

# Camas PD Staffing Analysis

Chief Tina Jones  
November 2024





# Current Sworn Authorized Staffing

30 Total:

- 1 Chief
- 1 Captain
- 4 Patrol Sergeants  
(2 Dayshift, 2 Swing Shift)
- 1 Administrative Sergeant (SRO's, Training,  
Evidence, Parking Enforcement)
- 1 Detective Sergeant
- 2 Detectives
- 2 School Resource Officers
- 18 Patrol Officers assigned to patrol on 2 squads





# Patrol Coverage

2 Squads (A and B) rotate schedules to cover shifts.

Minimum Staffing of 7 uniform staff per day.

Of the 7, a minimum of 1 Sergeant per day.

Some days have 14 hours without supervisor coverage.

## Daily Staffing Example with 7 working:

6 am. to 4:36 p.m -1 Officer, 1 Sergeant

10 a.m to 8:36 p.m- 1 Officer

4 p.m to 2:36 a.m-1 Sergeant, 1 Officer

8 p.m.to 6:36 a.m-2 Officers



# Current Professional Staff Authorized Positions

- 1 Records Lead
- 3 Full time Records Clerk
- 1 Part time Records Clerk
- 1 Part time Parking Enforcement
- 1 Code Enforcement

After hours/weekend records teletype services provided by contract with Clark County Sheriff's Office.

