

SEATTLE POLICE DEPARTMENT

Staff: Greg Doss, Analyst

Budget Summary (\$ in 1,000s)

	2019 Adopted	2020 Endorsed	2020 Proposed	% Change 2020 Endorsed to 2020 Proposed
Appropriations by BSL				
<i>Administrative Operations</i>	\$43,043	\$34,695	\$39,091	12.7%
<i>Chief of Police</i>	\$10,260	\$10,770	\$10,296	(4.4%)
<i>Collaborative Policing</i>	-	-	\$13,017	New Bureau
<i>Compliance and Professional Standards Bureau</i>	\$3,514	\$3,604	\$4,611	27.9%
<i>Criminal Investigations</i>	\$13,032	\$13,394	\$59,648	N/A
<i>East Precinct</i>	\$28,977	\$30,592	-	See Patrol Ops.
<i>Leadership and Administration</i>	\$73,814	\$71,211	\$70,446	(0.6%)
<i>Narcotics Investigations</i>	\$6,021	\$6,243	-	See Crim Invest.
<i>North Precinct</i>	\$39,601	\$41,810	-	See Patrol Ops.
<i>Office of Police Accountability</i>	\$4,176	\$4,288	\$4,614	7.6%
<i>Patrol Operations</i>	\$15,386	\$17,733	\$148,049	N/A
<i>School Zone Camera Program</i>	-	-	\$2,132	N/A
<i>South Precinct</i>	\$21,171	\$22,247	-	See Patrol Ops.
<i>Southwest Precinct</i>	\$18,734	\$19,739	-	See Patrol Ops.
<i>Special Investigations</i>	\$9,628	\$10,042	-	See Crim Invest.
<i>Special Operations</i>	\$56,975	\$58,473	\$57,636	(1.4%)
<i>Special Victims³</i>	\$7,901	\$8,234	-	See Crim Invest.
<i>Violent Crimes³</i>	\$9,569	\$9,948	-	See Crim Invest.
<i>West Precinct²</i>	\$36,760	\$38,692	-	See Patrol Ops.
Total Appropriation	\$398,562	\$401,716	\$409,539	1.9%
Total FTEs	2,172.4	2,175.4	2,187.4	0.6%
Revenues				
<i>General Fund</i>	\$398,562	\$401,716	\$407,407	1.4%
<i>Other Sources</i>			\$2,132	
Total Revenues	\$398,562	\$401,716	\$409,539	1.9%

Background

The Seattle Police Department (SPD) provides law enforcement services throughout the City. SPD precincts are organized into five geographical areas: East, West, North, South, and Southwest. Primary duties include patrol; harbor patrol; criminal investigations; the 911 Communications Center (fields calls for police, fire and medical emergencies in the City); traffic and parking enforcement; and specialty units, such as Special Weapons and Tactics (SWAT) and the Gang Unit.

Compared to the 2020 Endorsed Budget, the 2020 Proposed Budget includes a number of technical changes, a salary savings reduction, a significant technology investment and a consolidation of smaller specialized BSLs into broader, more generalized BSLs. Specifically, the Proposed Budget includes the following changes:

- **General Fund Reductions – (\$6.2 million)**

This technical adjustment would realign the 2020 SPD salary, benefit and overtime budget appropriations to reflect delays in hiring in 2018 and 2019.

- **Mental Health Professionals \$310,000**

This adjustment would add funds for SPD to contract for 4.0 Full Time Equivalent (FTE) Mental Health Professionals (MHP) working with the SPD Crisis Response Unit (CRU). The funding for the associated contractors is added in the Mayor's Proposed Third Quarter Supplemental Budget. This expands the CRU from one unit working city-wide to five units, with each being dedicated to an individual SPD precinct.

- **Recruitment and Retention Initiatives \$1,664,000 and 1.0 FTE**

This item would fully fund the 12 recommendations appearing in the [Mayor's Recruitment and Retention Report](#). The item would also fund a temporary project manager, a temporary training specialist, and an ongoing administrative staff position to support the recruitment team.

- **Implicit Bias Training for SPD Officers - \$100,000**

This item would provide funding for a national expert to provide all officers with implicit bias training. The training is expected to include an overview of implicit bias research and findings, interactive and introspective exercises, and small group dialogue.

- **Sworn Officer Hiring Incentive - \$814,000**

To incentivize individuals to become a police officer with SPD, Council passed [Ordinance 125784](#) in 2019 authorizing SPD to grant hiring bonuses of \$15,000 to experienced officers and \$7,500 to new recruits. This item would fund the hiring incentive through 2020.

- **Emphasis Patrols - \$848,000**

In 2019, multi-department, community-based emphasis patrols were engaged with community members to highlight locations or issues that required attention, maintenance or police presence. SPD plans to continue this work in 2020 using overtime shifts.

