# City of Seattle

## Seattle Police Department

August 28, 2019

# M E M O R A N D U M

**To:**   Greg Doss, City Council Central Staff
**CC:**   Councilmember Lorena González, Chair, GESCNA-Ed Committee
**From**:  Mike Fields, SPD Executive Director of Human Resources
**Re**:   SPD Staffing Report in response to Council SLI 38-6-A-2

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Attached are the detailed SPD staffing reports for July as requested in Council SLI 38-6-A-2.

SPD continues to work closely with the IP team to develop recommendations to improve recruitment, hiring and retention based on feedback from internal and external stakeholders. This work will be detailed in a final report, scheduled for release in the third quarter of 2019.

As projected, the department separated nine sworn personnel in July. The majority of the separations (7 of 9) were resignations. Retention continues to be the main driver affecting the department's ability to achieve a net increase in sworn personnel. For that reason, the Recruitment and Retention Workgroup has paid special attention to the development of initiatives to address the recent increase in resignations, specifically.

On the hiring front, the department hired five recruits and rehired one fully trained officer in July. There are nine scheduled Washington State Academy classes remaining in 2019.

As of July 31, 2019, SPD has:
- 36 officers in field training at month end
- 1,334 fully trained officers
- 1,275 officers in service
- 1,390 filled sworn positions (officers + recruits[1])

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[1] Recruits are counted as 0.75 FTE.

**Table 1: Draft SPD Police Officers Hired, Funded, and Available**

| Year[1] | Funded FTE | New Hires | Separations | Net New Officers | All Sworn Officers[2] | Fully Trained[3] | Sworn in Service | % Funded in Service |
|---|---|---|---|---|---|---|---|---|
| 2012 | 1,300 | 32 | -36 | -4 | 1,281 | 1,272 | 1,235 | 95.00% |
| 2013 | 1,315 | 85 | -39 | 46 | 1,308 | 1,264 | 1,239 | 94.22% |
| 2014 | 1,359 | 81 | -59 | 22 | 1,330 | 1,297 | 1,264 | 93.01% |
| 2015 | 1,375 | 96 | -72 | 24 | 1,349 | 1,308 | 1,251 | 90.98% |
| 2016 | 1,422 | 107 | -67 | 40 | 1,390 | 1,340 | 1,299 | 91.35% |
| 2017 | 1,457 | 102 | -79 | 23 | 1,424 | 1,359 | 1,316 | 90.32% |
| 2018 | 1,457 | 68 | -109 | -41 | 1,388 | 1,344 | 1,283 | 88.06% |
| 2019[4] | 1,467 | 104 | -90 | 14 | 1,398 | 1,352 | 1,306 | 89.03% |
| 2020[5] | 1,497 | 104 | -91 | 13 | 1,415 | 1,378 | 1,332 | 88.98% |
| **2019 YTD Actual** | | | | | | | | |
| 2019 YTD | 1,467 | 50 | (62) | (12) | 1,370 | 1,334 | 1,275 | 86.91% |

[1]Based on Q4 figures for 2012-2018.

[2]All Sworn Officers: total count of sworn personnel who have graduated from the Academy and earned sworn commission.

[3] Fully Trained Officers: total count of sworn personnel who have successfully completed Phase II-Field Training.

[4]Includes new officer positions added in 2019.

[5]Includes new officer positions added in 2020.

Source: SPD Draft Sworn Hiring Projections with Actuals through July 2019, 8/20/19

*The SPD staffing model is used for budgeting and planning purposes only. The calculated fields used to estimate staffing levels in current and future months are based on a series of assumptions that may result in slight deviations from actual staff counts.*

Attached:

1. SPD Sworn Staffing Model (July)
2. Precinct Staffing Report (July)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2012 January | 2012 February | 2012 March | 2012 April | 2012 May | 2012 June | 2012 July | 2012 August | 2012 September | 2012 October | 2012 November | 2012 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 1 | 1 | 7 | 7 | 7 | 10 | 3 | 3 | 3 | 0 | 0 | 6 |
| New recruits entering Academy | 0 | 7 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 6 | 8 |
| Separations from Academy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Recruits graduating from Academy | 0 | (1) | 0 | 0 | 0 | (7) | 0 | 0 | (3) | 0 | 0 | 0 |
| Recruits in Academy at month end | 1 | 7 | 7 | 7 | 10 | 3 | 3 | 3 | 0 | 0 | 6 | 14 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 0 | 0 | 1 | 2 | 2 | 2 | 10 | 13 | 12 | 16 | 16 | 14 |
| Academy graduates entering field training | 0 | 1 | 0 | 0 | 0 | 7 | 0 | 0 | 3 | 0 | 0 | 0 |
| New lateral hires entering field training | 0 | 0 | 1 | 0 | 0 | 1 | 4 | 0 | 1 | 0 | 0 | 0 |
| Separations from field training | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Officers completing field training | 0 | 0 | 0 | 0 | 0 | 0 | (1) | (1) | 0 | 0 | (2) | (5) |
| Officers in field training at month end | 0 | 1 | 2 | 2 | 2 | 10 | 13 | 12 | 16 | 16 | 14 | 9 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,298 | 1,294 | 1,290 | 1,287 | 1,286 | 1,283 | 1,278 | 1,275 | 1,276 | 1,274 | 1,272 | 1,272 |
| Separations by fully trained officers | (5) | (4) | (3) | (1) | (3) | (5) | (4) | 0 | (2) | (2) | (2) | (5) |
| Officers completing field training | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 5 |
| Officers rehired, no training required | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,294 | 1,290 | 1,287 | 1,286 | 1,283 | 1,278 | 1,275 | 1,276 | 1,274 | 1,272 | 1,272 | 1,272 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,294 | 1,290 | 1,287 | 1,286 | 1,283 | 1,278 | 1,275 | 1,276 | 1,274 | 1,272 | 1,272 | 1,272 |
| Officers on disability or extended leave | (37) | (37) | (30) | (29) | (28) | (26) | (27) | (31) | (28) | (33) | (27) | (37) |
| Officers in service at month end | 1,257 | 1,253 | 1,257 | 1,257 | 1,255 | 1,252 | 1,248 | 1,245 | 1,246 | 1,239 | 1,245 | 1,235 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** | **1,300** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,294 | 1,290 | 1,287 | 1,286 | 1,283 | 1,278 | 1,275 | 1,276 | 1,274 | 1,272 | 1,272 | 1,272 |
| All Sworn Officers | 1,294 | 1,291 | 1,289 | 1,288 | 1,285 | 1,288 | 1,288 | 1,288 | 1,290 | 1,288 | 1,286 | 1,281 |
| Filled FTEs at month end | 1,295 | 1,296 | 1,294 | 1,293 | 1,293 | 1,290 | 1,290 | 1,290 | 1,290 | 1,288 | 1,291 | 1,292 |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2013 January | 2013 February | 2013 March | 2013 April | 2013 May | 2013 June | 2013 July | 2013 August | 2013 September | 2013 October | 2013 November | 2013 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 14 | 18 | 21 | 23 | 23 | 23 | 18 | 25 | 25 | 32 | 36 | 33 |
| New recruits entering Academy | 4 | 3 | 8 | 0 | 10 | 0 | 7 | 8 | 7 | 12 | 6 | 7 |
| Separations from Academy | 0 | 0 | 0 | 0 | 0 | (1) | 0 | 0 | 0 | (1) | 0 | 1 |
| Recruits graduating from Academy | 0 | 0 | (6) | 0 | (10) | (4) | 0 | (8) | 0 | (7) | (9) | (8) |
| Recruits in Academy at month end | 18 | 21 | 23 | 23 | 23 | 18 | 25 | 25 | 32 | 36 | 33 | 33 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 9 | 11 | 6 | 8 | 13 | 23 | 27 | 30 | 34 | 32 | 31 | 39 |
| Academy graduates entering field training | 0 | 0 | 6 | 0 | 10 | 4 | 0 | 8 | 0 | 7 | 9 | 8 |
| New lateral hires entering field training | 2 | 0 | 0 | 5 | 0 | 0 | 3 | 0 | 0 | 3 | 0 | 0 |
| Separations from field training | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1) | (1) | (1) | 0 | 0 |
| Officers completing field training | 0 | (5) | (4) | 0 | 0 | 0 | 0 | (3) | (1) | (10) | (1) | (3) |
| Officers in field training at month end | 11 | 6 | 8 | 13 | 23 | 27 | 30 | 34 | 32 | 31 | 39 | 44 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,272 | 1,270 | 1,274 | 1,275 | 1,270 | 1,265 | 1,255 | 1,253 | 1,254 | 1,255 | 1,263 | 1,262 |
| Separations by fully trained officers | (2) | (1) | (3) | (5) | (5) | (10) | (2) | (2) | 0 | (2) | (2) | (1) |
| Officers completing field training | 0 | 5 | 4 | 0 | 0 | 0 | 0 | 3 | 1 | 10 | 1 | 3 |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,270 | 1,274 | 1,275 | 1,270 | 1,265 | 1,255 | 1,253 | 1,254 | 1,255 | 1,263 | 1,262 | 1,264 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,270 | 1,274 | 1,275 | 1,270 | 1,265 | 1,255 | 1,253 | 1,254 | 1,255 | 1,263 | 1,262 | 1,264 |
| Officers on disability or extended leave | (37) | (47) | (42) | (27) | (26) | (23) | (22) | (25) | (25) | (28) | (23) | (25) |
| Officers in service at month end | 1,233 | 1,227 | 1,233 | 1,243 | 1,239 | 1,232 | 1,231 | 1,229 | 1,230 | 1,235 | 1,239 | 1,239 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,311** | **1,311** | **1,311** | **1,315** | **1,315** | **1,315** | **1,315** | **1,315** | **1,315** | **1,315** | **1,315** | **1,313** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,270 | 1,274 | 1,275 | 1,270 | 1,265 | 1,255 | 1,253 | 1,254 | 1,255 | 1,263 | 1,262 | 1,264 |
| All Sworn Officers | 1,281 | 1,280 | 1,283 | 1,283 | 1,288 | 1,282 | 1,283 | 1,288 | 1,287 | 1,294 | 1,301 | 1,308 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,295 | 1,296 | 1,300 | 1,300 | 1,305 | 1,296 | 1,302 | 1,307 | 1,311 | 1,321 | 1,326 | 1,333 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2014 January | 2014 February | 2014 March | 2014 April | 2014 May | 2014 June | 2014 July | 2014 August | 2014 September | 2014 October | 2014 November | 2014 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 33 | 26 | 27 | 28 | 29 | 28 | 26 | 26 | 25 | 31 | 29 | 29 |
| New recruits entering Academy | 0 | 7 | 6 | 7 | 6 | 6 | 7 | 6 | 6 | 4 | 4 | 9 |
| Separations from Academy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Recruits graduating from Academy | (7) | (6) | (5) | (6) | (7) | (8) | (7) | (7) | 0 | (6) | (4) | (5) |
| Recruits in Academy at month end | 26 | 27 | 28 | 29 | 28 | 26 | 26 | 25 | 31 | 29 | 29 | 33 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 44 | 43 | 49 | 44 | 39 | 39 | 49 | 51 | 49 | 43 | 43 | 37 |