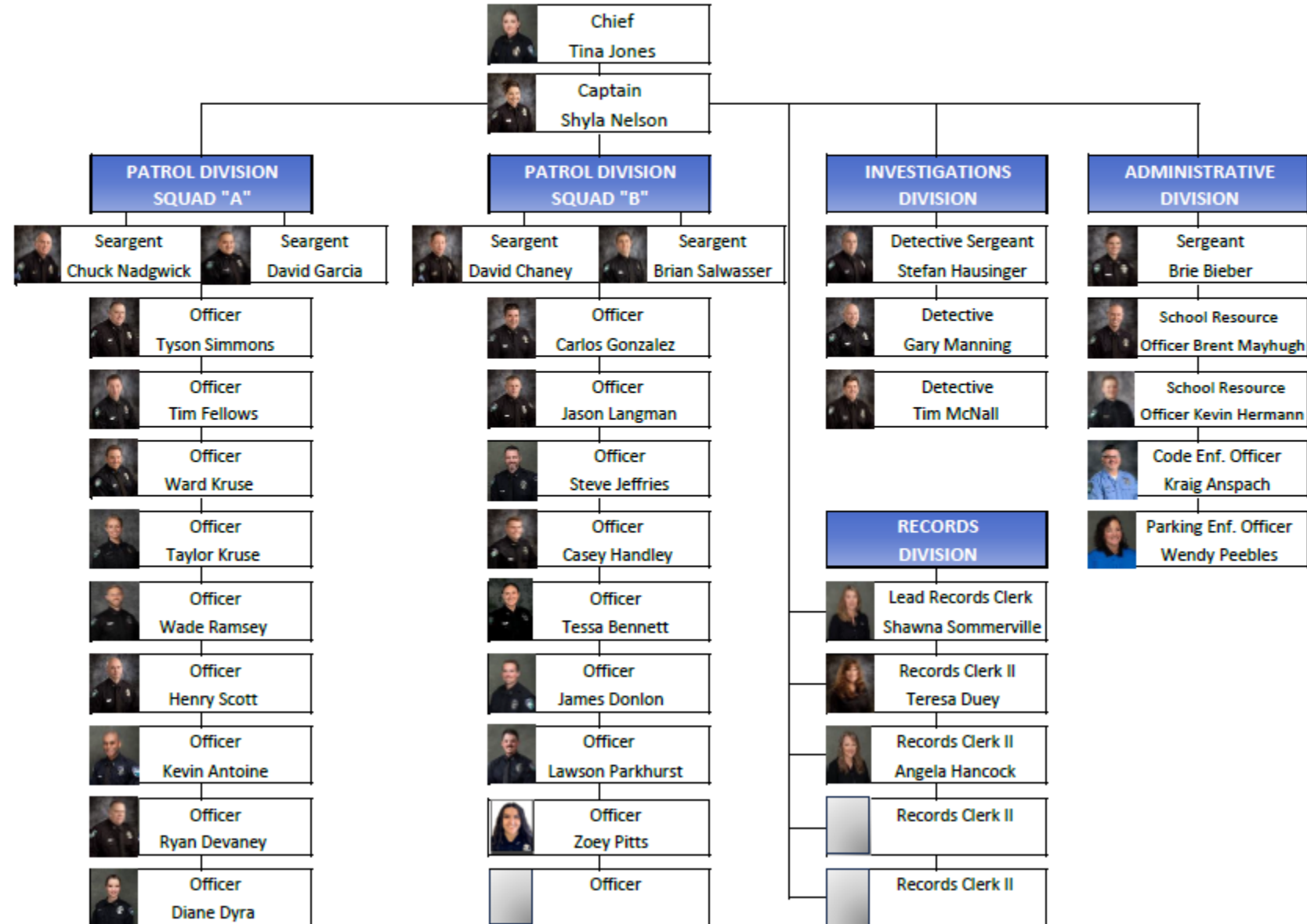




Camas Police Department  
Organization Chart  
2024



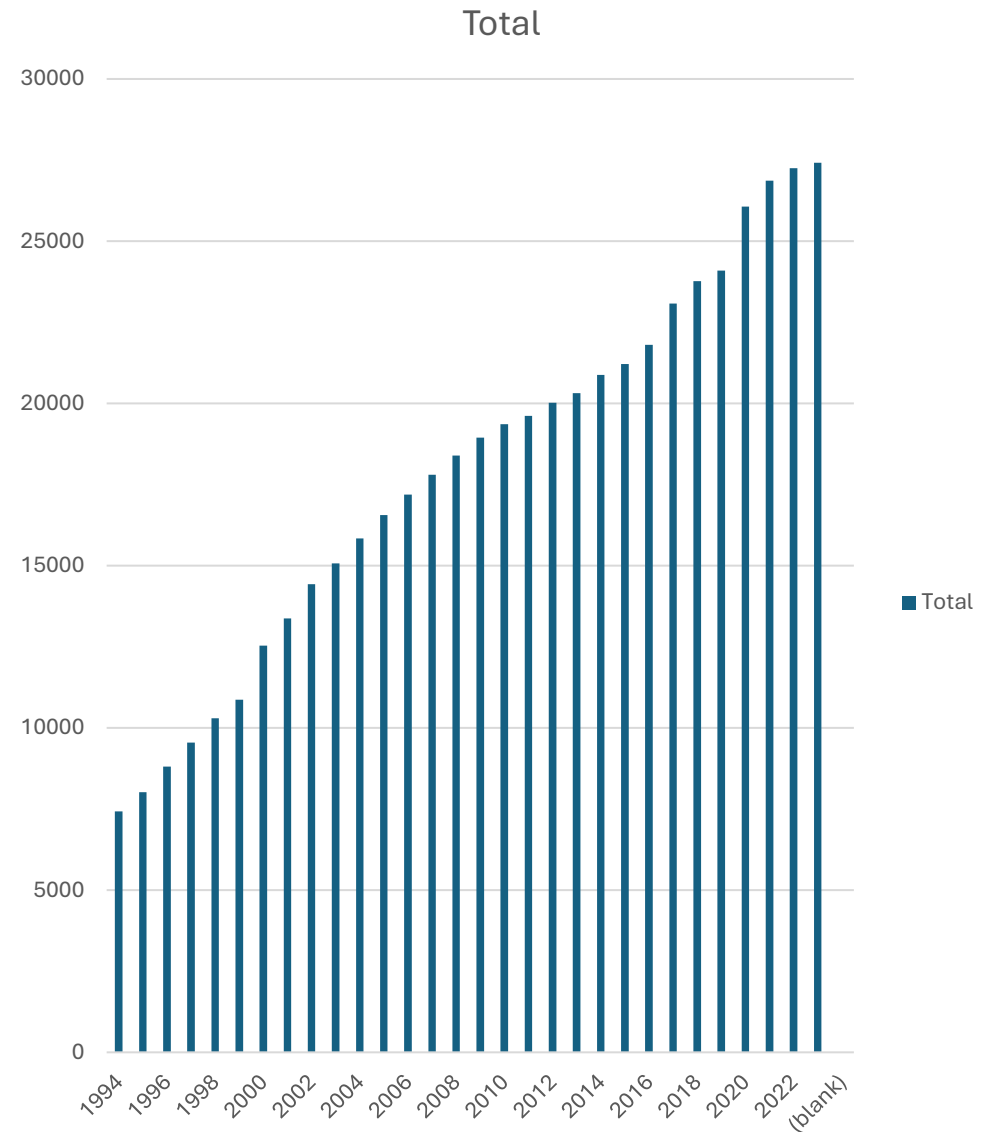
Captain  
Span  
of Control



# Population Trends

Population has increased 369% since 1994

Population estimated to reach 37,000  
by 2035 (additional 137% increase from 2024)



# Police Staffing Ratios Per Year

Several years ago, at a City planning session, Council indicated a desired goal to have a ratio of 1.5 officers per thousand.

If employing that ratio, today we would have 40.5 sworn members, an addition of 10.5 sworn positions from today's allocation.

Officers Per Thousand Population	Year
1.09	2023
1.10	2022
1.12	2021
1.15	2020
1.25	2019
1.14	2018
1.17	2017
1.19	2016
1.23	2015
1.25	2014
1.28	2013
1.30	2012
1.33	2011
1.39	2010
1.37	2009
1.47	2008
1.46	2007
1.51	2006
1.39	2005
1.45	2004
1.59	2003
1.66	2002
1.72	2001
1.76	2000
2.02	1999
1.94	1998
1.88	1997
1.93	1996
1.87	1995
2.02	1994



# Calls Per Year

Year	Calls
2019	12,810
2020	10,542
2021	9,150
2022	10,936
2023	13,153
2024 (YTD 10/29)	10,407



What is a call?

AED needed, missing person, death, theft, weapons-related

Calls require more time and have more complexity than even 5 years ago.

Calls for Service decreased due to COVID (2020/2021).

2021/2022 dip is related to legislation regarding force and calls involving individuals in mental health distress.