- **Expand the Community Service Officer Program - \$1,209,000 and 6.0 FTE**

This item would add five officers and a supervisor to expand the CSO team to a total of 18. This would allow the teams to be based in precincts and provide services seven days per week with an expansion of hours until 8:00 p.m.

- **Add Native American Liaison – 1.0 FTE**

This item would add one base-budget funded position to SPD's Collaborative Policing Bureau to provide culturally responsive services to aid Indigenous communities in navigating the

criminal legal system. The position may also help establish data recording protocols for officer engagements with Indigenous communities.

- **Civilian Investigator in the Office of Police Accountability – \$149,000 and 1.0 FTE**
This item would add one full-time civilian investigator, bringing the number of civilian investigators in the Office of Police Accountability to three per the last agreement with the Seattle Police Officer Guild.
- **School Zone Camera Expansion \$171,000**
Seattle Department of Transportation is proposing to expand the School Zone Camera program by adding five new school zone enforcement locations. Each violation recorded must be reviewed by a sworn officer. This item would increase the budget for officer overtime and professional services necessary to review potential violations.
- **CAD Replacement \$2,675,343**
SPD's Computer Aided Dispatch (CAD) system was implemented in 2008. The system manages the in-flow of calls to SPD's 9-1-1 center and ensures that the calls can get to officers in the field with the relevant caller information relayed to patrol officers. The system is reaching the end of its useful life; and SPD proposes to begin replacing it in 2020.

Issue Identification:

1. Police Staffing (pg. 3)
2. Mayor's Proposed Recruitment and Retention Initiative - \$1,664,000 and 1.0 FTE (pg. 7)
3. Emphasis Patrols - \$848,000 (pg. 9)
4. Expanded Community Service Officer Program - \$1,209,000 and 6.0 FTE (p.11)

1. Staffing

This section provides an update on SPD's staffing picture in 2019. It explains the context for the Mayor's recent reductions to SPD's salary budget in both 2019 and 2020, as well as describes the most recent hiring projections and how the projections relate to future salary savings.

SPD's annual budget typically consists of 85 percent personnel costs. With a proposed budget of \$410 million and 2,187 FTE positions, SPD has the largest workforce of all City departments. About two-thirds are sworn officers, including about 665 sworn positions assigned to patrol and distributed throughout the five precincts.¹ Appendix A (Patrol Staffing) provides information on the distribution of SPD officers assigned to the precincts; and Appendix B (Sworn Officer Allocation) provides a breakout showing how officers and sergeants are distributed across department functions.

¹ The 665 does not include leadership (Lieutenants and above), which are listed under Leadership in Appendix C.

In 2018, SPD experienced its lowest hiring rate in five years while realizing a higher-than-normal separation rate of existing officers. These challenges led to a net decrease of 41 officers employed by SPD. Table 1 provides a snapshot of hiring and attrition over the last seven years as well as SPD's most current forecast for 2019 and 2020. The most recent forecast (through August 2019) indicates that SPD expects eight net hires by the end of this year.

Table 1. Police Hires and Separations through August 2019 (Grayed areas include estimates.)

Year	Number of Recruit Hires	Number of Lateral Hires	Separations (incl. dropouts)	Net New Hires
2012	25	7	(36)	(4)
2013	72	13	(39)	46
2014	69	12	(59)	22
2015	76	20	(72)	24
2016	85	22	(67)	40
2017	77	25	(79)	23
2018	59	9	(109)	(41)
2019	84	15*	(91)	8
2020	84	20	(91)	13

* Includes Two Rehires

SPD indicates that the higher number of separations and difficulty recruiting in 2018 resulted from a combination of factors, including a national shortage in police recruit applications, incentives offered by other local jurisdictions (e.g., up to \$15,000 signing bonuses), higher housing costs in Seattle and commute times, historically low unemployment, negative perceptions of policing, and officer morale. SPD's forecasted level of separations (i.e., 91 annually for both 2019 and 2020) remains higher than normal because SPD expects several of these trends to continue in the near term.

Table 2. SPD Hiring and Attrition in 2019

	Actual Performance – Through August			Forecast – January through December		
	Original Projection through August	Actuals through August	Difference	Original Annual Projection	Revised Annual Projections	Difference
Recruits	56	56	0	84	84	0
Lateral Hires	15	8	(7)	20	13	(7)
Re-Hires	0	2	2	0	2	2
Hiring Totals	71	66	(5)	104	99	(5)
Separations	(66)	(67)	(1)	(90)	(91)	(1)
Net Change	5	(1)	(6)	14	8	(6)

Measuring Performance against the original 2019 Staffing Plan

The original 2019-2020 staffing plan anticipated that SPD would make 14 net new hires in 2019 (and 13 net new hires in 2020). Table 2 shows the Department's performance against the staffing plan through August 2019:

- SPD is achieving its new recruit targets but falling short on its target for laterals. Through August 2019, SPD hired 56 new recruits (consistent with the original target of 56) and eight lateral hires (seven short of the original August target).
- SPD has experienced a negligible increase in separations. Through August, 67 officers and recruits have separated from SPD. SPD had forecasted 66 separations through August. While there is little variance between actuals and forecast, it should be noted that the 2019 forecast assumed a higher separation rate than SPD has seen in prior years.
- If SPD meets its projections for September through December, SPD would gain eight net new sworn hires in 2019. The projected net gain remains below SPD's initial targets for 2019; however, it would be a significant improvement compared to 2018 actuals (41 net reduction in sworn staffing). It is possible that the hiring bonus or additional recruitment activities are positively impacting SPD's ability to hire.

