

REQUEST FOR COUNCIL ACTION CITY OF SAN DIEGO	CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY)
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TO: CITY COUNCIL	FROM (ORIGINATING DEPARTMENT): Fire-Rescue Department	DATE: 5/15/2015
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SUBJECT: Firefighter Retention and Attrition Update for FY15

PRIMARY CONTACT (NAME, PHONE): Kenneth Barnes, 619-533-4302 MS 604	SECONDARY CONTACT (NAME, PHONE):
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COMPLETE FOR ACCOUNTING PURPOSES

FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00

COST SUMMARY (IF APPLICABLE):

ROUTING AND APPROVALS

CONTRIBUTORS/REVIEWERS:	APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED
Liaison Office	ORIG DEPT.	Mainar, Javier	05/18/2015
	CFO		
	DEPUTY CHIEF		
	COO		
	CITY ATTORNEY		
	COUNCIL PRESIDENTS OFFICE		

PREPARATION OF: RESOLUTIONS ORDINANCE(S) AGREEMENT(S) DEED(S)

This is an informational item only. No action is required by the Committee or the City Council.

STAFF RECOMMENDATIONS:
Accept the Report.

SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)

COUNCIL DISTRICT(S):	1-9
COMMUNITY AREA(S):	Citywide
ENVIRONMENTAL IMPACT:	N/A
CITY CLERK	

INSTRUCTIONS:	
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COUNCIL ACTION
EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO

DATE: 5/15/2015

ORIGINATING DEPARTMENT: Fire-Rescue Department

SUBJECT: Firefighter Retention and Attrition Update for FY15

COUNCIL DISTRICT(S): 1-9

CONTACT/PHONE NUMBER: Kenneth Barnes/619-533-4302 MS 604

DESCRIPTIVE SUMMARY OF ITEM:

This is a yearly "informational only" report to the PS&LN committee regarding retention and attrition.

STAFF RECOMMENDATION:

Accept the Report.

EXECUTIVE SUMMARY OF ITEM BACKGROUND:The San Diego Fire-Rescue Department is committed to hiring and retaining the best firefighters possible. To that end the department closely monitors staffing levels and recruitment and retention data to guide its hiring efforts. Key data points in this report include the following:

- Over the past ten years the department has experienced a firefighter classification annual attrition rate of 47.3 FTE.
- The predominant factor effecting attrition over this time period was retirements, averaging almost 35 per year.
- The second highest category of attrition resulted from resignations, averaging 8.5 per year.
- The 473 people that have resigned, retired, transferred or been discharged during the past 10 years make up over half of our sworn personnel.
- This leaves the department with the majority of the sworn firefighter workforce with less than 10 years of experience.

The table on the following page shows data for all of the attrition categories captured in our attrition reports. The data for FY15 is as of 4/7/2015 and will change before conclusion of the fiscal year. It is also worth noting that most discharges occur in the academy process, the increase in discharges in FY15 can be attributed to holding three academies this FY.

Since FY13 the department has run six academies including three in FY15. An additional three academies are funded in the Mayor's proposed FY16 budget. Each of these academies start with thirty (30) paid fire recruits and six (6) open enrollees sponsored by Miramar College. On average we graduate twenty-seven (27) as firefighters. If this average is met we can expect to place eighty-one (81) firefighters in Operations in both FY15 and FY16. The department anticipates to be at full staffing by the middle of FY17.

Recruitment

In order to insure a qualified, representative workforce the department has stepped up its recruiting efforts. These efforts include targeted outreach separately to military personnel and women's' collegiate athletic programs.

In just the last five months Fire-Rescue personnel have attended six different career fairs: the Tribute to Black History Career Fair, Air Force Career Fair, Career Pathways to Success, Annual College and Career Fair, Mesa College Career Fair, and the Camp Pendleton Career Fair.

Some concerns the department has on the go forward are:

- (1) Reduced ability to recruit the most qualified candidates.
- (2) Increasing loss of firefighters to other agencies.
- (3) Reduced experience level of firefighting force.
- (4) Low number of paramedics scoring in Category 1.
- (5) Increased training cost to replace departing firefighters.
- (6) Retirement benefit inconsistent with comparable jurisdictions.

CITY STRATEGIC PLAN GOAL(S)/OBJECTIVE(S):

Goal #2: Work in partnership with all of our communities to achieve safe and livable neighborhoods.

Objective #1. Protect lives, property, and the environment through timely and effective response in all communities.

