



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Larry Esquivel

**SUBJECT: POLICE SWORN RECRUITMENT  
AND TRAINING ACCELERATION**

**DATE:** May 28, 2013

Approved

Date

5/28/13

As part of the 2013-2014 Mayor's March Budget Message as approved by the City Council, the City Council directed staff to report back on additional steps that can be taken to increase the rate of hiring and training of new police officers.

## RECOMMENDATION

Maintain two academies per year with the goal of maximizing each academy with 60 recruits and continue the Field Training Officer Program to ensure consistent training among all San José Police Department sworn staff. In addition, begin a Hire Ahead Program in 2014-2015 funded by 2012-2013 Police Department salary savings that will be brought forward as part of the 2012-2013 year-end clean-up process and 2013-2014 Rebudget/Clean-Up Manager's Budget Addendum.

## BACKGROUND AND ANALYSIS

### **Current Sworn Staffing Level**

Current sworn staffing is authorized at 1,109; however as of May 23, 2013, there are 1,071 sworn staff, which includes 45 officers in the Field Training Officer (FTO) Program and 46 cadets in the Academy; resulting in 980 street-ready sworn staff, or 88.3% of authorized levels. However, the number of street-ready sworn staff is further reduced due to staff on temporary disability and long-term leave. Currently, there are 41 sworn staff on disability, 24 on modified duty and 14 on other long-term leaves; bringing the level of officers available for full duty to 901 or 81.2% of authorized levels.

### **The Hiring & Training Process**

The San José Police Department has an exemplary hiring and training process that aims to create a professional, highly skilled workforce to protect and serve the citizens of San José. The goal is to get as many qualified candidates through the hiring process and in an academy

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as soon as possible to fill vacancies. The process spans approximately 18 months from initial candidate interest to realizing a fully trained, street-ready officer (recruiting and backgrounding up to 28 weeks, followed by candidates going through a training academy for 24 weeks, and finishing with the FTO Program for 15-17 weeks, including one week of Automated Field Reporting/Records Management System (AFR/RMS) training).

### ***Recruiting Efforts and Results***

The Police Department is actively recruiting new Police Officers on an ongoing basis and preparing for two recruit academies annually. Backgrounding is underway for the September 2013 Academy and current applications are in the process for the March 2014 Academy. The recruitment cycle includes recruiting, application, eligibility, and testing before proceeding to the background phase. As of May 16, 2013, which is approximately 60% of the way into the recruiting cycle, the Department has received 968 applications. Of these applicants, only 514 are still in the eligibility and testing process. The recruitment cycle for the March 2014 is expected to close on June 28, 2013, to allow time for the background process and hiring selection (Hiring Boards); applications received after this date will be processed for the following academy.

The Department has supplemented the academies by hiring laterals and direct entry candidates. Candidates are eligible to apply for direct entry if they have completed a Peace Officer Standards and Training (POST) certified academy or updated their POST certification within the last two years. Once hired, they enter a brief in-house training then immediately enter the FTO Program. The impact of lateral and direct-entry candidates is discussed later in this document.

The September 2012 recruiting cycle, which began in January 2012, produced only 842 total applications; however, this was the Department's first recruiting cycle after suspending the program for several years due to budget reductions. The recruiting period was shortened in an effort to place recruits in an academy as early as possible. As the Department continued to improve recruitment efforts, the next two cycles resulted in a larger applicant pool.

#### ***September 2012 Cycle:***

842 total applications ⇔ 579 qualified (68% of applicants) ⇔ 247 moved to background (42% of qualified applicants) ⇔ 104 to the Hiring Board (42% of those backgrounded) ⇔ 66 conditional offers (1 Lateral, 14 Direct Entry, 51 Recruits) (63% of applicants presented to the Hiring Board) ⇔ 61 accepted job offers ⇔ 43 graduated

#### ***April 2013 Cycle:***

1400 total applications ⇔ 698 qualified (50% of applicants) ⇔ 331 moved to backgrounds (47% of qualified applicants) ⇔ 100 to the Hiring Boards (30% of those backgrounded) ⇔ 57 conditional officers (57% of applicants presented to the Hiring Board) ⇔ 50 accepted job offers ⇔ 46 currently in the Academy

