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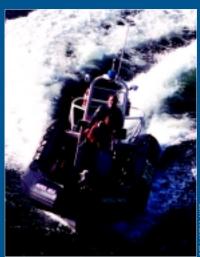
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From the Chief R. Gil Kerlikowske

The 2001 Annual Report chronicles what was a particularly busy and challenging year for our department. Prior to the release of this report, much has changed within the City of Seattle with the election of a new mayor, Greg Nickels, who took office in January 1, 2002.

Mayor Greg Nickels looks on as Chief Kerlikowske announces plans to create a new Emergency Preparedness Bureau, during a press conference on March 19, 2002.

Mayor Nickels has established priorities for the de-

partment that include improvements in training, leadership development, preparedness for disaster or terrorist threat, and having a police department whose operations and management are transparent to the public. Our Department vision fully supports these priorities, and much of the work that was done in 2001 made significant first steps toward further improvements in these areas.

Training assumed critical importance during 2001, and investing in this area has already shown an impressive return. More personnel have been assigned to training, and courses such as Rapid Intervention, Crisis Intervention, Less Lethal Training and Street Skills have been added or expanded. Feedback from the community, such as citizen perceptions about racial profiling that were discussed during the Discrimination vs. Discretion Forum,

have been added to "Best Practices" training. Signs of the success of our training program are seen in the number of personnel who have been trained, and in the comments of officers who have found the training to be useful, realistic, and progressive.

In the area of **leadership development**, the Department developed a new mission and

priorities statement and reorganized its leadership structure for greater efficiency. The mission; "to prevent crime, enforce the law and support quality public safety by delivering respectful, professional and dependable police services" is one that every member of the organization can easily recall and it will be the foundation for changes to our organization. The reorganization of the department's command staff function to include two Deputy Chiefs who are responsible for Operations and Administration will add a new level of direct managerial accountability.

Following the events of September 11, an increased focus was directed to the issue of **preparedness for a disaster or terrorist threats**. Within the ongoing Department-wide reorganization efforts, our existing emergency planning, training, and resources were reevaluated. This discussion began in 2001, and led to

eventual announcement in March 2002 of the creation of a new Emergency Preparedness Bureau which will coordinate these functions.

One of the most critical areas of police operations to be made **transparent to the public** is in internal investigations. An ordinance was passed in 1999 to create civilian oversight to the internal investigations process. The office was implemented in January 2001. Since then, the OPA has provided civilian review of all citizen complaints, initiated reforms to improve accessibility and responsiveness of the process, and conducted significant community outreach.. Representing the first year of operation, this Annual Report shows the direct result of the work of this Office.

2001 marked the first year introduction of patrol officers deploying Tasers, devices designed to immobilize a suspect without causing injury. Tasers are part of our less lethal technology program, which works in conjunction with the increasing number of officers trained in *Crisis Intervention* (CIT). The following incident dramatically shows how these two methods interrelate. A Crisis Intervention trained officer responded to the scene of a woman threatening to commit suicide who had barricaded herself in her apartment. A backup unit, that contained a Taser trained officer, was called. After attempts by the CIT officer to talk to the woman failed, officers forced themselves inside and witnessed the subject bolt for her 4th floor balcony. The CIT officer was able to grab the woman, and the Taser officer used the stun mode of the taser to immobilize her enough to move her away from the balcony.

Tasers have been used in many incidents where subjects are impaired by mental illness, drugs, alcohol or a combination of them. The Department is actively

pursuing techniques that enable situations to be resolved without lethal force.

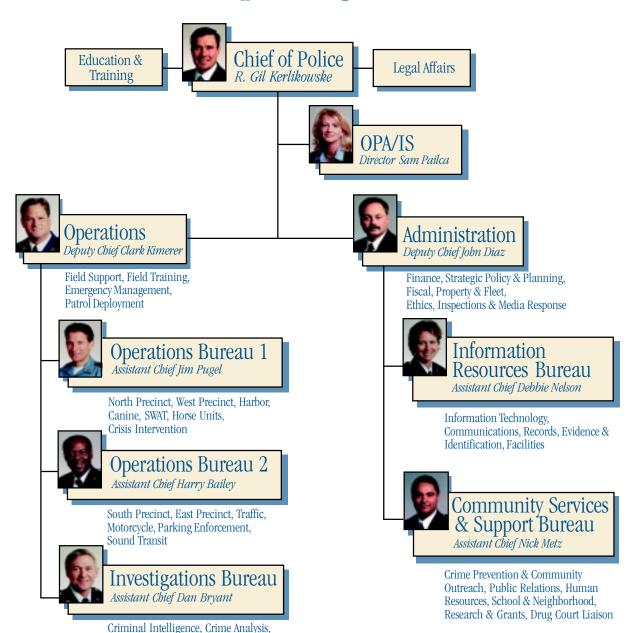
Violent crime in Seattle decreased again in 2001, making Seattle one of the safest large cities in the country. The department has also achieved success in solving "cold case" homicides. In one notable case, the "cold case" squad reopened a 1980 homicide of a 35 year old woman who had been found dead in her home. New DNA analysis led to a match with a suspect, and on December 03, 2001, a Tacoma man was arrested in connection with the murder. The closing of these cases brings immense relief and satisfaction to the families and friends of these victims.

2001 was an extremely challenging year for everyone in law enforcement, and the events of September 11 profoundly changed the way police departments operate. Not only has the prevention of a terrorist attack become a higher priority for local law enforcement, but the relationship between the police and community members was tested and, as a result, strengthened. I was extremely proud of the members of this organization as they quickly developed systems to provide protection to area mosques and deal with the fears and concerns among those of the Arab and Muslim community.

The most important and visible achievement of a Police Department is the strength of its employees. I want to express my appreciation to the men and women of this organization who strive every day, often under difficult and stressful circumstances, to serve the people of this community. They are truly deserving of being called "Seattle's finest."

R. D. Kullande

2001 Seattle Police Department Leadership & Organization



Crime Survivor Services, Violent Crime, Domestic Violence & Sexual Assault, Narcotics, Vice, Coordinated Criminal

Investigations



The responsibility of policing the City of Seattle has become increasingly complex. The task of identifying resources to match an escalated demand for police services has also become more challenging. This holds true for almost every major law enforcement organization in the nation. Last year, the Seattle Police Department engaged in an effort to further improve basic policing skills and public safety services by creating a new mission and reorganizing the leadership structure to conform to best practices in other major city police departments.

New Mission

The new mission was created after a series of discussions were held to identify the Department's core priorities and articulate its strategic objectives. The new mission provides a foundation and model of how the Department views the organization and programs, how it allocates resources, develops policies and procedures and training programs, and how it uses technology and performance measures. It also speaks to every position and function within the organization.

The mission: "To prevent crime, enforce the law and support quality public safety by delivering respectful, professional and dependable police services."

Preventing crime in communities strengthens neighborhoods and families, and when crime does take place, the data collected is used to identify criminal patterns and suspects. **Enforcing the law** measures the number of warnings and arrests, which gives the opportunity for police personnel to educate the citizens of Seattle about laws and their responsibilities. **Supporting quality public safety** means working in partnership with others

in the criminal justice system and assisting witnesses and crime victims throughout the legal process. The mission also clearly states how these objectives should be realized, by delivering police services respectfully, professionally, and dependably. These goals provide specific guidelines that support our existing methods of policing, and the courage and dedication of our employees.

Solid Leadership

With guidance from Public Administration Services (PAS), a public sector management consulting firm, the Department reorganized it's leadership structure. PAS examined best police practices from across the country to develop a structure that would provide the most relevant structure to carry out it's new mission.

After studying the need for an efficient organizational structure, the Department created two Deputy Chiefs in order to offer clear lines of authority and accountability. One Deputy Chief is in charge of all day-to-day operations of the department including patrol, detective work, emergency management and the planning and executing of special operations such as demonstration management squads and SWAT teams. The other Deputy is responsible for the administration of the Department in finances and facilities, communications and community affairs, information technology, and records management.

Five Assistant Chiefs now report directly to one of the two Deputy Chiefs, streamlining all operational and administrative functions. This new structure will foster better coordination and allow the Department to accomplish its mission.

Training & Innovation

Street Skills Training

"It's as real as it gets," commented an officer on completing the newly improved Street Skills training class. Street Skills began as a two day course that focused on "high-risk, low-frequency" events such as high-stress driving, and shooting tactics. Officer response to the initial, volunteer class was so positive, that it has been expanded into a mandatory four day course. Street Skills now covers a wide variety of new skills and refresher courses, such as defensive tactics, handcuffing, and demonstration management. The course also focuses on "Best Practices," addressing cus-

tomer service, why complaints occur and how to reduce them, and the perceptions of police officers and citizens. By the end of 2001, 216 patrol officers had attended the four day course and 153 detectives had attended an abbreviated two day course.

Rapid Intervention Training

Prompted by the 1999 Columbine High School shooting and subsequent "copycat" incidents, a two day training course called Rapid Intervention was created to provide patrol officers with skills that will afford them a greater chance of successfully resolving similar incidents. Rapid Intervention is the tactic of deploying coordinated police resources where the potential for mass casualties exists, with the goal of



Started as an experiment in 1985, Seattle's bike patrol program now serves as a national model.

rapidly containing the threat, and preventing the further loss of life or great bodily harm. By the end of 2001, 297 officers had completed Rapid Intervention training.

Crisis Intervention Training

As part of the Department's Less Lethal Options program, developed in 2000 by the Force Options Research Group (FORG) and a related Less Lethal Community Workgroup, it was recommended that the Department's well-regarded Crisis Intervention Team (CIT) model be ex-

panded to include more first response officers. The goal of this training is to provide enhanced skills for officers dealing with persons in crisis. The Department goal is to maintain 200 fully trained officers in patrol and provide them with a yearly refresher course. Additionally, a mandatory, one-day CIT familiarization training will be provided for those first response officers not trained in CIT. Substantial progress was made in 2001. By the end of the year, 214 patrol officers and six SWAT officers received full training, all existing CIT officers received the annual refresher, and about 47 percent of Patrol Officers (261) had received the one-day familiarization training.

Recruiting Advertising Wins Award

As a police recruiter, Officer Jim Ritter wanted to

create a campaign that would draw candidates to the Seattle Police Department. His hope was to design a new marketing strategy for the Department, by emphasizing the unique benefits of working in Seattle. He contacted JWT Specialized Communications, one of the largest advertising firms in the world, and proposed a collaboration agreement. Officer Ritter wanted a campaign that was humorous, warm, and broke away from the more traditional types of police recruitment advertising. JWT met these conditions by developing a series of text-only ads that cleverly blended the realities of police work with the features of the city. All of the ads carried the tagline "A Job Like No Other, In A City Like No Other."

In April of 2001 Officer Ritter flew to Chicago and, along with the President of JWT, accepted two awards for the campaign given by the Employment Management Association. In addition to an award for creative color and design, the ads were awarded the prestigious "Dansker" Creative Excellence Award which honors the "Best in Show," beating out entries from numerous Fortune 500 companies.

