

**Overview and Initial Issues Identification  
SEATTLE POLICE DEPARTMENT (SPD)**

Staff: Mark Baird

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***Expenditures/Revenues***

<b>Expenditures by BCL</b>	<b>2014 Adopted</b>	<b>2015 Proposed</b>	<b>% Change '14 to '15</b>	<b>2016 Proposed</b>	<b>% Change '15 to '16</b>
Chief of Police	\$6,672,677	\$8,307,336	24.5%	\$8,199,459	-1.3%
Chief Operating Officer	\$24,964,987	\$25,025,447	0.2%	\$27,165,612	8.6%
Compliance & Professional Standards	\$14,022,294	\$13,486,861	-3.8%	\$14,822,822	9.9%
Criminal Investigations Administration	\$8,377,044	\$8,764,894	4.6%	\$8,882,877	1.3%
East Precinct	\$24,841,322	\$25,217,646	1.5%	\$25,343,310	0.5%
Field Support Administration	\$31,920,653	\$34,525,292	8.2%	\$36,162,213	4.7%
Narcotics Investigations	\$5,009,513	\$5,027,775	0.4%	\$5,091,515	1.3%
North Precinct Patrol	\$33,628,071	\$34,495,657	2.6%	\$34,649,765	0.4%
Office of Professional Accountability	\$2,072,781	\$2,575,739	24.3%	\$2,655,708	3.1%
Patrol Operations	\$3,307,208	\$1,640,337	-50.4%	\$2,524,140	53.9%
Patrol Operations Administration	\$0	\$0	N/A	\$0	N/A
South Precinct Patrol	\$18,100,203	\$18,400,280	1.7%	\$18,406,460	0.0%
Southwest Precinct Patrol	\$16,369,842	\$16,753,917	2.3%	\$16,747,158	0.0%
Special Investigations	\$4,656,355	\$4,718,958	1.3%	\$4,773,121	1.1%
Special Operations	\$48,682,463	\$47,777,048	-1.9%	\$48,290,427	1.1%
Special Victims	\$6,701,853	\$6,741,067	0.6%	\$6,829,884	1.3%
Violent Crimes Investigations	\$7,952,269	\$7,956,781	0.1%	\$8,032,303	0.9%
West Precinct Patrol	\$31,388,197	\$32,194,883	2.6%	\$32,406,196	0.7%
<b>Total Expenditures</b>	<b>\$288,667,732</b>	<b>\$293,609,918</b>	<b>1.7%</b>	<b>\$300,982,970</b>	<b>2.5%</b>
Total FTEs	1986.85	2002.35	0.8%	2027.35	1.2%

**Introduction:**

The Police proposed budget strives to carry out several objectives within SPD. It reorganizes existing resources to better reflect best organizational practices. Significant changes in Budget Control Levels (BCLs) reflect this reorganization over additional new proposed funding. The proposed budget contains several new civilian management and technical personnel and funding to maintain a number of previously grant funded positions. There are new supervisory positions for oversight functions and to begin to take on issues related to span of control at the lieutenant level. In 2016, the proposed budget includes funding to hire 25 additional police officers.

There are also two reserves established in Finance General – In 2015, \$2,683,000 is earmarked for the Chief of Police and approximately \$4,878,000 for Department of Justice

(DOJ) Settlement Agreement expenditures and the reserve amounts increase in 2016. The Chief's reserve – created to provide some latitude for future decisions because she was hired so close to the conclusion of the Mayor's budget proposal process - includes funding intended to address sergeant span of control, video retention, and potential crisis intervention training coordination. There are also provisions for police accountability and community policing and crime prevention strategies.

**Identified Issues:**

Five overarching issues have been identified by Central Staff and are discussed below:

1. Staffing, page 2
2. Hiring, page 4
3. Precinct Staffing, page 6
4. Chief of Police Finance General Reserve, page 9
5. Overtime Use, page 10

**1. Staffing**

The most significant aspect of the proposed Police budget pertains to increases in sworn staffing – namely, increases in supervisors that result in the hiring of additional police officers. The Mayor's proposed budget adds funding for three sworn supervisory positions, five civilian management and technical personnel, and covers the cost of five additional civilian positions that were all or partially grant funded. Additionally, it proposes to add 25 new police officer positions in 2016. There are also funds reserved in Finance General for promoting up to 12 new sergeants to address the span of control issues associated with the DOJ Settlement Agreement. The reclassification of existing positions also increases the rank of lieutenant by three – but does not call for any backfill hiring of officers. The positions and their associated cost are presented in Table 1.

