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City Manager's Office

Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Larry Esquivel

SUBJECT: POLICE SWORN STREET-READY
POSITION STATUS UPDATE

DATE: April 23, 2013

Approved

Date

4/23/13

INFORMATION

This memorandum is being submitted to provide information regarding the March 15, 2013, graduation of 43 police officer recruits from the San Jose Police Academy Class 18 and the Department's plans to address sworn attrition and recruitment moving forward in order to ensure all sworn positions achieve street-ready status.

Police Academy Class 18 is the first class to graduate since 2009. These 43 recruits came to us with exemplary attributes: more than 55% have college degrees, 30% speak a foreign language and 20% have military experience. These 43 recruits have moved to the Field Training Officer (FTO) Program, where they will spend 14 to 16 weeks training and preparing so they can competently function as street-ready solo beat officers. The Department anticipates these recruits will be released from the FTO Program in July 2013, bringing the projected number of street-ready officers to 1,019 (not including any sworn employees on disability leave), which represents 92% of the authorized strength of 1,109. The Department has ramped up recruiting efforts and continues to seek out and has been successful in attracting high caliber candidates. High standards are set for recruits and minimum qualifications have not been reduced. As such, the next Academy, Class 19, started on April 15, 2013, is expected to graduate in September 2013 and move to the FTO Program in October 2013. With 50 recruits starting in Academy Class 19, the Department expects approximately 41 will successfully complete the academy and FTO programs and be street-ready by January 2014. This would bring the estimated number of street-ready officers to 1,040 or 94% of the authorized staffing level, after factoring in future projected sworn attrition.

The Department has been working closely with the City Manager's Budget Office to project attrition and forecast hiring and training needs with the goal of filling all sworn and civilian vacancies and working towards sworn hiring ahead. On average the Department is receiving 1,600 applicants per academy and approximately 400 move to backgrounding. Filling sworn vacancies begins with recruiting and backgrounding (up to 28 weeks), followed by candidates going through a training academy (24 weeks) and FTO Program (14-16 weeks). From start to finish, this process can take up to 18 months. When projecting attrition, the Department analyzes historical and current resignation and retirement trends. Resignations began to increase in April 2011, when the

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City was considering laying off police officers. Since that time, the average number of resignations increased from less than one per month to more than six per month in 2012-2013. With the current higher attrition levels, recruiting and hiring efforts need to keep pace in order to meet the staffing demands. A separate memorandum will be distributed by the Human Resources Department with more information on city-wide hiring efforts, including sworn Police hiring.

The Police Department currently plans to conduct two police academies annually, in addition to hiring lateral positions from other jurisdictions and candidates that have completed an academy on their own. Based on current projected attrition levels, hiring, and academy/departamental training capacity, it is anticipated that it will take at least until Fall of 2014 for the Police Department to fill all of the 1,109 authorized sworn positions, with all sworn street-ready positions anticipated to be filled by Summer of 2015. It should be noted though, as always, there is uncertainty regarding attrition and hiring projections, and these timelines could be positively or negatively impacted.

The Department continues to monitor staffing levels and look for ways to improve hiring and recruiting efforts. In conjunction with the City Manager's Office, the Department will continue to update the City Council by providing information on staffing, overtime, and the current budget through the Bi-Monthly Financial Status Reports. In addition, the Police Department is currently assessing options to more quickly increase the number of street-ready officers by re-evaluating the current sworn recruiting and hiring process; exploring expanding the size and/or frequency of the academies; and reviewing sworn field training protocols. A report regarding the analysis of these options will be submitted through the 2013-2014 Manager's Budget Addenda process.

/s/
Larry Esquivel
Acting Chief of Police

For questions please contact Edgardo Garcia, Acting Assistant Chief, at (408) 277-4214.