

March 5, 2012

To: Public Safety, Civil Rights & Technology Committee

From: Peter Harris, Central Staff

Re: Police staffing update for year end 2011

## Introduction

This memo conveys the Police Department's sworn staffing update for the end of 2011, which includes an updated projection for 2012 and 2013.

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 2011 allocation of officers to the five precincts.

## What is the updated sworn hiring plan for 2008-2013?

Table 1 shows the hiring plan for 2008-2013 that was presented with the 2012 Proposed Budget. Recall that 2008-2012 are the years originally covered by the Neighborhood Policing Plan.

Table 1: Police Hiring & Separations 2008-2013, per 2012 Budget							
	2008	2009	2010	2011 est.	2012 est.	2013 est.	2008-2013
Recruits hired	101	33	15	0	31	40	220
Trained officers hired	16	9	6	0	10	10	51
Separations	(63)	(27)	(27)	(38)	(41)	(50)	(246)
Net change	54	15	(6)	(38)	0	0	25

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

Table 2: Police Hiring & Separations 2008-2013, updated Year End 2011							
	2008	2009	2010	2011	2012 est.	2013 est.	2008-2013
Recruits hired	101	33	15	<b>1</b>	<b>39</b>	<b>42</b>	<b>231</b>
Trained officers hired	16	9	6	0	<b>11</b>	10	<b>52</b>
Separations	(63)	(27)	(27)	<b>(41)</b>	<b>(45)</b>	<b>(53)</b>	<b>(256)</b>
Net change	54	15	(6)	<b>(41)</b>	<b>5</b>	<b>(1)</b>	<b>27</b>

## What will be the effect of the updated 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 2013, 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.

The main news in the updated plan is that the Department now predicts a somewhat sharper decline in positions in service in 2012 and 2013 than it predicted last fall. This results from a greater number of separations by fully trained officers in late 2011 and early 2012 and somewhat delayed hiring. As a result, positions in service will decline to 1,225 by the middle of 2013, rather than the 1,240 predicted last fall. Here are the details:

Last fall the Department predicted that 12 fully trained officers would separate in the last two quarters of 2011, and a net of eight officers would return to service from disability or extended leave. Instead, 15 officers separated and a net of three officers returned to service. As a result, the number of positions in service at the end of 2011 was 1,262 rather than the 1,270 projected last fall. (See the first block of lines in the 2011 page in Table 3.)

For 2012, the Department now predicts that 28 fully trained officers will separate in the first half of the year, rather than the 22 predicted last fall. It plans to hire 39 recruits rather than the 31 planned last fall, but 30 of the 39 will be hired in the fourth quarter. Last fall it predicted that 18 of the 31 recruits it then expected to hire would be hired in the first three quarters. It also now predicts that 1 of 10 lateral hires will be hired in the first half of the year, rather 5 of 10. The combination of increased separations and somewhat delayed hiring means that positions in service will decline to 1,235 by the end of 2012, rather than to 1,243 as predicted last fall. (See the 2012 page in Table 3.)

Mainly because the recruits hired late in 2012 will not come into service until late in 2013, this effect continues into 2013, when positions in service will decline to 1,225 by midyear, and then increase to 1,242 by the end of the year. (See the 2013 page in Table 3.)

### **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. This table includes officers assigned to the precincts who are on vacation, in training, on limited duty or extended sick leave, or loaned short-term to specialty units for training and evaluation. It excludes student officers in field training, precinct detectives, officers on military leave and officers on longer term loans to other units.

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 531 officers assigned to 911 response. This is a decline of 14 from the 545 assigned at the end of September 2011. This figure is a key number in the patrol deployment model of the Neighborhood Policing Plan (NPP). The original NPP called 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. This plan was based in part on the assumption that all patrol officers would work 10-hour shifts rather than the current 9-hour shifts.

The Department notes that it is currently meeting the NPP goals for overall response time and proactive time. A 2012 Statement of Legislative Intent calls for an updated and refined NPP and a 2013 proposed budget that is consistent with the updated plan.

## **Conclusion**

Also attached are a cover memo from Chiefs Diaz and Kimerer and a short paper from the Department on staffing highlights.

If you have any questions, please let me know.

