

SEATTLE POLICE DEPARTMENT MEMORANDUM

TO: Mark Baird
Council Central Staff

DATE: July 30, 2015

FROM: Carmen Best, Deputy Chief 
Mike Fields, Human Resources Director 

SUBJECT: Sworn Hiring and Staffing – Q1-2 Update (SLI-89-3-A-1)

Attached, please find the Seattle Police Department's Q 1-2 sworn hiring and patrol staffing update through June 30, 2015, and staffing projections through 2016.

Q 1-2 Hiring and Projections Through 2016

Each fiscal year, the Department seeks to fully staff our sworn positions at Council's funded FTE level. There are a number of factors that can impede SPD's ability to achieve its hiring goals, such as declines in available recruits or lateral hires, background check failures, increases in sworn separations or cancelation of State Academy classes. SPD's hiring plan in 2015 anticipates hiring 78 new recruits, 14 laterals and 2 Executive hires, for a total of 94 new hires during the course of the year to replace the anticipated 66 separations and fill funded positions, including the 13 positions that were added in the 2015 Adopted Budget. By the end of the second quarter the Department hit its mid-year hiring goal, having hired a total of 47 new officers, including recruits and laterals. Attrition was higher than expected in the second quarter, which will require a continued high-level of hiring through the remainder of the year. The Department has coordinated with the Criminal Justice Training Academy to ensure adequate slots during the course of the year to meet our hiring goal.

Table 1 below summarizes the sworn position count for 2012-2016 (projected for 2015-2016) and actuals by quarter for 2015.

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

Year ¹	Funded FTE	Hired	Separations	Net New Officers	All Sworn Officers ²	Fully Trained ³	Actually 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	1,361	81	-59	22	1,330	1,297	1,264	92.51%
2015	1,374	94	-66	28	1,357	1,320	1,287	93.67%
2016 ⁴	1,374	32	-58	-26	1,352	1,329	1,296	94.32%
2015 Actual								
Q1	1,367	19	14	5	1,332	1,305	1,272	93.05%
Q2	1,372	28	26	2	1,338	1,295	1,259	91.76%

¹Based on Q4 figures for 2012-2014.

²Includes several anticipated losses during the academy.

³ Police Officers who are completely trained (not recruits or students).

⁴Funded, sworn, fully trained, and actually in service counts do not include any net new officer positions in 2016 – as the funds are in Finance General pending Council action.

Source: SPD Draft Sworn Hiring Projections, 07/15/15

 = Projected numbers.

Hiring Process Update

The Department has made process and business practice improvements in several areas of the hiring process. The Department has overhauled its outreach and advertising efforts, including in-person recruiting at targeted events that include increasing participation at pre-test workshops for prospective applicants, and a complete overhaul of advertising efforts using the Department's new branded materials (eg. new badge, cars, etc.). In terms of outreach to groups historically underrepresented in policing, efforts have included attending ten events year-to-date that focus on these groups, prominently featuring our diverse officers in recruiting materials and at in-person events, and advertising in media outlets serving these groups. Additionally, the Department is partnering at the Command Staff level with the City-wide Inter-Departmental Team on Wage Equity, whose mandate is in part to identify and remove barriers to law enforcement careers for underrepresented groups. The Department's strong support of the Police Explorer program, a youth outreach program, which is the most diverse Explorer post in the state, has also continued to be an excellent platform to reach underrepresented groups. In terms of recruit testing, the Department has increased the number of tests being administered in 2015 and is now conducting three entry-level and three lateral tests to match the elevated level of hiring.

Because backgrounding of prospective applicants is a critical element of the Department's hiring process, and because conducting a thorough background can be a time consuming undertaking, the Department has streamlined this process. The polygraph portion of the background has been moved forward to occur before the majority of the other elements of the background are completed. This allows backgrounders to focus resources only on viable candidates that have already passed the polygraph. The Department has also instituted a system to communicate regularly with applicants while they are in the hiring process, which keeps the applicants engaged with the Department and facilitates getting their backgrounds done more quickly. With these efforts, the department has reduced the length of time that lapses between an applicant testing and entering the Academy by over 25% in the first group of officers hired after the changes were made. Lastly, the Department has retained Rob Davis of Hillard Heintze to look the hiring process and make recommendation on additional process improvements. His work is expected to be done in the fall of this year.

