

Sammamish Police Services Study

August 15, 2018 | Existing Conditions Report





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I. Introduction

PURPOSE OF THIS REPORT

The City of Sammamish is conducting a Police Services Study to evaluate how to best serve residents, business owners, and visitors by providing responsive, well-managed, effective, and efficient law enforcement that is reflective of community concerns, priorities, and resources.

This Existing Conditions Report serves as a baseline, describing how the City contracts with the King County Sheriff's Office for law enforcement services and how the Sammamish Police Department operates. Additional phases of work will explore how the City may best prepare to meet current and predicted demand for law enforcement service given the continued growth and evolution of the Sammamish community. While this baseline description identifies some areas and specific ideas for improvement, it does not make any recommendations. Evaluation of options and specific recommendations will come in the next phase of work.

PROCESS SUMMARY

BERK staff have been working on this material at the direction of City Manager Office staff since March 2018. BERK has had the benefit of the direction and active participation of City Council members, including members of the Public Safety Committee and Committee of the Whole. We have also collaborated closely with the chief of police in this work.

BERK facilitated the following analyses and engagements to obtain the information reported in this document:

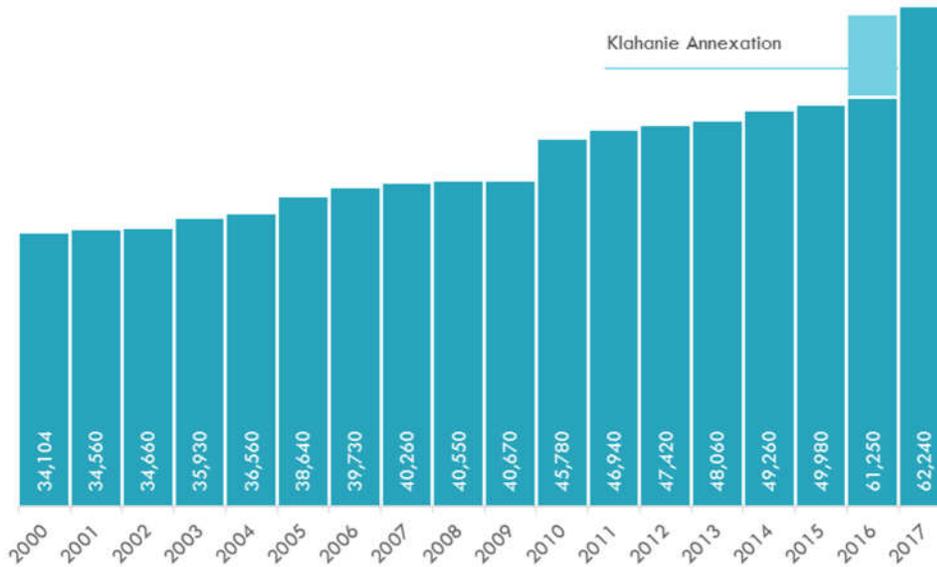
- **Community profile.** To provide a concise description of community characteristics relevant to law enforcement, BERK leveraged previously completed work, including information gathered for the City of Sammamish Health and Human Services Needs Assessment (BERK, 2018).
- **Community engagement.** To gather input from Sammamish residents and key stakeholder groups, we conducted a Virtual Town Hall survey, a business survey, and group discussions with the Healthy Communities Coalition and the Sammamish Youth Board.
- **City and Police Department engagement.** We conducted interviews with:
 - The Director of Finance & Risk Management, Director of Parks & Recreation, and a Traffic Engineer with the Public Works Department.
 - The Eastside Fire & Rescue Fire Chief.
 - The City of Sammamish Chief of Police.
 - The Police Services Administrative Assistant.
 - Sammamish Police Deputies and Detectives (10).
 - Sammamish Police Sergeants (3).
- **Law enforcement data analysis.** BERK collected and analyzed data related to calls for service from the City and King County Sheriff's Office.

II. Sammamish Community Context

DEMOGRAPHICS

Sammamish’s population was estimated at 62,240 in 2017. This reflects the near doubling of its population between 2000 and 2017, including the 2016 annexation of Klahanie which added over 10,000 residents to the city’s population. Exhibit 1 shows Sammamish’s population growth from 2000 to 2017.

Exhibit 1. Sammamish Population Growth, 2000-2017



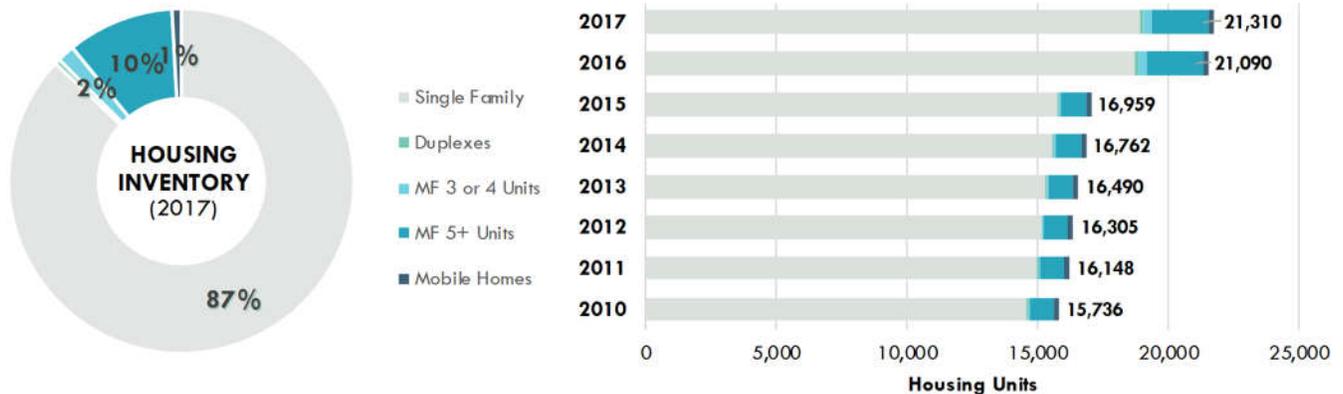
Source: WA State Office of Financial Management, 2017; BERK, 2018.

Sammamish is predominantly comprised of high-earning family-households, with over 85% of households owning their residence. Over one third of the population are under 18, indicating a high number of families with children still at home. The median household income sits just above \$150,000 annually, considerably higher than many other neighboring communities east of Lake Washington.

Only 3% of the population are living in poverty as defined by the federal poverty level. However, 10% of Sammamish households earn less than 300% of the federal poverty level, a common proxy for poverty in the Puget Sound region. Given the high cost of housing in the region, it is likely that households under this threshold (an annual income of \$35,460 for an individual and \$72,900 for a family of four) are unable to afford other basic goods.

While historically the housing stock in Sammamish has been made up of single-family homes, with the annexation of Klahanie in 2016, a number of higher density multi-family housing units were added to the mix of housing in the City. The development of the Sammamish Town Center is expected to further increase the amount of multi-family housing. The Town Center Plan adopted a proposed upper limit of 2,000 new housing units, and 600,000 square feet of commercial development. Exhibit 2 shows the composition of housing in Sammamish as of 2017.

Exhibit 2. Housing Inventory, 2017 and Housing Units by Type, 2010-2017

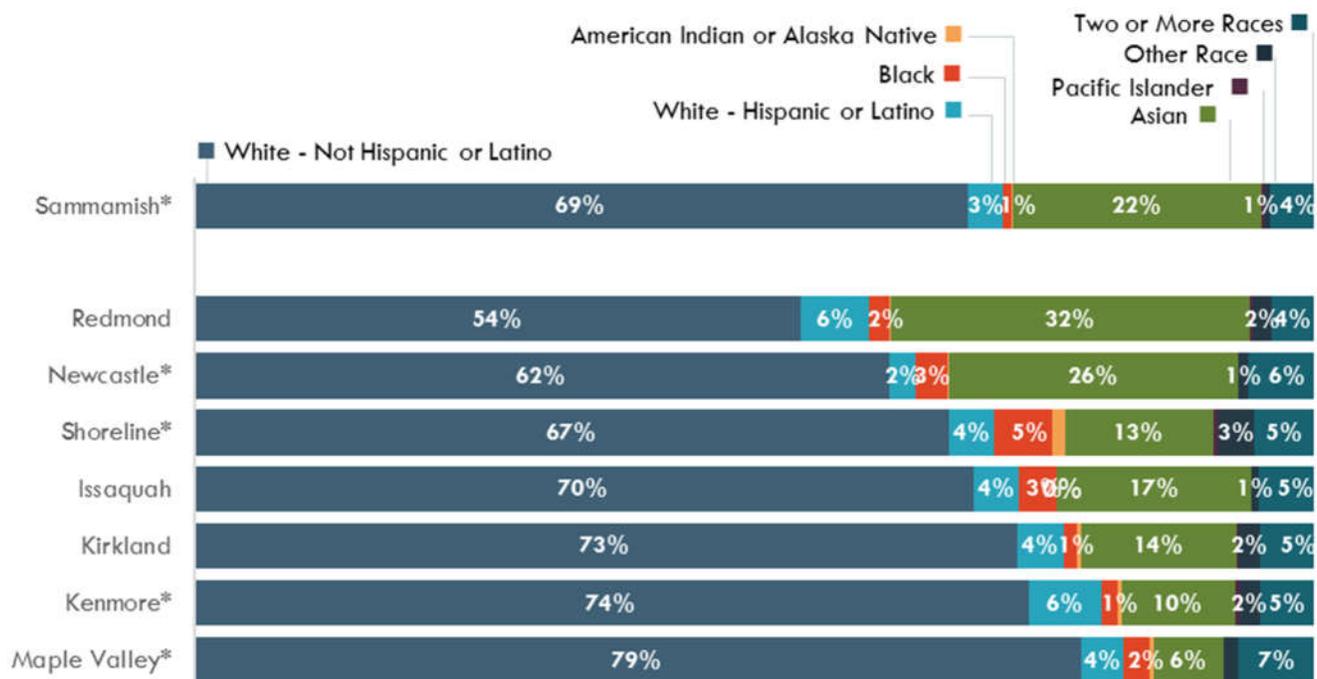


Source: WA State Office of Financial Management, 2017; BERK, 2018.

Sammamish is not a regional employment center, with most Sammamish residents working elsewhere in the region. The Puget Sound Regional Council estimates Sammamish as having 6,250 covered jobs (excluding self-employed individuals), while its population is nearly ten times that number. This results in a jobs-to-housing ratio of one job for every 3.4 housing units. Sammamish has one of the lowest unemployment rates of comparable cities in the region, at 3.5%.

Since incorporation, the Sammamish community has become more racially and ethnically diverse. Between 2000 and 2016, the percent of the population identifying as White decreased from 86% to 69%, those identifying as Asian and Pacific Islander increased from just over 9% to over 23%, and those identifying as Hispanic or Latino increased from 2.5% to 4%. Exhibit 3 shows the most recent available breakdown of racial and ethnic makeup in Sammamish as compared to selected cities in the region.

Exhibit 3. Racial and Ethnic Diversity, Selected Cities in King County, 2016



Note: *Indicates a King County Sheriff's Dept. partner city.

Source: U.S. Census, American Community Survey 5-year Estimates, 2012-2016; BERK, 2018.

GEOGRAPHY

The layout of the Sammamish community provides some barriers to navigation and efficient provision of effective emergency services. Because the community is not directly connected to a major highway, access to the city must come by way of Issaquah to the south, or Redmond to the north. Many streets do not connect through the various neighborhoods, and only select arterials allow access across the entire city. This contributes to transportation issues and prevents easy travel from one part of the city to another.

The annexation of Klahanie, and the fact that part of the city is situated on the plateau with part in the valley, exacerbates the segmentation of different areas within the city.

III. Community Perceptions

Community input was collected in May 2018 through several methods outlined below. A summary of each follows.

- Virtual Town Hall Survey.
- Healthy Communities Coalition Meeting.
- Sammamish Youth Board Meeting.
- Business Community Survey.

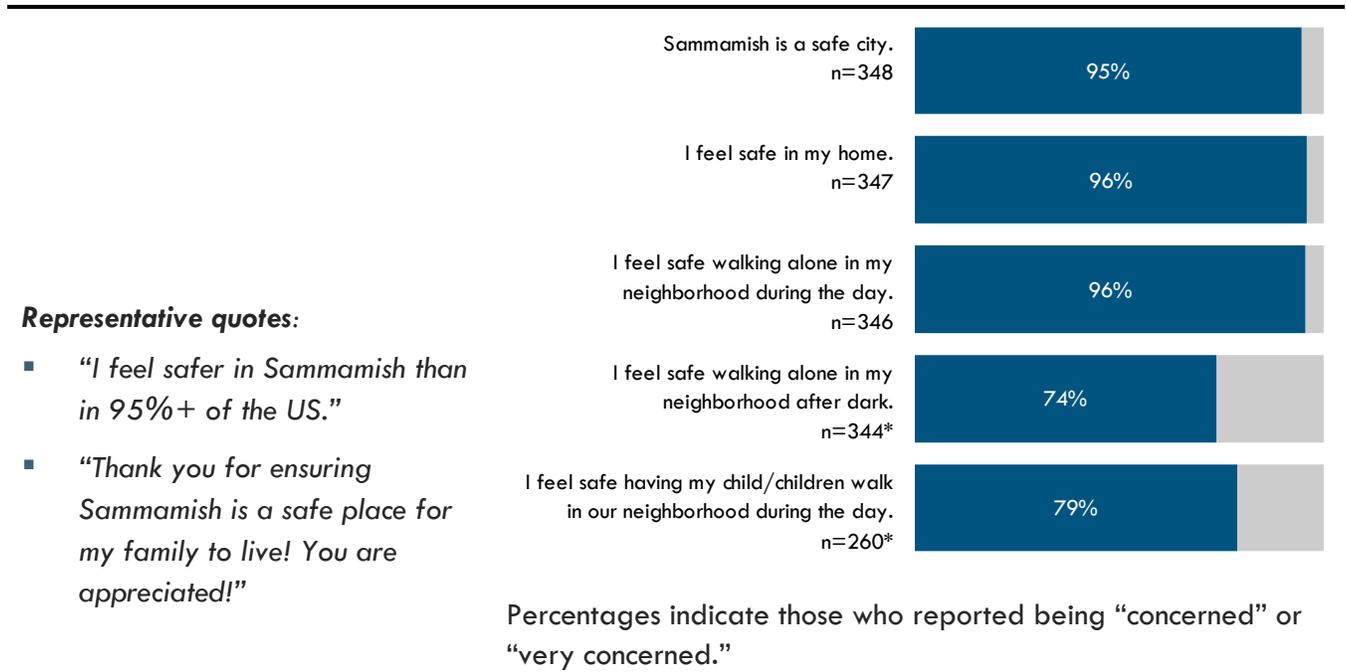
VIRTUAL TOWN HALL SURVEY

We offered an online survey through the City of Sammamish Virtual Town Hall website to learn more about community members’ perceptions of safety, police performance, and priorities for police services. The survey was voluntary and open from May 4 – May 31. A total of 438 people elected to participate in the survey; respondent demographics and results are shown in more detail in APPENDIX A – Virtual Town Hall Results. A summary of key takeaways and high-level demographics is presented below.

Safety

Residents overwhelmingly feel safe in the city, with 95% reporting they agree or strongly agree that Sammamish is a safe city.

Exhibit 4. Survey Responses on Perceptions of Safety



Representative quotes:

- *“I feel safer in Sammamish than in 95%+ of the US.”*
- *“Thank you for ensuring Sammamish is a safe place for my family to live! You are appreciated!”*

Source: Sammamish Virtual Town Hall Responses, 2018; BERK, 2018.

