



Public Safety Staffing Review

Board of Supervisors Public Safety Committee Meeting

October 26, 2021

Public Safety Staffing/Recruiting/Hiring/Retention Considerations

- Current operational staffing and vacancies “snapshot”
- Need to increase applicant pool and attract a higher number of qualified & diverse applicants
- Need to streamline hiring processes
- Need to increase retention
- Concern of increased overtime requirements to meet minimum required staffing levels
 - Voluntary and mandatory
 - Adverse impact on staff safety, health/welfare, and morale
- Competitive region
- Current County Compensation Philosophy and Methodology
 - Recruiting and retention
- Appreciation of ongoing discussion and collaboration with Department of Management and Budget and Department of Human Resources



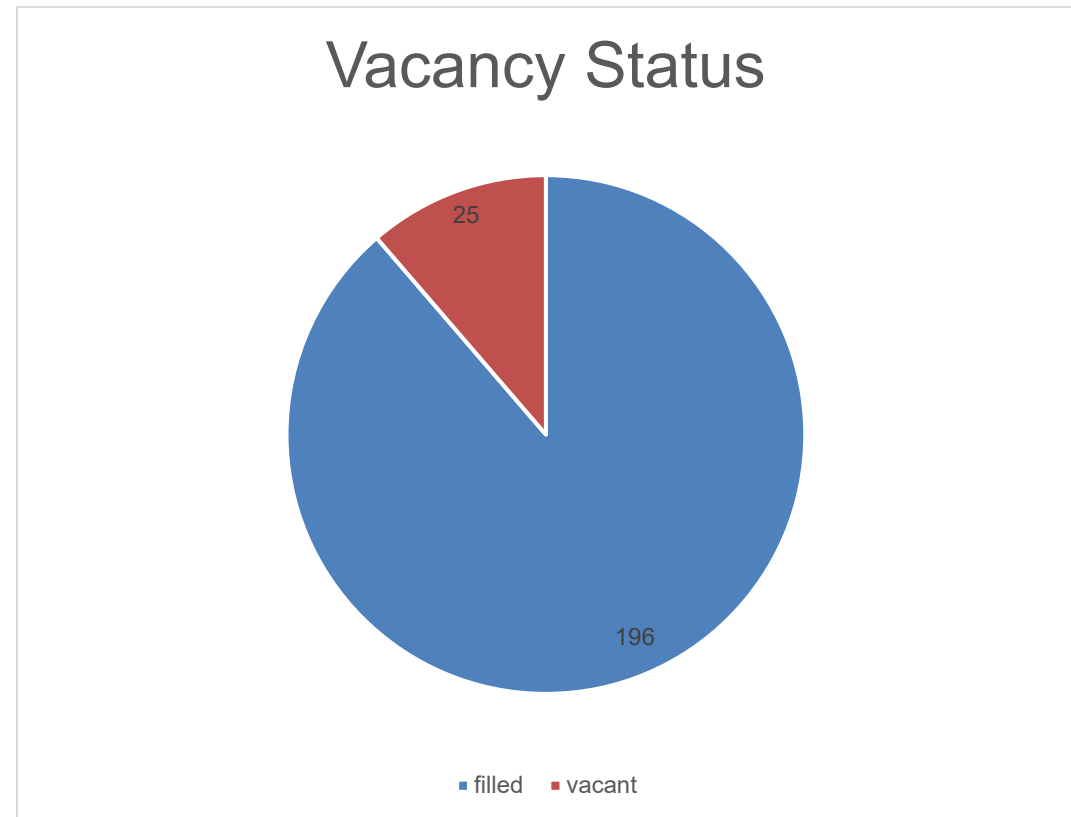
DPSC Staffing Review

Board of Supervisors Public Safety Committee Meeting

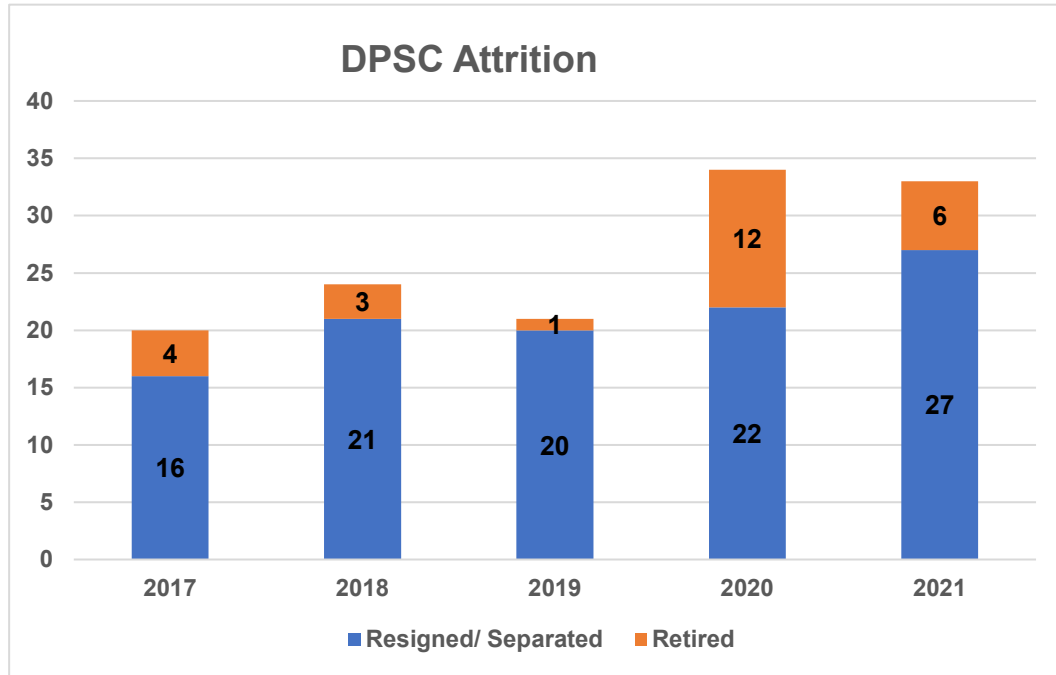
October 26, 2021

Current Vacancy Status

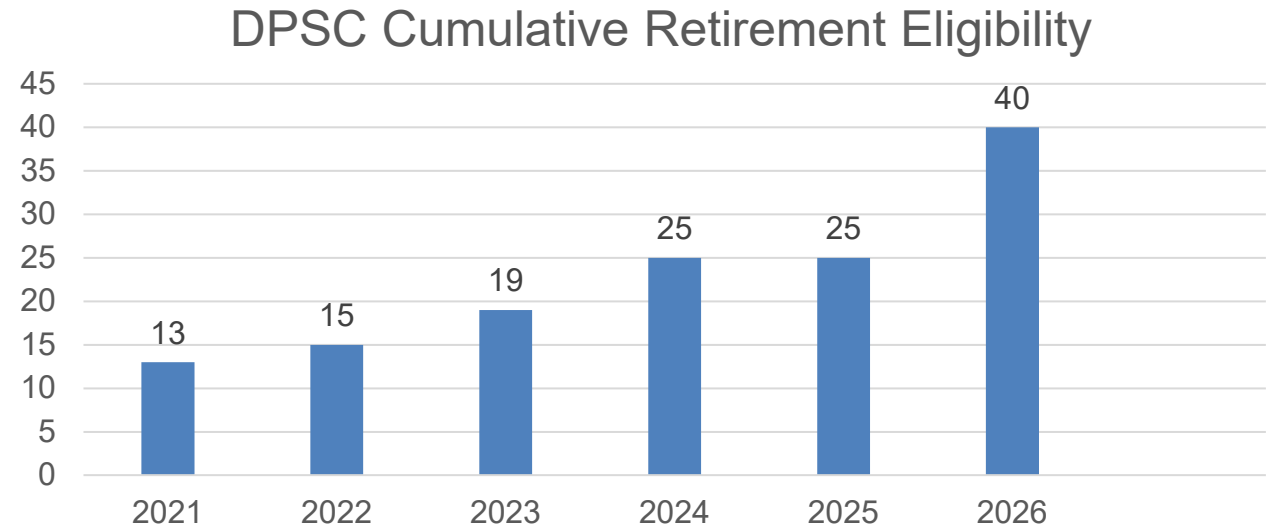
- Authorized Positions - 221
- Currently – 196 Positions Filled
 - 169 Operations
 - 27 Support Services
- Vacancy - 25 Positions (11.3%)
 - 21 operational vacancies
 - 17 in training
 - 4 Support Services



Staffing Turnover



9.3% 11.1% 9.7% 15.8% 15.3%



DPSC Recruiting/Hiring/Retention Challenges

- Staff absenteeism
- Historical staffing and retention challenges across the 911 industry
- Recruitment coordination with Public Safety Partners
- Application submissions are decreasing
- Robust Social Media/Outreach Programs and Presence
- Retirements
- Attrition versus training timelines