Figure 1: Sworn Police Staffing 2002-2013, Updated Year End 2011

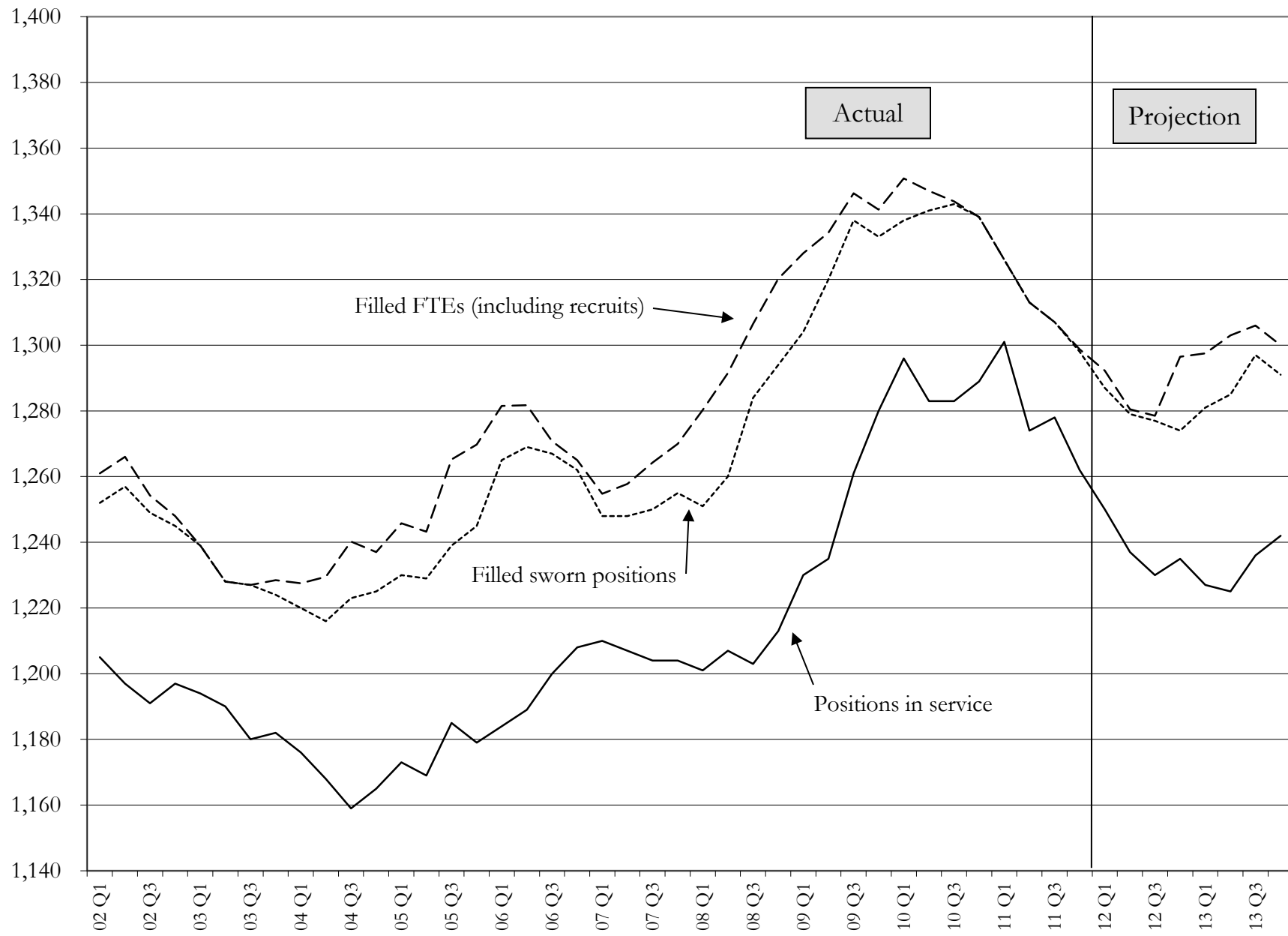


Table 3: Sworn Police Staffing 2008-2013, updated Year End 2011

2008					
	Q1	Q2	Q3	Q4	total
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 2008-2013, updated Year End 2011

2009					
	Q1	Q2	Q3	Q4	total
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 2008-2013, updated Year End 2011

2010					
	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 2008-2013, updated Year End 2011

