

From: [President](#)
To: [BOS Legislation, \(BOS\)](#)
Subject: File No: 240426
Date: Monday, May 6, 2024 3:38:55 PM
Attachments: [Outlook-bpppkegs.png](#)
[Statement from Sheriff Miyamoto clip.mp4](#)
[FY2022-23 Budget Submittal Letter Final Signed.pdf](#)
[Letter to Mayor Breed with incentive promises COVID Emergency Hiring Letter - January 26 SFSO \(1\).pdf](#)
[Sheriff Slow Hiring Mail - President - Outlook \(1\).pdf](#)
[180920 Draft of SFDSA Recruitment Process Benchmarks \(2\).pdf](#)

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Sheriff's Office states they do not receive enough applicants.

1. **The Sheriff recognized this in Jan 2022 and wrote a letter to the Mayor asking for hiring bonuses, referral bonuses, retention incentives, sick pay buy back, comp time buy back, and options for deputies to stay at hotels when working 16 hours.** See video and document attached. In the video the Sheriff says these will be budget asks.
2. In February 2022, the Sheriff removes the above asks to the Mayor from the budget.

See 1. D of the letter attached FY2022-23 Budget Submittal:

*"In my letter to Mayor Breed of January 26, a copy of which is included in my budget submission, I proposed incentives for hiring and retention. These incentives, also proposed by SFPD, are still in draft form and **are not included in my formally quantified budget ask.** However, I look forward to working with the Mayor's Office to establish hiring/retention incentives to stem and recover from the current loss of public safety personnel."*

3. In December 2022 through March 2023, the Deputy Sheriffs Association advertised deputy sheriff job openings on social media and indeed.com. The DSA created a lead capture page and autoresponder system to help candidates through the process. The DSA gained over 100 applicants for the SFSO. example <https://sanfranciscodeputysheriffs.com/jobs/> We did this to prove that our suggestions to the Sheriff work and it can be done. We shared all details of this system with the Sheriff. We stopped because the output was dismal. Delays in backgrounds.

[San Francisco Deputy Sheriffs' Association - Law Enforcement Jobs - Join Our Team](#)

[Join Our Team](#)

Sheriff's Office blames the city for a slow hiring process.

1. In Nov 2023, the Sheriff states the S.F.'s Hiring Process is broken in a SF Chronicle Article <https://www.sfchronicle.com/opinion/article/san-francisco-sheriff-deputy-18465101.php>

"According to San Francisco Sheriff Paul Miyamoto, getting applicants through his office's background check process can take between four to five months. Then you have to add San Francisco's notoriously glacial civil service hiring process on top of that, which takes an average of 255 days according to a [June report](#) from the Civil Grand Jury. Miyamoto told the editorial board that recent efforts have been made to allow both processes to occur simultaneously, but there's still an overwhelming wait. "

2. In Nov 2023, KPIX interviews Sheriff and he states the Sheriff's Office has partnerships with the military, he will be streamlining applicants and speeding up the process to hire from the military. <https://youtu.be/0ShLzcAZ7tk?si=aJ5Gf1LZZvXaJl1w>
3. In April 2022, Sheriff's Office announces partnering with military to hire veterans <https://www.youtube.com/watch?v=CyFPMeWbY>
<https://www.cbsnews.com/sanfrancisco/news/san-francisco-sheriffs-office-joins-u-s-army-program-to-recruit-former-soldiers-into-department/>
4. In 2018, the Deputy Sheriffs Association conducted research on the Sheriff's Hiring Process and identified the Background Investigations as the bottleneck to hiring. At that time the average time to hire a candidate was 6 to 8 months. *See attached 180920 SFDSA Recruitment Process Benchmarks.* SFDSA Currently the same problem exists, but now it takes over 1 year to get hired. In 2018 the workload was 1 Background Investigator to 15 applicant background packets, now currently it's a 1 to 25 ratio hugely increased workload. The average amount at other agencies is a 1 to 5 ratio.
5. The Sheriff can outsource background investigations, just like other City departments. We advised the Sheriff of this in August 2023, see email attached Inadequate Hiring. Instead of outsourcing to multiple private background investigative companies, the Sheriff Office outsourced to 1 company. As a comparison, which the Sheriff is aware of, San Mateo Sheriff's Office outsources to approximately 6 full time Deputy Sheriff Background Investigators and additionally 15 private background investigators, making a

total of 21 Background Investigators.

Best regards,

Ken Lomba
SFDSA President
415-513-8973





**OFFICE OF THE SHERIFF
CITY AND COUNTY OF SAN FRANCISCO**

1 DR. CARLTON B. GOODLETT PLACE
ROOM 456, CITY HALL
SAN FRANCISCO, CALIFORNIA 94102



PAUL M. MIYAMOTO
SHERIFF

February 22, 2022
Reference: 2022-008

Edward de Asis, Controller's Budget Office
1 Dr. Carlton B. Goodlett Place, Room 312
San Francisco, CA 94102-4694

Camilla Taufic, Mayor's Budget Office
1 Dr. Carlton B. Goodlett Place, Room 288
San Francisco, CA 94102-4694

Subject: Budget Submittal for Fiscal Year 2022-23 and Fiscal Year 2023-24

This memo summarizes the budget submittal for the Office of the Sheriff for fiscal years 2022-23 and 2023-24. My budget focuses on Mayor Breed's number one policy priority: Restoring vibrancy to San Francisco, including improved public safety and street conditions. To achieve this policy goal my budget addresses the significant challenges that I have communicated on multiple occasions with both the Mayor and Controller. While these challenges are numerous, the primary ones include:

- Covid leave which has increase in employee absences of more than double what they were pre-Covid. The cost of this additional leave is projected to be \$13 million in the current fiscal year with little evidence of abatement.
- Expansion of the in-custody justice involved population which, in the aftermath of the shutdown of Hall of Justice jail, has taxed my ability to house individuals in a safe manner.
- A slowdown in hiring which has resulted in an ever-greater need for large academy classes for new deputies.

Accordingly, I propose a budget to include the following:

1. Personnel

- A. Overtime funding to cover posts vacated due to City Covid-leave policy. Since the advent of Covid-specific leave, employee absence from work has more than doubled. While I hope that increased leave rates will come down, I believe that new City leave offering will result in reductions that, at best, will be slow and gradual. In FY2021-22 leave was addressed with emergency overtime funding of \$13 million. I am requesting additional \$13 million in overtime funding for both years of the budget to avoid another emergency and the slow-down in hiring decisions that preceded the emergency funding. Finally, to avoid another mid-year overtime supplemental, my budget shifts \$10 million from regular salaries to overtime by reducing attrition by \$10 million an increasing overtime by the same amount.
- B. Funding to cover the cost of opening annex housing at the San Bruno jail. Despite the closure of the Hall of Justice jail in FY2020-21, San Francisco's larger criminal justice

system continues to move justice-involved people to my custodial care in excess of what is sustainable for current custodial facilities. In FY2021-22, I opened annex housing at the San Bruno jail for Covid-infected persons using funds from the Department of Public Health. In FY2022-23 I expect to need this housing to accommodate the in-custody population in a safe and constitutional manner. For both years of the budget, I am requesting an additional \$4,992,000 in the form of reduced attrition savings to support this need.

- C. Funding to cover the cost of additional academy classes for 40 new deputies. The City's generous Covid leave policies in FY2021-22 resulted in increases overtime which, in turn, resulted in a very slow process for hiring new deputies. My office now has a deficit of over 100 deputies and overtime now accounts for over 20 percent of total work hours: This is not sustainable. For both years of the budget, I am requesting funding to cover two additional academy classes of 20 deputies each; an additional \$4,146,686 in the form of reduced attrition savings to support two additional academy classes of 20 deputies. These additional classes will result in the ability to hire a total of 75 deputies in both FY2022-23 and FY2023-24.
- D. In my letter to Mayor Breed of January 26, a copy of which is included in my budget submission, I proposed incentives for hiring and retention. These incentives, also proposed by SFPD, are still in draft form and are not included in my formally quantified budget ask. However, I look forward to working with the Mayor's Office to establish hiring/retention incentives to stem and recover from the current loss of public safety personnel.
- E. \$1,557,120 in FY2022-23 and \$1,572,137 in FY2023-24 for ongoing support of the Sheriff's Office racial equity plan focused on equitable hiring practices and training on implicit bias, diversity, and workplace inclusion. For both years of the budget, I am requesting this funding in the form of reduced attrition savings.

2. Professional Services

- A. \$1,262,000 for software licensing fees to support (1) storage and licenses for the 340 body worn cameras currently in service, (2) incident report writing, (3) storage and tracking of court records, (4) digital forensics, (5) performance appraisals.
- B. \$453,106 for professional services to support (1) 30 percent increase in alcohol monitoring clients and (2) a projected increase in unit cost for devices with the extension of the current contract into the fourth year.
- C. \$540,000 for professional services to support (1) digital strategic plan as recommended by City Services Auditor, (2) digital web services for the public, (3) replacement of antiquated Citrix environment, (4) training platform for SHF staff.
- D. \$1,410,080 in FY2022-23 and \$991,036 in FY2023-24 additional funding for the Jail Management System project based on finding from the Phase 1 discovery of the project. SHF expects to present these additional costs to COIT in April 2022.

3. Community Based Organizations

- A. \$775,000 in FY2022-23 and FY2023-24 for ongoing support of Cameo House which serves San Francisco's homeless justice-impacted mothers and families. For the FY2021-22 budget these funds were moved from APD to SHF during the addback process. This request simply makes these funds part of the Sheriff base budget.
- B. \$265,000 in FY2022-23 and \$530,000 in FY2023-24 and thereafter to contract with the Mental Health Association of San Francisco (MHASF) to establish a Peer Support program specifically for the individuals who comprise the top 2% of jail bookings who are also top users of urgent/emergency health services. These individuals are disproportionately male, African American, and homeless during the year of frequent use. MHASF has been at the

forefront of the peer recovery movement, matching participants with trained peer counselors who accompany participants to public assistance, mental health, medical and housing appointments while providing advocacy and emotional support. In addition, the peer counselors will be able to outreach released clients in the community if participants are initially reluctant to engage.