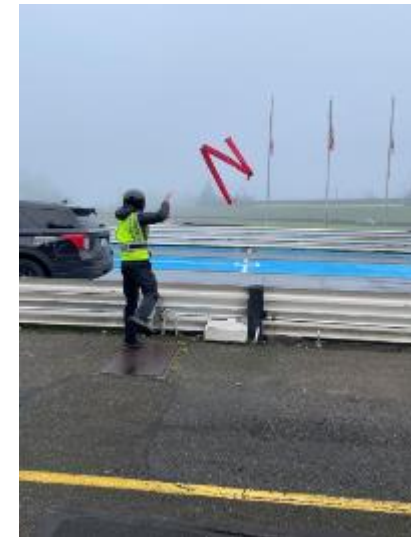


Call Type	Number		
AED	24	Police Assist EMS	18
Alarm	277	Police Assist Fire	17
Animal Problem	13	Police Other	123
Arson	0	Premise Check	199
Assault	90	Premise Check-Camp	78
Auto Prowl	29	Property Dumping/Littering	19
Brandishing	7	Property Found	76
Burglary	31	Prowler	12
Civil	153	Reckless Endangerment	14
Contact	715	Restraining Order	39
Cresa Info	4	Robbery	2
Death Investigation	10	Sex Crime-Exposure	5
Disturbance	154	Sex Crime-Other	23
Field Contact	179	Sex Crime-Rape Cold	4
Follow Up	512	Shooting Heard	12
Fraud	74	Suicidal Subject	52
Harassment	96	Suspicious Circumstances/Noise	226
Hazardous Condition	24	Suspicious Auto	343
Vehicle Impound	4	Suspicious Person	180
Incomplete Call	39	Theft	155
Juvenile Abuse	10	Threats	58
Juvenile	99	Traffic-Drunk Driver	55
Kidnap	1	Traffic Hazard	232
Malicious Mischief	51	Traffic-Other/Reckless	301
Mental Subject	146	Traffic Stop	3295
Message	64	Traffic Accident	192
Misc Call	41	Trespass	15
Missing Person	47	Unwanted	102
Missing Endangered	5	Vehicle Abandoned	71
Missing Person Found	5	Vehicle Othr	16
Missing Person Pick up	5	Vehicle Recovered	7
Neighbor Problem	42	Vehicle Stolen	22
Noise Complaint	76	Vehicle-Stolen Plate	2
Noise Complaint-Fireworks	36	Vice	19
Overdose	4	Wanted Person	20
Patrol Emphasis	4	Water Incident	12
Patrol Info	32	Total	9119

# YTD Camas PD Incidents

Includes Calls to Dispatch and Self-Initiated Activity

\*Data from January 1 – September 29, 2024



Camas' crime rate remains low, yet surrounding areas have a higher crime rate.

## East Side Call Response Times July 2023-June 2024

Beat 92 Average Response Times	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	
Jul-23	N/A	4:53	4:46	5:15	1:57	We strive to maintain response times to “priority 1, and 2 (more critical) calls to under 6 minutes, priority 3 calls to under 8 minutes “priority 4, and 5 calls to under 10 minutes.
Aug	7:02	8:20	6:51	5:25	4:41	We did not meet our goal with Beat 92 with Priority 1 and 2 calls
Sept	N/A	4:06	5:14	6:26	1:43	
Oct	N/A	4:42	5:27	6:22	0:02	
Nov	2:59	3:04	6:10	3:35	1:08	
Dec	5:51	3:34	4:53	6:15	4:26	
Jan-24	N/A	5:55	6:32	5:35	2:00	
Feb	N/A	3:45	6:09	8:20	0:24	
March	N/A	2:37	5:23	4:51	10:55	We did not meet our goal with Beat 92 with Priority 5 calls
April	N/A	3:47	5:35	4:58	2:53	
May	N/A	4:02	5:01	8:41	3:35	
June	N/A	4:36	5:56	5:28	3:02	

Response times are averages.  
 N/A means there were zero calls in that category.



# West Side Call Response Times July 2023-June 2024



Beat 93 Average Response Times	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	
						We strive to maintain response times to “priority 1, and 2 (more critical) calls to under 6 minutes, priority 3 calls to under 8 minutes “priority 4, and 5 calls to under 10 minutes.
Jul-23	N/A	8:48	6:53	8:40	1:54	We did not meet our goal with Beat 93 with Priority 2 calls.
Aug	4:11	6:09	7:10	7:25	2:49	We did not meet our goal with Beat 93 with Priority 2 calls.
Sept	N/A	9:35	8:01	7:15	13:04	We did not meet our goal with Beat 93 with Priority 2, 3 and 5 calls.
Oct	6:32	5:47	8:52	6:36	14:46	We did not meet our goal with Beat 93 with Priority 1, 3 and 5 calls.
Nov	11:17	9:37	6:55	8:34	5:06	We did not meet our goal with Beat 93 with Priority 1 and 2 calls.
Dec	N/A	6:24	6:18	4:14	4:20	We did not meet our goal with Beat 93 with Priority 2 calls.
Jan-24	N/A	6:27	8:24	7:36	8:49	We did not meet our goal with Beat 93 with Priority 2 and 3 calls.
Feb	4:59	5:37	9:51	4:17	0:24	We did not meet our goal with Beat 93 with Priority 3 calls.
March	N/A	8:27	7:50	6:46	7:31	We did not meet our goal with Beat 93 with Priority 2 calls
April	6:31	5:54	9:12	7:53	0:33	We did not meet our goal with Beat 93 with Priority 1 and 3 calls.
May	8:14	5:29	8:57	7:18	5:16	We did not meet our goal with Beat 93 with Priority 3 calls.
June	N/A	5:36	9:44	8:45	10:19	We did not meet our goal with Beat 93 with Priority 3 and 5 calls.

## Some reasons for not meeting goals:

- As the City grows, response distance is further
- Increased population = More vehicles and pedestrians to navigate while enroute to calls
- More administrative tasks require time in the office; Police Department building is in 92 beat
- If officers are tied up on another call elsewhere, there is a delay to respond to a second call for service

Response times are averages.

