Overview and Initial Issues Identification
Police Department / General Subfund

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Expenditures

	2009 Actuals	2010 Adopted Budget	2011 Proposed Budget	% Change 2010 to 2011	2012 Proposed Budget	% Change 2011 to 2012
Expenditures by BCL						
Chief of Police	9,966,000	4,395,000	4,639,000	5.5%	4,783,000	3.1%
Criminal Investigations	7,191,000	7,000,000	7,240,000	3.4%	7,470,000	3.2%
Deputy Chief of Staff	31,885,000	25,271,000	24,869,000	-1.6%	25,347,000	1.9%
Deputy Chief Operations	8,042,000	435,000	703,000	61.5%	718,000	2.1%
East Precinct	20,353,000	21,896,000	22,585,000	3.2%	23,239,000	2.9%
Field Support Administration	27,470,000	32,309,000	34,102,000	5.5%	35,530,000	4.2%
Narcotics Investigations	4,611,000	4,675,000	4,259,000	-8.9%	4,342,000	1.9%
North Precinct	27,192,000	29,194,000	30,934,000	6.0%	31,757,000	2.7%
Office of Professional Accountability	1,733,000	1,838,000	1,713,000	-6.8%	1,750,000	2.2%
Patrol Operations Administration	1,335,000	1,124,000	1,278,000	13.7%	1,301,000	1.8%
South Precinct	15,249,000	16,455,000	16,789,000	2.0%	17,232,000	2.6%
Southwest Precinct	13,569,000	14,803,000	14,819,000	0.1%	15,258,000	3.0%
Special Investigations	4,780,000	4,071,000	4,086,000	0.4%	4,161,000	1.8%
Special Operations	30,469,000	39,162,000	39,204,000	0.1%	39,804,000	1.5%
Special Victims	5,470,000	5,737,000	5,679,000	-1.0%	5,789,000	1.9%
Violent Crimes Investigations	6,382,000	6,677,000	6,685,000	0.1%	6,855,000	2.5%
West Precinct	25,836,000	27,773,000	28,959,000	4.3%	29,673,000	2.5%
Total Expenditures	241,533,000	242,814,000	248,543,000	2.4%	255,007,000	2.6%
Total FTEs	1,922.25	1,922.25	1933.35	0.6%	1922.35	-0.6%

Introduction:

The Police Department's presentation to the Budget Committee on October 1 provided a good overview of the proposed budget. The major programmatic changes from 2010 are these:

Sworn hiring for the Neighborhood Policing Plan is deferred. The budget for sworn staffing is $1.9 million less in 2011 and $3.9 million less in 2012 than if the planned hiring continued. In lieu of hiring, 30 sworn positions are transferred into Patrol.

The Mounted Enforcement program is eliminated.

Three of seven Crime Prevention Coordinators are abrogated.

Two of seven Victim Advocates are abrogated.

A Strategic Advisor and an IT Programmer Analyst are abrogated.

Two Parking Enforcement Officers (PEOs), two PEO Supervisors and PEO overtime are added to support the expansion of paid street parking in evenings and on Sundays, and to support a new program to reduce parking scofflaws. Projected new fine revenue will more than offset these costs.

The rationale for several of the reductions is clear from the functional priorities the Department prepared for the Mayor earlier this year. The Department's top priorities are the 911 response and proactive work of sworn generalists in Patrol; then the sworn specialized functions, including investigations; then the sworn and civilian functions that support the sworn generalists and specialists; and then supplementary services, which include the mounted enforcement program, crime prevention coordinators and victim advocates.[1]

Identified Issues:

1. How many officers should the Department hire in 2011 and 2012?

Table 1 below shows actual and projected sworn hiring and separations from 2008 through 2012 under the proposed budget.

Table 1: Police Hiring & Separations, 2008-2012

	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

Figure 1 attached shows the effect of this hiring plan on sworn staffing. It shows sworn staffing levels from 2002 through 2012, measured three ways:

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

"Filled sworn positions" are positions occupied by officers who have completed academy training. It includes officers in field training and officers on disability or extended leave.

"Filled FTEs" are the total occupied FTEs of officers and recruits.[2] This is the main driver of sworn personnel costs.

Table 2 attached shows the detail for 2008-2012. Figure 2 is the same as Figure 1, except with a zero base.

[1] For details on the Department's functional priorities, see my August 31 Police Department Budget Overview, presented to the Committee on September 7.
[2] Recruits are .75 FTE each. See Table 2.

2. How many officers should there be in Patrol?

This has two sub-questions: If there will be transfers into Patrol, from where should the transfers be made? To what degree will the Neighborhood Policing Plan be implemented in 2011 and 2012?

Table 3 attached shows the number of officers and sergeants in the precincts. Note first the close similarity between the distribution across the precincts of officers and sergeants assigned to 911 response and the precincts' shares of 911 service hours, which is the total time spent by officers responding to 911 calls.

Note also the total of 558 officers assigned to 911 response. This figure is a key number in the patrol deployment model of the Neighborhood Policing Plan (NPP). The NPP calls for 605 officers to be assigned to 911 response in order to meet goals for response time and proactive time. This in turn led to the plan to add 105 officers to Patrol between 2008 and 2012.[3]

The original assumption was that this would be accomplished by hiring a net additional 105 officers into the Department. Last year the City began discussing the option of achieving some of the increase in Patrol by transferring officers from other units in the Department.

<u>If there will be transfers into Patrol, from where should the transfers be made?</u>

The proposed budget transfers 30 officers from other units into Patrol. Table 4 below lists the proposed transfers.

