

To: Councilmember Lorena González

CC: Greg Doss

From: Mike Fong, Senior Deputy Mayor

Date: 1/25/2019

Subject: Strategies to Improve SPD Hiring and Retention

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The Mayor's Office recognizes the importance of having a quality diverse Seattle police force committed to reform as we strive toward increasing the number of police officers. As discussed last Fall during the Council budget process, this is a challenging time for both the hiring and the retention of police officers at SPD. With officers paid at 2014 wages, SPD had challenges recruiting officers and lost approximately 30 additional officers than 2017. Your adoption of the Collective Bargaining Agreement was an important step not only meeting the public safety needs of every neighborhood and community in our city and continuing the important job of reform, but also helping ensure Seattle can hire and retain the best police officers.

With the new contract in place, the Mayor's Office and SPD are also working together on both short-term and long-term hiring strategies to mitigate the impacts of ongoing challenges to hiring and retention. For example, we are working closely with Chief Best and other partners to research, analyze and strengthen the Department's sworn hiring capabilities. Already, we are executing on a number of short-term hiring strategies, including a proposed ordinance establishing a sworn officer lateral hiring incentive. That ordinance will be transmitted to Council next week. We are also increasing to the number of SPD recruiting trips to places that have promising candidate pools.

For the long-term strategy, we are committed to understanding and investing in solutions to the department hiring challenges. We are convening a workgroup comprised of staff from the Innovation & Performance team, SPD, CBO, Council and others to perform a deep dive into this issue. This workgroup will be tasked with looking at national best practices and studying SPD's performance using data analytics, and then developing long-term strategies to improve. As we discussed last fall, we are eager for Council to be an engaged partner in the solution and have invited representation from Council Central Staff and your office to participate in this process. The first meeting is scheduled for February 6, 12-1pm.

The Mayor's Office recognizes that there may be adjustments required to the sworn hiring targets. We also want any changes to be part of a larger and more thoughtful strategic plan for SPD, informed by data and best practices and one that SPD and its partners can support and execute.

Chief Best and I look forward to discussing these efforts with you in greater detail. We appreciate your ongoing engagement and attention to this critical issue.

**MEMORANDUM**

**Date:** 1/25/2019  
**To:** Greg Doss, City Council Central Staff  
**CC:** Councilmember Lorena Gonzalez, Chair, GESCNAE Committee  
**From:** Mike Fields, SPD  
**Re:** SPD Staffing Report in response to Council SLI 38-6-A-2

Attached are the detailed SPD hiring numbers for the month of December 2018 as requested in Council SLI 38-6-A-2. The numbers are the final staffing numbers for 2018. Recognizing the mutual interest in strengthening SPD, the Executive is convening a working group with SPD and other partners, including Council Central Staff, to brainstorm and develop changes to improve department hiring. The department continues its work on robust recruiting and officer retention programs.

As of the end of December, SPD has:

- 45 officers in field training at month end
- 1,344 fully trained officers
- 1,283 officers in service
- 1,405 filled sworn positions (officers + recruits<sup>1</sup>)

Year <sup>1</sup>	Funded FTE	New Hires	Separations	Net New Officers	All Sworn Officers <sup>2</sup>	Fully Trained <sup>3</sup>	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 <sup>4</sup>	1,467	104	-90	14	1,398	1,352	1,306	89.03%
2020 <sup>5</sup>	1,497	104	-91	13	1,415	1,378	1,332	88.98%
<b>2019 YTD Actual</b>								
2019 YTD	1,467							
<sup>1</sup> Based on Q4 figures for 2012-2018. <sup>2</sup> All Sworn Officers: total count of sworn personnel who have graduated from the Academy and earned sworn commission <sup>3</sup> Fully Trained Officers: total count of sworn personnel who have successfully completed Phase II-Field Training <sup>4</sup> Includes new officer positions added in 2019. <sup>5</sup> Includes new officer positions added in 2020. Source: SPD Draft Sworn Hiring Projections with Actuals through December 2018, 1/16/19 = Projected Numbers								

<sup>1</sup> Recruits are counted as 0.75 FTE.