2011					
	Q1	Q2	Q3	Q4	total
1. Positions in service at start of quarter	1,289	1,301	1,274	1,278	
Officers rehired, no training required	0	0	0	0	0
Separations in quarter	(11)	(13)	(6)	(9)	(39)
Change in officers on disability or extended leave	16	(14)	10	(7)	
Officers from field training	7	0	0	0	7
Positions in service at end of quarter	1,301	1,274	1,278	1,262	1,283
2. Recruits in Academy at start of quarter	0	0	0	0	
Recruits entering Academy	0	0	0	1	1
Recruit separations	0	0	0	0	0
Recruits completing Academy	0	0	0	0	
Recruits in Academy at end of quarter	0	0	0	1	0
3. Lateral hires in training at start of quarter	0	0	0	0	
Lateral hires entering training	0	0	0	0	0
Lateral hire separations	0	0	0	0	0
Lateral hires completing training	0	0	0	0	
Lateral hires in training at end of quarter	0	0	0	0	
4. Officers in field training at start of quarter	9	0	0	0	
Academy graduates entering field training	0	0	0	0	
Lateral hires entering field training	0	0	0	0	
Field training officer separations	(2)	0	0	0	(2)
Officers completing field training	(7)	0	0	0	
Officers in field training at end of quarter	0	0	0	0	1
5. Positions in service at end of quarter	1,301	1,274	1,278	1,262	1,283
Officers on disability or extended leave	25	39	29	36	32
Field training officers + lateral hires in training	0	0	0	0	1
Filled sworn positions at end of quarter	1,326	1,313	1,307	1,298	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	(1,326)	(1,313)	(1,307)	(1,298)	(1,316)
Sworn position vacancies at end of quarter	1	14	20	29	11
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,326	1,313	1,307	1,299	1,316



Table 3: Sworn Police Staffing 2008-2013, updated Year End 2011

2012					
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total
1. Positions in service at start of quarter	1,262	1,250	1,237	1,230	
Officers rehired, no training required	1	0	0	0	1
Separations in quarter	(14)	(14)	(8)	(6)	(42)
Change in officers on disability or extended leave	1	0	0	0	
Officers from field training	0	1	1	11	13
Positions in service at end of quarter	1,250	1,237	1,230	1,235	1,241
2. Recruits in Academy at start of quarter	1	7	2	2	
Recruits entering Academy	7	2	0	30	39
Recruit separations	0	(1)	0	0	(1)
Recruits completing Academy	(1)	(6)	0	(2)	
Recruits in Academy at end of quarter	7	2	2	30	8
3. Lateral hires in training at start of quarter	0	1	0	0	
Lateral hires entering training	1	0	6	3	10
Lateral hire separations	0	0	0	(1)	(1)
Lateral hires completing training	0	(1)	(6)	(2)	
Lateral hires in training at end of quarter	1	0	0	0	
4. Officers in field training at start of quarter	0	1	7	12	
Academy graduates entering field training	1	6	0	2	
Lateral hires entering field training	0	1	6	2	
Field training officer separations	0	0	0	(1)	(1)
Officers completing field training	0	(1)	(1)	(11)	
Officers in field training at end of quarter	1	7	12	4	5
5. Positions in service at end of quarter	1,250	1,237	1,230	1,235	1,241
Officers on disability or extended leave	35	35	35	35	35
Field training officers + lateral hires in training	2	7	12	4	6
Filled sworn positions at end of quarter	1,287	1,279	1,277	1,274	1,282
6. Sworn position authority at end of quarter	1,301	1,301	1,301	1,301	1,301
Filled sworn positions at end of quarter	(1,287)	(1,279)	(1,277)	(1,274)	(1,282)
Sworn position vacancies at end of quarter	14	22	24	27	19
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,292	1,281	1,279	1,297	1,288

