



THE CITY OF SAN DIEGO

MEMORANDUM

DATE: May 18, 2017

TO: Honorable Councilmember Barbara Bry, Budget Review Committee Chair,
Honorable Councilmember David Alvarez, and Honorable Budget Review
Committee Members

FROM: Tracy McCraner, Financial Management Director *Tracy McCraner*

SUBJECT: District 8 Fiscal Year 2018 Budget Review Committee Referral Responses for
Police Department

This memorandum provides responses and/or follow-up information to the attached memorandum sent by Council District 8 in reference to the FY2018 Budget Review Committee meeting on May 3, 2017 for the Police Department.

POLICE OFFICER RECRUITMENT

QUESTION 1:

As of this week (first week of May), how many total recruits have entered the department in FY 17, FY 16, FY 15, and FY 14? What explains the differences among the fiscal years?

RESPONSE:

Below is a table with this data. Note that as of the first week of May 2017, only three of four academies have started.

Recruits added to Department by Fiscal Year	
2014	152
2015	167
2016	149
2017	108
TOTAL	576

The variance between the number of recruits hired each year occur for a variety of reasons. However, the most common reason for the differences in the total number of recruits hired is the total number of viable applicants that were able to pass the background process and satisfy the POST Job Dimensions. Some years this is more and some years this is less. FY2015 was a peak year for people applying to the department. In FY2016 and continuing into FY2017, we have seen a reduction in the number of viable applicants testing.

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QUESTION 2:

Please provide an update on the status of implementation of the following recommendations from the 2008 RAND report on SDPD recruitment. Please explain if they have been implemented, and if not why not.

RESPONSE:

The following list of questions with responses refers to the "Strategies for Improving Officer Recruitment in the San Diego Police Department" produced by the RAND Corporation mentioned above.

- Produce marketing materials that highlight the benefits of law enforcement careers and SDPD in particular?

The Recruiting Unit has marketing materials both in printed and digital form to recruit new police officers. These materials are ever changing to meet the demands of a changing and diverse applicant pool.

- Modernize the SDPD recruiting website?

The SDPD website was updated after the recommendation from PERF in the Critical Response Technical Assessment Review. The website was updated to include minimal requirements and automatic disqualifiers for the position of police officer recruit. A link to the application process was included and testing times and study materials were added. Practice sessions for the Physical Abilities Test and an instructional video were added to the website. Additionally, the Recruiting Unit hosts its own Facebook page.

- Focus recruiting efforts close to San Diego and carefully selected sites nationally?

The Recruiting Unit spends the majority of its time in San Diego. In FY 2017 through April, the Recruiting Unit has attended 199 recruiting events. The Recruiting Unit spends time recruiting at community events and they recruit throughout all the colleges, universities, and military bases in San Diego. The written test has been administered at the various community colleges to include Southwestern and Grossmont, with future tests at Mira Costa, Palomar, Cuyamaca, and Mesa College. Additionally, the written test has been brought to community locations. The Jacob's Center has hosted written examinations and we are in the process of scheduling a written examination at the Joan Kroc Center. We hold monthly recruiting events at the Malcolm-X library and advertise for these events and tests in local papers such as, The Monitor and Voice and View Point.

The department has advertised local events and hiring through local clear channel radio stations, television commercials during SDSU sporting events, and social media platforms. The department spent time advertising in local movie theaters (AMC Theaters & Edward Cinema) and movie theaters at military bases. We encourage community members to go on ride-a-longs to gain awareness of the policing profession and elicit a desire to serve our community. The Recruiting Unit works collaboratively with community stakeholders who comprise the Community Recruiting Advisory Board. The Recruiting Unit meets with the board quarterly to develop recruiting strategies and create new ideas for recruiting members of our community into sworn positions for the department.

Outside of San Diego, the Recruiting Unit focuses its attention on national sites that have pools of applicants looking for employment. These sites are continually researched and evaluated for recruitment. Specifically, the unit focuses on colleges, universities, and military bases in areas with a high concentration of qualified people looking for employment. This is done to supplement the recruiting efforts in our local community, which is our primary recruiting area.