September 2013 Cycle:

1676 total applications ⇔ 984 qualified (58% of applicants) ⇔ 347 currently in backgrounds (35% of qualified applicants)

March 2014 Cycle:

968 total applications as of May 16, 2013

Typically, there is a relatively low percentage of positions offered compared to the number of police officer applications. As shown above, less than 5% of the applicants for the April 2013 Police Academy received and accepted job offers (50 out of 1,400 applicants). Applicants drop out of the various stages of the hiring process for a number of reasons: they do not meet the minimum requirements; they did not complete the required POST testing; they fail the oral exam; they are disqualified based on their Personal History Questionnaire (PHQ); or they did not show up for their scheduled interview. Based on the last three recruiting cycles, 50% to 68% of applicants were deemed qualified and moved forward in the process, including PHQ and oral exams; of which 35% to 47% moved on to the background phase.

The labor market is currently very competitive, as other law enforcement agencies are also recruiting for new officers. Compensation and benefit packages offered by other local law enforcement agencies, including signing bonuses, impact the Department's ability to attract and retain qualified candidates throughout the process. In 2012-2013 Department is budgeted for recruiting efforts in the amount of \$351,000, including non-personal and overtime expenses; and \$662,000 for backgrounds. The 2013-2014 Proposed Budget includes \$325,000 for additional recruiting and \$385,000 for additional backgrounds. This one-time funding will allow the Department to maximize the number and quality of recruits for the September 2013 and March 2014 Academies. The Department is currently working on an internet campaign that will improve the Department's recruiting website and reach out to social media connections.

***Attrition***

When projecting attrition, the Department analyzes resignation and retirement trends compared to the number of recruits to be hired. While retirements can easily be calculated and are expected, the increase trend in resignations was not predictable. Resignations began to increase in April 2011, when the 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. Beginning in 2011-2012, the number of non-retirement resignations has exceeded the number of retirements in a year, as illustrated in Chart 1 below.

Total 2012-2013 sworn attrition numbers, including retirements and resignations, reflect an average of 9 per month. Based on those eligible to retire and current resignation trends, 53 sworn staff are expected to retire or leave the Department by December 2013; an additional 43 through June 2014; and 48 through December 2014. In order get ahead of this trend, the City needs to either slow attrition and/or accelerate the hiring and training process.

**CHART 1: ATTRITION HISTORY**

Fiscal Year	Service Retirements	Disability Retirements	Training Resignation	Miscellaneous Resignations	Terminations	Deceased	Total
2002-2003	25	15	7	12	6	0	65
2003-2004	25	4	2	6	2	2	41
2004-2005	44	5	2	9	0	0	60
2005-2006	26	1	1	10	1	1	40
2006-2007	49	5	14	8	1	0	77
2007-2008	44	8	12	15	4	0	83
2008-2009	58	5	18	13	1	2	97
2009-2010	101	8	5	8	7	0	129
2010-2011 <sup>1</sup>	57	5	0	30	3	1	96
2011-2012	31	16	0	46	5	0	98
2012-2013 <sup>2</sup>	21	13	8	68	0	0	110

<sup>1</sup> Does not include the 65 officers laid off and 48 later reinstated.

<sup>2</sup> Data reflects actual attrition through May 21, 2013 and does not include 4 officers that were reinstated.