Attached:

1. SPD Sworn Staffing Model
2. Precinct Staffing Report

Revised model for sworn hiring & staffing, Draft #1, December 2018	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
<b>Funded FTE</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>SUMMARY DATA</b>												
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 (officer = 1.0 FTE, recruit = 0.75 FTE)	1,295	1,296	1,294	1,293	1,293	1,290	1,290	1,290	1,290	1,288	1,291	1,292

Revised model for sworn hiring & staffing, Draft #1, December 2018	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
<b>Funded FTE</b>	<b>1,311</b>	<b>1,311</b>	<b>1,311</b>	<b>1,315</b>	<b>1,315</b>	<b>1,315</b>	<b>1,315</b>	<b>1,315</b>	<b>1,315</b>	<b>1,315</b>	<b>1,315</b>	<b>1,313</b>
<b>SUMMARY DATA</b>												
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, December 2018	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
<b>Funded FTE</b>	<b>1,342</b>	<b>1,342</b>	<b>1,342</b>	<b>1,342</b>	<b>1,342</b>	<b>1,344</b>	<b>1,345</b>	<b>1,346</b>	<b>1,348</b>	<b>1,358</b>	<b>1,360</b>	<b>1,359</b>
<b>SUMMARY DATA</b>												
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 (officer = 1.0 FTE, recruit = 0.75 FTE)	1,330	1,334	1,330	1,330	1,331	1,332	1,335	1,336	1,339	1,347	1,348	1,355

Revised model for sworn hiring & staffing, Draft #1, December 2018	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
<b>Funded FTE</b>	<b>1,363</b>	<b>1,364</b>	<b>1,365</b>	<b>1,366</b>	<b>1,370</b>	<b>1,372</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>	<b>1,375</b>
<b>SUMMARY DATA</b>												
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, December 2018	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
<b>Funded FTE</b>	<b>1,378</b>	<b>1,381</b>	<b>1,384</b>	<b>1,390</b>	<b>1,394</b>	<b>1,398</b>	<b>1,403</b>	<b>1,407</b>	<b>1,411</b>	<b>1,416</b>	<b>1,419</b>	<b>1,422</b>
<b>SUMMARY DATA</b>												
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, December 2018	2017 January	2017 February	2017 March	2017 April	2017 May	2017 June	2017 July	2017 August	2017 September	2017 October	2017 November	2017 December	2018 January	2018 February	2018 March	2018 April	2018 May	2018 June
Recruits in Academy at start of month	37	37	34	25	24	26	25	34	29	34	33	30	26	19	21	12	14	17
New recruits entering Academy	12	2	3	6	7	7	14	0	5	9	6	5	0	6	1	7	7	5
Separations from Academy	0	0	0	0	0	0	(2)	0	0	(1)	0	(1)	(2)	(1)	0	0	(1)	0
Recruits graduating from Academy	(12)	(5)	(12)	(7)	(5)	(8)	(3)	(5)	0	(9)	(9)	(8)	(5)	(3)	(10)	(5)	(3)	(1)
Recruits in Academy at month end	37	34	25	24	26	25	34	29	34	33	30	26	19	21	12	14	17	21
Officers in field training at start of month	50	61	55	61	59	59	53	52	52	53	54	56	65	56	58	65	52	54
Academy graduates entering field training	12	5	12	7	5	8	3	5	0	9	9	8	5	3	10	5	3	1
New lateral hires entering field training	1	3	0	4	0	0	5	4	1	5	0	2	2	1	0	0	0	0
Separations from field training	(2)	(1)	(1)	0	(1)	(4)	0	0	0	(1)	(1)	(1)	(2)	(1)	(2)	0	(1)	(2)
Officers completing field training	0	(13)	(5)	(13)	(4)	(10)	(9)	(9)	0	(12)	(6)	0	(14)	(1)	(1)	(18)	0	(20)
Officers in field training at month end	61	55	61	59	59	53	52	52	53	54	56	65	56	58	65	52	54	33
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	1,359	1,369	1,366	1,358	1,369	1,362
Separations by fully trained officers	(7)	(5)	(11)	(6)	(4)	(6)	(2)	(5)	(7)	(5)	(1)	(4)	(4)	(4)	(9)	(7)	(7)	(15)
Officers completing field training	0	13	5	13	4	10	9	9	0	12	6	0	14	1	1	18	0	20
Officers rehired, no training required	0	0	1	0	0	0	0	0	0	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	1,369	1,366	1,358	1,369	1,362	1,367
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	1,369	1,366	1,358	1,369	1,362	1,367
Officers on disability or extended leave	(39)	(38)	(37)	(38)	(34)	(37)	(37)	(42)	(36)	(45)	(46)	(43)	(44)	(57)	(59)	(55)	(62)	(41)
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	1,325	1,309	1,299	1,314	1,300	1,326
<b>Funded FTE</b>	<b>1,425</b>	<b>1,429</b>	<b>1,432</b>	<b>1,434</b>	<b>1,437</b>	<b>1,440</b>	<b>1,443</b>	<b>1,446</b>	<b>1,449</b>	<b>1,451</b>	<b>1,454</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>
<b>SUMMARY DATA</b>																		
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	1,369	1,366	1,358	1,369	1,362	1,367
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	1,425	1,424	1,423	1,421	1,416	1,400
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	1,439	1,440	1,432	1,432	1,429	1,416