The campaign has proved a successful recruitment tool, mak-



A training officer demonstrates advanced firearms skills during Street Skills training. Initially optional, the two-day class proved so popular it has been made mandatory and extended to four days.



Detective Christie Bonner, Officer Eric Zerr, and Sgt. Mark Worstman, listen as Officer Tony Porter provides evaluation after a 'stress innoculation drill.' The exercise provides officers with an opportunity to practice threat assessment and their shooting skills under stress.



"A Job Like No Other. In A City Like No Other." is an advertisement like no other. The award-winning campaign for SPD recruitment has been so successful, the tagline was added to every patrol vehicle for free, mobile advertising.

ing SPD a standout choice for candidates. The campaign has received so much attention that the tagline was incorporated into bumper stickers and placed on all patrol vehicles.

Emergency Cellphones

In October 2001, Verizon Wireless donated 200 refurbished cell phones to the SPD Victim Support Team (VST).

Programmed to call 911 and the Domestic Violence Hotline, the phones are given to domestic violence victims. They have also been distributed in all four precincts to be given out when VST members are not available. Since October, approximately 20 phones have been given out, and the recipients have reported that the phones give them an increased sense of security.

Safe Storage Campaign

On September 12, 2001, as part of the Citywide Safe Storage Handgun Campaign, free cable locks were provided to all interested citizens. SPD has distributed the majority of gunlocks by providing them at the precincts and the Identification Section, where concealed gun permits are obtained.



The Year

n September 11, 2001, the sky was a deep and perfect blue. There were no clouds, no gradient or blemish, and not a single plane. The normally busy flight pattern was replaced with an eerie nothingness, a silence that seemed much louder than noise. Usually too slight a sound to be heard or noticed, the whip of the flag around its pole outside the Public Safety Building was deafening. With each flutter it reminded that the Bank of America tower across the street was empty in the middle of a workweek, that the entire nation's air traffic was locked down, that the flag itself was at half-mast.

Photo not permitted for web publication

An officer lowers the flag outside the Public Safety Building to half mast on the morning of September 11, 2001.

Washington State can't get much farther away from Washington D.C., and Seattle couldn't be more different from New York, but the news of the terrorist attacks on the World Trade Center and the Pentagon on September 11 was felt as deeply here as anywhere else in the nation. It was especially felt that day in the Pubic Safety Building, as reports poured in of the large numbers of police officers and fire fighters who were missing, injured, or killed. Everything was now in perspective. Up until that day, the Seattle Police Department, and the city as a whole, had been experiencing a year that was particularly unusual, bursting at the seams with odd impossibilities that had somehow become possible.

For Seattle, 2001 started out with an odd event that set the tone for the rest of the year. The early morning of January 16, a semi-driver attempted too tight of a turn downtown and knocked down a 1911 wrought iron and glass pergola. Fortunately, no one had been under the structure at the time it collapsed, but its loss was still deeply felt by the city. The pergola had been the center and in many ways the heart of the historic Pioneer Square district, and now one of the Seattle's oldest and most recognizable icons lay in rubble.

It was the beginning of what proved to be a particularly difficult period

for the Pioneer Square district. Just a little over a month later on February 27, the Mardi Gras event hosted by taverns in the area became anything but the celebration that it was billed; instead it was an out and out brawl that attracted people bent on property destruction and violence. The crowd swelled to almost 7,000 and left many injured and one young man dead.

The next morning on February 28, just as Mayor Paul Schell entered his conference room at 10:54 a.m. to deliver a press statement on the Mardi Gras violence, a 6.8 scale earthquake hit the Puget Sound region. The windows of the Municipal Building swayed like fun house mirrors, reporters dove under the tables

with their cameras still rolling. Outside, the facades of aging buildings in the Pioneer Square area rained brick and mortar, the walls of the Starbucks Corporate Headquarters bowed out from their moorings, and the chimneys of many older Seattle residences crumbled. The **Emergency Operations Center** (EOC) began operations immediately. The Mardi Gras press conference was postponed, as was the meeting that had been scheduled for the Mayor later that afternoon, on the subject of earthquake preparedness.

Seattle is hardly a stranger to earthquakes, but this was the largest quake since 1949, and it seemed to last forever. When it at last stopped, and damage tolls could be taken, the City proved to be well prepared. All the time and money spent to retrofit older buildings, and build to new seismic standards, had paid off.

Because the Nisqually Earthquake had been a rolling quake and 30 miles deep, its effects were not as severe as a surface quake. Seattle counted its blessings; the 1-99 Viaduct, which had been predicted to collapse with the next big earthquake, had sustained significant



Built in 1911, the wrought iron pergola in the center of Seattle's historic Pioneer Square District was destroyed when a semi truck backed into it early in the year.



The Fenix Underground received the brunt of the 6.8 earthquake on February 28th. The Seattle Police Museum a few blocks away was also damaged.



Chief Kerlikowske and agency leaders from other cities who experienced violent Mardi Gras events make a joint statement to the media at the Mardi Gras Summit Conference. The summit provided a forum to discuss various methods of crowd control.

damage, but it was still standing. Both the Municipal and the Public Safety buildings held up remarkably well. Damage to the Dexter Horton built in 1924, and the home to many city and Police Department offices, had lost a lot of plaster but was determined to be structurally sound. Damage repairs to the East Precinct were expedited and completed less than ten days later. For the City at large, a few dozen people were treated at hospitals for mostly minor injuries, and only one person died as a direct result from the earthquake.

As the City began to recover from the earthquake damage, questions about what had happened during Mardi Gras returned to the forefront. Seattle's events were mirrored by similar occurrences in a number of other cities across the United States. To better understand the dynamics of the event and to address policing responses in the future, the Seattle Police Department invited law enforcement officials from around the country to a Summit Meeting, held in Seattle on Sunday, March 11, 2001. Officials from the Austin, Texas; Fresno, California; and Philadelphia, Pennsylvania police departments sent representatives to make presentations. Other agencies from the local Seattle area and the Northwest also attended. Internally, Chief Kerlikowske also formed the Mardi Gras Task Force, made up of six Detectives and a Sergeant, and instituted a special tip line for information. Two hours after the formulation of the Task Force, detectives had already identified and arrested the first suspect.

On August 29, Seattle was forced once again to rethink it's polite image after an attempted suicide incident on the Ship Canal Bridge made national news. As a distraught young woman sat on the ledge of the bridge 160 feet above the water, officers at the scene were forced to close both directions of traffic after a few passing motorists had yelled taunts at the woman to "jump." The woman was almost completely nonresponsive, challenging the skills of officers trained in both negotiation and crisis intervention, who talked with her for over four hours. Despite all efforts, eventually the woman decided to stand up and step out over the ledge. Officers from the Harbor Unit had been sta-

Photo not permitted for web publication

Officers peer over the Ship Canal Bridge, watching Harbor Patrol rescue efforts below after a suicidal woman jumped. She was later taken to Harborview Medical Center and survived her injuries.



Media cameras gather around an officer at the scene of a pedestrian death in August.



Bearing the weight of remembrances, an SPD patrol car parked by the September 11th memorial in Seattle Center became a tribute to the law enforcement lives lost in New York.

tioned below, allowing Officer Iackson Lone to dive immediately into the water and hold her above the surface until she could be pulled aboard a waiting police boat. Miraculously, the woman survived the fall—the equivalent of a 16 story building-and was taken to Harborview Medical Center. Officers Brian Thomas, Donna Stangeland, David Proudfoot, and Jackson Lone were awarded with the "Chief's Award" for their heroic actions that day.

Then came September. Eleven days into the month, and suddenly an earthquake seemed hardly worth mentioning. As the events that followed quickly escalated and brought our country close to a war which so recently had been unthinkable, Seattle citizens responded as a single community. An official memorial was created at the Seattle Center, where visitors piled the fountain with flowers and placed notes of appreciation on police patrol cars and fire engines. The human-scale version of the Statue of Liberty at Alki Beach also became an unofficial place for people to gather and leave their messages. The sudden solidarity of a nation could be felt locally; flags

appeared everywhere and strangers met each other's eyes.

For the Seattle Police Department, there was now a myriad of issues to balance; empathy for the families who had lost officers, new terrorist threats coming in, anthrax scares around the city, and working with a decreased force as 17 of the 65 active reservists in the Department were called up to duty.

Meanwhile, regular police activities continued. The Mardi Gras Taskforce continued to review hours and hours of footage from the riots and made over 50 additional arrests. These arrests included a suspect who was convicted in November for second-degree murder for the one death in the riots. Also in November, the crowd control tactics learned from the WTO led to the quick arrest of a few protestors during "N30". "N30" marked the anniversary of the 1999 WTO demonstrations and was otherwise peaceful.

By the close of 2001, the nation had fallen into recession, and the regional economy—already hit hard by the



Police horses gallop happily in their spacious facility at Westcrest Park. The new Mounted Patrol Facility, which replaced a dilapidated structure in Volunteer Park, was dedicated on September 20th.



Artist and pop icon Peter Max donates a framed print to the Seattle Police and Fire Department. The artist created the patriotic posters after September 11th, giving them to agencies throughout the country and donating the money from public sales to 9/11 relief funds.



Officers talk while watching over the Christmas Carousel at Westlake during the days that marked the anniversary of 1999's WTO protests. The high presence of officers and their quick responses to illegal activity, resulted in a peaceful and relatively incident free "N30".

"dot.com bust" and Boeing layoffs-had followed. Seattle was in the midst of the worst recession it had seen in 20 vears. The combined factors from loss of revenues, new tax laws, and fallout from the September 11th tragedy presented the City of Seattle with serious budget issues. To balance its budget in 2001, SPD used operations efficiencies and savings from unfilled civilian positions. The forecast for the future is that further belt tightening will need to continue, and may require reduction plans for several more years.

Still, as the year closed out there was already the palpable sense that Seattle's character had not been destroyed. It had only been challenged. When looked for, it was still there as strong as ever. It was already visible again in the heart of Pioneer Square where the wrought iron scraps of the pergola had been collected, diligently matched up and soldered back together, and placed around a new steel skeleton.

Once restored, it will look exactly the same. It will just have a much stronger core.

Crime Trends

Violent Crime Down: Property Crime Up

Violent crime decreased in all categories in 2001, falling a combined 4.2 percent. This trend reverses the small rise in Strong Arm Robberies and Aggravated Assaults seen in 2000, and also shows significant drops in Murder (-30%) and Rape (-9.3%). This is a particularly encouraging trend as other large cities around the na-

tion have shown recent increases in violent crimes. Statewide, violent crime also decreased, though by a less dramatic 2.6 percent. Seattle property crimes grew by combined total of 2.3 percent, mirroring the statewide increase in property crimes (2.5%).

