

# **Seattle to Begin Using Sweatfree Uniform Purchasing Policy**

FOR IMMEDIATE RELEASE  
6/29/2010 10:43:00 AM

FOR MORE INFORMATION CONTACT:  
Lisa Herbold, Councilmember Nick Licata's Office, 206-684-5331

## **Seattle joins nine states, 40 cities, 15 counties, and 118 school districts with sweatfree policies**

SEATTLE –The new policy requires sweat-free labor standards and a Code of Conduct for all bidders on City uniform contracts and makes a commitment to protections against slave labor, forced labor, forced overtime, excessive hours, child labor, below-poverty wages, discrimination, harassment, and other types of unfair labor practices. The new policy will be integrated into bid and contract materials and used as contracts come up for new bid.

Every year Washington suffers the loss of several thousand trade-related manufacturing jobs. About the new policy Councilmember Licata said, "When incentives exist for fair business practices, the competitive ability of companies with fair labor practices can increase and this can also level the playing field for regional manufacturers, helping our local Seattle economy retain manufacturing jobs."

The U.S. Department of Labor cites over 50 percent of the sewing shops in the United States as sweatshops violating labor, environmental, and human rights laws and standards. The U.S. federal, state, and local governments spend approximately more than \$10 billion annually on apparel procurement. The City currently spends approximately \$1.3 million on uniforms for City employees.

As a result of the City Council's unanimous request in 2009, the policy was developed by the Department of Executive Administration in collaboration with the Washington Fair Trade Coalition, the King County Labor Council, the Seattle Women's Commission, and the Seattle Office for Civil Rights. It was presented to Councilmember Licata's Housing, Human Services, Health, and Culture Committee last week.

**City of Seattle Legislative Information Service**

*Information retrieved on January 25, 2012 8:57 AM*

---

**Clerk File Number: 311310**

---

Seattle Police Chief Quarterly Progress Report for Period Ending December 2010.

**Status:** Filed

**Date Filed with the City Clerk:** January 28, 2011

**Index Terms:** CHIEF-OF-POLICE, POLICE-DEPARTMENT

**References/Related Documents:** Related: [Clerk File 310947](#), [Resolution 30996](#)

---

**Text**

SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Councilmember Tim Burgess, Chair

DATE: 28 January 2011

Public Safety and Education Committee

FROM: John Diaz

PAGE: 1

of 1

Chief of Police

SUBJECT: Council Question #3 -- Police Chief Expectations  
Quarterly Report

For 4th Quarter 2010

Please find attached the subject report for the last quarter  
of 2010, as called for in Council Clerk File 310947.

I look forward to discussing this report at the meeting of the  
Public Safety and Education Committee on February 2, 2011.

Attachments: Council Question #3

Chief of Police Expectations Quarterly Report -- 4th  
Quarter 2010

Cc: Chief of Police John Diaz file

D/C Clark Kimerer

D/C Nick Metz

A/C Dick Reed

Carl Marquardt, Mayor's Office

Derek Farmer, Mayor's Office

Councilmember Sally Bagshaw

Councilmember Sally Clark

Peter Harris, Council Central Staff

Nate Van Duzer, Councilmember Burgess' Office

Doug Carey, CBO

Michael Katz, CBO

Council Question #2:

Please provide the SPD Performance Report for 2009, as called for in Council Resolution #30996.

SPD Response to Council Question #2:

The Department is pleased to provide the subject Report that is attached. Several technical notes on the Report are in order:

1. The availability of comparative crime data . In the past, the Department has been able to provide statistics comparing

Seattle with other cities in terms of the number and rate of major crimes. The national crime data for 2009 will be released shortly and the comparative statistics will be provided when this Report is presented to the Council.

2. Changes in community survey methodology. A number of items on the Report refer to community telephone surveys that are conducted every two years. These surveys ask respondents their opinions about their neighborhoods, the crime problems that concern them, the conduct of SPD officers, the effectiveness of the Department, as well as their experiences with SPD officers as crime victims or as persons subject to vehicle or pedestrian stops. The survey methodology has changed over time. In 2005, a stratified sample of the population was used so that equal numbers of persons in different racial/ethnic groupings were represented. This sampling method was changed to a random sample of the city's population in the 2007 and 2009 administration of the survey. For this reason, the findings for the last two surveys are directly comparable, whereas comparisons with earlier findings are not.

