

DATE ISSUED: January 9, 2004

REPORT NO. 04-007

ATTENTION: Public Safety and Neighborhood Services Committee  
Agenda of January 14, 2004

SUBJECT: The Police Department's Hiring and Attrition

REFERENCE: N/A

### SUMMARY

THIS IS AN INFORMATION ITEM ONLY. NO ACTION IS REQUIRED ON THE PART OF THE COMMITTEE OR THE CITY COUNCIL.

### BACKGROUND

This report is in response to a request from Council Member Toni Atkins for an update on the Police Department's sworn attrition and hiring. This report includes an analysis of the Department's current strength by sworn classification, followed by ten years of historical hiring and attrition data. The numbers of service and medical retirements are identified, as well as the number of employees leaving for miscellaneous reasons. The number of officers leaving San Diego to work for other law enforcement agencies since July 2000 also is included.

The report also analyzes the Deferred Retirement Option Plan (DROP) participation by Department members for the next five years. This data includes the number of employees who left before the end of the five-year program, and the number of remaining employees who are required to retire under the DROP. Finally, included are hiring recommendations for projected staffing needs, which are based on available SANDAG data and officer to citizen ratios.

### DISCUSSION

#### **Current Staffing**

Since Fiscal Year 2000, the number of sworn hires has declined while the number of sworn departures has increased. As the following chart shows, the Department currently is budgeted for 2,104 sworn personnel and is staffed at 2,054 sworn personnel, indicating 50 vacancies.

Rank	Budget Pos.	Current Strength
Chief	1	1
Executive Assistant Chief	1	1
Assistant Chief	6	5
Captain	13	15
Lieutenant	51	51
Sergeant	307	304
Officer	1725	1675
Recruit	0	2
<b>Total Sworn</b>	<b>2104</b>	<b>2054</b>

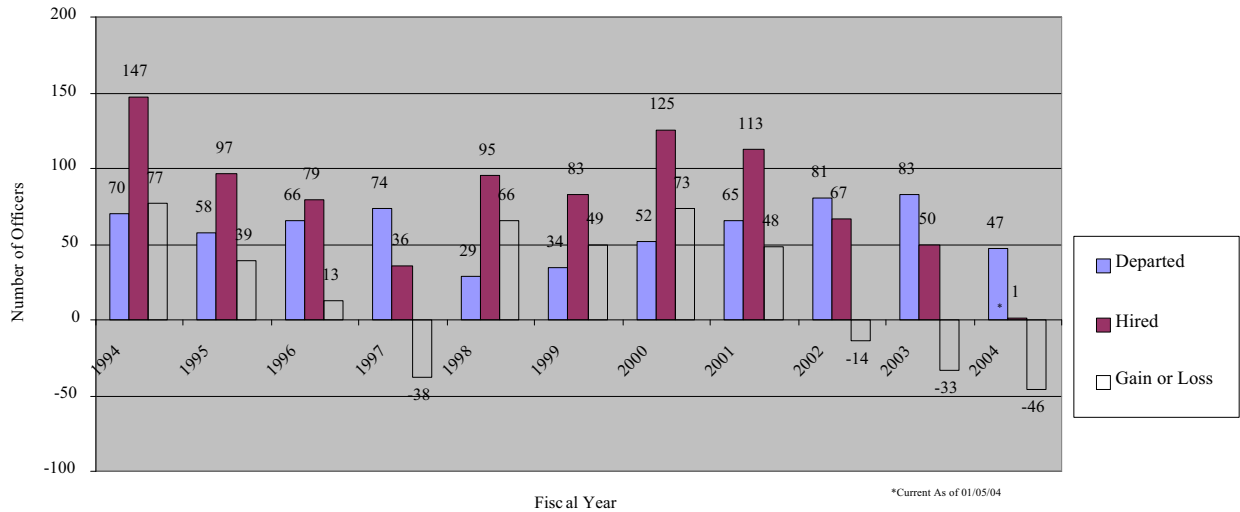
However, actual sworn staffing is much lower -- at 1,976 -- because 78 sworn personnel are unavailable because of military leave (15), Civil Service leave (8), and Medical Leave (55).

### **Hiring**

The number of sworn hires exceeded the number of sworn departures in six of the last ten fiscal years. More than 100 officers were hired in Fiscal Years 1994, 2000, and 2001. However, in Fiscal Years 1997, 2002, 2003, and to date in 2004, the number of sworn departures has far exceeded the number of sworn hires. With 46 departures, FY 2004 shows the highest number of sworn departures since 1997, with 37 departures. There have been no new San Diego Police Recruits in the Regional Academies since January 2003.