Table 4: Proposed Transfers into Patrol		
Positions to be transferred		**Current unit(s) or BCL**
Title	**#**	
Community Police Team Officers	7	Precincts
Precinct Desk Clerks	6	Precincts
Detectives	6	Burglary & Theft (2), Forgery, Fraud & Financial Exploitation (1), Homicide (1), Narcotics (2)
Mounted Unit Officers	3	Mounted Unit
Traffic Enforcement Officers	2	Traffic Enforcement
Homeland Security Fusion Center Detectives	2	Homeland Security
Seattle Police Operations Center Officer	1	Special Operations BCL
Policy & Accreditation Unit Officer	1	Policy & Accreditation Unit
Training Academy Instructor	1	Field Support Administration BCL
Background Investigations Detective	1	Field Support Administration BCL
Total	**30**	

Note that 13 of the transfers represent a reallocation of resources within each of the precincts, and the other 17 are transfers from other units into the precincts.

We could also describe the transfers in terms of one of the two main goals of the NPP, which is to increase the amount of useful time that the Patrol officers who respond to 911 calls also have for proactive problem-solving. This goal is based in part on good evidence that proactive policing is one of

[3] The proposed budget refers to the plan to add 154 officers between 2005 and 2012, but the NPP was issued in March 2007, and called for an additional 105. Resolution 31014, adopted in September 2007, endorsed the plan and the addition of 105 officers between 2008 and 2012.

the most effective forms of policing for reducing crime. Proactive policing, of course, does not occur only in patrol beats. Much of the work of Anti-Crime Teams, Community Police Teams and bicycle and foot patrols in the precincts also is proactive, as is some of the work of detectives in citywide specialized units.

From this perspective, an overarching management question is how proactive resources should be allocated across the Department. How much should be beat-local, in the hands of 911-Patrol officers? How much should be precinct-local, in the other precinct positions? How much should be citywide, in specialized units?

In this light, the transfers of Community Police Team Officers and perhaps six of the Detectives could be seen as a shift from precinct-local and citywide proactive resources to beat-local proactive resources. The other transfers are shifts from units whose main goals are other than proactive crime reduction.

The transfers into Patrol also will help meet NPP logistical requirements. This leads to the next question.

<u>To what degree will the Neighborhood Policing Plan be implemented in 2011 and 2012?</u>

The number of officers required for the NPP is in part a function of the shift structure. Patrol officers currently work in three nine-hour shifts each day. The NPP assumes a wholesale change to ten-hour shifts. For 911 response alone, ten-hour shifts require more officers than nine-hour shifts, simply because each officer works fewer days each year.[4]

The Department recently has begun reviewing alternative shift structures that may require fewer than 605 officers for 911 response. The proposed transfers would bring 911-response staffing to about 585 officers. Whether 585 officers would meet the minimum staffing requirements for 911 response in an alternative shift structure is part of the review.

Supposing that 585 officers did meet the minimum staffing requirements for 911 response in a new shift structure, would the NPP be fully implemented? The answer is likely to remain in the eye of the beholder. The other main goal of the plan is to make at least 30% of the time of the officers assigned to 911 response available for proactive work; but this is a statistical proxy for the substantive goal of giving these officers enough time to be effective in solving neighborhood crime problems, predictably, when it is useful. On one hand, a difference of 20 officers, or 3%, may not be highly material to this goal, especially if the shifts are well designed. On the other hand, if the total volume of 911 response work remains the same, fewer officers necessarily means less total proactive time available.

Figure 3 attached shows why a new shift structure is desirable. The figure is an updated version of a figure provided in last month's briefing on the 2010 Police budget. It shows what the relationship would be between 911-Patrol deployment and 911 response workload if 30 officers were transferred into Patrol in the current shift structure.

Figure 3 uses the terms "supply" and "demand". Here is how they are defined:

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[4] For a given number of officers, the total number of hours worked is the same with nine- and ten-hour shifts, but with ten-hour shifts there is greater overlap between shifts, and there are fewer officers at work in the non-overlapping parts of the shifts. Meeting the minimum staffing requirements for 911 response in the non-overlapping parts thus requires more total officers with ten-hour shifts than with nine-hour shifts.

> Supply refers to the number of officers who are assigned to patrol cars for 911 response. These do not include sergeants assigned to Patrol, or officers or sergeants assigned to bicycle patrols, foot patrols, Anti-Crime Teams, Community Police Teams or any other duties in the precincts.
>
> Demand is defined as the number of officers needed to meet three standards: (a) the ability to respond to high priority 911 calls within seven minutes or less; (b) at least 30% of the officers' time being available for proactive work, i.e., not responding to calls or performing administrative tasks; and (c) ten officers in patrol cars being available for backup at any time. It also assumes there is one patrol car with two officers in each of the city's 17 sectors, and all other officers are in one-officer cars.[5] The demand estimates are driven by the historical average time spent on 911 calls by time of day and day of week and the number of patrol cars needed for these responses.

The figure shows that in the current shift structure, even with 30 additional officers over today, there would be fewer officers than desirable on most days between 7 AM and noon, more than needed on weekdays between midnight and 5 AM, and just enough on weekends between 10 PM and 2 AM, when additional proactive time would be very useful.

3. How many Victim Advocates should there be?

Currently the Department has seven victim advocates. The proposed budget would abrogate two in April 2011. One would be the sole advocate assisting robbery victims and the other would be one of two advocates assisting the families of homicide victims and victims of other serious violent offenses investigated by the homicide unit. The other four not abrogated include two who assist victims of sexual assaults and two who assist victims of domestic violence.

All seven victim advocate positions currently are supported by the American Recovery & Reinvestment Act (ARRA), which expires in April 2011. At that point, two would be abrogated, three would be supported by the Justice Assistance Grant (JAG), and two would be supported by the General Subfund. The Executive expects the JAG to be renewed for 2012 at the same level, but this is not certain.

