

RESOLUTION NO. 2019-_____

A Resolution endorsing the personnel prioritization plans formulated by the Spokane Police & Fire Departments regarding the use of funds raised by the Public Safety Levy and committing a minimum of \$250,000 of Public Safety Levy funds for crime reduction programs.

WHEREAS, on December 10, 2018, the Spokane City Council adopted Resolution 2018-0103 requesting that a special election be held for voters to consider a proposition by the City of Spokane (“Proposition No. 1”) for a property tax levy lid lift (“Public Safety Levy”) to fund police and fire personnel, as well as crime reduction programming; and

WHEREAS, both the Spokane Police Chief and Fire Chief submitted prioritization plans to the City Administrator outlining how their respective departments would use the funds raised under the proposed levy; and

WHEREAS, the City has already created a fund and program to purchase public safety vehicles, and those funds should be used to purchase any additional vehicles needed for the additional personnel; and

WHEREAS, the City Administrator and City Chief Financial Officer included both prioritization plans as “Appendix E – Prioritization Plans for Police & Fire Funding” (included here as “Attachment A”) in a memorandum addressed to the Mayor and dated January 23, 2019, RE: “Program and Budget Analysis of the 2019 Public Safety Levy Proposal”; and

WHEREAS, voters in the city of Spokane approved “Proposition No. 1” in the special election of February 12, 2019; and

WHEREAS, Spokane citizens should know the City’s detailed plans for the expenditure of those funds devoted to public safety staffing and crime reduction programming.

NOW, THEREFORE, BE IT RESOLVED that the Spokane City Council endorses the Spokane Police & Spokane Fire Departments’ Personnel Prioritization Plans, as included in “Attachment A”, for the expenditure of those funds dedicated to public safety staffing.

BE IT FURTHER RESOLVED that the Spokane City Council intends for those plans to be made the official guiding documents for allocating such funding in the 2020 budget in addition to a minimum of \$250,000 in levy funds dedicated for crime reduction programming.

Passed by the City Council this _____ day of _____, 2019.

APPENDIX E – Prioritization Plans for Police & Fire Funding

POLICE DEPARTMENT:

Prioritization Plan for Police Funding from the Proposed Public Safety Levy

--Police Chief Craig Meidl

Recommendation for additional positions:

1. 5 Downtown Officers + 1 Sergeant
 - a. A healthy vibrant downtown is essential to any city's growth, prosperity and ability to attract new investors. Additionally nuisance calls and concerns with growing street populations has created significant concern to downtown business owners, shoppers and tourists. The addition of 5 officers (and 1 supervisor for appropriate span of control) will help ensure those visiting downtown can do so in a safe environment by providing higher staffing levels, quicker response times, and increased visibility.

2. 2 Homeless Outreach / Behavioral Health Unit officers
 - a. A significant portion of calls that SPD responds to involve those having a mental health crisis. Developing a unit with enhanced training, in partnership with FBH, will result in a safer and healthier response to this population, as well as ensure appropriate follow-up is completed after the initial call has concluded. Current improvement in follow-up in the days after the initial call prompting police response can have longer term impacts on this population's recovery and integration into the community.

3. 1 Special Victims Unit Detective
 - a. As human trafficking and crimes against children increase in numbers and complexity, additional staff are needed to ensure appropriate follow-up for protection and safety of those victimized. Additionally the nature of these investigations leads to high burnout based on the evidence that must be viewed. These detectives require specialized training and the addition of an investigator will ensure that case overflow assignments are reduced (and are assigned to those with this specialized training).

4. 1 Major Crimes Detective
 - a. Major Crimes Detectives are responsible for investigating all homicides and robberies. These investigations require specialized training and current case load requires overflow cases to be assigned outside the unit (to other detectives lacking the specialized training). Cases assigned outside the unit also require detectives in other units to divert their time away from their primary duties to work overflow cases. This additional detective brings the Major Crimes Unit staffing level back to where it was several years ago.

5. 3 Property Crimes Detectives

- a. Currently only felony property crimes cases in the North and South precincts are investigated. Additionally due to case load, only 20% to 25% of all workable felony property crimes cases are assigned due to staffing. Additional Property Crimes detectives will allow more focus on chronic and repeat offenders who are creating a disproportionate amount of crime by increasing the number of workable cases assigned.