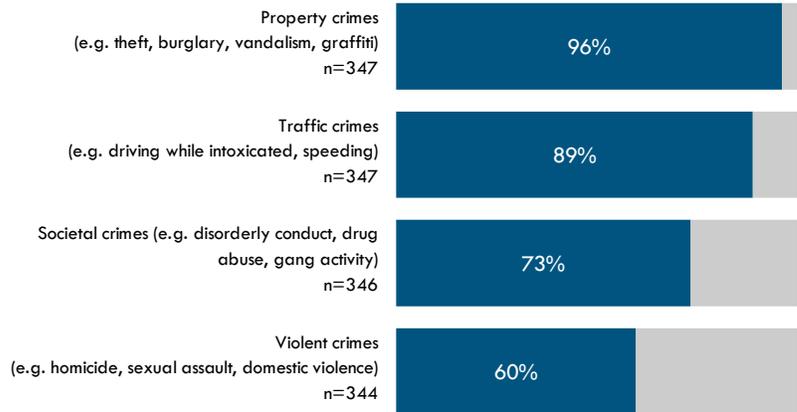
Residents are most anxious about property crimes and traffic crimes, with 96% of residents reporting they are concerned or very concerned about property crimes and 89% concerned or very concerned about traffic crimes. More than 50% of residents are also concerned or very concerned about societal

crimes (73%) and violent crimes (60%).

Exhibit 5. Survey Responses on Concern about Crimes

Representative quotes:

- *“Now that I am so aware of break-ins in Klahanie, I am anxious. I am looking into a security system.”*
- *“I purchased an exterior security camera.”*
- *“Speeding and cell phone usage while driving is a problem. Traffic around schools during school start end times is a problem and I’d love to see more police visibility during these times.”*



Percentages indicate those who reported being “concerned” or “very concerned.”

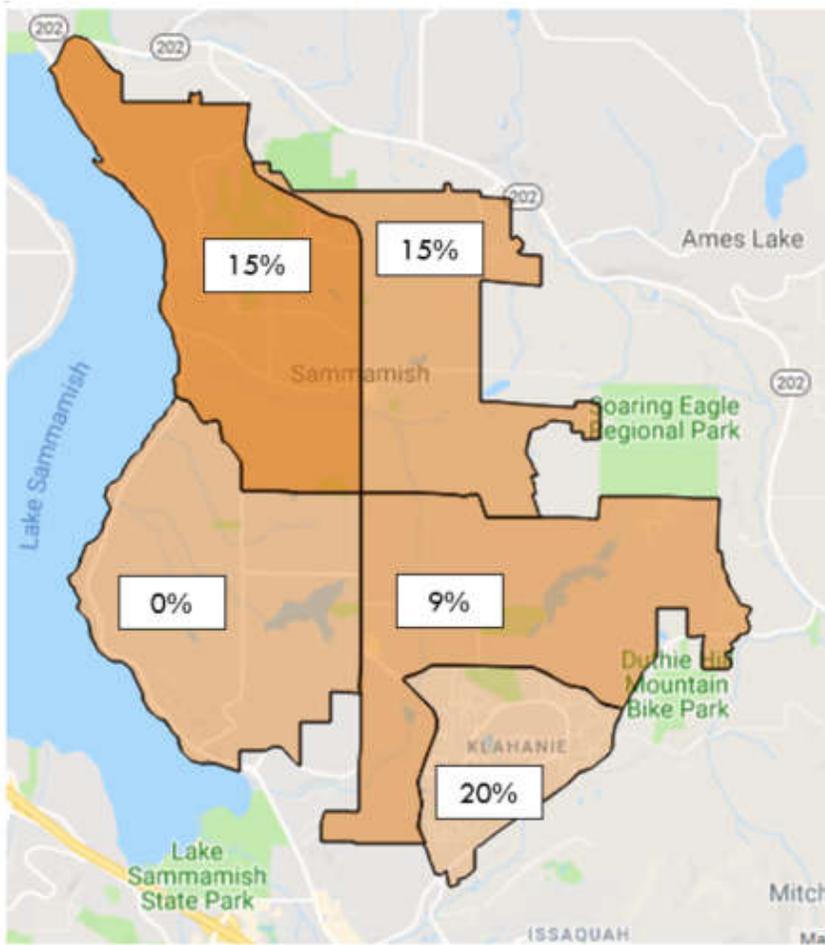
Source: Sammamish Virtual Town Hall Responses, 2018; BERK, 2018.

Community Perception of Police

Just over a third of residents responding to the survey had contact with the Sammamish Police in the last year. Of those, 39% had contact for non-police services.

Overall, residents reported being comfortable calling the police if they need assistance (91%) and confidence in the ability of Sammamish Police to serve their needs (79%). Responses were split over whether police presence is adequate in the city, with 55% agreeing or strongly agreeing that it is adequate. Across Sammamish, 15% of registered responses reported inadequate police presence. The Virtual Town Hall website can also display these responses by geographic area, which shows inadequate police presence as shown in Exhibit 6.

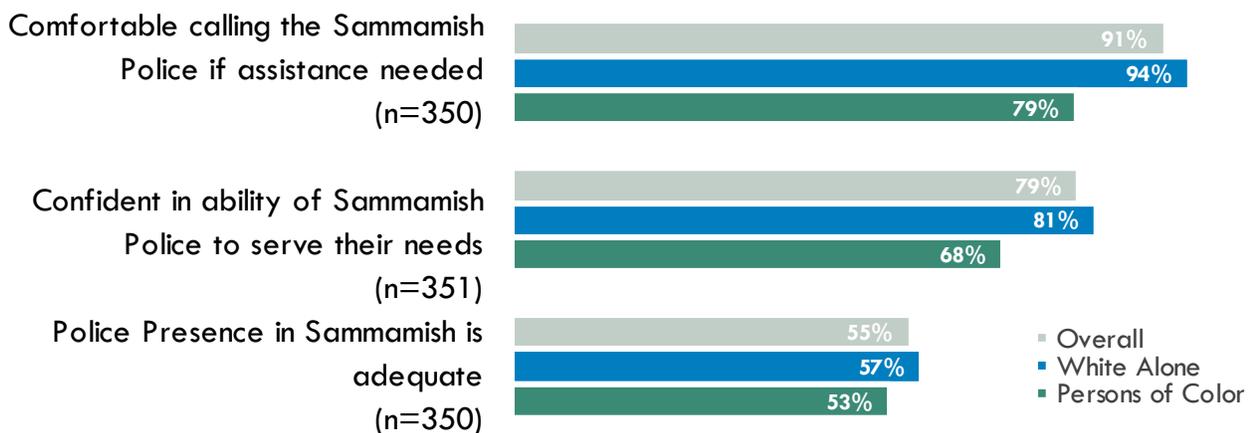
Exhibit 6. Survey Responses on Adequacy of Police Presence by Geography



Source: Sammamish Virtual Town Hall Responses, 2018; BERK, 2018.

Survey respondents reported different levels of comfort when broken down by race. Those who identified as white alone responded with more positive perceptions of police overall as shown in Exhibit 7.

Exhibit 7. Survey Responses on Perceptions of Police

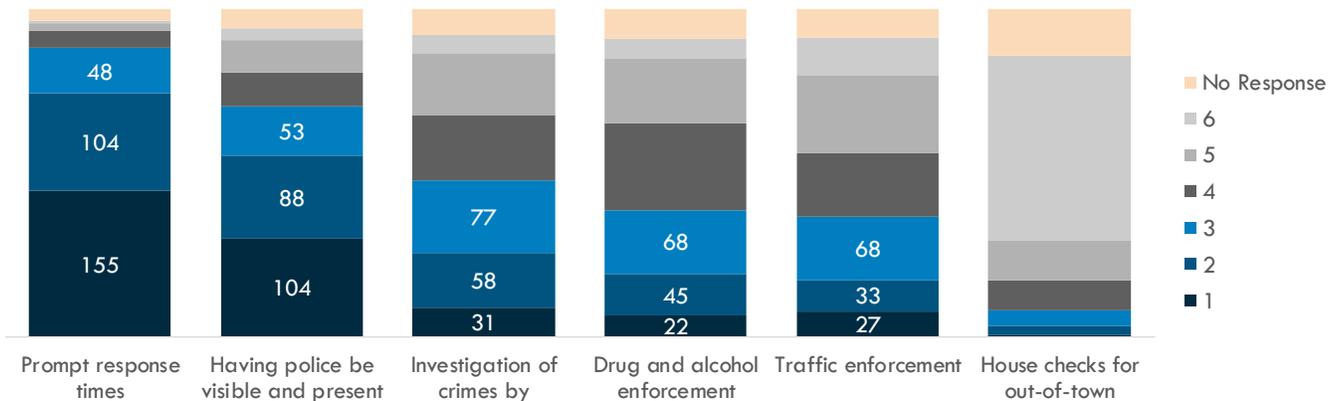


Source: Sammamish Virtual Town Hall Responses, 2018; BERK, 2018.

Police Services

Residents were asked to rank their police service priorities. Of the 349 responses, prompt response times and a visible and present police force were ranked the highest, with 88% of respondents ranking prompt response times in their top three priorities and 70% ranking a visible and present police force in the top three. House checks for out-of-town residents were ranked the lowest, with only 8% of respondents placing it in their top three priorities. The results of this question are shown in Exhibit 8.

Exhibit 8. Police Services Priorities



Source: Sammamish Virtual Town Hall Responses, 2018; BERK 2018.

General Feedback

BERK collected open ended input in the survey and analyzed the response themes, which are summarized in Exhibit 9. Recurring themes include: strong appreciation for the work that Sammamish police officers do and the common sense they employ in enforcement; desire for an increased police connection with the community, as well as a more visible force at night, on the weekends, and in the Klahanie neighborhood; a desire for clarification around the relationship between King County and the Sammamish Police Department; and concern around how future growth in population and density in the town center would affect demand for police services.

Exhibit 9. Summary Themes from Open-Ended Survey Responses

APPRECIATION	DESIRE FOR MORE	CLARIFICATION & CONCERN
<ul style="list-style-type: none"> For officers, the work they do and enforcement approach. Of police visibility and public event attendance. 	<ul style="list-style-type: none"> Connection with the community. Presence at night, on weekends, and in the Klahanie neighborhood. 	<ul style="list-style-type: none"> Clarify: relationship between King County and Sammamish Police Department. Concern: future growth in population and density in the Town Center.

Source: Sammamish Virtual Town Hall Responses, 2018; BERK, 2018.

Virtual Town Hall Responder Demographics

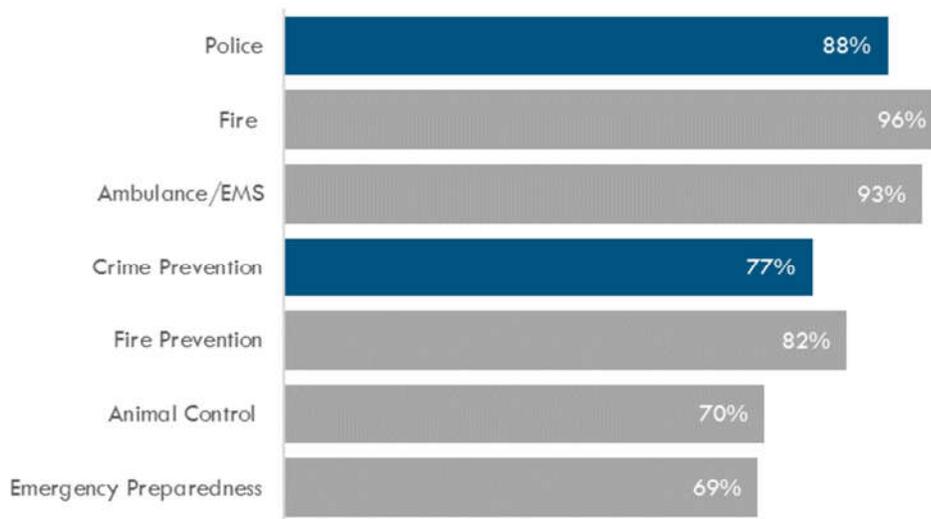
Select information about the 438 survey responders' individual characteristics is included below:

- 82% of respondents identified their race as white and 10% as Asian. Three percent identified their ethnicity as Hispanic.
- 83% of respondents reported an annual household income of over \$100,000.
- Most respondents were between the ages of 35 and 64 (62%).
- The majority of respondents (54%) identified as female.
- Nine percent of respondents owned a business in the City of Sammamish.

2016 National Citizen Survey – Community Livability Report

In 2016 the National Research Center conducted a citywide survey asking participants to rate safety aspects of their local government, as shown in Exhibit 10. While this survey was not part of the Sammamish Police Services Study, it is recent and relevant to this study, showing results comparable to those of the Virtual Town Hall Survey.

Exhibit 10. Percent of Respondents Rating Safety Aspects of Government Favorably



Source: National Citizen Survey – Community Livability Report, 2016.

COMMUNITY STAKEHOLDERS

In addition to conducting the Sammamish Virtual Town Hall, the BERK team facilitated engagement efforts to hear from specific stakeholder groups, including underrepresented populations, youth, and the business community. Overall, the Sammamish community holds its Police Department in high regard. This is noteworthy given the generally less positive police/community relations elsewhere in the country, and important as the reputation of a police department can reflect positively or negatively on city government overall because of the frequent, and often intimate, interactions between police personnel and people who reside in, work in, and visit the city. The community clearly appreciates the public safety service the City of Sammamish and its leadership provide. In turn, deputies generally feel welcomed and respected by Sammamish residents when attending to their needs. The Sammamish Chief of Police and

the Police Department staff reported enjoying a good relationship with Sammamish residents. A more detailed summary of individual outreach efforts and key findings is presented below.

Healthy Communities Coalition

A focus group was conducted with the Healthy Communities Coalition on May 9, 2018. The Healthy Communities Coalition is a group founded and organized by the current police chief and includes representation from many organizations that serve Sammamish residents, including Cultural Bridges, Eastside Fire & Rescue, the India Association of Western Washington, Issaquah Food and Clothing Bank, Lake Washington and Issaquah School Districts, Sammamish Arts Commission and Human Services Commissions, and Youth Eastside Services. Because of the large size of the group, three discussion groups were conducted in tandem, with participants asked to represent the views and concerns of the communities they serve. Key feedback from the Healthy Communities Coalition included an interest in:

- Strong and intentional partnerships with schools.
- Adding School Resource Officers (SROs) to elementary or middle schools.
- An increased focus on proactive police approaches, rather than reactive.
- Community policing and increased police presence in non-enforcement roles.
- Using non-law enforcement approaches to address behavioral health.

Sammamish Youth Board

A discussion group was conducted with the Sammamish Youth Board on May 16. Youth were asked to fill out a worksheet with questions around their perception of safety and the police before discussing their answers in small groups facilitated by BERK staff. Key insights from these discussions include:

- Youth feel safe.
- Some youth find the police to be intimidating and are unsure when it is appropriate to call the police.
- Sammamish Police are generally seen favorably.
- Most youth have not interacted with the police aside from SROs or being pulled over for speeding.
- Youth would like the police to do more outreach and have better connections with the community.
- Youth are worried about drugs, on-campus safety, and park patrols.

