

August 9, 2011

To: Public Safety & Education Committee
From: Peter Harris, Central Staff
Re: Police staffing update for the first half of 2011

Introduction

This memo conveys the Police Department's sworn staffing update for the first half of 2011, with an updated projection for all of 2011.

Below I will summarize the actual and projected hiring and separations between 2008 and 2011 and compare them to the projection provided last fall for budget deliberations and to the one provided with the year end 2010 update. Then I will show the effect of the current hiring plan on sworn staffing levels. Then I will show how officers were allocated to the five precincts at the end of June.

The Police Chief's cover memo for the update is attached, along with the Department's Mid-Year Staffing Highlights and NPP (Neighborhood Policing Plan) Performance Measures.

What is the updated sworn hiring plan for 2008-2012?

Table 1 shows the hiring plan for 2008-2012 that was presented with the 2011-2012 Proposed Budget. Recall that these are the years originally covered by the Neighborhood Policing Plan.

Table 1: Police Hiring & Separations, 2008-2012, provided with Proposed 2011-2012 Budget						
	2008	2009	2010	2011	2012	2008-2012
Recruits hired	101	33	15	9	46	204
Trained officers hired	16	9	6	1	12	44
Separations	(63)	(27)	(25)	(31)	(42)	(188)
Net change	54	15	(4)	(21)	16	60

Table 2 shows the revised hiring plan in the year end 2010 update, with differences shown in boldface.

Table 2: Police Hiring & Separations, 2008-2012, updated December 2010						
	2008	2009	2010	2011	2012	2008-2012
Recruits hired	101	33	15	6	46	201
Trained officers hired	16	9	6	4	12	47
Separations	(63)	(27)	(27)	(32)	(42)	(191)
Net change	54	15	(6)	(22)	16	57

Table 3 shows the new revised hiring plan, with differences from the year end 2010 update shown in boldface. The current update does not include a projection for 2012.

Table 3: Police Hiring & Separations, 2008-2012, updated June 2011						
	2008	2009	2010	2011	2012	2008-2012
Recruits hired	101	33	15	0		
Trained officers hired	16	9	6	0		
Separations	(63)	(27)	(27)	(39)		
Net change	54	15	(6)	(39)		

I have asked the Executive to provide a projection for 2012 and 2013 with the proposed 2012 budget.

What will be the effect of the new hiring plan on sworn staffing?

Figure 1 attached shows the effect of the updated hiring plan on sworn staffing. It shows sworn staffing levels from 2002 through 2011, measured three ways:

“Positions in service” are fully trained officers not on disability or extended leave. This arguably is the bottom line measure of the effective size of the sworn force.

“Filled sworn positions” are positions occupied by officers who have completed academy training. It includes officers in field training and officers on disability or extended leave.

“Filled FTEs” are the total occupied FTEs of officers and recruits. This is the main driver of sworn personnel costs.

Table 4 attached shows the detail for 2008-2011. Figure 2 is the same as Figure 1, except with a zero base.

Note the following:

It has now been more than a year since the Department hired either a new recruit or a trained officer. The Department hired 15 recruits and two trained officers in the first quarter of 2010, and four more trained officers in the second quarter. The Department plans to hire no sworn staff through the end of 2011

Over the same period, between July 2010 and June 2011, there were 37 separations of officers or recruits in training.

The combined effect of the halt in hiring and continued separations is shown in Figure 1. The lack of recruits in training is shown by the convergence of the lines for filled FTEs and filled sworn positions, and the downward slope in both reflects the separations.

Because hiring ceased in early 2010, no new officers have completed training and come into service since the first quarter of 2011. As a result, officers who separate are not being replaced, with the result that positions in service have begun to decline.

Figure 1 also shows that change in positions in service follows change in filled FTEs with a lag of nearly a year. This implies that the decline in positions in service is likely to continue at least until the end of 2012.

How many officers are assigned to the precincts?

Table 5 attached shows the number of officers and sergeants in the precincts at the end of June. Note first the close similarity between the distribution across the precincts of officers and sergeants assigned to 911 response and the precincts' shares of 911 service hours, which is the total time spent by officers responding to 911 calls.

Note also the total of 545 officers assigned to 911 response. This is a decline of eight from the 553 at the end of last year, and a decline of 13 from the 558 at the end of September 2010. This figure is a key number in the patrol deployment model of the Neighborhood Policing Plan (NPP). In its original form the NPP called for 605 officers to be assigned to 911 response in order to meet goals for response time and proactive time. This in turn led to the plan to add 105 officers to Patrol between 2008 and 2012.

The original NPP also assumed all patrol officers would work 10-hour shifts. As the Chief's memo explains, patrol officers instead continue to work 9-hour shifts, because moving to 10-hour shifts would require more officers. It cites this as a reason why patrol has been able to meet its goals for both response time and proactive time with fewer officers than planned.

The relationships between the length of the shifts, the minimum number of officers required for a given shift structure and the ability to meet the goals for response time and proactive time are complex. On one hand, the minimum requirements for the number of patrol officers on duty at any given time require a certain number of officers to come to work each day, and officers who work 10-hour shifts work fewer days per year. On the other hand, officers who work 10-hour shifts work the same total number of hours per year as officers who work 9-hour shifts. This implies that the problem with 10-hour shifts is not the number of officer hours they provide, but how those hours are distributed over the day and the week. The 10-hour shifts originally envisioned by the NPP may be less optimal than the current 9-hour shifts, but this does not mean the current shift structure is the best one possible.

