

CITY OF OAKLAND

AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2008 FEB 17
TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Office of the Mayor, Oakland Police Department, Finance and Management Agency
DATE: February 19, 2008

RE: A Report from the Office of the Mayor, the Oakland Police Department and the Finance and Management Agency, Office of Personnel Resource Management on the City's 2008 Augmented Police Recruitment Program and a Resolution Authorizing a Transfer of Existing Measure Y Appropriations in an Amount Not to Exceed Seven Million Seven Hundred and Twenty Two Thousand Three Hundred Thirty Nine Dollars (\$7,722,339) to Implement the Program

SUMMARY

The Office of the Mayor, the Oakland Police Department (OPD), and the Finance Management Agency, Office of Personnel Resource Management (OPRM) provide this report to describe, analyze, and request funding for the 2008 Augmented Police Recruitment Program. The program is designed to achieve a fully staffed police department as expeditiously as possible, as well as deliver augmented policing services with an emphasis on community policing as envisioned by Oakland residents through Measure Y.

This report describes the work accomplished to date and the actions OPD, OPRM and the Mayor's Office will take to significantly expand the City's ability to recruit officers, compete more successfully in the highly competitive law enforcement job market, and enhance the City's efficiency in recruitment. With this report and the accompanying resolution, staff respectfully requests the appropriation of Measure Y funding and greater latitude on staffing and specific contracting guidelines to fully implement the program.

BACKGROUND

Oakland's crime and violence rates are intolerable. Residents from every neighborhood in the City report experiencing increased levels of fear for their safety. Citizens and police face unacceptable rates of crime including thefts, robberies, assaults, property defacement, and most especially gun violence. Last year, the *CQ Press City Crime Ranking* identified Oakland as the fourth most dangerous city in the United States. Although the study's methodology has raised questions, it symbolizes the urgency and intensity of the problems Oakland faces. Increasing public safety is Oakland's most important challenge.

Comparative analysis with other jurisdictions and recent studies discussing Oakland's crime reduction challenges all point to inadequate police staffing as a one of the City's most significant roadblocks. The need for a full blown community policing infrastructure is also cited as a roadblock, one that is linked to the staffing shortage. Without a fully staffed police department or

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the preventative community partnerships central to community policing in place, Oakland risks losing the ability to bring the peace that all residents deserve to this City's streets.

In 2004, Oakland residents made a bold investment in their city's future by taking directed measures to reduce crime and violence. Voters levied upon themselves additional property taxes in order to provide augmented police services, fire protection, and violence prevention programs. Measure Y, the Violence Prevention Act and Public Safety Act of 2004, provides funds to increase OPD's sworn staff to an authorized strength of 803 and requires more officers in community policing assignments.

Despite this clear mandate and unequivocal commitment by residents, elected officials and city staff to support augmented policing services, the investment in Measure Y and its expectation to demonstrably enhance public safety has yet to be attained. The police department has not reached its fully authorized strength and critical community policing positions remain unstaffed. Most importantly, residents demand a safer city and more officers are required to fulfill that mandate.

The continued lack of augmented policing services is not for want of effort. Rather, since the implementation of Measure Y in 2005 an aggressive recruitment campaign has been at work. These efforts have won national recognition and been mimicked by other departments across the country.

However, ongoing attrition from retirements has deflated the bottom line. High numbers of retirements from the "Baby Boomer" generation have resulted in a significantly reduced net gain. This is not unique to Oakland. Statewide, California faces a shortage of over 15,000 police officers, and national trends mirror these deficits.

In this context, the only strategy to break through the current hiring/retiring revolving door that is preventing the City from achieving a fully staffed police department is to engage in a significantly augmented recruitment drive that rapidly brings up the number of new officers on the force, as envisioned by Measure Y.

This challenge necessitates the City redouble its current efforts as well as launch additional strategies. The City must compete in a difficult market environment and achieve greater returns. To that end, intensified recruitment drives, an enhanced advertising and marketing campaign, a streamlined and technologically enhanced selection process, additional mentoring and pre-academy preparation to enhance academy success rates, and a host of other aides and incentives must be utilized. Focused high yield recruitment targets in other regions will require more staff and travel to compete with larger agencies conducting nationwide recruiting campaigns. The only way to achieve the public mandate is to respond with an aggressive recruiting campaign and an academy schedule of unprecedented size and coordination, focused on success with constantly measured goals.

KEY ISSUES AND IMPACTS

The primary issue this enhanced recruitment program seeks to address is responding efficiently and expeditiously to the residents' call for a fully staffed police department with a focus on

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community policing. Until such time as OPD is fully staffed, it will continue to experience challenges to full implementation of a community policing strategy. The short staffing conditions offer significantly reduced opportunities to engage in problem oriented policing, a cornerstone of the community policing philosophy. Responding resourcefully and effectively to *the residents call for more officers will have a positive impact on police-community relations and engender trust and confidence in the City's ability to meet and effectively address pressing public safety issues. We must take bold action now to finally achieve the augmented police services Measure Y intended.*

PROGRAM DESCRIPTION

With this background, the Mayor's Office, OPD, and OPRM have been working to develop a strategy that will achieve Measure Y's vision for augmented policing services. Over the past three months, these agencies have been working together to review and assess current strategies, develop new strategies and proposals, and design a program and action plan for 2008.

