

Budget Deliberations – October 18, 2018

**SEATTLE POLICE DEPARTMENT (SPD)**

Staff: Greg Doss, Council Central Staff

**Budget Summary (\$ in 1,000s)**

	2018 Adopted	2019 Proposed	% Change 2018 Adopted to 2019 Proposed	2020 Proposed	% Change 2019 Proposed to 2020 Proposed
<b>Appropriations by BSL</b>					
<i>Chief of Police</i>	\$10,412	\$9,946	(4%)	\$10,428	5%
<i>Office of Police Accountability</i>	\$3,925	\$3,947	1%	\$4,003	1%
<i>Leadership and Administration</i>	\$58,378	\$72,527	24%	\$68,913	(5%)
<i>Patrol Operations</i>	\$13,384	\$12,976	(3%)	\$14,731	14%
<i>Compliance &amp; Professional Standards Bureau</i>	\$3,165	\$3,336	5%	\$3,383	1%
<i>Special Operations</i>	\$52,870	\$53,204	1%	\$53,779	1%
<i>West Precinct</i>	\$30,404	\$31,147	2%	\$31,696	2%
<i>North Precinct</i>	\$33,120	\$33,475	1%	\$34,174	2%
<i>South Precinct</i>	\$18,235	\$18,019	(1%)	\$18,318	2%
<i>East Precinct</i>	\$23,814	\$24,492	3%	\$25,001	2%
<i>Southwest Precinct</i>	\$15,921	\$15,890	0%	\$16,193	2%
<i>Criminal Investigations</i>	\$11,967	\$12,397	4%	\$12,605	2%
<i>Violent Crimes</i>	\$8,254	\$8,443	2%	\$8,544	1%
<i>Narcotics Investigations</i>	\$5,240	\$5,330	2%	\$5,382	1%
<i>Special Investigations</i>	\$9,261	\$8,398	(9%)	\$8,510	1%
<i>Special Victims</i>	\$6,866	\$6,954	1%	\$7,054	1%
<i>Administrative Operations</i>	\$26,108	\$42,884	64%	\$34,498	(20%)
<b>Total Appropriation</b>	<b>\$331,322</b>	<b>\$363,366</b>	<b>10%</b>	<b>\$357,212</b>	<b>(2%)</b>
<b>Total FTEs</b>	<b>2,157</b>	<b>2,172</b>	<b>1%</b>	<b>2,175</b>	<b>0%</b>
<b>Revenues</b>					
<i>General Fund</i>	\$331,322	\$363,366	10%	\$357,212	(2%)
<b>Total Revenues</b>	<b>\$331,322</b>	<b>\$363,366</b>	<b>10%</b>	<b>\$357,212</b>	<b>(2%)</b>

## Background:

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

The 2019 Proposed Budget for SPD includes a number of technical changes, efficiency reductions, technology investments and a change to the budget provided for new sworn positions.

Highlighted changes to the 2019 budget include the following:

- **General Fund Reductions – (\$4.0 Million and 0.5 FTE)**
  1. Reduces the overall SPD budget annually by \$3.1 million by capturing salary savings associated with turnover of sworn staffing. Turnover savings is available because new recruits are paid at a lower level than the veteran officers that are separating;
  2. Reduces the Office of Professional Accountability (OPA) overtime budget by \$78,000;
  3. Reduces the department's fuel budget by \$500,000;
  4. Eliminates a 0.5 FTE vacant position for \$61,000; and
  5. Reduces discretionary contacting resources by \$300,000.
- **Remove 2018 Budget Authority for Sworn Positions added in 2018 – (\$3.5 Million)**

This adjustment removes salary and benefits dollars that were added to the 2018 Adopted Budget for the hiring of an additional 37 sworn officers. The adjustment accounts for delays in hiring and higher-than-anticipated separations.
- **Add to Sworn Hiring - \$729,000 and 3.0 FTE**

This add, and an additional \$4.0 million in 2020, provides funding to hire and train 10 new officers in 2019 and 30 in 2020. These additions will be above and beyond the recruiting and training required to replace the 75 officers that are anticipated to retire or otherwise leave SPD's ranks in both 2019 and 2020. The 3.0 FTE add reflects the difference between the positions that were added in 2018 (37 positions) and the number of positions needed to add 40 new officers by 2020.
- **Create Community Service Officer Program - \$1.3 Million and 12.0 FTE**

This add provides funding for a phased add of new Community Service Officers (CSOs). The funding supports the hiring and training of up to ten CSOs and two supervisors in 2019, with sustainment beginning in 2020.
- **Replace Mobile Data Terminal - \$4.8 Million and In-Car Video Systems - \$2.3 Million**

This add provides funding to replace SPD's existing mobile data terminal (MDT) and in-car video (ICV) systems, which operate in all patrol cars and are at the end of their useful life. The MDT units are funded with bond sales, the debt service for which is paid from the Finance General budget. ICV is funded through a series of internal rate adjustments and savings from completed IT projects.

