

June 18, 2012

To: Public Safety, Civil Rights & Technology Committee

From: Peter Harris, Central Staff

Re: Police staffing update for the first quarter of 2012

Introduction

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

Below I will first summarize the actual and projected hiring and separations between 2008 and 2013 and compare them to the previous projection provided in the year end 2011 update. Then I will show the effect of the current hiring plan on projected sworn staffing levels. Then I will show the allocation of officers to the five precincts as of last March.

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

Table 1 shows the hiring plan presented with the 2011 year end update. It begins in 2008 because that was the first year of the Neighborhood Policing Plan.

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

Table 2 shows the current hiring plan. Differences from the 2011 year end update are in boldface.

Table 1: Police Hiring & Separations 2008-2013, updated March 2012							
	2008	2009	2010	2011	2012 est.	2013 est.	2008-2013
Recruits hired	101	33	15	1	40	42	232
Trained officers hired	16	9	6	0	11	10	52
Separations	(63)	(27)	(27)	(41)	(43)	(53)	(254)
Net change	54	15	(6)	(41)	8	(1)	30

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 2010-2012. Figure 2 attached is the same as Figure 1, except with a zero base.

As in the update for the end of 2011, the Department predicts a somewhat sharper decline in positions in service in 2012 and 2013 than it predicted in last fall’s budget deliberations. This results from a greater number of separations by fully trained officers in late 2011 and somewhat delayed hiring. As a result, positions in service will decline to 1,228 by the middle of 2013, rather than the 1,240 predicted last fall. For details, see my March 5 memo on the year end update.

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 March. This table includes officers assigned to the precincts who are at work in the precincts, in training, on vacation, 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 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 524 officers assigned to 911 response. This is a decline of 21 from the 545 assigned at the end of September 2011 and a decline of seven from the 531 assigned at the end of March. This figure is a key number in the patrol deployment model of the Neighborhood Policing Plan (NPP), because, in combination with the volume of 911 calls, it largely determines the average speed of response to emergency calls. The attached cover memo from the Chief of Police says the Department may soon need to transfer more officers into 911 response in order to maintain response times in the summer. Subsequently it has reported that it will transfer a total of 18 officers. Depending on the number of separations between March and July, this should yield approximately 540 officers in 911 response by July 1.

Conclusion

If you have any questions, please let me know.