The Department's budget issue paper on this topic says:

> "[Victim advocates] support victims and witnesses after a crime has been committed, in order to prevent secondary victimization, maximize victim cooperation and ensure victims are aware of services available to them. . . Elimination of these positions will impact detectives who rely on advocates to comfort victims/witnesses and to give them information . . . SPD advocates are distinguished from advocates in the courts and prosecutors' offices in that they can be deployed at crime scenes and begin their support of victims/witnesses [immediately]. Nonetheless, many of their services and functions mirror those provided by advocates employed in other parts of the criminal justice system and in community-based organizations."

The use of JAG funds for victim advocates will have an opportunity cost, as these funds could be used for other purposes instead. According to the Department:

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[5] The North Precinct has five sectors; West has four; East and South each have three; and Southwest has two. See http://www.seattle.gov/police/maps/precinct_map.htm for the boundaries.

> "JAG funds may be used [for] local initiatives, technical assistance, training, personnel, equipment, supplies, contractual support, information systems for criminal justice, and criminal justice related research and evaluation activities that will improve or enhance: law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment and enforcement programs; planning, evaluation and technology improvement programs; and crime victim and witness programs."

Options:

1. Fully fund the two victim advocate positions the proposed budget would abrogate in April 2011, at a General Subfund cost of $119,000 in 2011 and $173,000 in 2012.

2. Fully fund one of the two victim advocate positions the proposed budget would abrogate in April 2011, at a General Subfund cost of $60,000 in 2011 and $86,000 in 2012.

3. State the Council's intent that victim advocates also should serve victims of malicious harassment (i.e., violations of SMC 12A.16.115 or RCW 9A.46.020). This option is independent of Options 1, 2 and 4.

4. Approve the proposed budget for victim advocates.

4. How many Crime Prevention Coordinators should there be?

Currently the Department has seven crime prevention coordinators. The proposed budget would abrogate three in April 2011.

Six of the seven positions currently are supported by the same ARRA grant that supports victim advocates, which expires in April 2011. At that point, three of the crime prevention coordinator positions would be abrogated, and the other four would be supported by a combination of JAG funds and General Subfund. As with the victim advocates to be supported by JAG funds, the Executive expects the JAG to be renewed in 2012 at the same level, but this is not certain. Also as with victim advocates, the use of JAG funds for crime prevention coordinators will have an opportunity cost.

The proposed budget narrative says this about the work of crime prevention coordinators:

> "Their primary responsibility is to develop and maintain the City's Blockwatch Program. Along with sworn officers and other SPD staff, they perform outreach to various communities, provide crime prevention tips, safety and security training and attend meetings at community councils."

The effect of this work on crime is unclear. In a comprehensive review of the crime prevention effectiveness of a wide variety of policing strategies, the National Research Council found that:

> "Community policing programs, such as neighborhood watch, general foot patrol, storefront offices, and community meetings have not been found to reduce crime, although storefront offices and community meetings may influence perceptions of disorder. . . [Sherman, 1997] concludes that neither neighborhood watch nor community organizing more generally reduces crime. . . [Further,] poorer and more disadvantaged neighborhoods in which such programs would appear to be most needed appeared to benefit the least from them (Rosenbaum, 1989). . .

> Studies do not support the view that community meetings (Wycoff and Skogan, 1993), storefront offices (Skogan, 1990; Uchida et al., 1992), or newsletters (Pate et al., 1989) . . . reduce crime . . . [Simply] providing information about crime to the public does not have crime prevention benefits (Sherman, 1997)."[6]

Options:

1. Fully fund the three crime prevention coordinator positions the proposed budget would abrogate in April 2011, at a General Subfund cost of $193,000 in 2011 and $279,000 in 2012.

2. Fully fund two of the crime prevention coordinator positions the proposed budget would abrogate in April 2011, at a General Subfund cost of $129,000 in 2011 and $186,000 in 2012.

3. Fully fund one of the crime prevention coordinator positions the proposed budget would abrogate in April 2011, at a General Subfund cost of $64,000 in 2011 and $93,000 in 2012.

4. Approve the proposed budget for crime prevention coordinators.

5. Should false alarm fees be raised?

The proposed budget legislation includes an ordinance that would raise the fees for false alarms to the Police Department. Currently the fee for a false alarm from either an automatic property alarm or a human-activated panic alarm is $90. The fee is charged to the alarm monitoring company and typically is passed along to the subscriber. The proposed ordinance would raise the fee for a false alarm from an automatic property alarm to $115, and would raise the fee for a false alarm from a panic alarm to $230.

The Mayor's cover letter describes the purposes:

> "This legislation will accomplish two things. It will allow the City to fully recover the $1.3 million annual cost of responding to false alarms and it will help to reduce the number of false alarms in the future, thereby making more patrol officer time available for fighting real crime.
>
> "The burden of responding to false alarms has been a longstanding problem for the Seattle Police Department (SPD). Progress in curtailing false alarms has been made since the last major revision of the alarms ordinance in 2003. False alarms have dropped from more than 2,000 per month in 2002 to just 892 per month in 2009; however, the false alarm rate remains distressingly high at upwards of 97% for both property and panic alarms."

The fiscal note estimates that the increase in fees will increase General Subfund revenue over today by $147,000 in 2011 and $94,000 in 2012. The projected increase is less in 2012 than in 2011 because the Executive expects the new fees to deter and reduce false alarms. These increases are assumed in the proposed budget.

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[6] National Research Council Committee to Review Research on Police Policy and Practices, Skogan and Frydl (eds.), *Fairness and Effectiveness in Policing: The Evidence*, National Academies Press, 2004. See also Weisburd and Eck, "What Can Police Do to Reduce Crime, Disorder, and Fear", *The Annals of the American Academy of Political and Social Science* 2004:593.