Also, the improvement in average response time and the good amount of proactive time may be due at least in part to a decline in the number of 911 calls. As shown by the table at the bottom of the first page of the Department's paper on NPP Performance Metrics, there were 8% fewer calls in 2010 than in 2008, and calls in 2011 are on a pace to be 10% below 2008.

Further, the amount of proactive time and its usefulness are different things. The second page of the NPP Performance Metrics paper says the officers assigned to 911 response had 34% proactive time in the first two quarters of the year. What we do not yet know is how much of that time is available at the times and places it is most useful.

Conclusion

Despite its inability to meet the original NPP hiring objectives, the Department continues to focus on the main NPP goals, namely, to meet and maintain good 911 response times and to give patrol officers more time for the kind of proactive work that is effective in reducing crime. The hiring plan for 2011 implies that positions in service will continue to decline through 2012. This may strain the Department's ability to maintain these achievements in patrol, unless it finds a way to transfer more officers into patrol from other units.

If you have any questions, please let me know.

Figure 1: Sworn Police Staffing 2002-2011, Actuals Through June 2011

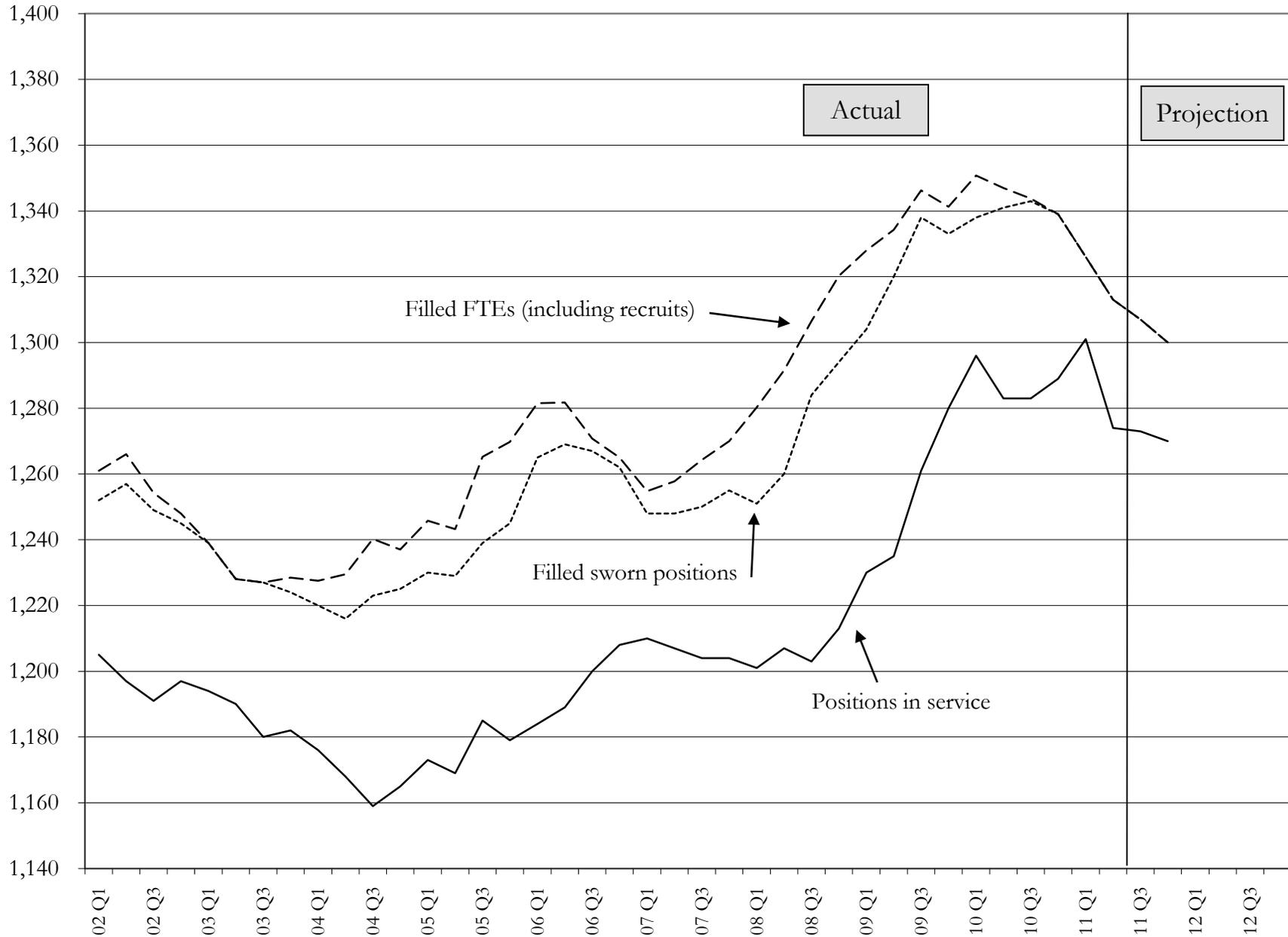


Figure 2: Sworn Police Staffing 2002-2011, Actuals Through December 2010,
Zero Base