SPD has revised its year-end forecast to reflect the fact that hiring and separation actuals through August are not hitting previously set targets. SPD has not adjusted its forecast for September 2019 through December 2019 and may ultimately realize a different mix of hires and separations than were originally forecasted and funded in the 2019 Adopted Budget. Such a situation could result in the accrual of additional salary savings. SPD's budget for staffing is discussed below.

Impacts on Patrol Staffing

When confronting staffing situations where the separation rate outpaces hires, SPD has historically attempted to prioritize the Patrol force (officers that are responsible for responding to 9-1-1 calls and other interactions with the public such as ACT, CPT or Beats)² above other functions such as investigations or specialty units such as the Canine Unit.

SPD's quarterly point-in-time counts of 9-1-1 responders, a good measure of Patrol strength, was approximately 538 officers at year-end 2018. Through August 2019, the number of 9-1-1 responders remains at 538 (unchanged from the number at the end of 2018). The maintenance of 9-1-1 responders occurred in the context of the declining number of officer hires and increased separations that were realized in 2018. Other Patrol categories (e.g., ACT, CPT and Beats) are down by 17 officers, the majority of which can be found in Beats, which are down 11 officers from the beginning of the year. It is possible that the Chief may backfill through the use of overtime emphasis patrols. It is within the Chief's authority to deploy emphasis officers and such deployment can ensure that there is not a loss of street strength.

² ACT is the Anti-Crime Team Officers, CPT is the Community Police Team Officers, Beats officers are Footbeat and Bike Officers.

Staff Related Budget Adjustments

The 2019 Adopted Budget added \$729,000 to hire and train 10 net new officers; and the 2020 Endorsed Budget included \$4.09 million to hire and train 30 net new officers. These adds were based on an aggressive staffing plan that assumed 104 hires and approximately 91 separations in 2019 and 2020. The plan assumed that many of the 2019 hires would first appear among the Department's sworn ranks in 2020 after completing the five-month Washington State Criminal Justice Training Academy in Olympia. Thus, the number of new officers is larger in the second year of the biennium.

The Mayor's 2019 Proposed Third Quarter Supplemental Budget made \$5 million in cuts to account for salary savings due to (1) SPD falling behind its hiring goals through August 2019; and (2) SPD adjusting for savings coming from positions that were vacated in 2018 and remain unfilled. The Council also reduced the salary budget for positions that were vacated in 2018 (a \$1.3 million cut in the 2019 Proposed Budget). However, Council did not recoup all the 2019 savings that were generated when officers left positions at the end of 2018.

The 2020 Proposed Budget would cut an additional \$6.2 million to reflect savings from vacant positions related to the hiring shortfalls and additional separations in both 2018 and 2019. However, the Proposed Budget does not include changes to the funding for the 13 net hires assumed for 2020 (see Table 1 above). Therefore, the City would realize additional salary savings if actual net sworn hires are below SPD's projections for 2020 net new hires.

It is difficult to predict whether the Department will make its hiring targets in 2020. As discussed earlier, the SPD expects to make fewer net hires than originally projected for 2019 (see Table 2). The variance between the originally projected net hires and actual net hires is currently less than 10 (year to date) and is predicted to be less than 10 at year's end.

As seen in Table 1, actual net hires vary between years and usually varies by more than 10 net hires. This variance occurs irrespective of the fact that SPD has not significantly increased or decreased its hiring resources over the last several years.³ Looking forward, it is possible that the additional recruiting resources contemplated in the Mayor's 2020 Proposed Budget will have an effect both on the number of net hires as well as the consistency of the hiring program.

Also notable in the Mayor's Proposed Third Quarter Supplemental Budget is a \$7.4 million General Fund reduction that had been appropriated to SPD to fund the retroactive pay for officers coming from the Seattle Police Officer's Guild (SPOG) contract that was signed in November of 2018 and covered the period of 2014-2018. The retro payments were made in January of 2019. The City Budget Office has indicated that the original retro payment projections were significantly higher than actuals because the wage model used to predict the retro payment was not adjusted to reflect the loss of 41 officers in 2018.

³ The Department has acknowledged changing the kinds of events that recruiters attend, but has not significantly increased or reduced recruiting personnel in the last several years.

