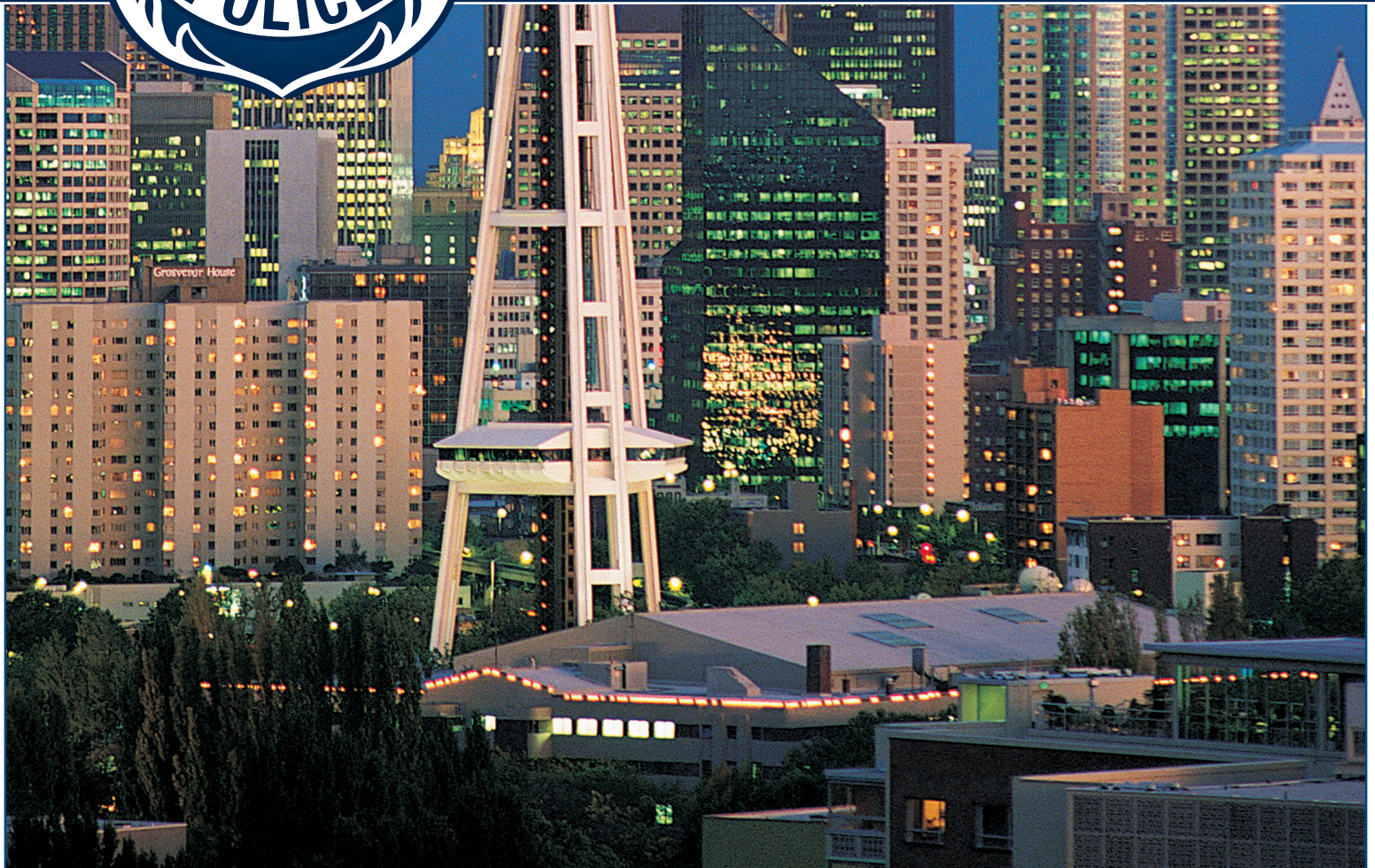




SEATTLE POLICE DEPARTMENT CHIEF OF POLICE





Seattle Police - Chief Selection Committee Guide to Materials

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Seattle Police - Chief Selection Committee Guide to Materials

1. Department Overview



SEATTLE POLICE DEPARTMENT

Department Overview

www.seattle.gov/police



About the Department

The Seattle Police Department (SPD) prevents crime, enforces laws, and enhances public safety by delivering respectful, professional, and dependable police services.

SPD divides operations into five geographical areas called precincts. These precincts define East, West, North, South, and Southwest patrol areas, with a police station in each area. The Department's organizational model places neighborhood-based emergency response and order-maintenance services at its core, allowing SPD the greatest flexibility in managing public safety.

Under this model, neighborhood-based enforcement personnel in each precinct assume responsibility for public safety management, primary crime prevention and law enforcement. Precinct-based officers investigate property crimes and crimes involving juveniles, whereas detectives in

centralized units located at SPD headquarters downtown conduct follow-up investigations into other types of crimes.

SPD also has citywide responsibility for enhancing the City's capacity to plan for, respond to, recover from, and reduce the impacts of a wide range of emergencies and disasters, under the auspices of the Office of Emergency Management. Other parts of the department function to train, equip, and provide policy guidance, human resources, communications, and technology support to those delivering direct services to the public.

SEATTLE POLICE DEPARTMENT

610 5th AVENUE P.O. Box 34986 | Seattle, WA 98124-4986

Community Policing

The Department of Justice Community Oriented Policing Office defines Community Policing as “a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”

The Seattle Police Department’s Community Policing approach crosses every SPD initiative, program, policy and procedure. It is centered on three concepts – Partnership, Problem-solving Policing and Organizational Transformation. These three tenants provide structure to the application of the Community Policing philosophy and permeate all aspects of the organization:

Partnerships are developed through a process of engagement and relationship building, promote community participation in policy and program development. These relationships help the Department achieve greater innovation through collaboration with community-based organizations, academic institutions, other agencies, etc.

Problem-solving Policing is derived from the idea that a data-driven, analytical approach to problem solving allows for informed decision making in all business areas, from 911 response to public outreach.

Organizational Transformation is rooted in foundational pillars like agency management, structure, personnel and information management, provides the ideal platform for executing all aspects of Community Policing principles.

This Community Policing philosophy is evident in specific police outreach programs delivered by officers in Community Outreach Sections, as well as those general services provided by all of our Community Police Teams.

Department Basics

Annual Budget:

\$288,667,732 (2014 adopted)

Number of Employees:

1,860 Total

- 1,302 officers, including student officers
- 558 civilians, including police recruits

Emergency Call Response in 2013:

95.5% of 9-1-1 calls picked up in 10 seconds or less.
Units arrive within 6.9 minutes to Priority 1 Calls.

At SPD, Community Policing also plays a key role in determining how the Department deploys officers, develops policy, conducts training, analyzes data, evaluates employee performance, targets potential police recruits, investigates crime, designs information systems, and the like.



2014 Budget Overview

What is the total SPD budget for 2014? Where does the money come from?

The Seattle Police Department's (SPD) budget for 2014 is approximately \$289M (million). The budget is supported by the City's General Subfund, which receives revenues principally from a variety of local taxes and fees paid by service users. The department's base budget accounts for just over one-quarter of the City's General Subfund revenues. SPD also receives some funding from local, state, federal, and corporate grants and contracts.

How does SPD use its money?

Over eighty-four percent of the adopted budget is for salaries and benefits. Nine percent goes for Interfund charges for things like space and vehicle costs, the remaining seven percent go to "other charges" that pay for technology, equipment, and capital costs. One half of one percent goes to capital items.

How many sworn personnel does this budget support? What are their assignments?

The 2014 Adopted Budget currently supports 1,349 funded FTE sworn positions. Among available personnel, fifty-five percent are assigned to Patrol, responding to 911 calls, working to prevent crime, enforce the law, and educate members of the community about police services. Approximately, sixteen percent of sworn positions are assigned to Criminal Investigations, investigating serious crime, and identifying and apprehending suspects. About thirteen percent of sworn officers provide specialized services, such as harbor patrol, K-9 and mounted units, tactical response to priority crime problems, criminal intelligence, and homeland security.

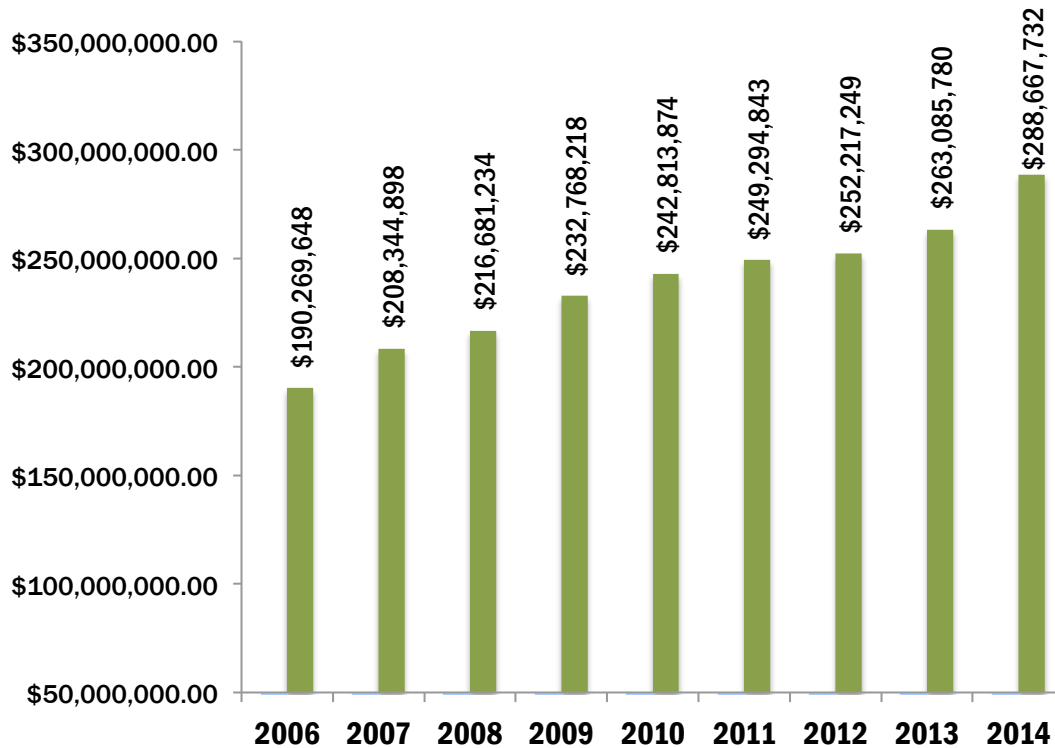
What other positions does the SPD budget support?