The 2008 Augmented Police Recruitment Program aims to achieve four overall goals:

- Increase the pool of applicants and the number of new Police Officer Trainees (POT) entering the academy in 2008;
- Increase the success rate of POTs in the academy;
- Field more fully trained and qualified police officers on the streets of Oakland; and
- Grow Oakland's own pool of qualified applicants for the future.

The action steps to achieve each goal:

I. INCREASE THE POOL OF APPLICANTS AND THE NUMBER OF NEW POTs ENTERING THE ACADEMY IN 2008

A. Significantly expand marketing and communications strategies

In 2006, OPD, OPRM, and the City Administrator's Office conducted a mass marketing advertisement campaign that yielded significant results. After developing professional branding materials, a campaign slogan, and identifying high yield media markets, OPD launched a two-month blitz that reached over 100,000 people and generated nearly 10,000 new applications, more than any one time in the department's history. Other cities mimicked this media blitz campaign and OPD won two awards from the American Advertising Federation for this effort. As well, OPD recently upgraded its web-based recruiting strategies, including the launch of a new user friendly website: opdjobs.com.

These efforts lay the ground work for an expanded 2008 marketing and communications strategies. The aim is to significantly expand the advertising campaign effort and align it with targeted in-person recruitment drives in high yield markets (described below). The 2008 marketing and communications strategies are:

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- Refine the advertisement marketing messages and “brand” to profile OPD as a premier law enforcement agency and a highly desirable employer, and Oakland as a desirable place to live and work.
 - Saturate local, regional and statewide media markets, including print media, radio, TV, internet, and job fair presence, prioritizing media markets with proven track records. In addition, conduct targeted national outreach through internet job listings.
 - Refine and update collateral materials, including brochures, posters, pocket cards, etc.
 - Run two 12-week media blitz campaigns timed in coordination with upcoming application test dates and upcoming police academies.

The total cost for the expanded marketing and communications strategy is \$1,500,000.

B. Significantly expand targeted recruitment drives in high yield markets

Over the last two years, the OPD and OPRM have engaged in targeted in-person recruitment visits to colleges, military bases, economically depressed cities, and other areas wherein individuals seeking employment with relevant experience or skills can be found. These trips have yielded noteworthy recruitment results. Oakland representatives have also learned a tremendous amount about what areas or markets have proven most valuable and what recruitment strategies are most effective. Staff has determined that personal contact is critical to holding the interest and recruiting those best qualified. Staff has developed a successful “hands on” methodology for attracting and growing relationships with all candidates. Staff actively looks to attract the top tier candidates available.

With this background, in 2008, OPD and OPRM aim to implement a significantly expanded recruitment drive in high yield markets that is coordinated with the advertising and marketing campaign:

- Staff will expand OPD/OPRM’s presence in high yield locations in the Bay Area. The Bay Area continues to be the area where the most candidates are drawn from and necessarily receives the most intense saturation of the City’s efforts. Qualified candidates who reflect the rich diversity of Oakland are the goal and must emerge as police officers in order to assure real community policing successes.
- Staff will target local community colleges as additional opportunities for quality candidates with whom the City can work to accomplish the course work and physical conditioning required for successful academy completion. This program will bring Oakland Police officers into one-to-one contact with community college students as a way to demonstrate OPD success stories and provide mentorship for young adults with an interest in entering the law enforcement profession.
- For enhanced recruitment outside of Bay Area markets, staff will develop comprehensive recruitment packages with as many benefits and incentives as

possible, including but not limited to, information on the significant benefits available to OPD officers, information on housing options and special housing programs for OPD officers, information on relocation support, and information on life in the Bay Area.

- Staff will target military bases, especially those with Transitional Assistance Programs in place that assist individuals leaving the military to enter new careers. The military currently provides a target rich environment of potential candidates. Experience has shown that former military personnel are highly successful in transitioning into law enforcement jobs. This year, staff will engage in enhanced and additional focus on certain bases, including recruitment offices for high volume military installations. Staff will establish a recruitment presence on-site at a number of installations, staffing them with former OPD officers (annuitants) and OPRM recruiters. This “virtual presence” tactic is used by Los Angeles and other big city competitors and has shown impressive recruiting results. The synergy between their duty to assist veterans with the transition to civilian life and Oakland’s need for quality recruits is worth the investment. City staff will obtain invaluable assistance from military out-processing staff in identifying candidates likely to succeed at OPD. On-site availability would additionally allow not only the personal one-to-one relationships, but also provide the invaluable ability to “lock in” candidates by conducting all phases of the required pre-offer testing before candidates depart the military.
- Staff will also initiate recruitment efforts in previously untapped markets in California that have a good likelihood of high returns. There are economically depressed regions of the state wherein potential candidates are likely to relocate within the state if the job opportunity is right. Without a concentrated recruitment drive, OPD already receives significant website traffic and new applications from individuals based in other parts of California looking to move to the Bay Area. To take advantage of this existing interest, OPD and OPRM will make personal visits to colleges, job fairs, and other target areas in California.

The total cost for the expansion of targeted personal recruitment visits is \$200,777.

C. Expedite the application and selection processes

In the highly aggressive and competitive market of police recruiting, staff has a critical need to ensure the application process is as streamlined, efficient, and effective as possible. Applicants must be processed, evaluated, and locked into jobs as quickly as possible in order to protect against potential loss of qualified candidates to other law enforcement agencies. History and experience informs staff that candidates frequently apply to multiple agencies when considering a law enforcement career. When salary is relatively comparable, most candidates will accept the first offer they receive. Similarly, there is often a strong affinity for, and a degree of loyalty to, the agency making the first offer of employment to a candidate.

