



# Tumwater Police Department

2025 – 2029

# STRATEGIC GROWTH PLAN

# PLANNING FOR THE FUTURE: A RESEARCH APPROACH

## THE FOUNDATION

The City of Tumwater has been growing and changing significantly over the last decade and this growth is anticipated well into the future. The Tumwater Police Department (TPD) recognized the need to develop a growth plan that addresses the needs of the community as it continues to develop. The Police Strategic Growth Plan (the Plan) addresses staffing, the deployment of resources, technology, and facility requirements.

To build a successful plan, we had two key goals:

### Goal 1: Involve the community whom we serve.

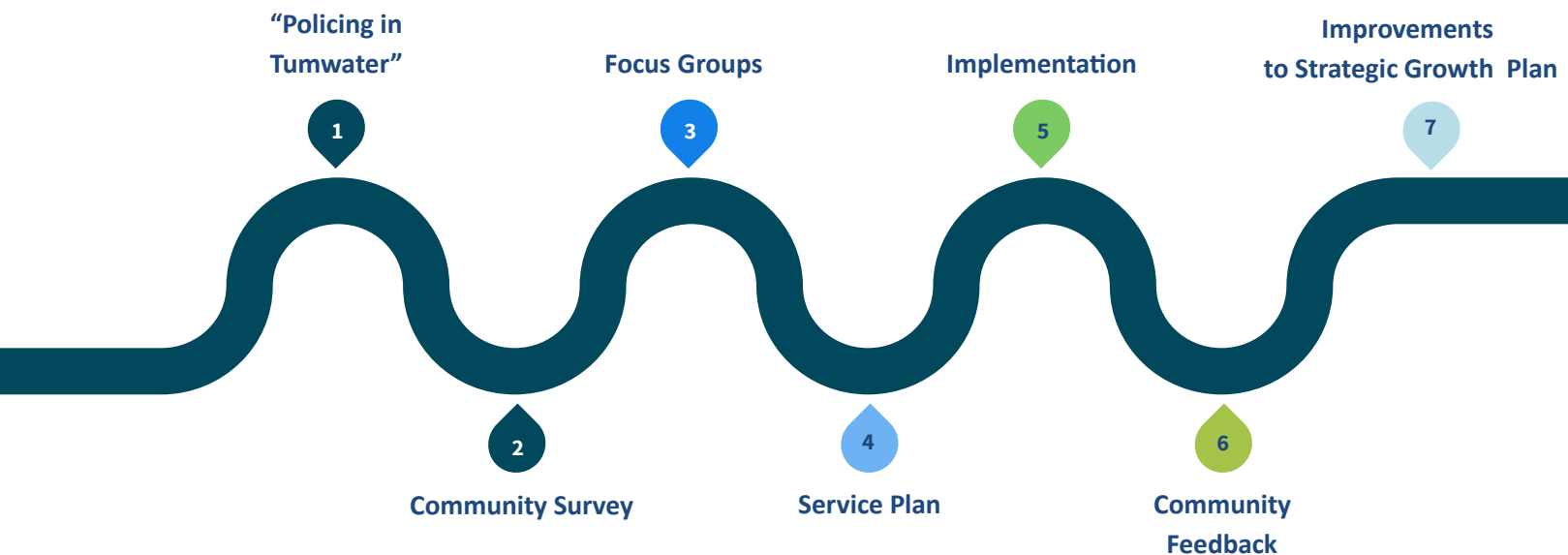
Sir Robert Peel's 9 Policing Principles provide the foundation for policing in Tumwater. Inherent among the Principles, is the interdependent relationship between the community and the police. As we plan for the future, we will work together with our community to design a policing plan that provides the services the public expects.

### Goal 2: Use a process that is inclusive, comprehensive, and defensible.

To reach this goal, TPD adopted a carefully designed research process, based on the practices used in published social science studies.

## THE PROCESS

Our Management Analyst, Dr. Oliver Bowers, led the Department through a process that combined both quantitative and qualitative analysis. We started by describing our current services. We then took data from a city-wide survey to determine whether the community was satisfied with the policing they were receiving. From there, we performed focus groups with members of the Tumwater community. The focus groups were led by Dr. Bowers and allowed us to gather more qualitative information. With the data, we created the Plan.



1. **“Policing in Tumwater”** – A report to the community in 2021 describing the scope of services provided by the Tumwater Police Department. *See Appendix A for Policing in Tumwater report.*
2. **Community Survey** – A city-wide survey, conducted in 2022 on behalf of the City, provided baseline data about the level of satisfaction with the police services currently offered. *See Appendix B for survey results.*
3. **Community Focus Groups** - This provided us with qualitative data to complement the quantitative survey data. *See Appendix C for Focus Groups analysis.*
4. **Service Delivery Plan** – The Department developed a Service Delivery Plan to meet the service level indicated by the quantitative and qualitative data. *See Service Delivery Plan below for details.*
5. **Implementation** – We will implement the Service Delivery Plan over the next five years.
6. **Community Feedback** – We will solicit community feedback on a regular basis using surveys and focus groups.
7. **Improvements to the Strategic Growth Plan** – Based on the community feedback and our professional knowledge, the Plan will be updated, and the updates will be implemented.

## THE PLAN

The Strategic Growth Plan provides TPD’s strategic and operational guide for the next five years. It is organized by year and in each year the strategic goals are identified, followed by the tactical plans for achieving those goals. The Plan has been designed as a living document, one that is consulted often and updated to reflect current needs and realities. We will consistently measure our progress in accomplishing the Plan so that we meet the expectations of our community.

With the feedback we received from the City survey in 2022 and the focus groups we held in 2023, we were able to identify specific themes that are guiding the Strategic Growth Plan:

- The community likes the service we are providing now:
  - Officers are responsive and helpful.
  - Our Patrol officers are visible throughout the community, which makes people feel safe.
  - The School Resource Officer (SRO) program is valuable for providing support and safety for students.
- Areas for growth include:
  - More in-person, non-enforcement interactions between officers and community members.
  - More robust communication between TPD and the community, especially through social media.
  - Opportunities for the community to be involved with TPD, not just TPD involved with the community.
  - Increased use of research-based practices and the use of data.
  - Provide support to officers and staff so that they remain healthy, both physically and mentally.

