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# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Anne E. Kirkpatrick  
Chief of Police

**SUBJECT:** Oakland Police Department Hiring  
Changes – Supplemental Report

**DATE:** June 19, 2018

City Administrator Approval

Date:

6/21/18

## RECOMMENDATION

Staff Recommends That The City Council Receive A Supplemental Informational Report Regarding Whether The Police Recruiting And Hiring Changes Proposed In Prior Recommendations Have Been Implemented.

## REASON FOR SUPPLEMENTAL

On June 18, 2018, Council Member Brooks expressed an interest in receiving updates on the recommendations provided by the Ad Hoc Working Group on Police Recruitment. **Attachment A** is the September 28, 2016 Oakland Police Department (OPD) response to the Ad Hoc Working Group on Police Recruitment Final Report.

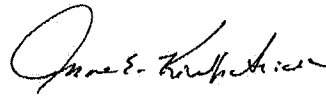
Item: \_\_\_\_\_  
Public Safety Committee  
June 26, 2018

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Receive A Supplemental Informational Report Regarding the Oakland Police Department's (OPD) Ongoing Recruitment and Hiring Policies.

For questions regarding this report, please contact Timothy Birch, Police Services Manager I, Office of the Chief of Police, Training Division, Research and Planning, at (510) 238-6443.

Respectfully submitted,



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Anne Kirkpatrick  
Chief of Police  
Oakland Police Department

Prepared by:  
Timothy Birch, Police Services Manager I  
OPD, Research and Planning

Attachments (1):

***A - September 28, 2016 Agenda Report: OPD Response to the Ad Hoc Working Group on Police Recruitment Final Report.***



# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** David Downing  
Assistant Chief of Police

**SUBJECT:** OPD Response to Ad Hoc Working  
Group on Police Recruitment Final  
Report

**DATE:** September 28, 2016

City Administrator Approval

Date:

10-13-16

## RECOMMENDATION

**Staff Recommends That The Public Safety Committee Accept This Informational Report Regarding The Oakland Police Department's (OPD) Response To The Ad Hoc Working Group on Police Recruitment Final Report.**

## EXECUTIVE SUMMARY

The Ad Hoc Working Group on Police Recruitment presented their final report to the Public Safety Committee on September 13, 2016. The report contains many recommendations for how OPD can better attract and recruit people from diverse backgrounds that represent the Oakland community. The Committee requested that OPD provide a response to these recommendations in a supplemental report. This report includes a projected budget and timeline to implement these recommendations.

## BACKGROUND / LEGISLATIVE HISTORY

In April 2015, the Oakland City Council adopted Resolution No. 85540 C.M.S., which created a temporary Ad Hoc Working Group on Police Recruitment (Ad Hoc Working Group). The Ad Hoc Working Group was charged with the following:

1. Evaluate gaps in yielding Oakland residents and applicants of color in OPD's current recruitment efforts.
2. Develop strategies for recruitment of a more equitable and Oakland-based police force.
3. Brainstorm a list of places where OPD can share academy information, offer recruiting workshops, or post job opportunities.
4. Identify external issues that hinder Oakland residents and people of color from applying to OPD.
5. Suggest ways in which OPD can build relationships with institutions that can recommend the Oakland Police Academy to students or job seekers, as well as to develop a list of potential partners institutions.

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October 25, 2016

6. Evaluate economic and non-economic incentives to recruit and retain residency of OPD officers in Oakland.
7. Evaluate ways of expanding partnerships with Merritt College to strengthen the pipeline of Oakland residents to OPD Police Academies.
8. Explore requirements for Oakland police officers to live within a reasonable driving distance from Oakland to ensure rapid response times in emergency situations.
9. Conduct community-based outreach to gather input from the community at large.
10. Explore related discussions.

The Ad Hoc Working Group met several times in publicly noticed meetings to discuss these focus areas. Chantal Cotton Gaines from the City Administrator's Office provided staff support to the Ad Hoc Working Group.

