



Police Recruitment and Retention Plan





PART 1:

The Problem



City Council District 6

A portion of the district is served by the Northeastern Division, covering the following neighborhoods: Carmel Mountain, Miramar, Miramar Ranch North, Mira Mesa, Sorrento Valley, Rancho Bernardo, Rancho Encantada, Rancho Penasquitos, Sabre Springs, and Scripps Ranch.

The territory encompasses an area of 103.8 square miles with 234,394 residents and currently has 62 patrol officers assigned to it. At first glance this would seem sufficient, especially if all the officers were all patrolling at the same time. But that is not the case.

- Current recommended staffing levels:
 - 1st Watch: 9 officers
 - 2nd Watch: 11 officers
 - 3rd Watch: 7 officers



Seven Officers covering 104 Square miles with 234,394 people!

This results in:

- **Officer safety and backup issues** - Our officers are being asked to put themselves in unacceptably dangerous situations with backup/cover too far away, too often.
- **Longer response times and low levels of proactive policing** - Our citizens are less safe with fewer officers on patrol.



Fiscal Issues to consider

It costs **\$190,000** to fully train each officer. 255 SDPD Officers hired over the last ten years have left (nearly 30% of the total hires). That amounts to a loss of **\$48,450,000** in taxpayer dollars.

296 officers are retirement eligible today, meaning they could walk off the force, leaving us without valuable experience. This could potentially cost taxpayers **\$56,240,000** in recruitment and training expenses to replace these officers – with a continued risk that younger officers leave for greener pastures after training.

This is fiscal madness! We pay millions of dollars to train and equip police recruits who leave for other agencies. So, how do we fix it?



Delaying is not a smart option.

The City of San Diego currently has 160 full duty sworn vacancies, and we are losing another 10-14 officers with each month that passes.

There is a market for these well-trained officers, and we are not competitive. (County Sheriffs, Chula Vista PD, National City PD and other jurisdictions are offering more money and/or signing bonuses.)

The sooner we move to address this crisis, the sooner it will be resolved and the less it will cost to fix. We don't need to wait for the salary study to know identify the problem.

We know what needs to be done and it's about time someone said it...



PART 2:

The Solution



Pay our police officers a competitive wage.

