

# CITY OF OAKLAND

AGENDA REPORT

OFFICE OF THE CITY CLERK  
2007 JAN 11 PM 9:10

**TO:** Office of the City Administrator  
**ATTN:** Deborah A. Edgerly  
**FROM:** Finance and Management Agency/Oakland Police Department  
**DATE:** January 23, 2007

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

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## SUMMARY

This report is the monthly status update requested by council regarding the accelerated police recruitment efforts. Due to the Winter Recess meeting schedule, this report will cover the activities for the months of November and December, 2006.

## FISCAL IMPACT

Recruiting expenditures paid as of December 29, 2006 total \$1,390,519.

## 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 terms of Measure Y and under the direction of the City Administrator.

## KEY ISSUES AND IMPACTS

As previously reported, the extremely competitive recruiting environment for viable Police Officer candidates, along with significant retirement attrition, continues to be staff's biggest challenge. Staff will submit as part of the FY 2007-09 budget process, a plan to address these challenges by implementing a continuing recruitment effort designed to address the anticipated need to maintain the currently authorized force of 803 for the Oakland Police Department.

Recruitment objectives continue to center on:

- Recruit Oakland first
- Identify physically fit and mentally strong candidates committed to the citizens of Oakland
- Foster interest in law enforcement as a career for Oakland and other youth

Item: \_\_\_\_\_  
Public Safety Committee

January 23, 2007

**Recruitment Metrics for January - December, 2006:**

A summary of the year-to-date results for testing is included as Attachment A of this report. The Management Information System (MIS) database funded through this recruitment endeavor is now able to store and generate reports that will help quantify past performance, assist with development of future recruiting strategies and assess areas for process improvement. Most notable is the first figure of 6,086 candidates, which reflects the number of individuals that have been in direct contact with OPD and OPRM Staff in the effort to hire Police Trainees for Oakland. Of that figure only 3,625 (less than 60%) sat for the written test, which is the first stage of the selection process. This data validates initial projections made by staff that 10,000 candidates would need to be directly contacted by OPD and OPRM to reach the hiring objective.

The remaining phases of the selection process - background investigation, including Personal History Questionnaires (PHQ's) and physical - are reported below:

**Table 1: Background Processing November – December**

|   |     |
|---|-----|
| Applicants submitting PHQ's                           | 162 |
| Applicants in Background                              | 81  |
| Conditional Job Offers extended for 160 <sup>th</sup> | 44  |
| Job Offers accepted for 160 <sup>th</sup>             | 40  |
| Conditional Job Offers extended for 161 <sup>st</sup> | 10  |

As of December 29, 2006

**Table 2: OPD Staffing Status as of December 31, 2006**

| Classification | Authorized | Filled     | +/-       |
|----------------|------------|------------|-----------|
| Chief          | 1          | 1          | -         |
| Deputy Chief   | 3          | 3          | -         |
| Captain        | 10         | 10         | -         |
| Lieutenant     | 25         | 25         | -         |
| Sergeant       | 136        | 127        | 9         |
| Police Officer | 628        | 547        | 81        |
| <b>TOTALS</b>  | <b>803</b> | <b>713</b> | <b>90</b> |

|  |           |
|--|-----------|
| Police Officer Trainee (POT) hires as of 12/31/06    | 67        |
| Lateral hires as of 12/31/06                         | 4         |
| * 2 additional with conditional offers               |           |
| <b>Total hired under program to date</b>             | <b>71</b> |
| * 2 additional conditional offers brings total to 73 |           |

The following information is gathered from candidates who sit for the written test. The information is self-reported and may include more than one source per candidate. Candidates are asked to respond to the question ‘Where did you hear about Oakland’s Police recruitment?’

**Table 3: Candidate Source Summary**

| <b>January -December</b>                          | <b>Total</b> |
|---|--------------|
| <b>Internet</b>                                   |              |
| Total   | <b>1,462</b> |
| City site   | 476          |
| OPD site  | 792          |
| All other sites combined                          | 194          |
| <b>Print media (all)</b>                          | 466          |
| <b>Referrals</b>                                  |              |
| Total # referrals (all sources)                   | 795          |
| Official Referral Program<br>(launched May, 2006) |              |
| Sworn   | 62           |
| Civilian  | 4            |
| Paid out  | 2            |
| <b>Radio</b>                                      | 49           |
| <b>TV (cable &amp; KTVU)</b>                      | 218          |

