



City Council Performance Expectations for the Chief of Police

REPORT FOR QUARTER 1 - 2011

Reducing Crime

Key Indicators

Q1 CRIME METRICS	TREND	2010	2011
Reported Violent Crimes	▲+1%	794	799
Reported Property Crimes	▼17%	8680	7204
Annual Violent Crimes per 1000	▼9%	6.4	5.8
Annual Property Crimes per 1000	▼5%	58.3	55.1

Major Initiatives

Hot spot emphases

SPD Precincts are responding to hot spots identified by crime analyses or by resident or business complaints. These are being targeted systematically using proactive patrols, foot beats, increasing contacts in hot spot areas, use of citations and regular checks with residents and business owners. A recent emphasis in the East Precinct targeted an organized group that was believed to be committing burglaries in the both East and West Precincts. Officers were able to arrest one individual of this group and develop information that led to the arrests of 11 others. The ever growing investigation has resulted in 111 burglary cases being credited to this group and being cleared. So far, sixty charges have been filed. An emphasis in SODO targeted civility/nuisance problems around neighborhood businesses. Officers focused on areas surrounding businesses selling alcohol and their clienteles. This has resulted in a significant decline in calls for service for a variety of nuisance-type incidents. Other emphases are underway around the city and will be described in upcoming reports.

Law Enforcement Assisted Diversion (LEAD)

SPD is working with the Defender Association and other justice system agencies to develop a program to divert low level, non-violent drug offenders at the point of arrest to social service providers and away from jail. Soft start is projected in Q2, full start in Q3.

Drug Market Initiative (DMI)

SPD worked with Seattle Neighborhood Group and Get Off the Street (GOTS) to call in 5 low level drug users residing in the Columbia City area to provide recovery services while holding drug charges in abeyance.

Repeat Burglar Initiative (RBI)

Working with King County Prosecutor to identify and build strong cases on active, pattern burglars. Sentences received by identified burglars in Q1 have ranged from 43 to 84 months, compared with 6-9 months average for first time burglary defendants and 24 months for non RBI defendants with more significant criminal histories.

Major Case Investigations

SPD detectives are regularly involved in long term investigations that result in significant cases. Two recent cases of note:

- A five-month investigation of a major fencing operation, working out of a legitimate store front in the North end, led to 4 arrests. Cash, two cars and \$25k in stolen items were recovered in a search of the premises. Store loss prevention personnel from numerous north Seattle businesses worked with police and estimate losses in excess of \$2 million from local grocery, 'box' and hardware stores over the past two years. The suspects directed shoplifters to steal specific items and paid about 10 cents on the dollar and then sold the

Reducing Crime - *Continued*

Major Initiatives

items in the store or on the internet. The operation in question made over \$100k from internet sales of stolen property in 2010 alone.

- Perpetrators of an odometer rollback scheme were recently indicted in Federal District Court on a variety of charges, after an SPD detective noticed an unusually large number of vehicles passing through several addresses of known fraud subjects. Following the paperwork on these vehicles, the detective not only uncovered the odometer rollback scheme, but also discovered how Craigslist was being used to facilitate the resale of vehicles with altered odometers. At least 300 vehicles have been documented as being handled by the organization which was re-selling to both businesses and individuals. The US Department of Transportation presented the case for federal prosecution because of the extent of the fraud and its impact across Western Washington.

Career Criminal Program

Continued work on data-based criteria to begin a comprehensive career criminal program that identifies active felons (particularly violent offenders) for special investigative and prosecutive attention.

Prostitution and Sex Trade

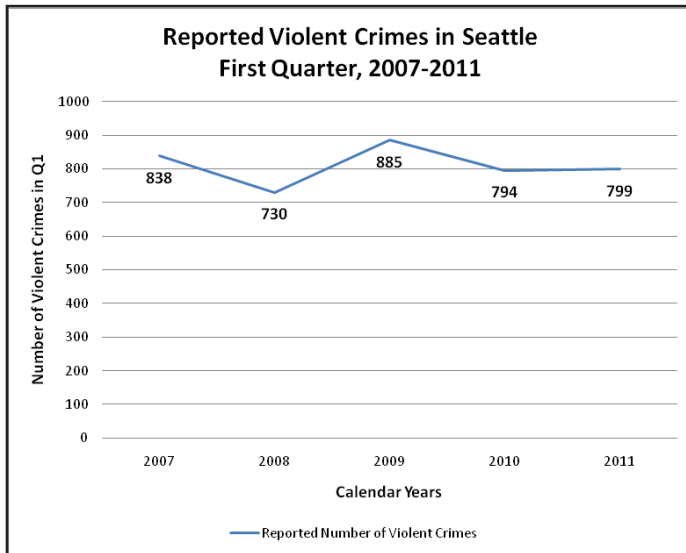
Attention focused on pimps and johns while assisting prostitutes. Special emphasis on those trafficking minors for sex, working with the King County Prosecutor.