SPD has approximately 558 FTE civilian employees. They have many roles throughout the department, including administrative responsibilities, parking enforcement, crime prevention, 911 dispatch, information technology support, and professional and management positions. Without civilian staff, sworn personnel would need to perform these functions and, therefore, would not be available to patrol city streets and protect members of the community.

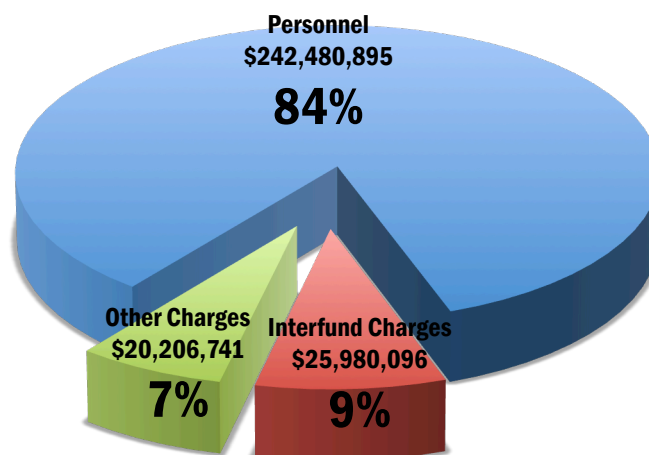
How is SPD's overtime used?

SPD has a fixed overtime budget paid for out of the City's general fund. SPD uses overtime to provide security to many local events such as parades, sporting contests, conferences, dignitary visits, and demonstrations. Other uses of police overtime include court appearances, emphasis patrols, crime investigations and traffic control during special events and major city construction projects. In recent years, the City has designated some overtime in Finance General for the purpose of implementing the Department of Justice Settlement Agreement and the Violence Prevention Emphasis Patrols (VPEP).

SPD Adopted Budget 2006-2014



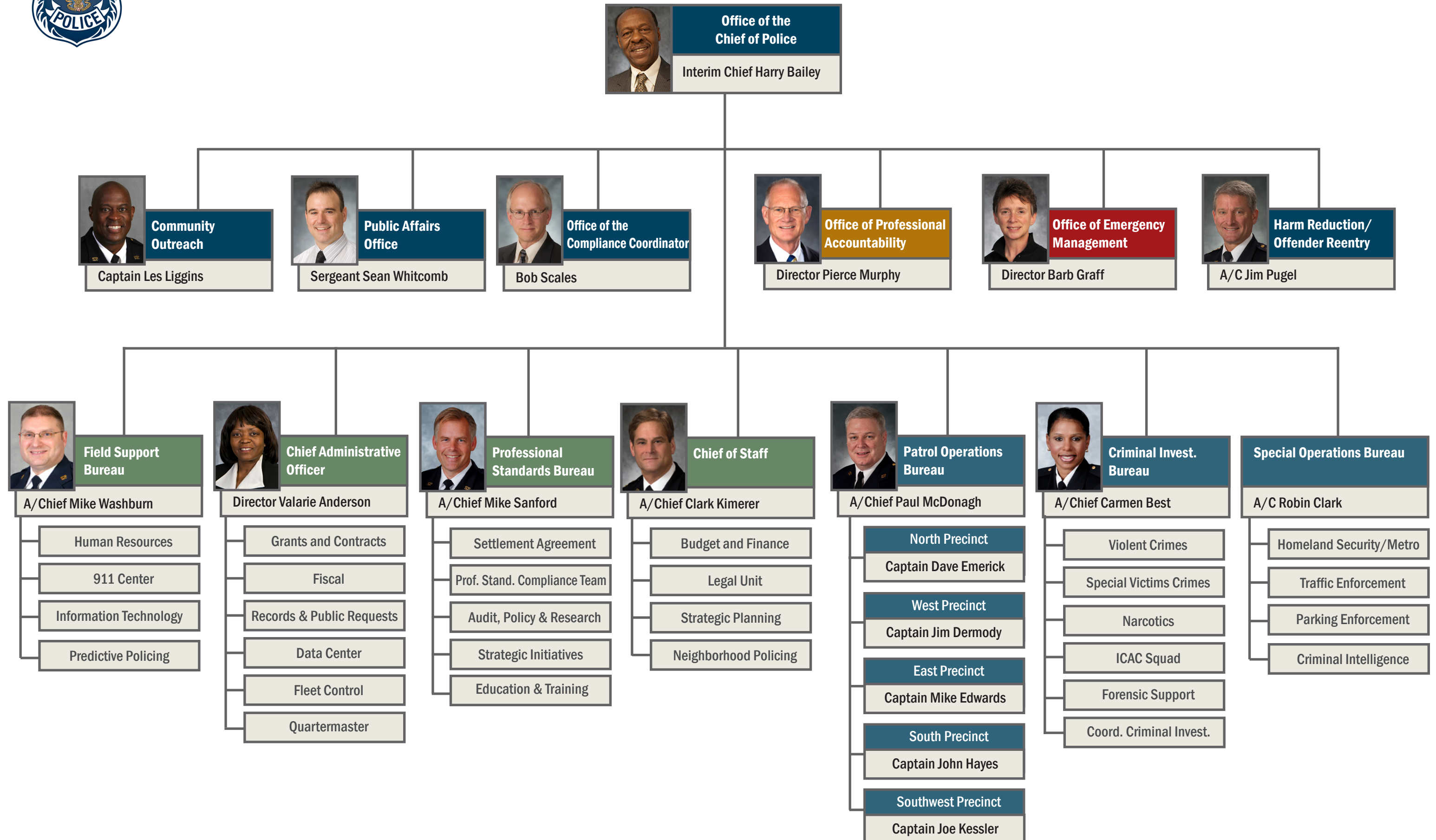
Distribution of SPD 2014 Adopted Budget





Seattle Police Department

ORGANIZATIONAL CHART 2014



Effective date January 8, 2014

Version 5 - 1/9/13

*Note: Reflective of Department Function and not Budgeted Authority



Seattle Police - Chief Selection Committee Guide to Materials

2. Department Staffing & Deployment



Neighborhood Policing Plan

The Neighborhood Policing Plan (NPP), announced in March 2007, is the first major change in the way police officers are deployed in Seattle in more than 30 years. The first step in implementing the NPP occurred in January 2008, when the Seattle Police Department (SPD) converted to a new system of patrol sectors, beats and call signs that changed how dispatchers guide deployment of the 9-1-1 resources of the five precincts that make up the operational backbone of the Department.

The NPP was designed to address two fundamental issues. First is the widespread consensus that the SPD patrol function is understaffed. While the staffing of patrol in raw numbers changed little from the early 1970s to the beginning of the NPP era, the city has undergone a remarkable expansion of economic and recreational activity. To address this concern, the NPP called for hiring to achieve a net gain of 105 new officers over the five-year period, 2008-2012 (or 154 officers going back to 2005, when the Department was authorized to hire new officers in advance of the formal plan).

The addition of 105 first responders would have resulted in a bank of 605 officers that would have been available for 911 response and proactive work in the community. To implement this plan, the City added \$2 million in each of 2008, 2009 and 2010 to allow the Department to hire between 20 and 21 new officers each year. This accounts for a significant growth period between 2008 and 2010.

Budget challenges resulting from the Great Recession resulted in the City putting a 'pause' in the NPP hiring plan in 2010, a situation contemplated in the original plan if economic growth slowed. Facing mid-year revenue and budget reductions in 2010, the City did not hire the 20 officers originally slated for 2010. By 2011, hiring was put on hold altogether. Without recruits "in the pipeline," the Department's number of sworn staff began to decline from the all-time highs reached in mid-2010. While hiring for attrition had resumed in 2012, sworn staffing levels did not immediately catch up because of the time it takes to hire and train police officers. The Department now currently fields 502 Neighborhood Policing (911 Response) Officers. This is down from a pre-recession high of 565. Some good news is that the 2013 and 2014 Adopted Budgets made significant adds of new officers. These adds are detailed in the next section.

The second issue addressed by the NPP is the marked imbalance between the distribution of officers and the calls for service workload, both geographically and by time of day and day of week. The adoption of the new system of patrol sectors and beats was the first measure intended to balance workload and staffing.

NPP Operating Principles

- Decisions regarding patrol deployment should strengthen officers' sense of ownership of the neighborhoods they serve;
- Deployment of patrol officers should be matched to workload, both geographically and by time of day and day of week;
- Services provided to customers – response to 9-1-1 calls and proactive work – should be equitable, consistent, and dependable, in all parts of the city, at all times of day, and on all days of the week;
- Proactive work performed while officers are not responding to 9-1-1 calls, or as part of directed patrol, will be used in a way that is targeted, measured and enhances the Department's ability to achieve specific public safety outcomes identified by its command staff and the public it serves;
- Patrol deployment should provide for a baseline number of patrol cars, both for officer safety and for proactive work; and
- Any patrol deployment model must be highly competitive in providing incentives for attracting and retaining top-quality police recruits.

In its work on developing a new deployment model for patrol officers, the Department has been guided by quantitative goals as well as by its knowledge of the history and traditions of SPD patrol and the need to develop a program that will help with recruitment and retention of officers. The metrics are important to help keep the project on track while maintaining accountability for results.