### **ANALYSIS AND POLICY ALTERNATIVES**

"Ad Hoc Working Group Final Report Recommendations – OPD Implementation Plans" (**Attachment A**) provides OPD's response to the Ad Hoc Working Group on Police Recruitment Final Report. The response includes:

1. Adoption (whether OPD has already adopted the recommendation, is in the process of adopting the recommendation, or intends to adopt the recommendation);
2. Projected budget to implement the recommendation;
3. Timeline for implementing the recommendation; and
4. OPD's rationale for its response.

### **FISCAL IMPACT**

Several of the recommendations in **Attachment A** list an estimated budget for implementation. None of these funding amounts exist within OPD or the Department of Human Resources Management's (DHRM) current Fiscal Year 2016-17 budgets. OPD and DHRM would need to identify new funding sources to implement these items with identified costs. Neither OPD nor DHRM are requesting additional funds in this report; however, the upcoming Fiscal Year (FY) 2017-19 budget development process may offer an opportunity to consider additional funding for some of the recommendations which would require additional funding.

### **PUBLIC OUTREACH / INTEREST**

This report contains information of public interest as it relates to OPD efforts to recruit a diverse group of applicants and increase the number of applicants from within the Oakland community. Increased diversity will better represent the Oakland community and could help to improve police and community relations.

### **COORDINATION**

DHRM was consulted in the preparation of this report.

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**SUSTAINABLE OPPORTUNITIES**

**Economic:** There are no economic opportunities identified in this report.

**Environmental:** There are no environmental opportunities identified in this report.


**Social Equity:** This report outlines OPD efforts to ensure that underrepresented community groups are not disproportionately excluded from the OPD recruiting and hiring process.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Accept This Supplemental Informational Report Regarding Police Recruitment and Hiring Policies.

For questions regarding this report, please contact Drennon Lindsey, Captain of Police, OPD, Bureau of Services, Personnel and Training Division, at (510) 238-7182.

Respectfully submitted,



David Downing  
Assistant Chief of Police  
Oakland Police Department

Reviewed by:  
Drennon Lindsey, Captain  
OPD, Personnel Resources & Training Division

Kiona Suttle, Manager  
OPD, Personnel Section

Bruce Stoffmacher, Legislation Manager  
OPD, OCOP, Research and Planning

Prepared by:  
Antoné Hicks, Police Personnel Ops. Specialist  
OPD, Personnel Section

Attachments (1):

***Ad Hoc Working Group Final Report Recommendations – OPD Implementation Plans***

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## Ad Hoc Working Group Final Report Recommendations – OPD Implementation Plans

Recommendation	Adopt	Budget	Timeline	Rationale
<b>1 – Marketing Recommendations</b>				
<p><b>1.1. Budget for marketing and branding to expand advertising recruiting and awareness efforts.</b> 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.</p>	Yes	\$10-20K for initial annual billboard campaign. \$150 – 300k+ annually on-going.	Immediately upon funding	Marketing strategy to include but may not be limited to uniform message, billboards, print ads, social media, radio, television and recruiting events. Consulted with two local marketing companies.
<p><b>1.2. Create metrics to measure success of different marketing tactics and track the outcome of each marketing effort.</b> 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.</p>	Yes	N/A	Candidates are currently asked how they heard about the job during the application process. Additional tracking will be implemented immediately upon funding of marketing campaign (Rec. 1.1)	DHRM <sup>1</sup> currently tracks the number of applicants the City gets from each marketing source. Online marketing strategy will include digital marketing data.
<p><b>1.3. Develop a marketing sub-strategy that focuses on Oakland youth.</b> 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).</p>	Yes	N/A	In process.	Increased staffing of police officers in the Recruiting and Backgrounds Unit from four to eight. One of the officers is being designated as the youth specialist.