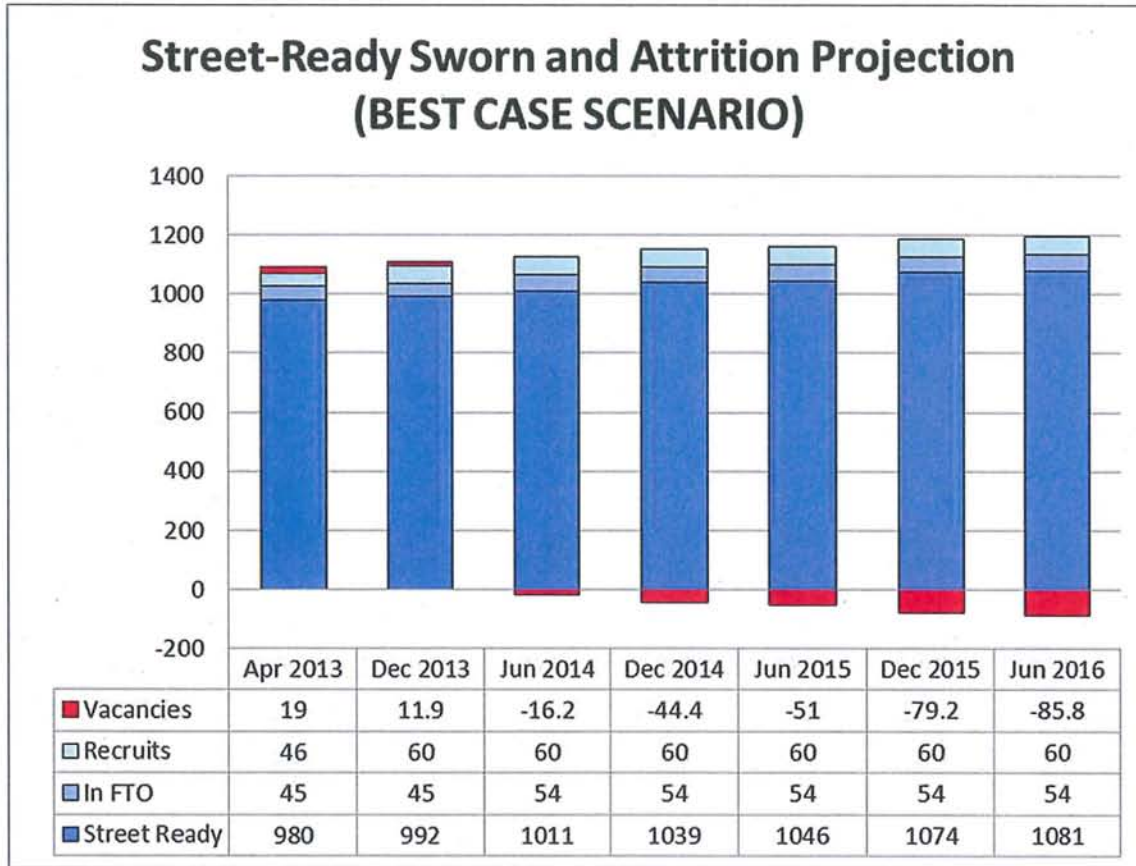
***Attrition Projections: Best Case vs Current Trends***

The best-case scenario attrition projections (Chart 2 below), assumes 60 cadets entering each academy, 2 times annually, 10% attrition in the Academy; 10% attrition in FTO; hiring 4 direct entries each cycle; retirement at eligibility; and non-retirement attrition 2-3 per month. Although actual non-retirements have been trending up and averaging about five to six per month, the best case scenario presented in Chart 2 assumes that retention improves and this trend slows.

The April 2014 Academy graduates will complete FTO and be street-ready around November 2014, at which time the Department estimates the number of street-ready sworn will be 1,039 (compared to 1,109 authorized staffing level), with 60 recruiting in the October 2014 Academy and 54 officers in the FTO Program. Assuming the best case scenario for attrition, as noted in Chart 2 below, this is the first point in the hiring and training process that the street-ready sworn is close to authorized staffing levels and we are able to hire ahead of attrition. Moving forward and assuming 60 recruits in two academies annually, the Department can slowly begin to restore sworn positions beyond the current authorized level.

Assuming the best case scenario, in December 2014, the Department will have 53 fully trained officers more than today and it is not until this time, when street-ready sworn officer levels near the authorized strength that the Department can allocate some of these resources to the academy and FTO training.

