

**Overview and Initial Issues Identification
SEATTLE POLICE DEPARTMENT (SPD)**

Staff: Dan Eder, Peter Harris and Christa Valles
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Expenditures/Revenues

	2014 Endorsed Budget	2014 Proposed Budget	% Change Endorsed to Proposed
Expenditures by BCL			
Chief of Police	\$3,628,000	\$4,963,000	36.8%
Criminal Investigations Admin.	\$8,135,000	\$8,378,000	3.0%
Deputy Chief of Staff	\$26,322,000	\$25,449,000	-3.3%
Deputy Chief Operations	\$2,333,000	\$2,700,000	15.7%
East Precinct Patrol	\$23,271,000	\$24,952,000	7.2%
Field Support Administration	\$39,295,000	\$31,185,000	-20.6%
Narcotics Investigations	\$4,749,000	\$5,012,000	5.5%
North Precinct Patrol	\$31,390,000	\$33,739,000	7.5%
Office of Professional Accountability	\$1,971,000	\$2,073,000	5.1%
Patrol Operations Administration	\$1,315,000	\$0	-100.0%
Professional Standards	\$0	\$13,752,000	
South Precinct Patrol	\$17,035,000	\$18,210,000	6.9%
Southwest Precinct Patrol	\$15,415,000	\$16,471,000	6.9%
Special Investigations	\$4,338,000	\$4,602,000	6.1%
Special Operations	\$45,566,000	\$48,697,000	6.9%
Special Victims	\$6,334,000	\$6,702,000	5.8%
Violent Crimes Investigations	\$7,466,000	\$7,955,000	6.5%
West Precinct Patrol	\$29,024,000	\$31,493,000	8.5%
Total Expenditures	\$267,587,000	\$286,333,000	7.0%
Total FTEs	1,947.35	1,968.85	1.1%

Introduction:

The most significant change in the proposed Police budget is a sharp increase in the number of officers hired, or rather, recruits hired. The budget as proposed in September added funding in late 2014 to support 15 additional FTEs. Subsequently the Mayor announced receipt of a federal grant to partially support 10 more officers for Community Police Teams. These 10 positions and their costs will be added to the proposed budget via the errata.

Tables 1 and 2 below compare the hiring plans of the endorsed and proposed budgets.

Table 1 shows the recent history of sworn hiring, with estimates for 2013-2015 based on the adopted 2013 and endorsed 2014 budgets.

Table 1: Police Hiring & Separations 2010-2015, per 2014 Endorsed Budget							
	2010	2011	2012	2013 est.	2014 est.	2015 est.	2010-2015
Recruits hired	15	1	24	66	47	50	203
Trained officers hired	6	0	8	19	7	7	47
Separations	(27)	(41)	(36)	(45)	(57)	(57)	(263)
Net change	(6)	(40)	(4)	40	(3)	0	(13)

Table 2 shows the hiring plan associated with the proposed budget, including the 10 grant-funded positions. The differences are shown in boldface.

Table 2: Policing Hiring & Separations 2010-2015, per New 2014 Proposed Budget							
	2010	2011	2012	2013 est.	2014 est.	2015 est.	2010-2015
Recruits hired	15	1	24	71	71	49	231
Trained officers hired	6	0	8	15	11	3	43
Separations	(27)	(41)	(36)	(48)	(56)	(55)	(263)
Net change	(6)	(40)	(4)	38	26	(3)	11

The major substantive difference is in the new proposal to hire 71 recruits and 11 trained officers in 2014, compared to 47 and 7 in the endorsed budget.

Figure 1 attached shows the effects of the new hiring plan on sworn staffing. It shows sworn staffing levels from 2002 through 2015, measured four ways:

“Officers in service” includes fully trained officers not on disability or extended leave. The number of officers in service arguably is the bottom line measure of the effective size of the police force.

“Fully trained officers” includes officers in service plus fully trained officers on disability or extended leave.

“Sworn officers” includes fully trained officers plus student officers who have completed academy training and been sworn, but who have not yet completed field training. Student officers include recent academy graduates and officers hired from other jurisdictions, also known as lateral hires.

“Filled FTEs” includes sworn officers plus recruits in academy training. It is the main driver of sworn personnel costs.

Figure 2 attached shows the difference between the effects of the new hiring plan and the effects of the hiring plan under the endorsed budget for two of the measures, namely, filled FTEs and officers in service.

Notice in Figure 2 that the newly proposed additional funding for hiring in 2014 will not yield additional officers in service until 2015. The reason is that it takes nearly 10 months for a new recruit to complete training, and the City can place new recruits in the state training academy only over the course of the year, not all at once at the beginning of the year.