Improved Crime Scene Investigation

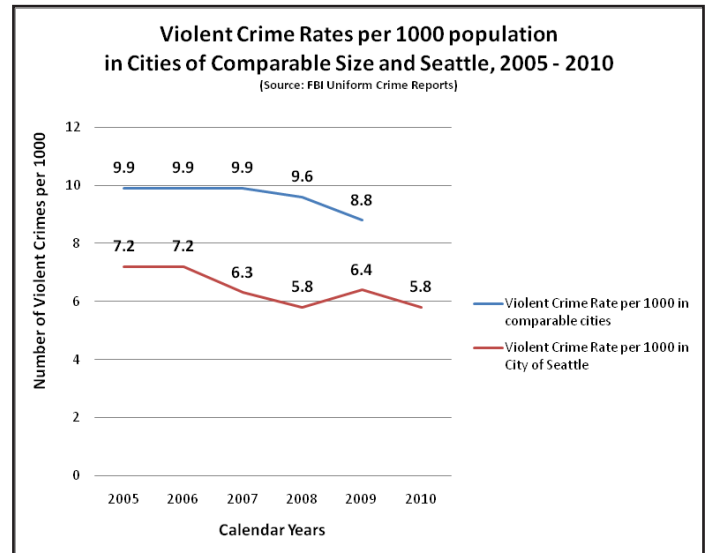
New block of instruction developed by CSI unit to train patrol officers in advanced crime scene investigation techniques and collection of key evidence. First class of 20 officers scheduled for Q2.

Reducing Crime - DATA TABLES

Violent Crimes

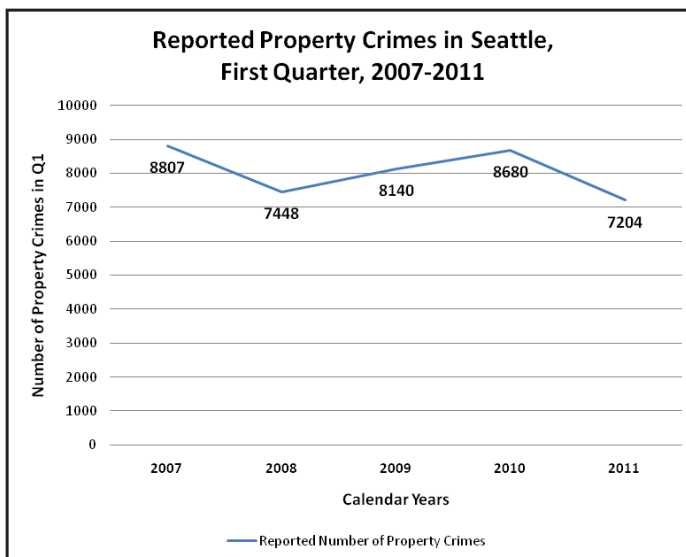


- The Violent Crimes category includes homicide, rape, robbery and aggravated assaults.
- Among Violent Crimes, only aggravated assaults are showing an increase in the first quarter of 2011, when compared with 2010.
- Violent Crimes in the first quarter of 2011 were virtually even with the first quarter of 2010.