**Chart 2: STREET-READY ATTRITION PROJECTION BASED ON BEST CASE SCENARIO<sup>1</sup>**



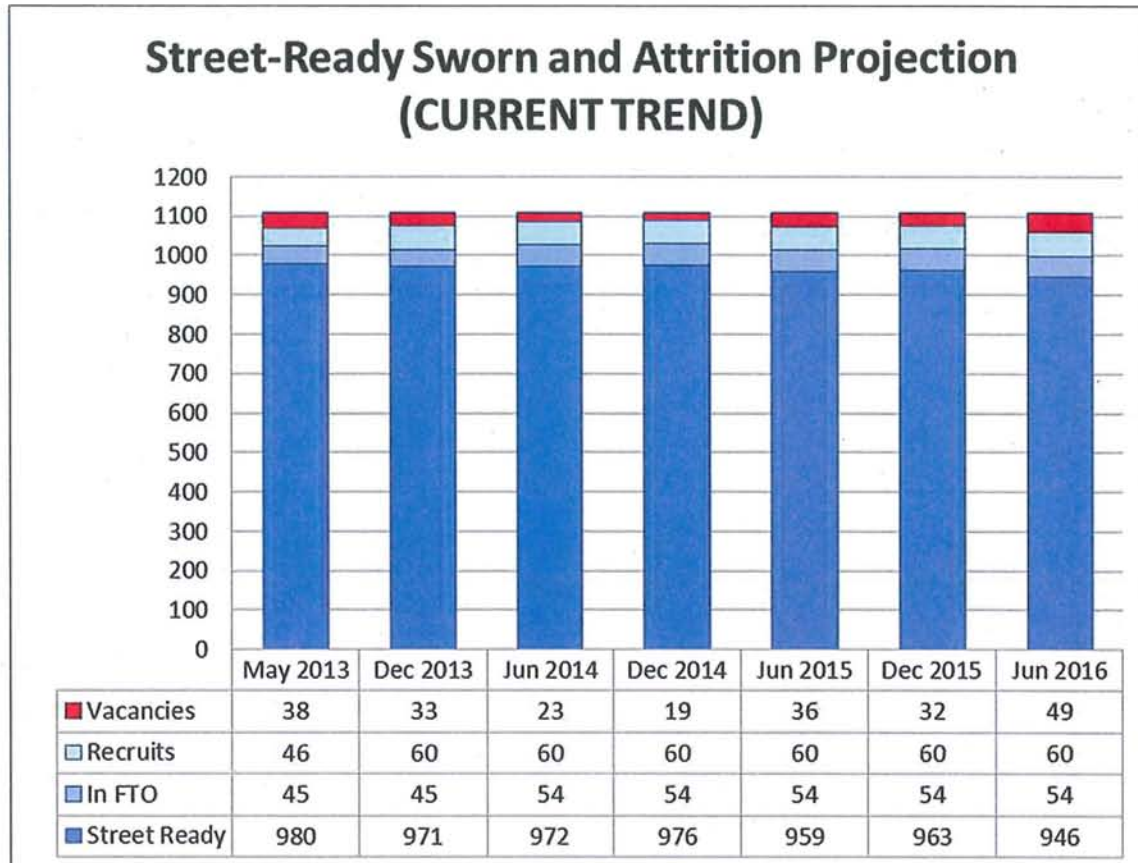
The current trend scenario attrition projections (Chart 3 below), assumes 60 cadets entering each academy, 2 times annually, 10% attrition in the Academy; 10% attrition in FTO; hiring 4 direct entries each cycle; retirement at eligibility; and non-retirement attrition 5-6 per month, which is the current upward trend. Assuming this current trend, as the March 2014 Academy graduates complete FTO around November 2014, the Department estimates the number of street-ready sworn will be 976 (compared to 1,109 authorized staffing level), with 60 recruiting in the October 2014 Academy and 54 officers in the FTO Program.

Based on the current trend projections, as noted in Chart 3 below, the Department will have four less fully trained officers in December 2014 than today. Hiring and training efforts only keep pace with the current attrition and do not allow the Department to fill all of its authorized positions. At this pace, the Department will continue to struggle to allocate sufficient resources throughout the Department and will continue to rely on overtime in patrol to ensure sufficient resources to respond to calls for service. Until the Department has street ready officer levels that are closer to the authorized sworn strength, allocating

<sup>1</sup> Street-Ready Sworn Attrition based case scenario projections are based on resignation and retirement trends and assume the following: 60 cadets entering each academy, 2 times annually, 10% attrition in the Academy; 10% attrition in FTO; hiring 4 direct entries each cycle; retirement at eligibility; non-retirement attrition 2-3 per month (actual attrition trend is 5-6 average per month).

additional resources to the academy and FTO training will further reduce staffing in patrol and other areas of the Department.