| Academy graduates entering field training | 7 | 6 | 5 | 6 | 7 | 8 | 7 | 7 | 0 | 6 | 4 | 5 |
| New lateral hires entering field training | 1 | 0 | 0 | 1 | 0 | 6 | 0 | 0 | 0 | 4 | 0 | 0 |
| Separations from field training | (1) | 0 | (3) | (2) | 0 | 0 | (1) | (1) | 0 | 0 | 0 | 0 |
| Officers completing field training | (8) | 0 | (7) | (10) | (7) | (4) | (4) | (8) | (6) | (10) | (10) | (9) |
| Officers in field training at month end | 43 | 49 | 44 | 39 | 39 | 49 | 51 | 49 | 43 | 43 | 37 | 33 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,264 | 1,267 | 1,265 | 1,265 | 1,269 | 1,271 | 1,263 | 1,264 | 1,268 | 1,273 | 1,282 | 1,289 |
| Separations by fully trained officers | (5) | (2) | (7) | (6) | (5) | (13) | (3) | (4) | (1) | (1) | (3) | (1) |
| Officers completing field training | 8 | 0 | 7 | 10 | 7 | 4 | 4 | 8 | 6 | 10 | 10 | 9 |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,267 | 1,265 | 1,265 | 1,269 | 1,271 | 1,263 | 1,264 | 1,268 | 1,273 | 1,282 | 1,289 | 1,297 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,267 | 1,265 | 1,265 | 1,269 | 1,271 | 1,263 | 1,264 | 1,268 | 1,273 | 1,282 | 1,289 | 1,297 |
| Officers on disability or extended leave | (23) | (23) | (30) | (30) | (30) | (32) | (30) | (29) | (31) | (31) | (29) | (33) |
| Officers in service at month end | 1,244 | 1,242 | 1,235 | 1,239 | 1,241 | 1,231 | 1,234 | 1,239 | 1,242 | 1,251 | 1,260 | 1,264 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,342** | **1,342** | **1,342** | **1,342** | **1,342** | **1,344** | **1,345** | **1,346** | **1,348** | **1,358** | **1,360** | **1,359** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,267 | 1,265 | 1,265 | 1,269 | 1,271 | 1,263 | 1,264 | 1,268 | 1,273 | 1,282 | 1,289 | 1,297 |
| All Sworn Officers | 1,310 | 1,314 | 1,309 | 1,308 | 1,310 | 1,312 | 1,315 | 1,317 | 1,316 | 1,325 | 1,326 | 1,330 |
| Filled FTEs at month end | 1,330 | 1,334 | 1,330 | 1,330 | 1,331 | 1,332 | 1,335 | 1,336 | 1,339 | 1,347 | 1,348 | 1,355 |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2015 January | 2015 February | 2015 March | 2015 April | 2015 May | 2015 June | 2015 July | 2015 August | 2015 September | 2015 October | 2015 November | 2015 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 33 | 33 | 32 | 36 | 31 | 27 | 33 | 30 | 30 | 35 | 35 | 33 |
| New recruits entering Academy | 6 | 4 | 9 | 4 | 0 | 14 | 2 | 4 | 11 | 7 | 6 | 6 |
| Separations from Academy | 0 | 0 | (2) | (2) | 0 | 0 | (1) | 0 | (1) | 0 | 0 | 0 |
| Recruits graduating from Academy | (6) | (5) | (3) | (7) | (4) | (8) | (4) | (4) | (5) | (7) | (8) | (1) |
| Recruits in Academy at month end | 33 | 32 | 36 | 31 | 27 | 33 | 30 | 30 | 35 | 35 | 33 | 38 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 33 | 35 | 33 | 27 | 39 | 41 | 43 | 46 | 43 | 39 | 44 | 46 |
| Academy graduates entering field training | 6 | 5 | 3 | 7 | 4 | 8 | 4 | 4 | 5 | 7 | 8 | 1 |
| New lateral hires entering field training | 0 | 0 | 0 | 9 | 0 | 0 | 5 | 0 | 2 | 4 | 0 | 0 |
| Separations from field training | 0 | (1) | 0 | (1) | 0 | 0 | 0 | (1) | 0 | 0 | 0 | 0 |
| Officers completing field training | (4) | (6) | (9) | (3) | (2) | (6) | (6) | (6) | (11) | (6) | (6) | (6) |
| Officers in field training at month end | 35 | 33 | 27 | 39 | 41 | 43 | 46 | 43 | 39 | 44 | 46 | 41 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,297 | 1,298 | 1,299 | 1,305 | 1,308 | 1,296 | 1,292 | 1,294 | 1,297 | 1,302 | 1,307 | 1,310 |
| Separations by fully trained officers | (3) | (5) | (3) | (2) | (14) | (10) | (4) | (4) | (6) | (1) | (3) | (8) |
| Officers completing field training | 4 | 6 | 9 | 3 | 2 | 6 | 6 | 6 | 11 | 6 | 6 | 6 |
| Officers rehired, no training required | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,298 | 1,299 | 1,305 | 1,308 | 1,296 | 1,292 | 1,294 | 1,297 | 1,302 | 1,307 | 1,310 | 1,308 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,298 | 1,299 | 1,305 | 1,308 | 1,296 | 1,292 | 1,294 | 1,297 | 1,302 | 1,307 | 1,310 | 1,308 |
| Officers on disability or extended leave | (35) | (36) | (33) | (30) | (35) | (36) | (31) | (29) | (29) | (34) | (32) | (57) |
| Officers in service at month end | 1,263 | 1,263 | 1,272 | 1,278 | 1,261 | 1,256 | 1,263 | 1,268 | 1,273 | 1,273 | 1,278 | 1,251 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,363** | **1,364** | **1,365** | **1,366** | **1,370** | **1,372** | **1,375** | **1,375** | **1,375** | **1,375** | **1,375** | **1,375** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,298 | 1,299 | 1,305 | 1,308 | 1,296 | 1,292 | 1,294 | 1,297 | 1,302 | 1,307 | 1,310 | 1,308 |
| All Sworn Officers | 1,333 | 1,332 | 1,332 | 1,347 | 1,337 | 1,335 | 1,340 | 1,340 | 1,341 | 1,351 | 1,356 | 1,349 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,358 | 1,356 | 1,359 | 1,370 | 1,357 | 1,360 | 1,363 | 1,363 | 1,367 | 1,377 | 1,381 | 1,378 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2016 January | 2016 February | 2016 March | 2016 April | 2016 May | 2016 June | 2016 July | 2016 August | 2016 September | 2016 October | 2016 November | 2016 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 38 | 33 | 35 | 40 | 33 | 26 | 32 | 29 | 37 | 39 | 40 | 37 |
| New recruits entering Academy | 4 | 7 | 12 | 0 | 4 | 13 | 3 | 13 | 10 | 7 | 5 | 7 |
| Separations from Academy | 0 | 0 | 0 | 0 | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Recruits graduating from Academy | (9) | (5) | (7) | (7) | (10) | (7) | (6) | (5) | (8) | (6) | (8) | (7) |
| Recruits in Academy at month end | 33 | 35 | 40 | 33 | 26 | 32 | 29 | 37 | 39 | 40 | 37 | 37 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 41 | 48 | 48 | 57 | 48 | 53 | 60 | 56 | 53 | 48 | 54 | 43 |
| Academy graduates entering field training | 9 | 5 | 7 | 7 | 10 | 7 | 6 | 5 | 8 | 6 | 8 | 7 |
| New lateral hires entering field training | 4 | 1 | 9 | 0 | 1 | 2 | 2 | 0 | 0 | 3 | 0 | 0 |
| Separations from field training | (1) | 0 | (1) | 0 | (1) | 0 | (1) | 0 | 0 | 0 | (2) | 0 |
| Officers completing field training | (5) | (6) | (6) | (16) | (5) | (2) | (11) | (8) | (13) | (3) | (17) | 0 |
| Officers in field training at month end | 48 | 48 | 57 | 48 | 53 | 60 | 56 | 53 | 48 | 54 | 43 | 50 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,308 | 1,311 | 1,312 | 1,310 | 1,323 | 1,320 | 1,309 | 1,319 | 1,325 | 1,331 | 1,331 | 1,346 |
