

CITY OF OAKLAND

AGENDA REPORT

OFFICE OF THE CITY ADMINISTRATOR
CITY OF OAKLAND

2007 MAR 27 PM 2:06

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Finance and Management Agency/Oakland Police Department
DATE: March 27, 2007

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

SUMMARY

As requested by the City Council, contained in this monthly status report is information on activities surrounding the City's accelerated police recruitment, hiring and training efforts for the months of January and February 2007. This report will summarize strategies being pursued by staff to enhance the recruitment efforts for police officers, and report on recruiting activities.

FISCAL IMPACT

The total recruiting expenditures paid as of February 28, 2007, is \$1,299,534.

BACKGROUND

The Office of Personnel Resource Management (OPRM) of the Finance and Management Agency, and the Oakland Police Department (OPD) are jointly responsible for the recruitment of police officers pursuant to the terms of the Measure Y initiative and the direction of the City Administrator.

KEY ISSUES AND IMPACTS

While the City continues to receive robust monthly candidate applications (as a result of staff's recruitment efforts) and fill police academies, the goal of achieving the authorized strength of 803 sworn officers has been complicated by attrition. As a result of service retirements, the rate of attrition is occurring (as predicted) at about four (4) per month; additionally, disability retirements have significantly contributed to the depletion in sworn strength. In FY 05-06, 49 police officers accepted disability retirements. Currently, OPRM has 15 police disability retirement applications pending, and predicts an additional 40-50 disability retirements may occur by the end of FY 06-07.

In FY 05-06, attrition resulting from officers leaving for other police agencies totaled 15 (nine in 2005, and six in 2006), which appears to be consistent with law enforcement standards. However, when coupled with predicted attrition, rapid progress toward the goal of achieving full authorized strength of 803 was seriously impacted. For this reason the Chief of Police, his staff, and OPRM recruitment staff have spent significant time assessing all opportunities to retain, increase, and sustain the number of sworn police officers.

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A summary of the 2006 results is included as Attachment A of this report for your reference.

Recruitment Metrics for January-February 2007

Background Processing January-February 2007

Applicants submitting Personal History Questionnaire's for 161 st (started 2/26/07)	162
Background Completed	75
Conditional Job Offers (CJOs) extended for 161 st	30
CJOs accepted for 161 st Recruit Academy	30
Cleared for the 161 st Recruit Academy	29

From the 162nd Academy January - February 2007

Applicants submitting Personal History Questionnaires for 162 (starting 7/9/2007)	138
Backgrounds Completed as of 2/28/07	48
Conditional Job Offers for 162 nd	0

OPD Staffing Status as of February 2007

Classification	Authorized	Filled	+/-
Chief	1	1	-
Deputy Chief	3	3	-
Captain	10	10	-
Lieutenant	26	26	-
Sergeant	136	135	-1
Police Officer	628	545	-83
TOTALS	803	720	-84

Police Officer Trainee (POT) hires as of 12/31/06	67
Laterals hired as of 12/31/06	3
Lateral hires since 12/31/06	1
Total hired under program to date	72

Candidate Source Summary

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

January - February	Total
Internet	
Total responding	1735
City site	554
OPD site	948
All other sites combined	233
Print media (all)	512
Referrals	
Total # referrals (all sources)	950
Official Referral Program (launched May, 2006)	
Sworn	62
Civilian	4
Paid out	1
Radio	62
TV (cable & KTVU)	280

OPDJOBS.com Website Activity through February, 2007

Total Hits	1,577,888
Avg. visits to site in January'07	4,183
Avg. visits to site in February'07	3,742

Overall Staffing Perspective

Over the past two months staff continued to examine current data and trends in an effort to better determine a realistic projection as to when full authorized strength can be attained. During this examination, both the recruitment and retention of officers was scrutinized. Staff analyzed the recruitment/selection process, as well as the potential for retention of existing officers beyond retirement projections. These two elements are addressed separately below.