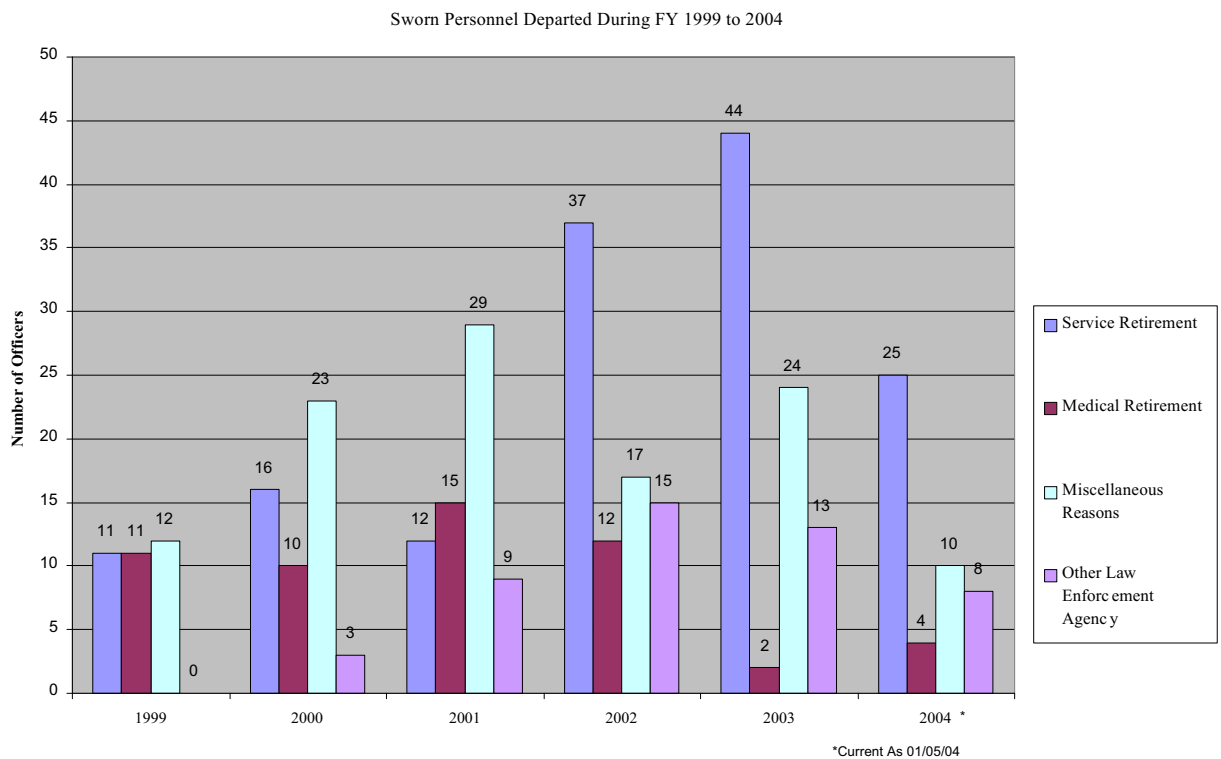
The following graph shows the number of sworn personnel hired, as well as the number of sworn personnel who have left the Department by fiscal year, from FY 1994 to present. The graph also shows the number of sworn personnel gained or lost per year.

Departed and Hired Sworn Employees and  
Associated Gain or Loss from FY 1994 to Present



## Attrition

Service retirements account for the greatest number of sworn departures. The following graph depicts reasons sworn personnel left. Beginning in Fiscal Year 2000, the graph shows the number of personnel who left to join other law enforcement agencies, with a high of 15 in FY 2000.