| Separations by fully trained officers | (2) | (5) | (8) | (3) | (8) | (13) | (1) | (2) | (7) | (3) | (2) | (6) |
| Officers completing field training | 5 | 6 | 6 | 16 | 5 | 2 | 11 | 8 | 13 | 3 | 17 | 0 |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,311 | 1,312 | 1,310 | 1,323 | 1,320 | 1,309 | 1,319 | 1,325 | 1,331 | 1,331 | 1,346 | 1,340 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,311 | 1,312 | 1,310 | 1,323 | 1,320 | 1,309 | 1,319 | 1,325 | 1,331 | 1,331 | 1,346 | 1,340 |
| Officers on disability or extended leave | (45) | (42) | (37) | (29) | (36) | (36) | (32) | (35) | (36) | (37) | (33) | (41) |
| Officers in service at month end | 1,266 | 1,270 | 1,273 | 1,294 | 1,284 | 1,273 | 1,287 | 1,290 | 1,295 | 1,294 | 1,313 | 1,299 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,378** | **1,381** | **1,384** | **1,390** | **1,394** | **1,398** | **1,403** | **1,407** | **1,411** | **1,416** | **1,419** | **1,422** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,311 | 1,312 | 1,310 | 1,323 | 1,320 | 1,309 | 1,319 | 1,325 | 1,331 | 1,331 | 1,346 | 1,340 |
| All Sworn Officers | 1,359 | 1,360 | 1,367 | 1,371 | 1,373 | 1,369 | 1,375 | 1,378 | 1,379 | 1,385 | 1,389 | 1,390 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,384 | 1,386 | 1,397 | 1,396 | 1,393 | 1,393 | 1,397 | 1,406 | 1,408 | 1,415 | 1,417 | 1,418 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2017 January | 2017 February | 2017 March | 2017 April | 2017 May | 2017 June | 2017 July | 2017 August | 2017 September | 2017 October | 2017 November | 2017 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 37 | 37 | 34 | 25 | 24 | 26 | 25 | 34 | 29 | 34 | 33 | 30 |
| New recruits entering Academy | 12 | 2 | 3 | 6 | 7 | 7 | 14 | 0 | 5 | 9 | 6 | 5 |
| Separations from Academy | 0 | 0 | 0 | 0 | 0 | 0 | (2) | 0 | 0 | (1) | 0 | (1) |
| Recruits graduating from Academy | (12) | (5) | (12) | (7) | (5) | (8) | (3) | (5) | 0 | (9) | (9) | (8) |
| Recruits in Academy at month end | 37 | 34 | 25 | 24 | 26 | 25 | 34 | 29 | 34 | 33 | 30 | 26 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 50 | 61 | 55 | 61 | 59 | 59 | 53 | 52 | 52 | 53 | 54 | 56 |
| Academy graduates entering field training | 12 | 5 | 12 | 7 | 5 | 8 | 3 | 5 | 0 | 9 | 9 | 8 |
| New lateral hires entering field training | 1 | 3 | 0 | 4 | 0 | 0 | 5 | 4 | 1 | 5 | 0 | 2 |
| Separations from field training | (2) | (1) | (1) | 0 | (1) | (4) | 0 | 0 | 0 | (1) | (1) | (1) |
| Officers completing field training | 0 | (13) | (5) | (13) | (4) | (10) | (9) | (9) | 0 | (12) | (6) | 0 |
| Officers in field training at month end | 61 | 55 | 61 | 59 | 59 | 53 | 52 | 52 | 53 | 54 | 56 | 65 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,340 | 1,333 | 1,341 | 1,336 | 1,343 | 1,343 | 1,347 | 1,354 | 1,358 | 1,351 | 1,358 | 1,363 |
| Separations by fully trained officers | (7) | (5) | (11) | (6) | (4) | (6) | (2) | (5) | (7) | (5) | (1) | (4) |
| Officers completing field training | 0 | 13 | 5 | 13 | 4 | 10 | 9 | 9 | 0 | 12 | 6 | 0 |
| Officers rehired, no training required | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,333 | 1,341 | 1,336 | 1,343 | 1,343 | 1,347 | 1,354 | 1,358 | 1,351 | 1,358 | 1,363 | 1,359 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,333 | 1,341 | 1,336 | 1,343 | 1,343 | 1,347 | 1,354 | 1,358 | 1,351 | 1,358 | 1,363 | 1,359 |
| Officers on disability or extended leave | (39) | (38) | (37) | (38) | (34) | (37) | (37) | (42) | (36) | (45) | (46) | (43) |
| Officers in service at month end | 1,294 | 1,303 | 1,299 | 1,305 | 1,309 | 1,310 | 1,317 | 1,316 | 1,315 | 1,313 | 1,317 | 1,316 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,425** | **1,429** | **1,432** | **1,434** | **1,437** | **1,440** | **1,443** | **1,446** | **1,449** | **1,451** | **1,454** | **1,457** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,333 | 1,341 | 1,336 | 1,343 | 1,343 | 1,347 | 1,354 | 1,358 | 1,351 | 1,358 | 1,363 | 1,359 |
| All Sworn Officers | 1,394 | 1,396 | 1,397 | 1,402 | 1,402 | 1,400 | 1,406 | 1,410 | 1,404 | 1,412 | 1,419 | 1,424 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,422 | 1,422 | 1,416 | 1,420 | 1,422 | 1,419 | 1,432 | 1,432 | 1,430 | 1,437 | 1,442 | 1,444 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2018 January | 2018 February | 2018 March | 2018 April | 2018 May | 2018 June | 2018 July | 2018 August | 2018 September | 2018 October | 2018 November | 2018 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 26 | 19 | 21 | 12 | 14 | 17 | 21 | 22 | 22 | 26 | 27 | 16 |
| New recruits entering Academy | 0 | 6 | 1 | 7 | 7 | 5 | 5 | 9 | 6 | 5 | 3 | 5 |
| Separations from Academy | (2) | (1) | 0 | 0 | (1) | 0 | (1) | (1) | 0 | (1) | 0 | 0 |
| Recruits graduating from Academy | (5) | (3) | (10) | (5) | (3) | (1) | (3) | (8) | (2) | (3) | (14) | 0 |
| Recruits in Academy at month end | 19 | 21 | 12 | 14 | 17 | 21 | 22 | 22 | 26 | 27 | 16 | 21 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 65 | 56 | 58 | 65 | 52 | 54 | 33 | 37 | 38 | 41 | 31 | 44 |
| Academy graduates entering field training | 5 | 3 | 10 | 5 | 3 | 1 | 3 | 8 | 2 | 3 | 14 | 0 |
| New lateral hires entering field training | 2 | 1 | 0 | 0 | 0 | 0 | 4 | 1 | 1 | 0 | 0 | 0 |
| Separations from field training | (2) | (1) | (2) | 0 | (1) | (2) | 0 | (1) | 0 | 0 | (1) | 0 |
| Officers completing field training | (14) | (1) | (1) | (18) | 0 | (20) | (3) | (7) | 0 | (13) | 0 | 0 |
| Officers in field training at month end | 56 | 58 | 65 | 52 | 54 | 33 | 37 | 38 | 41 | 31 | 44 | 44 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,359 | 1,369 | 1,366 | 1,358 | 1,369 | 1,362 | 1,367 | 1,361 | 1,361 | 1,356 | 1,360 | 1,351 |
| Separations by fully trained officers | (4) | (4) | (9) | (7) | (7) | (15) | (9) | (7) | (5) | (9) | (9) | (7) |
| Officers completing field training | 14 | 1 | 1 | 18 | 0 | 20 | 3 | 7 | 0 | 13 | 0 | 0 |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,369 | 1,366 | 1,358 | 1,369 | 1,362 | 1,367 | 1,361 | 1,361 | 1,356 | 1,360 | 1,351 | 1,344 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,369 | 1,366 | 1,358 | 1,369 | 1,362 | 1,367 | 1,361 | 1,361 | 1,356 | 1,360 | 1,351 | 1,344 |
| Officers on disability or extended leave | (44) | (57) | (59) | (55) | (62) | (41) | (43) | (45) | (55) | (57) | (63) | (61) |