Revised model for sworn hiring & staffing, Draft #1, December 2018	2018 July	2018 August	2018 September	2018 October	2018 November	2018 December
Recruits in Academy at start of month	21	22	22	26	27	16
New recruits entering Academy	5	9	6	5	3	5
Separations from Academy	(1)	(1)	0	(1)	0	0
Recruits graduating from Academy	(3)	(8)	(2)	(3)	(14)	0
Recruits in Academy at month end	22	22	26	27	16	21
Officers in field training at start of month	33	37	38	41	31	44
Academy graduates entering field training	3	8	2	3	14	0
New lateral hires entering field training	4	1	1	0	0	0
Separations from field training	0	(1)	0	0	(1)	0
Officers completing field training	(3)	(7)	0	(13)	0	0
Officers in field training at month end	37	38	41	31	44	44
Fully trained officers at start of month	1,367	1,361	1,361	1,356	1,360	1,351
Separations by fully trained officers	(9)	(7)	(5)	(9)	(9)	(7)
Officers completing field training	3	7	0	13	0	0
Officers rehired, no training required	0	0	0	0	0	0
Fully trained officers at month end	1,361	1,361	1,356	1,360	1,351	1,344
Fully trained officers at month end	1,361	1,361	1,356	1,360	1,351	1,344
Officers on disability or extended leave	(43)	(45)	(55)	(57)	(63)	(61)
Officers in service at month end	1,318	1,316	1,301	1,303	1,288	1,283
<b>Funded FTE</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>
<b>SUMMARY DATA</b>						
Fully Trained Officers	1,361	1,361	1,356	1,360	1,351	1,344
All Sworn Officers	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)	1,415	1,416	1,417	1,411	1,407	1,404