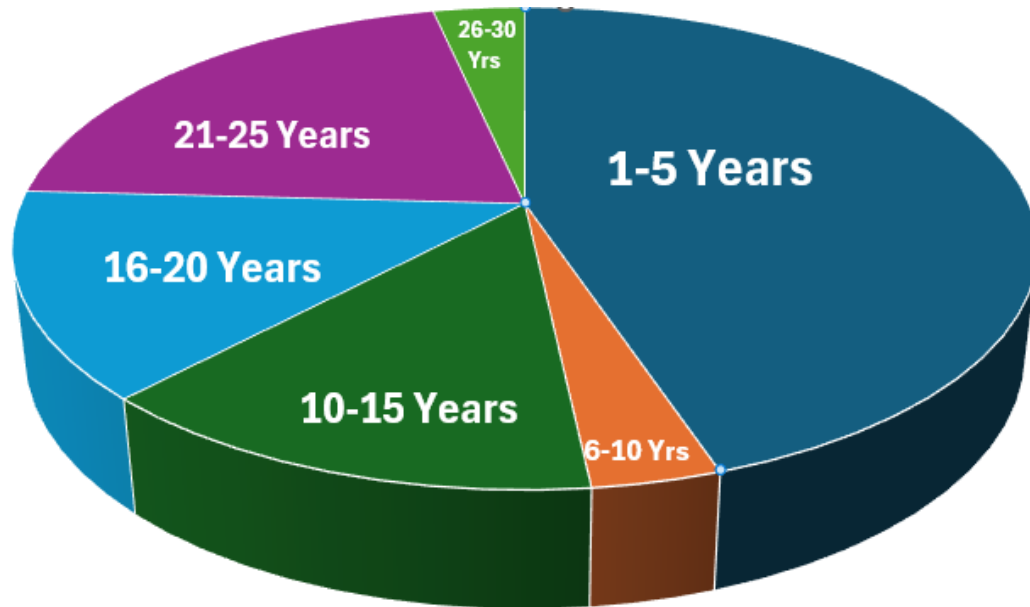
N/A means there were zero calls in that category.





# Sworn Staff Retirement Eligibility

43% of current sworn staff are eligible to retire within 5 years or less!



Retirement Within	Number Eligible
1-5 Years	13
6-10 Years	1
11-15 Years	4
16-20 Years	4
21-25 Years	6
26-30 Years	1



# Analysis of Risk and Workload

- Supervision of patrol has gaps with only 4 patrol sergeants. **Some days 14 hours of the day operate without a supervisor.**
- Supervisory responsibilities have increased requiring more oversight and adherence to legal mandates
- Captain position has an untenable span of control
- Civil Liability (Monell Doctrine-Failure to train/supervise)
- Other liability-Accreditation, New employees learning
- Minimal ability to handle reviews internally
- No records-specific supervisor
- Not prepared for mass retirements-will likely impact call response abilities
- Lead time for recruitment, hiring and training of new staff
- Increased administrative tasks over the years and not enough staffing to handle
- Anticipated increase in call load as more residents need assistance

**Bottom Line: Reactive vs. Proactive**



# Vision

- Increase available uniform personnel to respond to calls for service
- Improve ability to respond quickly to calls
- Improve ability to handle multiple calls
- Enhance opportunities for community engagement
- Better support our team with adequate supervision and guidance
- Be better prepared and staffed for growth, retirements/injuries/resignations,
- Reduce risk for the Community, City and Police Department

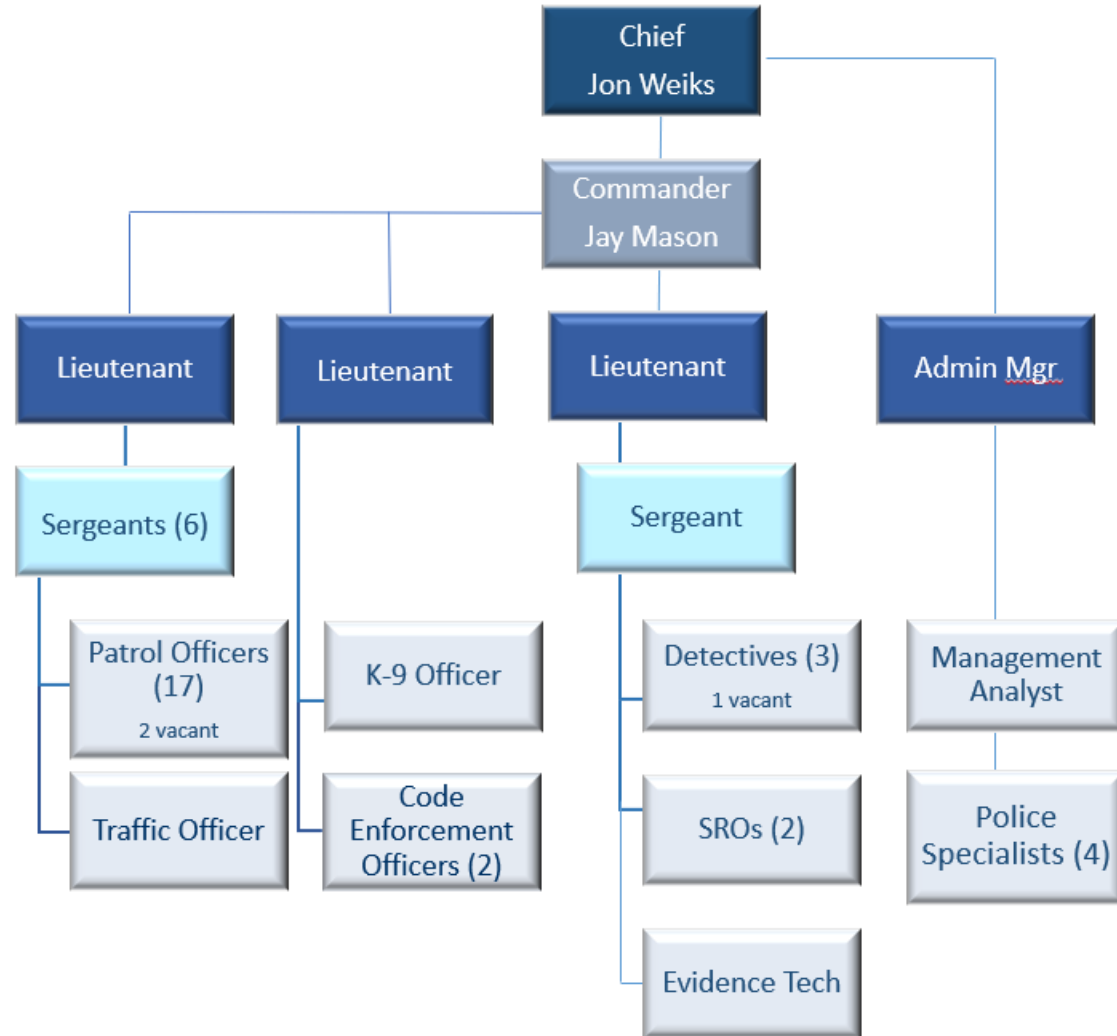
**What do we want public safety response to be for our future?**