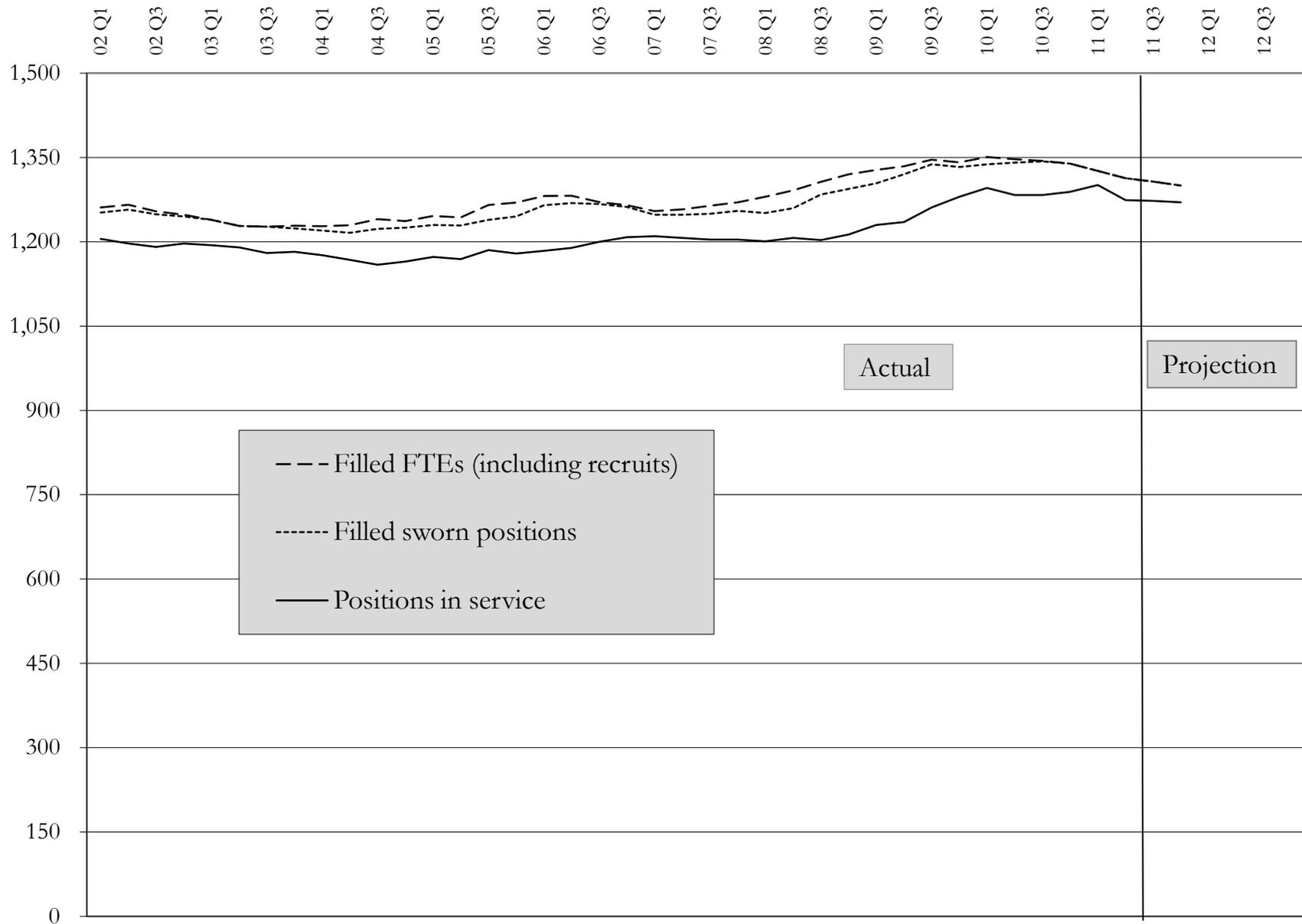


Table 4: Sworn Police Staffing 2008-2011, Actuals Through June 2010

2008						
	Q1	Q2	Q3	Q4	total	monthly average
1. Positions in service at start of quarter	1,204	1,201	1,207	1,203		
Officers rehired, no training required	0	0	1	1	2	
Separations in quarter	(17)	(15)	(10)	(7)	(49)	
Change in officers on disability or extended leave	10	2	(9)	(12)		
Officers from field training	4	19	14	28	65	
Positions in service at end of quarter	1,201	1,207	1,203	1,213		1,205
2. Recruits in Academy at start of quarter	20	39	42	30		
Recruits entering Academy	32	30	22	17	101	
Recruit separations	(1)	(4)	(1)	(2)	(8)	
Recruits completing Academy	(12)	(23)	(33)	(10)		
Recruits in Academy at end of quarter	39	42	30	35		35
3. Lateral hires in training at start of quarter	1	0	0	0		
Lateral hires entering training	2	2	3	7	14	
Lateral hire separations	0	0	0	(1)	(1)	
Lateral hires completing training	(3)	(2)	(3)	(1)		
Lateral hires in training at end of quarter	0	0	0	5		
4. Officers in field training at start of quarter	21	31	36	55		
Academy graduates entering field training	12	23	33	10		
Lateral hires entering field training	3	2	3	1		
Field training officer separations	(1)	(1)	(3)	0	(5)	
Officers completing field training	(4)	(19)	(14)	(28)		
Officers in field training at end of quarter	31	36	55	38		39
5. Positions in service at end of quarter	1,201	1,207	1,203	1,213		1,205
Officers on disability or extended leave	19	17	26	38		23
Field training officers + lateral hires in training	31	36	55	43		40
Filled sworn positions at end of quarter	1,251	1,260	1,284	1,294		1,269
6. Sworn position authority at end of quarter	1,277	1,277	1,278	1,278		1,277
Filled sworn positions at end of quarter	(1,251)	(1,260)	(1,284)	(1,294)		(1,269)
Sworn position vacancies at end of quarter	26	17	(6)	(16)		9
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,280	1,292	1,307	1,320		1,295

