's website to publish the bulletin.

Some of the crime prevention programs the department is involved in are:

- **Block Watch Meetings**
  - Security Assessments (Crime Prevention Through Environmental Design).
- **Meetings**
  - Regional Retail Theft.
  - Multi-Housing Manager meeting (starting again in January).
  - Healthy Kids Safe Streets.
- **Trainings/Presentations**
  - Property Crime Prevention.
  - Robbery Prevention (businesses).
  - Personal Safety.

- Scam Prevention.
- Workplace Safety.
- House of Worship Safety.
- Active Shooter component can be added to safety presentations.

Although the department is heavily committed to crime prevention programs, it does not have a Business Watch Program. The purpose of a Business Watch Program is to support businesses through proactive collaborative efforts to actively reduce and prevent crime impacting the business community, using communication, education, and enforcement. However, the department is part of a few small business coalitions located in several areas of the city, but does not manage them. CPSM would recommend the department consider organizing and implementing a Business Watch Program to proactively address business crime in the city.

School Resource Officers (SRO)

A school resource officer is a sworn law-enforcement officer with arrest powers who works, either full- or part-time, in a school setting and works closely with school administrators in an effort to create a safer environment for both students and staff. The main difference separating an SRO from other police officers is that, in theory, they have had some special training on how to work with youth.

In 2020, as a reaction to the George Floyd incident in Minneapolis, the school districts made the decisions to discontinue the SRO program in their schools, following suit with the similar decisions made by school districts in the Seattle area. However, it was learned that recently discussions have begun occurring between the department and school districts about reimplementing the SRO program back into the schools.

Prior to 2020, the department had two SROs that were assigned primarily to the two high schools in the city; however, they also handled issues at the other schools in their respective areas as well. The SROs' salaries were a collaborative effort between the school district and the city, as the school district paid half of the salaries of the SROs. When the department did have SROs they did not lead any programs in the schools such as Drug Abuse Resistance Education (D.A.R.E.) or Gang Resistance and Training (G.R.E.A.T.)

It would be recommended that the discussions continue between the department and school districts to eventually reassign SROs back into the schools. It would also be recommended that the SROs take a more active role in providing education-based programs for the schools such as the two mentioned above.

Volunteers

Volunteers can be an important part of any organization and are proven to be a valuable asset to law enforcement agencies. Many citizens volunteer with their law enforcement agencies to fulfill civic responsibility and to give back to officers that provide for their safety. Volunteering benefits the agency, the volunteer, and the community.

The department currently has a Volunteer in Policing program with approximately 28 active members and a few that sporadically participate. The program is supervised by the SPS. In order to be a member of the VIPs, a citizen must attend the Volunteer Academy offered by the department once a year. The VIPs assist the department by conducting residential checks, area checks, bicycle patrols on their pathways, radar speed watch program, and assist at large

community events by directing traffic. The program has one vehicle that is marked with department graphics.

Currently, the department does not have a Citizen Police Academy; however, it anticipates putting a class on in the future. The Citizen Police Academy is an informative classroom-style program with presentations as well as practical demonstrations with a variety of police personnel and fosters better communication between citizens and police through education. Providing a Citizen Police Academy will create a nucleus of well-informed citizens who possess greater insight into police practices and services. CPSM recommends the department move forward with the establishment of a Citizen Police Academy.

The department does present a Youth Academy one week each year to youth in the community who are between 16 and 18 years of age. The program provides young men and women with the opportunity to gain valuable leadership and life-skills training experience for a future career path.

Chaplains

Police chaplains serve as a support for law enforcement in times of crisis, in addition to providing assistance and comfort for law enforcement families and those in the community who may be going through emotional or mental challenges. Depending on the agency, police chaplains may be volunteers or even sworn officers. They come from all faiths and are fully ordained. Some hold degrees or certifications in mental health treatment. The way chaplains are used in agencies passes the Lemon test, established by the Supreme Court in the 1971 *Lemon v. Kurtzman* case. This means chaplains must have a secular purpose, cannot advance nor inhibit religion, and cannot "excessively entangle" government with religion. Police chaplains aren't there to push a religion on police officers or members of the community; their role is primarily to listen and offer emotional and spiritual support to those in need.

The department currently has only one active chaplain who has been with the department for decades. He mostly engages with supporting officers through their peer support program, and occasionally will engage crime victims if there is a request for clergy at the scene of an incident. The chaplain has received peer support training but has not attended any chaplain professional training. CPSM would recommend the department send the chaplain to some type of professional training like that which is offered through the International Fellowship of Chaplains.

The department also does not currently recruit for any additional chaplains. It would be beneficial for the department to engage the community's clergy and add additional chaplains to the program.

Community Engagement

Strong relationships of mutual trust between police agencies and the communities they serve are critical to maintaining public safety and effective policing. Police officials rely on the cooperation of community members to provide information about crime in their neighborhoods, and to work with the police to devise solutions to crime and disorder problems. Similarly, community members' willingness to trust the police depends on whether they believe that police actions reflect community values and incorporate the principles of procedural justice and legitimacy. In the wake of recent incidents involving police use of force and other issues, the legitimacy of the police has been questioned in many communities. Many cities in the United States experienced large-scale demonstrations and protest marches in recent years, and in some cases, there have been riots over perceptions of police misconduct and excessive use of

force. It is imperative that police agencies make improving relationships with their local communities a top priority.

The Community Engagement Unit is responsible for engaging the community by putting on and participating in events that promote interaction between the department and the community. The unit is allotted one Sergeant, and two officers; however, due to staffing shortages the unit is currently staffed by only one acting sergeant. A regular Sergeant has been selected for the unit and it was learned that the department estimates that it may be able to assign at least one officer after the first of the year when new officers complete their training. CPSM sees great value in the work done by the Community Engagement Unit and would recommend the department fill the vacancies in the unit as quickly as possible. Moving forward and when staffing allows, CPSM would also recommend the addition of two new positions be assigned to the unit so their work can become even more robust in community engagement.

With virtually all members of the unit being new, it is recommended that the department send the unit members to some type of professional engagement training like that offered through Professionalizing Law Enforcement-Community Engagement Training (PLECET).

Members of the unit work a 4/10 program either Monday through Thursday or Tuesday through Friday. Unit members have the option of flexing their hours to meet the needs of the unit, or they can submit for overtime.

In 2022, the unit attended 207 community events, and those specifically put on by the department.

Some of the programs the unit is responsible for are as follows:

- Cocoa with a Cop.
- National Night Out.
- Touch a Truck.
- Costume with a Cop.
- Holiday Life Parade.
- Neighborhood meetings.
- Acts as the point of contact for all city departments.

Every day there are new and innovative ways being created by law enforcement agencies across the nation to interact with the community and build trust. Some of the programs that OPD does not participate in are block parties, Holiday food drive, Toys for Tots, and Project Lifesaver. CPSM recommends the department seek out other innovative opportunities in which the department can engage with the community.

Social Media Communications

Many police departments across the United States use social media sites as an economical and effective way to inform the community about current events. Often, law enforcement agencies issue warnings and share real-time information that protects the public in emergencies such as weather events. Police departments also use social media sites to solicit public support in reporting crime.

Some positives that social media brings to law enforcement would include increasing trust in law enforcement, educating the public of safety issues, decreasing crime, identifying the root cause of neighborhood crime, and conveying positive profiles of police officers. When talking about increasing trust in law enforcement, social media is regarded as helping to improve agencies' capacities to engage with the community positively. Active social media use can humanize officers and eventually increase trust between the police and the community.

Social media has become an increasingly important part of modern society, and it can have both positive and negative effects on individuals and communities. Because of this, law enforcement agencies must have a strategic and organized approach to using social media platforms to be transparent and to mutually benefit the organization and the community they serve.

Studies have shown that 84 percent of people ages 18 to 29 use social media. Facebook and YouTube continue to dominate the landscape: 70 percent of those ages 18 to 29 use Facebook.

The department's involvement in social media is focused on X (formerly Twitter) and Next Door. The department expressed an interest in being involved with Facebook; however, the city is hesitant for the department to have its own account. All social media posting is handled by the Program Assistant, who posts, on average, 3 to 5 times a week information regarding road closures and other information that the community may need to ensure their safety and security. The assistant also posts on Tuesday a "Traffic Tip Tuesday," which provides assorted information related to traffic issues in the city.

Although at some point too many social media sites can become an onerous task to manage, the department should consider using some other sites that are more frequented by the younger generations such as Tik Tok, YouTube, Snapchat, and Brainly.

Based upon statistics, CPSM recommends the department move forward with obtaining permission to host its own Facebook site.

Neighborhood Policing Recommendations:

- CPSM sees great value in the work done by the Community Engagement Unit and would recommend the department fill the vacancies in the unit as quickly as possible. (Recommendation No. 69.)

- Moving forward and when staffing allows, CPSM would also recommend the addition of two new positions be assigned to the unit so their work can become even more robust in community engagement. (Recommendation No. 70.)

- CPSM would recommend the department consider organizing and implementing a Business Watch Program to proactively address business crime in the city. (Recommendation No. 71.)

- It would be recommended that the discussions continue between the department and school districts to eventually reassign SROs back into the schools. (Recommendation No. 72.)

- It would also be recommended that the SRO's take a more active role in providing education-based programs for the schools, such as D.A.R.E and G.R.E.A.T. (Recommendation No. 73.)

- CPSM recommends the department move forward with the establishment of a Citizen Police Academy. (Recommendation No. 74.)

- CPSM would recommend the department send the chaplain to some type of professional training like that which is offered through the International Fellowship of Chaplains. (Recommendation No. 75.)

- CPSM recommends the department seek out other innovative opportunities in which the department can engage with the community. (Recommendation No. 76.)

- Based upon statistics, CPSM recommends the department move forward with obtaining permission to host its own Facebook site. (Recommendation No. 77.)

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SECTION 8. SUPPORT AREAS

RECORDS UNIT

Contrary to the common perception that functions performed in law enforcement records units are as simple as filing reports and providing copies as needed, there is an exhaustive list of duties also performed by the unit. Among the general duties performed daily are: criminal records checks, firearms transfers, concealed weapons licensing, handling public records requests, responding to/routing general e-mails sent to the department, dissemination of reports to the courts, and protection orders.

The Records Unit is in the Outreach and Administrative Division commanded by a Deputy Chief. The Records Unit is managed by a civilian Administrative Support Services Manager who reports directly to the Deputy Chief.

The Records Unit is divided into two sections, the Records Section and the Public Records Section, each with its own supervisor. The Records side handles most of the duties listed above, while the Public Records side handles only the department's public records requests. The department is to be commended for realizing that the separation of duties and responsibilities into two sections is important for the effectiveness and efficiency of the unit.

Records Unit Policy

The policies concerning the unit can be found in the Olympia Police Department's Operations Policy Manual in sections 803 and 804. The Records Manager is responsible for reviewing the policy on a current basis to reflect that the procedures are being followed within the Records Unit. The policies are part of the Lexipol manual; they are clear, concise, and define the responsibilities of the unit.

Records Management System

The records management system (RMS) used by OPD is Central Square/One Solution; it is shared with Lacey PD, Tumwater PD, and the Thurston County Sheriff's Office. The system is an integrated law enforcement software product offered by Tiburon. The department last had an update to the system during the summer of 2023, and the next update will take place when the vendor has a new release. It was also learned that the department is already moving forward with identifying a new RMS to replace this current system.

Records Staffing and Work Schedule

The Records Unit is commanded by a civilian Manager. The two Records Supervisors handle the day-to-day management of the two Sections and provide direct supervision of the Records Specialists.

The following table reflects the current staffing assigned to the Records Unit/Records Section.

TABLE 8-1: Records Unit / Records Section Personnel

Rank	Authorized	Actual	Vacant
Police Records Manager	1	1	0
Police Records Supervisor	1	1	0
Police Records Specialists	2	2	0
Total	**4**	**4**	**0**

Both supervisor positions in the unit are working supervisors. When speaking with both supervisors, they stated that they are so busy assisting in their respective section's work that they don't have time to complete their supervisorial responsibilities. A supervisor's overall role is to communicate organizational needs, oversee employees' performance, provide guidance and support, identify development needs, and manage the reciprocal relationship between staff and the organization so that each is successful. CPSM sees the lack of time to perform their supervisorial responsibilities as being problematic. In order for the supervisors to be able to complete their role effectively, CPSM recommends the department add one additional records specialist.

Records Unit personnel work a 5/8 schedule, with hours from 7:30 a.m. to 4:30 p.m. However, one of the supervisors works a 5/9 schedule to be able to have every other Friday off. Also, one specialist each day is allowed to work from home. Currently, one of the supervisors also works remotely one day a week. In order for the employees to be able to work from home, the city has installed sufficient firewall security to allow for the safe transfer of information.

Workload Responsibilities and Workload Demand

Front Desk Duties

The department's front desk is the responsibility of the Records Unit and is staffed by a Records Specialist from 9:00 a.m. to 4:00 p.m. However, those open hours are often not convenient for citizens who can't come into the station during normal business hours because of one reason or another. It is recommended that at least one or two days a week the Records Unit remain open until 7:00 p.m. to accommodate those citizens who cannot come into the PD during normal business hours. This can be done by modifying a clerk's work hours to 10:00 a.m. to 7:00 p.m. on that day or days. If the department chooses to remain open longer a one to two days a week, it is recommended that it track over a three-month period the number of citizens who take advantage of the extended hours to see if it the change has value.

Workload Demand

The Records Unit personnel are responsible for the following:

- Daily review of the patrol officers' reports to check for accuracy of incident-based reporting accuracy.

- Dissemination of reports to prosecutors, other LE and CJ agencies.

- Assisting community and department members.

- Greeting customers in person and on the phone.

- Responding to/routing general e-mails sent to the department.

- Confirm warrants, confirm stolen property.

- Protection orders during working hours. After the Records Unit's normal work hours, these orders are the responsibility of TCOMM, which enters everything into system.

- Will complete protection orders for officers to serve after being issued by the court.

- Concealed pistol licenses.

- Scanning documents for cases.

By and large, the specialists are cross-trained in every aspect of the Records Unit. In the case of OPD's Records Unit, there are general duties that are shared duties by all the staff; however, there are also duties specifically assigned to only certain members of the unit. Those duties that are specifically assigned to individual clerks are the public records requests, protection orders, and concealed pistol licenses.

The unit acts as the general answering point for the department from 8:00 a.m. to 4:30 p.m. when someone who calls the department presses "0" on the phone tree. The unit does not track the number of calls received during the time period when they act as the general answering point. In the past, the answering of those calls was the responsibility of the Chief's secretary. Although the unit does not track the number of calls or the time spent on answering those calls, anecdotally we were told that several hours each day was spent on answering those calls. In many cases, the calls are ones that must be transferred to dispatch. Consideration should be given to relieving that responsibility from the Records Unit.

In many departments, records personnel are also taking messages for officers; however, at OPD, all officers are provided with mobile phones with voicemail capability.

Almost every records unit studied by CPSM suffers from a backlog of data entry; however, OPD does not. According to the Records Manager, their backlog in data entry does not usually exist beyond a day.

An area that requires a minimal amount of time each day (approximately 30 minutes) by the specialists is reviewing the crime reports to ensure officers have classified crimes correctly. This issue is fairly common in most departments studied, and most records units require much more time than what OPD staff spends on the issue. Although the time each day is minimal, it can be solved by providing additional training to the officers so they correctly classify their reports.

The supervisor in the unit spends nearly 100 percent of her time assisting with the responsibilities of the unit, and spends little to no time on her supervisorial responsibilities. In many agencies, records supervisors frequently and appropriately perform some routine duties, especially during times when there is a high volume of work. However, when tasked with being a working supervisor, it can come at the peril of the supervisor failing to perform their supervisorial responsibilities. Consideration should be given to ensuring that while the supervisors are assisting with the workload, they also have adequate time allotted to perform their supervisorial duties. Supervision is essential to maintaining accountability and ensuring responsibilities are being completed and being completed correctly.

Records Retention Schedule

The unit abides by the Secretary of State's Records Retention schedule and the Law Enforcement Records Retention Schedule.

FBI NIBRS Reporting

Virtually all law enforcement agencies provide statistical data to the FBI on crime rates and clearances. Essentially, under NIBRS criteria, an incident of crime is reported as a single crime, even in the event of multiple offenses within that one incident. The reported offense is for the most serious of the crimes from that single incident. For instance, an armed robbery that included an aggravated assault is reported as one incident, an armed robbery.

At OPD, the responsibility for reporting crime rates rests with the Records Section, specifically the Records Unit Supervisor. While this would seem to be a simple, straightforward task, it is anything but. To ensure consistency in reporting, the FBI has issued strict and detailed guidelines regarding classification and crime clearance criteria (coding). Among the important aspects of such reporting is to allow for the reporting agency to effectively measure its crime-fighting and solvability rates against other communities. This is not to be used to grade an agency against any other agency, but rather, to be used as a tool to better identify crime-fighting strategies and measure the effectiveness of the department and its investigators in solving crime. Should a department have low solvability (clearance) rates, or extraordinarily high rates, examination of the reasons should be undertaken. It may suggest a performance anomaly, or it may stem from improper coding.

While preventing crime is of utmost importance to law enforcement agencies, solving crime should also have parity. The solving of crimes, which results in the prosecution of offenders, not only prevents future crime but it also provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI, are the benchmark for a department's effectiveness in solving crime.

The FBI establishes a three-pronged rule, each of which must be met to clear a case. For FBI 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.

OPD currently reports all crimes to the FBI Uniform Crime Reporting Program. The FBI's UCR Program is a nationwide, cooperative statistical effort of nearly 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies that voluntarily report data on crimes in their communities. The UCR Program collects offense information for murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. These are called Part I offenses and are serious felony crimes.

NIBRS is an incident-based reporting system used by law enforcement agencies in the United States for collecting and reporting data on crimes. Data are collected on every incident and arrest in the Group A offense category. Group A offenses are 46 specific crimes grouped in 22 offense categories. In addition to the Group A offenses, eleven Group B offenses are reported with only the arrest information.

It was also learned that the Records Supervisor who handles the reporting has never attended a training class or conference to understand and report data to NIBRS. CPSM recommends the department send the Records Supervisor to NIBRS training to ensure she has a complete understanding of NIBRS.

Payment Options

An area of concern noted is the handling of cash by the Records Unit. Depending upon the service sought, whether for the collection of fines, purchase of report copies, fingerprinting, or concealed pistol license applicants, customers can pay with credit cards, debit cards, or cash. These transactions are conducted by the records staff at the OPD front desk.

Cash transactions present an unnecessary risk to the city and the department. As just one of many examples, a few years ago, a records manager at a municipal police department in suburban Los Angeles pled guilty to grand theft. She was charged with stealing monies collected in the course of her duties over a period of many years. These were cash transactions for those of the same nature that take place in Olympia.

CPSM by no means infers that any suspicious activity has occurred at the Olympia Police Department. To the contrary, the system in place serves to minimize the risk. The unit counts the cash received each night, and ensures it matches with receipts from the day. The cash is then taken to city hall each night after it matches receipts. However, CPSM does maintain that the present system presents an unnecessary risk to the city, OPD should eliminate the acceptance of cash, since almost everyone today has the ability to pay with either a credit card or debit card.

Records Unit Recommendations:

- OPD should eliminate the acceptance of cash, since almost everyone has the ability to pay with either a credit card or debit card. (Recommendation No. 78.)

- It would be recommended that at least one or two days a week, the Records Unit remains open until 7:00 p.m. to accommodate those citizens who cannot come into the PD during regular business hours. (Recommendation No. 79.)

- In order for the supervisors to complete their role, CPSM recommends the department add one additional Records Specialist. (Recommendation No. 80.)

- CPSM recommends the department send the Records Supervisor to NIBRS training to ensure she has a complete understanding of NIBRS. (Recommendation No. 81.)

- Consideration should be given to ensuring that while the supervisors are assisting with the workload, they also have adequate time allotted to perform their supervisorial duties. (Recommendation No. 82.)

Public Records Section

Obtaining of Police Reports

This section focuses on responding to public records requests. The Public Records Act (Chapter 42.56 RCW) is a Washington State law that allows citizens to review government records. All requests for OPD police reports are considered a public records request and police reports can be obtained through an online request or by appearing in person at the OPD front desk. The department uses GovQA, which allows police reports to be requested and provided electronically. GovQA is a custom-configured solution to manage police report requests that assists with reducing the workload of the unit. Both police crime reports and accident reports can be obtained online. When submitting a request, the person must provide as much information as possible to identify their requested document.

The department does charge a fee for reports obtained at the police station if they exceed 20 pages. The charge is $0.15 per page; however, if the report is requested online and supplied

electronically, up to 80 files and/or 1GB are free. The department will fulfill the report request within five business days. If the request will take longer than the five days, the requester will be notified. Reports that are part of an ongoing investigation are not releasable until the case they relate to is completed. Cases involving juveniles also have special rules that apply to their dissemination.

Staffing

This section is staffed as seen in the following table. The unit currently has one vacancy, but a recruitment process is currently being conducted to fill the position.

TABLE 8-2: Public Records Section Personnel

Rank	Authorized	Actual	Vacant
Police Records Supervisor	1	1	0
Police Records Specialists	2	1	1
Total	**3**	**2**	**1**

Workload

What is considered a public record is constantly evolving, especially as new technologies are adopted by governments, such as email, body-worn cameras, in-car video, and text messages.

The supervisor in the unit primarily handles all of the requests for body-worn camera video, while the specialists handle some BWC requests, phone responsibilities, daily records review, and handling of supplemental reports. Approximately 80 percent of the specialists' responsibilities are to complete public record requests.

As was mentioned in the preceding paragraph, the supervisor in the unit spends nearly 100 percent of her time fulfilling the BWC requests, and spends little to no time on her supervisorial responsibilities. In many agencies, records supervisors frequently and appropriately perform some routine duties especially during times of high volume of work. However, when tasked with being a working supervisor, it can come at the peril of the supervisor failing to perform their supervisorial responsibilities. Consideration should be given to ensuring that while the supervisor is assisting with the workload, they also have adequate time allotted to perform their supervisorial duties. Supervision is essential to maintaining accountability and ensuring responsibilities are being completed and being completed correctly.

TABLE 8-3: Public Records Requests 2022–2023

2022	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Public Records Requests	899	930	1,031	948
BWC Requests*	NA	NA	NA	16
2023 (to 12/1)				
Public Records Requests	1,007	941	1,020	714
BWC Requests	10	9	27	6

Notes: Data received from Olympia PD. *OPD began its BWC program October 31, 2022

Agencies in the State of Washington are required to respond promptly to the public record requests they receive. Within five business days after receiving a request, the agency must either:

■ Provide the record(s);

- Acknowledge the request and give the requester a reasonable estimate of how long it will take to fully respond; or

- Deny the request in writing, with reasons for the denial (this could also include a denial of part of a request and granting of the remainder). The agency must tell the requester the specific exemption or other law it is relying upon for its denial.

Oftentimes, OPD is unable to complete the request within the five-days and must provide information in installments. Installments means the unit is providing information in indefinite segments instead of providing complete information all at one time. Although it is legal for the agency to act in this manner, it is not a good business practice regarding public records requests. The unit should begin tracking the number of requests that are fulfilled in the manner of providing information in installments.

At the time of the site visit, the unit had a backlog of 53 body-worn camera requests and 20 public records requests. Although the unit does not track the amount of time each request can take to fulfill, the unit spent 144 hours in the third quarter of 2023 fulfilling both BWC requests and regular requests. It could be assumed that a majority of that time is spent with fulfilling BWC requests; however, because the unit does not track the hours specifically spent on their BWC requests, the exact number of hours is unknown. It is recommended that the unit begin tracking the amount of time spent on fulfilling BWC requests.

Most agencies studied by CPSM have experienced increases from year to year in the number of public records requests they've received, specifically increases in the area of requests for BWC images and video. With only one year's data on the number of BWC requests the department has received, it is difficult to forecast how much the requests will increase each year. However, based upon other studies we've completed, the number should continue to rise into the future.

It is unknown if the filling of the vacant position will completely reduce the backlog in requests; however, it is anticipated that filling the vacant position may do so. The unit should maintain a close eye on the number of requests that are backlogged, as that would be an indicator that additional personnel should be added to the unit.

Public Records Recommendations:

- Consideration should be given to ensuring that while the supervisors are assisting with the workload, they also have adequate time allotted to perform their supervisory duties. (Recommendation No. 83.)

- It is recommended that the unit begin tracking just the amount of time spent on fulfilling BWC requests. (Recommendation No. 84.)

- The unit should begin tracking the number of requests that are fulfilled in the manner of providing information in installments. (Recommendation No. 85.)

- The unit should maintain a close eye on the number of requests that are backlogged, as that would be an indicator that additional personnel would be needed in the unit. (Recommendation No. 86.)

FLEET

The fleet for the Olympia Police Department is the responsibility of the Administrative Manager who oversees the fleet budget, but the Administrative Lieutenant and the city's fleet manager are responsible for the maintenance, repair, and selection of vehicles to be purchased.

All regular maintenance and repairs of the department's fleet are handled by the mechanics at the city shop. However, any major repairs, body work, or warranty work is sent out to the respective dealership, depending upon the make of the vehicle. It was learned that the city's shop does a good job of getting the vehicles repaired and maintained absent supply line issues with parts.

OPD's fleet consists of the following vehicles:

- 19 marked patrol units assigned to patrol (Ford Interceptors).

- 1 CSU Van.

- 1 Box Van (Rapid Response Vehicle).

- 1 Pick-up truck (Training Sergeant).

- 1 Crime Scene Van.

- 3 marked supervisor vehicles.

- 2 K-9 equipped marked patrol vehicles.

- 7 Detective vehicles.

- 3 Command vehicles.

At the current time, the department has 14 vehicles available for patrol officers to drive during their shifts. It was learned that patrol vehicles are being "hot seated," which means when one shift ends, the next shift is driving that same vehicle. Also, it was learned that officers are reluctant to report minor repair issues related to the patrol vehicles for fear that the vehicle they normally drive will not be available for them. This has created a somewhat dire situation in patrol when emergency services requires dependable vehicles.

Although there is no study that defines the ideal number of vehicles per officer ratio, the ratio that is used widely within the industry is that for every 2.5 to 3 officers in patrol, there should be at least one vehicle. At OPD, there are 40 officers in patrol, and only 14 vehicles available for officers to drive. Although OPD has about the right number of total patrol vehicles per the number of officers, it does not have a sufficient number of vehicles that can be used for spares when a vehicle requires maintenance or repair. Considering that, CPSM recommends the department increase the number of patrol vehicles in its fleet by two to allow for spare vehicles.

