

March 7, 2011

To: Public Safety & Education Committee

From: Peter Harris, Central Staff

Re: Police staffing update for year end 2010

Introduction

This memo conveys the Police Department's sworn staffing update for the end of 2010, which includes an updated projection for 2011 and 2012.

Below I will first summarize the actual and projected hiring and separations between 2008 and 2012 and compare them to the previous projection provided in last fall's budget deliberations. Then I will show the effect of the current hiring plan on projected sworn staffing levels. Then I will show the December 2010 allocation of officers to the five precincts.

In addition to this standard material, I will also describe the current distribution of officers by length of employment in the Department. This may be of interest given Chief Diaz's recent comment about the large share of patrol officers with few years' experience, and some recent speculation about the number of officers who may soon retire.

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

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

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

Table 2 shows the updated hiring plan, with differences shown in boldface.

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

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

Figure 1 attached shows the effect of the updated hiring plan on sworn staffing. It shows sworn staffing levels from 2002 through 2012, measured three ways:

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

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

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

Table 3 attached shows the detail for 2008-2012. Figure 2 is the same as Figure 1, except with a zero base.

Note the following:

Last fall the Department projected that a total of 30 officers would complete field training in the 3rd and 4th quarters of 2010. The actual was 21. (See page 4 of Table 3.)

Last fall the Department projected that there would be 29 officers on disability or extended leave in the 3rd quarter of 2010 and 23 in the 4th quarter. The actual were 37 and 41. The Department previously projected there would be 20 officers on disability or extended leave throughout 2011 and 2012. Based on a new review of the experience of the last four years, it now projects 32 for the 1st quarter of 2011 and 30 for the rest of 2011 and 2012. (See pages 4 and 5 of Table 3.)

As a result of these differences, plus the slight decline in hiring and slight increase in separations seen in Table 2, there were 1,289 positions in service at the end of 2010, rather than the 1,313 projected last fall; there will be 1,282 positions in service at the end of 2011 rather than the 1,294 previously projected; and there will be 1,270 positions in service at the end of 2012, rather than the 1,282 previously projected.

How many officers are assigned to the precincts?

Table 4 attached shows the number of officers and sergeants in the precincts at the end of December 2010. Note first the close similarity between the distribution across the precincts of officers and sergeants assigned to 911 response and the precincts’ shares of 911 service hours, which is the total time spent by officers responding to 911 calls. Service hours are the primary factor in determining how many officers should be deployed for 911 response in each precinct, but not the only one. Other factors include travel times, the number of calls per hour, the number of two-officer cars in each precinct and the average number of units available.

Note also the total of 553 officers assigned to 911 response. This is a decline of five from the 558 assigned at the end of September 2010. This figure is a key number in the patrol deployment model

of the Neighborhood Policing Plan (NPP). The NPP calls for 605 officers to be assigned to 911 response in order to meet goals for response time and proactive time. This in turn led to the plan to add 105 officers to Patrol between 2008 and 2012. The adopted budget assumes that the Department will transfer 30 officers into Patrol from other units this year, which could bring the total assigned to 911 response to approximately 583.

What are the lengths of employment in the current sworn force?

Table 5 shows the number of sworn officers who have completed field training (including sergeants, lieutenants, captains and command staff) by length of employment in the Department, as of the end of December 2010.

Table 5: Sworn Officers' Length of Service in SPD		
Current year of service	# of sworn	% of sworn
1-3	148	11%
4-10	215	16%
1-10	363	28%
11-20	450	34%
21-30	387	29%
31+	117	9%
Total	1317	100%

Figure 3 attached shows the detail. In both the table and the figure, “current year of service” refers to the year of service the officer currently is in, after having completed basic academy training and being sworn. For example, officers sworn less than a year ago are in their first year of service; those sworn 18 months ago are in their second year; and so on.

With respect to the overall distribution of officers’ experience, note the following:

Table 5 shows that there are 148 officers in their first three years of service. Almost all of these officers are assigned to 911 response in Patrol. (The first four or five months of the first year are devoted to field training, but Figure 3 shows that only seven of these 148 are in their first year.) This means that about one-quarter of the officers assigned to 911 response have less than three years’ experience.

Table 5 shows that there are a substantial number of officers with more than 30 years’ experience in the Department. Figure 3 shows that 50 of these officers are in their 31st year. It also shows that there are 23 officers with more than 40 years’ experience.