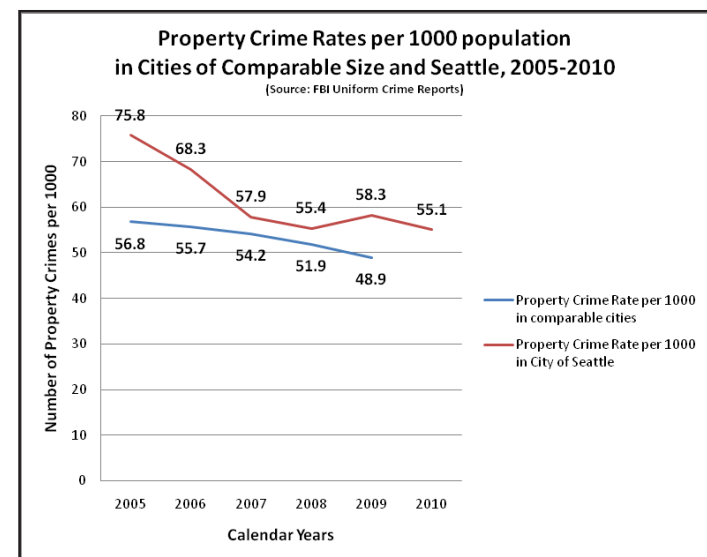


- Cities of comparable size are those in the 500,000 to 999,999 population bracket. They number 22.
- The chart reflects the risk of victimization from Violent Crime in Seattle and comparable cities. For example, for every 1000 people in 2009 in cities comparable to Seattle, 8.8 were Violent Crime victims. In Seattle the number was 6.4 for every 1000 people.
- For a large city, Seattle has a low incidence of Violent Crime, averaging a third lower than in comparable cities.

Property Crimes



- The Property Crimes category includes burglary, larceny/theft and vehicle theft.
- Among Property Crimes, both larceny/thefts and vehicle thefts are down by double-digits in the first quarter of 2011, when compared with 2010. Burglary is even with one year ago.
- Seattle recorded the lowest number of Property Crimes in the first quarter of 2011 in five years.



- Cities of comparable size are those in the 500,000 to 999,999 population bracket. They number 22.
- The chart reflects the risk of victimization from Property Crime in Seattle and comparable cities. For example, for every 1000 people in 2009 in cities comparable to Seattle, 48.9 were Violent Crime victims. In Seattle the number was 58.3 for every 1000 people.
- Relative to other large cities, Seattle has a higher incidence of Property Crime, dominated by larceny/thefts. Car prowls, motor vehicle accessory thefts, and shoplifts comprise nearly 70% of larceny/thefts in Seattle.



City Council Performance Expectations for the Chief of Police REPORT FOR QUARTER 1 - 2011

Employee Performance, Misconduct & Discipline

Key Indicators

Q1 EMPLOYEE METRICS	TREND	Q1 2010	Q1 2011
Public Contacts	▲ +2%	107,200	109,200
Commendations Received	▲ almost quadrupled	19	74
Complaints Received	▲ +6%	47	50
Standards and Duties Allegations	▲	36	72
Use of Force Allegations	▲	42	49
Other Allegations	▲	23	53
Restorative Discipline via Supervisory Referrals	▲ +155%	11% of closed cases	28% of closed cases

Major Initiatives

Use of Force Report

SPD released a report documenting uses of force by officers in the four-year period from 2006-2009. The Report showed declining trends in all uses of force over the study period and documented the infrequency of force use in law enforcement generally and by SPD officers in particular.

New Performance Evaluation Tool

SPD launched a new employee performance appraisal system this quarter. The new system, which was built in-house, replaces a canned software program that did not permit customized modifications. The new system, for example, has permitted the addition of Race and Social Justice Initiative (RSJI) elements to the employee evaluations as well as specific deliverables that are made a part of the assessment process. Supervisors can consult an online guide for use of the new system or SPD HR is providing training to units on request.

OPA Use of Restorative Discipline

The OPA seeks opportunities to employ restorative discipline principles for less serious violations of SPD policy. This is evident in the use of the Supervisory Intervention finding which results in retraining rather than straight disciplinary action. Use of Supervisory Intervention findings has steadily increased over the past three years, going from 3% of closed cases in Q1 of 2009, to 11% of cases in Q1 2010 and 28% of cases in Q1 2011.

Example of OPA Restorative Discipline:

In one recently resolved complaint, a Supervisory Intervention was used where employees had misapplied the SPD search procedures policy. The named employees were required to spend time in the Narcotics Unit with follow-up detectives and with a prosecuting attorney to help them better understand relevant law and its application to various search situations.



Chief of Police Performance Expectations REPORT FOR QUARTER 1 - 2011

Building Public Confidence

Key Indicators

2011 OUTREACH ACTIVITIES	2011 RESULTS
NVP Neighborhood Business Survey	170 businesses surveyed in 9 areas
One Day Community Police Academy	30 Attendees
Living Room Conversations	Two held, with 15-20 attendees at each
Community Outreach Mtgs & Events	Estimated 500 mtgs & events attended per quarter

Major Initiatives

Neighborhood ViewPoint (NVP)

The final round of the pilot phase of the NVP was completed in Q1. This round involved surveys of neighborhood businesses in business districts across the city. The particular business districts surveyed were:

- **North Precinct** – Greenwood, Lake City and the Ave
- **West Precinct** – Eastlake
- **East Precinct** – Broadway from Denny to Union, Madison Park and 23rd/Jackson
- **South Precinct** – Rainier South
- **Southwest Precinct** – Westwood Village

The pilot phase of the NVP also involved two prior rounds in which neighborhood residents within 9 separate police beats in four precincts were surveyed. These rounds were completed in 2010. Data from the final round of the pilot phase are now being analyzed and a final report with recommendations for moving forward will be prepared in Q2.