**Chart 3: STREET-READY ATTRITION PROJECTION BASED ON CURRENT TRENDS<sup>2</sup>**



**Alternatives Considered for Hiring and Training Process Acceleration But Not Recommended**

SJPD considered several options to accelerate the hiring process: 1) increase the number of laterals and direct entry candidates; 2) increase the number of recruits in an academy; or 3) increase the number of academies. Each of these options present some challenges for the Department, which are outlined below, and have been rejected as they are unfeasible.

**Laterals and Direct Entry Candidates**

While there has not been much success in attracting laterals due to the competitive labor market, the Department did hire 15 direct entry candidates in October 2012 and an additional

<sup>2</sup> Street-Ready Sworn Attrition projections are based on current resignation and retirement trends and assume the following: 60 cadets entering each academy, 2 times annually, 10% attrition in the Academy; 10% attrition in FTO; hiring 4 direct entries each cycle; retirement at eligibility; non-retirement attrition 5-6 average per month.

three in March 2013. Direct entry candidates come from various academies throughout the State. Although all the academies teach POST basic curriculum, different teaching styles and allowable variances in the instruction of certain perishable skills vary from the SJPD Academy. Perishable skills, such as defensive tactics, driving and range skills, need ongoing practice, training and use or the skill will diminish over time. They are also deemed to have diminished beyond reasonable or safe levels after two years, which is why the Department has in-service training and refresher updates every two years for active officers. There are two basic academy formats recruits could have graduated: the Basic Course Intensive, conducted on a live-in or full-time basis, similar to the SJPD Academy; or the Basic Academy Modular (BAM) course, conducted in three phases and delivered on weeknights and weekends. BAM academies can take several years to complete.

A POST certificate is valid for three years, but SJPD allows candidates to apply for direct entry within two years of completing a POST certified academy or renewing their POST certificate, based on POST standards. The October 2012 hiring of 15 direct entry candidates was the first large group of this type of candidate for the Department and many of the direct entry officers came into the Department's Field Training and Evaluation (FTO) program less prepared than the recruits coming straight from the SJPD Academy. In an effort to mitigate the effect of the direct entries not attending the San José Police Academy, their FTO program was extended to 20 weeks.

The Department hosted a three week in-house training totaling 120 hours of additional training for the direct entries before beginning the FTO program. During the course of FTO, the Department found it necessary to supplement the FTO program with additional specific training such as, defensive tactics, use of force, and driving skills. Even with the additional time in FTO, more than half of the 15 direct entries had to be extended in FTO beyond the 20 weeks, as they were not performing as solo beat officers. As of week 27 of the direct entry FTO program, four recruits resigned in lieu of termination (26% failure rate). One recruit remains extended in the FTO program. If this officer does not successfully complete FTO, the failure rate will rise to 33% (5 out of 15). The State average for not successfully completing FTO is 10%.

In addition to the higher than average failure rate, hiring direct entry candidates impacts the FTO program in other ways. The FTO program is currently set up to handle two academies per year. The program is very structured and requires daily reporting and rating of the trainee. As such, adding direct entries between cycles requires additional training officers and impacts the regular training cycle. Adding direct entries or laterals has the least impact on FTO if they are hired within the normal bi-annual hiring cycle and begin FTO along with academy graduates.

In summary, direct entries bring various unknown methods of training, with skills that have diminished over time and may take almost as long to train as recruits attending the academy. Direct entry candidates also do not experience the sense of esprit de corps, camaraderie, or identity that is gained through attending the SJPD Academy. The Department now evaluates each direct entry candidate, and based on their background and training, determines if the candidate should attend a structured SJPD Academy instead of directly starting the FTO

program. This will allow the candidate to receive updated instruction, skills training and develop the bonding and esprit de corps that is needed within a para-military organization.