These, and other goals identified during the process, are the foundation for how we will grow in the next five years and provide policing services that align with our community’s expectations.

## KEY RESOURCES

As the Plan was developed, it quickly became apparent that three primary resources will be necessary to achieve these goals: staffing, facility space, and technology. The plan for each year includes notations of these resources. The appendices include an overall plan for each area that explains these important resource needs.

- **Staffing.** *See Appendix D for the Staffing Plan.*

TPD has added only one officer position since 2016 when the City annexed a large portion of unincorporated Thurston County. In 2022, our Management Analyst Dr. Oliver Bowers developed a staffing model for TPD that is specifically designed for the Tumwater community. Dr. Bowers used current research in community policing and applied the principles to the workload data in Tumwater. Built into the plan is the expectation that officers will be able to respond to calls for service and proactively address public safety concerns. Call response will include more time for quality interactions with the public and officers will have adequate discretionary time to problem-solve and engage in more community policing. To provide the service envisioned by our community, the staffing plan indicates TPD will need to add twelve more patrol officer positions to maintain current service levels. Additional officer and civilian positions are needed to expand the services we provide. Hiring and training new police officers is time and resource intensive. We anticipate that our training staff can manage between 3-4 hires in a given year. Officers will not be fully trained until about 18 months after hire, thus increasing actual capacity will lag behind staffing additions.

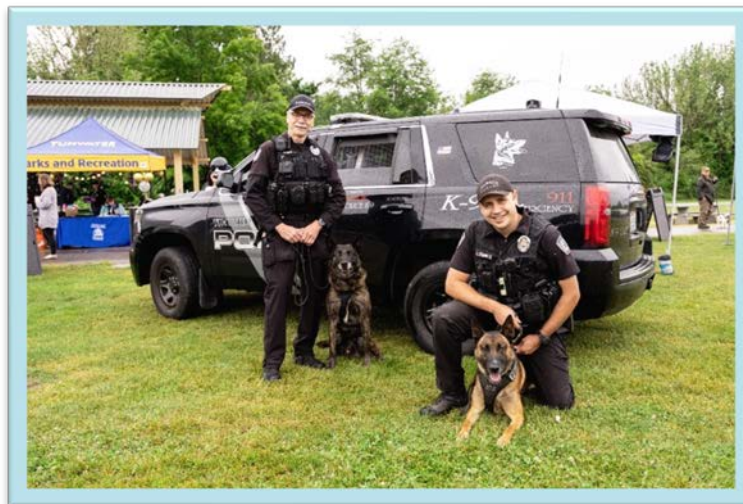
TPD, like many law enforcement agencies, will also experience significant attrition in the next five years. A majority of the command staff will be eligible to retire during this time. Several of our supervisory staff and members of our front-line staff are likely to retire, as well. TPD is actively succession planning now for these changes. However, we recognize that our young workforce will require mentoring and training to step into roles currently held by more experienced members.

- **Facilities.** *See Appendix E for the Facilities Plan.*

The facilities plan includes both a short term and a long-term component, with the understanding that facilities are both costly and time-consuming to acquire.

- **Technology.** *See Appendix F for the Technology Plan.*

Our objectives for technology are to implement systems to help us provide more effective and efficient service to our community. A key aspect of our technology plan is to choose tools that will increase our ability to collect and communicate information so that the public better understands how we police. We will also prioritize technology that moves us into the future and helps us evolve.



**Officer Grimmatt and K9 Thor (right), Officer Mize and K9 James (left) attend a Tumwater Parks event.**

# TPD PLAN – GETTING STARTED

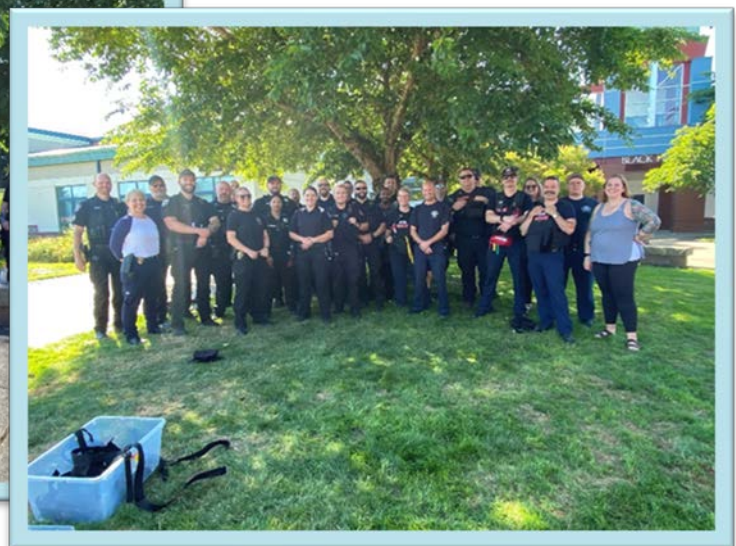
The development of the Plan has been in progress since 2022, continuing through June 2024. The Plan has a five-year timeframe starting in 2025. However, as soon as the Department had a clear understanding of the direction we were heading, we started to put in place changes that we had the resources and capacity to implement immediately. In our Patrol division, we have been piloting a retail theft program using officers working overtime to fill the positions. We are increasing our use of our existing social media accounts on Facebook and Nextdoor, as well as our website, to communicate more frequently with our community. With regard to technology, we are part of a regional partnership that has been actively researching and evaluating new records management systems, a critical tool for all facets of a professional law enforcement agency. The work we do in 2024 will give us a running start to the next five years and is noted in Year 1.

The five years of the Plan are broken down by year and includes a chart of our Service Delivery Plan for the year. Each chart includes two sections:

- **New Activities** – these are the new programs and new ways of providing service that we are implementing that year.
- **On-Going Services** – these are the programs and services that our community already supports. (New programs move to the “on-going services” section in the years after they are implemented.)

Most of the new programs are introduced in the first two years, while the following three years will focus on maintenance and enhancements of our services.

Following the Service Delivery Plan chart, the key resources needed for the year are also noted. Each year includes the additional staffing needed during the year, the plan for facilities to accommodate staffing, and the technology being implemented that is essential to the success of the Plan.



