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March 21, 2006

Oakland City Council
Oakland, California

President De La Fuente and Members of the City Council:

RE: Supplemental Report to the Semi-Annual Report and Recommendation Regarding the Status of Implementation of the Department's Reorganization to Expand Community Policing and the Status of Measure Y Implementation, Specifically Regarding Officer Recruiting, Training and Hiring and the Deployment of Officers to Measure Y Positions

SUMMARY

At the February 28, 2006 meeting of the Public Safety Committee, staff presented a report highlighting the current obstacles in the recruiting, hiring and training of police officers in the City of Oakland. The Committee accepted the report, forwarded it to the March 21, 2006 City Council meeting and asked staff to prepare a supplemental report with additional information *regarding the funding request for accelerated recruiting, training and hiring of officers to meet City Council's mandate to reach full staffing by January 1, 2007.* The City Administrator's Office, the Office of Personnel and the Oakland Police Department present this supplemental report to provide this additional information.

We have identified the following goals in these efforts:

- 1) Fill and run four academies of 42 recruits each between now and January 1, 2007. (Refer to Charts A, B and C for the academy schedule.)
- 2) Increase the number of qualified applicants for police officer trainee positions.
- 3) Continue to assess and make improvements to the OPD recruitment process, by further analyzing and modifying those areas in which we have historically lost significant numbers of applicants.
- 4) Develop incubation strategies to develop interest in the field of policing and to find quality applicants for future academies.
- 5) Level the housing costs for trainees, so that it is not a barrier to entry.

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An effective plan must approach the recruiting of officers holistically – that is, recruiting for the needs of today and nurturing interest in policing to meet the needs of the future. To reach the aggressive recruiting targets that have been set, staff recommends that we immediately fund:

- 1) Monthly testing process to ensure a constant supply of applicants.
- 2) Consolidated testing strategy to handle three phases of testing in one session.
- 3) Fifteen additional university recruitment visits.
- 4) Three focused recruitment efforts in cities outside of California with coordinated recruitment weekends in Oakland.
- 5) Activities that address the long-term needs of police recruitment for Oakland by incubating future interest and differentiating Oakland from other municipalities.
- 6) Elimination of the Residency Zone requirement for police officers (no cost associated with this action).
- 7) Housing supplement tied to the first year of employment, with a sunset at the one-year increase from salary Step 1 to Step 3.

The Office of Personnel and the Oakland Police Department will work hand-in-hand on these new strategies to ensure the lowest cost, highest quality strategies are implemented while tapping all of our constituencies who have pledged to help in this process. We will use non-sworn employees to perform functions that do not require sworn employees. We will use sworn employees to recruit applicants in face-to-face situations. We will use community members, elected officials and the Chief in situations that will make the most impact on an applicant to encourage him or her to join Oakland's force.

These strategies maximize the impacts of the additional funding provided by the City Council. Staff will return to the Public Safety Committee in mid-October 2006 to provide an update on our progress toward the goal of full staffing by January 1, 2007.

FISCAL IMPACT

The Office of Personnel and the Oakland Police Department are requesting \$ 2,437,561 in additional funding over the next fourteen months in order to implement a holistic recruitment and training program. Attachment A shows a detailed funding request for the costs associated with accelerated recruiting, training and hiring for the remainder of fiscal year 2005-06 and fiscal year 2006-07. This budget takes into account the savings resulting from use of professional staff at straight time in most instances, verses the current use of sworn staff with significant overtime due to staffing demands. The City will utilize Measure Y funding to the extent that officers are deployed to Measure Y positions and additional funds will be identified from the General Purpose Fund to cover these costs. It is the intention that 40% of all those successfully completing the Academy and Field Training program will be deployed to Measure Y positions. The remaining 60% will be deployed to Patrol.

BACKGROUND

At the February 28, 2006 meeting of the Public Safety Committee, staff presented a report highlighting the current obstacles in the recruiting, hiring and training of police officers in the City of Oakland. The Committee accepted the report, forwarded it to the March 21, 2006 City Council meeting and asked staff to prepare a supplemental report with additional information regarding the funding request for accelerated recruiting, training and hiring of officers to meet City Council's mandate to reach full staffing by January 1, 2007. The City Administrator's Office, the Office of Personnel and the Oakland Police Department present this supplemental report to provide this additional information.

KEY ISSUES

As stated in the February 28th report, police departments are suffering from a shortage of officers across the country and are looking for ways to combat the downward recruitment trend. Attachment B shows a snapshot of Bay Area and other large, competitive cities who are currently recruiting for police officers.

Steps to decrease Hiring Process fallout

The police officer selection process is a long and complex one. Attachments C and D attempt to more clearly illustrate the entire selection process.