### **Increasing Capacity of an Academy Class**

The size and frequency of a San José Police Academy is dictated by two major factors: the capacity of the facility and the availability of subject-matter instructors. In January 2010, due to anticipated staff reductions, the Department temporarily suspended its Police Academy and has since lost the site and its California POST Certification where the Academy had been held (part of the old City Hall complex). Prior to the Department holding its first academy since 2009 in September 2012, a partnership was established with the South Bay Regional Public Safety Training Consortium (South Bay) to conduct a San José Police Academy. South Bay provides management oversight, training officers and instructors, while SJPD provides additional supervision and training officers to support the academy. The agreement allows the Department to conduct up to two academies a year, with a maximum of 60 recruits in each academy. The current South Bay facility is about 30 years old and it is no longer large enough to meet the needs of SJPD and the region; however, South Bay is looking to move its facility within the next three to five years to expand its capacity to provide academies for both SJPD and other self-sponsored or sponsored recruits. The Department began its April 2013 Academy with 50 recruits and is working with South Bay to establish a goal of 60 entering the following academies.

Instructors who teach at the SJPD Academy are mostly SJPD sworn staff certified by POST as instructors. While the Department has yet to reach 60 recruits in an academy, to accommodate a full 60 recruit class into the current facility will require additional instructional hours (approximately a 50% increase), as the class will need to be split into smaller groups to provide effective training in topics such as: firearms training at the range, arrest control techniques (ACT), defensive tactics, scenario training, emergency vehicle operations course (EVOC), and first aid. Increasing the class size beyond 60, will also increase instructor time. Since there is a limited pool of experienced trainers and instructors, working the additional hours reduces availability for time off, or significantly draws them away from their primary duties in the Department. Given the current level of street-ready sworn staff, assigning officers from operational duties to teach in the Academy exacerbates staffing issues throughout the Department. The current instructor model worked well for two reasonably sized classes per year but becomes less efficient as the class size grows larger.

While 60 recruits will require additional instructors and class time, without a larger facility that would accommodate a bigger class size, the current plan cannot accommodate more than one 60 recruit class at a time. If recruiting efforts result in more than 60 cadets, the Department can place those candidates beyond 60 in an outside academy. However, training officers would need to be assigned to that academy to oversee the recruits, monitor their success, and provide specific SJPD training that would not be offered in an outside academy, such as SJPD 10 codes, use of force and other critical Department policies, SJPD report writing practices, and AFR/RMS training. Similar issues with the direct entry candidates, as noted above, may also arise and may require the Department to address them with additional training prior to starting the FTO Program.



### **Field Training and Evaluation Program (FTO)**

An increase in academy class size, including sending recruits to an outside academy, also impacts the FTO program. The FTO program currently has one lieutenant and one officer to manage the program and the administrative work, 17 Field Training sergeants and 88 Field Training Officers. The San José model of FTO is recognized nationally and internationally as a “best practice”. The San José model of FTO relies heavily upon the team concept. Being an FTO requires a tremendous amount of time and personal commitment. An FTO is a first-line supervisor, and not all police officers have the ability to supervise or train recruits. Like any other specialized unit, applicants are screened to ensure they possess the necessary qualities to successfully supervise and train recruits and complete daily written evaluations on their assigned recruit.

FTO training occurs in police districts specifically chosen for the volume and type of calls. Not all police districts are created equal and thought must be given to which districts offer the best training opportunities. Additionally, having FTO teams assigned to specific districts and radio channels allows for a certain amount of quality control. The Department recently experimented with a satellite model of FTO. Two reserve officers were placed in a quasi-FTO program where the Field Training Officers worked on a team absent other FTOs or an FTO sergeant. This experiment led to rogue behavior, extended FTO training (up to 30 weeks) and overall was not successful. Police recruits are not trained in a vacuum. It is not just the individual FTO that impacts the recruit, and every officer and sergeant the recruit is exposed to will ultimately determine what type of officer they will become. The team concept of FTO helps ensure the recruit is exposed to the “best and the brightest” during this critical phase of their career. The satellite model breaks away from the team concept and is not an ideal model.

Traditionally, the Department staffs the FTO Program with a 3:1 trainer-to-recruit ratio, which is ideal and maintains the successful team concept noted above; however, due to limited staffing and the recent trend in attrition causing the SJPD workforce to become younger, there simply are not enough experienced field patrol officers to maintain the 3:1 FTO ratio. The current trainer-to-recruit ratio is less than 2:1. Due to scheduled time-off and mandatory training, it has proven difficult to ensure there is an available FTO for each recruit. With an increased number of recruits in an academy, more FTOs would be needed. Additionally, there is a need to use more districts to place FTOs, which ties up beat assignments and limits bid in patrol. The opening of the Substation may help by providing more space and allow the Department to split the FTO program and expand districts; however, this does not address the lack of qualified staff that can become FTOs.