**Critical Incident Training with Yelm Police officers and the Tumwater Fire Department.**

# TPD STRATEGIC GROWTH PLAN – YEAR 1

## SERVICES

In Year 1 we will concentrate on refining our core service delivery by increasing our interactions with the community. When appropriate, officers will patrol on foot, such as in parks or large retail settings. We will also increase our ability to address specific crime trends through a proactive patrol (“ProAc”). Examples of ProAc teams include targeted traffic enforcement in high collision areas; retail patrols to discourage shoplifting; DUI emphasis patrols; and focusing on identified criminal elements. We will also work regionally with ProAc resources from other agencies. To help our community become more familiar with TPD and our work, we will increase our social media presence by both posting on our existing platforms more regularly and by implementing Instagram and a Crime Analyst page. We will start a small volunteer program focused on crime victim support to engage the community further by inviting community members to share in our public safety efforts. We will continue to grow our staff wellness program, expanding the benefits to our non-officer staff who also experience the stress of a law enforcement career. We will also use technology to increase our efficiency and effectiveness. In Year 1, we will develop the implementation schedule for a new regional Records Management System (RMS) which is the technological backbone of our work. Looking forward, we will hire key positions over the year that will be needed for projects in Year 2.

We will assess our progress in achieving our goals throughout the year. Additionally, we will informally survey our community to solicit feedback about our service levels. After evaluating the impact of our efforts, we will produce an annual report for the community to keep them informed about what we have accomplished, adjustments being made to the Plan, and the perception of public safety in Tumwater.

YEAR 1 NEW ACTIVITIES	YEAR 1 ON-GOING SERVICE
<b>Patrol</b>	<b>Patrol</b>
Increase in-person community interactions while on patrol	Field 24/7 Community-focused police patrol
Implement a retail corridor patrol	Conduct business checks in person
<b>Investigations</b>	<b>Investigations</b>
Implement a ProAc detective to work with regional law enforcement partners.	Investigate serious crimes using professionally trained detectives
<b>Administration</b>	Field SROs in high schools and middle schools
Increase Facebook posts	<b>Code Enforcement &amp; Transport</b>
Implement Instagram	Respond to complaints of civil Tumwater Municipal Code Violations
Implement a Crime Analyst webpage	Transport suspects to jail and court
Track Social Media Analytics	<b>Administration</b>
Implement Analyst internship program	Accurately manage, maintain, disseminate law enforcement records in a timely manner.
Publish a Year in Review report	Provide highly responsive customer service to the community and other criminal justice partners.

Offer at least one new public event hosted by TPD	<b>Training</b>
<b>Volunteers</b>	
Start volunteer program with 3-5 volunteers assisting crime victims	
Provide a safety program for businesses and HOAs	
<b>Wellness</b>	
Outfit "quiet room" for meditation, rest, relaxation	
Extend physical fitness pay to non-commissioned staff	
Invite the community to virtually join in wellness activities	

## STAFFING

In Year 1, the following staff increases will be needed:

ADDITIONAL POSITIONS	PURPOSE
1 Sergeant	This position will be responsible for monitoring and maintaining all the officer equipment such as cameras, weapons, vehicles, radios, and outfitting new officers.
1 Detective	This position will be responsible for developing ProAc plans and liaising with other local jurisdictions as part of a county-wide ProAc team.
2 Patrol Officers	These positions will begin to add capacity to Patrol to allow officers to have time to increase their community contacts.
1 Police Service Specialist (Admin)	This position will add capacity to absorb the workload of RMS implementation and the future body-worn camera workload.
1 Network Specialist* <i>*Added to IT Department, not TPD</i>	This position will be responsible for maintaining the software related to all TPD technology, including body and vehicle cameras, the RMS system, and other IT packages used by TPD.

## FACILITIES

The current TPD station is at capacity. With additional staffing and the addition of the volunteer program, we will exceed our capacity. In Year 1, we will lease additional office space and move the Investigations and the Training divisions to the new space.

## TECHNOLOGY

Two major technology projects will move forward in Year 1:

- Implement Flock camera system.
- Develop implementation schedule for a new regional RMS.



Officer Rios makes friends at the coffee shop.



Officer Johnson (left) and Detective Dawson (right) are all smiles about the card they received.



# TPD STRATEGIC GROWTH PLAN – YEAR 2

## SERVICES

In Year 2, we will expand both the type of services we provide and the capacity we have for existing programs. To better meet the needs of our business community, we will assign a Business Liaison Officer (BLO). This position will be the primary liaison between the Department and our business community, including our growing apartment communities. The BLO will be responsible for building the relationship between TPD and businesses, from small sole proprietorships to big national chains. The BLO will regularly meet with business owners and managers to better understand their public safety needs and to work collaboratively to address them. We will expand the School Resource Officer (SRO) program to add regular service to the elementary schools to complement the service now provided to the high schools and middle schools. We will also enlarge our volunteer program to expand the range of services the program provides. We also expect to partner with the Lacey Police Department as they host a regional Basic Law Enforcement Academy (BLEA) by providing training staff. Regional academies are expanding the capacity of the BLEA system which helps law enforcement statewide to train officers more quickly. In Year 2, we will begin the planning process for the implementation of body cameras, which will be an eighteen-month process. A key component to our planning will be conversations with the community about how body cameras should be used in Tumwater. While we have had in-vehicle cameras for nearly two decades, body cameras will add another layer of transparency between TPD and the public.

In Year 2, we will continue to check our progress towards meeting our goals through an evaluation of our work and through informal surveys of the community. Our Year 2 annual report will include lessons learned, an appraisal of our resource needs, and feedback we receive from the community.