Figure 1: Sworn Police Staffing 2002-2013, Updated March 2012

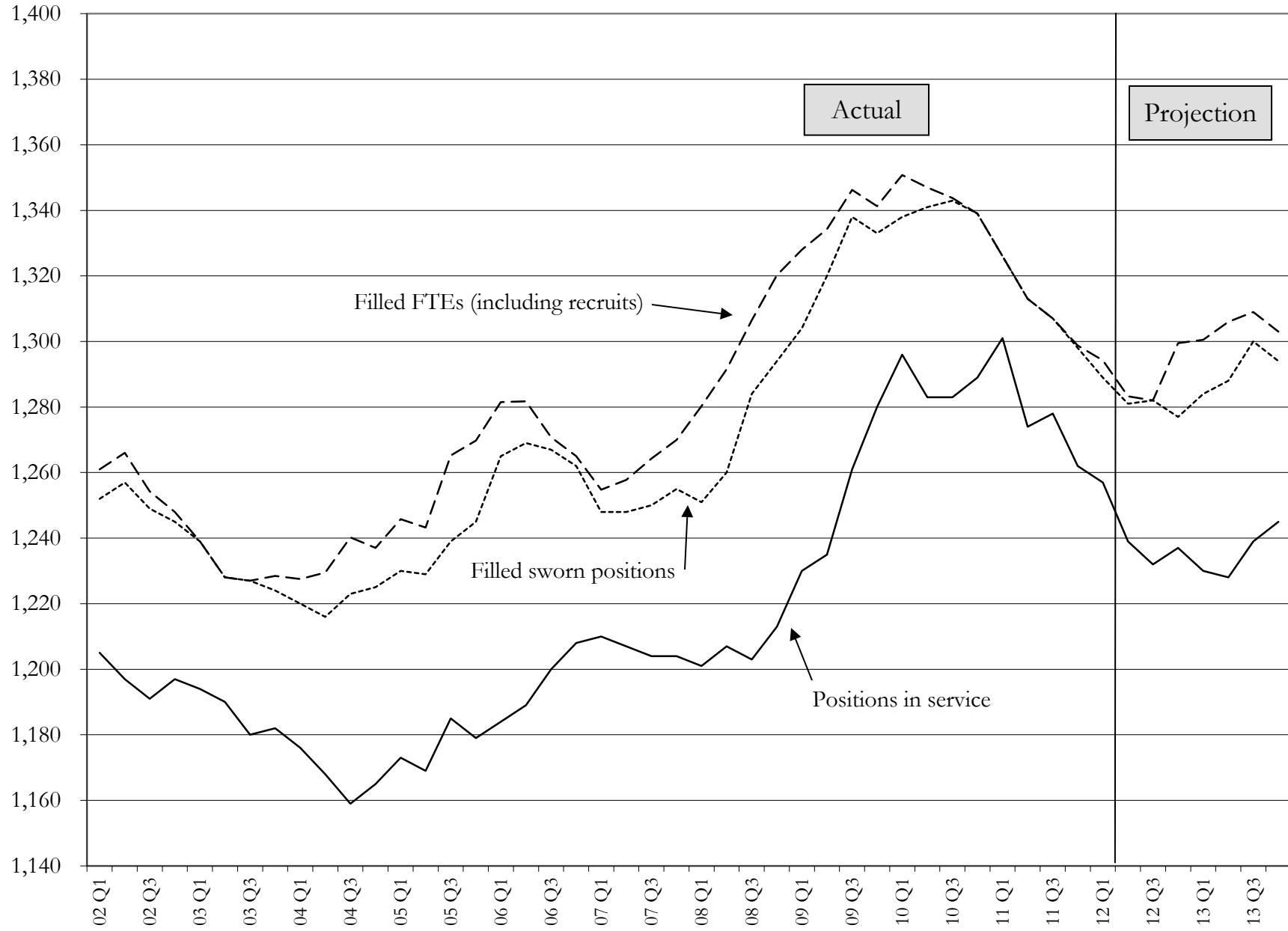


Figure 2: Sworn Police Staffing 2002-2013, updated March 2012,
Zero Base

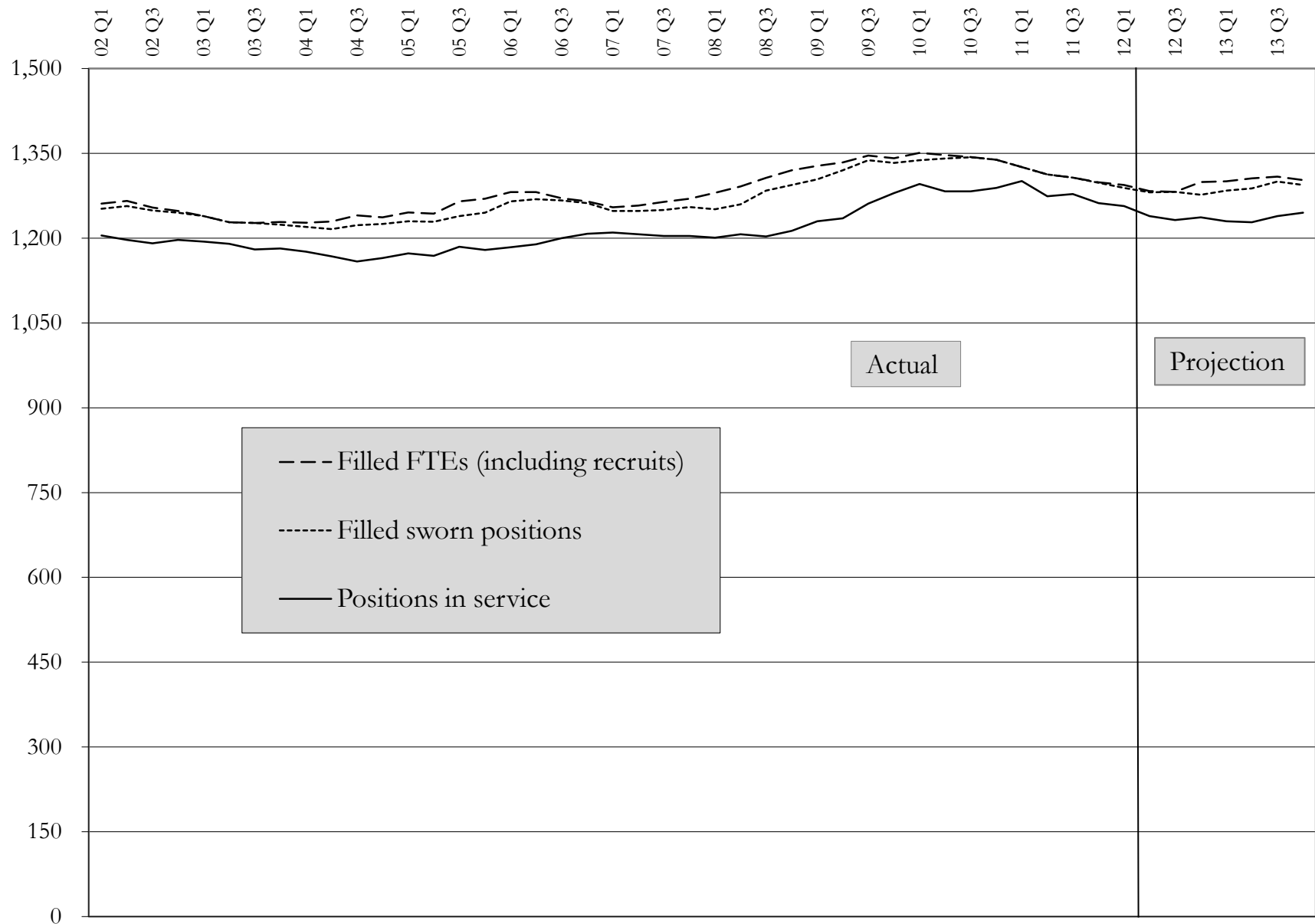


Table 3: Sworn Police Staffing 2010-2013, updated March 2012

2010						
	Q1	Q2	Q3	Q4	total	monthly average
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 2010-2013, updated March 2012

2011						
	Q1	Q2	Q3	Q4	total	monthly average
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 2010-2013, updated March 2012

2012						
	Q1	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,262	1,257	1,239	1,232		
Officers rehired, no training required	1	0	0	0	1	
Separations in quarter	(12)	(14)	(8)	(6)	(40)	
Change in officers on disability or extended leave	6	(5)	0	0		
Officers from field training	0	1	1	11	13	
Positions in service at end of quarter	1,257	1,239	1,232	1,237		1,243
2. Recruits in Academy at start of quarter	1	7	3	0		
Recruits entering Academy	7	3	0	30	40	
Recruit separations	0	(1)	0	0	(1)	
Recruits completing Academy	(1)	(6)	(3)	0		
Recruits in Academy at end of quarter	7	3	0	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	15		
Academy graduates entering field training	1	6	3	0		
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	15	5		5
5. Positions in service at end of quarter	1,257	1,239	1,232	1,237		1,243