- Use SDPD's internal civilian workforce as a pool of candidates for sworn officers?
The department has hired recruits from a variety of civilian departments throughout the Department and City, such as the Water Department. The Recruiting Unit recruits from civilian positions such as Special Event Traffic Controllers, Parking Enforcement Officers, and Police Investigative Service Officers. These civilian positions have a direct nexus to sworn law enforcement functions and there is a high likelihood of success in the academy and field training. Dispatchers from our Communications Division have gone on to become sworn officers. Additionally, we are able to hire younger applicants into these positions to gain experience before being able to apply for sworn law enforcement positions.
- Offer cash incentives for SDPD officers referring new applicants and recruits?
The department currently offers two discretionary days off for each recruit that successfully completes the academy for any department member.
- Provide an online sample test?
The Recruiting Unit provides an online Study Guide and Sample Tests for the written examination.
- Allow other standardized tests to substitute for SDPD's written test?
The department allows Academy training and completion certificates to substitute for the written test examination. We regularly recruit from the local community college police academies for students who have satisfied their academy requirements.
- Conduct a pilot study to find an optimal pass point for the written test?
City Testing has evaluated the test to find the optimal pass point. This is done routinely to ensure the test is fair and accomplishes its goal to adequately set a minimum standard to maintain a viable applicant pool.
- Analyze the written test for problematic questions?
The written examination is examined by City Testing and the Background and Recruiting Unit to ensure the test is relevant to the position of police officer recruit.
- Offer cash incentives for existing officers referring new applicants and recruits?
The department currently offers two discretionary days off for each recruit that successfully completes the academy for any department member.
- Petition POST to create a written examination process that meets San Diego's police testing needs?
The Police Department test is administered by City Testing and meets the POST requirements for certification.

- Establish a stable recruiting budget?

The Recruiting Unit has a budget of \$50,000 that allows the Police Department to continue recruiting locally and nationally. The recruiting budget allows the Recruiting Unit to advertise police officer recruit positions through a variety of mediums to include, print, digital, radio, television, and social media. The Recruiting Unit has bought equipment, supplies, and branded merchandise for their direct outreach in the community when attending recruiting events, career fairs, or community events. The budget also allows recruiters and test administrators to travel to recruit and administer the written examination outside of San Diego county.

- Turn written-test sessions into marketing events?

Our recruiters are present with test administrators prior and during test sessions to encourage and highlight applicants to become recruits.

- Applicants who drop themselves from the recruiting process should be redirected to recruiters?

The Recruiting Unit and Backgrounds Unit work collaboratively. Any applicant who waives themselves from the process are contacted by a recruiter for follow up in an attempt to retain them.

- Establish a formal incentive system for recruiters?

The Recruiting Unit is a highly sought out and desirable position in the department. Being accepted into the unit is a career incentive in itself. Recruiters work tirelessly and take pride in the work they do in bringing the very best to our Police Department.

- Develop a succession plan for subsequent recruitment teams?

The Recruiting Unit transfers new recruiters in on a staggered basis to make sure unit knowledge is retained and passed onto new members. We view every Police Officer as a recruiter. Detectives and Officers, who are not assigned to the Recruiting Unit, attend many recruiting events. The process is a constant flow of succession.

POLICE OFFICER RETENTION

QUESTION 3:

Why do so many officers continue to leave the department? Does SDPD know why? What steps have been taken to find out?

RESPONSE:

When recruits resign from the academy or phase training, the Backgrounds and Recruiting Unit discusses the reasons for resigning. This is different from officers who leave the department after they have completed their phase training. There are many reasons why recruits leave the Department. We discuss the reasons as to why they have left. These are the common reasons and often more than one reason are given for leaving:

- 1) Pay and Benefits
- 2) Family pressure to resign from law enforcement
- 3) Fear for personal safety
- 4) Media scrutiny of actions
- 5) Law enforcement career is personally not for them

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QUESTION 4:

Previously, Chief Zimmerman has suggested that an anti-law enforcement bias in the media or the community is the reason for our recruitment and retention problems. Please provide any evidence that supports this suggestion.

RESPONSE:

There has been a sharp decline in applicants taking the written test since FY2015. In FY2014, an average of 383 applicants took the written test each month. In FY2015, an average of 387 applicants took the written test each month. In FY2016, that number drastically dropped to an average of 287 applicants taking the written test each month. For FY2017, an average of 247 applicants have taken the written test each month for a 36.2% reduction from FY2015 to FY2017. The Recruiting Unit interacts with thousands of potential applicants each year. Starting in FY2016, a common occurrence was potential applicants stating they did not want to go into a law enforcement career because of what they were seeing through the news media. Taking a look back at national events and looking at the subsequent numbers of applicants taking the written test revealed a startling trend.