Revised model for sworn hiring & staffing, Draft #1, December 2018	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	21	23	26	28	28	27	26	26	26	25	25
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)	(5)	(3)	(5)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)
Recruits in Academy at month end	21	23	26	28	28	27	26	26	26	25	25	25
Officers in field training at start of month	44	41	41	46	36	48	47	54	52	58	52	52
Academy graduates entering field training	7	5	3	5	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	(9)	(3)	(3)	(14)	0	(7)	(5)	(8)	(5)	(12)	(7)	(12)
Officers in field training at month end	41	41	46	36	48	47	54	52	58	52	52	46
Fully trained officers at start of month	1,344	1,349	1,349	1,345	1,353	1,344	1,337	1,334	1,336	1,336	1,343	1,345
Separations by fully trained officers	(4)	(3)	(7)	(6)	(9)	(14)	(8)	(6)	(5)	(5)	(5)	(5)
Officers completing field training	9	3	3	14	0	7	5	8	5	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	1,349	1,349	1,345	1,353	1,344	1,337	1,334	1,336	1,336	1,343	1,345	1,352
Fully trained officers at month end	1,349	1,349	1,345	1,353	1,344	1,337	1,334	1,336	1,336	1,343	1,345	1,352
Officers on disability or extended leave	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
Officers in service at month end	1,303	1,303	1,299	1,307	1,298	1,291	1,288	1,290	1,290	1,297	1,299	1,306
<b>Funded FTE</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,457</b>	<b>1,458</b>	<b>1,459</b>	<b>1,461</b>	<b>1,463</b>	<b>1,465</b>	<b>1,467</b>
<b>SUMMARY DATA</b>												
Fully Trained Officers	1,349	1,349	1,345	1,353	1,344	1,337	1,334	1,336	1,336	1,343	1,345	1,352
All Sworn Officers	1,390	1,390	1,391	1,389	1,392	1,384	1,388	1,388	1,394	1,395	1,397	1,398
Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE)	1,406	1,407	1,411	1,410	1,413	1,404	1,408	1,408	1,414	1,414	1,416	1,417

Revised model for sworn hiring & staffing, Draft #1, December 2018	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	25	25	25	24	24	24	23	22	22	22	21	21
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	25	25	24	24	24	23	22	22	22	21	21	21
Officers in field training at start of month	46	45	38	43	42	47	46	51	45	49	43	43
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	(7)	(12)	(7)	(7)	(7)	(7)	(7)	(12)	(7)	(12)	(7)	(12)
Officers in field training at month end	45	38	43	42	47	46	51	45	49	43	43	37
Fully trained officers at start of month	1,352	1,355	1,364	1,364	1,365	1,363	1,356	1,355	1,361	1,363	1,369	1,371
Separations by fully trained officers	(4)	(3)	(7)	(6)	(9)	(14)	(8)	(6)	(5)	(6)	(5)	(5)
Officers completing field training	7	12	7	7	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	1,355	1,364	1,364	1,365	1,363	1,356	1,355	1,361	1,363	1,369	1,371	1,378
Fully trained officers at month end	1,355	1,364	1,364	1,365	1,363	1,356	1,355	1,361	1,363	1,369	1,371	1,378
Officers on disability or extended leave	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)	(46)
Officers in service at month end	1,309	1,318	1,318	1,319	1,317	1,310	1,309	1,315	1,317	1,323	1,325	1,332
<b>Funded FTE</b>	<b>1,469</b>	<b>1,471</b>	<b>1,473</b>	<b>1,475</b>	<b>1,477</b>	<b>1,479</b>	<b>1,482</b>	<b>1,485</b>	<b>1,488</b>	<b>1,491</b>	<b>1,494</b>	<b>1,497</b>
<b>SUMMARY DATA</b>												
Fully Trained Officers	1,355	1,364	1,364	1,365	1,363	1,356	1,355	1,361	1,363	1,369	1,371	1,378
All Sworn Officers	1,400	1,402	1,407	1,407	1,410	1,402	1,406	1,406	1,412	1,412	1,414	1,415
Filled FTEs at month end (officer = 1.0 FTE, recruit = 0.75 FTE)	1,419	1,421	1,425	1,425	1,428	1,419	1,423	1,423	1,429	1,428	1,430	1,431