This suggests the need for some clarification. When the proposed budget says it “[supports] hiring 15 additional officers and [brings] the sworn ranks to 1342” – now 25 and 1352, thanks to the federal grant – it is referring not to the number of officers in service, or even student officers in training, but to money.

This is reflected in Table 3 attached, which provides the detail behind Figure 1 for 2013 and 2014. Line 22 in the table shows the number of funded FTEs, which is the total combined number of trained officers, student officers and recruits the budget can support. The number of funded FTEs is the number to which the proposed budget refers.

The point is that it takes time to translate money into officers, and some of the money must continue to be used to maintain recruits and student officers in the training pipeline in order to replace officers who retire.

Identified Issues:

1. Size of patrol

What is the priority of patrol?

The first paragraph of the budget narrative for the Police Department emphasizes the importance of patrol: “The Department’s organizational model places neighborhood-based emergency response and order-maintenance services at its core . . .” This reflects priorities the Department defined several years ago, which place 911 response and other patrol functions above all other Police functions.¹

How many officers are in patrol? How has this changed recently?

Table 4 attached shows the number of officers and sergeants assigned to the five precincts on September 1 of this year. The number of officers assigned to 911 response – 502 in September – is a key metric for the Neighborhood Policing Plan (NPP), because, in combination with the volume of 911 calls, it determines response time to these calls and the amount of time these officers have for proactive work on problems in their beats.

Table 5 below shows the recent history of patrol staffing. As shown in Figure 1, the Department lost approximately 60 officers in service between 2010 and 2013. Table 5

¹ Sometimes “patrol” is used to refer to only officers assigned to 911 response, and sometimes it refers to the broader range of precinct functions provided by officer and sergeants, such as bicycle and foot patrols. Here it refers to the latter. See Table 4 attached.

shows that this decrease was absorbed in patrol, and almost entirely in 911 response within patrol.

Assignment:	911 Response		Other duties		Total	
	Sergeants	Officers	Sergeants	Officers	Sergeants	Officers
April 2010	64	559	15	123	79	682
June 2011	62	545	18	148	80	693
April 2012	64	524	15	142	79	666
April 2013	67	507	16	124	83	631
September 2013	66	502	17	118	83	620

If patrol is the highest priority, why was it the place from which officers were taken?

The proposed budget narrative essentially argues that the decrease in officers in patrol in general and 911 response in particular has not been a problem because the Department has continued to exceed the goal of an average of 7-minute response times to high priority 911 calls and meet the goal of an average of 30% proactive time among these officers.

The NPP goal for response time, however, is not seven minutes or less as a citywide average over some period. As stated in the NPP, it is seven minutes or less “everywhere, anytime.”² The Department reports that response times remain uneven across beats and time, and do not consistently meet the 7-minute standard in some times and places.

And the goal for proactive time is not only 30%, but substantial proactive time in “dedicated blocks of time for interacting and coordinating with residents, businesses, other public and not-for-profit agencies at times of day when they are accessible.” The Department reports that very little has changed since 2007 in how much proactive time is available in manageable blocks.

The point is not that patrol should never decrease or that all sworn increases should always be in patrol. It is simply that changes in the sworn force should be considered first in light of their effects on the goals of patrol, at least so long as those goals are defined as paramount.

What is the plan for patrol and 911 response?

The Downtown Public Safety Plan presented by Chief Pugel to the Public Safety Committee last month projected that the number of officers assigned to 911 response will increase by more than 40 between June 2013 and September 2014. It assumes that “all new fully trained officers will be dedicated to 911 response and that the Department will not move any existing 911 response officers into other positions.”³

² See page 19 of the NPP, available at <http://www.seattle.gov/police/programs/npp.htm>.

³ See http://clerk.seattle.gov/public/meetingrecords/2013/pscr20130904_1c.pdf, page 6.

This plan preceded final budget decisions, and the proposed budget now suggests this may be difficult. First, Table 3 attached shows that over this period the Department expects to add a total of only 35 officers in service. Second, the proposed budget says the Department will newly assign three officers to assist Park Rangers, two officers to the Crisis Intervention Team and two officers to the School Zone Camera Program, all in January. Third, the new federal grant requires that the first 10 officers hired and trained in 2014 be dedicated to Community Police Teams.

What might the Council do?

If the Council would like the number of officers assigned to patrol to increase, the threshold question is whether to wait for this to happen, encourage it to happen, or in some fashion cause it to happen.