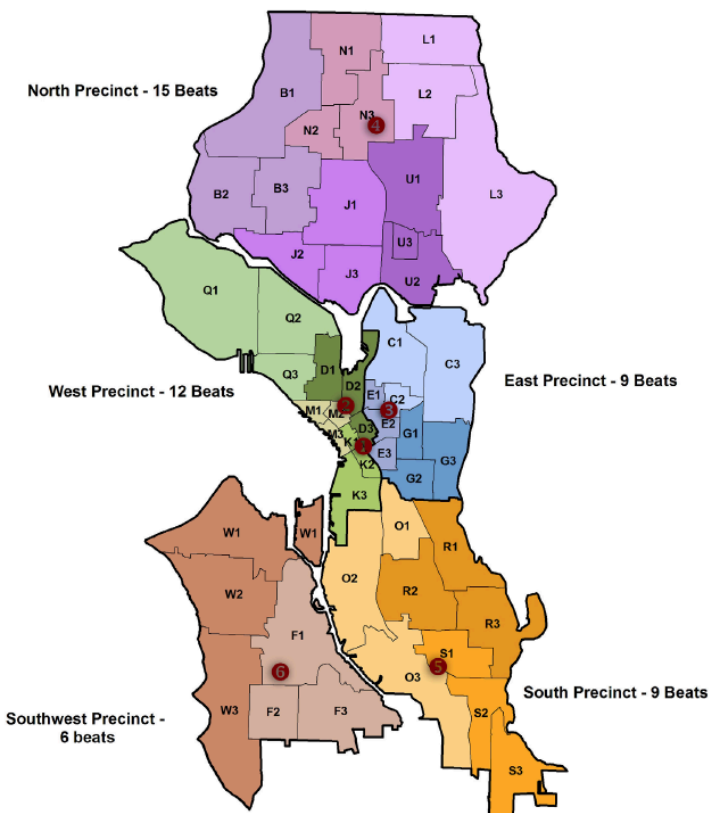
The three quantitative NPP goals are:

- Emergency response times to the highest priority calls is within seven minutes or less.
- Share of officers' time available for proactive work, in aggregate, is at least 30%.
- For emergency backup, at least 10 units are free citywide, on a 24/7 basis.

Underlying the NPP principles is the core commitment to enhance public safety services provided to the community, starting with crime fighting, and continuing with proactive policing in which officers work closely with community members to prevent crimes where possible.

The City Council requested an update to the NPP in the 2012 Adopted Budget; however, uncertainty in the economy and a pending Department of Justice Settlement Agreement (SA) made a full update difficult. A narrative update was prepared, but there was no update to the deployment model at that time. Due to progress in the SA and stability in funding for officer staffing, the Department has initiated an update of NPP and review of the size of the entire police force. An interdepartmental team (IDT), comprised of staff from SPD, CBO and Council plus external consultants, was developed in connection with a 2013 Statement of Legislative Intent (SLI) that called for the analysis of the right size of the police force. The IDT is currently working on both a response to the SLI and also the update to NPP.

Department Sectors & Facility Locations



❶ Police Headquarters,
610 5th Avenue

❹ North Precinct,
10049 College Way N

❷ West Precinct,
810 Virginia Street

❺ South Precinct,
3001 S Myrtle

❸ East Precinct,
1519 12th Avenue

❻ Southwest Precinct,
2300 SW Webster



North Precinct Replacement Project

The Department of Finance and Administrative Services (FAS), working with the Seattle Police Department (SPD), has identified property – located at the southeast corner of Aurora Avenue North and North 130th Street – as the recommended site for a new police station to serve the north precinct. Council passed legislation authorizing the property acquisition in December 2013. Negotiation with property owners is underway.

Current Situation

SPD patrol service areas are divided into five geographic precincts. The north precinct service area is bounded by the Lake Washington ship canal, the north city limits (145th), Puget Sound and Lake Washington. The existing North Precinct Police Station is a 16,400 square foot building situated on approximately 2.8 acres. The precinct, built in 1984 to house 154 staff, is now home to approximately 235 personnel and is severely overcrowded.

Additional North Precinct personnel will be relocated to the new facility from two currently leased spaces: 22 north-end Parking Enforcement Officers and supervisors, and a total of 19 personnel from the North Precinct Community Police Team, the precinct-assigned detective unit, a crime prevention coordinator, and a community prosecutor from the City Attorney's Office.

The existing site's zoning (SF7200) and amount of developable land rule out expansion at the current location. The initial need for a new North Precinct Station was identified in a 1998 program study of SPD's Master Plan; this plan was further supported by a 2002 feasibility study.

Accelerated Approach to Building a Larger Police Station

The City's 2013 adopted budget directed FAS to accelerate work to site, design and build a new police station to replace the existing facility. The City Council action also set a move-in target date of 2016, while acknowledging FAS' concerns that this target date is not achievable. FAS' siting and building development timeline, compressed to open the new station in fourth quarter 2018, assumes:

Accelerated Schedule

- Property acquisition and predesign efforts occur simultaneously in 2013/2014 (vs. sequentially).
- Council approves legislation authorizing purchase of site by December 2013 and sale closes in the first half of 2014.
- Community information provided through one siting meeting and two design milestone meetings similar to outreach for fire station projects (other opportunities occur through the Seattle Design Commission public meetings and Council hearings.)

SPD Operational Needs

- North Seattle continues to be served by a single precinct.
- Location offers good access to I-5, north-south and east-west arterials, proximity to areas of high police activity, and quality radio reception.
- 60,000+ square foot building with a useful life of 30 to 50 years that will accommodate up to 370 officers and civilian staff.
- On-site, multistory parking for patrol cars, visitors and staff.
- Community meeting space that also can be used as an operations center in case of an emergency.

Visit the project website for more information www.seattle.gov/northprecinctstation.



Staffing Highlights and Training

Staffing Highlights for the 2014 Budget:

It is projected that in the next 5 years, over 300 police officers will likely retire. As such, there is an opportunity to continue to hire local officers who reflect Seattle's values and increasing diversity and represent all of its communities. To assist with this goal, SPD is conducting a pilot project to work with Community Based Organizations (CBOs) to increase the pool of police officer recruits who reflect the diversity of the local community and come from Seattle and its environs.

In 2014, SPD will hire 80 recruits and 11 laterals (Officers that have already been trained and are or were employed by another agency). This will require SPD to send to the academy each month its maximum Criminal Justice Training Center (CJTC) monthly allotment of 7 officers. The Department expects approximately 57 separations next year. The net of new officers will be a total of 34 (see below) and should bring the Department close to its funded FTE level of 1,349 (includes 911 officers, specialty officers / investigative personnel, recruits and student officers). By the end of 2015, SPD will reach a new high for funded FTE (1,361). The Department has only once approached this level: when it hit 1,351 in the first quarter of 2010. At this time, SPD expects that its Patrol ranks will return to the historic highs of 2010.

Funding is included in the 2014 Budget for 34 new officers:

- 2 CIT Officers, to expand Crisis Intervention Team coverage across all precincts
- 2 Traffic Officers, to support the 5 new schools that will receive speed zone cameras
- 11 Emergency Response / NPP Officers, that will be hired in October of next year
- 10 COPS Grant funded officers that will be moved into Community Police Team positions in October of next year
- 9 Force Investigation Team (FIT) Officers to comply with DOJ Settlement requirements.

Officer Training Process

Police recruits receive about 10 months of classroom and field-based training before they operate independently. They first attend the State of Washington Basic Law Enforcement Academy (BLEA), a 4.5-month program where they receive instruction in such areas as criminal law and procedure, criminal investigation, crisis intervention, communication skills, cultural awareness, defensive tactics, emergency vehicle operation, use of firearms, patrol procedures and traffic enforcement.

SPD recruits who successfully complete the BLEA become Student Officers and receive six weeks of post-BLEA training with the Advanced Training Unit of the Department. Post-BLEA training covers laws particular to the City of Seattle, Department policies and procedures and orientation to programs and services specific to the Department.

Upon completion of post-BLEA training, officers are paired with an experienced Field Training Officer (FTO) for a four-month period. The FTO provides a final evaluation of their readiness to be officers. Officers who satisfactorily complete Field Training are in a probationary status out to the one-year mark from the act of swearing in. Lateral hires can be on the street as trained SPD officers in about 3 months. All officers receive thirty-two hours of mandatory in-service training each year. In addition, officers may receive specialized training in such areas as crisis intervention, less lethal force options and in handling chemical and biological threats.

Specialized Training Sample: Crisis Intervention Training (CIT)

An example of the specialized training provided by the Department is crisis intervention training, described below.

Specialized Crisis Intervention Training (CIT)

To become CIT-certified, officers must have successfully completed a 40-hour training course. The 40-hour course is taught by a number of mental health professionals and covers the following topics:

- Overview of Mental Disorders,
- Geriatric Mental Disorders,
- Children's Crisis Outreach Response system,
- Mental Health Court,
- The Law and Mental Illness,
- Chronic Public Inebriates,
- Crisis Cycle,
- Mental Illness - In our own Voices (Mental Illness from the client's perspective)
- Intervention in High Risk Situations – Suicide Intervention,
- Communicating with Mentally Ill Individuals,
- Hospital Emergency Room services,
- HOST Program.

In addition to classroom instruction, individuals must also complete a variety of "mock scenes" designed to integrate their knowledge and skills. At the end of the 40 hours officers must be familiar with the CIT concepts, training and the objectives associated with each of the above mentioned topics, and be able to demonstrate specific skills shown to be successful when dealing with individuals who are mentally ill, emotionally distraught or in crisis.

To remain certified, CIT officers must continue to receive ongoing in-service training provided by the Department. For Officers who have not taken the 40-hour CIT course, an 8-hour CIT training session is provided. The purpose of the shorter CIT training is to provide a practical, hands-on curriculum that prepares all officers to:

- Recognize types of mental illness and emotional disturbances;
- Communicate with people suffering from mental illness;
- Calm angry individuals, mentally ill or not; and
- Verbally de-escalate and control individuals on the edge of violence.