Local Business Owners

The City of Sammamish conducted an intercept survey with businesses in Pine Lake Village, The Village at Sammamish Town Center, and the Klahanie Shopping Center. Thirteen businesses participated, including Bartell Drugs, Metropolitan Market, Mod Pizza, Progression Cycles, QFC, Rite Aid, Safeway, and a variety of smaller businesses. Key findings include:

- 11 of 13 participating businesses rate the services the Sammamish Police Department provides to local businesses positively, while the remaining two answered neutrally.
- Shoplifting and theft are the primary crimes of concern.

- Nearly all businesses reported feeling comfortable contacting the Sammamish Police Department for assistance.
- Most businesses surveyed said they did not need additional services from the Sammamish Police Department. Those that would like more services asked for a more visible police presence to deter crime, such as more walk throughs of retail areas.

IV. Sammamish Police Department: Description

DEPARTMENT HISTORY

Since the City of Sammamish incorporated in 1999, Sammamish has contracted for law enforcement services from the King County Sheriff's Office (KCSO). The mission of the Sammamish Police Department is "to provide quality, professional law enforcement services to improve public safety within our city."

KING COUNTY SHERIFF'S OFFICE CONTRACT

Overview of KCSO Contracts

KCSO provides contract services to ten cities (Burien, Carnation, Covington, Kenmore, Maple Valley, Newcastle, Sammamish, SeaTac, Shoreline, and Woodinville), two towns (Beaux Arts Village and the Town of Skykomish), two transit agencies (King County Metro and Sound Transit), the Muckleshoot Indian Tribe, and the King County International Airport. In addition to day-to-day operations, KCSO provides officer vehicles and equipment, umbrella liability coverage, and access to specialized units such as helicopter air support and a marine and dive unit.

The KCSO contract allows contract cities, such as Sammamish, to interview and select their police chief from a list of qualified candidates and to maintain control over policing priorities, including the degree of emphasis given to community engagement efforts. The uniforms and vehicles of the department can have unique insignia reflecting the City. As a result of this contract partnership, the Sammamish Police Department's internal communications, culture, and systems for performance management and accountability are a blend of KCSO and City of Sammamish influences.

Overview of City of Sammamish Contract with KCSO

The contract for police services is embodied in an interlocal agreement between the municipality and King County. The agreement sets forth specific details regarding chief selection, financial details including contract cost adjustments and invoicing, services offered, processes for requesting additional services, contract oversight, dispute resolution, and contract termination. The agreement outlines the authority that may be exercised solely by the Chief, issues that require input and approval from KCSO, and issues that must be consistent between KCSO and the City. A summary table of the agreement authority outline can be seen in Exhibit 11. An Oversight Committee consisting of City Executives from the contract agencies, the Sheriff, a County Executive designee, and the Chair of the King County Law and Justice Committee, meets regularly to administer the agreement. The contract may be amended by mutual agreement of the City and County, subject to approval by the Oversight Committee.

Exhibit 11. Summary of Authority Over Policing Issues

CHIEF'S SOLE AUTHORITY	KCSO INPUT AND APPROVAL REQ.	KCSO AND CITY CONSISTENCY REQ.	KCSO EXCLUSIVE GOVERNANCE
Operations			
<ul style="list-style-type: none"> ▪ Prioritization of reactive patrol time ▪ False Alarm Ordinances/ Response Impound Procedures ▪ Supplemental Reports Incident Notification Policies ▪ Direct access to dept. support services ▪ Auth. of support services 			<ul style="list-style-type: none"> ▪ Search & Rescue ▪ Abandoned/ Unclaimed Property (storing and managing) ▪ Airborne/ Bloodborne Pathogens
Policy/Administrative			
<ul style="list-style-type: none"> ▪ Community Policing ▪ Crime Prevention Standards ▪ Prioritize meeting attendance (meetings for the contracting entity take priority over county meetings; county meetings will be kept to a minimum and conducted as efficiently as possible) ▪ Awards Program ▪ Travel and Expense Guidelines 	<ul style="list-style-type: none"> ▪ Accident Response Criteria ▪ Court Attendance Policies ▪ Call-out Procedures ▪ Communications Center Procedures ▪ Traffic Enforcement Policy and Procedures ▪ K-9 Response Policy ▪ Response Priorities 	<ul style="list-style-type: none"> ▪ Pursuit Policy ▪ Seized Property ▪ Use of Force ▪ Internal Investigations Unit Policies & Procedures ▪ Reporting Forms ▪ Standards of Conduct ▪ Arrest Warrant Policies ▪ Labor Contracts (4) ▪ Supervisory Standards 	<ul style="list-style-type: none"> ▪ DV Response ▪ Civil Process ▪ Landlord - Tenant Policies ▪ BAC Levels– State ▪ OSHA/WSHA/EPA Reqs. ▪ King Co. Code of Ethics ▪ Public Disclosure/ Records ▪ Gun Permits and Concealed Pistol Licenses ▪ Federal Labor Std. Act ▪ Family Leave and Benefits Policies ▪ Americans with Disabilities Act ▪ Civil Service Rules ▪ KC Career Service Rules ▪ EEOC Guidelines/Reqs.
Personnel/Resources			
<ul style="list-style-type: none"> ▪ Additional Training ▪ Job Description of Supplemental FTE's ▪ Expenditure of the contracting entity's police budget ▪ Staffing assignments/ deployment within confines of dedicated City positions ▪ Use of volunteers and volunteer programs (except reserve officer) 	<ul style="list-style-type: none"> ▪ Uniform/Equipment/ Vehicles (incl. appearance regs.) ▪ Reserve Program ▪ Specialty Unit Personnel Selection ▪ Shift Hours ▪ Prioritization of Precinct Detective Unit Workload 	<ul style="list-style-type: none"> ▪ Basic Skills Training (a) Emergency Vehicle Operations; Firearms (Include Reviews) ▪ Off-Duty Work ▪ Field Training Officer Program ▪ Personnel Eval. System/Annual Eval. ▪ Hostage Negotiations Tac. Team Deployment ▪ Alt. Work Schedules 	<ul style="list-style-type: none"> ▪ Training ▪ Basic Law Enforcement Training Academy ▪ First Aid - L&I ▪ CPR - L&I ▪ Computer Info Access Training ▪ Discipline

Source: King County and City of Sammamish Interlocal Agreement 2000; BERK 2018.

The contract renews automatically from year to year. Either the city or the County can terminate the agreement by giving notice of intent to terminate. After the 45-day notice period, the contract terminates 18 months later.

Police Administration Services

Several administrative responsibilities typically handled by a city with a municipal police department are handled by the King County Sheriff's Office. Those include the below items, which are described in more detail on the following pages:

- A. Administrative oversight, professionalism, and standards
- B. HR management, including hiring and performance reviews
- C. Performance measurement systems
- D. Data reporting systems
- E. Records management and public disclosure response
- F. Use of technology
- G. Evidence storage and maintenance
- H. Risk and liability

Officer Equipment and Specialty Unit Support

- I. Officer tools and equipment
- J. Specialty service delivery systems

A. Administrative Oversight, Professionalism, and Standards

KCSO provides administrative oversight for contracted employees including payroll, internal audits, internal investigations and any associated disciplinary processes (e.g. mediations, arbitrations, civil service appeals), and review boards for driving incidents and uses of force. KCSO develops and maintains department policies and procedures and responds to all required filings and responses to the Washington Association of Sheriffs and Police Chiefs related to mandatory policy compliance. KCSO has an in-house legal advisor as well as support from the King County Prosecuting Attorney's Office in attending court hearings, preparing documents, defending lawsuits, and attending depositions.

B. HR Management, Including Hiring and Performance Reviews

KCSO manages the entire human resources process for contracted employees. This includes the recruiting, testing, background investigations, enrollment in the state training academy, post-academy field training, performance appraisal processes, promotional processes, leave management, medical and military leave management, Americans with Disability Act (ADA) evaluation and accommodation, and management and retention of personnel and training records. KCSO and King County oversee all labor relations including contract negotiation, contract interpretation, and labor disputes. KCSO manages compliance with Labor & Industry and other workplace safety requirements, King County personnel and civil service rules, ADA, and Equal Employment Opportunity (EEO) requirements.

The city may select a police chief for the city from a list provided by KCSO. For newly requested staff,

the city begins paying several months in advance to account for the time and cost of screening, selection and academy training. There currently is a significant backlog of applicants for slots at the Basic Law Enforcement Academy (BLEA) run by the Washington State Criminal Justice Commission in Burien. Accordingly, there is a delay in starting the training process for newly-hired officers. KCSO generally gets priority for positions because of its size and role as a contractor providing officers to numerous cities and agencies. KCSO also has a staff presence at the BLEA facility and can monitor recruit progress during the academy. Depending on the number of vacancies throughout KCSO, the City occasionally has to carry a vacant position until additional deputies complete their initial academy and field training. KCSO staff who choose to transfer to the city make a two-year commitment to work in the city, unless promoted or other special circumstance.

KCSO requires supervisors to conduct annual performance reviews of employees as a way to provide an objective and fair means of measurement for both recognition and training needs. In addition to the KCSO performance reviews, the police chief has the authority to create a separate performance evaluation of officers in the City of Sammamish and report those results to the City Manager and KCSO precinct command staff with any recommendations for performance improvement.

C. Performance Measurement Systems

The Oversight Committee establishes performance measures and benchmarks for evaluating KCSO's contract performance. King County has a centralized [Office of Performance and Strategy](#) that has institutionalized a highly developed system of performance measures, strategy deployment and Lean-informed performance management. The Office provides resources and training to help County agencies understand and deliver data. The County also has a [Criminal Justice Strategy and Policy](#) team that provides research and analysis on many criminal justice issues to support youth, families, and those impacted by crime and the justice system. The services, resources, and training about these processes are available to the Sheriff's Office.

D. Data Reporting Systems

The police chief is responsible for setting department goals, objectives, developing and reviewing performance indicators to measure goal/objective fulfillment, and reporting progress made on goal attainment in coordination with the city. The County provides support services and technology to further those goals through its Research, Planning, and Information Services Unit.

In order to report on law enforcement services and criminal activity, the city and County jointly establish reporting districts that cover the city boundaries. The County has responsibility for quarterly reports of criminal activity and use of law enforcement services; the police chief is responsible for notifying the city of significant criminal activity that occurs within those boundaries.

E. Records Management and Public Disclosure Requests

KCSO provides the personnel and technology to manage all law enforcement records functions. There are federal, state, and local guidelines regarding the encryption, handling, organization, retention, and expungement of law enforcement records. Moreover, there are state and federally mandated requirements regarding the background requirements of personnel who handle or view the records. Intentional or unintentional violation of these rules can result in civil and criminal penalties. For this reason, it generally requires trained full-time employees to perform records management and processing tasks.

The Records Unit processes case documents; conducts criminal history records checks; processes concealed weapons permits; performs juvenile record sealing and destruction processes; and maintains files on wanted, missing, or dangerous persons, stolen property, warrants, and court orders.

Washington State has one of the most liberal public records access laws in the country. Law enforcement reports and related documents are among the most requested documents. KCSO has a designated Public Disclosure Officer for records related to all KCSO personnel and law enforcement matters and has an online records request system with separate areas for insurance companies, law enforcement agencies, and the general public. The Public Disclosure Officer handles all public records requests for police department records including any redacting of the records and/or handling disputes related to the content or timeliness of the disclosure. Video is becoming an increasingly larger portion of law enforcement records. A large volume of storage needed, and the maintenance and redacting of video is a very complex and time-consuming process. The Washington State Patrol manages the Washington Requests for Electronic Collision Reports (WRECR), which handles public records requests for collision reports for all state agencies.

F. Use of Technology

KCSO provides each employee computers, computer training, and other related technology such as the Computer Aided Dispatch (CAD) and Mobile Data Terminals in vehicles. King County also provides for radio communications, records management (which includes software to write and submit officer reports), and fingerprinting services for unincorporated King County and its contract cities. Sammamish residents may also use the King County online reporting system that allows for reporting non-emergency crimes online. Residents can report non-violent crime that has already occurred such as vandalism or mail theft without having to wait for an officer to respond to collect all the details. This system also allows residents to receive their police report back by email. Allowing for online reporting gives a fuller picture of crime in an area because it allows for the easy reporting of less serious crimes that might not have been reported because of the additional time and effort required.

King County has a centralized IT Department (KCIT) that manages the infrastructure for KCSO's IT systems and provides technical support and [project governance](#) for KCSO's IT projects. Projects are reviewed before they are approved in the County budget, increasing the likelihood that future technology investments will be sustainable and provide value to the public.

G. Evidence Storage and Management

Evidence storage and maintenance is a significant issue for police departments nationwide due to the space required and standards that must be met to store drugs, firearms, bodily fluids, and flammable materials, among others. This is especially true of evidence vehicles due to environmental regulations that must be met.

KCSO's Property Management Unit provides evidence storage and management and ensures proper chain of custody records for all items of evidence associated with a criminal case including vehicles and narcotics.

H. Risk and Liability

King County accepts responsibility for any liability resulting from the actions of contracted employees.

This includes investigating and defending the action, as well as any settlement or judgment. King County also provides risk management services that evaluate and make recommendations on high risk activities that are inherent in law enforcement related to vehicle operation, enforcement activities, and personnel behavior.

I. Officer Tools and Equipment

One of the tools that officers and the department have access to is [the King County Sheriff's Office 911 Center](#), which is a Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited emergency dispatch center. The state of the art facility is constructed to withstand significant natural disasters such as earthquakes and storms. The Dispatch Center provides services to the unincorporated areas of King County and all contract partners. King County 911 has close relationships and ability to transfer calls to neighboring agencies that have their own dispatch centers such as Issaquah, and other regional dispatch centers such as NORCOM that serves Bellevue, Kirkland and Medina; and Valley Communications that serves several agencies in south King County. Access to the King County dispatch center is charged based on use, similar to specialty units.

KCSO provides officers with uniquely marked vehicles and is responsible for outfitting them with light bars, in-car systems and laptops, and gas. KCSO also provides vehicle maintenance and replacement.

As part of the contract, officers are also outfitted with uniquely marked uniforms, officer liability insurance, weapons and tasers, radios, and cell phones. Each sworn FTE is provided with a laptop and appropriate accessories, and KCSO Computer Resources Unit is responsible for the repair and maintenance of the equipment, software, and accessories. Computers are replaced every three years, and a replacement fee is charged to the city on a monthly basis based on the number of computers in the City.

J. Specialty Service Delivery Systems

The City of Sammamish has access to additional specialty police services through their contract with King County, as outlined in the bullets following. The contract specifies the City will pay for a proportional share for hostage negotiations, major crimes investigation, the Marine Rescue Dive Unit (MRDU), Major Accident Response and Reconstruction (MARR) unit, Special Weapons and Tactics (SWAT) unit, and Fire Investigations, but the City has access to all services if needed.

- [Hostage Negotiations Unit](#): KCSO has hostage negotiators who are trained to respond to incidents involving hostages, barricaded subjects, or suicidal persons. The goal of the team is to resolve the event without incident or harm.
- Sheriff's Training Unit: This unit provides in-service and specialty training, keeps training records, and monitors and reports compliance with all mandated in-service training requirements for state peace officer certification and any specialty unit certifications.
- [Major Crimes Unit](#): The Major Crimes Unit investigates serious crimes such as homicides, robberies, and felony assaults. Specialized units from KCSO such as the photography lab support major crimes in documenting crime scenes.
- [Canine Unit](#): The KCSO K9 unit provides trained handler and dog teams that provide search, tracking, narcotics identification, and explosive detection.