- **Add Staff for Data Driven Policing - 1.0 FTE**

This position add will make permanent a temporary position that the department has been using for its data-driven policing efforts. The funding for the position will be covered from existing resources in the department budget.

- **Add Leadership & Organizational Development Capacity - 1.0 FTE**

This position add will make permanent a temporary position that supports the department's leadership and organizational development work. The funding for the position will be covered from existing resources in the department budget.

- **Reduce Automated Fingerprint Identification System (AFIS) Staffing – (3.0 FTE)**

These positions are adjusted from the new \$126 million, 6-year AFIS levy that was approved in August of 2018. The levy includes the proposed removal of three long-term vacancies: one Latent Print Examiner, one Identification Tech, and one Identification Data Specialist.

## **Issue Identification:**

### **A. Staffing**

The SPD budget typically consists of 85 percent personnel costs. With a proposed budget of \$363.4 million and 2,172 FTE, SPD has the largest workforce of all City departments. Of that number, slightly over two-thirds (about 1,457) are commissioned officers, including about 745 authorized sworn positions assigned to patrol and distributed throughout the five precincts<sup>1</sup>. Appendices B, C, and D provide information on the distribution of SPD officers assigned to the precincts, a breakout of how officers and sergeants are distributed across department functions, and some detail on officer proactive time and specialty units. Appendix E provides information on the department's 911 response times. Appendix F provides detail on officers that have Crisis Intervention Training.

The Proposed Budget for SPD centers on the Mayor's proposal to fund 10 net new officers in 2019 and 30 net new officers in 2020 above 2018 staffing levels. The budget achieves this goal by reinvesting some of the funding that was added to the 2018 Adopted Budget to hire 37 new officers. Due to challenges in recruiting and greater than expected attrition, the department expects that it will not grow its sworn force in 2018 (see Table 1). Therefore, the funding for 37 new officers in 2018 is reduced from the baseline budget (-\$3.5 million) and added back, along with new funds, in 2019 and 2020 to support the additional 40 positions (\$729,000 added in 2019 and \$4.09 million added in 2020) over the biennium.

The budget narrative indicates that the department is engaging in a variety of recruitment strategies to attract diverse quality candidates to its force. Department representatives believe that it is possible to add 10 net new officers next year and 30 the year thereafter. With the exception of 2018, the department has been growing its sworn force and has added, to date, 98 fully trained officers above 2014 staffing levels.

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<sup>1</sup> The 745 includes leadership (Lieutenants and above), which are not listed under Patrol in the tables in Appendices A-F.

**Table 1: SPD Staffing 2014-2020**

Hiring Summary with Actuals through July 2018 with Mayor's Proposed Add

		2014	2015	2016	2017	2018 YTD	2018 est.	2019 est.	2020 est.
<b>Budget Summary</b>	Sworn Position Adds (FTE)	46	16	47	35	0	0	10	30
	Sworn Position Count (FTE)	1,359	1,375	1,422	1,457	1,457	1,457	1,467	1,497
<b>Personnel Movement</b>	New Hires	81	96	108	102	38	64	104	104
	Separations	-59	-71	-67	-79	-68	-97	-75	-75
<b>Net Gain</b>	New Hires Less Separations	22	25	41	23	-30	-33	29	29
	Fully Trained Adds	33	12	32	19	2	0	6	29

**Notes:**

- 2016 and 2017 were recent record hiring years
- 2018 estimated separations of 97 do not anticipate increased separations from the 2018 SPOG contract
- All numbers are Year End, unless otherwise noted

**Budget Summary:**

- Sworn Position Adds: authorized/funded FTE added in budget; does not reflect net gain (i.e., does not account for sworn abrogations)
- Sworn Position Count: total authorized/funded sworn FTE count; excludes unfunded student officer and recruit positions

**Personnel Movement:**

- New Hires: total number of hires, including recruits, laterals and rehires
- Separations: total number of separations, including recruits, student officers and fully trained officers

**Net Gain:**

- New Hires Less Separations: calculated difference between new hires and separations
- Fully Trained Adds: total fully trained adds in each calendar year, calculated by taking the difference from start of 2014 (1,264)

2018-2020 Recruitment: The staffing issues at SPD are a result of both recruiting challenges and higher than forecasted separations. From 2016 to 2018, the number of entry-level applicants attending the tests has dropped 33 percent. The department has indicated that the number of lateral applicants has dropped significantly as well. This may be partially attributed to Seattle housing costs and commute time, which were mentioned in exit surveys and during interactions with prospective applicants.

The department has indicated that other local agencies are offering \$15,000 as a signing bonus for experienced (lateral hires) officers. The department is assessing the feasibility of a \$15,000 lateral hiring bonus, looking specifically at what savings might be achieved and whether such savings could essentially provide a funding source for such an incentive. The department has in the past used a \$5,000 signing bonus for new recruits, but it has not explored this idea recently.

