

## Executive Summary

The Sheriff’s Office started Fiscal Year (FY) 2026 with a sworn staffing shortfall of 196 deputies when comparing authorized positions to filled positions. Accelerated hiring and retention efforts by the Sheriff’s Office in FY26 has helped reduce the staffing deficit by 35%. However, newly hired deputy recruits will not have an impact toward staffing minimums until they have successfully completed the academy, the core training program, and the jail training officer program, which takes approximately ten months from date of hire.

State and local laws mandate many of the Sheriff’s functions that require mandatory staffing. City’s collective bargaining agreement (CBA) with Deputy Sheriff’s Association outlines minimum staffing thresholds for some of the units. City workorder agreements for law enforcement and building security services also outline specific staffing levels. Even with the increased hiring from the last two years, the Sheriff’s Office is still 51 positions below levels last reached in 2018 of 843.

The Sheriff’s Office has relied upon overtime to supplement existing staffing to meet operational needs. While overtime is paid at 1.5 times the regular rate, when factoring the cost of benefits, specifically the high cost of retirement contributions and the cost for relief factor when an employee is absent for vacation, sick leave, or training, the price difference significantly narrows. The Sheriff’s Office has made several changes to realign staffing resources to maintain strategic public safety priorities while avoiding the need for a general fund supplemental appropriation.

The Sheriff’s Office is currently projecting an overtime deficit of \$14,043,516 million in FY26 and the proposed ordinance de- appropriates funds from positions held vacant, existing capital equipment, existing capital and programmatic projects and appropriates additional revenues received in FY26 to balance the budget.

Description	Amount
<b>Overtime Costs</b>	<b>-\$14,043,516</b>
<b>De-Appropriation of Expenditures</b>	<b>\$12,117,391</b>
GF Salary & Fringe Savings	\$9,537,514
GF Workorder Fringe Savings	\$287,264
GF Vehicle De-appropriation	\$740,000
GF Capital & Programmatic Projects	\$1,552,613
<b>Appropriation of Board of Prisoner Revenue</b>	<b>\$1,926,125</b>
<b>Balance</b>	<b>\$0</b>

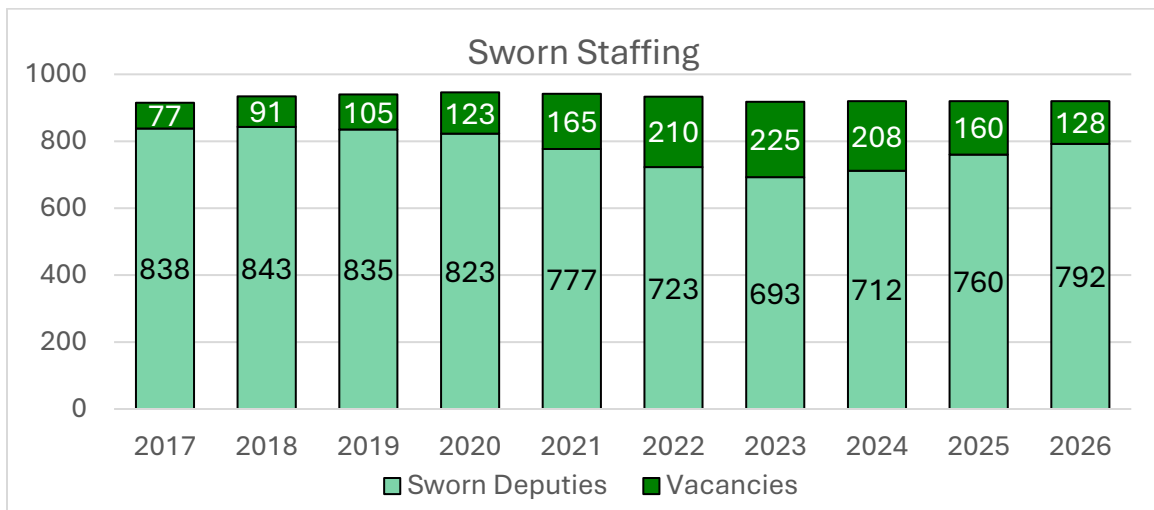
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**A. Staffing Deficit**

As of March 28, 2026, the Sheriff’s Office has a sworn staffing deficit of 128 deputies when comparing authorized positions (920) to positions filled (792). Of important note is that the 920 authorized positions exclude staffing for County Jail #3 Annex. The CJ3 Annex was reopened in the fall 2023 and the Sheriff’s Office requested 111 new positions for FY26 to staff the Annex, but the positions were not included in the approved City budget.