Take-Home Vehicles

All command level officers and detectives take their vehicles home. In addition, the department has an officer vehicle take-home program for swing shift officers, of which there are about five. It was learned that the officer vehicle take-home program for the swing shift officers was a part of a contractual agreement made between the guild and the city approximately 15 years ago.

Many agencies studied by CPSM are moving towards implementing officer vehicle take-home programs for all officers. Studies have shown that if one officer is the only person assigned to a

vehicle, it will remain cleaner, require less maintenance, and, if the officer lives in the town, allows more law enforcement visibility when the officer is driving their patrol vehicle to and from work. Obviously, if the city were to consider implementing the officer take home program there would be extensive up-front costs for additional vehicles. With the difficulty law enforcement agencies are having with recruitment and retention, many agencies are using take-home vehicles as a hiring incentive to attract applicants. Although the city is currently having difficulties getting replacement vehicles, at some point when conditions improve, CPSM would recommend the city conduct a study to determine if the pros outweigh the cons for an officer vehicle take-home program.

All command staff officers, detectives, K-9 officers, and patrol officers in the vehicle take-home program are subject to a 25-mile limit from the city to their residence in order to take their vehicles home. Implementing mileage restrictions on take-home vehicles is within the norm of what most law enforcement agencies allow.

Fleet Practices

Purchase of Vehicles

The City of Olympia has a fleet replacement fund that the department pays into for the purchase of future vehicles. Having a fleet replacement fund is an excellent way to ensure that monies are available to purchase replacement vehicles when they have exhausted their life expectancy.

In the past, the city has been able to acquire the adequate number of vehicles needed to operate its fleet. However, in the past few years because of supply chain issues it has been difficult to acquire the necessary vehicles. It was learned that the department has been waiting more than a year to get replacement vehicles for those set to come off-line. Also, the Police Chief requested a budget enhancement in the 2024 budget to add three additional patrol vehicles to the fleet, but it was denied. Currently, the department has no spare vehicles in the fleet to use when vehicles require maintenance or repair.

In June 2023, the City of Olympia City Manager directed through a Vehicle Acquisition Policy and Procedures that the city begin a changeover to electric vehicles. The directive stated, *"To create a reliable and environmentally and fiscally responsible City of Olympia municipal fleet by ensuring that it Is properly sized, fuel efficient and consistent with the city's climate/emission reduction goals, while still meeting operational needs. The City of Olympia intends for its fleet to become electrified to the greatest extent feasible. The policy is applicable to all city departments and vehicles, except for Olympia Fire Department response apparatus."*

The OPD had begun integrating hybrid vehicles into its patrol fleet before the acquisition policy became effective. However, the department is experiencing reliability issues related to the hybrid vehicles, which is causing more cars to be inoperable. Several departments recently studied by CPSM had similar issues when trying to convert their fleet to either hybrid model patrol vehicles or electric patrol vehicles. Although many cities are wanting to transition their fleets away from gas powered vehicles, the city should do an assessment to determine if transitioning to electrifying the police department fleet is the most effective and efficient way to operate. The department is currently struggling with ensuring that adequate patrol vehicles are available for officers because of the reliability of the hybrid models.

Vehicle Retention

Most departments studied by CPSM keep their patrol vehicles for five years or 100,000 miles, or sometimes even longer if maintenance costs are reasonable. Detective and command-level

vehicles will usually be kept for seven years or 150,000 miles because those vehicles are used differently and are not subject to the stressors that patrol operation can put on a vehicle. OPD tries to replace its fleet patrol vehicles at five years or 100,000 miles; however, because of the difficulty of obtaining replacement vehicles at the current time, the department is keeping patrol vehicles for longer. At the time of the site visit, there were at least 10 patrol vehicles with more than 120,000 miles. When patrol vehicles exceed 100,000 miles, they begin to become stressed and begin requiring more maintenance and repair.

Maintenance Records

All tracking of maintenance and repairs of the department's vehicles are handled by the city's shop; however, the city does not have fleet management system software Vehicle maintenance and repairs are tracked on Excel spreadsheets. The department does have a fleet module in its RMS but it is not being used consistently. It was learned that the fleet module was set up to track accidents and inspections of the vehicles and not maintenance or repairs. It is recommended that the city purchase fleet management software to effectively track maintenance and repairs of police vehicles.

Leased Vehicles

The department currently leases its detective vehicles, command vehicles, the Administrative Sergeant's vehicle, the Training Sergeant's vehicle, and CRU/FF vehicles. Municipal leasing offers financial leverage that enables government agencies to spread the costs of large acquisitions over four, five, six, or more budget years.

Cleaning of Vehicles

Law enforcement officers have a special responsibility to keep their vehicles clean, partly because so many people regularly enter and exit the patrol vehicles. Patrol cars are often shared among officers, and with each new shift many different people may occupy the back seat, including some for whom hygiene has become a low priority. A clean patrol car makes for a more pleasant environment for the officers and helps the police department maintain a positive image within the community. But keeping the vehicles clean also protects the officers, their colleagues, and their loved ones from dangers that spread from person to person: viruses, bacteria, mites, bed bugs, and other visible and less visible threats.

The department contracts with a car wash in the city so officers may go there during their shift and get their vehicle washed. Some officers, it was learned, also detail their police cars themselves. The department is to be commended for its proactiveness in keeping police vehicles clean.

Assigning of Vehicles

The department has no formal process of assigning the patrol vehicles to the officers; however, the watch commander attempts to give the most senior officers on the shift the newer vehicles, and the junior officers are assigned what is left. CPSM has found that many departments have tried to establish some type of program for the assignment of patrol vehicles, and none seem to last long. If the currently implemented process is working for OPD, there is no recommendation regarding the assigning of vehicles.

Fleet Recommendations:

- Although the city is currently having difficulties acquiring replacement vehicles, at some point when conditions improve, CPSM would recommend the city conduct a study to determine if

the pros outweigh the cons for an officer vehicle take-home program. (Recommendation No. 87.)

- Many cities are wanting to transition their fleets away from gas powered vehicles, much like the City of Olympia; however, the city should conduct an assessment to determine if that is best for the police department's patrol operations. (Recommendation No. 88.)

- It is recommended that the city purchase fleet management software to be able effectively track maintenance and repairs for police vehicles. (Recommendation No. 89.)

- CPSM recommends the department increase the number of patrol vehicles in its fleet by two to allow for spare vehicles. (Recommendation No. 90.)

FACILITY

The department's main police facility is located at 601 4th Avenue E. The police building is a part of the City of Olympia City Hall complex and is where the bulk of the department employees report to work. The building was completed in 2011. The department also has a substation located at Harrison and Perry, which is where the Outreach Services and the Neighborhood Engagement Team report to work.

The Administrative Lieutenant has the responsibility for overseeing the two police facilities; however, maintenance, repairs, and cleaning are handled by city crews.

CPSM toured the facility during the site visit and found it to be extremely clean, well optioned, and had nice photos and memorabilia adorning the walls.

Police Station Lobby

The lobby and front desk area of most police departments is one of the most important areas of a police facility. It is where citizens come to conduct business and where they may be met by officers to conduct that business. In today's climate, as unfortunate as it may be, those areas must offer safety and security for those employees who must interact with the public. The business windows of the lobby where the Records Clerk works and greets the public are bulletproof and the area underneath the windows is made of cinder block, so it provides

excellent protection for the clerk. However, the entry into the department appears to be very sterile, uninviting, and plain. In fact, it appears to resemble more of an entry into a detention facility instead of a police department. CPSM recommends the city give some consideration to making the lobby of the police department more inviting and comfortable for the citizens who come in to conduct business.

Police Facility, Future Growth

An issue with all police facilities when they are built, is that although police managers attempt to determine how much growth will occur with the department into the future and attempt to design a building accordingly, sometimes a department can outgrow the facility more quickly than expected. This appears to be the case with OPD's main police facility. Although the police facility was constructed only 12 years ago, the department is already struggling with limited free space to accommodate new units and existing employees.

There is anticipated growth that could possibly occur in 2025 with the annexation of an area from the county. If that annexation occurs, it will most definitely cause stress on the department to accommodate any new employees and units. Currently, the department is struggling to meet the needs of individual offices for employees. Storage space is at capacity. In addition, the meeting room in the department has been converted to a training room for hand-to-hand combat training.

When the anticipated growth occurs, there will be a need for additional personnel and equipment. There are only several options available to ensure the facility will meet the department's needs in the future: (1) Add additional space to the current facility, (2) Locate a building that could be retrofitted to meet the department's needs, or (3) build a completely new facility.

CPSM recommends the city begin considering the available options for enlarging the department's workspace to better accommodate the needs of the department.

Parking

A major concern voiced by employees of most police departments studied by CPSM is the lack of a secure parking lot for the police vehicles, and more importantly, a secure parking lot for personal vehicles. This was most definitely heard when speaking with OPD personnel. During the site visit, it was observed that the department parking lot cannot accommodate the existing contingent of police vehicles the department currently has, and some vehicles must be parked three blocks away at the now closed jail building. The vehicles parked at the closed jail facility are those driven by the swing shift patrol officers. With the anticipated growth expected and CPSM's recommendation for additional police vehicles, parking will become even more of a problem into the future.

It was learned that the CBA between the city and the commissioned officers' guild specifies that commissioned officers must be able to park their personal vehicles at the main police building's secure lot; however, non-commissioned employees must park either in the metered spaces surrounding the facility, nearby pay parking lots, or three blocks away at the old jail parking lot. Many of the department's non-commissioned employees voiced their opinion about having to park off-site, and that there is an inequity in having to do so. But, during a conversation with staff, it was learned that most if not all city employees who work next door in the city hall building have the same issue of having to park elsewhere from the facility. Although having the non-commissioned department personnel having to park off-site is a concern, it appears to be a city-wide issue and not specifically only with the PD.

Other Aspects of the Facility

Workout Area
Studies have shown that officers who are physically fit are more confident about their ability to handle a job, make better decisions about which level of force is appropriate to a situation, and are able to relax and suffer less stress. The majority of departments assessed by CPSM have seen the importance of providing some type of workout area for their employees, and Olympia PD is no different. The department does provide a workout area for employees, but this is a shared area for all city personnel.

Locker Rooms
The department has locker room facilities for male and female personnel. At the current time, there are a sufficient number of lockers for personnel, in fact, some personnel stated they have more than one locker. The locker room facilities are adequate for the needs of the personnel.

Facility Security
Unfortunately, in today's environment, police facilities are suffering from threats being made, and have suffered fatal consequences without proper security measures in place. It is important to examine the threat characteristics and vulnerabilities to negate threat effectiveness and exploiting the vulnerabilities.

The main police facility is equipped with card readers to gain entry, and cameras inside and outside the facility that are all maintained by city facilities personnel. The cameras are not monitored, but at any computer station in the building the camera program can be signed into and reviewed. Cameras record and retain the surveillance video for approximately 30 days. CPSM recommends the department maintain the surveillance video for at least 45 to 60 days.

Emergency Operations Center (EOC)
The city's Emergency Operations Center is located in the police department's patrol briefing room. In times when the city stands up the EOC, the officers use the meeting room for their briefings.

Facility Recommendations:

- CPSM recommends the city give some consideration to making the lobby of the police department more inviting and comfortable for the citizens who come in to conduct business. (Recommendation No. 91.)

- CPSM recommends the city begin considering the available options for enlarging the department's workspace to better accommodate the future needs of the department. (Recommendation No. 92.)

- CPSM recommends the department maintain surveillance video for at least 45 to 60 days. (Recommendation No. 93.)

COMMUNICATIONS

The duties and responsibilities of those who serve our communities by accepting and processing emergency calls from the public have grown exponentially over recent years. Communications is a vital component of an effective law enforcement agency. 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 personnel significantly impacts the safety of citizens, police officers, and fire personnel alike.

Communications responsibilities for the Olympia Police Department are handled by TCOMM 911, which is a county-wide enhanced 911 emergency dispatch center. It provides services to user agencies as well as to the citizens of Thurston County, Washington. TCOMM 911 serves as the Public Safety Answering Point (PSAP) for all of Thurston County. TCOMM handles communications duties for Olympia PD, Tumwater PD, Yelem PD, Tenino PD, and Lacey PD.

The dispatch/communications function is a vital component of an effective law enforcement agency and fire department. Dispatch operators serve in two primary rolls; (1) Answering 911 and non-emergency telephone calls, and (2) radio dispatching those calls for service.

This report will not do a thorough examination of TCOMM 911, but will examine the response times of OPD as they relate to the dispatching of calls. CPSM collected data for one year from July 1, 2022, through June 30, 2023.

Response Time

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 processing and travel time. Dispatch processing 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.

Since the travel time of the police units to a call can be influenced by numerous factors, this examination will only focus on the dispatch processing of the call.

High-Priority Calls

The department assigns priorities to calls, with priorities 1 and 1P as the highest priorities. The following table shows average response times by priority. In addition, we identified injury accidents based on the call descriptions, "ACCID INJ ALS," "ACCID INJ BLS," and "BLS MVA," to see if these provided an alternate measure of response to for emergency calls.

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TABLE 8-4: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	Minutes, 90th Percentile Response Time
	Dispatch	Travel	Response		
1	1.9	2.6	4.5	21	6.5
1P	2.9	7.4	10.4	2,462	19.0
2	3.9	17.5	21.4	3	33.6
2P	3.7	10.7	14.5	8,263	36.7
3	35.3	12.5	47.9	20	148.2
3P	25.0	7.3	32.3	9,060	97.9
4	30.0	1.0	31.0	9	75.0
4P	32.9	7.8	40.7	6,478	128.0
9P	4.4	13.9	18.3	2	19.6
Total	**18.2**	**8.5**	**26.7**	**26,318**	**82.8**
Injury Accident	1.7	4.3	6.1	143	10.4

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

A response time of 4.5 minutes for Priority 1 calls, and a response time of 10.4 minutes for 1P calls, exceeds the five-minute standard. This is understandable in that the city encompasses a land mass of 20.00 sq. miles. Given this, response times to these types of calls should consistently be in the range of five minutes or less. As was described, response times are the combination of both dispatch delay and travel time. In the case of Olympia Police Department, the travel time to Priority 1 calls at 2.6 minutes and travel time to Priority 1P calls at 7.4 minutes is a significant contributing factor to the overall response time.

A 10.4-minute response time to an in-progress crime will nearly always result in the perpetrator having fled from the scene prior to the officer's arrival. More importantly, in a life-safety incident such as a baby not breathing or an active shooter or other aggravated assault, serious injury or death may occur. While those possibilities exist on any call, such a lengthy dispatch delay for Priority 1P calls is cause for concern. The objective should be to reduce the dispatch delay to no more than one minute to one and one-half minutes. It is understood that some CAD operating systems do not allow for the assignment of an officer to a call history (ending the dispatch period) until the call data is transferred from the 911 operator to the dispatcher. For high-priority calls, a protocol should be in place that allows the dispatcher to notify units of the call so that a response may be initiated pending more information. In that case, the officer would be responding prior to the ending of the recorded dispatch period and the true dispatch delay is lessened; however, the travel time would be extended, and the overall response time would be unchanged.

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FIGURE 8-1: Average Response Times and Dispatch Processing for High-priority Calls, by Hour
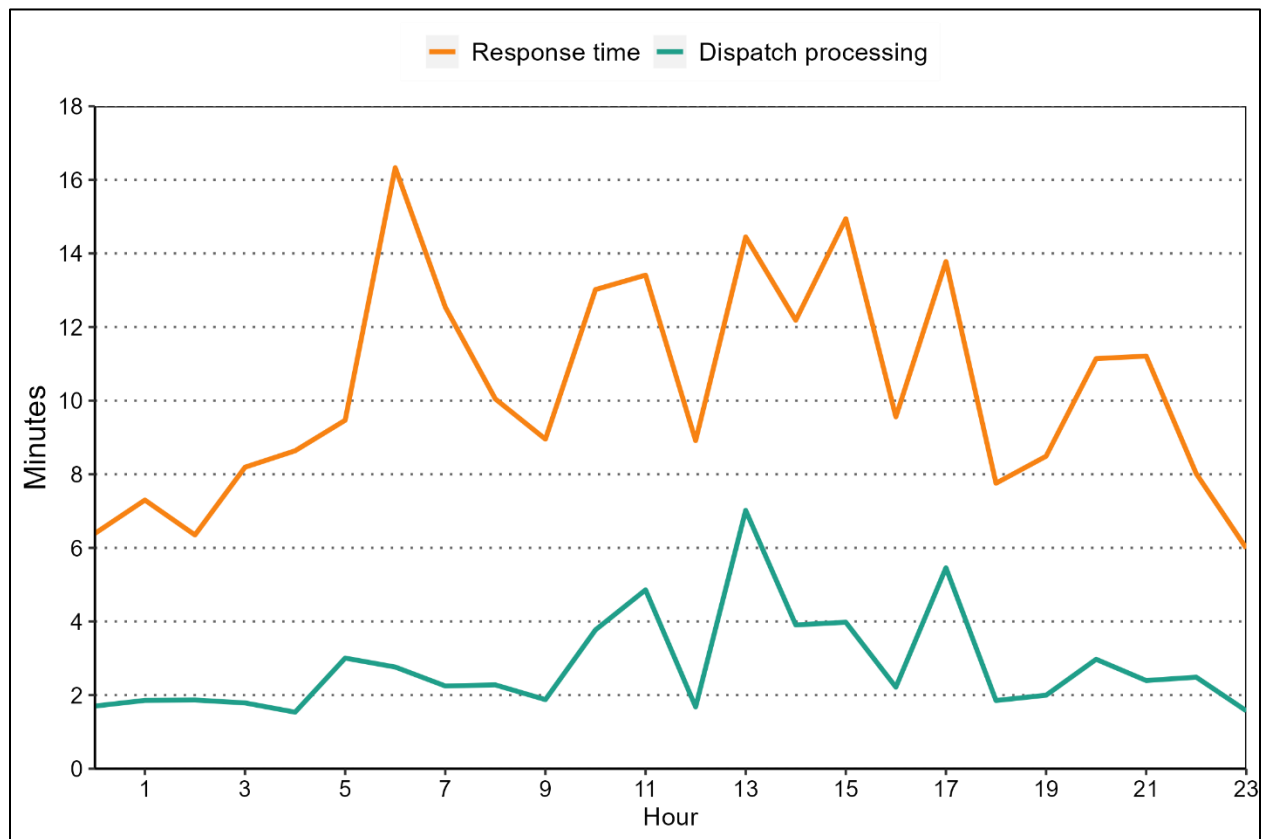
Observations:

- High-priority calls (1 and 1P) had an average response time of 10.3 minutes, lower than the overall average of 26.7 minutes for all calls.

- Average dispatch processing was 2.9 minutes for high-priority calls, compared to 18.2 minutes overall.

- For high-priority calls, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 16.3 minutes.

- For high-priority calls, the shortest response times were between 11:00 p.m. and midnight, with an average of 6.0 minutes.

- Average response time for injury accidents was 6.1 minutes, with a dispatch processing of 1.7 minutes.

Communications Recommendation:

- The department should continue to monitor response times to guard against any increase in the dispatch time of calls for service, specifically the Priority 1 and 1P calls. (Recommendation No. 94.)

SECTION 9. SUMMARY

Throughout this report we have endeavored to provide the reader with insight into the Olympia Police Department, its strengths, and opportunities for improvement.

CPSM recognizes that the recommendations, especially those involving added personnel, come at a significant cost. Please be assured that these recommendations were not made lightly, but with significant consideration regarding the operational necessity associated with each position. In one case, we recommended a reduction in staffing, but only if what we believe is unnecessary workload is modified or transferred.

We further recognize that implementing many of these recommendations, should the OPD choose to do so, may in some cases take months or perhaps much longer. We would encourage the department leadership to work with the Chief on identifying those recommendations that are most critical. As well, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report will follow. 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.

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SECTION 10. DATA ANALYSIS

This data analysis report on police patrol operations for the Olympia Police Department 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 police department's personnel and financial commitment.

All information in this analysis report was developed using data from the Thurston 9-1-1 Communications Center's computer-aided dispatch (CAD) system.

CPSM collected data for one year from July 1, 2022, through June 30, 2023. The majority of the first section of the report, concluding with Table 9-9, uses call data for one year. For the detailed workload analysis, we used two eight-week sample periods. The first period is from July 7 through August 31, 2022, or summer, and the second period is from January 4 through February 28, 2023, or winter.

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 on its description.

    - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-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 officer 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 several issues when analyzing Olympia's dispatch data. We made assumptions and decisions to address these issues.

- 2,363 events (about 5 percent) involved patrol units spending zero time on scene.

- The computer-aided dispatch (CAD) system used approximately 151 different event descriptions, which we condensed into 17 categories for our tables and 11 categories for our

figures (shown in Chart 9-1). Table 9-20 in the appendix shows how each call description was categorized.

Between July 1, 2022, and June 30, 2023, the communications center recorded approximately 49,035 events that were assigned call numbers, which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 134.3 patrol-related events, approximately 5 percent of which (6.5 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 9-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agency	Assist
Check	Check
Crime against persons	Crime
Crime against property	
Crime against society	
Directed patrol	Directed patrol
Disturbance	Disturbance
Follow-up	Follow-up
Civil problem	General noncriminal
Mental health	
Public service	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

FIGURE 9-1: Percentage Events per Day, by Initiator
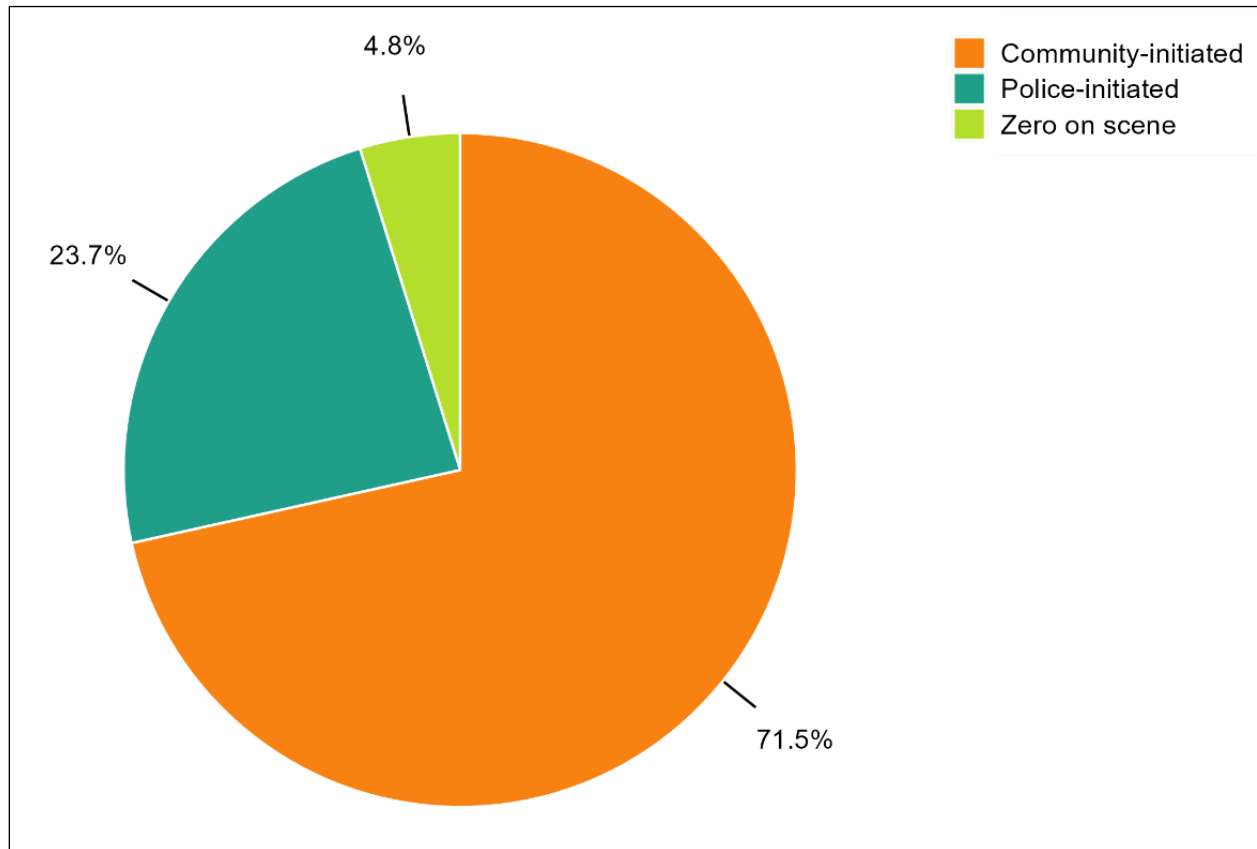
Note: Percentages are based on a total of 49,035 events.

TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	35,071	96.1
Police-initiated	11,601	31.8
Zero on scene	2,363	6.5
Total	**49,035**	**134.3**

Observations:

- 5 percent of the events had zero time on scene.
- 24 percent of all events were police-initiated.
- 72 percent of all events were community-initiated.
- There was an average of 134 events per day or 5.6 per hour.