SPD Addresses Auto Theft

In 2001, Auto Theft rose 4.4 percent after an almost 3 percent decrease in 2000. This increase is of particular concern, as it follows recent efforts to make Auto Theft a priority in the Department In 2000, the Department researched new techniques to deal with Auto Theft by surveying other agencies with good records in combating this crime. The result of this survey was intriguing; there did not appear to be one particular technique that worked, rather each agency had crafted specialized solutions based on the unique characteristics of their city. In an effort to utilize the ideas garnered from this survey, on March 19, 2001, the SPD created the Seattle City Auto Theft Taskforce (SeaCATT). SeaCATT is a two person task force that

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Officers search vehicles in the parking lot at the scene of a convenience store robbery.

utilizes specialized resources in each precinct, such as the Anti Crime Teams (ACT). Already the Taskforce has had some significant achievements; a bait car was put into operation, information was developed on auto theft groups and active auto thieves operating locally, and an active meth lab was recovered from the back of a stolen van. Numerous arrests have directly

resulted from all of these efforts, and first quarter crime statistics for 2002 look promising, with a 8.2 percent decrease in auto theft from the same quarter in 2001.

"Cold Case" Unit Achievements

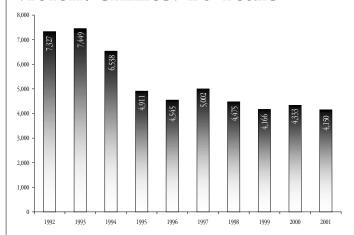
In addition to the decrease in actual violent crime offenses, it has also become increasingly difficult for offenders to get away with them. The Seattle Police Department's "Cold Case" unit, comprised of two homicide detectives, specializes in reviewing unsolved homicide cases. Advances in DNA technology provides a valuable tool in examining evidence in these cases, and a new technique called Short Tandem Repeats (STR) allows evidence to be extracted from samples that had been considered too insufficient to be tested before. The "Cold Case" unit has submitted requests for examination of evidence to the Washington State Patrol Crime Lab in over thirty unsolved homicide cases. The Lab has confirmed possible suspect DNA profiles in seven of eight cases exam-

ined. An additional twenty-six cases await DNA testing and analysis. The Automated Fingerprint Identification System (AFIS) identified a suspect in a 1973 case. Further investigation by "Cold Case" detectives led to the suspect being charged and convicted.

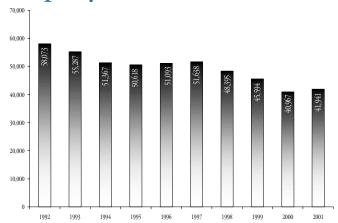
Traditional follow-up investigations have also led to closing unsolved homicides. As witnesses who were reluctant grow older, their priorities and allegiances change. In some cases when they were contacted again, they have provided information which has resulted in charges and convictions in several previously unsolved homicides. Suspects also have had changes of conscience and contacted police to confess to homicides where the suspect was previously unknown.

The "Cold Case" unit has reviewed over fifty cases dating from 1969-1999, and using a mixture of new and traditional methods, will continue efforts to find new leads for unsolved homicides.

Violent Crimes: 10 Years



Property Crimes: 10 Years

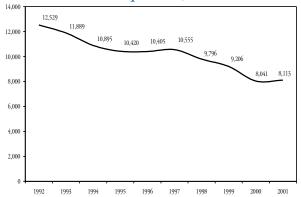


Index Crime Totals: Part I Offenses

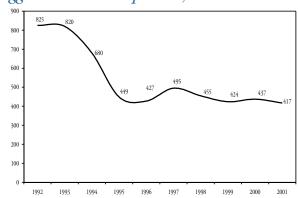
Part I Offenses	2000	2001	% of change	Property Stolen	Property Recovered	# cases cleared	% cases cleared	
Murder	36	25	-30.5%	\$0	\$0	20	80.0%	
Rape	181	164	-9.3%	\$160	\$0	76	46.3%	
Robbery - Total	1,653	1,594	-3.5%	\$834,551	\$315,979	444	27.8%	
Armed	645	617	-4.3%	\$414,843	\$157,141	166	26.9%	
Strong-Arm	1,008	977	-3.0%	\$419,708	\$158,838	278	28.4%	
Aggravated Assaults	2,463	2,367	-3.8%	\$0	\$0	1,353	57.1%	
Burglary - Total	6,157	6,684	8.5%	\$9,815,194	\$441,735	414	6.1%	
Residential	3,728	4,363	17.0%	\$6,229,812	\$234,756	288	6.6%	
Non-Residential	2,429	2,321	-4.4%	\$3,515,382	\$206,979	126	5.4%	
Theft-Total	26,424	26,502	0.2%	\$13,299,129	\$775,041	3,867	14.5%	
\$200 and Over	10,088	10,631	5.3%	\$12,618,250	\$538,437	586	5.5%	
Under \$200	16,336	15,871	-2.8%	\$680,879	\$236,604	3,281	20.6%	
Auto Theft	8,386	8,755	4.4%	\$38,385,097	\$36,625,761	484	5.5%	
Crime Index	45,300	46,091	1.7%	\$62,334,131	\$38,158,516	6,658	14.4%	

2001 Index Crime Trends

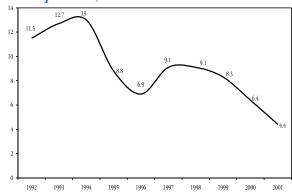
Part I Crime Index per 100,000 Persons



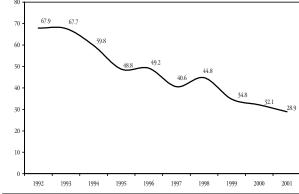
Aggravated Assaults per 100,000 Persons



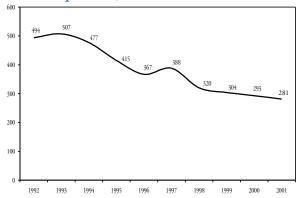
Murder per 100,000 Persons



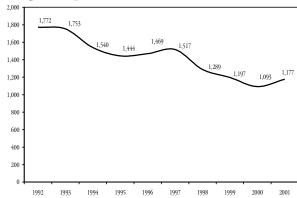
Rape per 100,000 Persons



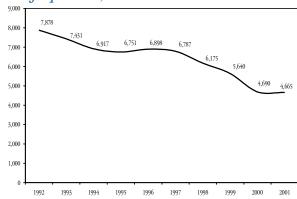
Robberies per 100,000 Persons



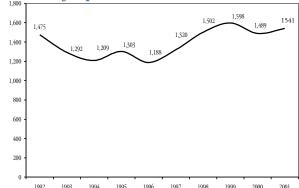
Burglaries per 100,000 Persons



Thefts per 100,000 Persons



Auto Thefts per 100,000 Persons



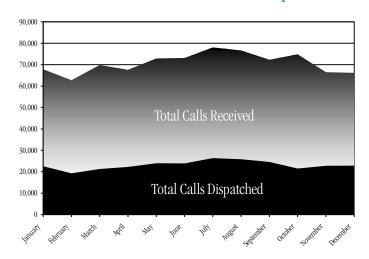
911 Center Operations

	Incoming Calls	Avg. Speed of Ans.	Comm. Section Actions	Other	Calls Disp.	Traffic Stops	On-View Incidents	Total Events
	1	2	3	4	5	6	7	8
January	67,838	2.42	3,840	3,486	22,560	7,057	12,125	49,068
February	62,778	2.43	3,325	3,034	19,247	5,858	11,907	43,371
March	69,866	2.84	3,498	3,132	21,256	5,462	11,679	45,027
April	67,590	2.53	3,840	2,836	22,277	5,256	11,265	45,474
May	72,910	2.45	4,268	3,575	23,943	5,222	13,411	50,419
June	73,164	3.03	4,264	3,420	23,928	4,483	12,001	48,096
July	78,108	2.94	4,633	2,810	26,357	4,684	12,422	50,906
August	76,674	3.45	4,378	2,739	25,802	4,483	11,602	49,004
September	72,337	3.67	4,014	3,148	24,550	3,356	10,615	45,683
October	74,809	3.90	4,346	2,788	21,497	3,200	9,204	41,035
*November	66,497	3.37	3,887	2,799	22,797	3,730	9,823	43,036
December	66,166	3.23	3,836	2,932	22,820	3,993	9,116	42,697
TOTALS	848,737	3.02	48,129	36,699	277,034	56,784	135,170	553,816

*Averages were used on incoming call counts for 11/3 and 11/4 due to Meridian Max computer failure.

- 1. Total incoming calls for service.
- 2. Average time in seconds the average call waited to be answered.
- 3. Reports written by 911 Center personnel, including Request to Watch and Abandoned Vehicles.
- 4. Reports written by store security and other investigators
- $5. \, Total \, calls \, radio \, dispatched \, to \, SPD \, field \, units.$
- 6. Traffic stops logged by radio.
- 7. On-view incidents logged by radio.
- 8. Total events processed by CAD dispatch system. (Does not include Canceled, Duplicate, or Information only calls with no disposition.)

911 Center Operations: Total Calls Received vs. Total Calls Dispatched



2001 Traffic Fatalities

Month	Total	Pedestrians
January	0	0
February	4	1
March	0	0
April	3	1
May	0	0
June	1	0
July	2	1
August	2	1
September	3	2
October	1	0
November	3	2
December	2	1
2001 Total	21	9

Traffic Data courtesy of Seattle Transportation



The Office of Professional Accountability (OPA) was designed to provide civilian oversight of the Seattle Police Depart-ment's internal process for investigating and addressing citizen complaints

against police employees. The OPA is led by a civilian director who was appointed in January 2001 by the Mayor and confirmed by the City Council. The pre-existing Investigation Section (IS), led by a police captain, now operates under the authority of the OPA. The Chief of Police has the final review and authority on decisions made by OPA-IS. The primary goals of this office are to provide civilian review of the citizen complaint process, recommend strategies and policies to improve the complaint investigation function, promote public awareness of the role of the Office, and keep complainants well informed about the status of their complaint.

Marking the OPA's first full year of operation, 2001 saw a 30 percent increase in total complaint activity. A total of 227 cases were assigned for full Line or OPA-IS investigation, an increase of 6 percent from 2000; and Supervisory Referrals (SRs) increased from 22 to 33 (a 50 percent increase). Numerous factors may have contributed to these increases. The implementation of the OPA and community outreach efforts may have promoted greater

Complaints by Classification: 5 Year Review

Complaint Classification	1997	1998	1999	2000	2001
IIS Investigations	149	136	145	183	191
Line Investigations	56	41	41	32	36
Supervisory Referrals	106	100	26	22	33
Total Complaints	311	277	212	237	260

community awareness and citizen confidence to make complaints or concerns known. Another factor are increasing numbers of events and protests that become confrontational; in 2001 such events led to 20 OPA-IS investigations with a variety of al-

legations. Increased media scrutiny of police activities as well as an increase in multiple complaints for the same action may have also added to the increase of complaints.

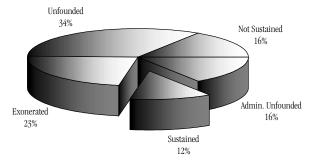
2001 also saw a significant increase in contact logs, from 500 in 2000, to 626 in 2001, a 25 percent increase. Contact logs are a record of a complaint that is reviewed and recorded, but not assigned for full investigation. Though they are not investigated, the OPA-IS has increased their importance by using them internally as a valuable form of community feedback.