In this environment, it is essential for OPD and OPRM to expedite its application and selection process to take full advantage of the benefits of making the first offer. To accomplish this task,

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OPD has already developed, and continues to improve, the OPDJobs.com website. This site presents an effective and motivational first look at a career with OPD. Candidates are able to have questions answered and make an initial application to OPD. The OPD recruiting staff engages each potential applicant it can “touch” and makes every effort to follow up on these application leads.

Once a candidate applies, the application process is extensive. First, the candidate must take a written multiple-choice test. Then candidates go through oral board interviews, followed by a physical ability test, psychological and background suitability assessments, and post-offer processing and certification. Depending on OPD and OPRM’s capacity, this process can take anywhere from two months to six months.

This year, to make this extensive administrative and evaluation process move as expeditiously as possible without sacrificing the quality of the processes, OPD and OPRM will:

- Work with a police consultant to review all available options for improving application process efficiency.
- Offer monthly test dates for new applicants, with two months being designated as big test dates with double the number of slots available (February and May).
- Enroll additional retired police officer “annuitants” to work with OPD and OPRM to conduct the extensive background investigations required for each candidate. These investigators can work up to 960 hours per year while retired, and are intended to “staff up” to assist in this enhanced recruiting strategy.
- Increase budgetary allocations for conducting the required psychological, medical, and polygraph evaluations so more candidates can go through this process rapidly.
- Work with local nonprofits and churches to identify additional civilian volunteers to participate in the Oral Board review process with OPD and OPRM. Civilians are required participants in this process, and more volunteers are needed.
- Expand the utilization of the “pre-hire” program and the conditional job offer program to entice highly qualified recruits to stay committed to working in the Oakland Police Department.
- The Command staff and the Recruiting and Backgrounds Unit staff will be tasked with making follow-up phone calls to candidates who successfully progress through each stage of the hiring process. Lending a personal touch and a word of encouragement through the long and laborious law enforcement hiring process will ensure fewer candidates drop out during this time, increase OPD “branding” and help establish career long relationships. Command staff officers shall also be assigned to personally contact all candidates who are tendered a job offer, expressing congratulations on behalf of OPD and the City and wishing the candidate well in the next part of their OPD career.

The total cost for procuring expedited and streamlined application processes is \$622,610.

The total cost for additional administrative support for the compressed application process is \$1,248,950.

D. Run concurrent police academies

Historically, OPD has conducted its own police academies, training hundreds of officers, including many for other law enforcement agencies. It is a department with a proud reputation for producing many police chiefs who have served all over California and the Western United States. It is also noted throughout the state as having an exceptional police academy.

This year, OPD will run four police academies, beginning in January, May, August, and November. January and November are General Fund Academies in addition, to significantly expand the number of academy placements available to new recruits this year, staff has identified an additional, high quality training resource. The Alameda County Regional Law Enforcement Training Center, run by the Alameda County Sheriff's Office (ACSO) in Dublin, is available and able to conduct two academies for new police recruits that will run concurrently with OPD's police academies. Staff projects that by conducting two 50 to 60 person ACSO academy classes, along with the enhanced Oakland Police Academy schedule, full strength could be achieved this year.

The total cost for the 2008 basic academies is \$3,341,002.

E. Engage in a quality assurance assessment and a best practices review

To ensure that staff has maximized every potential and is conducting the highest performing recruitment operation possible, OPD has retained an expert consultant in the field of police recruiting to review and advise staff. This consultant is charged with performing an in-depth analysis of the POT selection process from initial outreach through the Field Training Officer (FTO) program. His unique qualifications, including high level law enforcement positions, enable the consultant to identify opportunities for process improvement and to propose modifications that will enhance recruitment strategies. It is prudent to use a consultant in this role in that it provides an opportunity for an accomplished professional to provide objective comments and recommendations on the selection process and overall recruitment effort to date.

II. INCREASE THE SUCCESS RATE OF POTs IN THE ACADEMY

In addition to marketing saturation and increasing the number of candidates who enter the academy, staff will engage in several strategies to increase the success rate of POTs in the academy to yield a higher graduation rate. This is a critical component of the 2008 Augmented Police Recruitment Program. OPD has very high standards for graduation from the academy and staff are proud of these standards. That said, staff have determined specific action steps that could improve the chances POTs have to meet these graduation standards.

By way of background, about 63 percent of the POTs who enter the academy graduate. A study of the attrition/graduation rates of all the POTs from February 2005 to July 2007 reveals important data. During this period, 339 students started the academies, and 124 failed, resulting in a 36.6 percent attrition rate. The following is a breakdown of the reasons the 124 students did not complete the academies.

Reason	# Of Students	% Of the 124 POT's	Attrition % of 339 Total Academy Students
Quit - (walkouts)	57	46%	16.8%
Failed	47	37.9%	13.9%
Injured	13	10.5%	3.8%
Terminated	7	5.6%	2.1%

The reasons listed for walkouts included lack of “physical fitness”, “too much of a time commitment”, “personal”, “no longer interested in law enforcement”, etc. The attrition rate of these academies was only 19.8 percent when the walkouts are not considered.