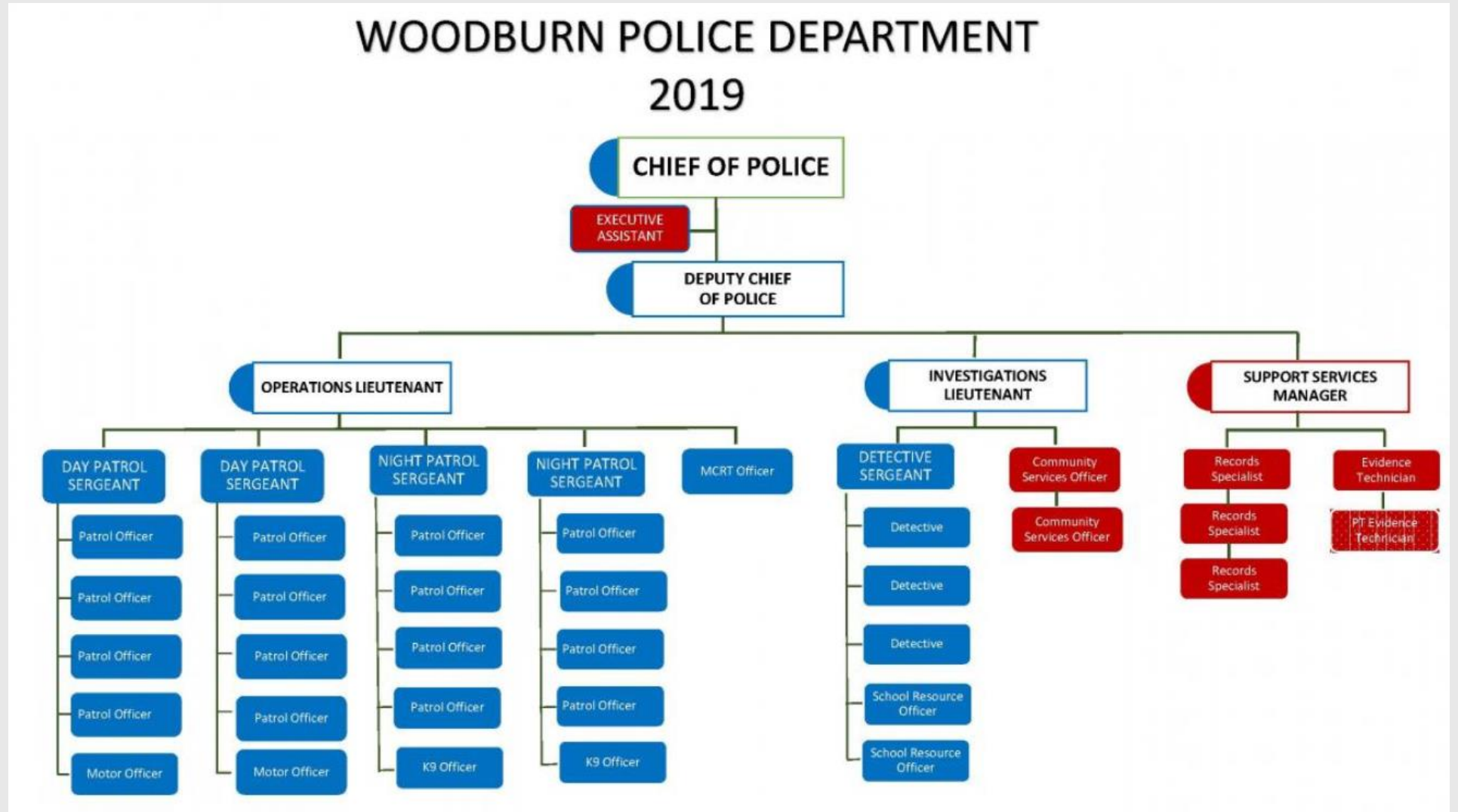
# Sample

## Tumwater Police Department



Population 26,615  
36 Sworn

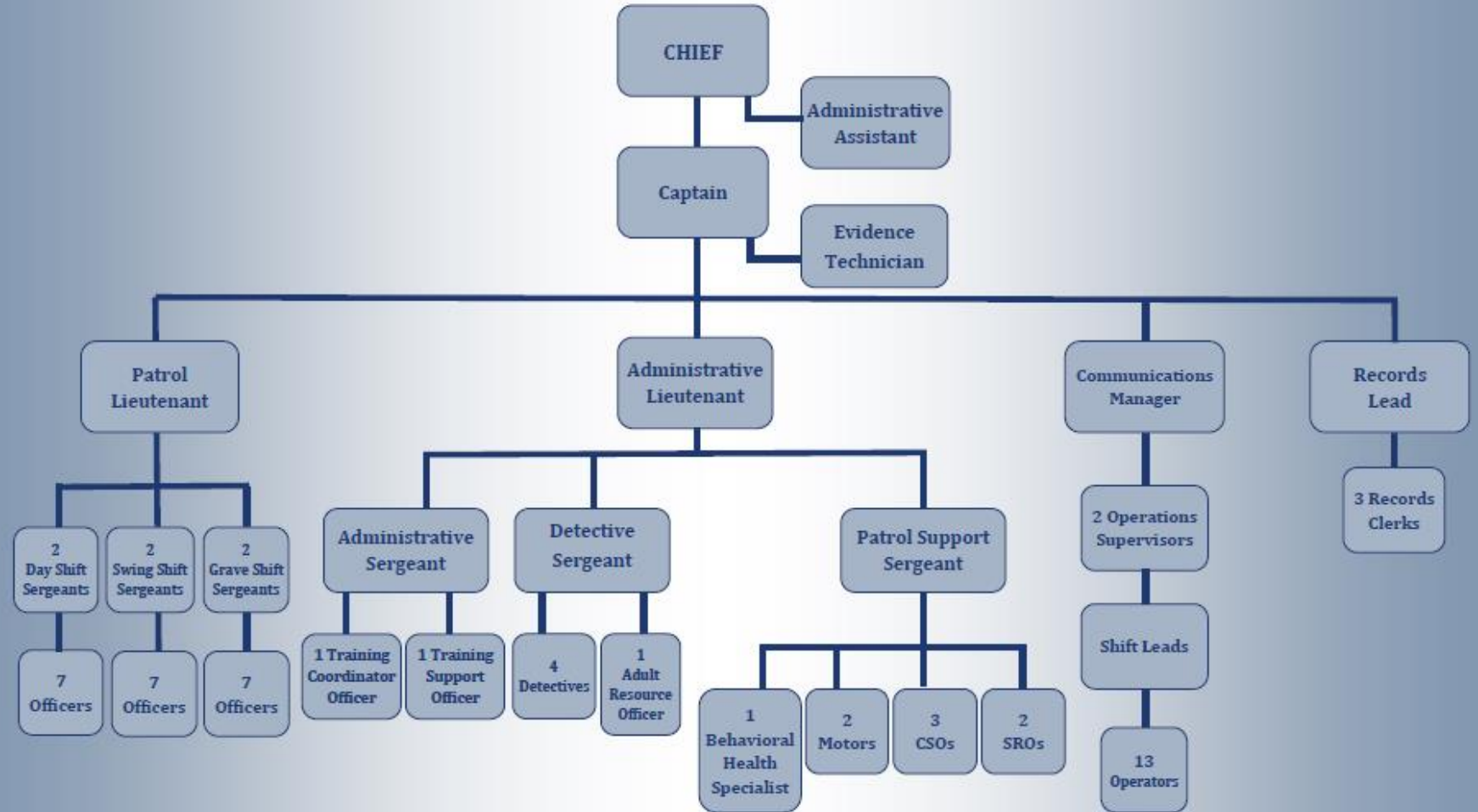
# Sample



Population 26,010  
36 sworn members

# Samples

## LAKE OSWEGO POLICE DEPARTMENT 2023 Organizational Chart



40,700 population  
45 Sworn