911 Patrol and Neighborhood Policing Plan Metrics and Goals

The attached Precinct Staffing Table provides a breakdown of the Department's precinct staffing. At the end of the second quarter, the Department had 508 Neighborhood Policing (911 response) officers, a decrease of 8 officers from 2014 year end data. The overall patrol number is at 634, down 11 from 2014 year end data, this number includes 911 officers, proactive foot beats, bikes, Anti-crime Teams,

Community Police Teams, etc. The higher than expected 22 year-to-date separations from personnel assigned to patrol contributed to this decline. In terms of on-loan precinct resources, attached is a table showing the unit they are on-loan from, the unit they are on-loan to, and the rank of each.

The Department expects 72 recruits and 14 laterals to enter field training in 2015 and is exploring the return of officers to patrol from other areas of the Department as appropriate. In addition to these efforts the Department has contracted with Berkshire Advisors to prepare a staffing and deployment study in response to the Council's request that the Department review the size of the patrol force, the appropriate balance and division of responsibility between patrol and non-patrol functions and the appropriate staffing level for special events. This review will be instructive as the Department makes staffing and deployment decisions into 2016.

Should you have any questions regarding the memorandum or the attachments, please do not hesitate to contact me.

cc: Chief Kathleen O'Toole
Deputy Chief Carmen Best
COO Mike Wagers
Assistant Chief Lesley Cordner
Assistant Chief Steve Wilske
Assistant Chief Robert Merner
Assistant Chief Perry Tarrant
Kate Joncas, Mayor's Office
Scott Lindsay, Mayor's Office
Ben Noble, CBO
Jennifer Devore, CBO
Kara Tilotson, CBO

Precinct Staffing Report
as of 3/31/15

Precinct	East		North		South		Southwest		West		Total	
	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
% of total 911 call hours	18%		32%		17%		12%		21%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	13	94	23	147	13	95	10	72	15	107	74	515
% of total assigned to 911	18%	18%	31%	29%	18%	18%	14%	14%	20%	21%	100%	100%
Precinct Support		2		3		4		3		2		14
Seattle Center									1	4	1	4
Bike / Foot Beat	1	5	1	5					5	33	7	43
Anti-Crime Teams	1	6	1	6	1	4	1	7	1	6	5	29
Community Police Teams	1	7		6		5		2	1	5	2	25
Special Assignment					1			1			1	1
Neighborhood Corrections Teams				1		2				2		5
Stationmaster / Quartermaster						1						1
Mounted										3		3
SHA											1	4
Total	16	114	25	168	15	111	11	85	23	162	91	644

The report **includes** the following:

- + personnel who are unavailable due to vacation, training, limited duty, illness or injury (including extended illness or injury) and all other categories, which are addressed by shift relief analysis;
- + half-time officers (counted as one-half officer);
- + 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;
- personnel on loan, excluding "short-term" loans (e.g., 30 day loans to ACT, CPT or specialty detective unit for training and evaluation);
- personnel on activated military leave; and
- precinct detectives.

Precinct Staffing Report
as of 6/30/15

Precinct	East		North		South		Southwest		West		Total	
	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
% of total 911 call hours	18%		32%		17%		12%		21%		100%	
Officers and Sergeants	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.	Sgt.	Off.
Assigned to 911 response	14	85	25	150	13	95	9	71	16	107	77	508
% of total assigned to 911	18%	17%	32%	30%	17%	19%	12%	14%	21%	21%	100%	100%
Precinct Support	1	1		2		4		3		2		12
Seattle Center									1	4	1	4
Bike / Foot Beat	1	7	1	4					5	30	7	41
Anti-Crime Teams	1	5	1	6	1	6	1	7	1	6	5	30
Community Police Teams	1	6	1	7	1	5		3	1	5	4	26
Special Assignment						1	1			1	1	2
Neighborhood Corrections Teams				1		1				2		4
Stationmaster / Quartermaster						1						1
Mounted									2	2		2
SHA											1	4
Total	18	104	28	170	16	113	10	85	26	158	96	634