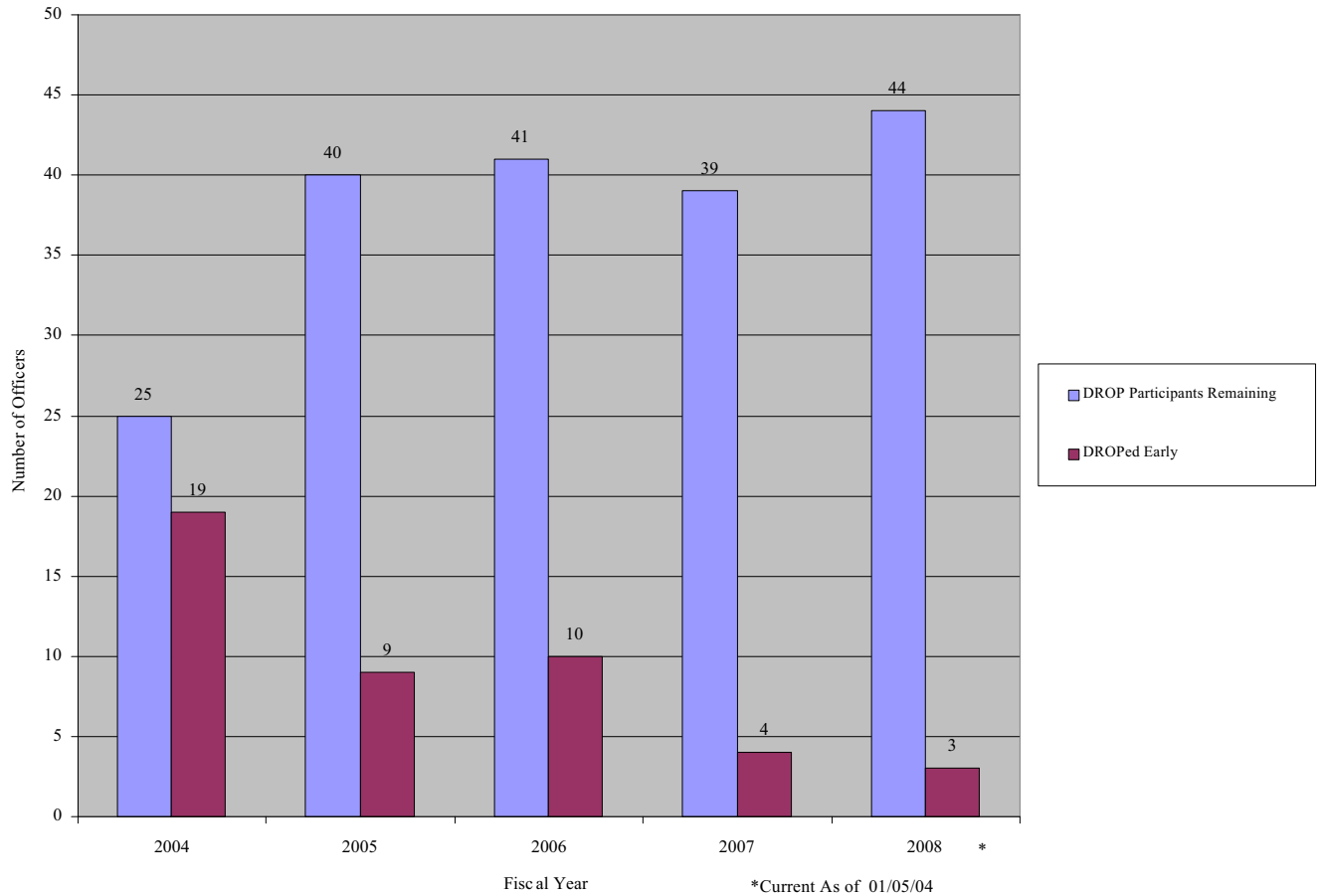


A total of 315 sworn employees left the Department in the past five fiscal years (1999 – 2003), for a yearly average of 63 sworn departures for all reasons. Of those departures, the yearly average was 24 service retirements, 10 medical retirements, and 29 departures for miscellaneous reasons, including leaving to join other law enforcement agencies that offered higher salaries, better benefits, such as take home cars, or quality of life incentives, such as shorter commutes or proximity to affordable housing.

### Deferred Retirement Option Plan (DROP)

The DROP program first affected the Department in FY 2002. While some officers choose to retire before their final DROP contract date, most continue to work until their contracts expire. The graph below highlights the number of DROP participants who left before their final year of eligibility, as well as those participants who are remaining and scheduled to DROP.