Table 4: Sworn Police Staffing 2008-2011, Actuals Through June 2010

	2009					monthly average
	Q1	Q2	Q3	Q4	total	
1. Positions in service at start of quarter	1,213	1,230	1,235	1,261		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(7)	(7)	(3)	(4)	(21)	
Change in officers on disability or extended leave	(1)	(2)	9	(4)		
Officers from field training	25	14	20	27	86	
Positions in service at end of quarter	1,230	1,235	1,261	1,280		1,245
2. Recruits in Academy at start of quarter	35	32	19	11		
Recruits entering Academy	16	9	8	0	33	
Recruit separations	0	0	0	0	0	
Recruits completing Academy	(19)	(22)	(16)	0		
Recruits in Academy at end of quarter	32	19	11	11		19
3. Lateral hires in training at start of quarter	5	0	0	5		
Lateral hires entering training	0	4	5	0	9	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	(5)	(4)	0	(5)		
Lateral hires in training at end of quarter	0	0	5	0		
4. Officers in field training at start of quarter	38	35	44	40		
Academy graduates entering field training	19	22	16	0		
Lateral hires entering field training	5	4	0	5		
Field training officer separations	(2)	(3)	0	(1)	(6)	
Officers completing field training	(25)	(14)	(20)	(27)		
Officers in field training at end of quarter	35	44	40	17		37
5. Positions in service at end of quarter	1,230	1,235	1,261	1,280		1,245
Officers on disability or extended leave	39	41	32	36		38
Field training officers + lateral hires in training	35	44	45	17		38
Filled sworn positions at end of quarter	1,304	1,320	1,338	1,333		1,321
6. Sworn position authority at end of quarter	1,277	1,277	1,277	1,278		1,277
Filled sworn positions at end of quarter	(1,304)	(1,320)	(1,338)	(1,333)		(1,321)
Sworn position vacancies at end of quarter	(27)	(43)	(61)	(55)		(44)
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,328	1,334	1,346	1,341		1,335

Table 4: Sworn Police Staffing 2008-2011, Actuals Through June 2010

2010						
	Q1	Q2	Q3	Q4	total	monthly average
1. Positions in service at start of quarter	1,280	1,296	1,283	1,283		
Officers rehired, no training required	1	0	0	0	1	
Separations in quarter	(6)	(10)	(4)	(5)	(25)	
Change in officers on disability or extended leave	9	(4)	(6)	(4)		
Officers from field training	12	1	10	11	34	
Positions in service at end of quarter	1,296	1,283	1,283	1,289		1,289
2. Recruits in Academy at start of quarter	11	17	8	1		
Recruits entering Academy	15	0	0	0	15	
Recruit separations	0	0	0	(1)	(1)	
Recruits completing Academy	(9)	(9)	(7)	0		
Recruits in Academy at end of quarter	17	8	1	0		7
3. Lateral hires in training at start of quarter	0	0	0	0		
Lateral hires entering training	1	4	0	0	5	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	(1)	(4)	0	0		
Lateral hires in training at end of quarter	0	0	0	0		
4. Officers in field training at start of quarter	17	15	27	23		
Academy graduates entering field training	9	9	7	0		
Lateral hires entering field training	1	4	0	0		
Field training officer separations	0	0	(1)	0	(1)	
Officers completing field training	(12)	(1)	(10)	(11)		
Officers in field training at end of quarter	15	27	23	9		18
5. Positions in service at end of quarter	1,296	1,283	1,283	1,289		1,289
Officers on disability or extended leave	27	31	37	41		33
Field training officers + lateral hires in training	15	27	23	9		18
Filled sworn positions at end of quarter	1,338	1,341	1,343	1,339		1,340
6. Sworn position authority at end of quarter	1,350	1,350	1,329	1,329		1,340
Filled sworn positions at end of quarter	(1,338)	(1,341)	(1,343)	(1,339)		(1,340)
Sworn position vacancies at end of quarter	12	9	(14)	(10)		(1)
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,351	1,347	1,344	1,339		1,345

Table 4: Sworn Police Staffing 2008-2011, Actuals Through June 2010

2011						
	Q1	Q2	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,289	1,301	1,274	1,273		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(11)	(13)	(6)	(7)	(37)	
Change in officers on disability or extended leave	16	(14)	5	4		
Officers from field training	7	0	0	0	7	
Positions in service at end of quarter	1,301	1,274	1,273	1,270		1,283
2. Recruits in Academy at start of quarter	0	0	0	0		
Recruits entering Academy	0	0	0	0	0	
Recruit separations	0	0	0	0	0	
Recruits completing Academy	0	0	0	0		
Recruits in Academy at end of quarter	0	0	0	0		0
3. Lateral hires in training at start of quarter	0	0	0	0		
Lateral hires entering training	0	0	0	0	0	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	0	0	0	0		
Lateral hires in training at end of quarter	0	0	0	0		
4. Officers in field training at start of quarter	9	0	0	0		
Academy graduates entering field training	0	0	0	0		
Lateral hires entering field training	0	0	0	0		
Field training officer separations	(2)	0	0	0	(2)	
Officers completing field training	(7)	0	0	0		
Officers in field training at end of quarter	0	0	0	0		1
5. Positions in service at end of quarter	1,301	1,274	1,273	1,270		1,283
Officers on disability or extended leave	25	39	34	30		32
Field training officers + lateral hires in training	0	0	0	0		1
Filled sworn positions at end of quarter	1,326	1,313	1,307	1,300		1,316
6. Sworn position authority at end of quarter	1,327	1,327	1,327	1,327		1,327
Filled sworn positions at end of quarter	(1,326)	(1,313)	(1,307)	(1,300)		(1,316)
Sworn position vacancies at end of quarter	1	14	20	27		11
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,326	1,313	1,307	1,300		1,316