FIGURE 9-2: Percentage Events per Day, by Category
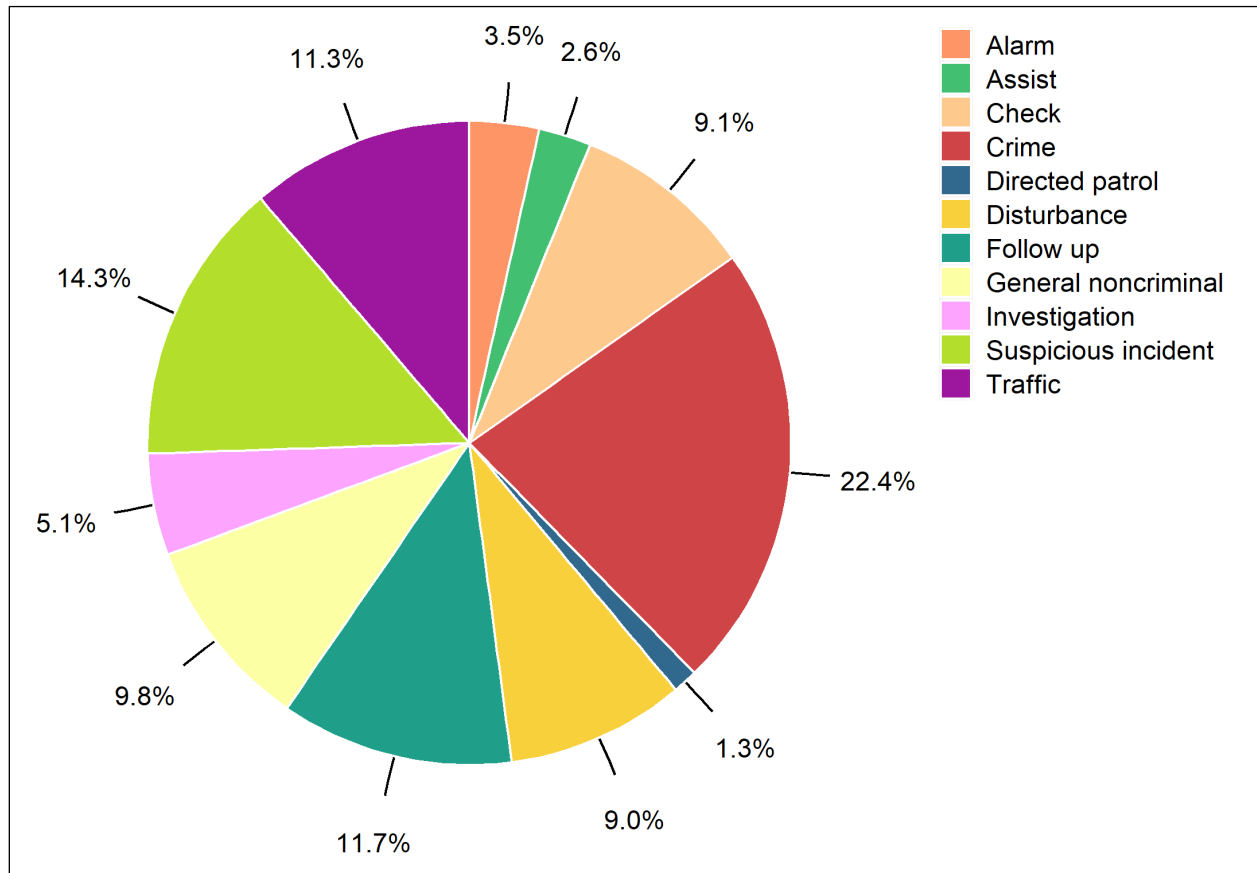
Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	1,537	4.2
Alarm	1,712	4.7
Assist other agency	1,289	3.5
Check	4,473	12.3
Civil problem	1,762	4.8
Crime against persons	2,583	7.1
Crime against property	5,992	16.4
Crime against society	2,416	6.6
Directed patrol	615	1.7
Disturbance	4,407	12.1
Follow-up	5,739	15.7
Investigation	2,506	6.9
Mental health	882	2.4
Public service	2,141	5.9
Suspicious incident	6,997	19.2
Traffic enforcement	1,782	4.9
Traffic stop	2,202	6.0
Total	**49,035**	**134.3**

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top four categories accounted for 60 percent of events:
  - 22 percent of events were crimes.
  - 14 percent of events were suspicious incidents.
  - 12 percent of events were for follow-up.
  - 11 percent of events were traffic-related.

FIGURE 9-3: Percentage Calls per Day, by Category

Legend:
- Alarm
- Assist
- Check
- Crime
- Disturbance
- Follow up
- General noncriminal
- Investigation
- Suspicious incident
- Traffic

Percentages shown: 3.6%, 2.6%, 9.3%, 22.9%, 9.0%, 11.9%, 9.9%, 5.2%, 14.2%, 11.3%

Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,514	4.1
Alarm	1,659	4.5
Assist other agency	1,216	3.3
Check	4,319	11.8
Civil problem	1,709	4.7
Crime against persons	2,526	6.9
Crime against property	5,805	15.9
Crime against society	2,251	6.2
Disturbance	4,141	11.3
Follow-up	5,523	15.1
Investigation	2,409	6.6
Mental health	834	2.3
Public service	2,054	5.6
Suspicious incident	6,578	18.0
Traffic enforcement	1,536	4.2
Traffic stop	2,190	6.0
Total	**46,264**	**126.8**

Note: The focus here is on recorded calls rather than recorded events. We removed 2,363 events with zero time on scene and 408 directed patrol activities.

Observations:

- On average, there were 126.8 calls per day, or 5.3 per hour.

- The top four categories accounted for 60 percent of calls:

  - 23 percent of calls were crimes.

  - 14 percent of calls were suspicious incidents.

  - 12 percent of calls were for follow-up.

  - 11 percent of calls were traffic-related.

FIGURE 9-4: Calls per Day, by Initiator and Month
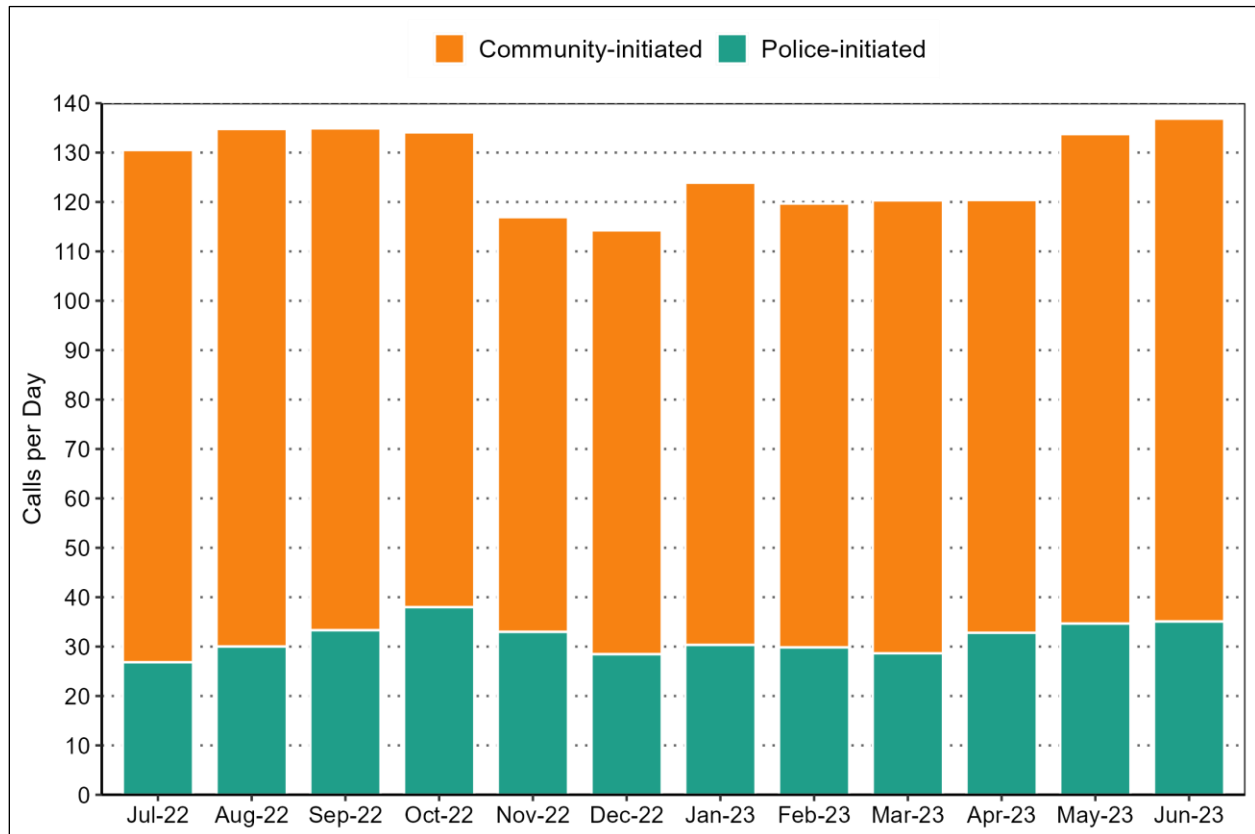
TABLE 9-4: Calls per Day, by Initiator and Months

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community	103.7	104.7	101.6	96.1	83.9	85.8	93.5	89.8	91.7	87.6	99.1	101.8
Police	26.8	30.0	33.3	38.0	33.0	28.5	30.4	29.9	28.6	32.8	34.7	35.1
Total	**130.5**	**134.8**	**134.9**	**134.1**	**116.9**	**114.3**	**123.9**	**119.7**	**120.3**	**120.4**	**133.7**	**136.9**

Observations:

- The number of calls per day was lowest in December.

- The number of calls per day was highest in June.

- The months with the most calls had 20 percent more calls than the months with the fewest calls.

- October had the most police-initiated calls, with 42 percent more than July, which had the fewest.

- August had the most community-initiated calls, with 25 percent more than November, which had the fewest.

FIGURE 9-5: Calls per Day, by Category and Month
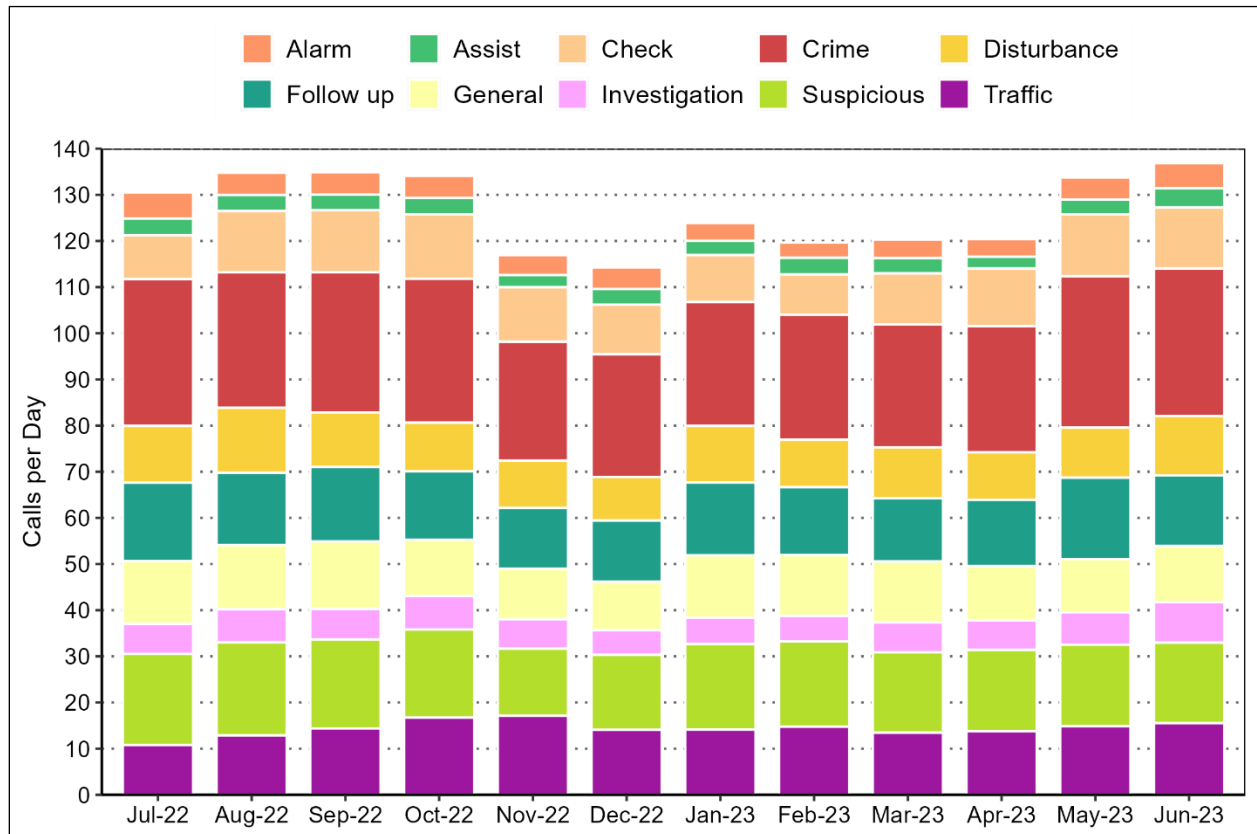
Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-5: Calls per Day, by Category and Month

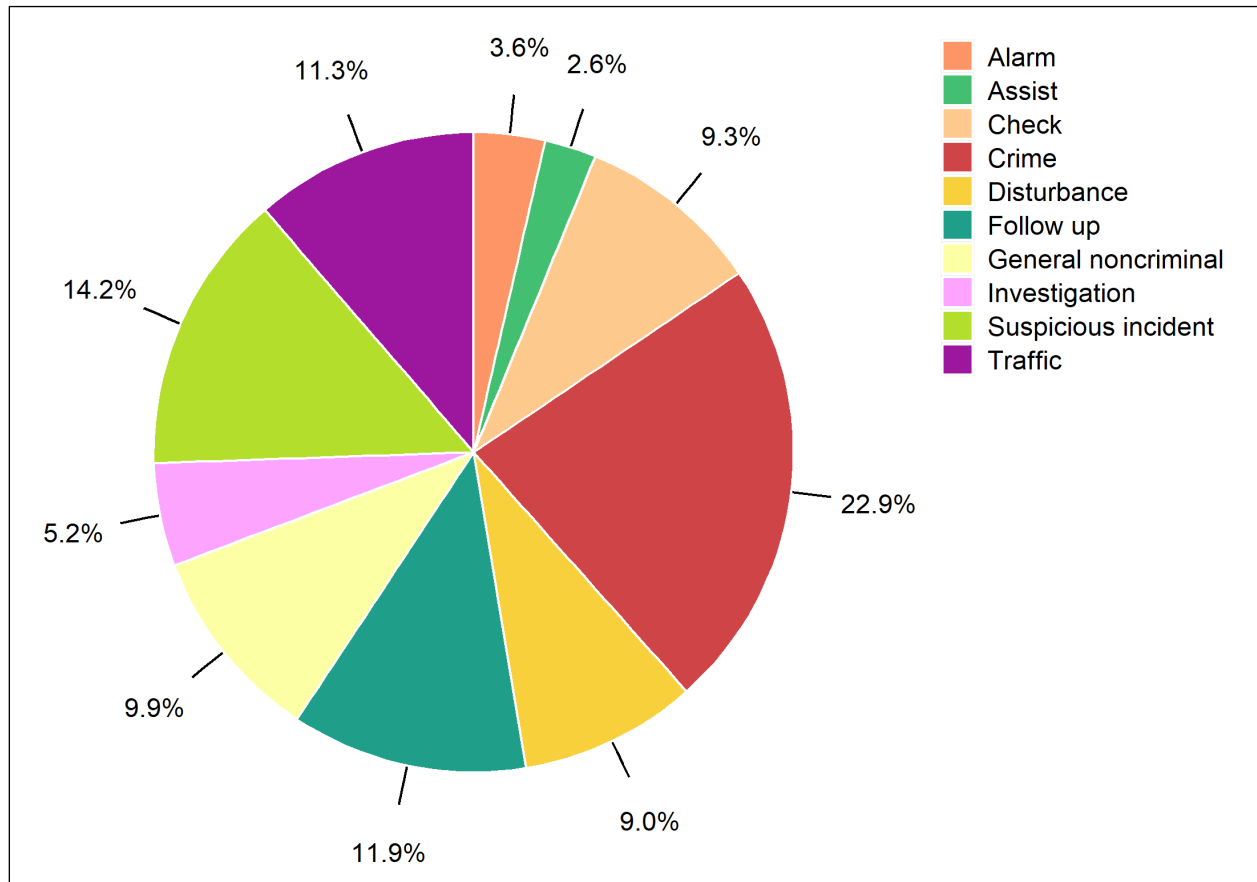| Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Accident	3.5	4.4	4.8	4.1	4.9	4.6	4.2	3.6	4.1	3.3	3.6	4.6
Alarm	5.7	4.8	4.9	4.8	4.3	4.7	3.9	3.3	4.0	3.8	4.8	5.5
Assist other agency	3.6	3.5	3.4	3.6	2.6	3.4	3.1	3.6	3.3	2.5	3.2	4.1
Check	9.5	13.3	13.5	13.9	11.8	10.7	10.2	8.8	11.1	12.5	13.4	13.2
Civil problem	4.9	4.9	5.6	3.6	3.6	3.7	4.3	4.8	4.8	4.9	5.2	5.9
Crime against persons	7.2	6.0	6.4	6.8	5.7	7.0	6.2	6.6	5.3	6.0	10.3	9.4
Crime against property	16.7	16.3	17.4	17.3	15.1	14.6	15.3	15.1	15.0	15.3	16.2	16.4
Crime against society	7.8	7.1	6.5	7.0	5.0	5.0	5.4	5.3	6.3	6.0	6.3	6.2
Disturbance	12.3	14.1	11.8	10.5	10.2	9.5	12.3	10.3	11.0	10.3	10.8	12.9
Follow-up	17.0	15.7	16.1	14.8	13.2	13.3	15.8	14.7	13.7	14.4	17.6	15.3
Investigation	6.5	7.2	6.6	7.3	6.4	5.4	5.7	5.5	6.5	6.4	7.0	8.8
Mental health	2.5	3.1	2.9	2.0	2.3	2.5	2.9	2.7	2.9	2.1	0.9	0.5
Public service	6.1	5.9	6.2	6.5	5.1	4.3	6.3	5.7	5.5	4.8	5.4	5.7
Suspicious incident	19.7	20.2	19.3	19.1	14.5	16.3	18.5	18.5	17.4	17.6	17.6	17.4
Traffic enforcement	4.2	4.5	4.7	5.5	4.6	4.5	3.7	4.2	3.4	3.1	3.8	4.2
Traffic stop	3.1	4.0	4.9	7.1	7.6	4.9	6.2	6.9	6.0	7.3	7.4	6.7
Total	**130.5**	**134.8**	**134.9**	**134.1**	**116.9**	**114.3**	**123.9**	**119.7**	**120.3**	**120.4**	**133.7**	**136.9**

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 58 and 63 percent of calls throughout the year.
    - Crime calls averaged between 25.8 and 32.8 calls per day throughout the year.
    - Suspicious incident calls averaged between 14.5 and 20.2 calls per day throughout the year.
    - Follow-up calls averaged between 13.2 and 17.6 calls per day throughout the year.
    - Traffic calls averaged between 10.8 and 17.1 calls per day throughout the year.
- Crime calls accounted for 22 to 25 percent of total calls.

FIGURE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator
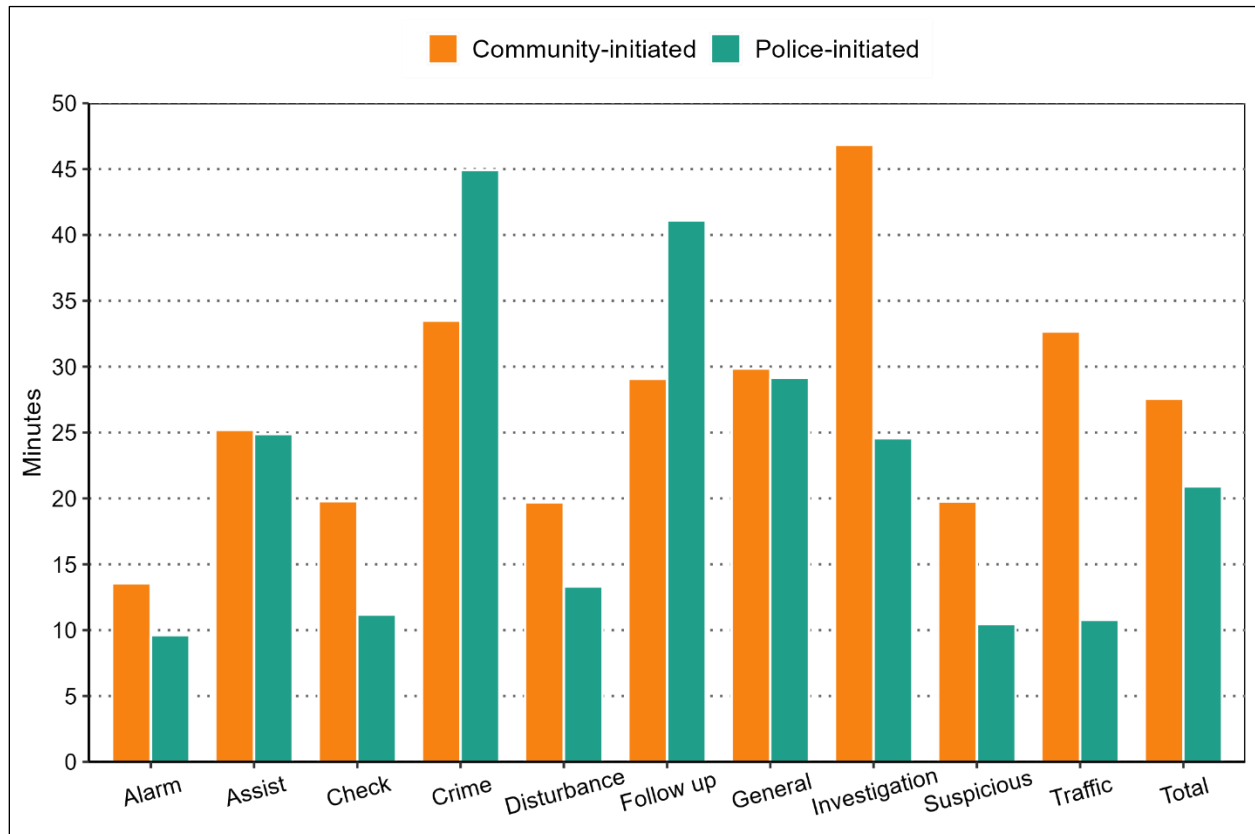
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	39.8	1,460	31.6	54
Alarm	13.6	1,641	9.6	18
Assist other agency	25.2	1,010	24.9	206
Check	19.8	1,772	11.2	2,547
Civil problem	36.7	1,615	30.4	94
Crime against persons	47.7	2,463	68.7	63
Crime against property	32.0	5,449	42.3	356
Crime against society	21.0	2,149	39.4	102
Disturbance	19.7	3,996	13.3	145
Follow-up	29.1	3,295	41.1	2,228
Investigation	46.8	1,212	24.6	1,197
Mental health	26.7	807	29.6	27
Public service	24.3	1,533	28.9	521
Suspicious incident	19.8	5,119	10.5	1,459
Traffic enforcement	23.6	1,152	27.3	384
Traffic stop	NA	0	7.4	2,190
Weighted Average/Total Calls	**27.6**	**34,673**	**20.9**	**11,591**

Note: The information in Figure 9-6 and Table 9-6 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 10 to 47 minutes overall.

- The longest average times were for community-initiated investigation calls.

- The average time spent on crime calls was 33 minutes for community-initiated calls and 45 minutes for police-initiated calls.

FIGURE 9-7: Number of Responding Units, by Initiator and Category
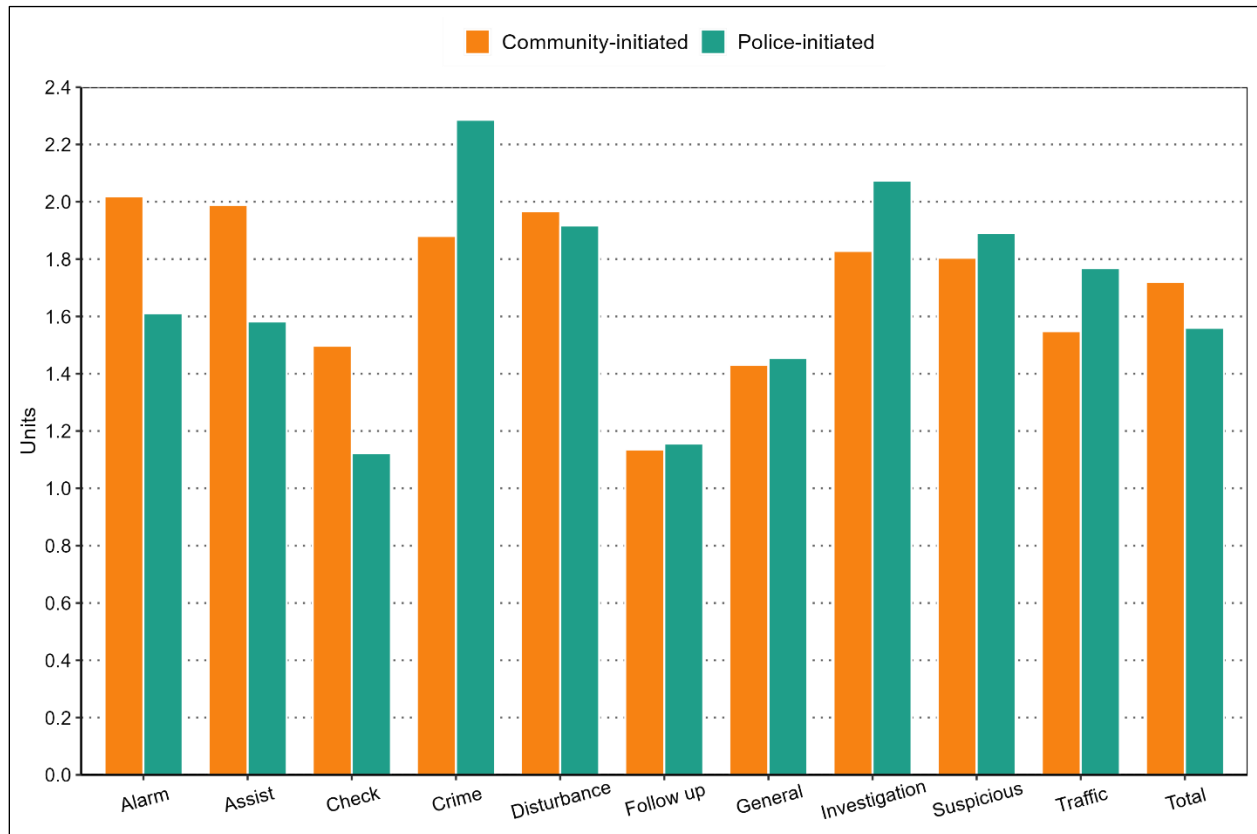
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.6	1,460	1.8	54
Alarm	2.0	1,641	1.6	18
Assist other agency	2.0	1,010	1.6	206
Check	1.5	1,772	1.1	2,547
Civil problem	1.5	1,615	1.7	94
Crime against persons	2.4	2,463	2.7	63
Crime against property	1.6	5,449	2.2	356
Crime against society	2.0	2,149	2.4	102
Disturbance	2.0	3,996	1.9	145
Follow-up	1.1	3,295	1.2	2,228
Investigation	1.8	1,212	2.1	1,197
Mental health	1.9	807	2.1	27
Public service	1.2	1,533	1.4	521
Suspicious incident	1.8	5,119	1.9	1,459
Traffic enforcement	1.5	1,152	1.8	384
Traffic stop	NA	0	1.8	2,190
Weighted Average/Total Calls	**1.7**	**34,673**	**1.6**	**11,591**

Note: The information in Figure 9-7 and Table 9-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls
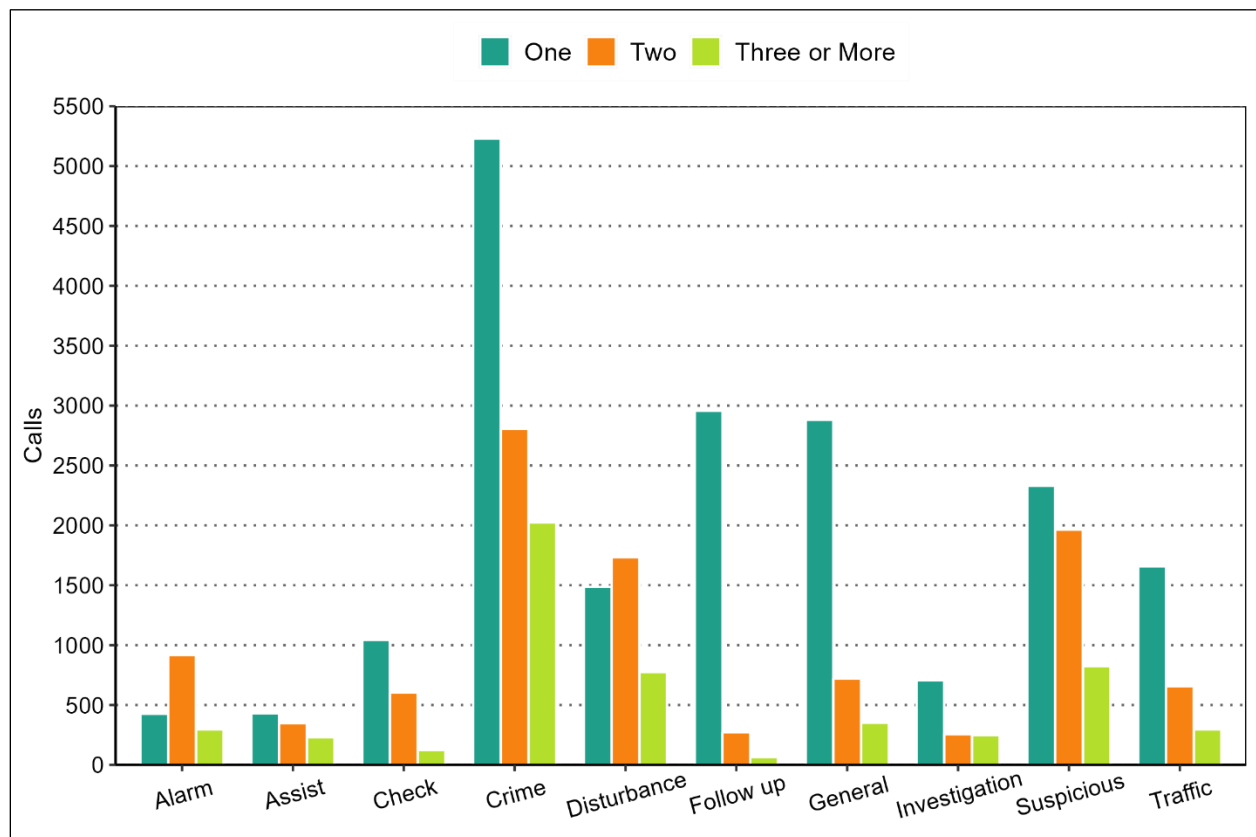
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	898	358	204
Alarm	427	917	297
Assist other agency	430	349	231
Check	1,043	605	124
Civil problem	1,152	305	158
Crime against persons	994	625	844
Crime against property	3,398	1,292	759
Crime against society	838	890	421
Disturbance	1,487	1,734	775
Follow-up	2,957	273	65
Investigation	707	256	249
Mental health	392	253	162
Public service	1,338	163	32
Suspicious incident	2,330	1,965	824
Traffic enforcement	760	299	93
Total	**19,151**	**10,284**	**5,238**

Observations:

- The overall mean number of responding units was 1.6 for police-initiated calls and 1.7 for community-initiated calls.

