

Overview and Initial Issues Identification
SEATTLE POLICE DEPARTMENT (SPD)/ General Subfund

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Expenditures

	2011 Adopted Budget	2012 Endorsed Budget	2012 Proposed Budget	% Change 2012 Endorsed to 2012 Proposed
Expenditures by BCL				
Chief of Police	\$4,639,000	\$4,753,000	\$2,764,000	-41.8%
Criminal Investigations Administration	\$7,240,000	\$7,400,000	\$7,664,000	3.6%
Deputy Chief of Staff	\$24,699,000	\$24,926,000	\$25,035,000	0.4%
Deputy Chief Operations	\$703,000	\$718,000	\$2,395,000	233.6%
East Precinct Patrol	\$22,585,000	\$23,239,000	\$22,600,000	-2.7%
Field Support Administration	\$34,102,000	\$35,180,000	\$34,587,000	-1.7%
Narcotics Investigations	\$4,259,000	\$4,342,000	\$4,793,000	10.4%
North Precinct Patrol	\$30,934,000	\$31,757,000	\$31,042,000	-2.3%
Office of Professional Accountability	\$1,713,000	\$1,750,000	\$1,875,000	7.1%
Patrol Operations Administration	\$1,278,000	\$1,301,000	\$1,295,000	-0.5%
South Precinct Patrol	\$16,789,000	\$17,232,000	\$16,517,000	-4.1%
Southwest Precinct Patrol	\$14,819,000	\$15,258,000	\$14,980,000	-1.8%
Special Investigations	\$4,086,000	\$4,161,000	\$4,133,000	-0.7%
Special Operations	\$40,008,000	\$40,405,000	\$40,750,000	0.9%
Special Victims	\$5,798,000	\$5,962,000	\$6,178,000	3.6%
Violent Crimes Investigations	\$6,685,000	\$6,855,000	\$6,800,000	-0.8%
West Precinct Patrol	\$28,959,000	\$29,673,000	\$29,022,000	-2.2%
Total Expenditures	\$249,296,000	\$254,912,000	\$252,430,000	-1.0%
Total FTEs	1934.9	1925.9	1931.9	0.3%

Introduction:

In the Police Department there are three major changes from the 2012 Endorsed Budget to the 2012 Proposed:

Decrease in sworn staffing: The Department proposes to hire new officers only as needed to replace those who separate in 2012. In combination with the decline in sworn staffing in 2011, this will save \$2.4 million from the endorsed budget.

More automated traffic cameras: The Department proposes to add six red light cameras, relocate two red light cameras, and add eight cameras in school zones. This would cost

\$560,000, an amount more than balanced by \$1.3 million in expected new revenue from traffic fines for violations detected by the new cameras.

New Senior Policy Analyst for new Community Building Initiative: A proposed new position would coordinate efforts to reduce crime in hot spots. This would cost \$130,000.

So far there do not appear to be any issues in the proposal to add automated traffic cameras. This paper discusses the other two changes. Here are summaries:

Police staffing

The questions on sworn staffing are straightforward: How many officers should there be? How many should be assigned to Patrol?

This paper provides some context for these questions. First I will describe the proposed hiring plan and the results for the effective size of the police force. Then I will compare the violent crime rate in Seattle to the rates in other local cities. Then I will summarize the plan for Patrol staffing and recap key elements of the Neighborhood Policing Plan. Also related to Patrol staffing is the unresolved issue of the Mounted Patrol. I will conclude the discussion of police staffing by outlining options for adding officers and for adding more resources to Patrol.

Senior Policy Analyst for new Community Building Initiative

The issue of the proposed Senior Policy Analyst for the Community Building Initiative is smaller but more complex. It is not yet exactly clear what the new position would do, how it would complement the work of others, or why a new position is needed for the work as a whole. Nor is it entirely clear what the initiative as a whole intends to accomplish.

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Here are the topics for the rest of this paper:

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- Should the new Senior Policy Analyst for a new Community Building Initiative be approved? (page 10)

What is the proposed sworn hiring plan?

The proposed budget describes the decrease in sworn staffing as “holding . . . 26 sworn position vacancies,” and says, “the 2012 Proposed Budget assumes SPD will resume maintenance hiring of sworn officers in 2012 in order to maintain a police force of 1,301.” As the Department explained in its presentation, it now expects to fall a bit short of this.

Here is the hiring plan presented last year for the 2011-2012 Budget. It spans 2008 through 2012 because these are the years originally covered by the Neighborhood Policing Plan (NPP). Recall that the NPP originally called for a net increase of 105 officers over these five years. It also recognized that budget realities might force this schedule to be extended to ten years.

Table 1: Police Hiring & Separations 2008-2012, provided with 2011-2012 Proposed Budget						
	2008	2009	2010	2011	2012	2008-2012
Recruits hired	101	33	15	9	46	204
Trained officers hired	16	9	6	1	12	44
Separations	(63)	(27)	(25)	(31)	(42)	(188)
Net change	54	15	(4)	(21)	16	60

Here is the new hiring plan, reflecting the 2011 mid-year reductions and the proposed reductions for 2012. Note that the planned hiring in 2012 exactly balances the expected separations. This is what the proposed budget means by “maintenance hiring.”

Table 2: Police Hiring & Separations 2008-2012, provided with 2012 Proposed Budget						
	2008	2009	2010	2011	2012	2008-2012
Recruits hired	101	33	15	0	31	180
Trained officers hired	16	9	6	0	10	41
Separations	(63)	(27)	(27)	(38)	(41)	(196)
Net change	54	15	(6)	(38)	0	25

What will be the effect of the hiring plan on police staffing?

Below is a figure showing the effect of the proposed hiring plan on police staffing levels through 2013.

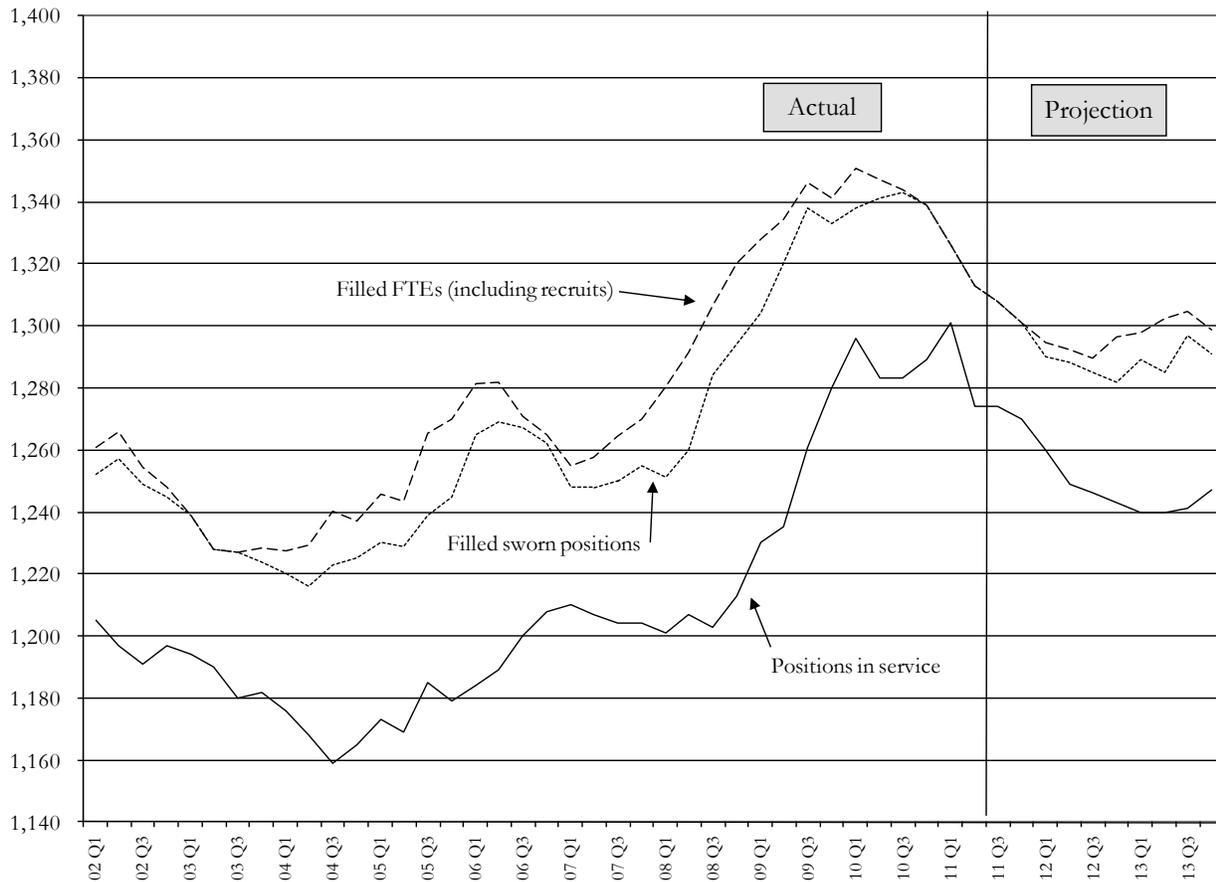
The figure has three measures of police staffing:

“Positions in service” are fully trained officers not on disability or extended leave. This is the bottom line measure of the effective size of the sworn force.