- C. \$80,000 to double staffing at the Discharge Planning Office, for dedicated service at the San Bruno Jail, which coordinates cab rides, emergency hotel rooms, hygiene items and clothing to people being released from the jail.

4. Materials and Supplies

- A. \$383,851 in FY2022-23 and \$717,204 in FY2023-24 to support higher cost for in-jail food related to (1) unit pricing increase related to lower meal counts following the closure of the Hall of Justice jail and (2) City food standards to address animal welfare, environmental sustainability, nutrition, fair wages, and local economies.
- B. \$787,718 in support of collective bargaining agreement (CBA) required equipment. Equipment includes:
 - i. Ballistic vests for employee safety to replace vests more than five years old.
 - ii. Ordinance stocks for POST-required range qualification.
 - iii. Uniforms for new deputies to replace separations and to reduce overtime.
- C. \$50,000 to support free commissary for indigent persons in the jail. The free commissary program was started using grant from the Office of the Treasurer. To continue this program, backed by the Treasurer and community advocates, a new source of funding is required.

5. Services of Other Departments

- A. \$1,500,000 increase in funding for workers' comp claims. Workers' Comp claims have increase City-wide as a result of circumstances well beyond the control of individual City departments including the Sheriff's Office. However, Workers' Comp expenses have been a hurdle for timely hiring of SHF personnel. While this request is not included in my formally quantified budget ask, I nonetheless look forward to working with the Mayor's Office to budget such expenses realistically and with an eye to improved expense management.
- B. \$275,000 to Department of Technology to fund (1) VM Ware, (2) replacement of analog phones to digital, (3) video visitation in the jails.
- C. \$72,000 to Health Service System to fund first-responder-specific Employee Assistance Programming.

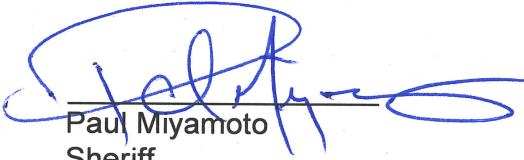
6. Equipment

- A. \$400,000 to replace eighteen (18) sedan vehicles 10+ years old with over 100,000 miles, asset numbers: 173-250, 173-251, 173-254, 173-256, 173-258, 173-259, 173-235, 173-247, 173-122, 173-123, 173-128, 173-154, 173-261, 173-236, 173-361, 173-362, 173-F100, 173-F103.
- B. \$70,000 to replace two (2) patrol vehicles 10+ years old with over 100,000 miles, asset numbers: 173-503, 173-521.
- C. \$420,000 to replace seven (7) transport vans 10+ years old with over 100,000 miles, asset numbers: 173-601, 173-625, 173-634, 173-636, 173-639, 173-643, 173-645.
- D. \$1,200,000 to replace two (2) transport buses 15 years old with a history of mechanical problems, asset numbers: 173-712, 173-713.

- E. \$120,000 for three (3) narcotics analyzers to be used to keep narcotics, including deadly fentanyl, out of the jails.
- F. \$220,000 for one (1) tray washer to replace the current 20+ year old washer used for food service in the San Bruno jail.

I believe my budget supports the Mayor's policy goal: *To restore vibrancy to San Francisco, including improved public safety and street conditions*. I look forward to working with you on a budget that supports this essential mayoral priority.

Please contact Crispin Hollings, Chief Financial Officer, at 415-554-4316 if you have any questions.



Paul Miyamoto
Sheriff



OFFICE OF THE SHERIFF CITY AND COUNTY OF SAN FRANCISCO

1 DR. CARLTON B. GOODLETT PLACE
ROOM 456, CITY HALL
SAN FRANCISCO, CALIFORNIA 94102



PAUL M. MIYAMOTO
SHERIFF

January 26, 2022
Reference: 2022-010

The Honorable London N. Breed
Mayor
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Breed:

Re: **SFSO Operational and Financial Challenges Resulting from Covid**

The San Francisco Sheriff's Office (SFSO) is experiencing critical staffing shortages resulting from Covid-related leave, ongoing administrative hiring delays, and retirements and resignations. The resulting staffing shortage has resulted in mandatory overtime simply to maintain safety in my operation. While overtime can address some of the aforementioned issues, over the long run it creates operational and financial challenges that are not sustainable. In support of a more sustainable solution, I am requesting immediate assistance with filling the more than 200 vacancies I have in the Sheriff's Office, and a supplement of resources in the form of funds for overtime and salaries.

Cause for Urgency

Following the hiring freeze from 2011 to 2015, the SFSO relied on high levels of overtime to meet established levels of service. Hiring restarted in 2016 and by the beginning of 2020, overtime had been reduced to its lowest level in over a decade. However, with the advent of Covid and the City's generous leave policies, combined with state-required staffing minimums, the SFSO once again had to rely increasingly on overtime. The financial challenges that came with high Covid leave resulted in significant scrutiny of every SHF hire to the point that my office has over 200 vacancies.

At the same time, the SFSO has been challenged with keeping Covid out of the jails. Unlike so many jurisdictions across the country, and even in the Bay Area, the SFSO saw zero Covid outbreaks in the period pre-Omicron; zero outbreaks, zero hospitalizations, zero deaths. Even post-Omicron, during which the Custody Operations Division has established an annex for Covid positives, the SFSO has an enviable Covid record with zero deaths. The SFSO was able to rise to the Covid challenge, in spite of Covid-related staff absences, with dedication, planning and significant overtime. However, with mandatory overtime necessary, staff fatigue is placing both the deputy and the incarcerated populations at risk.

To ensure custody operations can maintain core levels of service, the SFSO is detailing sworn deputies from throughout the Department who were assigned to other critical functions. These units dedicated to activities such as reform oversight, implementation, and

coordination, community connections and engagement, investigations, and the implementation of use of force and other training protocols, were all reduced to impossible-to-maintain levels. These units are so understaffed that this work will need to be abandoned entirely.

Low Staffing Drivers and Impacts

In FY19-20, in response to concerns regarding racial equity, my office was put on a hiring freeze. When the hiring freeze was lifted, concerns about Covid-related expenditures resulted in a personnel-requisition-approval process that takes well over three months. This exacerbated already low staffing levels that were further challenged by significant overtime reductions in the FY20-21 budgeting processes. The unrealistic budget cuts, use of backfill for staffing demands from lack of hiring, and staffing-intensive Covid-mitigation strategies are driving an enormous over-spend above budget in overtime.

Additionally, the vaccine mandate not only meant separations for those not vaccinated, but also was the catalyst for SFSO to transfer full-duty sworn members from regular assignments, including Investigations, Personnel, Planning and Projects Management, to patrol in order to ensure adequate front-line personnel were available to respond to calls for law enforcement services. The work of those members who were assigned back to patrol currently is not being performed, performed on overtime, or absorbed by other members who are then not performing some of their functions.

Solutions

The current loss of personnel is unsustainable and will need an immediate financial intervention along with a long-term five-year budget planning strategy to respond adequately to public safety demands across the city.

The immediate intervention strategy the SFSO is proposing includes the following.

A. Civilian/Professional Staff Hiring

Immediate civilian hiring is the quickest way to begin to address the gaps caused by the vaccine mandate and delays in prior year hiring. It is SFSO's intent to increase the use of civilians, many on a one-to-one basis, to replace sworn staff. These positions have been approved in the budget and I simply request your support to expedite the personnel-requisition approval process.

B. Hiring Strategy for Sworn Members

Overtime backfill does not represent a sustainable solution and the expansion of Academy classes (including costs to recruit and retain) under an accelerated hiring plan is the only viable long-term solution. The SFSO requests funding for two recruiters to help expand work on engagement strategies and recruitment activities (\$371k/yr). The SFSO also requests additional support in non-personnel services (\$1m) to expand the range of recruitment services currently in use to attract as wide of an applicant pool as we can. Based on recent Academy class sizes, we expect class sizes of approximately 20 deputies. To bring staffing back to acceptable levels, the SFSO must plan for at least two academy classes annually with a total annual cost of \$4,213,872. As with civilian hiring, I also request your support to expedite the personnel-requisition approval process.

C. Overtime Deployment

The existing approved overtime budget is not based on analysis and does not reflect the ongoing workload requirements of the department. For FY21-22, we expect to significantly exceed the base overtime budget allocation and the reason is due to the lack of available staffing to provide for sufficient service coverage. While I appreciate that we received an overtime supplement for FY21-22, such funding must continue into FY22-23 and beyond.

D. Incentives

Other strategies the SFSO is exploring to mitigate potential personnel losses include expediting the hiring process, expanding incentives for lateral hires, and offering greater retention incentives for current sworn personnel. These include:

- FTO pay year-round, not limited to training days, for FTOs who work with probationers as well.
- Offering \$50,000 signing bonus for individuals who enter and graduate from the Academy.
 - Would need to commit to staying with the Department for five years
 - Would be required to return the entire sum if they leave before 18 months
 - Would receive a prorated portion if they leave after 18 months, but before five-year period.
- Increasing signing bonus to Lateral Peace Officers
 - Increase lateral signing bonus
 - \$10,000 – upon successful completion of FTO program
 - \$10,000 – upon successful completion of 12-month full duty probationary period
 - \$10,000 – upon successful completion of 5 years of employment
 - Allow vacation time and compensation time to be carried over or receive comparable vacation time and compensation time based on years of service
 - Reduce time for transitional training/academy
- Offering \$5000 referral bonus to members who refer individuals who enter and graduate from the Academy
- Sick Pay Buyback (up to 200 hours per fiscal year)
- Compensation Time Buyback (up to 200 hours per fiscal year)
- Vacation Balances (permit members to accrue up to 80 hours over the applicable cap until June 30, 2022)
- 8504 Salary Steps – Eliminating job class 8302 and expanding 8302 steps into 8504 job classification.
- Option for deputies to stay at hotel after working 16-hour shift.