- [Marine Rescue Dive Unit \(MRDU\)](#): The MRDU provides water-related law enforcement, investigations, rescue, and recovery services. Services include patrol, emergency response, firefighting, accident investigation, derelict vessel investigation, boater and water safety education, spill containment, and hazard removal.
- [Hazardous Devices and Materials Team \(HDMT\)](#): The unit handles explosive materials, suspicious packages, drug lab chemicals, and other hazardous materials. The team includes bomb technicians trained by the FBI, explosive detection canines, and robots to handle potentially dangerous substances.
- [Major Accident Response and Reconstruction \(MARR\)](#): The MARR Unit is available 24 hours per day to respond to all fatal and critical injury collisions. The unit also investigates felony hit and run collisions and assists the Major Crimes Unit in diagramming crime scenes.
- [Fire and Arson Investigation](#): The Fire/Arson Investigation Unit conducts comprehensive fire investigations to determine the origin and cause of fires and performs criminal investigation of arson fires. Criminal investigation includes identification, apprehension, and prosecution of those responsible for arson fires.
- [Air Support](#): King County has a full-time dedicated helicopter unit that provides air support to patrol and search and rescue missions. The helicopter has several specialized tools such as infrared cameras and high-powered search lights. Members of the KCSO tactical team are certified in fast rope rappelling to quickly access areas not accessible by regular means.
- [Tactical Teams](#): King County has a tactical (SWAT) team that is specially trained and equipped for high risk activities such as high-risk warrant services, dignitary protection, and hostage rescue.

The cost of shared services each year are based on a three-year average of workload, which can be defined using actual incidents, hours, or other metrics, depending on the service. A three-year average is used to account for swings from year to year, and because many of these services are used inconsistently and on an as-needed basis.

For example, the 2018 Hostage Negotiations Unit cost was estimated from the total number of incidents they handled on average from 2014-2016. 2017 is not included since metrics and costs are still being finalized when 2018 estimates are generated. The city's cost is then determined from their share of incidents during those years.

The MRDU cost is calculated similarly, but also takes into consideration the length of a city's shoreline. The costs making up the city's charge for the contract is then compared to the actual salaries, benefits, and overtime used during the year, and the difference is charged or credited the next spring.

ORGANIZATIONAL STRUCTURE

The organizational structure of the Sammamish Police Department is depicted in Exhibit 12. The Department uses a captain-model, meaning that the police chief is a rank of captain within the KCSO organization and reports to the King County Precinct Commander.

The rank of a police chief in a KCSO contract city is determined by city population. Cities with populations less than 20,000 can have a police chief with a rank of sergeant; cities with population greater than 20,000 must have a police chief ranking as a captain or higher; and the “full city model department” may select a major as their police chief.¹

The City of Sammamish employs one City staff as an administrative assistant to the Sammamish Police Department, whose primary responsibility is to act as the face of the Department in City Hall, sitting at the front desk and responding to walk-in inquiries. In addition, this role provides administrative assistance to the police chief as time allows. This position requires a more thorough background check than other staff receive, and so other City staff cannot easily fill-in when she is not in the office.

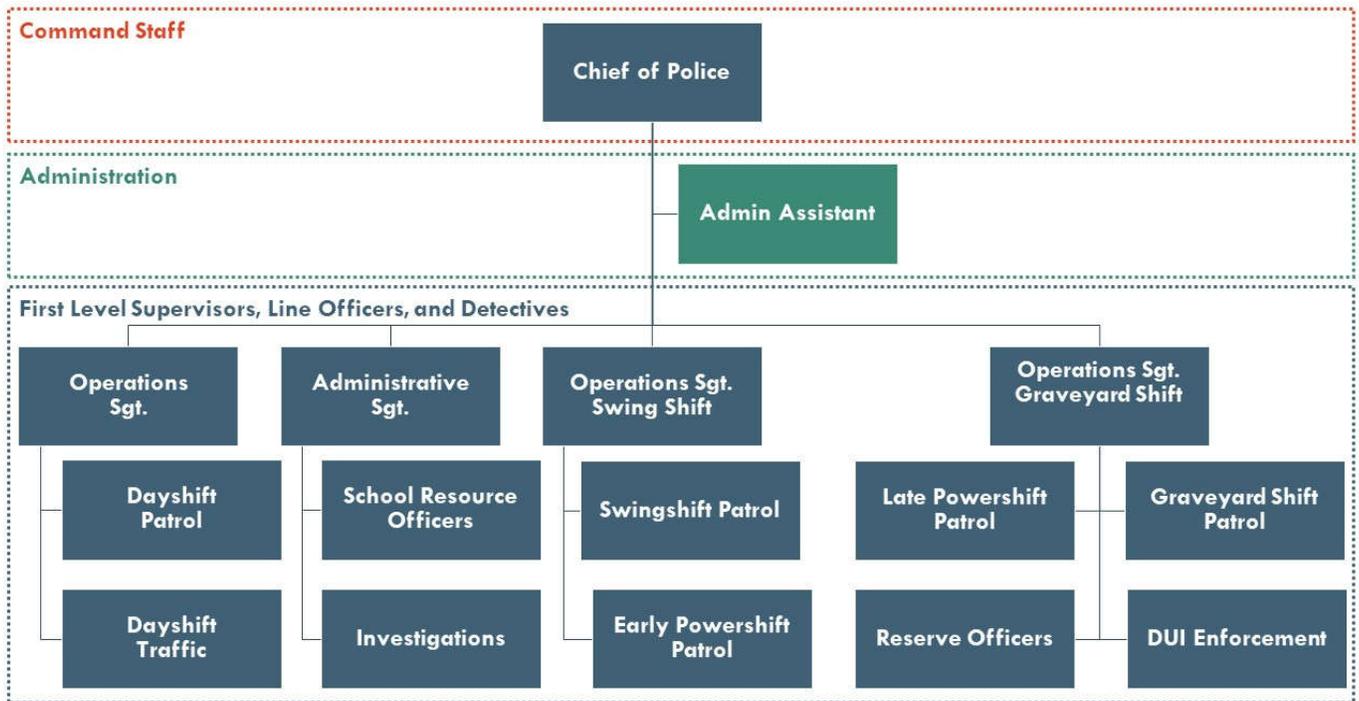
In addition to the police chief and City-funded administrative assistant, the current authorized staffing for the Sammamish Police Department is four sergeants, one traffic/motor deputy, two school resource officers, three detectives and 19 patrol deputies available for 24/7 coverage. The patrol staffing model is based on having three officers on duty at a time; one per patrol district. In addition to authorized positions, the Sammamish Police Department has three reserve officers.

Currently three of the authorized sworn positions are vacant due to overall vacancies within KCSO. The need for Sammamish to carry some of the Department-wide vacancies is a long-term situation that likely will not be alleviated any time soon due to the limited number of new recruits that KCSO can process through the state academy.

¹ *Interlocal Agreement Between King County and the City of Sammamish Relating to Law Enforcement Services, 2000.*

Exhibit 12. Sammamish Police Organizational Chart, 2018

Legend KCSO Contract Staff
 City of Sammamish Staff



Source: City of Sammamish, 2018; BERK, 2018.

Exhibit 13. Budgeted and Filled Positions

STAFF	BUDGETED POSITIONS	FILLED POSITIONS
Chief of Police	1	1
Sergeants	4	3
Motorcycle Unit Officer	1	1
School Resource Officers	2	2
Detectives	3	3
Deputies available for 24/7 coverage	19	17
Total KCSO Contract Staff	30	27
City Administrative Staff	1	1
Total Department Staff	31	28
Reserve Officers	3	3
Total Resources	34	31

Note: Data as of April 2018.
 Source: City of Sammamish, 2018; BERK 2018.

Command Staff

Chief of Police

The Sammamish Police Chief is the rank of captain in KCSO and reports to the KCSO Precinct Commander, while working at the direction of the Sammamish City Manager. Within the City of Sammamish organizational structure, the police chief is considered a department head and is expected to represent the City's considerations and needs in carrying out their official duties. The chief is also responsible for representing the Sammamish Police Department at both community events as well as official meetings and functions.

The responsibilities of the police chief are comprehensively outlined in Exhibit 11 and some of the duties include:

- Maintaining communications and agreements between the City and KCSO.
- Directing overall police operations, including developing plans and managing resources.
- Preparing a budget for the police department in coordination with KCSO.
- Establishing goals and objectives for police services, as well as identifying and reviewing performance indicators.
- Establishing standards of performance for officers and conducting performance reviews.

First Level Supervisors, Line Officers, and Detectives

Sergeants

Sammamish employs three operations sergeants and one detective/administrative sergeant. Sergeants are commissioned employees appointed by the King County Sheriff. They supervise the rank of deputy and are subordinate to the rank of captain. Patrol sergeants supervise the patrol deputies, the administrative sergeant reports directly to the police chief and assists in carrying out the commander's duties, and the detective sergeant supervises the detectives.

Deputies

Deputies are subordinate to the rank of sergeant. They are appointed by the Sheriff and assigned duty with the City of Sammamish or elsewhere in the KCSO system. The City's police chief has some degree of influence over individual assignments. The title of Deputy denotes their rank within the KCSO structure, and they may also be referred by the City or others as police officers, commissioned officers, or sworn officers.

In Sammamish, deputies are assigned to one of the three patrol districts and are the most visible part of the police force in the community. They not only provide emergency police services to the city 24 hours a day, every day, but also respond to crimes in progress, criminal investigations, and other emergency and non-emergency events.

Some deputies play specialized roles as described below:

Traffic Enforcement

Sammamish has three officers with a traffic enforcement emphasis, two patrol officers and one

motorcycle unit officer that was added to the KCSO Contract in 2018. Traffic Enforcement Officers are deputy-ranked officers who enforce applicable traffic codes and can be deployed to address specific enforcement issues in designated areas. Traffic Enforcement Officers make contact with the public with the goal of stopping unsafe motorists and favorably altering the future driving behavior of the violator. In Sammamish, due to current staff shortages and regular paid time off, Traffic Enforcement Officers can be used to count toward minimum staffing requirements.

School Resource Officers

The KCSO website describes School Resource Officers (SROs) as follows:

SROs are deputies located on school properties, assigned to specific schools or school sites. The services include patrol services for district grounds, providing specialized resources for students and staff, and other duties. SROs provide education and training for school staff, students, and parents. The SROs are encouraged to develop rapport with students and staff, treating the school as a “community” and using community oriented policing techniques to ensure school safety. As an added benefit, the officer is available, as is any on-duty officer, for law enforcement response in the event of urgent situations, which adds to general neighborhood safety.”²

Sammamish has two SROs – one assigned to Skyline High School in the Issaquah School District and one assigned to Eastlake High School in the Lake Washington School District. In addition to being located at the high schools, the SROs may provide coverage to other schools and areas near the high school that are still within city limits. The City of Sammamish currently shares the cost of SROs with both the Issaquah and Lake Washington School Districts. The share the school district pays is calculated by taking:

- 50% of the annual King County Rate for an SRO times ten divided by twelve to reflect the number of months school is in session; and
- King County’s rate for the first half of the school year to compute the school district’s share of each school year’s cost.³

School Resource Officers are expected to be available for regular school duty on a full-time basis of eight hours on those days that school is in session. The assignment does not prohibit the SRO from participating in emergency response or training requirements.

Detectives

Detectives are deputies that investigate local crimes such as burglary, vandalism, and auto theft.

² <https://kingcounty.gov/council/news/2015/September/09-15-RD-school.aspx>

³ Interlocal Agreement with Lake Washington School District

<https://www.sammamish.us/attachments/interlocalagreements//12016-104%20-%20SRO%20Officers%20-%20LWSD.pdf>
and Interlocal Agreement with Issaquah School District <https://www.sammamish.us/attachments/interlocalagreements//12016-103%20-%20SRO%20Officers%20-%20ISD.pdf>

For more serious crimes, King County provides a Major Crimes Unit that can investigate crimes such as homicides, robberies, and felony assaults.

In Sammamish detectives are responsible for collecting evidence; conducting interviews and interrogations; reviewing and analyzing reports, records, and laboratory examinations; checking criminal histories; identifying and apprehending suspects; and presenting cases to a prosecutor.

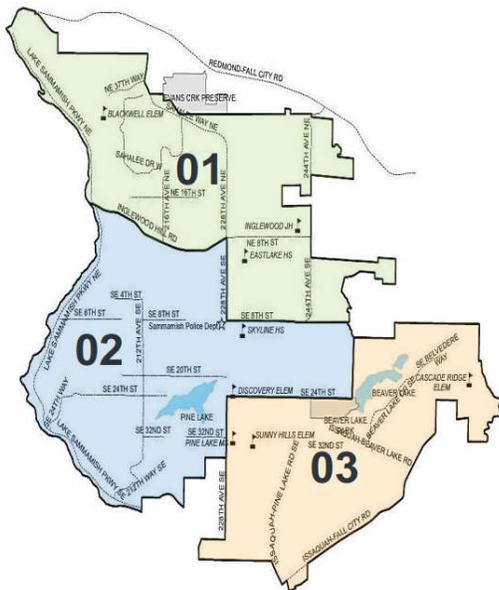
Reserve Officers

The King County Sheriff’s Office Reserve Program is a way to enhance basic law enforcement services in the area it serves using volunteers. Currently the only contract cities with reserves are the Cities of Sammamish and Maple Valley. Reserve officers are commissioned officers that meet the same minimum requirements as regular deputies, including training, compliance with department policy and procedures, quarterly performance appraisals, and are subject to discipline. To continue participating in the reserve program, officers must volunteer at least sixteen hours per month. Reserves have the authority to arrest, carry firearms, and wear uniforms.

PATROL DISTRICTS AND STAFFING

The City of Sammamish is divided into three patrol districts, as shown in Exhibit 14, which were created with the goal of establishing areas with roughly equivalent volumes of service calls and geography. Approximately 37% of the population resides in district 1, 27% in district 2, and 36% in district 3.

Exhibit 14. Sammamish Police Department Patrol Districts and Sammamish Population

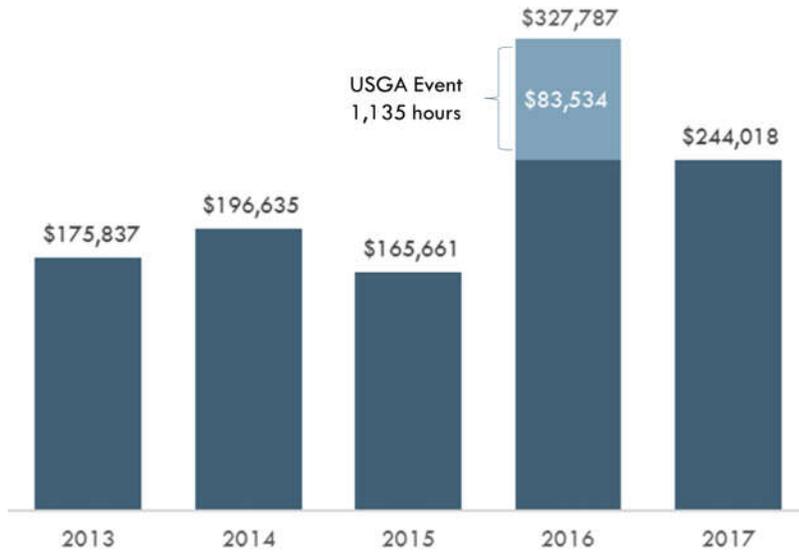


Patrol District	Percent of Population	2017 Sammamish Population
01	37%	22,832
02	27%	17,011
03	36%	22,397
		62,240

Source: City of Sammamish Police Department, 2018; OFM April 1 Estimates, 2017; U.S. Census, 2010; BERK, 2018.
 Note: BERK obtained population estimates by census block group, and by removing public land, parks, and water, determined the percentage of each block group that fell within each respective district. The population contained within each block group was then allocated to the patrol districts based on the previously calculated percentage, resulting in population estimates by patrol district.

of work currently covered by overtime.