- The mean number of responding units was as high as 2.3 for crime calls that were police-initiated.

- 55 percent of community-initiated calls involved one responding unit.

- 30 percent of community-initiated calls involved two responding units.

- 15 percent of community-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units involved crime.

FIGURE 9-9: Percentage Calls and Work Hours, by District
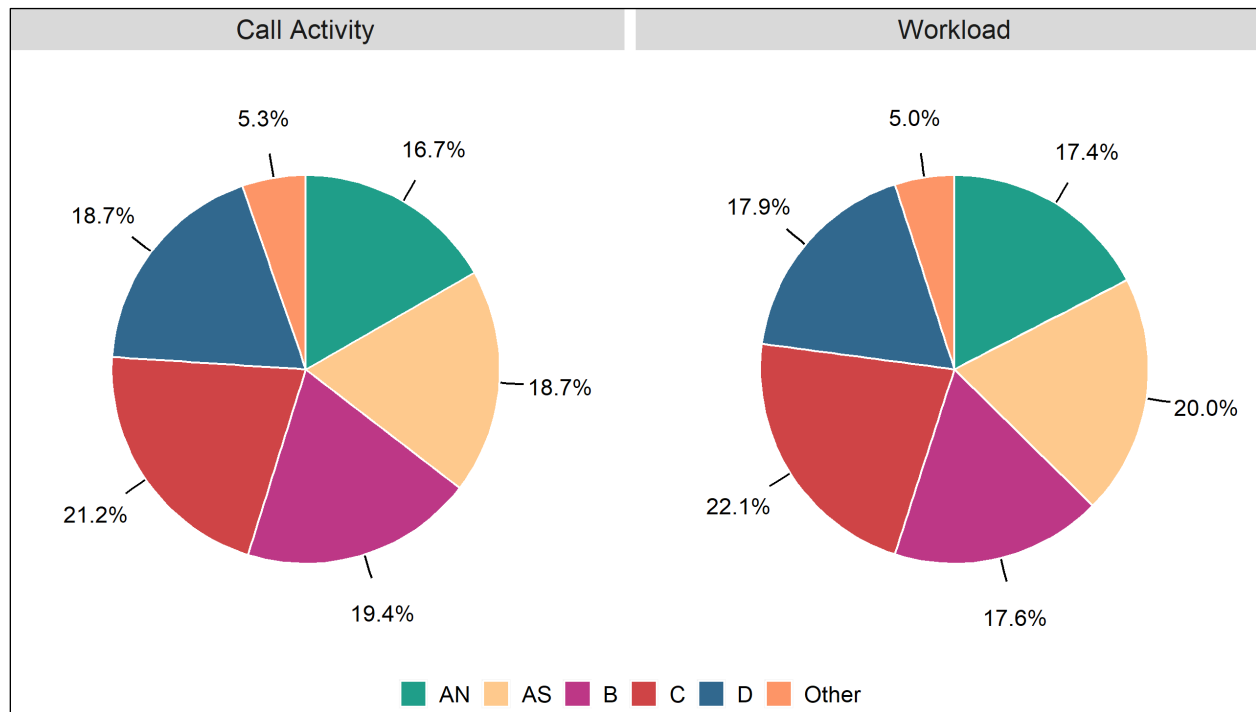
Note: The "other" category includes calls at headquarters, in miscellaneous districts, and calls missing district information. Miscellaneous districts include calls in nearby cities; for example, Tumwater, Lacey, and Rochester.

TABLE 9-9: Calls and Work Hours by District, per Day

District	Per Day	
	Calls	Work Hours
AN	21.2	15.2
AS	23.7	17.5
B	24.6	15.4
C	26.9	19.3
D	23.7	15.7
HQ	4.7	3.2
Miscellaneous	1.3	0.9
Unknown	0.7	0.2
Total	**126.8**	**87.4**

Observations:

- District C had the most calls, which accounted for approximately 21 percent of total calls.

- District C had the largest workload, which accounted for approximately 22 percent of the total workload.

FIGURE 9-10: Percentage Calls and Work Hours, by Category, Summer 2022

Call Activity	Workload

Legend: Alarm, Assist, Check, Crime, Disturbance, Follow up, General, Investigation, Suspicious, Traffic

Call Activity: 14.8%, 9.1%, 3.9%, 2.7%, 5.2%, 8.8%, 10.4%, 23.0%, 12.3%, 10.0%

Workload: 11.0%, 8.1%, 3.0%, 2.6%, 3.9%, 8.0%, 10.0%, 33.7%, 10.3%, 9.3%
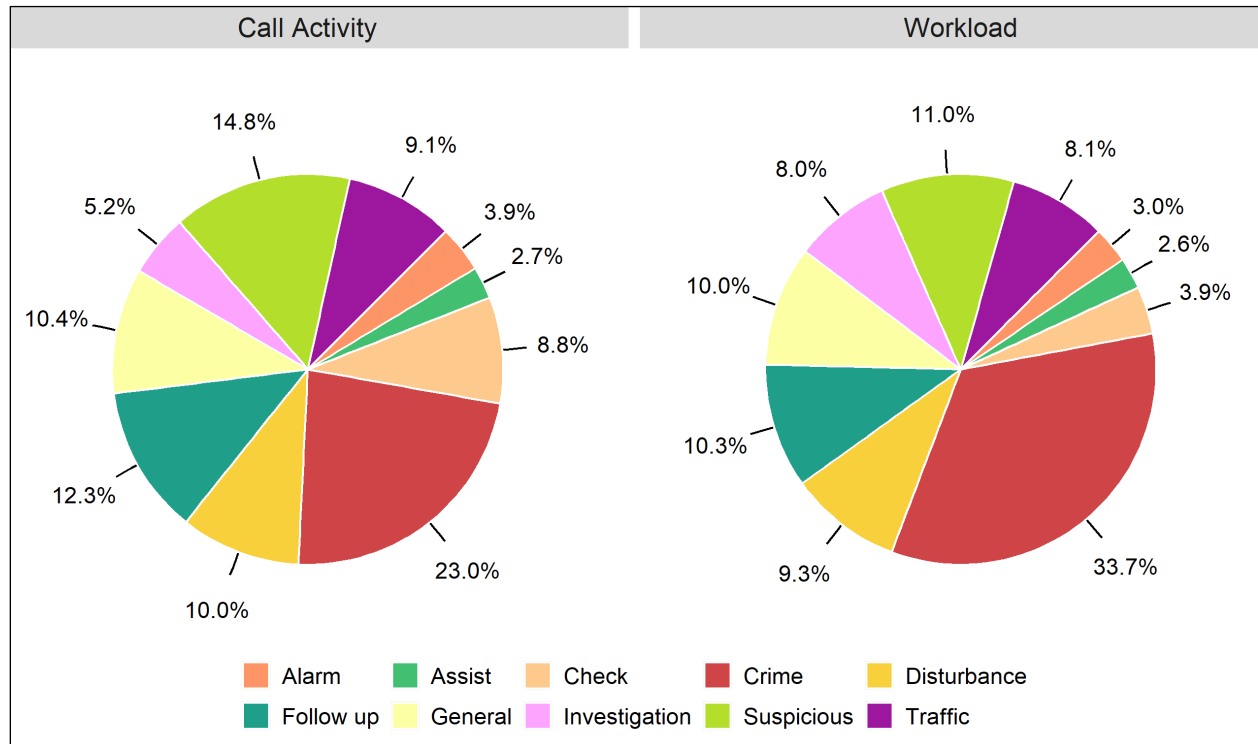
TABLE 9-10: Calls and Work Hours per Day, by Category, Summer 2022

Category	Per Day	
	Calls	Work Hours
Accident	4.2	3.5
Alarm	5.2	2.6
Assist other agency	3.6	2.3
Check	11.8	3.4
Civil problem	5.0	4.1
Crime against persons	6.6	10.4
Crime against property	16.6	13.3
Crime against society	7.6	5.9
Disturbance	13.3	8.2
Follow-up	16.5	9.0
Investigation	6.9	7.1
Mental health	2.8	2.3
Public service	6.1	2.3
Suspicious incident	19.9	9.7
Traffic enforcement	4.5	2.7
Traffic stop	3.5	0.9
Total	**134.0**	**87.6**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and the average daily workload were higher in summer than in winter.

- Total calls averaged 134 per day, or 5.6 per hour.

- Total workload averaged 88 hours per day, meaning that on average 3.7 units per hour were busy responding to calls.

- Crime calls constituted 23 percent of calls and 34 percent of workload.

- Suspicious incident calls constituted 15 percent of calls and 11 percent of workload.

- Follow-up calls constituted 12 percent of calls and 10 percent of workload.

- Traffic calls constituted 9 percent of calls and 8 percent of workload.

- These top four categories constituted 59 percent of calls and 63 percent of workload.

Call Activity	Workload

Legend: Alarm, Assist, Check, Crime, Disturbance, Follow up, General, Investigation, Suspicious, Traffic

Call Activity: 15.2%, 11.8%, 3.0%, 2.7%, 7.8%, 22.0%, 9.1%, 12.5%, 11.2%, 4.6%

Workload: 10.6%, 9.7%, 6.7%, 1.5%, 2.9%, 3.8%, 33.2%, 7.0%, 12.1%, 12.4%

TABLE 9-11: Calls and Work Hours per Day, by Category, Winter 2023

Category	Per Day	
	Calls	Work Hours
Accident	3.9	4.5
Alarm	3.6	1.2
Assist other agency	3.3	2.5
Check	9.5	3.2
Civil problem	4.6	5.3
Crime against persons	6.5	12.4
Crime against property	15.1	12.6
Crime against society	5.3	3.1
Disturbance	11.2	6.0
Follow-up	15.3	10.2
Investigation	5.6	5.7
Mental health	2.9	1.9
Public service	6.1	3.4
Suspicious incident	18.6	8.9
Traffic enforcement	4.1	2.5
Traffic stop	6.4	1.3
Total	**122.0**	**84.5**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 122 per day or 5.1 per hour.

- Total workload averaged 84 hours per day, meaning that on average 3.5 units per hour were busy responding to calls.

- Crime calls constituted 22 percent of calls and 33 percent of workload.

- Suspicious incident calls constituted 15 percent of calls and 11 percent of workload.

- Follow-up calls constituted 13 percent of calls and 12 percent of workload.

- Traffic calls constituted 12 percent of calls and 10 percent of workload.

- These top four categories constituted 62 percent of calls and 66 percent of workload.

OUT-OF-SERVICE ACTIVITIES

In the period from July 1, 2022, through June 30, 2023, the dispatch center also recorded out-of-service activities, which were activities recorded without incident numbers. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. 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.

- After these exclusions, 8,109 activities remained. These activities had an average duration of 65.1 minutes.

In this section, we report out-of-service activities and workload by descriptions. 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 9-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
Busy	66.9	5,527
Equipment Repair	33.8	293
Meeting	90.2	232
Training	94.2	228
Writing Reports	63.1	1,455
Administrative - Weighted Average/Total Activities	66.4	7,735
Personal - Lunch - Average/Total Activities	37.0	374
Weighted Average/Total Calls	**65.1**	**8,109**

Observations:

- The most common out-of-service activity was described as "busy."

- The activities with the longest average times were for "training."

FIGURE 9-12: Activities per Day, by Month
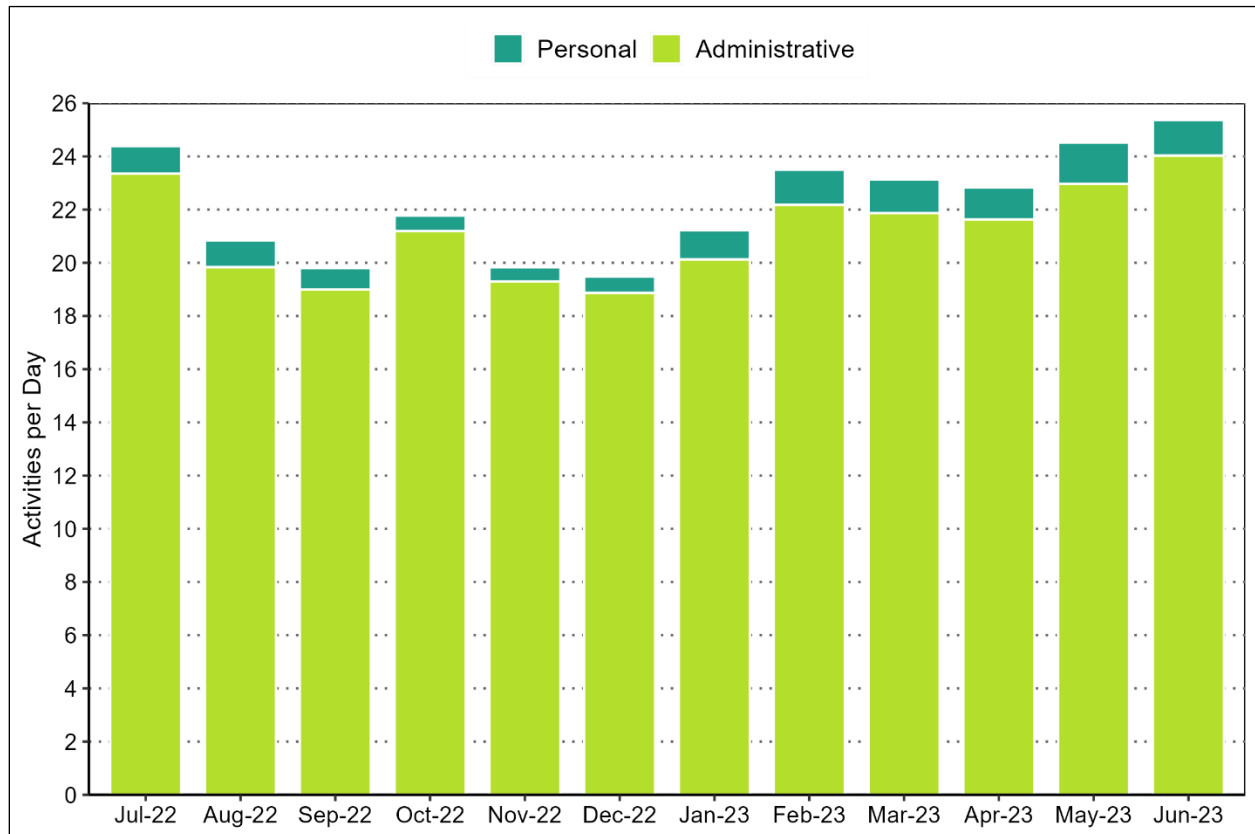
TABLE 9-13: Activities and Workload per Day, by Month

Activities	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Administrative	23.4	19.8	19.0	21.2	19.3	18.9	20.1	22.2	21.9	21.6	23.0	24.0
Personal	1.0	1.0	0.8	0.6	0.5	0.6	1.1	1.3	1.3	1.2	1.5	1.3
Total	**24.4**	**20.8**	**19.8**	**21.8**	**19.8**	**19.5**	**21.2**	**23.5**	**23.1**	**22.8**	**24.5**	**25.4**

Observations:

■ The number of activities per day was the lowest in December.

■ The number of activities per day was highest in June.

FIGURE 9-13: Activities per Day, by Day of Week
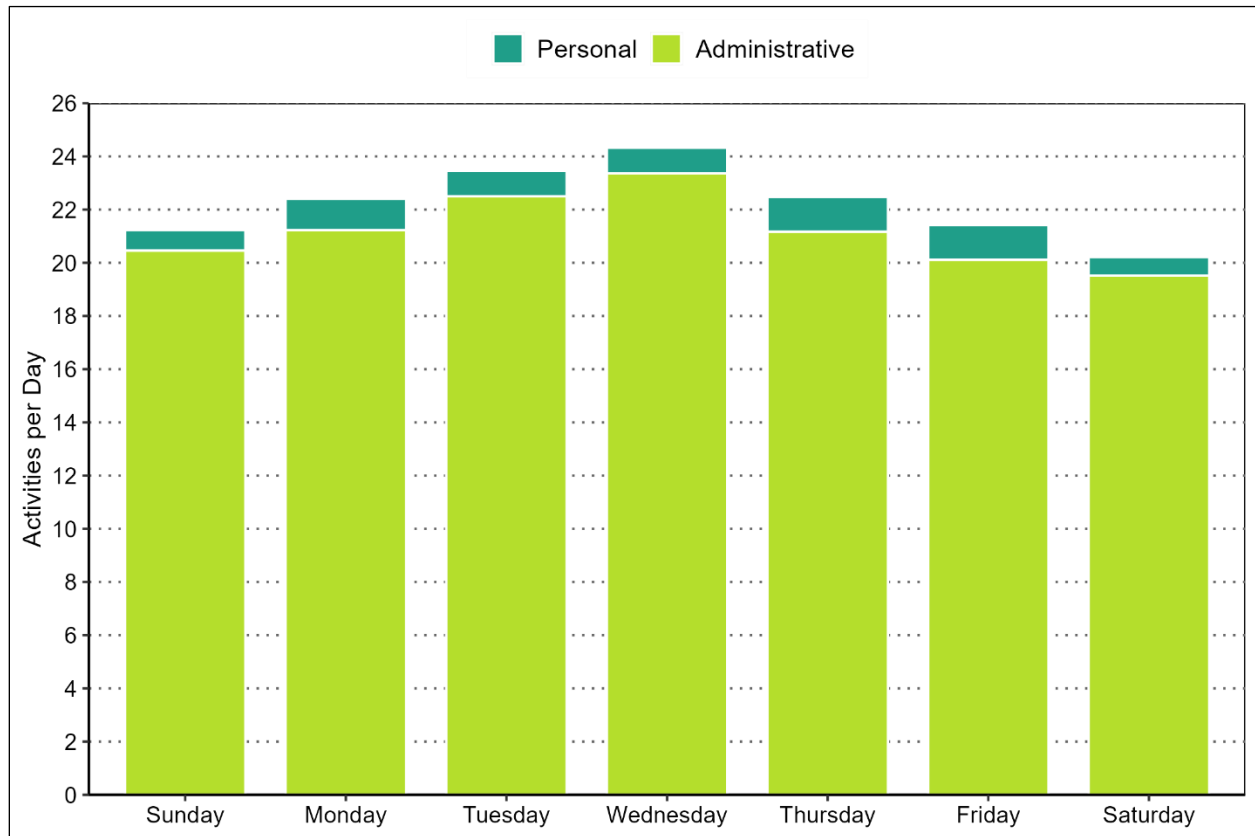
TABLE 9-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities
Sunday	20.5	0.8	21.2
Monday	21.2	1.2	22.4
Tuesday	22.5	1.0	23.5
Wednesday	23.4	1.0	24.3
Thursday	21.2	1.3	22.5
Friday	20.1	1.3	21.4
Saturday	19.5	0.7	20.2
Weekly Average	**21.2**	**1.0**	**22.2**

Observations:

- The number of out-of-service activities per day was lowest on weekends.
- The number of out-of-service activities per day was highest on Wednesdays.

FIGURE 9-14: Activities per Day, by Hour of Day
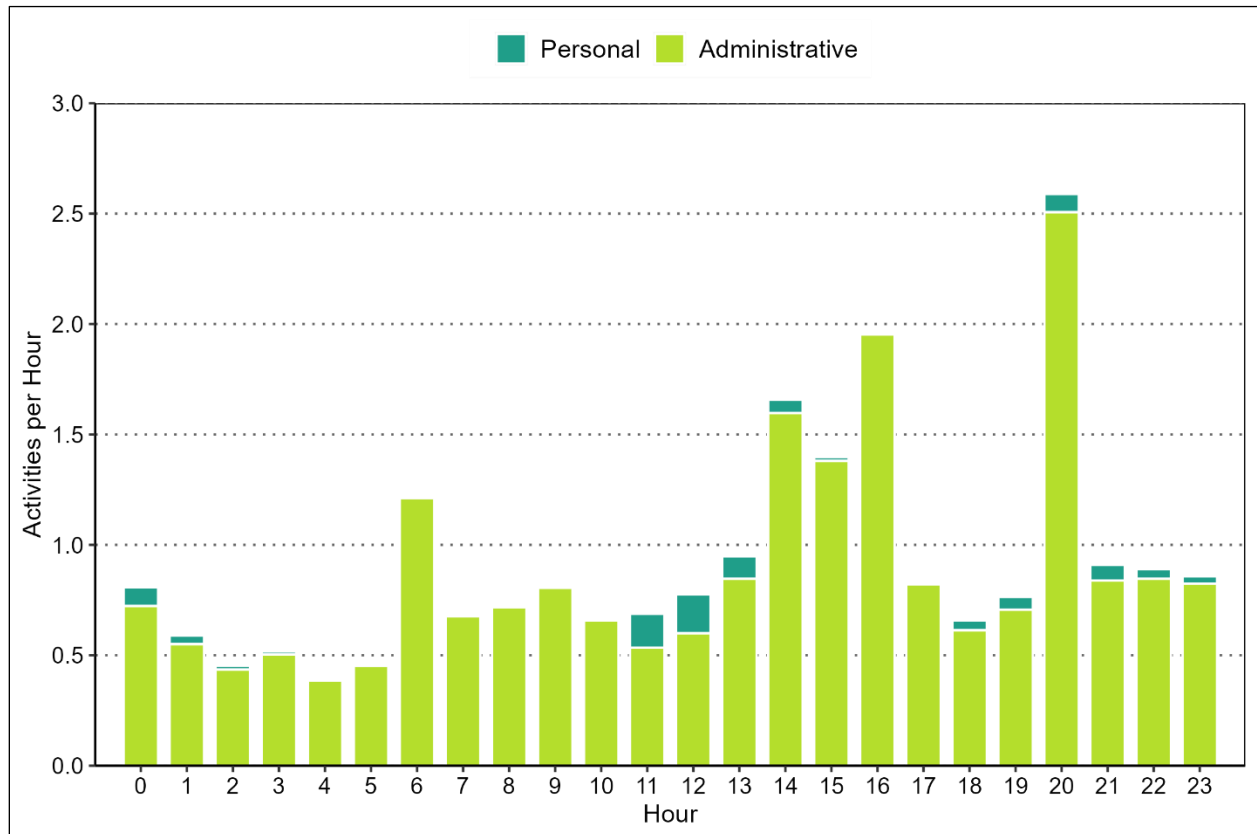
TABLE 9-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.08	0.72	0.81
1	0.04	0.55	0.59
2	0.02	0.44	0.45
3	0.01	0.50	0.52
4	0.01	0.39	0.39
5	0.01	0.45	0.46
6	0.00	1.21	1.21
7	0.00	0.68	0.68
8	0.00	0.72	0.72
9	0.00	0.81	0.81
10	0.01	0.66	0.66
11	0.15	0.53	0.69
12	0.18	0.60	0.78
13	0.10	0.85	0.95
14	0.06	1.60	1.66
15	0.02	1.38	1.40
16	0.00	1.95	1.96
17	0.01	0.82	0.83
18	0.04	0.61	0.66
19	0.06	0.71	0.76
20	0.08	2.51	2.59
21	0.07	0.84	0.91
22	0.04	0.85	0.89
23	0.03	0.82	0.86
Hourly Average	**0.04**	**0.88**	**0.93**

Observations:

- The number of activities per hour was lowest between 4:00 a.m. and 5:00 a.m.
- The number of activities per hour was highest between 8:00 p.m. and 9:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in summer (July 7 through August 31, 2022) and eight weeks in winter (January 4 through February 28, 2023). The department's main patrol force consists of patrol officers and patrol sergeants, operating on 10-hour and 40-minute (10.67 hours) shifts starting at 6:20 a.m., 2:20 p.m., and 8:20 p.m. The police department's main patrol force deployed an average of 7.7 officers per hour during the 24-hour day in summer 2022 and an average of 7.3 officers per hour in winter 2023. When additional units (K-9 units, and neighborhood patrol units) were included, the department averaged 8.3 units per hour during the 24-hour day in the summer of 2022 and 8.0 units in the winter of 2023.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter 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 community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.