C. Employee Wellness and Safety

Sworn deputies must contend with the long-term impacts of dealing with dangerous situations, sitting for hours in a patrol car, working extended shifts, and adapting to other work-related stressors which can lead to mental and physical health problems such as work fatigue, obesity, heart attacks, alcoholism, substance abuse, and suicide. These stressors can affect an deputy's family, colleagues, and their daily interactions with the public and community. Stress can lead to poor decision making and increase mistakes, both of which may jeopardize the success of the Department and the safety of the public.

In 2021, the Sheriff's Office was the first in the nation to offer wellness and resilience training to all professional staff. We chose Navigating Adversity from Pathfinder Resilience to provide comprehensive health and wellness training on a department-wide basis. Every participant learns to assess their own needs and gain the understanding and tools to create and sustain a healthy and fulfilling life. The 100% online program, a comprehensive eight-week virtual training curriculum that defines wellness in terms of the eight pillars of human health and behavior.

Creating a long term program to continue to support the resilience of deputies provides great benefits to the City. The U.S. Department of Health and Human Services noted that resilient first responders are better able to:

- Care for themselves and others.
- Access needed resources more efficiently and effectively.
- Be physically and mentally healthier and have overall lower recovery expenses and

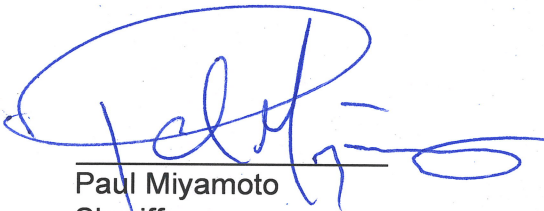
service needs.

- Miss fewer days of work.
- Get back to routines more quickly (which helps family members as well).
- Work through the strong emotions that come from being a first-responder, without relying on unhealthy coping strategies such as drinking heavily or smoking.
- Return to their day-to-day role and have positive interactions with co-workers and family.
- Have greater job satisfaction and career longevity.

To support deputy wellness and safety, the Department requests budget support for first-responder-specific Employee Assistance Program (EAP) services negotiated by the City's Health Service System (HSS).

In conclusion, the Department will need immediate financial support in the form of a higher overtime allocation, hiring authority to fill vacancies, and financial investments for hiring incentives to continue public safety duties in San Francisco.

Thank you for your time and consideration on this matter.



Paul Miyamoto
Sheriff

Re: Memorialization of our SMS Message Conversion Regarding SFSO's Inadequate Hiring

President <president@sanfranciscodsa.com>

Wed 8/2/2023 8:48 AM

To: Johnson, Katherine (SHF) <katherine.johnson@sfgov.org>; Miyamoto, Paul (SHF) <paul.miyamoto@sfgov.org>
Cc: Sean D. Howell <showell@mastagni.com>; Dan L. Koontz <dkoontz@mastagni.com>; Jayson Wechter <jayson@well.com>

📎 6 attachments (894 KB)

Background Investigations 3 Police.pdf; Background Investigations 3.pdf; Background Investigations 2 39941_-_2223_juv_06072023.pdf; Background Investigations 1 39941_-_2223_juv_06072023.pdf; Background Investigations 6 Probation.pdf; Background Investigations 5 Airport.pdf;

Hi Sheriff,

Good morning,

I have found that it is not an uncommon practice amongst City Departments to outsource some of the workload of background investigations. Our background process is to slow due to a backlog of applicants. It is great that we have a good amount of interest and applicants, but the SFSO's own hiring process is short staffing the department. As you can see in the attachments other City Agencies have contracted out for background investigations including the Police Department and Probation Dept. The SFSO needs to do the same immediately to fill the vacant deputy sheriff positions. The slowdowns in hiring have impacted the staffing levels and is harming existing staff.

Best regards,

Ken Lomba
SFDSA President
415-513-8973



From: Johnson, Katherine (SHF) <katherine.johnson@sfgov.org>**Sent:** Tuesday, August 1, 2023 1:49 PM**To:** President <president@sanfranciscodsa.com>; Miyamoto, Paul (SHF) <paul.miyamoto@sfgov.org>**Cc:** Sean D. Howell <showell@mastagni.com>; Dan L. Koontz <dkoontz@mastagni.com>**Subject:** RE: Memorialization of our SMS Message Conversion Regarding SFSO's Inadequate Hiring

Hi Ken,

I called both numbers listed on the company's website to determine if they are even an authorized City vendor, and to no avail.

Both numbers went through an automated system, but no one answered the phone. I did not leave a message as that would be out of context without a conversation explaining why I was calling.

My question to you since you seem to be advocating for this company is: do you know if they are an authorized City vendor?

Anyway since you were not amenable with the front desk at CJ#3 moving to a cadet position given the pass control duties, I had another idea. I will call you shortly to see if you are available. I am simply trying to mitigate the drafting during peak vacation season coupled against the staffing.

Thanks
Kathy

Katherine Johnson, #1319
Undersheriff
Office: 415-554-7223
Cell: 415-572-2045

From: President <president@sanfranciscodsa.com>
Sent: Sunday, July 30, 2023 9:45 AM
To: Miyamoto, Paul (SHF) <paul.miyamoto@sfgov.org>; Johnson, Katherine (SHF) <katherine.johnson@sfgov.org>
Cc: Sean D. Howell <showell@mastagni.com>; Dan L. Koontz <dokoontz@mastagni.com>
Subject: Memorialization of our SMS Message Conversion Regarding SFSO's Inadequate Hiring

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

SMS Message Conversation Beginning Tuesday, July 25th at 1734 hrs.

DSA President: Hi Sheriff & US we are drowning in understaffing yet we have people interested in the job. You need help, please outsource background investigations at least until we catch up.

Police Background Checks, Firefighter Background Checks & More
creativesecurity.com <https://creativesecurity.com/background-services/police-background-checks/>

[Police Background Checks, Firefighter Background Checks & More](#)

Creative Security provides police background checks performed by former police officers. We'll exceed your expectations in both cost and turn-around time.

creativesecurity.com

Wednesday, July 26th 0853 hrs.

Undersheriff: Hi Ken

Even if we outsource this function - it takes months to issue and rfp and go through that process.

I do understand the ask

DSA President: Yes but it would reduce the time delays and increase hiring if backgrounds is expedited. The average background in neighboring departments is taking 6 weeks.

4 background investigators working on deputies is not enough. Plus the new background investigators are not up to speed and cannot produce the same output as the experienced background investigators.

As well as the newly hired background investigators still need to be trained.

This should be the #1 priority to expedite hires.

Sheriff: Also want to Prop F former investigators that are already trained and experienced and plug them in as well.

DSA President: That's a great idea. But that won't be enough. You need to throw some fuel on this. Backgrounds is lagging big time, the learning curve is slow. You need to blitz this and make it more efficient.

Friday, July 28th 1326 hrs.



DSA President: Something is wrong with SFSOs hiring. See PDs recruit class.

Sheriff: We are ongoing. Yes they have 30. They had 26 last class but only graduated I think 10. This is their biggest starting class. We have 6 in 15th week and 10 in pre academy right now. We are trying to bump up but at least maintaining this amount.

The PD also got way more \$\$ than us for recruiting and hiring, plus the incentives the POA got. They are still having trouble recruiting people in even with all of that.

DSA President: copy. But SFSO hiring is not efficient. It needs improvement, outsourcing some of the backgrounds would speed things up.

Sheriff: I understand your frustration but we are working on things to be responsive more immediately, outsourcing is going to take some time

DSA President: That's not good.

Undersheriff: Outsourcing must follow the city rules for RFPs - that portion is out of our ability to effect change.

However we can discuss other options to off set hiring.

DSA President: not interested in other options to offset hiring. Good luck.

Undersheriff: Thank you

Sheriff: To be clear, we are not putting off hiring, still continuing and keeping push strong on recruiting.

DSA President: You are putting off hiring, your system is inefficient.

We have been telling you this since 2018.

Sheriff: We are trying and appreciate your help. Guardian software was purchased and implemented early 2020s we have not paused hiring. I have never put off hiring. I thought you were on the recruiting committee with the AS and her team and thought you were working with them with your recommendations and ideas

DSA President: I was but we found more problems in the background unit.

Which we brought up as the bottle neck in 2018. It is still the bottleneck in the hiring process today. The SFSO is below the industry standard at hiring, it is subpar. It's unacceptable when the short staffing is the fault of the department and city.

Sheriff: Let's discuss this next week. I will request an audit of Background unit in comparison with other agencies. Thanks

DSA President: That's a good start. Thank you.

Next week is fine.

End of SMS Message Friday, July 28th 1637 hrs.

Best regards,

Ken Lomba
SFDSA President
415-513-8973



MEMO

In support of the SFDSA's effort to conduct an informal audit of the Department's recruiting and early retention, and to locate and resolve potential bottlenecks in the process of attracting, recruiting, training, hiring, and retaining new deputies, I have gathered data from the agency and supplemented this information with internet research. The information gathering is an ongoing process. Assistant Sheriff Katherine Johnson has represented that she will be commissioning a study into 1) attrition beyond the academy (e.g., FTO, probation, etc.), and; 2) a regression analysis of the relationship between different academy locations and a recruit's success/performance while in the academy.