Workforce Diversity

Racial/Ethnic and Gender Diversity

Command Staff

- Of the thirteen members of the Department's Command Staff, five (38%) are women and/or racial/ethnic minorities.

Gender Diversity

- Among Sworn Personnel at all ranks, 14.03% are women, slightly above the national average of 12.8%.
- Among Sworn Personnel at the ranks of sergeant, officer or detective, 13.86% are women. (The national average is 12.8%)
- Among Civilian Personnel, 61.50% are women.
- Within the Total SPD Workforce, 28.28% are women.

Racial and Ethnic Diversity

The table below summarizes the racial/ethnic diversity of the SPD Workforce in various employment categories, comparing these with the diversity of the City's population.

Diversity of SPD Workforce, by Category, Compared with City Population Diversity

Race/ethnic category	Sworn Personnel All Ranks	Sworn Personnel Sgts/Officers/	Civilian Personnel	Total Workforce Sworn & Civilian	City of Seattle Population Diversity
White	75.65%	75.43%	68.81%	73.59%	69.5%
African American	8.04%	8.42%	10.52%	9.34%	7.9%
Hispanic	5.13%	5.53%	3.21%	4.54%	6.6%
Asian/Pac Islander	8.04%	8.33%	14.80%	10.03%	14.2%
American Indian	2.30%	2.21%	2.32%	2.29%	0.8%
Not Designated	0.15%	0.09%	0.36%	0.21%	N/A

Multi-Lingual Skills among SPD Employees

The chart at right represents the numbers of employees professing "some degree of fluency" with particular foreign languages, based upon voluntary entries made on their initial employment forms. It should be noted that this is not the same as being qualified or certified to provide translation or interpretation services.

Language	# of Employees professing some fluency
Spanish	30
German	10
French	7
Tagalog	6
Japanese	4
Chinese/Cantone	8
Italian	1
All other	36



Seattle Police - Chief Selection Committee

Guide to Materials

3. Public Information & Community Outreach



Public Information & Engagement

Access to Information and Transparency

In recent years, the Seattle Police Department has seen a vast increase in public requests for information and heightened expectations for departmental transparency. In response, SPD has undertaken a number of efforts over the past six years to adapt to and leverage new technologies to increase the availability and accessibility of public information regarding police work.

Beginning in 2008, members of the department's Public Affairs Office (PAO), DoIT, SPD IT and SPD the Records Unit launched the My Neighborhood Maps crime map. My Neighborhood Maps provides users with a visual representation of crime across the city, and allows users to easily access police reports for a number of major crimes. The department began providing monthly online updates of precinct and citywide Major Crimes data, and created a web form for reporting some types of property crimes and narcotics activity. The department also unveiled a comprehensive website containing resources and guides on crime prevention, neighborhood issues such as noise complaints, internet safety and other topics, as well as information about SPD's many investigative units.

After establishing a robust online presence, the department began exploring other opportunities and platforms to further improve public interaction and engagement.

Public Engagement and Social Media

Most recently, the Seattle Police Department, and specifically the department's Public Affairs Office, has been heralded as pioneering force in law enforcement for use of social media and other web platforms.

The department has worked to increase its reach and interaction with the public through social media channels, including Twitter, Facebook, YouTube and the department's news blog, The SPD Blotter. In 2012, the department contracted with a former journalist to develop and refine content on those channels. Since then, SPD has doubled web traffic on the department's blog (the SPD Blotter currently accounts for nearly 67% of the total traffic to all City of Seattle departmental blogs combined) and developed a massive following on its main Twitter feed, @SeattlePD. As a result of these efforts to increase online access to police information, the PAO's consultant, Jonah Spangenthal-Lee, received a Key Award from the Washington Coalition for Open Government.

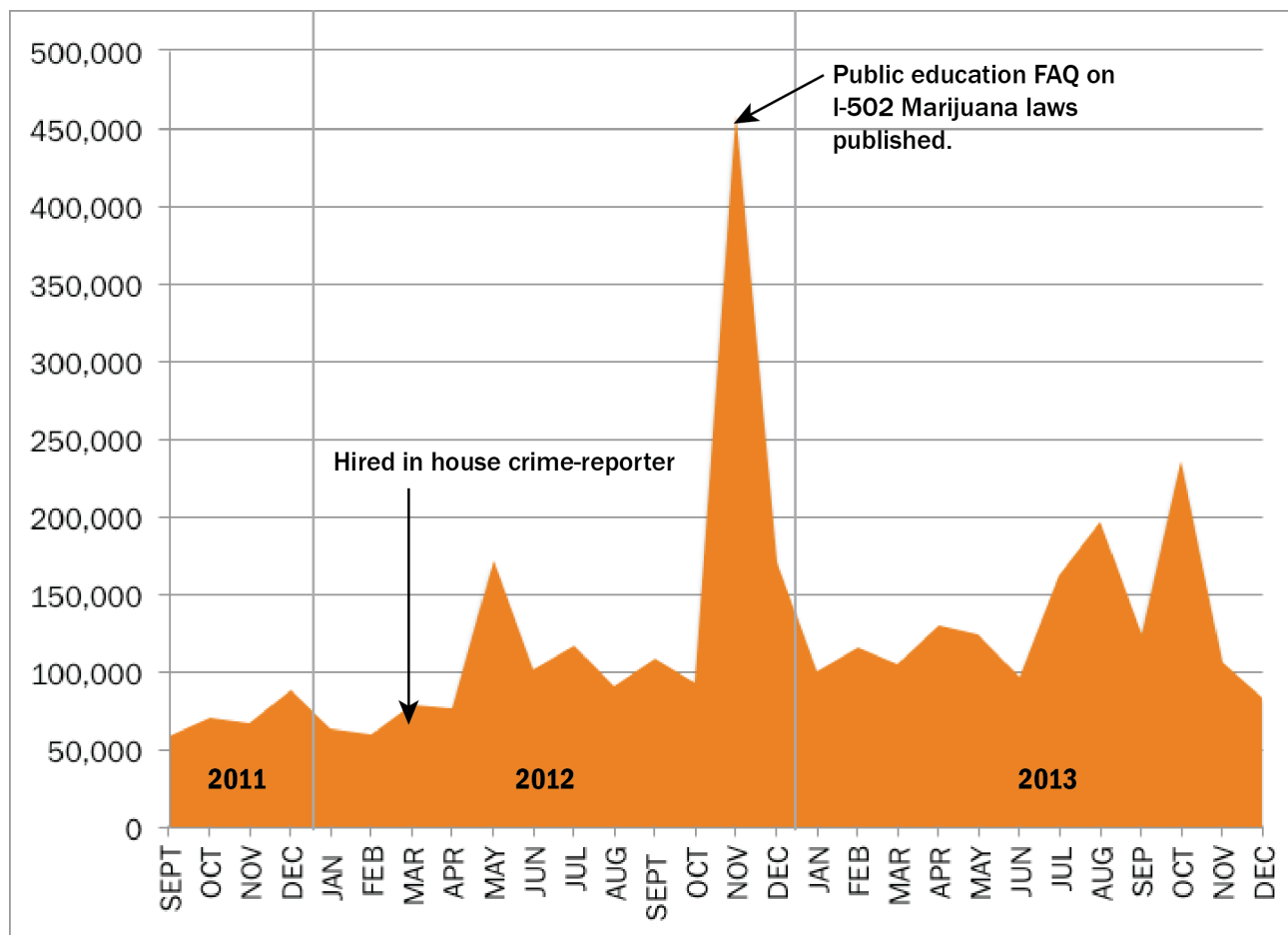
@SeattlePD currently has over 50,000 followers, the most of any public agency in Washington State and the third-most of any municipal police agency in the United States. The department also became the first police agency in the US to provide near real-time police dispatch information through Twitter via the Tweets By Beat's 51 feeds. SPD has also leveraged the Twitter platform to reunite victims of bicycle and vehicle theft with their property through @GetYourBikeBack and @GetYourCarBack.

SPD's Twitter following has allowed the PAO to rapidly disseminate public safety information during times of crisis, while also providing a direct line of communication for questions and dialogue about patrol responses, traffic citations and other police work.

The Public Affairs Office has also heavily utilized Twitter and the Blotter for ongoing public outreach about recent changes to Washington State's marijuana laws, following the passage of Initiative I-502. The Public Affairs Office has established a great deal of public trust by providing clear, transparent, accurate, humane and timely information about police incidents, presented in an official—but not officious—capacity. This has allowed the Public Affairs Office to better illustrate and explain the daily difficulties and decisive choices officers must make every day while protecting and serving Seattle. This public trust has become especially critical as the department moves forward under the Department of Justice settlement agreement.

The PAO's extensive and creative use of social media platforms has garnered positive press for the department in the New York Times, Forbes, Time and a number of other local and national news outlets, and our team has been asked to speak on numerous panels to other law enforcement and government agencies about how SPD utilizes social channels. Currently, the SPD Public Affairs team is a finalist for 2014 PRWeek Awards Public Sector Campaign of the Year.

Increase in Blotter Traffic 2011-2013



Next Steps and Challenges

The Public Affairs Office is actively working on efforts to simplify and increase the transparency of the public disclosure process and to increase the accessibility of department crime data and information. The PAO is currently working to improve and increase the transparency of the public disclosure process, and is also developing new web tools to improve access to neighborhood-based crime data. Additionally, the PAO has recently developed a Tumblr page focused on the inner-workings and history of SPD and policing in Seattle, and is exploring new ways to reunite property owners with stolen or lost items recovered across the city. The PAO continues to leverage existing online platforms to reach the widest possible audience. However, as the PAO's digital footprint increases, so does the public's expectation of near-instantaneous responsiveness. Meeting this expectation has become increasingly difficult as our online and media audience has nearly outpaced our staff resources.



SEATTLE POLICE DEPARTMENT

www.seattle.gov/police

Community Outreach

A History of Engagement Seattle residents and business owners are generally an active, engaged community who are willing to get involved. The community has a low tolerance for crime and reports it at a rate much higher than the national average. The Seattle Police Department has long recognized that police action is often only a small part of the solution to many problems. A long history of close partnerships with the community has shown major results in addressing crime as well as quality of life and disorder issues.