YEAR 2 NEW ACTIVITIES	YEAR 2 ON-GOING SERVICE
<b>Patrol</b>	<b>Patrol</b>
Assign an officer as a liaison for businesses and apartments	Field 24/7 Community-focused police patrol
Develop an implementation plan for body-worn cameras	Conduct business checks in person
<b>Investigations</b>	Engage with the community in person while on patrol
Expand SRO program to include elementary schools	Maintain retail corridor patrol
<b>Administration</b>	<b>Investigations</b>
Implement a records management specialist (Records Supervisor)	Investigate serious crimes using professionally trained detectives
<b>Volunteers</b>	Field SROs in high schools and middle schools
Increase volunteers to 8-10	Maintain ProAc activities
Expand type of services offered by volunteers	<b>Code Enforcement &amp; Transport</b>
<b>Training</b>	Respond to complaints of civil Tumwater Municipal Code Violations
Partner with Lacey PD to staff a regional BLEA at the LPD training center	Transport suspects to jail and court

	<b>Administration</b>
	Accurately manage, maintain, disseminate law enforcement records in a timely manner.
	Provide highly responsive customer service to the community and other criminal justice partners.
	Maintain social media presence on Facebook, Instagram, and the City website
	Continue to offer TPD hosted events
	Continue intern program
	<b>Volunteers</b>
	Provide assistance to crime victims
	Provide a safety program for businesses and HOAs
	<b>Wellness</b>
	Maintain TPD Wellness program
	Continue to share information about officer wellness with the community
	<b>Training</b>
	Provide excellent training to maintain a high level of professionalism Identify and provide individual training opportunities to meet succession planning goals

## STAFFING

In Year 2, the following staff increases will be needed:

ADDITIONAL POSITIONS	PURPOSE
2 Patrol Officers	These positions will begin to add capacity to Patrol to allow officers to have time to increase their community contacts.
1 Business Liaison Officer	This position will provide services directly to the business community.
1 School Resource Officer	This position expands the SRO program into the elementary schools.
1 Records Supervisor	This position will supervise admin staff fulfilling public disclosure requests and also provide public disclosure and records management expertise to the Administration division.

## FACILITIES

Facilities added in Year 1 will accommodate the needs identified in Year 2, although some movement of personnel between the original station and leased space may occur.

## TECHNOLOGY

Two major technology projects will move forward in Year 2:

- Go live with a new regional RMS.
- Procurement of BWCs.



**Commander Mason congratulates Officer Battumur at his graduation from Basic Law Enforcement Academy.**



**Officer Stauffer receives a Life Saving award from Chief Weiks for his quick action providing CPR to a community member found unresponsive on a sidewalk.**

# TPD STRATEGIC GROWTH PLAN – YEAR 3

## SERVICES

Year 3 will largely be a year of adding capacity and reviewing our service delivery to ensure it remains at the high standard our community expects. With new officers and an expanding department, our succession planning will come to fruition as we increase supervisory positions to ensure our staff have appropriate guidance and support. Additionally, we will analyze our volunteer program, using data gathered in the previous years, and focus on the objectives of the program. We will also create opportunities for the department to interact with the younger members of our community and their families. In the area of technology, we will implement our body-worn camera system in Year 3. Body cameras will add additional complexity to records management, a workload that is already complicated. The Records Supervisor hired in Year 2 will provide the expertise needed to manage records retention and public disclosure.

With three years of information to analyze, we will have more data to assess how our new programs are adding to the feeling of safety in the community. We will formalize our community feedback in Year 3 by again holding focus groups led by Dr. Bowers. While informal surveys give us a general sense of whether the community feels we are providing the services they want, focus groups give us more detailed information. Using focus groups is part of our on-going research approach for determining how to provide services that are valuable to our community. The annual report in Year 3 will include a review of the focus group results, as well as the rest of the factors we used to evaluate our service delivery.

YEAR 3 NEW ACTIVITIES	YEAR 3 ON-GOING SERVICE
<b>Administration</b>	<b>Patrol</b>
Add a Youth Academy	Field 24/7 Community-focused police patrol
<b>Volunteers</b>	Conduct business checks in person
Refine services offered through volunteers	Engage with the community in person while on patrol
	Maintain retail corridor patrol
	Maintain the BLO position
	<b>Investigations</b>
	Investigate serious crimes using professionally trained detectives
	Field SROs in high schools and middle schools
	Maintain ProAc activities
	<b>Code Enforcement &amp; Transport</b>
	Respond to complaints of civil Tumwater Municipal Code Violations
	Transport suspects to jail and court
	<b>Administration</b>
	Accurately manage, maintain, disseminate law enforcement records in a timely manner.
	Provide highly responsive customer service to the community and other criminal justice partners.

	Maintain social media presence on Facebook, Instagram, and the City website
	Continue to offer TPD hosted events
	Continue intern program
	<b>Volunteers</b>
	Provide assistance to crime victims and maintain other community programs
	<b>Wellness</b>
	Maintain TPD Wellness program
	Continue to share information about officer wellness with the community
	<b>Training</b>
	Provide excellent training to maintain a high level of professionalism
	Identify and provide individual training opportunities to meet succession planning goals Partner with Lacey PD to staff a regional BLEA at the LPD training center

## STAFFING

In Year 3, the following staff increases will be needed:

ADDITIONAL POSITIONS	PURPOSE
2 Sergeants	These positions will expand our supervisory staffing commiserate with the increases in officer staffing.
1 Patrol Officer	This position will add capacity to Patrol to allow officers to have time to increase their community contacts and address growth.

## FACILITIES

Minor adjustments to existing facilities may be needed.

## TECHNOLOGY

- Go live with BWCs.

# TPD STRATEGIC GROWTH PLAN – YEAR 4

## SERVICES

In Year 4, our focus will be making connections within the community to expand our impact. Our Volunteer Coordinator will seek out partnerships with other volunteer organizations to collaborate on projects and to coordinate programs. We will also continue to build the commissioned and administrative capacity of the department to adjust for growth in population and calls for service.

The Year 4 assessment and annual report will again include informal feedback from the community and will focus on whether we are meeting the needs of the community that emerged from both the initial focus groups and the focus groups in Year 3.

