

**STAFFING ANALYSIS
TUSCALOOSA COUNTY
SHERIFF'S OFFICE**

FINAL REPORT

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THE POLICE EXECUTIVE RESEARCH FORUM

STAFFING ANALYSIS
TUSCALOOSA COUNTY SHERIFF'S OFFICE

TABLE OF CONTENTS

SHERIFF'S OFFICE..... 5
INVESTIGATIONS..... 6
 Criminal Investigation Division..... 6
 Management..... 6
 Case-Load Management 7
 Criminal Investigator 9
 Metro Homicide Task Force 14
 TCSO Homicide Management..... 14
 Case Management 14
 Homicide Investigator..... 16
ADMINISTRATION SECTION 17
 Business Office and Civil Division..... 17
 Management..... 17
 Business Office 18
 Civil Process 19
 Court Security 21
 Management..... 23
 Crime Prevention 24
 Dispatch 25
 Records 26
 Warrants 27
OPERATIONS 29
 Patrol Division..... 29
 Jail Division 34
STAFFING SUMMARY 38

SUMMARY

Sheriff Ted Sexton and the Tuscaloosa County Sheriff's Office engaged the Police Executive Research Forum (PERF) to review the staffing of the Tuscaloosa County Sheriff's Office (TCSO). This review consisted of interviews with the Sheriff to understand the vision, values and mission of the department, interviews with key staff managers to understand the operational aspects of TCSO work units, and an analysis of present workload responsibilities versus available staff resource hours. The goal of this review was to determine the appropriateness of current staffing levels, affirm positive practices, and provide recommendations for change if needed.

An analysis of the current workload compared against existing staffing levels revealed TCSO does not presently possess the operational capacity in terms of staff resource hours to meet the present level of service delivery. To achieve a desirable staff-workload balance, recommendations provided in this report include restructuring of existing workload, expansion of sworn deputies, expansion of detention officers and expansion of non-sworn employees. Additional personnel to be considered are identified as either immediate needs or strategic needs which should be addressed within three to five years.

Unless specifically related to staffing, recommendations presented did not include an evaluation of the current organizational structure, management practices not impacting staffing levels, or the current pay structure. These variables were beyond the scope of work requested and were not considered in the analysis process. Future changes to the current organizational structure may be warranted should recommendations contained in this report be accepted and strategic staffing needs implemented.

COMMUNITY PROFILE & SERVICE DELIVERY

Tuscaloosa County, located in north, central Alabama, is a large county in terms of geographic size and population. Comprised of 1,324 square miles, Tuscaloosa County is the largest “land” county in Alabama. With approximately 2,600 miles of roadway, Tuscaloosa County has more road miles than any other county in the state. This large county is divided roughly into two sections by the Black Warrior River and has a U.S. Census report population of 168,908.

Economic and population growth in Tuscaloosa County can be attributed to a variety of reasons. Supporting a desirable county school system and an expanding economy, Tuscaloosa County has experienced economic growth in the manufacturing industry with approximately 30 new businesses and nearly 50 businesses expanding existing facilities since 1990. This increase, along with an increased number of students enrolled in county schools and increased residential areas, can impact demands for police service delivery.

TCSO is a full-service law enforcement agency offering service to the community 24 hours a day. As with most sheriff agencies, TCSO has a primary duty to provide security to the court system in Tuscaloosa County and maintain the county's jail system. TCSO operates the only American Correctional Association (ACA) certified jail in Alabama. However, TCSO provides many other services to the community by including:

- Patrol service to unincorporated areas of the county
- Contract patrol service to smaller incorporated communities of the county
- Resident Deputies Program. These deputies provide a majority, if not all, law enforcement services to the community in which they live
- Criminal Investigations
- Narcotic Interdiction and Investigations
- Crime Prevention
- Senior Citizens Posse (volunteer program)
- School Resource Deputies
- K-9

- Technical services including, SWAT, Explosive Ordinance Disposal, Dive Team, Mounted Patrol, Search and Rescue Team, and Aviation
- Critical Incident Response Teams. These teams have traveled nationally to assist other communities suffering from natural disasters

As a law enforcement agency, Tuscaloosa County Sheriff's Office has a budgeted personnel allocation which includes: 89 sworn deputies, 67 detention officers, and 8 support staff.

Through discussions with Sheriff Sexton and staff, it was clear that maintaining a desirable quality of life for the residents and visitors of Tuscaloosa County, providing high quality service to the community and taking steps to ensure the department has the operational capacity to allow employees the opportunity to serve the community in the safest manner possible were core values of the department.

SHERIFF'S OFFICE

Staffing – Sheriff, Chief Deputy Sheriff, and 1 clerk

The Sheriff's Office, which is comprised of the department's two ranking executive staff members and one clerical position, is responsible for establishing the vision, values and overall direction of the agency. General oversight for all department functions, interaction with other governmental entities, grant management, budget, staffing, and program management are core functions.

Of significant importance is the amount of resource hours consumed in the development of the budget, monitoring of funds expended, monitoring overtime usage, and grant management. TCSO has demonstrated the ability to successfully secure federal monies to assist in the acquisition of assets and resources.

TCSO is also active in the assistance of communities in distress from natural or man-made disasters. These types of activities are frequently compensated through the Federal Emergency Management Agency (FEMA) but require extensive reports and documentation to be submitted

to the federal government. Managing grant compliance and ensuring internal budget accountability is a critical task that requires attention to detail.

These activities are currently performed by the Chief Deputy for TCSO. The amount of time dedicated to these fiscal activities detracts from the ability for the Chief Deputy to effectively monitor and manage the overall operations for the department which is his primary function. A civilian Fiscal Manager would be better suited for these types of activities and allow the Chief Deputy position to focus on the managerial aspects of the position rather than conducting line-level budgetary work.

Recommendation:

- Consider adding a civilian Fiscal Manager to develop the budget, monitor fiscal activities and ensure compliance with federal grant regulations.

INVESTIGATIONS

The investigative function of TCSO is responsible for the continuation of customer service to the community following the initial field response by patrol deputies. To accomplish this task, investigations are divided into two basic work units; Criminal Investigations and the Metro Homicide Task Force. Investigative deputies are available to respond to the scene of a crime – 24 hours a day – based on a number of factors including: the seriousness of the crime, the need for sophisticated investigative skills, evidence collection, and the need to begin the investigative process immediately.

Criminal Investigation Division

Management

Current Staffing – 1 Lieutenant and 1 Sergeant

The management of the Criminal Investigation Division is the responsibility of one lieutenant and one sergeant. This lieutenant has two direct report positions (including one clerical support). The sergeant has 8 direct report positions.