3. The definition of crime clearances. One section of the Report provides clearance rates for major crimes. In an effort to standardize how the outcomes of police investigations are reported, the FBI Uniform Crime Reporting System (UCR) has imposed rigid guidelines for how and when a crime may be reported as "cleared." Under the UCR rubric, a crime clearance is not the

same as the common sense idea of a crime being "solved." Instead there are two ways in which crimes can be "cleared" under the UCR.

They are:

\* Clearance by arrest -- a crime may be "cleared by arrest" when all of the following conditions are met: at least one person is arrested, charged with the offense and turned over to the court for prosecution. Merely making an arrest does not "clear" a case for UCR purposes. On the other hand, not all persons involved in the case need be arrested for the crime to be "cleared." This is because the UCR counts offenses cleared not persons arrested.

\* Clearance by exceptional means -- a crime may be cleared "exceptionally" when the following four elements are met: the offender is identified, enough evidence has been gathered to charge and prosecute, the offender has been located, and a circumstance beyond law enforcement control exists that prevents the offender from being brought to justice. Examples of exceptional clearances are the death of the offender, a lack of victim cooperation [where that is essential for prosecution], or denial of extradition.

4. Other technical aspects of crime clearances . Some other aspects of crime clearances under the UCR may also be of interest, as follows:

\* Clearances recorded in a given year can [and often do] involve offenses occurring in previous years. In other words, there is no one-to-one correlation between the crimes reported in 2009 and the crimes cleared in 2009. The best example of this is cold case homicides. When one of these is cleared, the clearance is recorded at that time. Under the UCR, agencies do not go back and change clearances for the year the murder occurred.

\* Clearances for violent crimes are historically higher than clearances for property crimes. This is primarily because in violent crimes victims and/or witnesses have usually seen the perpetrators and are able to identify them.

J:council questions/#3 transmit memo

Expectations of Chief of Police John Diaz

City Council Clerk File 310947

Quarterly Progress Report for Quarter Ending December 2010

Council Question #3:

When moving to confirm John Diaz as Chief of Police, the City Council

articulated a set of performance expectations under Clerk File 310947 and established a quarterly reporting schedule for charting progress in the identified performance areas. This reporting schedule began with the quarter ending December 2010.

SPD Response to Council Question #3:

In accordance with Clerk File 310947, I am providing the following quarterly progress report for the quarter ending December 2010. This report focuses on four main performance areas identified in the Council's letter:

- \* Reducing Crime: Focused and Proactive Problem-Solving
- \* De-escalation Practices: Leadership and Training
- \* Setting the Bar High: Misconduct and Restorative Discipline
- \* Building Public Confidence: Crime Information Reporting

adoption of innovative strategies and tactics to solve recurring and new crime problems; and

- \* specific reductions in domestic violence, robbery, theft, aggravated assault and residential burglary as well as initiatives to address street disorder and to target those



involved in the commercial sex trade.

I am pleased to report progress in each of these areas. With respect to collaborative crime reduction efforts, I would point to the following:

\* Seattle Youth Violence Prevention Initiative (SYVPI)

- SPD is a key participant in this highly collaborative, community-based effort to engage youth and prevent them from becoming involved in violence as either victims or perpetrators. SPD has placed School Emphasis Officers in three middle schools, one K-8 school and has developed programs for several elementary schools. School officers made 165 Program referrals, conducted 139 home visits and participated in 193 mediations as part of the SYVPI in 2010. In addition, gang resistance training was provided to nearly 200 youth through the participating schools. SPD has also actively worked to engage youth through a series of forums and other activities. Among these was the Building Bridges forum which had 116 youth attending. Through the forum over 40 youth signed up to be Youth Ambassadors, working to build bridges with police officers. A similar forum for young adults at Seattle Central Community College drew 70 participants in December. In other activities, SPD officers continue to hold role reversal and donut dialogue events and engaged 60 youth to participate with officers and police explorers in a "week without violence" event. Officers involved in the SYVPI are

highly committed to it and continue to develop new ideas for addressing youth violence. One School Emphasis Officer, for example, is researching and designing a domestic violence training program for at risk youth, recognizing that many youth at risk for violence and/or truancy may first experience violence at home. Six youth involved in the SYVPI are participating as a focus group in the development of this training program which will be offered as a service learning project in the Southeast Network.