The event in Ferguson happened in August 2014 at the beginning of FY2015. Later, in April 2015 the events in Baltimore took place. After these high profile events, the term "Ferguson Effect" was coined by Heather Mac Donald in a Washington Post article. The concept of de-policing as inferred by the term "Ferguson Effect" was later spoken about by the Director of the FBI, Attorney General of the United States, and President Obama. Police Chiefs across the nation were asked to comment about this particular phenomenon. The national media coverage of police continued as protests erupted nationally and officer ambush deaths were highlighted in the media. In the summer of 2016, we lost Officer Jonathan "JD" Deguzman, Dallas PD lost 5 officers, and Baton Rouge lost 3 officers to ambushes. A new report from the FBI titled, "Assailant Study — Mindsets and Behaviors" analyzed fifty incidents that led to police officer deaths in 2016 and found that negative media attention on policing was a contributing factor in the murders.

Looking at the numbers of applicants applying throughout FY2016, we can see the number of applicants taking the written test each month start to decline. This continued into FY2017 and from interacting with our potential applicants we heard that the law enforcement profession was being portrayed negatively in the media and there was no incentive to go into the profession with that happening. In the 2nd Quarter of FY2017, we had 10 applicants or recruits resign from our process, the academy, or phase training specifically cite the news media scrutiny and highlighting of officer deaths as their reason for leaving. Two of those specifically cited the news media coverage of the officer involved shooting in El Cajon in September 2016 as their reason for leaving law enforcement.

These recruitment challenges were highlighted in an article in the Economist from January 5, 2017. They identified that with a stronger economy there would be recruitment issues for careers with potential dangers as people are less motivated to accept risk when there are other opportunities available. The Economist went on to cite the perception of an increased danger for policing and the image of policing in the media as new challenges to recruitment for law enforcement agencies. This is not just associated with the community at large, as recent trends have shown that law enforcement officers themselves are less likely to recommend the job of policing to others. In 2015, Calibre Press, a public safety training company, commissioned a survey titled, "Law Enforcement and Legacy" to ask current law

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enforcement officers if they would recommend the profession. The results revealed that 80% of the more than 3,000 surveyed would not recommend the profession with the perceived lack of respect from the community being the highest cited reason. This above is just a sampling of information available that is available on this subject.

QUESTION 5:

If anti-law enforcement bias in the media or the community were the reason for recruitment or retention problems, then presumably all law enforcement agencies are experiencing similar barriers to recruitment and retention, and SDPD's attrition rate for sworn officers and numbers of sworn recruits should be similar to other large agencies. Is this true?

RESPONSE:

The Recruiting Unit has been in contact with other agencies throughout the nation who are reporting significant declines in their applicants due to the national media conversation regarding policing. There has been no statistical analysis of this by other agencies to our knowledge. However, in an article in the Washington Post from September 29, 2016, the Washington D.C. Metropolitan Police Department states they are having similar challenges recruiting new officers. They cite various reasons such as "perceived dangers of the job, the prying eyes of roaming citizen-videographers, a younger generation less enamored with public service, and the sour 'Ferguson effect' aftertaste of civilian shootings in Missouri and elsewhere" to their recruitment efforts. This is in addition to their department offering significantly less pay and benefits than surrounding agencies. In contrast is the Seattle Police Department. An article from mynorthwest.com from June 30, 2016, states Seattle should have no problem hiring new officers as they offer more pay and benefits than their surrounding counterparts. This highlights that compensation does combat the national recruiting problems being experienced by many agencies. We are not aware of a specific study, but we have reached out to other cities. For example, Phoenix Police Department, which is a similar size city and has many more Officers than San Diego, has an attrition rate of 18 per month.

QUESTION 6:

For Fiscal Years 2014, 2015, 2016, and 2017, how many of the officers that left SDPD for each year had: 0-5 years of service; 5-10 years of service; 10-15 years of service; 15-20 years of service; over 20 years of service?

RESPONSE:

The table below contains the data requested for length of service and attrition.