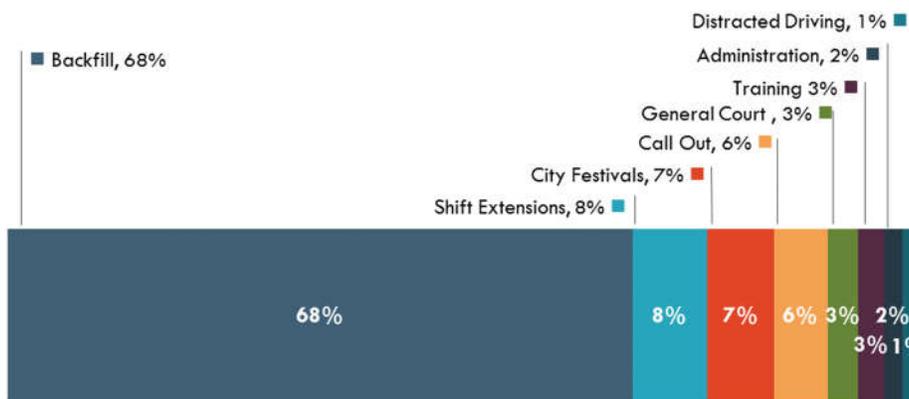
Exhibit 16. Sammamish Overtime Use and Cost, 2013-2017



Source: KCSO Sammamish Overtime Analysis 2013-2017; BERK, 2018.

The largest portion of overtime is made up of backfill, representing 68% of overtime dollars in 2017, as shown in Exhibit 17. Overtime has a variety of beneficial operational uses, but a large part of overtime is used backfilling deputy absences, typically for activities like going to training, which could be more proactively accounted for in staffing minimums.

Exhibit 17. Sammamish Overtime Use by Type, 2017



Source: KCSO Sammamish Overtime Analysis 2013-2017; BERK, 2018.

There was an increase in backfill and distracted driving emphasis in 2016 and 2017. While the cost of the emphasis placed on distracted driving was less than \$4,000 each year from 2015-2017, the cost of backfill has increased significantly over the five years as shown in Exhibit 18.

Exhibit 18. Sammamish Overtime Use and Cost, Backfill Only 2013-2017



Source: KCSO Sammamish Overtime Analysis 2013-2017; BERK, 2018.

Officer Training

Washington Administrative Code requires that all fully commissioned and reserve personnel complete a minimum of 24 hours of in-service training each year (WAC 139-05-300). The mandatory training for deputies in KCSO Contract Cities includes but is not limited to those listed in Exhibit 19.

Exhibit 19. Mandatory Training Requirements

ONCE A MONTH	TWICE A YEAR	ONCE A YEAR	EVERY 2 YEARS	EVERY 3 YEARS
<ul style="list-style-type: none"> On-line Mandated Training 	<ul style="list-style-type: none"> Primary Handgun 	<ul style="list-style-type: none"> Bloodborne Pathogens Hazmat/Gas Mask fit test Legal Updates Use of Force Policy 	<ul style="list-style-type: none"> A Central Computerized Enforcement Service System (ACCESS)⁴ Emergency Vehicle Operations Course Ethics Training First Aid/CPR Less Lethal Options/Use of Force training 	<ul style="list-style-type: none"> BAC (blood alcohol content) refresher
<p>Equipment Specific Training (once certified to carry the following):</p>				
	<ul style="list-style-type: none"> AR-15 Rifle Secondary Handgun Shotgun 	<ul style="list-style-type: none"> Taser Recertification Less Lethal Shotgun 	<ul style="list-style-type: none"> Pursuit Intervention Technique 	

Source: KC Sheriff's Office – Department Policy Manual; BERK, 2018.

Missed or denied opportunities for supplemental, non-mandatory training was a recurring theme in conversations with Police Department officers. Officers noted both an unclear decision matrix for whether training is approved, and a concern that the cost of backfilling shifts was affecting decision-making since the cost of backfilling a shift can often exceed the cost of the training itself. Officers that brought up this issue also identified training as a key factor in developing and retaining good staff who want to stay in Sammamish. This is a challenge for Sammamish, as described in the next section.

⁴ ACCESS is a Washington State Patrol (WSP) - owned and operated data system that supports all law enforcement agencies within the state. Through this system, criminal investigation information, vehicle license information, and other essential law enforcement information is exchanged.

ORGANIZATIONAL CULTURE AND COMMUNICATIONS

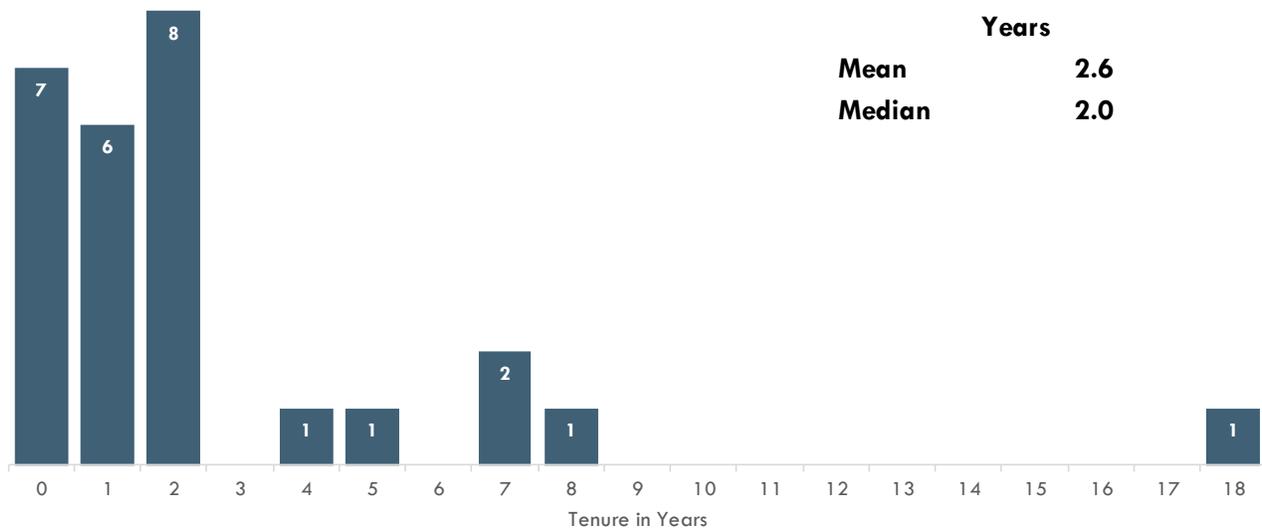
Organizational Culture

The City of Sammamish Police Department seems to enjoy a positive, energetic, and progressive organizational culture and a commitment to serving the Sammamish community well. This is true despite expressed concerns about staffing levels and attracting and retaining more experienced deputies and supervisors. As with any organization, police department culture is shaped in large part by leadership and the positive culture of the Sammamish Police Department should be seen in large part as a credit to the energy, enthusiasm, and leadership of the police chief.

Staff Retention

Most KCSO officers are assigned on two-year contracts and tenure in Sammamish tends to be brief as illustrated in Exhibit 20. The median number of years an officer stays in Sammamish is 2.5 years and almost 80% of the current police force has been serving Sammamish for three years or less.

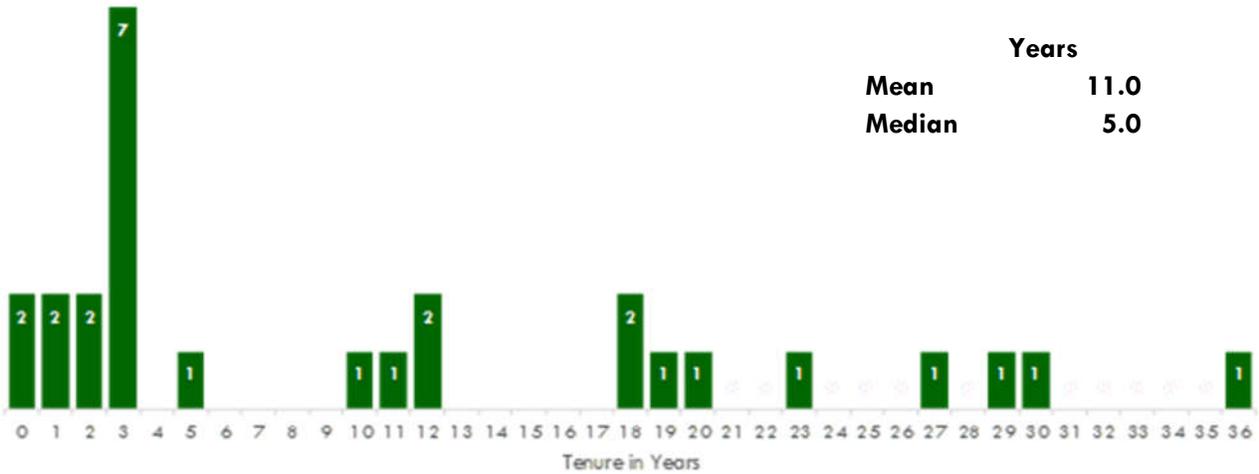
Exhibit 20. Officer Assignment Tenure to the City of Sammamish



Note: Data is as of April 2018.
Source: KCSO and City of Sammamish Police Department, 2018; BERK, 2018.

King County officers assigned to Sammamish have varied experience with KCSO, as shown in Exhibit 21. The mean length of service to KCSO for officers assigned to Sammamish is over 11 years. This data is similar to Officer Assignment Tenure, but rather than reporting the length of tenure *in Sammamish*, it reports on those same officers' *overall tenure with KCSO*. This shows deputies' overall experience level at KCSO, rather than only their experience in Sammamish.

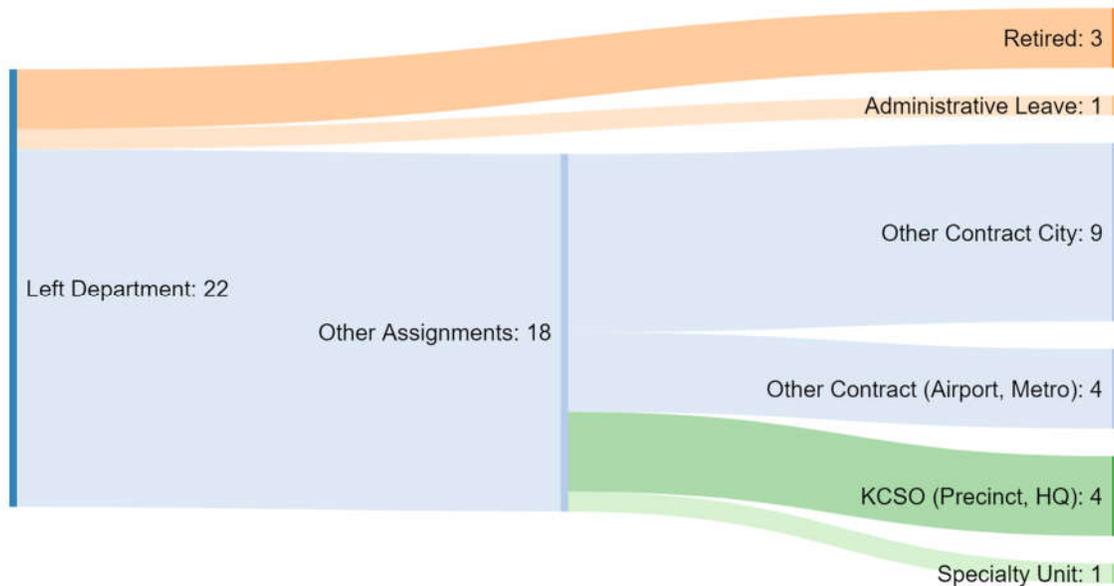
Exhibit 21. Sammamish Police Tenure with KCSO



Note: Data is as of April 2018.
 Source: KCSO and City of Sammamish Police Department, 2018; BERK, 2018.

Based on staff interviews, many younger deputies are looking for opportunities to learn and practice comprehensive policing skills. Because of this they may seek higher activity assignments, requesting transfers elsewhere within the KCSO system. The most common destination for an officer leaving the Sammamish Police Department is another contract city, as shown in Exhibit 22. The reasons an officer leaves or is reassigned also vary and can include being promoted, a desire to be busier, a more convenient location, or a change of role (such as taking on an SRO position instead of patrol).

Exhibit 22. Reasons Sammamish PD officers leave the City, 2016-2018



Source: City of Sammamish Police Department, 2018; BERK 2018.

Internal Communication

While there are no deficiencies of note regarding internal communication, there are opportunities for improving the communication flow, which is typical of police organizations and government given the complexities of both.

Within the Department

Internal Sammamish Police Department communication is primarily through e-mail and informal contacts among employees. A notable concern expressed is that while patrol deputies work 4-day/10-hour shifts, their supervising sergeants work set days, which causes supervising sergeants to be away from supervising their deputies many days per week (see page 24 for more detail). This situation creates confusion among patrol deputies, especially grave yard shift deputies, whose interaction with their sergeant supervisor is routinely disrupted by absences. Additionally, while there is a mandatory staffing requirement for the number of patrol deputies on duty for a shift, there is not a similar staffing requirement for sergeant supervisors. This exacerbates the communication issues and leaves the Sammamish Police Department limited supervision in patrol.

Internal Sammamish Police Department communication is also negatively impacted by the workload and expectations placed upon the police chief and the administrative assistant. The City's chief is the "face" of the department and is the person who is often sought out by others in city government, community representatives, or anyone wanting to "talk with the police" about a problem. In addition to the chief's responsibility to the City, they also have responsibility to the KCSO Precinct both in terms of responsiveness and mandatory meetings. The administrative assistant, in part because of their easy access by anyone entering City Hall, their workload, and the miscellaneous tasks they inherit, is pulled in many directions and is frequently unavailable to assist the Chief with her administrative needs.

With Others in the City Organization

A consistent theme emerging from interviews with Police Department personnel and other City personnel is that the Sammamish Police Department communicates and interacts well with other City departments at the leadership level. At the officer level, however, KCSO deputies seem to feel unconnected to Sammamish city staff or the broader city organization. This connection can be important to maintaining alignment between City and departmental values and priorities and can also serve to increase staff satisfaction and retention. Opportunities to strengthen this connection will be explored in our next phase of work.

External Communication with Members of the Sammamish Community

As described in [Section III](#), the Sammamish Police Department enjoys a largely positive relationship the community it serves. While other factors contribute to this, including the relatively low crime rate and the positive internal culture as described above, a department's communication and engagement efforts are a key factor in shaping its relationship to the community.

The Sammamish Police Department maintains a Facebook page and Twitter account that the City of Sammamish Communications Manager updates. The Sammamish Police Department uses these platforms to advertise community engagement events such as *Coffee with a Cop* where the police chief, sergeants, and deputies serve coffee to and drink coffee with Sammamish residents. Social media is also used for timely public service announcements such as reminding residents to not leave children or pets in hot cars,

reminding residents that fireworks are illegal, or informing residents of local training on disasters.

The police chief also participates in many diversity panels, forums, meetings, and community events and gatherings. In the past these have included sitting on a Muslim Safety Forum panel and attending a Ramadan Interfaith Neighborhood Dinner. The police chief has started a Healthy Communities Coalition whose goal is to identify key issues in the Sammamish Community and work together to strategize preventative actions and/or effective solutions to those issues.