“Filled sworn positions” include positions in service plus officers in field training and officers on disability or extended leave. This is what the proposed budget counts as the “police force.”

“Filled FTEs” include filled sworn positions plus recruits in academy training. This is the main driver of cost for the sworn force.

Figure 1: Sworn Police Staffing 2002-2013 per 2012 Proposed Budget



Appendix A includes the detail behind Figure 1 for 2008 through 2013. Here are some key points:

At the end of 2011, filled sworn positions will decline to just above 1,300. This is what the proposed budget refers to when it says “SPD expects to end 2011 with 1,301 sworn officers”. (Filled FTEs also decline to the same level because there are no recruits in academy training.)

Filled sworn positions will continue to decline throughout 2012, reaching a low of 1,282 at the end of 2012. Then, in 2013, when a significant number of the recruits hired in 2012 begin coming into service, filled sworn positions will increase, averaging 1,290, or 11 below the stated goal of 1,301.

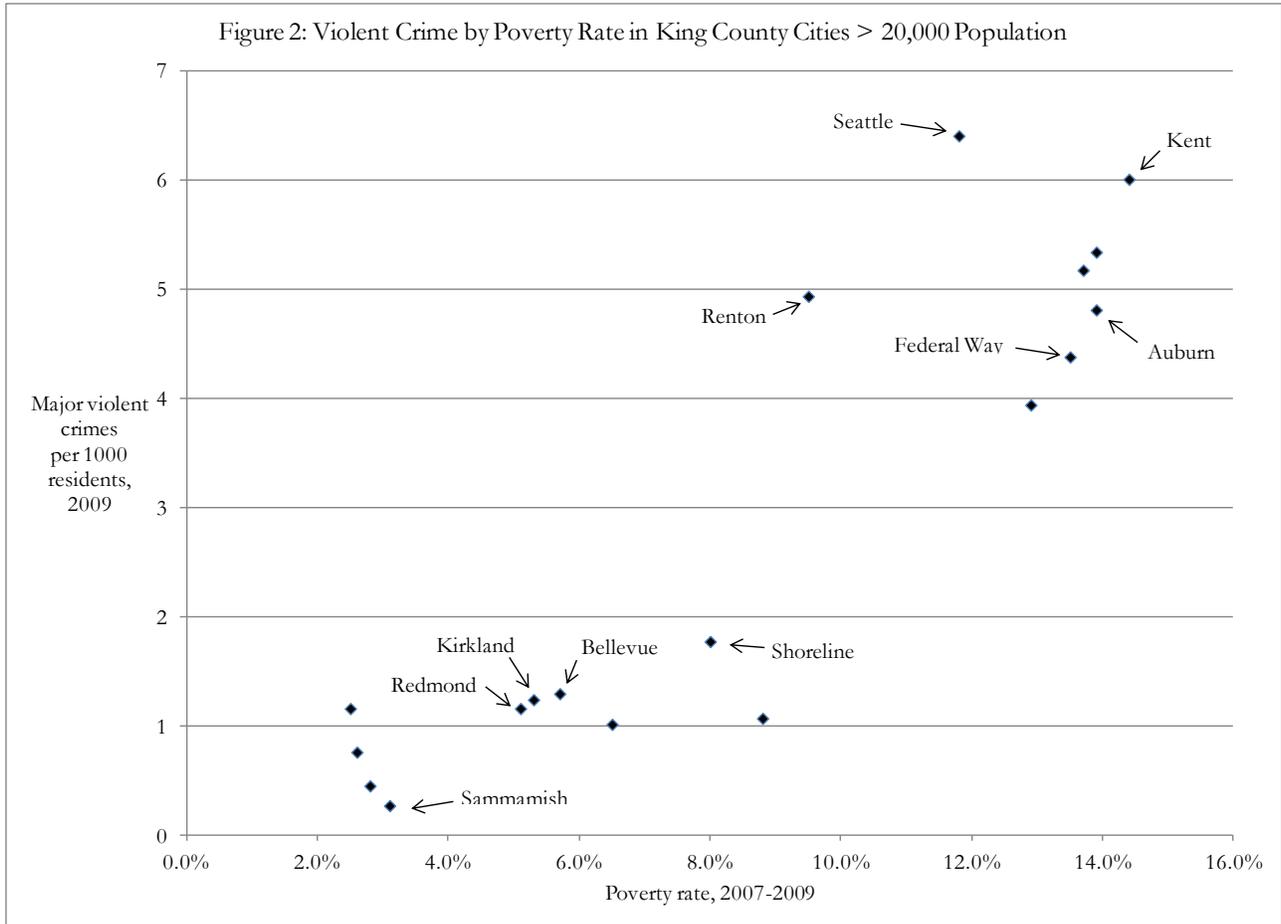
Most important, positions in service will decline to an average of 1,242 in 2013. This is 47 fewer than the average of 1,289 in 2010. It is 28 fewer than the 1,270 positions in service expected at the end of 2011.

Finally, if more officers retire than expected, positions in service will decline more than expected. Of the projected 41 separations in 2012, five are expected to be training dropouts and the other 36 to be separations by fully trained officers. The latter estimate is based on recent experience but is lower than the average rate of retirements we would expect in the long term.

How does the rate of violent crime in Seattle compare to the rates in other local cities?

The Mayor and the Department point to recent declines in major crimes as reason to be satisfied with the current level of police staffing.

Below is a graph showing major violent crime rates in King County cities with populations greater than 20,000, plotted against the cities' poverty rates. Major violent crimes include homicide, rape, robbery and aggravated assault.



The data on violent crimes are from the federal Uniform Crime Reports for 2009, the most recent year for which data on all cities are available. The data on poverty rates are from the U.S. Census American Community Survey.¹ As stated in the proposed budget, the rate of serious violent crime in Seattle declined by 9% from 2009 to 2010. This means Seattle's violent crime rate in 2010 was 5.8 crimes per 1000 residents, rather than the 6.4 per 1000 shown in the graph.

¹ Because the poverty rates are for 2007-2009, they do not fully reflect the effects of the recession. More recent estimates for Seattle and the county as a whole suggest that poverty has increased.

The Department points out that violent crime rates in large central cities often are higher than in the rest of their metropolitan areas and that Seattle compares favorably to many other large cities with similar attributes. Appendix E contains a short report from the Department comparing the rates of major violent and property crimes in Seattle to those in other cities with populations between 500,000 and 1 million.

The main point of the local comparison is simply to suggest that the good news of recent declines in violent crime rate may not be reason to be satisfied with the status quo, given the very large costs that such crimes exact from victims and the public as a whole. The graph also reflects the fact that lower income communities are disproportionately victimized by violent crime, something that is no doubt true within the cities as well as across them.

What is the proposed budget for Patrol?

The expenditures table on page 1 shows the endorsed and proposed 2012 budgets for each Budget Control Level (BCL). Here is a table summarizing the proposed changes for Patrol and non-Patrol BCLs.

Table 3: Expenditure Changes for Patrol and Non-Patrol BCLs from Endorsed to Proposed Budget				
	2012 Endorsed	2012 Proposed	Change from Endorsed to Proposed	
			\$	%
Patrol BCLs: East, North, South, Southwest and West, plus Patrol Operations Administration	\$118,460,000	\$115,456,000	(\$3,004,000)	-2.5%
All other BCLs	\$136,452,000	\$136,974,000	\$522,000	0.4%
Total	\$254,912,000	\$252,430,000	(\$2,482,000)	-1.0%

Note that the proposed budget for the West Precinct now includes the Mounted Patrol, which last year was funded through the Special Operations BCL. The four sworn positions in the Mounted Patrol cost \$500,000. Without this transfer, the proposed budget for Patrol BCLs would be \$3.5 million less than the endorsed budget, and the proposed budget for non-Patrol BCLs would be \$1 million greater than the endorsed budget.

What is the current plan for Patrol staffing?

As the Department described in its presentation, currently there are 545 officers assigned to 911 response in the five precincts, and the Department expects to maintain this number so long as 911 response times and the total amount of proactive time among these officers remain as today. Appendix B shows the current distribution of officers and sergeants across the precincts.

In the original NPP, the goal was to assign 605 officers to 911 response in a new structure of six overlapping ten-hour shifts, as opposed to the current three nine-hour shifts. As the Department explained in its presentation, the new ten-hour shifts were intended primarily to create a better fit between deployment and workload by time, but also to make the Department more attractive to officers in what was then a tight labor market.