The report **includes** the following:

- + personnel who are unavailable due to vacation, training, limited duty, illness or injury (including extended illness or injury) and all other categories, which are addressed by shift relief analysis;
- + half-time officers (counted as one-half officer);
- + 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;
- personnel on loan, excluding "short-term" loans (e.g., 30 day loans to ACT, CPT or specialty detective unit for training and evaluation);
- personnel on activated military leave; and
- precinct detectives.

90+ Days on loan:

Loaned From:	Loaned To:	Title:
East 1st	CRISIS RESPONSE SQUAD	POLICE SERGEANT
East 1st	PUBLIC AFFAIRS SQUAD	POLICE OFFICER
East 1st	AUDIT POLICY AND RESEARCH	POLICE OFFICER
East 1st	ADVANCED TRAINING SQUAD	POLICE OFFICER
East 1st	FORCE REVIEW SQUAD	POLICE SERGEANT
East 2nd	COMMUNITY OUTREACH	POLICE OFFICER DETECTIVE
East 2nd	TRAFFIC - MOTORCYCLE ENFORCEMENT	POLICE OFFICER
East 2nd	GANG SQUAD	POLICE OFFICER
East 2nd	ALTERNATIVE CALL HANDLING	POLICE OFFICER
East 2nd	SYSTEMS SUSTAINMENT	POLICE OFFICER
East 3rd	CRISIS INTERVENTION COORDINATION SQUAD	POLICE OFFICER
East 3rd	HOMELAND SECURITY SECTION	POLICE OFFICER
East 3rd	FIREARMS TRAINING	POLICE OFFICER
East 3rd	FIELD TRAINING SQUAD	POLICE OFFICER
North 1st	INTELL - MAYORS SECURITY DETAIL	POLICE OFFICER DETECTIVE
North 1st	COMMUNITY OUTREACH	POLICE OFFICER DETECTIVE
North 1st	TRAFFIC COLLISION INVESTIGATION	POLICE OFFICER
North 1st	HUMAN RESOURCES - BACKGROUND INVESTIGATIONS	POLICE OFFICER
North 2nd	TRAFFIC COLLISION INVESTIGATION	POLICE OFFICER
North 2nd	MAJOR CRIMES TASK FORCE	POLICE OFFICER
North 2nd	EVIDENCE - PROPERTY DISPOSAL DETAIL	POLICE OFFICER
North 2nd	HUMAN RESOURCES - BACKGROUND INVESTIGATIONS	ACTING POLICE OFFICER DETECTIVE
North 2nd	AUDIT POLICY AND RESEARCH	POLICE OFFICER
North 2nd	ADVANCED TRAINING SQUAD	POLICE OFFICER
North 3rd	INTELL - TECHNICAL ASSISTANCE SQUAD	POLICE OFFICER
North 3rd	CRISIS RESPONSE SQUAD	POLICE OFFICER
North 3rd	TRAFFIC COLLISION INVESTIGATION	POLICE OFFICER DETECTIVE
North 3rd	GANG SQUAD	POLICE OFFICER
North 3rd	ROBBERY SQUAD	POLICE OFFICER
North ACT	HARBOR	POLICE OFFICER
North ACT	GANG SQUAD	POLICE OFFICER
North ACT	GANG SQUAD	POLICE OFFICER
North CPT	FRAUD, FORGERY AND FINANCIAL EXPLOITATION	POLICE OFFICER DETECTIVE
South	INTERNET CRIMES AGAINST CHILDREN INVESTIGATIONS	POLICE OFFICER DETECTIVE