### **Increasing the Number of Academies**

The South Bay facility can accommodate two concurrent classes if the class size is limited to 48 recruits. Depending on South Bay’s commitment, SJPD could physically conduct four academies overlapping throughout the year; however, running four classes will fully occupy the South Bay campus, which must also serve other agencies in the region. Under this model, SJPD would occupy the entire South Bay facility and would need to accommodate

recruits from other Santa Clara County police agencies, thus reducing the number of SJPD recruits in each academy. Some of the 48 spots in each class would have to be shared with other agencies, so it is estimated SJPD would only have 40 recruits in each academy or 160 recruits per year (4 x 40).

The model would run with two overlapping academy teams of Recruit Training Officers (RTOs):

*A Team RTO – Academy (1) January 48    B Team RTO – Academy (2) March 48*  
*A Team RTO – Academy (3) June 48        B Team RTO – Academy (4) September 48*

This 4 x 40 model has similar impacts on staffing and FTO as the two 60 recruit academy model. The 4 x 40 model would require additional full-time instructors dedicated to the academy program, as well as additional RTOs. It is expected to take approximately one year to ramp up to full capacity. With overlapping academies, smaller class size, and dedicated instructors in the program, this model would be an effective way to deliver training because of the frequency of class sessions for range, arrest and control techniques, emergency vehicle operations, and scenario training.

Given the 4 x 40 model and assumed 10% attrition rate, only 36 San José recruits would successfully complete each academy class. With the current staffing of 17 FTO sergeants and 88 field training officers, the FTO program is only staffed to train a maximum of 35 recruits at any given time (using the 2.5:1 ratio). As of May 23, 2013, there were 41 Academy Recruits, three new direct entries, and one extension in the program. These 45 recruits put a tremendous burden on the program with a 2:1 ratio. The 2:1 ratio has made it difficult to ensure a recruit always has a trainer due to limited time off, mandatory training for the FTO, which results in extended overtime and burn-out for the trainers.

If 36 Academy recruits entered the FTO program every three months, there would be extensive overlap between academy classes. The FTO program was designed to be 16 weeks in duration, with an additional week for AFR/RMS training, but generally 50% of recruits are extended anywhere from two to ten weeks. With the added requirements of AFR/RMS and CIT training, the minimum amount of time spent in FTO will be 19 weeks. This leads to a total of 24 weeks of FTO overlap each year (six weeks per Academy class).

Using these assumptions, the FTO program would need to be staffed to handle 72 recruits at any given time. Based on a 2.5:1 ratio, there would need to be 180 Field Training Officers; more than a third of the total police officers assigned to patrol. Even using the 2:1 ratio, which has proven problematic, there would need to be at least 144 Field Training Officers (30% of patrol). It should be noted that this model does not account for any Direct Entries or Lateral police officers that may be hired.

The 4 x 40 academy model is estimated to take a year to implement and based on projected ramp up, does not get the Department further ahead in hiring before August 2016. Ultimately, during the first 12 months it delivers fewer officers than the 2 x 60 academy model. Furthermore, it is only when SJPD approaches the authorized level of street-ready sworn staffing, that the Department can begin to develop a dedicated instructor pool, as well

as staffing to increase recruiting efforts and cover FTO issues. Essentially, with the 4 x 40 model SJPD would run its own academy at South Bay, utilizing their entire facility and training outside agencies as well. The City would be better served if a SJPD training facility were to be built on City property. A new facility could provide space and equipment sharing, including classroom space, open space for drills and maneuvers, as well as an EVOC course and firing range. A new facility could combine the current training facility so the Department can deliver all training services from one facility.