V. Sammamish Police Department: Resource and Capacity Assessment

This section begins our examination of how well Sammamish Police resources and capacity align with demands placed on the Department. This topic is considered in three sections as outlined below and will be explored in greater depth in our next phase of work.

Section A. Resources | *How well resourced is the Department?*

- *How are Sammamish's public safety costs changing? How does this compare to comparable communities and how is this changing over time?*
- *How have staff levels changed with population growth and how do they compare to comparable communities?*

Section B. Safety | *How much demand is placed on the Sammamish Police Department?*

- *How are calls for service changing over time?*
- *How quickly can the Department respond to calls for service?*

Section C. Functional Capacity | *Does the Department have sufficient capacity to meet community and policy maker expectations for quality and comfort with risk?*

- *Can the Department provide the type and quality of services desired by residents and business owners?*
- *Does the Department have appropriate administrative support and supervisory capacity?*
- *Can the Department handle unusual events or other shocks to the system?*

Sections A, B, and C each begin with a summary of topline findings contained in a gray box, followed by pages with supporting exhibits.

A. RESOURCES

This section examines Sammamish investments in law enforcement over time and relative to other communities.

Key Questions and Findings

How are Sammamish's law enforcement costs changing? How does this compare to comparable communities and how is this changing over time?

- KCSO contract costs are increasing in line with additional staff and inflation; adjusted for inflation, the cost per FTE remained relatively steady over the last seven years (see Exhibit 23 Exhibit 24).
- Police expenditures as a percent of total General Fund expenditures have remained relatively steady over the last five biennia (Exhibit 25).
- Compared to peers, Sammamish pays less per capita for police services (Exhibit 26).

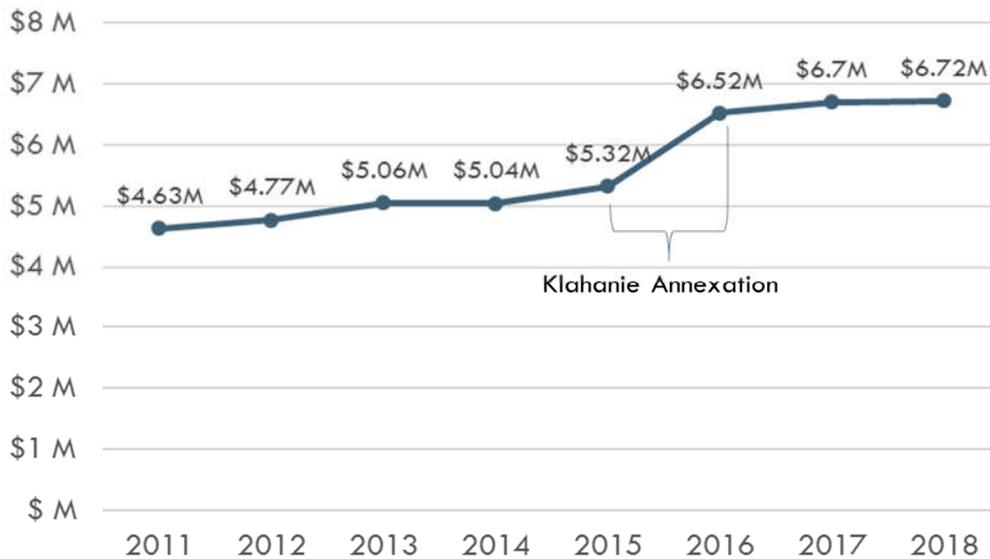
How have staff levels changed with population growth and how do they compare to comparable communities?

- Population has almost doubled since incorporation; police staffing has been growing with population, but at a slower rate (Exhibit 27).
- The number of commissioned officers per 1,000 residents has trended downward slightly since 2000 (Exhibit 28).
- Compared to peer jurisdictions, Sammamish has a lower number of commissioned police officers per 1,000 residents (Exhibit 29).

Public Safety Costs

KCSO costs have been increasing over time, at an average annual rate of 5.5% from 2011 to 2018, as shown in Exhibit 23. The largest increase happened with the Klahanie annexation when 3.75 deputies and one sergeant were added to handle the anticipated increase in population, geography, and call volume.

Exhibit 23. Cost of KCSO Contract Over Time (2017\$)



Note: All contract costs have been inflation-adjusted and shown in 2017 dollars.
Source: KCSO Exhibit B - Cost Book 2011-2018; BERK 2018.

Most of the increases in contract cost can be attributed to increases in staffing and not increases in the cost per FTE. As shown in Exhibit 24, 10.8 officers were added to the Sammamish Police Department between 2011-2018. In that same period, the cost per FTE has remained steady with an average annual increase of 0.5%.

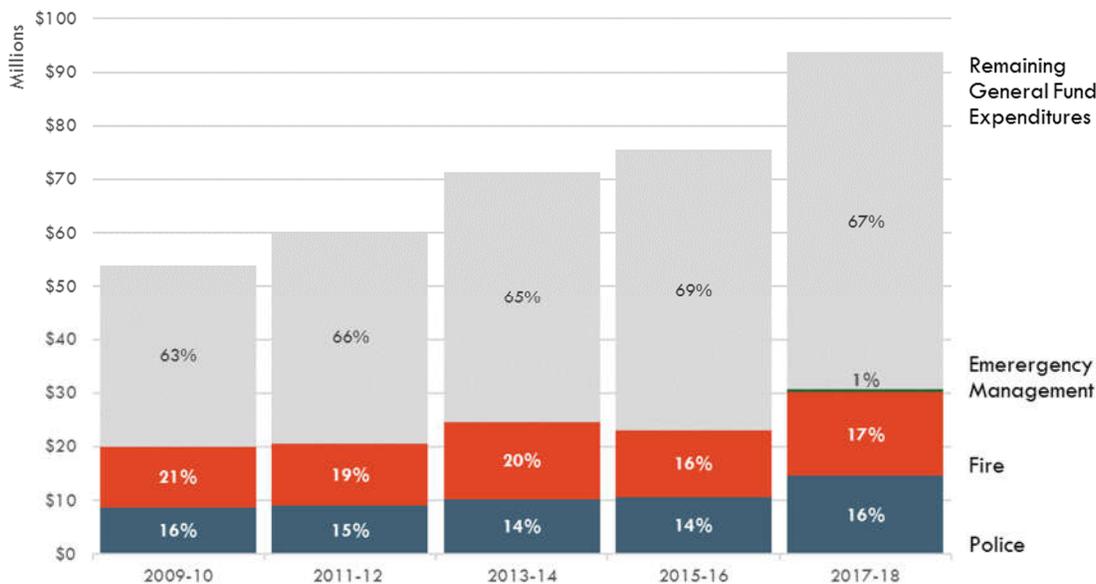
Exhibit 24. Inflation adjusted Cost per FTE in 2017 dollars, 2012-2018



Note: All contract costs have been inflation-adjusted and shown in 2017 dollars.
 Source: KCSO Exhibit B - Cost Book 2011-2018, BERK 2018.

Police expenditures have been steady as a percentage of Total General Fund expenditures, shown in Exhibit 25. While the General Fund has been growing over time and jumped with the Klahanie annexation, Police expenditures as a percentage have been between 14-16% City funds.

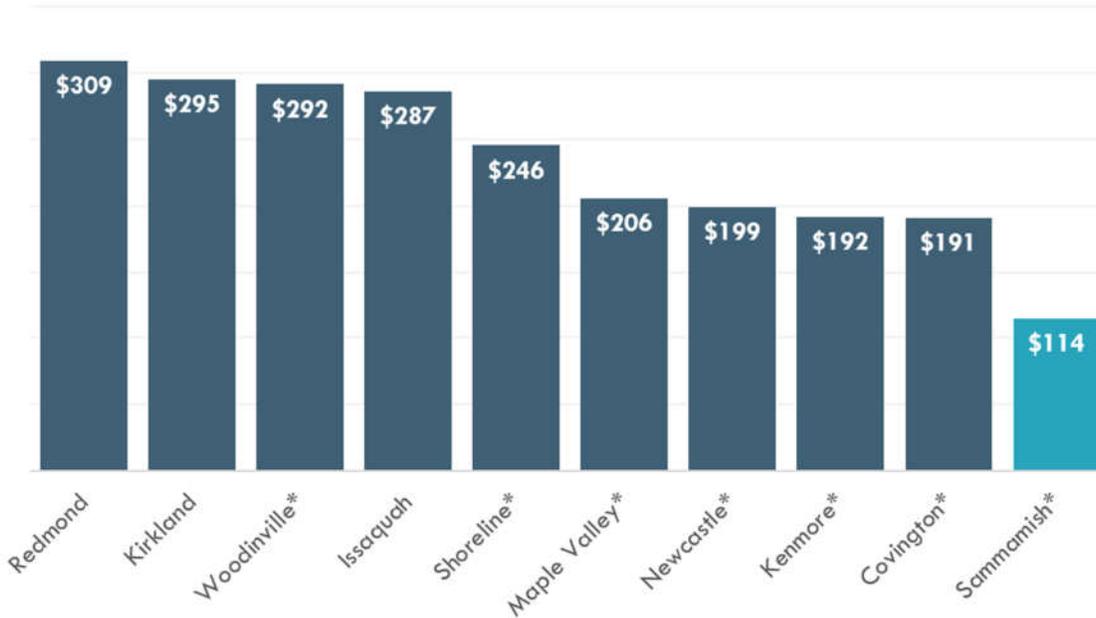
Exhibit 25. City of Sammamish Public Safety Expenditures, 2009-2018



Note: In all cases, the most recent budget information has been used.
 Source: City of Sammamish Biennial Budgets 2009-2018; BERK, 2018.

Sammamish has a low law enforcement cost per capita, compared to peer jurisdictions (including contract cities and municipally-run departments), shown in Exhibit 26. Sammamish Police Services are budgeted at \$7.4M for 2018, with \$6.9M (92%) going to the King County Sherriff’s Office contract.

Exhibit 26. Peer Comparison of Law Enforcement Costs per Capita, 2017



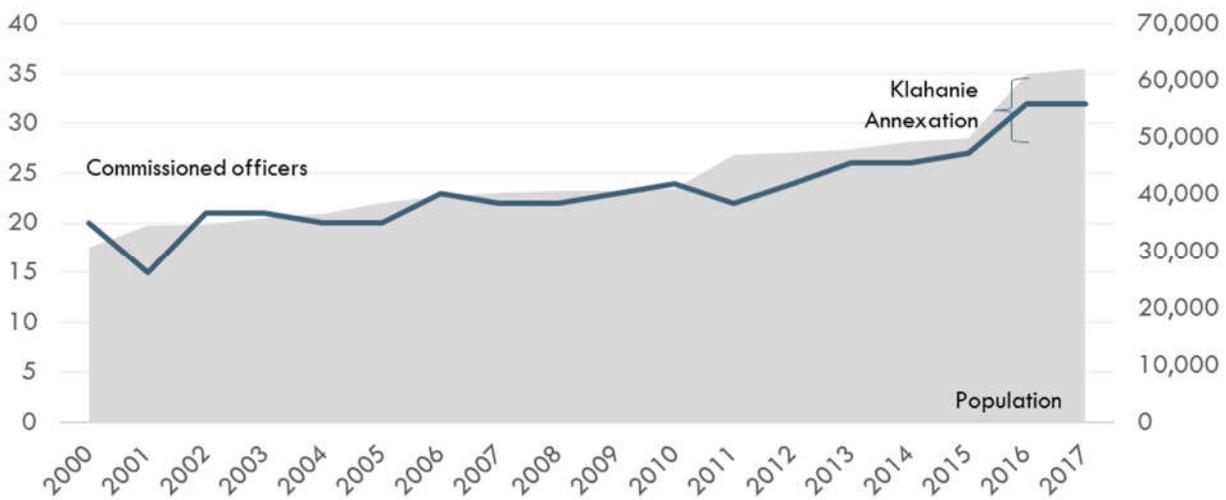
Note: In cases where a peer city reported a biennial budget for law enforcement and not individual 2017 and 2018 estimates, the total biennial budget was divided by two.

Source: Peer City Budgets, 2017. OFM April 1 Population Estimates, 2018; BERK, 2018.

Staff Levels

Sammamish’s population has almost doubled since incorporation due to regional growth and annexation, growing at an annual rate of 4.2% between 2000-2017. The number of commissioned officers has grown at a slower rate than the overall population, increasing at an annual rate of 2.8%. Exhibit 27 shows Sammamish population growth and police staffing.

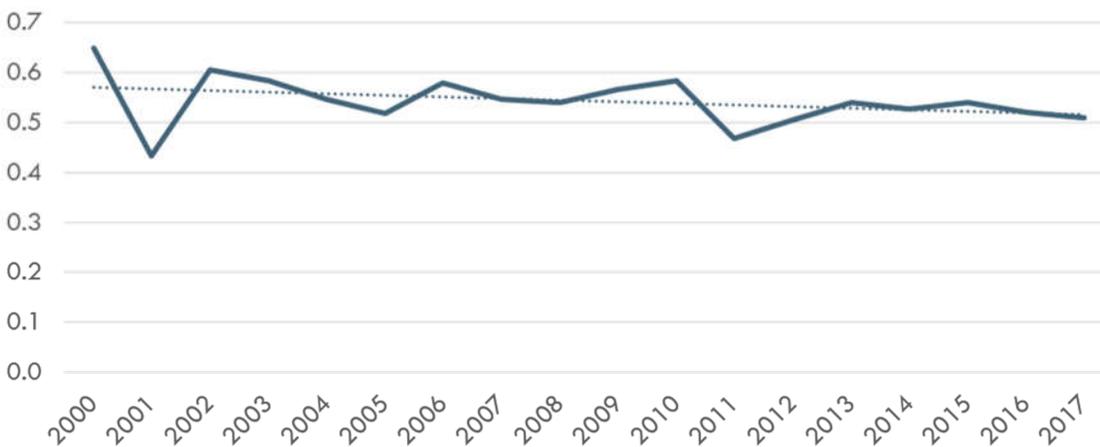
Exhibit 27. Sammamish Police Department Staffing and Population Growth, 2000-2017



Source: WASPC Washington State Full-Time Law Enforcement Employees by Year, County, and Agency, 2000-2017; WA OFM April 1 Population Estimates, 2000-2017; BERK, 2018.

The number of commissioned officers per 1,000 Sammamish residents has been on a downward trend since incorporation, shown in Exhibit 28. Since 2000, the rate has been declining at an average of 1.4% per year.

