



City Council Agenda Item Staff Report

CITY OF SAN BRUNO

DATE: July 26, 2022

To: Honorable Mayor and Councilmembers

FROM: Jovan D. Grogan, City Manager

PREPARED BY: Ryan Johansen, Chief of Police

SUBJECT: Adopt Resolution Authorizing the Reclassification of a Budgeted Police Officer Position to a Police Corporal Position and Approve the Transfer of \$9,456 From Account #001-2010-5105 to Regular Salary #001-2010-5101 and Related Benefit Accounts to Fund the Reclassification

BACKGROUND

The Police Department is attempting to address ever-expanding training requirements and needs. Accomplishing this, while properly staffing patrol to respond to the public safety needs of our city is incredibly challenging. This challenge is made more difficult by the current scheduling structure of patrol. The current patrol schedule allows absolutely no time for essential training during regular work hours. All training must be completed on overtime, creating a substantial expense, and negatively impacting both quality of life, and quality of training for the officers.

The Police Department endeavors to switch to an alternative patrol schedule, which is commonly referred to as the Hybrid Schedule. This schedule includes built in time to complete most mandated annual training during regular working hours as opposed to on overtime. The Police Department has used this scheduling format in the past with great success, and it is the preferred schedule of staff.

Properly staffing the Hybrid Schedule requires one additional Police Corporal beyond what is currently budgeted for the Police Department. The Police Department is aware of the financial challenges of the City, so it is not requesting the addition of a new position to accomplish this. Instead, the Police Department would like to convert a currently budgeted Police Officer position, to a Police Corporal position, in order to facilitate this change.

DISCUSSION

Regular, high-quality training is absolutely essential for any modern police department to meet the ever-expanding needs and expectations of its community. The body of mandatory training required by California Peace Officer Standards of Training (POST) is constantly increasing, as is the array of perishable skills and best practices training needed to maintain legal compliance and officer competency. We are emerging from a period of restrictions imposed during the COVID-19 response, which resulted in cancelled trainings and temporary suspensions of some training requirements by POST. As a result, we not only need to meet current training needs, but must also catch up with requirements that were not met during the pandemic. Enhanced police officer training in a variety of areas is not only a key recommendation in the President's Task Force on 21st Century Policing, but it has been a central theme in recent calls for police reform. The recent Safe and Equitable Policing Review and subsequent report also included several training-related recommendations. Meeting these training demands is exceedingly difficult for the Police Department in terms of staffing, scheduling, funding, and demands on an officer's personal time off.

Staff members assigned to patrol for the Police Department presently work what is referred to as a 12-hour Patrol Schedule. This means that they work six (6) twelve (12) hour shifts, and one eight (8) hour shift, every two weeks to compile the eighty (80) hours needed for a given pay period. This shift structure requires the minimum number of officers to provide 24-hour patrol coverage, which often makes it attractive to police administrators. However, this scheduling structure also has several significant drawbacks, one of which is that it makes it nearly impossible to meet training needs. On this schedule, all training must be completed on overtime. This creates a substantial expense, and negatively impacts the quality of life for the officers as they must sacrifice time with their families to keep up with training. Additionally, the quality of training suffers when officers participate reluctantly because they must do so during well-earned time off.

The Police Department has employed a variety of different patrol schedules over the years, one of which was referred to as the Hybrid Schedule. The Hybrid Schedule is so named because it represents a combination of the 12-Hour Patrol Schedule, and the 10-Hour Patrol Schedule. Essentially, staff members either work four 10-hour shifts each week, or they work three 12-hour shifts each week and an additional 8-hour shift every two weeks (referred to as a "payback day"). This payback day structure allows for a full 8-hour training shift for all patrol personnel each month, as part of their regular working hours. The department facilitates the essential mandatory training for its officers through one 8-hour training day every quarter throughout the year. This covers only the minimum, legally required training for officers and the department to maintain its certifications, and it is a significant undertaking on its own. Under the Hybrid Schedule, all of these mandatory training days would occur during regularly scheduled

hours. This not only provides a cost savings for the City, but it reduces the amount of an officer's personal and family time that they must sacrifice.

Additionally, the Hybrid Schedule provides scheduling options that staff members value a great deal. Officers can choose to either work 10-hour shifts and have weekends off, or work 12-hour shifts and have four days off each week (minus the payback days). The Police Department has utilized this schedule in the past, and it is the preferred schedule of staff. The Police Association recently conducted a series of meetings to discuss the possibility of moving to the Hybrid Schedule, which culminated in a vote of the membership. This vote resulted in overwhelming support for this scheduling change (38 in support, 2 opposed). The Police Association has since requested that the Chief of Police consider making this scheduling change.

The Police Corporal position at the Police Department is essential for daily operations and proper supervision. The Police Corporal is a supervisory position that sits immediately below the Police Sergeant in terms of rank. It is critical that there be a Police Corporal assigned to each shift/unit to provide field level training and supervision. Having a Police Corporal on each shift/unit ensures that there is always proper supervision of line-level personnel as they fill in for the shift/unit Sergeant when absent. Implementing the Hybrid Schedule requires reformation of a swing shift on the weekday side, which creates the need for an additional Sergeant and Corporal. The Police Department can accommodate the Sergeant need by moving an existing Sergeant into that space. However, the Police Department is currently budgeted for five (5) Police Corporals, but will need six (6) to make this scheduling change. The Police Department is aware of the financial challenges of the City, so it is not requesting the addition of a new position to accomplish this. Instead, the Police Department would like to convert a currently budgeted Police Officer position, to a Police Corporal position, to facilitate this change.

FISCAL IMPACT

The salary schedule for the Police Corporal position is 7.5% greater than that of the Police Officer position at each step. Converting a budgeted Police Officer position into a Police Corporal position will therefore create an additional cost of approximately \$9,456/year (based upon top-step salary level). At the same time, transitioning to the Hybrid Schedule will allow the four quarterly mandatory trainings for all patrol staff, which presently must be completed on overtime, to be completed during regularly scheduled hours. The estimated cost of the overtime hours for these mandatory trainings is approximately \$121,209/year. As a result, the proposed scheduling change is expected to result in a net savings of approximately \$111,753.

It is important to note that all overtime for the Police Department is budgeted together in a single line item, and most sources of overtime are unpredictable and beyond the

control of department administration. As such, the department would recommend transferring only the estimated cost of this transition (\$9,456) from the overtime budget to the personnel budget, in order to fund this transition.

The Police Department will analyze the actual overtime expense savings associated with this scheduling change on a quarterly basis from September 2022 through May 2023. Should this analysis reveal reliable overtime cost reductions, the Police Department will likely recommend utilizing those savings to fund the restoration of a currently frozen Police Dispatcher position in a future fiscal year.

The current fiscal impact for this item is \$9,456. This item is currently not budgeted within the current fiscal year. This item requires a budget transfer from account #001-2010-5105 to regular salary #001-2010-5101 and related benefit accounts.

ENVIRONMENTAL IMPACT

There is no environmental impact.

RECOMMENDATION

Staff recommends that City Council adopt resolution authorizing the reclassification of a budgeted Police Officer Position to a Police Corporal position and approve the transfer of \$9,456 from account #001-2010-5105 to regular salary #001-2010-5101 and related benefit accounts to fund the reclassification.

ALTERNATIVES

1. Do not adopt the Resolution
2. Request additional information prior to adopting the Resolution

ATTACHMENTS

1. Resolution