**Table 1: SPD Proposed Funding and Position Changes**

<b>Positions</b>	<b>2015</b>	<b>2016</b>	<b>FTE</b>
<b>Supervisor Positions</b>			
Use of Force Review Board Captain	\$128,057	\$162,851	1
Use of Force Review Board Lieutenant	\$103,315	\$138,109	1
Force Investigation Team (FIT) Sergeant	\$91,428	\$126,222	0
<b>Total</b>	<b>\$322,800</b>	<b>\$427,182</b>	<b>2</b>
<b>Civilian Positions</b>			
Chief Operating Officer (difference in cost – existing position)	\$52,983	\$52,983	0
Chief Information Officer	\$229,010	\$224,010	1
Police Counsel	\$201,237	\$201,237	1
Office of Professional Accountability Intake Civilian*	\$130,000	\$125,000	1
Civilian Academic Curriculum Development Professional	\$142,418	\$137,418	1
<b>Total</b>	<b>\$755,648</b>	<b>\$740,648</b>	<b>4</b>
<b>Officer Positions</b>			
25 New Police Officer Positions		\$2,787,745	25
<b>Total</b>	<b>\$0</b>	<b>\$2,787,745</b>	<b>25</b>
<b>Replacing Reduced Grant Funding for Positions</b>			
3 Crime Prevention Coordinators <i>(85% of cost paid by DOJ JAG grant)</i>	\$51,498	\$51,498	0
Victim Advocate <i>(paid by DOJ Commercial Sexual Exploitation of Children Grant)</i>	\$105,883	\$105,883	0
Mounted Patrol Unit Laborer (+ expenses)	\$177,426	\$177,426	0
<b>Total</b>	<b>\$334,807</b>	<b>\$334,807</b>	<b>0</b>
<b>Annual Total</b>	<b>\$1,413,255</b>	<b>\$4,290,382</b>	<b>31</b>

\*Requires negotiations with Seattle Police Officers Guild (SPOG)

**Civilian Academic Curriculum Development Professional**

The civilian academic curriculum development professional was originally requested as a lieutenant position. It would add a civilian to the training program and does not result in returning a sworn officer to other law enforcement duties. SPD has already developed significant portions of the required new training associated with the DOJ Settlement Agreement. Several entities – including the Community Police Commission (CPC) - provide input into the curriculum and delivery of this training. National best practices and resources like the State academy also serve as resources for those assigned to the training unit. Adding this position adheres to the spirit of using civilian expertise but the true need for such a position is unclear.

Options

- A. Eliminate the Civilian Academic Curriculum Development Professional position and cut \$142,418 from the SPD budget.
- B. Adopt the Mayor’s proposal with no changes.

## **Crime Prevention Coordinators**

The crime prevention coordinators are funded through a Justice Assistance Grant (JAG). This grant has decreased over time. It now pays for approximately 85 percent of the position costs. The proposed funding (\$51,498) is about two months of the cost of the three positions.

## **Mounted Unit Laborer and Expenses**

The private funding source that had been paying for this position and expenses is no longer available. The amount in the proposed budget (\$177,426) is the cost of a laborer to care for the horses and some expenses. An alternative to funding both years would be to fund this in 2015 and have the department find alternative funding for this position and the expenses in 2016.

## **2. Hiring**

Hiring new officers is a significant issue for SPD. The department expects to miss its 2014 hiring target. This target is based on vacant officer positions, attrition, and the availability of academy class positions. SPD now believes it will hire 83 new officers over the course of 2014 (67 new recruits and 15 lateral hires<sup>1</sup>). As a result, SPD needs to hire approximately 13 new officers in 2015 just to make up the shortfall in 2014. The department anticipates having approximately 53 officers retire or resign in 2015. The previously mentioned supervisory increases require the hiring of at least three officers with the possibility of another six supervisory positions (funded in Finance General) that would raise that number to nine. Adding sworn supervisors results in the need to backfill with additional police recruits since promotions take place from within the current ranks. These factors combined require SPD to successfully hire 75 new police officers in 2015 in order to meet its hiring target.

The department forecasts that about 53 officers will also resign or retire in 2016. The proposed budget calls for successfully hiring another 77 new police officers during that year. There is also likely a recruit or two who will not be successful in the process and the department may be required to fill a position more than once. These figures are shown in Table 2.

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<sup>1</sup> A lateral is an individual who has been a law enforcement officer in another jurisdiction – either in the State of Washington or another state – and does not need to attend the entire basic academy.

**Table 2: SPD Police Officers Hired, Funded, and Available**

Year <sup>1</sup>	Funded FTE	Hired	Separations	Net New Officers	All Sworn Officers <sup>2</sup>	Fully Trained <sup>3</sup>	Actually In Service	% Funded in Service
2012	1,300	32	(36)	-4	1,281	1,272	1,235	95.0%
2013	1,315	85	(35)	50	1,307	1,264	1,239	94.2%
2014	1,361	83	(60)	23	1,332	1,282	1,249	91.8%
2015	1,370	90	(53)	37	1,362	1,313	1,280	93.4%
2016	1,395	81	(53)	28	1,384	1,336	1,303	93.4%

<sup>1</sup>Based on Q4 figures.