Table 3: Sworn Police Staffing 2008-2013, updated Year End 2011

2013					
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total
1. Positions in service at start of quarter	1,235	1,227	1,225	1,236	
Officers rehired, no training required	0	0	0	0	0
Separations in quarter	(12)	(12)	(9)	(9)	(42)
Change in officers on disability or extended leave	0	0	0	0	
Officers from field training	4	10	20	15	49
Positions in service at end of quarter	1,227	1,225	1,236	1,242	1,232
2. Recruits in Academy at start of quarter	30	22	24	12	
Recruits entering Academy	12	18	6	6	42
Recruit separations	(1)	(3)	(1)	(1)	(6)
Recruits completing Academy	(19)	(13)	(17)	(5)	
Recruits in Academy at end of quarter	22	24	12	12	18
3. Lateral hires in training at start of quarter	0	0	0	5	
Lateral hires entering training	0	5	5	0	10
Lateral hire separations	0	(1)	0	0	(1)
Lateral hires completing training	0	(4)	0	(5)	
Lateral hires in training at end of quarter	0	0	5	0	
4. Officers in field training at start of quarter	4	19	25	21	
Academy graduates entering field training	19	13	17	5	
Lateral hires entering field training	0	4	0	5	
Field training officer separations	0	(1)	(1)	(2)	(4)
Officers completing field training	(4)	(10)	(20)	(15)	
Officers in field training at end of quarter	19	25	21	14	20
5. Positions in service at end of quarter	1,227	1,225	1,236	1,242	1,232
Officers on disability or extended leave	35	35	35	35	35
Field training officers + lateral hires in training	19	25	26	14	20
Filled sworn positions at end of quarter	1,281	1,285	1,297	1,291	1,287
6. Sworn position authority at end of quarter	1,301	1,301	1,301	1,301	1,301
Filled sworn positions at end of quarter	(1,281)	(1,285)	(1,297)	(1,291)	(1,287)
Sworn position vacancies at end of quarter	20	16	4	10	14
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,298	1,303	1,306	1,300	1,301