As shown in the expenditures table at the beginning of this paper, each precinct is funded by a separate Budget Control Level (BCL). Approving the proposed appropriations for these five BCLs essentially amounts to endorsing the Department's plan for the number of officers assigned to the precincts. One way to increase precinct staffing, or at least signal the intent to increase it, would be to increase the appropriations for these five BCLs.

Such an action would be without recent precedent. For at least several decades, the Council has queried the reasons the Chief of Police has had for major deployment decisions, but has left these decisions up to him.⁴

2. Rate of change in the size of the sworn force

Due to the increased funding that was provided in the endorsed budget and the additional funding provided by the proposed budget, many new officers will emerge from training by mid-2015. This leads to a different problem.

In her Spring 2011 OPA Auditor's report, Judge Anne Levinson recommended that the City find a way to provide consistency in year-to-year sworn hiring:

“[An] ongoing challenge for every police department is the ebb and flow of hiring based on year-to-year budget directives. . . There is a great deal of value in having balance in a police department in terms of tenure – personnel with more years on the job have valuable experience and insights that only years on the job can provide. New officers require supervision and mentoring . . . [Recruiting] and qualifying too many new officer candidates at one time can diminish both the quality of the hiring pool and training staff's ability to coach and mentor them through the Academy and their probationary period.”⁵

She has repeated this recommendation several times, most recently in her reconfirmation materials last month.

⁴ So far it has been him, not her.

⁵ See http://www.seattle.gov/police/OPA/Docs/Auditor/Auditor_Report_Dec_10_May_11.pdf.

Between the beginning of 2014 and mid-2015, more than 120 new officers will complete field training and begin working in patrol. This means that in July of 2015, the busiest time of the year for policing, more than one in five patrol officers will have less than 18 months of experience. Many or most of these new officers probably will begin work without benefit of new training curricula based on the new policies the Police Monitor, Community Police Commission and Department are developing now on use of force, stops and detentions, bias-free policing and the supervisory role of sergeants.

Calls for moderation and a long term perspective in changing the size of the police force compete with one of two powerful short term arguments. When money is available for more officers, the argument against moderation is that it would deprive the public of the most officers the City can afford now. When budgets must be cut, the argument against moderation is that the police would be unfairly insulated from the cuts that others must take.

Figure 3 attached indicates that these short term arguments have prevailed for a long time. It shows the number of officers with different lengths of service in the Department at the beginning of 2011. The large variations in years of service reflect large variations in year-to-year hiring. These variations, however, do not add up to significant long-term change in the size of the force, or at least to any long-term change that could not have been accomplished equally well by smaller annual changes.

3. Dedicated officers

As mentioned above, in January the Department plans to assign two officers to regularly staff the Crisis Intervention Team, two to staff the School Zone Camera Program, and three to assist Park Rangers. Should it do so?

Note first that although the budget narrative says these seven officers are among the new officers to be supported by the proposed 2014 funding increase, this is not possible, because the additional recruits funded by the proposed new funding will not complete training and become officers until late 2014 or early 2015. In the meantime the seven positions will be filled by transfers from patrol.

In turn:

The two officers to be permanently assigned to the Crisis Intervention Team (CIT) would replace two officers currently loaned to the CIT. Since the current loans come from patrol, the new assignments would have no net impact on patrol.⁶

The main duties of the two officers to be assigned to the School Zone Camera Program will be to review citations, which must be reviewed in a timely way, and to make any

⁶ They might affect the counts of officers assigned to patrol as reported to the Council, because the counts can include officers on loan to other functions.

necessary court appearances. These positions may be critical to the expansion of the program.

The narrative says that when Park Rangers need police back-up, they call 911 or call officers who are near the park. It is unclear why three officers must be dedicated to assist Park Rangers. If police back-up in parks is currently inadequate, an alternative may be to reinforce the protocols for police response to Park Ranger calls. For additional information, see the discussion of Park Rangers in the Parks & Recreation overview and issue identification paper.

4. New Community Police Team officers

Also as mentioned above, the new federal grant requires the Department to dedicate 10 officers to Community Police Teams (CPT). It must keep these officers in CPT for four years, without supplanting current CPT staffing. Should the City accept the grant?

Two factors may be worth considering. First, the grant would cover less than one-third of the cost of the 10 officers. The total cost of 10 new officers over four years is \$4.27 million. The grant would provide \$1.25 million, or 29%, and the City would provide \$3.02 million, or 71%.

Second, there are currently 17 officers assigned to CPT in the five precincts, down from 33 in early 2010. If increasing the number of officers assigned to CPT were a priority, the Department could do this now, without the grant.