Community Outreach Efforts Partnering and dialogue with the community SPD serves is a core part of the of the Seattle Police Department policing philosophy. Often this is done informally; through a beat officer working with local residents, involvement in business associations and advisory councils, participation in community events such as neighborhood cleanups, and community health and safety fairs. However, the Department also has the following organized community engagement efforts:

Precinct Advisory Councils The Seattle Police Department formed the Precinct Advisory Councils in the late 1980s. The goal of these councils are to have groups of geographically based neighbors invested in partnering directly with local police resources to work on crime problems within their own communities.

Demographic Advisory Councils In the mid-1990s, Seattle Police observed that the established community groups were not reflective of the diverse communities living in the city, and believed it was critical to create an avenue for the Department to reach out and develop relationships with minority communities, as well as a way for their voices to be heard. The goal of creating diverse advisory councils was first implemented as part of the Citizen Advisory Council Model in 1995 and seven advisory councils were formed. In 2002, the Department was awarded the Minority Community Engagement Initiative (MCEI) grant by the U.S. Department of Justice Community Oriented Policing Services to continue its work. After the grant ended in 2004, the Demographic Advisory Councils, City Wide Advisory Council and the Community Police Academy were combined into an expanded Community Outreach Program. The Department now has the following demographically diverse advisory councils: African American East African Korean Southeast Asian Filipino, Latino Native American Muslim Sikh & Arab LGBTQ communities In addition, the **City Wide Advisory Council (CWAC)** is made up of representatives from each of these advisory councils.

Community Police Academy The Community Police Academy is a ten-week program designed to educate the public in the operations of the Seattle Police Department, while also giving the Department a chance to obtain valuable feedback from the community. The purpose of the Community Police Academy is to increase understanding between the Seattle Police Department and the community members of Seattle through education and interaction.

Introduction to Community Policing: In partnerships with Community-based organizations and Seattle Colleges, the Department designed a course that will introduce students to community policing concepts and law enforcement procedures. Topics to be covered include: the criminal justice process, police ethics, use of force, arrest procedures, and much more. The course is designed to prepare students to successfully pass the entrance exam to the police academy, a first step on the path to becoming a police officer with SPD. SPD hopes to attract more diverse applicants to better reflect the makeup of the community it protects and serves as a result of the course. The students receive five college credits and the course is offered at NO COST to the student.

Living Room Conversations In the spring of 2011, the Seattle Police Department launched a series of new community outreach events. Dubbed "Living Room Conversations," these events were designed to bring community members and police officers together in informal settings to discuss public safety issues of concern to neighborhood residents and to get to know each other better. The small group setting promotes an open dialogue that allows participants to address neighborhood issues directly with officers who work in the area. Focus groups and surveys of Living Room Conversation hosts have confirmed the value of these engagements from the perspective of community members.

More information about Living Room Conversations, including a program assessment conducted in 2012, can be found on the SPD website.

South Park Action Agenda The Agenda is a community-driven partnership with the City of Seattle, which targets 162 different recommendations across 5 topic areas to improve the South Park community including: Environmental and Physical Improvements, Business and Transportation, Community Engagement, Youth Development, and Public Safety. The plan development involved an intensive community-driven effort with volunteers putting in more than a thousand hours of their time to develop short-term and long-term plans for their neighborhood. They envisioned South Park as a safe, diverse, pedestrian-friendly, clean, well-maintained community. They also started working toward a thriving retail core and neighborhoods with a sense of pride and stewardship.

Youth Outreach Efforts The Department has numerous and creative efforts to engage with youth. Efforts range from dealing with at-risk and juvenile offenders, to prevention efforts and educational opportunities that get Police Officers and youth comfortable interacting with each other in respectful ways. These programs often change to meet the specific and targeted needs of a certain community, crime issue or trend. Some examples of the programs SPD engages in or has in the past are as follows:

Donut Dialogues - This was a partnership that was initiated by the Seattle Police Department and Peace for the Streets by Kids from the Streets to bring police officers, business and community members, and homeless street kids together in an honest dialogue.

Athletic Activities - Officer liaisons have been involved in over 20 sporting events, interacting with over 1,620 children and youth of diverse backgrounds. One notable event was Officer Adrian Diaz working with South Park Residents on a community boxing ring to bring a structured environment for youth, to specifically address a rash of juvenile violence.

Juvenile Drug Court The longest running program that the Seattle Police Department continues to support is its involvement in the King County Drug Court Program. One Detective handles the King County Superior Courts Juvenile Offenders. The program provides substance abusing juvenile offenders with adjudication and /or incarceration alternatives. Also provided is a comprehensive treatment plan. This is usually encouraged and supported by family and friends.

Picnics at the Precincts The Picnic at the Precinct events began in 2004 and have grown to include all five precincts hosting their own picnic on an annual basis. These events are financially sponsored by the Seattle Police Foundation and provide a unique opportunity for Precinct Officers to engage with local community residents in an atmosphere of fun and celebration with police staff serving free food to citizens, local entertainment acts and children's activities. Precinct tours and hands-on interaction with mounted patrol, SWAT and other specialty units provides an important community education component as well.

Victim Support Team (VST) Seattle Police Department's Domestic Violence Victim Support Team (VST) program is a successful partnership between community volunteers and the police to prevent domestic violence and increase public safety. The mission of the Victim Support Team is to provide comprehensive, culturally relevant, supportive services to domestic violence victims and their children.

This unique program is designed to address the gap in emergency support services that exist during the weekend. Community volunteers, after extensive training, respond to secured scenes at the request of an Officer to provide crisis intervention and resources. The presence of these volunteers helps break the cycle of isolation, and allows victims to feel supported by their community and the Seattle Police Department. Patrol Officers gain an added resource in handling domestic violence calls, freeing them to focus on the investigation and also respond to other 911 calls.

Additionally, the VST program has a full-time Advocate who further bridges the gap in services by safety planning with victims during the week, and disseminating critical information to Legal Advocates, Detectives and Prosecutors. The VST Advocate is also the main point of contact for all mid-week referrals by Officers and emergency walk-ins at Seattle Police Headquarters.

The Victim Support Team fosters an environment that is inclusive of all religions, ethnicities, sexual orientations, cultures, and people. VST partners with Seattle's Emergency Feeding Program, the Seattle Fire Department, New Beginnings, Northwest Network, Consejo, Salvation Army, Verizon Wireless Hopeline Project, and the Seattle Police Foundation.



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4. Civilian Oversight and Accountability



SEATTLE POLICE DEPARTMENT

Police Accountability

Police accountability and transparency require a variety of mechanisms to promote public confidence and trust, including the involvement of civilians. Seattle has a unique three-pronged civilian oversight structure that has been in place for nearly a decade, comprised of the Office of Professional Accountability (OPA), the OPA Auditor, and the OPA Review Board.

Office of Professional Accountability

OPA is the office within SPD that receives and investigates complaints of police misconduct. Complaints can involve a range of allegations, from officer rudeness to abuse of discretion, unnecessary use of force or biased policing. The OPA Director, Pierce Murphy, is a civilian appointed by the Mayor and confirmed by City Council in 2013. The Director, while answerable to the Mayor and City Council, reports administratively to the Chief of Police and sits on the Executive Command Staff. He oversees the OPA staff of sworn police personnel who handle complaint intake and investigations. After certification by the Director and OPA Auditor that an investigation is thorough, objective and complete, the Director makes a finding recommendation to the Chief, who has final authority on all matters of discipline. The Chief is required to report in writing to the Mayor and City Council whenever he does not follow a recommendation for a sustained finding. In addition to complaint case management, OPA reviews SPD policies and procedures to help ensure the Department is following best practices. The OPA Captain responsible for overseeing SPD Internal Investigations reports to the OPA Director, allowing for a comprehensive approach to issues of police professionalism. The Captain also monitors policy and training suggestions made by OPA to ensure follow up and coordination with other SPD units. OPA regularly reports on complaint activity and issues concerning the professional standards of the Department.

OPA Auditor

The OPA Auditor is an independent contractor outside the Department who reviews the work of OPA. The current Auditor, Ret. Judge Anne Levinson, was re-appointed to a second year term by the Mayor and confirmed by City Council in 2013. The OPA Director and Auditor together assess every complaint during the triage stage to ensure it is properly classified and refer some for mediation. The Auditor also reviews completed OPA cases prior to the Director's final certification, and can require further investigation if necessary. In addition to regular reports to the Mayor and City Council regarding OPA complaint processing, the Auditor conducts enhanced review of issues impacting police accountability. The OPA and OPARB work with the Auditor on these special topic reports.

OPA Review Board

The OPA Review Board (OPARB) was expanded in 2008 to include seven volunteer citizens appointed by City Council. OPARB solicits community input about police practices and the OPA complaint process, can review closed OPA investigations, and is required to help facilitate a public hearing prior to the start of contract negotiations with the Seattle Police Officers Guild to identify issues regarding the OPA system. OPARB also coordinates outreach with OPA and the Auditor, and issues regular reports on its activities and concerns.

National Association for Civilian Oversight of Law Enforcement (NACOLE)

OPA, the Auditor and OPARB are affiliated with the National Association for Civilian Oversight of Law Enforcement (NACOLE), a non-profit organization working to improve police practices in the United States and internationally. OPA Director Murphy is a past president and former member of NACOLE's Board of Directors.