- Finally, we compare the workload against deployment by percentage.

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

FIGURE 9-15: Deployed Officers, Weekdays, Summer 2022
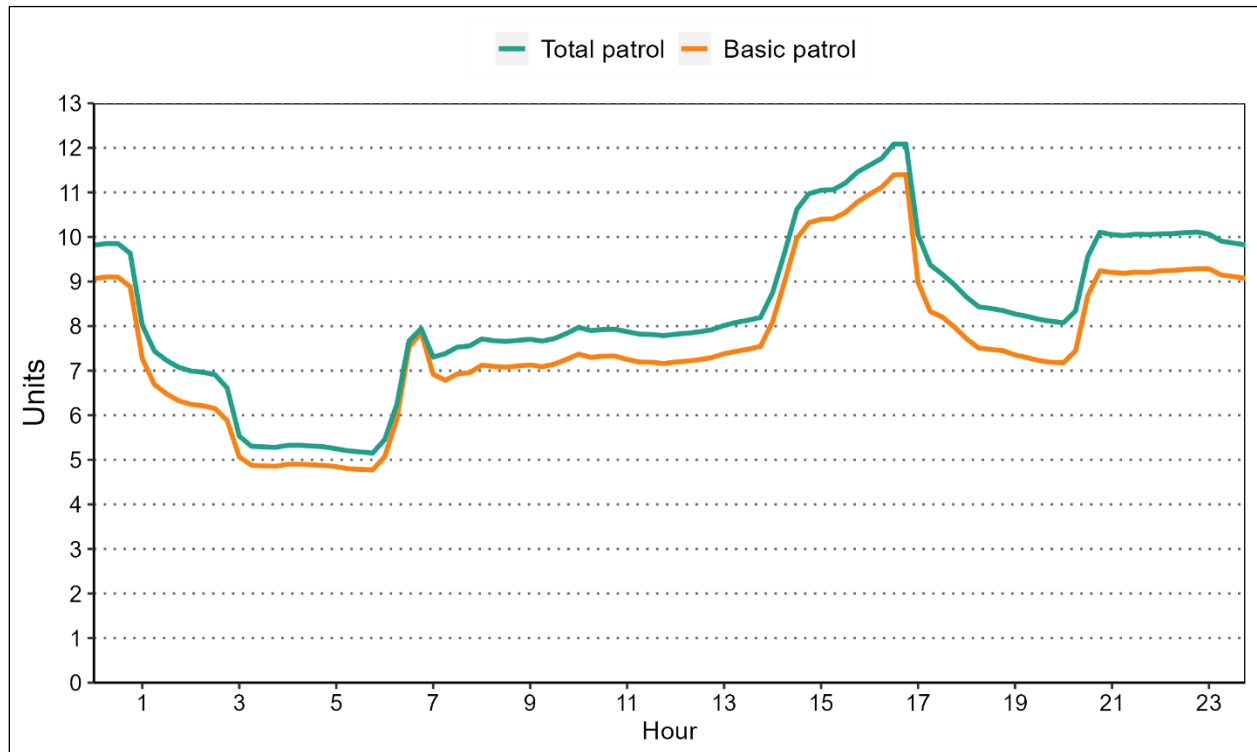
FIGURE 9-16: Deployed Officers, Weekends, Summer 2022
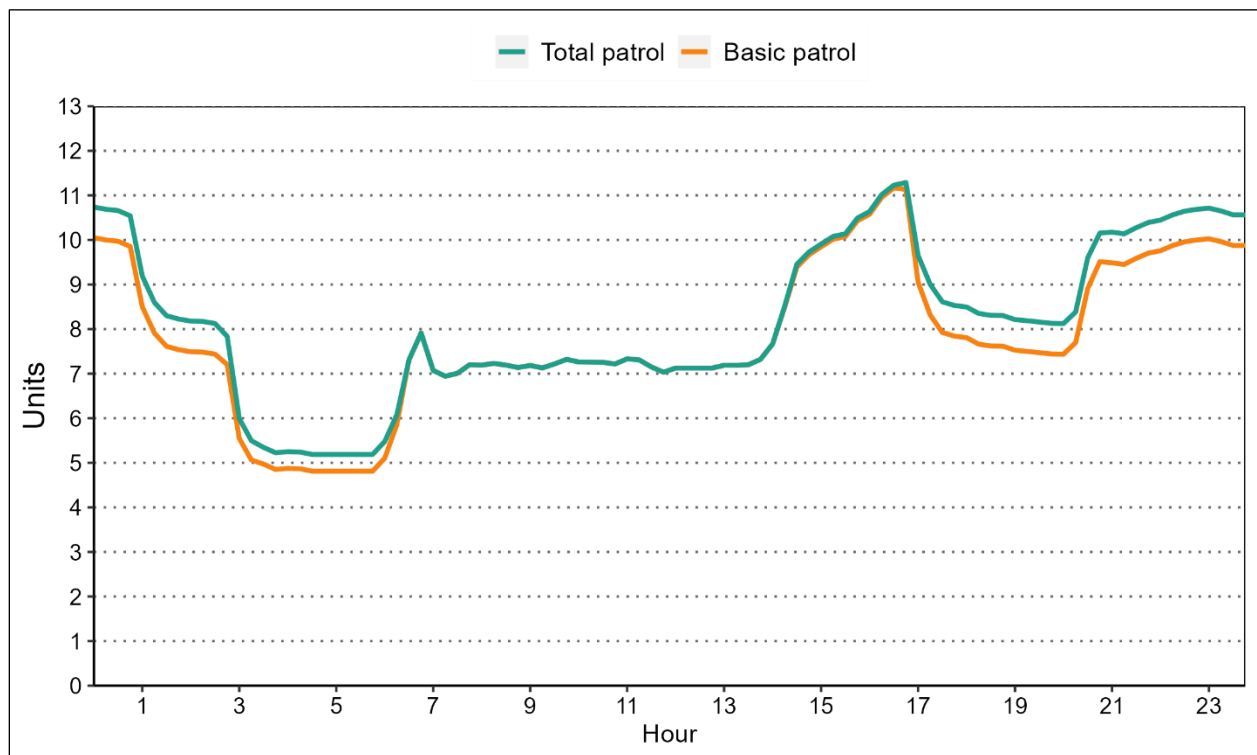
FIGURE 9-17: Deployed Officers, Weekdays, Winter 2023
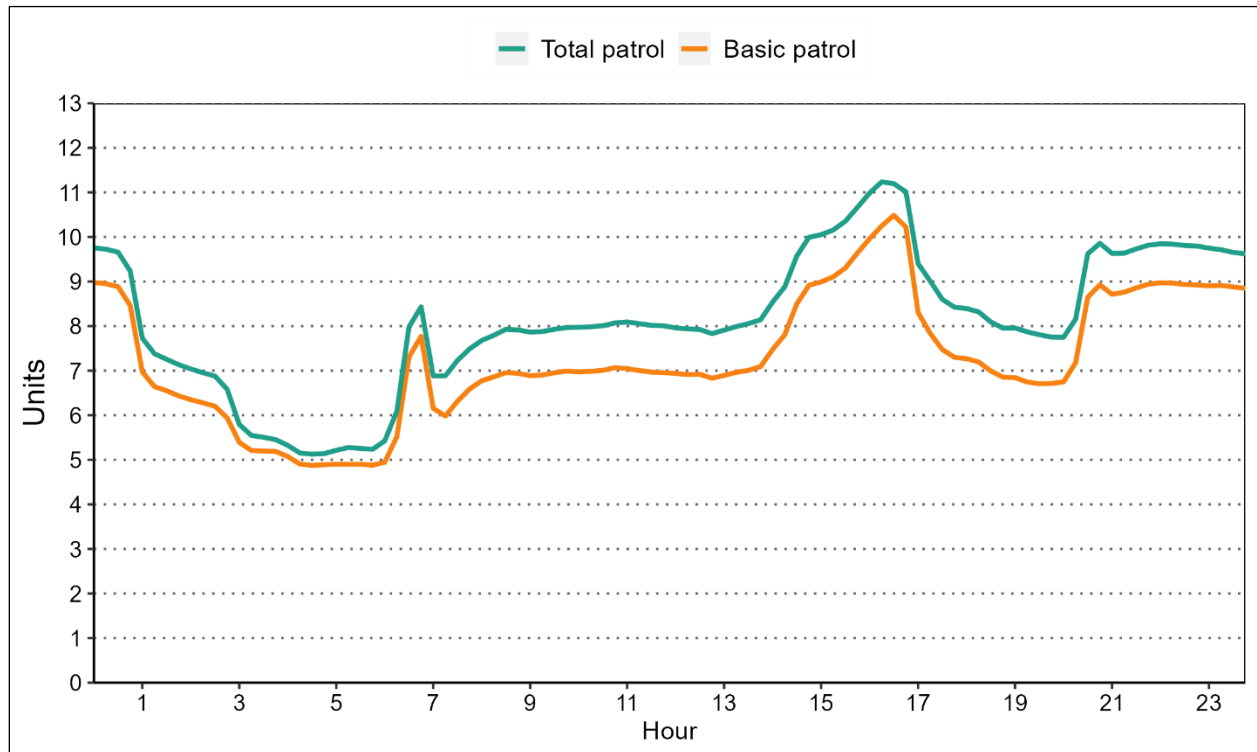
FIGURE 9-18: Deployed Officers, Weekends, Winter 2023
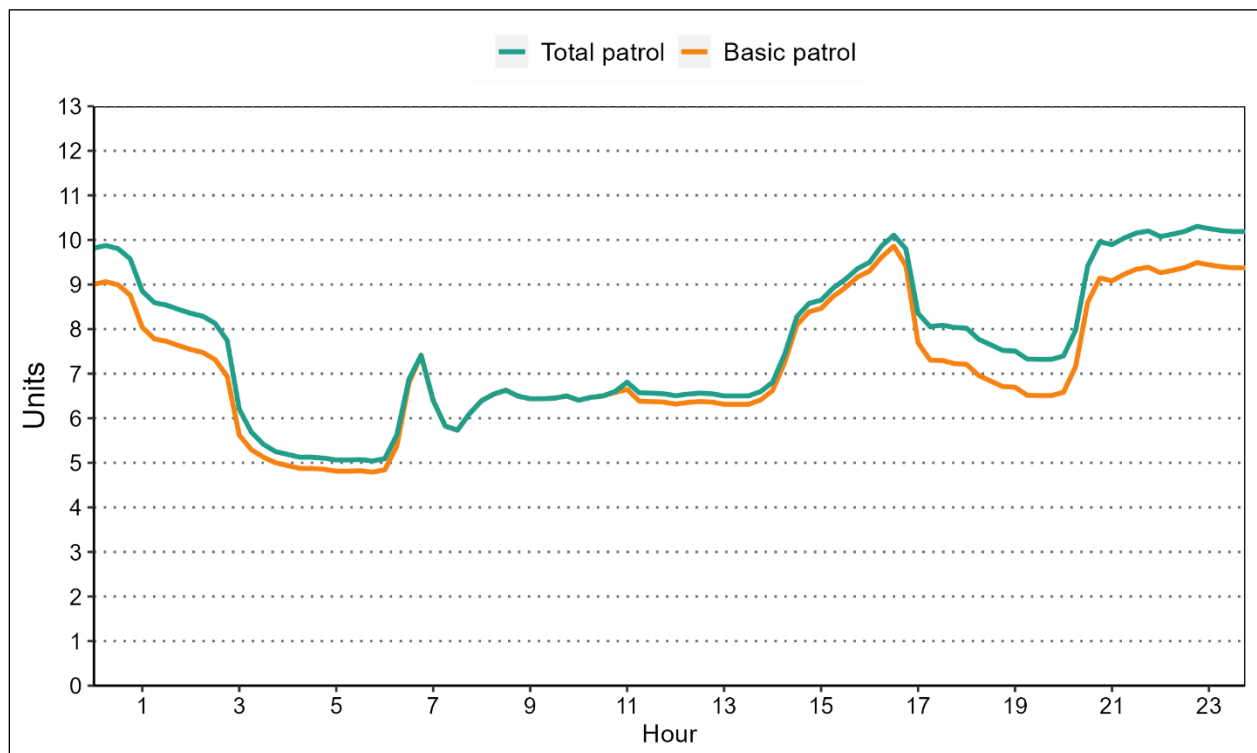
Observations:

- For Summer (July 7 through August 31, 2022):

  - The average deployment was 8.3 units per hour during the week and 8.2 units per hour on the weekend.

  - Average deployment varied from 5.2 to 12.1 units per hour on weekdays and 5.2 to 11.3 units per hour on weekends.

- For Winter (January 4 through February 28, 2023):

  - The average deployment was 8.1 units per hour during the week and 7.6 units per hour on the weekend.

  - Average deployment varied from 5.1 to 11.2 units per hour on weekdays and 5.0 to 10.3 units per hour on weekends.

FIGURE 9-19: Deployment and All Workload, Weekdays, Summer 2022
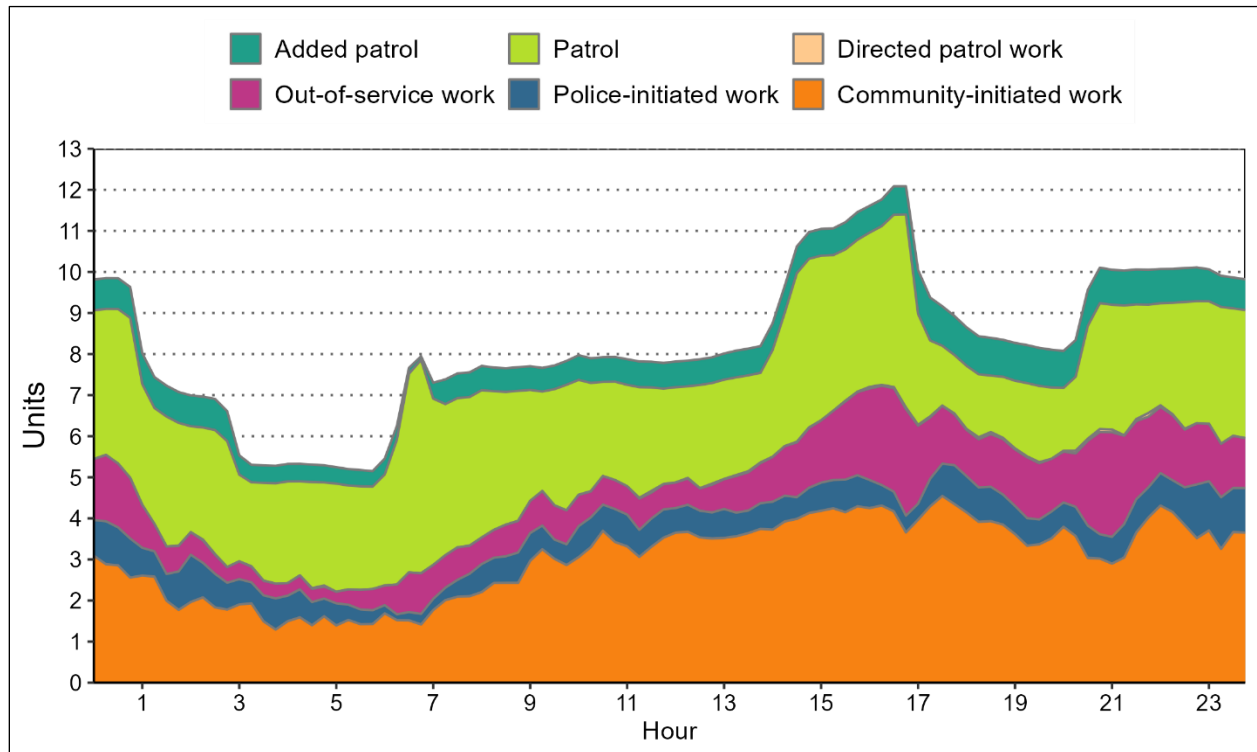
FIGURE 9-20: Deployment and All Workload, Weekends, Summer 2022
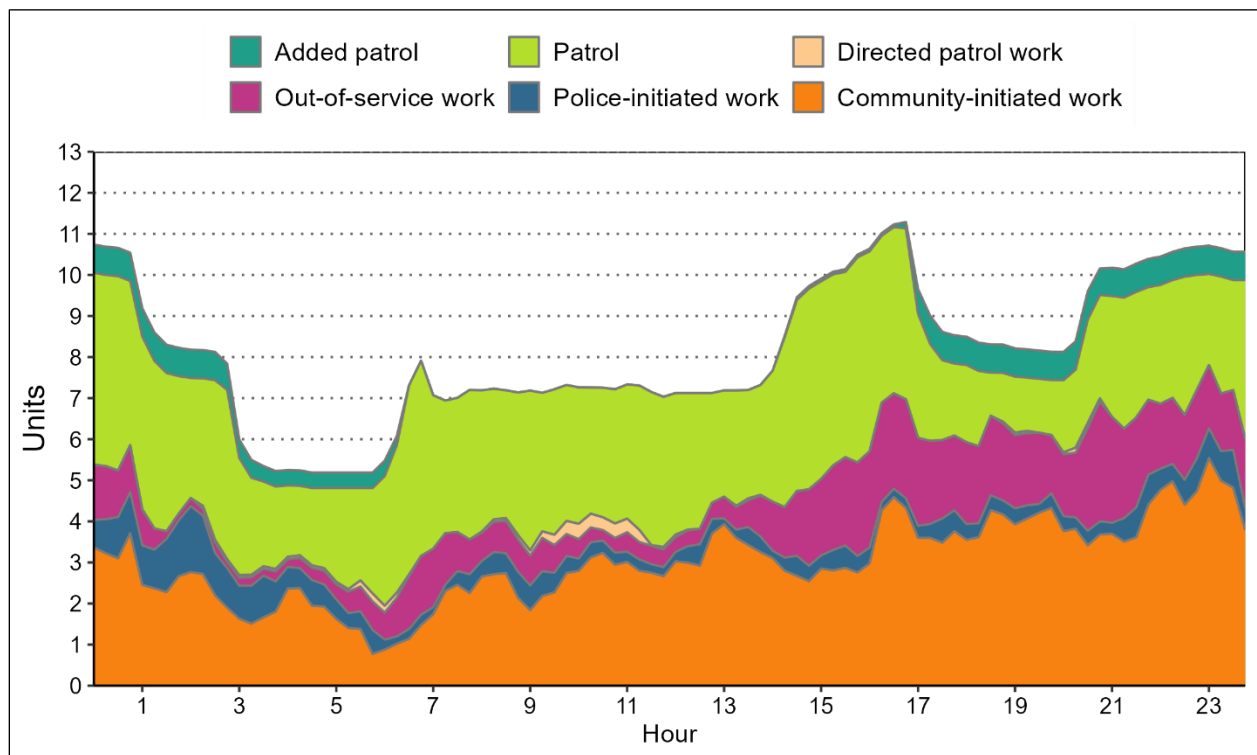
FIGURE 9-21: Deployment and All Workload, Weekdays, Winter 2023
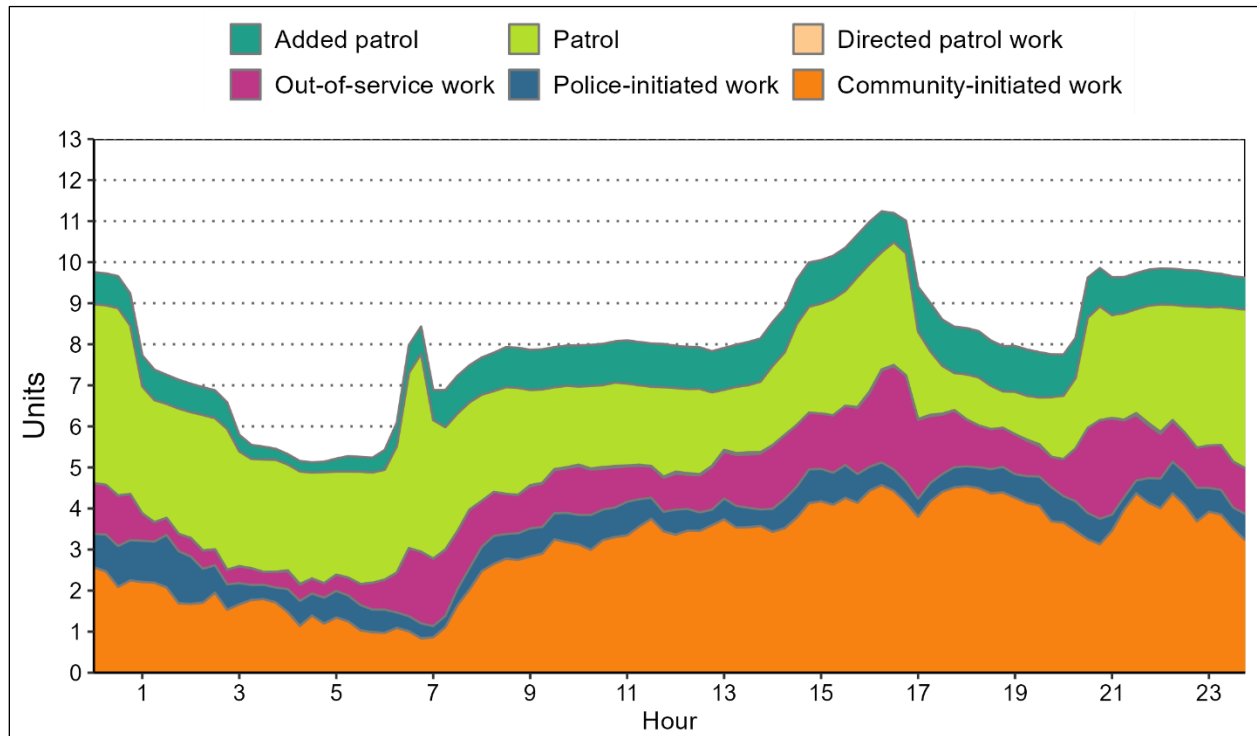
FIGURE 9-22: Deployment and All Workload, Weekends, Winter 2023
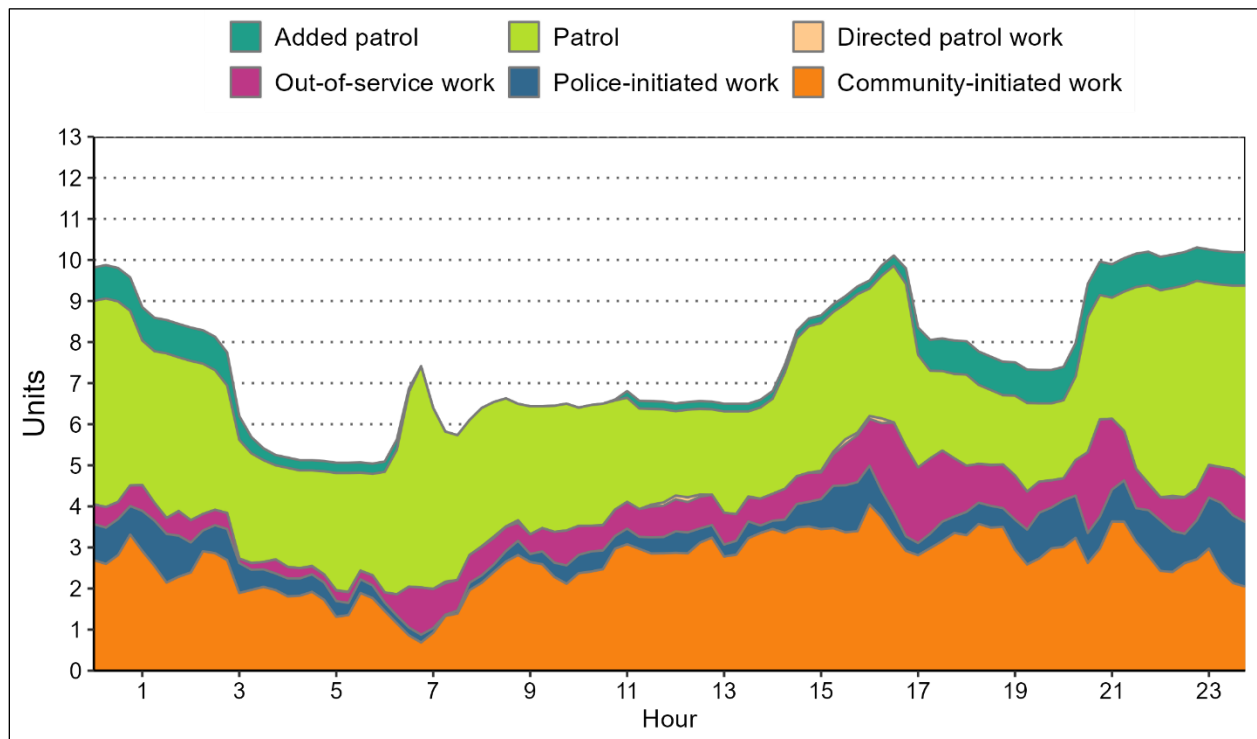
Note: Figures 9-19 to 9-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Summer:

- Community-initiated work:

  - Average community-initiated workload was 3.0 units per hour during the week and 3.0 units per hour on weekends.

  - This was approximately 36 percent of hourly deployment during the week and 37 percent of hourly deployment on weekends.

- All work:

  - Average workload was 4.8 units per hour during the week and 4.7 units per hour on weekends.

  - This was approximately 58 percent of hourly deployment during the week and 59 percent of hourly deployment on weekends.

Winter:

- Community-initiated work:

  - Average community-initiated workload was 3.0 units per hour during the week and 2.6 units per hour on weekends.

  - This was approximately 37 percent of hourly deployment during the week and 35 percent of hourly deployment on weekends.

- All work:

  - Average workload was 4.7 units per hour during the week and 4.0 units per hour on weekends.

  - This was approximately 58 percent of hourly deployment during the week and 53 percent of hourly deployment on weekends.