Deferred Retirement Option Program (DROP) Sworn Participants by Fiscal Year

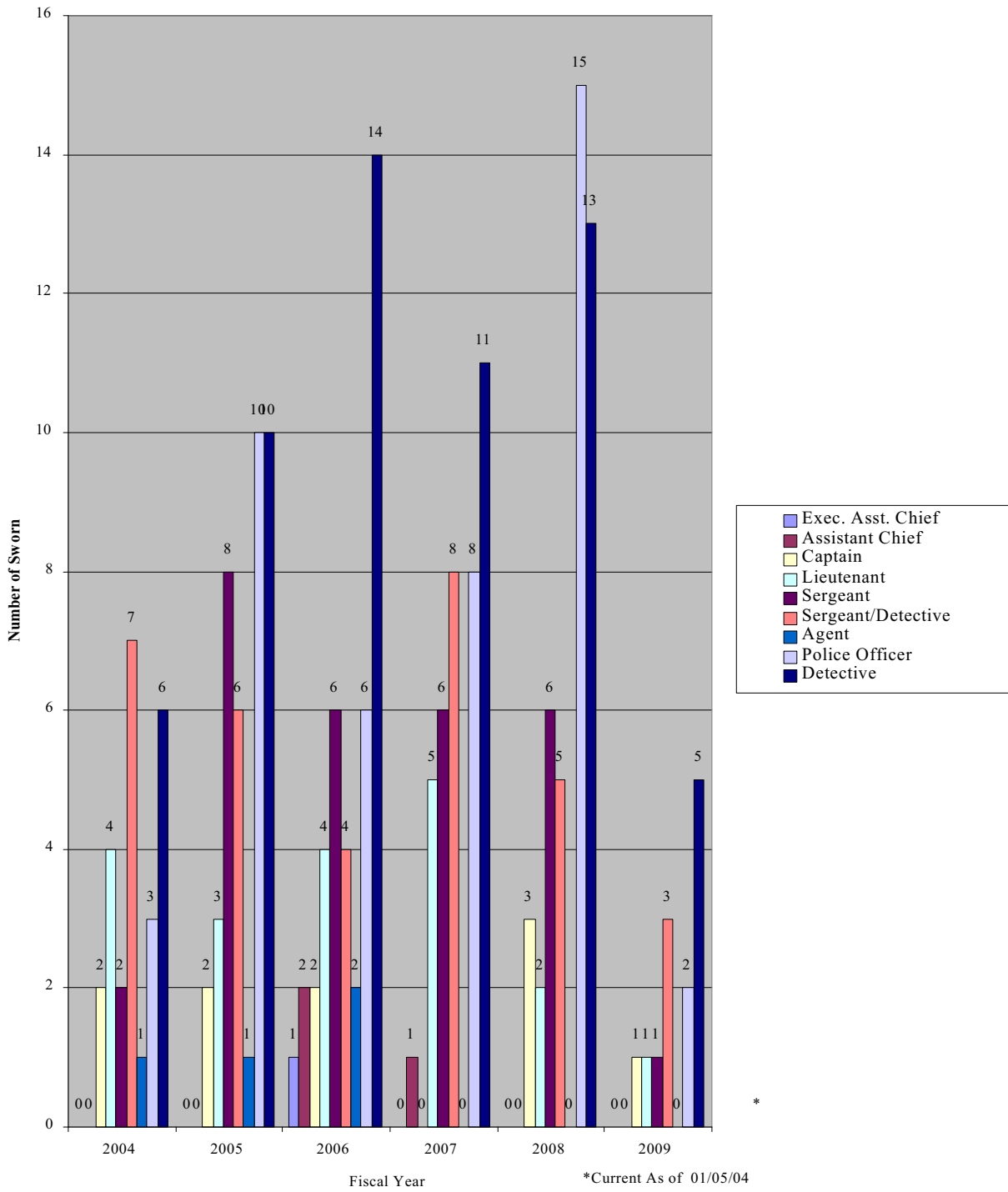


### Projected attrition

Based on an analysis of sworn employees scheduled to retire in the DROP for the next five years and attrition data from the past five years, the Department projects that it will lose an average of 86 sworn officers per year between 2004 and 2008. This projection includes a yearly average of 47 service retirements, 10 medical retirements and 29 resignations for all other reasons.

The following graph, showing sworn DROP participants through FY 2009 listed by rank, indicates that most departures attributed to DROP will occur in the police officer and detective classifications.