The following table covers the reason the 47 POT's **failed out** of the Academy:

# Failed	Test/Learning Domain	% Of Failed Students
23	Arrest and Control (LD33)	48.9%
13	Searching & Handcuffing (LD33)	27.7%
4	Firearms	8.5%
3	Vehicle Operations	6.4%
2	Scenario Testing	4.3%
1	Baton (LD33)	2.1%
1	Criminal Justice System (LD2)	2.1%

Based on this data, staff has developed several strategies to reduce the number of POTs who fail to complete the Basic Academy:

- Offer POTs physical conditioning opportunities *before* they begin the Academy. Trainers have noticed that overall physical fitness is lacking amongst hired recruits. If one enters the Academy in poor condition, it is possible that the recruit may walkout after realizing they may not be able to handle the physical aspects of the Academy. By offering new recruits the opportunity to condition with the Training Division's RTOs prior to starting, more POTs will be able to succeed in the academies.
- Train academy instructors on how to utilize the new “Problem Based Learning” method, which provides an excellent strategy for teaching decision-making in scenario/group instruction, thereby better preparing POTs for academy testing and for their field training experience.
- Develop and disseminate new materials to help our students be more successful in passing the Arrest & Control/Searching & Handcuffing, section of their competency

exam. Beginning in January 2008, a DVD covering the holds/techniques used will be available to each POT as a training guide to assist them in better understanding the correct techniques needed to successfully pass the exams. The Training Division management team will also observe the testing and remediation tests for those sections of the academies with the highest failure rates.

- Provide enhanced support and mentoring for POTs by current OPD officers. FTOs currently serving will also be recruited to act as mentors and support persons for POTs. This mentoring relationship is critical to help integrate each POT into the OPD family, increasing the bond and addressing academy shortcomings will enable them to become a more productive officer in a shorter period of time.

The total cost for developing strategies for improving graduation rates for POTs is \$100,000.

III. FIELD MORE FULLY TRAINED AND QUALIFIED POLICE OFFICERS ON THE STREETS OF OAKLAND

Once POTs graduate from the Basic Academy, these new officers then participate in a 16-week field training program, working on the street of Oakland side-by-side with Field Training Officers (FTOs). In recent years, OPD has been challenged by an insufficient number of FTOs. Without enough FTOs in place to train all the new academy graduates, OPD cannot get new officers trained and on the streets in an expeditious manner. Currently, OPD has about 30 FTOs in place.

To significantly augment the number of FTOs available to train new Academy graduates, OPD will enhance incentives for officers to work as FTOs and make temporary re-deployment decisions to ensure that as many new graduates are efficiently trained and deployed as quickly as possible.

The total cost for increasing the number of FTOs is \$290,000.

In addition to augmenting the number of FTO's available for training, OPD also has an opportunity to place more officers on the street through increased civilianization of non-emergency jobs. Many current police duties could be safely and effectively done by civilians, thereby freeing sworn officers for critical patrol and investigative functions. Trained non-sworn employees could, for example, conduct traffic control functions, respond and write reports for non-injury auto accidents, and respond and write reports for cold locked auto burglary calls. They could also carry radios and walk beats in the City's neighborhood commercial districts and bar and club areas to serve as eyes and ears for a swifter response from sworn officers when crime or problems occur. Similarly, they could be trained to intake many police reports of crimes not involving the imminent threat of violence.

In an effort to maximize all available resources to realize the most effective utilization and deployment of police officers, the City will continue to evaluate and identify all duties that could be delivered by trained non sworn personnel. Because non sworn employees do not require the extensive degree of training required under California law for police officers, and do not have police powers of arrest, nor carry guns, this effort could be rapidly realized with far less time and

expense involved in the hiring, training and deployment of non sworn employees to engage in Oakland's crime reduction efforts.

IV. "GROW OUR OWN" POOL OF APPLICANTS

The Mayor, City Council members, and Oakland residents call for an increase in the number of Oakland police officers from Oakland. Officers who have personal familiarity with Oakland's numerous and diverse neighborhoods are in a much better position to build positive community relationships, understand neighborhood dynamics, and identify creative problem solving strategies that may not be obvious to those who are not Oaklanders. It is also likely that officers from the Oakland area will have a greater connection to the City and a desire to stay with the police force long term. To create a more robust "pipeline" for recruiting Oakland residents into jobs with OPD, staff will expand numerous programs to "Grow Our Own" future candidate pool:

- **Work with Peralta Colleges to enhance local recruitment:** Through the pre-academy training agreement with local community colleges, OPD will continue to seek opportunities to work with Peralta Colleges to attract more local college students to OPD. Regular recruiting drives on Peralta campuses and a strong liaison relationship with college career centers will help facilitate this effort. Cost for this program is negligible as existing Recruiting and Background and Training staff will be utilized to fulfill this requirement.
- **Expand the OPD Internship Program:** The Department began a summer and year-round Internship Program in 2007. The Department recognizes the positive impact an internship program can have on youth and the community. In addition, many of the youths who had not initially decided that they were interested in Law Enforcement are now identifying law enforcement as the field that they will pursue. The Internship is the precursor to the Cadet Program.
- **Expand the Police Explorer and Cadet Programs:** A growing number of OPD's current officers were members of the Oakland Police Explorers and have been Oakland Police Cadets. Police Explorers are high school-aged youth who participate in the Oakland Police Explorer Post hosted by OPD as part of the national Learning for Life program. Currently this program is managed by the Police Activities League Unit but will be transferred to the Training Division under the responsibility of the Police Cadet Coordinator. This will better facilitate a transition from police explorer to police cadet, once the youths graduate from high school and enroll in college. OPD will also fully staff it Police Cadet Unit and seek to expand the number of cadet positions. OPD will offer priority police cadet hiring to former OPD police explorers and OPD interns. There is minimal cost to the City in transferring the Police Explorer Program to the Training Division.