FIGURE 9-23: Percentage of Workload, Weekdays, Summer 2022
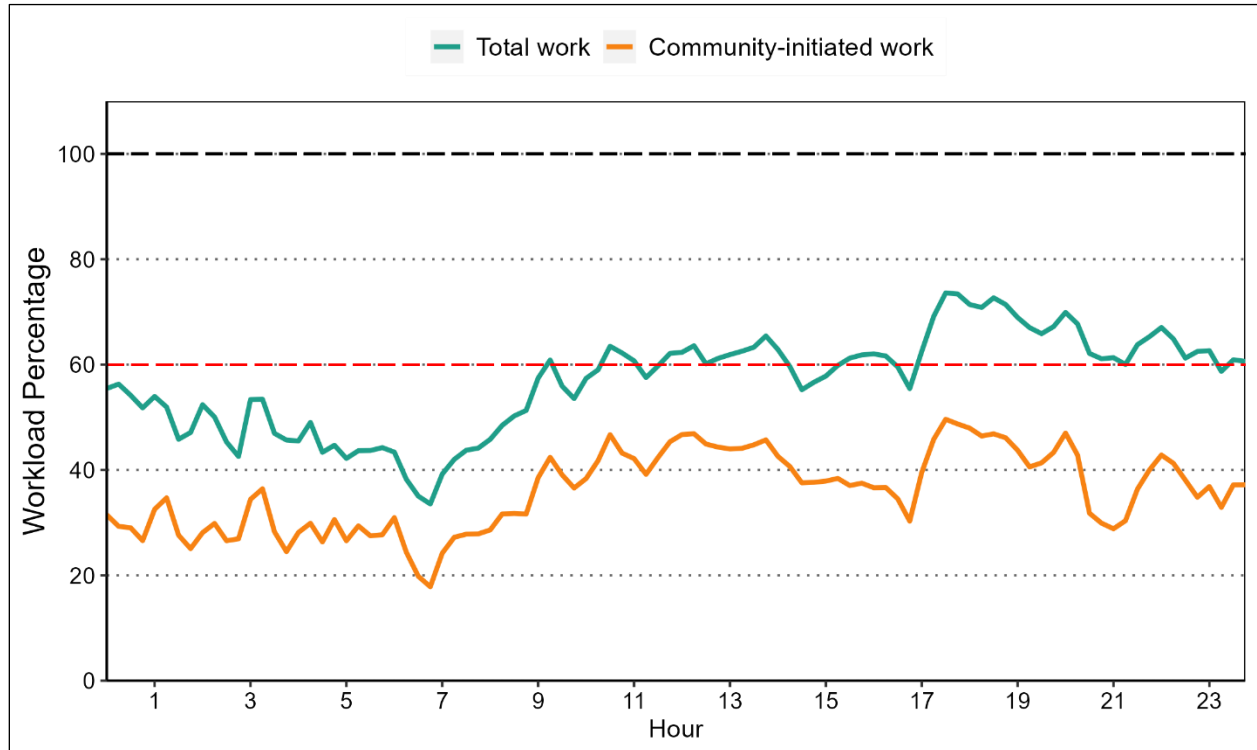
FIGURE 9-24: Percentage of Workload, Weekends, Summer 2022
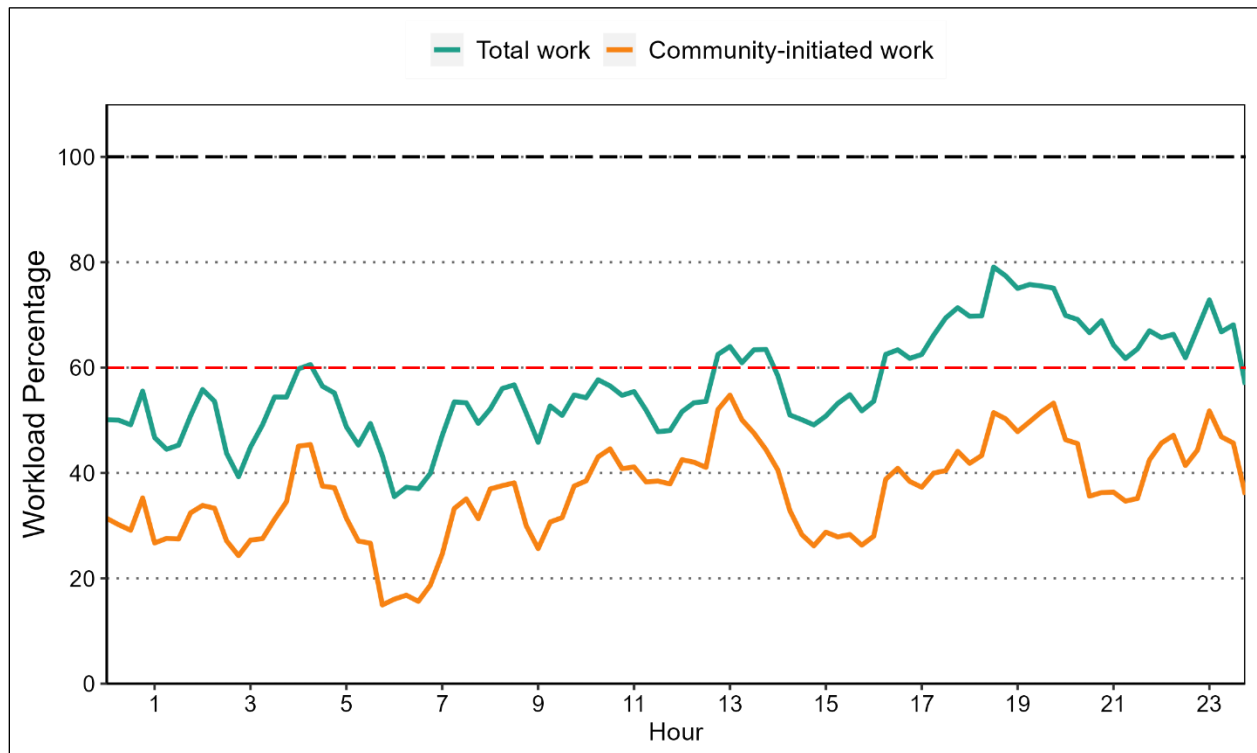
FIGURE 9-25: Percentage of Workload, Weekdays, Winter 2023
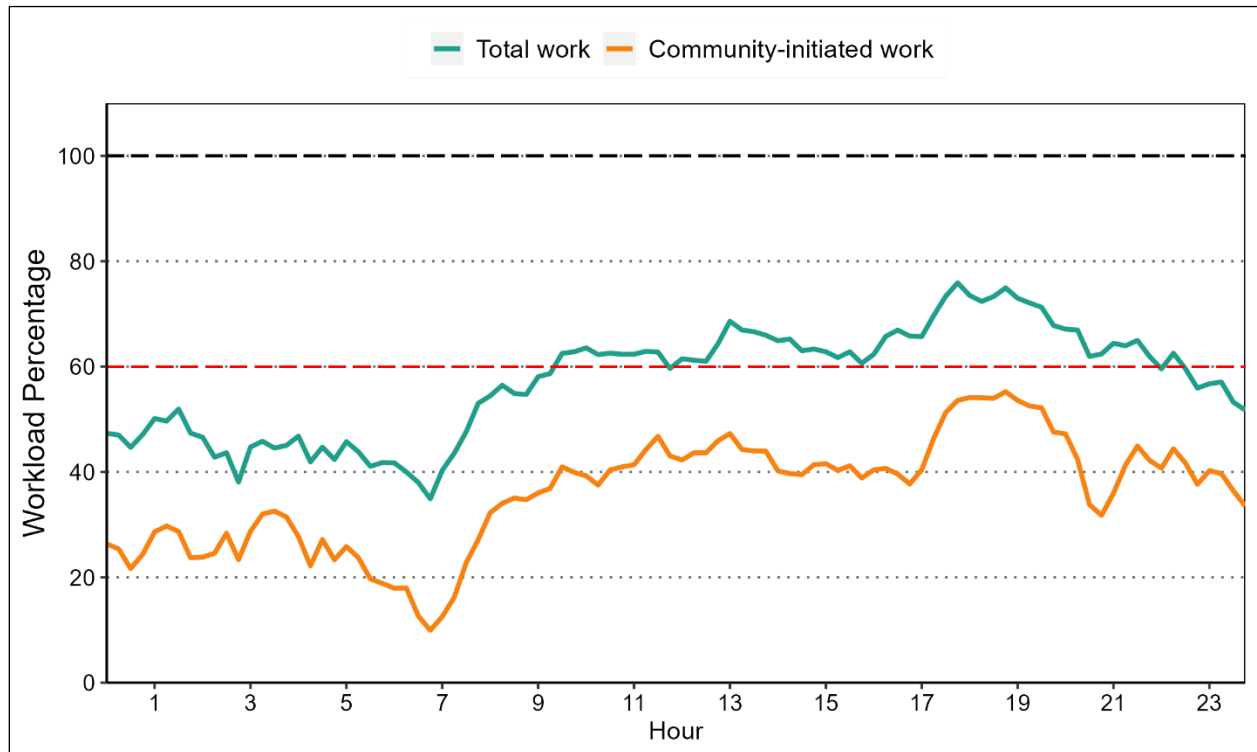
FIGURE 9-26: Percentage of Workload, Weekends, Winter 2023
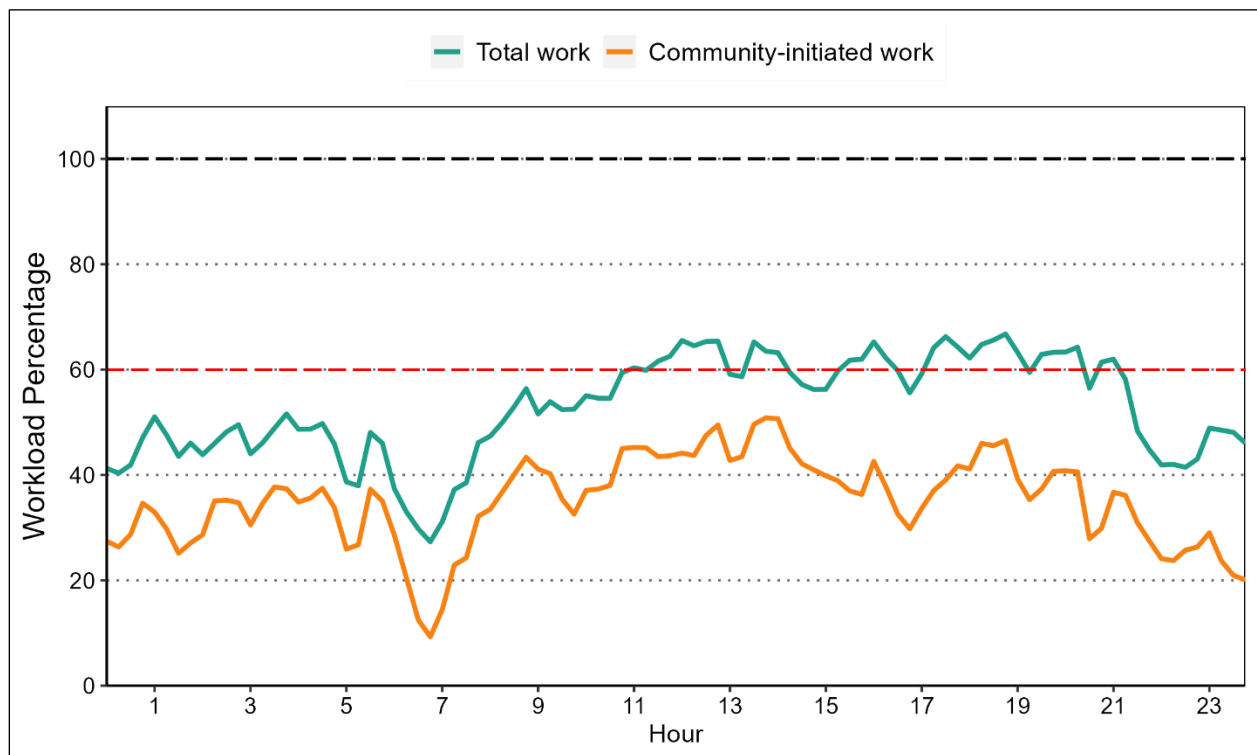
Observations:

Summer:

- Community-initiated work:

  - During the week, the workload reached a maximum of 50 percent of deployment between 5:30 p.m. and 5:45 p.m.

  - On weekends, the workload reached a maximum of 55 percent of deployment between 1:00 p.m. and 1:15 p.m.

- All work:

  - During the week, the workload reached a maximum of 74 percent of deployment between 5:30 p.m. and 6:00 p.m.

  - On weekends, the workload reached a maximum of 79 percent of deployment between 6:30 p.m. and 6:45 p.m.

Winter:

- Community-initiated work:

  - During the week, the workload reached a maximum of 55 percent of deployment between 6:45 p.m. and 7:00 p.m.

  - On weekends, the workload reached a maximum of 51 percent of deployment between 1:45 p.m. and 2:15 p.m.

- All work:

  - During the week, the workload reached a maximum of 76 percent of deployment between 5:45 p.m. and 6:00 p.m.

  - On weekends, the workload reached a maximum of 67 percent of deployment between 6:45 p.m. and 7:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times 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 processing and travel time. Dispatch processing 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 7,506 calls in summer and 6,834 calls in winter. We limited our analysis to community-initiated calls, which amounted to 5,912 calls in summer and 5,158 calls in winter. In addition, we removed the calls lacking a recorded arriving unit, calls located at headquarters, as well as calls not in Olympia PD districts. We were left with 4,499 calls in summer and 3,871 calls in winter for our analysis. For the entire year, we began with 46,264 calls and limited our analysis to 35,071 community-initiated calls. With similar exclusions, we were left with 26,318 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to 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 times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 9-27: Average Response Time and Dispatch Processing, by Hour of Day, Winter, and Winter 2023
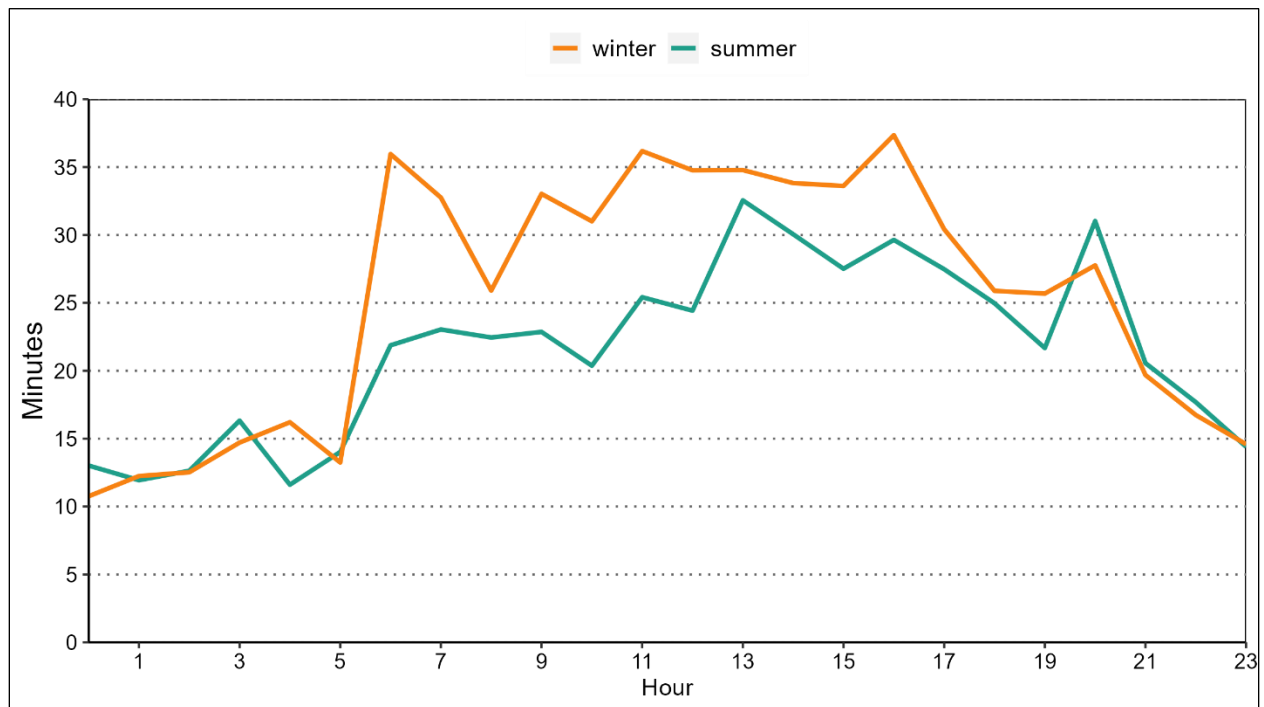
Observations:

- Average response times varied significantly by the hour of the day.

- In summer, the longest response times were between 1:00 p.m. and 2:00 p.m., with an average of 32.6 minutes.

- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 11.6 minutes.

- In winter, the longest response times were between 4:00 p.m. and 5:00 p.m., with an average of 37.4 minutes.

- In winter, the shortest response times were between midnight and 1:00 a.m., with an average of 10.8 minutes.

FIGURE 9-28: Average Response Time by Category, Summer 2022
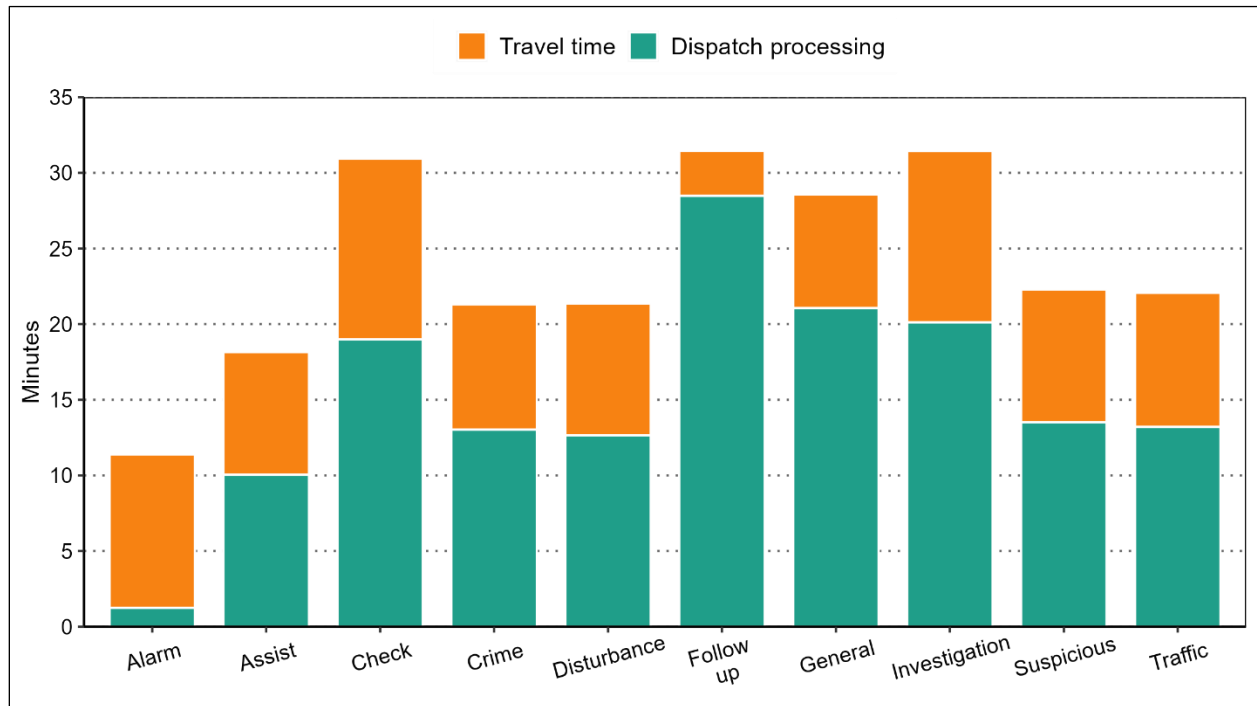
FIGURE 9-29: Average Response Time by Category, Winter 2023
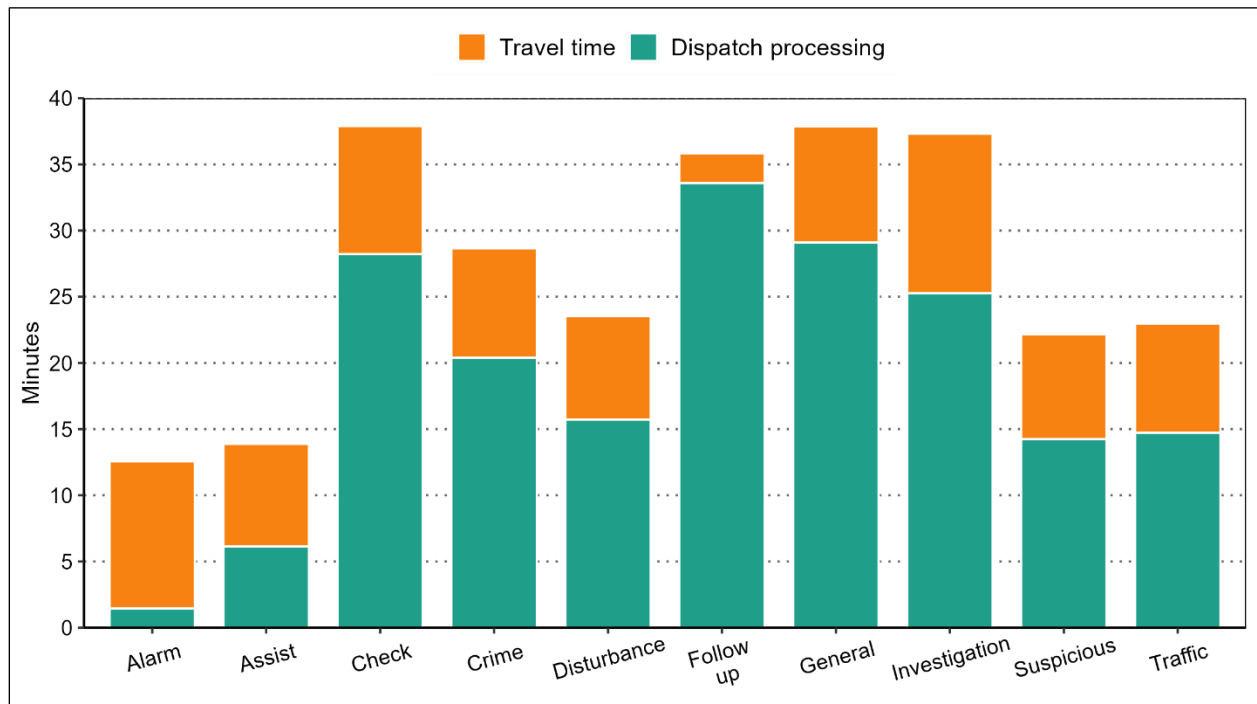
TABLE 9-16: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	13.3	8.6	22.0	201	15.7	9.0	24.7	175
Alarm	1.2	10.1	11.4	249	1.5	11.1	12.6	160
Assist other agency	10.0	8.1	18.2	118	6.1	7.7	13.9	110
Check	19.0	12.0	30.9	221	28.2	9.7	37.9	204
Civil problem	23.0	6.9	29.9	201	35.4	10.0	45.4	170
Crime against persons	12.2	6.9	19.1	314	17.8	8.0	25.8	310
Crime against property	17.0	8.3	25.4	657	26.2	8.3	34.5	598
Crime against society	5.7	9.4	15.2	327	9.0	8.6	17.6	235
Disturbance	12.7	8.7	21.4	590	15.7	7.8	23.5	504
Follow-up	28.5	3.0	31.5	363	33.6	2.2	35.8	330
Investigation	20.1	11.3	31.4	126	25.3	12.0	37.3	110
Mental health	8.2	11.0	19.2	114	9.1	12.6	21.7	99
Public service	27.7	5.7	33.5	162	36.0	4.3	40.3	133
Suspicious incident	13.5	8.8	22.3	721	14.2	7.9	22.2	622
Traffic enforcement	13.0	9.2	22.2	135	13.2	7.0	20.2	111
Total Average	**14.9**	**8.3**	**23.2**	**4,499**	**19.8**	**8.0**	**27.7**	**3,871**

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

Observations:

- In summer, the average response time for categories was between 11 minutes and 31 minutes.

- In summer, the average response time was as short as 11 minutes (for alarms) and as long as 31 minutes (for follow-up calls and investigations).

- In winter, the average response time for categories was between 13 minutes and 38 minutes.

- In winter, the average response time was as short as 13 minutes (for alarms) and as long as 38 minutes (for checks and general noncriminal calls).

- The average response time for crime calls was 21 minutes in summer and 29 minutes in winter.

TABLE 9-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Summer			Minutes in Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	46.5	19.9	59.8	54.1	22.9	70.2
Alarm	2.0	25.2	26.7	2.9	26.4	27.5
Assist other agency	22.5	15.3	52.1	10.2	17.0	23.0
Check	53.2	32.2	81.4	89.4	25.1	135.0
Civil problem	76.3	21.6	81.1	125.6	41.8	139.0
Crime against persons	39.6	12.8	53.4	67.6	20.3	87.2
Crime against property	55.2	24.0	77.6	103.2	23.9	124.9
Crime against society	10.1	22.8	37.8	22.7	17.8	43.5
Disturbance	40.9	20.1	59.7	54.6	17.0	62.2
Follow-up	92.8	5.3	102.1	102.7	4.5	107.9
Investigation	55.0	29.7	72.2	95.1	30.8	117.0
Mental health	18.9	30.4	52.8	20.9	50.7	61.0
Public service	89.1	16.8	96.8	132.9	15.6	135.4
Suspicious incident	42.4	20.2	60.1	38.9	17.2	57.0
Traffic enforcement	31.9	27.8	63.2	37.9	13.8	47.9
Total Average	**48.4**	**22.0**	**66.0**	**68.4**	**20.2**	**84.7**

Note: A 90th percentile value of 22.0 minutes means that 90 percent of all calls are responded to in fewer than 22.0 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time was as short as 27 minutes (for alarms) and as long as 102 minutes (for follow-up calls).

- In winter, the 90th percentile value for response time was as short as 23 minutes (for assists) and as long as 135 minutes (for checks).

