



PPIC

PUBLIC POLICY
INSTITUTE OF CALIFORNIA

Understanding Trends in Law Enforcement Staffing

Technical Appendix

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Appendix A. Additional Figures and Tables

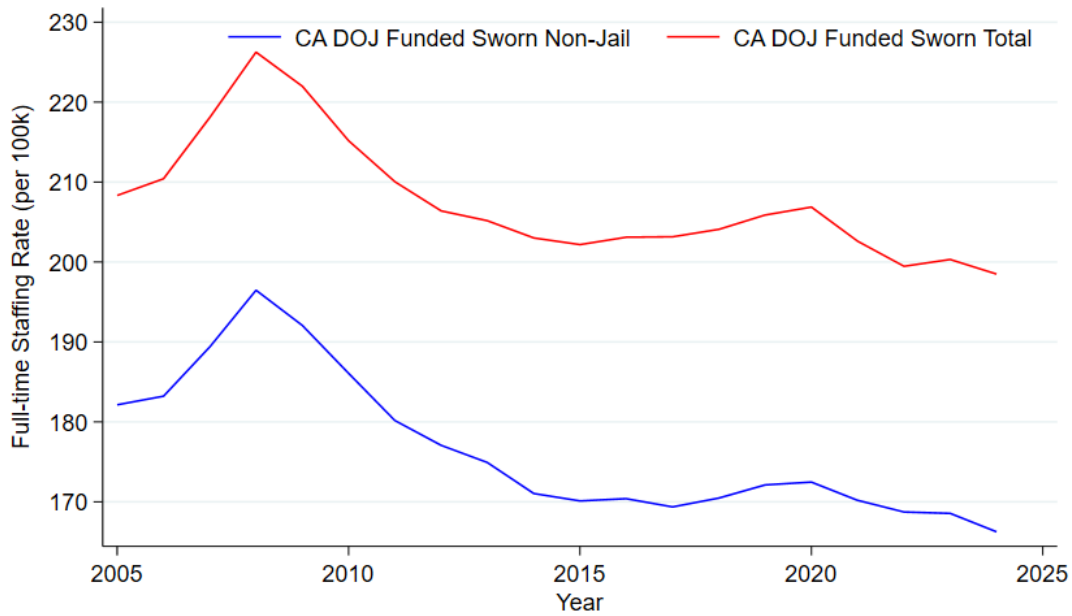
Appendix B. Additional Survey Figures and Tables

Brandon Martin, Deepak Premkumar, and Mandi Acevedo

Appendix A. Additional Figures and Tables

FIGURE A1

Officer rates peak in 2008 and declined dramatically in wake of Great Recession

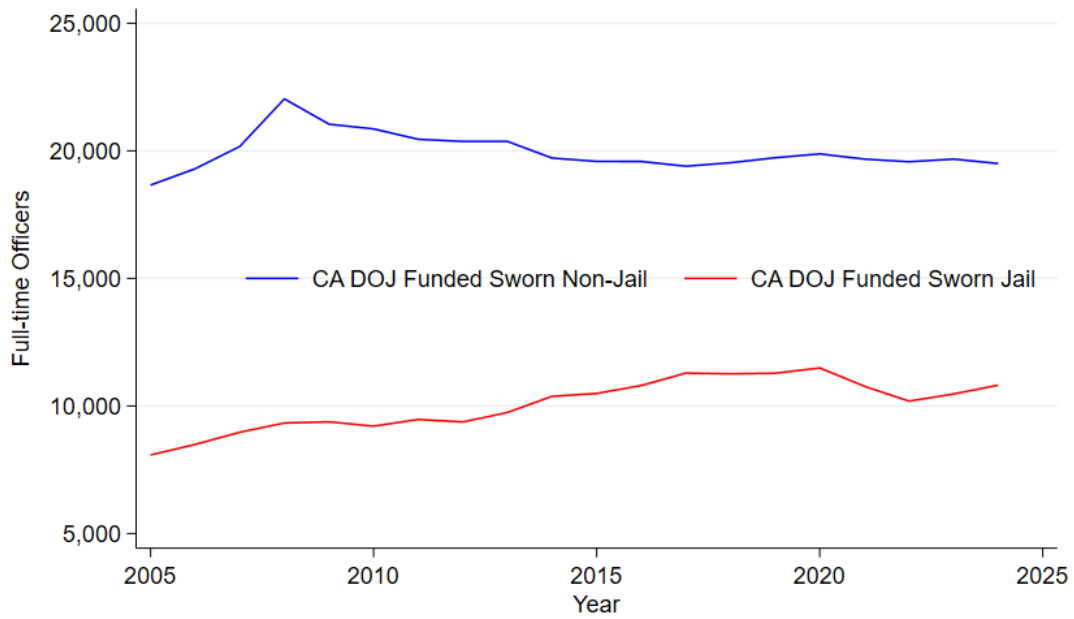


SOURCES: Authors' calculation based on staffing from California Commission on Peace Officer Standards and Trainings (POST) from 2016-2024 and population data from the FBI Uniform Crime Report, 2005-2024.

NOTES: We use population data from the FBI Uniform Crime Report since it provides the population of the jurisdiction in which the agency policies. Thus, we calculate the staffing rate for the set of agencies that have reported staffing numbers to POST. The population numbers are interpolated for missing years during the sample frame.