A ten-year review of sworn staffing shows that the Sheriff’s Office saw net reductions in sworn staffing from 2019 through 2023. The Sheriff’s Office has been heavily accelerating its recruitment and retention efforts and has achieved net positive staffing for 2024-2026. **Since 2024, the Sheriff’s Office has reduced its staffing deficit by 42% (from 224 to 128).**



The staffing deficit is just one factor that bears consideration. Timing of future retirements is another problem area to address. While we lack the hiring data going back to the last 30 years, when looking at the remaining sworn hired during each year, we can find evidence of the periods with limited-to-no hiring: 2002-2004, 2010-2015, 2020-2021.

Year Hired	# of Sworn	Hires	Separations
1990	3	n/a	n/a
1991		n/a	n/a
1992		n/a	n/a
1993	2	n/a	n/a
1994	11	n/a	n/a
1995	7	n/a	n/a
1996	14	n/a	n/a
1997	5	n/a	n/a
1998	24	n/a	n/a
1999	21	n/a	n/a
2000	28	n/a	n/a
2001	28	n/a	n/a

Year Hired	# of Sworn		Hires	Separations
2002	12		n/a	n/a
2003			n/a	n/a
2004			n/a	n/a
2005	20		n/a	n/a
2006	12		n/a	n/a
2007	57		n/a	n/a
2008	56		n/a	n/a
2009	16		n/a	n/a
2010	3		n/a	n/a
2011			n/a	n/a
2012	6		n/a	n/a
2013	23		n/a	n/a
2014			n/a	n/a
2015	17		n/a	n/a
2016	40		+73	-57
2017	58		+100	-68
2018	39		+65	-60
2019	30		+46	-54
2020	15		+35	-47
2021	11		+17	-63
2022	31		+43	-98
2023	33		+39	-69
2024	49		+68	-49
2025	82		+108	-60
2026	39		+45	-13
<b>Total Sworn</b>	<b>792</b>		<b>+639</b>	<b>-638</b>

In the early 2010s (Sheriff Mirkarimi’s tenure), the City did not provide funding to the Sheriff’s Office to hire new deputies for several years, leading to significantly fewer deputies in the group of members with 15 to 20 years of service today. In June 2020, the City placed a pause on all police and sheriff’s hires to audit law enforcement exams to review for bias in the hiring process. Additionally, with the hiring process changes during the Covid-19 pandemic, this resulted in a lower number of recruits hired in 2020 and 2021. The City’s vaccine mandate also resulted in a larger number of separations that year. The positive gains in sworn hiring achieved over the last two years will not negate the prior periods of under-hiring, in the same way that one above-average rainy season will not erase multiple years of prolonged drought.

**Sworn Hires (Recruits/Rehires/Laterals)**

Fiscal Year	2019	2020	2021	2022	2023	2024	2025	2026*	Total
Hires	+46	+35	+17	+43	+39	+68	+108	+45	<b>+401</b>
Separations	-54	-47	-63	-98	-69	-49	-60	-13	<b>-453</b>
<b>Net Change</b>	<b>-8</b>	<b>-12</b>	<b>-46</b>	<b>-55</b>	<b>-30</b>	<b>+19</b>	<b>+48</b>	<b>+32</b>	<b>-52</b>

\*Through March 28, 2026

The increased hiring during the last two years only helps address the staffing deficits that resulted from the pandemic. The staff gap from the other reduced hiring periods is still present, and as a result, the Sheriff’s Office has relied upon overtime to supplement existing staff to fulfill operational needs.

**Deputy Recruits**

The majority of sworn hires will be 8302 Deputy Sheriff (deputy recruits) who will need to pass the academy, then successfully complete the core training program then the jail training officer program. New deputy recruits will not count toward staffing minimums until they have completed all three, which is not guaranteed. Reviewing the last ten years of data, the success rate is approximately 80%.

8302s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Hires	+99	+65	+46	+34	+16	+27	+32	+53	+86	+37	<b>+495</b>
Separations	-14	-24	-13	-9	-10	-4	-5	-3	-16	-3	<b>-101</b>
	<b>Remaining 8302s</b>										<b>394</b>
	<b>Success Rate</b>										<b>~80%</b>

To put this into context, for every four deputies that separate, the Sheriff’s Office would need to hire five 8302s to provide equivalent replacements. The median number of deputies separating each year is 54. Factoring in deputy recruit failure rates, the Sheriff’s Office would need to hire 65 deputy recruits each year just to avoid shrinking.