Last year the Department developed a new shift option that would combine nine- and ten-hour shifts, which would allow a better fit of workload to deployment with 585 officers, and proposed to transfer

30 officers into Patrol to realize this. Because of the decline in total positions in service, and because a new shift structure would require negotiations with the Officers' Guild, the Department has continued the current nine-hour shift structure.

What are the key concepts of the Neighborhood Policing Plan?

The Department cites the current average response time of 6.3 minutes to high priority 911 calls and the average of 34% proactive time among officers assigned to 911 response to show that NPP goals are being met. It also cites the ability of specialized units within the precincts to meet the need for proactive work.

Here is what the NPP says about the problems it intends to solve:

“While the . . . Department meets the commonly accepted response time goal for larger cities, averaging seven minutes for high-priority emergency calls, the average is just that – an average. Response times are faster when the workload is low but exceed seven minutes during the busiest times of the week when 9-1-1 call volume is high. There is imbalance between patrol officer deployment and workload, which means that officers are not always available when and where they are needed. Because of the need to respond to 9-1-1 calls during peak workload periods, patrol officers do not have enough time to work on proactive and specific problem solving activities.” (NPP, page 2)

“[A] key principle guiding this work [is] a squad comprised of a sergeant and officers consistently working the issues of the same beats. This structure fosters a sense of ownership of the geographic area for the officers and allows people who live and work in the area to know the members of the squads who work in their neighborhoods.” (NPP, page 7)

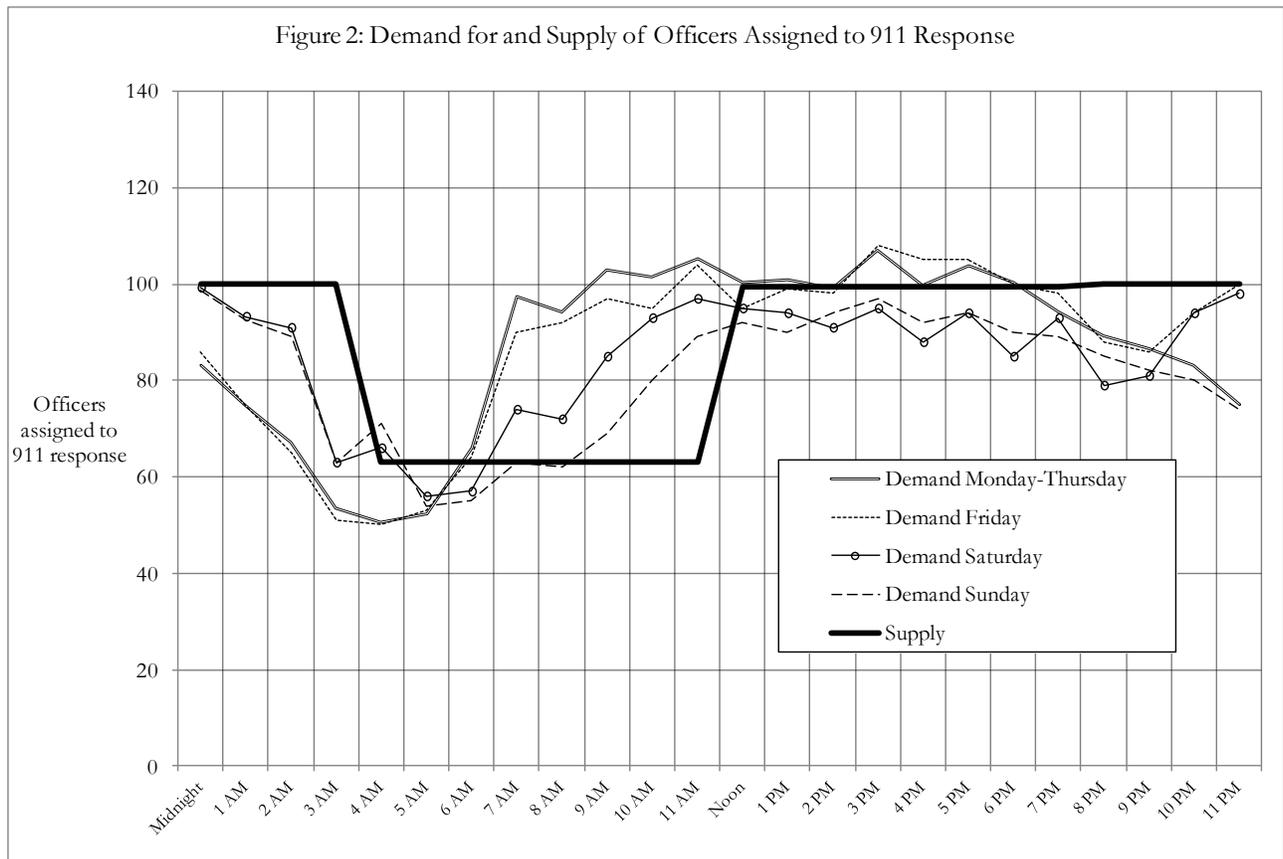
“As with emergency response times, there is a great deal of unevenness in the distribution of opportunity for proactive work by hour of the day and day of the week. The irony is that opportunity for proactive work clusters at times of day – between midnight and 8 a.m. – when there is least need for it.” (NPP, page 11)

Below is a graph showing the fit between deployment and workload in the current shift structure. In this graph, “supply” is the actual number of officers assigned to 911 response at any given time, and “demand” is the number of officers needed to meet 7 minute response time and 30% proactive time goals at that time, as estimated by the model underlying the NPP. Supply varies by watch: Fewer officers are assigned to 1st watch, which runs from 3 AM to noon, than to 2nd and 3rd watches, which run from 11 AM to 8 PM and 7 PM to 4 AM.

The data behind this graph are a few years old, but are close enough for the main point – namely, that the overall averages for response times and proactive time may hide substantial variation by time of day and day of week.

And indeed, data provided by the Department show substantial variation in response times and available proactive time in 2011 to date. Not surprisingly, given the pattern shown in the graph above, response times to high priority 911 calls between 8 AM and noon averaged between 7.9 and 8.8 minutes in three of the five precincts. They also exceeded seven minutes in six other four-hour blocks in one or another precinct. The percentage of time that officers assigned to 911 response had available

for proactive work also varied substantially, between 42% in the 1st watch in the Southwest Precinct and 23% in the 3rd watch in the East Precinct.



Should the Mounted Patrol continue?

Recall that the 2011 Adopted Budget eliminated the Mounted Patrol and transferred the four sworn positions in it to the precincts, to be among 30 transfers into Patrol to support the Neighborhood Policing Plan. This reflected the Department’s priorities as they were stated at the time, which put the functions of Patrol at the very top and the Mounted Patrol very near the bottom. Appendix D contains the complete list of functional priorities.

Recall also that in the recent second quarter supplemental ordinance the Mayor and Department proposed to accept a \$504,000 grant from the Police Foundation to cover the cost of a maintenance laborer and non-personnel costs for the Mounted Patrol for 2011-2013, leaving the General Subfund responsible for \$1.5 million cost of the four sworn positions over these years. The Council approved the grant for the first year, on the grounds that the year had mostly passed, and said the future of the Mounted Patrol would be decided in budget deliberations.

The proposed transfer of the Mounted Patrol into the West Precinct does not resolve this issue, as its main functions remain the same. The question is which statement of priorities applies, the one from last year leading to the proposal to eliminate the Mounted Patrol in favor of progress towards the Neighborhood Policing Plan, or the new one from this year that calls for keeping the Mounted Patrol.

If you would like a copy of my August memo discussing this issue in more detail, please let me know.

What are some budget options for police staffing, Patrol staffing and the Mounted Patrol?

These general options are alternatives to approving the proposed budget. They are not mutually exclusive. If you would like me to prepare budget actions related to any of these, please let me know.

1. Add funding for hiring more officers.

Note first that unless there is an opportunity to hire a large number of trained officers very early in the year, no amount of additional hiring in 2012 will increase positions in service until late in 2013. The die for 2012 was cast when hiring ceased in mid-2010.

In the first half of 2012 the Department plans to hire 12 recruits from an existing tested pool of candidates, and then hire the other 19 from a newly tested pool created midyear. It may not be wise to hire more than 12 from the existing pool, and, because recruiting and training is a large enterprise in itself, it may not be practical to increase hiring in the second half of the year by more than about 10 recruits.²

This means the 2012 cost of additional hiring would be limited to the cost of 10 or so recruits in training for an average of three or four months, or roughly \$200,000. The much larger cost would come in 2013, when these recruits complete training and become full time officers in service.

2. Increase the budget for Patrol.

One target would be to increase the number of officers assigned to 911 response from 545 to 585, per the plan last year. The salaries and benefits for 40 officers sum to approximately \$4 million. Increasing the budgets of the five precincts by this amount without increasing the Police budget as a whole would require reducing the non-Patrol BCLs by the same amount. These reductions would be transfers into Patrol.