FIGURE A2

Most growth in officers has occurred among sworn officers working in jails

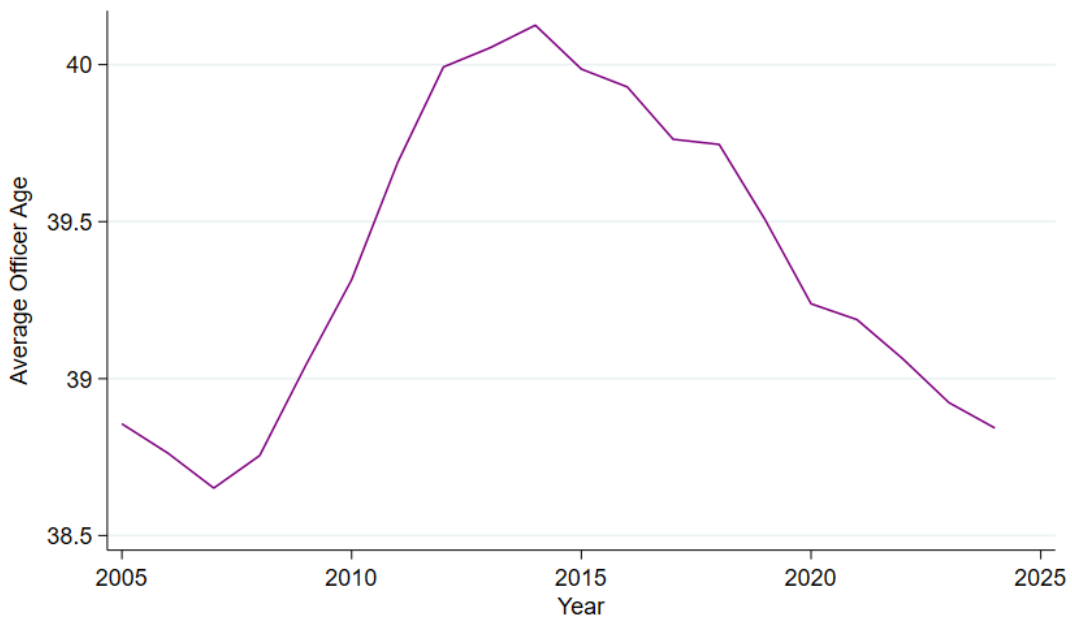


SOURCE: California Department of Justice’s Law Enforcement Personnel Survey, 2005-2024.

NOTE: The CA DOJ collects the Law Enforcement Personnel data through a one-day survey taken on October 31st of each reporting year.

FIGURE A3

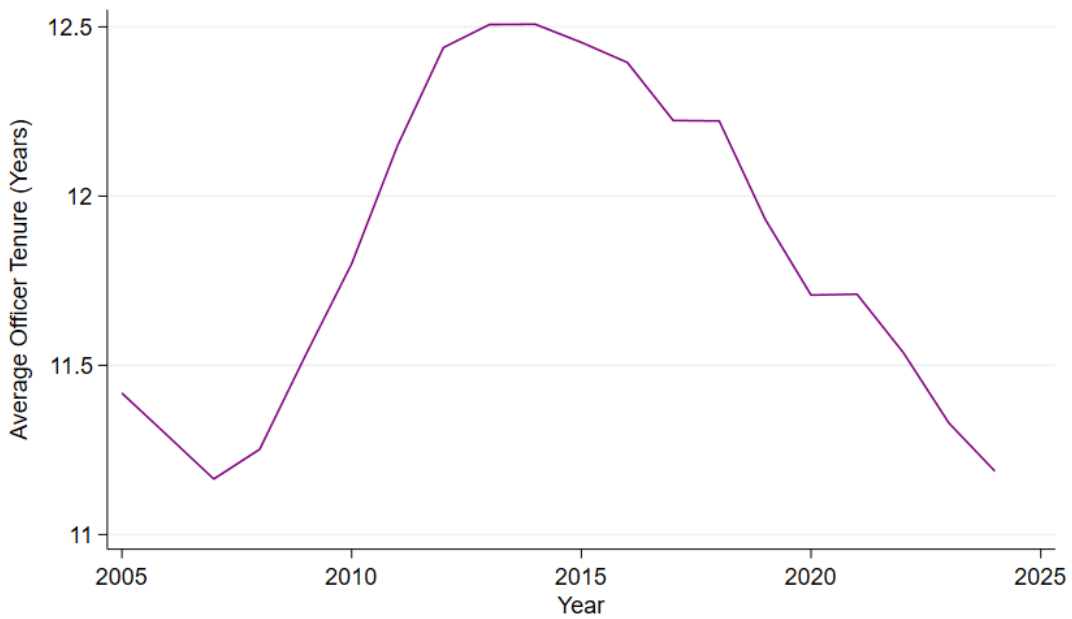
Officer age peaked in 2014 and has declined since then



SOURCE: California Commission on Peace Officer Standards and Trainings (POST) from 2016-2024.

FIGURE A4

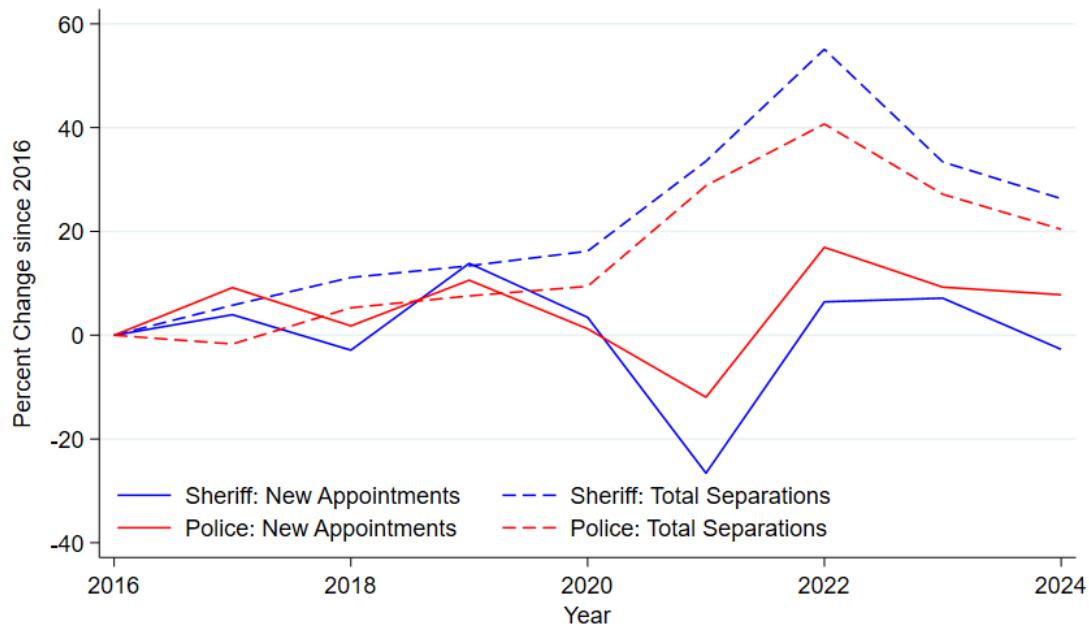
Officer tenure also peaks in 2014 and then slowly declines over time



SOURCE: California Commission on Peace Officer Standards and Trainings (POST) from 2016-2024.