Years of Service	Age Band									Total
	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60	60+	
Less than 5	19	69	52	35	14	8	7	4	1	<b>209</b>
5 to 10		5	63	41	36	14	4	3	1	<b>167</b>
10 to 15			8	32	24	16		2	2	<b>84</b>
15 to 20				12	36	42	27	15	5	<b>137</b>
20 to 25				1	4	22	20	13	6	<b>66</b>
25 to 30						9	46	31	8	<b>94</b>
More than 30							7	19	9	<b>35</b>
<b>Totals</b>	<b>19</b>	<b>74</b>	<b>123</b>	<b>121</b>	<b>114</b>	<b>111</b>	<b>111</b>	<b>87</b>	<b>32</b>	<b>792</b>

- **Currently, 218 Deputies are eligible to retire (highlighted in green) and the current staffing gap of 128 will only grow once the staffing for the Annex is added to the budget and recognized.**
- In the table above, each service group (e.g. 5 to 10 yrs) should be replacing the group that precedes it (10 to 15 yrs). The service group of members with 10 to 15 years of service and 20 to 25 years of service are both smaller than the preceding peer group that each should be replacing.
- To illustrate the severity of the issue, we have highlighted a diagonal cross section of cells:
  - Age 30 to 35 with less than 5 years of service: 52 members
  - Age 35 to 40 with 5 to 10 years of service: 41 members
  - Age 40 to 45 with 10 to 15 years of service: 24 members
  - Age 45 to 50 with 15 to 20 years of service: 42 members
  - Age 50 to 55 with 20 to 25 years of service: 20 members
  - Age 55 to 60 with 25 to 30 years of service: 31 members
  - Age 60+ with 30+ years of service: 9 members

Each highlighted band will progress and cascade to the next level within the series. When the age 55 to 60 group ultimately separates out, they will be replaced by the age 50 to 55 group. This continues all throughout the series. However, the entire group of deputies with 10 to 15 years of service will not be enough to replace the preceding group of deputies who currently have between 15 to 20 years of service. You do not have enough replacements in the group of deputies with 10 to 15 years of service (currently 84 deputies) to fill the slots from the group of deputies with 15 to 20 years of service (currently 137 deputies).

### Retiree Retention Incentive Program

Some deputies who retired on CalPERS continue working at other City departments in new roles. The Sheriff’s Office has implemented a Retiree Retention Incentive Program (RRIP) to rehire deputies who retired on CalPERS as permanent exempt deputies under SFERS. The benefits for the City are:

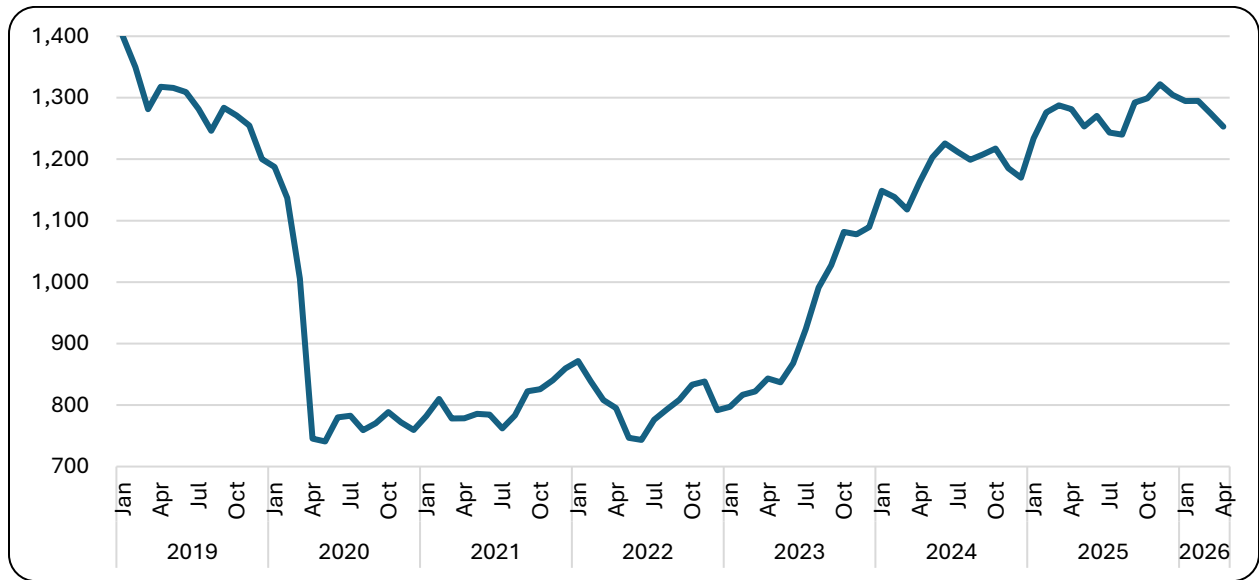
- Having an additional pool of candidates ready to hire.
- Having a deputy already trained and familiar with Department policies and procedures.
- Having an additional deputy available to reduce mandatory staffing overtime.
- Realizable cost savings from reduced fringe benefits. The difference in the City’s retirement benefit costs for a deputy who is a member of CalPERS vs. a member of SFERS is (64.45% for CalPERS vs. 14.23% for SFERS).