Criminal Investigation managers have oversight duties for property crimes, economic crimes, computer crimes, crimes involving either a juvenile suspect or victim, the monitoring of all registered sex offenders, environmental offenses, animal cruelty offenses, and crimes involving narcotics. Narcotic crimes are investigated by either the West Alabama Narcotics Task Force and/or the Drug Enforcement Administration (DEA) Task Force. TCSO provides deputies to both of these task forces who report to Criminal Investigation managers.

Currently, supervisory staff actively engages in the investigation of criminal offenses. This is done out of necessity because of division workload levels. Rather than actively participate in the investigation of criminal offenses, division managers should be free to conduct management activities which should increase accountability in the division and customer service to the community. Provided staffing recommendations are accepted in other areas of the Criminal Investigation Division, no management staffing changes would be necessary to achieve this goal.

Criminal Investigation managers are also responsible for additional collateral responsibilities within TCSO. The lieutenant is the supervisor in charge of the Dive Team. The sergeant is the supervisor in charge of the Explosive Ordnance Device (EOD) Team. Both have additional responsibilities concerning Internal Affairs investigations and pre-hire employment investigations. Assigning Criminal Investigation managers Internal Affairs and pre-hire employment investigations is effective and no recommended change is needed until such time the workload significantly increases. A continuous review of the workload generated by these two activities should be conducted. If workload levels increase substantially, additional staff added in the future.

Recommendation:

- No change to current Criminal Investigation managerial staffing.

Case-Load Management

The Criminal Investigation sergeant is responsible for assigning all cases to investigators. Cases are assigned to investigators geographically, using five investigative districts. These investigative districts are based on criminal investigation workload and are not the geographical districts used by patrol operations.

Individual investigators determine the solvability of each case and prioritize their time based upon these factors. Investigator discretion is reviewed and ultimately approved by the division commander. In 2005, 6 investigators averaged 47 cases per month, 17 of which were felonies. The time required and difficulty of the investigation can vary greatly in criminal investigations. Even in the best of circumstances, TCSO investigators are working a large caseload. Recommendations will be provided in the Investigator Staffing section of this report to reduce the average caseload level to a more manageable level.

No formal case solvability system is currently utilized by TCSO. To maximize investigative resource hours and manage case prioritization, consideration should be given to establishing a case solvability system. Other agencies have experienced value in the prioritization of cases based on information and/or evidence available in each case. This process can assist management in the monitoring of investigator time management efforts and increase divisional efficiency.

TCSO currently uses a quarterly CompStat reporting system as a management accountability tool. Individual investigator caseload, hours worked, and case disposition are all tracked in this process. Resource hours lost to training and collateral responsibilities within the department are taken into consideration. This is a valuable asset and should be continued. Available resource hours tracked should be limited to hours investigators spend specifically on the investigation of criminal offenses. This data provides the necessary information to determine future needs of the investigation division as TCSO continues to experience growth. TCSO should continue the use of this information sharing process and should continue to engage in the constant critical review of internal effectiveness practices.

Recommendations

- Consider developing a case solvability system to maximize investigative resource hours.
- Continue to remove time worked on collateral duties such as SWAT, EOD, and Dive Team activities out of the total available investigator resource hours as employees are not readily available to feasibly work cases during these times.

Criminal Investigator

Current Staffing – 8 Investigative Deputies

Investigators are responsible for all aspects of the investigative process. This includes answering to requests for investigator response to crime scenes by patrol, interviewing all involved parties (suspects, victims and witnesses), collecting, processing and documenting forensic evidence, and case preparation.

Investigators provide near immediate follow-up contact with victims of crime, usually within twenty-four hours. Each case is reviewed and a determination is made whether or not any investigative leads are present in the case. In instances where no investigative leads are present and the case will be suspended, victims are sent a card via the mail detailing the status of the case. This notification process does provide a level of customer service to the community but at a cost of divisional resource hours. Patrol deputies taking the report in the field could provide this same service if the initial investigation determines no viable investigative leads exists in the case. This would eliminate the expense of Criminal Investigation resource hours without diminishing the current level of customer service provided. Case closure notification could still be sent out by investigators after all viable investigative leads have been exhausted and the case is closed.

Accurately processing crime scenes, including the collection of evidence and taking photographs, is a time consuming and technical task. Many agencies have successfully transitioned this specialized task to a non-sworn, civilian position. The resulting action has improved the investigative process by allowing investigators the opportunity to focus on critical tasks immediately following a crime which can only be completed by a sworn employee. This transition also improves the efficiency of the division by allowing investigators the opportunity to focus exclusively on the core mission of case investigation, preparation and prosecution.

Additionally, sworn investigators are currently responsible for transporting forensic evidence associated with assigned cases to the Alabama State Crime Lab in Birmingham. This activity clearly does not require sworn status to accomplish and reduces the efficiency of the investigative unit to work cases by reducing investigative resource hours available to commit to

the actual investigation of criminal offenses. A civilian Crime Scene Technician could also assume this responsibility.

One investigator is assigned to monitor and register all sex offenders residing outside the corporate city limits of Tuscaloosa. The monitoring process of sex offenders includes conducting site visits to registered locations to determine if any violations are occurring. Currently, approximately 150 sex offenders are registered in the county, of which TCSO is responsible for approximately 80 of these registered offenders.

This investigator is also responsible for the investigation of all environmental offenses and animal cruelty cases occurring in the county. Until recently this investigator was also responsible for the capture and transportation of animals at large in the county. This function has now been reassigned to a part-time deputy operating in the Civil Division. While the investigation of criminal offense related to animal cruelty is within the operational mission of Criminal Investigations, responding to animals at large and other animal ordinance violations should be permanently relocated to a different work group within the department.

As discussed in the Criminal Investigation case-load management section, workload was compared to investigative resources. Based on this analysis, current workload demands suggest the need for increased staffing to the division. Recently, TCSO addressed the elevated caseload in Criminal Investigations by assigning two additional deputies to the division prior to completing this report. This change in staffing significantly closed the gap to create a balanced staffing level but is just short of optimum staffing. Establishing optimum staffing could be accomplished using two strategies. The number of investigators can be increased by two deputies to reduce the elevated average case-load and civilian investigative aids could be utilized to increase existing investigation resource hours.

Many agencies that have implemented the use of civilian investigative aids have realized a positive operational position. Investigative aids can assist in the investigation of criminal offenses such as missing persons, runaways, and auto-theft. Additionally, these positions can file cases where patrol deputies have already identified and arrested an individual and a case packet needs to be prepared and submitted to the District Attorney's Office.

The following table shows the average workload for the Criminal Investigation Unit.