| Officers in service at month end | 1,325 | 1,309 | 1,299 | 1,314 | 1,300 | 1,326 | 1,318 | 1,316 | 1,301 | 1,303 | 1,288 | 1,283 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,369 | 1,366 | 1,358 | 1,369 | 1,362 | 1,367 | 1,361 | 1,361 | 1,356 | 1,360 | 1,351 | 1,344 |
| All Sworn Officers | 1,425 | 1,424 | 1,423 | 1,421 | 1,416 | 1,400 | 1,398 | 1,399 | 1,397 | 1,391 | 1,395 | 1,388 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,439 | 1,440 | 1,432 | 1,432 | 1,429 | 1,416 | 1,415 | 1,416 | 1,417 | 1,411 | 1,407 | 1,404 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2019 January | 2019 February | 2019 March | 2019 April | 2019 May | 2019 June | 2019 July | 2019 August | 2019 September | 2019 October | 2019 November | 2019 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 21 | 28 | 26 | 26 | 29 | 26 | 29 | 27 | 29 | 32 | 33 | 35 |
| New recruits entering Academy | 15 | 0 | 8 | 5 | 4 | 5 | 5 | 7 | 7 | 7 | 7 | 7 |
| Separations from Academy | 0 | 0 | 0 | 0 | (2) | 0 | (1) | 0 | 0 | (1) | 0 | 0 |
| Recruits graduating from Academy | (8) | (2) | (8) | (2) | (5) | (2) | (6) | (5) | (4) | (5) | (5) | (7) |
| Recruits in Academy at month end | 28 | 26 | 26 | 29 | 26 | 29 | 27 | 29 | 32 | 33 | 35 | 35 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 44 | 47 | 33 | 40 | 36 | 39 | 35 | 36 | 31 | 36 | 35 | 35 |
| Academy graduates entering field training | 8 | 2 | 8 | 2 | 5 | 2 | 6 | 5 | 4 | 5 | 5 | 7 |
| New lateral hires entering field training | 1 | 1 | 1 | 1 | 0 | 3 | 0 | 0 | 5 | 0 | 0 | 0 |
| Separations from field training | (1) | (2) | 0 | 0 | 0 | (1) | 0 | (1) | (1) | (1) | 0 | (1) |
| Officers completing field training | (5) | (15) | (2) | (7) | (2) | (8) | (5) | (9) | (3) | (5) | (5) | (6) |
| Officers in field training at month end | 47 | 33 | 40 | 36 | 39 | 35 | 36 | 31 | 36 | 35 | 35 | 35 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,344 | 1,343 | 1,354 | 1,347 | 1,346 | 1,341 | 1,336 | 1,334 | 1,337 | 1,335 | 1,335 | 1,335 |
| Separations by fully trained officers | (6) | (4) | (9) | (8) | (7) | (13) | (8) | (6) | (5) | (5) | (5) | (5) |
| Officers completing field training | 5 | 15 | 2 | 7 | 2 | 8 | 5 | 9 | 3 | 5 | 5 | 6 |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,343 | 1,354 | 1,347 | 1,346 | 1,341 | 1,336 | 1,334 | 1,337 | 1,335 | 1,335 | 1,335 | 1,336 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,343 | 1,354 | 1,347 | 1,346 | 1,341 | 1,336 | 1,334 | 1,337 | 1,335 | 1,335 | 1,335 | 1,336 |
| Officers on disability or extended leave | (61) | (60) | (70) | (59) | (60) | (46) | (59) | (46) | (46) | (46) | (46) | (46) |
| Officers in service at month end | 1,282 | 1,294 | 1,277 | 1,287 | 1,281 | 1,290 | 1,275 | 1,291 | 1,289 | 1,289 | 1,289 | 1,290 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,457** | **1,458** | **1,459** | **1,461** | **1,463** | **1,465** | **1,467** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,343 | 1,354 | 1,347 | 1,346 | 1,341 | 1,336 | 1,334 | 1,337 | 1,335 | 1,335 | 1,335 | 1,336 |
| All Sworn Officers | 1,390 | 1,387 | 1,387 | 1,382 | 1,380 | 1,371 | 1,370 | 1,368 | 1,371 | 1,370 | 1,370 | 1,371 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,411 | 1,407 | 1,407 | 1,404 | 1,400 | 1,393 | 1,390 | 1,390 | 1,395 | 1,395 | 1,396 | 1,397 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2020 January | 2020 February | 2020 March | 2020 April | 2020 May | 2020 June | 2020 July | 2020 August | 2020 September | 2020 October | 2020 November | 2020 December |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Recruits in Academy at start of month | 35 | 35 | 35 | 34 | 34 | 34 | 33 | 32 | 32 | 32 | 31 | 31 |
| New recruits entering Academy | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Separations from Academy | 0 | 0 | (1) | 0 | 0 | (1) | (1) | 0 | 0 | (1) | 0 | 0 |
| Recruits graduating from Academy | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) |
| Recruits in Academy at month end | 35 | 35 | 34 | 34 | 34 | 33 | 32 | 32 | 32 | 31 | 31 | 31 |
| | | | | | | | | | | | | |
| Officers in field training at start of month | 35 | 36 | 32 | 39 | 40 | 45 | 44 | 49 | 43 | 47 | 41 | 41 |
| Academy graduates entering field training | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| New lateral hires entering field training | 0 | 0 | 5 | 0 | 5 | 0 | 5 | 0 | 5 | 0 | 0 | 0 |
| Separations from field training | (1) | (2) | 0 | (1) | 0 | (1) | 0 | (1) | (1) | (1) | 0 | (1) |
| Officers completing field training | (5) | (9) | (5) | (5) | (7) | (7) | (7) | (12) | (7) | (12) | (7) | (12) |
| Officers in field training at month end | 36 | 32 | 39 | 40 | 45 | 44 | 49 | 43 | 47 | 41 | 41 | 35 |
| | | | | | | | | | | | | |
| Fully trained officers at start of month | 1,336 | 1,337 | 1,343 | 1,341 | 1,340 | 1,338 | 1,331 | 1,330 | 1,336 | 1,338 | 1,344 | 1,346 |
| Separations by fully trained officers | (4) | (3) | (7) | (6) | (9) | (14) | (8) | (6) | (5) | (6) | (5) | (5) |
| Officers completing field training | 5 | 9 | 5 | 5 | 7 | 7 | 7 | 12 | 7 | 12 | 7 | 12 |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fully trained officers at month end | 1,337 | 1,343 | 1,341 | 1,340 | 1,338 | 1,331 | 1,330 | 1,336 | 1,338 | 1,344 | 1,346 | 1,353 |
| | | | | | | | | | | | | |
| Fully trained officers at month end | 1,337 | 1,343 | 1,341 | 1,340 | 1,338 | 1,331 | 1,330 | 1,336 | 1,338 | 1,344 | 1,346 | 1,353 |
| Officers on disability or extended leave | (46) | (46) | (46) | (46) | (46) | (46) | (46) | (46) | (46) | (46) | (46) | (46) |
| Officers in service at month end | 1,291 | 1,297 | 1,295 | 1,294 | 1,292 | 1,285 | 1,284 | 1,290 | 1,292 | 1,298 | 1,300 | 1,307 |
| | | | | | | | | | | | | |
| **Funded FTE** | **1,469** | **1,471** | **1,473** | **1,475** | **1,477** | **1,479** | **1,482** | **1,485** | **1,488** | **1,491** | **1,494** | **1,497** |
| | | | | | | | | | | | | |
| **SUMMARY DATA** | | | | | | | | | | | | |
| Fully Trained Officers | 1,337 | 1,343 | 1,341 | 1,340 | 1,338 | 1,331 | 1,330 | 1,336 | 1,338 | 1,344 | 1,346 | 1,353 |
| All Sworn Officers | 1,373 | 1,375 | 1,380 | 1,380 | 1,383 | 1,375 | 1,379 | 1,379 | 1,385 | 1,385 | 1,387 | 1,388 |
| Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE) | 1,399 | 1,401 | 1,406 | 1,406 | 1,409 | 1,400 | 1,403 | 1,403 | 1,409 | 1,408 | 1,410 | 1,411 |

