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Date: October 20, 2016

To: Oakland Public Safety Committee
Chair Desley Brooks
Councilmember Noel Gallo
Councilmember Abel Guillen
Councilmember Dan Kalb

From: Councilmember At-Large Rebecca Kaplan

Re: Recommended Revisions to Police Recruitment and Hiring Strategies

Dear Members of the Public Safety Committee,

We recognize that multiple actions need to be taken to improve recruitment and hiring at the Oakland Police Department (OPD), to seek a force that is reflective of, and respectful towards, the community. We expect further discussion of other issues in recruiting, including the need to better screen out problematic attitudes, and to return with an Oakland hiring policy. This document focuses on a specific area for improvement -- how and where OPD recruitment is being done, in order to better attract the people we need.

At the September 13, 2016 Public Safety Committee, the Committee requested the following information from the OPD:

- 1) What is OPD's total budget for recruitment, advertising and outreach?
- 2) How is this money currently being spent?
- 3) Who decides what expenditures to make for recruitment and outreach purposes?
- 4) What outreach is being made to the LGBT community, women and people of color?
- 5) Please provide a comprehensive list of where OPD recruits and advertisements and of what this looks like.
- 6) Please provide more analysis of education levels of officers broken down by race, outcomes, and retention rates for officers with different education levels.

To supplement this information, I have prepared a list of local events, colleges, and media outlets where I recommend OPD recruit, conduct outreach, and advertise. These events, colleges, and media outlets include underrepresented groups and people with a connection to the City of Oakland, and present the opportunity for OPD to outreach to a more diverse candidate pool.

To prepare this list of recommendations, my office gathered local event information from Oakland's Cultural Arts & Marketing and Parks and Recreation departments. My office also reached out to the San Francisco and San Jose Police Departments to inquire about their advertising and recruitment budget and practices.

San Francisco Police Department's (SFPD) annual recruitment budget is \$250,000. San Jose Police Department's (SJPD) annual recruitment budget is \$325,000, but they often exceed this budget to meet their recruitment needs. Both organizations provided information about where they recruit and advertise, some of which has been incorporated into the list below.

As we learned at the September 13, 2016 Public Safety Meeting, OPD did not have a recruitment booth at Oakland Pride because they did plan far enough in advance to have a check cut in time for the event. We suggest that OPD learn from this missed opportunity, and plan in advance to secure a recruitment booth at events that reach diverse communities.

OPD Recruitment Opportunities

EVENT	CONTACT INFORMATION
First Friday Street Festival	Shari Godinez, Koreatown Northgate, (510) 343-5439, shari@koreatownnorthgate.org, www.oaklandfirstfridays.org
Lunar New Year Bazaar	Jennie Ong, Executive Director, Oakland Chinatown Chamber of Commerce, oaklandctchamber@aol.com
Oakland Running Festival	Gene Brtalik, Event Director, (443) 600-5941, csegene@gmail.com
Cinco De Mayo	The Unity Council, Maria Sanchez, (510) 535-6919, mlsanchez@unitycouncil.org
Malcolm X Jazz Festival	Elena Serrano, Eastside Arts Alliance, (510) 508-9173, elenas@mindspring.com, www.eastsideartsalliance.com
Oakland Book Festival	Kira Brunner Don, kirabdon@laphamsquarterly.org
Love Our Neighborhood Day	Chris Hwang, WOBO, (510) 227-6923, chris_hwang@yahoo.com,
Temescal Street Fair	Steve Tiffin, 510-550-4200, steven@shastapros.com
Juneteeth Community Picnic/Festival	Sondra Alexander, OCCUR, (510) 839-2440, sondra_occur@sbcglobal.net
4th of July Celebration	Nick Cattaneo, Special Events Manager, Jack London Square, (510) 645-9292 x 233, nick@jacklondonsquare.com, www.jacklondonsquare.com
Laurel StreetFest	Daniel Swafford, Laurel Business Association, (510) 452-7392, laurelstreetfair@gmail.com
Art + Soul	Jim MacIlvaine, City of Oakland, (510) 238-2933,

	jimmac@oaklandnet.com
Chinatown Streetfest	Jennie Ong, Executive Director, Oakland Chinatown Chamber of Commerce, (510) 893-8979, www.oaklandchinatownstreetfest.com
Hiero Day	Tracy Underwood, tracyrunderwood@hieroday.com
Oakland Pride	Scott Shuemake, Festival producer, scott@idkevents.com
Oakland Black Cowboy Parade & Festival	Wilbert McAlister, OBCA, (510) 541-2763, www.blackcowboyassociation.org
Dia de los Muertos	Angelica Contreras, A to Z Media, (415) 404-6407, angelica@a2zmediagroup.com
Bay Area Black Expo	510-473-7759, info@bayareablackexpo.com
San Francisco Women's Expo	(866) 618-3434, http://www.sfwomensexpo.com/exhibitor_form.htm