Together these imply that 10 more CPT officers are worth \$3.02 million over four years, but are not worth \$4.27 million.

For \$4.27 million, the City could instead have 10 more officers to deploy any way it wished.

5. Victim Advocate in High Risk Victims Unit/Vice

The Seattle Police Department has a victim advocate (VA) working in its High Risk Victim's Unit/Vice squad. This position provides comprehensive crisis intervention and case management for adult and minor victims of commercial sexual exploitation and human trafficking. This is the only VA position that provides services for sexually exploited youth.

This VA position assists detectives and oversees a victim's case management from initial contact through the criminal case. It also helps bridge connections to services, including safety planning, housing, job opportunities, educating victims about the criminal justice system such as court orders and offender release notification, and assisting victims in obtaining emergency shelter, motel vouchers, rent assistance, Crime Victims Compensation, interpreter services, legal assistance and transportation. Additionally the VA accompanies victims to interviews with deputy prosecutors, providing support prior to and during criminal trials and sentencing hearings.

In 2012, the VA worked with 49 victims, 29 of whom were juveniles. In 2013, the VA has worked with 40 victims to date, including 24 juveniles. In addition, the VA provides:

- 24/7 on call availability for juvenile recoveries;
- Collaboration with Community Based Organization's regarding juvenile dependency as well as placement;
- As-needed response to crime scenes, hospitals and hotel/motels for juvenile recovery and victim placement;
- Coordination with the Youth Service Center for juveniles with prostitution related charges; and
- Intake interviews with victims of potential exploitation.

Issue: The VA position is currently funded with a Federal grant for the Commercial Sexual Exploitation of Children. This grant ends on May 30, 2014. No funds were included in the 2014 budget to continue this position. SPD is looking for additional grant opportunities to fill the projected \$55,000 shortfall in funding. If this approach fails, SPD says it will look for savings within the department to cover the position costs and then request on-going funding during the next budget cycle.

Options

A: Approve budget as is but pass SLI stating Council's intent that SPD will find grants or funds within its budget to fully fund this position in 2014.

B: Provide \$55,000 in funding to provide certainty the position will be funded through 2014. \$93,398 will be needed thereafter to fully fund the position on an on-going basis in future years.

6. Restorative Justice Initiative

The proposed budget includes \$190,000 and a new Strategic Advisor 3 to serve as Director of a Restorative Justice Initiative pilot project. According to the budget narrative, the purpose is to "explore alternative crime responses designed to avoid harm and violence escalation during police interaction and empower communities to restore public trust."

The project is staffed now in the City Budget Office, "utilizing an unfunded authority . . . with funding provided by SPD via an MOU. . . The new position will be filled by the current staff housed in CBO and workload will be a continuation of the work that [began] in 2013."

With respect to goals, the underlying Budget Issue Paper says, "Restorative Justice provides a needs-based and relational alternative to the retributive/punishment orientation and rights-based focus of traditional justice systems," and a response to a budget question says, "Short-term success will be demonstrated by engagement of a diverse stakeholder group involved in the program design, system and capacity development, and the launch of a Restorative Justice Diversion Program in 2014."

This suggests the purpose of the proposed funding is less to implement a pilot project than to pay someone to develop it. An alternative would be to ask the Executive to use existing resources to develop a project proposal and propose it for funding when it is ready.

Options

- A: Eliminate the position and reduce Police Department funding by \$190,000.
- B. Approve the proposed budget.

7. Domestic Violence Investigations

The Domestic Violence, Elder Abuse & Family Protection Investigations section of the Police Department includes 15 detectives who investigate domestic violence (DV) and elder abuse cases. In 2012, as part of a Department-wide project intended to manage detective workloads in part by giving more responsibility to officers for initial and minor investigations, the detectives in this section who had been investigating DV cases that appear to be misdemeanors began focusing on felony DV cases, leaving the misdemeanors largely to officers.

Both the King County Prosecutor and the City Attorney have expressed concerns about the quality of misdemeanor DV investigations following the change in 2012. (Cases that appear to be felonies are referred to the King County Prosecutor and those that appear to be misdemeanors are referred to the City Attorney, but in many instances the two prosecutors together determine whether a case should in fact be filed as a felony or misdemeanor.) They cite problems in the amount and quality of evidence from the misdemeanor investigations that make it more difficult to prosecute these cases, and they attribute reductions in the number of misdemeanor charges filed to these problems. They point out that, absent intervention, DV misdemeanants often become DV felons.