### **Cost Analysis**

#### **2 x 60 Academy Model**

The Department is already ramping up its recruiting efforts for the 2 x 60 academy model. Funding for additional recruiting and background costs are included in the 2013-2014 Proposed Budget (\$325,000 for recruiting and \$385,000 for backgrounds). This one-time funding will allow the Department to maximize the number and quality of recruits for the October 2013 and March 2014 Academies. The Department will need to allocate two additional RTOs for the academy and approximately 50% more instruction. By delivering classes like range and ACT on multiple days or at multiple locations, the Department will not need to create an assigned instructional staff for these courses. FTO trainers should be expanded to allow for a 3:1 trainer-to-recruit ratio; however, this may not be possible until street-ready sworn numbers are closer to authorized levels as noted above.

#### **4 x 40 Academy Model**

The size of the facility at South Bay would allow classes to run concurrently and dedicated staff could be assigned to the Academy, year-round. The Academy staff would need to increase by two sergeants, one officer and two support staff (\$680,000 ongoing). The overlapping academies and reduced size reduces the need to increase instructors for EVOC and range training; however it does not allow for any break for the staff, which, without additional support, would never be able to take time off or have any down time.

The FTO Program would need additional resources to manage the program under the 4 x 40 model. These include one sergeant and two officers to assist in administering the program (\$520,000 ongoing). Additional work space should be identified for field training officers and their recruits. With the use of the Substation, the program could split to two separate FTO programs functioning under one commander. Space issues would be alleviated and the effect of overlapping academies would be effectively eliminated.

### **SUMMARY**

Clearly, hiring needs to be accelerated not only to fill existing and pending vacancies in the sworn ranks, but to recover and restore the Department to fully serve the community needs and expectations. Understanding the limitations outlined above, the Department plans to continue to recruit and fill a maximum 60 recruits Academies in the October 2013 and March 2014. The timing of the two academies are scheduled so recruits begin FTO right after shift-bid to ensure FTO staff remains consistent during the entire length of the FTO. Funding is allocated to support this in the 2013-2014 Proposed Budget.

Looking at projected street-ready staffing levels after implementing a 4 x 40 academy model, and assuming it could be implemented in July 2014, the Department projects that street-ready sworn staffing would be 963 by December 2014 and does not get the Department closer to authorized strength until August 2016, when street-ready sworn is projected to be 1,035; comparatively, the 2 x 60 academy model projection would have SJPD at 1,039 by December 2014 based on the best case scenario projections (Chart 2). The disparity is caused by a slower ramp up time for the 4 x 40 model, the lack of any direct entry candidates (the 2 x 60 model assumes 4 direct entries per cycle), the frequency of the graduates, and the assumptions that outside agencies would need to participate in the program if the Department continues to use South Bay. Notwithstanding the issues with staffing, FTO and resources noted above under the 4 x 40 model, holding year-round academies at a SJPD would accelerate the hiring and training process long term.

If the Department were to run year-round academies, an alternative site where the City can build or occupy its own facility solely focused on SJPD training and academy needs would need to be considered. This would allow the Department flexibility in class size and frequency. Additionally, there are added benefits to building a separate facility as SJPD could expand its range, incorporate the current training facility, and look to create an EVOC course.

Lastly, recruiting and background efforts need to continue beyond 2013-2014 in order to keep pace with this level of hiring. The Department's recruiting effort has become more difficult as neighboring agencies increase their hiring efforts. SJPD is seeing more competing agencies at job fairs and events and most of these agencies have better compensation and benefit packages. A recent survey indicates 60% of SJPD applicants that make it to the oral interview are testing for other agencies as well. Based on the email questions and questions asked at events, a large amount of the applicants are those who have been unable to get hired with other agencies.

The Department plans to continue to recruit, hire and train in order to fill all sworn vacancies and eventually move to a hire ahead program. The hire ahead program would allow the Department to place a number of recruits in an academy above the available vacancies, in order to have street-ready sworn available soon after an actual vacancy occurs. As part of the 2012-2013 year-end clean-up process and the 2013-2014 Rebudget/Clean-up Manager's Budget Addendum, and assuming the best case attrition scenario, Police Department vacancy savings will be recommended to be used to establish a 2014-2015 Police Sworn Hire Ahead Earmarked Reserve to fund a hire ahead program in 2014-2015 when it is anticipated that the Department will be close to filling the current authorized sworn staffing level of 1,109 with street ready positions.

/s/  
Larry Esquivel  
Acting Chief of Police

LE/LP