Figure 2: Sworn Police Staffing 2002-2013, updated Year End 2011,  
Zero Base

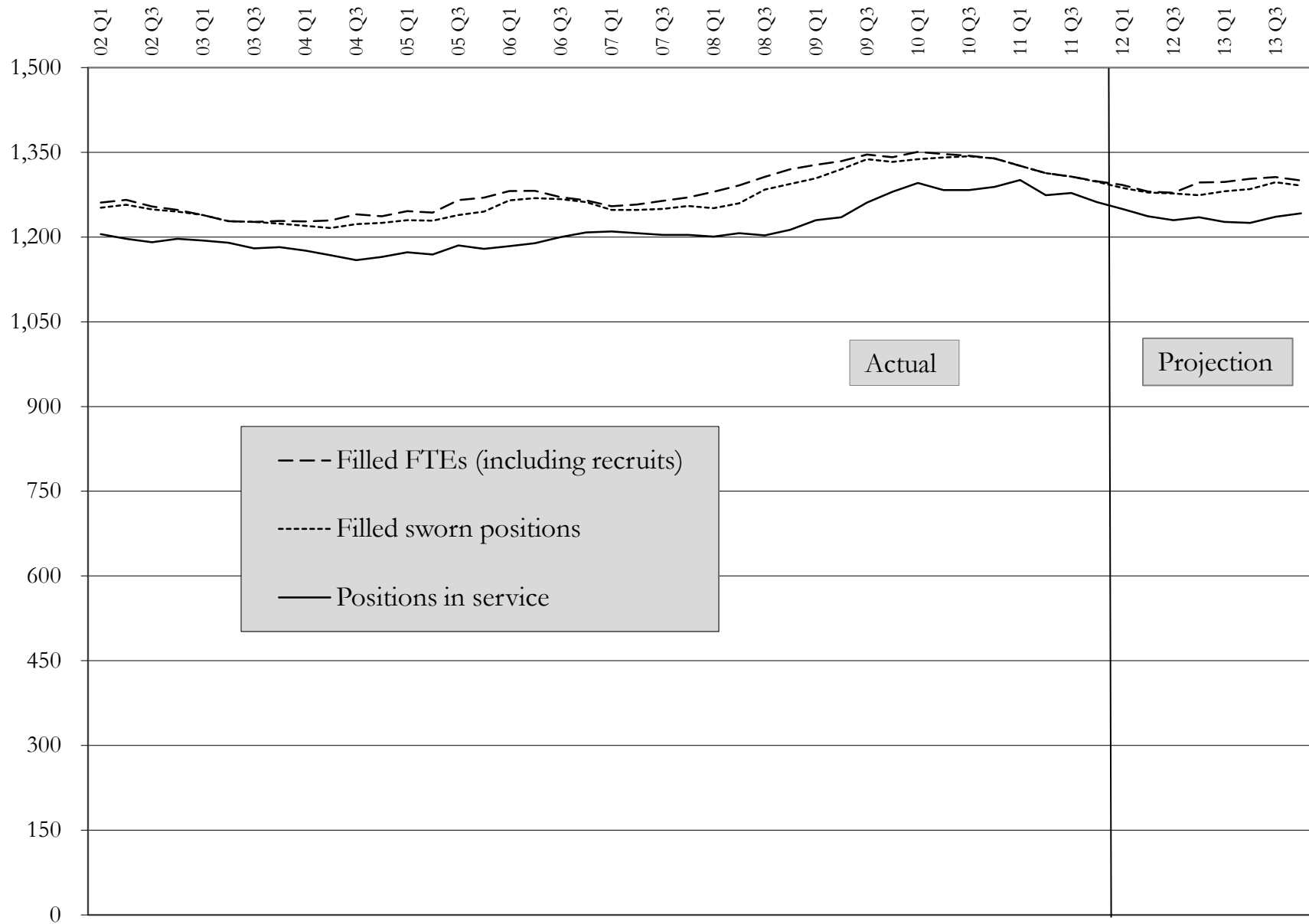


Table 4: Officers and Sergeants in Precincts on December 31, 2011

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	10	88	19	165	12	93	8	70	15	115	64	531
% of total assigned to 911	16%	17%	30%	31%	19%	18%	13%	13%	23%	22%	100%	100%
Clerks		3		2		2		2		2		11
Patrol Wagons		1		3		2		1		3		10
Seattle Center									1	4	1	4
Bike & Foot Beats	1	5		3					3	40	4	48
Anti-Crime Teams	1	6	1	6	1	6	1	6	1	8	5	32
Community Police Teams	1	6	1	7	1	4		2	1	5	4	24
Other		2		2		3			1	6	1	13
Total	13	111	21	188	14	110	9	81	22	183	79	673

## SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Peter Harris  
Council Central Staff

DATE: 02/16/2012

FROM: John Diaz, Chief of Police, Clark Kimerer, Chief of Staff

SUBJECT: **SWORN STAFFING – 2011 YEAR-END UPDATE**

Please find attached the Department's year-end sworn staffing update for 2011 together with projections through the end of 2013. In preparing this report, we have updated for actual sworn counts through December 31, 2011. On that date, we were funded for 1,327 sworn positions and had 1,299 on board. All but one of the on-board personnel were fully trained officers, with the exception being a police recruit who was hired in December from the City of Tacoma, which is experiencing sworn layoffs.

The number of officers assigned (1,299) is significantly less than the number funded at year end (1,327) in anticipation of the recently adopted budget for 2012, which requires the Department to hold 26 additional sworn vacancies<sup>1</sup>, thereby effectively reducing our funded number to 1,301. Thus, the Department enters 2012 within budget, unlike the situation a year earlier when we entered the year 12 over our funded strength.

Per guidance in the adopted budget, the Department is authorized to hire to replace 2012 separations on a one-to-one basis. Although in the aggregate, we are proposing to hire approximately 16% in excess of total separations. The additional hires will allow for losses during training and will, as quickly as possible, move the department closer to its funded level of 1301 sworn positions / FTE.

Details in the attached tables show that we expect to lose 42 fully-trained officers, while hiring 50. The Department is prepared to have a first increment of seven recruits for the February 2012 Basic Academy.

The majority of new hires will come in the second half of the year, particularly in the fourth quarter. Please note that this is the soonest the Department can resume regular / consistent hiring as we are currently working with a very dated candidate list and will not have a new list until a test can be administered early this summer. Administering the new test and back grounding applicants for the Q4 hiring push will require significant staffing resources. To cover the additional staffing costs, the Department plans to use vacancy savings from the quarters where we are under our funded level of 1301.

---

<sup>1</sup> In the 2010 adopted budget the City unfunded 14 positions in SPD as part of a plan to transfer that number of sworn personnel into Patrol from elsewhere in the Department.

The projection of the number of Officers on Disability or Extended leave has been adjusted from 30 to 35 to reflect a growth trend in this category. This category includes 4 officers that are on extended leave as they are military reservists that have been called into active duty.

The attached chart on patrol staffing for December 31, 2011 reflects a total of 531 Neighborhood Policing (911 Response) officers, a loss of 13 from our last report in September of 2011. The overall Patrol number, including proactive foot beats, bikes, ACT, CPT, Clerks and Wagons is 673.

As is outlined in the 2012 Budget, SPD will continue to closely monitor the NPP outcome measures and may adjust the deployment of sworn officers to 911 Response functions from lower priority areas to meet the NPP outcome metrics. At present, the Department does not find this necessary as Officer Response Time is still holding under 7 minutes and Proactive Time is holding at 31%

This matter is identified as Council Question #1 in our internal tracking system for 2012. Should you have questions on these materials or need additional information, please do not hesitate to contact Greg Doss at 615-1230.