Revised model for sworn hiring & staffing, Draft #1, December 2018	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
<b>Fully Trained Officers</b>	1,287	1,278	1,274	1,272		1,280
<b>All Sworn Officers</b>	1,289	1,288	1,290	1,281		1,288
<b>Funded FTE</b>	1,300	1,300	1,300	1,300		1,300
<b>Filled FTEs at quarter end</b> (officer = 1.0 FTE, recruit = 0.75 FTE)	1,294	1,290	1,290	1,292		<b>1,292</b>

Revised model for sworn hiring & staffing,  
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	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
<b>Fully Trained Officers</b>	1,275	1,255	1,255	1,264		1,263
<b>All Sworn Officers</b>	1,283	1,282	1,287	1,308		1,288
<b>Funded FTE</b>	1,311	1,315	1,315	1,315		1,315
<b>Filled FTEs at quarter end</b> (officer = 1.0 FTE, recruit = 0.75 FTE)	1,300	1,296	1,311	1,333		<b>1,308</b>

Revised model for sworn hiring & staffing,  
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	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
<b>Fully Trained Officers</b>	1,265	1,263	1,273	1,297		1,273
<b>All Sworn Officers</b>	1,309	1,312	1,316	1,330		1,316
<b>Funded FTE</b>	1,342	1,344	1,348	1,359		1,348
<b>Filled FTEs at quarter end</b>	1,330	1,332	1,339	1,355		<b>1,337</b>

(officer = 1.0 FTE, recruit = 0.75 FTE)

Revised model for sworn hiring & staffing,  
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	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
<b>Fully Trained Officers</b>	1,305	1,292	1,302	1,308		1,301
<b>All Sworn Officers</b>	1,332	1,335	1,341	1,349		1,341
<b>Funded FTE</b>	1,365	1,372	1,375	1,375		1,371
<b>Filled FTEs at quarter end</b> (officer = 1.0 FTE, recruit = 0.75 FTE)	1,359	1,360	1,367	1,378		<b>1,366</b>



Revised model for sworn hiring & staffing,  
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	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
<b>Fully Trained Officers</b>	1,310	1,309	1,331	1,340		1,323
<b>All Sworn Officers</b>	1,367	1,369	1,379	1,390		1,375
<b>Funded FTE</b>	1,384	1,398	1,411	1,422		1,400
<b>Filled FTEs at quarter end</b>	1,397	1,393	1,408	1,418		<b>1,401</b>

(officer = 1.0 FTE, recruit = 0.75 FTE)

Revised model for sworn hiring & staffing,  
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	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
<b>Fully Trained Officers</b>	1,336	1,347	1,351	1,359		1,349
<b>All Sworn Officers</b>	1,397	1,400	1,404	1,424		1,406
<b>Funded FTE</b>	1,432	1,440	1,449	1,457		1,441
<b>Filled FTEs at quarter end</b>	1,416	1,419	1,430	1,444		<b>1,428</b>

(officer = 1.0 FTE, recruit = 0.75 FTE)

Revised model for sworn hiring & staffing,  
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	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
<b>Fully Trained Officers</b>	1,358	1,367	1,356	1,344		1,360
<b>All Sworn Officers</b>	1,423	1,400	1,397	1,388		1,406
<b>Funded FTE</b>	1,457	1,457	1,457	1,457		1,457
<b>Filled FTEs at quarter end</b>	1,432	1,416	1,417	1,404		<b>1,421</b>

(officer = 1.0 FTE, recruit = 0.75 FTE)