The window of opportunity is relatively narrow, but if utilized, it will help maximize staffing and lower the deputy staffing gap. The Sheriff’s Office currently has 15 sworn members rehired under RRIP. This group will help the City achieve savings of \$895K in retiree contributions in FY26 from this transition.

	Current CalPERS Sheriff Deputies (8304s)									
Years of Service	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60	60+	Total
15 to 20				6	32	41	27	15	4	<b>125</b>

	Current CalPERS Sheriff Deputies (8304s)									
Years of Service	20-25	25-30	30-35	35-40	40-45	45-50	50-55	55-60	60+	Total
20 to 25				1	4	22	20	13	5	65
25 to 30						9	45	27	7	88
More than 30							6	15	5	26
<b>Totals</b>				<b>7</b>	<b>36</b>	<b>72</b>	<b>98</b>	<b>70</b>	<b>21</b>	<b>304</b>

### Jail Population Count



The jail population is now back to pre-pandemic levels, however there are several important changes to denote:

- In 2020, the Sheriff’s Office closed two jails, eliminating 903 beds from San Francisco’s jail system without provisions for replacement beds from the City. The former County Jails (CJ) 3 and 4 located at the Hall of Justice and had a maximum capacity of 903 beds were seismically deficient and outdated. The Sheriff’s Office reopened the CJ3 Annex in the fall of 2023 and opened additional pods to increase jail capacity.
- Five dorms at the CJ3 Annex are presently open. If the jail population increases and necessitates the Sheriff’s Office opening the last remaining dorm, additional overtime costs will be incurred for the year. Conversely, if the jail population reduces, the Sheriff’s Office may be able to close a dorm, which would help reduce overtime staffing costs.
- Approximately 70% of the jail population is housed at the San Bruno jails compared to 50% previously. This has increased transportation needs since inmates must be transported from San Bruno to the Hall of Justice for court appearances, whereas previously, the former CJ3 and CJ4 at the 6<sup>th</sup> and 7<sup>th</sup> floor at the Hall of Justice.

**Staffing Cost Increases**

A comparison of personnel costs through the first 20 pay periods of each fiscal year shows that for FY26, cost increases fall under two general areas:

- Recruitment/Academy
- Staffing Minimums

Area	Proj ID	Project Descr	FY24	FY25	FY26
Recruitment/ Academy	10001912	SH Admin/Personnel	\$1,321,908	\$1,262,849	\$1,709,155
	10001944	SH Recruitment	\$2,910,326	\$3,617,275	\$4,167,840
	10001945	SH Training	\$6,186,603	\$7,529,902	\$9,617,508
Staffing Minimums	10001927	SH Classification	\$3,722,598	\$3,847,523	\$4,167,866
	10001929	SH Jail	\$63,218,910	\$66,928,609	\$73,580,102
	10001941	SH Building Services	\$2,636,55	\$2,453,670	\$2,974,247

A comparison of personnel costs through March from the past three fiscal years show specific areas of increase.

**1. Recruitment/Academy**

The Sheriff’s Office hired 108 deputies in 2025 and this does not happen without assigning resources to support these efforts. Additional costs associated with hiring new recruits include testing, background investigations, and training. The original hiring goal for FY26 was to hire 75 deputies. Through March 28, 2026, the Sheriff’s Office has hired 102 deputies, with three months remaining in FY26.