<sup>2</sup>Includes several anticipated losses during the academy.

<sup>3</sup>Police Officers who are completely trained (not recruits or students).

Source: SPD Q1 Attachment - Sworn Hiring Projections 9-12-14

■ = Projected numbers.

Tenure is a significant variable in the hiring and staffing equation that is difficult to predict. About 58 percent of all sworn officers have less than 20 years in the organization. Approximately 32 percent have fewer than 10 years with the department. However, there are 110 officers with 30 or more years of service. These are within the retirement range. SPD anticipates losing 60 sworn officers to resignations or retirements in 2014. This figure is reduced to 53 in both 2015 and 2016. A higher than usual attrition rate for officers with approximately 20 years of service is taking place in 2014, driving the number up. The department does not believe this trend will continue. As noted above, there are a significant number of officers (more than 550) with 20 years or more of service. It is difficult to tell why more left and if this will continue into 2015. As 2014 shows, higher than anticipated attrition – from any range and for any reason – can impact the department’s ability to maintain its level of officers or hire additional officers to increase the total number of sworn officers. Even with new hiring processes, greater attrition could significantly impact staffing levels. Conversely, lower attrition would have a positive effect on staffing numbers.

The department has recognized that its current hiring practices may inhibit its ability to get fully staffed. It is currently reviewing its practices to see where adjustments – such as more frequent testing – may help provide consistent hiring without decreasing the quality of future recruits. When combined with attrition figures, antiquated practices, variation in State academy scheduling and the number of guaranteed Seattle slots, the occasional unsuccessful recruit, and modest lateral candidate numbers all serve to make becoming fully-staffed a challenge. The department must make progress in revamping its hiring and retention practices to meet its hiring goals in 2015. Otherwise, like 2014, it will fall behind and not be in position to hire new officers in 2016. SPD’s sworn police staffing and hiring model for 2014 through 2016 is presented at the end of this document.

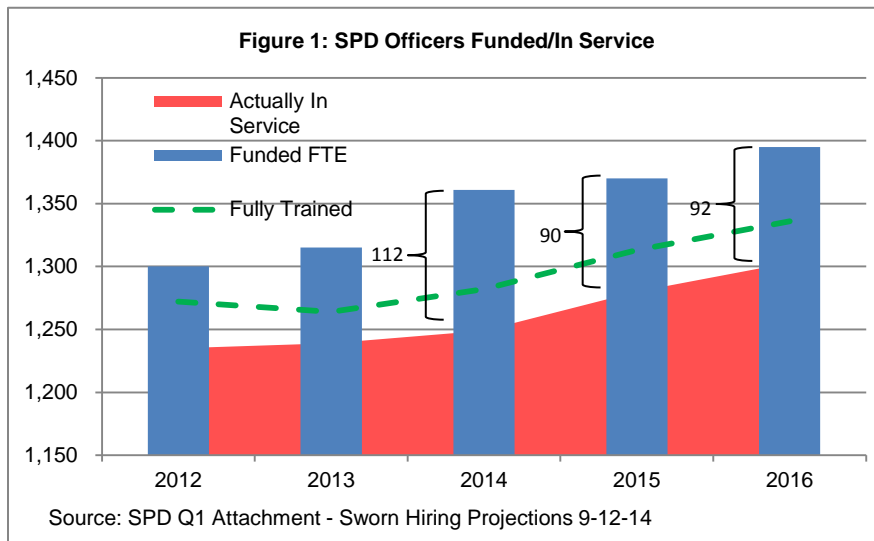
### Option

- A. Details related to SPD’s hiring process and updated plans for meeting its proposed hiring targets could be part of a broader Statement of Legislative Intent (SLI) that includes additional topics discussed in this paper.

### **Available Officers**

Within these hiring figures it is important to note that there is a difference between hired, fully trained, and actually working officers. The proposed budget claims that with 1,395 funded FTE there will be 1,336 fully trained officers by the end of 2016. While this could come to fruition (assuming all hiring targets are met), it does not mean that there will be that number of officers actually working. The department typically has about 33 officers who are unavailable due to long-term or extended leaves for a variety of reasons. As a result, it estimates that after the proposed hiring and training in 2016 there will be approximately 1,303 police officers actually in service.