FIGURE 9-30: Average Response Time Components, by District
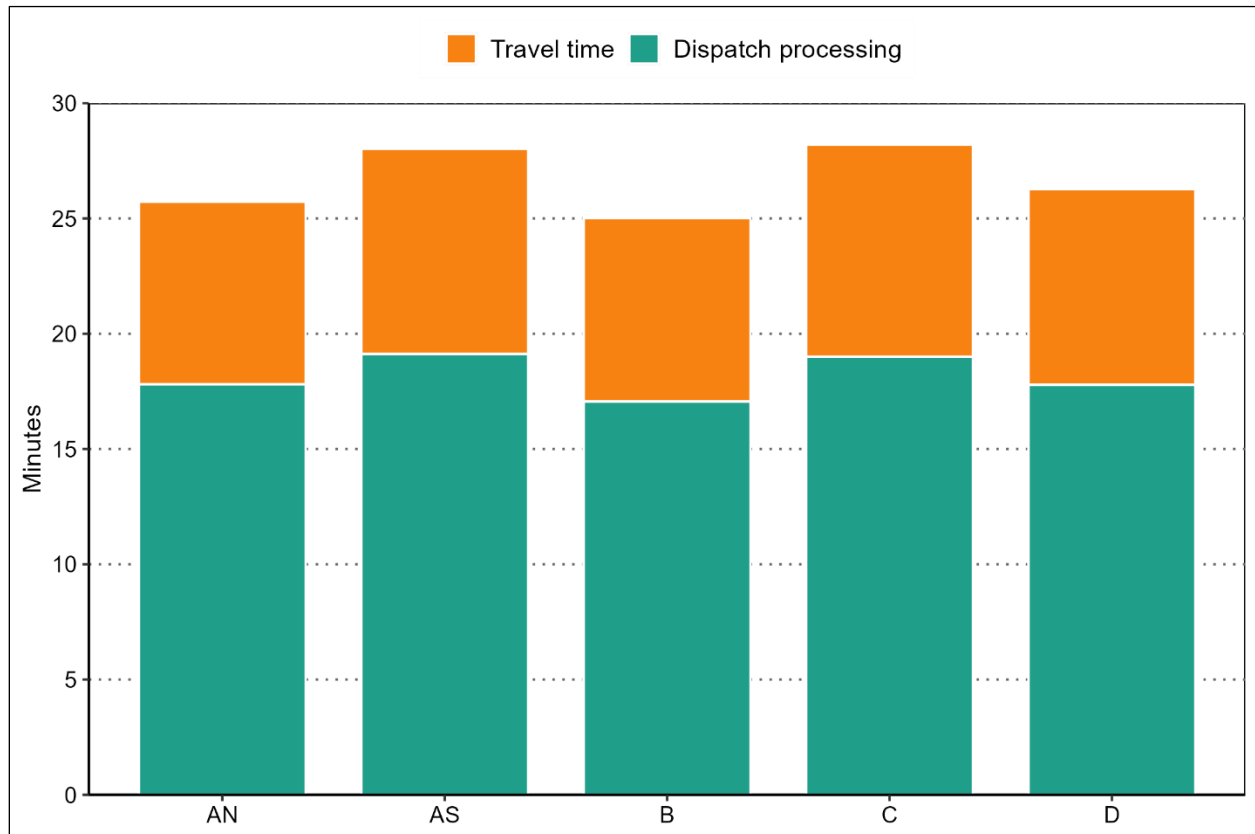
TABLE 9-18: Average Response Time Components, by District

District	Dispatch	Travel	Response	Calls
AN	17.8	7.9	25.7	4,545
AS	19.1	8.9	28.0	5,171
B	17.1	8.0	25.0	5,575
C	19.0	9.2	28.2	6,000
D	17.8	8.5	26.3	5,027
Total	**18.2**	**8.5**	**26.7**	**26,318**

Observations:

- District B had the shortest average response time of 25.0 minutes.
- District C had the longest average response time of 28.2 minutes.

High-Priority Calls

The department assigned priorities to calls with priorities 1 and 1P as the highest priorities. The following table shows average response times by priority. In addition, we identified injury accidents based on the call descriptions, "ACCID INJ ALS," "ACCID INJ BLS," and "BLS MVA," to see if these provided an alternate measure for emergency calls.

TABLE 9-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	1.9	2.6	4.5	21	6.5
1P	2.9	7.4	10.4	2,462	19.0
2	3.9	17.5	21.4	3	33.6
2P	3.7	10.7	14.5	8,263	36.7
3	35.3	12.5	47.9	20	148.2
3P	25.0	7.3	32.3	9,060	97.9
4	30.0	1.0	31.0	9	75.0
4P	32.9	7.8	40.7	6,478	128.0
9P	4.4	13.9	18.3	2	19.6
Total	**18.2**	**8.5**	**26.7**	**26,318**	**82.8**
Injury accident	1.7	4.3	6.1	143	10.4

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

FIGURE 9-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour
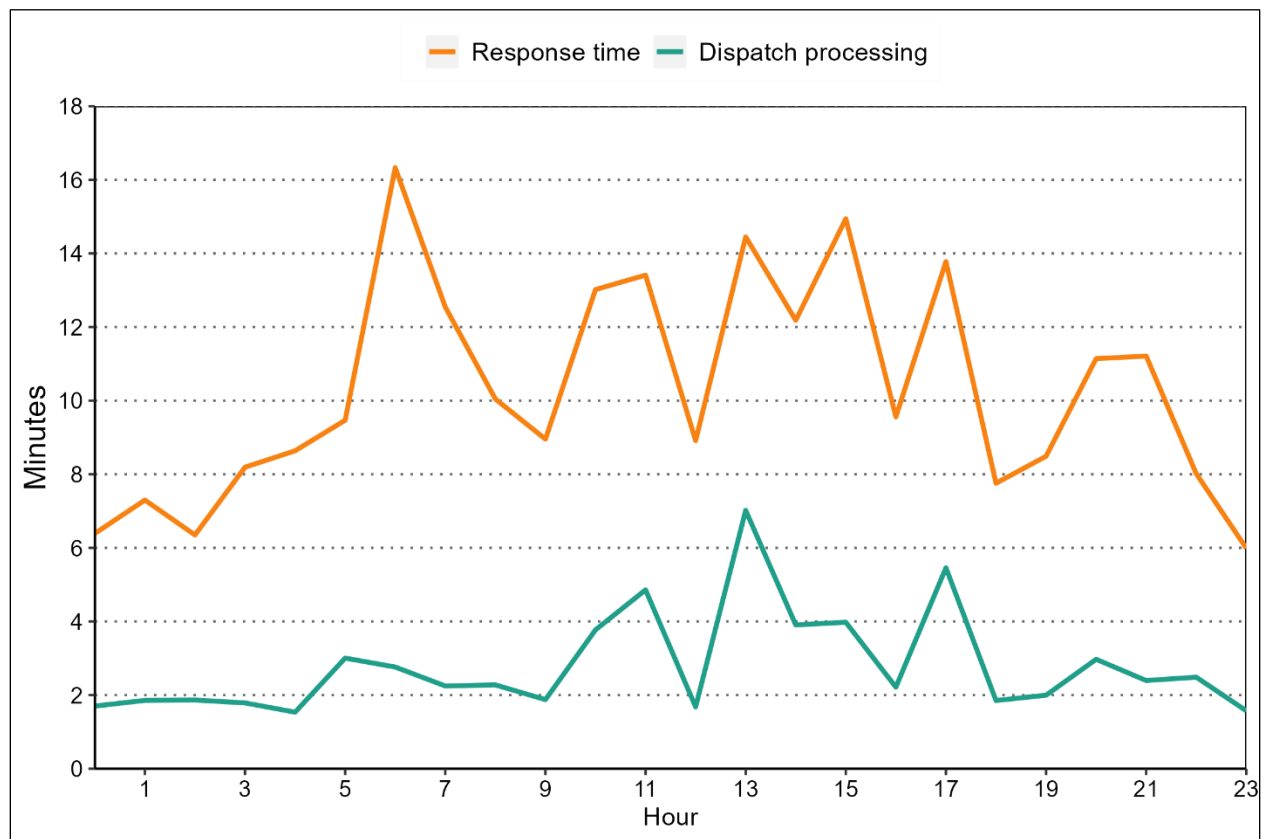
Observations:

- High-priority calls (1 and 1P) had an average response time of 10.3 minutes, lower than the overall average of 26.7 minutes for all calls.

- Average dispatch processing was 2.9 minutes for high-priority calls, compared to 18.2 minutes overall.

- For high-priority calls, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 16.3 minutes.

- For high-priority calls, the shortest response times were between 11:00 p.m. and midnight, with an average of 6.0 minutes.

- Average response time for injury accidents was 6.1 minutes, with a dispatch processing of 1.7 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from July 1, 2022, to June 30, 2023, were classified into the following categories.

TABLE 9-20: Call Type, by Category

Call Type	Call Type Description	Table Category	Figure Category
ALARMB	ALARM BURGLARY	Alarm	Alarm
ALARMFC	COMM FIRE ALARM		
ALARMFR	RES FIRE ALARM		
ALARMO	ALARM OTHER		
ALARMR	ALARM ROBBERY		
FIREC2	GEN ALARM COMMERCIAL		
A	ALS CALLS	Assist other agency	Assist
ASSIS1	ASSIST PRIORITY		
ASSIS3	ASSIST NON-PRIORITY		
ASSISF	ASSIST FIRE		
B	BLS CALL		
BOATFI	FIRER1?		
BY	PT ASSIST		
CPR	CPR in progress		
DUMPST	DUMPSTER FIRE		
FIREC1	COM STRUC FIRE		
FIRECV	COM VEHICLE FIRE		
FIREPV	PRIVATE VEHICLE FIRE		
FIRER1	RES STRUC FIRE		
FIRER2	GEN ALARM RESIDENT		
HAZARD	HAZARDOUS CONDITION		
REFER	REFER OUTSIDE AGENCY		
RESCUE	RESCUE NON-INJURY		
SMALLF	SMALL STRUCTURE		
SMOKEI	SMOKE INVEST		
TRASHF	TRASH/DUMPSTER FIRE		
TX	TRANSPORT		
WATERR	WATER RESCUE		
WIRESD	ACCID6		
AREA	AREA CHECK/PATROL	Check	Check
BANK	Bank Check		
BAR	Bar Check		
BSN	Business Check		
E911	SEND		
PARK	Park Check		
SCHOOL	School Check		

Call Type	Call Type Description	Table Category	Figure Category
WELFAR	WELFARE CHECK		
ABDUC	ABDUCTION	Crime against persons	Crime
ADULTA	ADULT ABUSE		
ADULTN	ADULT NEGLECT		
ASSAU	ASSAULT		
BRUSH1	THREATENING?		
CHILDA	CHILD ABUSE		
CHILDN	CHILD NEGLECT		
CRISIS	CRISIS		
DOMES	DOMESTIC VIOLENCE		
ELUDI	ELUDING		
EXTOR	EXTORTION		
HARAS	HARASSMENT		
HOMICI	HOMICIDE		
RAPE	RAPE		
ROBB	ROBBERY		
SEXOF	SEX OFFENSE		
STALK	STALKING		
THREA	THREATS		
ARSON	ARSON FIRE OUT	Crime against property	
AUTO	AUTO THEFT		
AUTO3	AUTO RECOVERY		
BURG	BURGLARY		
CONFIRM	NEW/CLR WAR/STOLEN		
COUNT	COUNTERFEIT		
EMBEZ	EMBEZZELMENT		
FORGC	FORGERY CHECK		
FORGE	FORGERY		
FORGP	FORGERY PRESCRIPTION		
FRAUD	FRAUD		
LITTE	LITTERING		
MALIC	MAL MISCHIEF		
SHOPLI	SHOPLIFTER		
STOLPR	POSSES STOLEN PROP		
THEFT	THEFT		
TRESP	TRESPASS		
VEHPR	VEHICLE PROWL		
AMBER	SILVER ALERT	Crime against society	
ATTEM	ATTEMPTED CRIME		
DISOR	DISORDERLY CONDUCT		
EXPOS	EXPOSURE		
GUNSHO	GUNSHOT DELAYED RPT		

Call Type	Call Type Description	Table Category	Figure Category
LIQUO	LIQUOR VIOLATION		
MIPA	MIP ALCOHOL		
MIPT	VAPE PEN?		
NARCO	NARCOTICS		
OBSTR	OBSTRUCTING		
ORDNAN	ORDNANCE FOUND		
PROST	PROSTITUTION		
WEAPO	WEAPON VIOLATION		
INFO	INFO PATROL	Directed patrol	Directed patrol
KEEPPE	KEEP THE PEACE		
BRUSH2	NON THREATENING		
DIST	DISTURBANCE		
DRUNK	DRUNKENESS		
FIREWO	FIREWORKS COMPLAINT		
LOITER	LOITERING	Disturbance	Disturbance
LOUDPA	LOUD PARTY		
NOISE	NOISE DISTURBANCE		
OBSCE	OBSCENE PHONE CALL		
UNWANT	UNWANTED PERSON		
FOLLOW	FOLLOW-UP	Follow-up	Follow-up
CIVIL	CIVIL PROBLEM		
CUSTO	CUSTODY INTERFERENCE		
JUVEN	JUVENILE COMPLAINT	Civil problem	
PROTE	PROTECTION ORDER NEW		
PROTEV	PROTECTION VIOLATION		
RUNAWA	RUNAWAY		
MENTAL	MENTAL DISTURBANCE		
SUICI	SUICIDE ATTEMPT	Mental health	
SUICI3	SUICIDE THREAT		General noncriminal
ANIMAL	ANIMAL PROBLEM		
BURNVO	BAN OCT 1 - JUL 14		
CIVILSV	CIVIL SERVICE		
POLIMP	POLICE IMPOUND	Public service	
PRIIMP	PRIVATE IMPOUND		
PUBSVC	PUBLIC SERVICE		
SERVIC	SERVICE CALL		
ABAND2	ABAND VEH NON-BLOCK		
ABAND3	ABAND VEH PVT PROP		
ATC	ATTEMPT TO CONTACT		
ATL	ATTEMPT TO LOCATE	Investigation	Investigation
BOATV	???		
DEATH	DEATH INVESTIGATION		

Call Type	Call Type Description	Table Category	Figure Category
FI	FIELD INTERVIEW		
FOUND	FOUND PROPERTY		
LOCKOU	LOCK OUT OF VEHICLE		
LOSTPR	LOST PROPERTY		
MISSIN	MISSING PERSON		
UNKTR	UNKNOWN TROUBLE		
WALKAW	WALKAWAY		
WARRAN	WARRANT NEW/CLR		
WARRAS	SEARCH WARRANT		
MANGUN	MAN WITH A GUN	Suspicious incident	Suspicious incident
PROWL	PROWLER		
REPO	SEND LE - FOUND GUN		
SUSPC	SUSP CIRC		
SUSPP	SUSP PERSON		
SUSPV	SUSP VEHICLE		
UNSECP	UNSECURE PREMISE		
ACCID2	ACCID INJ ALS	Accident	Traffic
ACCID3	ACCID INJ BLS		
ACCID4	ACCID NON-INJ/BLOCK		
ACCID5	ACCID NON-INJURY		
ACCID6	ACCID HIT & RUN		
BOAT2	BOAT ACCID NONINJURY		
TA	VEH V PED		
TB	BLS MVA		
DUI	DUI	Traffic enforcement	
ENDAN	RECKLESS ENDANGER		
PHYSI	PHYSICAL CONTROL		
PRKVIO	PARKING VIOLATION		
RECKL	RECKLESS DRIVING		
TRAFF	TRAFFIC		
T	Traffic Stop	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 the Washington Association of Sheriffs & Police Chiefs (WASPC). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2013 through 2022, along with clearance rates for 2020 and 2021. Crime rates are expressed as incidents per 100,000 population.

TABLE 9-21: Reported Crime Rates in 2021 and 2022, by City

| Municipality | State | 2021 | | | | 2022 | | | |
| | | Population | Crime Rates | | | Population | Crime Rates | | |
			Violent	Property	Total		Violent	Property	Total
Auburn	WA	82,158	445	4,546	4,992	88,750	489	4,940	5,429
Bothell	WA	48,356	118	2,300	2,417	48,940	80	2,156	2,235
Bremerton	WA	42,798	376	3,171	3,547	45,220	478	4,662	5,139
Burien	WA	51,584	500	4,755	5,256	52,490	509	4,018	4,527
Edmonds	WA	42,803	262	2,610	2,871	42,980	237	2,687	2,925
Lacey	WA	55,484	204	2,846	3,050	58,274	221	3,312	3,533
Lakewood	WA	61,325	753	4,841	5,595	63,800	876	5,326	6,202
Marysville	WA	72,620	174	1,456	1,629	72,380	249	1,914	2,162
Puyallup	WA	43,144	329	6,520	6,849	43,260	402	7,527	7,929
Redmond	WA	102,458	78	2,016	2,095	75,270	121	3,371	3,491
Sammamish	WA	66,855	28	839	868	68,150	57	891	948
Shoreline	WA	58,725	181	2,735	2,915	60,320	262	2,687	2,949
Olympia	**WA**	**54,322**	**451**	**3,842**	**4,293**	**56,370**	**538**	**4,366**	**4,903**
Washington		**7,772,506**	**337**	**3,141**	**3,478**	**7,865,768**	**377**	**3,451**	**3,828**
National		***332,031,554**	**396**	**1,933**	**2,329**	**NA**			

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

FIGURE 9-32: Reported Olympia Violent and Property Crime Rates, by Year
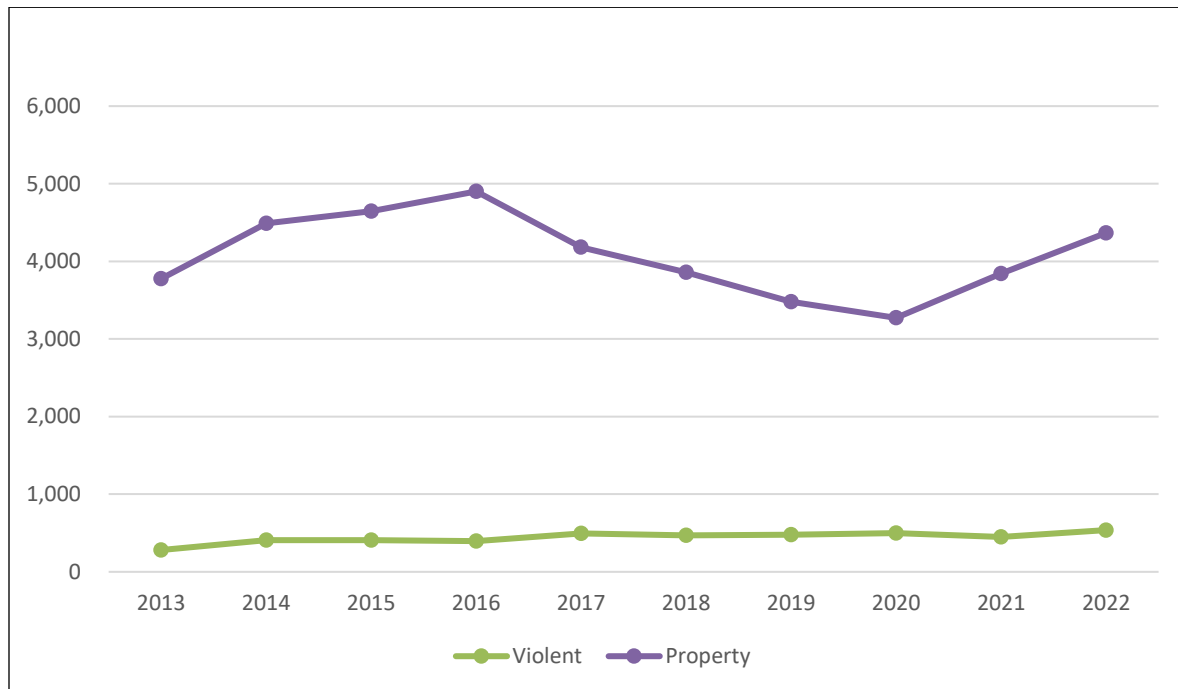
FIGURE 9-33: Reported City and State Crime Rates, by Year
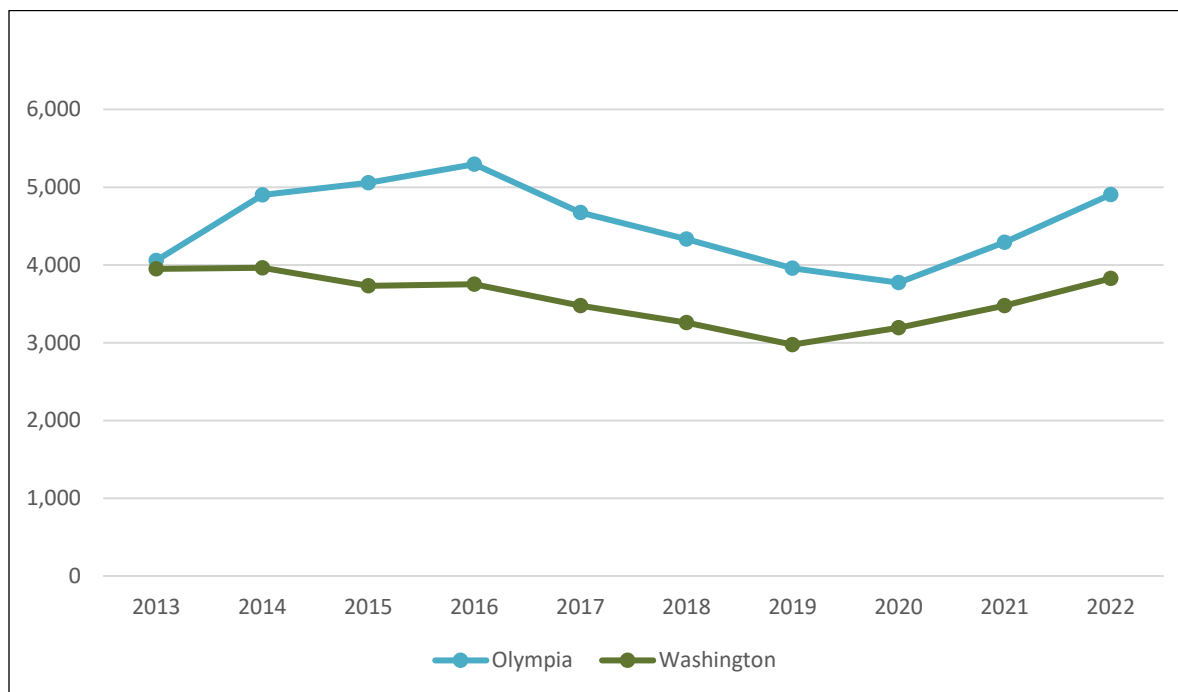
TABLE 9-22: Reported Olympia, Washington, and National Crime Rates, by Year

Year	Olympia				Washington				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2013	48,046	281	3,776	4,057	7,011,381	283	3,665	3,948	321,947,240	362	2,627	2,989
2014	48,763	410	4,489	4,899	7,106,083	281	3,683	3,964	324,699,246	357	2,464	2,821
2015	49,875	409	4,646	5,055	7,216,688	281	3,449	3,730	327,455,769	368	2,376	2,744
2016	50,972	394	4,901	5,295	7,331,183	299	3,454	3,753	329,308,297	383	2,353	2,736
2017	51,923	493	4,181	4,674	7,405,743	305	3174	3,478	325,719,178	383	2,362	2,745
2018	52,312	470	3,861	4,331	7,535,591	312	2946	3,258	327,167,434	369	2,200	2,568
2019	53,286	477	3,479	3,956	7,614,893	294	2682	2,976	328,239,523	379	2,010	2,489
2020	53,571	500	3,272	3,773	7,656,066	300	2893	3,194	331,449,281	399	1,958	2,357
2021	54,322	451	3,842	4,293	7,772,506	337	3141	3,478	332,031,554	396	1,933	2,329
2022	56,370	538	4,366	4,903	7,865,768	377	3451	3,828				NA

TABLE 9-23: Reported Olympia, Washington, and National Crime Clearance Rates, 2020

Crime	Olympia			Washington			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	1	100%	336	182	54%	18,109	9,851	54%
Rape	24	NA	NA	2,376	547	23%	110,095	33,689	31%
Robbery	69	27	39%	5,261	1,662	32%	209,643	60,377	29%
Aggravated Assault	174	101	58%	15,010	6,778	45%	799,678	371,051	46%
Burglary	271	31	11%	41,638	5,401	13%	898,176	125,745	14%
Larceny	1,284	130	10%	152,092	18,091	12%	4,004,124	604,623	15%
Vehicle Theft	198	9	5%	27,786	1,984	7%	727,045	89,427	12%

Note: Clearances were not reported for rape offenses in 2020. *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

TABLE 9-24: Reported Olympia and Washington Crime Clearance Rates, 2021

Crime	Olympia			Washington			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	1	0	0%	361	172	48%	22,900	11,500	50%
Rape	33	2	6%	2,572	544	21%	144,300	16,500	11%
Robbery	71	30	42%	5,802	1,523	26%	202,200	48,800	24%
Aggravated Assault	140	82	59%	17,440	6,860	39%	943,800	297,500	32%
Burglary	311	37	12%	42,267	5,213	12%	899,700	107,200	12%
Larceny	1,505	114	8%	166,496	13,486	8%	4,627,000	508,900	11%
Vehicle Theft	271	17	6%	35,385	1,863	5%	890,200	68,500	8%

APPENDIX C. ANNEXATION AREA ANALYSIS

CPSM was asked to study the call volume and workload associated with Olympia's proposed annexation area. After consulting the relevant documents, we approximated the workload of the targeted annex area using a slightly larger geographic area. This area includes six reporting zones (N16 through N18, and O16 through O18) within the Thurston County Sheriff's Office's (TCSO) Patrol District C. Zones N16 through N18 are completely within the annex, but zones O16 through O18 include some area south of the annex. For this document, we'll refer to the expanded area as the "annexation area."

During the study period, between July 1, 2022, and June 30, 2023, the dispatch center recorded 2,204 events in the annexation area. This includes events where either a TCSO deputy or an Olympia PD unit responded. After removing 101 zero-on-scene events and 10 directed patrol activities, 2,083 calls remained.

TABLE 9-25: Events, Calls, and Workload by Category

Category	Events		Calls	
	Count	Work Hours	Count	Work Hours
Accident	101	104.7	101	104.7
Alarm	59	26.4	57	26.4
Assist other agency	64	98.9	56	98.9
Check	155	86.2	153	86.2
Civil problem	154	107.4	152	107.4
Crime against persons	179	513.0	177	513.0
Crime against property	176	183.4	163	183.4
Crime against society	46	58.7	43	58.7
Directed patrol	30	16.6	NA	NA
Disturbance	78	57.1	68	57.1
Follow-up	262	155.0	248	155.0
Investigation	101	105.4	100	105.4
Mental health	32	47.4	32	47.4
Public service	133	260.6	124	260.6
Suspicious incident	270	151.3	257	151.3
Traffic enforcement	122	106.4	110	106.4
Traffic stop	242	34.4	242	34.4
Total	**2,204**	**2,112.9**	**2,083**	**2,096.3**

Observations:

- 2,204 events were recorded in the area.
  - 5 percent of the events had zero time on scene.
  - 25 percent of all events were police-initiated.
  - 70 percent of all events were community-initiated.
- On average, there were 5.7 calls per day.
- The total workload for calls averaged 5.7 hours per day.
- The top four categories accounted for 67 percent of calls.
  - 22 percent of calls were traffic-related.
  - 18 percent of calls were crimes.
  - 15 percent of calls were general noncriminal calls.
  - 12 percent of calls were suspicious incidents.