\* Domestic violence risk assessment -- the SPD Domestic Violence Unit, in collaboration with the Domestic Violence and Sexual Assault Division of Human Services, the King County Prosecutor's Office and the City Attorney's Office, is working on a risk tool to serve as a guide for SPD and prosecutors in predicting offender recidivism by using evidence-based actuarial measures. SPD sought funding for this project and it has been provided by the Seattle Police Foundation and Safeco Insurance. The funding will allow for the development and field testing of a risk assessment tool that will help identify the most serious domestic violence situations for aggressive intervention and direct resources to those situations before they become tragic statistics. The pilot project will begin in February 2011. The IT-related costs involved in providing accessibility and coordination with criminal justice partners in the King County Prosecutor's Office and the Law

Department are being sought through the Community-Defined Solutions Grant (previously GEEP) in Human Services. The intent of this ground-breaking work is to help our community avoid what is becoming a disturbing trend of escalating domestic violence-related homicides.

\* Operation Cross Country -- in collaboration with the FBI, SPD participated in a nationwide effort to recover child prostitutes and arrest trackers and pimps. Twenty-three children in the Puget Sound area were rescued during this operation. Nationwide, the total was 69. A number of child sex trafficking suspects were arrested in the operation.

\* The Bridge -- another collaborative initiative focuses on those rescued from the sex trade. It is called The Bridge. Several SPD detectives are on the advisory board for this effort which seeks a holistic approach as it provides services to help young women transition to healthy and safe life situations. Under the auspices of the IF Project, SPD has connected young women at The Bridge with formerly incarcerated female offenders and encouraged them to tell their stories in ways that can help others avoid their experiences. Evidence of the growing trust among The Bridge residents occurred during the holidays when several went on a "shop with a cop" excursion. YouthCare is a partner with SPD in these efforts.

\* Drug Take-Back Day -- in partnership with the DEA, SPD participated in this initiative to reduce prescription drug abuse and provide environmentally-sound disposal of drugs. Nearly 500 pounds of drugs were received locally.

\* Operation Grinch -- in this initiative, SPD partnered with the FBI and Washington State DOC to address narcotics activity and street violence in the downtown shopping district. Over two dozen suspects were arrested on various drug and weapons charges during the operation.

\* Repeat Burglar Initiative -- SPD is partnering with other law enforcement agencies in the region and the King County Prosecutor's Office on this effort. Modeled after the successful project targeting active vehicle thieves, this initiative aims at building strong cases on active burglary suspects in an effort to secure more substantial sentences for these property offenders.

In the area of using innovative strategies to address crime problems, there are too many to cite, but I would highlight the following:

\* Precinct emphasizes on Property Crime -- by the end of the first quarter of 2010, it was evident that while violent crime was moderating across the city, property crimes were showing an increase. This increase was most apparent in vehicle

thefts, car prowls and burglaries. To address these increases the Precincts began a concerted effort to study the patterns in these incidents and met weekly to discuss progress in impacting these crimes. These efforts continued into the summer and fall and were reflected in the trends in these crimes. At year's end, what had been double- and triple-digit increases in vehicle thefts across the city were reduced to decreases in two precincts and single-digit increases in two precincts. Car prowls were down 13% at year end and residential burglaries were down 7%.

\* "Get your car back" initiative -- another effort SPD used to address the resurgence of vehicle thefts in 2010 was to "tweet" stolen car information and ask anyone spotting a stolen vehicle to call 911 to report the sighting. Efforts such as this, combined with the precinct-based activities described above, transformed what had been citywide double-digit increases in vehicle thefts early in 2010 to a 5% annual increase when compared to 2009.

\* Operation Yellow Jacket -- to address an open air market for stolen goods, fueled by shoplifters targeting businesses in the downtown core, SPD undertook an undercover operation called "Operation Yellow Jacket." As a result of this operation, twenty-two local cab drivers were arrested for trafficking in stolen property. Depriving thieves of a market

for the proceeds of their crimes is a key strategy for discouraging theft. At year's end, shoplifts were down by double-digits citywide, compared with 2009.