If the Mounted Patrol were eliminated, the same effective change could be made for \$3.5 million, because the proposed budget already funds the officers and sergeant assigned to the Mounted Patrol in the West Precinct BCL.

There are several ways to make such reductions:

One would be to reduce each non-Patrol BCL by the same percentage. This would be simple but arbitrary.

² The suggested limit of 10 comes about in the following way: If the average officer's tenure in the Department is about 25 years, then an about four in every hundred officers will separate each year. With a sworn force of 1,300, this implies an average of about 50 separations per year. Given the normal training dropout rate, this means the Department must hire about 60 new officers per year to stay the same size. Maintaining an efficient recruiting and training operation probably requires limiting change in the size of this operation to plus or minus one-third, or plus or minus 20 hires per year; hence a suggested limit of 10 for a half-year. Note that this corresponds to the original NPP hiring plan.

Another would be to review the potential reductions identified by the Department in response to its 2012 budget guidelines. Appendix C lists these potential reductions.

A third would be to review the functional priorities the Department developed last year and make reductions in the lowest priority areas.

A fourth would be to invite the Department to propose reductions in non-Patrol BCLs as it sees fit.

From the Council's point of view, the first and last of these might be essentially the same. The budget could reduce each non-Patrol BCL by the same percentage, and the Executive could then adjust these reductions by transferring resources among the non-Patrol BCLs within the limits of SMC 5.08.020.

3. Eliminate the Mounted Patrol.

The purpose of eliminating the Mounted Patrol would be to use the sworn positions for the higher priority functions of the precincts. Given the history of this issue the Council might want to enforce this action with a proviso.

Should the new Senior Policy Analyst for a new Community Building Initiative be approved?

The new Senior Policy Analyst would coordinate a new Community Building Initiative. The position would cost \$130,000 and would report to the Chief of Police and the Mayor's Office.

The initiative is described on page 370 of the proposed budget. Here is an excerpt:

“SPD is launching an initiative that explores the benefits of policing place, rather than people. . . [The] Senior Policy Analyst [will] help coordinate this effort. The key elements . . . are: A Place-Specific Focus: Data will be collected from areas that the Department identifies as ‘hot spots.’ . . . A Community Driven Process: The Department will convene task forces consisting of community stakeholders and ‘place managers.’ . . . Evidence-Based Interventions: Working with the City’s project team, the task force will select a research-based intervention that addresses the specific local conditions for that street/segment. . . These efforts will help SPD deploy their 911 responders, Community Police Team officers and Anti-Crime Teams in a more strategic and focused way. . .”

Appendix F contains the Department's response to some questions about the position and the initiative. Here are two general observations:

First, the time to carefully plan a new crime prevention effort is at the outset. This includes defining the goals, defining the means, realistically estimating the likely results, and determining how we will know whether we have made a difference. Without answering these questions, we have no way of knowing whether the benefits of a new effort will exceed its costs, and, as we have seen in recent years, these can be very difficult to resolve and redirect once an initiative is under way. Just to begin, the title of the initiative itself suggests ambiguity about the goals. Is the purpose to reduce crime at some specific locations, or to build community?

Second, and more important, why is this a project rather than a way of doing business? The techniques recommended by the school of thought on which the initiative appears to be based – variously known as hot spot policing, place-based policing, routine activities crime prevention, problem-oriented policing or just problem solving – are supposed to be central to policing and crime reduction, not adjunct. Focusing on the specific locations and people who present high risks of crime, developing effective solutions that combine deterrence and guardianship and support in the right doses, and enlisting other agencies who can help – all these are supposed to be the daily work of police managers from top to bottom, not a small special project or initiative alongside the traditional practices of 911 response and random patrol.

Appendix A: Sworn Police Staffing 2008-2013 per 2012 Proposed Budget

2008						
	Q1	Q2	Q3	Q4	total	monthly average
1. Positions in service at start of quarter	1,204	1,201	1,207	1,203		
Officers rehired, no training required	0	0	1	1	2	
Separations in quarter	(17)	(15)	(10)	(7)	(49)	
Change in officers on disability or extended leave	10	2	(9)	(12)		
Officers from field training	4	19	14	28	65	
Positions in service at end of quarter	1,201	1,207	1,203	1,213		1,205
2. Recruits in Academy at start of quarter	20	39	42	30		
Recruits entering Academy	32	30	22	17	101	
Recruit separations	(1)	(4)	(1)	(2)	(8)	
Recruits completing Academy	(12)	(23)	(33)	(10)		
Recruits in Academy at end of quarter	39	42	30	35		35
3. Lateral hires in training at start of quarter	1	0	0	0		
Lateral hires entering training	2	2	3	7	14	
Lateral hire separations	0	0	0	(1)	(1)	
Lateral hires completing training	(3)	(2)	(3)	(1)		
Lateral hires in training at end of quarter	0	0	0	5		
4. Officers in field training at start of quarter	21	31	36	55		
Academy graduates entering field training	12	23	33	10		
Lateral hires entering field training	3	2	3	1		
Field training officer separations	(1)	(1)	(3)	0	(5)	
Officers completing field training	(4)	(19)	(14)	(28)		
Officers in field training at end of quarter	31	36	55	38		39
5. Positions in service at end of quarter	1,201	1,207	1,203	1,213		1,205
Officers on disability or extended leave	19	17	26	38		23
Field training officers + lateral hires in training	31	36	55	43		40
Filled sworn positions at end of quarter	1,251	1,260	1,284	1,294		1,269
6. Sworn position authority at end of quarter	1,277	1,277	1,278	1,278		1,277
Filled sworn positions at end of quarter	(1,251)	(1,260)	(1,284)	(1,294)		(1,269)
Sworn position vacancies at end of quarter	26	17	(6)	(16)		9
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,280	1,292	1,307	1,320		1,295

Appendix A: Sworn Police Staffing 2008-2013 per 2012 Proposed Budget

2009						
	Q1	Q2	Q3	Q4	total	monthly average
1. Positions in service at start of quarter	1,213	1,230	1,235	1,261		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(7)	(7)	(3)	(4)	(21)	
Change in officers on disability or extended leave	(1)	(2)	9	(4)		
Officers from field training	25	14	20	27	86	
Positions in service at end of quarter	1,230	1,235	1,261	1,280		1,245
2. Recruits in Academy at start of quarter	35	32	19	11		
Recruits entering Academy	16	9	8	0	33	
Recruit separations	0	0	0	0	0	
Recruits completing Academy	(19)	(22)	(16)	0		
Recruits in Academy at end of quarter	32	19	11	11		19
3. Lateral hires in training at start of quarter	5	0	0	5		
Lateral hires entering training	0	4	5	0	9	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	(5)	(4)	0	(5)		
Lateral hires in training at end of quarter	0	0	5	0		
4. Officers in field training at start of quarter	38	35	44	40		
Academy graduates entering field training	19	22	16	0		
Lateral hires entering field training	5	4	0	5		
Field training officer separations	(2)	(3)	0	(1)	(6)	
Officers completing field training	(25)	(14)	(20)	(27)		
Officers in field training at end of quarter	35	44	40	17		37
5. Positions in service at end of quarter	1,230	1,235	1,261	1,280		1,245
Officers on disability or extended leave	39	41	32	36		38
Field training officers + lateral hires in training	35	44	45	17		38
Filled sworn positions at end of quarter	1,304	1,320	1,338	1,333		1,321
6. Sworn position authority at end of quarter	1,277	1,277	1,277	1,278		1,277
Filled sworn positions at end of quarter	(1,304)	(1,320)	(1,338)	(1,333)		(1,321)
Sworn position vacancies at end of quarter	(27)	(43)	(61)	(55)		(44)
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,328	1,334	1,346	1,341		1,335

Appendix A: Sworn Police Staffing 2008-2013 per 2012 Proposed Budget

2010						
	Q1	Q2	Q3	Q4	total	monthly average
1. Positions in service at start of quarter	1,280	1,296	1,283	1,283		
Officers rehired, no training required	1	0	0	0	1	
Separations in quarter	(6)	(10)	(4)	(5)	(25)	
Change in officers on disability or extended leave	9	(4)	(6)	(4)		
Officers from field training	12	1	10	11	34	
Positions in service at end of quarter	1,296	1,283	1,283	1,289		1,289
2. Recruits in Academy at start of quarter	11	17	8	1		
Recruits entering Academy	15	0	0	0	15	
Recruit separations	0	0	0	(1)	(1)	
Recruits completing Academy	(9)	(9)	(7)	0		
Recruits in Academy at end of quarter	17	8	1	0		7
3. Lateral hires in training at start of quarter	0	0	0	0		
Lateral hires entering training	1	4	0	0	5	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	(1)	(4)	0	0		
Lateral hires in training at end of quarter	0	0	0	0		
4. Officers in field training at start of quarter	17	15	27	23		
Academy graduates entering field training	9	9	7	0		
Lateral hires entering field training	1	4	0	0		
Field training officer separations	0	0	(1)	0	(1)	
Officers completing field training	(12)	(1)	(10)	(11)		
Officers in field training at end of quarter	15	27	23	9		18
5. Positions in service at end of quarter	1,296	1,283	1,283	1,289		1,289
Officers on disability or extended leave	27	31	37	41		33
Field training officers + lateral hires in training	15	27	23	9		18
Filled sworn positions at end of quarter	1,338	1,341	1,343	1,339		1,340
6. Sworn position authority at end of quarter	1,350	1,350	1,329	1,329		1,340
Filled sworn positions at end of quarter	(1,338)	(1,341)	(1,343)	(1,339)		(1,340)
Sworn position vacancies at end of quarter	12	9	(14)	(10)		(1)
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,351	1,347	1,344	1,339		1,345