The total cost for augmenting "Grow Our Own" programs is \$379,000.

CONTRACTING ISSUES AND WAIVER REQUESTS

Were the City to conduct advertising and competitive bids for the purchase of ammunition, firearms, recruitment advertising and travel, it would not be timely in that request for proposal/qualifications and related processes for purchase of these services needed for the hiring and training of new police recruits would delay unduly the City's ability to complete in the marketplace and would significantly delay police recruit hiring and training for 2008.

Oakland Municipal Code 2.04.051.B authorizes the City Council to waive the competitive request for proposal/qualifications process for purchase of professional services when upon the determination of the Council such waiver is in the best interests of the City (O.M.C. §2.04.050.I.5.).

City Charter section 808(a) and Oakland Municipal Code 2.04.050.I authorizes the City Council to waive competitive bidding and advertising for purchase of goods, materials and equipment when upon the determination of the Council such waiver is in the best interests of the City (O.M.C. §2.04.050.I.5.).

Pursuant to City Charter section 808(a) and Oakland Municipal Code 2.04.050.I.5 and findings contained in the City Administrator's report accompanying this resolution, the City Council hereby finds and determines that it is in the best interests of the City to waive advertising and bidding for the purchase of 1) ammunition, 2) firearms, 3) recruitment advertising and 4) travel needed to accelerate the hiring and training of police recruits and so waives these requirements.

Pursuant to Oakland Municipal Code 2.04.051.B and findings contained in the City Administrator's report accompanying this resolution, the City Council hereby finds and determines that it is in the best interests of the City to waive the City's competitive request for proposal/qualifications process for the purchase of recruitment and other professional services needed to accelerate the hiring and training of police recruits and so waives these requirements.

FISCAL IMPACT

Approval of the proposed resolution will authorize the transfer of \$ 7,722,339 from the existing Measure Y funds and authorize the Oakland Police Department and Office of Personnel Resource Management to fully implement the 2008 Augmented Police Recruitment Program. Sufficient funding is available in the Measure Y Fund Balance for Police Services without impacting the Measure Y Fire Services Funding or Violence Prevention funding. Currently, the Measure Y Police Services Fund Balance totals over \$17 million.

Hiring and recruiting police officers is an appropriate use of the Measure Y Police Services Fund Balance. In 2004, voters approved Measure Y (The Violence Prevention and Public Safety Act of 2004) to address rising crime and violence in Oakland. Sixty percent of the Measure Y revenue per year is allocated for the purposes of hiring and maintaining at least 63 police officers, and 40 percent of the revenue per year is allocated to support violence prevention programs through the Department of Human Services. An additional \$4 million per year is allocated for fire services.

The transfer of Measure Y resources to hire and recruit new officers is necessary to attain the augmented policing services intended by Measure Y. Without engaging in an intensive recruitment drive that brings police officers onto the force at a higher rate than officers leave, augmented policing services will remain a perpetually elusive goal. The 2008 Augmented Police Recruitment Program will allow Oakland to experience a significant net gain of police officers, employ the new officers in Measure Y positions, and maintain this staffing augmentation without continually falling short as officers retire.

Based upon the recruitment strategies outlined in this report, staff is requesting the transfer of \$7,722,339 from the Measure Y Fund Balance for Police Services. Staff has prepared a budget for the period February 2008 through the end of the calendar year (See Attached). Although it is acknowledged that the recruitment, hiring and the training academy will be an ongoing effort, additional funds for vehicles and equipment for the newly hired police officers, salaries for POTs and continued recruitment and academy costs for the third and fourth quarter of FY 2008-2009 will be requested in the biennial budget cycle as part of the Mid-cycle process.

The Mayor's Office is committed to seek additional funding from resources outside of the City's current budget resources to support police recruitment and retention. However, additional time is required to secure outside resources. In response to the Mayor's State of the City commitment and the public's demands and expectations, an aggressive and creative recruiting campaign must begin immediately.

SUSTAINABLE OPPORTUNITIES

Economic: Attaining authorized staffing, along with long-term 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: OPD'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

If OPD is to reach full authorized staffing of 803 police officers, funding of recruiting, hiring, and training activities outlined in this report must be accepted in order for staff to effectively perform these strategies.

ACTION REQUESTED OF THE CITY COUNCIL

Adopt the resolution authorizing the transfer of existing **Measure Y** funds in the amount of \$7,722,339.