<sup>1</sup> DHRM=Department Human Resources Management

Recommendation	Adopt	Budget	Timeline	Rationale
<p><b>1.4. Advertise other types of OPD jobs for sworn staff.</b> 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.</p>	Yes	N/A	Immediately upon funding	This can be incorporated into overall marketing strategy.
<p><b>1.5. Offer housing incentives.</b> 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.</p>	No	N/A	N/A	No identified budget.
<b>2 – Outreach Recommendations</b>				
<p><b>2.1. Utilize youth, business, and community groups and organizations as networks to advertise these positions.</b> 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).</p>	Yes	N/A	In process	This is a current practice but additional staff assigned to Recruiting and Background Unit effective 17Sep16 will assist in expanding outreach. OPD also plans to expand outreach to area non-profits, the Community Police Advisory Board, Metro Chamber of Commerce, and other area chambers of commerce.

Recommendation	Adopt	Budget	Timeline	Rationale
<p><b>2.2. Attend Oakland job fairs.</b> 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.</p>	Yes	Current fiscal year budget \$20,000. Additional funding included in marketing costs.	In process	This is a current practice but additional funding will allow increased activity.
<p><b>2.3. Utilize online resources as much as possible.</b> The <a href="http://www.opdjobs.com">www.opdjobs.com</a> 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 (<a href="https://goo.gl/GwvebH">https://goo.gl/GwvebH</a>) 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 (<a href="https://www.phoenix.gov/police/Joinphxpd">https://www.phoenix.gov/police/Joinphxpd</a>) 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.</p>	Yes	N/A	On-going	Communications staff, in the Office of the Chief of Police (OCOP), are working to restructure the OPD jobs website. OPD will partner with the City Administrator's Office and the Information Technology Department to upgrade the OPD website.
<p><b>2.4. OPD should engage in an MOU with the Oakland Unified School District (OUSD)</b> 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.</p>	Yes	N/A	Ongoing	OPD and OUSD are beginning to discuss how best to coordinate activities.
<p><b>2.5. Consider increasing funding for the Oakland Police Activities League (PAL).</b> 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,</p>	No	To be determined (TBD)	TBD	PAL is a private, non-profit foundation; OPD does not directly fund PAL.



Recommendation	Adopt	Budget	Timeline	Rationale
which create this trust-building, positive environment.				
2.6. <b>Connect with JobCorps on Treasure Island as an outreach opportunity.</b> Their "job-track" students are good candidates and are often sent to San Francisco jobs although many of the youth are from Oakland.	Yes	N/A	30-60 days	OPD is working on establishing a relationship – the JobCorps staff contact has been unavailable until end of September.
2.7. <b>Reach out to high school students in ROTC;</b> such students may already have an interest in some sort of law enforcement career.	Yes	N/A	In process.	Increased staffing of police officers in the Recruiting and Backgrounds Unit from four to eight; one of the officers is being designated as the youth specialist. OPD is working with Skyline High School (ROTC) to calendar outreach events. OPD is also hoping to work with the Oakland Military Institute.
2.8. <b>Find out which colleges that Oakland students typically attend and build connections with those schools</b> to encourage Oakland youth to consider coming back to Oakland as officers. To do this, relationships should be built with local alumni panels.	Yes	N/A	In process.	Currently working with all Peralta Community Colleges and University of California, Berkeley. Increased staffing of police officers in the Recruiting and Backgrounds Unit from four to eight.
2.9. <b>Emphasize honesty as part of outreach.</b> 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."	Yes	N/A	Can include in marketing campaign Rec. 1.1); OPD recruiting personnel do dispel myths about policing and emphasize the need for community orientation.	This recommendation can be incorporated into overall marketing strategy.

Recommendation	Adopt	Budget	Timeline	Rationale
<p><b>2.10. Create an Interest-Tracking Log or Pipeline to track the success of the outreach at different community events.</b> 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.</p>	Yes	N/A	Implemented	Currently tracked by DHRM (part of Recommendation 1.2).
<p><b>2.11. Measure which community events actually lead to the most POTs.</b> 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 very 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 jobseeking 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.</p>	Yes	N/A	Implemented	Information added to 30 Day Monthly Staffing Report.