Table 3. SPD Cuts in the Proposed 2019 Q3 Supplemental and 2020 Proposed Budget

Salary Savings / Vacancy Cuts to SPD's Budget in 2019 and 2020	
2019 Proposed Third Quarter Supplemental	\$7.4 million for SPOG Retro Payments
2019 Proposed Third Quarter Supplemental	\$5.0 million for Vacancy Savings
2020 Proposed Budget	\$6.2 million for Vacancy Savings
Total	\$18.6 million

Salary savings discussed above and SPOG retro payment savings of \$18.6 million across 2019 and 2020 are supporting General Fund adds made in the 2019 Mayor's Proposed Third Quarter Supplemental Budget and the Mayor's 2020 Proposed Budget.

Options:

The following information is provided for context only. Central Staff is not proposing any options at this time.

2. Proposed Recruitment and Retention Initiatives \$1,664,000 and 1.0 FTE

The Mayor's Office convened a workgroup comprised of staff from the Mayor's Office, SPD, Seattle Department of Human Resources (SDHR), City Budget Office (CBO), City Council Central Staff and Councilmember staff, and others to perform an analysis of the challenges SPD is currently facing in recruiting and retaining officers. The workgroup met monthly between March 2019 and August 2019 to review national best practices, study SPD's performance using available internal and public data, and develop long-term strategies to meet recruitment and retention goals informed by this research. Table 4 summarizes the workgroup's proposed 12 initiatives to address the challenges that SPD faces when meeting its service goals.

Table 4. Recruitment and Retention Initiative

Initiative	2019	2020
Recruitment		
1. Civilian to Sworn Pathway: Provide connected youth ⁴ and city employees with exposure to law enforcement and social service fields to consider a future career as a sworn officer.	-	\$30,000
2. Recruitment Rotations: Build upon current department efforts to train a cadre of officers to act as recruitment ambassadors.	-	\$72,000
3. Ride-Along Program: Develop and promote a ride-along experience for prospective applicants and members of the community to gain first-hand knowledge of Seattle policing.	-	-
Hiring		
4. Leave No Candidate Behind: Engage applicants during the hiring process by sending targeted communications before and after key milestones.	\$10,000	-
5. Speedy Background Checks: Implement an electronic system to track and manage the hiring process.	-	\$88,000
6. Flexible Testing: Allow applicants to complete their written and video tests with the National Testing Network (NTN) at their convenience (in addition to regularly scheduled quarterly SPD-administered exams).	\$50,000	\$83,000
7. Seattle Sampler: Take advantage of SPD’s new approach of “pre-hiring” candidates to foster recruits’ knowledge of and sense of connection to Seattle and the work of SPD in community.	-	\$25,000
Retention		
8. Clear My Card: Clear officers’ cards of bias, excessive force, and criminal conduct complaints that have been investigated and deemed not sustained after the requisite period.	-	\$10,000
9. Bureau Advisory Councils: Establish Bureau Advisory Councils as formal structures for staff within each of the SPD Bureaus to provide guidance and feedback on current and proposed policies, procedures, and operational elements.	-	\$46,000
10. Step Into Our Shoes: Create opportunities for SPD and elected leaders to gain first-hand exposure to patrol officers’ experiences.	-	-
11. Develop Our People Leaders: Add new training modules to new sergeant training to addresses topics such as growth mindset, leading change, developing others, and effectively communicating.	-	\$787,000
12. Wellness-First Schedules: Change shift schedules to provide officers with longer stretches to rest and recuperate between shifts.	-	-
Staffing		
A. Project Manager (Term-Limited)	\$38,000	\$150,000
B. Administrative Staff Analyst	\$29,000	\$115,000
C. Web Dev. Specialist (Term-Limited)	-	\$73,000
D. Training Coordinator (Term-Limited)	-	\$150,000
Total	\$126,000	\$1,628,000

⁴ “Connected youth” defined as young adults participating in City-funded programs and opportunities (e.g., Seattle Promise, SPD Explorers, Seattle Youth Employment Program, etc.).

Options:

- A. Request an implementation report before June 1, 2019, which is when the authority for recruitment bonuses must be re-authorized.
- B. Do not fund one or more of the Recruitment and Retention Initiatives (see Councilmember Sawant’s item #1 in Budget Actions Proposed by Councilmembers section).
- C. No action.

3. Emphasis Patrols

SPD uses emphasis patrols to address public safety issues on a seasonal or as-needed basis. All emphasis patrols are performed by officers on overtime. Emphasis patrols represent time spent over and above regular shiftwork and in addition to other strategic uses of overtime such as force augmentation to maintain response times or traffic control staffing at special events.

In May 2019, SPD began pre-summer emphasis patrols that focused on eight neighborhoods in an attempt to reduce crime and fear of crime. The emphasis patrols have been coupled with work by other Seattle departments to address maintenance needs and to provide outreach and access to human services. The neighborhoods that received emphasis patrols were Alki, Pioneer Square, Sodo, Georgetown, South Park, Fremont and Ballard and the Pike & Pine corridor. While the emphasis patrols were originally planned to last only for the month of May, the Mayor decided to extend the patrols through the remainder of the summer.