The Office of Personnel and the Oakland Police Department have identified the following strategies to increase officer recruitment efforts and to decrease the applicant fallout from our process:

- ◇ **Recruiting Lobby at OPD** – By developing a lobby in the Oakland Police Department's Recruiting Unit (OPDRU), we can begin to establish strong contacts with candidates. The lobby will provide a gathering point and will enable OPDRU to talk about the requirements of the job and the hiring process. This area will become a significant opportunity to differentiate Oakland from other jurisdictions since this strategy was not identified in the research. The February 28, 2006 OPD plan submitted to the Public Safety Committee outlined this strategy and associated costs.
- ◇ **Test** – We adopted the P.O.S.T. test in July, 2005. The P.O.S.T. website has extensive information on how to prepare for the test. A computer set up to allow access to the site and the practice test would give candidates hands on experience with the test and enable them to gauge for themselves if they are prepared to take the test.
- ◇ **Oral Board** – Many candidates who fair well on the written do extremely poorly in the Oral because they are too nervous to articulate their responses. OPDRU offers seminars on the Orals, but a video of the oral board experience would go far to prepare candidates for this important element of the process. A video and TV are included in the OPDRU plan and could be used for this as well as the continuous reel of information on OPD.

- ◇ **PAT/Academy** – The rigor of the academy was identified as a major barrier to producing Academy graduates. A program tailored to Oakland was designed but funding could not be identified. A qualified instructor who developed a Public Safety curriculum for Chabot College would run the program. As an Oakland Resident and prior officer she understands the need for qualified recruits and is willing to make essentially reduce the cost to contribute to increase policing in Oakland. The program could accommodate up to 22 students for a six-week course. The course could be taught at Chabot/Oakland YWCA/Jefferson Park/Shepherd Canyon. A combination of physical fitness, confidence building course and mental toughness is taught, and might be integrated into existing programs in the planning stages by OPD Training. The city would pay the cost of the program and ‘award’ participation to candidates identified as viable. Estimated cost of the program is less than \$2,200.00 per term. Candidates would pay a nominal fee if YWCA facilities were used.
- ◇ **Background** – We can do a better job up front of advising candidates of the kinds of things that might eliminate them from the applicant pool during the Background process. To augment this information we could create guides “Becoming an Officer” that outline the factors that can result in rejection for background and make them available in the OPDRU lobby, to local colleges and organizations as part of a Handbook. Attachment E shows all of the characteristics that factor into OPD’s background investigations.
- ◇ **Develop a permanent PAT site** – OPD enjoyed a site at Estuary Park to run the PAT. It was removed over five years ago due to safety and liability concerns as rules change related to park equipment and play structures. Since that time OPD has set up a temporary course each time a test was needed. The parking lot beneath the 880 Freeway, adjacent to OPD Headquarters is cleared of cars and OPDRU staff sets up, runs, dismantles and returns to storage the elements of the test. It takes approximately two hours to complete the task. With the advent of continuous testing this becomes a drain on resources – both human and economic. It is also undesirable and detracts from our recruitment process to run this course in a parking lot under a freeway.

A permanent site is being explored at Jefferson Park, adjacent to OPD Headquarters on the corner of 6th and Jefferson or alternatively, at the Fire Department training site. This site would meet ongoing test needs and has potential to be an element of an incubation strategy. The site could be used by Rangers & Cadets to improve their physical stamina. It could be used by trainers as a gathering place to work on physical fitness – a major obstacle to success in the Academy. It is anticipated that the course can be set up for less than \$5,000, with a minimal ongoing maintenance cost. It is staff’s belief that the cost to set up a permanent course would be less than the current cost to set up a temporary site two or more times per month.

- ◇ **Background Screening** – By supplementing our current OPDRU staff with non-sworn administrative staff we could increase Background processing. It takes 20 to 30 hours to process one applicant for background investigation. It is estimated that 60% of the work could be performed by non-sworn personnel, leaving the actual interface to sworn staff with the clearance and training to perform the interface with contacts.

New Accelerated Training Academy Schedule

Charts A, B and C below outline the revised schedule of Academies set forth to meet the City Council mandate to reach full staffing by January 1, 2007:

Chart A – Current Police Academies

Class	Number Started	Current Number	Attrition Rate
156 th Academy	27	20	26%
157 th Academy	24	22	9%

Chart B – Planned Academies

Class	Planned Dates	Anticipated Recruits
7 th Lateral Course	10 Jul – 11 Aug 06	8
158 th Academy	5 Jun – 8 Dec 06	42
159 th Academy	9 Oct 06 – 13 Apr 07	42
160 th Academy	19 Feb – 24 Aug 07	42
8 th Lateral Course	8 Jan – 9 Feb 07	8

Extra Recruit Academies: If the Oakland Police Department's and Office of Personnel's joint recruiting efforts produce enough qualified recruits, then the Training Division will produce two extra academies in 2006. These academies can be conducted at facilities within the Department. These extra academies will have made significant progress by January 1, 2007.