Appendix A: Sworn Police Staffing 2008-2013 per 2012 Proposed Budget

2011						
	Q1	Q2	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,289	1,301	1,274	1,274		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(11)	(13)	(5)	(7)	(36)	
Change in officers on disability or extended leave	16	(14)	5	3		
Officers from field training	7	0	0	0	7	
Positions in service at end of quarter	1,301	1,274	1,274	1,270		1,284
2. Recruits in Academy at start of quarter	0	0	0	0		
Recruits entering Academy	0	0	0	0	0	
Recruit separations	0	0	0	0	0	
Recruits completing Academy	0	0	0	0		
Recruits in Academy at end of quarter	0	0	0	0		0
3. Lateral hires in training at start of quarter	0	0	0	0		
Lateral hires entering training	0	0	0	0	0	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	0	0	0	0		
Lateral hires in training at end of quarter	0	0	0	0		
4. Officers in field training at start of quarter	9	0	0	0		
Academy graduates entering field training	0	0	0	0		
Lateral hires entering field training	0	0	0	0		
Field training officer separations	(2)	0	0	0	(2)	
Officers completing field training	(7)	0	0	0		
Officers in field training at end of quarter	0	0	0	0		1
5. Positions in service at end of quarter	1,301	1,274	1,273	1,270		1,284
Officers on disability or extended leave	25	39	34	31		32
Field training officers + lateral hires in training	0	0	0	0		1
Filled sworn positions at end of quarter	1,326	1,313	1,307	1,301		1,316
6. Sworn position authority at end of quarter	1,327	1,327	1,327	1,327		1,327
Filled sworn positions at end of quarter	(1,326)	(1,313)	(1,307)	(1,301)		(1,316)
Sworn position vacancies at end of quarter	1	14	20	26		11
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,326	1,313	1,307	1,301		1,316

Appendix A: Sworn Police Staffing 2008-2013 per 2012 Proposed Budget

2012						
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,270	1,260	1,249	1,246		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(11)	(11)	(8)	(6)	(36)	
Change in officers on disability or extended leave	1	0	0	0		
Officers from field training	0	0	5	3	8	
Positions in service at end of quarter	1,260	1,249	1,246	1,243		1,253
2. Recruits in Academy at start of quarter	0	6	6	6		
Recruits entering Academy	6	6	6	13	31	
Recruit separations	0	(2)	(1)	0	(3)	
Recruits completing Academy	0	(4)	(5)	0		
Recruits in Academy at end of quarter	6	6	6	19		9
3. Lateral hires in training at start of quarter	0	0	0	0		
Lateral hires entering training	0	5	0	5	10	
Lateral hire separations	0	0	0	(1)	(1)	
Lateral hires completing training	0	(5)	0	(4)		
Lateral hires in training at end of quarter	0	0	0	0		
4. Officers in field training at start of quarter	0	0	9	9		
Academy graduates entering field training	0	4	5	0		
Lateral hires entering field training	0	5	0	4		
Field training officer separations	0	0	0	(1)	(1)	
Officers completing field training	0	0	(5)	(3)		
Officers in field training at end of quarter	0	9	9	9		5
5. Positions in service at end of quarter	1,260	1,249	1,246	1,243		1,253
Officers on disability or extended leave	30	30	30	30		30
Field training officers + lateral hires in training	0	9	9	9		6
Filled sworn positions at end of quarter	1,290	1,288	1,285	1,282		1,288
6. Sworn position authority at end of quarter	1,327	1,327	1,327	1,327		1,327
Filled sworn positions at end of quarter	(1,290)	(1,288)	(1,285)	(1,282)		(1,288)
Sworn position vacancies at end of quarter	37	39	42	45		39
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,295	1,293	1,290	1,296		1,295

Appendix A: Sworn Police Staffing 2008-2013 per 2012 Proposed Budget

2013						
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,243	1,240	1,240	1,241		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(12)	(12)	(9)	(9)	(42)	
Change in officers on disability or extended leave	0	0	0	0		
Officers from field training	9	12	10	15	46	
Positions in service at end of quarter	1,240	1,240	1,241	1,247		1,242
2. Recruits in Academy at start of quarter	19	12	23	10		
Recruits entering Academy	12	17	5	6	40	
Recruit separations	0	(1)	(1)	(1)	(3)	
Recruits completing Academy	(19)	(5)	(17)	(5)		
Recruits in Academy at end of quarter	12	23	10	10		14
3. Lateral hires in training at start of quarter	0	0	0	5		
Lateral hires entering training	0	5	5	0	10	
Lateral hire separations	0	(1)	0	0	(1)	
Lateral hires completing training	0	(4)	0	(5)		
Lateral hires in training at end of quarter	0	0	5	0		
4. Officers in field training at start of quarter	9	19	15	21		
Academy graduates entering field training	19	5	17	5		
Lateral hires entering field training	0	4	0	5		
Field training officer separations	0	(1)	(1)	(2)	(4)	
Officers completing field training	(9)	(12)	(10)	(15)		
Officers in field training at end of quarter	19	15	21	14		17
5. Positions in service at end of quarter	1,240	1,240	1,241	1,247		1,242
Officers on disability or extended leave	30	30	30	30		30
Field training officers + lateral hires in training	19	15	26	14		18
Filled sworn positions at end of quarter	1,289	1,285	1,297	1,291		1,290
6. Sworn position authority at end of quarter	1,327	1,327	1,327	1,327		1,327
Filled sworn positions at end of quarter	(1,289)	(1,285)	(1,297)	(1,291)		(1,290)
Sworn position vacancies at end of quarter	38	42	30	36		37
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,298	1,302	1,305	1,299		1,300

Appendix B: Officers and Sergeants in Precincts on September 8, 2011

Appendix B: Officers and Sergeants in Precincts on September 8, 2011												
Precinct	East		North		South		Southwest		West		Total	
% of total 911 call hours	18%		32%		17%		12%		21%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	11	90	14	174	12	96	9	69	15	116	61	545
% of total assigned to 911	18%	17%	23%	32%	20%	18%	15%	13%	25%	21%	100%	100%
Clerks		2		2		2		2		2		10
Patrol Wagons				4		2		1		3		10
Full-Time Bicycles	1	6	1	5					4	35	6	46
Seattle Center									1	4	1	4
Foot Beats						2			1	8	1	10
Anti-Crime Teams	1	5		6	1	5	1	6	1	8	4	30
Community Police Teams	1	6	1	7	1	5		3	1	3	4	24
Other		2		2		3			1	6	1	13
Total	14	111	16	199	14	115	10	81	24	185	78	691