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5. Emergency Management Operations



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Emergency Management Operations

Office of Emergency Management

The Office of Emergency Management (13 FTEs) is organizationally housed in the Police Department and is responsible for the city-wide emergency management program. It oversees the development and exercise of response plans, seeks and administers post-disaster cost recovery grants and pre-disaster mitigation grants and maintains operational readiness of the Emergency Operations Center and people who staff it from all City departments and many external agencies such as Public Health, Seattle Steam, Red Cross, University of Washington, etc. OEM prepares the community for disaster through public education, capability-building with non-profits and vulnerable population outreach, business continuity planning and partnership building. The dedication of staff to the function of emergency management and the maintenance of the City's Seattle Disaster Readiness and Response Plan keep the City in compliance with RCW 38.52 and WAC 118. The regular update of the City's Hazard Mitigation Plan keeps the City eligible for millions of dollars in federal hazard mitigation grants as does the City's compliance with the National Incident Management System. Members of the Office of Emergency Management take one week rotations as Staff Duty Officer providing 24/7 coordination assistance for City departments and other agencies.

Emergency Management Organization

The city-wide Disaster Management Committee is responsible for planning, training and exercising in preparation for planned events and emergencies. This group includes representatives of private sector, schools, hospitals, Public Health, Coast Guard and other agencies. The idea is to engender a sense of trust and teamwork prior to emergencies to improve performance and results during Emergency Operations Center activations.

A sub-group of the Committee meets on a weekly basis at the Emergency Operations Center. As representatives of the key operational departments, they keep focus on current issues, plans familiarization and following up on lessons from exercises and actual events.

The Mayor chairs an Emergency Executive Board comprised of select Department Heads and key senior staff to address policies (as opposed to operations) before, during and after emergencies. This also helps maintain an executive focus on continuous emergency response improvements. The Mayor designates one of their staff members to keep Council apprised of emergency operations. The Mayor's Communications Director coordinates the team of multi-departmental public information staff during EOC activations – known as the Joint Information Center.

The Mayor has the responsibility and authority through a proclamation of local emergency and certain emergency powers to use all City resources to address conditions of emergency.

Emergency Operations Center

The Emergency Operations Center is located four blocks south of City Hall and is used for preparedness training and meetings on a daily basis. The EOC has been activated more than 64 times since the inception of the program in 1992; more than 1/2 of those in the last six years. The EOC is where members of the Disaster Management Committee, multi-department Public Information Officer team, and the Mayor's Emergency Executive Board gather to coordinate information, policies, resources and plans of action necessary for disaster response, warning, damage assessment, relief efforts, public information, etc. Reasons for activating have been to manage the

consequences of flooding, snow storms, ice storms, wind storms, water main breaks, earthquake, civil unrest, teacher's strike, pandemic influenza, sustained power outages, and large planned events such as SeaFair.

Imminent Issues:

- a. The City has experienced six Presidentially declared storms in the last eight years, three of them setting all-time records in one category or another. Storm season begins in the fall and lasts into early spring. This is forecast to be a "neutral" year, which means even chances of ordinary precipitation and temperature however the region's worst wind storms have occurred in neutral years.
- b. Learning from Christchurch, New Zealand, the City has been studying and is preparing to recommend to the City Council adoption of a unreinforced masonry (URM) building seismic retrofit ordinance which would require certain property owners to bring the most vulnerable type of construction up to current codes. Damage to URMs was prominent in Seattle's Nisqually earthquake and will pose an even greater threat in a Seattle Fault scenario.
- c. The City has applied for a \$1 million Rockefeller Foundation Resiliency Grant to hire a Resiliency Coordinator who would be a direct report to the Mayor responsible for developing a Resiliency Strategic Plan. The first 20 award winning cities (of 100 eventually) will be announced early in December.
- d. The City is in the process of developing a pre-disaster Recovery Plan to guide the actions and policy decisions and coordinate the public and private efforts to repair and reconstruct the community after major disasters such as an earthquake.
- e. The Office of Emergency Management is updating our Emergency Operations Plan and developing a new umbrella Comprehensive Emergency Management Plan which will be ready for Mayoral review early in 2014 after which both Plans are adopted by Council resolution.
- f. The City's emergency management program will be seeking accreditation for its program in the summer of 2014 and if successful would be the first City in the 4-state FEMA region to receive it. As a part of that effort, we are drafting a revision to the Seattle Municipal Code which addresses emergency management.
- g. Homeland Security funding requires the formation of a Senior Advisory Committee to advise the Governor, Adjutant General, and State Emergency Management Division – Seattle's OEM Director is serving on the group to recommend how that Committee is formed.
- h. A Community Alert and Warning System replacement project is funded in the 2014 budget and OEM chairs a multi-department team of executives to oversee that project.

Emergency Sheltering of Homeless and Vulnerable Populations

The Human Services Department contracts for the provision of emergency sheltering during inclement weather (for instance the use of City Hall and the Frye Hotel). Seattle Police Department provides the adjunct complimentary service of patrol officers watching for homeless individuals, informing them of the emergency shelter opportunity and in many cases providing transportation to the shelters.

The Office of Emergency Management works closely with Public Health Seattle and King County on addressing in a comprehensive way the emergency needs of vulnerable populations. We agreed on 16 standard categories of need: from physical limitations to economic, social or cultural conditions. A Steering Committee strategizes on the collective use of multiple grant streams to strengthen the systems that provide critical services to these clients. For instance, making sure continuity of operations plans are in place for food banks, mental health counseling and job referral agencies, surge capacity for case management services, etc.

A vital element of the City's overall emergency management organization is Emergency Support Function (ESF) – 6, in charge of Mass Care, Housing and Human Services. Led by the Human Services Department and facilitated by OEM, this multi-discipline group of dozens of agencies plan and practice for emergency response and recovery monthly in the City's Emergency Operations Center. During EOC activations, ESF-6 members work to identify the prominent human needs in the community and do their best to meet those needs with disaster relief services – many times provided by partner agencies such as Red Cross, Salvation Army, Church of the Brethren, Catholic Community Services, etc. Seattle Police Department played a pivotal role in the snow storms last December assessing the situation at the Greyhound bus station where stranded passengers needed transport to emergency shelters until the bus line could once again operate.



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6. Recent Crime Trends in Seattle



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Recent Crime Trends in Seattle

Crime statistics are based on preliminary figures for year-end 2013.

Table 1. Major Crimes in Seattle by Month, 2013 compared with 2012

Major Crimes	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD in 2013	YTD in 2012	% chg fr 2012
Murder	0	1	4	1	4	1	4	0	3	2	1	2	23	26	-12%
Rape	6	16	5	5	7	12	18	12	4	6	4	6	101	121	-17%
Robbery	119	135	98	103	136	125	148	159	121	161	168	121	1594	1447	10%
Aggrav Assault	148	150	138	151	186	153	211	182	177	167	148	160	1971	2183	-10%
Total Violent	273	302	245	260	333	291	381	353	305	336	321	289	3689	3777	-2%
Burglary	689	540	661	607	706	586	565	612	630	626	585	587	7394	6633	11%
Larceny	1587	1229	1440	1425	1637	1447	1614	1647	1683	2018	1976	2010	19713	20656	-5%
Vehicle Theft	343	270	283	314	349	347	365	338	436	414	384	377	4220	3541	19%
Total Property	2619	2039	2384	2346	2692	2380	2544	2597	2749	3058	2945	2974	31327	30830	2%
Total Major Crimes	2892	2341	2629	2606	3025	2671	2925	2950	3054	3394	3266	3263	35016	34607	1%

includes 1 negligent manslaughter

- Seattle ended 2013 with Major Crimes up 1% when compared with 2012.
- Violent Crimes were down 2% overall, and double digit decreases were posted in Homicides, Rapes and Aggravated Assaults. Among Violent Crimes, only Robberies were up, by 10%.
- Property Crimes rose 2% in 2013 when compared with 2012. Larceny/thefts were down but both Burglaries and Vehicle Thefts were up by double digits. The Burglary numbers were somewhat inflated by multi-victim burglaries in storage units that occurred in the first part of 2013.

NOTE: "Major Crimes" is interchangeable with "Part I Crimes". These are terms that refer to seven crimes designated by the FBI Uniform Crime Reporting System as a basis for charting crime trends across the United States. These seven crimes are: homicide, rape, robbery, aggravated assault, which comprise Violent Crimes; and burglary, larceny/theft and vehicle theft, which comprise Property Crimes.

**Table 2. Reported Major Crimes in Seattle, 2003-2013
Comparing 2013 Actual with Previous Ten-Year Average**

Major Crimes	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	previous 10-yr average	2013 Δ fr 10-yr average
Murder	32	24	25	30	24	29	22	19	20	26	23	25	-8%
Rape	174	145	139	127	90	126	102	96	100	121	101	122	-17%
Robbery	1509	1588	1606	1667	1522	1612	1792	1429	1418	1447	1594	1559	2%
Agg Assault	2229	2041	2344	2322	2031	1680	1945	1973	2127	2183	1971	2088	-6%
Total Violent Crimes	3944	3798	4114	4146	3667	3447	3861	3517	3665	3777	3689	3794	-3%
Burglary	8536	7734	6756	7504	5986	6503	6709	6449	6807	6633	7394	6962	6%
Larceny	28718	25810	27174	23911	22192	22642	25095	23284	21586	20656	19713	24107	-18%
Auto Theft	9052	9253	9558	8138	5782	3675	3286	3453	3400	3541	4220	5914	-29%
Total Property Crimes	46306	42797	43488	39553	33960	32820	35090	33186	31793	30830	31327	36982	-15%
Total Major Crimes	50250	46595	47602	43699	37627	36267	38951	36703	35458	34607	35016	40776	-14%

- The totals for Major Crimes in Seattle in 2013 were below the previous ten-year average in most crime categories.
- Overall, Violent Crimes in 2013 were 3% lower than the previous ten-year average and Property Crimes were 15% lower than the previous ten-year average.
- Among the crimes that were down markedly relative to the previous ten-year average were rape, -17%; larceny/theft, -18% and vehicle theft, -29%. Among Major Crimes in 2013, only burglaries and robberies exceeded the previous ten-year average.



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7. Ongoing Programs



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Ongoing Programs

Fighting Crime

With public safety its fundamental mission, SPD is sharpening its focus on crime, particularly in the downtown core. The Department is using directed patrols to address street crime and disorder downtown and along transportation corridors; while continuing to maintain a focus on violent crime hot spots throughout the City. Department commanders are working with the Crime Analysis Unit on an ongoing basis to identify high crime areas for proactive deployments within each precinct. This approach allows the Department the flexibility to put officers in the right place and at the right time to handle specific public safety problems.