I have looked for patterns or markers in the employment separations to uncover possible hidden or external contributing factors. I examined the steps in the recruitment process and the time required for each step, both in the Human Resources and Sheriff's Departments. I have looks for trends in the number of applicants and the drop-out rate of applicants at each step of the recruitment process.

The report is organized into six major sections:

- I. Recruitment
- II. Attrition/Retention
- III. Department Hiring Update (3/9/2018)
- IV. Department Executive Summary Staffing & Recruitment
 - a. Introduction/History
 - b. Hiring Plan
 - c. Recruitment
- V. Department Sworn Hiring Statistics from 2015 through 3/2018
- VI. Sworn Separation Statistics from 2015 through 3/2018

I. RECRUITMENT

Recruitment for Deputy Sheriff is done continuously through a partnership between the Office of the Sheriff and the Human Resources Department. While the Department of Human Resources (DHR) administers the written examination, the sheriff's department administers the remaining examination components. Once an applicant successfully passes the written examination they advance to the physical agility and oral interview. These components are administered in one day. Additionally, in order to streamline the process, applicants who passed the written examination are emailed the personal history statement and instructed to complete as much as possible, if not all, and bring that document with them on the date they are scheduled to participate in the physical agility and oral interview portions of the examination.

The steps of the recruitment process include:

- A. **Application Filing:** All applicants, including County employees, must apply on-line at (<http://www.jobaps.com/sf>), and submit the required information as indicated on the job announcement by a final filing date. All applicants must clearly demonstrate that they meet the minimum qualifications provided on the job announcement.

- B. Below is a summary of recruitments conducted in the last three “calendar” years, showing the number of recruitments per year, number of applications received, average number of applications received each year, and the number of applicants that tested.

Year	#Recruitments	# Apps Rec	AVG Apps Rec	# Applicants Tested
2015	80	811	10	335
2016	70	1396	20	456
2017	99	1431	14	973

- C. **Written Examination:** The written examination for Deputy Sheriff-Recruit may consist of the following areas: reading comprehension, vocabulary, and information processing/reasoning ability. The written examination is scored on a pass/fail basis. A passing score allows the candidate to progress to the next step but the score does not otherwise weigh into the final ranking.
- D. **Physical Agility Requirements/ Oral Interview:** Candidates successfully completing the written test will do the physical agility and oral interview in one day.
- E. **Background Investigation:** A background investigation takes approximately 5 months to complete. This is an estimate as some background investigations may be completed in less time while others may require additional time depending on the complexity of the investigation. **The average case load is 15 backgrounds per investigator** and while during peak time that number is higher.

Candidates may be disqualified at any of the preceding steps.

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II. ATTRITION/RETENTION

2015

Recruitment Step	Processing Time in Days	2015 Step Level Failure Rate	2015 Cumulative Failure Rate	Example Using 811 number Applications Rec.		
				Step Level		Cumulative
				Pass	Fail/DQ/Withdraw	Fail/DQ/Withdraw
Application Received	30	0	0	811	0	0
Appeared for Testing:		58.6%	58.6%	335	476	476
Written	~5 Months	46.5%	77.9%	179	156	632
Physical Agilities		44.6%	80.2%	100	79	651
Personal History Stmt						
Oral Examination						
Background Investigation Phase						
Polygraph, Psych, Med Eval						
Psych						
Medical Eval						
Total Processing Days Expressed in Months	180 ~6					
Hired		19.1%%	90.2%	80	20	732
Academy (data pending)						
FTO (data pending)						
Probation (data pending)						

***Between January 1, 2010 and December 31, 2015, the department hired a total of 80 deputy sheriffs.

2016

Recruitment Step	Processing Time in Days	2016 Step Level Failure Rate	2016 Cumulative Failure Rate	Example Using 1396 number Applications Rec.		
				Step Level		Cumulative
				Pass	Fail/DQ/Withdraw	Fail/DQ/Withdraw
Application Received	30	0	0	1396	0	0
Appeared for Testing:		67.3%	67.3%	456	940	940
Written	~5 Months	51.5%	84.1%	221	235	1175
Physical Agilities		31.6%	89.1%	151	70	1245
Personal History Stmt						
Oral Examination						
Background Investigation Phase						
Polygraph, Psych, Med Eval						
Psych						
Medical Eval						
Total Processing Days Expressed in Months	180 ~6					
Hired		53.6%	94.9%	70	81	1326
Academy (data pending)						
FTO (data pending)						
Probation (data pending)						

***In 2016 calendar year the department hired 70 deputy sheriffs bringing the two-year total to 169 deputy sheriffs.

//

2017

Recruitment Step	Processing Time in Days	2017 Step Level Failure Rate	2017 Cumulative Failure Rate	Example Using <u>1431</u> number Applications Rec.		
				Step Level		Cumulative
				Pass	Fail/DQ/Withdraw	Fail/DQ/Withdraw
Application Received	30	0	0	1431	0	0
Appeared for Testing:		32.0%	32.0%	973	458	458
Written	~5 Months	61.0%	73.5%	379	594	1052
Physical Agilities		26.1%	80.4%	280	99	1151
Personal History Stmt						
Oral Examination						
Background Investigation Phase						
Polygraph, Psych, Med Eval						
Psych						
Medical Eval						
Total Processing Days						
Expressed in Months	~6					
Hired		35.3%	93.0%	99	181	1332
Academy (data pending)						
FTO (data pending)						
Probation (data pending)						

***In 2017 calendar year, the department hired 99 deputy sheriffs.

III.

DEPARTMENT HIRING
UPDATE (3/9/2018)



OFFICE OF THE SHERIFF CITY AND COUNTY OF SAN FRANCISCO

1 DR. CARLTON B. GOODLETT PLACE
ROOM 456, CITY HALL
SAN FRANCISCO, CALIFORNIA 94102



VICKI L. HENNESSY
SHERIFF

May 30, 2018
Reference: A/S 2018-028

Mr. Seth Nunley
Mastagni Law Office
1912 I Street
Sacramento, CA 95811

Dear Mr. Nunley:

I am responding to your follow-up email regarding recruitment and hiring.

In calendar year 2017, the department participated in 82 recruitment events. The information regarding the specific events was provided pursuant to reference number AS 2018-020.

The hiring process includes the following:

1. Written exam
2. Physical agility
3. Oral interview
4. Background investigation

While the Department of Human Resources (DHR) administers the written examination, this department administers the remaining examination components. Once an applicant successfully passes the written examination they advance to the physical agility and oral interview. These components are administered in one day. Additionally, in order to streamline the process, applicants who passed the written examination are emailed the personal history statement and instructed to complete as much as possible, if not all, and bring that document with them on the day they are scheduled to participate in the physical agility and oral interview portions of the examination.

The DHR provided the following statistics specific for 2017:

- 1) The number of applicants received: 1431
- 2) Number of applicants with POST Certificates: 75
- 3) Number of applicants with written scores on file: 189
- 4) Number of applicants that attended the written: 973
- 5) Number of applicants that failed the written: 591
- 6) Number of applicants that passed the written: 379

Those that passed the written were invited to participate in the oral interview and physical agility. Successful applicants proceeded to the background process.

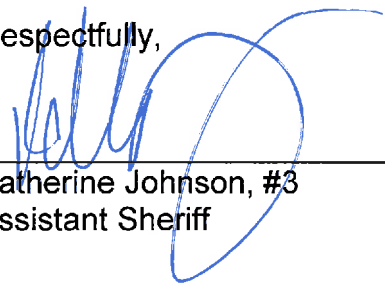
In 2017, there were approximately 741 applicants who were invited to participate in the physical agility and / or oral interview processes. This number may have included applicants from 2016 as well. Of the total number of applicants, 505 people advanced to the background phase of hiring. There were applicants who failed to submit a personal history statement, or withdrew from the hiring process. In 2017, the department hired 99 deputy sheriffs. In 2016 the department hired 70 deputy sheriffs bringing the two-year total to 169 deputy sheriffs. By contrast, between January 1, 2010 and December 31, 2015, the department hired a total of 80 deputy sheriffs.

A background investigation takes approximately four months to complete. This is an estimate as some background investigations may be completed in less time while others may require additional time depending on the complexity of the investigation. The average case load is 15 backgrounds per investigator while during peak times that number is higher.

I am attaching a department memorandum which was issued in March 2018, which is a summary of two-years of data.

As always, if you have additional questions you would like to discuss, please feel free to contact me at (415) 554-7223.

Respectfully,



Katherine Johnson, #3
Assistant Sheriff

attachment



San Francisco Sheriff's Department

INTER-OFFICE CORRESPONDENCE

March 9, 2018

Reference: AS 2018-009

To: All Personnel

From: Katherine Johnson, #3
Assistant Sheriff

Re: Hiring Update

When Sheriff Hennessy took office in January 2016, she was faced with a deficit of 101 total sworn vacancies and 40 civilian vacancies. These vacancies, coupled with pending retirements and an increase in service needs, indicated a necessity to focus department resources on hiring.

Sheriff Hennessy directed the command staff to develop a hiring plan in order to close the gap of vacant positions and address the anticipated shortfall caused by retirements. The Sheriff's priority was to bring relief to staff from the burden of involuntary overtime. With the support of the chiefs and the combined and diligent work of the staff assigned to the Background, Personnel and Training Units, coupled with funding from the Mayor's office, the department accomplished the following:

- In 2016 the department hired 70 entry deputy sheriffs, combining both academy-trained and entry-level employees, and 64 civilian employees
- In 2017 the department hired 99 deputy sheriffs, combining both academy-trained and entry-level employees, and 45 civilian employees

During the same two-year period, the department received and processed approximately 3,534 applications for deputy sheriff; tested approximately 1,689 applicants; and the Background Unit researched approximately 301 files for sworn applicants.