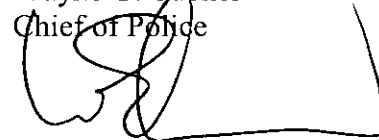
Respectfully submitted,



Ronald V. Dellums
Mayor



Wayne G. Tucker
Chief of Police



William E. Noland
Director
Finance and Management Agency

APPROVED AND FORWARDED TO
THE CITY COUNCIL:


Office of the City Administrator

Prepared by:

Lenore Anderson
Public Safety Director
Office of the Mayor

Debra Taylor Johnson
Deputy Director
Bureau of Administration
Oakland Police Department

Attachment:

A. Program Budget Request

Marcia Meyers
Director
Office of Personnel Resource Management

PROPOSED BUDGET – 2008 Augmented Police Recruitment Program

AREA	AMOUNT	DETAIL
<i>EXPANDING RECRUITING</i>		
<i>Advertising and Marketing</i>		
	1,500,000	Two campaigns including bus tails, PSA's on Cable, bus shelters, billboards (electronic & print), print media and web presence
	\$1,500,000	Total for Advertising and Marketing
<i>Targeted Recruitment</i>		
	138,464	12 visits; to major US cities outside the Bay Area including college visits and testing
	16,964	Additional Recruitment Personnel Hours
	27,849	Continuous Military On-site Recruiting and Testing
	57,500	40 Career Fairs and Community Events
	\$240,777	Total for Targeted Recruitment
<i>Compressed Application Process</i>		
	279,901	Compressed selection stages I thru III including (Written, Oral and Physical Ability Test) 2 'Big Tests' in February & May)
	7,000	Expedited candidate processing
	5,500	Referral program
	10,200	Lateral program
	320,000	Pre-hire program – 40 pre-hires for 5-weeks
	\$622,601	Total for Compressed Application Process
<i>Administrative Support Costs</i>		
	966,400	Expedited Processing of Selection Stages IV thru VI (Backgrounds, Physiological Testing, Medical Certification and Appointment)
	150,240	Additional Admin Support for Compressed Front End Processing
	57,150	Materials for recruiting including, oral board & seminars
	18,660	Seminars
	56,500	Additional MIS Database Input and Maintenance
	\$1,248,950	Total for Administrative Support Costs

PROPOSED BUDGET – 2008 Augmented Police Recruitment Program

ACADEMIES		
		2 OPD Academies
		• 5/08 (up to 50 POTS)
		• 8/08 (up to 40 POTS)
	587,108	Staff Salaries
	187,216	Range Supplies and Chemical Agents
	97,832	Office Supplies
	249,732	Training Equipment
	44,538	Facility Costs
	470,250	2 ACSO Academies (\$4,275 – per POT)
		• 5/08 (up to 50 POTS)
		• 8/08 (up to 60 POTS)
	651,750	Training Equipment
	90,504	Staff Salaries
	83,600	Affiliation costs (\$19 per unit, 40 units per POT)
	878,472	Transition to OPD/Associated Academy Costs
	\$3,341,002	Total Academy Costs
<i>Increase Success of POTS</i>		
	100,000	Additional Training for remediation of recruits and materials
	\$100,000	Total to Increase Success of POTS
<i>Increase FTOs</i>		
	290,000	Cost for additional hours to train increased FTO staff
	\$290,000	Total Cost to Increase FTOs
<i>"Grow Our Own" Programs</i>		
	379,000	Pre-academy training opportunities, Summer Internship program, Internship program, expand Police Explorer and Cadet Programs for 6 months (includes supplies); NSC Outreach to schools (materials only)
	\$379,000	Total for "Grow Our Own" Programs
	\$7,722,339	Total Cost of 2008 Augmented Police Recruitment Program

Authorized FTE		803 Timeline Projection as of 2/4/08 (includes ALCO academies)										
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
739												
Filled FTE	728	723	721	718	717	712	701	697	698	692	688	693
Sworn FTE Attrition	(5)	(2)	(3)	(1)	(5)	(11)	(4)	0	(6)	(4)	(2)	(1)
Officer FTE Added								1			7	
FTE below Authorized	(11)	(16)	(18)	(21)	(22)	(27)	(38)	(42)	(41)	(47)	(51)	(46)
												7 start 6th L.A./Grad 20 May
												16 POTs start 154th >>

Authorized FTE		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
803												
Filled FTE	692	689	688	692	688	687	679	697	696	690	686	685
Sworn FTE Attrition	(3)	(1)	(4)	(4)	(1)	(8)	0	(1)	(6)	(4)	(1)	(10)
Officer FTE Added			8				18					16
FTE below Authorized	(111)	(114)	(115)	(111)	(115)	(116)	(124)	(106)	(107)	(113)	(117)	(118)
												154th graduates 10Sep05
												34 POTs start 155th 11Jul05
												155th graduates 13Jan06
												27 POTs start 156th 28Nov05
												156th graduates 2Jun06
												22 POTs start 157th 6Feb06 >>

Authorized FTE		803										
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
803												
Filled FTE	691	686	702	694	688	712	701	693	721	721	713	734
Sworn FTE Attrition	(6)	(4)	(8)	(6)	(4)	(12)	(8)	(2)	(1)	(8)	(3)	(3)
Officer FTE Added	1	20			28	1		30	1		24	
FTE below Authorized	(112)	(117)	(101)	(109)	(115)	(91)	(102)	(110)	(82)	(82)	(90)	(69)
												157th grads 11Aug06
												2 Start 8th L.A. / Grad 10 May 07
												3 Start 7th L.A./Grad 29Sep06
												44 POTs start 158th 5Jun06
												158th grads 17Nov06
												29 POTs start 161st 26Feb07 >>
												49 POTs start 159th 11Sep06
												159th grads 9Feb07
												42 POTs start 160th 11Dec06
												160th grads 25May07