FIGURE A5

Changes in separations and appointments are present for both sheriff and police agencies

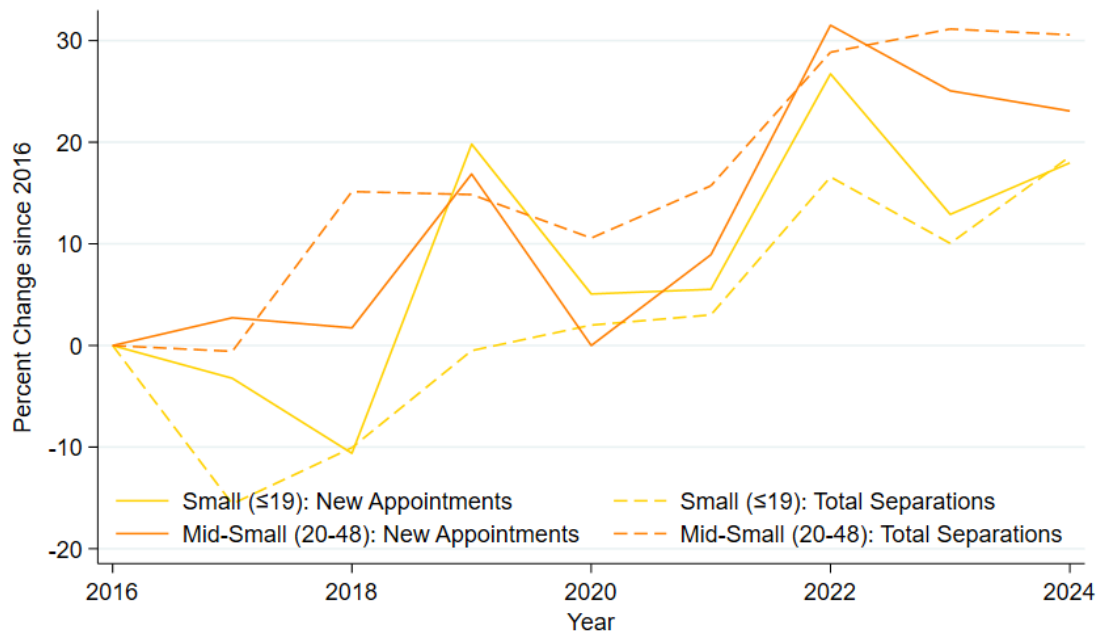


SOURCE: California Commission on Peace Officer Standards and Trainings (POST) from 2016-2024.

NOTE: The vertical axis represents the percent change in the new appointments (hiring) or total separations from 2016, separately for sheriff and police agencies.

FIGURE A6

Separations and appointments are roughly increasing together for the smaller agencies in CA

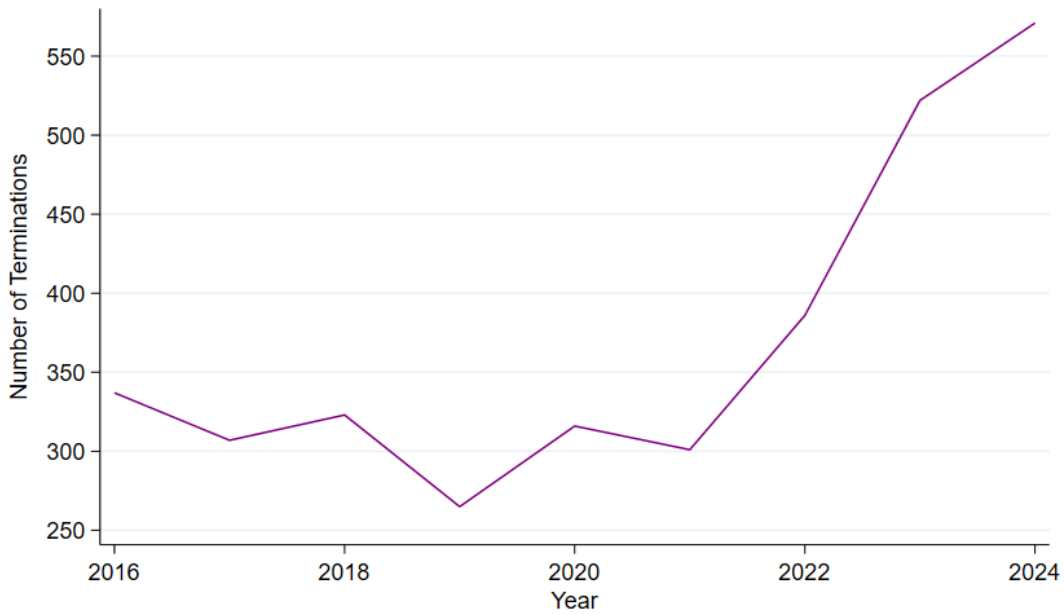


SOURCE: California Commission on Peace Officer Standards and Trainings (POST) from 2016-2024

NOTES: The vertical axis represents the percent change in the new appointments (hiring) or total separations from 2016, separately by quartile of agency staffing. This figure only presents the two lowest quartiles, which comprise small agencies with less than or equal to 19 officers and mid-small agencies with between 19-48 officers in median. There are about 100 agencies per quartile.