On March 24, 2018, the department is scheduled to hire another 17 deputy sheriffs. At that time, the department will have reduced the total number of sworn vacancies to 58. To further reduce that number, the department plans to hire 40 entry-level deputy sheriffs for a July 2018 academy as well as a smaller number of academy-trained persons.

Equally as important, during 2016 and 2017, the Sheriff promoted 66 sworn staff. Upward mobility is vital to the success of the department. Promotional opportunities allow for deputy sheriffs to advance through the rank structure with a commensurate increase in pay and responsibilities, which in turn enhances career development and provides for diversity in job duties. Consequently, promotions also create vacancies in the lower ranks, which allow for the hiring of entry-level personnel.

IV.

DEPARTMENT
EXECUTIVE SUMMARY
STAFFING &
RECRUITMENT



**OFFICE OF THE SHERIFF
CITY AND COUNTY OF SAN FRANCISCO**

1 DR. CARLTON B. GOODLETT PLACE
ROOM 456, CITY HALL
SAN FRANCISCO, CALIFORNIA 94102



**VICKI L. HENNESSY
SHERIFF**

July 6, 2018
Reference: A/S 2018-033

Mr. Seth Nunley
Mastagni Law Office
1912 I Street
Sacramento, CA 95811

Dear Mr. Nunley:

I write in response to questions emanating from a previous Public Records Request Act (PRA) regarding hiring, and our telephone conversation that occurred last week. Attached are the following documents in response to your request:

1. Executive Summary – Staffing & Recruitment
2. Sworn Hiring Statistics from 2015 through March 31, 2018
3. Sworn Separation Statistics from 2015 through March 31, 2018

Please advise if you need additional information or wish to discuss these documents further. I can be reached at (415) 554-7223.

Regards,

A handwritten signature in blue ink, appearing to read "Katherine Johnson".

Katherine Johnson, #3
Assistant Sheriff

attachments

San Francisco Sheriff's Department
Executive Summary
Staffing &
Recruitment



Sheriff Vicki Hennessy
Undersheriff M. Freeman
Assistant Sheriff K. Johnson
Chief Deputy A. Waters
Chief Deputy K. Ferrigno
Chief Deputy P. Miyamoto

Prepared by:
Chief Deputy K. Fisher-Paulson, #1213
Captain J. Sanford, #1782
Administration and Programs Division
July 3, 2018

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Introduction

This document is intended to describe the history of hiring efforts in fiscal year (FY) 2017/18 as well as to project the hiring plan for FY 2018/19. The chart below provides a comparison between the total number of employees beginning July 1, 2017, and the current number of employees as of June 30, 2018.

Staff Working:	July 2017	Current (As of 30-Jun-18)
Non-sworn	197	194
Sworn	836	852
Total Employees	1033	1046

In calendar year 2017, the department hired 100 deputy sheriffs (in FY 2017/18 the department hired a total of 82 Deputy Sheriffs). Additional vacancies were created in the deputy rank due to:

- 37 promotions
- 58 separations
- 8 senior deputy positions were converted to deputy sheriff positions

The department currently has 57 vacancies in this rank along with 25 vacancies in promotive ranks. The chart below provides a comparison between the total number of vacancies beginning July 1, 2017, and the current number of vacancies as of June 30, 2018.

Vacancies:	July 2017	Current (As of 30-Jun-18)
Non-sworn Vacancies	33.5	28.5
Sworn Vacancies (All Ranks)	79	82
Total Vacancies	112.5	110.5

Based upon the pattern of the past two years (*58 separations in FY 16/17; 58 separations in FY 17/18*), it is reasonable to forecast 58 separations in FY 2018/19.

In December 2016, the department posted an announcement for entry level and academy-trained personnel. That announcement yielded 1,431 total applicants.

In the applicant pool, persons with POST certificates and persons with a recent PELLETB score were not required to take the PELLETB test. There were 1,167 in this

category, and they were all invited to take the PELLETB test. Of those invited, 973 applicants actually attended the test. Of those who took the test, 379 passed the test.

# of applications received	1431
# of applicants with POST certificates	75
# of applicants with prior PELLETB T-scores	189
# that attended the PELLETB	973
# that were invited but did not show	194
# that passed the PELLETB	379
# that failed the PELLETB	591

In the next phase of the hiring process:

- 263 did not report for the Physical Ability Test/Interview.
- 50 failed the Physical Ability test/Interview.
- 61 did not turn in background packets.
- 29 failed the Background process (Post Requirements, Psychological Exam, Polygraph, Personal History.)
- 18 failed in the Academy.
- This resulted in 82 hires and 25 pending hires.

Hiring Plan

In summary, the hiring projection for entry level deputies, compared to the actual hired over the past three fiscal years is as follows:

Fiscal Year	Hiring Projections	Actual Hired	% of Goal
2015/16	40	44	110%
2016/17	70	80	114%
2017/18	66	82	124%

The department has exceeded its hiring goals by an average of 17% over the past three years.

The chart below displays the hiring plan that was submitted for FY 2017/18. The department's total number of authorized sworn Full Time Equivalents is 934. This hiring projection represents a reduction from the original request of 115 based upon the Department's hiring authority.

	18/19 Projection
Academy Class	80
Academy Trained	20
Total Hire	100

From January 1, 2015 through May 25, 2018, 120 of 144 persons sent to an academy by the department successfully completed that academy. Concomitantly, 24 persons failed academy, for a failure rate of 17%.

The department is funded to hire 80 entry level deputy sheriffs, and so the projection of 100 hires in fiscal year 2018/19 is intended to compensate for the average rate of academy failures.

A new hiring announcement was posted on March 13, 2018, and re-posted on June 29, 2018. The Department of Human Resources invited 278 applicants to participate in a test on May 4 and May 5, 2018. Of this number, 222 attended the test. A second pool of 182 candidates were invited to participate in the test on June 9, 2018. 182 persons were invited. Of that group, 110 sat for the test. The paradigm now is the Continuous Hire Process.

Sheriff Hennessy moved to eliminate use of the PELLETB test and replace that with an examination that measured emotional intelligence. The test designed by Ergometrics fulfills this purpose and yields a higher passing rate than the PELLETB. The Department of Human Resources is currently in the process of scoring the test for both applicant pools. Test results are expected no later than July 6, 2018 and the next phase of the testing will be scheduled for as soon as possible after that.

The Background Unit is currently reviewing applicants from List # 901904. It is expected that list will be exhausted by July 14, 2018.

As of July 1, 2018, the status of new hires in the deputy sheriff classification is as follows:

Academy	Start Work Date	#	Status	In Service Date
Santa Rosa	15-July-2017	15		In Service
Academy-Trained	15-July-2017	8		In Service
South Bay Regional	28-October-2017	15	Suspended CORE	1-Oct-18
Academy-Trained	27-December-2017	3		In Service
Santa Rosa	27-December-2017	1	Detailed to Field Service	1-Oct-18
Santa Rosa	13-January-2018	1	Detailed to Field Service	1-Oct-18
Academy-Trained	24-February-2018	8		In Service
Santa Rosa	24-March-2018	15	Academy	9-Nov-18
Total		66		

The immediate phase involves hiring 19 entry level applicants and 6 academy-trained applicants.

The department's goal is to hire 100 applicants in FY 18/19, again, accounting for an academy attrition rate to leave us with a net of 80. On July 14, 6 academy-trained persons will start work. The department plans to recruit and hire 15 more academy-trained persons during the fiscal year.

The academy cohorts are as follows:

- 19 starting July 2018
- 30 starting December 2018
- 30 starting in March 2019

	Santa Rosa 199 th	Santa Rosa 200 th	Santa Rosa 202 nd
Physical Aptitude	Complete	11-Aug-18	18-Nov-18
Background begun	15-Mar-18	12-Aug-18	19-Nov-18
Medical Clearance begun	18-Jun-18	26-Nov-18	18-Feb-19
Projected # of Hirees	19	30	30
Pre-Academy/Hiring Date	16-Jul-18	24-Dec-18	25-Mar-19
Academy Start	30-Jul-18	7-Jan-19	8-April-19
Academy Complete	14-Dec-18	24-May-19	23-Aug-19
In Service Training Complete	11-Jan-19	21-Jun-19	20-Sep-19
JTO//FTO Complete	1-Mar-19//5-Apr-19	9-Aug-19//13-Sep-19	8-Nov-19//13-Dec-19

Recruitment:

In FY 2017/18, the department conducted targeted recruitment in order to identify prospective applicants from the local communities, including:

- small community recruitment events
- bus ads in specific neighborhoods
- events highly attended by women

Those efforts reflect the diversity and quality of the prospective applicants. We must continue to focus on recruiting:

- female applicants
- applicants who are representative of the San Francisco community
- applicants who reside in the community or who understand the needs of the community we serve

The department attended 82 events in the community, and seeks to increase visibility in the coming year.

The department also intends to recruit academy-trained applicants. To accomplish this, we will further cultivate our relationship with local academies, and expand the search academies in the region.

The department will explore assertive use of social media to promote the good work of the department, which in turn serves as a recruitment tool of its own.

Approximately one year ago, the department instituted a program to prepare applicants for the physical ability aspect of the testing process. Since then, the department has further developed an expanded syllabus to assist potential applicants with an understanding of the rigors of the testing and application process. The initial cohort will be offered to cadets, but, if successful, will be expanded to others interested in the hiring process. A second benefit of this class is that it also serves as a recruitment tool. The intent is to provide this class on a frequent basis, with the first class starting no later than August 31, 2018.