The OPA has also made great strides in community outreach and in making the complaint process accessible to citizens. The Director has attended many community forums, and the Office has published an information pamphlet that explains how the investigations process works, complainants now receive more follow-up regarding how their complaints are being handled, and a website was developed (www.cityofseattle.net/police/opa) to take complaints online.

5 Years: Types of Allegations

1997	1998	1999	2000	2001
79	64	61	94	105
39	35	50	65	85
42	48	36	21	71
39	39	21	20	19
45	34	8	5	6
23	29	20	12	12
7	5	15	12	15
14	6	11	16	23
63	68	20	35	15
351	338	242	280	351
	79 39 42 39 45 23 7 14 63	79 64 39 35 42 48 39 39 45 34 23 29 7 5 14 6 63 68	79 64 61 39 35 50 42 48 36 39 39 21 45 34 8 23 29 20 7 5 15 14 6 11 63 68 20	79 64 61 94 39 35 50 65 42 48 36 21 39 39 21 20 45 34 8 5 23 29 20 12 7 5 15 12 14 6 11 16 63 68 20 35

Dispositions of Allegations in Completed Investigations



Note: Numbers do not sum to 100% due to rounding

Definition of Terms

Unfounded-A finding that the preponderance of evidence indicates that the allegation of misconduct is false or the alleged conduct did not occur.

Exonerated - A finding that the preponderance of evidence indicates that the event described did occur, but the actions taken were lawful and proper.

Not-Sustained - A finding that the preponderance of evidence neither proves nor disproves the allegation of misconduct.

Sustained - A finding that the allegation is supported by a preponderance of the evidence.

Administrative Unfounded/Inactivated - This category may occur where the case has a fundamental legal or procedural defect or where the involved personnel cannot be identified.

The Investigations Process

The Investigations Section (IS) investigates complaints of misconduct by Department employees.

In 2001, 260 complaints of police misconduct were received (containing 351 separate allegations). These complaints were investigated in one of three ways:

Investigations Section Investigation: This is conducted by an IS investigator and generally involves complaints of the most serious, complex, or sensitive nature. In 2001, 191 complaints were assigned for investigation by the IS.

Line Investigation: This is conducted by the named employee's chain of command, and involves less serious allegations than those investigated as IS Cases. In 2001, 36 complaints were investigated as Line Investigations.

Supervisory Referral: This is conducted for the least serious complaint. Supervisors are in the best position to evaluate the allegation, and can often influence the behavior and effect positive change. In 2001, 33 inquiries were assigned as Supervisory Referrals.

Type of Allegations and Findings: Each IS Case and Line Investigation generates a finding. Findings are "sustained," "not sustained," "exonerated," or "unfounded." The charts at left summarize the types of allegations investigated in 2001 and the findings reached in completed cases.

Discipline: There were 27 employees disciplined in cases initiated and/or concluded in 2001:

- 0 = Termination
- 1 = Demotion
- 8 = Suspension
- 11 = Written Reprimand
- 6 = Oral Reprimand
- 1 = Pending Discipline



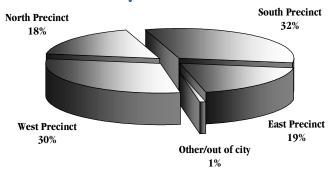
Enforcement Uses of deadly force & less lethal options

Incidents resulting in police use of force are relatively rare, but it is this very infrequency that intensifies their significance. It is the sign of a civil and civilized society that any and all uses of police force prompt strong reaction and opinion. It is important though, that these opinions be tempered with an understanding of how, why, and when force is used by police.

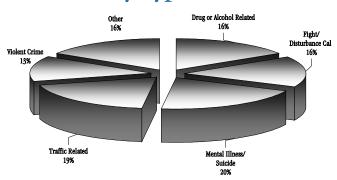
Seattle Police Officers are given more than 120 hours of training in use of force situations. Officers are also given a guideline called the use of force continuum, which advocates meeting force with

superior force to remain in control of the situation. Studies have shown that this method results in fewer injuries for both officers and suspects. The new less-lethal Taser option gives officers more choices within this continuum, but it does not replace lethal force options. Unlike television shows, in reality it is nearly impossible to aim for anything other than "center of mass." If the situation should escalate to the use of a firearm, officers are trained to shoot to stop. Officers must react to what the threat appears to be at the time, and police reactions are based on the initial actions of the offenders.

Taser use by Precinct



Taser use by Type of Incident



Taser Data based on the "The M26 Taser Year One Implementation Special Report".

In the majority of use of force incidents, the level of force used by SPD is at the low end of the continuum. This mirrors the national trend, where 87 percent of all use of force incidents involved bare hands. Nationally, it is estimated that just under 1 percent of citizen-police contacts involve the use of force, while Seattle had 0.17 percent for all dispatched calls, traffic stops, and on-view events logged in 2001.

Seattle is also one of the leading agencies in

providing less-lethal options to first responders. In 2001-2002 the City Council approved a special appropriation in the Department's budget for Less Lethal Options. As part of this program, the goal was to increase the amount of officers trained in Crisis Intervention (see page 6) and to equip and train 130 officers to carry M26 Less Lethal Tasers. By the end of 2001, the Department exceeded its biennial goal and had deployed 158 tasers (136 in patrol, 8 in SWAT, and 14 in specialty units) to provide limited 24/7 coverage throughout the city.

Use of Force Report http://www.cityofseattle.net/police/publications/useforce
Less Lethal Options Report http://www.cityofseattle.net/police/publications/LessLethal.pdf

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Account			010	Atticore
ASSaun	D IV	laue	OH '	Officers

	Total by Weapon	Firearm	Knife/ Cutting Inst.	Other Dang. Weapon	Hands, Fists Feet	2 Officer Vehicle	1 Officer Vehicle Alone	1 Officer Vehicle Assist	Spec. Assignme Alone	Spec. Assignme Assist.	Other Alone	Other Assist.	Assaults Cleared
Disturbance Calls	101	1	0	0	100	44	17	27	1	1	3	8	80
Burglaries	4	0	0	0	4	2	2	0	0	0	0	0	4
Robberies	3	0	0	0	3	1	0	2	0	0	0	0	3
Att.Other Arrest	101	0	0	1	100	33	17	35	4	6	1	5	89
Civil Disorder	2	0	0	0	2	0	0	0	0	0	0	2	2
Handling Prisoners	20	0	0	0	20	7	5	5	0	2	1	0	19
Suspicious Persons/Circ.	47	0	0	1	46	22	8	11	0	1	1	4	35
Ambush-No Warning	4	0	0	0	4	0	1	1	0	2	0	0	4
Mentally Deranged	24	0	2	1	21	7	4	13	0	0	0	0	6
Traffic Pursuits	41	0	0	0	41	19	11	10	1	0	0	0	28
All Other	25	0	0	0	25	15	6	2	0	1	0	1	19
Total	372	1	2	3	366	150	71	106	6	13	6	20	289
With Injury	99	0	0	1	98	43	10	31	2	5	2	6	
Without Injury	273	1	2	2	268	107	61	75	4	8	4	14	

Adult Arrests/Juvenile Referrals

		Offense	Booked	Cited	Summoned	Other	Total		Total
es	ts	Murder	19	0	0	0	19	es	4
M]	Neg. Manslaughter	2	0	0	0	2		0
Ori	Ac	Rape	55	0	0	0	55	[uveni]	22
] [Robbery	289	0	0	0	289	J	99
Part I Cr		Aggravated Asslt.	446	0	0	0	446		13
$\mathrm{p}_{\mathcal{E}}$		Burglary	295	0	0	0	295		60
		Theft	1,827	0	1,393	1	3,221		704
		Auto Theft	275	0	0	0	275		225
		Arson	12	0	0	0	12		9
		Subtotal	3,220	0	1,393	1	4,614		1,136
es		Non Aggravated Asslt.	2,621	0	329	0	2,950		462
Part II Crimes		Forgery	333	0	1	0	334		11
Cri		Fraud	25	0	0	0	25		0
		Stolen Property	198	0	12	0	210		12
rt i		Vandalism	349	0	69	1	419		61
$p_{a_{i}}$		Weapons Violations	229	1	28	0	258		44
		Prostition	539	0	162	0	701		12
		Sex Offenses	118	0	17	0	135		14
		Narcotics Violations	4,173	0	31	1	4,205		221
		Gambling Offenses	1	0	0	0	1		0
		D.U.I	452	1,095	120	1	1,668		13
		Liquor Offenses	92	1	32	0	125		80
		Disorderly Conduct	74	2	8	0	84		8
		Failure to Appear/	5,685	2	0	1	5,688		1
		Obey Court							
		All Other Offenses	2,314	12	516	1	2,843		292
		Subtotal	17,203	1,113	1,325	5	19,646		1,231
		Grand Total	20,423	1,113	2,718	6	24,260		2,367

2001 Budget Expenditures

% Total	85.19%	14.41%	0.38%	100%	
TOTAL	\$133,922,361	\$22,654,326	\$591,291	\$157,212,404	100%
Subtotal	\$12,222,682	\$2,700,160	\$93,942	\$15,061,210	9.58%
Training	2,257,864	352,167	0	2,610,031	1.66%
Records, Evidence, & Indentification	7,364,715	604,755	25,598	8,039,494*	5.11%
Information Technology	1,822,800	1,595,562	68,344	3,486,706	2.22%
Ethics & Inspections	527,010	51,182	0	578,192	0.37%
Administration	250,293	96,494	0	346,787	0.22%
Information Resources Bureau		1			
Subtotal	\$24,385,274	\$1,646,122	\$0	\$26,031,396	16.56%
Investigations - Grants	122,337	28,346	0	150,683	0.10%
DFF	249,914	283,168	0	533,081	0.34%
Vice & Narcotics Investigations	4492717.14	446189.22	0	4,938,906	3.14%
DV/Child Abuse/Sexual Assault	3,343,545	88,560	0	3,432,106	2.18%
Coord. Criminal	8,261,422	406,365	0	8,667,787	5.51%
Violent Crimes	6,124,333	257,446	0	6,381,779	4.06%
Crime Survivor Services	470,580	16,947	0	487,527	0.31%
Criminal Intelligence	841,563	67,867	0	909,429	0.58%
Administration	478,864	51,234	0	530,097	0.34%
Criminal Investigations					
Subtotal	\$27,949,293	\$5,168,133	\$10,557	\$33,127,983	21.07%
Metro Special Response	6,042,238	737,348	0	6,779,586	4.31%
Traffic & Parking Enforcement	8,519,003	1,358,305	0	9,877,307	6.28%
Communications	6,904,745	2,498,699	0	9,403,444	5.98%
Emergency Management - Grant	2,160	65,344	0	67,504	0.04%
Emergency Management	536,564	273,251	10,557	820,372	0.52%
Field Support	5,760,362	209,653	0	5,970,014	3.80%
Administration	184,222	25,534	0	209,756	0.13%
Special Operations					
Subtotal	\$59,696,990	\$5,251,333	\$457,362	\$65,405,685	41.60%
Southwest Precint	1,042	75,290	0	76,332	0.05%
East Precinct-Grants	163,037	45,903	0	208,941	0.13%
East Precinct	10,872,703	1,061,518	0	11,934,222	7.59%
South Precinct - Grant	33,476	0	0	33,476	0.02%
South Precinct	15,322,281	1,395,771	0	16,718,051	10.63%
North Precinct	14,165,076	1,184,010	0	15,349,086	9.76%
West Precinct	15,206,832	1,247,757	57,362	16,511,951	10.50%
SHA Grant	300,932	539	0	301,471	0.19%
Earthquake 02/28/01	78,580	34,103	0	112,683	0.07%
Administration	3,553,030	206,442	400,000	4,159,472	2.65%
Patrol Operations	0.550.000	201/15	/00.000	/ +== /==	0 (=0:
Subtotal	\$ 4 ,932,371	\$748,330	\$0	\$5,680,702	3.61%
Human Resource Management	1,929,719	350,716	0	2,280,435	1.45%
Police/Community Partnerships	2,762,786	339,646	0	3,102,432	1.97%
Research & Grants Unit	239,866	57,968	0	297,835	0.19%
Community Services & Suppor					
Subtotal	\$ 4 ,735,751	\$7,140,248	\$29,430	\$11,905, 4 28	7.57%
Professional Responsibility	1,011,884	31,299	0	1,043,183	0.66%
Organizational Support	1,736,661	6,385,983	22,587	8,145,230	5.18%
Office of the Chief - Grants	976,334	128,199	6,843	1,111,376	0.71%
Chief of Police	1,010,872	594,767	0	1,605,639	1.02%
Administration					
	OCIVICOS	Granges	Outlay	Total	Бері
	Services	Charges	Outlay	Total	Dept
	Personal	Other	Capital		% of