Authorized FTE	803											
FY07-08	1-Jul-07	31-Aug-07	30-Sep-07	31-Oct-07	30-Nov-07	31-Dec-07	31-Jan-08	1-Feb-08	1-Mar-08	1-Apr-08	1-May-08	1-Jun-08
Filled FTE	731	722	735	730	722	719	714	729	724	719	742	737
Sworn FTE Attrition	(9)	(9)	(5)	(8)	(3)	(6)	(10)	(5)	(5)	(5)	(5)	(5)
Officer FTE Added		22				1	25			28		
FTE below Authorized	(72)	(81)	(68)	(73)	(81)	(84)	(89)	(74)	(79)	(84)	(61)	(66)

161st grads 17Aug07

45 POTs start 162nd 9Jul07

162nd grads 4Jan08

36 POTs start 163rd 15Oct07

163rd grads 11Apr08

40+ POT start 164th 26Jan08

164th grads 25Jul08

165th starts 19May08

Authorized FTE	803											
FY08-09	1-Jul-08	1-Aug-08	1-Sep-08	1-Oct-08	1-Nov-08	1-Dec-08	1-Jan-09	1-Feb-09	1-Mar-09	1-Apr-09	1-May-09	1-Jun-09
Filled FTE	732	752	747	742	737	807	802	797	867	862	857	852
Sworn FTE Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Officer FTE Added	25				75			75				25
FTE below Authorized	(71)	(51)	(56)	(61)	(66)	4	(1)	(6)	64	59	54	49

164th

50 POTs 165th 19May-07Nov08 & 50 POTs ALCO I Academy

40+ POTs 166th 25Aug08-22Feb09 & 60 POTs ALCO II Academy

40+ POTs start 167th

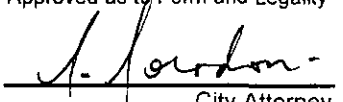
Grads 5Jun09

Authorized FTE	803											
FY08-09	1-Jul-09	1-Aug-09	1-Sep-09	1-Oct-09	1-Nov-09	1-Dec-09	1-Jan-10	1-Feb-10	1-Mar-10	1-Apr-10	1-May-10	1-Jun-10
Filled FTE	872	867	862	857	852	847	842	862	857	852	847	842
Sworn FTE Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Officer FTE Added							25					
FTE below Authorized	69	64	59	54	49	44	39	59	54	49	44	39

Italic = Projection

167th starts 19Jun09

Grads 23Jan10

OFFICE OF THE CITY CLERK
OAKLAND**OAKLAND CITY COUNCIL**

 City Attorney

2008 FEB -7 PM 8:31 RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING A TRANSFER OF EXISTING APPROPRIATIONS OF MEASURE Y FUNDS IN AN AMOUNT NOT TO EXCEED SEVEN MILLION SEVEN HUNDRED TWENTY-TWO THREE HUNDRED AND THIRTY NINE (\$7,722,339) TO IMPLEMENT THE 2008 AUGMENTED MEASURE Y POLICE RECRUITMENT PROGRAM, WAIVING ADVERTISING AND BIDDING FOR THE PURCHASE OF AMMUNITION, FIREARMS, ADVERTISING SERVICES AND TRAVEL SERVICES, AND WAIVING THE REQUESTS FOR PROPOSAL/QUALIFICATIONS PROCESS FOR THE PURCHASE OF RECRUITMENT SERVICES AND OTHER PROFESSIONAL SERVICES NEEDED TO EXPEDITE THE HIRING AND TRAINING OF POLICE RECRUITS, AND AUTHORIZING THE CITY ADMINISTRATOR TO PURCHASE: FIREARMS IN AN ESTIMATED AMOUNT OF ONE HUNDRED AND FIFTY SIX THOUSAND (\$156,000), ADVERTISING SERVICES FOR RECRUITMENT IN AN ESTIMATED AMOUNT OF ONE MILLION FIVE HUNDRED THOUSAND (\$1,500,000), TRAVEL SERVICES IN AN ESTIMATED AMOUNT OF ONE HUNDRED THIRTY EIGHT THOUSAND FOUR HUNDRED SIXTY FOUR DOLLARS (\$138,464), RECRUITMENT SERVICES IN AN ESTIMATED AMOUNT OF SIXTY TWO THOUSAND THREE HUNDRED THIRTEEN (\$62,313), AND OTHER PROFESSIONAL SERVICES NEEDED TO EXPEDITE THE HIRING AND TRAINING OF POLICE RECRUITS IN AN ESTIMATED AMOUNT OF FIVE MILLION SIX HUNDRED FORTY TWO THOUSAND FIVE HUNDRED SIXTY TWO DOLLARS (\$5,642,562), WITHOUT RETURN TO COUNCIL

WHEREAS, Oakland's crime and violence rates are intolerable as residents from every neighborhood are experiencing increased fear for their safety; and

WHEREAS, comparative analysis with other jurisdictions and recent studies discussing Oakland's crime reduction challenges all point to inadequate police staffing as a one of the City's most significant roadblocks.; and

WHEREAS, since the implementation of Measure Y in 2005, an aggressive recruitment campaign has been conducted, however the Police Department has not reached its fully authorized strength and critical community policing positions remain un staffed; and

WHEREAS, the only strategy to break through the current hiring/retiring revolving door that is preventing the City from achieving a fully staffed Police Department is to engage in a significantly augmented recruitment drive that rapidly brings the number of new officers on the force that Measure Y voters envisioned; and