Recruitment Activities

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

- **Integrate website homepages** – OPDJOBS.com has continued to yield a significant percent of candidates. Upon examination it was determined that there is an apparent technical disconnect between the OPDJOBS.com site and that of the Oakland Police Department site. Work is underway to integrate the sites and eliminate issues identified by candidates as

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- confusing. The integrated site will adopt the look and user friendly feel of OPDJOB.com, and to the candidate will appear as a seamless whole. Department pages will not be impacted.
- **Maximize awareness** – Last summer a major marketing strategy was launched and yielded the desired candidates needed. Carefully selected outreach is needed to energize awareness of our recruiting effort. Two major undertakings are being launched – signage at the Oracle Arena and selective mall advertising. Both endeavors, along with continued participation in job fairs, and increased participation at schools (as previously reported), are expected to maximize awareness of employment opportunities. If additional funding can be identified to once again market the *Justice Pays* (AC Transit bus tails and Bart station platform) ad campaign, staff has two different, new *tag lines* which would further publicize the message and enhance the marketing campaign.
 - **Pre-academy physical fitness enrichment** – Development of a pre-academy physical fitness program is near completion. A former female police officer is actively working with staff to provide a *drop-in* fitness program for potential candidates. This program, along with the efforts taking place at Merritt College, will assist to increase candidate yield by demonstrating OPD's commitment to candidates, while also decreasing academy failure due to fitness issues.
 - **Emphasize referral program** – Industry wide metrics establish that employees are one of the best sources for referral of qualified employment candidates. The employee referral program continues to yield solid results. To date, 66 individuals have been referred by current employees.
 - **Grow the Cadet Program** – Two testing sessions to fill vacancies in the Cadet Program were held in January (results were not available as of the printing of this report). This project is seen as a long-term strategy to sustain authorized strength by creating a viable feeder for future POTs. Cadets provide valuable services at the Police Department while gaining awareness of what police work requires, and becoming highly successful POTs for the Department.
 - **OPD Internship Program** – The Police Department is working to develop an Internship Program designed to introduce high school and college students to the discipline of policing. City of Oakland residents and the family members of those who work in fields related to public safety are the primary focus group of the Program. Educational and training opportunities to learn the various functions conducted within the Police Department are being developed in several Department Divisions. During summer months, high school students will be allowed to participate for a maximum of 30 hours per week; college students are allowed 37.5 hours per week. Only 4 hours a day will be permitted for all interns during the school year.

Each of the six strategies identified above will incrementally contribute to an overall increase in the yield from current recruiting efforts. Staff will continue to work closely together to support the success of candidates throughout the selection process and continue to differentiate Oakland from other agencies by emphasizing a commitment to candidate success.

Officer Retention

Candid assessment of the initial projections for attaining full strength resulted in a modification to the projections for when OPD will attain full authorized force. While OPD continues to

experience normal attrition (i.e., consistent with other jurisdictions), baby-boomer related retirements (service and disability) are dramatically impacting sworn retirement projections. With this in mind, consideration was given to steps that could be taken to delay or possibly minimize retirement related attrition. While many tactics were identified and explored, the 3% at 50 retirement formula for sworn personnel has resulted in a statewide crisis that compromises the ability to significantly change this reality. Accordingly, staff will continue to focus on recruiting POTs, and increasing communication with current officers to emphasize the employee referral program, which provides monetary incentives to sworn staff who refer new candidates. As many OPD officers represent multiple generations in law enforcement, staff continues to place high value on making these valued recruitment connections.

Academy Metrics:

- 156th Academy graduated 16 trainees on June 2, 2006.
- 157th Academy graduated 16 trainees on August 11, 2006.
- 158th Academy graduated 26 trainees on November 17, 2006.
- 7th Lateral Transitional Course graduated three (3) officers on September 29, 2006.
- 159th Academy started September 11, 2007 with 45 trainees; 31 graduated February 9, 2007.
- 160th Academy started December 11, 2006 with 40 trainees (37 POT, 3 Rangers) and is scheduled to graduate May 25, 2007. As of December 29th 38 trainees (29 POT, 2 Rangers) are in this academy.
- 161st Academy started February 26, 2007 with 30 trainees scheduled for graduation on August 10, 2007.
- 162nd Academy dates projected at July 9, 2007, graduating December 28, 2007.
- 163rd Academy, 164th Academy, and 165th Academy are anticipated; dates will be established pending funding determination.