Fairfax County Sheriff's Office Staffing Review

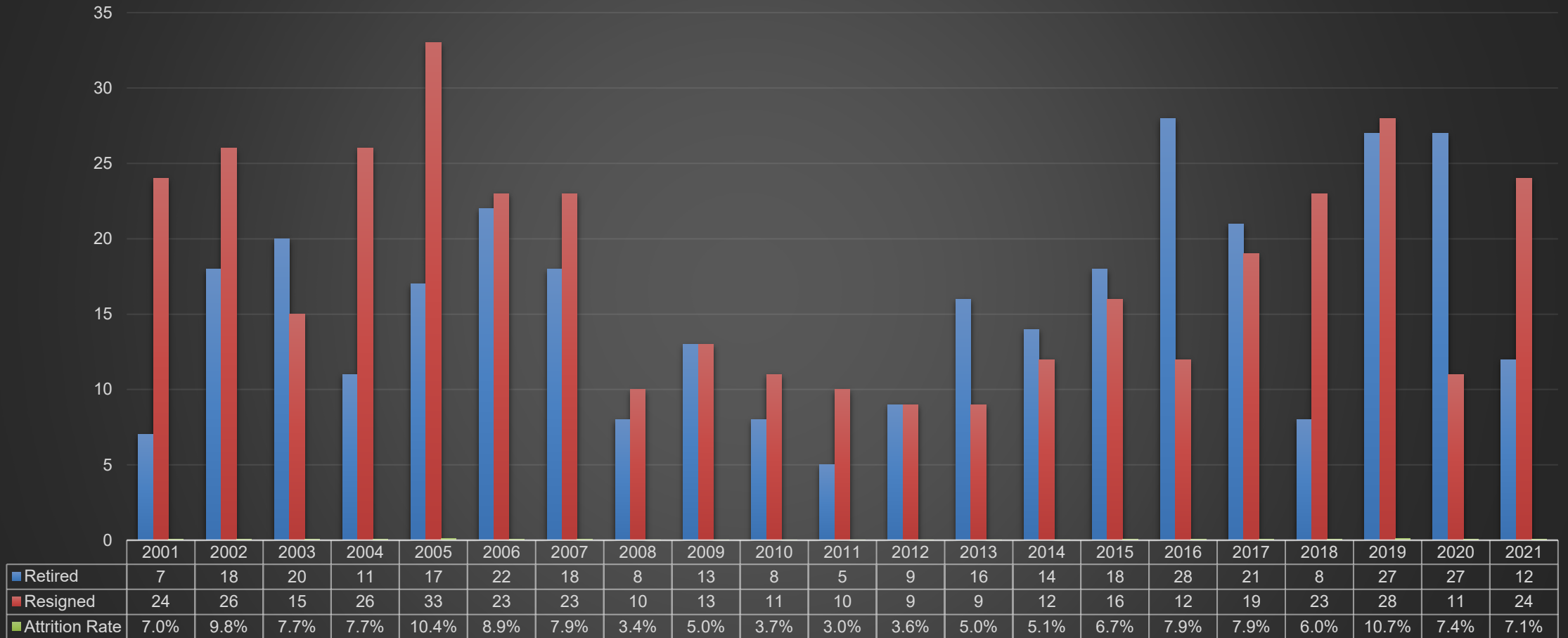
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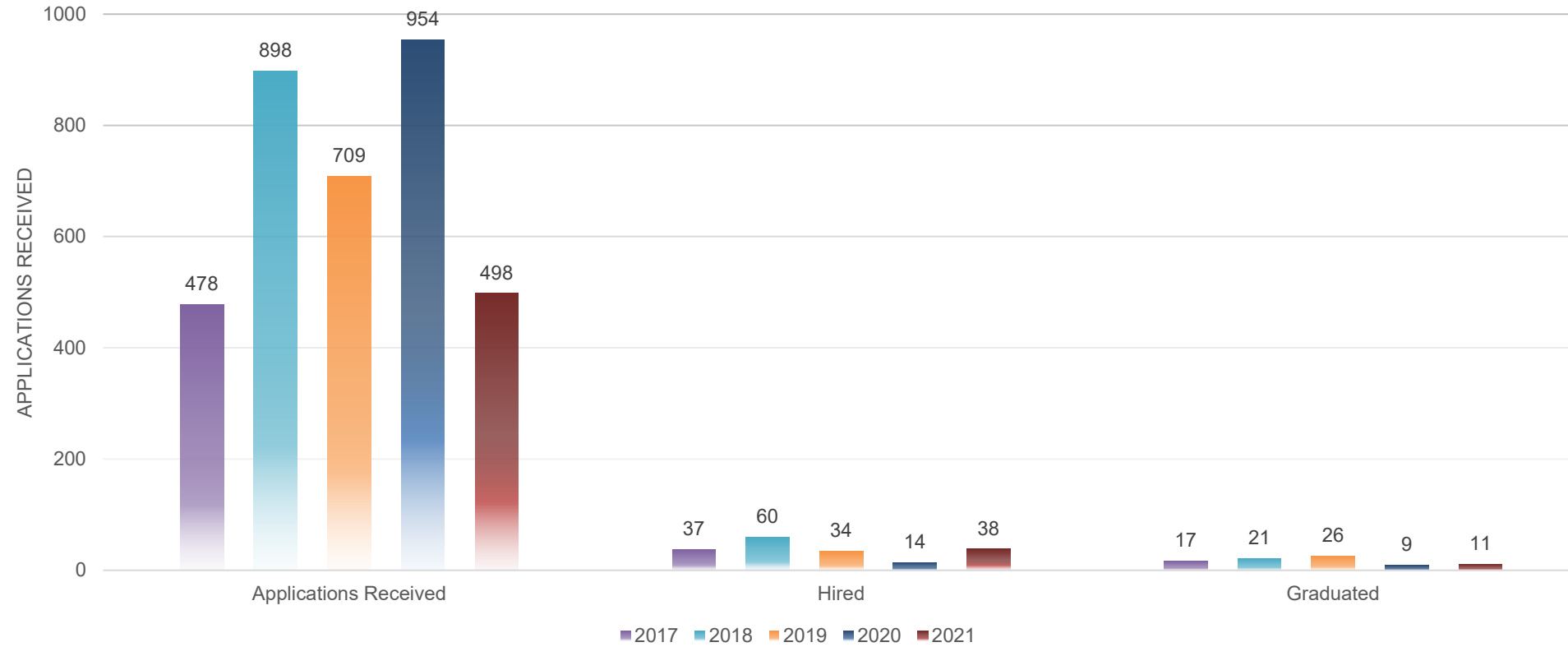
Overview