^{*} Includes \$44,426 in Debt Service

Budget Footnotes: 2001 Grant Funding 1. All data per City Budget & Expenditure Report dated 4/13

. All data per City Budget & Expenditur	e Re	port dated 4/13
. Additional appropriations in 2001		
2001 Drug Forfeiture Fund	\$	447,391.00
SHA Grant	\$	34,850.00
FEMA Grant	\$	12,000.00
Interest LLEBG Yr 4	\$	61,022.00
SHA Grant	\$	383,100.00
Sound Transit-1st Supplement	\$	7,535.00
Weed & Seed Tag & Bust-East Yr 8	\$	99,999.00
Todd Shipyard Contract	\$	200,000.00
Video Camera Project	\$	150,000.00
School Video Project	\$	10,000.00
Sound Transit	\$	2,000.00
Wash Traffic Safety Commission	\$	20,713.00
Technology Earmark II Grant	\$	249,450.00
Wash Traffic Safety Commission	\$	14,500.00
Safe Horizon Project	\$	6,500.00
2001 Budget Supplemental	\$	2,490,000.00
SHA Grant	\$	153,000.00
SHA Grant	\$	154,800.00
Juvenile Accountability Block Grant	\$	176,375.00
Juvenile Accountability Block Grant	\$	19,325.00
Weed & Seed SE Yr 4	\$	111,800.00
Sound Transit-3rd Supplement	\$	22,500.00
LLEBG Yr 6	\$	382,927.00
Bulletproof Vest	\$	31,484.45
Weed & Seed East Yr. 9-East	\$	105,000.00
Wash State Dept of Transportation	\$	1,288.00
Interest LLEBG Yr 4	\$	38,920.09
'otal	\$	5,386,479.54
. Encumbrance, carried over from 2000	\$	432,472.44
. Grant Carryovers from 2000	\$	2,102,144.75
Grand Total	\$	7,921,096.73

Note: Does not reflect midyear 2001 reorganization

2001 Personnel Strength

Police Administration Chief of Police 1 2 Pol Chief, Deputy Pol Capt 1 Admin Asst to COP 1 Pol Lieut 2 8 Pol Sgt-Detective 7 Pol Ofcr-Detective Pol Ofcr 3 Sworn Subtotal 25 Accountant,Sr 2 5 Actg Tech II 3 Actg Tech III 3 Admin Spec I 6 Admin Spec II Admin Staff Asst 3 **Equip Svcr** Executive1 Executive3 Fleet Mgmt Anlyst 1 Legal Advisor 2 2 Manager 2 Manager 3 Mgmt Systs Anlyst Mgmt Systs Anlyst, Supv Mgmt Systs Anlyst,Sr Office/Maint. Aide Payroll, Supv Personnel Spec Personnel Spec, Asst 2 Personnel Spec,Sr Plng&Dev Spec I Plng&Dev Spec,Sr Pol Special Recruit Sr. Executive Assistant Warehouse Supv Warehouser,Sr 2 Civilian Subtotal 52 **Total for Police Admin.**

Community Services & Support

Pol Chief,Asst	1
Pol Ofcr-Detective	1
Pol Ofcr	1
Sworn Subtotal	3
Admin Spec I	3
Admin Spec II	1
Com Svc Ofcr	17
Com Svc Ofcr Supv	2
Crime Prev Coord	15
Crime Prev Supv	1
Manager 3	1
Strategic Advisor 1	2
Strategic Advisor 2	1
Victim Advocate	2
Civilian Subtotal	45
Total for Comm Services	48
Investigations	

Investigations

Pol Chief,Asst	1
Pol Capt	4
Pol Lieut	11
Pol Sgt-Detective	40
Pol Ofcr-Detective	207
Pol Ofcr	2
Sworn Subtotal	265
Admin Spec I	27
Admin Spec II	8
Admin Spec III	2
Admin Staff Asst	1
Admin Support Supv	1
Victim Advocate	6
Victim Advocate Supv	1
Volunteer Programs Coord.	1
Warrant Ofcr	9
Warrant Ofcr,Sr	2
Warrant Ofcr,Supv	1
Civilian Subtotal	59
Total for Investigations	324

Information Resources

Pol Chief,Asst	1
Pol Capt	2
Pol Lieut	3
Pol Sgt	7
Pol Ofcr	20
Sworn Subtotal	33
Admin Spec I	53
Admin Spec II	8
Admin Spec III	1
Admin Staff Asst	1
Admin Support, Supv	6
Evidence Warehouser	10
Evidence Warehouser,Sr	4
Grants&Contracts Spec,Sr	1
Identification Tech	10
Info Technol Prof A	1
Info Technol Prof B	7
IT Systs Anlyst	11
Latent Print Examiner	10
Latent Print Supv	1
Maint Laborer	1
Manager 1	1
Manager 2	5
Manager 3	2
Mgmt Systs Anlyst,Sr	1
Ofc/Maint Aide	1
Photographer,Sr	2
Photographic Svcs, Supv	1
Plng&Dev Spec II	1
Pol Data Tech	26
Pol Data Tech Supv	2
Pol Data Tech,Sr	8
Research & Eval Asst	1
Strat Advisor I	1
Strat Advisor II	1
Systs Prgmmer Anlyst	1
Tenprint Supv	2
Util Laborer	1
Video Spec II	1
Warehouser,Sr	1

Civilian Subtotal

Total for Info Resources

184

Department Totals

Sworn by Position	
Chief of Police	1
Deputy Chief	2
Assistant Chief	5
Admin. Asst. to Chief	1
Captain	15
Lieutenant	42
Sergeant	148
Detective	219
Officer	829
Total Sworn	1,262
Total Civilian	705
Total for Department	1,967
Police Student Officer *	44

 ${\it ``Not Included in Department Totals'}$

Patrol Operations

Includes Special Operations	
Pol Chief,Asst	2
Pol Capt	8
Pol Lieut	26
Pol Sgt	93
Pol Ofcr-Detective	4
Pol Ofcr	803
Sworn Subtotal	936
Admin Spec I	14
Admin Spec II	5
Admin Staff Asst	3
Admin Support Supv	1
Emerg Prep Ofcr	1
Equip&Facilities Coord	1
Equip&Facilities Coord	4
Info Technol Prof B	1
Laborer	1
Manager 3	1
Mgmt Systs Anlyst,Sr	1
Marine Equip Svcr	1
Parking Enf Ofcr	68
Parking Enf Ofcr Supv	6
Plng&Dev Spec II	1
Pol Comms Anlyst	1
Pol Comms Dispatcher I	45
Pol Comms Dispatcher II	38
Pol Comms Dispatcher III	14
Pol Comms Disp, Chief	6
Pol Recruit	33
School Crossing Guard	114
Strategic Advisor 2	3
Systs Anlyst	2
Civilian Subtotal	365
Total for Patrol Ops	1,301

Total Part I Offenses by Precinct & Patrol Beat Sector

North Precinct

<u>Norui</u>	Prec	HICL						
Car Beat	Resid. Population	Total Part I Offenses	Dispatched	On-View	Total Events	% of Resid. Population	% of Part I Offenses	% of Total Events
L1	14,563	713	4,639	2,437	7,076	2.56%	1.55%	1.53%
L2	15,658	728	5,510	2,431	7,941	2.76%	1.58%	1.71%
13	13,134	1,105	4,649	1,988	6,637	2.31%	2.40%	1.43%
L4	17,697	1,003	5,515	2,269	7,784	3.12%	2.18%	1.68%
Sector Tot.	61,051	3,549	20,313	9,125	29,438	10.75%	7.70%	6.35%
N1	15,478	816	4,904	3,331	8,235	2.72%	1.77%	1.78%
N2	9,029	589	4,179	1,760	5,939	1.59%	1.28%	1.28%
N3	13,282	451	3,304	2,154	5,458	2.34%	0.98%	1.18%
N4	14,995	1,034	7,818	3,599	11,417	2.64%	2.24%	2.46%
Sector Tot.	52,783	2,890	20,205	10,844	31,049	9.29%	6.27%	6.69%
B1	14,788	428	3,192	2,896	6,088	2.60%	0.93%	1.31%
B2	10,916	454	3,073	2,138	5,211	1.92%	0.99%	1.12%
B3	8,739	664	5,294	1,482	6,776	1.54%	1.44%	1.46%
B4	7,789	542	3,198	2,152	5,350	1.37%	1.18%	1.15%
B5	12,139	702	4,559	1,620	6,179	2.14%	1.52%	1.33%
Sector Tot.	54,371	2,790	19,316	10,288	29,604	9.57%	6.05%	6.38%
U1	11,953	861	4,218	2,928	7,146	2.10%	1.87%	1.54%
U2	16,490	729	5,134	2,057	7,191	2.90%	1.58%	1.55%
U3	21,268	670	4,158	1,178	5,336	3.74%	1.45%	1.15%
U4	13,779	1,086	5,990	1,796	7,786	2.43%	2.36%	1.68%
U5	12,754	1,774	9,088	4,385	13,473	2.25%	3.85%	2.91%
Sector Tot.	76,244	5,120	28,588	12,344	40,932	13.42%	11.11%	8.83%
North Tot.	244.450	14,349	88,422	42,601	131,023	43.03%	31.14%	28.25%