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2012 | | | | Total | Monthly Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 1 | 7 | 3 | 0 | | |
| New recruits entering Academy | 7 | 3 | 0 | 14 | 24 | |
| Separations from Academy | 0 | 0 | 0 | 0 | 0 | |
| Recruits graduating from Academy | (1) | (7) | (3) | 0 | | |
| Recruits in Academy at quarter end | 7 | 3 | 0 | 14 | | 5 |
| | | | | | | |
| Officers in field training at start of quarter | 0 | 2 | 10 | 16 | | |
| Academy graduates entering field training | 1 | 7 | 3 | 0 | | |
| New lateral hires entering field training | 1 | 1 | 5 | 0 | 7 | |
| Separations from field training | 0 | 0 | 0 | 0 | 0 | |
| Officers completing field training | 0 | 0 | (2) | (7) | | |
| Officers in field training at quarter end | 2 | 10 | 16 | 9 | | 8 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,298 | 1,287 | 1,278 | 1,274 | | |
| Separations by fully trained officers | (12) | (9) | (6) | (9) | (36) | |
| Officers completing field training | 0 | 0 | 2 | 7 | | |
| Officers rehired, no training required | 1 | 0 | 0 | 0 | 1 | |
| Fully trained officers at quarter end | 1,287 | 1,278 | 1,274 | 1,272 | | 1,280 |
| | | | | | | |
| Fully trained officers at quarter end | 1,287 | 1,278 | 1,274 | 1,272 | | |
| Officers on disability or extended leave | (30) | (26) | (28) | (37) | | |
| Officers in service at quarter end | 1,257 | 1,252 | 1,246 | 1,235 | | 1,249 |
| | | | | | | |
| **Fully Trained Officers** | 1,287 | 1,278 | 1,274 | 1,272 | | 1,280 |
| **All Sworn Officers** | 1,289 | 1,288 | 1,290 | 1,281 | | 1,288 |
| **Funded FTE** | 1,300 | 1,300 | 1,300 | 1,300 | | 1,300 |
| **Filled FTEs at quarter end** | 1,294 | 1,290 | 1,290 | 1,292 | | **1,292** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2013 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 14 | 23 | 18 | 32 | | |
| New recruits entering Academy | 15 | 10 | 22 | 25 | 72 | |
| Separations from Academy | 0 | (1) | 0 | 0 | (1) | |
| Recruits graduating from Academy | (6) | (14) | (8) | (24) | | |
| Recruits in Academy at quarter end | 23 | 18 | 32 | 33 | | 26 |
| | | | | | | |
| Officers in field training at start of quarter | 9 | 8 | 27 | 32 | | |
| Academy graduates entering field training | 6 | 14 | 8 | 24 | | |
| New lateral hires entering field training | 2 | 5 | 3 | 3 | 13 | |
| Separations from field training | 0 | 0 | (2) | (1) | (3) | |
| Officers completing field training | (9) | 0 | (4) | (14) | | |
| Officers in field training at quarter end | 8 | 27 | 32 | 44 | | 25 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,272 | 1,275 | 1,255 | 1,255 | | |
| Separations by fully trained officers | (6) | (20) | (4) | (5) | (35) | |
| Officers completing field training | 9 | 0 | 4 | 14 | | |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | |
| Fully trained officers at quarter end | 1,275 | 1,255 | 1,255 | 1,264 | | 1,263 |
| | | | | | | |
| Fully trained officers at quarter end | 1,275 | 1,255 | 1,255 | 1,264 | | |
| Officers on disability or extended leave | (42) | (23) | (25) | (25) | | |
| Officers in service at quarter end | 1,233 | 1,232 | 1,230 | 1,239 | | 1,234 |
| | | | | | | |
| | | | | | | |
| **Fully Trained Officers** | 1,275 | 1,255 | 1,255 | 1,264 | | 1,263 |
| **All Sworn Officers** | 1,283 | 1,282 | 1,287 | 1,308 | | 1,288 |
| **Funded FTE** | 1,311 | 1,315 | 1,315 | 1,315 | | 1,315 |
| **Filled FTEs at quarter end** | 1,300 | 1,296 | 1,311 | 1,333 | | **1,308** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2014 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 33 | 28 | 26 | 31 | | |
| New recruits entering Academy | 13 | 19 | 19 | 17 | 68 | |
| Separations from Academy | 0 | 0 | 0 | 0 | 0 | |
| Recruits graduating from Academy | (18) | (21) | (14) | (15) | | |
| Recruits in Academy at quarter end | 28 | 26 | 31 | 33 | | 28 |
| | | | | | | |
| Officers in field training at start of quarter | 44 | 44 | 49 | 43 | | |
| Academy graduates entering field training | 18 | 21 | 14 | 15 | | |
| New lateral hires entering field training | 1 | 7 | 0 | 4 | 12 | |
| Separations from field training | (4) | (2) | (2) | 0 | (8) | |
| Officers completing field training | (15) | (21) | (18) | (29) | | |
| Officers in field training at quarter end | 44 | 49 | 43 | 33 | | 43 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,264 | 1,265 | 1,263 | 1,273 | | |
| Separations by fully trained officers | (14) | (24) | (8) | (5) | (51) | |
| Officers completing field training | 15 | 21 | 18 | 29 | | |
| Officers rehired, no training required | 0 | 1 | 0 | 0 | 1 | |
| Fully trained officers at quarter end | 1,265 | 1,263 | 1,273 | 1,297 | | 1,273 |
| | | | | | | |
| Fully trained officers at quarter end | 1,265 | 1,263 | 1,273 | 1,297 | | |
| Officers on disability or extended leave | (30) | (32) | (31) | (33) | | |
| Officers in service at quarter end | 1,235 | 1,231 | 1,242 | 1,264 | | 1,244 |
| | | | | | | |
| **Fully Trained Officers** | 1,265 | 1,263 | 1,273 | 1,297 | | 1,273 |
| **All Sworn Officers** | 1,309 | 1,312 | 1,316 | 1,330 | | 1,316 |
| **Funded FTE** | 1,342 | 1,344 | 1,348 | 1,359 | | 1,348 |
| **Filled FTEs at quarter end** | 1,330 | 1,332 | 1,339 | 1,355 | | **1,337** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2015 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 33 | 36 | 33 | 35 | | |
| New recruits entering Academy | 19 | 18 | 17 | 19 | 73 | |
| Separations from Academy | (2) | (2) | (2) | 0 | (6) | |
| Recruits graduating from Academy | (14) | (19) | (13) | (16) | | |
| Recruits in Academy at quarter end | 36 | 33 | 35 | 38 | | 33 |
| | | | | | | |
| Officers in field training at start of quarter | 33 | 27 | 43 | 39 | | |
| Academy graduates entering field training | 14 | 19 | 13 | 16 | | |
| New lateral hires entering field training | 0 | 9 | 7 | 4 | 20 | |
| Separations from field training | (1) | (1) | (1) | 0 | (3) | |
| Officers completing field training | (19) | (11) | (23) | (18) | | |
| Officers in field training at quarter end | 27 | 43 | 39 | 41 | | 40 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,297 | 1,305 | 1,292 | 1,302 | | |
| Separations by fully trained officers | (11) | (26) | (14) | (12) | (63) | |
| Officers completing field training | 19 | 11 | 23 | 18 | | |
| Officers rehired, no training required | 0 | 2 | 1 | 0 | 3 | |
| Fully trained officers at quarter end | 1,305 | 1,292 | 1,302 | 1,308 | | 1,301 |
| | | | | | | |
| Fully trained officers at quarter end | 1,305 | 1,292 | 1,302 | 1,308 | | |
| Officers on disability or extended leave | (33) | (36) | (29) | (57) | | |
| Officers in service at quarter end | 1,272 | 1,256 | 1,273 | 1,251 | | 1,267 |
| | | | | | | |
| **Fully Trained Officers** | 1,305 | 1,292 | 1,302 | 1,308 | | 1,301 |
| **All Sworn Officers** | 1,332 | 1,335 | 1,341 | 1,349 | | 1,341 |
| **Funded FTE** | 1,365 | 1,372 | 1,375 | 1,375 | | 1,371 |
| **Filled FTEs at quarter end** | 1,359 | 1,360 | 1,367 | 1,378 | | **1,366** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2016 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 38 | 40 | 32 | 39 | | |
| New recruits entering Academy | 23 | 17 | 26 | 19 | 85 | |
| Separations from Academy | 0 | (1) | 0 | 0 | (1) | |
| Recruits graduating from Academy | (21) | (24) | (19) | (21) | | |
| Recruits in Academy at quarter end | 40 | 32 | 39 | 37 | | 35 |
| | | | | | | |
| Officers in field training at start of quarter | 41 | 57 | 60 | 48 | | |
| Academy graduates entering field training | 21 | 24 | 19 | 21 | | |
| New lateral hires entering field training | 14 | 3 | 2 | 3 | 22 | |
| Separations from field training | (2) | (1) | (1) | (2) | (6) | |
| Officers completing field training | (17) | (23) | (32) | (20) | | |
| Officers in field training at quarter end | 57 | 60 | 48 | 50 | | 52 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,308 | 1,310 | 1,309 | 1,331 | | |
| Separations by fully trained officers | (15) | (24) | (10) | (11) | (60) | |
| Officers completing field training | 17 | 23 | 32 | 20 | | |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | |
| Fully trained officers at quarter end | 1,310 | 1,309 | 1,331 | 1,340 | | 1,323 |
| | | | | | | |
| Fully trained officers at quarter end | 1,310 | 1,309 | 1,331 | 1,340 | | |
| Officers on disability or extended leave | (37) | (36) | (36) | (41) | | |
| Officers in service at quarter end | 1,273 | 1,273 | 1,295 | 1,299 | | 1,287 |
| | | | | | | |
| **Fully Trained Officers** | 1,310 | 1,309 | 1,331 | 1,340 | | 1,323 |
| **All Sworn Officers** | 1,367 | 1,369 | 1,379 | 1,390 | | 1,375 |
| **Funded FTE** | 1,384 | 1,398 | 1,411 | 1,422 | | 1,400 |
| **Filled FTEs at quarter end** | 1,397 | 1,393 | 1,408 | 1,418 | | **1,401** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2017 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 37 | 25 | 25 | 34 | | |
| New recruits entering Academy | 17 | 20 | 19 | 20 | 76 | |
| Separations from Academy | 0 | 0 | (2) | (2) | (4) | |
| Recruits graduating from Academy | (29) | (20) | (8) | (26) | | |
| Recruits in Academy at quarter end | 25 | 25 | 34 | 26 | | 30 |
| | | | | | | |
| Officers in field training at start of quarter | 50 | 61 | 53 | 53 | | |
| Academy graduates entering field training | 29 | 20 | 8 | 26 | | |
| New lateral hires entering field training | 4 | 4 | 10 | 7 | 25 | |
| Separations from field training | (4) | (5) | 0 | (3) | (12) | |
| Officers completing field training | (18) | (27) | (18) | (18) | | |
| Officers in field training at quarter end | 61 | 53 | 53 | 65 | | 57 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,340 | 1,336 | 1,347 | 1,351 | | |
| Separations by fully trained officers | (23) | (16) | (14) | (10) | (63) | |
| Officers completing field training | 18 | 27 | 18 | 18 | | |
| Officers rehired, no training required | 1 | 0 | 0 | 0 | 1 | |
| Fully trained officers at quarter end | 1,336 | 1,347 | 1,351 | 1,359 | | 1,349 |
| | | | | | | |
| Fully trained officers at quarter end | 1,336 | 1,347 | 1,351 | 1,359 | | |
| Officers on disability or extended leave | (37) | (37) | (36) | (43) | | |
| Officers in service at quarter end | 1,299 | 1,310 | 1,315 | 1,316 | | 1,310 |
| | | | | | | |
| **Fully Trained Officers** | 1,336 | 1,347 | 1,351 | 1,359 | | 1,349 |
| **All Sworn Officers** | 1,397 | 1,400 | 1,404 | 1,424 | | 1,406 |
| **Funded FTE** | 1,432 | 1,440 | 1,449 | 1,457 | | 1,441 |
| **Filled FTEs at quarter end** | 1,416 | 1,419 | 1,430 | 1,444 | | **1,428** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2018 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | | |
| Recruits in Academy at start of quarter | 26 | 12 | 21 | 26 | | |
| New recruits entering Academy | 7 | 19 | 20 | 13 | 59 | |
| Separations from Academy | (3) | (1) | (2) | (1) | (7) | |
| Recruits graduating from Academy | (18) | (9) | (13) | (17) | | |
| Recruits in Academy at quarter end | 12 | 21 | 26 | 21 | | 20 |
| | | | | | | |
| Officers in field training at start of quarter | 65 | 65 | 33 | 41 | | |
| Academy graduates entering field training | 18 | 9 | 13 | 17 | | |
| New lateral hires entering field training | 3 | 0 | 6 | 0 | 9 | |
| Separations from field training | (5) | (3) | (1) | (1) | (10) | |
| Officers completing field training | (16) | (38) | (10) | (13) | | |
| Officers in field training at quarter end | 65 | 33 | 41 | 44 | | 46 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,359 | 1,358 | 1,367 | 1,356 | | |
| Separations by fully trained officers | (17) | (29) | (21) | (25) | (92) | |
| Officers completing field training | 16 | 38 | 10 | 13 | | |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | |
| Fully trained officers at quarter end | 1,358 | 1,367 | 1,356 | 1,344 | | 1,360 |
| | | | | | | |
| Fully trained officers at quarter end | 1,358 | 1,367 | 1,356 | 1,344 | | |
| Officers on disability or extended leave | (59) | (41) | (55) | (61) | | |
| Officers in service at quarter end | 1,299 | 1,326 | 1,301 | 1,283 | | 1,307 |
| | | | | | | |
| | | | | | | |
| **Fully Trained Officers** | 1,358 | 1,367 | 1,356 | 1,344 | | 1,360 |
| **All Sworn Officers** | 1,423 | 1,400 | 1,397 | 1,388 | | 1,406 |
| **Funded FTE** | 1,457 | 1,457 | 1,457 | 1,457 | | 1,457 |
| **Filled FTEs at quarter end** | 1,432 | 1,416 | 1,417 | 1,404 | | **1,421** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2019 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 est. | Q4 est. | | |
| Recruits in Academy at start of quarter | 21 | 26 | 29 | 32 | | |
| New recruits entering Academy | 23 | 14 | 19 | 21 | 77 | |
| Separations from Academy | 0 | (2) | (1) | (1) | (4) | |
| Recruits graduating from Academy | (18) | (9) | (15) | (17) | | |
| Recruits in Academy at quarter end | 26 | 29 | 32 | 35 | | 30 |
| | | | | | | |
| Officers in field training at start of quarter | 44 | 40 | 35 | 36 | | |
| Academy graduates entering field training | 18 | 9 | 15 | 17 | | |
| New lateral hires entering field training | 3 | 4 | 5 | 0 | 12 | |
| Separations from field training | (3) | (1) | (2) | (2) | (8) | |
| Officers completing field training | (22) | (17) | (17) | (16) | | |
| Officers in field training at quarter end | 40 | 35 | 36 | 35 | | 37 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,344 | 1,347 | 1,336 | 1,335 | | |
| Separations by fully trained officers | (19) | (28) | (19) | (15) | (81) | |
| Officers completing field training | 22 | 17 | 17 | 16 | | |
| Officers rehired, no training required | 0 | 0 | 1 | 0 | 1 | |
| Fully trained officers at quarter end | 1,347 | 1,336 | 1,335 | 1,336 | | 1,340 |
| | | | | | | |
| Fully trained officers at quarter end | 1,347 | 1,336 | 1,335 | 1,336 | | |
| Officers on disability or extended leave | (70) | (46) | (46) | (46) | | |
| Officers in service at quarter end | 1,277 | 1,290 | 1,289 | 1,290 | | 1,286 |
| | | | | | | |
| **Fully Trained Officers** | 1,347 | 1,336 | 1,335 | 1,336 | | 1,340 |
| **All Sworn Officers** | 1,387 | 1,371 | 1,371 | 1,371 | | 1,376 |
| **Funded FTE** | 1,457 | 1,457 | 1,461 | 1,467 | | 1,460 |
| **Filled FTEs at quarter end** | 1,407 | 1,393 | 1,395 | 1,397 | | **1,399** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