FIGURE A7

Terminations experienced a sharp post-COVID rise

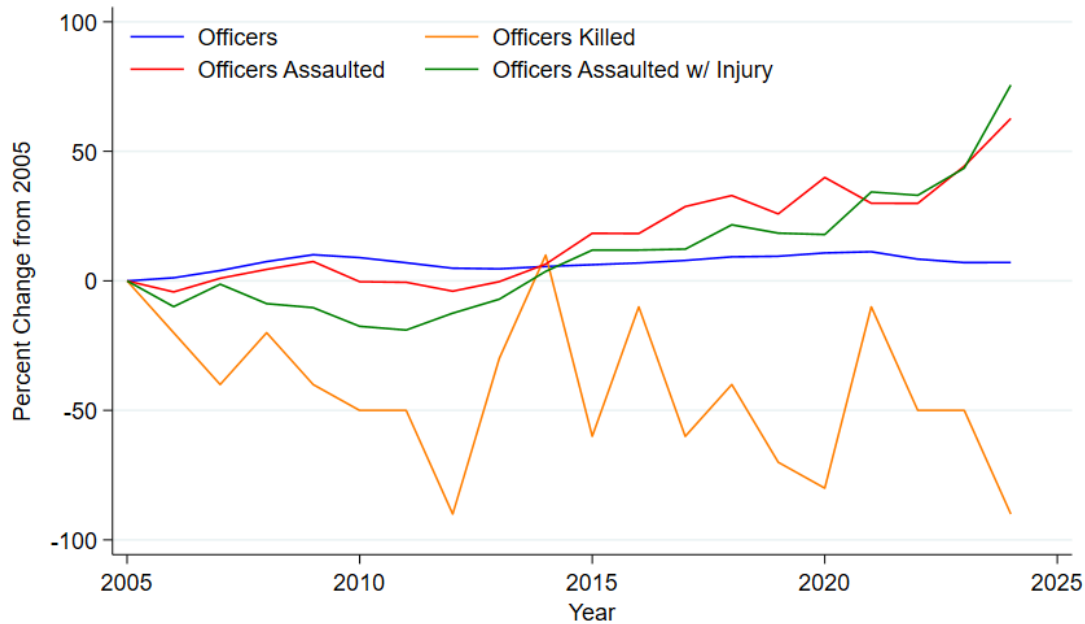


SOURCE: California Commission on Peace Officer Standards and Trainings (POST) from 2016-2024

NOTE: POST definition of termination or discharge includes the following separations: discharge, felony, involuntary separation, separated pending complaint, administrative charge, or investigation for serious misconduct, or did not complete probation.

FIGURE A8

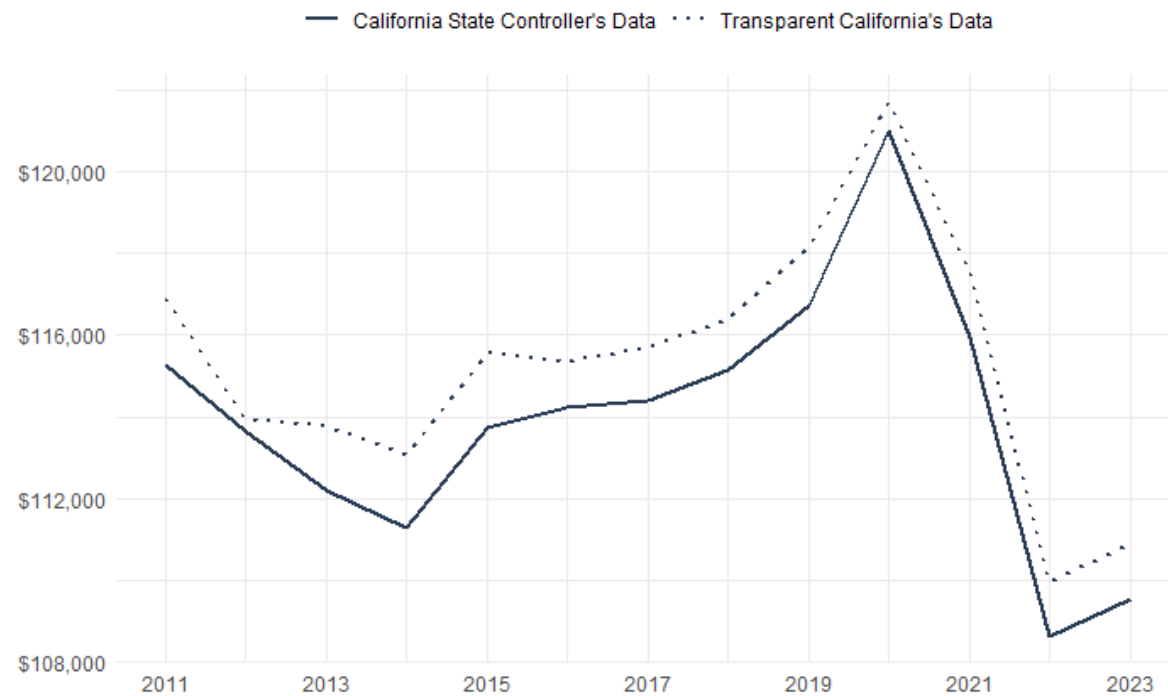
Officer assaults (including with injury) have increased compared to 2005, but fatalities are significantly down



SOURCES: California Commission on Peace Officer Standards and Trainings (POST) from 2005-2024; California Department of Justice Law Enforcement Officers Killed or Assault (LEOKA) from 2005-2024.