Chart C – Extra Academies for 2006

Class	Planned Dates	Anticipated Recruits
Extra Academy #1	Aug 06—Feb 07	42
Extra Academy #2	Nov 06—Jun 07	42

Outside Agency Academies: Staff is exploring the idea of training additional officers at the three closest outside agency academies. These agencies are in the process of training a significant amount of recruits through their academies, so the amount of recruits they can train is extremely limited. Most of the academies can only train about 5 to 10 recruits, and once they graduate, they will still need to attend a six week orientation course at the Oakland Police Department. The following table gives the outside agency dates of their upcoming academies for 2006:

Outside Academies for 2005

Class	Planned Dates
Alameda S.O. Academy	10 Apr 06—6 Oct 06
Alameda S.O. Academy	5 Jun 06—1 Dec 06
S.F.P.D. Academy	12 Jun 06—5 Jan 07
Co. Co. County Academy	21 Aug 06—16 Feb 07
Co. Co. County Academy	5 Feb 07—3 Aug 07

Projected Staffing Numbers: If you include the trends in Academy attrition rates, the following numbers of officers are projected to be in the pipeline before January 1, 2007, assuming the best possible scenario outcome for our accelerated recruitment efforts. This does not include attrition due to retirements from the Department. Attachment F shows the entire timeline with estimates for hiring, balanced by attrition.

156 th Academy	16 Recruits
157 th Academy	16 Recruits
158 th Academy	35 Recruits
7 th Lateral Course	8 Officers
159 th Academy	35 Recruits
Extra Academy #1	35 Recruits
Extra Academy #2	35 Recruits
Total	180 Recruits

Additional Strategies for Accelerated Recruitment, Training and Hiring

Staffing

Our staffing request has been revised based on the current goal to move as many officers from the Oakland Police Department Recruitment Unit (OPDRU) to crime reduction as possible. The basis for the staffing need remains the same – to triple the amount of candidates processed, will require increased staffing. We believe that some economies can be realized by eliminating the request for three (3) additional sworn officers and replacing that staff with professionals. Additionally, we will need to add staff to the Office of Personnel & Resource Management (OPRM) which is responsible for half of the hiring process. Given the desire of Council to avoid similar staffing shortfalls in the future, and the attrition rate due to retirements, it is prudent to pursue a more established staff to meet current and future needs projected for the next three to five years.

By retaining four (4) of the eight (8) staff currently assigned to OPDRU, allowing three (3) officers to be deployed to critical staffing needs, augmented Recruiting Staffs can meet the baseline requirements. The remaining staff, including one receptionist, would stay in place. This plan would minimize the disruption in recruitment, while supporting the aggressive hiring strategy proposed. OPDRU staff would continue in its current reporting structure with the following primary roles and responsibilities:

1 Sergeant

Supervise and direct the work of sworn and professional staff, character review, oversight for background investigations, including acquiring and interfacing with Annuitants conducting background work and direct OPDRU recruiting efforts.

4 Officers

It is imperative to maintain a sworn presence in the recruitment of Police. Visible roles such as community relations, obtaining assessor panels for Oral Boards, orchestrating the five different

Seminars (Women in Police, Policing in Oakland, Health and Fitness, Participating in Oral Interview Boards and Completing the Psychological History Questionnaire), set up and administer bi-weekly Physical Agility Tests, conduct Psychological History Questionnaires, interface with students and others in the Recruiting Process, travel to recruiting events and Career Fairs, conduct background investigations and assist with Testing and other aspects of the recruitment process such as contacting applicants to respond to questions about Policing and our process, often need the insight only an officer can fill.

Professional Staff will be required by OPDRU to replace the three deployed officers and to manage the increase in work associated with the added Recruitment efforts. Their role will include assuming an estimated 60% of the Background work that is currently performed by Sworn Officers in Recruitment and sworn Officers on an overtime basis. This realignment of work is further described in the section of this report addressing applicant fallout. Additionally there is a larger requirement to track and appropriately contact applicants throughout the process if we are to achieve the recruitment objectives we have accepted.

OPRM will also require more staff to meet this challenge. The existing staff is already stretched as it attempts to integrate continuous Police Officer Trainee testing into their framework. OPRM will be at the forefront of recruiting events and facilitation of recruiting strategies and requests the addition of three additional staff. Both OPDRU and OPRM will have increased roles as we expand our net beyond the nine Bay Area counties. The additional staff is necessary to handle the administrative tasks associated with continuous testing and simultaneous recruiting events. They will also be tasked with culling our pool of candidates to expand the network of viable candidates and managing and analyze the applicant fall-out throughout the process. The city employment tracking systems work well for us, but are somewhat labor intensive and will need to be manually modified to transition into continuous testing.

Crime Reporting Issues

At the February 28th meeting, several Councilmembers requested an update on the Area Commanders Weekly Report, which has been out-of-service for some time now. This report is scheduled to be fully functional by the end of May 2006. Historically, OPD has used Microsoft Access database as the standard for creating this and several other crime statistics reports. This type of database does not provide the data consolidation, security, and growth capabilities of an enterprise grade database. The older Access databases are now being migrated to a new business intelligence application with data models - graphical representations of underlying database structures - and a powerful reporting environment to access and analyze data quickly and easily. The new application will replace all existing Microsoft Access based reports, including the Area Commanders Weekly Report, with enhanced reporting options and centralized security.