Table 5. Overtime hours and dollars used for Emphasis Patrols

2019 Emphasis Patrols (life to date actuals through 9/3/19)		
Type	Cost	Staff Hours
Neighborhood Emphasis Patrols (pre-summer/ eight neighborhood patrols)	\$1,610,850	20,127
Other	\$290,666	3,614
Total	\$1,901,516	23,741

As seen in Table 5, the hours and dollars spent on the eight neighborhood emphasis patrols are the largest portion of all the emphasis hours, including other emphasis patrols such as the Central District Anti-Violence emphasis, Capitol Hill nightlife emphasis, and other SPD overtime emphasis initiatives.

On July 10, 2019, SPD reported to the Gender Equity, Safe Communities, New Americans and Education Committee that the emphasis patrols implemented in the eight neighborhoods – emphasis patrols only - had resulted in 550 contacts, 160 warnings, 69 infractions / citations, 85 jail bookings and 87 service referrals, including 14 referrals to the Law Enforcement Assisted Diversion Program (LEAD).

As noted, the Mayor proposed adding \$848,000 for continued Emphasis Patrols, including for the eight neighborhoods receiving the emphases in 2019. While SPD could use the proposed funding

for any overtime purpose, the \$848,000 estimate was developed assuming that it will be used for the specific overtime expenditures in the eight neighborhoods receiving the summer emphasis in 2019. SPD has indicated that the \$848,000 is only about half of the funding used for the eight neighborhood emphasis patrols in 2019. This suggests that SPD could continue some level of neighborhood and other emphasis patrols, but at a significantly reduced capacity (compared to the 2019 levels).

Chart 1. SPD Overtime – Actual Hours vs. Budgeted Hours

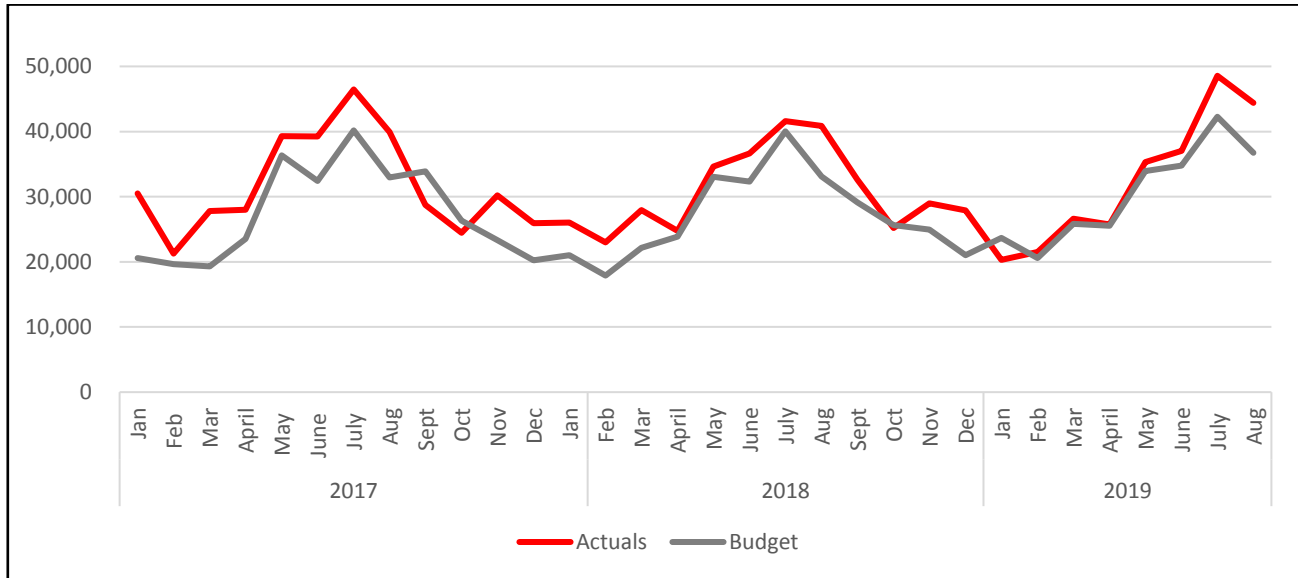


Chart 1 shows that SPD overtime expenditures are often in excess of its overtime allocations, particularly during the summer months when there is a high demand for officers to work special events and emphasis patrols. In prior years, SPD would bridge the overtime funding-expenditure gap by using funding that was available from salary savings. It is more cost-effective to pay overtime than to hire additional officers and to pay the associated salaries and benefits.

The Mayor has proposed to add \$848,000 to fund neighborhood emphasis patrols through SPD overtime. If the Council does not agree, SPD could continue to fund neighborhood emphasis patrols using other funding (e.g., salary savings from vacancies). However, this capacity was reduced by the cuts to salary savings from vacancies described in Table 3.