PROGRAM DESCRIPTION

As implemented by OPRM and OPD, the intensified recruiting program addresses both the 3% at 50 retirements of the baby boomer generation and the Measure Y increase in authorized sworn strength. The program goal remains to expedite the hiring process for qualified candidates to become Oakland Police Officers in order to achieve full strength as rapidly as possible.

SUSTAINABLE OPPORTUNITIES

Economic: Attaining full staffing along with long-range planning may provide a more balanced equation for budget projections and decreased disruption in services to the community. Certainly full staffing will provide the Chief of Police with the opportunity to allocate resources consistent with legislative, contractual and crime driven needs.

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 serious consideration be given by Council to the pending requests for the upcoming budget cycle in relation to continued efforts of recruiting and hiring additional police officers, as presented in both the OPRM/Finance and Management Agency Budget and the Oakland Police Agency Budget.

Additionally, it was Council's directive that this report come forward on a monthly basis for a period of one year in order to maintain awareness of Measure Y efforts. With the conclusion of the one year period, Council's directive has been fulfilled and staff recommends that this report transition to a semi-annual reporting period. Maintenance of the monthly reporting cycle is very labor intensive and diminishes staff's ability to focus on the task of achieving full authorized strength. It is also recommended that the next report come forward July 2007.

ACTION REQUESTED OF THE CITY COUNCIL

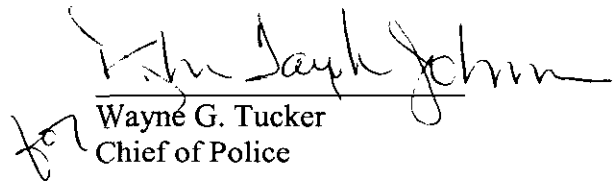
This is an informational report. Staff recommends that Council consider the budget request for the upcoming budget cycle.



William E. Noland, Director
Finance & Management Agency

Prepared by:
Marcia L. Meyers, Director
Office of Personnel Resource Management
Finance & Management Agency

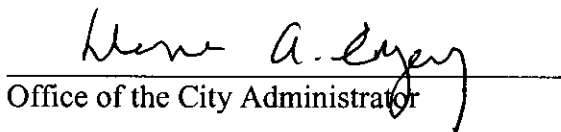
Respectfully submitted,



Wayne G. Tucker
Chief of Police

Prepared by:
Debra Taylor Johnson
Director of Administration
Oakland Police Department

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

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Police Officer Trainee - Funnel Report

ATTACHMENT A

Month	Candidates Applied	Percent Show Rate	Oakland Residents	Written Test/ Passed		Invited to Oral	Oral Board Attended/ Passed		Invited to PAT	P.A.T Attended/ Passed	
<i>January-06</i>	542	100%*	98	542	326	326	274	196	196	196	94
<i>March-06</i>	392	64%	35	251	160	160	133	87	87	87	62
<i>April-06</i>	437	61.30%	32	268	176	176	141	114	114	88	76
<i>May-06</i>	728	51.80%	62	377	237	237	198	146	146	120	113
<i>June-06</i>	534	64.60%	51	345	193	193	153	114	114	100	95
<i>July-06</i>	518	54.10%	57	280	156	156	134	99	99	80	74
<i>August-06</i>	790	52.80%	89	417	253	253	211	164	164	127	114
<i>August-06</i>	136	51.47%	9	70	53	61	53	32	74*	42	38
<i>September-06</i>	453	50.33%	39	228	132	153*	124	83	83	53	53
<i>October-06</i>	724	57.32%	103	415	220	220	183	127	137	106*	101
<i>November-06</i>	419	59.66%	39	250	144	154	121*	72	95	95*	65
<i>December-06</i>	413	44.06%	30	182	246	159	168	83	93*	70	68
<i>January-07</i>	351	69.80%	43	241	155	152	121	82	82		
<i>February-07</i>	283	64.66%	27	183	128	169*					
Total	6720	53.28%	687	3866	2050	1936	1893	1399	1235	963	953

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)