Officers on disability or extended leave	30	35	35	35		35
Field training officers + lateral hires in training	2	7	15	5		6
Filled sworn positions at end of quarter	1,289	1,281	1,282	1,277		1,284
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	(1,289)	(1,281)	(1,282)	(1,277)		(1,284)
Sworn position vacancies at end of quarter	12	20	19	24		17
7. Filled FTE (sworn @ 1.0, recruits @ .75)	1,294	1,283	1,282	1,300		1,290

Table 3: Sworn Police Staffing 2010-2013, updated March 2012

2013						
	Q1 (est.)	Q2 (est.)	Q3 (est.)	Q4 (est.)	total	monthly average
1. Positions in service at start of quarter	1,237	1,230	1,228	1,239		
Officers rehired, no training required	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	5	10	20	15	50	
Positions in service at end of quarter	1,230	1,228	1,239	1,245		1,235
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	5	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	(5)	(10)	(20)	(15)		
Officers in field training at end of quarter	19	25	21	14		19
5. Positions in service at end of quarter	1,230	1,228	1,239	1,245		1,235
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	1,284	1,288	1,300	1,294		1,290
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	(1,284)	(1,288)	(1,300)	(1,294)		(1,290)
Sworn position vacancies at end of quarter	17	13	1	7		11
7 Filled FTE (sworn @ 1.0, recruits @ .75)	1,301	1,306	1,309	1,303		1,304