Options:

- A. Request SPD to report in May of 2020 its plan to use the additional \$848,000 emphasis patrol overtime funding.
- B. Do not fund the emphasis patrols in 2020 (see Councilmember Sawant’s item #1 in Budget Actions Proposed by Councilmembers section).
- C. No action.

4. Expanded Community Service Officer Program - \$1,209,000 and 6.0 FTE

Community Service Officers (CSOs) are civilian staff who work as liaison personnel between the community and the SPD. CSOs neither carry weapons nor enforce criminal laws. Instead, they serve to bridge the service gap on non-criminal calls and perform a public safety-related community services and outreach that does not require the enforcement authority of a sworn officer.

Table 6 provides an overview of the actions that the Executive, Council and SPD have taken to begin implementation of the CSO Program. The CSO Program has experienced delays as the City and SPD worked with the community and other stakeholders to determine how the CSO Program would address a number of implementation issues, including CSO deployment, uniforms, work with the homeless community and others.

Table 6: CSO Program and Funding History

2017 Adopted Budget & 2018 Endorsed Budget	<ul style="list-style-type: none"> Green Sheet (GS) 405-1-A-1 appropriated \$200,000 to Finance General for development of a CSO Program, including a Racial Equity Toolkit analysis conducted as part of the Community Police Commission’s review of the proposed program. The 2018 Endorsed Budget reserved in Finance General \$1.8 million for ongoing funding of 12 FTEs. SPD and the Seattle Office for Civil Rights will begin a community engagement effort and solicited community input from over four hundred community members at thirty meetings over the next two years.
2018 Adopted Budget	<ul style="list-style-type: none"> \$1.8 million in Finance General for initial implementation of the CSO Program (including 12 FTEs). SPD did not hire any CSOs because the community engagement work was still ongoing.
2019 Adopted Budget & 2020 Endorsed Budget	<ul style="list-style-type: none"> \$1.3 million phased add to SPD and 12 FTEs identified for initial implementation of the CSO Program. \$1.7 million is reserved in SPD in the 2020 Endorsed Budget for sustained funding of 12 FTE. Green Sheet 38-5-A-2 requests a report describing the day-to-day operations of a CSO and how and where CSOs would be used/deployed. SPD expects to hire 12 CSOs in December 2019.
2020 Proposed Budget	<ul style="list-style-type: none"> \$1.7 million in ongoing funding for the first 12 CSOs included in the baseline budget of the Mayor’s 2020 Proposed Budget. \$1.2 million and 6.0 FTEs are added in the policy section of the 2020 Proposed Budget for expansion of the Program from 12 FTE to 18 FTE.

In April 2019, SPD reported how CSOs would split their time between three categories of work: (1) community engagement and education, (2) system navigation, and (3) youth services and diversion. The report indicated that CSOs will be dispatched by radio through the SPD’s Computer Aided Dispatch (CAD) system and will work staggered shifts for evening and weekend coverage. Finally, SPD would deploy two squads Monday through Friday (10:30 AM to 7:00 PM) and Tuesday through Saturday (12:00 PM to 10:30 PM). Both squads would be stationed at the Seattle Justice Center (610 5th Ave) and be sent to work at locations throughout the City.

SPD expects to complete the hiring process for the 12 funded CSO positions in December 2019. Candidates for the six positions in the 2020 Proposed Budget have been identified and will be hired as soon as possible (i.e., January 1, 2020). All 18 are expected to be on board by early 2020.

The Executive has indicated that the proposed adds of six CSOs (five officers and one supervisor) will allow the teams to be based in precincts and provide service seven days per week with an expansion of hours until 8:00 p.m.

Options:

- A. Request a mid-year report on the work of the 12 CSOs that are funded in the 2019 Adopted Budget and are due to be hired in December 2019.
- B. No action.

Budget Actions Proposed by Councilmembers as of Oct 10, 2019

- 1. Cut \$3.3 million to make funds available for other Council priorities (CM Sawant)** – This action would reduce \$3.3 million in General Fund appropriations, including \$1.6 million to fund the Mayor’s Recruitment and Retention Program, \$848,000 to fund additional overtime for emphasis patrols in 2019, and \$814,000 to fund the sworn officer hiring incentive.
- 2. Adopt a Statement of Legislative Intent (CM González)** – The Statement of Legislative Intent (SLI) would request the appropriate SPD personnel to undergo a training to inform attitudes towards and interactions with sex workers. This training would be conducted through a contract between the City and an organization such as the Sex Workers Outreach Project USA.
- 3. Proviso \$200,000 of the Mayor’s proposed appropriation for the Compliance and Professional Standards Bureau BSL (CM Mosqueda)** – This proviso would restrict base budget funding so that it can only be used to provide the SPD sworn officers and command staff with a training led by a sex worker outreach program that utilizes people of color to engage with clients.
- 4. Adopt a SLI (CM Herbold)** – The SLI would request an SPD report on the City’s compliance with copper wire sales transactions recordkeeping requirements established by [RCW 19.290.020](#).