Figure 3 also shows very large variation year by year. This implies that the very large variation we have seen in hiring in the last few years is not a new phenomenon. This variation may create a substantial long term cost. The recruiting, hiring and training of officers is a substantial operation. When the City demands more officers fast, the operation must become large fast. When hiring declines rapidly, the operation must shrink fast. Overall, much like any bureaucracy, we might expect that this operation would be more efficient if it were able to remain more or less the same

size year to year. Creating bulges in the longevity picture, as in Figure 3, also creates the potential for waves of retirements, which may create their own operational and management problems. These problems would be reduced if the City could find a way to change the size of the sworn force more slowly. As shown in Figure 2, even the most dramatic year-to-year changes in hiring have little impact on the overall size of the force.

Conclusion

The Police Chief's cover memo for the update is also attached.

If you have any questions, please let me know.

Figure 1: Sworn Police Staffing 2002-2012, Actuals Through December 2010

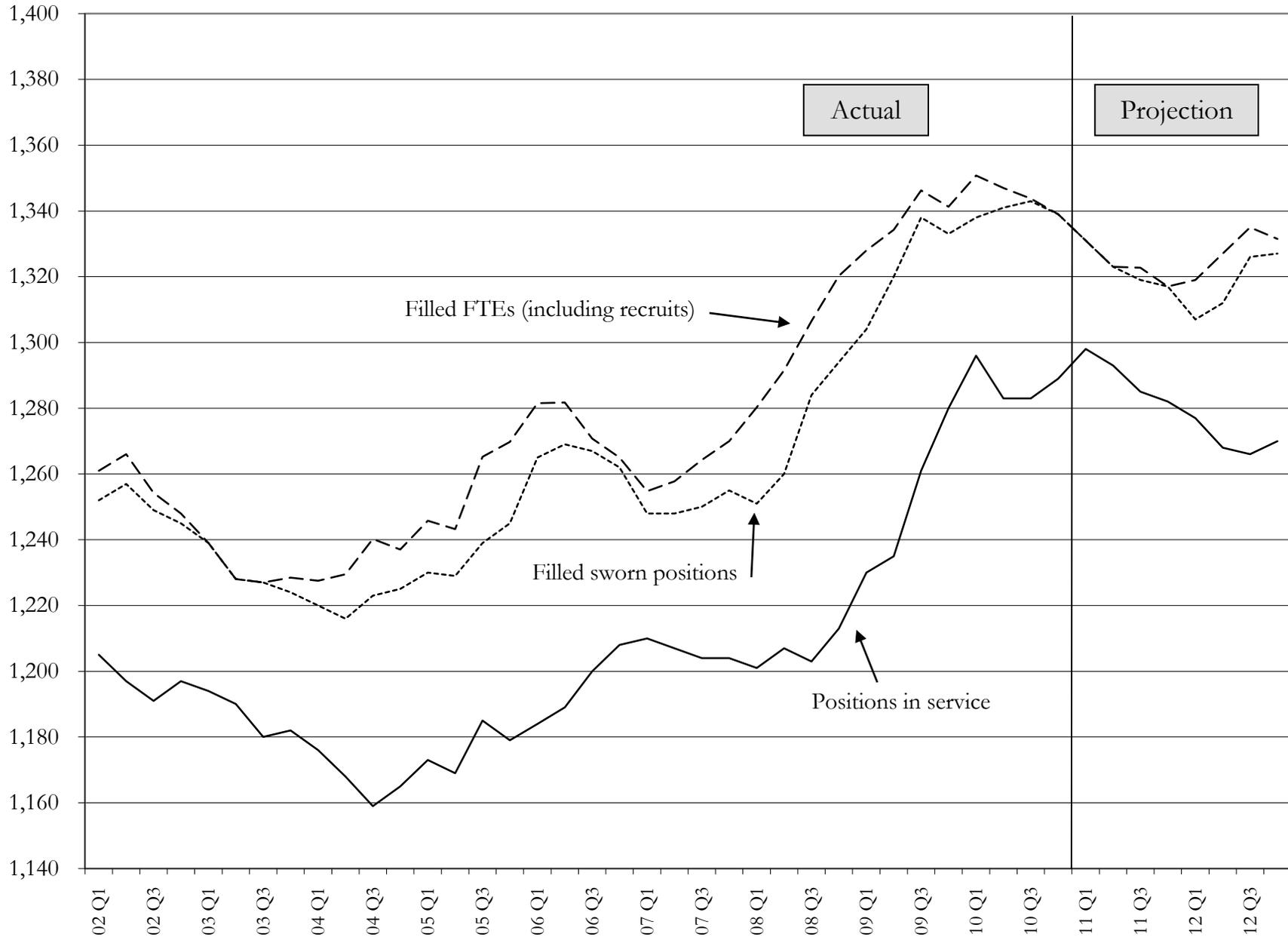


Table 3: Sworn Police Staffing 2008-2012, Actuals Through December 2010

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

Table 3: Sworn Police Staffing 2008-2012, Actuals Through December 2010

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

Table 3: Sworn Police Staffing 2008-2012, Actuals Through December 2010

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

Table 3: Sworn Police Staffing 2008-2012, Actuals Through December 2010

2011						
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,289	1,298	1,293	1,285		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(8)	(7)	(8)	(7)	(30)	
Change in officers on disability or extended leave	9	2	0	0		
Officers from field training	8	0	0	4	12	
Positions in service at end of quarter	1,298	1,293	1,285	1,282		1,291
2. Recruits in Academy at start of quarter	0	0	0	5		
Recruits entering Academy	0	0	6	0	6	
Recruit separations	0	0	(1)	0	(1)	
Recruits completing Academy	0	0	0	(5)		
Recruits in Academy at end of quarter	0	0	5	0		2
3. Lateral hires in training at start of quarter	0	0	0	0		
Lateral hires entering training	0	0	4	0	4	
Lateral hire separations	0	0	0	0	0	
Lateral hires completing training	0	0	(4)	0		
Lateral hires in training at end of quarter	0	0	0	0		
4. Officers in field training at start of quarter	9	1	0	4		
Academy graduates entering field training	0	0	0	5		