YEAR 4 NEW ACTIVITIES	YEAR 4 ON-GOING SERVICE
<b>Volunteers</b>	<b>Patrol</b>
Connect with other volunteer groups to enhance services to the community	Field 24/7 Community-focused police patrol
	Conduct business checks in person
	Engage with the community in person while on patrol
	Maintain retail corridor patrol
	Maintain the BLO position
	<b>Investigations</b>
	Investigate serious crimes using professionally trained detectives
	Field SROs in high schools and middle schools
	Maintain ProAc activities
	<b>Code Enforcement &amp; Transport</b>
	Respond to complaints of civil Tumwater Municipal Code Violations
	Transport suspects to jail and court
	<b>Administration</b>
	Accurately manage, maintain, disseminate law enforcement records in a timely manner.
	Provide highly responsive customer service to the community and other criminal justice partners.
	Maintain social media presence on Facebook, Instagram, and the City website
	Continue to offer TPD hosted events
	Continue intern program
	<b>Volunteers</b>
	Provide victim support services and other community programs
	<b>Wellness</b>

	Maintain TPD Wellness program
	Continue to share information about officer wellness with the community
	<b>Training</b>
	Provide excellent training to maintain a high level of professionalism
	Identify and provide individual training opportunities to meet succession planning goals
	Partner with Lacey PD to staff a regional BLEA at the LPD training center

## STAFFING

In Year 4, the following staff increases will be needed:

ADDITIONAL POSITIONS	PURPOSE
2 Patrol Officers	These positions will add capacity to Patrol to allow officers to have time to maintain their community contacts and address growth.
1 Police Service Specialist	This position will add administrative capacity to respond to the increase in workload due to expanding programs and City population.

## FACILITIES

Minor adjustments to existing facilities may be needed.

## TECHNOLOGY

No new technology tools are needed in Year 4.



Officer Ritter celebrates a 2nd place win for TPD in the National Night Out “Capture the Flag” event with The Preserve neighborhood children.

# TPD STRATEGIC GROWTH PLAN – YEAR 5

## SERVICES

In Year 5, we will be close to fully staffed for the service levels we are committed to provide. We will add an additional three officer positions. One of these positions will be a fourth School Resource Officer (SRO) to address growth in the schools. A fourth SRO will allow us to have a robust presence in the schools, helping to address the needs of larger student bodies.

During Year 5, we will develop and formalize the next Police Strategic Growth Plan. Many parts of the subsequent plan will have been identified during our on-going assessments during Years 1 through 5. We will use this information, including the feedback from our community, as the basis for our on-going planning efforts.

YEAR 5 NEW ACTIVITIES	YEAR 5 ON-GOING SERVICE
<b>Investigations</b>	<b>Patrol</b>
Expand SRO services to TSD schools	Field 24/7 Community-focused police patrol
	Conduct business checks in person
	Engage with the community in person while on patrol
	Maintain retail corridor patrol
	Maintain the BLO position
	<b>Investigations</b>
	Investigate serious crimes using professionally trained detectives
	Field SROs in all TSD schools
	Maintain ProAc activities
	<b>Code Enforcement &amp; Transport</b>
	Respond to complaints of civil Tumwater Municipal Code Violations
	Transport suspects to jail and court
	<b>Administration</b>
	Accurately manage, maintain, disseminate law enforcement records in a timely manner.
	Provide highly responsive customer service to the community and other criminal justice partners.
	Maintain social media presence on Facebook, Instagram, and the City website
	Continue to offer TPD hosted events
	Continue intern program
	<b>Volunteers</b>
	Provide assistance to victims and maintain other community programs
	<b>Wellness</b>



	Maintain TPD Wellness program
	Continue to share information about officer wellness with the community
	<b>Training</b>
	Provide excellent training to maintain a high level of professionalism
	Identify and provide individual training opportunities to meet succession planning goals
	Partner with Lacey PD to staff a regional BLEA at the LPD training center

## STAFFING

In Year 5, the following staff increases will be needed:

ADDITIONAL POSITIONS	PURPOSE
2 Patrol Officers	These positions will add capacity to Patrol to allow officers to have time to maintain their community contacts and address growth.
1 School Resource Officer	This position accommodates the growth in school population as the City's population grows.

## FACILITIES

Minor adjustments to existing facilities may be needed.