# Sample

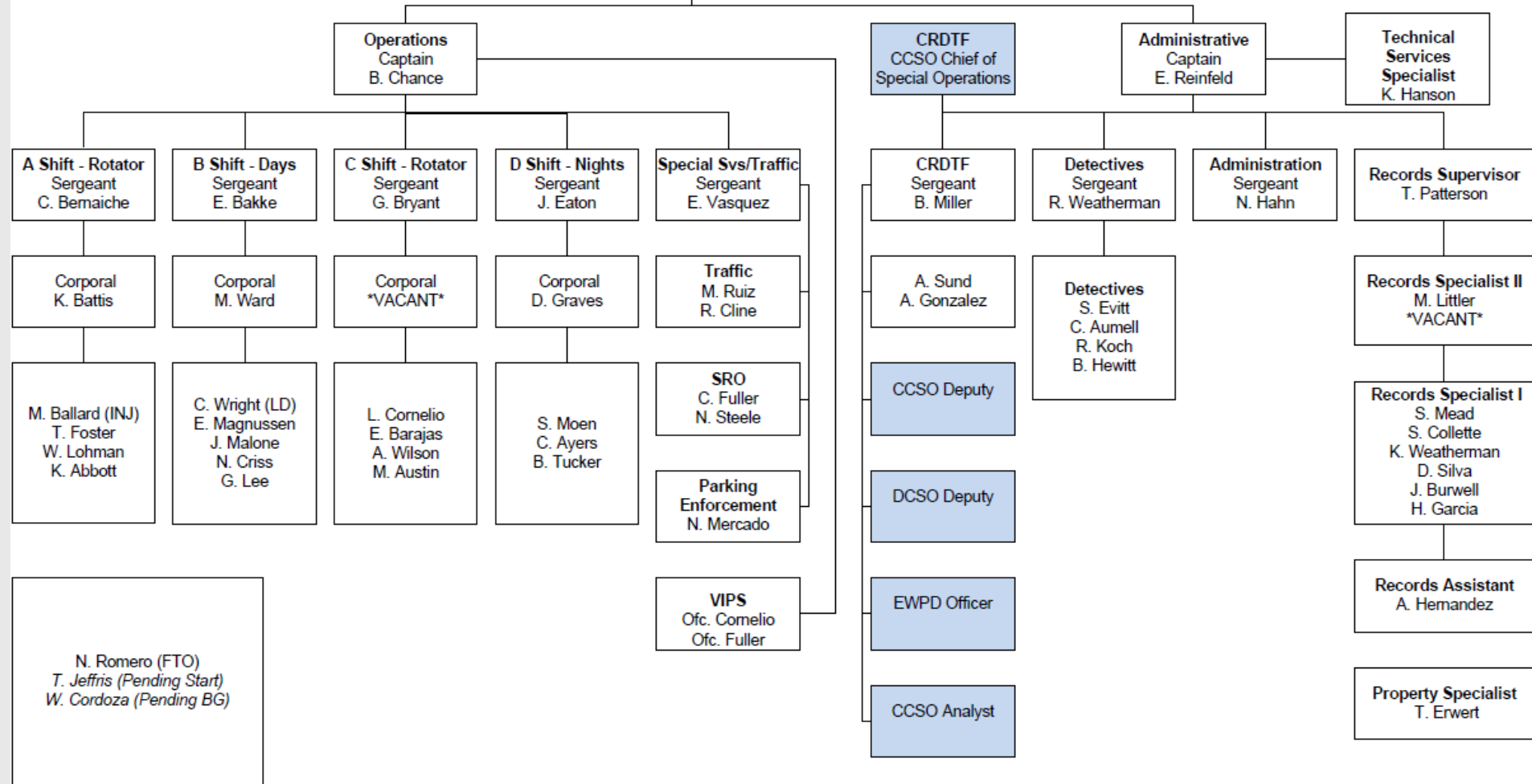


## Wenatchee Police Department Organizational Chart - \*Effective 9 May 2024\*

**Chief**  
Steve Crown

Status on May 9, 2024:  
41/48 Officer Positions Filled  
38/48 Available for Full Duty  
13/13 Professional Staff Filled  
12/13 Fully Qualified