COLLEGES AND CAREER FAIRS	CONTACT INFORMATION
Oakland Black College Expo	Diana Love, Operations Manager/ Business Development, 909-396-0151, diana@thecollegeexpo.org, www.thecollegeexpo.org
Laney College Career Expo	Raya Zion, Employment Program Manager, 510-464-3530, rzion@peralta.edu
Historically Black Colleges & Universities (HBCU) Career Development Marketplace Inc.	443-325-5020, rallen@hbcucareermarket.org, http://hbcucareermarket.org/index.php?option=com_k2&view=itemlist&layout=category&task=category&id=32&Itemid=130
Mills College	Sherdon K. Roberts, Career Development Specialist, sroberts@mills.edu, (510) 430-3142, https://www.mills.edu/student_services/career_center/staff.php
Merritt College Administration of Justice Program	Margaret Dixon, Department Chair, mdixon@peralta.edu, (510) 434-3859
Holy Names University	Jessica Lopez, Career Counselor, jlopez@hnu.edu, (510) 436-1419

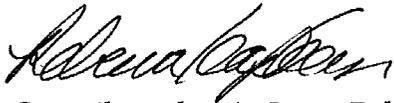
OPD Advertising Opportunities

MEDIA OUTLET	CONTACT INFORMATION
Post News Group and El Mundo	(510) 287-8200, ads@postnewsgruop.com, Maxine Ussery, maxineussery@comcast.net
San Francisco Bay Times	(415) 601-2113, publisher@sfbaytimes
The Bay Area Reporter	Scott Wazlowski, Vice President, Advertising, (415) 861-5019, advertising@ebar.com

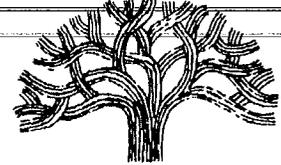
HBCUCONNECT.COM	http://club.hbcuconnect.com/cgi-bin/jobs/rates.cgi
Facebook	https://www.facebook.com/business/products/ads
102.9 KBLX	http://www.kblx.com/contact-advertising
Q102.1, The Throwback Station	(415) 546-8300, http://www.q102sf.com/contact-advertising
106.1 KMEL	1-844-289-7234, http://kmel.iheart.com/features/advertise-with-us-725/
WILD 94.9	1-844-289-7234, http://wild949.iheart.com/features/advertise-with-us-725/
93.3 LA RAZA	(408) 546-4007, http://yosoyraza.lamusica.com/advertise-with-us

In addition to advertising with media that reaches diverse audiences, OPD's advertisements should make it clear that OPD welcomes diverse candidates, and include images and wording that represent and appeal to underrepresented groups.

Respectfully submitted,



Councilmember At-Large Rebecca Kaplan



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Date: September 13, 2016

To: Oakland Public Safety Committee
Chair Desley Brooks
Councilmember Noel Gallo
Councilmember Abel Guillen
Councilmember Dan Kalb

From: Councilmember At-Large Rebecca Kaplan

Re: Recommended Revisions to Police Recruitment and Hiring Policies

Dear Members of the Public Safety Committee,

The last time we met, I suggested a number of improvements to the Oakland Police Department's (OPD) hiring and recruitment policies.

At the meeting, Chairperson Brooks requested that I report back to the Committee with additional information, including ideas and examples of how these suggestions would be accomplished. Information was also requested of the Administration. My updates for each item are as follows:

(1) Prohibit the Use Of Past Marijuana Use As Grounds For Rejection.

There continues to be contradictory information regarding OPD practice on this issue. With some statements that applicants are not being excluded on this basis, but other information that this is still taking place.

- The Police Recruitment and Hiring Policy Informational Report dated June 20, 2016 states: "OPD does not eliminate candidates due to past marijuana usage. OPD does require that applicants have **not recently** used marijuana." (Pages 4-5.) OPD does not define what qualifies as "recent" marijuana use.
- Applicants continue to report that they have been rejected from OPD for past marijuana usage.
- The Administration's Supplemental Police Recruitment and Hiring Policy Informational Report Dated August 10th, 2016 states: "*Increased prevalence of disqualifications (such as drug use) ... have helped restrict the pool of qualified applicants.*" This suggests that a significant number of applicants continue to be rejected on this basis.
- **Suggested next steps:**
 - a) Request that OPD report back on what specifically their current policy is on exclusion for marijuana use, including what constitutes "recent."