**2. Staffing Minimums**

State and local laws mandate many of the Sheriff’s functions that require mandatory staffing. The primary functions include:

Government Code(s)	Function
<ul style="list-style-type: none"> <li>• San Francisco Charter §6.105</li> <li>• Board of State &amp; Community Corrections (BSCC), Title 15</li> </ul>	<p>Within the jails, provide:</p> <ul style="list-style-type: none"> <li>• Inmate medical care including mental health services</li> <li>• Inmate education programs</li> <li>• Individual and family social service programs which may include counseling, reentry planning, and legal assistance</li> <li>• Religious services for inmates</li> <li>• Minimum of three hours of recreation each week</li> <li>• Classification of inmates to assign housing and activities according to need and safety</li> <li>• General safety and maintenance of facilities</li> </ul>

Government Code(s)	Function
<ul style="list-style-type: none"> <li>• California Government Code, Article 8.5</li> <li>• San Francisco Charter §6.105, §13.104.5</li> <li>• San Francisco Administrative Code §1.59</li> </ul>	<ul style="list-style-type: none"> <li>• Provide court security</li> <li>• Provide election security</li> <li>• Provide law enforcement and security services at Public Health hospital campuses and clinics</li> <li>• Enforce civil court matters, such as restraining orders and evictions</li> </ul>
<ul style="list-style-type: none"> <li>• San Francisco Charter §6.105</li> <li>• San Francisco Admin Code §5.1, §5.19, §5.25, §121.5, and §96A</li> <li>• California Penal Code, §830.1</li> <li>• California Code of Regulations Title 11, §1005</li> <li>• BSCC, Title 15</li> </ul>	<ul style="list-style-type: none"> <li>• Provide electronic monitoring as an alternative to incarceration for pretrial and sentenced individuals and case management</li> <li>• Conduct criminal investigations of alleged crimes committed under the Sheriff’s jurisdiction, such as in the jails</li> <li>• Provide academy training (664+ hours) and ongoing training (24+ annual hours) for all sworn staff</li> <li>• Maintain inmate records and incident reports</li> <li>• Participate in city councils, including the Reentry Council, Family Violence Council, and Sentencing Commission</li> <li>• Report on criminal justice topics, including civil immigration</li> <li>• detainees, detentions or traffic stops, searches, and use of force</li> </ul>

**B. FY26 Cost Reduction Strategy**

To keep within the FY26 budget, the Sheriff’s Office has enacted the following strategies to reduce personnel costs over the remaining three months of the fiscal year.

- Suspending Specialized Detail Assignments (Safe Streets Initiative, HSOC Wagons, DPW Detail)
- Suspending overnight-shift in ITSS unit
- Suspending use of Prop Fs
- Reduction of overtime shifts department-wide
- Cancelling entry-level testing and practices for 4<sup>th</sup> quarter of FY26
- Reassigning deputies from Background Investigations Unit for the remainder of FY26 to Custody to reduce backfill overtime

**C. Overtime vs. Regular Work Hours**

While overtime hours are paid at a rate of one and a half times an employee’s regular hourly rate, benefit costs are another factor to include in the comparison.

Hourly Cost for Deputy (8304/8504)*	Regular		Overtime
	CalPERS	SFERS	
Rate of Pay	\$70.3625	\$70.3625	\$105.5438
Benefits:			
Retirement	\$45.4190 (64.55%)	\$10.1367 (14.41%)	
Medicare	\$1.0203	\$1.0203	\$1.5304
Retiree Health Match	\$0.7036	\$0.7036	\$1.0554
Dependent Coverage	\$7.9341	\$7.9341	
Dental Coverage	\$0.6538	\$0.6538	
<b>Total Hourly Cost</b>	<b>\$126.09</b>	<b>\$90.81</b>	<b>\$108.13</b>

\*Benefit rate is based on BFM budgetary numbers. Actuals will vary based on the individual.

When adding the benefit cost, the regular hourly rate for a Sheriff Deputy on CalPERS is 16.6% more costly than the overtime rate, but a Sheriff Deputy on SFERS is 16% less costly than the overtime rate. We should also be adding the shift relief factor to regular hours for the cost of covering a shift when an employee is absent for vacation, sick leave, or training.

Based on CBA MOU agreements, Sheriff Deputies receive:

- 3 Floating Holidays
- 10 to 20 Vacation Days, depending on years of service
- 13 Sick Days
- Standards and Training for Corrections (STC) in Title 15 sets the annual training requirements for jails at 24 hours.
- POST requirements require 14 to 18 hours of Perishable Skills training every 24 months.