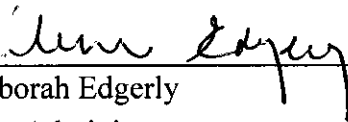
The next phase of this project will allow users to map crime and create reports daily. Historically, crime mapping reports were only available on a case by case basis to specific OPD personal. Oakland citizens were able to view certain major crime categories that were updated weekly through Crimewatch. A manual extraction process was required to make the data available to these two different systems. The CrimeView Enterprise System, which is scheduled to be fully implemented by the end of November 2006, will automate the update process and

enable Oakland citizens, OPD personnel, and City staff to each have access to specific crime mapping reports updated daily. This solution puts the tools for community policing into the hands of Oakland citizens, OPD, as well as City staff. This solution will also provide a subscription service that allows the user to sign up for e-mail alerts of crimes in their area of interest. Police officers will be able to review the crime mapping reports before going out on patrol providing them with information such as stolen vehicle reports complete with lists of license plates and maps showing the time and location vehicles were reported stolen. Crimeview Enterprise will release timely crime data in the form of customized maps and reports into the hands of those who need it most.

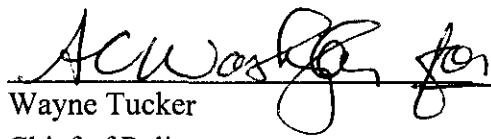
CONCLUSION

This report proposes strategies to accelerate our police officer recruiting, training and hiring processes to meet the critical, immediate need for police officers on our streets. We have proposed a plan that will address the current mandate to reach full staffing by January 1, 2007, but also presents a holistic plan to meet the policing needs of tomorrow simultaneously. The current retirement rate from the Department, coupled with the national recruitment crisis in policing is predicted to continue well beyond the next few budget cycles. Integrating continuous recruitment and incubation into our processes now will go far in alleviating future public safety hiring issues.

Respectfully submitted,



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ATTACHMENT A

Element	May 1, 2006 – June 30, 2007
Advertising	
Newspaper	85,000
Trade Magazine	20,000
Radio (targeted)	102,000
BART Platform Ads (targeted)	3,000
Electronic Roadside Billboard (one ad – 1 year, 5 seconds)	12,000
Collateral (Brochures, pamphlets, 'Baseball' cards)	12,500
Imagery development (used on collateral/billboards)	13,000
Recruiting premiums	14,000
Continuous reel DVD development & unlimited copy rights (3 versions – varied use; 5 year life-span)	14,600
Venue Canopy	150
DVD Player	750
Vehicle transportation	1,500
Recruiting Booth & 3 drapes	8,400
Overhead	
Vertical Files (3 OPDRU; 2 OPRM -5 year retention requirement)	2,800
Scantron Scanner (continuous testing data input)	4,800
Scanner	400
Computer Programming	10,500
Computers (8 stations –4 OPDRU; 4 OPRM)	14,000
Office Supplies	6,150
POST Training Certification (Background & Recruiters)	1,500
Power generator (test site evenings; outdoor events, etc. more cost effective v. rental)	1,300
10 Orals Board cost @ \$1,500 each	15,000
Recruiting	
Training Program	6,600
'Recruit weekend' expedited testing (3 at \$8,740.00 each)	26,220
College Career Fairs	57,750
10 remote events @ \$3,450.00; 15 local@ \$1,550.00	
Explorer/Cadet/Ranger Program expansion	15,000
Plaza Recruiting – each week during summer, weather permitting set up canopy & generator	8,000
Test Material & Applicant Selection	
POST Test Booklet (7,000 applicants @ \$15.00 each)	97,500
Written Test site rental for 3 large events	19,500
Civilian Test Proctors (replaces Sworn,)	
- 3 large tests	7,350
-10 continuous tests	19,500
Polygraph examinations (100.00 each, 80 per academy, times 6 academies)	48,000