- b) Separate this topic for further review if necessary, apart from the other changes suggested below.

(2) Prohibit The Use Of Having Student Loans As Grounds For Rejection.

(3) Restrict The Use Of Debt As Grounds For Rejection To Those Situations Where Lack Of Income Would Be Solved By Obtaining A Job As A Police Officer.

- The Police Recruitment and Hiring Policy Informational Report dated June 20, 2016 states: "OPD does not eliminate candidates due to having debt. OPD reviews all debt to try to assess a candidate's financial integrity. The information is not used to eliminate candidates from the process. OPD only uses the data to evaluate how candidates deal with extreme debt situations." (Page 5.)
- **Suggested follow-up:**

Given this information, items (2) and (3) can be considered concluded from the perspective of Council. However, it could be helpful for OPD to internally review how they explain rejections to applicants, since some applicants are under the impression they are being rejected for having debt.

(4) To Seek A Goal Of Not Less Than 50% Of New Hires Will Be Among Those Who Do Have Some Connection Or History With Oakland Or Live Or Have Lived In Oakland.

- The 30 Day Monthly Police Staffing Report dated August 15, 2016 states: "[A]s of July 31, 2016, 72 sworn members or, 9 percent, were Oakland residents." (Page 2.)
- **Suggested follow-up actions:**
 - a) Return to Public Safety Committee with a Proposed Resolution for recommendation for Council adoption, setting a goal that at least 50% of new OPD hires will have some connection or history with Oakland, or live or have lived in Oakland.
 - b) Return to Public Safety Committee with a Proposed Resolution to support the "Local Hire Policy" Recommendations contained in Section 5 of the Ad Hoc Working Group on Police Recruitment's Final Report (page 14), which is in today's packet.
 - c) Request the City Administrator to research and report back on the possibility of instituting a homebuyer assistance program and/or subsidized housing for officers.

(5) Request A Review Of Recent Applicants Who Were Rejected At The Background Check Stage To Determine If Any Of Them, Especially Oakland Residents, Were Rejected For Reasons That Might Warrant Reconsideration.

- **Suggested follow-up:**
 - a) Request the City Administrator to research and report back on the feasibility of implementing this suggestion.

(6) Expand Outreach And Explore Additional Strategies To Mitigate The Under Representation Of Women, LGBT People, And People Of Color In The Department.

- In order to better prepare suggestions for this issue, I requested specific information from OPD, which I have not received. Specifically asking:
 - What is OPD's total budget for recruitment advertising and outreach?
 - How is this money being spent?
 - Who decides what expenditures to make for recruitment/outreach purposes?
 - What is being done to outreach to the LGBT community, women, and people of color?
 - Please provide a comprehensive list of where OPD recruits and advertises; and examples of what OPD advertisements look like.
- Although we did not receive answers from OPD to our specific questions, the Ad Hoc Working Group on Police Recruitment's Final Report (page 7) states:
 - "OPD did outreach at the following places for POTs:
 - UC Davis Recruitment Event
 - Oakland Earth Expo
 - Wine Country Marines Job Fair San Jose
 - Women in Law Enforcement Police Administration Building
 - San Francisco City College Information Fair
 - 10th Annual Eco-Fest Oakland – Laney College
 - American Criminal Justice Association Job Fair
 - Fraternity/Sorority Events
 - Fruitvale Unity Council Career/Resource Fair
 - Oakland Running Festival
 - Acorn Woodland Annual Safety Fair
 - Asian Safety Fair
 - Housing Authority Workshop"
- I have been approached by people who applied to OPD and, despite passing all tests, were rejected, who are disproportionately lesbian women of color. Several expressed that they felt an unwelcoming attitude towards women and/or LGBT people and/or people of color in the interview process. It would be helpful to know what efforts are being made to have a fully inclusive recruitment.
- An example of not doing outreach to under-represented communities: Since I had not seen OPD outreach to the LGBT community, I shared with OPD information about how to get a recruitment booth at Oakland Pride, and was told that the \$300 fee was too expensive. At our request, Pride offered to discuss with them a lower fee, which we passed on to OPD, but it appears there was no follow up from OPD. The San Francisco Police Department had a booth at the Oakland Pride festival. I am not aware of any OPD outreach to the LGBT community for recruitment. (E.g. advertising in community publications, recruiting at community events, etc.). The Administration's report dated August 10th, 2016 does not contain any examples of outreach to the LGBT community or

any analysis about the under-representation, but instead states, "OPD has no method to know to what extent LGBT individuals are employed by OPD."