SWORN OFFICER ATTRITION BY YEARS OF SERVICE						
Fiscal Year/Years of Service	0 - 5	5 - 10	10 - 15	15 - 20	20 +	Fiscal Year Total
2014	48	15	3	7	89	162
2015	59	17	7	9	61	153
2016	58	10	10	5	64	147
2017	58	11	4	9	59	141
GRAND TOTAL	223	53	24	30	273	603

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QUESTION 7:

Because the cost of housing in San Diego could be a major reason why we have trouble recruiting and retaining officers, it would be worth examining the attrition data to see if officers who live outside of the City or County of San Diego are more likely to leave. For Fiscal Years 2014, 2015, 2016, and 2017 please provide a comparison of how many officers who left SDPD and how many of those who remained resided primarily: inside the City of San Diego; inside the county of San Diego, but outside the City of San Diego; outside the County of San Diego?

RESPONSE:

The department does not have the historical information required for this comparison. The following data relates solely to sworn personnel that left employment.

SWORN OFFICER ATTRITION - RESIDENCE ADDRESS OF RECORD				
Fiscal Year	City of San Diego	County of San Diego	Outside of County and City	Fiscal Year Total
2014	56	86	20	162
2015	50	72	31	153
2016	37	80	30	147
2017	37	78	26	141
GRAND TOTAL	180	316	107	603

QUESTION 8:

How did SDPD spend the \$4 million recruitment and retention amount from the FYI 7 adopted budget?

RESPONSE:

To date, \$3,926,082 has been paid out to officers for uniform allowances based on the Side Letter Agreement, Article 26, section B.2.b.5, 6, and 7.

Additionally, \$50,000 of the \$4,000,000 was allocated for the relocation costs of recruits attending the academy from out of county. A flat rate of \$2,500 was distributed to qualifying recruits in the 110th, 111th, and 112th Academies. To date, five employees from the 110th have received the \$2,500 in relocation expenses for a total of \$12,500. Seven employees from the 111th will receive the \$2,500 in relocation expense in their next paycheck. The department estimates five employees from the 112th will receive the \$2,500 in relocation expense that will be paid in June. This brings the estimated FY 2017 total to \$42,500.

QUESTION 9:

Has SDPD examined the attrition data for cohort effects? For example, perhaps officers who graduated from an academy class with high attrition are more likely to leave than officers who graduate from an academy class with lower attrition.

RESPONSE:

Please see the response from question number 3.

QUESTION 10:

Last year, the final budget motion approved by the Council, included a request to encourage the police department to move forward with a third party contractor to conduct exit interviews of police department employees and measure their morale on an ongoing basis. Did the Department ever move forward on this? If not, why not?

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RESPONSE:

The answer is YES, we do conduct exit interviews. There are currently two processes. The first is for recruits and probationary officers in training. This process is handled by the Field training and Backgrounds Units. It is in depth as to their reason for leaving. It includes questions about pay/benefits, training, personal issues, personnel issues and overall adjustment to law enforcement to name a few.

The second involves more tenured officers. It covers their specific reasons for leaving and several questions about anything we can be doing better to retain our officers. This interview is currently being handled via questionnaire by our HR staff, however, we have decided to have our commanding officers conduct a formal, in person interview moving forward. By the time an officer leaves this department, they have had dozens of opportunities to discuss their departure with supervisors and administrators. We have generally had a very clear idea of why they are departing even without the formal process.

Additionally, in March 2017, Performance & Analytics conducted the City's first comprehensive employee satisfaction survey, which asked employees throughout the City (including Police) what we were doing well and where we could improve as an employer. The survey was voluntary and anonymous and administered over an approximately 4 week period in paper, online, and in English and Spanish. We had great support from our recognized employee organizations throughout the process.

We engaged with a 3rd party contractor to administer the survey and are happy to report that approximately 40% of the total city workforce participated! It is our intention to conduct this type of survey every other year with this year being the inaugural year that provides the baseline for measuring moral and other factors on an ongoing basis, factors that can impact retention and overall engagement.

We are going to be able to breakout the results by individuals who identified themselves as Police Department employees and would be happy to brief your office on the survey itself once our contractor has completed compiling the results.

KEY PERFORMANCE INDICATORS (KPI)

QUESTION 11:

Last year, the final budget motion by the council included a request to add the following 10 performance measures. Will the department include them as key performance measures in the FY18 Budget? If not, why not?

- Comparison of Actual Sworn staffing with the Sworn Staffing goals in the SDPD five year plan?

Status: Information is regularly provided, but not as a KPI. Though not a key performance indicator in the Department's budget narrative, this information is already being reported as part of its Five-Year (FY2017 – FY2021) Plan which is presented at the PSLN Committee on a quarterly basis (last update was 4/5/17).

