



MEMORANDUM

Date: April 22, 2014

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: Sheriff's Proposed Budget for Fiscal Year 2014/15

Through a combination of overspending last fiscal year and this fiscal year, adjustments to next year's recommended base budget, and supplemental appropriations I will be recommending the Board consider, funding for the Sheriff's Department would increase by \$8 million, which will require an increase of 11.02 cents in the primary property tax rate. This may appear a significant increase. However, for the last five years, during the Great Recession, the Sheriff's Department, like most other County departments, has been held to essentially no funding increases. This last fiscal year, the Sheriff's Department went over budget nearly \$6 million and is projected to be over budget this fiscal year by another \$1 million. These are cost overruns that we cannot ignore, nor can we suffer the consequences of inadequately funding the Sheriff's Department.

When considering funding increases for departments and agencies, a number of questions arise. First, is the Sheriff's Department, particularly in its law enforcement area, overstaffed? The answer is no. The table below provides various staffing ratios for police agencies, including national averages. The Pima County Sheriff's Department is at the lowest staffing ratio of any organization; hence, there is no room to reduce staffing.

Police Agency Staffing to Population Ratios.

Department	Population	Authorized	
		Staffing	Ratio to 1,000
National Sheriff Average			2.70
National Police Average			2.50
Maricopa County Sheriff	228,366	717	3.14
Oro Valley Police Department (PD)	41,668	98	2.35
Tempe PD	165,158	368	2.23
Marana PD	38,610	82	2.12
Tucson PD	525,154	998	1.90
Scottsdale PD	222,213	416	1.87
Glendale PD	231,109	410	1.77
Sahuarita PD	26,768	43	1.61
Pima County Sheriff	358,172	531	1.48

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The second question asked is, do we have all law enforcement officers dedicated to providing direct law enforcement services? The answer is yes. I have asked the Sheriff to review and itemize any law enforcement trained personnel that might be performing administrative duties. There are very few, and those that do are in the training functions of the organization. Hence, all law enforcement personnel are assigned to providing law enforcement services.

The third question asked is do we provide a level of service, given our officer ratio, that is significantly higher than other agencies; and could this response time be increased if we decrease the law enforcement personnel? The answer is contained in the attached April 16, 2014 Level of Service memorandum from Chief Deputy Christopher Nanos (Attachment 1). In summary, the Sheriff's response time to Priority 1 calls – both in volume and response time – is equivalent or superior to our major law enforcement competitor, the Tucson Police Department. Hence, there is no room to increase, nor should we consider, increased response times as an appropriate response to budgetary constraints.

Finally, I asked the Sheriff's Department to articulate the impacts to the Sheriff's Department if the agency was required to reduce their General Fund support by \$8 million. Their response is articulated in Chief Deputy Nanos' April 16, 2014 Sheriff Proposed Budget-FY 2014/15 memorandum (Attachment 2). There would be severe service reductions in law enforcement response coverage, all of which are unacceptable. Please note that the Sheriff's Department Corrections Bureau contains over 34 percent of the Sheriff's budget; and no reductions were designated for this agency. To do so would be extremely unwise and would lead to a federal court order similar to what the Sheriff's Department was under in the 1980s regarding jail overcrowding and safety. Historically, imposition of federal court orders increases costs and removes operational flexibility, something that is not desirable.

Please review this additional information carefully when considering the adoption of the FY 2014/15 Budget.

CHH/anc

Attachments

c: The Honorable Clarence Dupnik, Pima County Sheriff
Christopher Nanos, Chief Deputy, Pima County Sheriff's Department
Martin Willett, Chief Deputy County Administrator
Tom Burke, Director, Finance and Risk Management
Robert Johnson, Budget Manager, Finance and Risk Management

ATTACHMENT 1



MEMORANDUM

PIMA COUNTY SHERIFF'S DEPARTMENT

CLARENCE W. DUPNIK, SHERIFF
CHRIS NANOS, CHIEF DEPUTY

Date: April 16, 2014

To: Chief Deputy Chris Nanos

From: Chief Brad Gagnepain, Administrative Bureau

A blue handwritten signature of Chief Brad Gagnepain.

Re: Response Time Report

This report is in response to Mr. Huckelberry's recent request for response times to calls for service by the Sheriff's Department (PCSD) and Tucson Police Department (TPD).

As you know, the PCSD reviews response times on a regular basis to ensure the appropriate allocation and deployment of personnel based on the call demands in the unincorporated area. In addition, the PCSD also conducts an annual review of response times as they compare to TPD.