Current Vacancies: 58

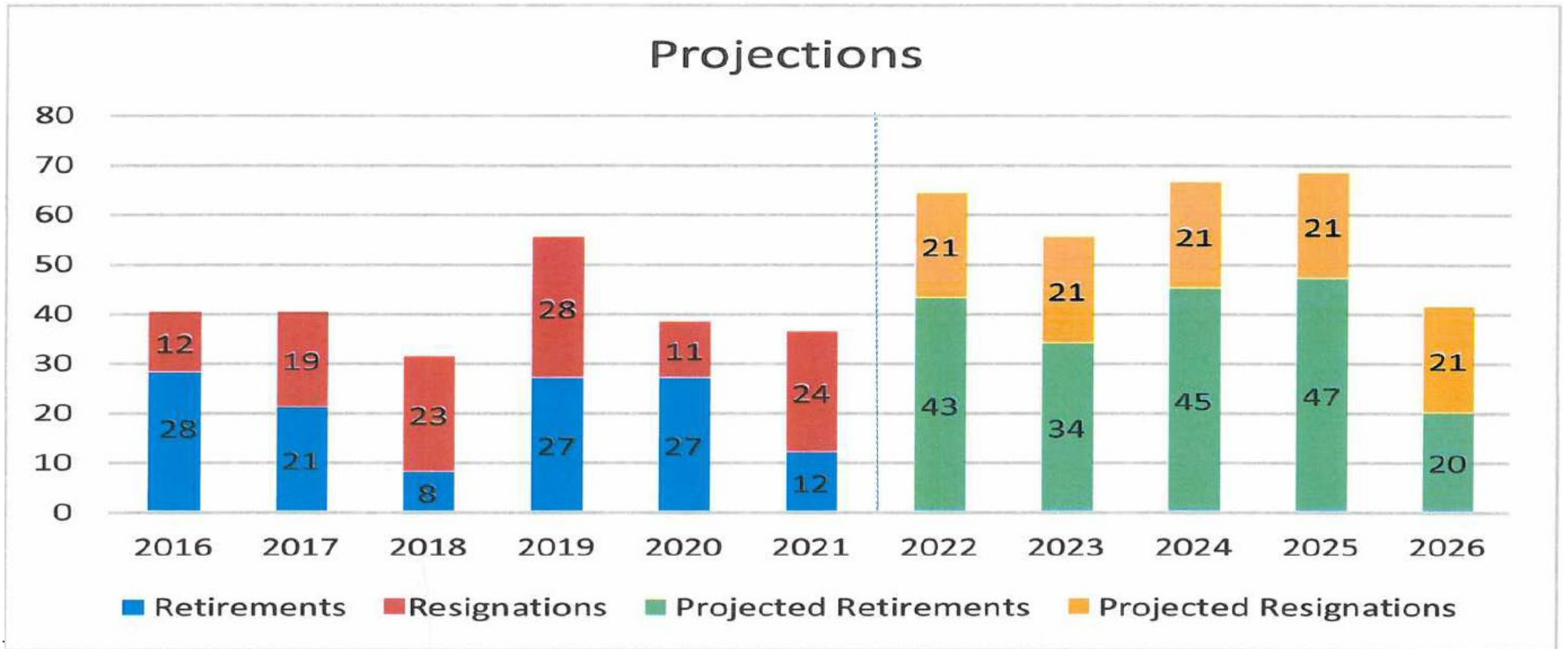
Attrition



RECRUITMENT AND HIRING



Projections





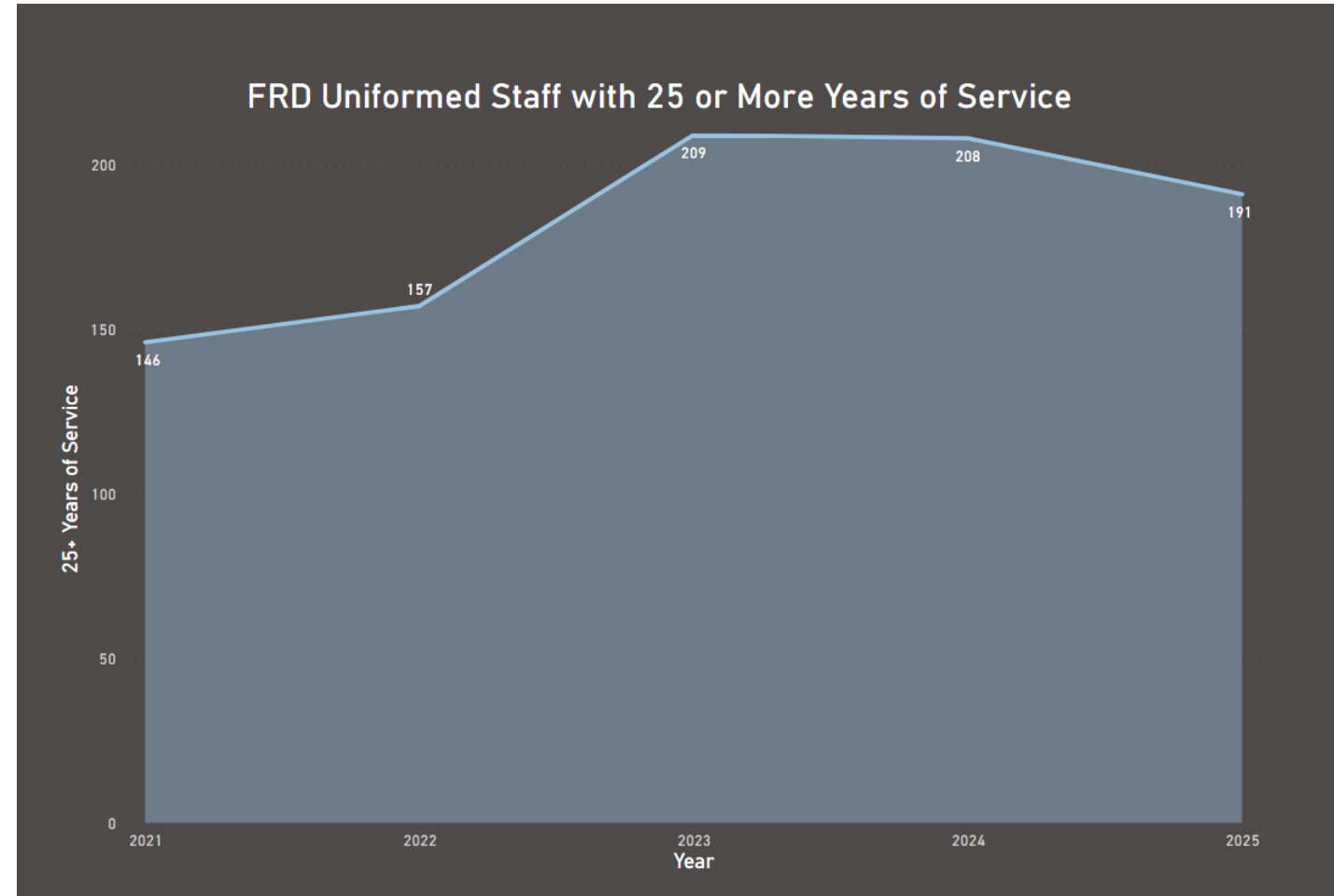