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- Budgeted and Actual Sworn officers in San Diego per 1,000 population and how this compares to other large cities?
Status: Information can be provided, but is not a KPI, PD can compile an informational report to respond to this inquiry, however per capita officer staffing does not measure outcomes or productivity the way a KPI such as per capita crime rate does; it is simply an informational statistic.
- Percentage of 911 calls answered within 10 seconds?
Status: Implemented. Already a KPI that is featured in the Fiscal Year 2018 Proposed Budget.
- The number of 911 calls abandoned after waiting longer than 10 seconds?
Status: PD is unable to measure this request and it is not a KPI. The total number of abandoned 911 calls can be provided, but Emergency Call Tracking System (ECaTS) does not have the ability to report how many 911 calls were abandoned after waiting longer than 10 seconds. Once the call is abandoned it is captured as an abandoned call. A more appropriate industry standard is total percentage of abandoned 911 calls. In calendar year 2016, the police department had 47,431 abandoned 911s.

FISCAL YEAR 2016 - 911 ABANDONED CALL DATA					
Fiscal Year	911 Calls Taken	Abandoned 911 Calls	Unparsed 911	Total 911 Calls	% Abandoned 911 Calls
2016	554,165	47,431	0	601,596	7.88%
GRAND TOTAL	554,165	47,431	0	601,596	7.88%

- Number of 911 calls with wait times: less than 10 seconds, between 10 seconds and 1 minute, between 1 minute and 2 minutes, between 2 minutes and 5 minutes, between 5 minutes and 10 minutes, and surpassing 10 minutes?
Status: Information is regularly provided as a subset of an existing KPI #3. Though this is not a key performance indicator in the Department's budget narrative, this information is already being reported on as part of the monthly SDPD Communications Division 911 report, which began in April 2016. The Emergency Call Tracking System (ECaTS) system only provides data in the listed categories below:
 - 0 - 10 seconds
 - 11-15 seconds
 - 16 - 20 seconds
 - 21 - 40 seconds
 - 41 - 60 seconds
 - 61 - 120 seconds
 - 120 seconds or more
- Average non-emergency call wait time?
Status: PD could work with Performance & Analytics to add a KPI related to this request to the Adopted Fiscal Year 2019 Budget.
- The number of non-emergency calls with wait times: 1 minute or less, between 1 minute and 5 minutes, between 5 minutes and 10 minutes, between 10 minutes and 30 minutes, and surpassing 30 minutes?

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Status: PD could add information to the existing routine 911 reports as a subset of the new KPI to be developed in #6. However, the ECATS system does not collect data in the wait times requested. The closest measure ECATS has to the requested measure is the total number of calls answered in under 2 minutes and over 2 minutes.

- The number of abandoned non-emergency calls, and the number of abandoned non-emergency calls that received a return call?

Status: PD will work with Performance & Analytics about the KPI related request for FY 18. The total number of abandoned non-emergency calls can be provided and will be represented as a percentage of total non-emergency calls. However, please note that abandoned non-emergency calls do not receive a call-back.

- The number of sworn officer hours dedicated to dispatch, and the cost, including overtime pay?

Status: This information can be provided, but not as a KPI. This information is not a KPI of Communications performance measures. It would be more appropriate as an informational report or as a request to modify how PD presents its budget information.

- Percentage of police dispatcher background checks completed within three months?

Status: Informational updates on dispatch recruitment and retention issues are provided to the Public Safety and Livable Neighborhoods (PS&LN) committee on a biannual basis. The total number of completed background checks can be provided however, it is not a KPI.

SEXUAL ASSAULT EVIDENCE KITS

QUESTION 12:

Please provide the following information regarding sexual assault evidence kits for FY16 and FY17: total number of all sexual assault evidence kits booked into evidence by SDPD; total number of sexual assault evidence kits sent to the crime lab for analysis.

RESPONSE:

As FY 2016 and 2017 cover calendar year 2015 cases as well, all three years are provided. Kits from 2017 are still in the process of investigation and analysis, skewing those numbers in the short term. The below table covers the data requested.

SEXUAL ASSAULT EVIDENCE KITS - FISCAL YEARS 2015 - 2017				
Fiscal Year	2015	2016	2017	GRAND TOTAL
Suspect Kits	51	35	13	99
Victim Kits	314	329	88	731
Total Victim Kits - Tested	189	148	45	382
Total Victim Kits - NOT Tested	125	181	43	349
Testing Percentage	60%	45%	51%	52%
Total Kits Impounded	365	364	101	830

Note: Kits awaiting analysis in the laboratory are counted in the "tested" totals, and are not counted in the "not tested" totals.