| Revised model for sworn hiring & staffing, Draft #1, July 2019 | 2020 | | | | Total | Average |
|---|---|---|---|---|---|---|
| | Q1 est. | Q2 est. | Q3 est. | Q4 est. | | |
| Recruits in Academy at start of quarter | 35 | 34 | 33 | 32 | | |
| New recruits entering Academy | 21 | 21 | 21 | 21 | 84 | |
| Separations from Academy | (1) | (1) | (1) | (1) | (4) | |
| Recruits graduating from Academy | (21) | (21) | (21) | (21) | | |
| Recruits in Academy at quarter end | 34 | 33 | 32 | 31 | | 33 |
| | | | | | | |
| Officers in field training at start of quarter | 35 | 39 | 44 | 47 | | |
| Academy graduates entering field training | 21 | 21 | 21 | 21 | | |
| New lateral hires entering field training | 5 | 5 | 10 | 0 | 20 | |
| Separations from field training | (3) | (2) | (2) | (2) | (9) | |
| Officers completing field training | (19) | (19) | (26) | (31) | | |
| Officers in field training at quarter end | 39 | 44 | 47 | 35 | | 41 |
| | | | | | | |
| Fully trained officers at start of quarter | 1,336 | 1,341 | 1,331 | 1,338 | | |
| Separations by fully trained officers | (14) | (29) | (19) | (16) | (78) | |
| Officers completing field training | 19 | 19 | 26 | 31 | | |
| Officers rehired, no training required | 0 | 0 | 0 | 0 | 0 | |
| Fully trained officers at quarter end | 1,341 | 1,331 | 1,338 | 1,353 | | 1,340 |
| | | | | | | |
| Fully trained officers at quarter end | 1,341 | 1,331 | 1,338 | 1,353 | | |
| Officers on disability or extended leave | (46) | (46) | (46) | (46) | | |
| Officers in service at quarter end | 1,295 | 1,285 | 1,292 | 1,307 | | 1,294 |
| | | | | | | |
| | | | | | | |
| **Fully Trained Officers** | 1,341 | 1,331 | 1,338 | 1,353 | | 1,340 |
| **All Sworn Officers** | 1,380 | 1,375 | 1,385 | 1,388 | | 1,381 |
| **Funded FTE** | 1,473 | 1,479 | 1,488 | 1,497 | | 1,482 |
| **Filled FTEs at quarter end** | 1,406 | 1,400 | 1,409 | 1,411 | | **1,405** |