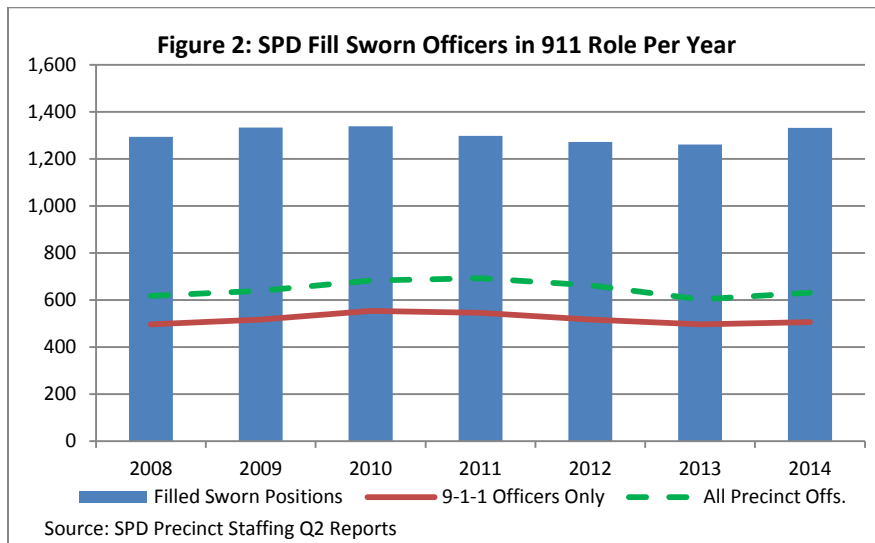
Figure 1 (and Table 2, above) shows that even if SPD is successful with its revised hiring target in 2014 the funded FTE number of 1,361 police officers translates into 1,249 actually being in service and available for law enforcement duties. The bracketed numbers (112, 90, and 92, respectively) represents those in some stage of training and those out on some type of long-term or extended leave. The gap narrows slightly in 2015 and 2016, although these are estimates. Slippage in hiring targets will create a larger variance between the number of officers funded, trained, and actually in service.



This is important because it helps to explain exactly how many officers are potentially available for assignment to the precincts for 9-1-1 response or other duties.

### 3. Precinct Staffing

An ongoing significant issue is the number of sworn officers that are assigned to the precincts for patrol functions. About 45 percent of SPD’s sworn officers are assigned to 9-1-1 response. Adding other functions brings the precinct officer total up to around 56 percent of the officer ranks. Figure 2 shows that the number of police officers has increased over time but the number of officers working as 9-1-1 responders has remained flat and even dipped slightly in recent years. Staffing numbers for all precinct officers (including bike patrol, foot patrol, community police teams, anti-crime teams, and others), while higher, have also not increased much over time.



Precincts are also carrying a significant number of vacancies. Table 3 shows the number of authorized officer positions and the actual number of filled officer positions for each precinct. With the exception of South Precinct, the others maintain a significant number of officer vacancies. At first glance it appears there are 150 officer vacancies in the precincts. However, use of on-loan positions and the use of officer vacancies for recruit and student officers during hiring reduce this number significantly. In either case, it still represents a lack of fully trained officers.

**Table 3: SPD Precinct Staffing Authorized vs. Actuals\***

Precinct	Authorized	Filled Positions	Diff.	% Staffed
West	196.00	157.00	(39.00)	80.1%
North	217.00	177.00	(40.00)	81.6%
South	110.00	113.00	3.00	102.7%
East	154.00	102.00	(52.00)	66.2%
Southwest	104.00	82.00	(22.00)	78.8%

\*As of 10-17-2014

Source: SPD 10-17-2014

Patrol is often cited as the priority or “backbone” of the agency. It is also the first place from which officers are taken when there is a need for resources. Officers are loaned out to other units or duties for extended periods of time. These loans change the daily activities of officers without necessarily changing their ‘on paper’ assignment. As a result, these officers look like they are precinct officers – but they are not working there. Currently, there are 68 police officers loaned out from the precincts to other duties. These officers have been loaned out for more than 90 days and up to years at a time.

Table 4 shows that the North Precinct has the most on loan officers (20) and more than 41 percent of all on loans came from second watch (the second shift of the day typically thought of as swing shift). Officers were loaned out to 31 different locations or duties – with eight (8) going to Gangs and five (5) going to both Advanced Training and the Traffic Collision Unit. A complete list of loaned officer duties is provided in Appendix B. If the loaned officers were added back to the precinct ranks, there would be nearly 700 officers in the community, an increase of approximately 11 percent. However, a number of important activities carried out by loaned officers would be likely be understaffed or go undone.