Tuscaloosa County Sheriff's Office Staffing Analysis

Crime Type	Time Needed to Investigate Cases and Percent of Cases by Complexity												# of Assignments 2005	Hours Needed Per Year
	Contact Only			Uncomplicated Case			Complicated Case			Typical Case				
	Time Spent	% of Cases	Time Needed	Time Spent	% of Cases	Time Needed	Time Spent	% of Cases	Time Needed	Time Spent	% of Cases	Time Needed		
	Assault	0.5	40%	25.8	2	5%	12.9	4	5%	25.8	1	50%		
Robbery	0.5	20%	2.1	6.25	20%	26.25	23.5	10%	49.35	11.75	50%	123.4	21	201.1
Burglary	0.5	20%	55.7	4	20%	445.6	20	10%	1114	6.25	50%	1740.6	557	3355.9
Sexual Batteries	0	0%	0	6.5	40%	153.4	23	10%	135.7	9.25	50%	272.9	59	562.0
Child Abuse / Neglect	0	0%	0	4.75	25%	19	16	25%	64	9	50%	72.0	16	155.0
Missing Persons	0.5	20%	9.4	1.5	20%	28.2	9.25	10%	86.95	5.5	50%	258.5	94	383.1
Auto Burglary	0.5	20%	15.4	3.5	20%	107.8	9	10%	138.6	6	50%	462.0	154	723.8
Theft	0.5	40%	194.4	4.25	5%	206.55	16.5	5%	801.9	7.5	50%	3645.0	972	4847.9
Miscellaneous Cases	0.5	40%	494.8	3	20%	1484.4	5	10%	1237	4.5	30%	3339.9	2474	6556.1
Total													4476	16913.8
<i>(Shading Represents the Possible Use of Civilian Investigative Aids)</i>														

The chart shows for each crime type the time required to investigate when leads are slim and casework will be composed primarily of contacting the victim, the time spent on uncomplicated cases to conduct a thorough investigation, the time spent on complicated cases and the time needed to investigate typical cases.

The department broke each crime type into what portion were contact only, uncomplicated, complicated, and typical. Based on the number of cases assigned for 2005, the number of hours needed to conduct thorough investigations was then calculated. The total hours needed is 16,913.

TSCO investigators have potentially 2,080 work hours per year, if they took no leave. Typically, investigative time is reduced by 25% due to vacation, sick leave, training, and other absences. In the TCSO, many investigators also perform collateral duties which decrease their availability by an additional 10% annually. Therefore the time available for each investigator to address caseloads is about 1,352 hours per year. To conduct thorough investigations requires, then, 12.5 investigators (16,913 hours needed per year divided by 1,352 hours per investigative position).

Recommendations:

- Consider instructing patrol deputies to notify individuals reporting a crime with no viable investigative leads that no further action will be taken on cases. This field clearance will eliminate the need for investigators to send out a “closed” case notification for incident reports documenting no leads to be investigated.
- Consider creating 1 civilian Crime Scene Technician positions to process crime scenes, package and transport forensic evidence to the lab, and assist in the evidence storage and retrieval process.
- Should the Sheriff's Office retain the responsibility to enforce county animal regulations, responding to animals at large and other animal ordinance violations should be permanently relocated to a different work group within the department and civilianized.
- Consider adding 2 investigative deputies to the Criminal Investigative Division.
- Consider adding 2 investigative aids to the Criminal Investigative Division. Since these civilian positions are unlikely to engage in collateral duties, they will help to bring total investigative staffing to the 12.5 level described above.

Metro Homicide Task Force

The Metro Homicide Task Force was formed in 1973 in response to the abduction and homicide of a University of Alabama student. The task force is responsible for investigating all felony crimes committed against a person in Tuscaloosa County. This “crimes against persons” task force also investigates all cases of domestic violence, cases of suicide, and unattended deaths occurring within the county where the circumstances surrounding the death are questionable or suspect. TCSO, Tuscaloosa, Northport, and University of Alabama Police Departments participate in the task force by contributing staff. The task force is staffed by two lieutenants, 11 investigators, and one clerical position. TCSO currently provides the Metro Homicide Commander, a lieutenant, three investigative deputies and one clerical support position. TCSO also provides office space for the task force.

This task force is staffed through a multi-agency effort, but the scope of this study was limited to the TCSO. Therefore, analysis provided in this report is limited to information provided by TCSO. Recommendations presented in this report are based on this information.

TCSO Homicide Management

Current Staffing – 1 Lieutenant

The Metro Homicide Task Force is commanded by a TCSO lieutenant. Additional supervisory staffing includes one additional lieutenant who functions as the co-commander for the task force. Based on the core mission of the task force, span of control, and workload level, this level of managerial staffing appears to be appropriate. The TCSO lieutenant also maintains the collateral assignment as the SWAT Commander for the agency.

Recommendation:

- No change to current TCSO Metro Homicide Task Force managerial staffing.

Case Management

Each homicide investigator, two TCSO deputies and 6 investigators assigned from other participating agencies, works in a two person team on a rotation schedule. Investigators work

one week of evening shift / midnight shift hours during a rotation period. During this one week interval, the two investigators are assigned all crimes against person offenses in the county. These investigators then have three weeks to follow up on these assigned cases before receiving new cases. Cases are assigned based on this rotation schedule rather than assigning cases based on the geographical location of the offense. Case-load for homicide investigators is reported to be ten to eleven active cases per month. This reported case-load is consistent with other agencies nationally and is a manageable level of cases per investigator.

The rotation schedule and case management process is reasonable and makes effective use of the resources of the unit. However, as with the Criminal Investigation Division, no case solvability factors are used by the unit. To maximize this effective rotation schedule already in place, consideration should be given to establish a case solvability system. Other agencies have experienced value in the prioritization of cases based on a case solvability system that evaluates the viability of leads to be investigated and the nature of the offense.

The task force also investigates all reported incidents of domestic violence. Three investigators, one of which is a TCSO deputy, are assigned to work these domestic violence cases. In 2005, TCSO reported the task force received 6893 cases of domestic violence which translates to an average caseload of 191 cases a month per investigator. A high-level evaluation of this caseload determined this workload is hardly manageable.

However when analyzed in detail, 44 percent of these cases involved a call classified by dispatchers as possibly involving domestic violence but which responding deputies determined no criminal activity occurred. Because of the probability of future violence occurring, Domestic Violence investigators conduct a follow-up investigation for each non-criminal incident of domestic violence. Given the community, and national, focus to reduce these types of incidents, this is a reasonable and worthwhile activity. It does come at a cost in terms of resource hours that could be committed to the investigation of criminal offenses involving domestic violence. This investigative task could be more effectively accomplished through the use of a civilian investigative aid.