Table 5: Officers and Sergeants in Precincts on June 30, 2011

Precinct	East		North		South		Southwest		West		Total	
% of total 911 call hours	18%		32%		17%		12%		21%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	12	90	14	173	12	96	9	69	15	118	62	545
% of total assigned to 911	19%	17%	23%	32%	19%	18%	15%	13%	24%	22%	100%	100%
Clerks		2		3		2		2		2		11
Patrol Wagons				4		2		1		3		10
Full-Time Bicycles	1	6	1	5					4	35	6	46
Seattle Center									1	4	1	4
Foot Beats						2			1	8	1	10
Anti-Crime Teams	1	6	1	6	1	6	1	6	1	8	5	32
Community Police Teams	1	6	1	7	1	5		3	1	3	4	24
Other		2		1		3			1	6	1	12
Total	15	112	17	198	14	116	10	81	24	187	80	693

SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Peter Harris
Council Central Staff

DATE: 07/21/2011

FROM: John Diaz
Chief of Police

SUBJECT: **SWORN STAFFING – 2011 MID-YEAR UPDATE**

Please find attached the Department's 2011 mid-year sworn staffing update with actual counts through June 30 and projections through the end of the year. As of June 30, 2011, we were funded for 1,327 sworn positions and had 1,313 on board. There were no police recruits or student officers at mid-year, reflecting the hiring pause that went into effect in June 2010 as the City attempted to address the budget challenges associated with the Great Recession.

The hiring pause initiated in 2010 went into effect as a result of mid-year budget cuts that had the effect of rescinding funding for 20 new officers. During the first half of that year, the Department was expediting hiring in order to meet the goals of the Neighborhood Policing Plan. With the reduction, SPD was over-strength and, consequently, entered 2011 with more officers than it had budget to support. This situation has required the Department to forego replacement of retiring officers in 2011 and has taken the staffing below the funded level in order to meet budget. Additionally, the Department will hold another six positions vacant to create savings for the 2011 mid-year reductions and will continue its hiring pause until there is greater certainty about the 2012 budget. The combined effect of these measures will create an estimated 27 vacancies at year-end.

Turning to the effects of these measures on in-service strength, the accompanying chart shows that, after peaking at the end of the first quarter 2011, total sworn positions in service declined to 1,274 at mid-year due to two factors of approximately equal weight – sworn retirements (13) and an increase in personnel on extended sick leave (14).

While sworn separations exceeded our expectation during the first half of the year, this was wholly due to retirements in March and June, possibly due to LEOFF retirement incentives for departing in those months. Otherwise, separations have conformed to the two or three per month in the 2010 year-end forecast. We expect that the rest of this year will conform to that forecast. With respect to extended sick leave, fairly wide swings in the numbers are not unusual and our forecast smoothes these differences around an average. Although not assured, it would be reasonable to expect extended sick to revert toward the average during the second half of the year. Extended leave for military duty is low compared with the early years of the post-9/11 era. Of the six officers now on extended military leave, four are expected to return by year's end. In total, at the end of June, there were a total of 33 sworn on extended sick and six on military leave for a total of 39 on extended leave.

With no recruits or student officers “in the pipeline” and sworn hiring still on pause due to the budget, the Department is facing a sustainment challenge for sworn personnel.¹ In light of this fact, SPD has needed to remain on the nine-hour shift schedule for patrol rather than going to an alternative schedule that would require greater numbers of officers that could not be sustained in the face of retirements. While total filled sworn positions have dropped during the first half of the year, the accompanying table shows that officers assigned to 911/proactive work dropped from 552.5 at the end of December to 545 at the end of June. During that period, eight of 24 permanent sworn separations were 911/proactive patrol officers.

The Department has succeeded in mitigating losses in the five precincts by making transfers. In January and February of this year, we developed a detailed plan to transfer 30 sworn personnel into 911/proactive slots from other assignments identified in the 2011 Adopted Budget. The initial plan was modified subsequently by the precinct captains to make best use of their forces, responding to the particular dynamics of their respective commands. Five of the 30 transfers continue to serve in 911/proactive officer assignments. Given the fact that we have been meeting patrol performance expectations, as described below, precinct commanders have elected, for the time being, to add significantly to their bike (+8) and foot beat (+6) squads and other proactive details (Mounted +3, NCI +1, Seattle Center +1), while allowing six sworn precinct clerks earmarked for 911/proactive service to remain in desk assignments. With the exception of the Mounted officers, whose services are provided under contract with the Seattle Police Foundation, all of these officers can be shifted into 911/proactive work if needed to sustain patrol performance – response times to emergency calls for service and hours available for proactive work with the community. Ongoing negotiations with the Seattle Police Officers Guild include discussion of these matters.