Lateral hires entering field training	0	0	4	0		
Field training officer separations	0	(1)	0	0	(1)	
Officers completing field training	(8)	0	0	(4)		
Officers in field training at end of quarter	1	0	4	5		2
5. Positions in service at end of quarter	1,298	1,293	1,285	1,282		1,291
Officers on disability or extended leave	32	30	30	30		31
Field training officers + lateral hires in training	1	0	4	5		3
Filled sworn positions at end of quarter	1,331	1,323	1,319	1,317		1,325
6. Sworn position authority at end of quarter	1,327	1,327	1,327	1,327		1,327
Filled sworn positions at end of quarter	(1,331)	(1,323)	(1,319)	(1,317)		(1,325)
Sworn position vacancies at end of quarter	(4)	4	8	10		2
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,331	1,323	1,323	1,317		1,326

Table 3: Sworn Police Staffing 2008-2012, Actuals Through December 2010

2012						
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,282	1,277	1,268	1,266		
Officers rehired, no training required	0	0	0	0	0	
Separations in quarter	(9)	(9)	(9)	(9)	(36)	
Change in officers on disability or extended leave	0	0	0	0		
Officers from field training	4	0	7	13	24	
Positions in service at end of quarter	1,277	1,268	1,266	1,270		1,271
2. Recruits in Academy at start of quarter	0	16	20	12		
Recruits entering Academy	16	12	12	6	46	
Recruit separations	0	0	(1)	(2)	(3)	
Recruits completing Academy	0	(8)	(19)	(10)		
Recruits in Academy at end of quarter	16	20	12	6		15
3. Lateral hires in training at start of quarter	0	0	6	6		
Lateral hires entering training	0	6	6	0	12	
Lateral hire separations	0	0	(1)	0	(1)	
Lateral hires completing training	0	0	(5)	(6)		
Lateral hires in training at end of quarter	0	6	6	0		
4. Officers in field training at start of quarter	5	0	8	24		
Academy graduates entering field training	0	8	19	10		
Lateral hires entering field training	0	0	5	6		
Field training officer separations	(1)	0	(1)	0	(2)	
Officers completing field training	(4)	0	(7)	(13)		
Officers in field training at end of quarter	0	8	24	27		14
5. Positions in service at end of quarter	1,277	1,268	1,266	1,270		1,271
Officers on disability or extended leave	30	30	30	30		30
Field training officers + lateral hires in training	0	14	30	27		15
Filled sworn positions at end of quarter	1,307	1,312	1,326	1,327		1,316
6. Sworn position authority at end of quarter	1,327	1,327	1,327	1,327		1,327
Filled sworn positions at end of quarter	(1,307)	(1,312)	(1,326)	(1,327)		(1,316)
Sworn position vacancies at end of quarter	20	15	1	0		11
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,319	1,327	1,335	1,332		1,327

Figure 2: Sworn Police Staffing 2002-2012, Actuals Through December 2010,
Zero Base