(officer = 1.0 FTE, recruit = 0.75 FTE)

**Table 1: Draft SPD Police Officers Hired, Funded, and Available**

| Year[1] | Funded FTE | New Hires | Separations | Net New Officers | All Sworn Officers[2] | Fully Trained[3] | Sworn in Service | % Funded in Service |
|---|---|---|---|---|---|---|---|---|
| 2012 | 1,300 | 32 | -36 | -4 | 1,281 | 1,272 | 1,235 | 95.00% |
| 2013 | 1,315 | 85 | -39 | 46 | 1,308 | 1,264 | 1,239 | 94.22% |
| 2014 | 1,359 | 81 | -59 | 22 | 1,330 | 1,297 | 1,264 | 93.01% |
| 2015 | 1,375 | 96 | -72 | 24 | 1,349 | 1,308 | 1,251 | 90.98% |
| 2016 | 1,422 | 107 | -67 | 40 | 1,390 | 1,340 | 1,299 | 91.35% |
| 2017 | 1,457 | 102 | -79 | 23 | 1,424 | 1,359 | 1,316 | 90.32% |
| 2018 | 1,457 | 68 | -109 | -41 | 1,388 | 1,344 | 1,283 | 88.06% |
| 2019[4] | 1,467 | 104 | -90 | 14 | 1,398 | 1,352 | 1,306 | 89.03% |
| 2020[5] | 1,497 | 104 | -91 | 13 | 1,415 | 1,378 | 1,332 | 88.98% |
| **2019 YTD Actual** | | | | | | | | |
| 2019 YTD | 1,467 | 50 | (62) | (12) | 1,370 | 1,334 | 1,275 | 86.91% |

[1]Based on Q4 figures for 2012-2018.

[2]All Sworn Officers: total count of sworn personnel who have graduated from the Academy and earned sworn commission

[3] Fully Trained Officers: total count of sworn personnel who have successfully completed Phase II-Field Training

[4]Includes new officer positions added in 2019.

[5]Includes new officer positions added in 2020.

Source: SPD Draft Sworn Hiring Projections with Actuals through July 2019, 8/20/19

      = Projected Numbers

| Report Fields | Calculated Field? | Notes | Methodology | Source |
|---|---|---|---|---|
| Recruits in Academy at start of quarter | Y | Phase I | NA | NA |
| New recruits entering Academy | N | Manual input (i.e., projection) until actuals available | Based on input from SPD HR, training, Academy | SPD HR Personnel Movement Report (Monthly) |
| Separations from Academy | N | Manual input (i.e., projection) until actuals available | 3-year average | SPD HR Personnel Movement Report (Monthly) |
| Recruits graduating from Academy | N | Calculated field until actuals available | NA | SPD HR Student Officer Report (Monthly) |
| Recruits in Academy at quarter end | Y | Phase I | NA | NA |
| Officers in field training at start of quarter | Y | Phase II | NA | NA |
| Academy graduates entering field training | Y | Phase II | NA | NA |
| New lateral hires entering field training | N | Manual input (i.e., projection) until actuals available | Based on input from SPD HR, training, Academy | SPD HR Personnel Movement Report (Monthly) |
| Separations from field training | N | Manual input (i.e., projection) until actuals available | 3-year average | SPD HR Personnel Movement Report (Monthly) |
| Officers completing field training | Y | Calculated field until actuals available | NA | NA |
| Officers in field training at quarter end | Y | Phase II | NA | NA |
| Fully trained officers at start of quarter | Y | Includes Phase III-Probation Officers | NA | NA |

| | | | | |
|---|---|---|---|---|
| Separations by fully trained officers | N | Manual input (i.e., projection) until actuals available | Average % of average fully trained separations (3 years) | SPD HR Personnel Movement Report (Monthly) |
| Officers completing field training | Y | Calculated field until actuals available; includes Phase III-Probation Officers | NA | NA |
| Officers rehired, no training required | N | Manual input (i.e., projection) until actuals available | NA | SPD HR Personnel Movement Report (Monthly) |
| Fully trained officers at quarter end | Y | All sworn officers, excluding recruits and Phase II-Student Officers | NA | NA |
| Fully trained officers at quarter end | Y | All sworn officers, excluding recruits and Phase II-Student Officers | NA | NA |
| Officers on disability or extended leave | N | Manual input (i.e., projection) until actuals available | 2-year average | SPD HR Weekly Report (Weekly) |
| Officers in service at quarter end | Y | All fully trained officers, excluding ESL and administrative leave | NA | NA |
| **Fully Trained Officers** | Y | All sworn officers, excluding recruits and Phase II-Student Officers | NA | NA |
| **All Sworn Officers** | Y | All sworn personnel who have graduated from the Academy and received their commission (excludes Phase I-Recruits) | NA | NA |
| **Funded FTE** | N | | NA | Adopted Budget |
| **Filled FTEs at quarter end** | Y | All sworn officers, plus Phase I-Recruits (counted as 0.75 for budget planning) | NA | NA |

# Precinct Staffing as of 7/31/19

| Job Categories | EAST PCT Sergeant | EAST PCT Officer | NORTH PCT Sergeant | NORTH PCT Officer | SOUTH PCT Sergeant | SOUTH PCT Officer | SOUTHWEST PCT Sergeant | SOUTHWEST PCT Officer | WEST PCT Sergeant | WEST PCT Officer | Grand Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 911 | 13 | 83 | 21 | 132 | 13 | 96 | 9 | 61 | 14 | 93 | 535 |
| ACT | 1 | 6 | 1 | 8 | 1 | 6 | 1 | 6 | 1 | 5 | 36 |
| Beats | 2 | 8 | 1 | 8 | 1 | | 1 | 5 | 6 | 27 | 59 |
| CPT | 1 | 5 | 1 | 8 | 1 | 4 | | 3 | 1 | 4 | 28 |
| Seattle Center | | | | | | | | | 1 | 3 | 4 |
| Stationmaster | | | | | | | | | | 1 | 1 |
| Grand Total | 17 | 102 | 24 | 156 | 16 | 106 | 11 | 75 | 23 | 133 | 663 |

The report **includes** the following:

> + personnel who are unavailable due to vacation, training, limited duty, or short term illness or injury, which is addressed by shift relief analysis;
> + half-time officers;
> + officers in acting sergeant assignments (counted as sergeants); and
> + Phase III student officers, who have completed all officer training yet remain in probationary status.

The report **excludes** the following:

> - Phase I (recruits) and Phase II student officers;
> - precinct detectives; and
> - personnel who are on extended sick leave or activated military leave.