FIGURE A9

Real salaries decreased from 2011 to 2023

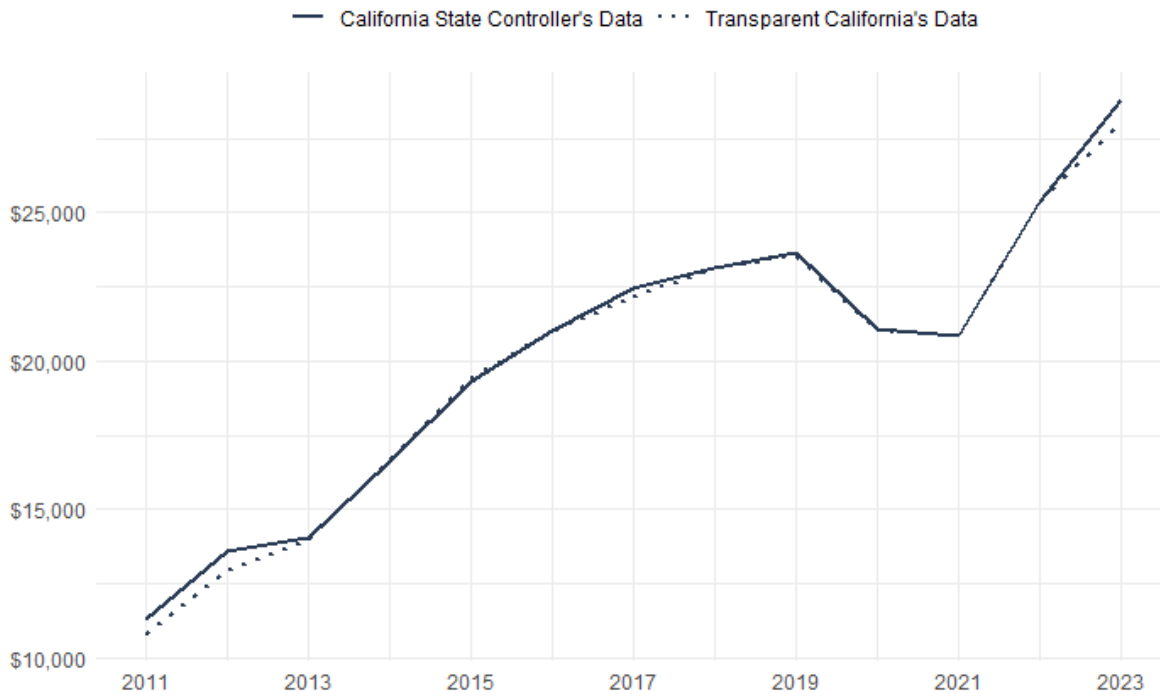


SOURCES: Transparent California, 2011 – 2023 Salary Data and California State Controller’s Office, 2011 – 2023 City and County Data.

NOTES: This figure shows the real regular salary of sworn officers in 2023 dollars (i.e., adjusting for inflation). Officers who made less than \$25,000 annually or had zeros in all pay categories were removed from this analysis for that year. Sworn officers employed in California Highway Patrol were excluded from this analysis because they could not be assigned to county-level jurisdictions.

FIGURE A10

Average real overtime payment increased dramatically from 2011 to 2023

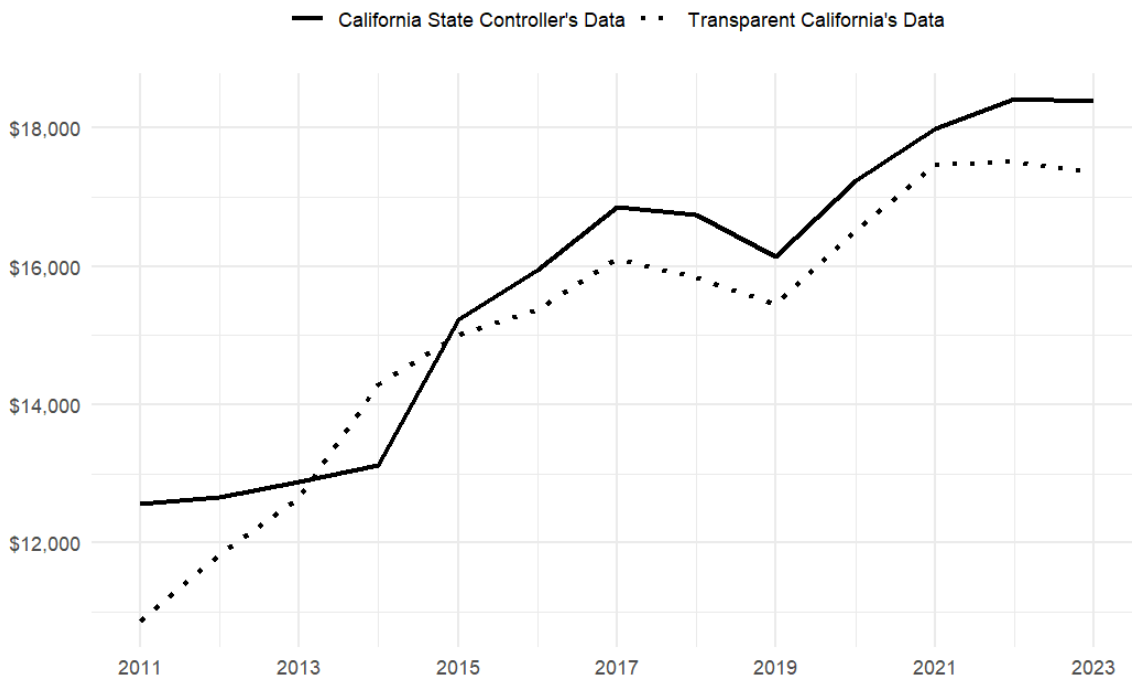


SOURCES: Transparent California, 2011 – 2023 Salary Data and California State Controller’s Office, 2011 – 2023 City and County Data.

NOTES: This is the real overtime payment of sworn officers in 2023 dollars. Overtime pay is the amount of money paid to employees for working more than their normally scheduled hours. Officers who made less than \$25,000 annually or had zeros in all pay categories were removed from this analysis for that year. Sworn officers employed in California Highway Patrol were excluded from this analysis because they could not be assigned to county-level jurisdictions.