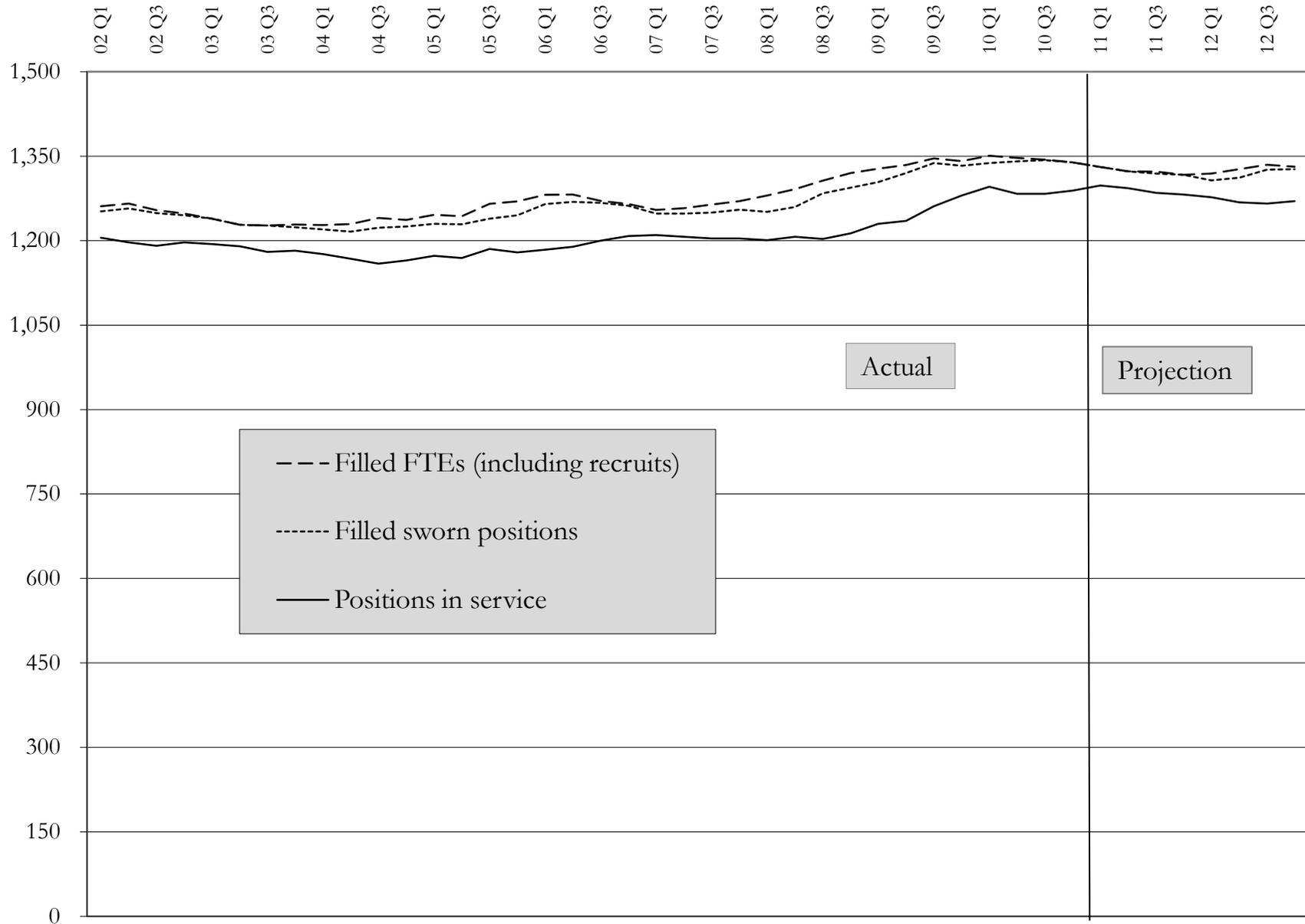
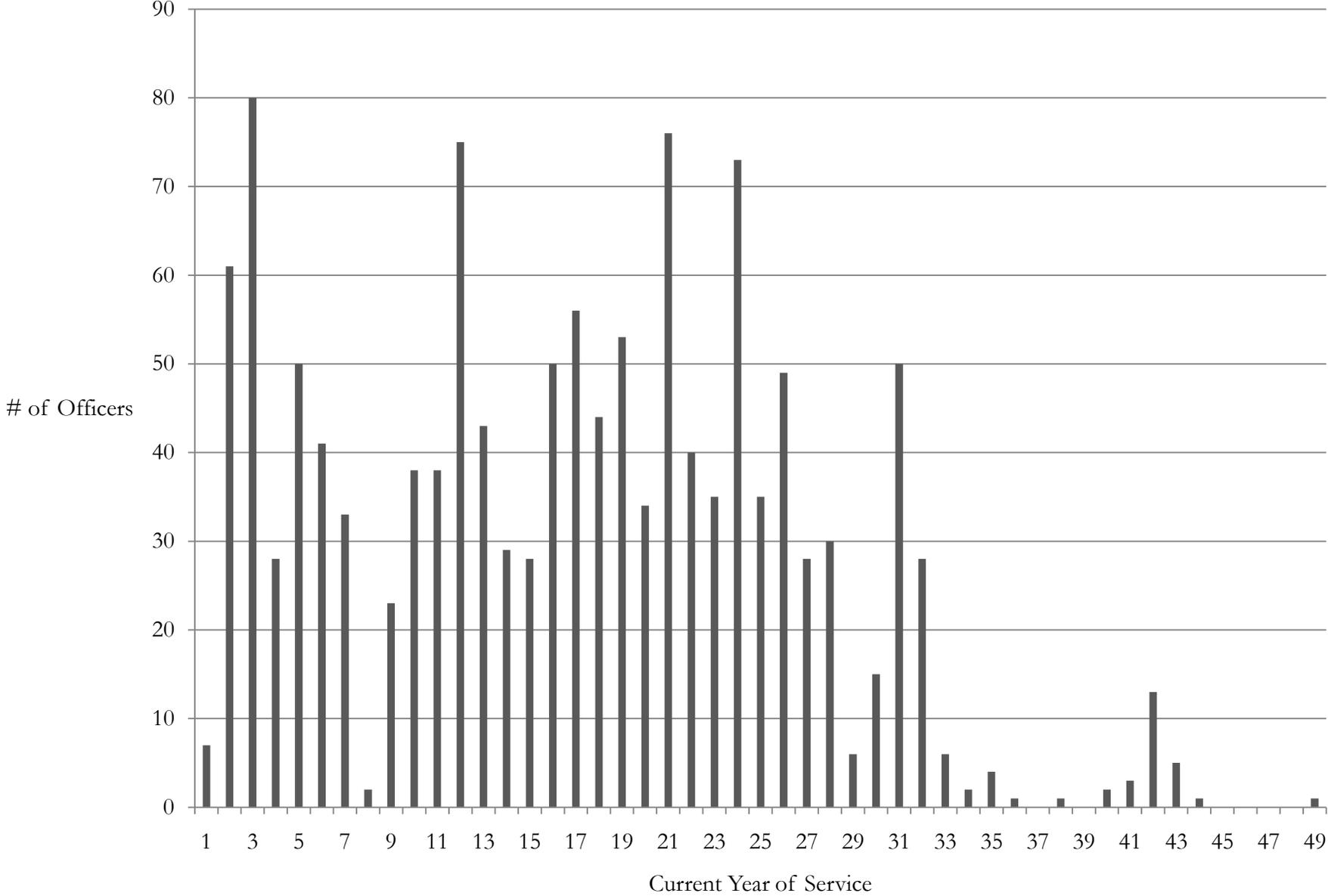