Accreditation and  
Administration Coordinator  
N. Syria

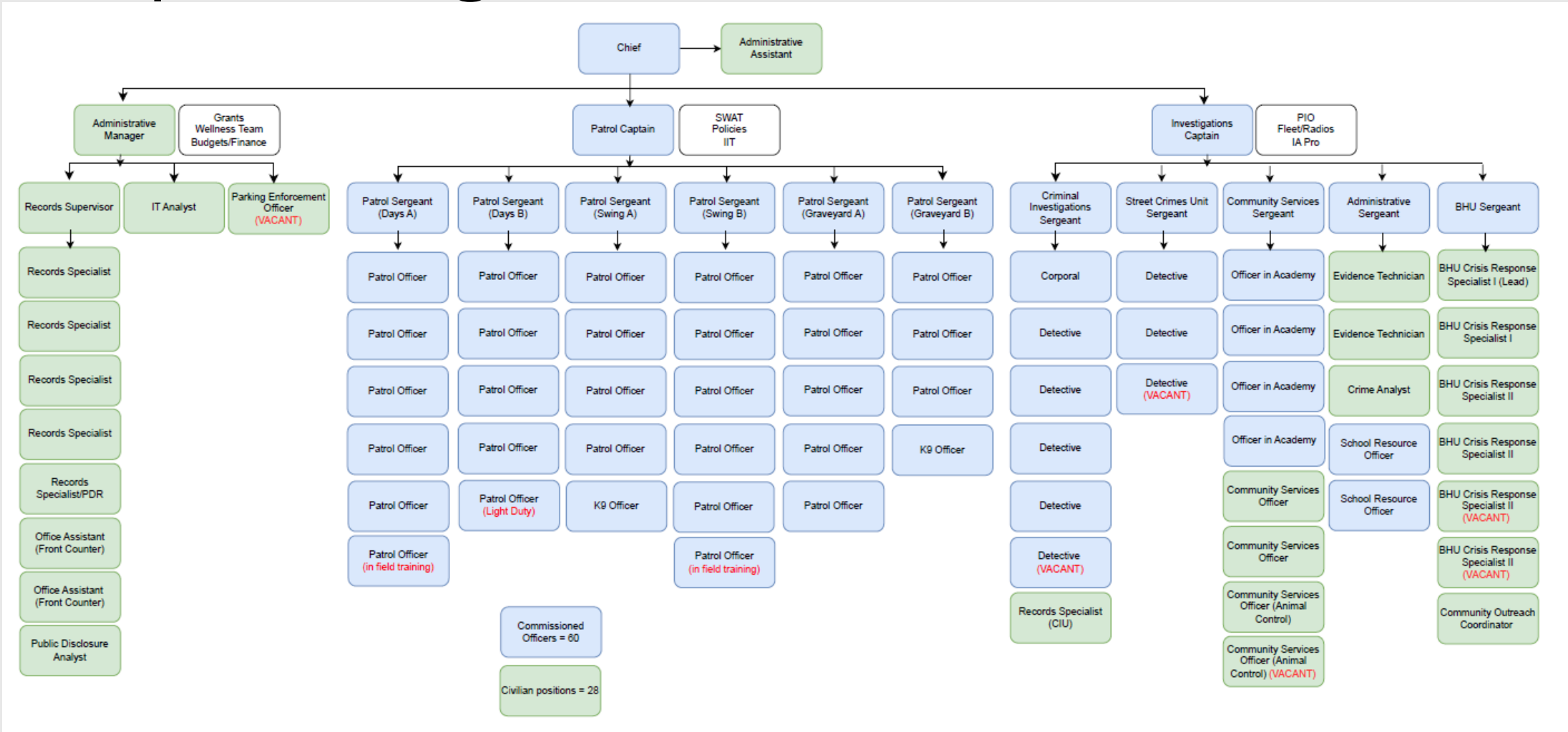


Population:  
35,000

Sworn: 48

N. Romero (FTO)  
T. Jeffris (Pending Start)  
W. Cordoza (Pending BG)

# Sample – Longview PD



Population 37,000 (Population estimated in Camas in 2035)  
 60 Sworn (Double Current Sworn CPD Staffing)