Figure 1: Sworn Police Staffing 2002-2012, Actuals Through August 2010

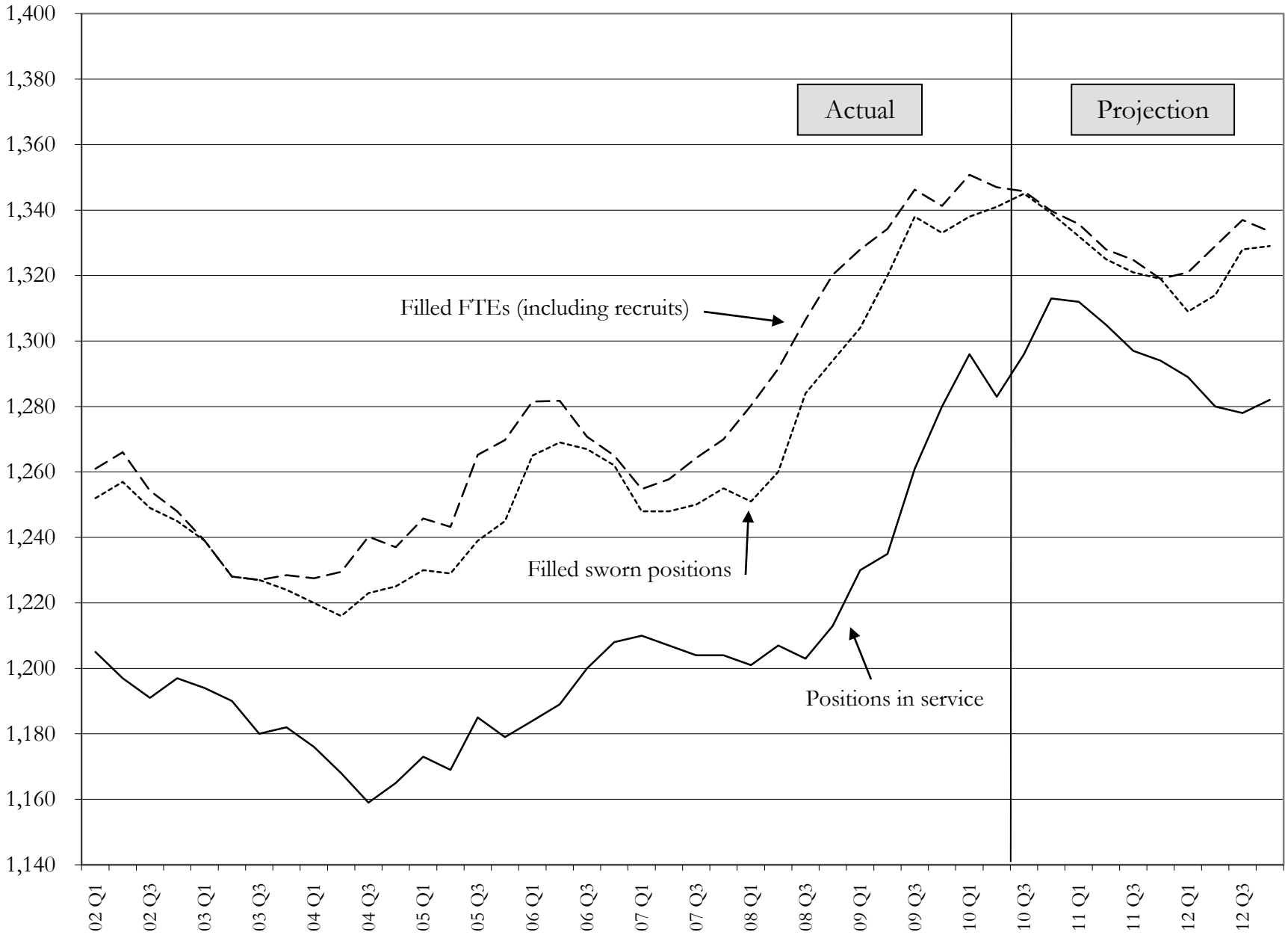

Table 2: Sworn Police Staffing 2008-2012, Actuals Through August 2010

		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

Table 2: Sworn Police Staffing 2008-2012, Actuals Through August 2010

		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

Table 2: Sworn Police Staffing 2008-2012, Actuals Through August 2010

		2010					
		Q1	Q2	Q3 (est.)	Q4 (est.)	total	monthly average
1.	Positions in service at start of quarter	1,280	1,296	1,283	1,296		
	Officers rehired, no training required	1	0	0	0	1	
	Separations in quarter	(6)	(10)	(3)	(5)	(24)	
	Change in officers on disability or extended leave	9	(4)	2	6		
	Officers from field training	12	1	14	16	43	
	Positions in service at end of quarter	1,296	1,283	1,296	1,313		1,296
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	0	0	
	Recruits completing Academy	(9)	(9)	(7)	0		
	Recruits in Academy at end of quarter	17	8	1	1		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	20		
	Academy graduates entering field training	9	9	7	0		
	Lateral hires entering field training	1	4	0	0		
	Field training officer separations	0	0	0	(1)	(1)	
	Officers completing field training	(12)	(1)	(14)	(16)		
	Officers in field training at end of quarter	15	27	20	3		16
5.	Positions in service at end of quarter	1,296	1,283	1,296	1,313		1,296
	Officers on disability or extended leave	27	31	29	23		29
	Field training officers + lateral hires in training	15	27	20	3		16
	Filled sworn positions at end of quarter	1,338	1,341	1,345	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)	(1,345)	(1,339)		(1,340)
	Sworn position vacancies at end of quarter	12	9	(16)	(10)		(1)
7	Filled FTE (sworn @ 1.0, recruits @ .75)	1,351	1,347	1,346	1,340		1,346