FIGURE A11

Average real other pay increased from 2011 to 2023

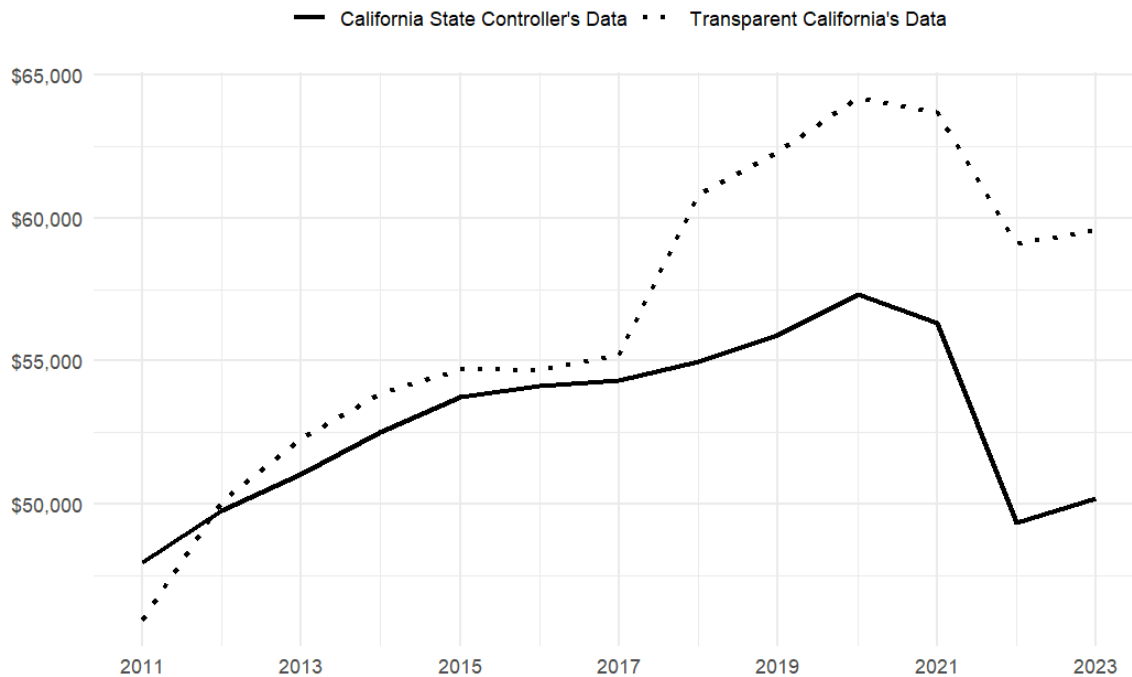


SOURCES: Transparent California, 2011 – 2023 Salary Data and California State Controller’s Office, 2011 – 2023 City and County Data.

NOTES: This is the real other pay of sworn officers in 2023 dollars. This category may include one-time payments for unused vacation leave, bonuses, longevity pay, and incentive pay. Officers who made less than \$25,000 annually or had zeros in all pay categories were removed from this analysis for that year. Sworn officers employed in California Highway Patrol were excluded from this analysis because they could not be assigned to county-level jurisdictions.

FIGURE A12

Average real benefits pay increased from 2011 to 2021, with a decrease in 2022 and slight rebound in 2023



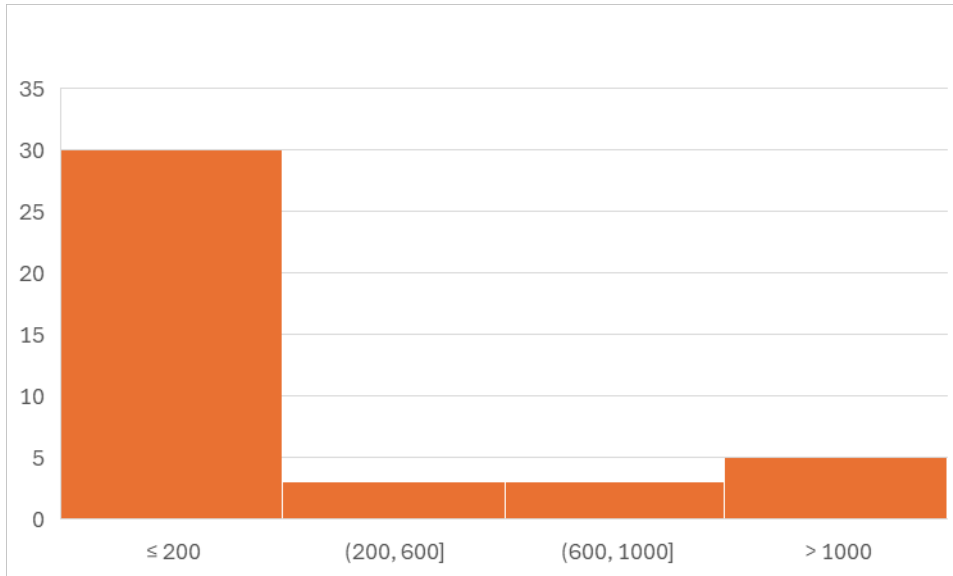
SOURCES: Transparent California, 2011 – 2023 Salary Data and California State Controller’s Office, 2011 – 2023 City and County Data.

NOTES: This is the average real benefits pay of sworn officers in 2023 dollars. Benefits pay include the employer’s payments towards healthcare (including dental and vision), and retirement. Officers who made less than \$25,000 annually or had zeros in all pay categories were removed from this analysis for that year. Sworn officers employed in California Highway Patrol were excluded from this analysis because they could not be assigned to county-level jurisdictions.

Appendix B. Additional Survey Figures and Tables

FIGURE B1

Most law enforcement agencies represented in the survey had less than 200 sworn officers employed

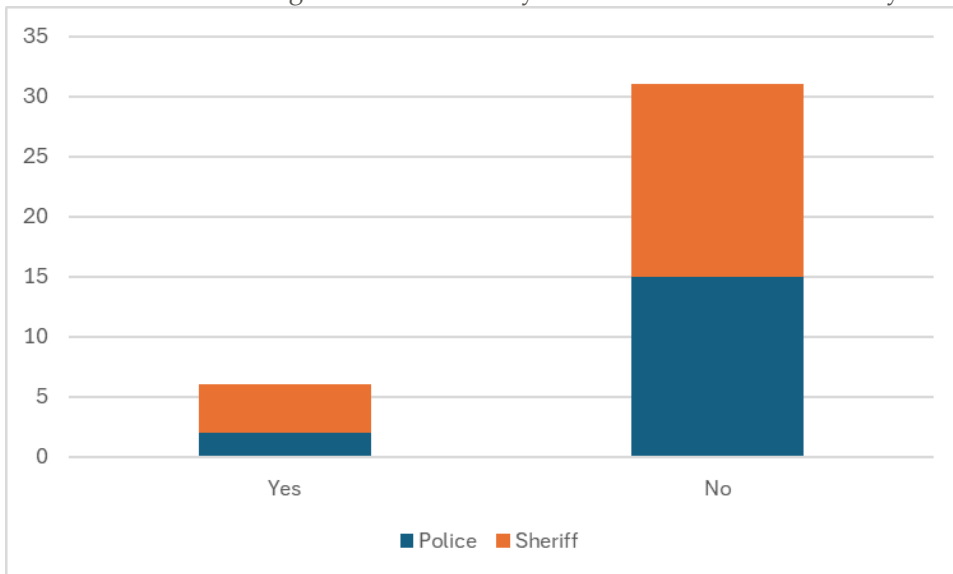


SOURCE: PPIC's Law Enforcement Staffing Survey, Survey was fielded from July to August 2025.

NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff's departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing survey asks: "Total authorized and/or budgeted sworn positions for your agency" for both full time and part time officers. Total sworn officers, as shown above, was calculated as the sum of these two categories.

FIGURE B2

Most law enforcement agencies in the survey do not run their own academy

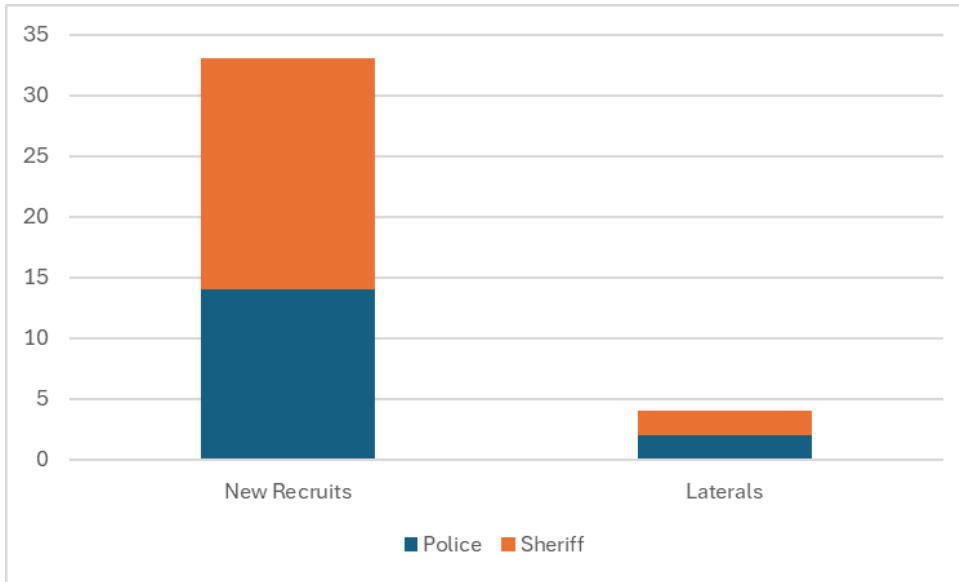


SOURCE: PPIC's Law Enforcement Staffing Survey, Survey was fielded from July to August 2025.

NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing survey asks: "Does your agency run its own academy?"

FIGURE B3

In the last 5 years, most law enforcement agencies surveyed tended to hire new recruits more than laterals

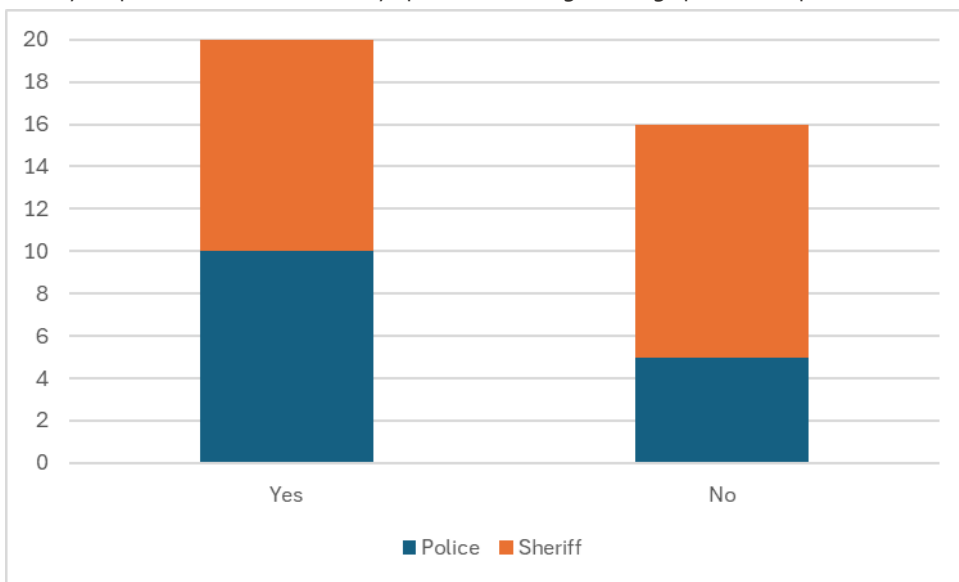


SOURCE: PPIC's Law Enforcement Staffing Survey, Survey was fielded from July to August 2025.

NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing survey asks: "In the last 5 years, when hiring new officers, do you tend to hire more laterals or new recruits?"