This translates to between 232 hours and 312 hours of paid leave/absence. This would add 11.15% to 15% to the hourly rate cost.

Hourly Cost for Deputy (8304/8504)*	Regular		Overtime
	CalPERS	SFERS	
Total Hourly Cost	\$126.09	\$90.81	\$108.13
Relief Factor Adj at 11.15%	\$14.06	\$10.13	
<b>Adj Hourly Cost at 11.15%</b>	<b>\$140.15</b>	<b>\$100.94</b>	<b>\$108.13</b>
Relief Factor Adj at 15%	\$18.91	\$13.62	
<b>Adj Hourly Cost at 15%</b>	<b>\$145.00</b>	<b>\$103.38</b>	<b>\$108.13</b>
<b>Ratio of Deputies</b>	<b>33%</b>	<b>67%</b>	

The Sheriff's Office currently has a ratio for Sheriff Deputies of 33 CalPERS:67 SFERS. Based on this ratio, the prorated hourly cost when accounting for paid leave becomes:

- Overtime = \$108.13
- Avg Regular Hourly Rate with Relief Factor cost at 11.15% = \$114.01
- Avg Regular Hourly Rate with Relief Factor cost at 15% = \$117.25

With a relief factor cost at 11.15%, the average hourly rate would be 5.43% greater than the overtime hourly rate. With a relief factor cost at 15%, the average hourly rate would be 8.43% greater than the overtime hourly rate.

**D. Current Staffing**

As of March 28, 2026, the Sheriff's Office has the following staffing figures:

Class Type	Authorized	Actual	Prop-F	Vacant	% FTE Filled
Sworn*	920	792	44	106	86%
Cadet	135	91	0	25	78%
Professional Staff*	116	92	11	37.5	68%
<b>Totals</b>	<b>1,171</b>	<b>975</b>	<b>55</b>	<b>168.5</b>	<b>83%</b>

\*Four sworn positions are tx'd to other positions and are recorded under professional staff.

The number of authorized sworn positions does not include any funded positions for the Annex. Positions were requested in FY26 budget process but were not added. Of the 792 deputies, 102 deputies are awaiting or in pre-academy, academy, CORE training, or the Jail Training Officer (JTO) program. The investment and lead times from when a new deputy recruit is hired to when the person can count toward staffing minimums is significant, taking at least 10 months. When a deputy recruit enters (JTO), both the training officer and the deputy recruit do not count toward staffing minimums.

Academy	Start #	Current #	Pre-Academy	Academy	CORE	JTO
Alameda	8	3	5/23/25 – 6/6/26	6/9/25 – 12/18/25	1/10/26 – 2/6/26	2/7/26 – 3/27/26
Santa Rosa	7	6	7/7/25 - 7/18/25	7/21/25 – 12/5/25	1/10/26 – 2/6/26	2/7/26 – 3/27/26
Seaside	7	4	8/25/25 – 9/5/25	9/8/25 – 3/12/26	3/16/26 – 4/10/26	4/11/26 – 5/29/26
San Mateo	14	14	10/11/25 10/24/25	10/27/25 – 4/30/26	5/1/26 – 5/29/26	TBD
San Jose	15	14	12/8/25 – 12/18/25	12/18/25 – 6/26/26	6/29/26 – 7/24/26	TBD
Santa Rosa	2	2	12/13/25 – 1/2/26	1/5/26 – 5/29/26	6/29/26 – 7/24/26	TBD

Academy	Start #	Current #	Pre-Academy	Academy	CORE	JTO
San Jose	44	n/a	4/20/26 – 5/4/26	5/4/26 – 10/21/26	TBD	TBD
Santa Rosa	5	n/a	7/4/26 – 7/19/26	7/13/26 – 12/4/26	TBD	TBD

**E. Overtime Deficit**

The Sheriff’s Office is currently projecting an overtime deficit of \$14,043,516 million in FY26 and the proposed ordinance appropriates \$1,926,125 Board of Prisoners revenue, de-appropriates \$12,117,391 from salaries, mandatory fringe benefits, vehicles, programmatic projects, capital renewal projects, and building and structure improvement projects and appropriates \$14,043,516 to overtime in FY26.

Description	Amount
<b>Overtime Costs</b>	<b>-\$14,043,516</b>
<b>De-Appropriation of Expenditures</b>	<b>\$12,117,391</b>
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