Appendix C: Police Department BIPs for Reductions

SPD-800	Sworn Police Communications Radio Dispatchers (Sergeants)	(\$491,000)
SPD-801a	Reduction in Investigation and Intelligence Staffing -Polygraph	(\$94,525)
SPD-801b	Reduction in Investigation and Intelligence Staffing - Missing Persons	(\$94,922)
SPD-801c	Reduction in Investigation and Intelligence Staffing - Crisis Intervention	(\$91,343)
SPD-801d	Reduction in Investigation and Intelligence Staffing - Homeland Security Fusion Center	(\$94,525)
SPD-802a	Elimination of Patrol Precinct Clerks - West Precinct	(\$189,447)
SPD-802b	Elimination of Patrol Precinct Clerks - North Precinct	(\$201,009)
SPD-802c	Elimination of Patrol Precinct Clerks - South Precinct	(\$188,306)
SPD-802d	Elimination of Patrol Precinct Clerks - East Precinct	(\$189,945)
SPD-802e	Elimination of Patrol Precinct Clerks - Southwest Precinct	(\$190,544)
SPD-803a	Reduction in SPD Task Force Participation - FBI Safe Streets Robbery Task Force	(\$95,770)
SPD-803b	Reduction in SPD Task Force Participation - ATF Gang Task Force	(\$95,770)
SPD-803c	Reduction in SPD Task Force Participation - Wales Federal Task Force	(\$193,577)
SPD-804a	Reduction in Narcotics Community and Program Support - Adult & Juv. Drug Court	(\$191,936)
SPD-804b	Reduction in Narcotics Community and Program Support - Drug Forf. / GIU	(\$107,477)
SPD-805a	Miscellaneous Sworn / Civilian Reductions - Traffic Enforcement DWI	(\$107,874)
SPD-805b	Miscellaneous Sworn / Civilian Reductions - Joint Terrorism Task Force	(\$107,874)
SPD-805c	Miscellaneous Sworn / Civilian Reductions - Homicide	(\$107,874)
SPD-805d	Miscellaneous Sworn / Civilian Reductions - Data Center (Civilian)	(\$72,499)
SPD-806a	Consolidation of Program Supervision - Metro Captain (with HS Captain)	(\$96,931)
SPD-806b	Consolidation of Program Supervision - CPT Sgt. North Precinct	(\$103,643)
SPD-806c	Consolidation of Program Supervision - CPT Sgt. West Precinct	(\$107,874)
SPD-806d	Consolidation of Program Supervision - CPT Sgt. East Precinct	(\$97,014)
SPD-806e	Consolidation of Program Supervision - CPT Sgt. South Precinct	(\$97,014)
SPD-806f	Consolidation of Program Supervision - CPT Sgt. Southwest Precinct	(\$97,014)
SPD-806g	Consolidation of Program Supervision - Narcotics Proact Lieutenant	(\$97,411)
SPD-807a	Reduction in Specialty Investigation Staffing - Graffiti	(\$97,411)
SPD-807b	Reduction in Specialty Investigation Staffing - Sexual Assault Unit (SAU)	(\$97,263)
SPD-807c	Reduction in Specialty Investigation Staffing - Domestic Violence (DV)	(\$95,375)
SPD-808	Transfer of Auto Theft Responsibilities	(\$488,899)
SPD-809a	Elimination of Community Police Team Program - North Precinct	(\$195,421)
SPD-809b	Elimination of Community Police Team Program - West Precinct	(\$192,617)
SPD-809c	Elimination of Community Police Team Program - East Precinct	(\$98,240)
SPD-809d	Elimination of Community Police Team Program - South Precinct	(\$97,843)
SPD-809e	Elimination of Community Police Team Program - Southwest Precinct	(\$96,601)
SPD-810a	Elimination of Community Police Team Program - North Precinct	(\$389,381)
SPD-810b	Elimination of Community Police Team Program - West Precinct	(\$323,225)
SPD-810c	Elimination of Community Police Team Program - East Precinct	(\$270,300)
SPD-810d	Elimination of Community Police Team Program - South Precinct	(\$255,656)
SPD-810e	Elimination of Community Police Team Program - Southwest Precinct	(\$193,571)
SPD-811	Reduction in SPD Homeland Security Arson Staff	(\$296,306)
SPD-812	Reduction in West Precinct Bicycle Squad	(\$985,909)
		(\$7,777,136)

Appendix D: Police Department Functional Priorities, 2010

Functional Priorities			2010 Budget	
Rank	Name	Description	\$	FTE
Sworn Mission Generalists				
1	Neighborhood Policing Program-- First Response Services (Patrol)	Includes patrol units in all precincts, on all watches, their supervisory ranks, and support staff, who respond to 911 calls for service, emergencies and observed public safety incidents.	\$87,655,809	803
2	Neighborhood Based Proactive Response Services	Includes sworn Anti-Crime Teams, Community Police Teams, and Seattle Housing Authority officers in all precincts who, together with other specialty units and/or community partners, work to address chronic crime problems or "hot spots" using a variety of tactical approaches.	\$8,741,299	83
Sworn Mission Generalists Subtotal			\$96,397,108	886
Sworn Mission Specialists				
3	Violent Crimes Investigations	These are follow-up detective units assigned to investigate homicide, assault, robbery, and hate crimes.	\$6,677,382	45
4	Homeland Security	These are officers dedicated to assessing local vulnerabilities to terrorist incidents and designing responses to reduce those vulnerabilities. They also staff the SPD Operations Center in the event of an emergency	\$5,584,719	14
5	Mayoral Security	These officers provide personal security to the Mayor.	\$728,442	2
6	Gang Interdiction	This detective unit is charged with identifying gangs and interdicting their activities throughout the city.	\$971,255	7
7	Sexual Assault & Sex Offender Investigations	These are follow-up detective units assigned to investigate adult and child sexual assaults and to monitor sex offenders in the community.	\$1,942,511	26
8	Domestic Violence, Elder Abuse, & Family Protection Investigations	These services include follow-up detective units assigned to investigate domestic violence, family violence, and elderly abuse cases; and officers charged with serving protection orders and coordinating the service of domestic violence warrants.	\$2,185,325	26
9	Narcotics Interdiction & Investigations	These are detective units that conduct follow-up investigations of felony drug cases and proactive investigations of drug distribution channels. They also coordinate abatement and asset forfeitures, combine with ACT teams to interdict street level drug dealing, and participate in regional task forces that target interstate and international drug distributors. Includes positions but not funding for Drug Forfeiture Fund	\$4,127,836	32
10	Bomb & Arson Investigations	These are detective units that respond to explosives incidents or threats as well as fire incidents, handling explosive devices, preserving crime scenes, and performing follow-up investigations of cases. The units also administer the Department's Respiratory Protection Program.	\$1,214,069	10

Appendix D: Police Department Functional Priorities, 2010

Functional Priorities			2010 Budget	
Rank	Name	Description	\$	FTE
11	Vice & Internet Crimes Against Children Investigations	These are detective units that conduct follow-up and proactive investigations into those involved in and promoting gambling, prostitution, and child pornography and exploitation. A special focus of the units is on the use of the Internet to target children for vice activities. Includes positions but not funding for Internet Crimes Against Children detectives.	\$2,428,139	26
12	Fraud, Forgery & Financial Exploitation Investigations	This detective unit conducts follow-up investigations of frauds, forgeries, and other forms of financial exploitation, including identity theft cases.	\$1,214,069	7
13	Special Weapons & Tactical Response	The SWAT teams are deployed 24x7 to provide specialized tactical response to violent and volatile crime scenes, hostage situations, and like events. The teams also assist in serving high risk warrants, in the apprehension of dangerous fugitives and suspects, in dignitary protection, and in providing training in patrol rifle, officer survival, ACT and defensive tactics. Includes Crisis Intervention sworn staff.	\$4,370,650	31
14	Water Safety & Enforcement	This patrol units are deployed 24x7 to provide waterborne law enforcement and routine patrol of the city's waterways. They are also responsible for boating accident investigation and reporting, safekeeping evidence and found boats, public safety during marine events, water rescue, and support of Fire Department personnel in marine firefighting situations.	\$4,127,836	30
15	Neighborhood Based Investigations	These are detective units assigned to each precinct to handle follow-up investigations of property crimes cases and cases involving juveniles.	\$4,613,464	38
16	Traffic Enforcement & Accident Investigations	These patrol units are deployed in cars and on motorcycles to provide traffic enforcement, interdict impaired drivers, and conduct traffic accident investigations.	\$9,712,555	63
17	Auto Theft Investigations	This detective units conducts follow-up investigations of vehicle thefts. The unit also participates in inspections of junk and salvage yards.	\$1,214,069	7
Sworn Mission Specialists Subtotal			\$51,112,320	364
Civilian and Sworn Mission Support				
18	Citizen Complaint Processing & Investigation	This office receives and processes complaints of employee misconduct, conducts investigations, recommends disciplinary action in appropriate cases, provides monthly statistics on complaints and commendations about employees, and issues periodic reports to the public on the response to allegations of	\$1,699,697	13
19	Canine Enforcement	These are units combining dogs and their handlers, that support patrol officers in suspect apprehension, searches for lost and missing persons, and detection of bombs and contraband.	\$2,185,325	15