<b>Recommendation</b>	<b>Adopt</b>	<b>Budget</b>	<b>Timeline</b>	<b>Rationale</b>
<b>2.12. Amending the Purchasing Process only related to Recruitments.</b> 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.	Yes		Implemented	A credit card has recently been assigned to the Recruiting Unit with a maximum spending limit of \$2,500.
<b>3 – Community-Oriented Policing as Outreach</b>				
<b>3.1. Use existing personnel and volunteers to market good things about the department</b> 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.	Yes	\$250	30-60 days	Implemented
<b>3.2. Make recruiting part of everyday interactions with the public</b> (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.	Yes	N/A	Implemented	All sworn and professional staff receives ongoing training that speaks to community engagement. All staff is encouraged to maintain and build positive police-community relationships.
<b>3.3. Conduct a customer service survey for youth and another for adults on a bi-annual basis</b> 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.	Yes	TBD	TBD	OPD needs additional time to research. Goldman does not provide this service. OPD will identify provider and associated costs.
<b>Phase Two: The Hiring and Background Process:</b>				
<b>4 – Application Process</b>				
<b>4.1. Add a question to the supplemental questionnaire about residency</b> 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.	Yes	N/A	Implemented	Already implemented

Recommendation	Adopt	Budget	Timeline	Rationale
<b>5 – Local Hire Policy</b>				
5.1. <b>Track Oakland residents in the process.</b> 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.	Yes	N/A	Implemented.	Oakland applicants are currently tracked during the entire process.
5.2. <b>Track people with connections to Oakland (grew up, family, religion or regular practice, etc.).</b> 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.	No	N/A	N/A	No definitive tracking identifiers. This will be done by DHRM.
5.3. <b>Track current city employees in process.</b> 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.	Yes	N/A	N/A	Already implemented. This is being done by DHRM.
<b>6 – User Friendliness of Website</b>				
6.1. <b>Ensure that the application process is user friendly for applicants.</b> 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.	Yes	N/A	Oct16-Mar17	Spread out over two recruitment groups to test and then revise per feedback. This will be performed by DHRM.
<b>7 – Software System Update and Staff</b>				
7.1. <b>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.</b> 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.	Yes	\$66,000	TBD	Implementation of tracking databases including Performance Reporting Information & Metrics Environment (PRIME), Manage Employee Training Records (METR) application and Law Enforcement Field Training Application (LEFTA) systems will assist with tracking.
7.2. <b>Examine administrative staff capacity related to recruitment data tracking and analysis to assess whether additional staff could improve recruitment outcomes.</b>	Yes	\$105,000	Immediately upon approval.	Need Program Analyst I assigned to Recruiting and Backgrounds to assume

Recommendation	Adopt	Budget	Timeline	Rationale
				responsibility of this task.
7.3. <b>Examine administrative staff capacity for doing OPD recruitments.</b> Evaluate how the process timing is impacted by the number of existing staff. Many initiatives in this report will be difficult to implement with only the existing staff levels.	Yes	N/A	Implemented.	Increased staffing of police officers in the Recruiting and Backgrounds Unit from four to eight.
7.4. <b>Evaluate and assess the sworn / non-sworn assignments in recruiting and background within OPD.</b> Assess which duties need to be done by sworn personnel for the process versus which duties can be done by civilian personnel.	Yes	\$227,000	Six to eight month recruiting and hiring process beginning upon funding.	A Program Analyst I can perform the duties of a Recruiting Coordinator. Administrative Analyst II can produce reports and maintain tracking systems.
7.5. <b>Evaluate the idea of Human Resources decentralization for officer recruitments.</b> This means consider the possibility of the Human Resources staff related to OPD being within OPD instead of DHRM.	TBD	TBD	TBD	HRM and OPD can evaluate this recommendation, but DHRM does not recommend it for the preservation of objectivity and testing security.
<b>8 – Written Exam, Testing, and Interviews</b>				
8.1. <b>Using a New Written Exam:</b> As referenced in the series of African American Recruitment staff reports that went to Public Safety Committee in 2015 and 2016, it could be useful to have a new test in Oakland to better meet current policing needs. Most police departments have not updated their hiring processes over the past 50 years although society has greatly changed in that time (Wilson, 2014). The Ad Hoc Working Group supports the decision for OPD to use the FrontLine National Video Testing System (Frontline) test.	Yes	Minimal (less than \$10,000)	Nov-16	DHRM is currently managing the project of transitioning to the new test.
8.2. <b>Consider using a condensed testing process for out-of-state applicants</b> (especially those from Oakland or the Bay Area that went away for school, etc.). This condensed process could mean that candidates who travel from afar for the testing process could do multiple tests in a 1-2 day period. This could be called an "Accelerated Testing" process that is offered 1-2 times per year to accommodate candidates interested in coming back to Oakland.	Yes	N/A	March 2017	Agreement is to consider this option and to come back with results of analysis after implementation of Front-Line written exam.