The long-term plan for downtown safety involves continuation of directed patrols, like VPEP (Violence Prevention Emphasis Patrols), use of alternative enforcement tools, such as SODA (Stay out of Drug Area) and LEAD (Law Enforcement Assisted Diversion), and a new focus on lower level nuisance violations. These efforts will complement a more holistic approach that is underway in the City Center initiative (CCI), which coordinates law enforcement efforts with the entire criminal justice system, and with targeted human services investment in a way that is smarter, more comprehensive, more strategic and more effective.

Violence Prevention Emphasis Patrols (VPEP) In 2012, there were a number of high profile incidents that prompted SPD to increase its VPEP efforts to reduce fear in the community and prevent further incidents from occurring. The patrols focus on "hot spots" or those areas of the city where violent crimes occur disproportionately to the rest of the city. VPEP, which has been primarily funded by overtime, was also utilized in 2013 as needed. The Department plans to continue VPEP in 2014, but will convert much of its VPEP deployments to straight time.

Law Enforcement Assisted Diversion (LEAD) is an innovative pilot program that was developed with the community to address low-level drug and prostitution crimes in the Belltown neighborhood in Seattle and the Skyway area of unincorporated King County. LEAD will divert low-level drug and prostitution offenders into community-based treatment and support services, instead of processing them through traditional criminal justice system avenues. A unique coalition of law enforcement agencies, public officials, and community groups collaborated to create this pilot program. LEAD's goal is to improve public safety and public order, and to reduce the criminal behavior of people who participate in the program. The 2014 Adopted budget includes funding for the LEAD program through the Human Services Department.

Center City Initiative (CCI) The Center City Initiative has brought together residents, business owners, social service providers, advocates and multiple agency representatives to develop a balanced, compassionate and effective approach to helping those in need, increasing the sense of safety and security downtown. Using principles established by LEAD, CCI diverts low-level drug and prostitution offenders from court to human service providers throughout the downtown core.

LEED Model To protect public safety, police must have the public's trust. How people are treated by police matters as much as the actions police take. The Department is committed to improving interactions between the police and the public. In the fall of 2011, SPD, in cooperation with the King County Sheriff and Washington State Criminal Justice Training Academy, received a grant to develop a training program known as *Listen and Explain with Equity and Dignity*, or LEED. The components of this approach are:

- Listen – Allow people to give their side of the story; give them voice, and let them vent.
- Explain – Explain what you're doing, what they can do, and what's going to happen.
- Equity – Tell them why you are taking action. The reason must be fair and free of bias, and show their input was taken into consideration.
- Dignity – Act with dignity and leave them with their dignity.

By addressing these four critical human needs on every call, officers elevate the quality of the interaction and people are more likely to see police as helping rather than controlling. The result is increased community trust. SPD has embraced and implemented the LEED model in annual training for officers. Every officer is expected to use this approach whenever reasonable in encounters with all community members.

Data-Driven and Evidence-Based Decision Making

SPD is constantly evaluating how it can better draw from all available data, the most critical information, and then act upon it strategically. In the space of a few years, SPD installed new video, communications and computer equipment in Patrol cars, a new records system and a new CAD. With all these new systems, and the many more to come, the Department's ability to collect and analyze data continues to expand.

In the last year, the Department received budget for additional staff resources dedicated to crime analysis and data-driven efforts. Shortly thereafter, SPD reorganized new and existing staff resources to form the Predictive Policing and Strategic Deployment Section. This section, comprised of a data-driven program manager, crime analysts and sustainment professionals, will make it possible for the Department to achieve a more data-driven and evidence-based approach to policing, especially as new data tools and systems are acquired. SPD's commitment to projects like the Neighborhood Policing Plan and PredPol illustrates the Department's determination to become more proficient in analyzing workload and crime trends and the factors driving these trends in order to devise response strategies that use available resources more efficiently and effectively.

Predictive Policing (PredPol) Using computer models similar to those used to predict earthquake aftershocks, Predictive Policing analyzes crime data dating back to 2008 and forecasts times and locations where crime is likely to occur—down to a geographic area as small as 500 feet by 500 feet. Officers receive new crime forecasts at the beginning of each shift, telling them when and where they should focus their patrols in between 911 calls. SPD uses this information to complement its existing deployment systems to deploy available staff where they need to be to prevent and deter crime.

Customer Service Metrics In 2006, SPD began monitoring several aspects of its service delivery through telephone surveys of callers to 9-1-1 who have officers dispatched to assist them. These surveys occur once per quarter and their results have provided the Department with a strong base of information about the strengths and weaknesses of its dispatched call responders. Other aspects of the survey gather information on respondents' feelings of safety and level of reassurance provided by Department services. Analyses of survey results by precinct and citywide over time have also proved useful in gauging the impacts of changes in enforcement emphases in neighborhoods and specific practices stressed by Patrol unit supervisors and commanders.

Automated Traffic Enforcement Program

Since July 2006, relying on the services of a third party vendor and in cooperation with the Seattle Department of Transportation, the Seattle Municipal Court and the Law Department, SPD has developed an automated traffic enforcement network which currently consists of 29 active traffic safety (red light) cameras, eight active school zone cameras (located at four schools) and one mobile photo radar van that is primarily used to record speed violations in school zones. An early analysis showed that the frequency of red light running has dropped by half at those intersections with cameras, accidents have been less severe, and speeds have been reduced in those school zones where the speed van or fixed cameras have been deployed.

The 2014 Adopted Budget continues the City's commitment to improving pedestrian safety in school zones by expanding the number of school zone automated speed enforcement cameras. By April 2014, the City will operate school zone cameras at nine Seattle schools. The 2014 Adopted Budget adds funding to expand the program to six additional schools, bringing the total number of schools to 15 by the end of 2014. The program is expected to generate \$8.6 million in revenues in 2014, which the City commits via Ordinance 124230 to entirely reinvest into operating the school zone cameras and into pedestrian school safety improvements.

Acquisition and Use of Surveillance Equipment

Last March, the City Council passed Ordinance 124142 – Acquisition and Use of Surveillance Equipment. This legislation requires every City department to propose operational protocols for active monitoring, data retention, storage and access to data obtained through the use of surveillance equipment. Surveillance activity may not occur until such policies are approved by the City Council. Consistent with this directive, the Seattle Police Department discontinued its use of all non-criminal surveillance equipment until such time as the Council has approved operational protocols for each of its systems.

The ordinance applies to one very notable system – the Police Department's Wireless Mesh System. SPD built this network with a Department of Homeland Security (DHS) grant that was awarded to enhance security in and around Seattle's Port facilities. The system will in times of emergency allow interoperable communications between Police, Fire and other emergency responders. It includes a camera system that can be used to provide rapid situational awareness during emergencies or serve as an investigative tool for criminal or terrorist incidents.

The Department is currently working with Council stakeholders and the ACLU to ensure that drafts of its proposed policies reflect the values of our community while also safeguarding the public against significant criminal or homeland security threats. In the meantime, both the wireless component as well as the cameras will remain deactivated. The Department has also discontinued use of surveillance cameras at City special events. Once the Wireless Mesh policies have been approved, SPD will draft policies for use of cameras that had once become a force multiplier at citywide special events or large street fairs.



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Interagency Partnerships

Neighborhood Corrections Initiative (NCI)

NCI is a joint effort of SPD and the State of Washington Department of Corrections (DOC). Through this effort, SPD officers are paired with DOC probation officers in a team effort to monitor probationers in the community. The NCI teams patrol in vans and circulate through each precinct to make sure that offenders are adhering to the conditions of their probation. The thrust of the NCI effort is on encouraging pro-social behaviors rather than on punishment. Often the NCI teams get involved in helping probationers obtain food, social services or personal hygiene products; in other cases, they ensure that probationers meet court ordered requirements so they avoid incarceration for non-compliance. On average, fewer than 10% of the NCI contacts result in an arrest.

Pacific Northwest Fugitive Apprehension Task Force (PNWFAT)

SPD provides a detective to this task force which is led by the US Marshal's service. Since 2003, PNWFAT has arrested over 55K fugitives making it one of the most successful fugitive apprehension efforts in the nation's history.

Washington State Criminal Justice Training Commission (WSCJTC)

SPD assists the WSCJTC with the state's Basic Law Enforcement Training Academy for all peace officers in the State of Washington. Currently one SPD officer serves on the faculty of the basic academy.

Internet Crimes Against Children (ICAC) Task Force

SPD heads up the ICAC Task Force for the State of Washington. The Task Force is composed of representatives from the FBI, Immigration, Postal Service and forty local law enforcement agencies. The objective of the Task Force is to interdict the activities of predators that target children and young people, using the internet and other communication media.

Electronic Crime Task Force (ECTF)

SPD detectives work with the US Secret Service on investigations involving complex financial crimes furthered by electronic means.

Narcotics Investigations Task Forces

SPD detectives work with federal agents from the Drug Enforcement Agency, FBI, and ATF on a variety of investigations involving drugs. These include investigations into the use of transportation channels to move drugs and into money laundering operations for investing the proceeds of drug trafficking. SPD is also involved in several regional task forces for local drug investigations that typically involve officer exchanges.

Regional Gangs Task Force

This group, composed of local, state and federal law enforcement and prosecution agencies in the Puget Sound region, shares information and tracks gang activities and incidents across city and county boundaries, so that gang members will not escape accountability for their actions by simply leaving a jurisdiction.

Violent Gang Task Force

SPD participates on this federal-local partnership led by the ATF. The task force targets gangs involved in firearms violence and trafficking in firearms.

Safe Streets Task Force

SPD detectives work with the FBI to identify, disrupt, and dismantle existing and emerging violent criminal enterprises and gangs in King County, as well as other individuals and groups whose criminal activity negatively impacts the Puget Sound area.