An investigative aid position can improve the efficiency of an investigative unit by performing tasks in the investigative process that do not require sworn status. Agencies utilizing

investigative aids have demonstrated the ability to reduce the workload of sworn investigators by filing case packets, especially in cases where patrol deputies have made an arrest. They may also assist by taking sworn statements, conducting telephone interviews and searching investigative databases.

Recommendations:

- Consider developing a case solvability system to maximize investigative resource hours.
- Sponsoring agencies should consider adding 1 investigative aid to the Metro Homicide Task Force to lessen individual domestic violence investigator caseload levels.

Homicide Investigator

Current Staffing – 3 Investigative Deputies

Two TCSO deputies are assigned as investigators on the task force. Investigators are responsible for all activities related to the investigative process. These duties includes: field interviews, collection and processing of evidence, crime scene preservation, crime scene photography, submission of evidence to forensic laboratory for analysis, and case file preparation.

Homicide investigations routinely hinge on the investigative work done in the first 48 hours immediately following the offense. Similar to the needs of Criminal Investigation investigators, collateral responsibilities related to crime scene work frequently prevent investigators from exploiting viable leads in a timely manner. If the recommendation to implement a civilian Crime Scene Technicians is accepted, this will effectively eliminate the need for investigators to conduct such activities. This will improve the efficiency and effectiveness of the unit.

Recommendation:

- No change in investigator staffing levels if the civilian Crime Scene Technician position recommendation is accepted.

ADMINISTRATION SECTION

Business Office and Civil Division

The Business Office and Civil Division are responsible for a diverse variety of functions within TCSO and are highly interactive with the community. The core function for this work unit is to provide customer service to the community coming to the Sheriff's Office, serve civil papers issued by the courts, and provide administrative support internally to the organization. The division is staffed by one sergeant, four deputies, one part-time deputy, and three clerks.

Management

Current Staffing – 1 Sergeant

Overseeing the Business Office, Civil Process, and Court Security functions of the department is a sergeant. Collateral responsibilities for this supervisor include serving as the Rangemaster for the department and storing county voting equipment used in local, state and national elections. With 18 direct reports, this sergeant's supervisory span of control is rather large. Additionally, with Rangemaster responsibilities, this supervisor is responsible for the operation of the department's firing range and the firearm qualification process for all sworn employees.

Consideration should be given to create a civilian supervisor position. This position would be responsible for administrative oversight of the Business Office. With this additional supervisory position, the current sworn, sergeant position could focus on the management of field personnel, court security personnel, and Rangemaster activities. This would increase management accountability for the Division and redistribute the current workload for the sergeant to a manageable level.

Recommendation:

- Consider adding a civilian supervisor to manage the Business Office. This position would be responsible for the administrative and fiscal tasks currently conducted in the Business Office.

Business Office

Current Staffing – 3 clerical

Staff provides customer assistance at the public counter located in the main lobby of the Sheriff's Office. This assistance ranges from answering questions, issuing pistol permits, taking "walk-in" incident reports, and answering the telephone. The Business Office is responsible for fiscal services such as maintaining petty cash, providing reimbursements for travel and training costs incurred by employees, and making deposits for monies received by the Sheriff's Office. Staff is also responsible for routine office administration activities such as filing, receiving and distributing office mail, and entering civil court documents into the Police Central computer system.

Because of the volume of records received by the Business Office, subpoenas and civil process records from the Alabama Department of Revenue are not entered into the Police Central system. This practice, although understandable with current staffing levels, can reduce potential intelligence which might be useful in subsequent or future investigations. Consideration should be given to assign an appropriate number of clerks to the Business Office to eliminate this practice and document all civil process papers in the department's record management system.

Tasks assigned to the Business Office were reviewed and compared to the available resource hours available. This analysis revealed the need for 1 additional clerical position.

Tuscaloosa County Sheriff's Office Staffing Analysis

TIME AND CLERICAL STAFF NEEDED TO HANDLE UNIT WORKLOAD					
UNIT:	BUSINESS OFFICE				
Average Hours Per Clerk:	1560				
TASK TYPE		Avg. Hours Spent	Yearly number of Tasks	Time Required	Clerks Needed
Process Civil Papers		0.1	34889.0	2791.1	1.8
Alabama Department of Revenue		0.0	2400.0	48.0	0.0
Pistol Permits		0.2	9901.0	1683.2	1.1
Fiscal Tasks		0.5	260.0	130.0	0.1
Out of State/Out of County Process Papers		0.1	2718.0	217.4	0.1
Incident Reports		0.1	230.0	18.4	0.0
Counter/Community Assistance		4.0	260.0	1040.0	0.7
Mail Duties		0.3	260.0	85.8	0.1
Jail Transfer Lists		1.0	260.0	260.0	0.2
TOTAL		6.3	51178.0	6273.9	4.0

Recommendation:

- Consider adding 1 clerk to the Business Office.

Civil Process

Current Staffing – 4 deputies and 1 part-time deputy

Deputies working in the Civil Process Division serve civil orders issued by the court including subpoenas, garnishments, probate court orders and divorce papers. The workload is assigned geographically. Each deputy is assigned to one of four geographic areas of the county and is responsible for serving all associated papers received for this district. One deputy is assigned execution papers and one part-time deputy is assigned to work evictions three days a week.

One of the units' greatest challenges is to order the work received (civil papers) in a manner that reduces the amount of travel time. Deputies attempt to serve papers in their respective district in somewhat of a linear fashion to maximize efficiency. This process should be continued in the future. However, calls for assistance from the Patrol Division can divert these deputies from

established routes and minimize the ability to serve court papers in the most efficient manner. Staffing for the Patrol Division should be sufficient to eliminate the need for routinely seeking assistance from Civil Division deputies. Recommendations for Patrol Division staffing should alleviate this issue.

Deputies have 30 days in which to serve the respondent and make three attempts to serve the civil papers before it is returned to the court. Forty percent of the workload includes "checked" locations where deputies attempted to serve civil papers but could not find the individual. These attempts were included in analyzing available staffing resources because these attempts do impact unit workload levels.

Civil process retains one part-time deputy for animal violations. In addition to serving civil process papers and working court security, this individual is responsible for animal violations and taking custody of animals at large in the county. If the Sheriff's Office retains the responsibility to enforce animal ordinance violations this position should be civilianized. A civilian Animal Control Officer could effectively enforce county ordinances related to animals and capture animals at large. By creating an Animal Control Officer, sworn deputies currently responsible for animal control could be re-directed to a role necessitating sworn status.