\* Late Night Public Safety Initiative -- an increase in altercations and disturbances in late night entertainment areas around the city led the Department to establish a special squad of officers to deploy in these areas. Drawn from each of the five precincts, this squad was supported by speciality units such as Gangs and Narcotics, providing additional resources in areas with high pedestrian traffic late at night. These areas included Pioneer Square, International District, SODO, the University District and Belltown. All or part of the "late night" squad was deployed based upon what might be going on in each precinct. For example, when the University went back into session in the fall, about half the squad was detailed to that area. When special events were scheduled in SODO or Pioneer Square, squad resources were devoted to these areas as well. The main emphasis of the "late night" squad was on intervention and prevention of crimes. Several instances where gun crimes were averted attested to the value of the squad. In addition, an examination of the beats and sectors where the "late night" squad operated shows some gratifying reductions in major crimes in 2010 when compared with 2009. In Mary sector, for example, each beat had experienced major crime increases in 2009, whereas at year end in 2010, two of the beats were showing major crime

decreases. In the Pioneer Square and SODO areas, crime increases in 2009 were reduced to crime decreases by year end in 2010. While the "late night" squad is not being continued into 2011, the model will be carried forward by precinct commanders using their own resources to address late night entertainment zones.

\* "They're watching you" campaign -- in addition to the precinct-based efforts noted above, SPD launched this campaign to address the concerns in many neighborhoods across the city that were being plagued with car prowls and burglaries and the attendant property damage associated with these crimes. Modeled after a similar program in Vancouver, BC, "they're watching you" seeks to raise the public's awareness of how attractive their vehicles and property may be to thieves. Materials from this campaign, including placards to be placed on car seats and brochures giving general crime prevention tips, were distributed at Night Out Against Crime events in the fall and are also available on the SPD website.

With respect to reductions in specific crime areas, efforts to deal with open air drug markets and the commercial sex trade have been discussed above. Annual changes in other crime areas noted by Council are shown below in Table A.

Table A.

City of Seattle Annual Changes in Selected Crime Areas,

2010 Compared with 2009

<b>Reported Crime</b>	<b># in 2010</b>	<b># in 2009</b>	<b>% change from 2009</b>
Robbery	1,428	1,792	-20%
Aggravated Assault	1,973	1,945	1%
Larceny/theft	23,265	25,095	-7%
Residential burglary	3,995	4,290	-7%
Domestic violence crimes, all types	2,740	2,798	-2%

As can be seen in Table A, reductions occurred in all of the selected crime areas except aggravated assaults, which showed a small increase of 1% compared with 2009. A note should be made regarding the domestic violence statistics, however. While all domestic violence-related crimes were down slightly in 2010 compared with 2009, the most serious domestic violence assaults were up by 9%. This is why SPD is so interested in the development and implementation of the assessment tool described above to help identify the most serious domestic violence situations for intervention and attention.

De-escalation Practices -- Leadership and Training -- In this performance area, the Council noted its expectation that the Department develop and implement effective training aimed at minimizing conflict between officers and civilians and also review performance in such a way as to recognize those who excel in managing



conflict and to provide corrective guidance to those whose skills need improvement.

The new Training Commander has been tasked with a thorough evaluation of SPD training, from the state Basic Law Enforcement Training curriculum through the SPD Field Training program, to the in-service programs offered on a regular basis as well as the ad hoc training offered intermittently. As part of this evaluation, training approaches and curricula used elsewhere are being studied and experts in law enforcement training from around the country are being contacted. An emphasis of this evaluation is on how best to prepare officers for low frequency, but high risk encounters, as well as for low level interventions that can rapidly careen out of control.

From some of the initial contacts made, the often-repeated refrain from experts is that there is no single best way to provide such training and that a department is best advised to draw lessons from what it does best and from those within its ranks who are the most successful practitioners of the law enforcement craft. In light of this, as well as the need to move forward on its training programs for 2011, the Training Unit has decided to concentrate its efforts on this year's Sergeants School and Street Skills programs for officers. Accordingly, each of these in-service training programs is undergoing modifications, taking into account not only the kinds of incidents noted above, but also the attributes, performance and skills of the current SPD workforce. For example, nearly a third of the SPD Patrol

force has fewer than three years of experience in law enforcement. This lack of street experience requires active and continual supervision. A strong emphasis in the sergeants' school for 2011, therefore, will be not only on supervision, but also on the kind of coaching and mentoring that many younger officers may need. Special attention will be paid to how younger officers respond to complex calls and how well they work with peers as a team, demonstrate skill in sizing up situations before a flashpoint occurs and what they do to address situations that do not go as planned. Another area of emphasis will be on the use of feedback and evaluation as tools in improving officer performance and career success.