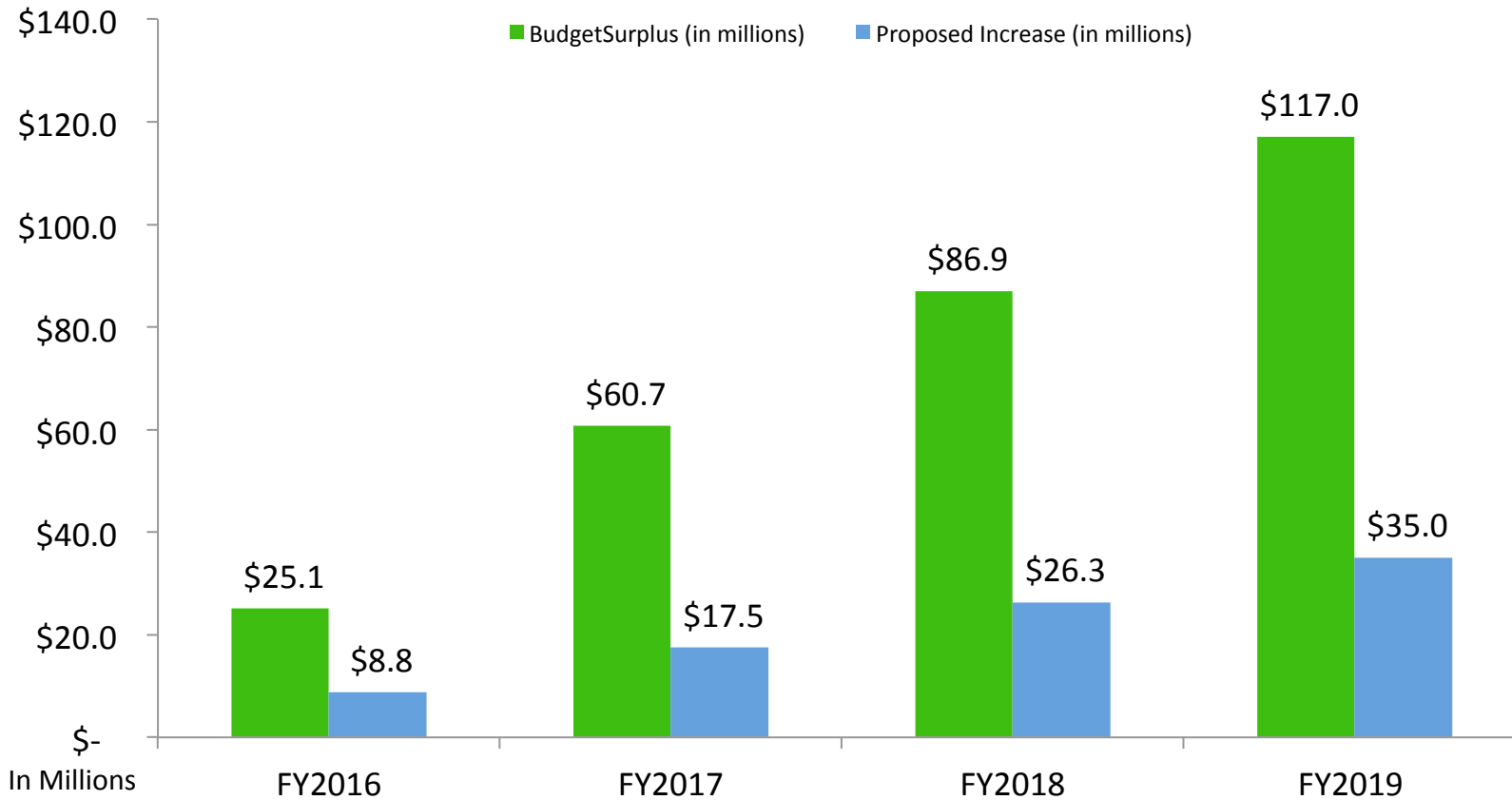
We can do it without raising taxes, or sacrificing other services.

Mayor Faulconer's budget this year projected significant general fund budget surpluses in the next four years.

If we commit just one-third of that surplus to police officer salary increases, we could increase officer pay by 5% per year for each of the next four years.



20% increase over 4 years drawn from projected budget surplus*



* As outlined in San Diego City Budget FY2015



This increase should be pensionable.

When recruits make employment decisions, they certainly take into account total compensation, but salary is what rules the day. They are, after all, caring for families of their own.

In terms of retention, pensionable pay increases will also incentivize our experienced officers to defer their retirement a few more years.

We need to send a message that the City is serious about keeping all of our officers where they belong—in the City of San Diego.



My Plan Conforms with Proposition B (Pension Reform Initiative)

Prop B explicitly allows for pay increases when six members of the City Council deem there to be just cause. ***If this public safety crisis is not just cause, I don't know what is.*** I would ask the Mayor and the City Council to join me in supporting this effort.

This Plan Does Not Impact Other Bargaining Units

All represented City employees have already agreed to forego any pensionable pay increases during the next four years, and I support those agreements for all bargaining units with this exception for the POA.

The City must start prioritizing its spending and address this crisis immediately.



Police Officers are different.

The sworn officer recruitment and retention crisis is **a threat to our City's public safety and our officers' safety** and the obvious solution must be implemented immediately: a competitive, pensionable salary increase for sworn officers, implemented over the next four years, to strengthen retention, enhance recruitment, and provide stability to the department and our safety.

Officers risk making the ultimate sacrifice. There were 69 officer deaths nationwide this year and over the years, San Diego has lost 32 officers in the line of duty. Officers are also at high risk for assault. In 2012, there were 52,901 assaults nationwide.

They protect and serve us everyday and it is up to us to do the same for them.