Table 2: Sworn Police Staffing 2008-2012, Actuals Through August 2010

		2011					
		Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1.	Positions in service at start of quarter	1,313	1,312	1,305	1,297		
	Officers rehired, no training required	1	0	0	0	1	
	Separations in quarter	(8)	(7)	(8)	(7)	(30)	
	Change in officers on disability or extended leave	3	0	0	0		
	Officers from field training	3	0	0	4	7	
	Positions in service at end of quarter	1,312	1,305	1,297	1,294		1,304
2.	Recruits in Academy at start of quarter	1	5	4	5		
	Recruits entering Academy	4	0	5	0	9	
	Recruit separations	0	(1)	0	0	(1)	
	Recruits completing Academy	0	0	(4)	(5)		
	Recruits in Academy at end of quarter	5	4	5	0		3
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	3	0	0	4		
	Academy graduates entering field training	0	0	4	5		
	Lateral hires entering field training	0	0	0	0		
	Field training officer separations	0	0	0	0	0	
	Officers completing field training	(3)	0	0	(4)		
	Officers in field training at end of quarter	0	0	4	5		2
5.	Positions in service at end of quarter	1,312	1,305	1,297	1,294		1,304
	Officers on disability or extended leave	20	20	20	20		20
	Field training officers + lateral hires in training	0	0	4	5		2
	Filled sworn positions at end of quarter	1,332	1,325	1,321	1,319		1,326
6.	Sworn position authority at end of quarter	1,329	1,329	1,329	1,329		1,329
	Filled sworn positions at end of quarter	(1,332)	(1,325)	(1,321)	(1,319)		(1,326)
	Sworn position vacancies at end of quarter	(3)	4	8	10		3
7	Filled FTE (sworn @ 1.0, recruits @ .75)	1,336	1,328	1,325	1,319		1,329

Table 2: Sworn Police Staffing 2008-2012, Actuals Through August 2010

		2012					
		Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1.	Positions in service at start of quarter	1,294	1,289	1,280	1,278		
	Officers rehired, no training required	0	0	0	0	0	
	Separations in quarter	(9)	(9)	(9)	(9)	(36)	
	Change in officers on disability or extended leave	0	0	0	0		
	Officers from field training	4	0	7	13	24	
	Positions in service at end of quarter	1,289	1,280	1,278	1,282		1,283
2.	Recruits in Academy at start of quarter	0	16	20	12		
	Recruits entering Academy	16	12	12	6	46	
	Recruit separations	0	0	(1)	(2)	(3)	
	Recruits completing Academy	0	(8)	(19)	(10)		
	Recruits in Academy at end of quarter	16	20	12	6		15
3.	Lateral hires in training at start of quarter	0	0	6	6		
	Lateral hires entering training	0	6	6	0	12	
	Lateral hire separations	0	0	(1)	0	(1)	
	Lateral hires completing training	0	0	(5)	(6)		
	Lateral hires in training at end of quarter	0	6	6	0		
4.	Officers in field training at start of quarter	5	0	8	24		
	Academy graduates entering field training	0	8	19	10		
	Lateral hires entering field training	0	0	5	6		
	Field training officer separations	(1)	0	(1)	0	(2)	
	Officers completing field training	(4)	0	(7)	(13)		
	Officers in field training at end of quarter	0	8	24	27		14
5.	Positions in service at end of quarter	1,289	1,280	1,278	1,282		1,283
	Officers on disability or extended leave	20	20	20	20		20
	Field training officers + lateral hires in training	0	14	30	27		15
	Filled sworn positions at end of quarter	1,309	1,314	1,328	1,329		1,318
6.	Sworn position authority at end of quarter	1,329	1,329	1,329	1,329		1,329
	Filled sworn positions at end of quarter	(1,309)	(1,314)	(1,328)	(1,329)		(1,318)
	Sworn position vacancies at end of quarter	20	15	1	0		11
7	Filled FTE (sworn @ 1.0, recruits @ .75)	1,321	1,329	1,337	1,334		1,329

Figure 2: Sworn Police Staffing 2002-2012, Actuals Through August 2010, Zero Base