An analysis of the unit workload was conducted. Consideration of available resource hours has to be determined when conducting a staffing analysis. Factors such as vacation, sick leave and training have to be removed from the total staff hours available. Based on a 1352 hour work year, which is 65% of a 2080 hour year (or a 1.5 relief factor), it was determined 2 deputies should be added in the Civil Division to meet current workload demands if one part-time deputy is retained.

TIME AND STAFF NEEDED TO HANDLE UNIT WORKLOAD				
UNIT:	Civil Division			
Available Hours Per Deputy*:	1387			
TASK TYPE	Avg. Hours Spent	Yearly number of Tasks	Time Required	Deputies Needed
Process Civil Papers (including subpoenas)	0.3	16958	5087.4	3.7
Alabama Department of Revenue Subpoenas**	0.3	2400	720	0.5
Evictions	0.25	7765	1941.25	1.4
Executions	1.6	1005	1608	1.2
TOTAL		28270	9392.15	6.8

*Available hours per deputy is based on a relief factor of 1.5

**Approximately 50% of the subpoenas served summoned officers to testify as witnesses in criminal cases. These subpoenas are served at the officers' employing agency and generally multiple officers are served at one time. This reduces the amount of time necessary to serve subpoenas when evaluated on a per subpoena basis. This evaluation analyzed the remaining 50% non-officer witness subpoenas.

Recommendations:

- Consider increasing sworn staffing by 2 positions.
- Consider adding a civilian Animal Control Officer and redeploying the sworn deputy to a position necessitating sworn status.

Court Security

Current Staffing – 10 part-time deputies

The Court Security Unit is responsible for the protection of the court building which houses the County Probate Judge, District Court, the District Attorney's Office and other county offices. Deputies assigned to provide court security are all part-time retired law enforcement officials. Assignments include fix post security check points, with x-ray equipment, and mobile foot patrols throughout each floor.

Peak operational hours for the Court Security Unit are from the opening of the courthouse until approximately 10:00 a.m. This operational peak is due to the security screening of courthouse

employees at the beginning of each work day. Additional variables that can affect peak hours are family court cases, which are held every Tuesday, traffic court which is held every Wednesday and Thursday, probate court, which can potentially commit a person to a hospital for a mental health evaluation, and jury trials held once a month for a week.

Operational staffing levels have been established at a minimum of four deputies; two at a fixed post security screening station and two working foot patrols through the building. Based on the footprint of the building, the assistance of video surveillance (monitored by the fixed post deputies) and the controlled access of the building, this is a reasonable staffing level.

Court Security deputies are not responsible for security within each specific courtroom. Transport detention officers are responsible for inmates brought to court for trial and if a judge feels it is necessary to have any additional security in the court because of a threat assessment of a particular inmate, patrol deputies are called. This is not a frequent occurrence but an operational possibility. Nevertheless, this possibility does not impact current Court Security staffing and demands for security in the courtroom were considered in patrol staffing recommendations.

The exclusive use of part-time, retired deputies may pose significant long term strategic staffing problems but currently appears to meet the needs of both the organization and the stakeholders. Diversifying these part-time employees throughout the organization and inserting a mix of full-time deputies may provide more organizational stability and continuity. Consideration of a more blended mixture of part-time and full-time employees should be made to enhance long term strategic staffing goals.

Recommendations:

- No change to current staffing level.
- Rather than exclusively staff an operational work unit with part-time employees, diversify these employees throughout the organization over the next two or three years to create long term stability in staffing levels.

Support Services

Management

Current Staffing – 1 Lieutenant, 2 Sergeants and 1 Dispatch Supervisor

The Support Services commander is responsible for establishing all departmental training, Dispatch, Warrants, Records, Crime Prevention, CALEA accreditation and the reserve program. Like many law enforcement agencies, the Support Services Division broadly encompasses a disparate range of department functions. One sergeant supervises the Training Unit and one sergeant supervises the Crime Prevention Unit. Managerial staffing for both units is at an appropriate level.

The level of direct involvement by the commander in accomplishing line employee work may have long term negative ramifications. Staffing recommendations, if accepted, contained in this section should alleviate this concern and eliminate the need for additional Support Services Division sworn management positions.

The dispatch supervisor works on dayshift. This provides a challenge to effectively manage and supervise personnel working on midnight shift. In order to increase accountability and the effectiveness of the unit, consideration should be given to adding a supervisory dispatch position. Although this would not allow for continuous 24 hours a day, seven days a week supervisory coverage, it would represent a significant improvement over the existing operational structure. As the need for staffing increases in the future, supervisory staffing levels should increase to meet this demand.

Recommendation:

- Consideration should be given to adding a supervisor dispatch position to the midnight shift.

Training

Current Staffing – 1 deputy

The Training Unit is responsible for identifying desirable training topics, developing training curriculum, and establishing the department's training calendar. Each deputy receives 40 hours of training each year and meets the Alabama police officer training standards. Instructors are primarily department employees and training outside the department is available on a limited basis.

TCSO is currently in a state of transition related to training. Management is leading a cultural change within the organization which fosters the importance and value of continuous education. This function should be considered as a well educated, well trained workforce has frequently been cited as positive factor increasing the level of service delivery to the community.

Recommendation:

- No staff changes are recommended.

Crime Prevention

Current Staffing – 1

Crime Prevention contains several core goals in the unit. Educating the community on law enforcement related issues, Homeland Security initiatives, serving as the media liaison deputy for the department, conducting research and planning as directed by the Sheriff.

Although the unit mission is broad, TCSO has structured this unit in a logical manner and is consistent with other agencies of similar size. Continuous evaluation of the workload for this unit should be conducted. As departmental needs increase, consideration to relocate the research and planning function and media function to the Sheriff's administrative office should be considered.

Additionally, this position serves as the media liaison and Homeland Security deputy for the department. These functions appropriately consume the resource hours devoted to these tasks.

Recommendation:

- No staff changes are recommended.

Dispatch

Current Staffing – 15 dispatchers

Dispatch Services provides central radio communications for TCSO, 19 volunteer fire departments, and three small police departments (Lakeview, Brookwood and Vance Police Departments) within the county. Dispatch Services is the principle answering point for 911 emergency calls and also for incoming non-emergency calls to the Sheriff's office.

Dispatch employees work the same 12 hour shift as patrol deputies and minimum staffing levels are three dispatchers for day shift and two dispatchers for midnights. The established minimum staffing levels are reasonable to effectively and efficiently operate a 911 call center.

Responsibilities during shifts include maintaining radio communications with field deputies, answering 911 and non-emergency calls, running computer inquiries for field deputies on the status of persons and property, i.e. warrant checks, and responding to other agency teletypes.