QUESTION 13:

For those kits not sent to the crime lab for analysis: a percentage breakdown of the documented reasons why they were not sent, including but not limited to the following

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categories: "Non-Investigative Report"; "Crime occurred in another jurisdiction"; "Recant",
"Unfounded"; "VDP w/Suspect ID"; "Other".

RESPONSE:

Please refer to the following two tables.

SEXUAL ASSAULT EVIDENCE KITS - FISCAL YEARS 2015 - 2017 REASONS VICTIM KITS WERE NOT TESTED			
Codes	2015	2016	2017
Active/Warrant	1.60%	4.42%	N/A
Adult/Juvenile Arrest	12.00%	9.94%	2.33%
Allegation Cannot be Substantiated	5.60%	6.08%	2.33%
Inactivated, Non-Participation by Victim	23.20%	39.23%	32.56%
Other Evidence Tested	0%	0%	6.97%
Rejected by Prosecutor	0%	0%	0%
VDP w/o Suspect ID	0%	0%	0%
NIR	13.60%	12.71%	23.26%
Out of Jurisdiction	4.00%	6.07%	2.33%
Recant	1.60%	0%	0%
Suspect ID - VDP	33.60%	11.60%	18.60%
Unfounded	4.80%	6.08%	6.97%
Beyond the Statute of Limitations	0%	0%	0%
Out of Country	0%	3.87%	4.65%
Labs Submitted, Awaiting Results	0%	0%	0%
Convicted, Serving Sentence	0%	0%	0%
Exceptional (Deceased)	0%	0%	0%
Specialized Unit Investigation	0%	0%	0%
TOTAL	100%	100%	100%

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SEXUAL ASSAULT EVIDENCE KITS - CODES AND DEFINITIONS	
Codes	Definitions
Active/Warrant	A felony or misdemeanor warrant has been issued for the identified suspect.
Adult/Juvenile Arrest	An identified adult or juvenile suspect has been arrested in the investigation.
Allegation Cannot be Substantiated	The crime allegations provided by the victim cannot be substantiated by witness statements, circumstantial evidence, or physical evidence obtained in the case. The elements of the crime are not met due to a lack of independent corroboration/or credible corroboration.
Inactivated, Non-Participation by Victim	Victim not participating in the investigation, refuses to contact or speak with the investigator. Case cannot move forward without victim's participation.
Other Evidence Tested	Other evidence (not the SART kit) was tested i.e. trace evidence, fingerprints, surveillance video, and/or witness identification, to identify a suspect and prove the case.
Rejected by Prosecutor	The District Attorney's Office chose not to issue charges against the named suspect.
VDP w/o Suspect ID	Victim Declined to Prosecute, suspect is not identified. (If suspect is a stranger to the victim, the SART kit will be tested despite lack of victim participation.)
NIR	Senate Bill 534 signed 9/29/2011, states that all victims are entitled to a forensic examination at no cost for cases in which the victim does not engage or participate with law enforcement. These kits are collected and held for two years.
Out of Jurisdiction	Crime report and evidence collected by SDFD as a courtesy for victims within the City's jurisdiction, for crimes occurring outside of SDFD jurisdiction.
Recant	Victim admits the alleged crime was falsely reported and did not occur as reported.
Suspect ID - VDP	Case in which the suspect is identified, but the Victim has Declined to Prosecute. Generally the victim's unwillingness to prosecute is conveyed verbally or in writing to the Detective.
Unfounded	The investigation and supporting evidence or witnesses have shown the facts of the case did not occur as reported.
Beyond the Statute of Limitations	Evidence is outside of the standard 10 year statute of limitations on cases which occurred before January 1, 2017. Exceptions may exist that could extend the 10 year timeframe.
Out of Country	Crime report and evidence collected by SDFD as a courtesy for victims within the City's jurisdiction, for crimes occurring outside of the United States.
Labs Submitted, Awaiting Results	SART kit evidence was submitted to the lab, the case detective is awaiting the lab results.
Convicted, Serving Sentence	Suspect was convicted in a court of law and is serving his/her sentence, but the kit is retained in case of appeal.
Exceptional (Deceased)	The identified suspect in the case is dead and no further criminal proceedings can be pursued.
Specialized Unit Investigation	The investigation is being conducted by a specialized unit such as Internal Affairs or the Professional Standards Unit.