Recommendation	Adopt	Budget	Timeline	Rationale
<p>8.3. In the oral interview process, update the questions to reflect City and department priorities. For example, in asking about deadly force, also consider questions which go deeper about use of force, such as asking the candidate to articulate or understand the impacts to themselves, their family, the victim's family, and the community as a whole. Ask 'why Oakland?' Make sure the questions are relevant to their future work here in Oakland.</p>	Yes	N/A	Completed	Updated questions to include interest in Oakland and Procedural Justice principles. (Voice, Neutrality, Respectful Treatment & Trustworthiness)
<p>8.4. Consider a different interview process to accommodate Millennials: According to the U.S. Bureau of Labor Statistics, as of February 2015, about 55 million "Millennials," (16-34 year-olds) form the largest share of the U.S. civilian workforce. The remainder of the workforce includes about 53 million 35-50 year-olds ("Generation X"), and about 44 million 51-70 year olds ("Baby Boomers"). The remainder, about 4 to 5 million, are of the "traditionalist" generation—those still in the workforce who are 71 years of age and older. In other words, Millennials are a large share of the current workforce; by 2020, Millennials will be roughly 50 percent of the workforce; and by 2030, Millennials will be 75 percent of the global workforce (Bureau of Labor Statistics, 2015).</p>	TBD	TBD	TBD	DHRM and OPD would need a better understanding of, what this item means and what the perceived barrier this item is meant address before taking any action.
<p>8.5. Consider using role play interviews instead of the ordinary interview process. Using more innovative ideas for interviews will help the department stay fresh. It will also give more insight into the applicant's thinking and behavior than a standard interview could.</p>	Yes	N/A	Mar-17	Agreement is to consider this option and to come back with results of analysis after implementation of NTN written.
<p>8.6. Consider electronic interview methods such as Skype. If this is considered, OPD should be given up-to-date equipment to accommodate for this instead of it being one-off in random places that may not be the most accommodating for video-conferencing.</p>	Yes	N/A	Mar-17	Agreement is to consider this option and to come back with results of analysis after implementation of Front-Line written exam.
<i>9 – Background Process</i>				
<p>9.1. Examine the Concerns Expressed by Councilmember Kaplan: Councilmember Kaplan submitted a list of concerns to the Ad Hoc Working Group and subsequently to the City Council Public Safety Committee. Staff responded to the list of concerns at the Ad Hoc Working Group level (see Appendix 2). In further discussion of these items with the Councilmember at one of the Ad Hoc Working Group meetings, the Ad Hoc Working Group concluded that further review outside of this short-term Ad Hoc</p>	Yes	N/A	Implemented.	Supplemental agenda report requested to address Councilmember Kaplan's concerns - 25 Oct 16 PSC.