Optimum staffing would represent enough personnel to effectively staff the dispatch center 24 hours a day while allowing a relief factor to take discretionary leave and training into consideration. TCSO currently utilizes a relief factor of 1.5 to achieve this goal in field operations. This is a reasonable and widely accepted factor and should be implemented in Dispatch as well. If adopted, 16 dispatchers would be need to effectively staff the unit. This would mean creating an additional dispatch position. Although currently authorized for 15 positions, only 10 positions were filled during the assessment of the unit. Ten dispatchers are insufficient to effectively handle responsibilities assigned to the unit. Several factors beyond the scope of this report could contribute to the difficulty associated with recruitment and retention of qualified dispatchers. These factors should be addressed in order for the recommendation of additional dispatch personnel to effect meaningful change in the unit.

Recommendation:

- Consideration should be given to adding one dispatch position.

Records

Current Staffing – 1 clerk

The Records clerk is responsible for the maintenance and storage of all official documents retained by TCSO. All incident reports, photographs, and witness, suspect and victim statements are ultimately received in Records and the clerk is also responsible for reporting the Uniform Crime Report (UCR) to the Federal Bureau of Investigation each month.

In October 2001, TCSO began scanning all records into a database to further develop law enforcement intelligence and aid employees in the furtherance of law enforcement activities such as follow up investigations, service of civil process and criminal investigations. In order to add value to these scanned documents, the Records clerk enters 15 fields of information associated with the record to enable the database to be “searchable.”

Observation of the Records Unit revealed a large number of documents which have not been filed. Staff indicated filing is the first activity which is delayed when prioritizing tasks to accomplish the workload for the unit. Additionally, staff expressed the notion that corrections to the UCR report can also experience delay once new or changed information is received. Incorrect or non-updated information concerning community UCR statistics can prove to be problematic.

Because records management is an administrative function of the department, consideration should be given to locating the Records Unit as part of the Business Office. If adopted, this restructuring could allow for a maximization of resources. Clerks assigned to the Business Office could assist in the filing of reports and scanning of documents into the RMS system during peak workload periods. Additionally, centralizing administrative office functions could provide more functional groups of similar activities. The recommended civilian Office manager position could manage Records non-sworn personnel.

A review of the resource hours available in the Records Unit versus the workload showed a clear need for additional staffing. Unit workload was measured and evaluated against the time necessary to complete unit expectations.

TIME AND STAFF NEEDED TO HANDLE UNIT WORKLOAD				
UNIT:	Records			
Available Hours Per Clerk*:	1560			
TASK TYPE	Avg. Hours Spent	Yearly number of Tasks	Time Required	Clerks Needed
Receive Records, Sort & Assign Cases	3	52	156	0.1
Scan each document into RMS	14	52	728	0.5
Enter 15 search field descriptors	0.05	26000	1300	0.8
Complete UCR Report	3	52	156	0.1
File Reports	7	52	364	0.2
Download Photographs into RMS	3	52	156	0.1
TOTAL	30.05	26208	2704	1.8

Recommendations:

- Consider restructuring the Records Unit to report to the newly created civilian Business Office manager.
- Consideration should be given to add 1 clerk to the Records Unit.

Warrants

Current Staffing – One clerk

The Warrant clerk maintains and files all warrants and protective orders issued by the courts in Tuscaloosa County. This position is currently staffed by a detention jailer which reduces staffing in the jail.

Seventy five to 200 warrants are received each week depending on the number of warrants issued for traffic violations. These warrants have to be entered into the department's CAD (computer aided dispatch) system, the county's computer system, and the National Crime Information Computer (NCIC). The Warrant clerk enters warrant information twice, once into CAD and once into NCIC. Another county employee in the courts enters this information into the county system. This repetitious process reduces the effectiveness of existing staffing for the position. A technology-based solution should be developed to enable this process to be completed with one entry of the information. In addition to entering TCSO warrants, the warrant

clerk files and maintains warrants from several smaller cities that have contracted with TCSO to provide this service.

TCSO is also responsible for filing and maintaining directives issued by the court such as protective orders, temporary protective orders, and restraining orders. These directives also have to be entered into the three aforementioned computer systems. Warrants that have been served or recalled court directives have to be removed from these computer systems. Timely removal of these computer entries is essential to mitigate risk of an unlawful future arrest of an individual.

Because the Warrant function of the department is closely related to activities occurring in Dispatch, consideration should be given to re-structuring the Warrant Clerk into Dispatch. By cross-training both the clerk and dispatchers in the job tasks of both units, staff can maximize efficiency. Additional benefits will be gained through the ability to process warrants on a 24 hour basis, potential workload spikes can be managed through a larger trained pool of employees qualified to perform the work, and the liability of unprocessed arrest and/or protective orders can be reduced. Dispatch employees currently process warrant information when the Warrant clerk is unavailable or on discretionary leave. Formalizing this process will also ensure that warrants are entered and removed from the crime computer in a timely manner and provide additional support to dispatch by increasing the availability of trained personnel.

An analysis of the current workload of the Warrant Unit revealed the need for 1 staff position to achieve a balance between available resource hours and unit workload.

TIME AND STAFF NEEDED TO HANDLE UNIT WORKLOAD					
UNIT:		Warrants			
Available Hours Per Clerk*:		1560			
TASK TYPE	Avg. Hours Spent	Yearly number of Tasks	Time Required	Clerks Needed	
Entry of warrants into CAD system	0.13	6500	845	0.5	
Process warrants	0.25	6500	1625	1.0	
TOTAL		13000	2470	1.6	

Recommendations:

- Reassign detention officer position back to jail operations.
- Consider cross-training Warrant Clerk to function as a dispatcher and re-structure warrant operations into the Dispatch Unit.
- Consider creating 1 Warrant Clerk/Dispatcher position.

OPERATIONS

Patrol Division

Patrol work in Tuscaloosa County involves several key sources of work: calls for service from the public, duties associated with court processes and self initiated activity.

- Calls for Service (CFS) are those episodes which the public initiates when they request service from the sheriff by making a telephone call (either emergency or non emergency), stopping a deputy on the street, appearing at headquarters or some other Sheriff's facility, or by some other means.
- Because of the role of sheriff's offices in court proceedings, this court-related activity is usually more often a function performed by deputy sheriffs than by municipal police officers. Frequent warrant service, court details, and assistance with eviction proceedings are often part of a deputy's workload.
- Self Initiated (SI) tasks occur when individual deputies, on their own initiative, stop and check on vehicles (either because of suspicious circumstances or because of traffic or license violations), stop pedestrians, check on buildings, follow-up on earlier incidents, write reports, and perform other discrete tasks. Generally speaking, self initiated work is composed of those episodes the deputy starts. Self initiated activities may include tasks that deputies perform at certain times during their shift such as school zone patrol or traffic enforcement.