South 2nd	CRISIS INTERVENTION COORDINATION SQUAD	POLICE OFFICER
South 2nd	CANINE SQUAD	POLICE OFFICER
South 2nd	TRAFFIC COLLISION INVESTIGATION	POLICE OFFICER DETECTIVE
South 2nd	GANG SQUAD	POLICE OFFICER
South 2nd	VICE INVESTIGATIONS	POLICE OFFICER
South 2nd	VICE INVESTIGATIONS	POLICE OFFICER
South 2nd	AUDIT POLICY AND RESEARCH	POLICE OFFICER
South 2nd	ADVANCED TRAINING SQUAD	POLICE OFFICER
South 3rd	GANG SQUAD	ACTING POLICE OFFICER DETECTIVE
South 3rd	GANG SQUAD	POLICE OFFICER
South 3rd	PROACTIVE SQUADS - NARCOTICS	POLICE OFFICER
South CPT	COMMUNITY OUTREACH	POLICE OFFICER
Southwest 1st	COMMUNITY OUTREACH	POLICE OFFICER
Southwest 1st	HUMAN RESOURCES - BACKGROUND INVESTIGATIONS	POLICE OFFICER DETECTIVE
Southwest 2nd	INTELL - GANG INTELLIGENCE DETAIL	POLICE OFFICER
Southwest 2nd	CRIME ANALYSIS UNIT	POLICE OFFICER DETECTIVE
Southwest 3rd	HOMICIDE - CSI SQUAD	POLICE OFFICER
Southwest 3rd	ADVANCED TRAINING SQUAD	POLICE OFFICER
Southwest CPT	DOMESTIC VIOLENCE SQUAD - ELDER ABUSE & FRAUD	POLICE OFFICER
West 1st	CHIEF OF POLICE	POLICE OFFICER
West 1st	TRAFFIC COLLISION INVESTIGATION	POLICE OFFICER
West 1st	HUMAN RESOURCES - RECRUITMENT	ACTING POLICE SERGEANT
West 2nd	INTELL - ORGANIZED CRIME SQUAD	POLICE OFFICER DETECTIVE
West 2nd	INTELL - SPECIAL INVESTIGATIONS AND ASSIGNMENTS SQUAD	POLICE OFFICER DETECTIVE
West 2nd	INTELL - TECHNICAL ASSISTANCE SQUAD	POLICE OFFICER DETECTIVE
West 2nd	COMMUNITY OUTREACH	POLICE OFFICER
West 2nd	CRISIS RESPONSE SQUAD	POLICE OFFICER
West 2nd	HOMICIDE - CSI SQUAD	POLICE OFFICER DETECTIVE
West 2nd	SEXUAL ASSAULT UNIT	POLICE OFFICER DETECTIVE
West 2nd	INTERNET CRIMES AGAINST CHILDREN INVESTIGATIONS	POLICE OFFICER DETECTIVE
West 2nd	ADVANCED TRAINING SQUAD	POLICE OFFICER
West 2nd	FIREARMS TRAINING	POLICE OFFICER
West 2nd	CRIME ANALYSIS UNIT	POLICE OFFICER
West 3rd	COMMUNITY OUTREACH	POLICE SERGEANT
West 3rd	FRAUD, FORGERY AND FINANCIAL EXPLOITATION	ACTING POLICE OFFICER DETECTIVE

West 3rd	HUMAN RESOURCES - BACKGROUND INVESTIGATIONS	POLICE OFFICER
West 3rd	ADVANCED TRAINING SQUAD	POLICE OFFICER
West 3rd	FORCE REVIEW SQUAD	POLICE OFFICER DETECTIVE
West ACT	HOMICIDE - CSI SQUAD	ACTING POLICE OFFICER DETECTIVE
West ACT	PROACTIVE SQUADS - NARCOTICS	POLICE OFFICER
West ACT	FORCE REVIEW SQUAD	POLICE OFFICER DETECTIVE
West CPT	CRIME ANALYSIS UNIT	POLICE OFFICER
	TOTAL	76