In complementary fashion, the classroom portion of Street Skills for officers will emphasize these same elements -- team work, situation diagnosis and handling unexpected outcomes -- that are in the sergeants' school curriculum. Officers will be provided with tactical training as is routine as well as training focused on the human dynamics of public encounters and the importance of establishing both police authority and legitimacy in every contact. This approach draws on the themes of "procedural justice" and emphasizes that how police officers perform their jobs directly impacts the levels of compliance and support they will receive.

To underscore the significance of the new elements of these in-service training programs, I and other members of Command Staff will

participate in each session of the sergeants' schools and Street Skills courses in 2011. We will explain curriculum changes and why they have been made and stress the importance of building community and making peace with each public contact.

Another emphasis in SPD Training in 2011 is on supervisory review of use of force encounters. The thrust of this training is on the specific roles of sergeants, lieutenants and captains in conducting these reviews and in using them as coaching opportunities. SPD has a relatively low frequency of force use compared with other metropolitan police agencies, so this is an area where we need to emphasize what we do well and what in our own experience contributes to safe interactions for subjects and officers.

As these training programs are taking place, the evaluation of SPD training will continue. In upcoming reports, we will have more concrete results of the training evaluation to discuss.

#### Setting the Bar High -- Misconduct and Restorative Discipline

-- Here the Council expressed interest in the Department's expanded use of mediation and training for less serious policy violations, while continuing to investigate and punish more serious misconduct fairly and aggressively.

SPD continues to work to expand the use of restorative discipline through the use of mediation and training/education opportunities

with police officers. For example, in the fourth quarter of 2010, there was a Supervisory Intervention finding in a domestic violence incident. The OPA has required that the involved officer undergo domestic violence victim support training with a focus on cultural competency issues, help develop a Department directive on cultural issues that can arise in a domestic violence investigation, and assist with roll call training on these issues. Also in the fourth quarter of 2010, there was a significant increase in the number of OPA complaints referred for mediation. Twenty-four cases were mediated in the last quarter of 2010, compared with 11 in the same period in 2009.

With respect to serious misconduct, the Department continues to demonstrate its determination to take appropriate action. During the fourth quarter of 2010, discipline was imposed on a variety of sustained allegations. These included incidents where officers had mishandled evidence or property and an incident where an officer had been found to be driving under the influence of alcohol. As Chief I have given a clear and consistent message that I expect all contacts with the public to be conducted with the highest level of professionalism. In this regard discipline was imposed in several situations where officers used profanity with residents or otherwise handled a public contact in a less than professional manner. I am also emphasizing the important role played by patrol sergeants in preventing or addressing misconduct complaints and sustained an allegation against one sergeant for failure to fulfill this

supervisory function. I will be underscoring the importance of first line supervision in ensuring professional conduct by officers in my appearances at the sergeants' school training sessions as noted earlier.

Building Public Confidence -- Crime Information Reporting --

In this performance area the Council enunciated a desire for improvements in the quality and timeliness of crime information.

After surveying websites of other law enforcement agencies around the country, SPD took some major steps to improve the public's access to information about crime incidents during 2010. Notable among these were the following:

\* 911 Incident Maps and Police Reports -- police incidents recorded in the 911 system are depicted graphically on maps defined by site users. The information on the maps is recent and regularly refreshed. Users can also click on an incident graphic and pull up the associated incident report and can customize the information to view only specific crimes or incidents in specific neighborhoods.

\* SPD Blotter -- recent incidents of particular note or interest are summarized and disseminated throughout the day by the SPD Media Relations Officers. This is far and away the most popular City Link blog in the city, averaging over 150,000

pageviews per month. Local media and neighborhood blog sites have come to rely on this information to update their own sites.

\* SPD Website -- crime information citywide and at the precinct level, crime prevention information and other pertinent information on SPD operations are available on the Department's website. In 2010, the website recorded over 2 million pageviews, averaging almost 6,000 pageviews per day.

These information streams have added to the platform already available through My Neighborhood Maps (linked from the city and SPD websites), where residents can obtain three-year crime trend data on major crimes by specific crimes or by crime types, for example, violent crime or property crime. Residents can also compare their neighborhoods with others by choosing a citywide view by crime or crime type. As noted above, information is also available on a monthly basis at the citywide, precinct, sector and beat levels via the SPD website under "crime information."