Appendix D: Police Department Functional Priorities, 2010

Functional Priorities			2010 Budget	
Rank	Name	Description	\$	FTE
20	Emergency Dispatch & 911 Communications	These are primarily civilian units that staff the 911 communications center on a 24x7 basis and ensure that the center is fully staffed and trained at all times.	\$12,383,508	120
21	Emergency & Disaster Preparedness	These are civilian units that coordinate the city's efforts to prepare for, respond to, and recover from disasters and emergencies. The units staff the city's Emergency Operations Center when an event occurs, maintain communications and technology infrastructures for emergency response, and engage in public education and technical assistance to communities, businesses and public sector agencies concerning disaster readiness and response.	\$1,699,697	13
22	Analytic Enforcement Services	These (mostly detective) units gather, analyze, organize and evaluate crime and calls for service data, and information concerning organized and white collar crime, and public safety threats. Using this information, they are able to detect crime trends, alert senior commanders to emerging public safety issues, and assist in the deployment of public safety resources.	\$2,428,139	21
23	Sworn & Civilian Training	These sworn units are responsible for planning, administration and implementation of all departmental training programs, including the classroom and field training of student officers. In-service training for officers and civilians and their supervisors, including that pertaining to new technology or equipment, are also the responsibility of these units. Includes 44 unfunded Student Officer positions.	\$7,527,230	80
24	Accreditation, Audit & Inspectional Services	These sworn units are responsible for reviewing and revising policy, training and operations manuals; incorporating law and ordinance changes into Department manuals; revising forms; drafting, editing and reviewing directives; conducting scheduled and spot audits of operations; and maintaining the Department's	\$1,214,069	13
25	Photographic Evidence Processing	This civilian unit supports investigative units by providing photographic evidence processing, photo montages, and other video and photographic aids. These services assist in the conduct of investigations and in enlisting the help of the public in identifying and apprehending suspects.	\$849,849	4
26	Fingerprint Processing & Identification	These civilian units take and process fingerprints of all arrestees and applicants for concealed weapons, licenses, and employment permits. The units also process crime scenes, then enter latent prints into databases to identify suspects, and submit information necessary to update criminal history records.	\$3,642,208	39
27	Evidence Storage & Management	These civilian units receive and store evidence, lost property, and items belonging to arrestees, maintains inventories of these items, and disposes of them according to legal requirements. They also maintain the inventory of essential officer equipment including such items as weapons, handcuffs, and ballistics vests.	\$1,214,069	15
Civilian and Sworn Mission Support Subtotal			\$34,843,791	333

Appendix D: Police Department Functional Priorities, 2010

Functional Priorities			2010 Budget	
Rank	Name	Description	\$	FTE
Civilian Organization Support				
28	Finance & Budgeting, Accounting, Payroll & Purchasing	These civilian units are responsible for departmental expenditure control reporting, overtime analysis and reporting, developing general fund budgets and preparation of financial/analytical reports to senior command staff, Executive, & Council. Also, the fiscal unit is responsible for all departmental accounts payable and receivable, department purchases and employee payroll processing.	\$4,856,277	18
29	Records, Files & Data Center	These civilian units document all crime incidents, and all actions taken by the department related to incidents, investigations, offenders, victims, and witnesses; that such information is properly entered into local, state and federal records systems; that these records are properly maintained and accessible to employees, other agencies and the public. The units also handles public disclosure requests and maintains records on suspended licenses, vehicle tows and follow-up actions.	\$5,341,905	84
30	Information Technology -- System Development, Maintenance & Support	These civilian specialists develop and maintain all of the Department's technology infrastructure, including desktops, laptops, and MDCs; support both internal and network applications. These units are also responsible for major system replacement planning and implementation, including the Computer Aided Dispatch and the Records Management Systems. This also includes funding for major IT initiatives including the SPIDER (CAD/RMS) and Handheld Ticketing System replacement projects.	\$7,770,044	29
31	Employment & Personnel	This blend of sworn and civilian units provide all human resources functions to the Department, including recruitment, background investigations, maintenance of employment records, interpretation and administration of collective bargaining agreements, and benefits administration. This section is also responsible for oversight of the Department's performance review system. Excludes 33 unfunded Police Recruit positions & 3 unfunded Special Police Recruit Positions.	\$4,127,836	45
32	Executive Support -- Labor, Legal, Planning & Executive Administration	These civilian positions provide legal, labor relations, policy & planning advice and administrative support to the Chief of Police and Deputy Chiefs. (Budget includes judgment claims, workers comp, etc.)	\$8,255,672	17
33	Grant Acquisition & Management of Homeland Security Federal Funds	These civilians identify and apply for grants and seek corporate support for the operations and activities of the Department. This unit also assists in providing oversight for Homeland Security funding. Includes two non-general fund grant positions.	\$242,814	6

Appendix D: Police Department Functional Priorities, 2010

Functional Priorities			2010 Budget	
Rank	Name	Description	\$	FTE
34	Property Inventory, Management & Distribution	This civilian unit receives, inventories, and stores Department supplies and equipment; supplies employees as appropriate; and disposes of items being discarded. During special operations, the unit arranges for special equipment and supplies and functions as a mobile supply operation.	\$1,456,883	4
35	Fleet Management	This civilian unit manages the distribution and use and services all Department vehicles. The unit is also responsible for advising on fleet reduction and augmentation.	\$728,442	2
Civilian Organization Support Subtotal			\$32,779,873	205
Civilian & Sworn Supplemental Services				
36	Mounted Enforcement	This unit consisting of officers and horses provides support during parades, disturbances and other large public gatherings. During summer months, the unit may also provide patrol functions in public parks.	\$728,442	5
37	Parking Enforcement	These civilian units enforces all parking ordinances, and addresses all parking and traffic concerns of business and neighborhoods communities throughout the city. Note the unfunded 1.92 TES FTE PEOs are not included in the position total.	\$8,741,299	100
38	Youth Outreach & Intervention	This detective unit coordinates the Department's efforts on behalf of at-risk youth, including performing a variety of outreach functions, dealing with runaways, accessing services for youth with truancy, delinquency and substance abuse problems, and serving as liaison to Drug Court.	\$728,442	7
39	Victim Advocate & Patrol Support	These civilians support detective and patrol officers by seeing to the social service, medical and counseling needs of crime victims and witnesses as well as communities that have experienced traumatic events. They also recruit, train and deploy volunteers to assist at domestic violence crime scenes.	\$728,442	9
40	Public Information, Media Response & Community Outreach	This mix of civilian and sworn personnel is responsible for coordinating all media contacts with the Department, for providing official statements at the scene of crime incidents, and for preparing and disseminating public information in the form of brochures, reports, and other educational materials either in hard copy or via the Department's website.	\$971,255	7
41	School Crossing Guards	These civilians work on a part-time, seasonal basis to provide assistance at street crossings at or near elementary schools. This program is supervised by SPD but funded in the Family & Education Levy. They represent 15.62 TES Intermittent FTEs.	\$0	n/a

Appendix D: Police Department Functional Priorities, 2010

Functional Priorities			2010 Budget	
Rank	Name	Description	\$	FTE
42	Neighborhood Based Crime Prevention	These are civilian specialists deployed in each precinct to provide general crime prevention and related information to the public and to help disseminate special bulletins about crime suspects or criminal activities to community members, as needed. Includes 1 FTE double pocketed without Gen Fund.	\$728,442	7
Civilian & Sworn Supplemental Services Subtotal			\$12,626,321	135
Department Wide Support				
	Costs -- Capital Equipment	This function includes a group of budget items that are departmentwide in nature and are not linked to any specific function or position.	\$485,628	
	Costs -- Space rent, radio leases, DoIT billings	This function includes a group of budget items that are departmentwide in nature and are not linked to any specific function or position.	\$14,568,832	
Department Wide Support Subtotal			\$15,054,460	
Department Total			\$242,813,874	1,923

Appendix E

City Crime Rate Comparisons

Rather than comparing Seattle’s violent crime rate with that of neighboring cities, a more apt comparison would be cities of similar size. The attached Table A makes this comparison with the 22 other United States cities in the 500,000 to 999,999 population band.

As can be seen in Table A, Seattle ranks in the middle third of the 23 cities for Part I Crimes overall, ranks in the lower third for Violent Crimes and in the upper third for Property Crimes.

We have previously identified a group of cities that we consider similar in character to Seattle based on the following criteria:

- City has a population of similar size.
- City serves as the major entertainment center/venue magnet in its region.
- City has lots of tourism.
- City is an airport or seaport hub.
- City has professional sports teams and other activities drawing frequent crowds.

The cities we have identified for these purposes are Atlanta, Boston, Denver, Nashville, San Francisco, and Washington, DC.

Table B. 2010 Part I Crimes and Crime Rates in Cities Similar to Seattle, N=7

(Source: FBI Uniform Crime Reports, 2010 Crime in the United States)

City	2010 Est Pop	Total Part I Crimes	% chg fr 2009	Part I rate per 1000	Rank	Viol Cr rate per 1000	Rank	Prop Cr rate per 1000	Rank
Atlanta	536,472	36,549	-10%	68.2	1st	10.7	3rd	57.5	1st
Boston	644,064	26,447	-2%	41.1	6th	9.0	4th	32.0	7th
Denver	607,051	38,049	-8%	39.5	7th	5.4	7th	34.1	6th
Nashville	616,366	37,512	5%	60.9	2nd	11.4	2nd	49.5	3rd
San Francisco	818,954	38,112	-6%	46.5	5th	7.0	5th	39.5	5th
Seattle	620,195	36,701	-6%	59.2	3rd	5.7	6th	53.5	2nd
Washington, DC	601,723	34,606	No chg	57.5	4th	12.4	1st	45.1	4th

As can be seen in Table B, Seattle is in the top half of these cities for overall Part I Crimes, next to last in the rate of Violent Crimes, and second in Property Crimes.

