



**CITY OF COSTA MESA
HUMAN RESOURCES / RISK MANAGEMENT
INTEROFFICE MEMORANDUM**

TO: Thomas R. Hatch, CEO

FROM: Tamara S. Letourneau, Assistant CEO
Lance M. Nakamoto, Human Resources Manager

DATE: March 2, 2015

SUBJECT: Police Department Recruitment & Selection Update

At the February 3rd, 2015 City Council Meeting during Council Comments, a request was made of staff to provide information regarding the Police Department/Officer recruitment and selection process. In response to the request, this memo and accompanying attachment reflects the collaborative efforts of both the Police Department Training Bureau and Human Resources Division to effectively and efficiently address the ongoing recruitment of sworn police officers.

During the Spring of 2013, the Police Department and Human Resources staff met to discuss recruitment strategies regarding Police Department sworn recruitments. Specifically, strategies that could be performed above and beyond what was currently being implemented. Alternatives and recommendations were discussed, which would maximize City staff and resources to obtain viable candidates.

The following recommendations were made and subsequently implemented:

1. The recruitment for Academy Recruit/Graduate candidates was reinstated. Graduates need to have graduated within the last 12 months from a POST Certified Academy.
2. Targeted recruitment efforts at Camp Pendleton and other military institutions is ongoing.
3. Attendance at job fairs, public events and other law enforcement related organizations was recommended and implemented.

Job Fairs/Public Events attended to date:

- Vanguard University
- Monterey Community College / Police Academy
- Golden West Police Academy
- Hansen Dam Police Expo
- Hansen Dam Safety Expo
- 29 Palms Marine Corp job fair

- Miramar Base job fair
- Camp Pendleton job fairs
- OCSA for Independent candidates
- UCI Criminal Justice program classes
- CMPD Citizens' Academies
- CMPD Explorer Program and Youth Academy meetings
- CMPD 60th Anniversary event

Pending Job Fairs include:

- University of San Diego Job Fair
 - Vanguard University Career Fair
 - 29 Palms Career Fair
 - Lemoore Hire a Hero / Veteran Job Fair
4. A part-time Human Resources Analyst was hired during the fall of 2012 and in January 2013, solely dedicated to work exclusively on Police Officer recruitments. In addition to the entire Human Resources team who have made Police Officer recruitments a top priority in the division. As an example, at any given time there are four (4) sworn concurrent test cycles at various stages, this in addition to other civilian recruitments.
 5. A clerical employee from another City department was transferred from the City CEO's Office to the Police Department Training Bureau in June 2013. This position allowed the Police Training Assistant to focus on expeditiously processing candidates through the background process.
 6. Additional overtime was approved specifically for recruiting, testing and interviewing prospective candidates.
 7. The following social media and advertising has been done and continues to be done to recruit qualified candidates:
 - California Police Chief's Association
 - Peace Officer Research Association of CA
 - California Peace Officers' Association
 - California Reserve Peace Officers Association
 - CopsWest
 - Use & promote Twitter and Facebook
 - Governmentjobs.com
 - Numerous flyers sent to surrounding colleges
 - Online flyers to our listed entities
 - Flyers and advertisements with OC Training Managers Association (TMA) / LA County TMA / San Diego County TMA / Riverside County TMA / San Bernardino County TMA
 - Flyers routinely sent to California Background Investigators Association (CBIA)
 - Word of mouth by our current recruits and officers/employees
 - Created and use a department promotional video highlighting the necessary steps in the recruitment process

- Utilize the academy highlight reels as tools during recruitment events
 - Currently producing cardstock media flyers for posting at various locations i.e. Starbucks, OCC, etc...
8. Background Investigation Services – In late 2013, recognizing both the volume of pending backgrounds and an eventual long-term need for an additional background investigator, the City procured the services of a new background investigations firm. This new firm employed additional qualified investigators resulting in improved turnaround times for multiple backgrounds.
 9. “Compressed Testing” – This is a recruitment tool which expedites the process for those individuals that may be out of state, on a military leave or to competitively attract an academy attendee the City is in competition for. The goal is to complete as much testing in the shortest period of time. For example, the written test, physical agility and interview are scheduled for the same day. Based upon the results and the background of that candidate they may be moved up to the front of the line for the next phase of the process.
 10. Sergeant Jerry Hildeman has reported meeting a stated goal of hiring 20 new officers in 2014. The initial goal of hiring 3-5 recruits per academy class has been increased to 5 recruits per academy class. This is a result of obtaining a full complement of Field Training Officers. At the current pace of academy graduates, the City is in sync with the ability to train and integrate the new officers into the Field Training Officer (FTO) phase.
 11. Please note two (2) individuals originally applied for Police Reserve Officer; however, were eventually hired as Police Officers. The Training Sergeant has hired part-time employees as Police Aides taking the opportunity to develop, nurture and mentor these individuals as future officers/employees of the Police Department.

Staffing

Table 1 below shows the current staffing at the Police Department as of today.

Table 1: Current Police Department Staffing as of February 27, 2015

Category	Total As of Feb. 27th
Sworn Full-Time Officers	108
Class #214 - Recruits graduating March 24 th	4
Class #215 - Recruits graduating June 4 th	1
Class #216 – Recruits graduating August 27 th	4 (1 of 4 pending background)
Class #217 - Recruits graduating October 22 nd	6 (4 of the 6 are pending background)
Class #218 – Recruits graduating January 14 th	6 pending background
Academy Graduates Processing	2 pending background
Total Pending Graduation and FTO	131

Table 1 shows that including all of the current sworn staff, staffing field training and those in the academy and pre-academy there are 131 sworn staff as of today.