As part of community outreach, the department intends to develop relationships with local high schools in an effort to:

- Promote better community relationships
- Recruit qualified cadets, who in turn can become qualified candidates for deputy sheriff
- Promote the work as a long-term career goal

The department has already begun to develop relationships with local schools. This will further help us build long-term relationships with the youth of the community.

Recruitment Business Card



San Francisco Sheriff's Department

S
F
S
D

Become a Deputy Sheriff!
415-554-7225
www.sfsheriff.com
www.jobaps.com/sf
Follow us @SHERIFFSF



Recruitment Flyer



SAN FRANCISCO SHERIFF

DEPUTY SHERIFF

ANNUAL SALARY: \$69,888 - \$89,232

Benefits:

- Health, Dental and Vision Plans
- Deferred Compensation Plan
- Night Shift Differential up to 10%
- Tuition Reimbursement Program
- Intermediate and Advanced POST certificate premium up to 6%
- Retirement benefits: 3% of final compensation per year of service at age 58
- Excellent promotional opportunities



Minimum Qualifications:

- No previous law enforcement experience necessary
- Must be at least 20 years old
- Possess a high school diploma or GED
- Must be a United States Citizen
- No felony convictions
- Possess a valid California Class C driver's license

Successful applicants will attend a California POST certified peace officer academy.

 @SFSheriff

 @SheriffSF

WWW.SFSHERIFF.COM

The chart below depicts recruitment events during fiscal year 2017/18. The department plans to attend all of these, and build further. To accomplish this, the department has re-posted an announcement for staff, both sworn and civilian, interested in participating in recruitment and community outreach events for this coming year. The list is utilized to help staff events. The department welcomes new ideas in this arena, and so if have any ideas for expanding this aspect, please advise.

	Event	Date	Time:	Location
1	Fillmore Jazz Festival	Saturday, July 01, 2017	1000 – 1800	Fillmore & Jackson Streets
2	Fillmore Jazz Festival	Sunday, July 02, 2017	1000 – 1800	Fillmore & Jackson Streets
3	Aim High Francisco Career Panel	Friday, July 21, 2017	0730 – 1030	2190 Powell street.
4	USMC Family Day	Sunday, July 23, 2017	1100 – 1500	900 Commodore Drive San Bruno
5	SF Giants Family Safety Day	Tuesday, July 25, 2017	1100 – 1500	AT&T Park
6	National Night Out	Tuesday, August 01, 2017	1500-1800	680 Filbert street
7	Nihonmachi Street Fair	Saturday, August 05, 2017	1000 – 1800	Japan Town
8	Aloha Festival	Saturday, August 05, 2017	1000-1700	1346 Saratoga Drive San Mateo
9	Nihonmachi Street Fair	Sunday, August 06, 2017	1000 – 1800	Japan Town
10	Aloha Festival	Sunday, August 06, 2017	1000-1700	1346 Saratoga Drive San Mateo
11	PISTHAN	Saturday, August 12, 2017	1000 – 1800	700 Howard Street
12	PISTHAN	Sunday, August 13, 2017	1000 – 1800	700 Howard Street
13	SFPD Public Safety Hiring Forum	Wednesday, August 16, 2017	1700 – 2000	1245 3rd street
14	ALOHA POLY FEST	Saturday, September 02, 2017	1000 – 1800	Golden Gate Park County Fair Building
15	Oakland Pride	Sunday, September 10, 2017	0700 – 1900	Broadway & 20th Street Oakland, CA

16	Fiesta de las Americas	Sunday, September 17, 2017	11:00-17:00	24th And Mission
17	City College of San Francisco	Tuesday, September 19, 2017	1300-1500	Ocean Campus
18	Bay Area Blues Festival	Saturday, September 23, 2017	1000 – 1800	Main Street, Martinez
19	Sundown CrossFit	Sunday, September 24, 2017	0600-1500	
20	Bay Area Blues Festival	Sunday, September 24, 2017	1000 – 1800	Main Street, Martinez
21	Castro Street Fair	Sunday, October 01, 2017	0700 – 1900	Castro District
22	Walk like MADD	Sunday, October 1, 2017	0700-1900	Lake Merced
23	CCSF Job fair	Thursday, October 5, 2017	1000- 1400	1125 Valencia Street
24	American River College Career fair	Thursday, October 05, 2017	1000 – 1300	4700 College Oak Drive Sacramento
25	Fleet Week	Saturday, October 7, 2017	0700-1900	Marina
26	Fleet Week	Saturday, October 8, 2017	0700-1900	Marina
27	Italian Heritage Parade (Columbus Day)	Sunday, October 08, 2017	1000 – 1800	North Beach
28	CrossFit "Battle on the Bay!"	Saturday October 14, 2017	0800- 1600	800 W. Tower Ave
29	APD Cares Event	Friday, October 20, 2017	900-1500	Samoan Community Development Center 2055 Sunnydale Ave
30	Fiesta on the Hill	Sunday, October 22, 2017	1000 – 1800	Bernal Heights
31	South East Sector Health Fair	Saturday, October 28, 2017	1000 – 1400	1800 Oakdale Ave.
32	Crossfit One World 2017	Saturday, October 28, 2017	0800-	33415 Western Ave. Union City

33	Veterans Day Parade	Friday, November 10, 2017	1000 – 1800	Civic Center Plaza
34	Discovery Day @At&T park	Saturday November 11, 2017		24 Willy Mays Plaza
35	Coffee with a Cop	Monday November 13, 2017		Starbucks Bryant/ mariposa
36	Crossfit Diligence	Saturday December 9, 2017		7007 Realm Drive San Jose
37	City Job Fair	Saturday, January 6, 2018	1000-1300	Joseph Lee Recreation Center
38	San Francisco Preschool Fair	Thursday, January 11, 2018	1800-2030	County Fair Building, 1199 9th Ave., SF
39	City Job Fair	Saturday, January 13, 2018	1000-1300	Hamilton Recreation Center
40	City Job Fair	Saturday, January 27, 2018	1000-1300	County Fair Building, 1199 9th Ave., SF
41	Alameda Coast Guard Base Transition Summit	Tuesday, February 06, 2018	1630-1900	Alameda Coast Guard Base
42	San Francisco Polar Plunge & 5K Dash and Splash	Saturday, March 3, 2018	0930-1330	Aquatic Park
43	San Francisco History Day	Saturday, March 3, 2018	1100-1700	The Old Mint Building
44	San Francisco History Day	Saturday, March 4, 2018	1100-1600	The Old Mint Building
45	San Francisco Summer Resource Fair	Saturday, March 10, 2018	1100-1500	County Fair Building, 1199 9th Ave., SF
46	San Francisco State University Spring Job Fair	Wednesday, March 14, 2018	1230-1600	Mashouf Wellness Center, 755 Font Blvd, SF, CA 94132
47	Mayor's Youth Jobs+ Resource Fair	Saturday, March 17, 2018	1000-1500	Hilton SF Union Square, 333 O'Farell Street, SF, CA 94102

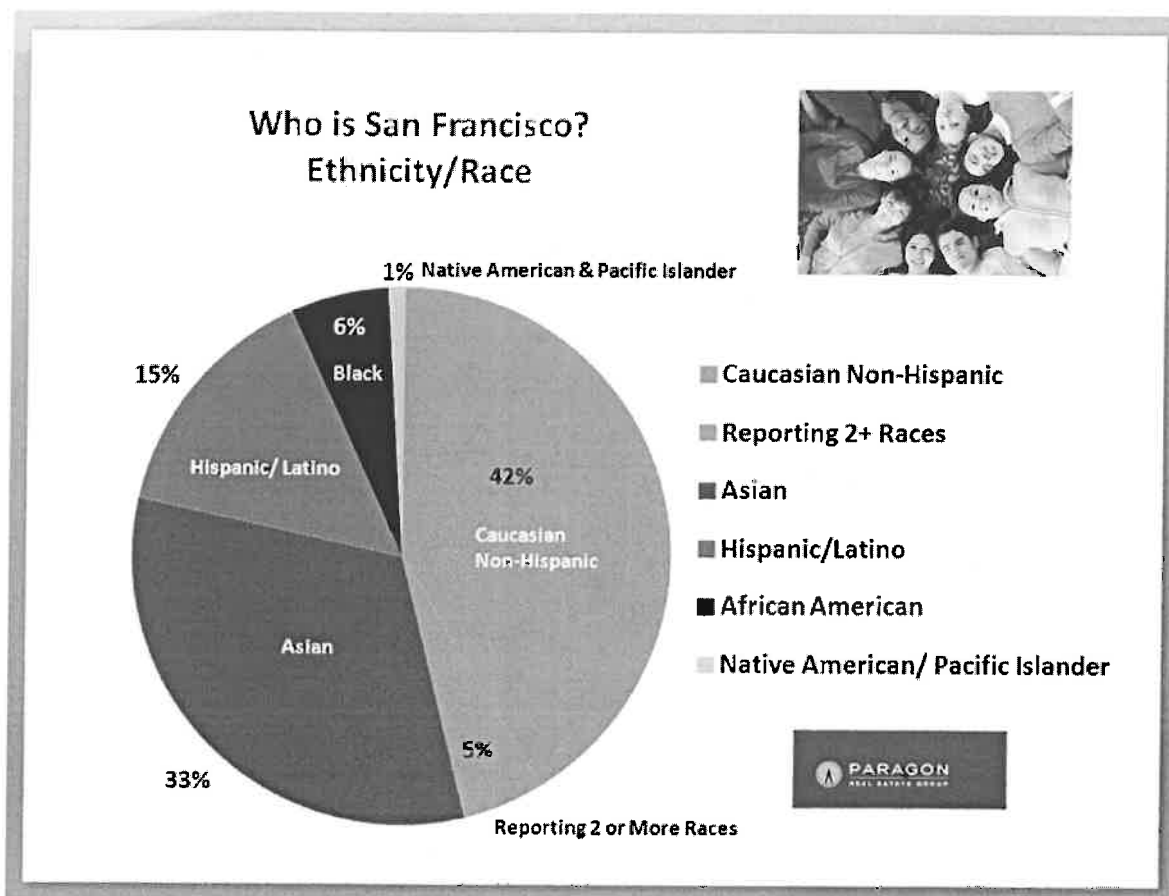
48	Union Street Easter Parade & Spring Celebration	Sunday, April 1, 2018	1000-1700	Union & Webster Street, SF, CA 94123
49	City College of San Francisco Spring Job Fair	Thursday, April 5, 2018	1000-1300	CCSF Mission Hiring Hall, 1125 Valencia Street, SF, CA 94110
50	Community Youth Center of San Francisco (CYC) Career Fair Friday	Friday, April 6, 2018	14:30-17:30	San Francisco Public Library
51	American River College Career Fair	Thursday, April 12, 2018	10:00-13:00	4700 College Oak Drive, Sacramento, CA 95841
52	Cesar Chavez Holiday Parade & Festival	Saturday, April 14, 2018	11:00-18:00	24th Street (Folsom to Bryant)
53	Cherry Blossom Festival	Saturday, April 14, 2018	10:00-18:00	Japantown
54	Cherry Blossom Festival	Sunday, April 15, 2018	10:00-18:00	Japantown
55	Skyline College Career Fair	Tuesday, April 17th, 2018	09:30-12:30	Skyline College
56	Cherry Blossom Festival	Saturday, April 21, 2018	10:00-18:00	Japantown
57	Cherry Blossom Festival	Sunday, April 22, 2018	10:00-18:00	Japantown
58	California State University Spring 2018 Career & Internship Fair	Thursday, April 26th, 2018	11:00-14:00	California State University Campus