Fire and Rescue Staffing Review

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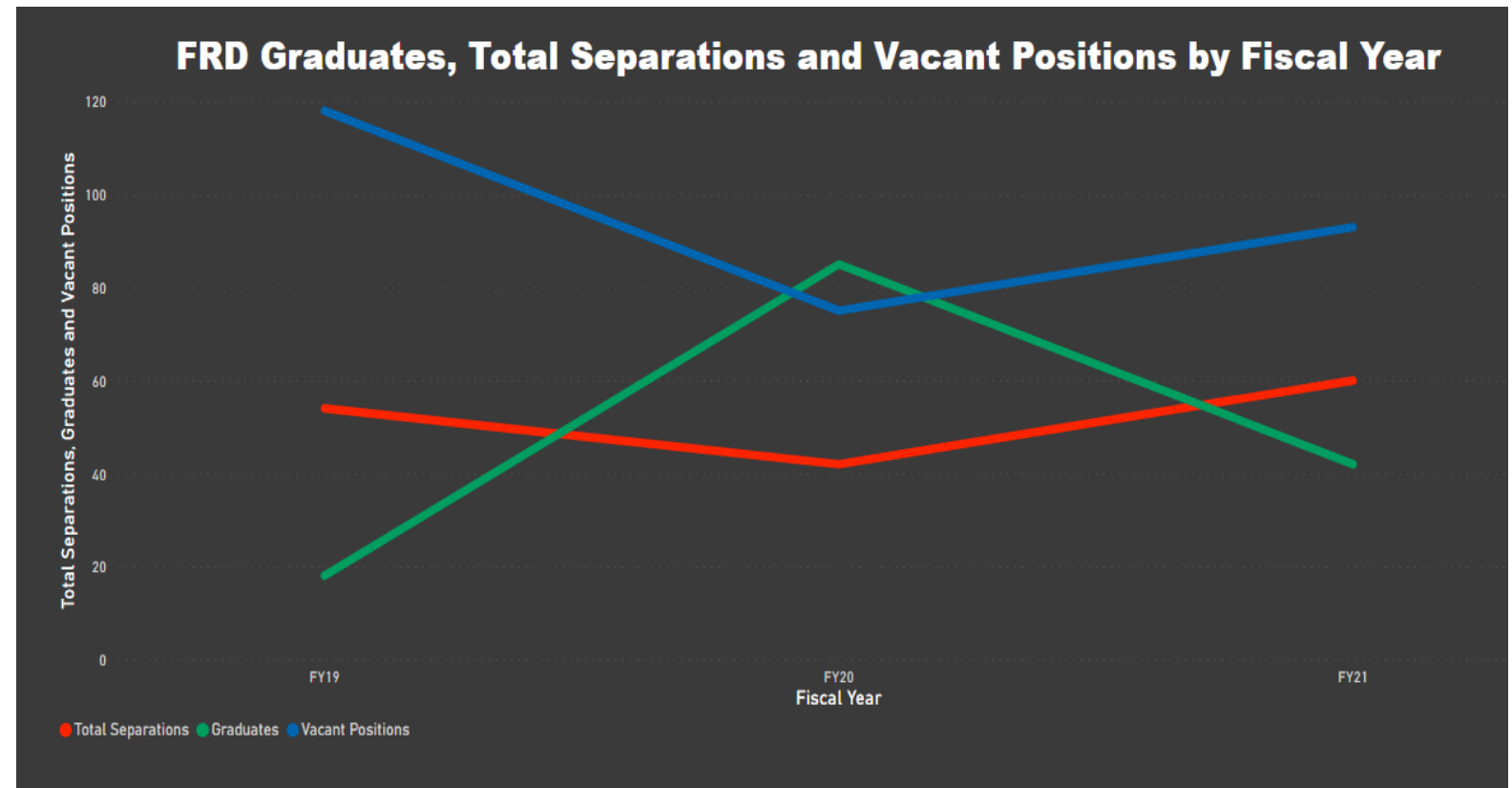
Overview