SPD will conduct four entry-level tests and three lateral tests in Seattle in 2018. In addition, the department will conduct five out-of-state lateral exams between now and the end of March 2019. SPD Human Resources will evaluate the success of these tests and additional tests may be added later in 2019.

Strategic Planning for New Officers: The staffing targets in Table 1 were developed by SPD and the Executive. The Executive has indicated that the goals reflect the department's current hiring capacity and attrition projections. To promote better business efficiency, the department also plans to develop a longer-range strategic plan for staffing that will include an analysis of the appropriate size of the police force.

#### **Options:**

- A. Adopt a Statement of Legislative Intent (SLI) that requires SPD and the Executive to deliver monthly reports to the Chair of the Gender Equity, Safe Communities, New Americans and Education (GESNAEd) Committee on SPD sworn officer hiring and separations. The SLI could also require quarterly reports, delivered to the same committee, with descriptive information related to the data.
- B. Adopt a SLI that requires SPD and the Executive to keep Council Central staff apprised of the planning process that determines the appropriate number of officers for the department.
- C. Adopt a SLI that incorporates Option A and Option B.
- D. No action.

#### **B. Special Events Cost Recovery**

SPD provides police staffing at many types of special events held in Seattle, including parades, protests, marathons and other athletic events, professional sports games, concerts, community festivals, and dignitary visits.

Event organizers can obtain police staffing in different ways:

- Some organizers are charged for a portion of the costs the City incurs when providing police staffing at events. For example, events held in parks or other public places that meet certain criteria require a City special event permit. Permitted events that are categorized as

“Commercial or Athletic” are charged a statutory police services fee of \$67 per hour. In 2017, revenue from these fees totaled \$625,000. Other types of events, such as events that occur in the city’s stadiums, contractually or through memoranda of understanding require the promoter to reimburse actual police staffing costs.

- Free speech, mixed free speech, or community events are not charged for police staffing.

In 2016, SPD personnel worked at 724 special events and earned a total of \$10.3 Million in wages<sup>2</sup>. Of these events, about 236 were permit-type events. As noted above, the Seattle Municipal Code allows the City to recover some police costs for Athletic and Commercial events that require police services. The SPD fee is calculated by multiplying the total number of required hours per officer by the hourly rate of \$67.

The hourly rate does not cover SPD’s cost for staffing events. [The City Auditor’s 2017 Report on SPD special events staffing](#) revealed that the average overtime rate for SPD officers was closer to \$73. Earlier this year, the department indicated that a full cost recovery rate, including all direct and indirect costs, probably exceeds \$73 and that SPD and the City Budget Office are open to exploring the issue further.

The GESCNAEd Chair is interested in pursuing a more accurate cost recovery rate as well as a review of the cost recovery achieved for the types of permitted events that receive police services. Both areas were recommended for review in the Auditor’s 2016 Report on special events.

#### **Options:**

- A. Adopt a SLI that requires the Executive to establish an inter-departmental team to follow up on the Auditor’s recommendations by reviewing the City’s cost recovery efforts and the special event permit fee structure (established in 2015 by [ORD 124860](#)) to evaluate if recovery costs are aligned with the City’s intentions and best interests and to review the event categories established in [Seattle Municipal Code Chapter 15.52](#).
- B. No action.

#### **C. Records Management System**

The Records Management System (RMS) replacement project is a \$4.7 million undertaking that requires the transition of SPD’s legacy RMS system to Mark43’s cloud-based platform. The project recently re-based to reflect an adjusted go-live date that is planned for March 2019. The 2018 Adopted Budget includes a proviso, that restricted RMS project spending to no more than \$3.0 million until the Executive submitted an accountability report that addresses questions ranging from project costs and timelines to the applicable requirements of the surveillance ordinance ([Ordinance 125376](#)).

The Executive’s report, submitted in March 2018, provided the required information. The project’s quality assurance consultant has indicated that a robust project schedule including milestones, deliverables, tasks and activities has been developed and is being maintained and monitored. As

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<sup>2</sup> [Seattle Police Department Overtime Controls Audit](#), p.20-24, Special Events – Police Staffing and Cost Recovery, Seattle City Auditor’s Office 2016

of October 10, the RMS project is running within the scope, schedule and budget that had been determined when the project was re-based, except the data migration milestone has been extended two weeks to mid-October. Remaining milestones include system acceptance testing completed by the end of 2018 and user training completed by March 2019. The department expects that go-live will occur on March 19, 2019.

When deliberating on the 2018 Proposed Budget, Council expressed some concerns with the Mark43 Contract. Specifically, a proposed contract provision granted the vendor license to use the City data “in anonymized and/or aggregate form...to create new products and services.” Seattle IT staff have indicated that this section of the contract has been re-written and is under review at the City Attorney’s Office. They have also indicated that Mark43 has agreed “in concept” with the changes. However, the contract has not yet been signed. The department believes that the contract will be signed in the near future and will include a proviso lift in the fourth quarter supplemental budget request.

