

CITY OF OAKLAND

AGENDA REPORT

2007 JUL 10 PM 1:53

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Oakland Police Department
DATE: July 10, 2007

RE: A Quarterly Report on the Measure Y Accelerated Police Recruiting, Hiring, Training and Deployment Strategy

SUMMARY

As requested by the City Council, staff has prepared a quarterly status report containing information on activities surrounding the City's accelerated police recruiting, hiring, and training efforts for the months of March through June 2007. This report will summarize strategies pursued by staff to enhance recruitment efforts for police officers, and outline recruiting activities.

FISCAL IMPACT

The total recruitment and training expenditures (to include advertising, recruiter travel expenses, and other background related costs) paid for this fiscal year, as of May 31, 2007, is \$1,560,805.

BACKGROUND

The Office of Personnel Resource Management (OPRM) of the Finance and Management Agency, and the Oakland Police Department (OPD) are jointly responsible for the recruitment of police officers pursuant to the terms of the Measure Y initiative and the direction of the City Administrator. As a result of service retirements, the rate of attrition is occurring (as predicted) at approximately five to six sworn officers per month [Monthly Attrition = 5.9 (May 2006 thru May 2007)].

KEY ISSUES AND IMPACTS

Current Police Officer Trainees in the Academy

The total number of police officer trainees in the 161st Academy is 26 [25 Police Officer Trainees (POT) and 1 Ranger]. This class started with 29 POTs and 1 Ranger, and will graduate in August 2007.

The 162nd Academy will begin on July 9, 2007; anticipates 48 POTs and 2 rangers will begin the class. There were a total 54 Conditional Job Offers (CJOs) as of June 15, 2007 (Attachment A)¹. Candidates who received a CJO and refused have given the following reasons for not accepting the offer:

¹ The information contained in Attachment A does not include June statistics.

- Accepted job offer(s) by other agencies;
- Decided not to relocate to the Bay Area and/or California; or
- Looking at other opportunities outside of Law Enforcement.

Since beginning the accelerated hiring process, this is the City's first experience of receiving a high number of CJO rejections. The Department will evaluate whether or not this is an anomaly or trend. The Unit will monitor this activity closely, and will aggressively evaluate a candidate's commitment to OPD to ensure fewer rejections by qualified applicants.

Recruitment Activities

With 10 months of intense recruiting efforts completed, and measurable success toward the raw hiring goal, staff revisited the selection process to extract any opportunities to increase the yield, reduce costs, and strengthen branding for the Police Department. Listed below are areas that offer promise.

- **Integrate Website Homepages** – OPDJOBS.com has continued to yield a significant number of candidates. Upon examination, it was determined that there is an apparent technical disconnect between the OPDJOBS.com and the Oakland Police Department sites. Work is underway to integrate the sites and eliminate issues identified by candidates as confusing. The integrated site will adopt the look and user friendly feel of OPDJOBS.com and appear as a seamless whole, although Departmental pages will not be impacted. The first page of the Oakland Police Department site is completed. The integration project will be completed by year's end.
- **Maximize Awareness** – Last summer a major marketing strategy was launched, yielding the desired number of candidates. Carefully selected outreach is necessary to increase awareness of recruiting efforts. To this end, two major undertakings are being launched, 1) signage at the Oracle Arena and Oakland and San Francisco Bay Bridge and 2) selective mall advertising. The signage at the Bay Bride is viewed by (on average) 191,000 commuters a day. This endeavor began on May 27, 2007, and continues at a bargain price of \$8,905 for a three week period. Normally this type of marketing costs between \$30,000 - \$35,000 a week. Both endeavors, along with continued participation in fairs and increased participation at schools, as previously reported, are expected to maximize awareness of employment opportunities, drawing additional candidates. If additional funding can be identified, staff has two new *tag lines* to enhance the marketing campaign, capitalizing on the previously successful *Justice Pays* (AC Transit bus tails and BART station platform) advertising campaign.
- **Emphasize Referral Program** – To date, 109 individuals have been referred by current employees through the Employee Referral Program. Only three referrals have been paid out (three at the \$250 level of which two have been paid at the additional \$750 level).² The other

² A referral fee of \$250 is paid to the employee who refers an applicant who enters the Academy, an additional \$750 is paid upon completion of the Academy.

106 either did not pass the written examination or failed the background process, (i.e., drug use, driving history, financial history, arrests, psychological or polygraph test failure).