Attachments: Sworn Staffing Projections thru 2013, with Actuals thru December 2011 (Chart);  
Police Recruiting and Staffing per SPD December 2011 Update, Extended thru 2013 (Quarterly Summaries);  
SPD Sworn Staffing Detail: Actuals thru December 2011 with Revised Projections thru 2013; and  
SPD Precinct Staffing Report, 1-4-2012.

cc: Mike Katz, CBO  
Kieu-Anh King, CBO  
Carl Marquardt, Mayor's Office  
Deputy Chief Clark Kimerer  
Assistant Chief Dick Reed  
Lieutenant Mike Teeter, SPD Employment Services  
D/C Kimerer file  
Budget & Finance Council Questions file

## Seattle Police Department 2011 Year-end Staffing Highlights: Continuing to Effectively Deploy Officers & Exceed Public Safety Outcome Objectives

- The Neighborhood Policing Plan (NPP), adopted by the City of Seattle in mid-2007, established a new framework for deploying police officers to achieve the public safety outcomes:
  - Responding to emergency calls (i.e. 911 calls) in 7 minutes or less
  - Allowing officers to spend at least 30% of their on-duty time on proactive patrol
  - Maintaining 10 patrol units free at all times for back-up and officer safety
- The first two of these goals are of great interest and importance to the community. The third goal is instrumental in nature and is primarily of interest to police commanders.
- At the end of 2011, the Seattle Police Department (SPD) is **meeting or exceeding objectives important to the community.**

	NPP Goal	Actual Results Dec 31st	As Compared to the NPP Goal
Priority 1 Call Response Time	7 minutes or less	6.7 minutes	<b>Exceeds Goal</b>
Average Proactive Time Available	30% of On-Duty Time	31% of On-Duty Time	<b>Exceeds Goal</b>

At the same time that SPD is achieving these goals, it has **continued to emphasize the number of officers assigned to on-the-ground proactive work**, including foot beats, bike squads and other proactive units that contribute greatly to the quality of life in our neighborhoods, especially downtown.

	Staffing levels at year-end 2011
Foot & Bike Beats	47 Officers
Mounted Unit	3 officers
Neighborhood Corrections Initiative	8 officers
Seattle Center Patrols	4 officers

- Results speak for themselves. SPD is meeting its NPP goals while **crime is down 3% in 2011.**

- Total filled sworn positions have declined from 1,313 in late June 2011 to 1,298 at the end of 2011, and are estimated to be 1,274 at the end of 2012. The number of Police Officers-Patrol assigned to the five police precincts is now at 673.
  - **Aggressive recruitment efforts are now underway to return Patrol to the 690 range, a high that was reached in August 2011.**
  - If necessary, the Police Chief has identified positions that can be transferred to Patrol from other sworn functions in the Department. NPP gives the Seattle Police Department the flexibility to deploy as needed to ensure that metrics continue to be met. Depending on the direction of the metrics, the Police Chief may choose to do this as soon as the spring.
- **A flexible and adaptive patrol staffing approach is allowing SPD to deploy officers where they are needed most.** The Department is redeploying officers to crime hot spots from the Patrol, SWAT, traffic and gang units. The shift offers heavier coverage at a time when hiring constraints preclude new hires.
- SPD proposes to continue to address violent crimes like Homicide and Assault through the focused deployment of dedicated, proactive special operations personnel, such as the Violence Prevention initiative SPD has deployed at hot spots in the South Precinct and throughout the city where incidents or aggravated assault or homicides have occurred during the last two months.

#### **A Focus on Recruiting:**

- SPD is aggressively exercising all options to hire laterals. SPD tested 45 potential laterals at the end of February. The Department is hoping to hire between 7 and 10 of these candidates before the summer season. While experience shows that only 10% are offered positions, the state of the economy may produce more qualified applicants and increase SPD's ability to hire qualified personnel quickly.
- SPD's next officer recruitment test in late June should produce a large number of candidates that, after backgrounding and screening, will be ready to enter the academy in October. **From this point, the Department can fairly quickly ramp up to its funded number of 1,301 officers.**
- Throughout the nation, almost 13,000 sworn police officers have been laid off over the last two years, mostly in major cities similar to Seattle. While other departments have been laying off officers, SPD has been able to downsize through attrition, focus its resources on hot spots/high crime areas and maintain its commitment to NPP performance metrics.