Integration of the Law Enforcement Assisted Diversion: SPD leaders indicate that alternative responses to behavioral health and public order issues can be normalized for police officers if the City builds those practices into ordinary police work and business flow. Having the Law Enforcement Assisted Diversion (LEAD) program and other diversion referrals, such as the Crisis Response unit, and constructive in-field engagement with people in those programs built into the basic RMS system could increase usability and visibility of this alternative response strategy.

**Options:**

- A. Adopt a proviso that requires the department to include system functionality in its future RMS system that would allow officers to identify if an individual is a participant in LEAD or other crisis services or outreach programs.
- B. No action.

**D. Community Service Officers**

The Proposed Budget creates a new Community Service Officer (CSO) program in SPD. The new program is the result of an interdepartmental effort that began in 2017 and involved SPD, the Mayor’s Office, City Council, Seattle Office for Civil Rights, Department of Neighborhoods, Office of Immigrant and Refugee Affairs, Community Police Commission, and Human Services Department.

In the 2017-18 budget process, the Council set aside funding for program development and initial implementation. The 2018 appropriation also required community engagement and implementation of a Racial Equity Toolkit. Following months of community and stakeholder engagement, the department has proposed a program design that is based on input from the community and internal City stakeholders.

SPD has indicated that the CSO unit will be staffed by non-commissioned officers who are trained and work as liaison personnel between the community and SPD. CSOs do not carry weapons nor enforce criminal laws. Instead, according to SPD, they will serve to bridge the service gap on non-criminal calls and perform a variety of public safety-related community service work that does not require the enforcement authority of a sworn police officer.

At full implementation, the department plans to deploy 10 CSOs and two CSO Supervisors across two shifts, up to six days a week, Monday through Saturday, excluding Sundays and holidays. Calls for service will be received and dispatched through the CSO office or by police officer referral through the Communications Center. A program design summary can be found in Appendix A.

**Options:**

- A. Adopt a SLI to ensure that the duties of the CSOs are consistent with Council expectations.
- B. No action.

**Budget Legislation**

The Mayor and City Council periodically update the City’s financial policies to help to ensure consistent and rational financial planning and management. The Mayor has submitted to the Council a resolution that would adopt revised financial policies that would extend the allowable uses of the Real Estate Excise Tax (REET) to fund debt service for Public Safety facilities, including facilities used by SPD. Under the City’s current financial policies, beginning in 2009, REET may only be used to fund new debt service in support of fire facilities. The Mayor’s proposed budget relies on the expanded financial policies to provide REET revenue for debt service associated with capital projects in the North Precinct, South Precinct and Southwest Precinct, many of which are completed.

**Table 2. Debt Services on Police Facilities**

Project	2019	2020
North Precinct	\$1,163,688	\$1,161,388
South Precinct	\$302,375	\$0
Southwest Precinct	\$836,700	\$835,200
<b>Total</b>	<b>\$2,302,763</b>	<b>\$1,996,588</b>

The Proposed Budget uses REET 1 funding to free up the General Fund revenues that had been supporting the debt service on capital projects for SPD facilities. The bonds were sold to fund the planning, design, and construction for long-term facility needs as well as interim upgrades and potential expansions at the above precincts to accommodate growth of the SPD.

**BUDGET ACTIONS PROPOSED BY COUNCILMEMBERS AS OF 10/10/18:**

- 1. SPD Sworn Staffing Reports. (Councilmember González)** - This proposal would adopt a SLI requiring SPD and the Executive to deliver monthly reports to the Chair of the GESCNAEd Committee, or successor committee, on SPD sworn officer hiring and separations numbers. The SLI could also require quarterly reports, delivered to the same committee, with descriptive information related to the data.
- 2. SPD Special Events Permitting and Cost Recovery Task Force. (Councilmember González)** - This proposal would adopt a SLI that requires the Executive to establish an inter-departmental team to follow up on Auditor recommendations by reviewing SPD’s cost recovery efforts, the special event permit fee structure (established by ORD 124860), to evaluate if recovery costs are aligned with the City’s interests and to review the event categories established in Seattle Municipal Code Chapter 15.52.