- **Suggested follow-up:**

- a) Committee to request that OPD provide the information we requested, above, about current recruitment budget and usage, etc.
- b) Return to Committee with a Resolution to support and implement the "Outreach" Recommendations contained in Section 2 of the Ad Hoc Working Group on Police Recruitment's Final Report (pages 10-12), which is in today's packet.
- c) To ask that OPD advertise and recruit at events, colleges, festivals and more that include underrepresented groups, such as Mills College, Black Cowboy Parade, Ethiopian Festival, Oakland Pride, and more; advertise in publications/media that reach under-represented groups.
- d) Request the City Administrator to research and report back on additional strategies to recruit and maintain a Department where women, people of color, and LGBT people are better represented.

(7) Report Back To Council On Additional Strategies To Improve Recruitment Screening For Attitude Issues, Including Attitudes About Appropriate Conduct Toward Women and Understanding Of Respecting The Community and Standards Regarding Sexual Misconduct.

- **Suggested follow-up:**

- a) Ask the Administration to report back on options to amend the oral interview panelist selection so that panelists better represent the breadth of the community.
- b) Ask the Administration to report back on options to amend the oral interview panel process so that panelists are allowed to grade applicants' performance based on their specific concerns.
- c) Add a question to the oral interview panel aimed at discerning the candidate's attitudes towards sexual misconduct.
- d) Request the City Administrator to research and report back on additional screening methods to gauge candidates' attitudes towards women, sexual misconduct, and respect for the Oakland community.

(8) Explore whether the minimum age for applicants should be raised.

- At the last Public Safety Committee Meeting, Chairperson Brooks stated that OPD would respond to this item.
- OPD provided the Department's "Consideration of the Minimum Age for POT Applicants" in the Police Recruitment and Hiring Policy Supplemental Report dated August 10, 2016, which is in today's packet.
 - OPD has opted to require a minimum age of 21 upon graduation from the academy. OPD expressed concern that raising the minimum age to 25 would lose too many applicants.

- **Suggested follow-up:**

- Two options for the committee to consider: EITHER
 - a) Accept OPD's current practice of requiring a minimum age of 21 upon graduation from the academy; OR
 - b) Return to Committee with a policy to make it a requirement that incoming officers be at least 25 years old, or a college graduate, or have completed a qualifying program such as: Administration of Justice Program at Merritt College, OPD's Police Cadet Program, or Oakland Police Activities League's Explorer Program.

(9) Report back on whether applicants are asked whether they have engaged in sexual conduct with a minor, or with a sex worker, and whether these questions are to be asked going forward.

- At the last Public Safety Committee Meeting, OPD reported that these questions are in fact asked during the background stage of the application process.
- **Suggested follow-up:**

Given this information, this item is complete.

(10) Review whether any other factors are disproportionately excluding Oakland residents, people of color, women, or LGBT people.

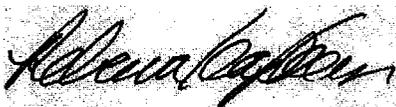
- At the last Public Safety Committee Meeting, Chairperson Brooks stated that OPD would respond to this item.
- OPD provided "A Review of Whether Any Other Factors are Disproportionally Excluding Oakland residents, people of color, women or Lesbian; Gay; Bi-Sexual; or Transgender (LGBT) people" in the Police Recruitment and Hiring Policy Supplemental Report dated August 10, 2016, which is in today's packet. It does not contain recommendations for action at this time, but suggests that several recommendations from the Ad Hoc Working group could help with these issues.

Suggested follow-up:

Request clarification of who will be handling next steps to determine the implementation of the recommendations put forth in the Ad Hoc Working Group on Police Recruitment's Final Report, and when they will be brought back for action.

I also want to thank the Ad Hoc Working Group on Police Recruitment for preparing their final report of recommendations.