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March 21, 2006

ATTACHMENT A

Phase I Psychological Written (\$200.00 each)	96,000
Phase II Psychological Written (\$75.00 each)	36,000
Psychological testing Material (\$20.00 each)	9,600
Medical examination (\$375.00 each)	180,000
Equifax check (\$45.00 each)	21,600
Livescan Inquiry (\$20.00 each)	9,600
Physical Agility Officer time	84,158
Notary (\$10.00 per signature – can contract hourly)	4,000
Staffing	
1 Police Personnel Operations Specialist	126,455
1 Administrative Analyst II	109,295
1 Police Records Specialist	73,034
1 OPRM Sr. HR Analyst dedicated to OPDRU	101,565
2 OPRM Analyst dedicated to OPDRU	183,744
2 OPRM HR Technician dedicated to OPDRU	131,396
10 Annuitants for added background processing	313,344
OPRM Overtime for HR Clerk to support accelerated testing (charged to OPDRU)	11,000
Academy	
Stationary/Office Supplies	14,000
Furniture Supplies	1,000
Computer Hardware	2,000
Books	18,000
Supplies/Misc. Athletic	4,000
Bottled Water/Food	2,000
Clothing/Vests	40,000
Supplies/Technical/Ammo.	160,000
Minor Tools and Equipment	4,000
Supplies/Miscellaneous	5,000
Rental Fees/Range	29,000
Repair and Maintenance	2,000
Registration/Tuition	12,000
Expense to Public Works to install permanent PAT course (TBD), based on separate review of facility and retro-fit status	5,000
TOTAL	\$ 2,437,561

Police Hiring Statistics

ATTACHMENT B

Agency	Hiring	# Vac's	Test Date
Antioch	Yes	9	3/14/2006
Berkeley	Yes	12	3/18/2006
Danville	Yes	3	1 per mth
El Cerrito	Yes	1	TBA
Fair Oaks	Yes	143	every 6 mths
Fremont	Yes	8	ongoing
Los Angeles	Yes	700+	Daily
Palo Alto	Yes	ongoing	ongoing
Pleasanton	Yes	2	3/17/2006
Richmond	Yes	23	3/4/2006
Sacramento	Yes	60	3/18/2006
San Francisco	Yes	250?	5/17/2006?
San Mateo	Yes	ongoing	T score 52+

Agency	Hiring	# Vac's	Test Date
Santa Clara	Yes	ongoing	3/25/2006
S. San Fran	Yes	ongoing	ongoing
Stockton	Yes	10	varies
W. Sacram	Yes		3/18/2006
Baltimore	Yes	ongoing	Daily
Las Vegas	Yes	Open	ongoing
New York C	Yes	Open	6/17/2006
Seattle	Yes	Open	6/21/2006
San Jose	Yes		
Brisbane	Yes		

Snapshot of Bay Area and other cities currently recruiting for Police officers.

Many cities not depicted have recently recruited, or will soon begin to recruit.

Police Officer Selection Process

I. Written P.O.S.T. Exam

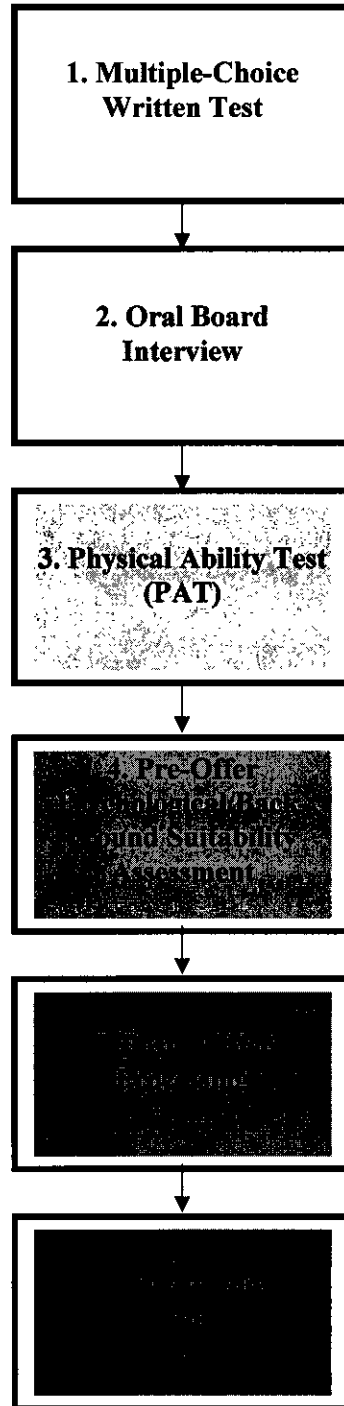
The written tests consist of multiple-choice questions that measure reading comprehension and English usage. A passing score is valid for 12 months. If you fail the written test, you may retake it in 4 months.

II. Oral Board Interview

Successful candidates will participate in an interview that is designed to evaluate job-related skills and abilities such as oral communication, interpersonal skills, and judgment. In addition to general questions, candidates will be presented with hypothetical scenarios and asked to explain how they would respond to each situation. Candidates will receive a Personal History Questionnaire (PHQ) after the oral interview. The PHQ is a 32-page document which is completed by all candidates prior to their background investigation and must be completed and submitted to the Oakland Police Recruiting Unit at the Physical Ability Test site. Candidates who pass the oral board interview will be placed on the eligibility list for further employment consideration, subject to successful completion of the remaining stages. Oral Board rating is valid for 6 months from date of Board. If failed, the Board may be attempted with direction from Staff.