Recommendation	Adopt	Budget	Timeline	Rationale
Working Group should be conducted to ensure that these things are in fact not occurring. That review goes beyond the work of the Ad Hoc Working Group.				
<p><b>9.2. Thoroughly review each part of the background process with data to understand each part and opportunities for improvement.</b> It is unclear to the Ad Hoc Working Group at this time all of the backgrounding details in order to make specific recommendations. Thus, the Ad Hoc Working Group recommends that the City Council and Administration review the entire backgrounding process step-by-step to look for improvement opportunities. The existing processes which govern how OPD conducts background investigations are from the California Peace Officers Standards. These standards which guide law enforcement agencies are specific about how to conduct a background investigation. The POST Background Investigation Manual can be found online at: <a href="http://lib.post.ca.gov/Publications/bi.pdf">http://lib.post.ca.gov/Publications/bi.pdf</a>.</p>	Yes	N/A	In process.	Audit currently being conducted by OPD Office of Inspector General (OIG).
<p><b>9.3. Review how background investigators are chosen.</b> It is important to know that they are trained in the current department values and that they are regularly refreshed on them. There are existing processes in place for Background Investigator selection and for Background Investigator training. The City should review to see if there are any opportunities for improvement.</p>	Yes	N/A	In process	Reviewing process for possible improvements.
<p><b>9.4. Ensure that someone higher up within the department reviews the background reports.</b> The Ad Hoc Working Group believes that this currently happens, but it would be good to verify that it is an actual policy and not just work being done by personal initiative of good staff. A request was made by the Division Commander for additional staffing for background investigations, recruitment, and workshops (mentoring) as well as a request for more administrative staff (Administrative Analyst II and Program Analyst/Recruit Coordinator) to assist with the administrative workload and recruitment.</p>	Yes	N/A	Implemented.	Implemented a policy that includes a review process that includes the Recruiting and Backgrounds Unit supervisor, personnel manager and division commander.
10 – Partner with Peralta Community College District				

Recommendation	Adopt	Budget	Timeline	Rationale
<p>10.1. <b>Expand the current program through funding a second cohort each year.</b> Currently, the program supports the completion of one cohort of participants each year. If the City funded a second cohort, more people would be able to learn and be prepared for the OPD academy. It will be important for the City to align new academy timing, if possible, with this program schedule in order to keep these trained people from completing this program then joining other academies in the region.</p>	Yes	TBD	TBD	Need additional time to explore expansion options.
<p>10.2. <b>Develop a process or agreement between the City and Peralta which would state that students that complete the Peralta Administration of Justice Program will be advanced in the Oakland hiring process, either as pre-screened applicants straight to or through exams, or straight to the background process.</b> In order to accomplish this, the City could work with Peralta to get Merritt College to be an accredited POST testing site so that the written and PAT can be administered at the end of the Administration of Justice Pre-Academy Program. The City should discuss the details and possibilities for this with Peralta, especially with Margaret Dixon. Such a partnership could increase student interest and excitement for the program and efficiently get them into OPD as opposed to other police departments in the region.</p>	Yes	TBD	TBD	Need additional time to explore and present strategy.
<b>Phase Three: The Academy Process:</b>				
<i>11 – Academy Recommendations</i>				
<p>11.1. <b>Evaluate where people often fail or drop out of the academy</b> and determine ways to increase training or clarify requirements for those portions of the academy in order to ensure participant success. If there are known areas of the academy when people usually fail, find ways to prepare candidates for that portion of the academy sooner in the hiring process. Such planning and training can help candidates prepare for the actual task.</p>	Yes	N/A	Completed.	This is already being done in the Basic Academy for every recruit.
<p>11.2. <b>Reduce military combat photos used in active-shooter training or other simulations</b> (source: <a href="http://goo.gl/g5ostp">http://goo.gl/g5ostp</a>) and replace them with photos that more accurately depict modern active shooter scenarios. In today's world, many active shooter scenarios look different than military combat. Officers should be prepared for the environment they will actually work within, should such a terrible circumstance occur.</p>	Yes	N/A	N/A	Implemented. OPD is not using combat photos during training.