59	St. John's Law Enforcement Day	Wednesday, May 16th, 2018	08:15-09:00	St. John's Catholic School
60	Police Recognition Day 2018	Saturday, May 19th, 2018	07:30-21:00	Tanforan Shopping Center
61	Dr. George Washington Carver Activity Day	Wednesday, May 23rd, 2018	0800-1200	Dr. George Washington Carver Elementary School
62	Armed Forces Half Marathon	Saturday, May 26th, 2018	0430-1300	Todos Santos Plaza, Concord Ca
63	Union Street Music Festival	Saturday, June 2nd, 2018		Union Street, From Gough to Fillmore, San Francisco
64	Union Street Music Festival	Sunday, June 3rd, 2018		Union Street, From Gough to Fillmore, San Francisco
65	Phase2careers Career Fair	Wednesday, June 13th, 2018	1000-1330	[Shoreway Conference Room] 350 Twin Dolphin Drive, Redwood Shores, CA 94065
66	Juneteenth	Saturday, June 16th, 2018		
67	North Beach Festival	Saturday, June 16th, 2018	1000-1800	North Beach District
68	North Beach Festival	Sunday, June 17th, 2018	1000-1800	North Beach District
69	Fillmore Jazz Festival	Saturday, June 30th, 2018	1000-1800	Fillmore Street, From Jackson to Eddy Street
70	Fillmore Jazz Festival	Sunday, July 1st, 2018	1000-1800	Fillmore Street, From Jackson to Eddy Street
71	SF Pride	Saturday, June 23rd, 2018		
72	SF Pride	Sunday, June 24th, 2018		

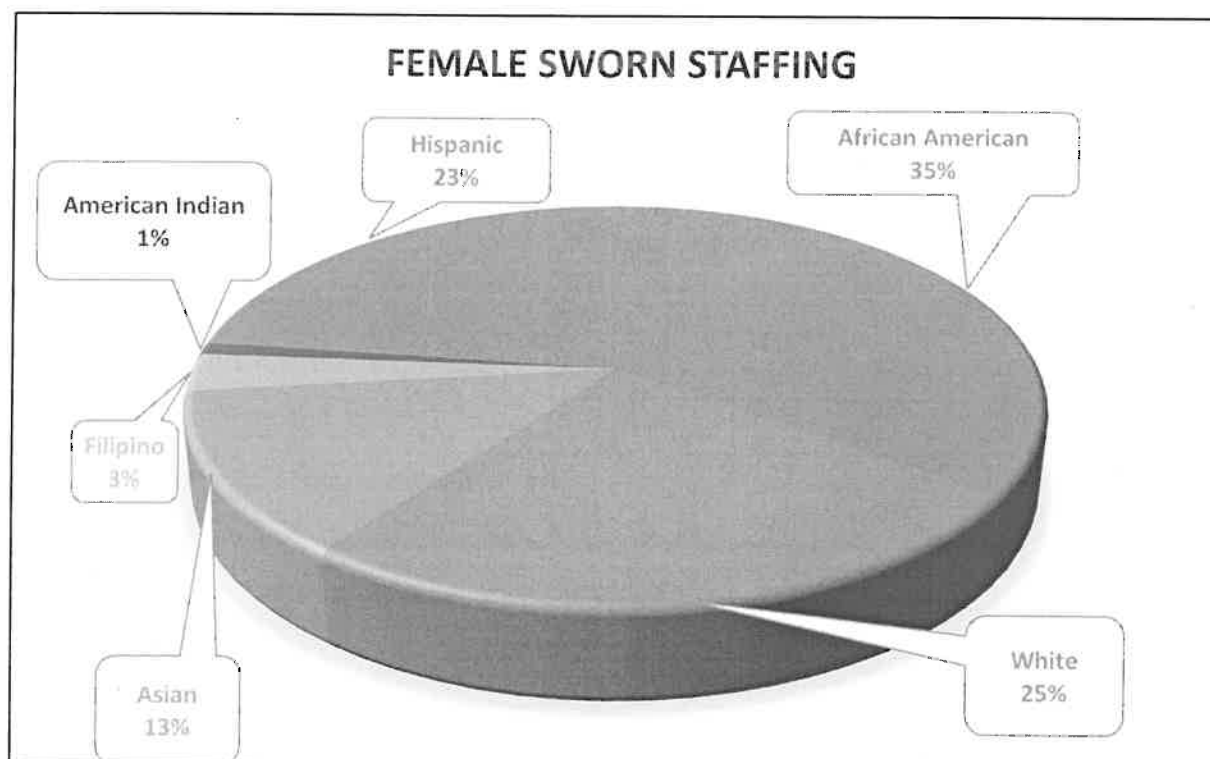
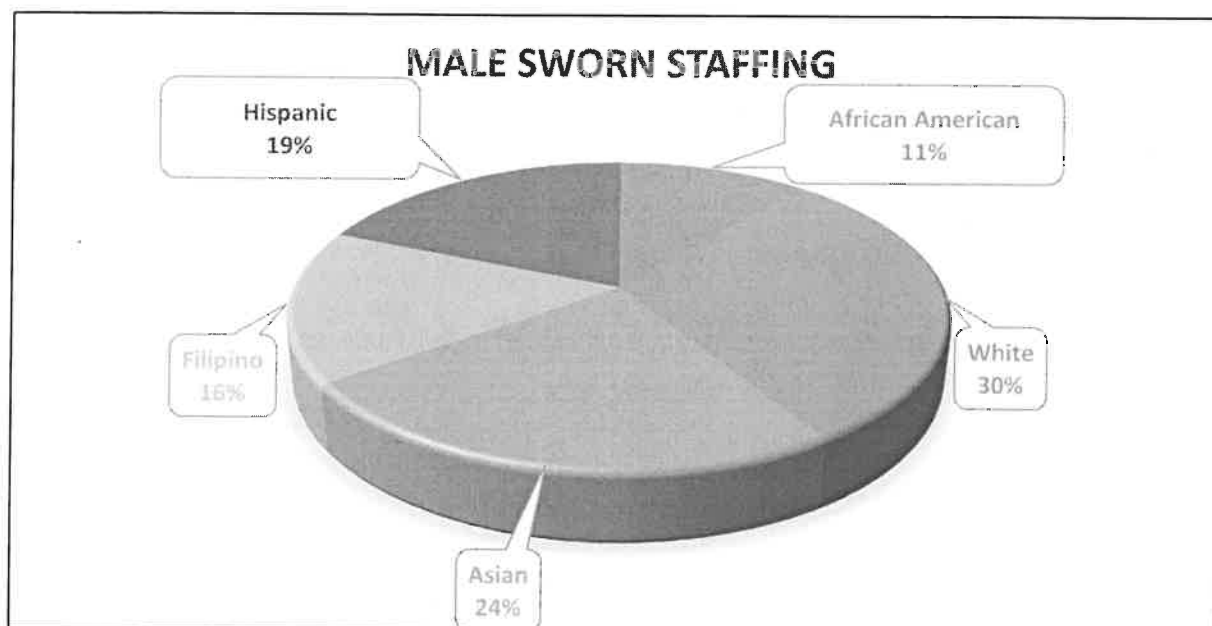
73	Youth Career Academy	Tuesday, June 26th, 2018	1000-1500	San Francisco Hall of Justice
74	Youth Career Academy	Wednesday, June 27th, 2018	1000-1500	SFSD County Jail 5
75	Fillmore Jazz Festival	Saturday, June 30th, 2018	1000-1800	Fillmore Street, From Jackson to Eddy Street