This crime portrait of Seattle - when matched with comparable cities - has remained stable for some time. We have a low incidence of Violent Crimes and a high incidence of Property Crimes. This profile makes the emphases being placed on Property Crimes by the Precincts especially important and the downturn we are seeing in Property Crimes in 2011 gratifying.

Appendix E

Table A. 2010 Part I Crime, Comparably-Sized Jurisdictions (500,000 to 999,999 Pop), arranged in descending population order, N = 23**

(Source: FBI Uniform Crime Reports, 2010 Crime in the United States)

City	2010 Est Pop	Total Part I Crimes	% chg fr 2009	Part I rate per 1000	Rank	Viol Cr rate per 1000	Rank	Prop Cr rate per 1000	Rank
San Jose	970,252	25,296	-3%	26.1	23rd	3.3	22nd	22.8	23rd
Honolulu	950,268	34,216	-5%	36.0	21st	2.7	23rd	33.3	20th
Detroit	899,447	64,763	-5%	72.0	2nd	18.9	1st	53.2	7th
Jacksonville	822,414	42,893	-12%	52.2	16th	6.7	13th	45.5	14th
San Francisco	818,954	38,112	-6%	46.5	18th	7.0	12th	39.5	18th
Charlotte/Mech	797,733	39,592	-10%	49.6	17th	6.1	14th	43.5	17th
Austin	796,310	49,616	-5%	62.3	7th	4.8	20th	57.6	4th
Columbus	772,974	55,619	4%	72.0	3rd	7.1	11th	64.9	1st
Fort Worth	746,433	39,383	-2%	52.8	14th	5.8	16th	47.0	12th
Memphis	673,650	52,522	-11%	77.9	1st	15.4	2nd	62.5	2nd
Boston	644,064	26,447	-2%	41.1	19th	9.0	9th	32.0	21st
Baltimore	639,929	37,596	-3%	58.7	10th	14.6	3rd	44.2	16th
Louisville Metro	637,428	33,285	9%	52.3	15th	5.9	15th	46.4	13th
El Paso	624,322	20,265	-5%	32.5	22nd	4.6	21st	27.9	22nd
Seattle	620,195	36,701	-6%	59.2	9th	5.7	17th	53.5	6th
Nashville	616,366	37,512	5%	60.9	8th	11.4	5th	49.5	10th
Denver	607,051	38,049	-8%	39.5	20th	5.4	18th	34.1	19th
Milwaukee	605,921	38,049	-8%	62.8	6th	10.4	7th	52.3	8th
Washington, DC	601,723	34,606	no chg	57.5	11th	12.4	4th	45.1	15th
Oklahoma City	571,865	38,567	-1%	67.4	5th	9.3	8th	58.2	3rd
Portland	564,392	31,442	6%	55.7	13th	5.4	19th	50.3	9th
Albuquerque	545,389	30,663	-8%	56.3	12th	7.9	10th	48.4	11th
Atlanta	536,472	36,549	-10%	68.2	4th	10.7	6th	57.5	5th

** Indianapolis and Tucson belong in this population group but are not included because of missing crime data.

Appendix F

October 3, 2011

To: Mike Katz, City Budget Office
Marian Merkel, Police Department
Don Berard, Police Department

From: Peter Harris, Central Staff

Re: Budget Information Request #4 – Police (Senior Policy Analyst for Community Building Initiative)

As part of the City Council's review of the 2012 Proposed Budget, I have been asked to review the proposed budget for the Police Department. This is the fourth information request on Police. It includes questions on the proposed new Senior Policy Analyst for the Community Building Initiative.

5. Please describe the organization of the Community Building Initiative as a whole and the proposed role of the new Senior Policy Analyst within it.

This is an initiative aimed at reducing crime at specific geographic locations. To accomplish this, an Interdepartmental Team (IDT) will be formed consisting of representatives of City departments. This position is charged with leading that ITD and coordinating those resources in a concerted effort to reduce crime at those hot spots.

5.1. Which positions from which departments will be involved in the initiative? What will be the reporting relationships among these positions? Who's in charge?

The goal is to use existing programs and services from multiple departments to support law enforcement efforts. Those programs and services include, but are not limited to:

SPD: Crime Analysts, Community Police Team, Anti-Crime Team, Patrol Officers, Crime Prevention Coordinators

SPU: Graffiti Abatement, Clean and Green, Street Cleaning

SCL: Street Lighting

HED (Formerly OED): Formation of Business Improvement Areas

DPD: Code Enforcement

DON: Neighborhood Coordinators

SDOT: Maintain Street Conditions

This position is tasked with coordinating the IDT, and other departments and agencies when needed. This position will report to the Chief of Police and the Mayor's Office.

5.2. What Budget Control Level in the Police Department would fund the proposed new analyst position? What would be the analyst's reporting relationships within the Police Department?

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This position is located in the Chief of Police BCL. This position will report to the Chief of Police and to the Mayor's Office.

5.3. How would the role of the new analyst supplement the existing crime analysis functions in the Police Department and the roles of sworn and civilian leaders in the Department? What would the new analyst be able to do that existing crime analysts and other sworn and civilian analysts and managers cannot do?

This position does not replace any of the work that existing analysts do. Rather, it takes the information provided by the Crime Analysts and applies a multi-disciplinary approach to address the specific locations identified.

This position will coordinate resources from outside the Department, such as HED, SPU, SCL, DPD, DON, etc. While existing crime analysts and other sworn and civilian analysts are looking at statistics and factors and how SPD can address the problems, this position is looking at more integrated approaches to address hot spots.

6. Please elaborate the theory and methods of the initiative.

As stated in the City Auditor's report, "Addressing Crime and Disorder in Seattle's "Hot Spots": What Works?" there is a sustained correlated relationship between social and physical disorder and violent crime. Additionally, as other communities such as Cincinnati and Oakland have shown, holistic approach to addressing "hot spots" can be more successful than an approach which relies on law enforcement alone.

This approach will utilize existing resources from departments across the City to address aspects of disorder in specific geographic areas. While the various departments currently provide services on a city-wide basis, a coordinated effort aimed at specific locations will help to address components of disorder that are correlated to violent crime.

6.1. How will the hot spots be identified? What data will be collected on them? How will the initiative decide which data are relevant?

SPD will utilize both input from analysts and the judgment of precinct commanders to identify areas of focus. In addition to this, SPD will seek input from the community.

6.2. How will the initiative decide which members of the community are "stakeholders" and "place managers"? What defines a stakeholder?

Stakeholders are people who live, visit or work in the community. They include people who have public safety concerns, as well as those who have the resources and ability to change conditions in the area.

6.3. The budget narrative says, "The task force will help identify not just problems, but root causes supported by data on the specific conditions for that site/street segment." In this context, what is a root cause, and what suggests that such root causes will be within the City's ability to change? Please be specific.

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As stated in the City Auditor's report and in various case studies, there is a correlation between disorder and crime. It is within the City's ability to address various aspects of disorder such as poor lighting, graffiti, litter, lack of building code compliance, etc. These are all components of disorder that the City currently addresses through services and programs in various City departments.

6.4. The narrative says, "Evidence-Based Interventions: Working with the City's project team, the task force will select a research-based intervention that addresses the specific local conditions for that street/segment." The phrases, "evidence-based interventions" and "research-based intervention" imply that the interventions applied by the initiative will be selected from interventions that have been shown by rigorous evaluation to be effective elsewhere. If so, where will these come from? Where is the existing body of knowledge on these effective interventions?

This initiative will draw on the experience and framework provided by initiatives such as Cincinnati's Neighborhood Enhancement Program. This program has laid out a framework other communities can use to help customize this approach to their specific circumstance.

The existing body of research related to the relationship between disorder and crime are well documented in the City Auditor's report. Specifically, please refer to the work of Braga and Weisburd. Their 1999 paper, [Problem-oriented policing in violent crime places: A randomized controlled experiment](#) shows such a multi-pronged approach was successful in reducing crime and disorder while not moving it to surrounding areas.

6.5. The narrative says, "the task force will work with the project team to collect data to measure the effectiveness of the intervention." Does this mean the task force and the project team will develop and execute an experimental or quasi-experimental test of the effectiveness of each intervention at each site? Or that it will do so for the initiative as a whole, by testing the effectiveness of the interventions collectively? Either way, how and when will these evaluations be designed? Why is a task force composed of community stakeholders the best group for this? What skills in evaluation do we expect them to bring?

The immediate goals of the initiative do not require developing and executing an experimental or quasi-experimental test of the effectiveness of each intervention at each site. We will be utilizing information easily available to the City. Since this is an approach designed to reduce crime, the metrics measured will be focused on that goal. Metrics such as crime rate and calls for service are what will be used to determine the success of the initiative. The task force is not tasked with performing the evaluation. The Department and Mayor's Office will lead any evaluation on this initiative.

6.6. For all of the above, why is it not possible for the Department and the Executive to do this work now, and why would the addition of a new analyst make it possible?

The main factor preventing existing personnel from undertaking this is staffing limitations.