Respectfully submitted,



Councilmember At-Large Rebecca Kaplan

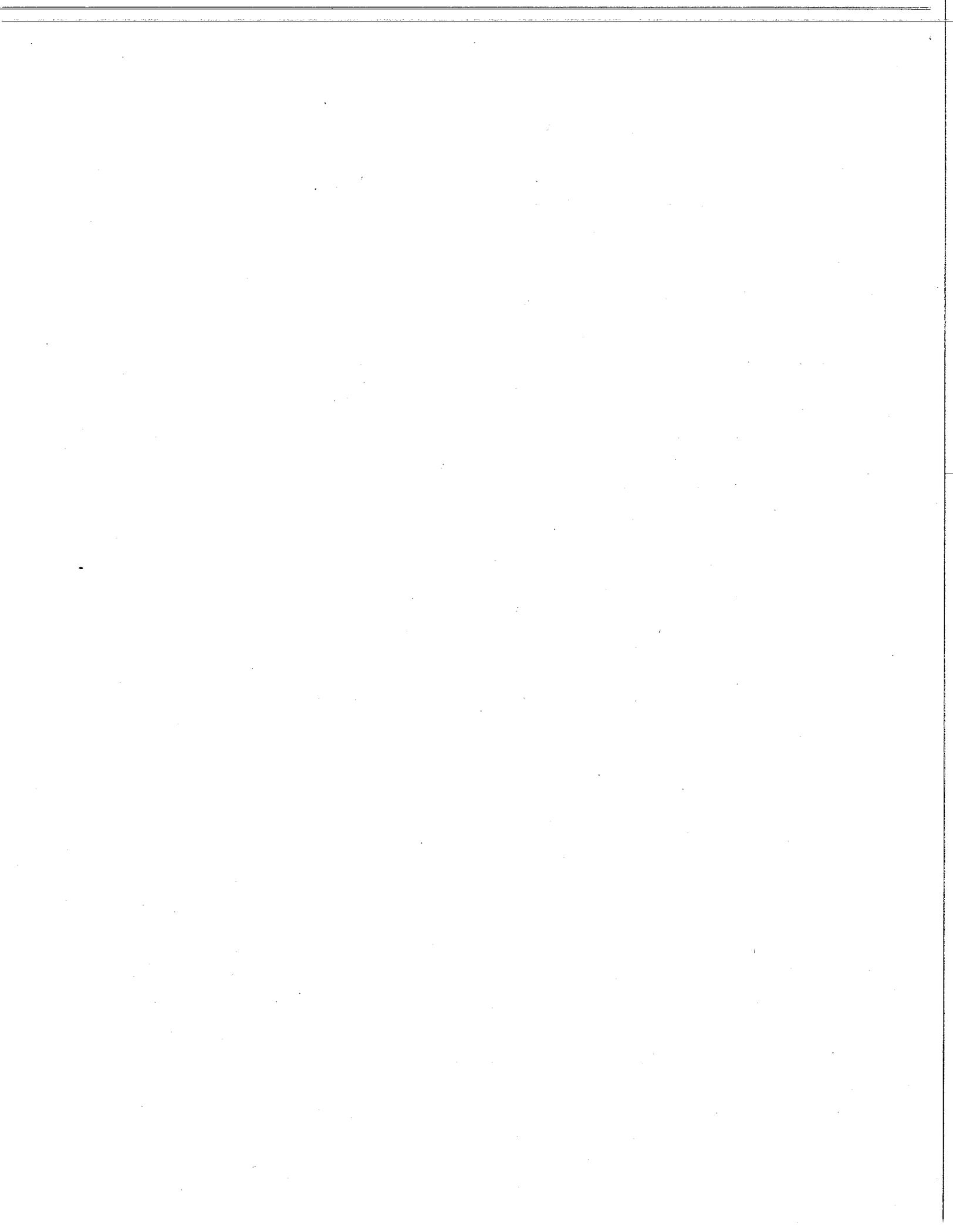
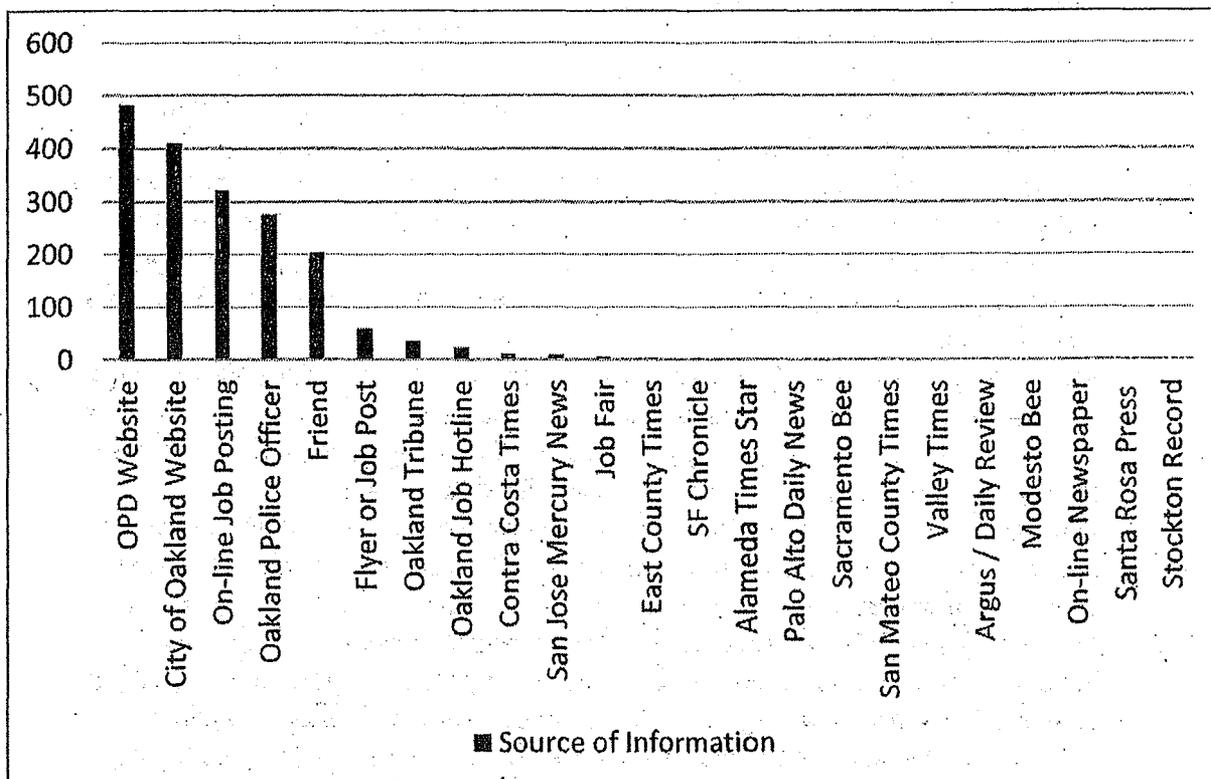