- Minimum Staffing & Current Vacancies
 - Staffing
 - Authorized uniformed positions - 1427
 - Overall operational positions - 1281
 - Daily minimum staffing - 359
 - Current Uniformed Vacancies - 117
 - Overall Operational Vacancies - 105
 - Daily - ≈35
- Issues/Challenges
 - Programmatic
 - Compensation
 - Staffing
 - Workforce



Current Strategies

- Programmatic Evaluation and Process Refinement
- Monitoring National Trends in Emergency Medical Services
- Partnering with other County agencies
- Embracing County Initiatives



Going Forward

- Light at the end of the tunnel?
- Continuous program evaluation
- Collaboration





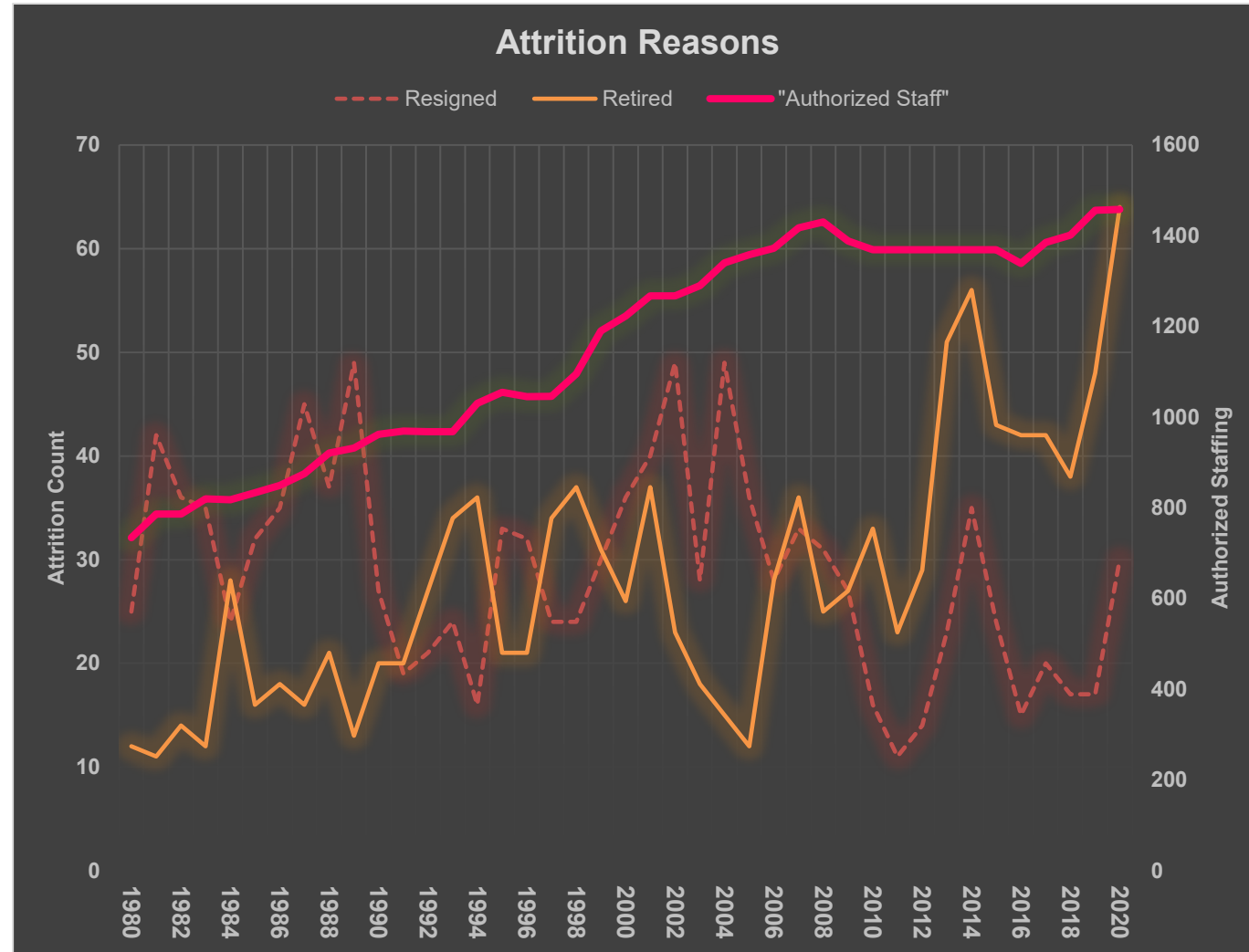
Police Department Staffing Review

Board of Supervisors Public Safety Committee Meeting