III. Physical Ability Test (PAT)

You will be assigned a Physical Ability Test date and time in the weeks following the oral interview provided you passed the oral examination. The test consists of job-related physical tasks performed in an "obstacle course" fashion that must be completed in a specified time. The test is pass/fail and measures coordination, ability, balance and strength. Physical ability test rating is valid for 6 months from date of test. If failed, the PAT may be taken again in 6 months.



IV. Pre-Offer Psychological/Background

Prior to a conditional job offer, candidates will be assessed for background and psychological suitability. The psychological assessment is designed to measure job-related traits and characteristics (such as conscientiousness and the ability to work as part of a team) which are important for successful performance as a Police Officer. During the background investigation, investigators will contact references, friends, family, former employers, and other contacts to verify the information provided. The background investigators will also check for a criminal record, obtain a copy of each candidate's driving record, and check credit references. Applicants may be rejected for background factors at any step of the selection process, and providing fraudulent information at any stage of the selection process may be grounds for removal. Candidates will also be required to submit to a polygraph examination in connection with the investigation.

V. Post – Offer Processing

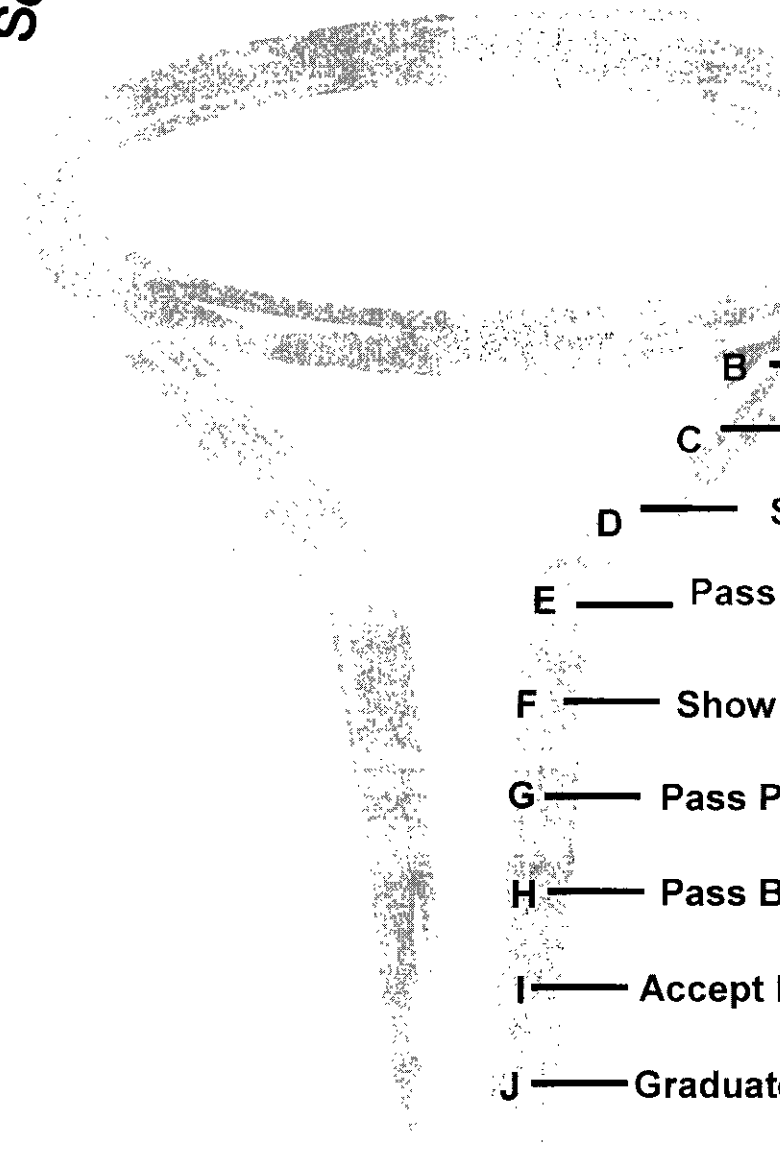
After a conditional job offer has been made, candidates will be assessed for compliance with department medical and psychological standards. The medical evaluation will include screening for use of illegal drugs. Any remaining background issues will also be resolved. Character-related information discovered during the post-offer stage or failure to pass drug screening may be grounds for revocation of the conditional job offer and removal from hiring consideration. In addition, candidates will be individually evaluated by the City Physician based on their ability to meet the physical demands of the position including vision standards.

VI. Certification and Appointment

This is a highly competitive process. Candidates must demonstrate their positive attributes at each step of the selection process. You must pass all test parts (including a pre-employment substance screening) to be identified as the most qualified candidate by the hiring department, and possess a valid conditional job offer in order to be certified for hiring consideration.