**Table 4: SPD On Loan Officers Per Precinct and Shift**

<b>Shift</b>	<b>East</b>	<b>North</b>	<b>South</b>	<b>Southwest</b>	<b>West</b>	<b>Total</b>
<b>1st</b>	3	2	1	2	3	11
<b>2nd</b>	5	8	4	2	9	28
<b>3rd</b>	2	7	3	2	4	18
<b>ACT</b>		1	2		3	6
<b>CPT</b>		2	1	1		4
<b>Precinct</b>			1			1
<b>Total</b>	<b>10</b>	<b>20</b>	<b>12</b>	<b>7</b>	<b>19</b>	<b>68</b>

Source: SPD

Taken together, the hiring and training process, long-term leaves, vacancies, and loans serve to deplete the ranks of patrol and in particular those dedicated to 9-1-1 response. The tension between police officers on the on loan list for certain activities versus precinct staffing highlights the need for prioritization. To address this issue, the department is working on a request for proposal (RFP) for a 90 day analysis pertaining to patrol levels.

In addition, the department is conducting some analysis that will result in some changes to the precinct boundaries and potentially staffing levels within precincts. This is in response to SLI 62-1-A-1 which requested that SPD, the Executive, and Council Staff to jointly develop a scope of work for analyzing the sworn staffing requirements for major police functions. In 2014, SPD expects to make the boundary adjustments. Determining the right size of patrol is the second phase of the project and is expected to take portions of 2015.

The two projects are expected to provide guidance on the optimal size of patrol. These should provide a clear picture of the appropriate size for the various other components of the organization. No matter the process or the outcome, the personnel must be prioritized.



What Council Might Do

Appropriation by BCL has not proven to be an effective method for Council prioritization of police duties. The ‘on loan’ system has circumvented this effort. To remain engaged in the important question about the appropriate size of the police force and the proper number of patrol officers, the Council could pass a SLI requiring regular updates on the analysis and results of the two assessments. With the results, Council could provide guidance to SPD based on its priorities. Given its connection with hiring and overtime, this topic could be included in a comprehensive SPD SLI that provides updates on these topics.

**4. Chief of Police Finance General Reserve**

The Chief was hired late in the 2015-2016 budget process, so the Mayor proposed a reserve for future needs in some areas – several of which are currently undergoing an evaluation process. While specific items were costed in order to develop a number for the reserve, there is uncertainty about the eventual need for resources. For example, if the management and deployment assessment produces recommendations with incremental costs, this reserve could be the only source to pay for those items. Therefore a Finance General reserve was used to provide Council the authority to review and approve the Chief’s uses for the reserved resources. The funding related to sergeants’ span of control is assumed in the numbers for this Chief of Police Finance General Reserve. This funding includes \$253,000 to promote 12 sergeants, backfill funding for five of those sergeants (the other 7 positions do not require backfill), and vehicles for the new officers. There are also funds for a crisis intervention team (CIT) lieutenant. Span of control for supervisors is currently being analyzed by the department. It is anticipated that some number of new sergeants will be required to adhere to the DOJ Settlement Agreement. The assumptions about the numbers included in the reserve are detailed in Table 5.

**Table 5: Chief of Police Finance General Reserve**

	<b>2015</b>	<b>2016</b>
<u>Span of Control - Sergeants</u>		
12 Sergeants Promotional Costs	\$253,000	\$253,000
Back fill for 5 Sergeants	\$352,000	\$520,000
Vehicles	\$507,000	\$98,000
<b>Total</b>	<b>\$1,112,000</b>	<b>\$871,000</b>
Crisis Intervention Team Coordinator - Lieutenant	\$150,000	\$148,000
Video Retention and Public Disclosure Requirements	\$629,000	\$624,000
Police Accountability Reserve	\$500,000	\$500,000
Community Policing and Crime Prevention Strategies	\$292,000	\$755,000
<b>Reserve Total</b>	<b>\$2,683,000</b>	<b>\$2,898,000</b>

There is also funding for video retention and public disclosure, adjustments to the police Office of Professional Accountability (OPA) structure, and funding for undetermined policing and crime prevention strategies. The Chief is constructing policing plans and funds are set aside in this reserve for them.

### Option

- A. Council could provide the funds in the Chief of Police Finance General Reserve to have no funds spent out of the reserve without first coming back to Council to approve approval a plan or plans for spending the funds.
- B. Adopt the Mayor's proposal with no changes.

### **Crisis Intervention Team Coordinator - Lieutenant**

The Chief of Police reserve sets aside \$150,000 for a Crisis Intervention Team (CIT) lieutenant. CIT is comprised of three officers and a sergeant who are specially trained to follow up on calls involving a person or persons in crisis such as dealing with a mental health issue. They work predominately weekday business hours. Every officer receives some basic level of crisis intervention training. However, many issues require additional follow up by a member of CIT. Currently the CIT coordinator is an existing lieutenant who is doing it as an extra assignment and during the night shift. The proposed budget provides for better supervisory staffing for lieutenants with promotional costs for three existing positions – increasing the lieutenant ranks and easing that workload.