Table 4: Officers and Sergeants in Precincts on March 31, 2012

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	86	19	162	12	94	8	67	14	115	64	524
% of total assigned to 911	17%	16%	30%	31%	19%	18%	13%	13%	22%	22%	100%	100%
Clerks		3		2		2		2		2		11
Patrol Wagons		1		3		1		1		3		9
Seattle Center									1	4	1	4
Bike & Foot Beats	1	5		3					3	42	4	50
Anti-Crime Teams	1	6	1	5	1	6	1	5	1	7	5	29
Community Police Teams	1	6	1	7	1	6		3	1	5	4	27
Other		2		1		3			1	6	1	12
Total	14	109	21	183	14	112	9	78	21	184	79	666

SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Peter Harris
Council Central Staff

DATE: 06/01/2012

FROM: John Diaz
Chief of Police

SUBJECT: **SWORN STAFFING – 2012 FIRST QUARTER UPDATE**

Please find attached the Department's First Quarter sworn staffing update for 2012 together with forecasts through the end of 2013. In preparing this report, we have updated for actual sworn counts through March 31, 2012. On that date, we were funded for 1,301 sworn positions and had 1,289 on board. The detail for filled positions on March 31, 2012 included 1,287 fully trained officers, 1 Officer in Field Training and 1 Officer in Advanced Training. There were 7 recruits in the Basic Law Enforcement Academy. This report does not make adjustments to our funded level for any grant positions that are set to expire.

Of the 9 new hires, and most unusually, all were males. More typically, 22% (2) were of minority group heritage: one Native American and one who identified with two or more ethnicities. Over time, our recruitment results have pretty consistently mirrored the city's population mix for ethnicity. The Department sworn ranks at year's end 2011 were 24% ethnic minority (9% African American, 8% Asian, 5% Hispanic and 2% Native American). Fourteen percent were female.

Year-to-date there has been a total of 12 sworn separations. This represents a slight decrease in forecasted separations (2) since our Year-End 2011 Staffing Report. We do not find that this decrease is representative of any particular pattern or staffing trend. We do, however, recognize a slight risk of increased retirements in June as the LEOFF system provides some inherent incentives for retirement at that time. As indicated in our last report, we continue to prep for the spring test that will produce a sufficient number of candidates to help us reach our hiring goals.

The attached chart on precinct staffing for March 23, 2013 reflects a loss of 7 officers in total precinct strength since the 2011 Year-End Report – from 673 to 666 officers. There is some minor movement in proactive resources, including a shift of three officers from the Anti-Crime Teams to the Community Police Teams, but all 7 separations can be found in the 911 Response category (currently at 524 officers).

Patrol workload is lower during the winter months, allowing precinct commanders greater flexibility in assignments. However, a check of recent NPP metrics suggests that the Department may soon need to augment 911 Response with staff from lower priority positions. Response time has recently reached, but not yet exceeded, the goal of an average of 7.0 minutes. For the month of April, Response time to Priority One calls was 6.7 minutes. Proactive Time for April registered at 30.5%. This is still within the NPP metric goals, but not as good as the average for all of Q1 Proactive Time at 33%.

Consistent with the NPP, and in order to shield Patrol from losses in strength as further 911 Response separations occur, the Department may soon need to make transfers into Patrol from non-patrol positions. The Department is closely tracking its NPP metrics and expects that as the weather improves this spring, there may be more criminal activity to be addressed by the Patrol function.

Following the direction specified in the 2012 Adopted Budget, the majority of these transfers could come from the cadre of Precinct Desk Clerks. The potential impacts from these transfers may include a closed front office at multiple precincts. In such case, the Department would label a phone that citizens can use to directly contact officers. We will notify the Mayor and Council should these moves become necessary.

This memo is identified as Council Question #6 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 March 31, 2012 (Chart);
Police Recruiting and Staffing per SPD First Quarter Update, Extended thru 2013 (Quarterly Summaries);
SPD Sworn Staffing Detail: Actuals thru March 31, 2012 with Revised Projections thru 2013; and
SPD Precinct Staffing Report, 03-31-2012.

cc: Mike Katz, CBO
Michael Ledbetter, CBO
Deputy Chief Clark Kimerer
Assistant Chief Dick Reed
Lt. Mike Teeter, SPD Personnel
D/C Kimerer file
Budget & Finance Council Questions file