One-Day Community Police Academy

In response to many requests that this popular ten-week program be condensed so that more residents can participate, SPD has now created an abridged version of the Community Police Academy. The first offering was attended by 30 people and was rated highly by participants. SPD expects to offer the shorter Academy 4 times per year.

Living Room Conversations

SPD is approaching neighborhood residents and asking them to open their homes for an evening dialogue between community members and locally-assigned police officers. Light meals service is provided by SPD with funding from the Seattle Police Foundation, but the topics discussed are shaped by residents and community members. Two such Living Room Conversations have been held so far and a total of thirty are planned throughout the city this year. Community Outreach is paving the way on the Living Room Conversations, but they will become institutionalized in each of the precincts.

Building Relationships with Individual Communities

SPD Community Outreach is fostering participation in a range of programs and events tailored to individual communities and constituencies. Community Outreach has instituted a plan to invite youth from the Youth Violence Commission to attend quarterly meetings with Community Outreach and Command Staff to discuss SPD policies and programs. In early March, SPD participated in the Muslims for Loyalty Conference sponsored by the Ahmadiyya Muslim Community and in April SPD will participate in a public forum at the Know Your Rights - A People's Council on Social Justice Forum sponsored by the Washington Indian Civil Rights Commission, the US DOJ, ACLU and others.



City Council Performance Expectations for the Chief of Police

REPORT FOR QUARTER 1 - 2011

Leadership and Training

Key Indicators

Q1 TRAINING METRICS	2010	2011
Street Skills	415 Officers	140 Officers *
Other Training Offerings	383 Officers	309 Officers
(New) Sergeants School	N/A	Begin Q2

*The fewer officers in Street Skills is because alternative training is being offered for detectives in 2011, designed by the Investigations Procedures Committee.

Major Initiatives

Procedural Justice

SPD is collaborating with the King County Sheriff's Office (KCSO) and the Washington State Criminal Justice Training Commission (WSCJTC) to incorporate procedural justice elements and concepts into existing training curricula, starting at the WSCJTC Basic Law Enforcement Academy (BLEA) and working through the post-BLEA and annual in-service offerings of SPD and KCSO. To assist in this effort, representatives of the NIJ and the COPS office visited with SPD, KCSO and WSCJTC personnel in February. Professor Tom Tyler from NYU, the leading researcher in the area of procedural justice, also attended the meeting and provided his insights and suggestions to participants. A work group representing all three agencies has been established to continue work in this area.

Sergeant Development and Preparation

In an effort to strengthen first-line supervision, officers high on the promotional list for sergeant are being placed in "acting sergeant" roles where they can experience the expectations of the position and their superiors can observe their performance. Acting and newly promoted sergeants also continue to be assigned for a time to the Office of Professional Accountability Investigations Section where they gain first-hand experience with SPD's complaint handling and disciplinary processes. In addition, the SPD Training Section has developed a new component of Sergeants School, the annual in-service training program for first-line supervisors. The focus of the new component is on behavioral expectations for officers and on the sergeant's role in guiding and mentoring

to ensure lawful and appropriate performance. First offering of the new Sergeants School will be in Q2.

Defensive Tactics Course Review

SPD Advanced Training Unit is coordinating a review by SPD, KCSO and WSCJTC of defensive tactics course curricula and approaches from the BLEA through the programs at the individual agency level. The work group is charged with developing a communications skills block to be incorporated in defensive tactics programs.

Leadership Development

Six SPD employees have completed the Train the Trainer program for the SOCR program "Race - the Power of an Illusion". All SPD commanders and their civilian equivalent managers and supervisors either have already or will complete the SOCR program during 2011. SPD has also identified leaders for participation in the Senior Management Institute for Police at Harvard later this year, but attendance is contingent on budget constraints.

Legislative Activity

SPD testified in Olympia on 15 separate occasions during the Legislative Session still underway. Priorities included support for one-party consent on recorded conversations to enhance prosecution of commercial sexual abuse of minors; support for funding the Disability Lifeline, the mental health programs, and 2-1-1 information services; support for intrastate mutual aid; and support for automated traffic safety cameras.