FISCAL CONSIDERATIONS:N/A

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE):N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTION (describe any changes made to the item from what was presented at committee): On June 6, 2013 an informational only item was presented to Public Safety and Livable Neighborhoods regarding Firefighter Retention and Attrition.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:N/A

KEY STAKEHOLDERS AND PROJECTED IMPACTS:N/A

Mainar, Javier
Originating Department

Deputy Chief/Chief Operating Officer

Fire-Rescue Recruitment and Retention Report

June 10, 2015

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Fiscal Year	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Total	10 year Average
Retirements	33	22	49	101	7	22	46	14	26	27	347	34.7
Resignations	12	6	14	10	5	2	7	16	5	8	85	8.5
Discharged	3	4	6	2	1	0	0	6	6	9	37	3.7
Transferred	0	0	0	1	0	0	1	0	0	0	2	0.2
Deceased	0	0	1	0	0	0	0	0	0	1	2	0.2
Total	48	32	70	114	13	24	54	36	37	45	473	47.3



San Diego Fire-Rescue Department



Firefighter Attrition Data Fiscal Years 2006 through 2015



Firefighter Attrition by Category

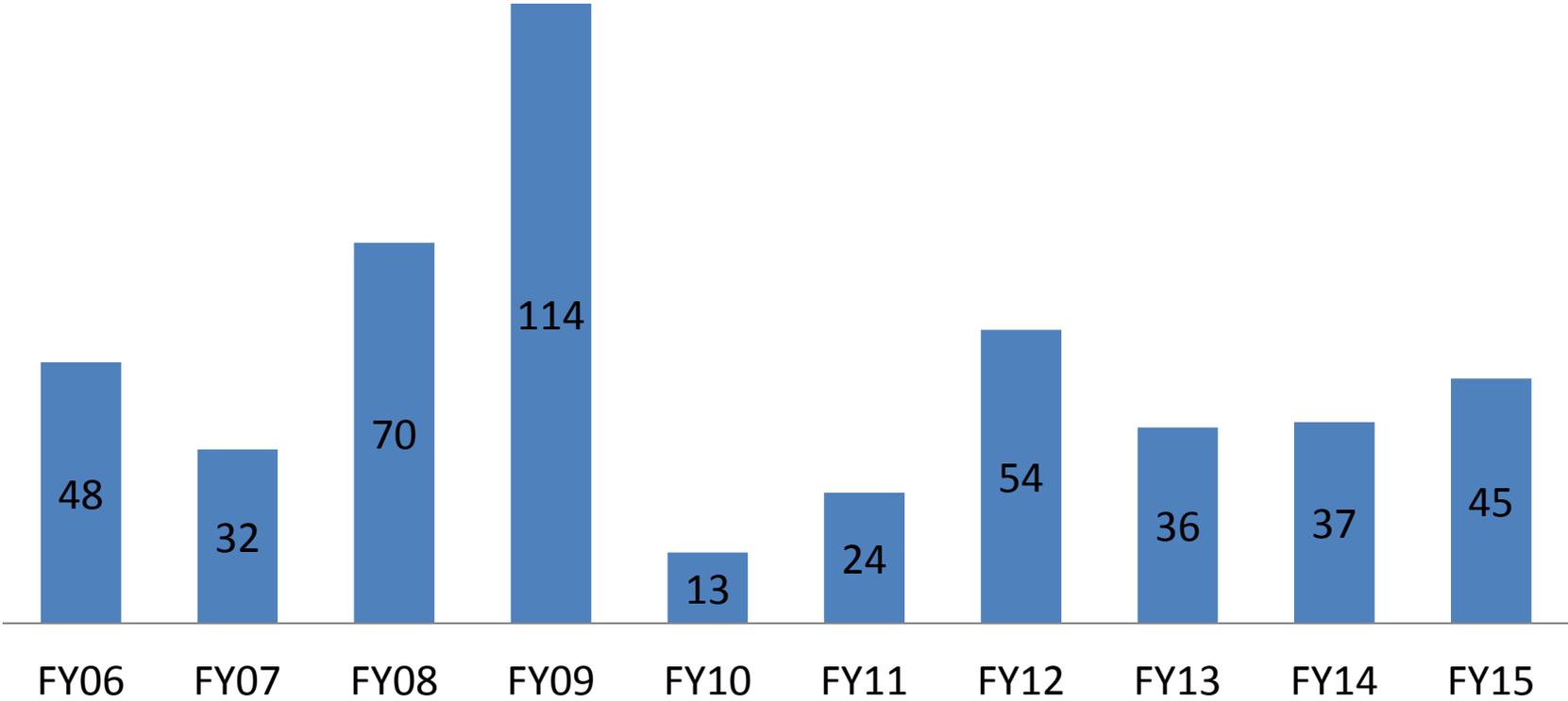
Fiscal Year	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	*FY15	Total	10 year Average
Retirements	33	22	49	101	7	22	46	14	26	27	347	34.7
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Transferred	0	0	0	1	0	0	1	0	0	0	2	0.2
Deceased	0	0	1	0	0	0	0	0	0	1	2	0.2
Total	48	32	70	114	13	24	54	36	37	45	473	47.3