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QUESTION 14:

What SDPD job classifications collect and analyze sexual assault evidence kits?

RESPONSE:

SART kits are collected by contracted licensed professionals, specifically trained to do so. The SART kits are analyzed in the Forensic Biology Unit of the Crime Laboratory. The analysts screening the kits, as well as testing the recovered DNA to develop profiles, perform mixture interpretation, and evaluate the suitability of developed profiles for entry into the various DNA databases, are classified as Criminalists.

QUESTION 15:

What SDPD job classifications collect and analyze DNA samples from juveniles?

RESPONSE:

DNA samples are collected from all subjects (including juveniles, and excluding SART kits) by patrol officers and investigators within the Department. The samples are collected per Department policy and procedures. All DNA samples, to include those collected from juveniles, are analyzed by the Criminalists in the Forensic Biology Unit.

QUESTION 16:

The department utilizes various types of surveillance technology and equipment, such as Stingray and Shot Spotter. How much has been spent on the acquisition and use of this equipment in FY14, FY15, FY16, and FY17?

RESPONSE:

No purchases were made for cell site simulator technology for the period FY14-17 using Police Department funds. The implementation of Shot Spotter in FY17 was the result of a \$245,300 total Police Department expense that was funded from Seized Assets funds.

QUESTION 17:

How many violent crime arrests and convictions resulted from the use of these technologies?

RESPONSE:

This technology has assisted in thirty-seven (37) incidences for felony cases; such as, murder, armed robbery, sexual assault, violent domestic violence and kidnappings. There will be a presentation later this year at PS&LN regarding the pilot program of Shot Spotter.



Tracy McCraner
Financial Management Director

TM/vs

Attachment: Memorandum dated May 4, 2017 Regarding SDPD Proposed FY18 Budget

cc: Honorable Mayor Kevin L. Faulconer
Stephen Puetz, Chief of Staff, Office of the Mayor
Mike Hansen, Deputy Chief of Staff and Chief of Policy, Office of the Mayor

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cc continued:

Marshall Anderson, Director of Council Affairs, Office of the Mayor

Jessica Lawrence, Director of Budget and Finance Policy, Office of the Mayor

Scott Chadwick, Chief Operating Officer

Stacey LoMedico, Assistant Chief Operating Officer

Mary Lewis, Chief Financial Officer

Shelley Zimmerman, Police Chief

Andrea Tevlin, Independent Budget Analyst

Financial Management Staff



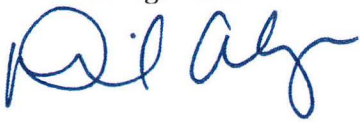
COUNCILMEMBER DAVID ALVAREZ

**City of San Diego
Eighth District**

MEMORANDUM

DATE: May 4, 2017

TO: Chief Shelley Zimmerman
Tracy McCraner, Director, Financial Management

FROM: Councilmember David Alvarez 

SUBJECT: SDPD Proposed FY18 Budget

Please see the questions below regarding the San Diego Police Department's FY18 proposed budget discussed earlier today at the Budget Review Committee.

Police Officer Recruitment:

1. As of this week (first week of May), how many total recruits have entered the department in FY17, FY16, FY15, and FY14?
 - a. What explains the difference among the fiscal years?
2. Please provide an update on the status of implementation of the following recommendations from the 2008 RAND report on SDPD recruitment. Please explain if they have been implemented, and if not why not.
 - a. Produce marketing materials that highlight the benefits of law enforcement careers and SDPD in particular
 - b. Modernize the SDPD recruiting website
 - c. Focus recruiting efforts close to San Diego and carefully selected sites nationally
 - d. Use SDPD's internal civilian workforce as a pool of candidates for sworn officers
 - e. Offer cash incentives for SDPD officers referring new applicants and recruits
 - f. Provide an online sample test
 - g. Allow other standardized tests to substitute for SDPD's written test

- h. Conduct a pilot study to find an optimal pass point for the written test
- i. Analyze the written test for problematic questions
- j. Offer cash incentives for existing officers referring new applicants and recruits
- k. Petition POST to create a written examination process that meets San Diego's police testing needs
- l. Establish a stable recruiting budget
- m. Turn written-test sessions into marketing events
- n. Applicants who drop themselves from the recruiting process should be redirected to recruiters
- o. Establish a formal incentive system for recruiters
- p. Develop a succession plan for subsequent recruitment teams