South Precinct

Douili	1100	11100						
Car Beat	Resid. Population	Total Part I Offenses	Dispatched	On-View	Total Events	% of Resid. Population	% of Part I Offenses	% of Total Events
F1	6,211	774	4,451	3,456	7,907	1.09%	1.68%	1.70%
F2	2,648	578	4,081	3,586	7,667	0.47%	1.25%	1.65%
F3	15,942	1,427	7,669	3,042	10,711	2.81%	3.10%	2.31%
F4	4,963	453	4,301	1,722	6,023	0.87%	0.98%	1.30%
Sector Tot.	29,763	3,232	20,502	11,806	32,308	5.24%	7.01%	6.97%
R1	6,391	843	4,061	2,267	6,328	1.12%	1.83%	1.36%
R2	5,065	392	2,864	2,112	4,976	0.89%	0.85%	1.07%
R3	12,563	735	4,757	1,994	6,751	2.21%	1.59%	1.46%
R4	5,421	533	3,316	1,945	5,261	0.95%	1.16%	1.13%
R5	9,755	652	4,676	1,819	6,495	1.72%	1.41%	1.40%
Sector Tot.	39,195	3,155	19,674	10,137	29,811	6.90%	6.85%	6.43%
W1	18,931	936	6,037	3,951	9,988	3.33%	2.03%	2.15%
W2	12,985	540	2,962	1,600	4,562	2.29%	1.17%	0.98%
₩3	14,357	1,144	7,074	3,104	10,178	2.53%	2.48%	2.19%
W 4	13,170	489	2,751	1,095	3,846	2.32%	1.06%	0.83%
Sector Tot.	59, 44 3	3,109	18,824	9,750	28,574	10.46%	6.75%	6.16%
S1	4,880	282	2,017	2,512	4,529	0.86%	0.61%	0.98%
S2	9,100	522	4,387	2,558	6,945	1.60%	1.13%	1.50%
S3	5,430	191	2,031	1,757	3,788	0.96%	0.41%	0.82%
S 4	9,013	736	5,515	2,700	8,215	1.59%	1.60%	1.77%
S5	9,713	400	3,276	2,168	5,444	1.71%	0.87%	1.17%
Sector Tot.	38,137	2,131	17,226	11,695	28,921	6.71%	4.62%	6.24%
South Tot.	166,537	11,627	76,226	43,388	119,614	29.31%	25.23%	25.79%

West Precinct

11 000 1	100111							
Car Beat	Resid. Population	Total Part I Offenses	Dispatched	On-View	Total Events	% of Resid.	Population % of Part I	% of Total Events
D1	3,862	1,189	6,061	4,950	11,011	0.68%	2.58%	2.37%
D2	4,179	729	5,090	2,424	7,514	0.74%	1.58%	1.62%
D3	2,648	723	5,571	2,377	7,948	0.47%	1.57%	1.71%
Sector Tot.	10,689	2,641	16,722	9,751	26,473	1.88%	5.73%	5.71%
K1	2,112	1,046	8,301	7,511	15,812	0.37%	2.27%	3.41%
K2	1,751	1,015	5,818	3,314	9,132	0.31%	2.20%	1.97%
K3	2,022	930	6,294	3,452	9,746	0.36%	2.02%	2.10%
Sector Tot.	5,886	2,991	20,413	14,277	34,690	1.04%	6.49%	7.48%
M1	863	996	5,332	4,399	9,731	0.15%	2.16%	2.10%
M2	1,528	992	5,655	2,310	7,965	0.27%	2.15%	1.72%
M3	1,379	996	7,650	4,725	12,375	0.24%	2.16%	2.67%
M4	839	512	2,993	2,401	5,394	0.15%	1.11%	1.16%
Sector Tot.	4,609	3, 4 96	21,630	13,835	35, 4 65	0.81%	7.59%	7.65%
Q1	10,587	402	2,750	3,000	5,750	1.86%	0.87%	1.24%
Q2	10,032	267	2,287	2,139	4,426	1.77%	0.58%	0.95%
Q3	11,747	633	3,376	2,290	5,666	2.07%	1.37%	1.22%
Q4	15,616	1,262	6,578	2,364	8,942	2.75%	2.74%	1.93%
Sector Tot.	47,983	2,564	14,991	9,793	24,784	8.45%	5.56%	5.34%
West Tot.	69,167	11,692	73,756	47,656	121, 4 12	12.18%	25.37%	26.18%

East Precinct

Resid. Population	Total Part I Offenses	Dispatched	On-View	Total Events	% of Resid. Population	% of Part I Offenses	% of Total Events
5,347	695	3,269	2,458	5,727	0.94%	1.51%	1.23%
8,690	395	2,655	1,116	3,771	1.53%	0.86%	0.81%
10,495	412	2,744	2,152	4,896	1.85%	0.89%	1.06%
5,831	524	3,782	2,027	5,809	1.03%	1.14%	1.25%
30,363	2,026	12,450	7,753	20,203	5.34%	4.40%	4.36%
4,635	542	4,703	5,662	10,365	0.82%	1.18%	2.23%
6,884	672	5,454	3,781	9,235	1.21%	1.46%	1.99%
5,756	870	5,634	3,390	9,024	1.01%	1.89%	1.95%
17,275	2,084	15,791	12,833	28,624	3.04%	4.52%	6.17%
8,048	1,073	6,271	2,760	9,031	1.42%	2.33%	1.95%
							,
4,940	889	5,807	2,002	7,809	0.87%	1.93%	1.68%
4,940 4,736	889 687	5,807 4,269	2,002 2,151	7,809 6,420	0.87% 0.83%		-
	-		,	, -		1.93%	1.68%
4,736	687	4,269	2,151	6,420	0.83%	1.93% 1.49%	1.68% 1.38%
4,736 3,572	687 295	4,269 1,983	2,151 721	6,420 2,704	0.83% 0.63%	1.93% 1.49% 0.64%	1.68% 1.38% 0.58%
4,736 3,572 21,296	687 295 2,944	4,269 1,983 18,330	2,151 721 7,634	6,420 2,704 25,964	0.83% 0.63% 3.75%	1.93% 1.49% 0.64% 6.39%	1.68% 1.38% 0.58% 5.60%
4,736 3,572 21,296 7,311	687 295 2,944 357 700 304	4,269 1,983 18,330 3,152 4,895 2,567	2,151 721 7,634 2,777 2,308 1,227	6,420 2,704 25,964 5,929 7,203 3,794	0.83% 0.63% 3.75% 1.29%	1.93% 1.49% 0.64% 6.39% 0.77%	1.68% 1.38% 0.58% 5.60% 1.28% 1.55% 0.82%
4,736 3,572 21,296 7,311 6,761	687 295 2,944 357 700	4,269 1,983 18,330 3,152 4,895	2,151 721 7,634 2,777 2,308	6,420 2,704 25,964 5,929 7,203	0.83% 0.63% 3.75% 1.29% 1.19%	1.93% 1.49% 0.64% 6.39% 0.77% 1.52%	1.68% 1.38% 0.58% 5.60% 1.28% 1.55%
	5,347 8,690 10,495 5,831 30,363 4,635 6,884 5,756 17,275 8,048	5,347 695 8,690 395 10,495 412 5,831 524 30,363 2,026 4,635 542 6,884 672 5,756 870 17,275 2,084	5,347 695 3,269 8,690 395 2,655 10,495 412 2,744 5,831 524 3,782 30,363 2,026 12,450 4,635 542 4,703 6,884 672 5,454 5,756 870 5,634 17,275 2,084 15,791	5,347 695 3,269 2,458 8,690 395 2,655 1,116 10,495 412 2,744 2,152 5,831 524 3,782 2,027 30,363 2,026 12,450 7,753 4,635 542 4,703 5,662 6,884 672 5,454 3,781 5,756 870 5,634 3,390 17,275 2,084 15,791 12,833	5,347 695 3,269 2,458 5,727 8,690 395 2,655 1,116 3,771 10,495 412 2,744 2,152 4,896 5,831 524 3,782 2,027 5,890 30,363 2,026 12,450 7,753 20,203 4,635 542 4,703 5,662 10,365 6,884 672 5,454 3,781 9,235 5,756 870 5,634 3,390 9,024 17,275 2,084 15,791 12,833 28,624	5,347 695 3,269 2,458 5,727 0,94% 8,690 395 2,655 1,116 3,771 1,53% 10,495 412 2,744 2,152 4,896 1,85% 5,831 524 3,782 2,027 5,809 1,03% 30,363 2,026 12,450 7,753 20,203 5,34% 4,635 542 4,703 5,662 10,365 0,82% 6,884 672 5,454 3,781 9,235 1,21% 5,756 870 5,634 3,390 9,024 1,01% 17,275 2,084 15,791 12,833 28,624 3,04%	5,347 695 3,269 2,458 5,727 0,94% 1,51% 8,690 395 2,655 1,116 3,771 1,53% 0,86% 10,495 412 2,744 2,152 4,896 1,85% 0,89% 5,831 524 3,782 2,027 5,809 1,03% 1,14% 30,363 2,026 12,450 7,773 20,203 5,34% 4,40% 4,635 542 4,703 5,662 10,365 0,82% 1,18% 6,884 672 5,454 3,781 9,235 1,21% 1,46% 5,756 870 5,634 3,390 9,024 1,01% 1,89% 17,275 2,084 15,791 12,833 28,624 3,04% 4,52%

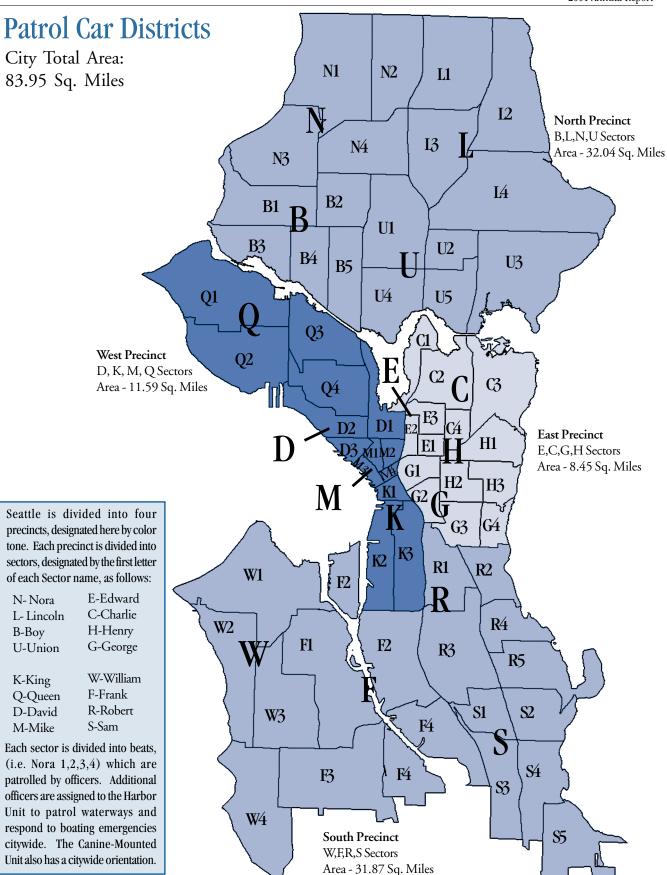
Citywide Total

568,100		1		463,766	•		
Resid. Population	Total Part I	Dispatched	On-View	Total Events	% of Resid.	% of Part I	% of Total

^{1.} Part I Offenses exclude 229 Offenses for which Car Beat was not known.