**Table 4: OPDJOBS.com Website Activity through December, 2006**

|  |           |
|--|-----------|
| <b>Total Hits</b>                      | 1,350,265 |
| <b>Avg. visits to site in November</b> | 3,582     |
| <b>Avg. visits to site in December</b> | 3,389     |

### **Recruiting Activities**

#### **Expedited Candidate Results**

The expedited recruitment process is designed to reduce travel expenses for candidates traveling to Oakland to participate in the selection process by compressing the first three (3) stages of the process into one weekend. This strategy continues to be beneficial, but was less productive in this reporting period due to the holidays. Staff plans to continue to offer expedited recruitment options throughout 2007, as budget funds permit.

**Future Recruiting Plans:**

- A full calendar of events, including participation at all Oakland high schools and colleges is planned throughout the spring.
- A re-vamped Lateral Recruitment strategy to increase the number of Lateral candidates identified for Oakland.
- The Cadet Program anticipates recruiting to fill current vacancies by April, 2007.
- A firm recruiting calendar for 2007 has been adopted and will increase our ability to attract college students and those transitioning from the military.

Additionally, long-term funding for recruitment efforts in general and advertising in particular need to be considered to maintain the current monthly testing schedule. Staff recommends that, at a minimum, testing continue on a monthly basis through the next two (2) year budget cycle. Historically, funding assumed testing only two times a year. Under the accelerated schedule testing was conducted four (4) times a month. The projected testing schedule has been scaled back from the very aggressive testing employed under the accelerated program, but staff anticipates the new monthly schedule should meet projected hiring needs in part because experience has increased efficiency.

Staff also strongly recommends funding efforts to incubate future officers by growing the Cadet Program, and funding both Explorer and youth oriented Programs that stimulate interest in the field of Law Enforcement. Enriching the Public Safety partnership with Peralta's Merritt College is also important to future recruitment efforts, particularly if the program can be expanded to address the physical fitness issues faced in the Academy today. OPD has hired an Annuitant to further develop efforts that focus on outreach to Oakland faith-based and other community groups. Additionally this Annuitant will engage with Oakland public schools, interact with the OPD Cadet Program and develop an OPD internship program for high schools and colleges in Oakland.

In order to obtain the breadth of diversity in the Police force that is reflected in the City of Oakland, recruitment efforts must also affirmatively address the decreased physical fitness of society in general, and especially within the targeted recruit generation of 24-34 year olds. The Academy is a rigorous physical and mental program and preparation before induction will no doubt increase academy success. Staff recommends creating a voluntary pre-academy that emphasizes the physical aspects of the job and programmed activities to address the specific deficiencies identified by OPD Academy Trainers.

A recent report authored by The Rand Corporation cited many of the same recruiting barriers faced by Oakland and recommended similar strategies as those staff has employed to date. The report also cited Long Beach Police Department data which established that it takes about three (3) years to recruit, hire, and train a new, fully qualified sworn officer. This reality of recruiting police in the current environment has lead staff to conclude that budgetary consideration be given to hiring more Trainees (POT's) than are required to match the Department's authorized sworn FTE. A small percentage above the authorized force (number to be determined) within the Trainee classification might be hired to respond to the projected trends in staff attrition.

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A preliminary budget projection would suggest \$1.5 million per year, based on anticipated attrition and retirements resulting from the 3% at 50 eligible retirement age. This preliminary projection assumes six (6) academies - three (3) POT and three (3) Laterals - (estimated 142 trainees) to be delivered each year. Staff will continue to refine this projection and will be prepared to submit it in the FY 2007-09 budget request.

### **Academy Metrics:**

- 156<sup>th</sup> Academy graduated 16 trainees on June 2, 2006
- 157<sup>th</sup> Academy graduated 16 trainees on August 11, 2006
- 158<sup>th</sup> Academy graduated 26 trainees on November 17, 2006
- 7<sup>th</sup> Lateral Transitional Course graduated three (3) Officers on September 29, 2006
- 159<sup>th</sup> Academy started September 11, with 45 trainees for Oakland and is scheduled to graduate February 9, 2007. As of December 29<sup>th</sup>, 31 trainees are in this academy.
- 8<sup>th</sup> Lateral Transitional Course commencement date has been extended and anticipates a start date in late January.
- 160<sup>th</sup> Academy started December 11, with 40 trainees (37 POT, 3 Rangers) and is scheduled to graduate May 25, 2007. As of December 29<sup>th</sup> 38 trainees (36 POT, 2 Rangers) are in this academy.
- 161<sup>st</sup> Academy dates projected as February 26<sup>th</sup> graduating August 10, 2007
- 162<sup>nd</sup> Academy dates projected as June 11<sup>th</sup>, graduating November 26, 2007

### **PROGRAM DESCRIPTION**

This Recruiting Program was implemented to expedite the hiring process for Oakland Police Officers to fill current vacancies.