# Positions Recommended

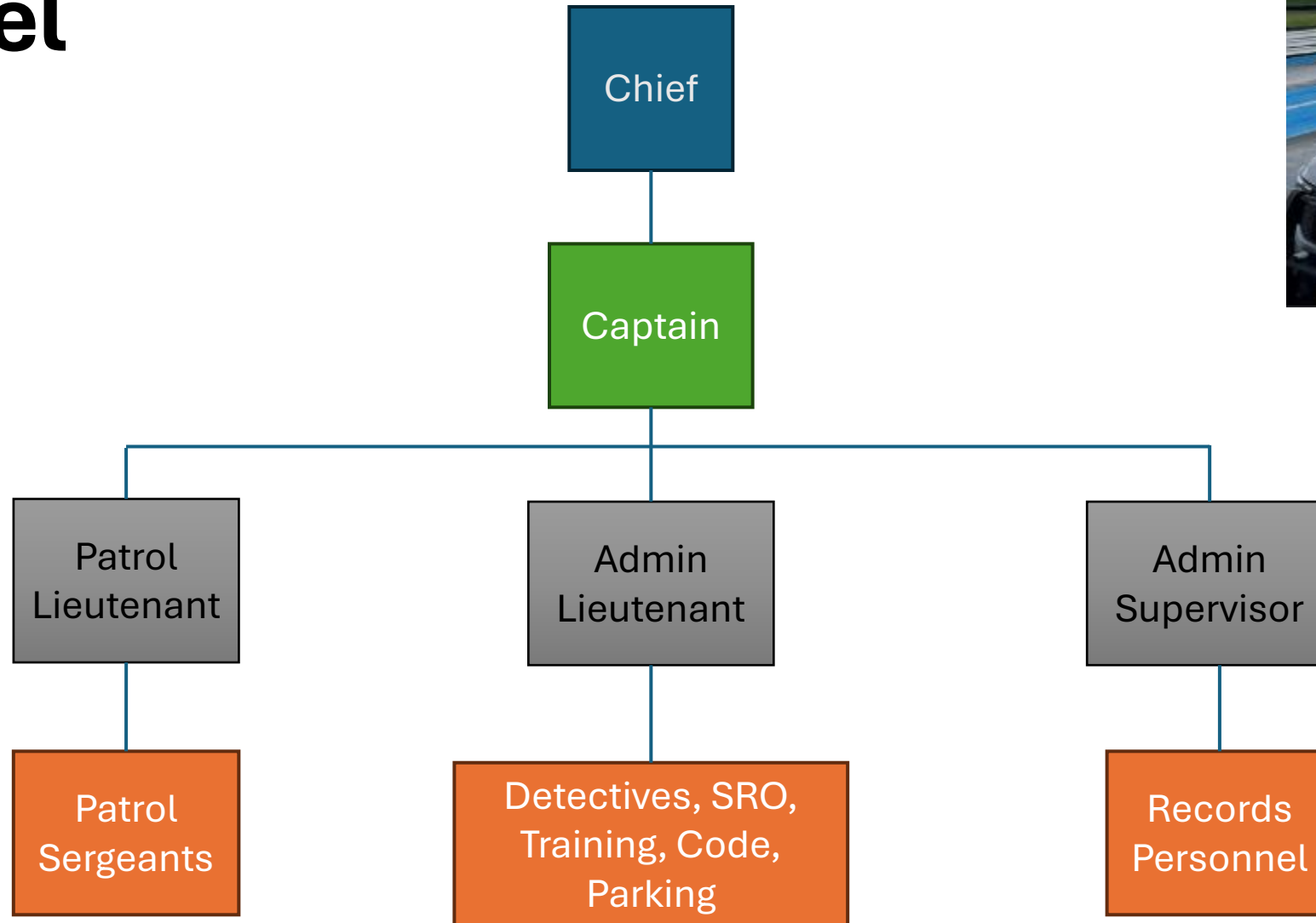
## Short Term Immediate Need:

- 2 Lieutenants
- 2 Patrol Sergeants
- 1 Administrative Supervisor
- 2 Officers





# Proposed Staffing Model





# Benefits to Increased Officer Positions

- More uniformed staff on the street to respond to calls for service
- Reduce call response times
- Increases ability to handle multiple concurrent calls for service
- Increases ability for follow up investigations
- Prepares for the future retirement wave
- Increases ability to engage with community
- Decreases risk/liability for City
- Better prepares for the increase in call load anticipated with city growth

CPD has not added a supervisory position in over 20 years.

# Benefits to Increased Sergeant Positions

- More uniformed staff on the street (Patrol Sergeants are call takers)
- Help reduce call response times
- Increased ability to take calls and engage with community
- More direct supervision/support, especially for newer staff
- Decreased risk/liability for City
- Opportunity for advancement and career development
- May increase tenure for those who are retirement eligible
- Shares the workload of supervision
- More consistency over shifts/divisions
- Increased ability to be proactive versus reactive





# Benefits to Increased Lieutenant Positions

- More uniformed staff to respond to critical incidents
- Increased ability to engage with community
- Helps reduce Captain workload
- Improved case management
- More direct supervision/support, especially for newer staff
- Decreased risk/liability for City
- Opportunity for advancement and career development
- May increase tenure for those who are retirement eligible
- Shares the workload of supervision
- More consistency over shifts/divisions
- Better coverage for after hours coverage (rotate availability for response to improve wellness)
- Provide cross training/coverage (ie. Accreditation)
- Increased ability to be proactive versus reactive
- Succession planning and improved organizational resilience

CPD has not added a supervisory position in over 20 years.

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# Benefits to Administrative Supervisor Position

- Highly trained supervisor to manage the complexities of the work the unit handles
- Ability to supervise Records Department as a unit
- Reduce workload on Captain position
- Allows Department to be more proactive with tasks by increasing capacity
- Increases ability to get caught up on backlog of tasks, such as records purging
- Allows capacity for some executive assistant tasks to assist the Chief and Captain
- Provides professional development opportunity





# What Keeps Me Up at Night?

- Are we prepared to meet our community's needs, especially during emergencies?
- Are we providing adequate support, guidance, and training for our team, especially our newest members?
- Are we prepared to manage the upcoming retirement surge?
- Are we prepared for a significant critical incident?
- Are we adequately balancing wellness for our staff with the ever-increasing demands of the job?
- How do we mitigate injuries to our team and the public?





# Risks of Not Acting Now

- Increased risk to the public with longer call response times
- Inability to follow-up adequately
- Fewer staff to respond to more anticipated calls for service
- Decreased ability to engage in proactive work, such as traffic stops
- Decreased ability to proactively engage with the public
- More staff burnout from increased workload and forced shifts
- Long lead times for recruitment, hiring and training
- Decreased ability to retain personnel
- Increased civil liability