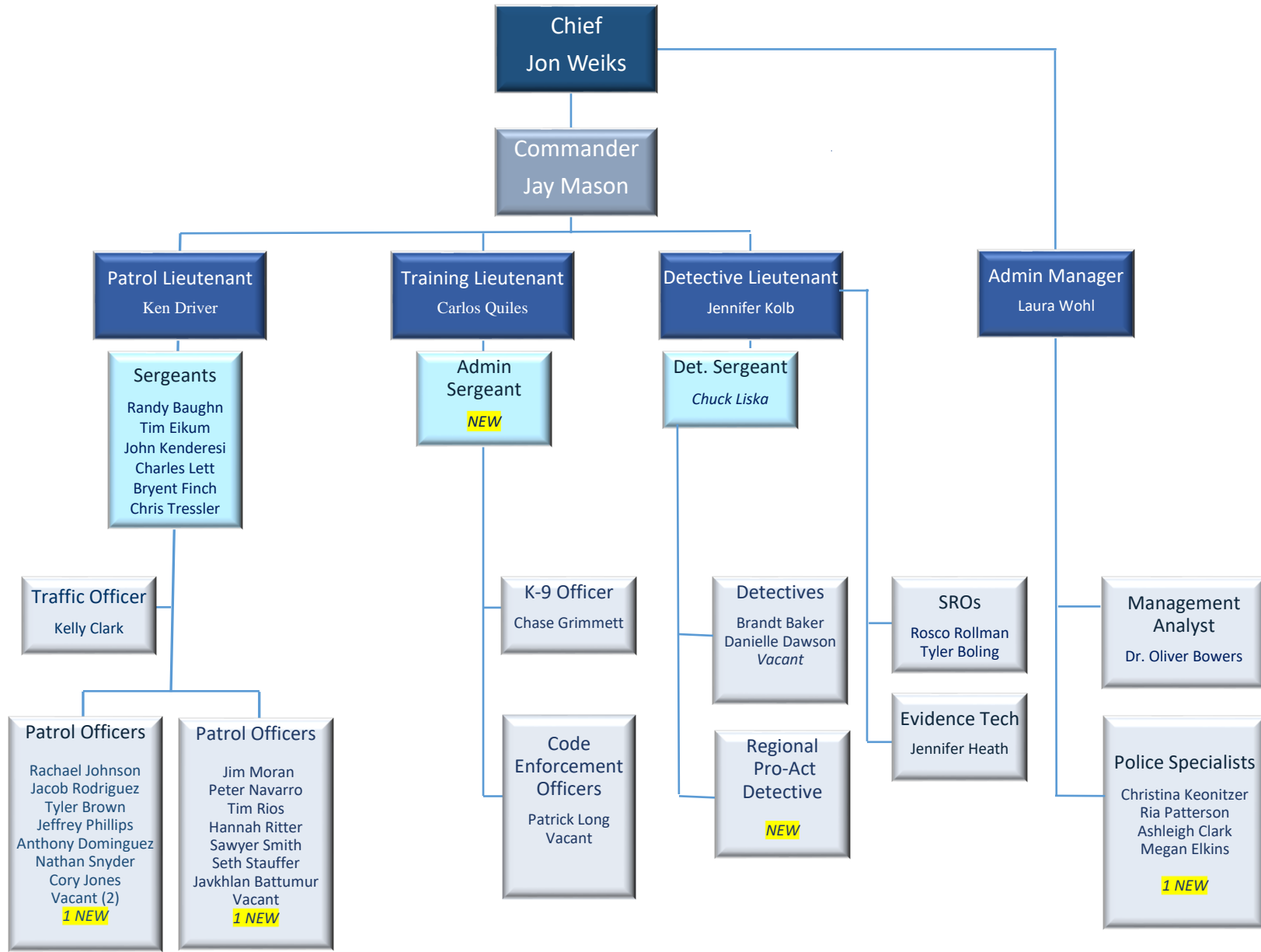
## TECHNOLOGY

No new technology tools are needed in Year 5.