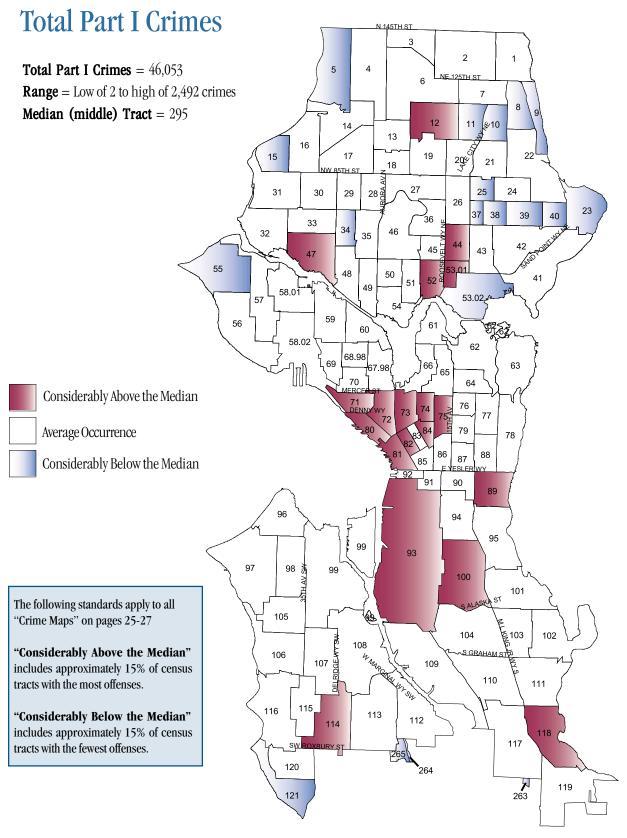
^{2.} Part I Offenses include 220 Arsons, not included in Part I Index Crimes on page 13.

^{3.} In 2001, 25,636 dispatched events and 37,331 on-view events could not be assigned to specific car beats, and are not included in these tables.

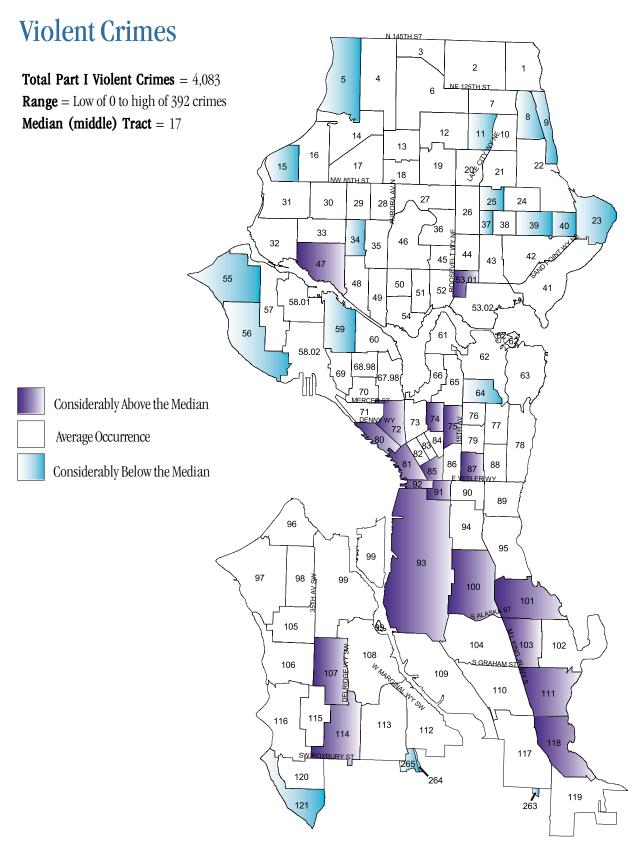


Total Part I Offenses by Census Tract of Occurrence

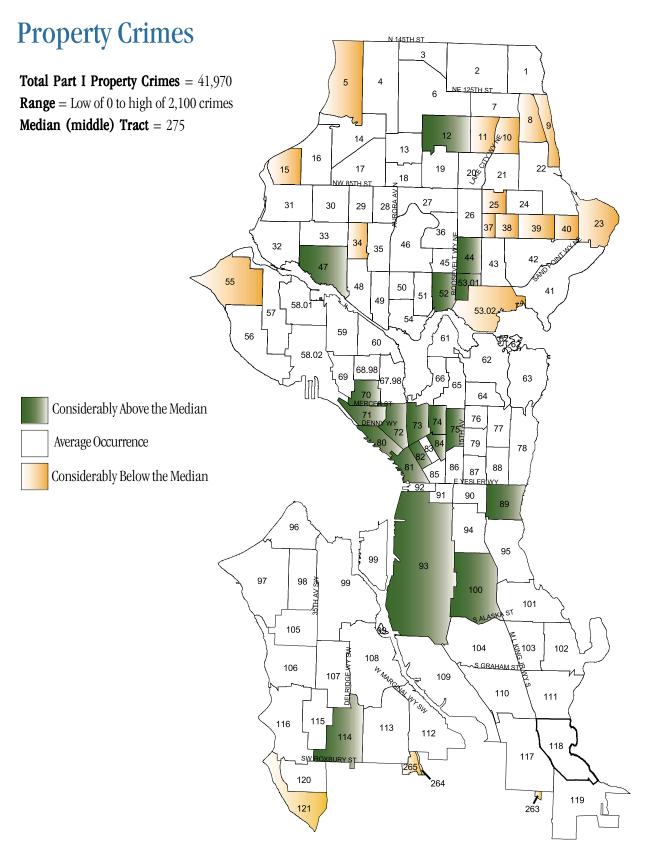
Federal Census Tract	Murder/Neg. Homicide		ery	Aggravated Assault	Residential Burglary	Non-Residential Burglary		Theft	_	Part I	Federal Census Tract	Murder/Neg. Homicide		ery	Aggravated Assault	Residential Burglary	Non-Residential Burglary		Theft		Part I
Fede	Mur	Rape	Robb	Aggr	Resic	Non-	Thef	Auto	Arsoi	Tota	Fede	Murc	Rape	Robb	Aggr	Resic	Non-	Thef	Auto	Arsoi	Tota
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Note: Does not include 258 crimes lacking a census tract identifier.



Note: Does not include 67 crimes lacking a census tract identifier.



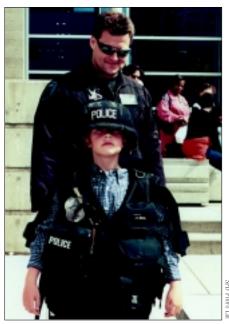
Note: Does not include 191 crimes lacking a census tract identifier.



Community Dialogue

Discrimination vs. Discretion Forum

In the spring of 2001, the Training Unit of the Seattle Police Department developed an innovative and thought-provoking forum entitled "Discretion vs. Discrimination" to discuss the issue of Racial Profiling. The forum was a four-hour dialogue between police officers and community members about police practices and how they sometimes leave individuals feeling they had been targeted on the basis of their race. A local television talk show host moderated the event that featured a panel representing various community and police leaders.



Children visiting the West Precinct on "Take Our Daughters to Work Day," got a chance to literally "try on" police work.

The forum promoted a truly free exchange of ideas between the police and community participants. Honest discussions of race were prompted by realistic role-playing situations where participants were allowed to voice their opinions as well as articulate what they would find as a reasonable resolution of the situation. Officers were able to explain the meaning behind their actions and educate community members on police procedures that called for certain responses.

The information that was shared at the forum was then used to develop a block of instruction to assist officers in understanding the complex issues involved when allegations of racial profiling are raised.

Arab-American & Muslim Community Outreach

Within a week of the events on September 11, 2001, Seattle witnessed a series of bias crimes against the local Arab and Muslim community. While only a small minority of people chose to respond this way, the intensity and severity of these crimes required quick and innovative responses.

After an attempted arson on a local mosque, several members from the Arab and Muslim communities requested a meeting with the Mayor and the Chief of Police. The Seattle

Police Department began working with the group to identify issues of concern and develop strategies to assist them. Because many in the community were new to this country, the language barrier was a hurdle, so the Department established a hotline staffed by community members who could communicate with individuals in their primary language. The Department provided training to various groups on the laws, using 9-1-1; with an emphasis on how to indicate the need for a translator and how to access services.

The Chief sent a clear and direct message to Department employees, emphasizing the responsibility of law enforcement to ensure that the civil rights of everyone in the community be protected. Patrol officers were made aware of all of the local sites where

the Arab and Muslim community gathered within each Precinct, and made an effort to check these locations throughout their shifts.

As a result of this effort, a strong relationship was established between the police and the various communities that were assisted. When Attorney General Ashcroft announced his intent to utilize local law enforcement to question people of interest, the Chief immediately convened a meeting with the local leaders. He provided information on his conversations with the local FBI office and introduced the department representative to the FBI's Terrorist Taskforce. At the Chief's request, the group met with federal representatives who were able to answer questions about the impact of Ashcroft's request on the local community.

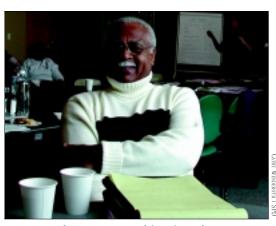
Over the months since September 11 the Arab and Muslim communities have made an investment in the Department. The Department has also learned many important things about the culture and customs that could potentially impact police officers when they interact with these communities. A training video for patrol offic-

Photo not permitted for web publication

Chief Kerlikowske takes part in a discussion with homeless youth in a new forum called "Donut Dialogue," designed to increase positive communication between the police and homeless community.



Citizens got a chance to talk face to face with mounted patrol officers in Westlake during the "N30" events.



Community Policing Action Council (CPAC) member Jim Vinson, takes a break during the annual CPAC retreat.

ers is also being produced, and the Imam from the targeted Mosque has dedicated his time and expertise to this effort.

Donut Dialogues

The Donut Dialogue is a forum for breaking down barriers and stereotypes between police officers and street youth. The dialogues have helped officers, homeless youth and social service providers build trust and change preconceptions, which have created a safer and more harmonious atmosphere for street youths.