- 3. Law Enforcement Assisted Diversion (LEAD) participant information in the SPD Records Management System. (Councilmember Bagshaw)** - This proposal would require a proviso to ensure that the department includes in the future in its RMS system a flag or indicator that identifies participants in a crisis services or outreach-based program such as the Single Diversion Portal when operationalized, Crisis Response Unit, or the LEAD program.
- 4. Explore resource needs of the City's Office of Emergency Management (OEM) program, particularly in relation to outreach to disadvantaged and LEP communities. (Councilmember Herbold)** - Seattle OEM's public outreach team uses a variety of methods to provide emergency preparedness and safety education to the community. Public Outreach Specialists and volunteers regularly work with the public on emergency preparedness, home retrofit and general safety, including a Community Ambassador Program focused on disadvantaged communities. Councilmember Herbold is interested in reviewing whether OEM has sufficient resources to support program goals.
- 5. Community Service Officer Program. (Councilmember O'Brien)** - This proposal would adopt a SLI to ensure that the duties of the CSOs are consistent with Council expectations.

**Appendices:**

- A. CSO Program Design Summary (pg. 10)
- B. Precinct Staffing (pg. 12)
- C. Sworn Officer Allocation (pg. 13)
- D. Officer Proactive Time and Specialty Units (pg. 14)
- E. 911 Response Times (pg. 15)
- F. Crisis Intervention Training (pg. 18)

### CSO Program Design Summary<sup>3</sup>

Submitted by SPD on September 24, 2018 in response to pre-budget questions.

The CSO Unit is a unique community resource that can respond to and address public safety concerns that do not immediately require a police officer or other agency response. The CSOs provide information and service referrals to individuals who have been contacted by the police. They maintain an excellent working knowledge of available services and resources, which make them ideal “system navigators.” They receive training in police operations, social work, de-escalation, conflict resolution and mediation, crisis intervention, institutional racism and cultural competency, using internal and external training channels. They develop community partnerships to support increased collaboration between SPD and the community for the purpose of leveraging community strengths and identifying alternative strategies to various law enforcement and social issues.

CSOs work assigned areas of the city on foot or in marked CSO vehicles, responding to radio dispatched calls for service. CSOs may assist with mediating non-violent disputes (e.g., family, neighborhood and landlord/tenant) and provide follow-up on calls for non-criminal emergency services (e.g., food, housing, transportation and social services). CSOs work closely with dispatchers, police officers, parking enforcement officers, crime prevention personnel and various social service agencies to coordinate police and social services and exchange information.

At full implementation, SPD plans to deploy 10 CSOs and 2 CSO Supervisors across two shifts, up to six days a week, Monday through Saturday, excluding Sundays and holidays. Calls for service will be received and dispatched through the CSO office or by police officer referral through the Communications Center. CSOs are easily identified by a clearly marked, “soft” uniform (e.g., collared shirt with “Community Service Officer” in bold letters on back). They drive vehicles marked with SPD CSO emblems.

The CSOs will report to a central command and location to encourage collaboration amongst the unit personnel and ensure consistent training, supervision and oversight. They will be housed in the Community Outreach section, collocated with the department’s civilian Crime Prevention Coordinators, who work closely with the community to develop and implement crime prevention strategies and promote community safety through public education, community organizing and information sharing.

The CSOs are distinguishable from the department’s other community engagement resources in that CSOs provide more direct public safety-related community services, typically following a police contact or call for service. For example, if the department receives a 9-1-1 call for a welfare check, a police officer will be dispatched to the location to contact and report back on the condition of the subject. Should the officer discover on that call an elderly person in need of social services (e.g., in-home assistance, food, etc.), he or she could request a CSO follow-up to connect the individual to an appropriate social service provider. In the absence of the CSO program, this individual will not receive additional follow-up following the police contact unless there is a subsequent call for service.

The job of a police officer is to respond to emergencies, maintain order, protect people and property and enforce motor vehicle and criminal laws. Through the execution of these duties, SPD officers encounter people – many of whom are from underserved populations – in need of social services on a daily basis. Each of these contacts present a unique opportunity for information sharing and service referrals. History shows

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<sup>3</sup> The first two paragraphs of the official summary are located in the section above on CSOs.

that CSOs are the best resource to bridge the service gap between police response and social service work, help individuals following police contacts and free up SPD officers to focus on providing public safety services. See attached *Seattle Times* article, 'The softer side of police work.'

Given the expertise that this group will surely develop on the job, there is an opportunity for CSOs to be deployed on a short-term basis to assist or advise on specific projects. However, the department believes that the scope of the program should not be limited to a single issue-area (e.g., homeless outreach). As stated above, the CSOs will work closely with dispatchers, police officers, parking enforcement officers, crime prevention personnel and various social service agencies to coordinate police and social services and exchange information – including, but not limited to the Navigation Team and the Crisis Response Unit.

Under the current proposal, the CSO program will be rolled out over several months, with full implementation scheduled for the fourth quarter of 2019.

### **Hiring Timeline**

Q1 2019:	Post Job Announcement
Q2 2019:	Hire first round of new personnel (5 CSO, 1 CSO Supv)
Q4 2019:	Hire second round of new personnel (5 CSO, 1 Supv)

## Appendix B

### Precinct Staffing

Submitted by SPD on September 24, 2018 in response to Council Central Staff pre-budget questions.