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Historical Staffing Trends

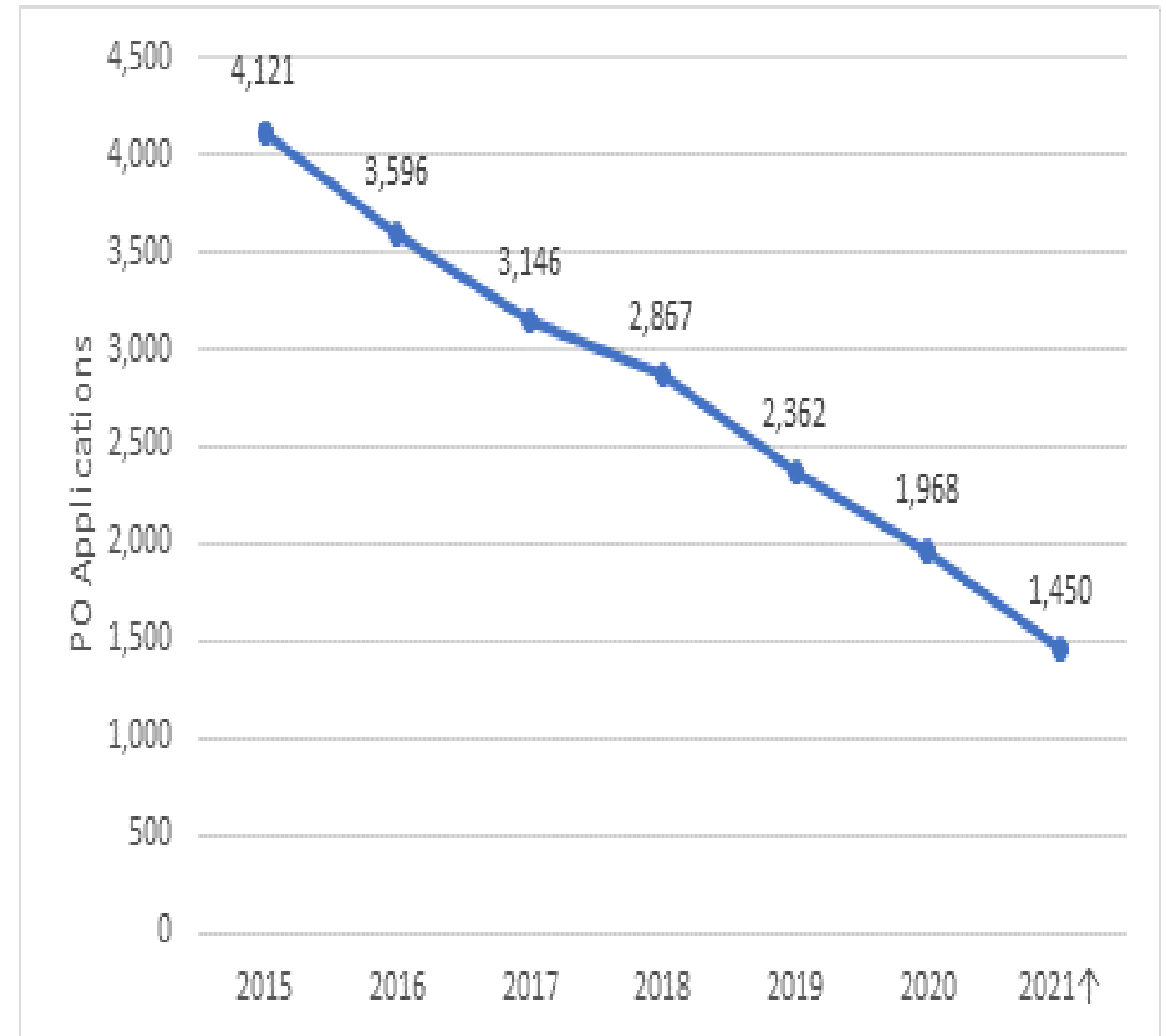
- 1996-2002 – Significant increase in authorized staffing due to grant funding
- 2008-2012 – Positions eliminated through attrition during economic downturn
- Hundreds of positions hired in the late 1990s now eligible for full retirement
- **144 operational vacancies of our 1484 authorized sworn strength (9.7%)**



Recruitment

Academy Graduation Numbers

Graduation Date	Session #	Started	Graduated
4/2019	74	35	22
2/2020	75	41	22
9/2020	76	49	37
3/2021	77	52	29
8/2021	78	41	31
12/2021	79	32	27
4/2022	80	26	--



[Jackman, T. \(2018\). Who wants to be a police officer? Job applications plummet at most U.S. departments. - The Washington Post](#)