Police Officer Retention:

- 3. Why do so many officers continue to leave the department? Does SDPD know why? What steps have been taken to find out?
- 4. Previously, Chief Zimmerman has suggested that an anti-law enforcement bias in the media or the community is the reason for our recruitment and retention problems. Please provide any evidence that supports this suggestion.
- 5. If anti-law enforcement bias in the media or the community were the reason for recruitment or retention problems, then presumably all law enforcement agencies are experiencing similar barriers to recruitment and retention, and SDPD's attrition rate for sworn officers and numbers of sworn recruits should be similar to other large agencies. Is this true?
- 6. For Fiscal Years 2014, 2015, 2016, and 2017 how many of the officers that left SDPD for each year had:
 - a. 0-5 years of service
 - b. 5-10 years of service
 - c. 10-15 years of service
 - d. 15-20 years of service
 - e. Over 20 years of service
- 7. Because the cost of housing in San Diego could be a major reason why we have trouble recruiting and retaining officers, it would be worth examining the attrition data to see if officers who live outside of the City or County of San Diego are more likely to leave. For Fiscal Years 2014, 2015, 2016, and 2017 please provide a comparison of how many officers who left SDPD and how many of those who remained resided primarily:
 - a. Inside the City of San Diego
 - b. Inside the county of San Diego, but outside the City of San Diego
 - c. Outside the County of San Diego

8. How did SDPD spend the \$4 million recruitment and retention amount from the FY17 adopted budget?
9. Has SDPD examined the attrition data for cohort effects? For example, perhaps officers who graduated from an academy class with high attrition are more likely to leave than officers who graduate from an academy class with lower attrition.
10. Last year, the final budget motion approved by the Council, included a request to encourage the police department to move forward with a third party contractor to conduct exit interviews of police department employees and measure their morale on an ongoing basis. Did the Department ever move forward on this? If not, why not?

Key Performance Indicators:

11. Last year, the final budget motion by the council included a request to add the following 10 performance measures. Will the department include them as key performance measures in the FY18 Budget? If not, why not?
 - a. Comparison of Actual Sworn staffing with the Sworn Staffing goals in the SDPD five year plan
 - b. Budgeted and Actual Sworn officers in San Diego per 1,000 population and how this compares to other large cities
 - c. % of 911 calls answered within 10 seconds
 - d. The number of 911 calls abandoned after waiting longer than 10 seconds
 - e. Number of 911 calls with wait times: less than 10 seconds, between 10 seconds and 1 minute, between 1 minute and 2 minutes, between 2 minutes and 5 minutes, between 5 minutes and 10 minutes, and surpassing 10 minutes.
 - f. Average non-emergency call wait time
 - g. The number of non-emergency calls with wait times: 1 minute or less, between 1 minute and 5 minutes, between 5 minutes and 10 minutes, between 10 minutes and 30 minutes, and surpassing 30 minutes.
 - h. The number of abandoned non-emergency calls, and the number of abandoned non-emergency calls that received a return call.
 - i. The number of sworn officer hours dedicated to dispatch, and the cost, including overtime pay.
 - j. % of police dispatcher background checks completed within three months.

Sexual Assault Evidence Kits:

12. Please provide the following information regarding sexual assault evidence kits for FY16 and FY17:
 - a. Total number of all sexual assault evidence kits booked into evidence by SDPD;
 - b. Total number of sexual assault evidence kits sent to the crime lab for analysis

- c. For those kits not sent to the crime lab for analysis: a percentage breakdown of the documented reasons why they were not sent, including but not limited to the following categories:
 - i. "Non-Investigative Report"
 - ii. "Crime occurred in another jurisdiction"
 - iii. "Recant"
 - iv. "Unfounded"
 - v. "VDP w/ Suspect ID"
 - vi. "Other"

13. What SDPD job classifications collect and analyze sexual assault evidence kits?

14. What SDPD job classifications collect and analyze DNA samples from juveniles?

15. The department utilizes various types of surveillance technology and equipment, such as Stingray and Shot Spotter. How much has been spent on the acquisition and use of this equipment in FY14, FY15, FY16 and FY17? How many violent crime arrests and convictions resulted from the use of these technologies?

Thank you for your prompt response.