The Donut Dialogues were created by the dedication and commitment of Officer Kim Bogucki and the late Nicholas Helhowski, who was an advocate for the homeless and member of the "Peace for the Streets by Kids from the Street". The Seattle-King County American Red Cross honored Officer Bogucki as a 2001 "Everyday Hero" for her work in the Donut Dialogue and her dedication to saving the lives of young people at risk. The local homeless community and the Seattle Police will greatly miss the advocacy of Nicholas, also known as "Rooster", who passed away April 2002 after being attacked near his home.

Giving Back

Helping Nicole

When Detective Rob Howard's fouryear-old daughter, Nicole, was diagnosed with a rare form of childhood leukemia in the spring of 2001, the Seattle Police Department and many volunteers started a campaign on a bone marrow donor program. The program matches patients who need a curative bone marrow or stem cell transplant with a donor who has the very similar typetissue, which Nicole has yet to find today.

The search has been difficult because Nicole is of Japanese and Caucasian descent and there are a limited

number of donors who are people of multiple races. In an effort to increase the donor pool, Department Employees Department participated in a bowling event called "Bowl For Nicole". This event raised over \$25,000 from more than 400 contributors while educating participants on bone marrow donation. Although a fellow officer who had registered with the program did not match Nicole, he was found to be a match for a one-year-old child with the same type of leukemia. On the realization that the City did not provide paid leave for such donations, this case was brought to the attention of Mayor Nickels and the City Council at the leadership of Councilmember Pageler. An ordinance was quickly passed that allowed City Employees paid leave for life-giving procedures.



Proudly displaying the working police light on his head, "Copper" guards the entrance of the West Precinct. He was commissioned as part of the "Pigs on Parade" exhibit to benefit the Pike Place Market.

Citizen Appreciation Awards

In 2001 the Seattle Police Department hosted its first Citizen Appreciation Ceremony. On August 13, hundreds gathered to recognize over 50 people who had been nominated by SPD employees. Their accomplishments ranged from a young woman who was hit in the face when she defended a 10-year-old girl from an aggressive man at a bus stop to longtime community partners. In addition, a special award was presented to Judge Terrence Carroll for his work over the last ten years as the civilian IIS auditor.

The ceremony was an opportunity to say a formal "thank-you" to those in

the community who go above and beyond in ensuring that our City is a safe and livable one. Many of the employees who nominated the award recipients were on hand to personally thank them for their selflessness.

Domestic Violence Victim Support Team Expansion

The Seattle Police Department's domestic violence Victim Support Team (VST) was designed to address the gap in service to domestic violence victims between the time patrol officers respond to a call and the time advocates, detectives and prosecutors make contact with the victim for follow-up.

Since the beginning of the program in 1997, calls for service have increased from 48 to 325 calls in 2001. The increased use of this service led to an expansion of the program into the North Precinct last December.

Chief Kerlikowske and Assistant Chief Dan Bryant launched the event along with early pioneers in the program. Sheila Hargarsheimer, Director of Human Services for the City of Seattle Domestic Violence Unit. Attorney Judith Shoshana from the Domestic Violence Unit of City Attorney's office, Cathy Wenderoth, one of SPD's Strategic Advisors and Assistant Chief Debbie Nelson were honored for their early and continued work with the Victim Support Team.

The first night the North Precinct program was operating, the Team was called out within their first half hour. The first weekend, North precinct officers called VST volunteers to 5 domestic violence scenes. The Victim Support Team currently operates on 3rd watch, Friday Saturday and Sunday and are due to be in full capacity to include 2nd watch by the end of the year. The Victim Support



Officer Merry O'Cleary, Detective Tina Drain, Administrative Specialist Sonja Lalor, Detective Vinette Tichi & Officer Maryann Parker were among some of the many Department members who participated in the annual Susan G. Komen Race for the Cure.



On August 13, 2001 the SPD hosted the first Annual Citizen Appreciation Award Ceremony. The ceremony was an opportunity for the Department to thank community members who have worked in partnership with the police or performed a heroic act.



On January 11th, the Department presented a special award to a five year old hero. During a home invasion, he stood up to his mother's attacker, creating a distraction that allowed his mother to call for help. Both mother and son were injured, but have since recovered.

Team has 75 active volunteers. The expansion has been well received by officers and supervisors alike and is truly a milestone for the program.

Pigs on Parade

Inspired by *Rachel*, the Pike Place Market's bronze piggybank and modeled after a public art project in Zurich, Switzerland, the Pike Place Foundation and sponsors "hogged" downtown Seattle sidewalks last summer with hundreds of decorated fiberglass pigs. After being displayed for months, the artistic pigs became available for public adoption with proceeds to benefit the Pike Place Foundation, which funds programs and services for people in need.

Joining in, the SPD had its own pig designed. Artist Beverly Jean Schaaf took her cues from the historical reference to police officers as "Coppers" and wrapped copper mesh around the entire pig. She applied black and white gesso to create a unique police officer appearance, and topped the pig with working police light. The pig was appropriately named "Copper" and displayed outside the West Precinct.



Employee Recognition

American Red Cross Heroes Officer Kim Bogucki

This year Officer Boguki was honored at the 2001 American Red Cross Heroes Breakfast by PEMCO Insurance for her proactive work with homeless youth. Impressed with the commitment of a homeless youth advocacy group, she took the initiative to talk to the executive director of the program, and worked towards increasing the dialogue between the police and homeless youth. She started the well received "Donut Dialogues" and has begun a new project called "Stepping Stones" to help youth find jobs.

Seattle Police Officer Guild (SPOG) Awards

Feb. Off. Wesley Buxton Off. Richard Sprecher

May Off. Nick Bowns

June Off. Mark Wong Off. Len Carver

July Off. Travis Testerman Off. Bret Milstead Off. Mark Jamieson

Aug. Off. Derek Bolton Off. Merry O'Cleary Off. Wade Jelcick Off. Jack Baily Off. Tim Barnes Sept. Off. Greg McFadden

Oct. Off. Jackson Lone Off. Rich Pruitt Off. Paul Simpson Off. Eric Nelson Off. Bernie Patton

Nov. Off. Dave Cement Off. Oscar Gonzales Off. Steve Kim Off. Richard Sprecher

Dec. Off. Dionne Perkins

Chief's Award

Officer Dana Duffy - South

Officer Dana Duffy was honored with the "Chief's Award" for her quick thinking and heroic lifesaving efforts. Her past training as an ER nurse and her dedication to keeping her certification current enabled her to save the life of a child involved in a shooting incident.

Officer Brian Thomas - North Officer Donna Stangeland - East Officer David Proudfoot - South Officer Jackson Lone - Harbor

On September 25, 2001, these Officers were honored with the "Chief's Award" for their heroic actions during a suicide attempt on the I-5 Bridge.

Officer Bill Waltz -K9

On October 25, 2001, Officer Bill Waltz was honored with the "Chief's Award" for his work above and beyond the call of duty of acting Sergeant for the K-9 unit.

Janet May

On December 4, 2001, Janet May was honored with the "Chief's Award" for her contributions as Legal Advisor.

Director Randy Tibbs

On December 20, 2001, Randy Tibbs was honored with the "Chief's Award" for his continued excellence for nearly 32 years of service to the City of Seattle and for his role as the Communication Director for the Seattle Police Department.

Retirements

Keane, Martha	Admin Spec II	01/03/2001
Rogge, David	Police Officer	01/05/2001
Nordlund, John	Police Officer-Det.	02/13/2001
Delgado, Toby	Police Officer	02/28/2001
Ritter, David	Police Sergeant-Det.	03/09/2001
Lorette, Allan	Police Lieutenant	03/18/2001
White, Martin	Police Sergeant-Det.	03/26/2001
Caalim, Edward	Police Sergeant-Det.	03/27/2001
Johnston, Elmer	Police Officer	03/27/2001
Hadfield, Howard	Police Officer	03/27/2001
Jackson, Terry	Police Sergeant	03/29/2001
Lundin, James	Police Officer-Det.	04/06/2001
Umipig, Larry	Police Officer-Det.	04/22/2001
Nantwi, Yafeu	Police Sergeant	04/24/2001
Maser, Edward	Police Officer	04/26/2001
Bartholomew, Theresa	Warrant Officer, Sr	05/01/2001
Carr, Richard	Police Officer	05/08/2001
Wiley, Nicholas	Police Officer	06/28/2001
Rosario, Noelita	Admin Spec I	07/03/2001
Baldasar, Dianne	Admin Staff Asst	07/03/2001
Dawson, Jocelyne	Admin Support Supervisor	07/05/2001
Morris, Robert	Police Officer-Det.	07/17/2001
Pirak, John	Police Chief, Asst	07/22/2001
Lynne, Cathy	Pol. Comm. Disp. III	08/01/2001
Harris, Abbott	Police Officer-Det.	08/01/2001
Mccullar, Rubye	PEO, Sup.	08/03/2001
Fordice, Daniel	Police Officer-Det.	08/24/2001
Conder, Kennedy	Police Lieutenant	08/25/2001
Gilbert, Patricia	Admin Staff Asst	09/04/2001
Swanson, Kenneth	Police Officer-Det.	09/07/2001
Malliet, Toni	Police Captain	09/19/2001
Bierut, William	Police Officer	11/01/2001
Hillard, Donald	Police Sergeant	11/02/2001
Sylve, Ronald	Police Lieutenant	11/08/2001
Marier, Carol	Pol. Comm.Disp. III	12/08/2001
Airhart, Woneata	Pol. Comm. Disp. II	12/04/2001
Tibbs, Randy	Pol. Comm. Director	12/28/2001



The Chief and newly promoted Sergeant David Sweeney at the April promotional ceremony.



The "Wall of Honor," a tribute to officers who have died in the line of duty, was dedicated in the East Precinct on May 9th 2001. The project was taken on by Assistant Chief Nicholas Metz, Officer Tim Renihan and others in the Precinct, and funded through donations from officers and community members.



Sworn and civilian department members wait to be promoted at the November Ceremony.





Precinct & Storefront Locations





Type of Government Mayor-Council Incorporation as Town of Seattle Ianuary 14, 1865 December 2, 1869 Incorporation as City of Seattle February 4, 1886 City of Seattle Charter Re-enacted Official Organization of the Seattle Police Department June 2, 1886 Population of Seattle 568,100 Population of King County 1,758,300 Population of Washington State 5,974,900 Area of Seattle (square miles) Land Water Parks (acres) 4.811 2,131 Area of King County (square miles) 68,192 Area of Washington State (square miles) Total Street System in Seattle (miles) 1,654 47 39'N. 122 17'W Location of Seattle 0 to 500 feet Elevation of Seattle

Acknowledgments

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COMMUNITY INTEGRITY A LEADERSHIP SUPPORT DEP CHANGE WORK OATH VIS TRAINING STRONG TALEN INNOVATIVE SKILL HELPFU TIRELESS SERVICE EXEMPL LOYAL COURAGEOUS CAL LAW PRIDE PROFESSIONAL DUTYSAFEGUARDRESPON RESPECT DEDICATION EQU CALM LEARN UNDERSTAN PROACTIVE RESPONSIVE I PARTNERSHIP GUARDIAN INDEPENDENCE TRUTH IN KNOWLEDGEIDEALS COM