Police Officer Trainee (POT) Funnel

Seminars / Recruiting / Outreach / Advertising
POT Applicants



A — Apply

B — Show for Written

C — Pass Written

D — Show for Oral

E — Pass Oral

F — Show for PAT

G — Pass PAT

H — Pass Background

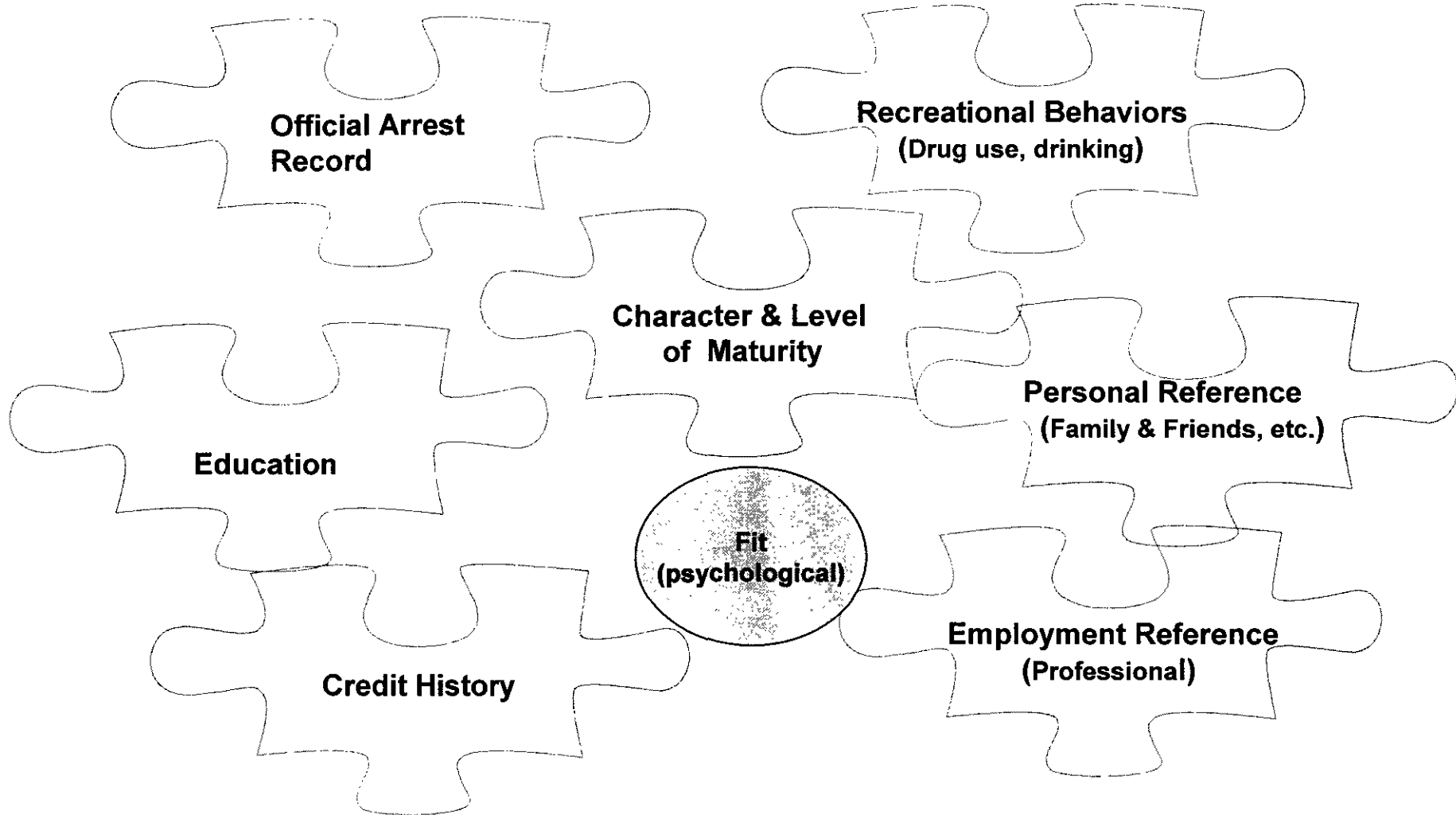
I — Accept POT & enter Academy

J — Graduate Academy

OFFICERS

Background Investigation

ATTACHMENT E



Maintaining OPD **involvement** in background investigations ensures alignment with POST guidelines of confidentiality, and integrates characteristics unique to our city.

Current Plan- Hiring Timeline- 739 to 803 Authorized Strength

Authorized 739

FY04-05	1-Jul-04	1-Aug-04	1-Sep-04	1-Oct-04	1-Nov-04	1-Dec-04	1-Jan-05	1-Feb-05	1-Mar-05	1-Apr-05	1-May-05	1-Jun-05
Filled	734	731	728	724	722	717	704	703	704	697	701	699
+/- 739	-5	-8	-11	-15	-17	-22	-35	-36	-35	-42	-38	-40
Attrition	3	3	4	2	5	13	3	0	4	2	1	0
POs added											7	

Note: Actual attrition through 31 Jan 06.