### Options

- A. Eliminate the funding in Chief of Police Finance General Reserve for the Crisis Intervention Team Coordinator – Lieutenant and cut \$150,000 from the reserve.
- B. Adopt the Mayor's proposal with no changes.

## **5. Overtime Use**

Overtime continues to be a significant issue for SPD. The Mayor's proposed 2015 budget contains approximately \$14.3 Million in overtime for 2015– dispersed throughout the department's BCLs. This does not include \$1.4 Million for overtime in the DOJ reserve, for a total of \$15.7 Million. The 2016 proposed overtime allotment increases to about \$14.5 Million in the BCLs and another \$1.4 Million in the DOJ reserve for a total of \$15.9 Million. In 2013, the department spent nearly \$22 Million on a variety of overtime activities – approximately \$7 Million over its \$14.4 Million overtime budget. There was significant overtime spending on training and City special events. In 2014, the department has already exceeded last year's overtime spending on events. Sporting events (Mariners, Sounders, and Seahawks) are reimbursed based on the hours used for an event. Other events are not. Permit fees often do not fully recover the officer overtime costs associated with a special event. The department states it is revamping its planning process for events to curtail excess overtime expenditures.

Table 6 presents SPD overtime per year. It shows that since 1994 there has only been one year (1994) when the department did not exceed its overtime budget. As a result of publicized overtime overages, the Chief has requested that the City Auditor conduct an

audit of SPD overtime use and practices. That effort is just beginning. There is also a process under way to bring greater accountability for the use of overtime and to train those managers responsible for overseeing overtime expenditures in the proper skills for better overtime management.

**Table 6: SPD Overtime Per Year**

Year	Total Budget Dollars*	Expenditure	(Over)/Under Budget	% Over/Under
1994	\$5,153,823	\$5,219,743	(\$65,920)	101.3%
1995	\$5,214,823	\$5,764,175	(\$549,352)	110.5%
1996	\$5,462,768	\$6,385,075	(\$922,307)	116.9%
1997	\$5,473,771	\$7,555,588	(\$2,081,817)	138.0%
1998	\$5,474,101	\$7,991,103	(\$2,517,002)	146.0%
1999	\$7,052,200	\$6,542,077	\$510,123	92.8%
2000	\$7,702,950	\$9,271,509	(\$1,568,559)	120.4%
2001	\$7,612,056	\$8,775,246	(\$1,163,190)	115.3%
2002	\$7,807,023	\$8,688,962	(\$881,939)	111.3%
2003	\$7,864,998	\$9,875,611	(\$2,010,613)	125.6%
2004	\$8,492,700	\$10,755,660	(\$2,262,960)	126.6%
2005	\$8,910,948	\$11,331,390	(\$2,420,442)	127.2%
2006	\$9,393,671	\$12,456,160	(\$3,062,489)	132.6%
2007	\$9,886,346	\$14,576,845	(\$4,690,499)	147.4%
2008	\$12,902,601	\$15,797,836	(\$2,895,235)	122.4%
2009	\$12,804,869	\$14,867,684	(\$2,062,815)	116.1%
2010	\$13,176,675	\$13,277,444	(\$100,769)	100.8%
2011	\$12,729,773	\$14,468,063	(\$1,738,290)	113.7%
2012	\$12,754,177	\$18,537,785	(\$5,783,608)	145.3%
2013	\$14,369,409	\$21,939,649	(\$7,570,240)	152.7%
2014	\$14,407,064			
2015	\$14,290,058			
2016	\$14,452,921			

\*Includes original budget figure plus supplemental additions. Does not include fourth quarter supplemental legislation that balances expenditures after the fact.

Councilmembers may be interested in exploring options to reduce SPD overtime by cutting up to \$1million from SPD’s budget in 2015 and 2016. With the experience of 2013 and 2014, the department is poised to deliver training in a more efficient, less expensive manner that leverages regular duty time when at all possible.

- A significant amount of new training will be delivered by the end of 2014.
- Ongoing training may be part of the annual hours required to maintain State certification.

- Chief Operating Officer Wagers has launched monthly fiscal accountability meetings and training for mid-level managers in finances and fiscal responsibility which should provide renewed constraints on overtime.
- A new focus on special event planning may lead to further reductions in an overtime area that has seen sharp increases in recent years.

Overtime is discretionary spending. Some level of training, special event coverage, emphasis patrol and operations, call outs, and oversight and accountability activities are appropriate and necessary uses of overtime. The aforementioned recent operational changes should minimize unnecessary overtime. For example, reductions in special event overtime spending and changes to the way FTOs are paid could save significant amounts of overtime. It is important to note that SPD has spent \$14 Million or more on overtime in seven of the last eight years.