At a minimum the Council may want to state the intent that DV misdemeanors receive full appropriate attention by the Department; ask the Department and the City Attorney to together review the quality of these investigations, with the cooperation of the King County Prosecutor if possible; and ask the Department to immediately address any quality problems, whether by making DV section detectives again responsible for DV misdemeanor investigations or otherwise.

Other Changes that Do Not Warrant Analysis as “Issues”:

8. DOJ Settlement Agreement: Proposed Budget Changes and Identified Risks

The 2014 Proposed Budget supports activities related to implementing the Settlement Agreement with the Department of Justice (DOJ) and the related Monitoring Plan. SPD has identified categories of DOJ implementation activities, added costs included in the Proposed Budget, and a description of some remaining uncertainties that could affect the actual implementation costs. Each category is addressed separately.

A. Policies and curriculum development:

The 2014 Endorsed Budget included \$400k for policy and curriculum development. The 2014 Proposed Budget adds another \$400k to SPD (funds moved from Finance General (FG) Reserve).

SPD has identified the following risks that could potentially influence the actual resources needed in 2014:

- The Monitor has not yet approved any policies.
- Negotiations with DOJ and the Monitor as well as input to be received from the Office of the Community Police Commission (OCPC) could influence the actual required level of resources and funding.

B. Training

The 2014 Endorsed Budget included \$650k for training in SPD and \$1.2M in a FG Reserve for SPD's training-related overtime. The 2014 Proposed Budget includes no changes from the Endorsed Budget.

SPD has identified the following risks that could potentially influence the actual resources needed in 2014:

- At this stage it is difficult to estimate the number of additional hours of training that will be required of Officers and whether the Monitor and DOJ will require any specific training methods.
- Depending on how fast the training goes, the set aside in Finance General may not be enough.
- The \$1.2 million is held in FG Reserve consistent with 2013 Council actions on the assumption that a yet-to-be-determined portion of the training will require overtime.

C. One-time purchases / IT Needs

The 2014 Proposed Budget adds \$3M to a FG Reserve for SPD's IT needs.

SPD has identified the following risks that could potentially influence the actual resources needed in 2014:

- SPD will need to implement an integrated business intelligence solution. The Department has retained PriceWaterhouse to assess possible options for that system, and a report is due at the end of October 2013.
- SPD will work with the Monitor and DOJ to determine the most cost effective option that will meet the requirements of the settlement agreement.

D. Additional staff

The 2014 Endorsed Budget includes \$60k for Crisis Intervention Team (CIT) overtime and the Proposed Budget adds \$500k to SPD for CIT and Force Investigation Team (FIT) overtime, moved from an FG reserve.

SPD has identified the following risks that could potentially influence the actual resources needed in 2014:

Crisis Intervention Team (CIT).

- The Monitor has indicated that he may require an expansion from City's existing single CIT team to five CIT teams, each dedicated to a precinct.
- This would be a different model for delivery of crisis intervention than SPD currently uses and would be a multi-million dollar ongoing expense well in excess of the approach funded in the Proposed Budget.
- Negotiations between the City, the DOJ, and the Monitor are ongoing.

Subsequent to transmitting the Proposed Budget, SPD indicates that new information leads them to believe they are likely to need budget authority and some position authority for two types of additional staff. However, it appears to be premature to make changes to the budget until CBO and SPD provide additional information about the changes.

Force Investigation Team (FIT). After submitting the Proposed Budget, SPD concluded its negotiations with DOJ and the Monitor on the FIT Manual and related policies. A stand-alone FIT team will be required, but this team was not included in the 2014 Proposed Budget. The added cost of the implementation of this team is currently estimated at \$1.0 million and will be an ongoing annual cost. CBO is still analyzing the cost and staffing implications.

Administrative Assistance for the Crisis Intervention Committee (CIC). SPD did not request a position during the Proposed Budget process, but it has since determined there is a need to add staff in 2014. The cost of this Administrative support in 2014 would be \$83,000.

E. Longer-term implications of changes

The 2014 Proposed Budget adds \$1.173M to SPD, including:

- \$120k added to convert six acting sergeants to permanent sergeants;
- \$536k for the Office of Compliance Coordinator (moved from FG Reserve);
- \$517k for other staff and equipment (moved from FG Reserve).

SPD has identified the following risks that could potentially influence the actual resources needed in 2014:

Reducing Sergeants' Span of Control

- The Monitor has indicated that SPD may need to reduce the number of officers supervised by each sergeant. SPD indicates that they do not

expect any such costs to be incurred in 2014 since analysis of this issue is expected to continue through 2015.

- In future budgets, depending on whether and how such a ratio reduction is implemented, this could have significant effects on SPD's budget.