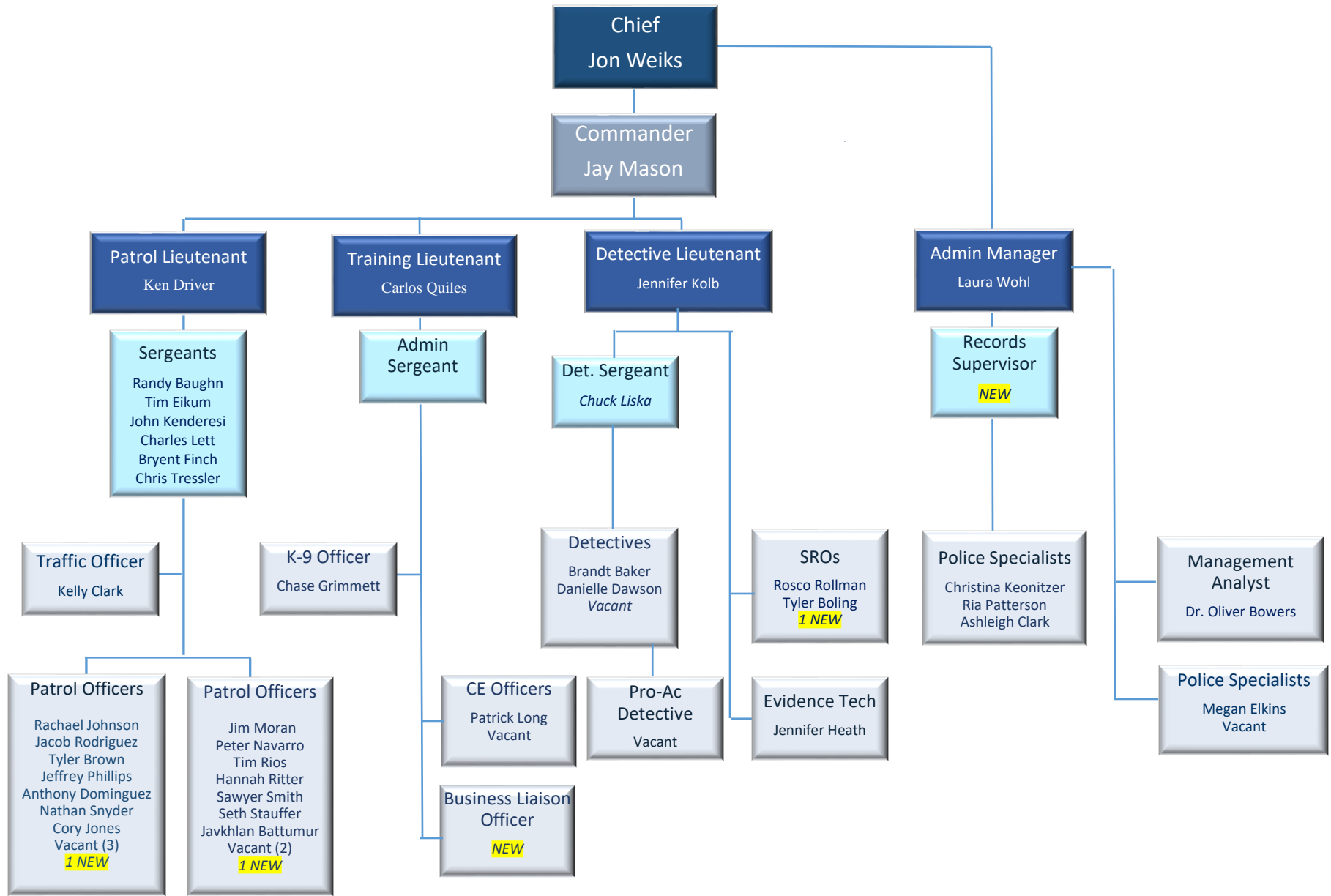


**TPD keeping the community safe during a snow event.**

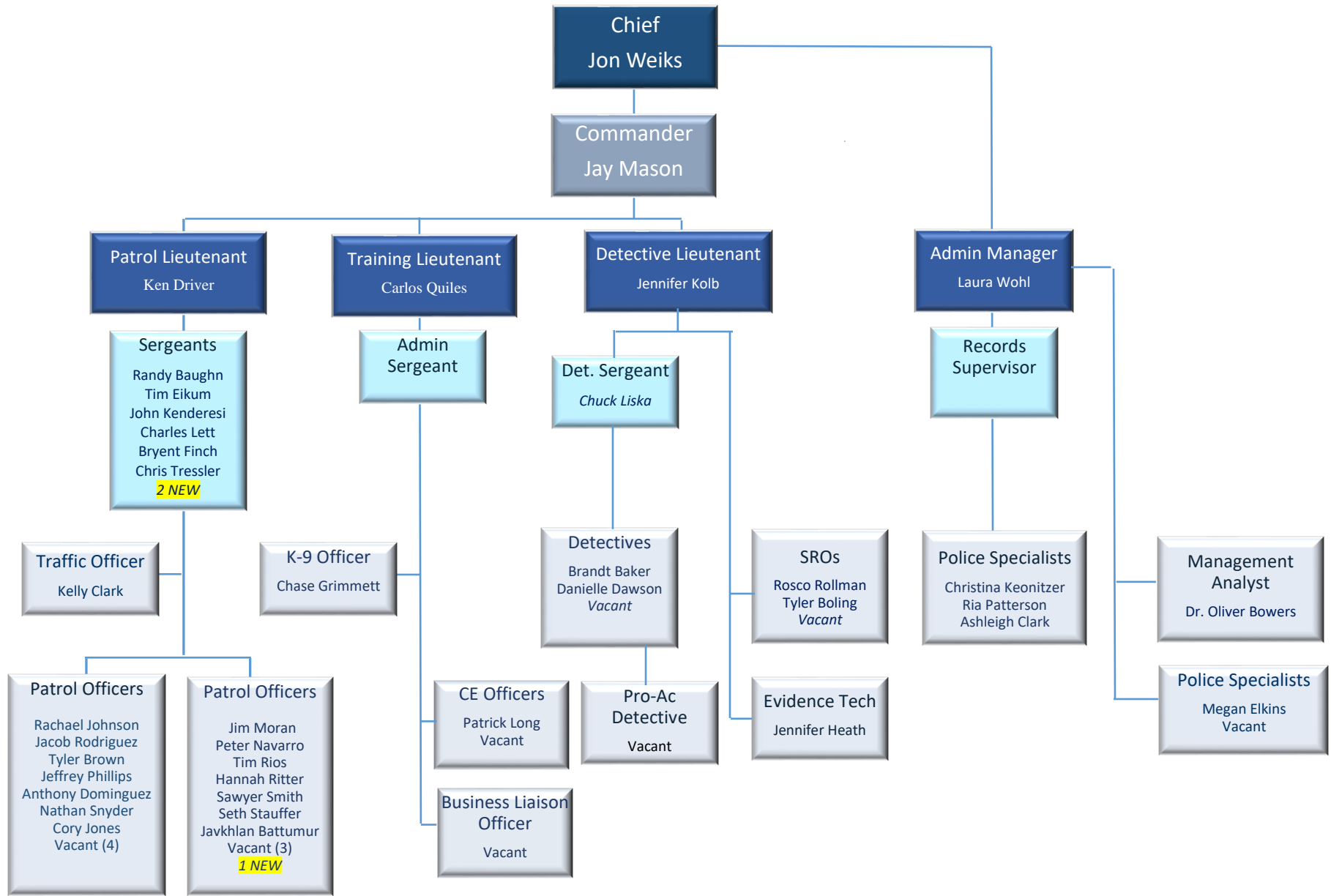
# TUMWATER POLICE DEPARTMENT 2025



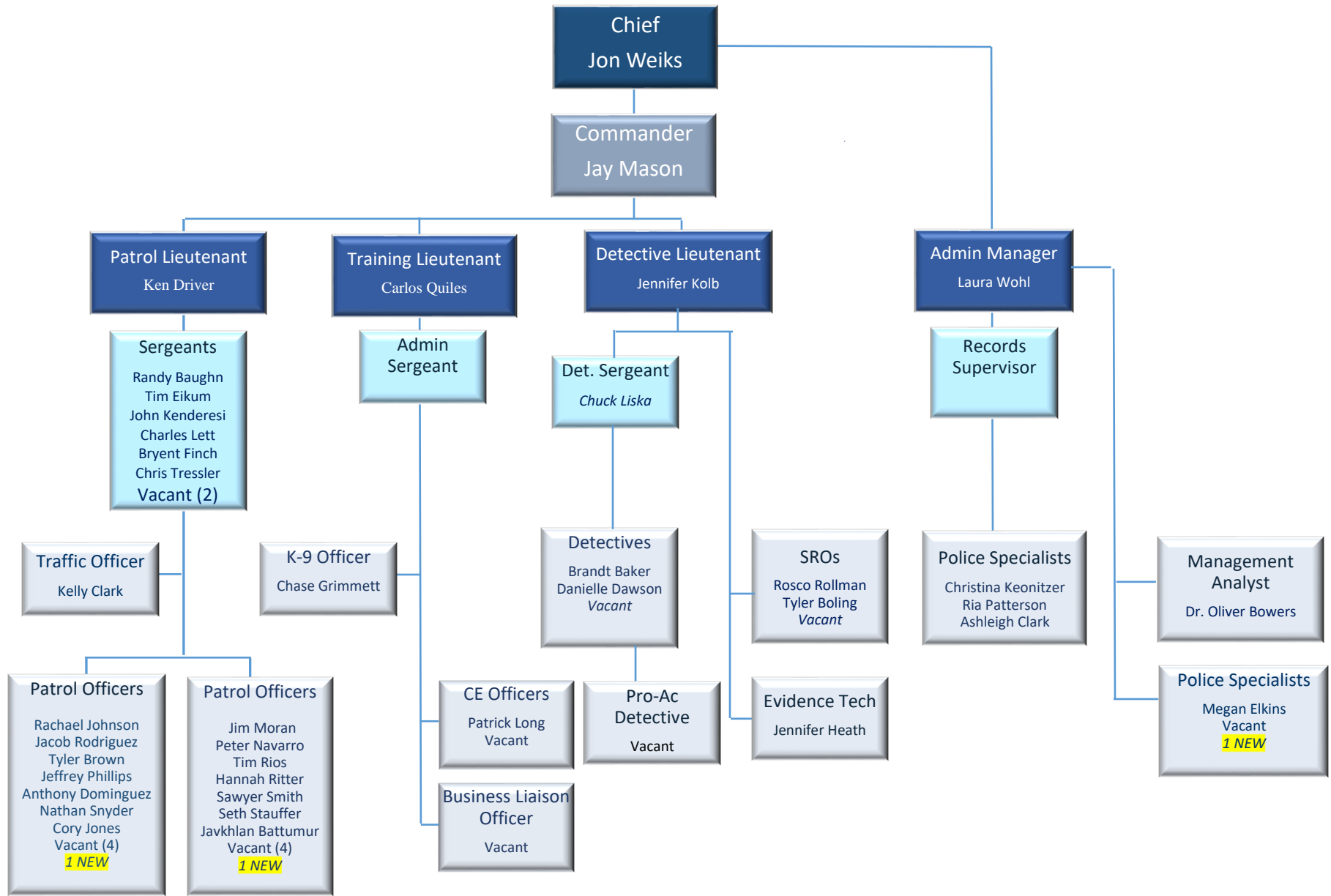
# TUMWATER POLICE DEPARTMENT 2026



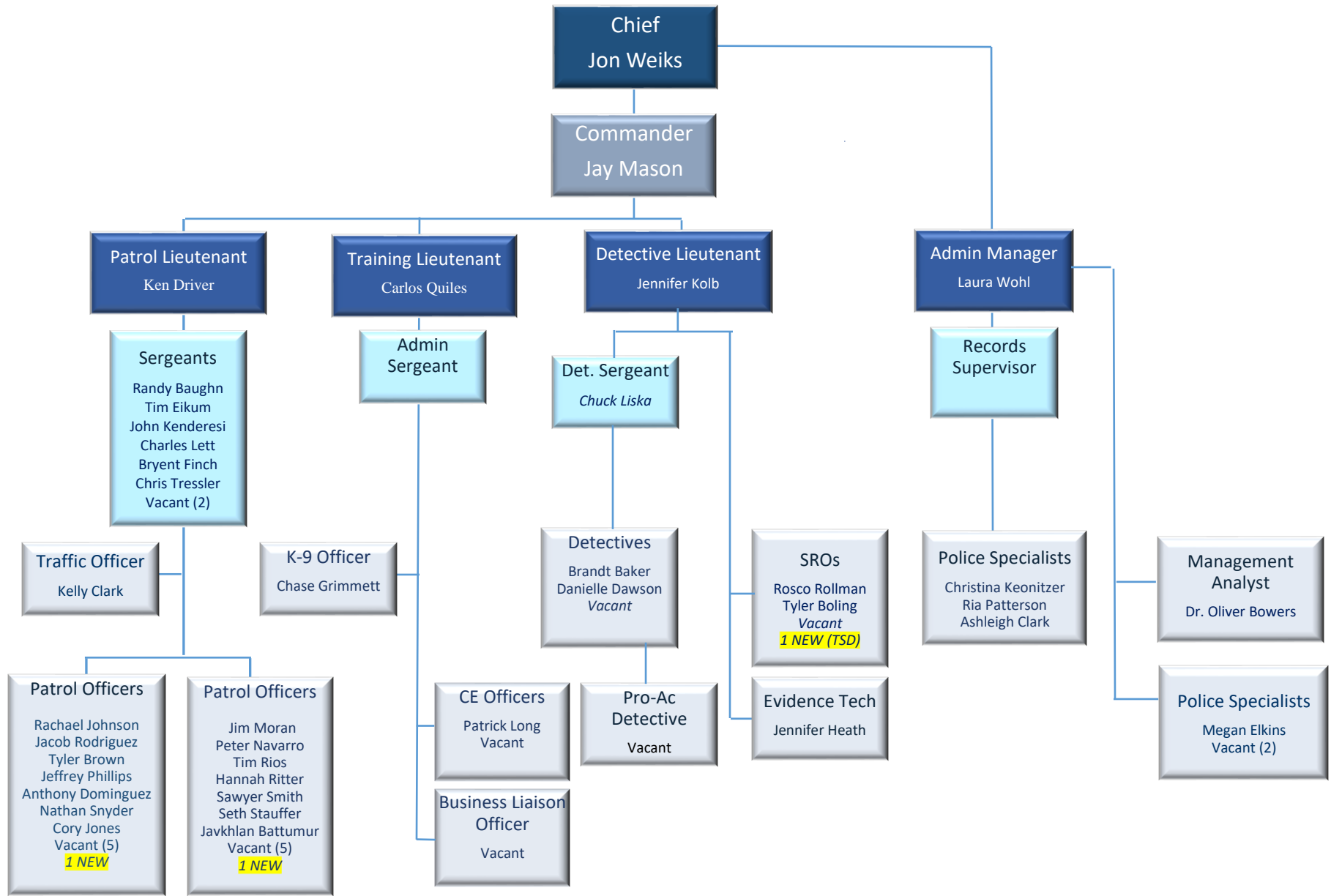
# TUMWATER POLICE DEPARTMENT 2027



# TUMWATER POLICE DEPARTMENT 2028



# TUMWATER POLICE DEPARTMENT 2029



# POLICE STRATEGIC GROWTH PLAN: STAFF LONGEVITY

TPD Member	Years of Service
Jon Weiks, Chief	36
Jay Mason, Commander	31
Randy Baughn, Sergeant	29
Ross Rollman, Detective	26
Christina Keonitzer, Police Specialist	26
Kelly Clark, Officer	25
Chris Tressler, Sergeant	25
Jennifer Kolb, Lieutenant	24
Russ Mize, Officer	23
Carlos Quiles, Lieutenant	22
Tim Eikum, Sergeant	20
John Kenderesi, Sergeant	20
Chuck Liska, Sergeant	19
Jennifer Heath, Evidence Custodian	19
Tyler Boling, Detective	17
Ken Driver, Lieutenant	16
Bryent Finch, Sergeant	15
Charles Lett, Sergeant	10
Jacob Rodriguez, Officer	9
Brandt Baker, Detective	8
Danielle Dawson, Detective	7
Tim Rios, Officer	7

TPD Member	Years of Service
Laura Wohl, Administrative Manager	6
Peter Navarro, Officer	6
James Moran, Officer	6
Patrick Long, Code Enforcement/Transport Officer	6
Chase Grimmer, Officer	5
Rachael Johnson, Officer	5
Riannon Patterson, Police Specialist	5
Sawyer Smith, Officer	5
Seth Stauffer, Officer	5
Hannah Ritter, Officer	4
Tyler Brown, Officer	3
Dr. Oliver Bowers, Management Analyst	2
Ashleigh Clark, Police Specialist	2
Javkhan Battumur, Officer	1
Anthony Dominguez, Officer	1
Megan Elkins, Police Specialist	1
Nathan Snyder, Officer	1
Cory Jones, Officer	0
Jeffrey Phillips, Officer	0