While the Department has been constrained by budget realities to stay on nine-hour patrol shifts, there is a silver lining in this situation. The nine-hour plan puts more officers on the street when compared with alternatives. As a result, SPD average emergency response times are consistently in the 6.5 minute range while the percentage of time available for proactive work has exceeded 30%. These good results, combined with a steadily falling crime rate, have afforded SPD commanders the opportunity to strengthen bikes, foot beats and other proactive details and enhance the quality of life in the neighborhoods, especially in downtown but in selected neighborhoods elsewhere as well.

The red numeral entries in the detailed spreadsheet highlight adjustments since our last transmittal to you in the 2010 year-end report. This matter is identified as Council Question #10 in our internal tracking system for 2011. Should you have questions on these materials or need additional information, please do not hesitate to contact Mike Quinn at 615-1230.

Attachments: Sworn Staffing thru 2011, with Actuals thru June (Chart);
Police Recruiting and Staffing per SPD June 2011 Update, Extended thru
2011 (Quarterly Summaries);

¹ It takes a minimum of 10 months from date of hire, not counting recruitment and testing time, to turn a police recruit into an officer capable of working the street. Lateral hires from other agencies can be street capable in four to six months, depending on their prior experience.

SPD Sworn Staffing Detail: Actuals thru June 2011 with Revised
Projections thru 2011; and
SPD Precinct Staffing Report, 06-30-2011.

cc: Mike Katz, CBO
Greg Doss, CBO
Carl Marquardt, Mayor's Office
Beth Hester, Mayor's Office
Tim Killian, Mayor's Office
Deputy Chief Clark Kimerer
Assistant Chief Dick Reed
Mark McCarty, SPD Personnel
Lieutenant Mike Teeter, SPD Employment Services
D/C Kimerer file
Budget & Finance Council Questions file

Seattle Police Department Mid-Year Staffing Highlights: Effectively Deploying Officers to Exceed Public Safety Outcome Objectives

- The Neighborhood Policing Plan (NPP), adopted by the City of Seattle in mid-2007, established a new framework for deploying police officers to achieve the public safety outcomes:
 - Responding to emergency calls (i.e. 911 calls) in 7 minutes or less
 - Allowing officers to spend at least 30% of their on-duty time on proactive patrol
 - Maintaining 10 patrol units free at all times for back-up and officer safety

- The first two of these goals are of great interest and importance to the community. The third goal is instrumental in nature and is primarily of interest to police commanders.

- Halfway through 2011, the Seattle Police Department (SPD) is **meeting or exceeding objectives important to the community**. Although we lack a direct measure of units free, indirect evidence (out-of district dispatch of cars occurs less than 8% of the time, which contrasts to 15-30% out of district dispatch prior to NPP implementation) which is evidence that we are meeting that standard as well most of the time.

	NPP Goal	Actual Results Through June	As Compared to the NPP Goal
Priority 1 Call Response Time	7 minutes or less	6.3 minutes	Exceeds Goal
Average Proactive Time Available	30% of On-Duty Time	34% of On-Duty Time	Exceeds Goal

- At the same time that SPD is achieving these goals, it also is **increasing the number of officers assigned to on-the-ground proactive work**, including foot beats, bike squads and other proactive units that contribute greatly to the quality of life in our neighborhoods, especially downtown.

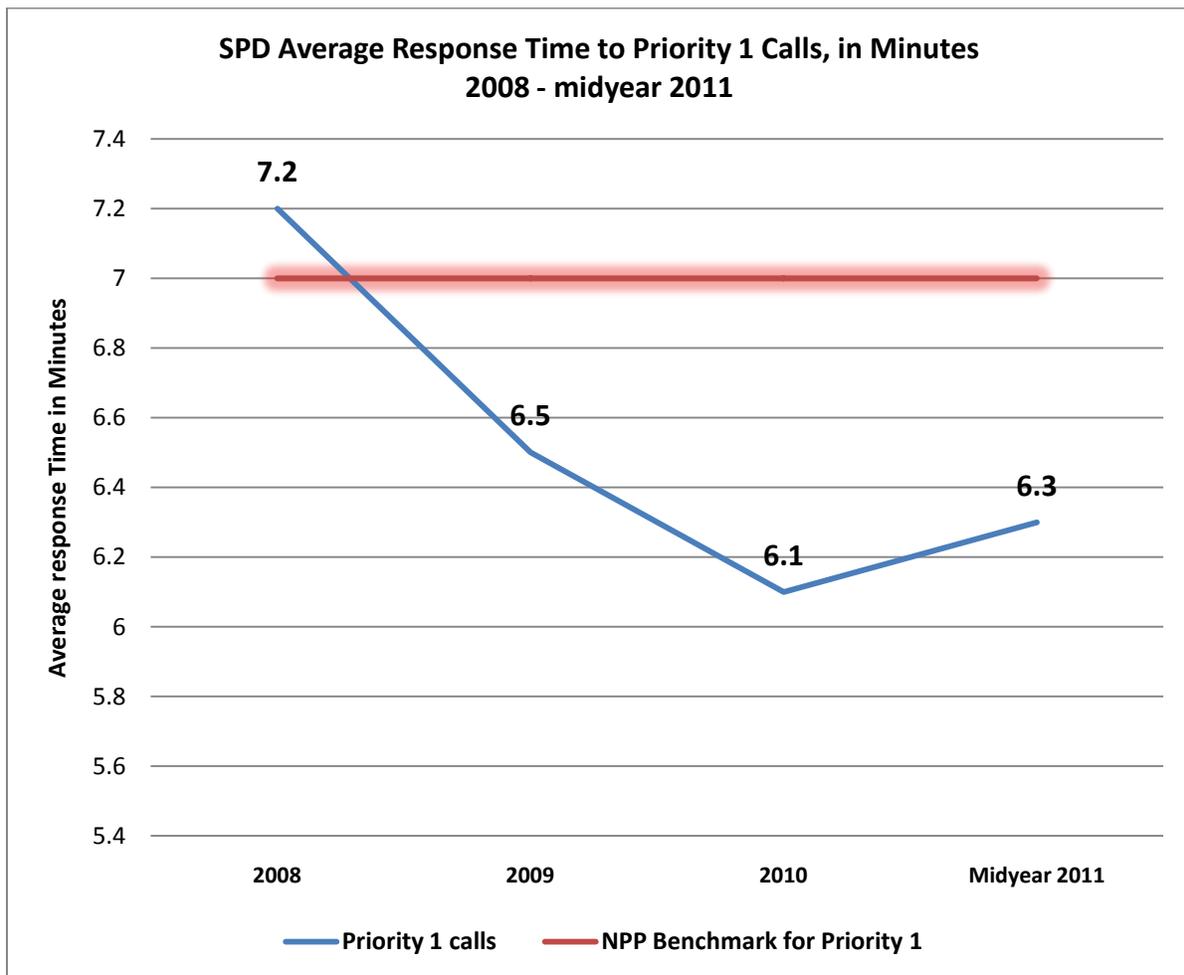
	Increased Staffing Levels in 2011
Foot Beats	6 officers
Bike Squad	8 officers
Mounted Unit	3 officers
NCI	1 officer
Seattle Center Patrols	1 officer