Figure 4: How Applicants in the 170-175th Academies Heard About the POT Positions



Source: OPD Data for the 170, 171, 172, 173, 174, and 175 Academies. Information received from 1857 applicants. Work done by Daphne Lee

1 – Marketing Recommendations

The Working Group decided upon four (4) specific marketing-related recommendations for OPD which include:

- 1.1. **Budget for marketing and branding to expand advertising recruiting and awareness efforts.** The initial budget for this should include funding for an overall marketing strategy to ensure that the marketing funds are being spent on a uniform message. The price could vary by scope desired. But a budgeted amount for a marketing strategy, marketing guidelines, or an annual marketing checklist could be useful. Investing in one of these could help the City determine the expected reach for each type of marketing effort (different media mediums). If the City is unable to budget for such marketing, the City could consider asking a community nonprofit partner to provide this valuable information.
- 1.2. **Create metrics to measure success of different marketing tactics and track the outcome of each marketing effort.** Such tracking will ensure that future efforts are put into the right marketing source and give the City the ability to decide if the marketing efforts are achieving goals. Sample metrics are to track how many

leads/applicants the City gets from each marketing source/effort or how long potential applicants stay engaged on digital media marketing sources.

- 1.3. **Develop a marketing sub-strategy that focuses on Oakland youth.** In feedback received by youth from the East Oakland Boxing Association (EOBA) from a February 2016 focus group, the youth reported that specific positive interactions between youth and OPD sworn personnel would really help Oakland youth consider a career in law enforcement (EOBA, 2016). This is further explained in the Outreach recommendations below. Additionally, such specific interactions with career-undecided high school students could yield positive results especially since "most youths entering policing decide prior to their high school graduation to do so" (Switzer, 2006).
- 1.4. **Advertise other types of OPD jobs for sworn staff.** In advertising OPD, include information about the wide variety of jobs that one could do within OPD as a sworn officer. It is not just crime fighting on the street. One could also join one of many special divisions such as the forensics unit, bike division, etc.
- 1.5. **Offer housing incentives.** Offer a housing incentive program for officers within the department as a recruitment and retention tool. This could help recruit new officers by the fact that they would know that financial assistance would be available to them if they join OPD. It would be a retention tool by officers knowing that they have additional help to purchase homes in the City. The program could be set up so that officers would be eligible for the program 18-months after they join the department. It would not be available before the 18-months elapse. Additionally, the program would be set up so that they would have to agree to stay with the department for a certain number of years in order to receive the funds. If the officer leaves before the established time period, they would be responsible for paying the City back for a prorated amount to cover the remaining months left of the required time period. The incentive amount could be the amount needed to cover closing costs which can vary from \$3,000-8,000.