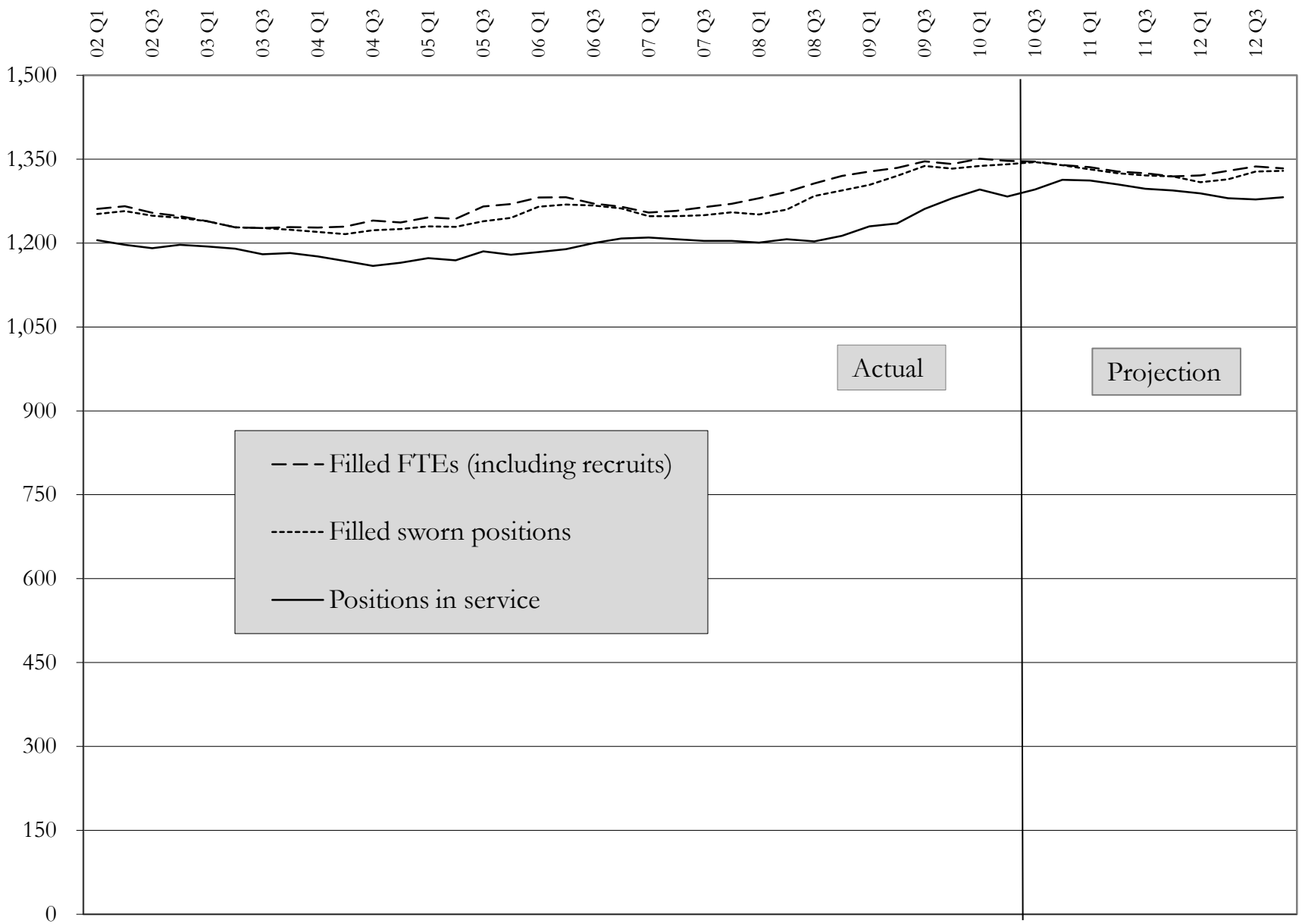

Table 3: Officers and Sergeants in Precincts on September 23, 2010

Precinct	North		West		East		South		Southwest		Total	
% of total 911 call hours	32%		21%		18%		17%		12%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	17	179	16	120	13	91	11	95	9	74	66	558
% of total assigned to 911	26%	32%	24%	21%	20%	16%	17%	17%	14%	13%	100%	100%
Clerks		2		2		2		2		2		10
Patrol Wagons		4		4				2		1		11
Full-Time Bicycles			4	28		4					4	32
Seattle Center			1	3							1	3
Downtown Foot Beats				4								4
Anti-Crime Teams	1	6	1	8	1	7	1	6	1	3	5	30
Community Police Teams	1	9	1	6	1	8	1	8		3	4	34
Other				1				1				2
Total	19	200	23	176	15	112	13	114	10	82.5	80	684

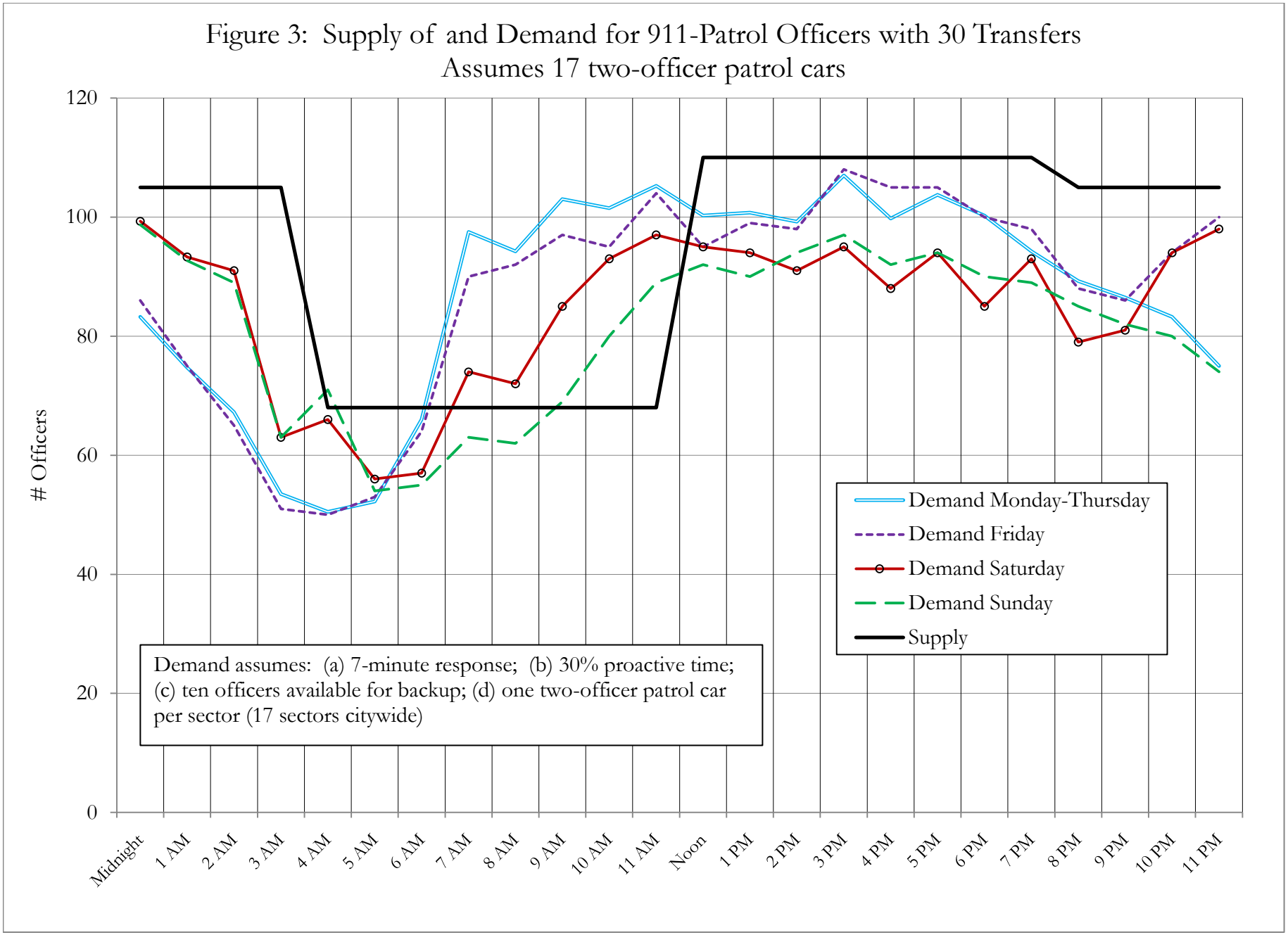
Figure 3: Supply of and Demand for 911-Patrol Officers with 30 Transfers
Assumes 17 two-officer patrol cars
Officers
120
100
80
60
40
20
0
Midnight
1 AM
2 AM
3 AM
4 AM
5 AM
6 AM
7 AM
8 AM
9 AM
10 AM
11 AM
Noon
1 PM
2 PM
3 PM
4 PM
5 PM
6 PM
7 PM
8 PM
9 PM
10 PM
11 PM
Demand Monday-Thursday
Demand Friday
Demand Saturday
Demand Sunday
Supply
Demand assumes: (a) 7-minute response; (b) 30% proactive time; (c) ten officers available for backup; (d) one two-officer patrol car per sector (17 sectors citywide)