FIGURE B4

Survey respondents were relatively split on reducing staffing specialized positions because of staffing challenges

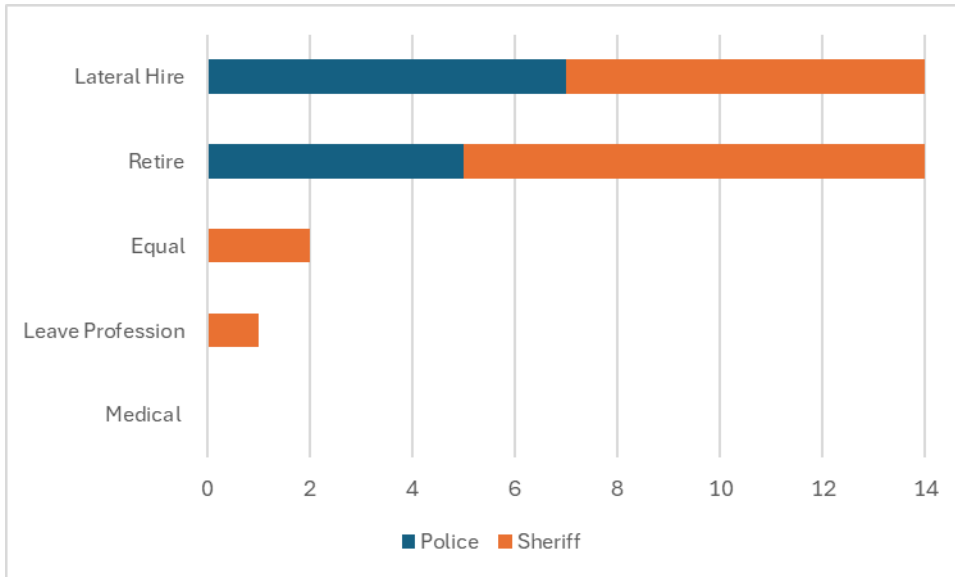


SOURCE: PPIC's Law Enforcement Staffing Survey, Survey was fielded from July to August 2025.

NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing survey asks: "In response to low staffing levels, has your department reduced specialized positions in the last 5 years?"

FIGURE B5

Historically, lateral hire and retirement are the most common types of separations from an agency

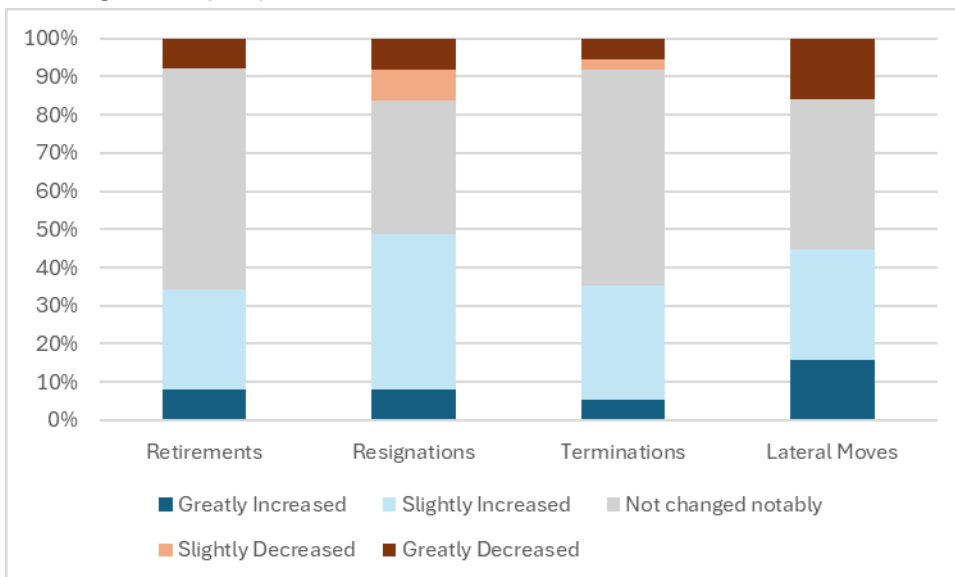


SOURCE: PPIC Law Enforcement Staffing Survey. Survey was fielded from July to August 2025.

NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing survey asks: "Of the reason people leave your agency, what tends to be the most common historically?"

FIGURE B6

Most types of separations have not changed notably in the last 5 years, although resignations have slightly increased, according to survey respondents

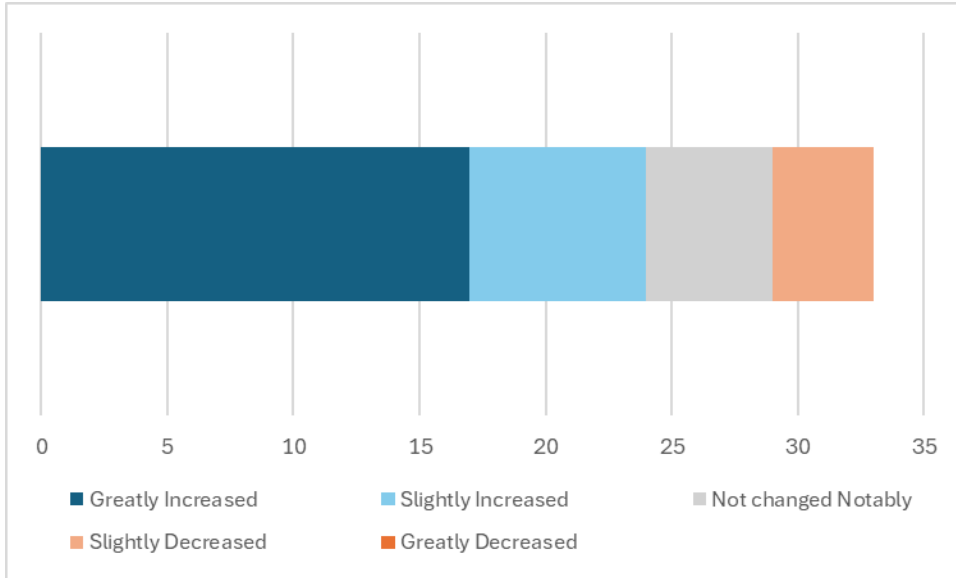


SOURCE: PPIC Law Enforcement Staffing Survey. Survey was fielded from July to August 2025.

NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing survey asks: "How has the number of separations in the following categories changed in the last 5 years?"

FIGURE B7

Most survey respondents said that overtime usage has increased relative to 5 years ago



SOURCE: PPIC Law Enforcement Staffing Survey. Survey was fielded from July to August 2025.

NOTES: NOTES: PPIC's Law Enforcement Staffing survey had 41 total agencies respond: 19 police departments and 22 sheriff departments. The survey was open for two months in 2025: July and August. PPIC's Law Enforcement Staffing Survey asks: "How has the use of overtime changed relative to 5 years ago?"



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