Recommendation	Adopt	Budget	Timeline	Rationale
<b>11.3. Include community volunteers in scenario-based instruction</b> and find a way to allow residents to share their experiences with officers as part of the training (source: <a href="http://goo.gl/g5ostp">http://goo.gl/g5ostp</a> ).	Yes	N/A	Completed.	This is already being done in the Basic Academy through the Community Policing / Cultural Diversity blocks of instruction.
<b>11.4. As much as possible, technical skills should be trained in the context of the department policies governing those skills</b> in order to ensure that POTs see the relevance of the material they learn in the academy (source: <a href="http://goo.gl/g5ostp">http://goo.gl/g5ostp</a> ).	Yes	N/A	In process.	This is already being done in the Basic Academy. OPD can review this further.
<b>11.5. Add cultural competency to the academy curriculum.</b> OPD can work with the Race and Equity Department to get more guidance on this.	Yes	N/A	Completed.	This is already being accomplished in the Basic Academy.
<b>11.6. Incorporate and infuse community-oriented policing</b> and other important tenants of 21 <sup>st</sup> Century policing throughout the whole academy process.	Yes	N/A	Completed.	This is already being accomplished in the Basic Academy.
<b>Phase Four: The Police Officer Trainee or Later as Officer:</b>				
<i>12 – General Recommendations</i>				
<b>12.1. Prepare, train, and refresh training for field training officers on how to be a field training officer.</b> Training should include lessons on how to be a coach, how to help others develop, teaching, and leadership. This is an important recommendation because once a POT gets through the academy; the quality of their field training experience determines their success in the department. Officers who quit during field training are usually officers of color or female officers.	Yes	N/A	In process.	Already in progress; OPD will evaluate further.
<b>12.2. The Department of Race and Equity should have the lead role to go beyond this report and work with OPD (sworn and civilians) to come up with measureable outcomes</b> by which OPD can be evaluated on an annual basis related to issues from subgroups within the dept. (e.g., women, LGBTQ, people of color, etc.). Compare the target outcomes with best practices from other cities (if available).	TBD	TBD	TBD	OPD is receptive to collaborating with the newly established Department of Race and Equity.
<b>12.3. Have established groups within OPD (like the Asian Officers Association) to report out on how the department is doing related to such measureable outcomes for their individual group.</b> These reports can go to the City Administration, the City Council, or some other entity at the City. This could be like the Human Rights Report where they grade the department on its efforts and success related to their groups.	TBD	TBD	TBD	OPD plans to collaborate with the newly established Department of Race and Equity and will discuss this recommendation with the Department.
<b>12.4. Review the process of how field training officers are selected.</b> Is there adequate diversity in the field training personnel? Does it reflect: Oakland	TBD	TBD	TBD	Will evaluate further, FTO Unit just joined the

Recommendation	Adopt	Budget	Timeline	Rationale
native/resident status, different minority groups, gender diversity, LGBTQ, etc.?				Training Section.
12.5. <b>Provide in-service training to reemphasize community-oriented policing, etc. tenets.</b> This could be combined with the existing ongoing procedural justice training.	Yes	N/A	Implemented.	OPD has implemented mandatory procedural justice training for all personnel.
12.6. <b>Factor community work into regular police evaluations</b> which will really help to remind officers that community-oriented policing is a top priority. This will help with future police recruiting.	Yes	N/A	Completed.	Officers are currently evaluated based on community policing performance objectives.
12.7. <b>Assign the topic of police recruitment to an existing community board or commission which focuses on police-related issues.</b> If the voters pass the Police Commission Initiative on the 2016 ballot, the subject of police recruitment and oversight of the implementation of the recommendations within this report should be assigned to that newly created body. It is important for the City Council to think about the ongoing dialogue related to police recruitment prior to the November election. This will ensure that the City is prepared to continue this work regardless of the outcome of the November election. It is important to have this conversation before the election instead of reacting after the election ends.	TBD	TBD	TBD	OPD will comply based on the direction received from stakeholders.
12.8. <b>Follow the Judge and Monitor's reports to see what their recommendations are related to police recruitment.</b> In the most recent Monitor's report, it was emphasized that OPD needs to evaluate hiring practices and to ask critical questions, perform analysis, and take appropriate action necessary to move the department forward. The Ad Hoc Working Group recommends that the City incorporate the Monitor's recommendations with the many recommendations included in this report.	Yes	Please refer to Item 7.2	Immediately upon approval.	Please refer to Item 7.2.