- **Grow the Cadet Program** – This project is seen as a long-term strategy to sustain authorized strength by creating a viable feeder program for future POTs. Cadets provide valuable services to the Police Department while, in turn gaining awareness of the demands of police work and learning how to become a highly successful Oakland police officer. The Cadet Program is currently housed in the Training Division. There are currently 15 Cadets who are supervised by a police officer.
- **OPD Internship Program** – The Police Department implemented an Internship Program designed to introduce high school and college students to the law enforcement profession. City of Oakland residents and family members of individuals who work in public safety related fields are the primary focus of this Program. Several divisions are developing educational and training opportunities to provide interns with the opportunity to learn the various functions within the Police Department. During summer months, high school students will participate for a maximum of 30 hours per week; college students are allowed 37.5 hours per week. Interns will only be permitted to work four hours a day during the school year. OPD received over 100 applications for the Program's summer session, of which 25 interns have been hired. Interns who are hired in the fall (open to Oakland residents only) will begin work in August 2007. This Program will run concurrent with the academic year. It is anticipated that approximately 10 interns will be hired during this period.

The fall program will focus on students with a desire to pursue a law enforcement career and receive one-on-one mentoring from a police officer or other police service personnel. By developing this relationship it is hoped that these interns will transition to the Cadet Program, become a Police Officer Trainee, Police Evidence Technicians, Police Communication Dispatchers, or pursue other opportunities within the Department.

- **Pre-Academy Seminars** – The Training Division is currently developing a series of seminars intended to inform potential police officer applicants (prior to the start of the academy) about personal physical fitness, academy life (i.e., academics, physical training, time commitment, etc.) and life on the street as an Oakland police officer. The goal of the seminar is to help applicants fully understand that a career in law enforcement is physically and mentally demanding, and must be performed by someone who is committed to improving the quality of life for the citizens of the City of Oakland. The applicant will be challenged to consider all aspects of the career prior to their actual hire date. This is done with the hope that successful candidates will enter the academy with a realistic view of the difficult task ahead of them, both personally and professionally. The Training Division is attempting to partner with Merritt College to expand the development of these seminars to the campus in an effort to reach to reach as many potential applicants as possible.

Each of the strategies identified above will make incremental contributions to an overall increase in the yield from current recruiting efforts. Staff will continue its work to support the success of

candidates throughout the selection process, and continue to differentiate Oakland from other agencies by emphasizing our commitment to candidate success.

Measure Y Officers

There are currently a total of 17 officers (all assigned as Problem Solving Officers) and four (4) sergeants funded through Measure Y.

Candidate Source Summary

The following information was gathered from candidates who sat for the written examinations. The information is self-reported and may include more than one source per candidate. Candidates are asked to respond to the following question: "Where did you hear about Oakland's police recruitment?"

City Recruitment Sources	#	% of Total
City of Oakland Job Hotline	90	6%
Flyer or Job Announcement	156	11%
Library	2	0%
Other:	171	6%

Newspapers / Publications

Oakland Tribune	50	3%
San Francisco Chronicle/Examiner	16	1%
Other:	44	3%
Magazine:	4	0%

Internet

City Website (www.oaklandnet.com)	164	11%
Other City website	36	2%
OPDjobs.com	289	20%
Specify:	17	1%

Television

Channel 2 KTVU	52	4%
Bay Cable TV advertising	22	1%
Other:	28	2%

Radio

Specify:	13	1%
----------	----	----

Frequent Sources	#	% of Total
Job Fair	38	3%
Referral	46	3%
Friend or Relative	207	14%
Other:	30	2%
Unknown		6%
TOTAL		1,475

Candidate Testing

Tests were conducted on June 16 and June 21, 2007 with a total of 207 applicants participating.. These particular dates were selected to coincide with the end of the school year. The goals of these tests were to create a sufficient applicant pool to provide the required number of viable candidates for the October academy. Future academy dates will be scheduled pending determination of available funding. As of the date of this report, results from this test are pending.

Officer Retention

Candid assessment of the initial projections for OPD to attain full strength has resulted in modification of the earlier projections. While OPD continues to experience a high attrition rate, which seems to be normal for most outside agencies, the *Baby Boomer* retirements (service and disability) are dramatically impacting sworn retirement projections. With this in mind, staff is considering various approaches to delay or minimize retirement related attrition. While many tactics were identified and explored, the 3% at 50 retirement formula for sworn personnel has resulted in a statewide crisis that confounds an agency’s ability to significantly change this reality. At this time, staff continues to focus on recruiting POTs and emphasizing the Employee Referral Program with current officers. Since many OPD officers come from families who represent multiple generations in the law enforcement profession, staff continues to place high value on making these potential recruitment connections.

PROGRAM DESCRIPTION

The intensified recruiting program as implemented by OPRM and OPD is designed to address both the 3% at 50 retirements of the *Baby Boomer* generation and the Measure Y funded increase in authorized sworn strength. The goal remains to expedite the hiring process for qualified candidates for Oakland police officers in order to achieve full strength as rapidly as possible.