#### PRECINCT STAFFING AS OF 8/28/18

	EAST PCT		NORTH PCT		SOUTH PCT		SOUTHWEST PCT		WEST PCT		Grand Total
Job Categories	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	
911	12	87	22	135	14	95	8	66	15	107	561
ACT	1	7	1	8	1	6	1	5	1	6	37
Beats	2	11	1	8	1	7	1	5	5	29	70
CPT	1	6	1	7	1	4		4	1	6	31
Mounted									1	3	4
Precinct Support						2					2
Seattle Center									1	4	5
Stationmaster		1		1				1		1	4
Grand Total	16	112	25	159	17	114	10	81	24	156	714

This report includes the following:

- + personnel who are unavailable due to vacation, training, limited duty, or short term illness or injury, which is 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.

The 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 24, 2018 in response to Council Central Staff pre-budget questions.

As of September 1, 2018, the allocation of sworn positions was distributed as follows:

	Count	%
911 Responders	493	35.5%
Other Precinct Based Patrol Officers	128	9.2%
Sergeants Supervising Patrol	92	6.6%
Non-Patrol Personnel		
Investigative Units	237	17.1%
Specialty Units	136	9.8%
Operations		
Support	166	12.0%
Leadership	90	6.5%
Administrative	45	3.2%
<b>Total Sworn</b>	<b>1387</b>	<b>100.0%</b>

Source: DAP, Reporting Hierarchy (as of 9/1/18)

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.

### **Officer Proactive Time and Specialty Units**

Submitted by SPD on September 24, 2018 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. When current staffing models and deployment beats were designed, they were done so 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 any resulting administrative functions. Dependent on staffing, it is the intent of the department that officers routinely work the same sector/beat, so that they are aware of on-going and developing issues and can develop relationships with relevant parties to address these issues, collaboratively.

#### **Specialized Units**

Even with 40% of an officer’s time devoted to addressing problems in pursuit of long-term solutions, due to the nature of shiftwork, there are advantages to having a consistent team address more persistent problems. This is why each precinct has a Community Policing Team and a Crime Prevention Coordinator. These positions are tasked with supporting patrol officers in applying collaborative solutions to criminal issues that can be addressed through problem solving efforts.

In addition, SPD plans to deploy Community Service Officers (CSO) in 2019. The CSO Unit will be available to perform a variety of public safety-related community service work that does not require the enforcement authority of a sworn officer.

Overall, it is the job of all patrol officers to make connections with the community they serve and work together to address underlying issues. There are, however, types of problems where national models point to specialized units with specific skillsets, such as the Navigation and Crisis Response Teams, directly addressing specific issues.

### 911 Response Times

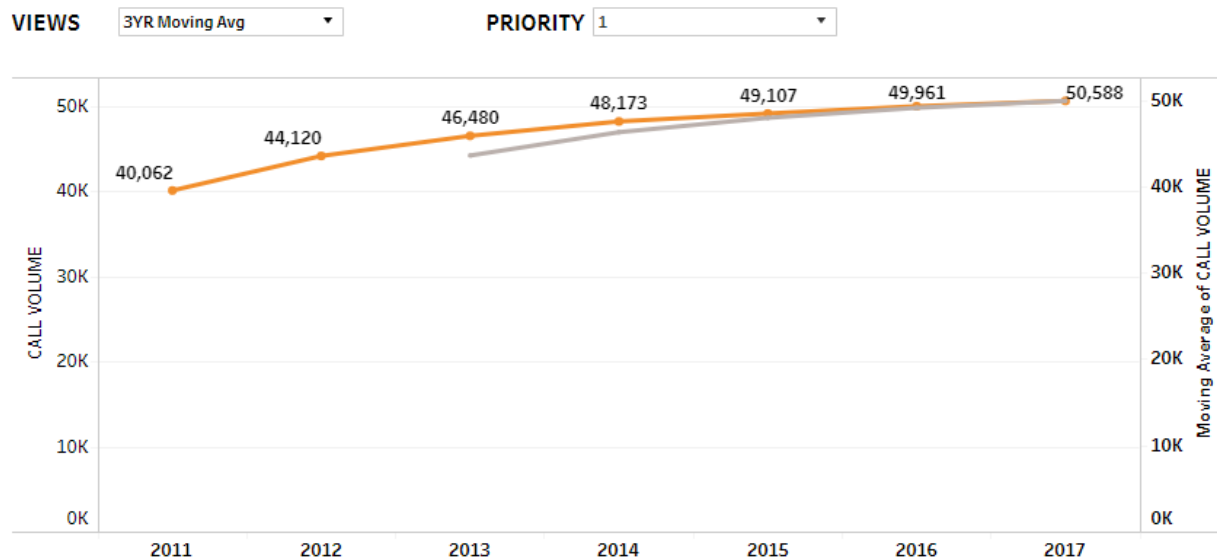
Submitted by SPD on August 7, 2018

#### Response Time Standard

1. 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.
2. 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.
3. 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.
4. 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.
5. 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 you get to a call should not be used to evaluate how well the issue was resolved.
  - a. 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.
  - b. 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.
6. YTD 2018 (through August 7<sup>th</sup>) the Citywide Priority 1 Response time is measured as follows:
  - a. Median – 6.19 minutes (6.19 same time period of 2017)
  - b. Average – 8.88 minutes (8.80 same time period of 2017)
  - c. Most Frequent (mode) – 3.5 minutes (5 same time period of 2017)
  - d. 56% of Priority 1 calls were responded to within 7 minutes (56% same time period of 2017)