Surveys

- The Monitor may require SPD to conduct additional surveys as a measure of compliance with the settlement agreement.
- Survey costs are not well known at this time and are not included in the 2014 budget.

Office of the Compliance Coordinator

- Additional staffing resources may be required in the future.

Figure 1: Sworn Police Staffing 2002-2015, per 2014 Proposed Budget

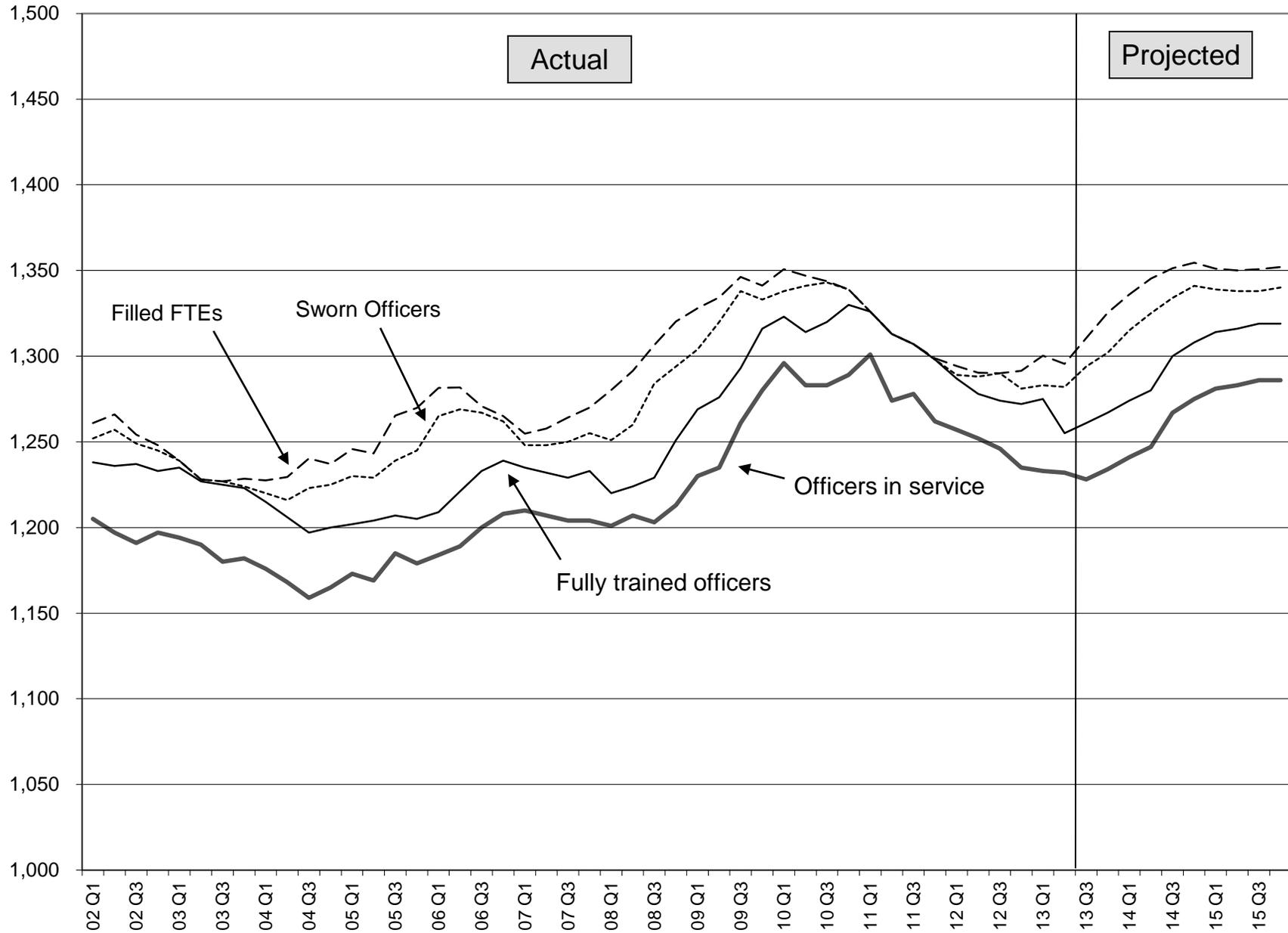


Figure 2: Police Staffing 2007-2015, 2014 Endorsed Compared to 2014 Proposed

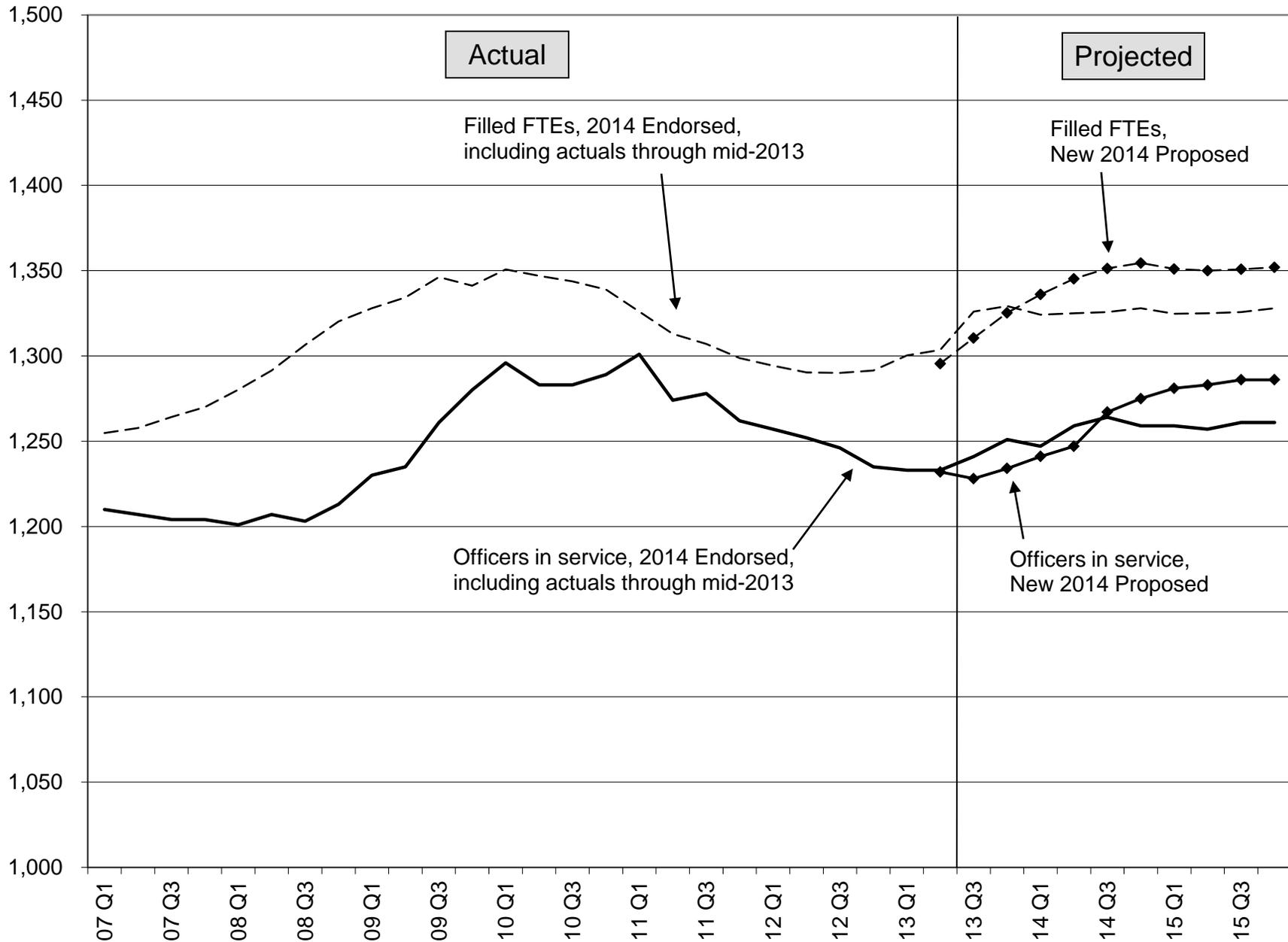


Table 3: Sworn Police Staffing 2013 and 2014, per Proposed 2014 Budget

		2013					
		Q1	Q2	Q3 est.	Q4 est.	Total	Monthly average
Academy training							
1	Recruits in Academy at start of quarter	14	23	18	22		
2	New recruits entering Academy	15	10	22	24	71	
3	Separations from Academy	0	(1)	(2)	(1)	(4)	
4	Recruits graduating from Academy	(6)	(14)	(16)	(14)		
5	Recruits in Academy at quarter end	23	18	22	31		24
Field training							
6	Officers in field training at start of quarter	9	8	27	33		
7	Academy graduates entering field training	6	14	16	14		
8	New lateral hires entering field training	2	5	3	5	15	
9	Separations from field training	0	0	0	(2)	(2)	
10	Officers completing field training	(9)	0	(13)	(15)		
11	Officers in field training at quarter end	8	27	33	35		23
Fully trained officers							
12	Fully trained officers at start of quarter	1,272	1,275	1,255	1,261		
13	Separations by fully trained officers	(6)	(20)	(7)	(9)	(42)	
14	Officers completing field training	9	0	13	15		
15	Officers rehired, no training required	0	0	0	0	0	
16	Fully trained officers at quarter end	1,275	1,255	1,261	1,267		1,265
Officers in service at quarter end							