Revised model for sworn hiring & staffing,  
Draft #1, December 2018

	2019				Total	Average
	Q1 est.	Q2 est.	Q3 est.	Q4 est.		
Recruits in Academy at start of quarter	21	26	27	26		
New recruits entering Academy	21	21	21	21	84	
Separations from Academy	(1)	(1)	(1)	(1)	(4)	
Recruits graduating from Academy	(15)	(19)	(21)	(21)		
Recruits in Academy at quarter end	26	27	26	25		26
Officers in field training at start of quarter	44	46	47	58		
Academy graduates entering field training	15	19	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	(15)	(21)	(18)	(31)		
Officers in field training at quarter end	46	47	58	46		48
Fully trained officers at start of quarter	1,344	1,345	1,337	1,336		
Separations by fully trained officers	(14)	(29)	(19)	(15)	(77)	
Officers completing field training	15	21	18	31		
Officers rehired, no training required	0	0	0	0	0	
Fully trained officers at quarter end	1,345	1,337	1,336	1,352		1,344
Fully trained officers at quarter end	1,345	1,337	1,336	1,352		
Officers on disability or extended leave	(46)	(46)	(46)	(46)		
Officers in service at quarter end	1,299	1,291	1,290	1,306		1,298
<b>Fully Trained Officers</b>	1,345	1,337	1,336	1,352		1,344
<b>All Sworn Officers</b>	1,391	1,384	1,394	1,398		1,391
<b>Funded FTE</b>	1,457	1,457	1,461	1,467		1,460
<b>Filled FTEs at quarter end</b> (officer = 1.0 FTE, recruit = 0.75 FTE)	1,411	1,404	1,414	1,417		<b>1,410</b>

Revised model for sworn hiring & staffing,  
Draft #1, December 2018

	2020				Total	Average
	Q1 est.	Q2 est.	Q3 est.	Q4 est.		
Recruits in Academy at start of quarter	25	24	23	22		
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	24	23	22	21		23
Officers in field training at start of quarter	46	43	46	49		
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	(26)	(21)	(26)	(31)		
Officers in field training at quarter end	43	46	49	37		44
Fully trained officers at start of quarter	1,352	1,364	1,356	1,363		
Separations by fully trained officers	(14)	(29)	(19)	(16)	(78)	
Officers completing field training	26	21	26	31		
Officers rehired, no training required	0	0	0	0	0	
Fully trained officers at quarter end	1,364	1,356	1,363	1,378		1,364
Fully trained officers at quarter end	1,364	1,356	1,363	1,378		
Officers on disability or extended leave	(46)	(46)	(46)	(46)		
Officers in service at quarter end	1,318	1,310	1,317	1,332		1,318
<b>Fully Trained Officers</b>	1,364	1,356	1,363	1,378		1,364
<b>All Sworn Officers</b>	1,407	1,402	1,412	1,415		1,408
<b>Funded FTE</b>	1,473	1,479	1,488	1,497		1,482
<b>Filled FTEs at quarter end</b> (officer = 1.0 FTE, recruit = 0.75 FTE)	1,425	1,419	1,429	1,431		<b>1,425</b>

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

Year <sup>1</sup>	Funded FTE	New Hires	Separations	Net New Officers	All Sworn Officers <sup>2</sup>	Fully Trained <sup>3</sup>
2012	1,300	32	-36	-4	1,281	1,272
2013	1,315	85	-39	46	1,308	1,264
2014	1,359	81	-59	22	1,330	1,297
2015	1,375	96	-72	24	1,349	1,308
2016	1,422	107	-67	40	1,390	1,340
2017	1,457	102	-79	23	1,424	1,359
2018	1,457	68	-109	-41	1,388	1,344
2019 <sup>4</sup>	1,467	104	-90	14	1,398	1,352
2020 <sup>5</sup>	1,497	104	-91	13	1,415	1,378
<b>2019 YTD Actual</b>						
2019 YTD	1,467					

<sup>1</sup>Based on Q4 figures for 2012-2018.

<sup>2</sup>All Sworn Officers: total count of sworn personnel who have graduated from the Academy and earned sworn commis

<sup>3</sup> Fully Trained Officers: total count of sworn personnel who have successfully completed Phase II-Field Training

<sup>4</sup>Includes new officer positions added in 2019.

<sup>5</sup>Includes new officer positions added in 2020.