6. 1 Targeted Crimes Unit (TCU) Detective

- a. TCU staffing was reduced several years ago to meet other higher demands within the agency at that time. The addition of one detective will bring it back to the appropriate operational level to conduct its mission. TCU detectives are plain-clothes detectives that proactively target repeat offenders and armed felons. They receive specialized training in undercover operations. Due to current staffing, it is not uncommon to draft other detectives from other units to conduct an operation. The additional detective will help alleviate that.

7. 2 Records Staff

- a. The City of Spokane was recently noted to be the number one recipient of public records requests in the state. Law enforcement related reports and body camera footage are among the more common requests. The addition of body camera video for every officer working Patrol has resulted in significant time and money being spent trying to meet public records requests in a timely manner. As the agency grows, additional support personnel are needed to maintain the logistics of meeting public records requests and other court-related requests in a timely manner.

8. 2 Neighborhood Resource Officers (NROs)

- a. Spokane PD has seen a significant increase in demand placed on its NROs. In addition to addressing issues related to abandoned houses, homeless camps, nuisance houses and drug houses, demand for NROs to assist in posting and clearing homeless camps has exploded in the last several years. The addition of an NRO to the North and South Precinct will help provide a more timely response to the myriad of issues they must address on a daily basis, including quicker posting and follow through on homeless camps.

9. Criminal Intelligence Analyst

- a. It is common knowledge a small percentage of the population creates a disproportionate amount of crime. Currently detectives working cases must attempt to connect offenders to multiple crimes (and multiple cases), including crime rings that operate within the city. This type of work is very time consuming and takes Investigators away from other cases as they attempt to connect offenders to crimes throughout the city. A properly trained Criminal Intelligence Analyst will be more effective and efficient in making these connections by providing the information to the Investigator for inclusion into the case.

10. Administrative Sergeant

- a. SPD eliminated its Administrative Lieutenant and Administrative Sergeant positions several years ago. No single point of contact exists for the community and other jurisdictions to contact SPD, and use of the PIO for most requests has proven inefficient and inappropriate. Additionally this position provides liaison services to many other departments and divisions within the city, including the Courts (subpoena service), Campus security, Fleet, Limited Commissions, Interns, Traffic Unit supervisory coverage when needed, and other special projects as needed.

Impact on Performance Measures:

The additional positions will impact a number of critical areas in SPD's work. The additional capacity will increase efficiency and offer a higher level of service to the community.

- Downtown Officers & Sergeant will have an impact on reducing response times to calls for service in the downtown area. With the addition of these officers, SPD will be back to downtown staffing levels last seen in 1999. These additional officers will help eliminate 2040 hours of overtime for special Bar Patrol coverage.
- Homeless Outreach/Behavioral Health Unit officers and Neighborhood Resource Officers help free up patrol officers from non-emergency calls. This allows patrol to more quickly address priority 3 and lower calls for service in a more timely manner. These officers also help address longer-term community problems which results in fewer calls for service over time. These positions may also help decrease duty-related overtime for patrol officers.
- Detectives and Crime Analyst will work toward addressing Spokane's violent and property crimes. Currently, approximately 75% of SPD's unassigned workable cases are felonies; these are not assigned to a detective due to lack of capacity. SPD's ability to effect violent and property crime is diminished without the staffing to address the caseload.
- Records Staff will help reduce the shift coverage overtime in that department, which was the equivalent of 2 full-time positions in 2018. This additional support staff is also necessary to keep up with the increased amount of work that additional officers produce.

Need Funding, in Addition to Wages & Benefits for Plan

Equipment/Training for New Officers:

SPD request includes 17 commissioned officers and 3 civilians (2 Records, 1 Crime Analyst).

- Uniforms & Equipment: \$268,600
- Software & Licenses: \$71,825
- BLEA & Pre-employment testing: \$83,640

Total Equipment/Training for 17 officers = **\$424,065**

Vehicles for Requested Positions:

All 17 commissioned positions requested require a take-home vehicle.

- 10 Patrol Vehicles: \$530,000
- 7 Admin Vehicles: \$221,200

Total Vehicles for 17 officers = \$751,200

TOTAL FOR ALL FIVE YEARS = \$1.18 million

FIRE DEPARTMENT:

To: Theresa Sanders, City Administrator
 From: Brian Schaeffer, Fire Chief
 RE: SAFER PLAN

Per your request, the following represents a contingent layout of modifications to the existing organization that may be necessary in the event of the loss of funding for the 48 SAFER- Funded FTE.