SPD has also made strides in providing alternative means for members of the public to report crimes, in particular incidents that are not in progress. Among these are:

\* Community Online Reporting Program (CORP) -- through CORP the public can file police reports for auto accessory thefts, car prowls, property destruction, identity

theft and thefts under \$500 in value over the web. Since its launch in July, over 2,800 reports have been filed, saving an estimated 4,300 hours of officer time valued at nearly \$143,000.

\* Non-emergency line reporting -- SPD, in conjunction with King County E911, has promoted the use of an alternative number for reporting nuisances, suspicious incidents, or crimes that have occurred in the past with no suspects around. This line, 206-625-5011, is initially answered by an automated Voice Menu system. If the caller later prefers to speak with someone directly, they can reach a call taker in the 911 Center, who then determines how best to handle the call. Options available to the Call Taker include: handle the caller's needs themselves, refer them to the Citizen Services Bureau or other appropriate city department or refer them to the King County "Links-by-Zip" on-line resource center. If a police report is the appropriate action, the Call Taker can take the report over the phone, transfer to a Police Officer to take over the phone, and of course offer the citizen to use our Citizen On-Line Reporting (CORP). In 2010, the SPD Communications Center received over 177,000 non-emergency calls. Of these, about 9,300 police reports/events were handled by an SPD officer over the telephone and nearly 15,000 police reports/actions were handled by a civilian call taker over the telephone. This was in addition to the 2,800 police reports completed by residents

via CORP.

These innovations in two-way communication of crime information have been well-received by the public as the pageview data cited above indicate.

A major change in SPD crime reporting will be occurring effective January 1, 2012. This is the transition from the Uniform Crime Report (UCR) system to the National Incident Based Reporting System (NIBRS), a change mandated by the FBI. The basic difference between the two systems is that NIBRS records and reports multiple criminal acts occurring within one incident, whereas the UCR employs a hierarchical system in which only the most serious offense is recorded and reported. For example, a rape incident that also includes a robbery is reported and recorded as a rape under the UCR, but would be reported and recorded as both a rape and a robbery under NIBRS. Thus the same incident under NIBRS will report two offenses rather than the single, more serious rape.

There are also some differences in the way crime incidents are classified under NIBRS. Under the UCR, the major classifications are Part I and Part II crimes and within the Part I classification, crimes are grouped as either violent or property crimes. Under NIBRS, crimes are grouped into three categories: crimes against persons, crimes against property and crimes against society. The major classifications under NIBRS are Part A crimes, in which the



eight crimes included in the Part I UCR are expanded to include twenty-three offenses; and Part B crimes, which include eleven offense categories but these are only reported when an arrest is involved.

Obviously this change in reporting protocols and structure will necessitate changes to the SPD crime report formats. It will also require significant public education to explain the new way of reporting crimes. For a time, SPD will continue to report UCR statistics along with NIBRS data and will provide explanations of the differences. Information has already been gathered on strategies used in jurisdictions that have made the change to NIBRS to inform their communities of the change.

The transition to NIBRS will fully engage SPD personnel that develop and report crime statistics. As a result, it will not be possible to develop further refinements to crime information reporting under the UCR system during 2011.

Brief Notes on Police Management Expectations -- the Council also identified three areas of expectations with respect to police management that deserve brief mention.

A. Council Relations -- As Chief I am committed to working constructively with the Executive and City Council in the formulation and implementation of public safety and

accountability policies and initiatives and to keep city leaders informed of significant policy, operational and financial developments involving the Department. Since taking over as Chief, I believe we have done a fairly good job of this, but I would be happy to consider any suggestions for additional things we could do in this area.

B. Community Relations -- I have charged Deputy Chief Metz with responsibility for our community relations activities. The Community Outreach Section, which reports directly to Chief Metz, is providing focus and direction to the many and diverse outreach initiatives underway in the Department. The Section has developed a strategic plan and is making regular progress reports to the Command Staff as a way of keeping our efforts on track.

C. Staff Development -- We have already begun a workforce assessment in support of succession planning for our sworn and civilian ranks. While we are not actively recruiting police officers at the moment, we will be advertising soon for a civil service examination in the fall of 2011 in order to ensure we are ready to move quickly on sworn hiring once the economy and city budget improve.

Domestic-violence related deaths doubled in Multnomah County in 2010 from six to twelve, including 9 homicides

and 3 suicides. In Austin, a reported spike in domestic violence-related killings pushed the city's homicides to the

highest level in thirteen years.