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8. Challenges for the Next Chief



Challenges for the Next Chief

Staffing Needs

Without a doubt, staffing remains the Department's most serious challenge. The pause in sworn hiring necessitated by the economic recession has SPD playing catch up to maintain staffing levels in Patrol and to compensate for current and planned retirements across the sworn ranks. Technological support for case processing has proven labor-saving for detective units, but cannot overcome reductions that have occurred in these units as a result of retirements, reassignments and redeployments. In light of SPD's sworn staffing profile, ambitious training efforts this year and expected training requirements by the DOJ monitoring team over the next several years will continue to be accomplished through the use of overtime hours and dollars. Civilian staffing has been particularly hard hit over the last ten years with whole programs either disappearing [warrant unit] or experiencing severe reductions [crime prevention and victim advocates]. Those civilian-staffed functions that have remained have seen regular attrition at the same time that demands for their work products have increased. Examples would be Data Center, Records and especially Public Request and Public Disclosure Units and purchasing and accounting. Other civilian units, such as IT, have seen limited staffing increases but not enough to match the expanded number of systems and operations being supported. In a peculiar irony, stepping up the Department's recruitment and hiring processes places heavy burdens in areas already struggling keep up, for example, HR, background detectives.

The Department's IT section demonstrates in microcosm the staffing dilemmas faced throughout the Department. In 2014, the Department will continue work on the implementation of a Comprehensive Police Management/Business Intelligence System, upgrade of desktop computer hardware and operating systems, and a Next Generation Data Center; and several other high-value, high-impact efforts. Upcoming improvements on methods for data collection, asset inventory, process automation and internal tracking systems are all currently in the works. Although new systems come at a high cost in terms of both budget and staff resources, it is absolutely essential that the planned improvements to our technology infrastructure be completed in order to take advantage of the benefits these systems can provide. The Department needs to leverage the latest technology to improve delivery of police services. This may come in the form of improved professional standards that result from better early intervention systems or from business intelligence solutions that allow the Department to access a variety of data that cross organizational lines. The department will face capacity challenge when implementing IT solutions with a fixed set of IT staffing resources and a limited budget.

Quality of Life Issues

Residents and business owners throughout the city, but especially in the downtown core, have regular concerns about a range of minor crimes and incidents occurring there. Some of the incidents involve serious chronic behaviors associated with substance abuse or mental illness, others are public nuisances, and still others are arguably not crimes at all. Nevertheless, all contribute to an overall atmosphere of insecurity and fear. At the same time, advocates for the homeless, the poor, and the mentally ill point out that many are without housing and must be in certain areas to access mandated services and have the same rights to the use of public accommodations as other residents. Confronting these issues calls for a delicate balancing of the rights and interests of diverse stakeholders.

The Department's current approaches fall into three categories: enforcement, compliance and diversion.

Enforcement. Enforcement efforts take the form of geographically deployed 9-1-1 responders, tactically deployed/directed patrol resources (consisting of bikes, footbeats, horses, ACT and CPT officers) and specialty unit deployments (e.g., Gang, SWAT, Traffic and Narcotics detectives). The VPEP units, can be comprised of all three, but, in general, consist of the latter two. These resources are committed to the mission of interdicting and/or deterring criminal activity either in a specific area or of a specific type, e.g., pattern burglaries, robberies, open-air drug dealing, etc.

The activity level of enforcement resources is best depicted by 9-1-1 calls for service and on-views that reflect officer-observed and initiated efforts. In the West Precinct calls for service were up 3% in the first six months of 2013 compared with the same period last year. On-views, however, are up 74% through June of this year compared with 2012. The increase in on-views reflects the level of directed patrol efforts that have been undertaken by West Precinct officers and commanders.

Compliance. The level of on-views contributes to the visible police presence so essential to the Department's second approach, achieving compliance with acceptable behavior. Much potentially criminal behavior may be deterred by the mere presence of a police officer. This is especially true of criminal commerce, e.g., drug dealing, prostitution, as well as instrumental crimes, e.g., robberies, car prowls. Police presence may even quell some impulsive behaviors, as when officers intervene in arguments before they escalate into assaults or encourage trespassers to move along rather than occupying building entrances or impeding street or pedestrian traffic. Quite candidly, however, police presence may contribute little to achieving compliance when dealing with impulsive behaviors that result from substance abuse or mental illness or that derive from the type of defiance that grows out of aimlessness, abuse, hopelessness or despair. It is for this reason the Department has turned more and more to the third approach, diversion.

Diversion. In recent years it has become more and more apparent - both here and across the country - that society cannot arrest or cajole its way out of the anti-social behaviors associated with substance abuse and mental illness. Similarly, the public cannot expect jails to serve well as either mental health or drug rehabilitation facilities. While it is arguable that on some levels, both substance abuse and mental illness are public safety concerns, it is debatable that they should be - in the main - law enforcement, as opposed to public health, missions.

Accordingly, the Department has embraced partnerships in the justice system, with among others, DOC, the Defenders Association, Prosecutors, and the Courts, to divert drug and alcohol abusers from the criminal justice system to appropriate alternatives. These include drug court, mental health court, through such programs as LEAD. SPD has also actively engaged with DOC through the NCI teams to intervene with probationers on the street to keep them in compliance with court ordered treatment programs and activities before they violate and return for criminal justice processing. Similarly, SPD has increased the number of CIT officers as well as the training of CIT officers receive. Intensified efforts to address the mentally ill persons that patrol officers confront have included the CIT Unit partnership with King County Mental Health, by embedding a mental health professional who can intervene and divert persons in crisis to appropriate alternatives and provide follow-up to keep these persons from becoming public safety concerns. SPD has also supported the efforts of community-based agencies to address the needs the homeless and the chronic alcoholic through the Sobering Center and 1811 Eastlake. Finally, the Department has also embarked on a groundbreaking, NIJ-funded research partnership that is targeting juvenile hotspots in the downtown area and with the potential for addressing the types of defiant and anti-social behaviors that may be the result of aimlessness and despair among teens and young adults.

It is clear that the toll of this array of personal and societal pathologies weigh heavily not only on the individuals involved but also on society as a whole. While the Department remains hopeful that its diversion efforts will bear fruit, there is no illusion that their results will be immediate. At the same time, there is much evidence to suggest

that other, available alternatives are neither successful nor lasting in their impacts.

Department of Justice Settlement Agreement

In August 2012 the City entered into a Settlement Agreement with the Department of Justice to resolve the DOJ finding that the Seattle Police Department engaged in a pattern or practice of excessive or unnecessary uses of force. The Settlement Agreement covers use of force, biased policing, stops and detentions, Early Intervention System, Office of Professional Accountability, crisis intervention and supervision in general. A court appointed Monitor, Merrick Bobb, was hired in October 2012. The Monitor's role is to review and approve all of the policies, manuals and training curricula required by the Agreement and to gather data and information to assess compliance with the Agreement. The City also entered into a MOU with DOJ that established a Community Policy Commission with specific responsibilities related to biased policing, stops and detentions and OPA.

The Settlement Agreement cannot be lifted until the Department has demonstrated "full and effective" compliance for at least two years. Full and effective compliance can only be achieved after the required policies and training curricula have been approved by the Monitor, all officers have been trained on those policies and the policies have been demonstrated to have been carried out in practice. It will take at least four more years before the Settlement Agreement could be lifted.

In March 2013 the Monitor's Monitoring Plan was approved by the court. The plan includes a detailed schedule for each of the required elements of the Agreement. It can take from 6 to 12 months to get a draft policy or training curricula approved by the Monitor because the plan requires the Department to negotiate the draft language with both DOJ and the Monitor (and sometimes the CPC). The Monitor has approved the first policy required by the Settlement Agreement (on use of force). Since then, the Department has implemented the policy and has begun to develop the training curricula.

The Compliance Office website has a wealth of information on the Settlement Agreement, as does the Monitor website:

<http://www.seattle.gov/police/compliance/>

<http://www.seattlemonitor.com/>



Seattle Police - Chief Selection Committee Guide to Materials

10. The Seattle Police Foundation

SEATTLE POLICE FOUNDATION FACTSHEET

OUR MISSION

The mission of the Seattle Police Foundation is to foster community support for the Seattle Police Department.

HISTORY

Following 9/11, united by a desire to publicly support Seattle's law enforcement professionals, a group of distinguished leaders from Seattle's business, civic, religious and academic communities identified a need and launched the independent, non-profit organization in January 2002. The Seattle Police Foundation (SPF) was founded to assist the police department enhance relationships with the community, improve officer training, recognize officers who protect the public, provide equipment and technology to ensure their safety and enhance the service they provide our community every day.



THE ROLE OF THE FOUNDATION

SPF recognizes that the Seattle Police Department, with more than 90% of its annual budget going to support personnel costs, has very little flexibility to seed new programs and encourage innovation. The role of the Foundation is not to displace funding for basic law enforcement, or to reduce in any way the

responsibility of the City of Seattle to commit the necessary funding for law enforcement services for its citizens. However, as modern law enforcement tasks continue to become more complex, the Seattle Police Department, similar to police departments across the country, has increasing needs to stay current in training, technology and equipment, and communication and partnership efforts with the community.

PROJECT FUNDING AREAS

The Foundation utilizes the generous contributions of our fellow citizens to enhance the Seattle Police Department's efforts in three vital areas:

- COMMUNITY PARTNERSHIPS-PROGRAMS THAT ENHANCE RELATIONSHIPS BETWEEN THE COMMUNITY AND THE SEATTLE POLICE DEPARTMENT
- EMPLOYEE DEVELOPMENT-ADVANCED TRAINING AND EMPLOYEE RECOGNITION PROGRAMS
- POLICE SERVICE ENHANCEMENTS-CUTTING-EDGE AND SPECIALIZED EQUIPMENT AND TECHNOLOGY

By supporting innovative projects in these funding areas, our public-private partnership allows the Seattle Police Department to launch innovative and experimental projects and further its ability to serve Seattle's public safety needs.