A current snapshot of the deployed positions is below:

Company	FTE #	Cost
ARU 1	8	\$872,000
ARU 3	8	\$872,000
ARU 4	8	\$872,000
ARU 15	8	\$872,000
Engine 5	4	\$436,000
Quint 11	4	\$436,000
Quint 13	4	\$436,000
Safety Officer	4	\$436,000
Total SAFER	48	\$5,232,000

The deployment of the FTE's into the system was done specifically to add capability, in innovative and non-traditional ways that improves the level of safety for the employees and the community. Based on feedback from the Fire Department's Command Staff and evaluation of data from 2018, the organization's priority for each program (ARU, Quint Concept, Southwest Spokane Coverage, and Safety) is explained below.

Priority 1 – Southwest Spokane Coverage

Four FTE are assigned to provide a third member to Station 5 that covers Eagle Ridge/Qualchan and Southwest Spokane. The additional FTE fulfills completes the staffing necessary to provide 24/7 coverage to the area and is a direct benefit to community members' safety and their Insurance Rating. Additionally, an executed agreement with IAFF Local 29 requires the additional FTE prior to January 1, 2020 to address the safety concern of only two FTE assigned to the fire apparatus.

Without at least 3 personnel on a fire apparatus, rescue and other life-saving actions are not possible.

Priority 2 – ARU

Fire Administration recommends continuing ARU 1 (Downtown), ARU 3 (West Central), and ARU 15 (East Central/Hillyard). ARU 4 (Downtown/Browne’s Addition) is not recommended to be staffed in the future. Below is a snapshot of the current deployment and the benefits that citizens are realizing. The graph below indicates the impacts of the ARU’s being staffed 24/7 365 (2018 Q1-Q4) with SAFER positions. The ARU’s are increasing their time-on-task while the larger apparatus are decreasing—even with a modest increase in incident volume across the system (Figure 1). If the ARU’s were removed from the system their volume would need to be absorbed by the larger apparatus—the result is predictable (less availability (Figure 2), increased response time for critical incidents, and logistical impacts included increased down time and repair costs (Figure 3).

In FY2019, the three ARU’s saved 17,230 miles being driven by large, oftentimes tillered apparatus. The ARU’s cost-effectiveness cannot be overstated in savings for maintenance such as brakes, tire replacement, oil changes, and other routine repairs. (Figure 3)