The research this year revealed that TPD now uses the mathematical "median" to report their response times. Although the PCSD still uses the industry standard of the average response time to assess effectiveness, the PCSD has also calculated its median response times for comparison purposes with the TPD for this report.

Both departments use a priority system to "triage" calls from the public and to respond accordingly. A comparison of priority one through priority four calls for service are presented below. The definitions of priority calls do vary between each department and the total number of calls within each priority is also worth noting.

Priority One Calls

Pima County Sheriff's Department – Emergency Response:

Serious injury has occurred or is eminent and/or serious offense is in progress. Immediate response by a deputy will crucially affect the outcome of the incident.

Tucson Police Department- Emergency Response:

An incident posing an immediate threat to life where the threat is present and on-going; and/or an incident posing an immediate threat to life involving the actual use or threatened use of a weapon. The mere presence of a weapon alone, however, without any indication of use or threat of use does not support or justify a Level 1 call.

Priority Two Calls

Pima County Sheriff's Department – Critical Response:

Offense where a quick response by a deputy will significantly affect the outcome of the incident.

Tucson Police Department– Critical Response:

An incident involving a situation of imminent danger to life or a high potential for a threat to life to develop or escalate. This incident must be in progress or have occurred within the past 5 minutes.

Priority Three Calls

Pima County Sheriff's Department – Urgent Response:

Response to the incident is desirable, and small delay will not significantly hamper the outcome of the incident.

Tucson Police Department – Urgent Response:

Crimes against persons or significant property crimes where a rapid response is needed and the incident is in progress, has occurred within the past 10 minutes or is about to escalate to a more serious situation.

Priority Four Calls

Pima County Sheriff's Department – General Response:

A delayed response to an incident will not affect the outcome of the incident.

Tucson Police Department – General Response:

Other crimes or matters requiring police response, generally occurring more than 10 minutes prior to dispatch and having a complainant.

In 2013, the PCSD responded to 126,718 calls for service. The TPD responded to 352,207 calls for service. Of note is that the Sheriff's Department's priority one through four calls constitutes more than 75% of the total calls for service. In contrast, the Tucson Police Department's priority one through four calls for service constitute only 48% of their calls for service. This data shows that the PCSD responds to high priority calls (one through four) in a much more expedient manner than the TPD.

Totals	126,718		352,207	
P-1	3,297	2.60%	3,494	.99%
P-2	14,717	11.61%	44,818	12.73%
P-3	22,073	17.42%	63,477	18.02%
P-4	55,026	43.42%	58,026	16.48%

The PCSD responded to 3,297 priority one (emergency) calls for service with a median response time of 5:20 minutes/seconds in the metro area. The TPD responded to 3,494 priority one (emergency) calls for service with a median response time of 4:20 minutes/seconds. For the PCSD, this represents 2.6% of the total calls for service. For the TPD, this represents just less than 1% of their total calls for service. Proportionally, the PCSD responds to nearly three times as many "emergency" calls for service than the TPD. This illustrates that the definition/criteria for responses to emergencies is substantially narrower for the TPD than the PCSD. Hence the shorter response time for the TPD than the PCSD.

Priority	Metro PCSD	PCSD Countywide	TPD
P-1	5:20	5:55	4:20
P-2	7:40	8:24	9:30
P-3	10:49	12:02	15:40
P-4	12:41	13:29	90:10

In closing, the Sheriff's Department has proven to effectively utilize its limited law enforcement resources despite the fact that the department remains on the very low-end locally and regionally with 1.42 officer per 1,000 population. The Tucson Police Department's law enforcement staffing is 1.84 officers per thousand.

Department	Population	* Actual Staffing	Ratio to 1,000
National Sheriff Average	<i>(FBI Uniform Crime Report)</i>		2.7
National Police Average	<i>(FBI Uniform Crime Report)</i>		2.5
Oro Valley PD	41,668	97	2.33
Maricopa County Sheriff	228,366	668	2.32
Marana PD	38,610	81	2.10
Tempe PD	165,158	329	1.99
Phoenix PD	1,485,751	2,869	1.93
Scottsdale PD	222,213	413	1.86
Tucson PD	525,154	965	1.84
Glendale PD	231,109	392	1.70
Mesa PD	450,310	752	1.67
Sahuarita PD	26,768	42	1.57
Pima County Sheriff	358,172	508	1.42

*Actual Staffing as of March 2014

Please advise if any further information is needed on this matter.