Figure 1 below shows the projected staffing levels in the Police Department from February 1, 2015 through November 1, 2016.

Figure 1: Police Department Staffing Projections from February 2015 to November 2016

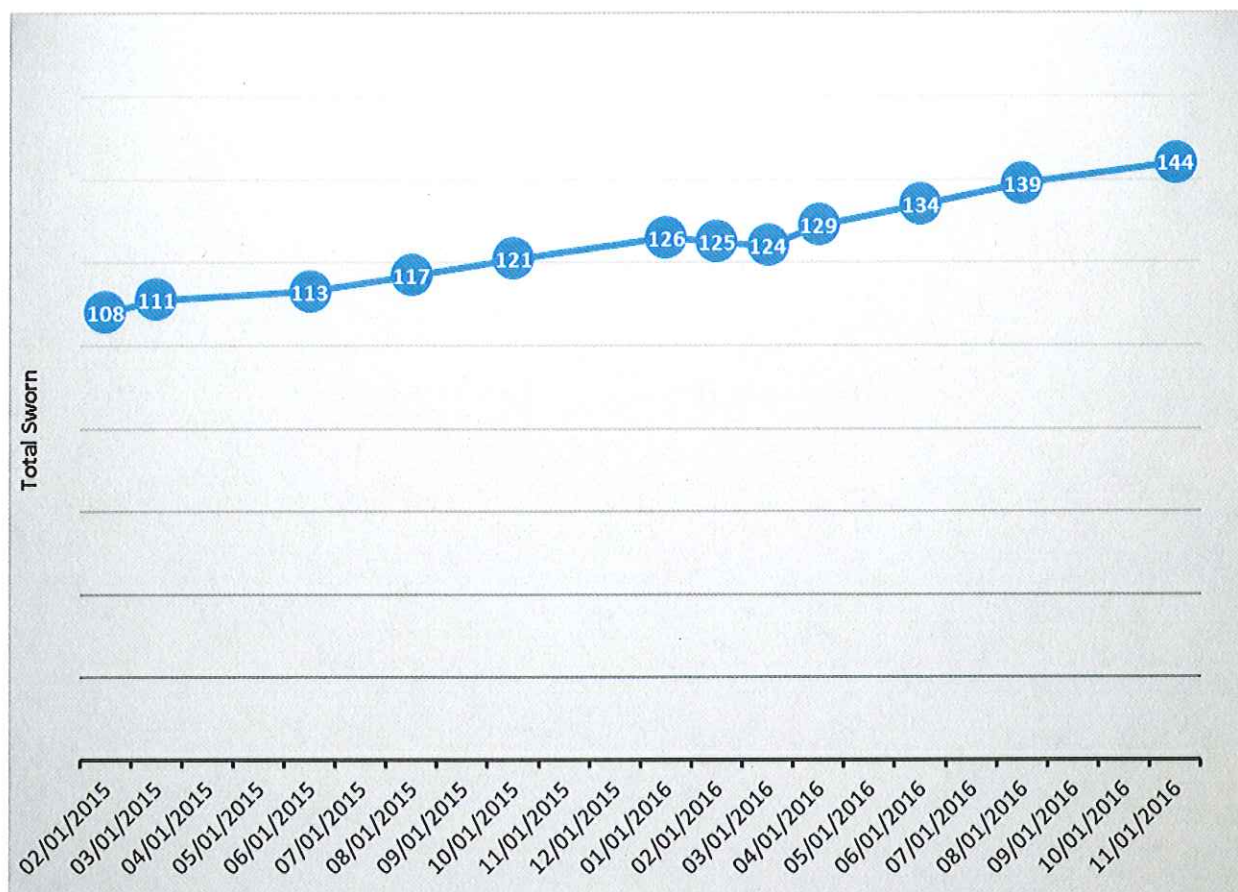


Figure 1 shows that there are a total of 108 sworn staff today and by approximately July 2016 the Police Department is expected to be at full staffing at the total of 136 sworn. There are several important items and/or assumptions to note that are reflected in this data. Those items are listed below:

- This figure assumes five (5) academy graduates per academy class.
- From February 2015 through November 2016 there are 17 officers who will reach retirement age. The Police Department is aware of four (4) pending retirements on this timeline. Two (2) during 2015 and two (2) in 2016.
- As of February 2015 there are 13 officers out with injuries.
- Figure 1 shows staffing in November 2016 at 144; however, there are vacancies that will occur that we are not aware of today.

- CMPD average attrition rate has been ten (10) per year. This includes retirements (service and industrial retirements), terminations and resignations.

In addition, the City has three (3) active Police Reserves working. At the date of this memo, there are three (3) Reserve candidates in background.

Conclusion

Recruiting for sworn officers has been and continues to be a top priority of both the Human Resources Division and the Police Department staff. We have developed a seamless and streamlined process to ensure that we are recruiting quality candidates as quickly as possible to fill the vacancies. We are continually evaluating our recruitment processes to ensure that we maintain this quality process.

Please let us know if you have any questions.

CC: Ron Lowenberg, Interim Police Chief
Rob Sharpnack, Police Captain
Mark Manley, Police Captain
Bryan Glass, Police Lieutenant
Jerry Hildeman, Police Sergeant
Kasama Lee, Principal HR Analyst
Sally Teramura, HR Analyst
Jody Gonzalez, Police Training Assistant