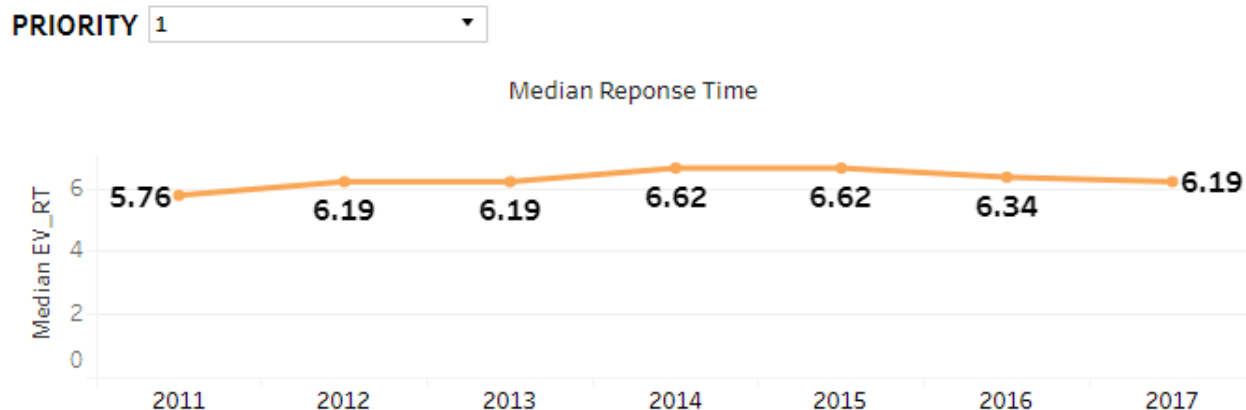
7. YTD 2018 (through August 7<sup>th</sup>) the Citywide Priority 2 Response time is measured as follows:
  - a. Median – 16.56 minutes (14.26 same time period of 2017)
  - b. Average – 37.96 minutes (31.37 same time period of 2017)
  - c. Most Frequent (mode) – 5 minutes (5 same time period of 2017)
  - d. 22% of Priority 2 call were responded to within 7 minutes (24% same time period of 2017)
8. Historic Graphs (for context)
  - a. Priority 1 Call Volume: As you can see below, the number of Priority 1 calls has grown consistently (26% higher than in 2011)

#### Call Volume YoY Trend



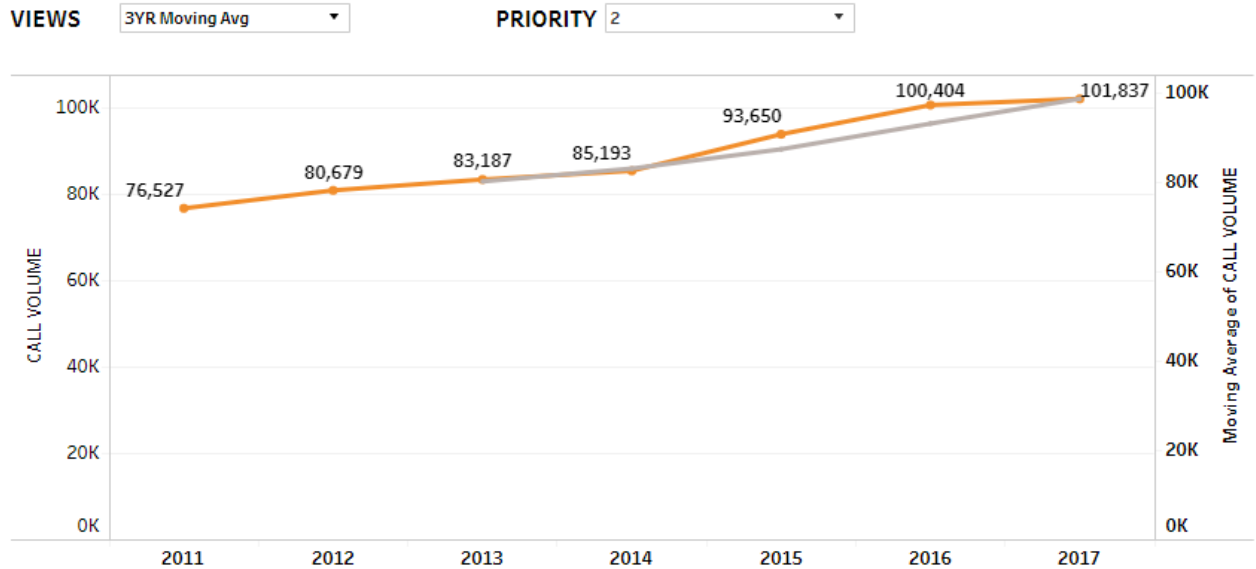
- b. Priority 1 Median Response Time did consistently rise from 2011-2015, but has decreased in 2016 and 2017.