- SPD has been able to accomplish these things in the face of **a difficult budget situation** for two reasons: 1) it benefitted from aggressive recruitment efforts for two and a half years, 2008 through mid-2010 when a hiring pause was put into place; and 2) constrained resources required the Department to stay on the nine-hour schedule for patrol shifts, which puts more officers on the street than is possible with alternative shift schedules.
- Although total filled sworn positions have declined from 1,348 in July 2010 to 1,313 in late June 2011, **the number of Police Officers-Patrol** assigned to the five police precincts **has increased from 684 to 693** over that period of time.
- **A flexible and adaptive patrol staffing approach** allows SPD to deploy officers where they are needed the most in order to produce the desired public safety outcomes.
- Results speak for themselves. We are meeting our NPP goals while **crime is down 11% in 2011** (property crimes down 12% and violent crimes are down 1%).

NPP Performance Metrics

- **Response Time to Calls for Service**
- **Officer Time Available for Proactive Work**
- **Major Crime Trends**
- **Customer Satisfaction with 911 Response**

1. Response Time to Calls for Service. A primary motivation for changing Patrol deployment was to provide geographic integrity to patrol officers and thereby improve response times to emergency calls for service. As the graphic makes clear, SPD has improved average response time to Priority 1 calls for service since implementation of NPP. Since 2008, the improvement in Priority 1 response has been 12.5%.



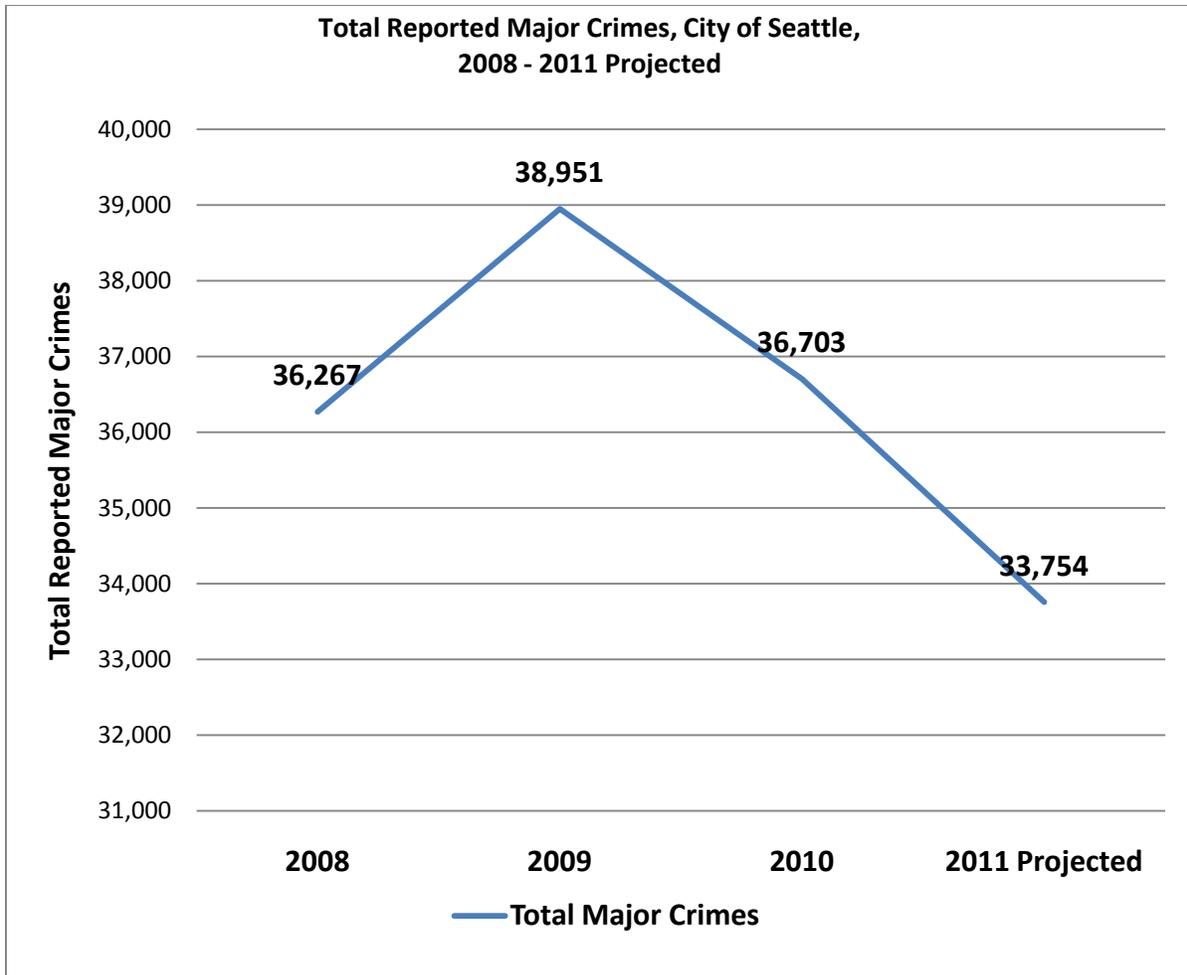
Metrics associated with response time include the volume of dispatched calls to patrol units and the level of staffing in the 911/proactive patrol function. Since 2008, these have been as follows:

Patrol Metric	2008	2009	2010	Midyr 2011
Dispatched calls	183,336	170,983	169,147	82,183
Patrol staffing	496	547	552	545

NPP Performance Metrics

- 2. Officer Time Available for Proactive Work.** Another major impetus for implementing NPP and improving geographic integrity was to increase the amount of time available to patrol officers to engage in proactive work. The capacity to measure accurately proactive time was not available until the new CAD came online and then the technical aspects of actually doing the measurement had to be developed and tested. As a consequence proactive time measures are only available for 2011. In both quarters in 2011, time available for proactive work has averaged about 34% citywide. This does *not* include time spent by officers in “on-view” incidents, some of which involves proactive efforts on their part. This category represents 18% of officer time, so it is reasonable to assert that total proactive time is a minimum of 34%, and plausibly significantly more.
- 3. Major Crime Trends.** By improving response times to emergency calls and having time available to work on chronic or emerging crime problems, the Department sought to have a beneficial impact on major crime trends. As the graphic below demonstrates, the crime trend since 2008 has been downward. By the end of 2011, it is estimated that Major Crimes will have declined over 7% from their level in 2008.

NPP Performance Metrics



- 4. Customer Satisfaction with 911 Response.** The best deployment plan, resulting in the most timely response to calls for service, does not mean much if the service being delivered isn't of value to those receiving it. SPD has been measuring the satisfaction of callers to 911 who have an officer dispatched to assist them for the past five years. Callers are contacted by telephone within two weeks of their call to 911 and asked about the service they received from the 911 operator as well as the officer who responded. Respondents are also asked for their views on the responsiveness and quality of service provided by the Department overall and by officers in general in their neighborhood. Fourteen surveys have been conducted since 2006, with the most recent occurring in March 2011. Ratings received by the Department have show steady improvement over time and some of the highest ratings on individual items were recorded in the most recent survey. Highlights of the survey ratings are shown below.

NPP Performance Metrics

Highlights of 9-1-1 Caller Surveys

The table below highlights survey items included in all fourteen surveys and where statistically significant improvement has been shown since the first survey was administered in June of 2006. The items include a satisfaction rating for the overall service experience with the Department, ratings of the Department in general and ratings for the officers who responded to the call. The ratings are on a five-point scale, where “5” is the highest or most positive rating.

Highlights of 9-1-1 Caller Survey Results, 2006-2011
Survey Items Showing Statistically Significant Improvement Over Time

Survey Item	Average Rating over 14 Surveys	Rating on Most Recent Survey	Highest Rating on Item	Rating in June 2011 Survey
Overall, how satisfied are you with your experience with SPD?	4.14	4.30	4.30	4.27
Overall Department ratings				
SPD personnel are professional and courteous.	4.26	4.43	4.44	Highest ever 4.47
Department personnel are available when you need them.	3.98	4.13	4.13	Highest ever 4.15
SPD is a good resource for dealing with crimes/problems in neighborhood.	3.95	4.09	4.21	4.10
SPD is a good resource for information on preventing crime.	3.85	4.05	4.05	3.88
SPD focuses on the public safety issues that concern you.	3.77	3.84	4.02	3.82
SPD clearly explains its procedures and requirements.	3.76	4.03	4.03	3.81
First responder ratings				
The officer who responded was professional and courteous.	4.49	4.60	4.65	Highest ever 4.72
The officer who responded provided the information I needed.	4.20	4.31	4.35	Highest ever 4.40
The officer who responded clearly explained procedures and requirements.	4.07	4.20	4.28	4.22

As can be seen in the Table, ratings in the most recent survey in March 2011 are above the average across all fourteen surveys on all of the survey items. It is also notable that, in most cases, the ratings on the most recent survey are at or near the highest ratings received for these particular items [see cells highlighted in blue].