In Tuscaloosa County all three sources of work are an important part of patrol operations. A law enforcement agency can have less impact on when calls for service take place and on some court related activities than on the timing of self initiated activity. A call for service begins when a citizen makes a request for service usually with the expectation that the police will respond immediately to that request. Although it is possible to manage this workload somewhat—separating urgent calls for immediate priority from non-urgent calls for delayed response—the

times that calls originate cannot be controlled by the law enforcement agency. Similarly, court details must be performed when the court requires that a prisoner attend a court proceeding in a timely fashion.

Self initiated activity is, to a large extent, discretionary. Deputies can initiate encounters when they have time to do so, and when there are targets of opportunity. Much of this activity can be deferred to times when calls for service workload are lighter. However, self initiated activity does depend on legitimate opportunities being available, and such times often coincide with high calls for service times. Car stops and checks of suspicious activities frequently result from peak times of human movement and interaction.

Having sufficient time available for self initiated activity is important if a department wants to work to proactively solve crime, violence, and disorder problems through community policing. The best self initiated police work involves not only car stops and pedestrian checks, but also time for deputies to work with residents and businesses to solve the problems underlying crime, violence, and disorder. Time spent in this regard, when appropriately directed, can have the benefit of reducing calls for service as the conditions causing the problems residents call about are improved.

PERF reviewed a database of TCSO dispatch activity for a year's period from May 1, 2005 through April 30, 2006. The total number of records in the database was 19,141. This database included activities assigned to deputies. It did not include self-initiated activity.

The following table shows the top twenty dispatch activity types, the total number of the recorded during the course of the year, and the corresponding percentage of the total dispatch events.

Leading Sources of Dispatch Activities

	CALL_NATURE	COUNT	PERCENT
1	DOMESTIC	2438	12.74%
2	ALARM	1421	7.42%
3	WARRANT CHECK	1415	7.39%
4	911 HANG UP	1153	6.02%
5	COURT DETAIL	975	5.09%
6	THEFT	883	4.61%
7	BURGLARY	735	3.84%
8	UNWANTED GUEST	549	2.87%
9	SUSPICIOUS	520	2.72%
10	WANTED PERSON	490	2.56%
11	THREAT	359	1.88%
12	ANIMAL PROBLEM	351	1.83%
13	WELFARE CHECK	348	1.82%
14	CRIMINAL MISCH	347	1.81%
15	HARASSMENT	342	1.79%
16	ASSAULT	311	1.62%
17	JUVENILE PROBL	299	1.56%
18	PAPERWORK CJ	279	1.46%
19	HARASSING COMM	257	1.34%
20	MEDICAL	254	1.33%
	TOTAL PERCENT		71.71%

These twenty activity types account for 72% of the total number of recorded dispatch activities for the TCSO. They include complaints that may involve crimes such as domestic violence, theft and burglary; disorder issues such as unwanted guests and juvenile problems; service calls such as welfare checks and medical assists; and court proceedings including warrant checks and court details. Although often mistakes or pranks, 911 hang-ups require response and further checking in case someone has attempted to call for help but was prevented from completing the call by another person.

Each activity requires response by at least one deputy and some require back-ups because of the potential danger of the incident. Calls such as unwanted guests, threats, assaults, and wanted persons are examples of calls that require at least two deputies to maintain officer safety. Resistance and fights occur often enough in such episodes that such calls are regarded as two deputy calls.

Different types of calls also require different amount of time to handle. Part of the time consumed by patrol deputies in Tuscaloosa County is the time required to travel from their location when they are dispatched on a call to the location of the incident. The size of the County makes the total time consumed, which includes both travel time and time on-scene, greater than it is in more geographically compact jurisdictions. For example, two deputies are usually sent to a domestic call and the time consumed (including travel time) will average 60 minutes. The total personnel time required will be two hours since two deputies responded.

To measure the amount of patrol time committed to calls for service and the court proceedings required, PERF used TCSO information sources and data from comparable jurisdictions to create a matrix for each of the 164 different call types that includes the number of calls by type, the number of deputies usually needed to respond and the average time per call. The figures show that, for the year, about 29,310 hours were consumed by TCSO patrol deputies responding to calls and court proceedings.

An important component in conducting staffing assessments is to identify the actual deputy availability calculation, or “show up rate” for the members of the agency. That is, deputies would work 2080 hours a year (40 hours times 52 weeks.) if they never took leave. However, time is lost from those 2080 hours, due to vacation, sick leave, holidays, court testimony (and other such leave categories), training days, etc. The show-up rate for sheriff's offices like the TCSO typically averages about 65%. That is, of the number of patrol deputies scheduled to come to work on a given shift, about 35% of the available personnel will be absent due to vacation, illness, or other reason.

The second key component is to determine how much of a patrol deputy's time should be consumed by dispatched activity (including in Tuscaloosa County both calls for service and court duties). There are no universally accepted standards for how much patrol time should be consumed by dispatched activities. Many departments set an informal target time for the amount of patrol deputy time consumed by dispatched activity from 30-40%. Other departments may set targets at 50% or 60%. A common rule of thumb, established before community policing

became prevalent, was that 1/3 of the time should be spent on calls for service, 1/3 on self initiated activity and 1/3 on uncommitted patrol time.

Few jurisdictions track closely how patrol deputy time is used or set formal targets. However, recent work in other jurisdictions by project team members working on this study measured dispatched activity time from a low of 35% to a high of 67%. The target for patrol staffing tries to balance the work that needs to be performed and the resources available. A target of 35% CFS time consumed requires more deputies than a target of 50%.

An important consideration is how a jurisdiction wants its patrol deputy time used. Local demographics, crime and disorder problems and policing style all can have an impact on the demands for patrol deputy time. One agency may view the patrol function as primarily composed of response to citizen calls for service, self-initiated activities to deter and discover criminal activities (through traffic stops, pedestrian checks, and building checks) and a certain amount of administrative activity.

Another department may want its patrol deputies to also be heavily involved in community policing and problem solving activities. Such activities include spending time getting to know the people and conditions in the beat, attending community meetings to listen to neighborhood concerns, and conducting analysis to develop plans to address community crime and disorder problems. Another department may want its patrol deputies to spend some portion of their time conducting follow-up investigations of crimes that have been reported. Other agencies may use patrol for some mixture of these activities.