2 – Outreach Recommendations

There is room for OPD to improve outreach efforts by doing more targeted outreach to Oakland residents and diverse populations. In addition to doing more targeted outreach to get the word to the right people, OPD could do more to maintain an active list of potential candidates from outreach events. The following list includes the Ad Hoc Working Group recommendations relative to OPD Outreach:

- 2.1. **Utilize youth, business, and community groups and organizations as networks to advertise these positions.** This should be done at least once a year or spread throughout the year with different organizations. The City could begin this effort with the Youth Advisory Commission, the business improvement districts, and Neighborhood Crime Prevention Councils (NCPCs).

- 2.2. **Attend Oakland job fairs.** The outreach shown in the 30-Day Monthly Police Staffing Reports shows that OPD attends job fairs all over the Bay Area which could be useful for attracting a lot of applicants. However, to increase the number of Oakland applicants, it is important for OPD to attend job seeker-related events within Oakland.
- 2.3. **Utilize online resources as much as possible.** The www.opdjobs.com website could be more useful to potential candidates. The site has interview tips and FAQs for potential applicants, but it mainly focuses on links to the job postings themselves. In comparison, the Louisville, Kentucky PD website (<https://goo.gl/GwvebH>) contains a list of things that could be incredibly helpful to a potential applicant and that could help the applicant successfully get through the process (e.g., explanations of all steps of the process through the academy process, as well as common reasons for denial/rejection for potential applicants). The Phoenix, Arizona (<https://www.phoenix.gov/police/joinphxpd>) website contains videos on the main police recruitment webpage which walks potential applicants through important parts of the process. Figure 4 showed that most POT recruits find information on the OPD jobs website. Given this data, the OPD jobs website can be updated to make it a more useful resource. Such an update would not only show the jobs available, but will also get them very prepared to be successful in the hiring process.
- 2.4. **OPD should engage in an MOU with the Oakland Unified School District (OUSD)** for the purpose of being included on the Pathway Programs funded by Measure N. OPD should be included in these partnership meetings because the City and OUSD should want youth to consider law enforcement as a potential career and put some funding behind the effort.
- 2.5. **Consider increasing funding for the Oakland Police Activities League (PAL).** This organization introduces local children to officers in an informal environment. As shown in the EOBA youth focus group feedback, the PUEBLO youth survey, and the Youth Commission report, Oakland youth are interested in having more positive, informal interactions with law enforcement. Those positive interactions are very important steps in community-oriented policing and trust-building for Oakland youth. Such trust is necessary for youth to consider law-enforcement careers. Thus, the City should support efforts underway, like PAL, which create this trust-building, positive environment.
- 2.6. **Connect with JobCorps on Treasure Island as an outreach opportunity.** Their "job-track" students are good candidates and are often sent to San Francisco jobs although many of the youth are from Oakland.
- 2.7. **Reach out to high school students in ROTC;** such students may already have an interest in some sort of law enforcement career.
- 2.8. **Find out which colleges that Oakland students typically attend and build connections with those schools** to encourage Oakland youth to consider coming back to Oakland as officers. To do this, relationships should be built with local alumni panels.

- 2.9. **Emphasize honesty as part of outreach.** Consider doing a myth-busting campaign with something that people think will make them ineligible for an officer job when it really doesn't. Such a campaign can end with some sort of tagline like: "Just be honest about it. You can still become a cop. Apply today."
- 2.10. **Create an Interest-Tracking Log or Pipeline to track the success of the outreach at different community events.** This will make the current OPD outreach more intentional and effective by increasing the department's ability to follow up with potentially strong candidates, especially those candidates from Oakland. With a pipeline, OPD could also see if they receive new names/potential recruits at different events. This pipeline could also help OPD set up meetings with potential candidates as a personal interaction related to the department. This could go a long way in getting quality candidates to apply for and stay determined to complete the process.
- 2.11. **Measure which community events actually lead to the most POTs.** Use such data to determine whether it is worthwhile for OPD staff to attend certain types of future events. Currently, OPD keeps track of the number of attendees at each community event attended. This is a great way of being able to tell if there was the potential for many people to see OPD's presence. However, OPD does not provide in the 30-Day Monthly Police Staffing Report, the number of people who actually stopped by the OPD table and expressed interest of some sort. This could be improved. Teach for America (TFA) does highly targeted outreach campaigns on college campuses. They attend events throughout the campus and take sign-in sheets to each event and then later compile those lists of interested people into a large pipeline. As individuals choose to apply for TFA jobs, staff can easily see whether or not that person was in the pipeline from one of the events. This helps TFA strategically use scarce resources. Another example is in the Los Angeles Police Department (LAPD). The LAPD found that by collecting information about actual interested individuals at each outreach event, they were able to later research and determine which events were most beneficial at yielding actual applicants for the department (RAND, 2009). They were able to measure their tracking logs and conclude that "the Recruitment and Employment Division should either be more circumspect about sending recruiters to events that are unrelated to job-seeking or staff such events with the goal of strengthening the LAPD brand and the expectation that this may not be reflected in the number of immediate contacts" (RAND, 2009). OPD should measure outcomes of outreach events as well.
- 2.12. **Amending the Purchasing Process only related to Recruitments.** Remove obstacles by waiving some purchasing requirements only for recruitment processes. This waiver would allow OPD to be more nimble as opportunities arise in order for staff to quickly register for job fairs, etc. as they come up. Currently, the purchasing requirements make it difficult for OPD to be responsive to new outreach opportunities that arise.