Table 3: Police staffing and training summary, 2001-2005

	02 Q1	02 Q2	02 Q3	02 Q4	03 Q1	03 Q2	03 Q3	03 Q4	04 Q1	04 Q2	04 Q3	04 Q4	05 Q1	05 Q2	05 Q3	05 Q4	06 Q1	06 Q2	06 Q3	06 Q4
Filled FTEs (including recruits)	1,261	1,266	1,254	1,248	1,239	1,228	1,227	1,229	1,228	1,230	1,240	1,237	1,246	1,243	1,265	1,270	1,282	1,282	1,271	1,265
Filled sworn positions	1,252	1,257	1,249	1,245	1,239	1,228	1,227	1,224	1,220	1,216	1,223	1,225	1,230	1,229	1,239	1,245	1,265	1,269	1,267	1,262
Positions in service	1,205	1,197	1,191	1,197	1,194	1,190	1,180	1,182	1,176	1,168	1,159	1,165	1,173	1,169	1,185	1,179	1,184	1,189	1,200	1,208
Filled FTEs, 2007 Adopted & 2008 Endorsed																				
Positions in service, 2007 Adopted & 2008 Endorsed																				
% of filled FTEs that are positions in service	96%	95%	95%	96%	96%	97%	96%	96%	96%	95%	93%	94%	94%	94%	94%	93%	92%	93%	94%	95%
mean	95%																			

Table 3: Police staffing and training summary, 2001-2005

07 Q1	07 Q2	07 Q3	07 Q4	08 Q1	08 Q2	08 Q3	08 Q4	09 Q1	09 Q2	09 Q3	09 Q4	10 Q1	10 Q2	10 Q3	10 Q4	11 Q1	11 Q2	11 Q3	11 Q4	12 Q1	12 Q2	12 Q3	12 Q4
1,255	1,258	1,264	1,270	1,280	1,292	1,307	1,320	1,328	1,334	1,346	1,341	1,351	1,347	1,346	1,340	1,336	1,328	1,325	1,319	1,321	1,329	1,337	1,334
1,248	1,248	1,250	1,255	1,251	1,260	1,284	1,294	1,304	1,320	1,338	1,333	1,338	1,341	1,345	1,339	1,332	1,325	1,321	1,319	1,309	1,314	1,328	1,329
1,210	1,207	1,204	1,204	1,201	1,207	1,203	1,213	1,230	1,235	1,261	1,280	1,296	1,283	1,296	1,313	1,312	1,305	1,297	1,294	1,289	1,280	1,278	1,282
1,271	1,274	1,282	1,282	1,292	1,291	1,296	1,297	1,305	1,302	1,304	1,299												
1,255	1,258	1,266	1,266	1,276	1,275	1,285	1,286	1,291	1,290	1,297	1,292												
96%	96%	95%	95%	94%	93%	92%	92%	93%	93%	94%	95%	95.9%	95.2%	96.3%	98.0%	98.2%	98.3%	97.9%	98.1%	97.6%	96.3%	95.6%	96.1%

Patrol staffing, July 2010

Number of units required for 7-minute response time, 30% proactive time

Hour	Midnigh	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Units required, weekly high																								
Units required, weekly low																								
# Officers fielded	100.1	100.1	100.1	100.1	63.06	63.06	63.06	63.06	63.06	63.06	63.06	63.06	99.44	99.44	99.44	99.44	99.44	99.44	99.44	99.44	100.1	100.1	100.1	100.1

Hour	Midnigh	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Units, noon Sunday to noon Friday, high																								
Units, noon Sunday to noon Friday, low																								
Units, noon Friday to noon Sunday, high																								
Units, noon Friday to noon Sunday, low																								

Hour	Midnigh	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Monday	63	53	46	34	35	34	51	84	76	85	84	85	82	78	77	88	82	84	79	76	72	67	66	58
Tuesday	64	62	52	38	36	37	52	84	82	87	84	88	85	87	87	89	82	85	82	75	77	70	68	57
Wednesday	65	54	48	36	31	33	47	84	77	88	89	91	86	86	83	94	86	87	86	80	71	72	67	58
Thursday	73	62	55	38	32	37	46	70	74	84	81	89	80	84	82	89	81	91	86	78	69	69	64	59
Friday	69	58	48	34	33	36	47	73	75	80	78	87	78	82	81	91	88	88	83	81	71	69	77	83
Saturday	82.3	76.3	74	46	49	39	40	57	55	68	76	80	78	77	74	78	71	77	68	76	62	64	77	81
Sunday	81.7	75.7	72	46	54	37	38	46	45	52	63	72	75	73	77	80	75	77	73	72	68	65	63	57