Attrition

Retirement Eligible Pool

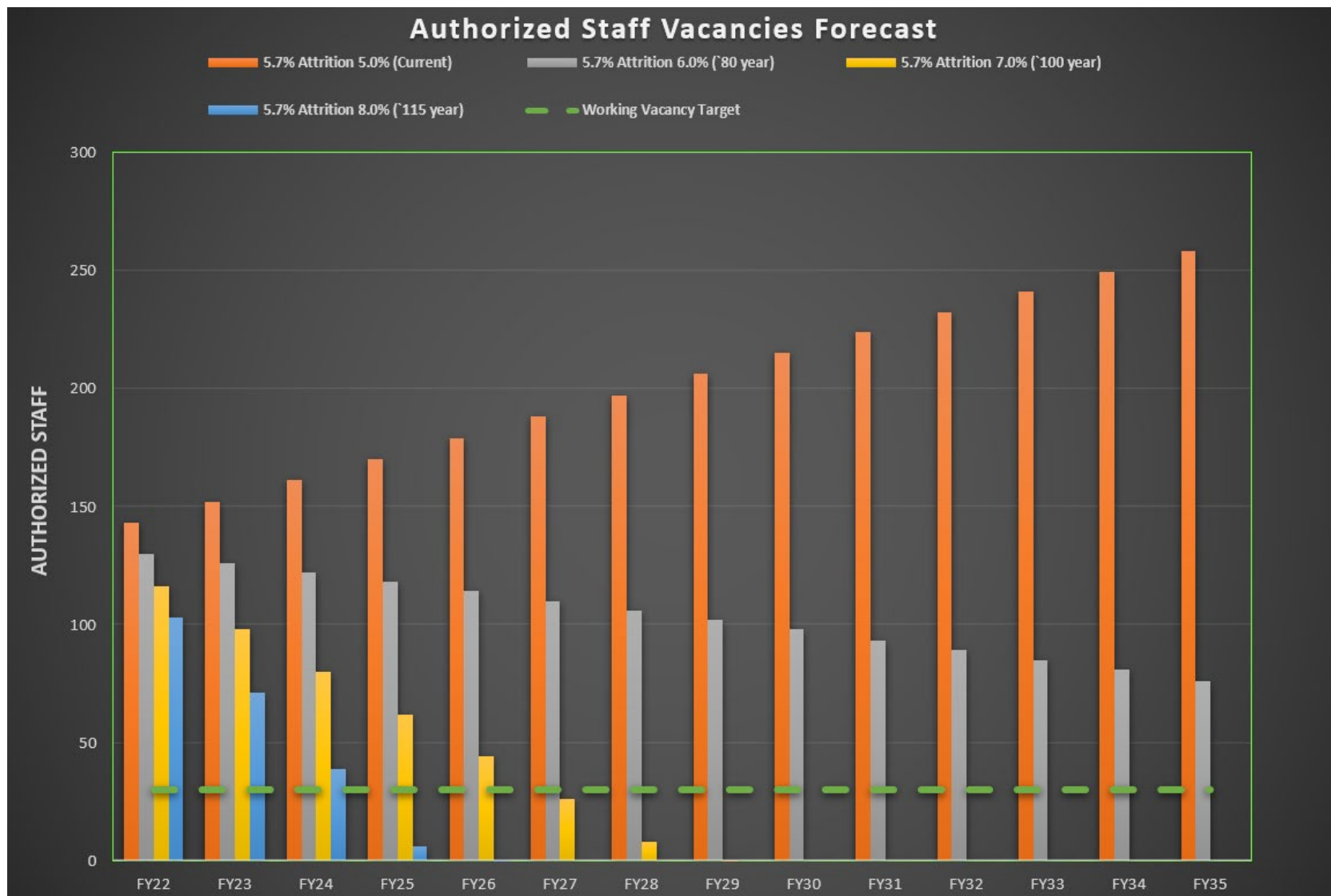
Year	Retire at 25 Years	DROP End	Cumulative 25 YOS
2021	27	32	125
2022	48	23	150
2023	58	31	177
2024	72	32	217
2025	57		274
2026	61		335
2027	74		409

Attrition Current Year 2014 to 2021								
	2014	2015	2016	2017	2018	2019	2020	2021
January	6	11	5	5	3	5	8	6
February	8	3	6	8	6	7	7	10
March	9	3	6	1	7	3	10	5
April	4	7	4	2	1	8	3	4
May	6	8	5	4	4	5	7	10
June	10	6	6	9	4	7	5	9
July	4	6	10	5	2	8	11	14
August	12	3	5	8	9	5	9	16
September	10	3	7	10	5	5	6	6
October	11	9	3	5	3	5	6	9
November	3	7	2	5	5	3	9	9
December	9	5	1	3	8	8	13	9
Total	92	71	60	65	57	69	94	107
Total Resigned	28	24	15	17	16	17	29	33
*1 Joined Another Law Enforcement	5	0	0	0	1	0	1	0
*2 Seek Outside Law Enforcement	2	0	0	3	0	0	0	0
Total Disability	0	1	0	1	1	0	0	0
Total Retired	56	43	42	42	38	48	61	44
Total Deceased	1	1	1	1	0	1	1	0
Total Dismissed	0	2	2	1	1	3	2	3
Grand Total	92	71	60	65	57	69	94	80

“...You are seeing the workforce shrinking with an unprecedented number of retirements and resignations.” – Chuck Wexler, PERF (2021)

Projections

- Eight-year Average Attrition Rate 5.7%
- **Orange** = 60 recruits per year
- **Grey** = 80 recruits per year
- **Yellow** = 100 recruits per year
- **Blue** = 115 recruits per year



Questions & Discussion