Appendices:

- A. Precinct Staffing (p.13)
- B. Sworn Officer Allocation (p.14)
- C. Officer Proactive Time and Specialty Units (p.15)
- D. 911 Response Times (p. 16)
- E. Crisis Intervention Training (p.17)

Precinct Staffing

Submitted by SPD on September 23, 2019 in response to Council Central Staff pre-budget questions.

PRECINCT STAFFING REPORT as of 8/31/19

S = Sergeant, O = Officer

Precincts Job Categories	East		North		South		Southwest		West		Total
	S	O	S	O	S	O	S	O	S	O	
911	13	82	22	133	12	93	9	65	14	95	538
ACT	1	6	1	8	1	6	1	6	1	5	36
Beats	2	7	1	8			1	4	6	28	57
CPT	1	5	1	8	1	4		3	2	5	30
Seattle Center									1	2	3
Stationmaster										1	1
Grant Total	17	100	24	157	14	103	11	79	24	136	665

This report includes the following:

- Personnel who are unavailable due to vacation, training, limited duty, or short-term illness or injury, which his addressed by shift relief analysis;
- Half-time officers;
- Officers in acting sergeant assignments (counted as sergeants); and
- Phase III student officers, who have completed all officer training yet remain in probationary status.

This report excludes the following:

- Phase I (recruits) and Phase II student officers;
- Precinct detectives; and
- Personnel who are on extended sick leave or activated military leave.

Sworn Officer Allocation

Submitted by SPD on September 23, 2019 in response to Council Central Staff pre-budget questions.

As of August 31, 2019, the allocation of sworn positions was distributed as follows:

	Count	% of Sworn
911 Responders	468	34.3%
Other Precinct-Based Patrol Officers	105	7.7%
Sergeants Supervising Patrol	91	6.7%
Non-Patrol Personnel:		
Investigative Units	234	17.2%
Specialty Units	137	10.0%
Operations Support	164	12.0%
Leadership	91	6.7%
Administrative	74	5.4%
Total Sworn⁵	1364	100.0%

Sworn position assignments are based on training, tenure, business needs, and contractual obligations. The department projects total sworn staffing, but does not project where personnel will be assigned. That said, history shows that the sworn distribution – as reflected here – has not changed significantly over the last few years.

The SPD Command Staff generally operates under the goal of having 59%-60% of sworn staffing in patrol, 19-20% in Investigations, and the rest allocated based on workload demands. The above allocations were derived from a combination of policing best practices, surveys of other departments and multiple staffing analyses. The department uses a variety of quantitative and qualitative staffing measures to determine precinct staffing levels (e.g., call volume, infrastructure, response time, population, etc.).

⁵ The total sworn count above may differ slightly from the total sworn count in the staffing model, provided for Pre-Budget Question #4. The SPD staffing model is used for budgeting and planning purposes only. The calculated fields used to estimate staffing levels in current and future months are based on a series of assumptions that may result in slight deviations from actual staff counts.

Officer Proactive Time and Specialty Units

Submitted by SPD on September 23, 2019 in response to Council Central Staff pre-budget questions.

Proactive Time

The Seattle Police Department does not set goals for how many proactive events officers should engage in during a shift. Current staffing models and deployment beats were designed with the goal of providing 911-response officers with 40% of their shift time as “problem-solving” or “proactive” time, with the remaining 60% of time for responding to 911 calls and performing administrative tasks. It is the intent of the department for officers to routinely work the same sector/beat to be aware of on-going or developing issues and develop relationships to collaboratively address crime or disorder.

Specialized Units

While patrol officers devote a portion of their shift to proactive work, there are advantages to deploying specialized units to address more persistent challenges. Within SPD, each precinct has a Community Policing Team and a Crime Prevention Coordinator. These positions are tasked with supporting patrol officers by assisting with the development and implementation of collaborative solutions to public safety issues. The department also deploys other specialized units, such as the Navigation Team and Crisis Response Team, to address specific issue-based needs consistent with best practices and/or national models.

Proactive Call Event Count & Event In-Service Hours		
Year	Call Count	Service Hours
2016	112,305	119,684
2017	140,009	144,797
2018	138,443	150,517
2019*	104,255	108,062

911 Response Times

Submitted by SPD on September 23, 2019 in response to Council Central Staff pre-budget questions.

Response Time Standard

There is no national standard for response times. This is due to every city being different in geography as well as in staffing, deployment and response policies, and what is included in different priority levels. When looking at the relatively small population of departments that publish their detailed response time data, major cities report an average of anywhere from 8 to 14 minutes for a range of Priority 0-2 calls. Previously, the SPD, as part of a quantitative effort to provide guidance on deployment and staffing decisions, worked with a consultant and analytic program to determine a reasonable but ambitious response time goal to be used in calculations. SPD discontinued the use of specific time goals in 2016. There are arguments on both sides about whether response time should be measured by average, median, mode, % Within a Time. All of these have mathematical advantages and disadvantages. This is why SPD examines multiple measures.

