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City Manager's Office

Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Larry Esquivel

SUBJECT: RECRUIT TRAINING COSTS

DATE: November 6, 2013

Approved  Date 11/8/13

INFORMATION

This memorandum provides information regarding costs associated with recruiting, backgrounding, training (academy and field), and staffing costs to hire and train new police officers in the San José Police Department.

BACKGROUND

The process to ensure San José has the most qualified and properly trained, street-ready police officers is lengthy and includes several key milestones: recruiting, backgrounding, academy training, and field training. This process can take approximately 18 to 24 months. During each phase of the process, attrition occurs as candidates fail to meet certain criteria. For example, for the September 2012 Police Recruit Academy (Academy #18), of the 842 applications received, only 38 candidates successfully navigated the process to become a street-ready police officer in August 2013.

The chart below outlines the key milestones in the process as well as the number of candidates at each milestone for the September 2012 Police Recruit Academy.

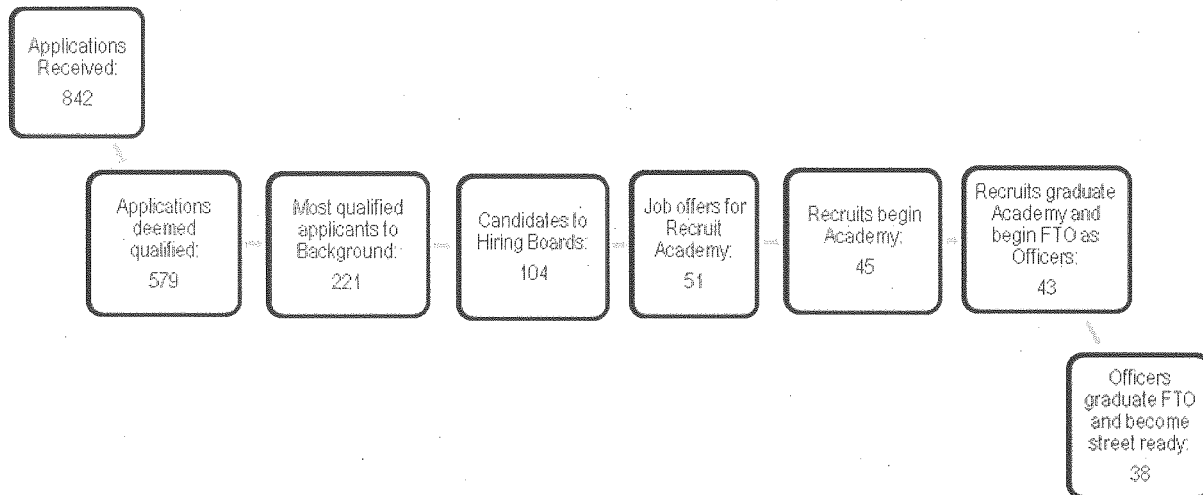


Figure 1: September 2012 Police Recruit Training Cycle

ANALYSIS

Not only is there significant time involved in the police officer training process, there is also a significant investment in resources in order to recruit, background, and provide both academy and FTO training. In addition to these costs, police recruits begin to receive salary and select benefits while in the Academy. Once candidates successfully graduate from the Academy and enter the FTO program, they are promoted to the rank of police officer. For 2012-2013, the Department incurred expenses of approximately \$16.7 million for the two training cycles (the September 2012 and April 2013 Police Recruit Academies). This equates to approximately \$8.4 million per cycle.

There has been much discussion regarding estimated police recruit training costs of \$170,000. This estimate was intended to provide the full costs incurred by the City from the beginning of the recruiting cycle through the completion of the FTO program, when officers become street-ready.

Department staff conducted an analysis of the total program costs associated with the September 2012 Police Recruit Academy. This analysis includes both direct costs for recruits and other costs associated with hiring an estimated 50 recruits in an academy. For purposes of this analysis, program costs include the costs associated with recruiting, testing, backgrounding, academy staff costs, academy time, field training officer salaries, and the recruit salaries while in the Academy and FTO. Because expenses are categorized by unit and not per individual candidate, costs also include other program expenses such as supervision, management, and office expenses that support whole process. The analysis is therefore only an estimate of the expenses the City incurs for managing the entire program. These costs will fluctuate from year to year and the analysis is intended to provide context for discussion regarding recruiting, hiring and training costs. Additional sunk costs are incurred by the City associated with recruiting and backgrounding candidates who do not complete the process (as noted in Figure 1 above). To

determine the full costs associated with 50 recruits in the Academy and producing one street-ready Police Officer, both program and sunk costs are included in the estimate of \$170,000.

Estimated Cost to Recruit, Hire and Train a Police Officer

Estimated Costs Per Recruit:	Direct Program Cost ¹	Program Sunk Costs ²	Total Est. Cost Per Recruit
Recruiting & Hiring Costs	\$ 10,800	\$ 48,124	\$ 58,925
Academy Costs	\$ 12,864	-	\$ 12,864
Recruit Salaries (Academy)	\$ 40,190	-	\$ 40,190
Subtotal (Recruit through Academy)	\$ 63,854	\$ 48,124	\$ 111,979
FTO Trainers	\$ 5,425	-	\$ 5,425
Recruit Salaries (FTO)	\$ 50,706	-	\$ 50,706
Subtotal (FTO to Street-Ready)	\$56,131	-	\$ 56,131
Grand Total (Recruit through Street-Ready)	\$ 119,985	\$ 48,124	\$ 168,110

¹ Program Costs are estimated based on the number of applicants processed, 50 academy recruits, and staff to support each phase of the program. Expenses were collected based on the Sept 2012 Academy recruiting and training cycle, which ended August 2013.

² Sunk costs are for recruiting and hiring candidates that do not complete the process.

COORDINATION

This memorandum has been coordinated with the City Manager's Budget Office.

/s/
 LARRY ESQUIVEL
 Acting Chief of Police

For questions please contact Lisa Perez, Chief Administrative Officer, at 408-537-1624.