Figure 1. ARU Time on Task vs. Large Apparatus

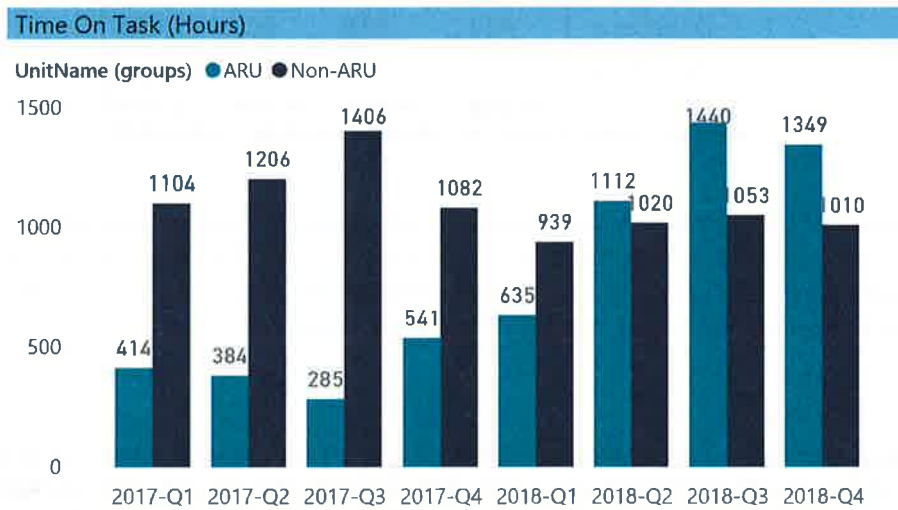


Figure 2. Large Apparatus improvement in availability post-ARU implementation

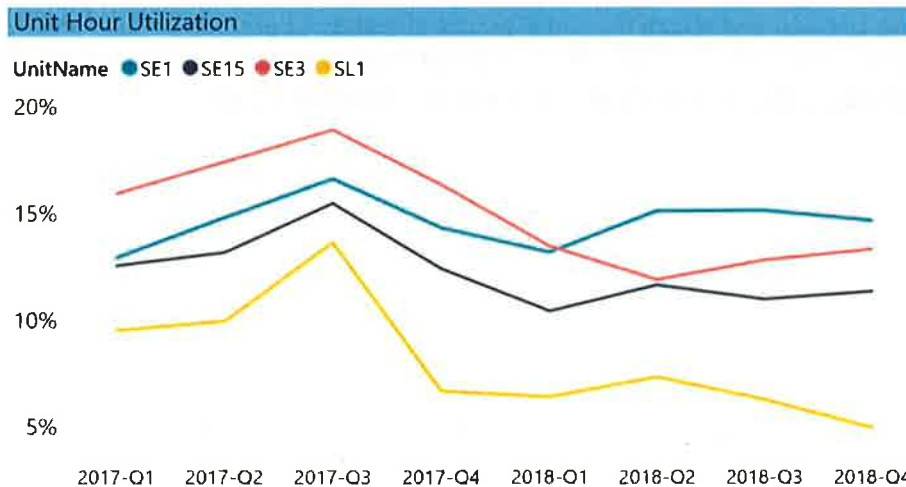


Figure 3. Mileage by ARU and Month

2018	5,058	5,545	4,761	15,364
January	300	359	75	735
February	220	305	277	802
March	242	275	218	735
April	313	356	288	957
May	439	379	366	1,184
June	428	481	459	1,368
July	513	588	531	1,632
August	486	525	471	1,482
September	470	531	515	1,516
October	478	564	526	1,569
November	633	675	562	1,870
December	535	507	472	1,514
Total	5,984	6,486	4,761	17,230

The primary community benefit of the ARU's is the ability to keep the large Paramedic-staffed apparatus available for critical emergencies while handling over 11,000 incidents annually. The units allow the community's emergency resources to match the challenge of concurrent incidents with non-traditional solutions.

Priority 3 – Quint Concept

The FD purchased two "Quint" apparatus with SIP funding as an innovative solution to a need for additional aerial ladder devices identified through the standard of cover process, as well as the increasing need for ALS companies in the system. A Quint apparatus provides 5 crucial elements: a pump, water tank, fire hose, aerial device, and ground ladders. Essentially, Quint apparatus combine the traditional 3-person Engine and 4-person Ladder company into a single, versatile company that can operate in nearly every mission. We took delivery of two Quints last year and placed them into service at Station 11 and Station 13. Those Stations were previously Engines, and staffed with three FTEs. A SAFER firefighter was added to each shift so that the Quint could be adequately staffed and function as a Ladder or a Paramedic Engine.

The photo highlighting the Quint is below on the left compared with a traditional compliment of Engine and Ladder:



(Left) Quint 13 (Shadle) demonstrating Firefighting Engine and Ladder Capability, Wildland, Paramedic and Rescue Task Force Capability with 4-person Staffing. (Right) Traditional Engine and Ladder Configuration with 7-person staffing (3 Engine, 4 Ladder). (Downtown)

The traditional deployment of Engines and Ladders are extremely expensive and not feasible with our current constraints. The flexibility offered by a Quint concept is ideal for deployment in SFD. Four-person staffing with the SAFER positions is a mandatory staffing and safety subject if the company is to function in multiple roles, especially as a ladder device. Adding the Quints to the system has resulted in a significant decrease in mileage and responses from tillered ladder or tower companies, as well as adding life-saving resources without delays.

The Quint Program is a Swiss-Army knife approach that allows the SFD to deploy a one-size fits-all solution capable of saving lives in nearly all cases while avoiding duplicative response delays. The Quints are already credited with a number of citizen saves in 2018.

Priority 4 – Safety Officer

The Safety Officer position was added almost immediately upon receiving the SAFER Award. Four Captains were appointed to the position and expected to function as a 24/7 formal risk- manager for the FD. The process to select and on-board the positions were competitive and resulted in over 500 hour of training, certifications, and preparation for the members accepting the assignment. The positions are responsible for incident response (a Safety Officer is required by WAC on all moderate to high-risk incident such as rescues, fires, etc), accident investigation, shift training, probationary employee evaluation, and many other tasks. The safety officer functions primarily as a benefit to the employees and to our overall Risk Management programs.

While the Safety Officers are primarily focused on responder safety, training, and development; the nexus to the community benefit exists by creating the most competent and prepared workforce possible and ensuring quality with regular compliance.