17	Fully trained officers at quarter end	1,275	1,255	1,261	1,267		
18	Officers on disability or extended leave	(42)	(23)	(33)	(33)		
19	Officers in service at quarter end	1,233	1,232	1,228	1,234		1,233
Totals at end of quarter							
20	Fully Trained Officers	1,275	1,255	1,261	1,267		1,265
21	All Sworn Officers	1,283	1,282	1,294	1,302		1,288
22	Funded FTE	1,311	1,315	1,315	1,315		1,315
23	Filled FTEs (officers = 1.0 FTE, recruits = 0.75 FTE)	1,300	1,296	1,311	1,325		1,306

Table 3: Sworn Police Staffing 2013 and 2014, per Proposed 2014 Budget

		2014					
		Q1 est.	Q2 est.	Q3 est.	Q4 est.	Total	Monthly average
Academy training							
1	Recruits in Academy at start of quarter	31	28	27	23		
2	New recruits entering Academy	21	20	17	13	71	
3	Separations from Academy	(1)	(1)	(1)	0	(3)	
4	Recruits graduating from Academy	(23)	(20)	(20)	(18)		
5	Recruits in Academy at quarter end	28	27	23	18		25
Field training							
6	Officers in field training at start of quarter	35	41	45	34		
7	Academy graduates entering field training	23	20	20	18		
8	New lateral hires entering field training	4	5	0	2	11	
9	Separations from field training	(1)	(2)	0	(2)	(5)	
10	Officers completing field training	(20)	(19)	(31)	(19)		
11	Officers in field training at quarter end	41	45	34	33		39
Fully trained officers							
12	Fully trained officers at start of quarter	1,267	1,274	1,280	1,300		
13	Separations by fully trained officers	(13)	(13)	(11)	(11)	(48)	
14	Officers completing field training	20	19	31	19	89	
15	Officers rehired, no training required	0	0	0	0	0	
16	Fully trained officers at quarter end	1,274	1,280	1,300	1,308		1,288
Officers in service at quarter end							
17	Fully trained officers at quarter end	1,274	1,280	1,300	1,308		
18	Officers on disability or extended leave	(33)	(33)	(33)	(33)		