FIGURE 9-34: Calls per Day by Initiator and Months
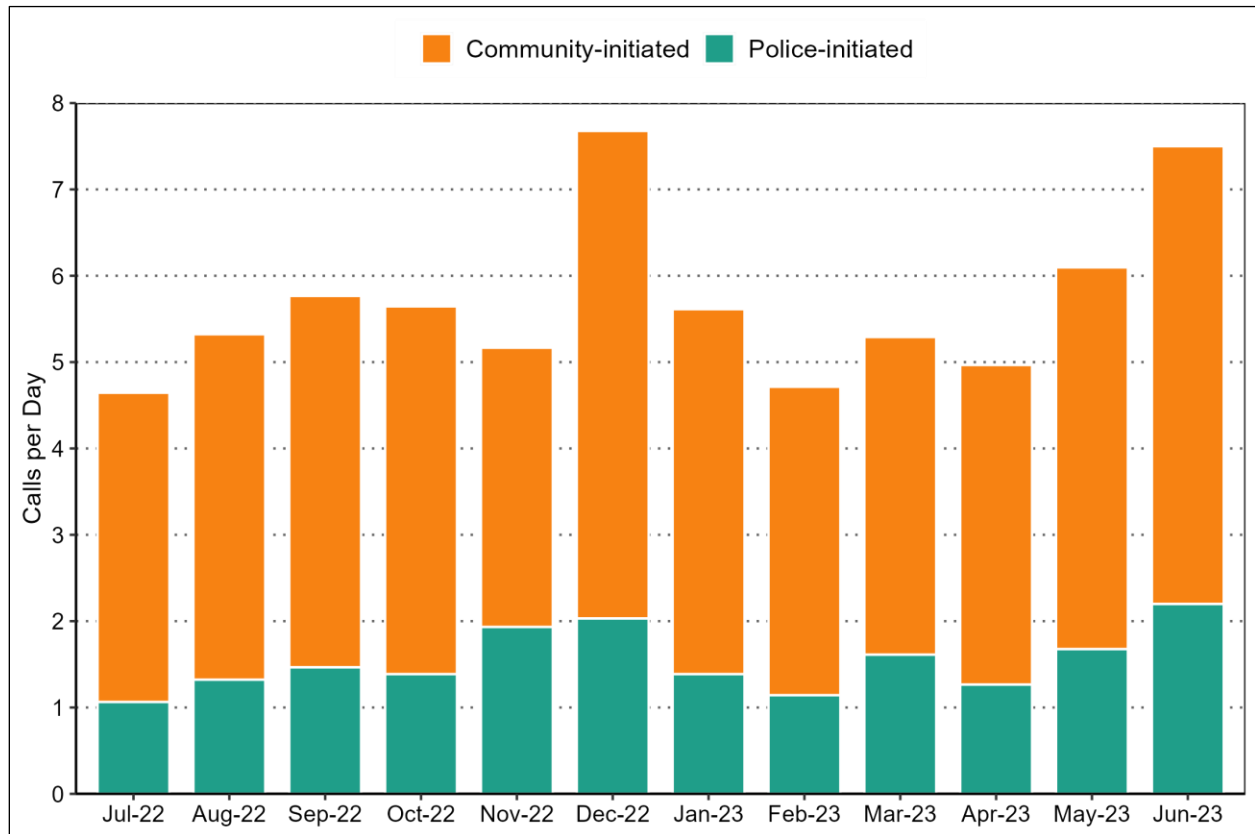
TABLE 9-26: Calls per Day by Initiator and Months

Initiator	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Community-initiated	3.6	4.0	4.3	4.3	3.2	5.6	4.2	3.6	3.7	3.7	4.4	5.3
Police-initiated	1.1	1.3	1.5	1.4	1.9	2.0	1.4	1.1	1.6	1.3	1.7	2.2
Total	**4.6**	**5.3**	**5.8**	**5.6**	**5.2**	**7.7**	**5.6**	**4.7**	**5.3**	**5.0**	**6.1**	**7.5**

Observations:

- The number of calls per day was the lowest in July.
- The number of calls per day was highest in December.
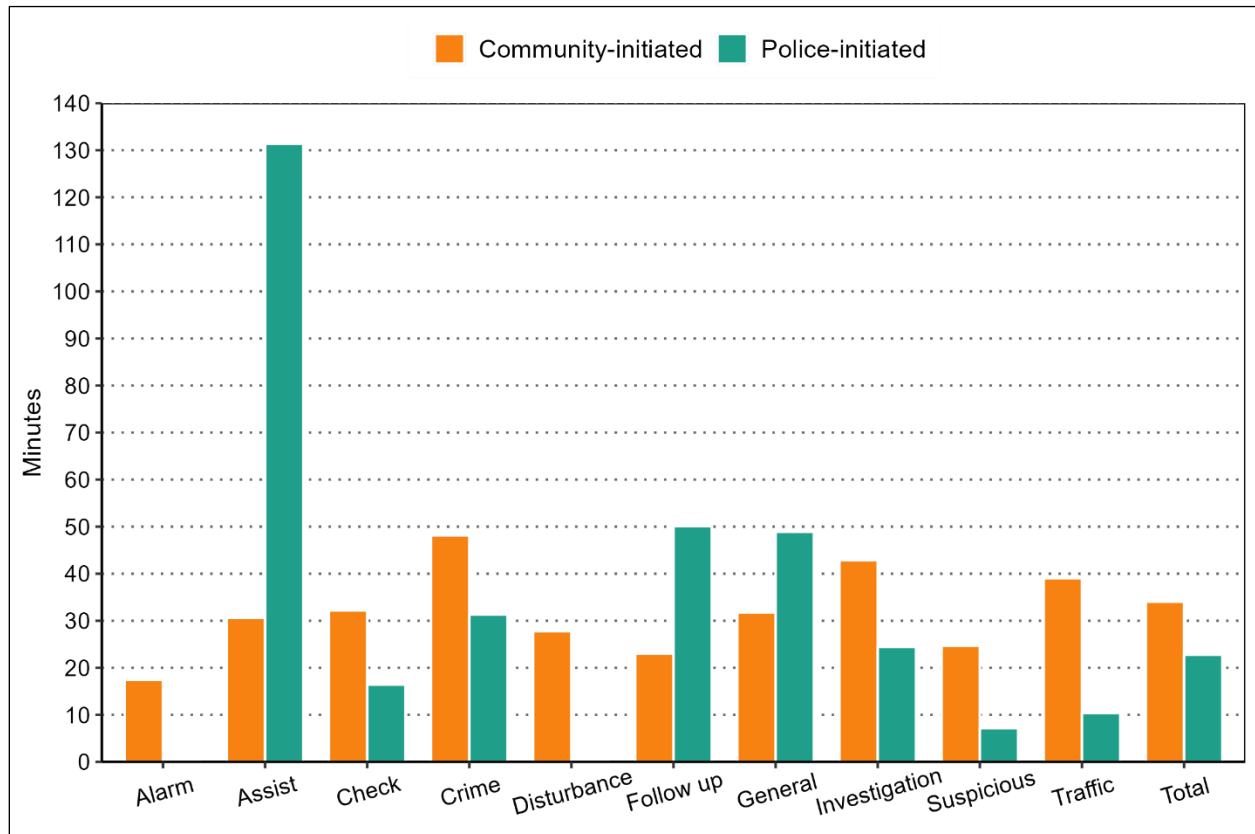
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-27: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	41.5	98	16.0	3
Alarm	17.4	57	NA	0
Assist other agency	30.6	44	131.4	12
Check	32.2	83	16.4	70
Civil problem	32.6	143	11.7	9
Crime against persons	64.1	150	19.5	27
Crime against property	35.4	161	159.3	2
Crime against society	39.9	42	94.1	1
Disturbance	27.8	68	NA	0
Follow-up	23.0	193	50.1	55
Investigation	42.9	71	24.4	29
Mental health	43.0	31	67.4	1
Public service	25.9	82	56.4	42
Suspicious incident	24.7	222	7.1	35
Traffic enforcement	35.8	75	27.3	35
Traffic stop	NA	0	7.8	242
Weighted Average/Total Calls	**34.0**	**1,520**	**22.8**	**563**

Observations:

- A unit's average time spent on a call ranged from 7 to 131 minutes overall.

- The longest average times were for police-initiated assist calls.

- The average time spent on crime calls was 48 minutes for community-initiated calls and 31 minutes for police-initiated calls.

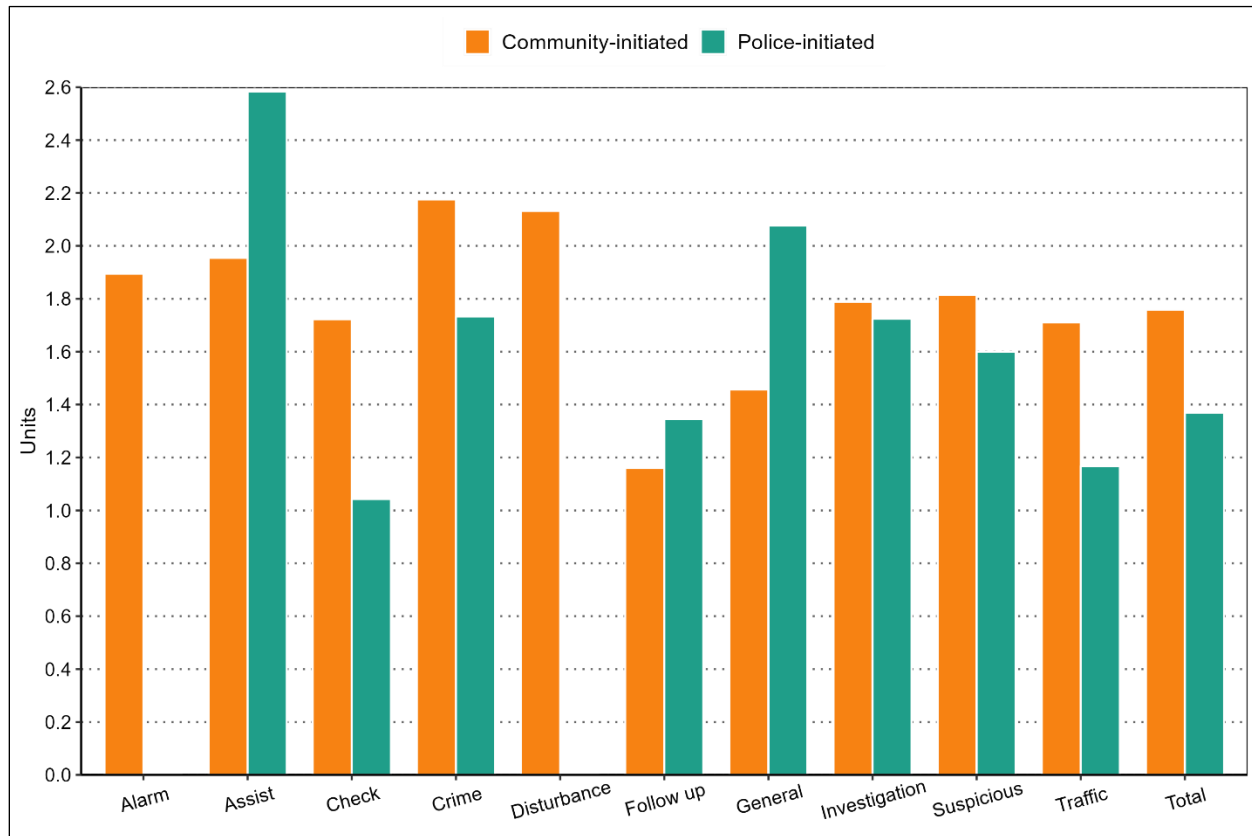FIGURE 9-36: Number of Responding Units, by Initiator and Category

FIGURE 9-36: Number of Responding Units, by Initiator and Category

TABLE 9-28: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.8	98	1.0	3
Alarm	1.9	57	NA	0
Assist other agency	2.0	44	2.6	12
Check	1.7	83	1.0	70
Civil problem	1.4	143	1.2	9
Crime against persons	2.8	150	1.4	27
Crime against property	1.6	161	6.5	2
Crime against society	2.2	42	2.0	1
Disturbance	2.1	68	NA	0
Follow-up	1.2	193	1.3	55
Investigation	1.8	71	1.7	29
Mental health	2.4	31	8.0	1
Public service	1.2	82	2.1	42
Suspicious incident	1.8	222	1.6	35
Traffic enforcement	1.6	75	1.5	35
Traffic stop	NA	0	1.1	242
Weighted Average/Total Calls	**1.8**	**1,520**	**1.4**	**563**

FIGURE 9-37: Number of Responding Units, by Category, Community-initiated Calls
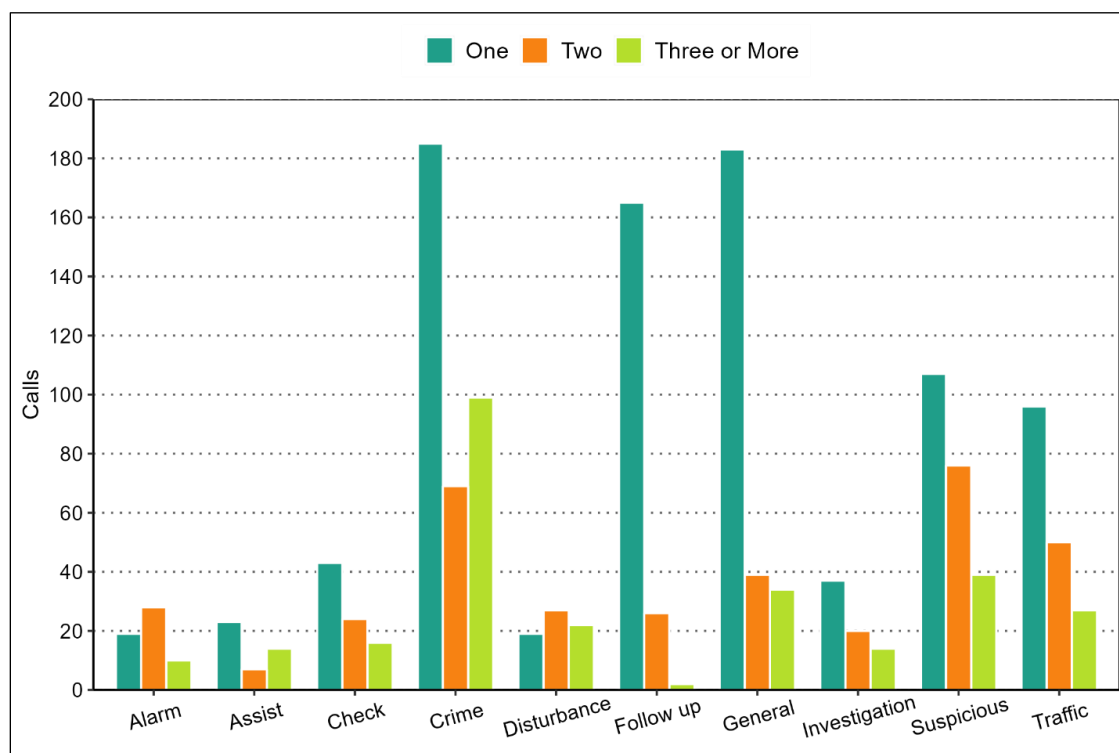
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 1.

TABLE 9-29: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	45	33	20
Alarm	19	28	10
Assist other agency	23	7	14
Check	43	24	16
Civil problem	105	20	18
Crime against persons	47	32	71
Crime against property	121	21	19
Crime against society	17	16	9
Disturbance	19	27	22
Follow-up	165	26	2
Investigation	37	20	14
Mental health	7	11	13
Public service	71	8	3
Suspicious incident	107	76	39
Traffic enforcement	51	17	7
Total	**877**	**366**	**277**

Observations:

- The overall mean number of responding units was 1.4 for police-initiated calls and 1.8 for community-initiated calls.

- The mean number of responding units was as high as 2.6 for assist calls that were police-initiated.

- 58 percent of community-initiated calls involved one responding unit.

- 24 percent of community-initiated calls involved two responding units.

- 18 percent of community-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units involved crimes.

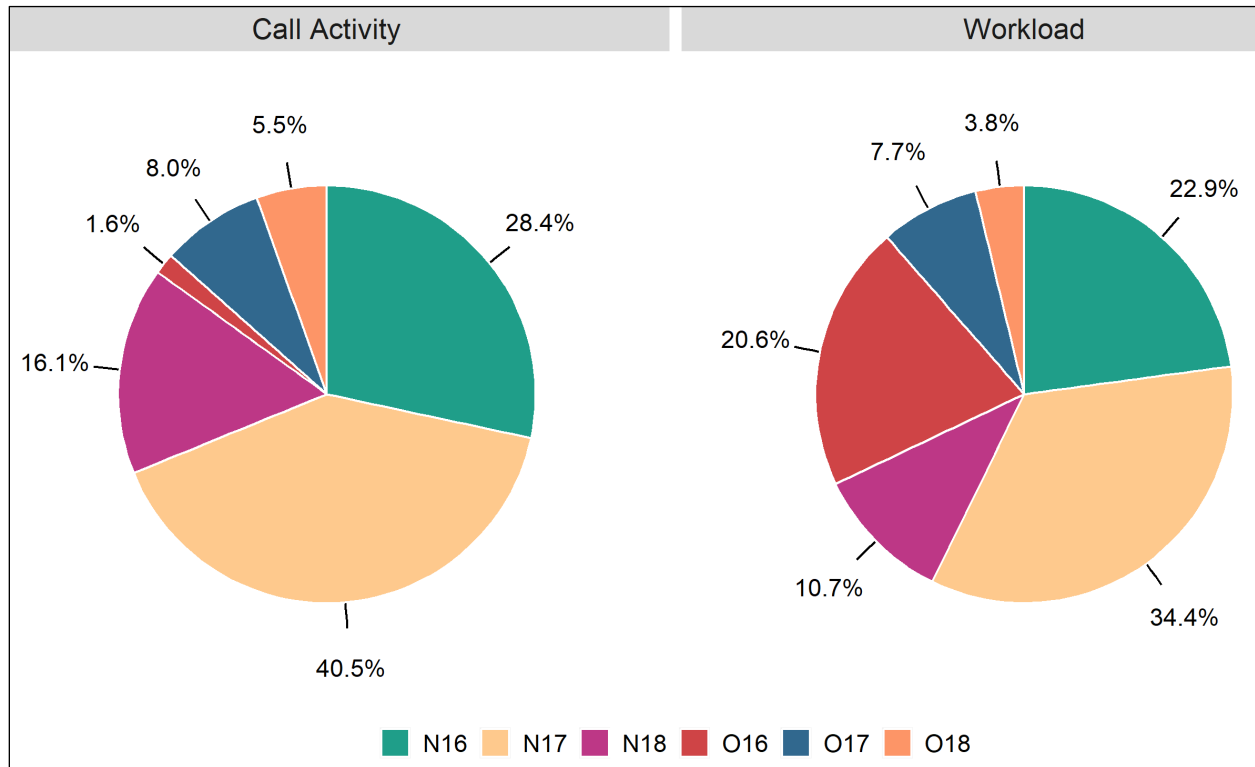**FIGURE 9-38: Percentage Calls and Work Hours, by Reporting Zone**

Call Activity | Workload

Call Activity: 28.4%, 40.5%, 16.1%, 1.6%, 8.0%, 5.5%

Workload: 22.9%, 34.4%, 10.7%, 20.6%, 7.7%, 3.8%

Legend: N16, N17, N18, O16, O17, O18

TABLE 9-30: Calls and Work Hours per Day by Reporting Zone

Reporting Zone	Per Day	
	Calls	Work Hours
N16	1.6	1.3
N17	2.3	2.0
N18	0.9	0.6
O16	0.1	1.2
O17	0.5	0.4
O18	0.3	0.2
Total	**5.7**	**5.7**

Observations:

- Reporting Zone N17 had the most calls, which accounted for approximately 41 percent of total calls.

- Reporting Zone N17 had the largest workload, which accounted for approximately 34 percent of the total workload.

The following table shows how the workload within the annexation area is separated out by agency. Both OPD and TCSO deputies responded within each area. As multiple units may respond to a single call (Table 9-28) and even multiple agencies, we chose to count individual responses (i.e., responding units) rather than calls. The workload associated with each type of unit is shown as well.

TABLE 9-31: Responses and Work Hours by Reporting Zone and Unit Agency

Reporting Zone	Response Count				Work Hours			
	OPD Patrol	OPD Non-Patrol	TCSO	Subtotal	OPD Patrol	OPD Non-Patrol	TCSO	Subtotal
N16	480	32	407	919	248.3	28.3	202.9	479.5
N17	25	1	1,422	1,448	10.6	0.2	709.8	720.6
N18	32	1	467	500	12.2	2.9	209.0	224.1
O16	6	1	92	99	46.7	15.9	369.8	432.4
O17	1	0	284	285	0.5	NA	160.5	161.0
O18	0	0	193	193	NA	NA	78.7	78.7
Total	**544**	**35**	**2,865**	**3,444**	**318.3**	**47.2**	**1,730.8**	**2,096.3**

Observations:

■ 83 percent of the total responses and 83 percent of the total work hours were from TCSO units.

■ 16 percent of the total responses and 15 percent of the total work hours were from OPD patrol units. This was already recorded in the prior report within the portion of workload by OPD beyond the city limits.

For the entire study year, we began with 2,083 calls and limited our analysis to 1,520 community-initiated calls. After we removed the calls lacking a recorded arriving unit, we were left with 1,069 calls.

TABLE 9-32: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1P	3.6	10.5	14.0	129	23.0
2P	5.9	11.1	17.1	213	31.0
3P	18.8	7.0	25.9	450	69.5
4P	21.5	7.3	28.8	277	81.8
Total	**15.1**	**8.3**	**23.4**	**1,069**	**56.4**
Injury accident	2.4	7.5	9.9	16	17.5

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

Observations:

- High-priority calls (1P) had an average response time of 14.0 minutes, lower than the overall average of 23.4 minutes for all calls.

- Average dispatch processing time was 3.6 minutes for high-priority calls, compared to 15.1 minutes overall.

- Average response time for injury accidents was 9.9 minutes, with a dispatch processing time of 2.4 minutes.

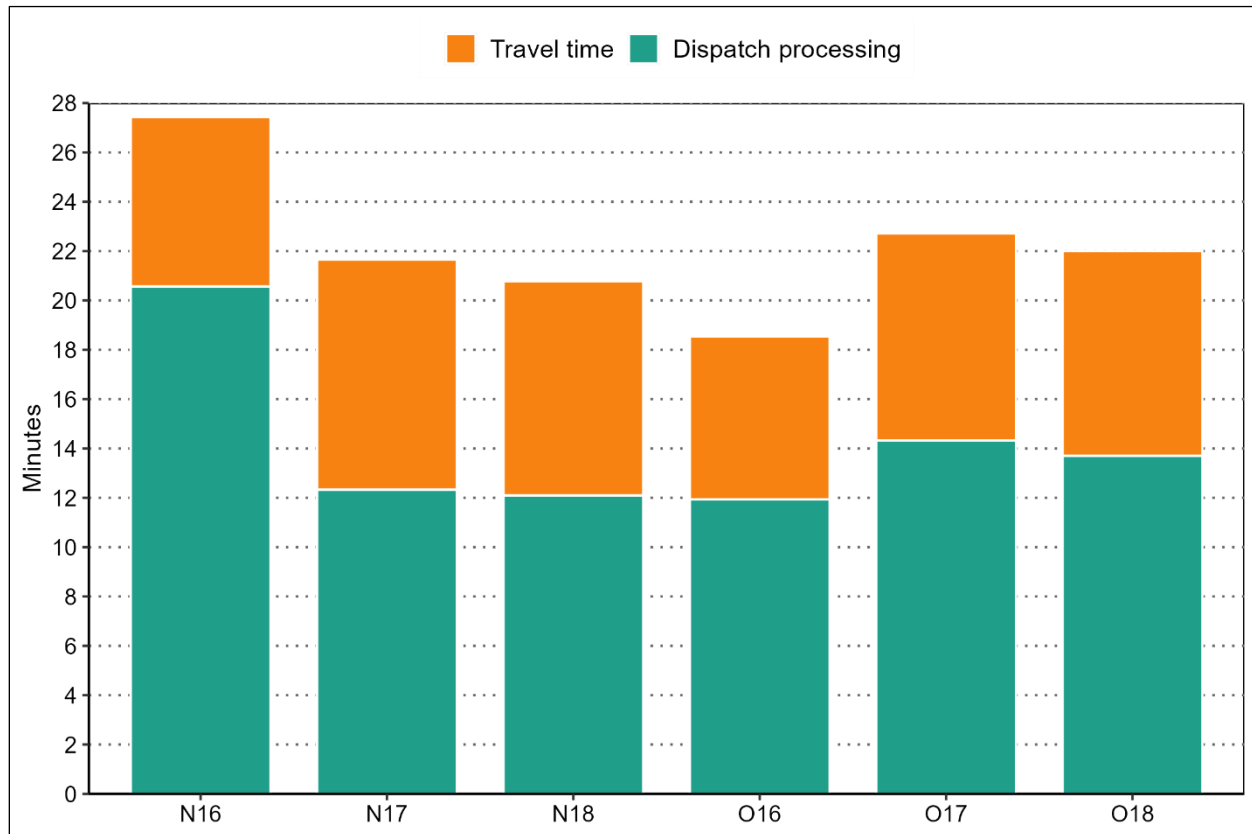## FIGURE 9-39: Average and 90th Percentile Response Times, by Reporting Zone

TABLE 9-33: Average and 90th Percentile Response Times, by Area

Reporting Zone	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
N16	20.6	6.9	27.4	332	77.6
N17	12.3	9.3	21.7	454	50.8
N18	12.1	8.7	20.8	136	50.8
O16	11.9	6.6	18.5	11	43.0
O17	14.3	8.4	22.7	88	60.1
O18	13.7	8.3	22.0	48	66.0
Total	**15.1**	**8.3**	**23.4**	**1,069**	**56.4**

Observations:

■ Reporting Zone O16 had the shortest average response time of 18.5 minutes.

■ Reporting Zone N16 had the longest average response time of 27.4 minutes.

END