Departments across the country are working to educate the public about the actual values of response times as a performance metric. As policing has moved to a more community-oriented model, and as officers are asked to deal with complicated issues at the intersection of public health and public policy, how fast a unit can get to a call should not be used to evaluate how well the issue was resolved.

The national [Police Foundation](#) has noted that “shortening police response may have little effect on the chances of a burglar or robber being caught.” And the [National Institute of Justice](#) has noted that quality investigations, problem solving, collection of forensic evidence, all can contribute more to the arrest and prosecution of a subject than the initial police response time.

Aside from the usefulness in relation to solving crimes, it does affect the service satisfaction community members feel if they have to wait a long time for an officer to respond to a lower priority call. This is why the Department continues to strive for fast response times, especially for those crimes reported as “in progress.” Additionally, the Department is working on increasing the ability of community members to report crime without having to wait for a patrol officer to respond. In fact, in the most recent Customer Satisfaction Survey, our June rating for “available when you need them” was the highest June measure since 2015.

SPD Emergency Call Response Times – January through September 2019

Emergency Call Response Time		
Year	Median Response Time	Average Response Time
2016	6.34	9.27
2017	6.19	8.87
2018	6.34	9.03
2019*	6.05	8.77

Crisis Intervention Training and Crisis Response Team (CRT)

Submitted by SPD on September 23, 2019 in response to Council Central Staff pre-budget questions.

In 2011, the department launched the Crisis Response Unit (CRU), a co-responder program to enhance SPD's response to crisis calls. The CRU mission is to support patrol officers at incidents involving persons in crisis, primarily individuals presenting with the highest likelihood of imminent harm and disproportionate users of 911 services related to mental health issues. They also aid with follow up in criminal and non-criminal cases, working to affect a positive outcome for the most at-risk individuals. Since April 2017, the CRU has also been responsible for serving Extreme Risk Protection Orders – an increasingly larger body of work.

In 2018, the CRU responded to assist patrol on 1,476 in-progress calls for service, conducted 289 Field Outreach Assessments, and met with Service Providers on 472 occasions. CRU staff followed-up on over 200 cases – nearly half involved individuals exhibiting active suicidality and one-third involved persons armed with either a firearm or an edged weapon. The Unit issued 70 different Bulletins – including 27 individually tailored Response Plans. Between August 31, 2018, and August 30, 2019, the SPD has had 10,439 contacts with persons in behavioral crisis, with 7,193 distinct individuals identified. Though SPD does not track the number of times the CRU was unable to respond, the CRU is in high demand.

The work of the Mental Health Professional (MHP) is integral to the efforts of this team. Demonstrating a wealth of knowledge, skills, and abilities in working with persons in crisis, the MHP is uniquely positioned to help officers peacefully resolve situations, help SPD personnel navigate through the complex mental health system and access lesser-known resources, and provide immediate mental health care information that can prove vital in an emergency. He/she also provides direct outreach to high utilizers of the 911 system to limit the impact on the Communications Section and Patrol Operations.

The CRU is currently composed of 1 Sergeant, 5 sworn officers and one full-time Mental Health Professional (MHP) – who is a contracted employee from the Downtown Emergency Service Center (DESC). The Q3 Supplemental proposes adding 4 additional MHPs to create 5 co-responder teams with each focused on a precinct that will triage the next 'tier' of community members who are exhibiting escalating behavior to assist them in accessing community supports and prevent them from entering acute behavioral crisis levels or engaging in behaviors which require costly 911 (SPD or SFD) responses. Additional MHPs would expand the CRU's City-wide impact, increasing capacity to reach the most at-risk individuals.

Officers Receiving Crisis Intervention Training

Beginning in 2015, all sworn members of the SPD were required to attend 8-hours of Crisis Intervention annually. Officers can volunteer to attend the 40-hour CIT Training, which is hosted by the Washington State Criminal Justice Training Commission and funded by the King County

MIDD fund, in order to be certified as a “CI-Trained” officer. Seats are limited as it is a class that all law enforcement officers in King County can elect to attend. Some neighboring agencies have mandated that all sworn members of their department attend the 40-hour class. The SPD maintains that participation in the 40-hour CIT program be a voluntary program reserved for officers who wish to participate and show an aptitude to be able to perform the CIT mission well. In 2018, the SPD had 83 officers attend this training. An analysis of our current deployment data shows that 65.8% of patrol officers are CIT certified. Of the 650 officers assigned to Patrol Operations, 453 of them are CIT certified (as of September 2019). This is broken out by precinct in the table below:

Precinct	% Certified
West	84.35%
East	64.15%
North	71.43%
South	76.47%
Southwest	60.24%
Department Total	69.69%

According to national models, a 20-30% certification rate amongst patrol operations personnel is encouraged. SPD patrol operations are certified at more than double that that rate.