WHEREAS, without engaging in an intensive recruitment drive that brings police officers onto the force at a higher rate than officers leave, augmented policing services will remain a perpetually elusive goal; and

WHEREAS, the Office of the Mayor, the Oakland Police Department (OPD), and the Finance Management Agency, Office of Personnel Resource Management (OPRM) will significantly expand the City's ability to recruit officers, compete more successfully in the highly competitive law enforcement job markets, and enhance the City's efficiency in recruitment; and

WHEREAS, City Charter section 808(a) and Oakland Municipal Code 2.04.050.I authorizes the City Council to waive competitive bidding and advertising for purchase of goods, materials and equipment when upon the determination of the Council such waiver is in the best interests of the City (O.M.C. §2.04.050.I.5.); and

WHEREAS, Oakland Municipal Code 2.04.051.B authorizes the City Council to waive the competitive request for proposal/qualifications process for purchase of professional services when upon the determination of the Council such waiver is in the best interests of the City (O.M.C. §2.04.050.I.5.); and

WHEREAS, were the City to conduct advertising and competitive bids for the purchase of ammunition, firearms, recruitment advertising and travel, it would not be timely in that requests for proposal/qualifications and related processes for purchase of these services needed for the hiring and training of new police recruits would delay unduly the City's ability to complete in the marketplace and would significantly delay the police recruit hiring and training program for 2008; and

WHEREAS, an appropriation of from the Measure Y Fund Balance for Police Services is required to effectively carry out the recruiting and hiring strategies necessary to attain the augmented policing services intended by Measure Y; and

WHEREAS, hiring, including recruiting, Measure Y police officers is an appropriate use of the Measure Y Police Services Fund Balance; and

WHEREAS, sufficient funding is available in the Measure Y Fund Balance for Police Services without impacting the Measure Y fire services fund or violence prevention funding as the Measure Y Police Services Fund Balance currently totals over \$17 million; now, therefore be it resolved

RESOLVED: That the City Council hereby authorizes the City Administrator, or her designee, to appropriate from the Measure Y Fund Balance for Police Services and authorize the Oakland Police Department and Office of Personnel Resource Management to fully implement the 2008 Augmented Police Recruitment Program; and be it

FURTHER RESOLVED: That said funds will be transferred into Fund 2251, Project P290210, Organizations 05111, 103430 and 106610; and be it

FURTHER RESOLVED: That to the extent that any Measure Y funds advanced for the recruitment are used for the hiring of non-Measure Y officers, the General Fund shall reimburse the Measure Y Fund for the equitable and proportionate costs of the recruitment of the non-Measure Y officer; and be it

FURTHER RESOLVED: That pursuant to City Charter section 808(a) and Oakland Municipal Code 2.04.050.1.5 and findings contained in the City Administrator's report accompanying this resolution, the City Council hereby finds and determines that it is in the best interests of the City to waive advertising and bidding for the purchase of 1) ammunition, 2) firearms, 3) vehicles, 4) recruitment advertising and 5) travel needed to accelerate the hiring and training of police recruits and so waives these requirements; and

FURTHER RESOLVED: That pursuant to Oakland Municipal Code 2.04.051.B and findings contained in the City Administrator's report accompanying this resolution, the City Council hereby finds and determines that it is in the best interests of the City to waive the City's competitive request for proposal/qualifications process for the purchase of recruitment and other professional services needed to accelerate the hiring and training of police recruits and so waives these requirements; and

FURTHER RESOLVED: That pursuant to City Charter section 808(a) and Ordinance No. 12389 and the findings contained in the City Administrator's report accompanying this resolution, the City Council hereby finds and determines that it is in the best interests of the City to waive the Local and Small Local Business purchasing requirements for the expenses for advertising, recruitment and ammunition.

FURTHER RESOLVED: That the City Administrator is hereby authorized to select vendors and award contracts for the purchase of: 1) ammunition in an estimated amount of Three Hundred Fifty Thousand(\$350,000.00), 2) firearms in an estimated amount of One Hundred and Fifty Six Thousand(\$150,000.00), 3) advertising services for recruitment in an estimated amount of One Million Five Hundred Thousand Dollars(\$1,500,000.00), and 4) travel services in an estimated amount of One Hundred Thirty Eight Thousand Four Hundred Sixty Four(\$138,464.00) without return to Council; and

FURTHER RESOLVED: That the City Administrator is hereby authorized to select and award contracts for the purchase of: 1) recruitment services in an estimated amount of Sixty Two Thousand Three Hundred and Thirteen (\$_62,313), and other professional services needed to expedite the hiring and training of police recruits in an estimated amount of Five Million Six Hundred Forty Two Thousand Five Hundred Sixty Two (\$5,642,562.00) without return to Council; and

FURTHER RESOLVED: That contractors will be required to comply with all other purchasing programs such as Local and Small Local Business, Living Wage, Equal Benefits, Prompt Payment, etc.; and

FURTHER RESOLVED: That the City Council hereby authorizes the City Administrator, or her designee, to execute any further documents necessary to implement this resolution; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to modify, extend, or amend said agreement, provided that no additional funds shall be allocated without prior Council approval.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 20__

PASSED BY THE FOLLOWING VOTE:

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

NOES -

ABSENT -

ABSTENTION -

ATTEST:

LATONDA SIMMONS
City Clerk and Clerk of the Council of
the City of Oakland, California