#### Response Time Trend (Dispatched, fielded calls only)



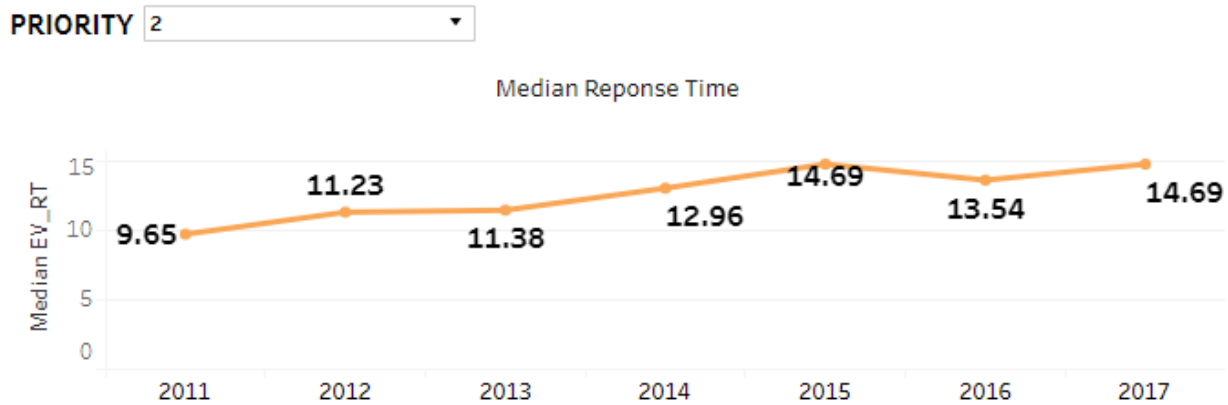
- c. Priority 2 Call Volume: As you can see below, Priority 2 call volume also has increased, rising 33% since 2011.

### Call Volume YoY Trend



- d. Priority 2 Median Response Time did consistently rise since 2011, before experiencing a decrease in 2016.

### Response Time Trend (Dispatched, fielded calls only)



## Crisis Intervention Training

Submitted by SPD on September 24, 2018 in response to Council Central Staff pre-budget questions

The Seattle Police Department Crisis Response Unit (CRU) is made up of 1 Sergeant, 5 sworn officers and a full-time Mental Health Professional (MHP) who is a contracted employee from the Downtown Emergency Service Center (DESC). The CRU mission is to support patrol operations with direct field response and applicable follow-up in criminal and non-criminal cases with a mental health nexus. The Executive has indicated that in addition to their full-time regular work, these individuals worked a total of 258 hours of overtime in 2017 and 78 hours in 2018 YTD (up to August 7).

Between August 31, 2017, and August 30, 2018, the SPD has had 11,310 contacts with persons in behavioral crisis, with 6,974 distinct individuals identified. The Executive has indicated that the CRU primarily focuses on cases involving individuals presenting the highest likelihood of imminent harm and those disproportionate utilizers of 911 services. Additionally, the CRU has picked up a large body of work related to identifying, vetting and pursuing Extreme Risk Protection Orders (RCW 7.94). Year-to-date, the Executive indicates that the CRU has vetted 79 ERPOs and petitioned 35. This body of work accounts for 25.75 hours on average per week.

The Executive indicates that SPD has had 7,602 contacts with persons in behavioral crisis year to date (as of August 3). Combined members of the CRU have responded 895 times to in-progress incidents. The Executive has indicated that the CRU has three distinct focuses (direct field response, post-incident follow-up, and coordination with service providers to include trainings and outreach).

The CRU team is not the only SPD personnel that are trained to respond to calls with individuals in crisis. Beginning in 2015, all sworn members of the SPD were required to attend 8-hours of Crisis Intervention annually. Additionally, 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. An analysis of our current deployment data shows that 61.7% of patrol officers are CIT certified. As of September 2019, there are 746 officers who are CIT certified, 523 of whom work in Patrol Operations:

	CIT Certified
SOUTH PCT	70.17%
SOUTHWEST PCT	62.88%
WEST PCT	62.55%
NORTH PCT	57.42%
EAST PCT	55.56%

The department has indicated that, according to national models, a 20-30% certification rate amongst patrol operations personnel is encouraged.