Table 4: Officers and Sergeants in Precincts on December 30, 2010

Precinct	East		North		South		Southwest		West		Total	
% of total 911 call hours	15%		31%		18%		13%		23%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	10	95	15	170	10	97	9	69	15	123	59	553
% of total assigned to 911	17%	17%	25%	31%	17%	18%	15%	12%	25%	22%	100%	100%
Clerks		2		2		2		2		2		10
Patrol Wagons				4		1		1		4		10
Full-Time Bicycles		5	1	6					4	27	5	38
Seattle Center									1	3	1	3
Downtown Foot Beats									1	4	1	4
Anti-Crime Teams	1	7	1	6	1	6	1	5	1	8	5	32
Community Police Teams	1	7	1	7	1	6		3	1	4	4	27
Other		1		1		2				2		6
Total	12	117	18	196	12	114	10	80	23	177	75	683

Figure 3: Sworn Officers' Length of Service in SPD



SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Peter Harris
Council Central Staff

DATE: 02/25/2011

FROM: John Diaz
Chief of Police

SUBJECT: **SWORN STAFFING – 2010 YEAR-END UPDATE**

Please find attached the Department's year-end sworn staffing update for 2010 together with forecasts through the end of 2012. In preparing this report, we have updated for actual sworn counts through December 31, 2010. On that date, we were funded for 1,329 sworn positions and had 1,339 on board. The detail for filled positions on December 31, 2010 included 1,330 fully trained officers and 9 student officers. There were no police recruits at year-end.