ATTACHMENT 2



MEMORANDUM

PIMA COUNTY SHERIFF'S DEPARTMENT

CLARENCE W. DUPNIK, SHERIFF
CHRIS NANOS, CHIEF DEPUTY

Date: April 16, 2014

To: Chief Brad Gagnepain, Administrative Bureau

From: Captain K. Woolridge, Administrative Services Division

Re: Sheriff Proposed Budget-FY 2014-15

At your direction I have researched staff and service diminutions necessary to accommodate a proposed \$8 million reduction in budget. I respectfully recommend reducing Department staffing levels by 70 commissioned deputy sheriffs and 20 civilian support staff to meet this financial goal. I further recommend the reductions in law enforcement staffing be distributed throughout the Department to include 50% of the reduction taking place in the Patrol Division (35 deputies), 26% in the Investigations Bureau (18 detectives), and 24% in Support Operations functions (17 deputies).

Staffing reductions would be accomplished as follows:

Patrol Division

- Elimination of the Tucson Mountain District, the assigned patrol deputy staffing, and civilian support staff
- Elimination of the substations located at Robles Junction (Three Points area) and Catalina
- Closure of the satellite office in Tucson Estates
- Reduction of the Green Valley District deputy staffing by 25%
- Reduction of the Catalina Foothills District deputy staffing by 25%
- Elimination of all Community Policing and Crime Prevention measures to include Directed Patrol and Community Resources (Green Valley, Catalina Foothills, Rincon, San Xavier Districts)

Support Operations

- Elimination of the DUI Unit
- Elimination of the Canine Unit
- Elimination of the Air Unit
- Reduction in Search and Rescue Unit staffing by 50%
- Reduction in SWAT staffing and equipment expenses

Criminal Investigations

- Elimination of narcotics enforcement efforts
- Reduction in Criminal Investigation Division (detectives)
- Elimination of Green Valley station detectives

The anticipated effects of these staffing and service reductions will include the following:

- Reduced response and investigation by patrol deputies to minor traffic collisions
- Reduced response and investigation by patrol deputies to larcenies and other property crimes
- Elimination of air support for patrol deputies
- Reduced manpower for search and rescue missions
- Elimination of air rescue capabilities for search and rescue missions
- Reduced follow up investigation by detectives to all crimes
- Withdrawal of personnel from the Animal Cruelty Task Force
- Elimination of Mental Health Support Team
- Withdrawal of personnel from the Elder Abuse Task Force
- Reduced efforts in solving Cold Case homicides
- Elimination of Fugitive Investigative Strike Team (which serves felony warrants in jurisdictions throughout Pima County including the City of Tucson)
- Elimination of personnel assigned to the Domestic Violence Task Force

The Department's goal to reinstate deputies in local schools through a School Resource Officer program will also go unfulfilled. Staffing reductions will also eliminate the prevention based education efforts currently presented by the DUI Unit. Additionally, the elimination of crime prevention staffing will preclude the presentation of Rape Aggression Defense (RAD) and active shooter training, both critical to the safety of our community. Some of the Department's most popular community oriented programs—Shredathons, Neighborhood Watch, and Dispose-a-med—will also be eliminated.

Staffing and service reductions as listed above would have dire consequences for citizens throughout Pima County—especially those living in unincorporated areas. Neighborhood crime and street level drug trafficking will likely increase with the absence of narcotics enforcement and directed patrol, both of which focus on these issues in a community-specific approach. Likewise, quality of life crimes—such as vandalism and theft—which are currently the focus of directed patrol efforts will also go unaddressed.

Response times by patrol deputies to both the metro Tucson area and outlying communities will undoubtedly increase. Emergency responses in which deputies now arrive in just over 5 minutes will double in time leaving callers waiting more than 10 minutes for law enforcement assistance. Non-priority events—now handled within 15 minutes—will often wait for over an hour. A significant number of criminal cases, perhaps as many as 20%, will go uninvestigated due to this cut in manpower.

The recommended staffing cuts do not include reductions in the Corrections Bureau. The listed recommendations are focused on long term cost reductions through the elimination of services and staff. The Department has a legal obligation to maintain safe and secure custody of inmates. Long term reductions in the adult detention center would have a detrimental impact on the general conditions within the detention centers for both staff and inmates.

The Corrections Bureau has been the focus of previous litigation when low staffing levels and general jail conditions led to court rulings unfavorable to Pima County. The majority of inmates housed in Department facilities are pre-trial detainees entitled to basic rights to include humane treatment. The reduction of staffing and service in the detention facilities could potentially expose Pima County to future financial liabilities in the form of lawsuits resulting from negatively impacted conditions from staff and service reductions.