*Updated as of 4/07/15



Firefighter Attrition By Fiscal Year

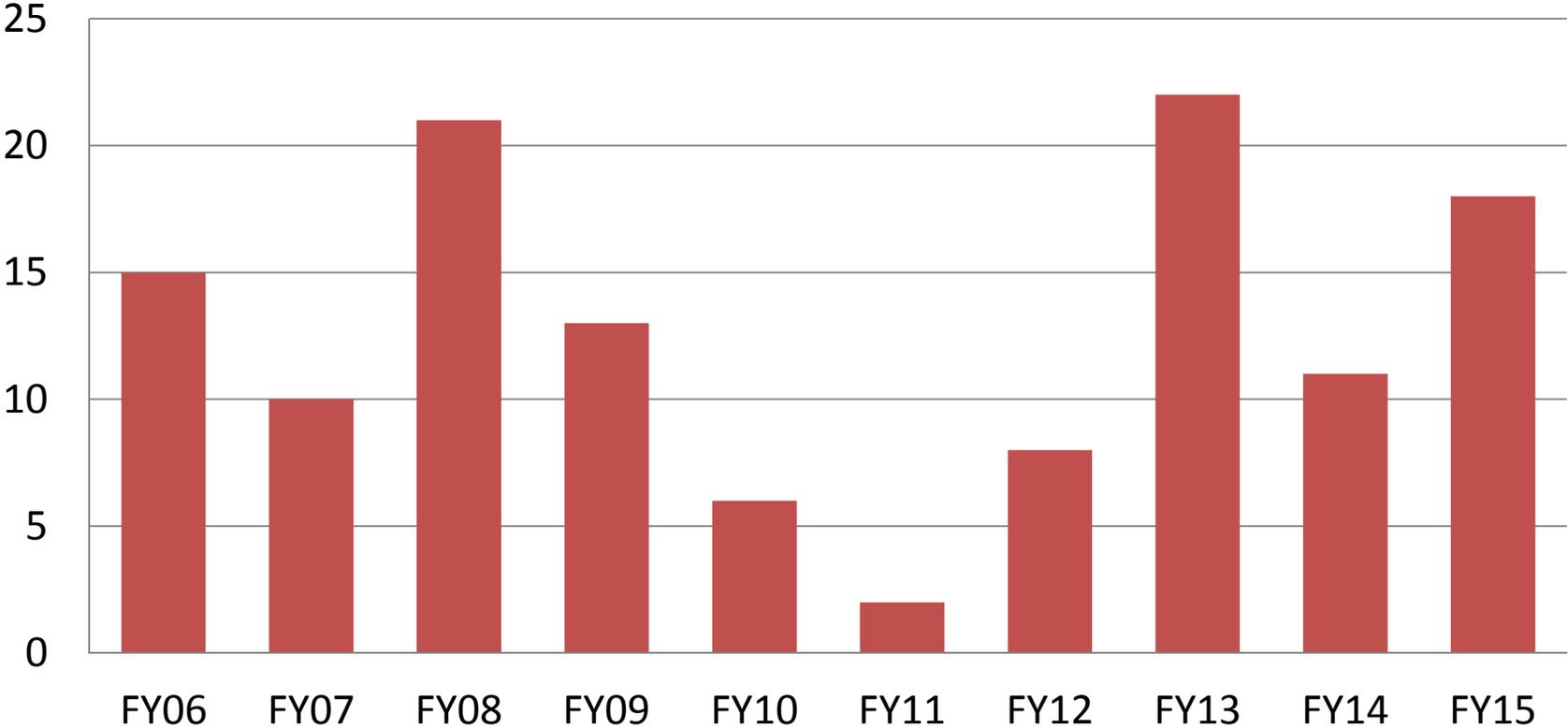
All Categories





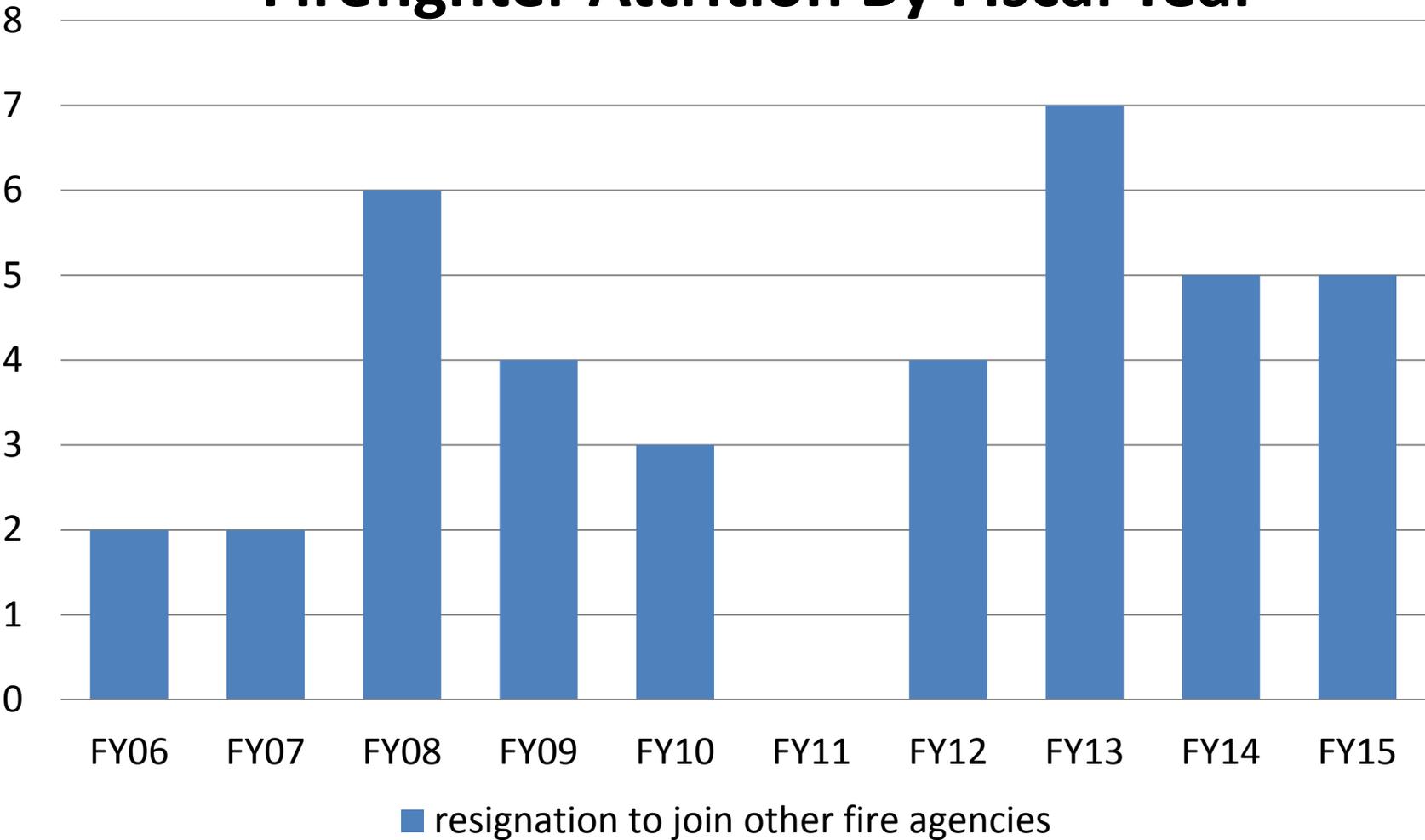
Firefighter Attrition By Fiscal Year

Excluding retirements





Firefighter Attrition By Fiscal Year





Firefighter Attrition Trend Summary

- **Department Attrition Rates from FY06-FY15:**
 - An average of **47.3** Firefighters leave per year.
 - An average of **34.7** Firefighters retire per year.
 - An average of **12.6** Firefighters leave for reasons other than retirement.
- **High Attrition in FY 09 can likely be attributed to:**
 - Retiree annual health care rate cap decreased from max. 10%
 - Interest rate for DROP annuity reduced from 7.75% to 5%.



Recruitment to Meet Required Staffing

- ❑ Since FY13 the Department has run 6 Academies including 3 in FY15

- ❑ In the Mayoral proposed FY16 budget the Department is funded to provide an additional 3 academies.

- ❑ By the middle of FY17 the Department should be at full staffing.



Recruitment effort this Calendar Year

- Tribute to Black History Career Fair (2/26/15)
- Air Force Career Fair (4/8/15)
- Career Pathways to Success (4/14/15)
- Annual College and Career Fair (4/15/15)
- Mesa College Career Fair (4/16/15)
- Camp Pendleton Career Fair (4/28/15)



Future Firefighter Attrition Concerns

- Reduced ability to recruit most qualified firefighter candidates
- Increased loss of experienced firefighters to other agencies
- Reduced experience level of firefighting forces
- Low number of paramedics scoring in Category 1
- Increased training costs to replace departing firefighters
- Retirement benefit inconsistent with comparable jurisdictions



Questions?