### Options

- A. Reduce SPD's General Subfund overtime by \$1M. Council could pass a SLI requiring regular updates on SPD's use and management of overtime. This could include updates on the manager training and overtime management process and overtime for special events. This information could be part of a single comprehensive SLI that includes the previously discussed hiring process update.
- B. Reduce SPD's General Subfund overtime by \$500,000. This option could include the same SLI as referenced in Option A.
- C. Adopt the Mayor's proposal with no changes.

### **Department of Justice Settlement Agreement General Reserve**

In addition to the overtime in the department's budget, the proposed budget maintains the DOJ Settlement Agreement General Reserve in Finance General that contains \$1.4 Million in overtime for the Force Investigation Team (FIT), training, the Crisis Intervention Team (CIT), the Use Of Force Review Board (UOFRB), and other unspecified activities. It also holds funds for the monitor's contract and money for financing a new data analytics platform. The funds for the data analytics project (\$2 Million) were calculated to be enough to finance the project consistent with the recommendations in the Price Waterhouse Cooper report (approximately \$12 Million). In total, there is \$4,877,952 in the reserve for 2015 and \$4,935,511 in 2016.

### **Potential Issues Under Assessment:**

The City Auditor recently conducted an audit of SPD's public disclosure request process. The final report has not been released, but it could include recommendations for additional technical or personnel resources in order to comply with public disclosure laws in a timely fashion. As shown in Table 5 above, the Chief of Police Finance General Reserve has a line item with approximately \$625,000 set aside in anticipation of a need in the areas of

retention of video records and public disclosure.

**Appendix A  
 2014**

**Sworn Police Staffing 2014, 2015, and 2016, per Proposed 2015 Budget**

		2014					
		Q1	Q2	Q3 est.	Q4 est.	Total	Monthly Average
<b>Academy Training</b>							
1	Recruits in Academy at start of quarter	33	28	26	27		
2	New recruits entering Academy	13	19	21	14	67	
3	Separations from Academy	0	0	(1)	0	(1)	
4	Recruits graduating from Academy	(18)	(21)	(19)	(20)		
5	Recruits in Academy at quarter end	28	26	27	21		26
<b>Field Training</b>							
6	Officers in field training at start of quarter	43	43	48	55		
7	Academy graduates entering field training	18	21	19	20		
8	New lateral hires entering field training	1	7	4	3	15	
9	Separations from field training	(3)	(2)	(2)	(2)	(9)	
10	Officers completing field training	(16)	(21)	(14)	(26)		
11	Officers in field training at quarter end	43	48	55	50		48
<b>Fully Trained Officers</b>							
12	Fully trained officers at start of quarter	1,264	1,266	1,264	1,268		
13	Separations by fully trained officers	(14)	(24)	(10)	(12)	(60)	
14	Officers completing field training	16	21	14	26		
16	Officers rehired, no training required	0	1	0	0	1	
17	Fully trained officers at quarter end	1,266	1,264	1,268	1,282		1,270
<b>Officers in Service at Quarter End</b>							
18	Fully trained officers at quarter end	1,266	1,264	1,268	1,282		
19	Officers on disability or extended leave	(30)	(32)	(33)	(33)		
20	Officers in service at quarter end	1,236	1,232	1,235	1,249		1,239
<b>Total at End of Quarter</b>							
21	Fully Trained Officers	1,266	1,264	1,268	1,282		1,270
22	All Sworn Officers	1,309	1,312	1,323	1,332		1,317
23	Funded FTE	1,344	1,345	1,349	1,361		1,349
24	Filled FTEs at quarter end	1,330	1,332	1,343	1,348		<b>1,336</b>
(officer = 1.0 FTE, recruit = 0.75 FTE)							

**2015**

**Sworn Police Staffing 2014, 2015, and 2016, per Proposed 2015 Budget**

		2015					
	<b>Academy Training</b>	Q1 est.	Q2 est.	Q3 est.	Q4 est.	Total	Monthly Average
1	Recruits in Academy at start of quarter						
2	New recruits entering Academy	21	28	28	28		
3	Separations from Academy	21	21	21	14	77	
4	Recruits graduating from Academy	0	(1)	(1)	0	(2)	
5	Recruits in Academy at quarter end	(14)	(20)	(20)	(21)		
		28	28	28	21		26
	<b>Field Training</b>						
6	Officers in field training at start of quarter						
7	Academy graduates entering field training	50	45	47	49		
8	New lateral hires entering field training	14	20	20	21		
9	Separations from field training	3	6	2	2	13	
10	Officers completing field training	(1)	(2)	0	(2)	(5)	
11	Officers in field training at quarter end	(21)	(22)	(20)	(21)		
		45	47	49	49		48
	<b>Fully Trained Officers</b>						
12	Fully trained officers at start of quarter						
13	Separations by fully trained officers	1,282	1,290	1,295	1,304		
14	Officers completing field training	(13)	(17)	(11)	(12)	(53)	
16	Officers rehired, no training required	21	22	20	21		
17	Fully trained officers at quarter end	0	0	0	0	0	
		1,290	1,295	1,304	1,313		1,299
	<b>Officers in Service at Quarter End</b>						
18	Fully trained officers at quarter end						
19	Officers on disability or extended leave	1,290	1,295	1,304	1,313		
20	Officers in service at quarter end	(33)	(33)	(33)	(33)		
		1,257	1,262	1,271	1,280		1,266
	<b>Total at End of Quarter</b>						
21	Fully Trained Officers						
22	All Sworn Officers	1,290	1,295	1,304	1,313		1,299
23	Funded FTE	1,335	1,342	1,353	1,362		1,346
24	Filled FTEs at quarter end	1,364	1,364	1,370	1,370		1,367
	(officer = 1.0 FTE, recruit = 0.75 FTE)	1,356	1,363	1,374	1,378		<b>1,366</b>