In the TCSO, patrol deputies not only respond to calls for service, engage in court proceedings and initiate police actions on their own but also engage in collateral duties which provide county residents with a full range of police services including water rescue, tactical operations, and traffic enforcement. Consequently the TCSO should strive to maintain an average dispatched activity level of 45%. This will allow patrol deputies time not only to provide rapid response to citizen generated calls for service and perform functions directed by the court but also retain

sufficient capacity to engage in self-initiated activity, perform collateral duties expected by Tuscaloosa County residents and maintain a margin to promote officer safety.

The Tuscaloosa County Sheriff's Office should have 48 patrol deputies to achieve this 45% time consumed rate. A 65% show-up rate means that each deputy will average about 1,352 work hours per year (2,080 times 65%). If deputies average 45% of their working time on dispatched activity, they will devote about 608 hours per year to this workload. This totals 29,184 hours per year (608 hours per deputy times 48 deputies) and will be slightly below the time needed of 29,310 hours consumed.

During the on-site phase of this study, the TCSO currently had 32 deputies assigned to patrol. Their total time available at a 65% show-up rate is 43,264 hours per year. Comparing this to the time needed for response—29,310 hours—results in an average time consumed of 68%. Thus, patrol deputies are busy with dispatched activities. At this level of calls-for-service commitment they lack time for self-initiated activities and time to perform collateral duties that instead may result in overtime or compensatory time being awarded. This calls-for-service caseload level also results in officer safety margins at less than ideal levels. In smaller agencies with large territory to cover it is important that patrol staffing be adequate to provide rapid back-up to deputies on higher risk calls. This is especially important on evening shift when other units, such as investigators and headquarters personnel are not working or able to provide quick support.

Recommendation:

- Patrol deputy staffing be increased by 16 deputies to maintain a staffing level of 48 patrol deputies.

Jail Division

Many functions of a sheriff's officer are dependent of the workload that must be performed to meet citizen or court requests for police services. In contrast adequate staffing for the operation of a jail is dependent on having a variety of fixed posts staffed. It is essential that enough

personnel be available such that inmate supervision and control is maintained constantly and that both jail personnel and detainees are afforded safe and secure conditions.

Jail Staffing: Around the Clock Operational Staff, Optimal Needs

POD A	Control Room	1	Constant coverage required.
	Rovers	2	Fights that break out in a section must be quelled immediately for the safety and security of both inmates and detention officers. Two D.O.'s are needed to break up the fight and provide back-up.
POD B	Control Room	1	Constant coverage required.
	Rovers	2	Two D.O.'s are needed to break up fights and provide back-up.
METRO POD	Control Room	1	Constant coverage required.
	Rovers	2	Two D.O.'s are needed to break up fights and provide back-up.
MASTER CONTROL ROOM	Monitor	2	Large array of video monitors and controls, locks must be monitored.
SALLY PORT AND PRISONER RECEPTION	Counter	2	
	Search	1	
	Release	1	
KITCHEN/LAUNDRY	Monitoring	1	Activity takes place in the kitchen around the clock.
TOTAL AROUND THE CLOCK POSITIONS		16	

Detention officers work 12 hours shifts with four rotations. To provide optimal staffing for around-the-clock staffing, 64 detention officer positions are needed. Currently there are 14 per shift with an average of 10 showing up for work. This equates to a show-up rate of 72%.

Recommendations:

- Therefore, to achieve a constant staffing of 16 positions, each shift should have 22 detention deputies scheduled with an expectation that 16 will show up. The total number of detention deputies that should be assigned to inmate supervision and control therefore should be 88.

- Three of the positions on each shift should be designated as “detention officer supervisors.” These should be working supervisors with leave time coordinated so that one is always on duty.

Additional detention deputies need to be assigned to Administration and Support. Each of these positions works eight hour week day shifts under normal conditions.

Administration and Support: Detention Officer Staffing Needs

Clinic	Monitoring	2	
Female Work Supervisor	Inside and outside	1	
Prisoner Transport	One shift 5-8	3	Video arraignment will stabilize the number of positions required for this function.
Inmate Work Supervisor	Coordinator	1	
Inmate Affairs Officer		1	
Identification Officer		1	
Total D.O. Administration and Support		9	

Recommendations:

- The total number of detention officer positions should be 97. There should be 88 detention officers assigned to around-the-clock operations and 9 assigned to administrative and support functions.
- The current level of jail management and supervision staffing is adequate. This is composed of the Chief, one Lieutenant, and four deputy sheriff sergeants (each of whom acts as supervisors of one of the four shifts).

The final staffing component of jail staffing is made up of civilian and clerical positions. The chart below shows the recommended staffing needed for this element.

Front Desk -days	4	Daily operations, added to shift to monitor lobby, visitation booths and pods
Front Desk -nights	2	Daily operations, added to shift to monitor lobby, visitation booths and pods
Administrative Assistant/Secretary	1	
Work Release Clerk	1	
Commissary Clerk	1	
General Assignment Clerk	0.5	Part time
Mail, etc	0.5	Part time
Detective Office, Prisoner tracking and records	0.5	Part time
DOC, Corrections Liaison	1	
Accreditation Manager	1	
Total Civilian, clerical	12.5	

Recommendation:

- Assign 12.5 FTEs to civilian and clerical jail functions.

STAFFING SUMMARY

A number of staffing recommendations are made throughout this report. The following table depicts the changes in authorized staffing recommended.

<u>Assignment</u>	<u>Rank/Position</u>	<u>Civilians</u>	<u>Deputies</u>	<u>Detention Officers</u>
Sheriff's Office	Civilian Fiscal Manager	+1		
Investigations	Civilian Crime Scene Technician	+1		
	Deputies		+2	
	Civilian Investigative Aids	+2		
Administration Section	Civilian Business Office Manager	+1		
	Business Office Clerk	+1		
	Civil Process Deputies		+2	
	Civilian Animal Control Officer	+1		
	Animal Control Deputy		-1 ^a	
Support Services	Dispatch Supervisor	+1		
	Dispatcher	+1		
	Civilian Records Clerk	+1		
	Warrant Clerk/Dispatcher	+1		
	Warrant Clerk			-1 ^b
Operations-Patrol Division	Patrol Deputies		+16	
Operations-Jail Division	Detention Officers			+30
	Civilians	+10.5		
Net Change		+21.5	+19	+29

^a This does not indicate the loss of a deputy position. If a civilian Animal Control officer is added, this deputy can be re-directed to a role that requires sworn status.

^b This does not indicate the loss of a detention officer position. If the Warrant Clerk is restructured into Dispatch and a position is added, this will free a detention officer for an assignment in the jail.