19	Officers in service at quarter end	1,241	1,247	1,267	1,275		1,255
Totals at end of quarter							
20	Fully Trained Officers	1,274	1,280	1,300	1,308		1,288
21	All Sworn Officers	1,315	1,325	1,334	1,341		1,327
22	Funded FTE	1,344	1,344	1,344	1,352		1,346
23	Filled FTEs (officers = 1.0 FTE, recruits = 0.75 FTE)	1,336	1,345	1,351	1,355		1,346

Table 4: Officers and Sergeants assigned to Precincts on September 1, 2013

Precinct	East		North		South		Southwest		West		Total	
% of total 911 call hours	18%		32%		17%		12%		21%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	11	82	19	156	12	89	9	69	15	106	66	502
% of total assigned to 911	17%	16%	29%	31%	18%	18%	14%	14%	23%	21%	100%	100%
Clerks		3		1		2		2		2		10
Patrol Wagons		1		3		1		1		2		8
Seattle Center									1	4	1	4
Bike / Foot Beat	1	5		3					4	28	5	36
Special Beats									1	6	1	6
Anti-Crime Teams	1	5	1	4	1	6	1	4	1	5	5	24
Community Police Teams	1	4	1	5	1	3		3	1	2	4	17
Other		2		2		3			1	6	1	13
Total	14	102	21	174	14	104	10	79	24	161	83	620
"Other" includes Neighborhood Corrections Initiative teams, stationmasters, quartermasters, mounted patrol and officers assigned to SHA.												
The table includes:												
(a) officers and sergeants unavailable due to vacation, training, limited duty, illness or injury; and												
(b) officers on short term loan to specialty units for training and evaluation.												
The table excludes:												
(a) student officers in field training;												
(b) officers on long term loan to other units;												
(c) officers and sergeants on military leave; and												
(d) precinct detectives.												

Figure 3: Sworn Officers' Length of Service in SPD, January 2011