**2016**

**Sworn Police Staffing 2014, 2015, and 2016, per Proposed 2015 Budget**

		2016					
	<b>Academy Training</b>	Q1 est.	Q2 est.	Q3 est.	Q4 est.	Total	Monthly Average
1	Recruits in Academy at start of quarter	21	28	28	28		
2	New recruits entering Academy	21	21	21	14	77	
3	Separations from Academy	0	(1)	(1)	0	(2)	
4	Recruits graduating from Academy	(14)	(20)	(20)	(21)		
5	Recruits in Academy at quarter end	28	28	28	21		26
<b>Field Training</b>							
6	Officers in field training at start of quarter	49	41	40	47		
7	Academy graduates entering field training	14	20	20	21		
8	New lateral hires entering field training	2	0	2	0	4	
9	Separations from field training	(1)	(2)	(1)	0	(4)	
10	Officers completing field training	(23)	(19)	(14)	(20)		
11	Officers in field training at quarter end	41	40	47	48		44
<b>Fully Trained Officers</b>							
12	Fully trained officers at start of quarter	1,313	1,323	1,325	1,328		
13	Separations by fully trained officers	(13)	(17)	(11)	(12)	(53)	
14	Officers completing field training	23	19	14	20		
16	Officers rehired, no training required	0	0	0	0	0	
17	Fully trained officers at quarter end	1,323	1,325	1,328	1,336		1,327
<b>Officers in Service at Quarter End</b>							
18	Fully trained officers at quarter end	1,323	1,325	1,328	1,336		
19	Officers on disability or extended leave	(33)	(33)	(33)	(33)		
20	Officers in service at quarter end	1,290	1,292	1,295	1,303		1,294
<b>Total at End of Quarter</b>							
21	Fully Trained Officers	1,323	1,325	1,328	1,336		1,327
22	All Sworn Officers	1,364	1,365	1,375	1,384		1,371
23	Funded FTE	1,370	1,370	1,377	1,383		1,385
24	Filled FTEs at quarter end	1,374	1,378	1,385	1,386		<b>1,390</b>
	(officer = 1.0 FTE, recruit = 0.75 FTE)	1,323	1,325	1,328	1,336		



## Appendix B

### SPD On Loan Officer Per Loan Location\*

Loaned To	Precinct on Loan From					Total
	East	North	South	Southwest	West	
Gang Squad	1	2	4		1	8
Advanced Training		1		2	2	5
Employment Services - Background		3		1	1	5
Traffic Collision Investigation		3	1		1	5
Youth Violence Initiative	1		2	1		4
Compliance And E Learning	2				1	3
Intelligence - Technical Assistance		2			1	3
Proactive Squads - Narcotics		1	1		1	3
Audit, Policy & Research Section	1		1			2
Community Outreach Squad			2			2
Crime Analysis Squad				1	1	2
CSI Squad					2	2
Firearms	1				1	2
Force Review Squad					2	2
Fraud, Forgery And Financial Exploitation		1			1	2
Internet Crimes Against Children Squad			1		1	2
Vice Administration - Pawn Detail		2				2
Crisis Response Team Squad		1				1
Evidence - Property Disposal		1				1
Field Support Administration	1					1
Harbor		1				1
Intelligence - Cyber Crimes					1	1
Intelligence - Gang Intelligence Detail				1		1
Intelligence - Organized Crime Unit					1	1
Intelligence - Special Invest And Assignments					1	1
Narcotics Administration				1		1
Neighborhood Policing	1					1
Public Affairs	1					1
Robbery		1				1
Traffic Enforcement	1					1
Violent Crimes Task Force		1				1
<b>Total</b>	<b>10</b>	<b>20</b>	<b>12</b>	<b>7</b>	<b>19</b>	<b>68</b>

\*As of 10-17-2014

Source: SPD