The Neighborhood Policing Plan (NPP) hiring target for 2010 with which we began the year provided us with budget authority to hire 21 new officers beyond separations. This authority was subsequently rescinded in mid-year budget reductions occasioned by the ongoing economic situation. During the course of the year, SPD hired 21 officers, all during the first half of the year, prior to the budget reduction. This included 15 police recruits, 5 laterals, and one exceptional re-hire. At the same time, separations remained historically low in 2010, with a total of 27 for the entire year, including one student officer, one recruit, and the rest fully trained officers.

Of the 21 new hires, and most unusually, all were males. More typically, 24% (5) were of minority group heritage: two African Americans, two Hispanics, and one Asian. Over time, our recruitment results have pretty consistently mirrored the city's population mix for ethnicity. The Department sworn ranks at year's end were 24% ethnic minority (9% African American, 8% Asian, 5% Hispanic and 2% Native American). Fourteen percent were female.

Looking forward into 2011, SPD began the year 12 over-strength for sworn positions, with 1,339 sworn on board and 1,327 funded positions¹. Accordingly, we plan to continue the hiring pause begun in mid-2010 until separations move us back to the point at which we can once again consider making new hires. We now expect to reach this point in the third quarter of this year. In the meanwhile, we continue to background and screen candidates for sworn hires. For the year as a whole, we anticipate approximately 32 separations and 10 new hires (6 recruits and 4 lateral entries). In 2012, we expect a more normal year for both new hires and separations. As always, we will continue to closely monitor separations and make adjustments to hiring plans as warranted.

¹ The change in funded sworn positions, from 1,329 to 1,327, which took effect on 1/1/2011 reflects the abrogation of two grant-funded positions: one police lieutenant in Homeland Security and one police detective in the Human Trafficking program.

The attached chart on patrol staffing for December 30, 2010 reflects a modest gain of six officers over the 2009 year-end report – from 547 to 553 officers. Consistent with the NPP and in order to shield patrol from losses in strength as separations occur, the Department plans to make transfers into patrol from non-patrol positions during the first half of this year. In anticipation of this, the newly adopted budget has authorized an additional 14 new pockets in patrol, which will be filled by transfers. The vacated positions outside of patrol, principally detectives, will be held unfunded and vacant pending the return of improved budgetary prospects. Also, the budget envisions the transfer of 16 other positions into patrol for 911/proactive work, including 7 Community Police Team officers, 6 precinct desk officers, and 3 officers still to be designated². In total, 30 officers will be transferred to help maintain patrol strength.

The red numeral entries in the detailed spreadsheet highlight forecast adjustments since our last transmittal to you during budget. You also will note that we have altered our forecasts for extended sick and other leaves after looking at our experience over the last four years, when the monthly total for extended leave averaged 30, approximately two percent of the total sworn force. Finally, in December 2010, we made minor manual corrections to the tracking counts for student officers and in-service positions to bring them into full agreement with actual counts maintained by the SPD Human Resources Section.

This matter is identified as Council Question #2 in our internal tracking system for 2011. Should you have questions on these materials or need additional information, please do not hesitate to contact Mike Quinn at 615-1230.

Attachments: Sworn Staffing Projections thru 2012, with Actuals thru December 2010 (Chart);
Police Recruiting and Staffing per SPD December 2010 Update, Extended thru 2012 (Quarterly Summaries);
SPD Sworn Staffing Detail: Actuals thru December 2010 with Revised Projections thru 2011; and
SPD Precinct Staffing Report, 12-30-2010.

cc: Mike Katz, CBO
Greg Doss, CBO
Doug Carey, CBO
Deputy Chief Clark Kimerer
Assistant Chief Dick Reed
Mark McCarty, SPD Personnel
Lieutenant Mike Teeter, SPD Employment Services
D/C Kimerer file
Budget & Finance Council Questions file

²The 2011 Adopted Budget abrogated the SPD Mounted Patrol Unit, and its 3 officers were to transfer into patrol; however, a public effort to save the unit, spearheaded by the Seattle Police Foundation, has caused the Department to keep these officers in Mounted assignments for the time being. Thus, 3 officers are still to be designated for patrol assignment. Some of the 30 transfers may be the subject of negotiation with the Seattle Police Officers Guild.