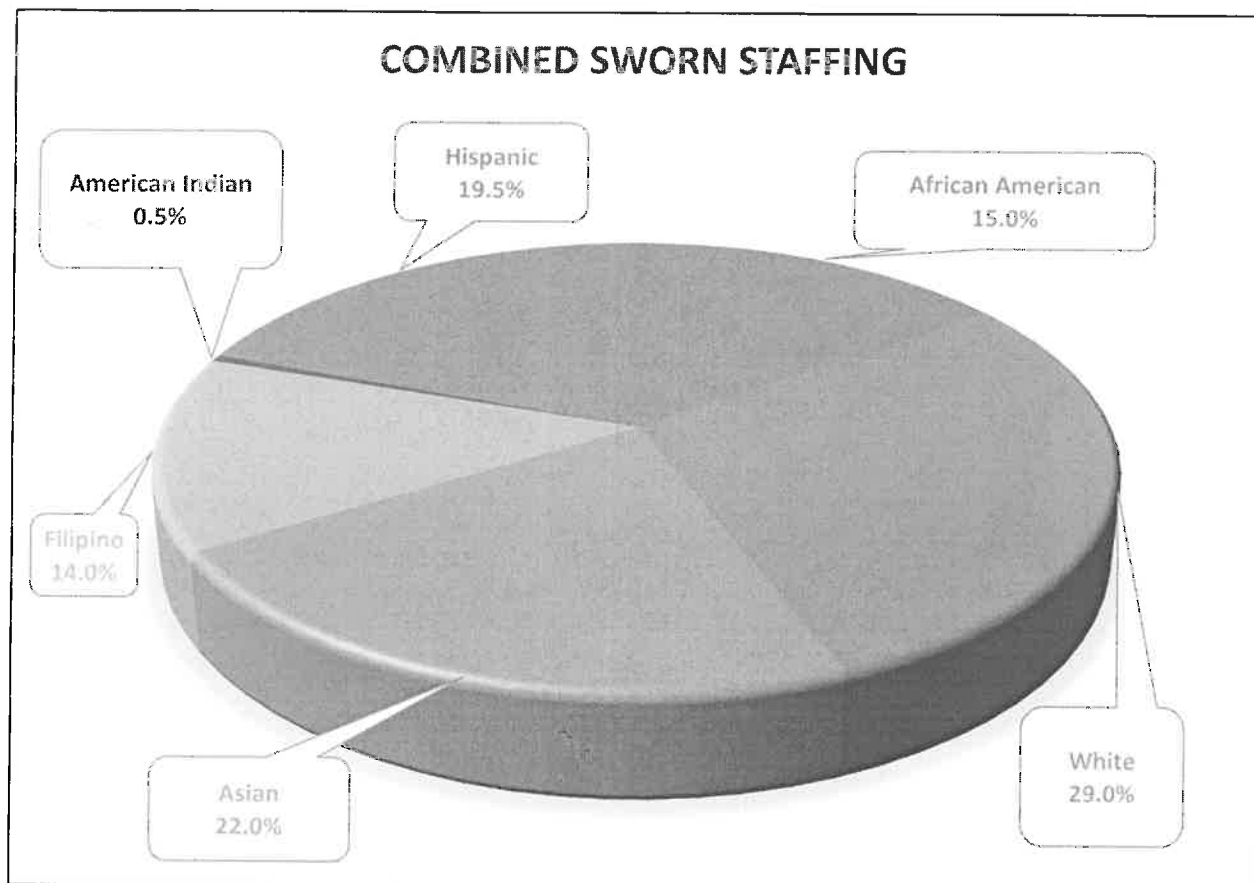
It is also the intent of the recruitment team to pursue the recruitment of non-affiliated students in Bay area academies.

One of the goals of the department is to be representative of the diversity of the community we serve. The chart below depicts demographic information of the residents of San Francisco, as described in the 2010 Census of San Francisco.



The charts below provide demographic information about current sworn staffing based upon the May 2018 Staffing Report. The charts reveal that the department's largest demographic in terms of race and gender is that of African American women at 35% with the second largest demographic at 25% for Caucasian women. The largest demographic for men is Caucasian at 30% and the second largest demographic is Asian at 24%.





Comparing the San Francisco Sheriff's Department sworn employee demographics to that of the San Francisco general community, the data indicates that the department is more diverse in three of the five identified demographic categories (African American, Asian/Filipino and Hispanic). In terms of the other two identified demographic categories, the Department employs .5% of its workforce as Native American, whereas 1% of the city residents are Native American. The department employs 29% of its workforce as Caucasian, whereas 42% of the city residents are Caucasian.

The breakdown is as follows:

Demographic Group	SFSD Sworn Employees	San Francisco General Population
African-American	15.0%	6%
American Indian	.5%	1%
Asian/Filipino	36.0%	33%
Hispanic	19.5%	15%
Caucasian	29%	42%

Continued success depends upon continued focused recruitment efforts.

V.

DEPARTMENT HIRING
STATISTICS

Hiring Stats

2015-2018

Entry Level Applicants - Academy Stats by Fiscal Year 2015-2018

ACADEMY STATS		Fiscal Year 2015-2016 07/01/2015 - 06/30/2016			Fiscal Year 2016-2017 07/01/2016 - 06/30/2017			Fiscal Year 2017-2018 07/01/17 - 3/31/2018			
Date of Hire	SB 135-San Mateo	181st - CCC	SB 138- San Mateo	SB 139 San Jose	183rd- CCC	SB 141- San Mateo	258th - SFPD	SR-195- Santa Rosa	SB 144- San Mateo	SR 196- Santa Rosa	SR 198-Santa Rosa
Academy Start Date	2/20/2016	4/16/2016	8/27/2016	11/12/2016	1/14/2017	4/8/2017	5/20/2017	7/15/2017	10/28/2017	12/23/2018	3/24/2018
Academy End Date	3/7/2016	5/2/2016	9/19/2016	11/28/2016	1/30/2017	4/24/2017	6/9/2017	7/31/2017	11/13/2017	1/8/2018	4/9/2018
Number Hired	25	9	12	9	8	20	4	15	27	2	16
Number Released	0	1	2	5	1	2	0	0	12	0	1
Number Graduated	25	8	10	4	7	18	4	15	*15	*2	*15

Legend:

* Pending Graduation

Fiscal Year 2015-2016	06/30/2016	07/01/2015-
Fiscal Year 2016-2017	07/01/2016 - 06/30/2017	
Fiscal Year 2017-2018	07/01/17 - 3/31/2018	

Entry Level Applicants-Academy Summary by Fiscal Year 2015-2018

	Fiscal Year 15-16	Fiscal Year 16-17	Fiscal Year 17-18
Started Academy	34	53	60
Released from Academy	1	10	13
Completed Academy	33	43	15
<i>*Pending Graduation</i>			*32

Total Hired 2015-2018 (03/31/18)	147		
Total Released 2015-2018 (03/31/18)	24		
Total Graduated 2015-2018 (03/31/18)	91	*32	<i>*Pending Graduation</i>

Fiscal Year 2015-2016 07/01/2015 - 06/30/2016
Fiscal Year 2016-2017 07/01/2016 - 06/30/2017
Fiscal Year 2017-2018 07/01/17 - 3/31/2018

Academy Trained Hires by Fiscal Year

Academy Trained Hires: FY 15-16 07/01/2015 - 06/30/2016	8
Academy Trained Hires: FY 16-17 07/01/2016 - 06/30/2017	7
Academy Trained Hires: FY 17-18 07/01/2017 - 03/31/2018	20
Total Academy Trained Hires	35

Fiscal Year 2015-2016 07/01/2015 - 06/30/2016	
Fiscal Year 2016-2017	07/01/2016 - 06/30/2017
Fiscal Year 2017-2018	07/01/17 - 3/31/2018

Total Hires 2015-2018

TOTAL Hires: 07/01/2015 to 03/31/2018	
Entry Level Applicant	147
Academy Trained Applicant	35

CORE by Fiscal Year 2015- 2018 (03/31/2018)

CORE COURSE	July 2015 CORE	November 2015 CORE	August 2015 CORE	November 2016 CORE	March 2017 CORE	April 2017 CORE	June 2017 CORE	August 2017 CORE	October 2017 CORE	1st intensive CORE	2nd Intensive CORE	3rd Intensive CORE
CORE Start	7/1/2015	11/9/2015	8/17/2016	10/31/2016	3/17/2017	3/27/2017	6/7/2017	7/31/2017	10/4/2017	12/18/2017	1/2/2018	2/28/2018
CORE End	7/17/2015	12/4/2015	9/22/2016	11/28/2016	4/7/2017	4/8/2017	6/28/2017	8/23/2017	10/30/2017	1/16/2018	1/23/2018	3/26/2018
Number Start	14	8	5	11	12	12	6	13	22	15	3	13
Number End	14	8	5	11	12	12	6	13	22	15	3	13

CORE	27
2015-2016	27
CORE	41
2016-2017	41
CORE	66
2017-2018	66
TOTAL	134

Fiscal Year 2015-2016 07/01/2015 - 06/30/2016
Fiscal Year 2016-2017 07/01/2016 - 06/30/2017
Fiscal Year 2017-2018 07/01/17 - 3/31/2018

VI.

DEPARTMENT SWORN
SEPARATION
STATISTICS

Separations

2015-2018

Separations Summary 2015-2018

2015-2016		2016-2017		2017-2018	
Retired	28	Retired	38	Retired	28
Resigned to Other LE Agency	3	Resigned to Other LE Agency	1	Resigned to Other LE Agency	3
Resigned / Other / LE not for them	2	Resigned / Other / LE not for them	3	Resigned / Other / LE not for them	2
Terminated or Resignation in Lieu of / Failed Probation	2	Terminated or Resignation in Lieu of / Failed Probation	3	Terminated or Resignation in Lieu of / Failed Probation	2
Death	1	Death	0	Death	1
Failed Academy / Resigned Academy	4	Failed Academy / Resigned Academy	13	Failed Academy / Resigned Academy	4
Total	40	Total	58	Total	40