Figure 1: current shifts, one officer per car

Hour	Midnigh	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Demand Monday-Thursday	66	58	50	37	34	35	49	81	77	86	85	88	83	84	82	90	83	87	83	77	72	70	66	58
Demand Friday	69	58	48	34	33	36	47	73	75	80	78	87	78	82	81	91	88	88	83	81	71	69	77	83
Demand Saturday	82	76	74	46	49	39	40	57	55	68	76	80	78	77	74	78	71	77	68	76	62	64	77	81
Demand Sunday	82	76	72	46	54	37	38	46	45	52	63	72	75	73	77	80	75	77	73	72	68	65	63	57
Supply	105	105	105	105	68	68	68	68	68	68	68	68	110	110	110	110	110	110	110	110	105	105	105	105

Figure 2: current shifts, 17 two-officer cars

Hour	Midnigh	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Demand Monday-Thursday	83	75	67	54	51	52	66	98	94	103	102	105	100	101	99	107	100	104	100	94	89	87	83	75
Demand Friday	86	75	65	51	50	53	64	90	92	97	95	104	95	99	98	108	105	105	100	98	88	86	94	100
Demand Saturday	99.3	93	91	63	66	56	57	74	72	85	93	97	95	94	91	95	88	94	85	93	79	81	94	98
Demand Sunday	98.7	93	89	63	71	54	55	63	62	69	80	89	92	90	94	97	92	94	90	89	85	82	80	74
Supply	105	105	105	105	68	68	68	68	68	68	68	68	110	110	110	110	110	110	110	110	105	105	105	105

Figure 3: 9/10 shifts, one officer per car

Hour	Midnig	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Demand Monday-Thursday	66.25	57.75	50.25	36.5	33.5	35.25	49	80.5	77.25	86	84.5	88.25	83.25	83.75	82.25	90	82.75	86.75	83.25	77.25	72.25	69.5	66.25	58
Demand Friday	69	58	48	34	33	36	47	73	75	80	78	87	78	82	81	91	88	88	83	81	71	69	77	83
Demand Saturday	82.3	76.3	74	46	49	39	40	57	55	68	76	80	78	77	74	78	71	77	68	76	62	64	77	81
Demand Sunday	81.7	75.7	72	46	54	37	38	46	45	52	63	72	75	73	77	80	75	77	73	72	68	65	63	57
Supply						52.8	52.8	52.8	85.8	85.8	85.8	85.8	104.5	104.5	104.5	104.5	104.5	104.5	104.5	104.5				
Supply Sun-Tue nights	100.8	100.8	67.8	67.8	52.8	52.8														104.5	100.8	100.8	100.8	100.8
Supply Wed-Sat nights	124.1	124.1	91.1	91.1	76.1	52.8														104.5	124.1	124.1	124.1	124.1

Figure 4: 9/10 shifts, 17 two-officer cars

Hour	Midnig	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Demand Monday-Thursday	83	75	67	54	51	52	66	98	94	103	102	105	100	101	99	107	100	104	100	94	89	87	83	75
Demand Friday	86	75	65	51	50	53	64	90	92	97	95	104	95	99	98	108	105	105	100	98	88	86	94	100
Demand Saturday	99	93	91	63	66	56	57	74	72	85	93	97	95	94	91	95	88	94	85	93	79	81	94	98
Demand Sunday	99	93	89	63	71	54	55	63	62	69	80	89	92	90	94	97	92	94	90	89	85	82	80	74
Supply						52.8	52.8	52.8	85.8	85.8	85.8	85.8	104.5	104.5	104.5	104.5	104.5	104.5	104.5	104.5				
Supply Sun-Tue nights	100.8	100.8	67.8	67.8	52.8	52.8														104.5	100.8	100.8	100.8	100.8
Supply Wed-Sat nights	124.1	124.1	91.1	91.1	76.1	52.8														104.5	124.1	124.1	124.1	124.1

Hour	Midnigh	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	Noon	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Demand Monday-Thursday	83	75	67	54	51	52	66	98	94	103	102	105	100	101	99	107	100	104	100	94	89	87	83	75
Demand Friday	86	75	65	51	50	53	64	90	92	97	95	104	95	99	98	108	105	105	100	98	88	86	94	100
Demand Saturday	99.3	93	91	63	66	56	57	74	72	85	93	97	95	94	91	95	88	94	85	93	79	81	94	98
Demand Sunday	98.7	93	89	63	71	54	55	63	62	69	80	89	92	90	94	97	92	94	90	89	85	82	80	74
Supply 7 days	100.8	100.8	67.8	67.8	52.8	52.8	52.8	52.8	85.8	85.8	85.8	85.8	104.5	104.5	104.5	104.5	104.5	104.5	104.5	104.5	100.8	100.8	100.8	100.8
Supply Wed-Sat nights	124.1	124.1	91.1	91.1	76.1																124.1	124.1	124.1	124.1
current shift 1					52.8	52.8	52.8	52.8	52.8	52.8	52.8	52.8												
current shift 2													71.5	71.5	71.5	71.5	71.5	71.5	71.5	71.5				
current shift 3	67.8	67.8	67.8	67.8																	67.8	67.8	67.8	67.8
new shift 4									33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0							
new shift 5	33.0	33.0																33.0	33.0	33.0	33.0	33.0	33.0	33.0
new shift 6	23.3	23.3	23.3	23.3	23.3															23.3	23.3	23.3	23.3	23.3