### **SUSTAINABLE OPPORTUNITIES**

Economic: Staffing attainment through long-range planning may allow for level 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**

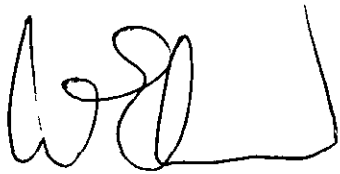
There are no ADA or senior citizen access issues contained in this report.

#### **RECOMMENDATION(S) AND RATIONALE**

This is an informational report. Staff recommends that Council consider the budget request for the upcoming budget cycle.

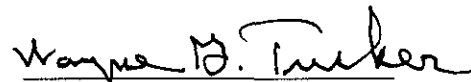
#### **ACTION REQUESTED OF THE CITY COUNCIL**

This is an informational report. Staff recommends that Council consider the budget request for the upcoming budget cycle.



William E. Noland, Director  
Finance & Management Agency

Respectfully submitted,

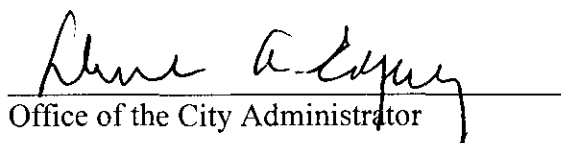


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APPROVED AND FORWARDED TO  
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Police Officer Trainee - Funnel Report

ATTACHMENT A

| Month        | Candidates  | Percent Show Rate | Oakland Residence | Written Test/ Passed |             | Invited to Oral | Oral Board Attended/ Passed |             | Invited to PAT | P.A.T Attended/ Passed |            |
|--------------|-------------|-------------------|-------------------|----------------------|-------------|-----------------|-----------------------------|-------------|----------------|------------------------|------------|
|              |             |                   |                   |                      |             |                 |                             |             |                |                        |            |
| January      | 542         | 100%*             | 98                | 542                  | 326         | 326             | 274                         | 196         | 196            | 196                    | 94         |
| March        | 392         | 64%               | 35                | 251                  | 160         | 160             | 133                         | 87          | 87             | 87                     | 62         |
| April        | 437         | 61.30%            | 32                | 268                  | 176         | 176             | 141                         | 114         | 114            | 88                     | 76         |
| May          | 728         | 51.80%            | 62                | 377                  | 237         | 237             | 198                         | 146         | 146            | 120                    | 113        |
| June         | 534         | 64.60%            | 51                | 345                  | 193         | 193             | 153                         | 114         | 114            | 100                    | 95         |
| July         | 518         | 54.10%            | 57                | 280                  | 156         | 156             | 134                         | 99          | 99             | 80                     | 74         |
| August       | 790         | 52.80%            | 89                | 417                  | 253         | 253             | 211                         | 164         | 164            | 127                    | 114        |
| August       | 136         | 51.47%            | 9                 | 70                   | 53          | 61              | 53                          | 32          | 74*            | 42                     | 38         |
| September    | 453         | 50.33%            | 39                | 228                  | 132         | 153*            | 124                         | 83          | 83             | 53                     | 53         |
| October      | 724         | 57.32%            | 103               | 415                  | 220         | 220             | 183                         | 127         | 137            | 106*                   | 101        |
| November     | 419         | 59.66%            | 39                | 250                  | 144         | 154             | 121*                        | 72          |                |                        |            |
| December     | 413         | 44.06%            | 30                | 182                  |             |                 |                             |             |                |                        |            |
| <b>Total</b> | <b>6086</b> |                   | <b>644</b>        | <b>3625</b>          | <b>2050</b> | <b>1936</b>     | <b>1604</b>                 | <b>1234</b> | <b>1140</b>    | <b>893</b>             | <b>820</b> |

Note:

\*Includes the total number of applicants that came to the written test.

Expedited applicants that failed written were not included in oral but were included physical ability test.

\*PAT/Oral numbers included rescheduling and Expedited requests. (In italics)