16 OPD POTs start 154th RS >>

Authorized 803

FY05-06	1-Jul-05	1-Aug-05	1-Sep-05	1-Oct-05	1-Nov-05	1-Dec-05	1-Jan-06	1-Feb-06	1-Mar-06	1-Apr-06	1-May-06	1-Jun-06
Filled	697	639	689	693	691	690	683	701	701	698	695	692
+/- 803	(106)	(164)	(114)	(110)	(112)	(113)	(120)	(102)	(102)	(105)	(108)	(111)
Attrition	2	1	4	4	2	8	3		3	3	3	3
POs added			11				18					16

154th graduates 2 Sep 05

34 POTs start 155th RS 11 Jul 05

155th graduates 13 Jan 06

27 POTs start 156th RS 28 Nov 05

156th graduates 2 Jun 06

35 POTs start 157th RS 23 Jan 06 >>

FY06-07	1-Jul-06	1-Aug-06	1-Sep-06	1-Oct-06	1-Nov-06	1-Dec-06	1-Jan-07	1-Feb-07	1-Mar-07	1-Apr-07	1-May-07	1-Jun-07
Filled	705	718	723	720	717	714	737	734	765	762	785	782
+/- 803	(98)	(85)	(80)	(83)	(86)	(89)	(66)	(69)	(38)	(41)	(18)	(21)
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added	16	8				26		34		26		26

35 POTs start 158th 5 Jun 06

158th graduates 8 Dec 06

157th graduates 28 Jul 06

35 POTs start 159th 9 Oct 06

159th grades 13 Apr 07

35 POTs start 160th 19 Feb 07 >>

35 POTs start Extra Acad. #1 Aug 06

Extra Acad. #1 grads Feb 07

35 POTs start Extra Acad. #2 Nov 06

Extra Acad. #2 grads Jun 07

FY07-08	1-Jul-07	1-Aug-07	1-Sep-07	1-Oct-07	1-Nov-07	1-Dec-07	1-Jan-08	1-Feb-08	1-Mar-08	1-Apr-08	1-May-08	1-Jun-08
Filled	805	802	825	822	819	816	839	836	833	830	827	824
+/- 803	2	(1)	22	19	16	13	36	33	30	27	24	21
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added		26				26						

160th graduates 24 Aug 07

35 POTs start 161st 25 Jun 07

161st graduates 28 Dec 07

DRAFT

APPROVED AS TO FORM AND LEGALITY

OFFICE OF THE CITY CLERK
CITY OF OAKLAND

2006 MAR 15 PM 11:33

City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO APPROPRIATE \$2,437,561 IN GENERAL PURPOSE FUNDS AND MEASURE Y FUNDS TO IMPLEMENT AN ACCELERATED RECRUITING, TRAINING AND HIRING PLAN FOR OAKLAND POLICE OFFICERS

WHEREAS, the Oakland Police Department is facing real and severe hurdles with regards to recruitment, training and hiring of new police officers; and

WHEREAS, across the nation, police departments are suffering from a shortage of officers and are looking for ways to combat the downward recruitment trend; and

WHEREAS, the retirement rate for the Oakland Police Department is averaging more than three per month; and

WHEREAS, the Oakland Police Department and the Office of Personnel have jointly developed strategies to accelerate the recruitment, training and hiring of police officers through the rest of fiscal year 2005-06 and fiscal year 2006-07; and

WHEREAS, the goals of these strategies are to: (1) fill and run four academies of 42 recruits each between now and January 1, 2007, (2) increase the number of qualified applicants for police officer trainee positions, (3) continue to assess and make improvements to the OPD recruitment process, by further analyzing and modifying those areas in which we have historically lost significant numbers of applicants, (4) develop incubation strategies to develop interest in the field of policing and to find quality applicants for future academies, and (5) level the housing costs for trainees, so that is not a barrier to entry; and

WHEREAS, the strategies include, but are not limited to (1) Monthly testing process to ensure a constant supply of applicants, (2) Consolidated testing strategy to handle three phases of testing in one session, (3) Fifteen additional university recruitment visits, (4) Three focused recruitment efforts in cities outside of California with coordinated recruitment weekends in Oakland, (5) Activities that address the long-term needs of police recruitment for Oakland by incubating future interest and differentiating Oakland from other municipalities, (6) Elimination of the Residency Zone requirement for police officers, and (7) Housing supplement tied to the first year of employment, with a sunset at the one-year increase from salary Step 1 to Step 3; and

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WHEREAS, additional funding is required in order to implement these strategies; now, therefore, be it

RESOLVED: That the City Administrator is hereby authorized to appropriate \$2,437,561 in General Purpose Funds and Measure Y funds in order to implement an accelerated recruiting, training and hiring plan for Oakland police officers; and be it

FURTHER RESOLVED: That Measure Y funding will be used to the extent that officers are deployed to Measure Y positions.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 20____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, and PRESIDENT DE LA FUENTE

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

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ORA/COUNCIL

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