SUSTAINABLE OPPORTUNITIES

Economic: Attaining full staffing along with long-range planning may provide a more balanced equation for budget projections and decreased disruption in services to the community.

Environmental: No environmental opportunities have been identified.

Social Equity: The Department's *Hire Oakland First* policy provides opportunities for residents to apply for and compete in the police officer selection process.

DISABILITY AND SENIOR CITIZEN ACCESS

There are no ADA or senior citizen access issues contained in this report.

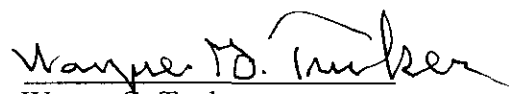
RECOMMENDATION(S) AND RATIONALE

This is an informational report. If the Department is to reach full staffing of 803 police officers, funding of recruiting, hiring, and training activities outlined in this report must be continued for staff to effectively perform these strategies.

ACTION REQUESTED OF THE CITY COUNCIL

This is an informational report; therefore no action is requested of the Council.

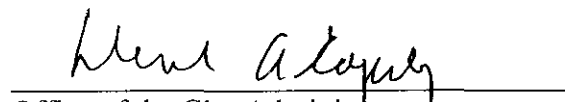
Respectfully submitted,


Wayne G. Tucker
Chief of Police

Prepared by:
Captain Rick Orozco
Bureau of Administration
Oakland Police Department

Attachment A: Recruiting Matrix Jan – May 2007

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:


Office of the City Administrator

Item: _____
Public Safety Committee
July 10, 2007

**OAKLAND POLICE DEPARTMENT
MEASURE Y RECRUITING AND HIRING UPDATE**

As of May 31, 2007

POLICE OFFICER TRAINEE FUNNEL DATA:

Month	Candidates Applied	Oakland Residents	Written Test/ Passed		Oral Board Attended/Passed		Physical Abilities Test Attended/Passed	
*Total to date	7586	796	4557	2885	2270	1654	1310	1090
May - 07	379	34	216	118			59	58

POLICE OFFICER HIRES TO DATE:

Activity	Total
Police Officer Trainee (POT) hired	211
Laterals hired and/or pending Transitional Course	5
**Total hired under program to date	216
Oakland residents hired to date	16

CURRENT RECRUITMENT/BACKGROUND PROCESSING:

162 nd Recruit Academy	Start Date 7/9/07
Applicants submitting Personal History Questionnaires	246
Background Investigations Completed	204
Conditional Job Offers Extended	36
Conditional Job Offers Accepted	34
Number of Applicants Cleared for the Academy	23
Oakland residents Conditional Job Offers	2

STAFFING STATUS AS OF:

MONTH: May YEAR: 2007

Classification	Authorized	Filled	+/-
Chief	1	1	0
Deputy Chief	3	3	0
Captain	10	10	0
Lieutenant	26	27	+1
Sergeant	135	135	-2
Police Officer	628	537	-70
TOTAL	803	712	-71

*As of January 2006 – May 2007

**May include rescheduled Academy candidates

ATTRITION (January 05 – May 2007)

Type	Total
Disability Retirements	42
Resignations	37
Service Retirements	31
Terminations	7
TOTAL	117

Monthly Attrition = 5.9(May 2006 thru May 2007)

ACADEMY GRADUATIONS:

Academy	Graduation Date	# of Graduates	#Assigned to Measure Y
154 th	September 05	11	4
6 th Lateral	May 05	7	0
155 th	January 06	18	6
156 th	June 06	16	4
157 th	August 06	16	7
7 th Lateral	September 06	3	0
158 th	November 06	26	0
159 th	February 07	30	0
160 th	May 07	25	0
Total		152	21*

*Note: Of the 21 Officers originally assigned to Measure Y positions, 5 have vacated the position and 2 are on injury leave.

Total in 161st Academy: 25 POTs, 1 Ranger (graduation: August 2007)

EXPENDITURES TO DATE ON OPD MEASURE Y ACTIVITIES:

Appropriations	Expenditures	Balance
Fiscal Year 04-05: \$1,450,000	\$4,054	\$1,445,946
Fiscal Year 05-06: \$9,237,151	\$2,827,904	\$6,409,247
Fiscal Year 06-07: \$9,464,233:		
• Agency-wide Admin - Recruiting and Hiring		
- Personnel	\$614,714	
- O&M	40,890	
• Special Operations – Truancy Abatement		
- Personnel	99,011	
• Patrol – Community Policing		
- Personnel	2,966,710	
- O&M	1,012,654	
• Training – Academy		
- Personnel	793,861	
- O&M	124,773	
	\$5,652,613	\$3,811,620
Total: \$20,151,384	\$8,484,571	\$11,666,813