Sworn Officers in DROP by Rank

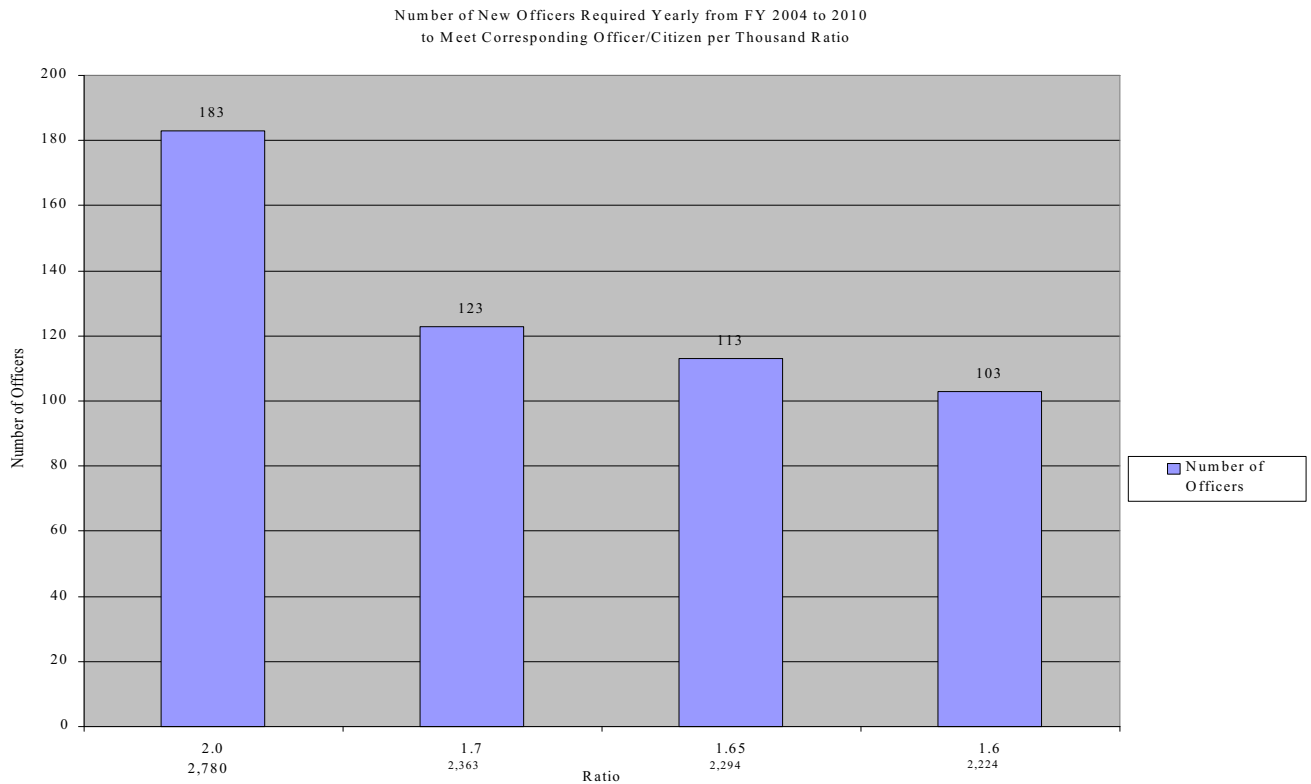


## Projected staffing needs

SANDAG has forecast that the City of San Diego's population will increase from 1.28 million to approximately 1.39 million by January 1, 2010. Using this data and multiplying it by the Department's current ratio of 1.65 officers per one thousand residents, the Department projects that 2,294 officers will be needed to maintain the service level provided at the current ratio. The difference between 2,294 and the current 2,104 budgeted sworn positions is 190. As discussed, projected attrition data shows an average loss of 86 sworn personnel per fiscal year. Assuming the same historical loss rate, the Department can expect to lose 602 sworn personnel over the next seven years (FY04-FY10).

Combining the 190 additional positions needed to maintain the current officer to resident ratio with a projected 602 sworn departures, the Department estimates that during this same seven year time period it must hire approximately 792 officers -- an average of 113 per year -- beginning in FY 2004 and continuing at that rate each year through FY 2010.

The following graph shows the estimated number of officers that must be hired each year through FY 2010 to achieve the corresponding officer per thousand ratios. The second number indicates the total number of officers required by end of FY 2010 to meet the indicated ratios.



Conclusion

Faced with a growing population and a corresponding demand for police services, attrition and the inability to replace or hire officers because of budget constraints continue to be major concerns for the Department. The Department is committed to supporting the Manager and City Council in implementing solutions to these problems, in the interest of protecting the safety of its officers and providing the highest level of service possible to the public.

Respectfully submitted,

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William M. Lansdowne  
Chief of Police  
Police Department

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Approved: P. Lamont Ewell  
Assistant City Manager

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