Source: SPD Draft Sworn Hiring Projections with Actuals through December 2018, 1/16/19

█ = Projected Numbers

<b>Sworn in Service</b>	<b>% Funded in Service</b>
1,235	95.00%
1,239	94.22%
1,264	93.01%
1,251	90.98%
1,299	91.35%
1,316	90.32%
1,283	88.06%
1,306	89.03%
1,332	88.98%

ision

Report Fields	Calculated Field?	Notes
Recruits in Academy at start of quarter	Y	Phase I
New recruits entering Academy	N	Manual input (i.e., projection) until actuals available
Separations from Academy	N	Manual input (i.e., projection) until actuals available
Recruits graduating from Academy	N	Calculated field until actuals available
Recruits in Academy at quarter end	Y	Phase I
Officers in field training at start of quarter	Y	Phase II
Academy graduates entering field training	Y	Phase II
New lateral hires entering field training	N	Manual input (i.e., projection) until actuals available
Separations from field training	N	Manual input (i.e., projection) until actuals available
Officers completing field training	Y	Calculated field until actuals available
Officers in field training at quarter end	Y	Phase II
Fully trained officers at start of quarter	Y	Includes Phase III-Probation Officers
Separations by fully trained officers	N	Manual input (i.e., projection) until actuals available
Officers completing field training	Y	Calculated field until actuals available; includes Phase III-Probation Officers
Officers rehired, no training required	N	Manual input (i.e., projection) until actuals available
Fully trained officers at quarter end	Y	All sworn officers, excluding recruits and Phase II-Student Officers
Fully trained officers at quarter end	Y	All sworn officers, excluding recruits and Phase II-Student Officers



Officers on disability or extended leave	N	Manual input (i.e., projection) until actuals available
Officers in service at quarter end	Y	All fully trained officers, excluding ESL and administrative leave
<b>Fully Trained Officers</b>	Y	All sworn officers, excluding recruits and Phase II-Student Officers
<b>All Sworn Officers</b>	Y	All sworn personnel who have graduated from the Academy and received their commission (excludes Phase I-Recruits)
<b>Funded FTE</b>	N	
<b>Filled FTEs at quarter end</b>	Y	All sworn officers, plus Phase I-Recruits (counted as 0.75 for budget planning)

Methodology

Source

NA

NA

Based on input from SPD HR, training, Academy

SPD HR  
Personnel  
Movement Report  
(Monthly)

3-year average

SPD HR  
Personnel  
Movement Report  
(Monthly)

NA

SPD HR Student  
Officer Report  
(Monthly)

NA

NA

NA

NA

NA

NA

Based on input from SPD HR, training, Academy

SPD HR  
Personnel  
Movement Report  
(Monthly)

3-year average

SPD HR  
Personnel  
Movement Report  
(Monthly)

NA

NA

NA

NA

NA

NA

Average % of average fully trained separations (3 years)

SPD HR  
Personnel  
Movement Report  
(Monthly)

NA

NA

NA

SPD HR  
Personnel  
Movement Report  
(Monthly)

NA

NA

NA

NA

2-year average	SPD HR Weekly Report (Weekly)
NA	NA
NA	NA
NA	NA
NA	NA
NA	Adopted Budget
NA	NA

## Precinct Staffing as of 12/31/18

Job Categories	EAST PCT		NORTH PCT		SOUTH PCT		SOUTHWEST PCT		WEST PCT		Grand Total
	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	Sergeant	Officer	
911	14	95	24	149	19	101	8	76	16	110	601
ACT	1	7	1	9	1	6	3	6	1	6	41
Beats	2	11	1	10	1	7	1	7	5	31	76
CPT	1	6	2	7	1	5	1	5	1	6	35
Mounted									1	3	4
Precinct Support						2					2
Seattle Center									1	4	5
Stationmaster		1		1				1		2	5
Grand Total	18	118	28	174	22	119	13	88	25	159	750

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.