3 – Community-Oriented Policing as Outreach

Increasing positive interactions between the department and the community is a strong form of outreach and brand setting. Similarly, building a more desirable work environment within OPD is also a strong form of outreach because, as Figure 4 shows, current OPD staff are important ambassadors for the department. Lastly, “building...networks within the department to support recruitment can enhance community outreach efforts by making recruitment an overall philosophy rather than a task to be performed” (Wilson, 2014).

The President’s Task Force on 21st Century Policing Report shows that policing in 2016 and beyond heavily relies upon better community-police relationships and a deep trust from the community that the police act in a procedurally just way. Recruitment also relies upon these improved relationships. Thus, the Ad Hoc Working Group determined the following recruitment recommendations related to community-oriented policing:

- 3.1. **Use existing personnel and volunteers to market good things about the department** to block groups, neighborhood groups, community and business organizations, educational institutions, and City boards/commissions/committees that focus on community policing and public safety efforts (Wilson, 2014). This is low-hanging fruit since the groups already focus on public safety.
- 3.2. **Make recruiting part of everyday interactions with the public** (Wilson, 2014). This connects back to the idea of positive police-community interactions. If OPD makes it the goal of all officers at all times to make OPD look approachable, fair, just, and like it is a good place to work, the community will see that through officer behavior. OPD will have the benefit of making the community see OPD as a good place to be and maybe as one to consider for future employment.
- 3.3. **Conduct a customer service survey for youth and another for adults on a bi-annual basis** to see how the community perceives OPD. Such information can help address community barriers to joining OPD. Survey can potentially be performed by Goldman school or another university partner. If the City has an annual survey conducted, these questions related to perception of safety and OPD should be included. If there is no regular City survey, this safety survey should be conducted on its own at least bi-annually.

Phase Two: The Hiring and Background Process:

4 – Application Process

- 4.1. **Add a question to the supplemental questionnaire about residency** which asks applicants if they are from Oakland, have connections to Oakland (worship centers, family, etc.) or a community similar to Oakland. This will help assess the applicant’s ability to understand the Oakland community which is vital for employment in

Oakland, especially in police work. HRMD and OPD have begun work on looking at updated questions for the supplemental questionnaire.

5 – Local Hire Policy

Consider establishing an Oakland local hire policy that focuses on getting Oakland residents and / or Oakland employees from other City departments to apply to become OPD officers. Such a policy would need to be compliant with State law, but would give preference to Oakland residents. It would also give preference to City employees who want to transition to an OPD sworn position.

- 5.1. **Track Oakland residents in the process.** Currently, OPD tracks the number of Oakland residents in the hiring process. This recommendation would expand that work to get information on Oakland residents at every step of the process, including explanations of why they fall out of the process. Such data will help the City to create strategies that meet needs.
- 5.2. **Track people with connections to Oakland** (grew up, family, religion or regular practice, etc.). Similar to 5.1, those who have indicated a connection to Oakland can be tracked in order to record reasons for falling out of the process.
- 5.3. **Track current city employees in process.** This data is not currently recorded in any formal way. If this data was recorded and these applicants tracked, the City could know why they fall out of the process.

6 – User Friendliness of Website

- 6.1. **Ensure that the application process is user friendly for applicants.** If the application process is too arduous, it could turn good candidates away. This is in addition to the previous recommendation in the outreach section to increase use of videos and details about the process to the website in recommendation 2.3. The City should do user-testing on the website and with the application. After the user-testing, the City should make improvements to both as needed.

7 – Software System Update and Staff

- 7.1. **Upgrade the personnel software system** to one that will track applicants and provide statistical data on applicants from application to academy graduation and possibly beyond. Most of the data in the 30-Day reports are collected manually. An upgraded system would also connect with other OPD systems as necessary to retrieve other data related to applicants and POTs.
- 7.2. **Examine administrative staff capacity** related to recruitment data tracking and analysis to assess whether additional staff could improve recruitment outcomes.