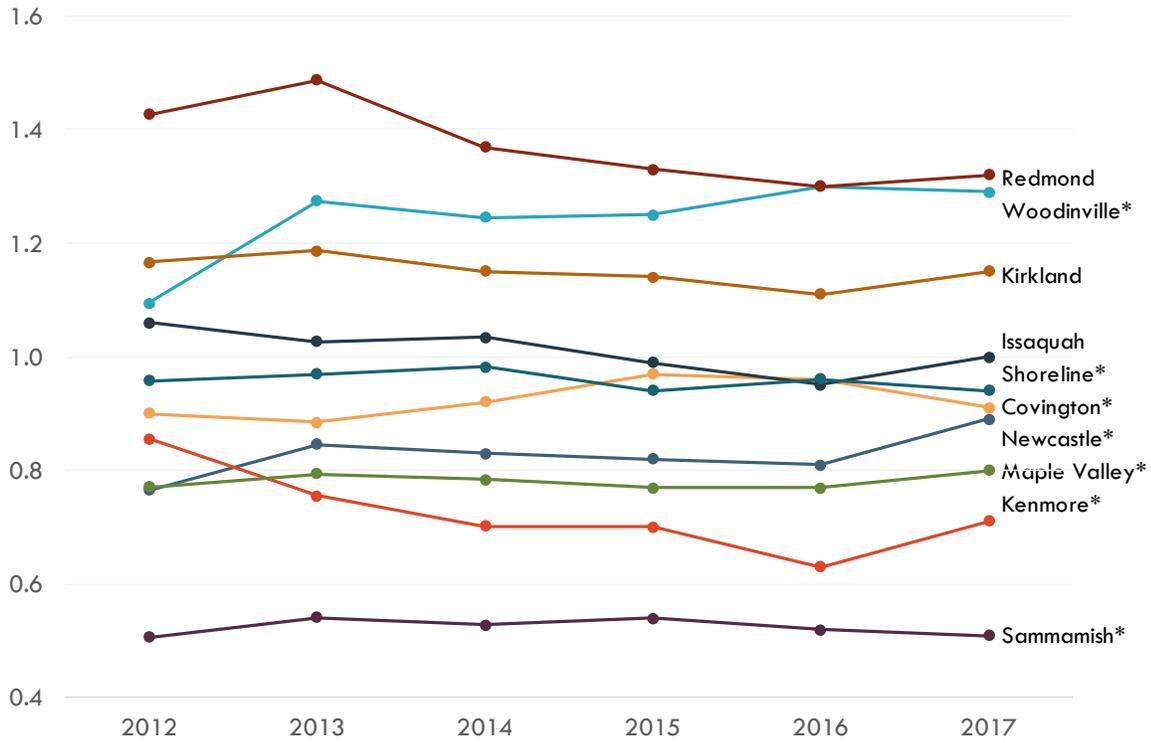
Exhibit 28. City of Sammamish Commissioned Officer Rate, 2000-2017



Note: The Commissioned Officer Rate represents the number of commissioned officers per 1,000 Sammamish residents. Source: WASPC Washington State Full-Time Law Enforcement Employees by Year, County, and Agency, 2000-2017; WA OFM April 1 Population Estimates, 2018; BERK, 2018.

Sammamish has a lower number of commissioned officers for every 1,000 residents compared to peer jurisdictions, shown in Exhibit 29. Sammamish has fewer than 0.6 commissioned officers per 1,000 city residents, while peer jurisdictions have between about 0.7 and 1.3 officers per 1,000 residents.

Exhibit 29. Peer Comparison of Commissioned Officer Rate, 2012-2017



Source: WASPC Washington State Full-Time Law Enforcement Employees by Year, County, and Agency, 2012-2017; BERK, 2018.

B. SAFETY

As shown in Section A, Sammamish investments in law enforcement are relatively less than in peer communities. This section compares this level of expenditure to crime rates in Sammamish to ascertain whether this investment level is appropriate relative to the demands placed upon the Department.

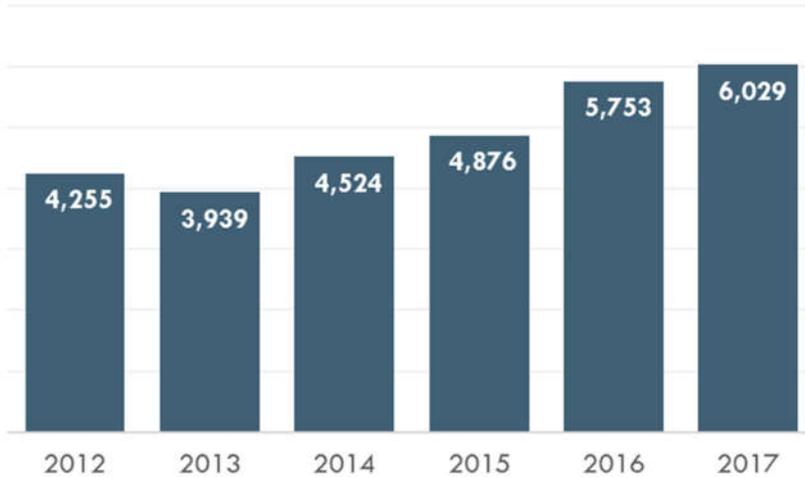
Key Questions and Findings

How are calls for service changing in Sammamish?

- Dispatched calls for service grew at an average annual rate of 7.2% from 2012 to 2017 (Exhibit 30).
- Part I crimes grew at an average annual rate of 4.8% from 2012 to 2017 (Exhibit 31).
- The crime rate per 1,000 residents is low in Sammamish compared to peer KCSO contract cities (Exhibit 32).
- In 2016, there were more commissioned officers per incident in Sammamish than in other KCSO contract cities; between 2010 and 2016, the rate of incidents per commissioned officer decreased at an average annual rate of 2% (Exhibit 33).
- Response times have remained relatively constant since 2012 (Exhibit 34).

Calls for police service from residents of Sammamish have been increasing as shown in Exhibit 30. Sammamish Police Department dispatched calls for service have been increasing at an average annual rate of 7.2% since 2012.

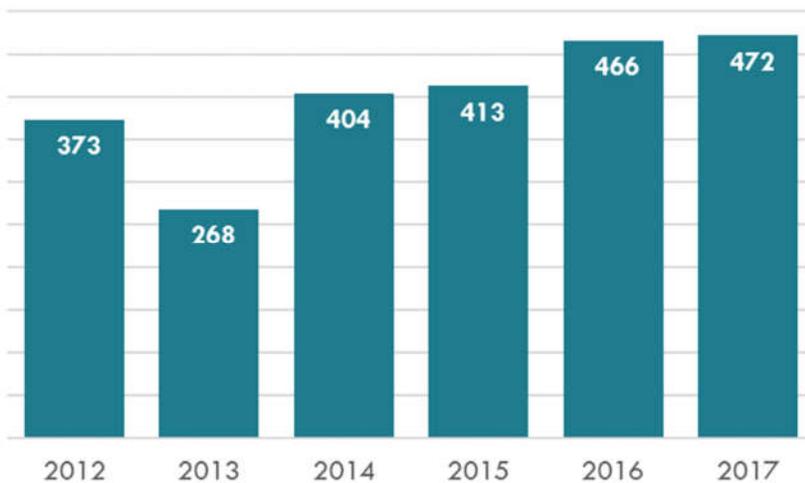
Exhibit 30. Sammamish Police Department Dispatched Calls for Service, 2012-2017



Source: City of Sammamish Summary Stats, KCSO 2012-2017; BERK, 2018.

Reported crime in Sammamish has been increasing, shown in Exhibit 31. Sammamish Part I crimes have been increasing at an average annual rate of 4.8% since 2012. Part I crimes include eight offenses: murder and nonnegligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson.

Exhibit 31. Sammamish Part I Crimes, 2012-2017

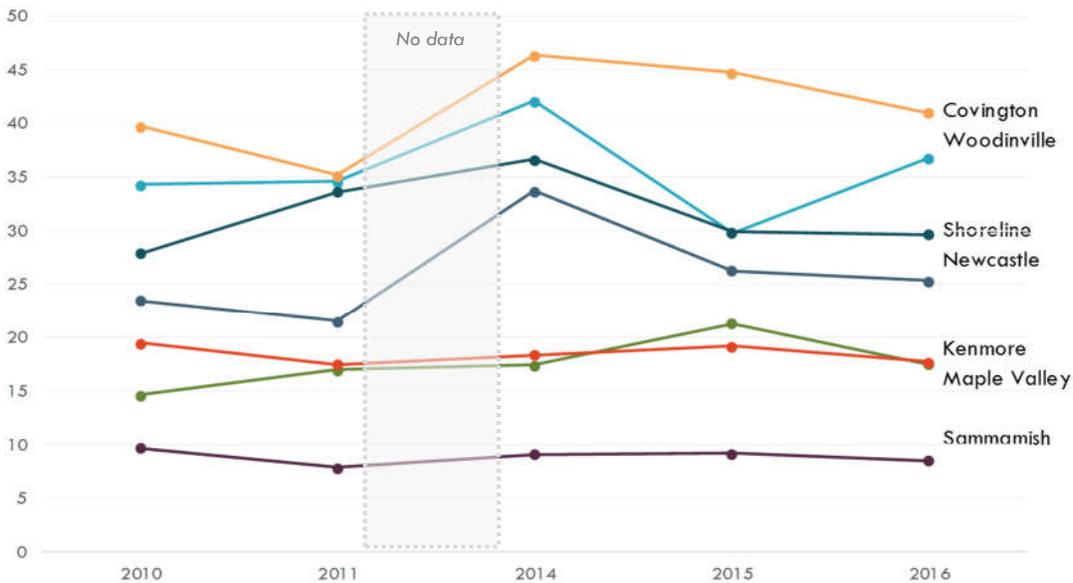


Note: Part I crimes are the closest metric to the UCR incidents reported to WASPC
Source: City of Sammamish Summary Stats, KCSO 2012-2017; BERK, 2018.

The crime rate in Sammamish has decreased since 2010, and is lower than peer jurisdictions, seen in Exhibit 32. The per capita crime rate has decreased despite rapid population growth and annexation. Data is missing from WASPC for 2012 and 2013, which is shown as shaded to represent a gap in

reported.

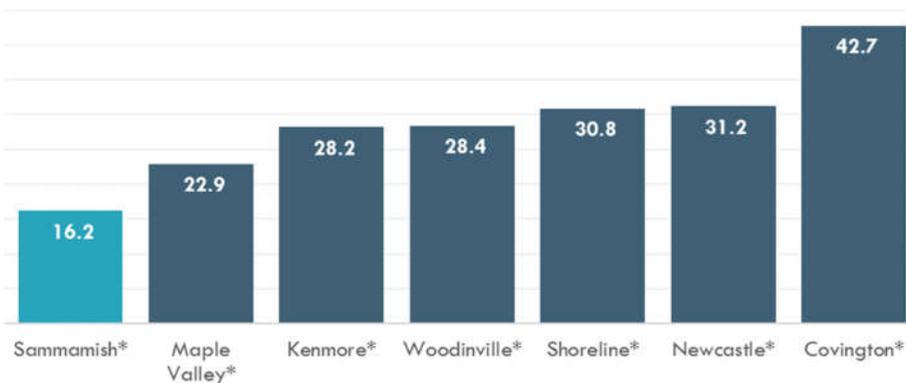
Exhibit 32. Per Capita Peer Comparison of Crime Rates, 2010-2016



Note: Data is missing from WASPC for 2012 and 2013. Only KCSO peer cities are included because other cities have switched to NIBRS reporting. Maple valley is green. Kenmore is red.
 Source: WASPC Summary Reporting, 2010-2016; BERK, 2018.

The number of incidents per commissioned officer was lower in Sammamish than in other peer cities with KCSO contracts, shown in Exhibit 33. Between 2010 and 2016, incidents per commissioned officer declined at an average annual rate of 2%.

Exhibit 33. Peer Comparison of Incidents per Commissioned Officer, 2016



Source: WASPC Summary Reporting, 2016; BERK, 2018.

Response times for priority calls have been consistent since 2012, including Priority 1, 2, and X calls, shown in Exhibit 34. A “Priority X” designation is a critical dispatch, which includes a life-threatening situation such as a possible confrontation, a shooting/stabbing, and other crimes. A “Priority 1” designation is an immediate dispatch that require police action, such as silent alarms, injury traffic accidents, and other crimes.

Exhibit 34. Sammamish Response Times in Minutes for Priority X, 1, 2 Calls, 2012-2017



Source: City of Sammamish Summary Stats, KCSO 2012-2017; BERK, 2018.

C. FUNCTIONAL CAPACITY

As shown in Section A, Sammamish investments in law enforcement are relatively less than in peer communities. As shown in Section B, this level of investment is commensurate with the level of crime present in Sammamish. In this, Section C, we examine whether staffing levels allow the Sammamish Police Department to provide the level, quality, and dependability of service appropriate to City and community desires. The ideas touched on in this section will be pursued in more detail in our next phase of work.

Key Questions and Findings

Does the current model provide adequate or desired...

- ***...coverage to efficiently maintain the desired level of service for Sammamish residents and the City's comfort with risk?***
 - Coverage constraints in the current model reduce the department's capacity to respond to stresses on the system, particularly when the system is stressed by staff on leave or engaged in activities that make them unavailable for responding to new calls. This may affect quality of service provided or expose the City to the risk of responding to calls with fewer than desired resources.
 - Clearance rates are relatively low compared to peer jurisdictions, with 16% of cases being cleared (see Exhibit 35)
- ***... supervisory oversight?***
 - Deputies work on a rotating 4-10 schedule and sergeants are on a fixed 4-10 schedule, resulting in variable supervision from Sammamish Police Department sergeants or limited supervision from KCSO precinct sergeants. More analysis of this issue will come in Phase II.
- ***...presence in the community?***
 - The minimum staffing approach currently used in Sammamish does not allow setting performance objectives for community policing activities in addition to responding to calls or following up on self-initiated activities. More analysis of this issue will come in Phase II.

Coverage Constraints Can Affect Quality of Response and Create Risks

Currently the City of Sammamish staffs 24/7 patrol coverage with one officer available in each of the three patrol districts. These districts are based on volume of calls for service and geography. In addition to the three officers available for 24/7 coverage, the number of commissioned officers covering the City of Sammamish can vary by time of day, day of week, and activities taking place in the City at any given time.

At one end of the spectrum, there may be up to thirteen officers on duty, including a traffic enforcement officer (who counts toward staffing minimums), two SROs, the police chief, the administrative sergeant, a patrol sergeant, the detective sergeant, and detectives. These other positions have other duties and responsibilities that keep them from actively patrolling the City, but in an emergency, they can be available to respond to calls. At other times, there may be three patrol officers and a night shift sergeant, or a KCSO precinct sergeant overseeing patrol.

A routine police activity such as a response to a domestic violence call or a defendant transport may put demands on existing resources, leaving the City with minimal coverage to address additional calls.

- A defendant transport requires one patrol officer to leave city limits to transport defendants between the Issaquah Jail and King County Courthouse, leaving two officers available for calls.
- A domestic violence call requires a two-officer response, leaving one officer available for any other calls that occur throughout the City.

Scenarios with overlapping need for multiple officers can leave the City one officer short of its minimum staffing. This could include:

- A domestic violence call at the same time as a defendant transport.
- A two-car blocking accident overlapping with a domestic violence incident.

In such cases, the City of Sammamish calls upon KCSO precinct staff to respond to other calls that occur. In other words, KCSO does not assign an additional officer to patrol Sammamish, but dispatches a nearby officer if a call occurs that requires an immediate response. Coverage by KCSO means the responding officer is less familiar with the Sammamish community, the City's priorities and law enforcement philosophy, and resident expectations. This may result in interactions that don't meet the level of quality Sammamish Police Department and the City of Sammamish seeks to provide.

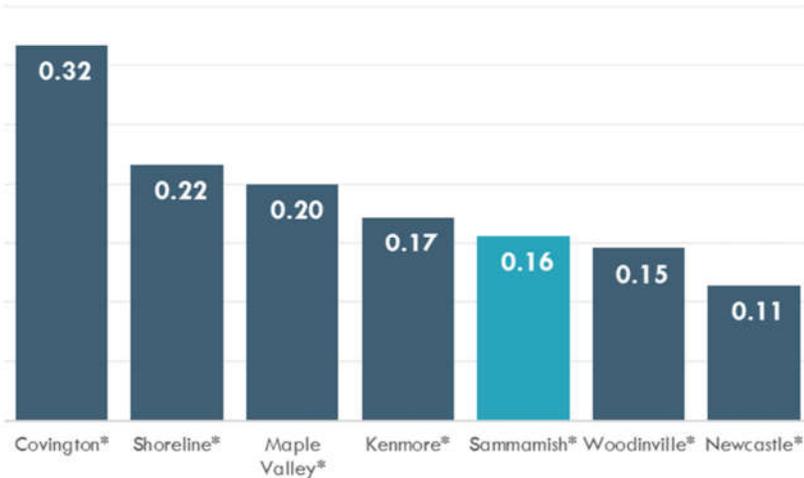
In cases where KCSO staff are already busy or stretched thin, such as during a holiday, severe weather or event, or national holiday, the City of Sammamish may not be able to draw on KCSO resources because other communities are dealing with the same regional issue and there are none available. This can leave the Sammamish community exposed to risks associated with responding to additional calls for service with fewer resources than desired or – because this can happen with supervisory staff as well as patrol officers – with less supervisory oversight than desired.

The KCSO Precinct 2 headquarters is located in Sammamish City Hall. This likely contributes to a sense of police presence in Sammamish, as KCSO staff assigned to the precinct make frequent trips into or through the city, contributing to the number of law enforcement vehicles on the street. The location of the precinct office also makes it relatively easier for KCSO to provide supplemental resources in instances of departmental staffing shortages.

Clearance Rates

One measure used to estimate the number of crimes solved by the police are clearance rates. These rates typically include an investigation closed by arrest, and do not include cases for which investigations could not continue due to uncooperative or unavailable witnesses or victims. Clearance rates for Sammamish are at the low end of peer contract cities. In 2016, the most recent year of data available only 16% of offenses were cleared, as shown in Exhibit 35.

Exhibit 35. Peer Comparison of Clearance Rates, 2016



Source: WASPC Summary Reporting, 2016; BERK, 2018.

Supervision

The King County Sheriff's Office and in turn the Sammamish Police Department have an organizational structure based on rank and command, with deputies subordinate to sergeants and sergeants subordinate to the police chief (a captain rank in the case of Sammamish). While the majority of an officer's work is done outside immediate oversight of a supervisor and each officer is accountable for the duties and responsibilities he or she carries out, supervision is a critical issue in policing and can affect organizational results and work environment. According to the KCSO General Orders manual, supervisors are responsible for having a working knowledge of rules and performance standards; to be available to communicate the rules, policies, and procedures to their subordinates; and to be held accountable for their subordinate employee's actions. These responsibilities become difficult when supervision is variable.

The Sammamish Police Department has a minimum staffing requirement for the number of patrol deputies available on a 24/7 basis, but there is not a similar staffing requirement for sergeant supervisors or the police chief. Deputies work on a rotating 4-10 schedule and sergeants are on a fixed 4-10 schedule, resulting in variable supervision from Sammamish Police Department sergeants or limited supervision from KCSO precinct sergeants.

When Sammamish supervision is not available, the City relies on KCSO Precinct sergeants, who are located in a separate office at Sammamish City Hall, to supervise officer activity. This ability to use KCSO resources is a benefit of the contract that allows the City to not staff to cover all shifts with their own supervisor. A potential downside of this arrangement, however, is that KCSO sergeants may not be as invested in the City of Sammamish. This can manifest in several ways such as not advancing

administrative duties in the same way a Sammamish-assigned sergeant may or not being as in-tune with the community's law enforcement philosophy, values, and desired level of service.

Presence in the Community

As noted in Exhibit 9 of the Virtual Town Hall Survey Results, the Sammamish community appreciates the visibility of its police officers, including public event attendance. There is a desire for more police connection with the community and increased presence at night, on the weekends, and in specific neighborhoods, as well as a concern for the future growth in population and density and its effects on the demand for police services. Internal stakeholders similarly expressed an interest in increasing the connection police have to the community through an increased presence separate from enforcement activities.

This community desire is reflective of a broader movement nationwide to strengthen community policing and increase the trust between law enforcement officers and the communities they serve. Sammamish is already doing many of the things that the [President's 21st Century Policing Task Force](#) recommends, including building trust in the community, communicating and increasing transparency via social media, and engaging the community in identifying problems and solutions as is happening through the Healthy Communities Coalition.

The minimum staffing approach currently used in Sammamish considers what is estimated to be a sufficient number of patrol officers that need to be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public. As noted above, it does not allow the Department to flexibly deploy officers based on changing workload demands. The current model also does not allow for setting performance objectives for community policing activities in addition to responding to calls or following up on self-initiated activities.

VI. Looking Forward to Our Next Phase of Work

In the next phase of work, we will explore the future demand for law enforcement services in Sammamish, consider alternative approaches to adapting Department services and capacity, and inventory and analyze opportunities for the Department to improve its efficiency and effectiveness for today and in alignment with anticipated future conditions.

This will include continuing to evaluate remaining questions around the type and quality of services desired by residents and business owners; the appropriate administrative support and supervisory capacity for the Department, including consideration of whether services could be better provided by a municipal department; and the Department's flexibility capacity is for extraordinary events. When considering strategies for augmenting the Department's capacity, we will examine opportunities for making the most productive use of limited public safety resources, including the use of non- or limited-commissioned personnel; partnerships with KCSO or neighboring communities; and, in some cases, community volunteers.

APPENDIX A

Virtual Town Hall Survey Results

Police Services Study

i	Introduction	2
ii	Summary Of Responses	3

Police Services Study

What are your priorities for police services in Sammamish?

Introduction

We need your feedback to develop strategies for how the City can continue to provide high quality police services that are aligned with community priorities!

Thank you for taking the time to assist us in better understanding community perceptions of safety and priorities for police services in Sammamish. To get started, just click on "Take the Survey."

Background

This survey is one component of a larger Police Service Study effort that will ultimately lead to recommendations for how the City can continue to provide high quality police services aligned with community priorities.

The City of Sammamish is changing, as are the key issues facing the Sammamish Police Department, the services of which are provided through contract with King County. Population growth, annexations, and increasing density in areas like the Town Center bring new challenges. Growing diversity brings the need to ensure a welcoming and safe environment for all residents. Individuals experiencing distress, including homelessness, domestic violence, or mental health issues, often encounter the police as a first contact with the City.

The City desires to best serve residents, business owners, and visitors by providing responsive, well-managed, effective, and efficient law enforcement that are reflective of community concerns and priorities. To accomplish this, the City is conducting community engagement and an operations analysis to establish a long-range plan to identify, prioritize, and operationalize opportunities for positive change. The final product will be a consultant report, which, as well as the evaluative and planning processes themselves, will align the understanding and expectations of the community, the City, the Department, and King County Sheriff's Office, establishing updated contract terms and a road map for the Department's continued evolution. The consultant report will incorporate contemporary policing strategies and best practices to help the City and the Department address changes in the community and the broader operating environment.

Police Services Study

What are your priorities for police services in Sammamish?

Summary Of Responses

As of June 7, 2018, 7:17 PM, this forum had:

Attendees: 439
Responses: 354
Hours of Public Comment: 17.7

This topic started on May 4, 2018, 12:04 PM.

Please rate the following statement around your perception of safety in Sammamish?

Sammamish is a safe city.

		%	Count
Strongly Agree		46.0%	160
Agree		48.6%	169
Neutral		4.9%	17
Disagree		0.3%	1
Strongly Disagree		0.3%	1

I feel safe in my home.

		%	Count
Strongly Agree		54.3%	189
Agree		41.4%	144
Neutral		3.4%	12
Strongly Disagree		0.6%	2

I feel safe walking alone in my neighborhood during the day.

		%	Count
Strongly Agree		62.9%	219

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
Agree		32.2%	112
Neutral		4.0%	14
Strongly Disagree		0.3%	1

I feel safe walking alone in my neighborhood after dark.

		%	Count
Strongly Agree		32.5%	113
Agree		40.5%	141
Neutral		15.5%	54
Disagree		8.6%	30
Strongly Disagree		1.7%	6
Does Not Apply		0.9%	3

I feel safe having my child/children walk in our neighborhood during the day.

		%	Count
Strongly Agree		25.6%	89
Agree		33.3%	116
Neutral		12.6%	44
Disagree		2.9%	10
Strongly Disagree		0.3%	1
Does Not Apply		25.0%	87

What types of crime are you most concerned about occurring in Sammamish?

Violent crimes (e.g. homicide, sexual assault, domestic violence)

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
Very Concerned		10.6%	37
Concerned		19.5%	68
Somewhat Concerned		28.7%	100
Neutral		14.9%	52
Not Concerned		25.0%	87

Property crimes (e.g. theft, burglary, vandalism, graffiti)

		%	Count
Very Concerned		37.1%	129
Concerned		44.5%	155
Somewhat Concerned		14.1%	49
Neutral		3.2%	11
Not Concerned		0.9%	3

Traffic crimes (e.g. driving while intoxicated, speeding)

		%	Count
Very Concerned		29.0%	101
Concerned		37.1%	129
Somewhat Concerned		22.4%	78
Neutral		8.0%	28
Not Concerned		3.2%	11

Societal crimes (e.g. disorderly conduct, drug abuse, gang activity)

		%	Count
Very Concerned		14.9%	52
Concerned		29.0%	101

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
Somewhat Concerned		28.7%	100
Neutral		12.9%	45
Not Concerned		13.8%	48

Have you limited or changed your activities in Sammamish because you are concerned about crime?

		%	Count
Yes		22.8%	79
No		77.2%	268

If you have limited or changed your activities in Sammamish because you are concerned about crime, please explain:

Answered 85
Skipped 269

after alone also around cameras **car cars** crime dark do
don doors due during from garage go had home house ins **installed**
 keep leave locked **more** neighborhood **night** now out **outside park**
 people property **security** so streets **t walk** walking

Please rate the following statements around your perception of Police in Sammamish:

If I need assistance, I am comfortable calling the Sammamish Police Department.

		%	Count
Strongly Agree		58.0%	204

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
Agree		32.4%	114
Neutral		6.3%	22
Disagree		2.3%	8
Strongly Disagree		0.6%	2

I am confident in the ability of the Sammamish Police Department to serve my needs.

		%	Count
Strongly Agree		43.8%	154
Agree		34.9%	123
Neutral		17.9%	63
Disagree		2.8%	10
Strongly Disagree		0.3%	1

The police presence in Sammamish is adequate.

		%	Count
Strongly Agree		20.2%	71
Agree		34.9%	123
Neutral		30.1%	106
Disagree		11.6%	41
Strongly Disagree		2.6%	9

During the past year, did you have contact with a Police Officer from the Sammamish Police Department?

		%	Count
Yes		33.6%	119

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
No		66.4%	235

Under what circumstances did you have contact with the Sammamish Police Department during the past year? (Please check all that apply)

		%	Count
Victim of a crime		16.2%	19
Reported a crime or provided information about a crime		32.5%	38
Arrested for a crime		0.9%	1
Traffic related (e.g. accident, traffic stop, parking ticket)		21.4%	25
Non-crime police services (e.g. requested house checks, got fingerprinted, requested a record)		40.2%	47
Do not wish to declare		8.5%	10

Please rate the following statements:

The officer(s) I had contact with expressed interest in helping me.

		%	Count
Strongly Agree		54.6%	65
Agree		21.8%	26
Neutral		12.6%	15
Disagree		5.0%	6
Strongly Disagree		3.4%	4
Does not Apply		1.7%	2

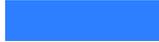
The officer(s) I had contact with demonstrated professionalism.

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
Strongly Agree		64.7%	77
Agree		22.7%	27
Neutral		7.6%	9
Disagree		1.7%	2
Strongly Disagree		1.7%	2
Does not Apply		1.7%	2

The officer(s) I had contact with made me feel comfortable.

		%	Count
Strongly Agree		58.8%	70
Agree		21.0%	25
Neutral		10.9%	13
Disagree		2.5%	3
Strongly Disagree		4.2%	5
Does not Apply		1.7%	2

The officer(s) I had contact with did an excellent job.

		%	Count
Strongly Agree		59.7%	71
Agree		19.3%	23
Neutral		15.1%	18
Disagree		0.8%	1
Strongly Disagree		2.5%	3
Does not Apply		2.5%	3

Police Services Study

What are your priorities for police services in Sammamish?

Overall, how well do you feel the Sammamish Police Department does providing services to the community?

		%	Count
Excellent		33.0%	116
Good		46.3%	163
Fair		9.7%	34
Poor		1.1%	4
Very Poor		0.3%	1
Not sure/Don't know		9.7%	34

How important are the following services to you? (Please rank, starting with your first priority)

Average Priorities

- Prompt response times
- Having police be visible and present in the community
- Investigation of crimes by detectives
- Drug and alcohol enforcement
- Traffic enforcement
- House checks for out-of-town residents

To what extent does the Sammamish Police Department develop relationships with the community and/or work with the community to solve problems? (e.g. public meetings, emails, casual interactions with officers)

		%	Count
To a great extent		7.4%	26
A lot		22.2%	78
A little		21.6%	76
Not at all		5.1%	18
Not sure/Don't know		43.8%	154

Police Services Study

What are your priorities for police services in Sammamish?

How interested would you be in the following police programs or events?:

Attending an informational community police citizen's academy (A program designed to acquaint individuals with the activities of the Sammamish Police Department)

		%	Count
Very Interested		14.2%	50
Interested		39.4%	139
Neutral		29.5%	104
Not Interested		16.1%	57
Very Disinterested		0.8%	3

A youth explorer program (A program to bridge the gap between youth and police by educating and involving them in police operations)

		%	Count
Very Interested		14.7%	52
Interested		32.3%	114
Neutral		30.6%	108
Not Interested		16.7%	59
Very Disinterested		4.5%	16

Joining the Sammamish Police Department Volunteer program (A program that allows residents to volunteer their time and skills with the Sammamish Police Department)

		%	Count
Very Interested		10.5%	37
Interested		24.4%	86
Neutral		32.0%	113
Not Interested		28.9%	102
Very Disinterested		4.0%	14

Police Services Study

What are your priorities for police services in Sammamish?

Do you have any additional comments regarding the Sammamish Police Department or the services provided by the Sammamish Police Department?

Answered 148

Skipped 206

all area been community crime department do don driving
feel good great had job like more need neighborhood officers
people police presence s safe sammamish school see
speed t thank them they time times traffic up very was way were

Are you a business owner in the City of Sammamish?

	%	Count
Yes	8.8%	30
No	91.2%	311

What is your age?

	%	Count
18-34	6.5%	22
35-49	34.6%	118
50-64	37.0%	126
65-84	22.0%	75

What is your gender?

	%	Count
Male	45.4%	154

Police Services Study

What are your priorities for police services in Sammamish?

		%	Count
Female		54.0%	183
Other		0.6%	2

What is your race or ethnicity (choose all that apply)

		%	Count
American Indian or Alaska Native		1.2%	4
Asian - Chinese		3.7%	12
Asian - Indian		4.3%	14
Asian - Other		3.7%	12
Black or African American		0.9%	3
Hispanic		3.1%	10
Native Hawaiian or Pacific Islander		0.6%	2
White		84.7%	277
Some other race		4.0%	13

What is your annual household income?

		%	Count
Under \$25,000		1.0%	3
\$25,000 - \$50,000		3.1%	9
\$50,001 - \$75,000		4.8%	14
\$75,001 - \$100,000		8.2%	24
\$100,001 - \$150,000		23.6%	69
\$150,001 - \$200,000		24.0%	70
Over \$200,000		35.3%	103