



## **DISCUSSION**

### Staffing Sustainability Component

The first component of this plan establishes a formal process to provide necessary supplemental staffing services. This initial step would be accomplished by employing retirees under the CalPERS Retired Annuitant program, which defines an eligible participant as:

- One who possesses specialized skills needed to perform work of limited duration
- One who's temporary employment will not exceed 960 hours in a fiscal year (July 1st through June 30th)
- One who's rate of pay received will not be less than the minimum nor exceed the maximum that is paid to other employees performing comparable duties.

### Suggested City Requirements:

- Program participants be limited to those under the Service Retired status. Those with accepted or pending disability retirements including work restrictions would be ineligible.
- Although the California Police Officer Standardized Training (POST) Commission maintains an individual's peace officer status 3 years post-Retired, it is recommended that the City impose a requirement that participants in this program come from the pool of recent retirees, as they have contemporary experience that supports the second component of this response, the Succession Plan.
- Retired ranking employees (i.e. Captain, Lieutenant, Sergeant) may serve in a lesser ranking capacity than their former rank. Pay rate for all participants will be that of a top step police officer, regardless of rank.

The program approach will not be focused solely on set numbers or a one for one replacement. Each vacated position would be evaluated by management for the minimum level of expertise needed to fulfill its function and mission. Employing of Retired Annuitant resources will enable the Department to deploy the Succession Plan.

### Succession Plan

The Succession Plan element maintains the continuity of the Police Department mission by identifying successors and then providing those individuals with the training, mentoring and support they need to prepare themselves for these critical roles within the organization and the community we serve.

For example, a detective assigned to the crimes against persons detail (formerly robbery/homicide) requires specialized training and skills above and beyond those of a patrol officer in order to perform his duties proficiently. In addition to formal training classes, newly appointed detectives are mentored by experienced staff who provide the necessary support and knowledge transfer they need to ensure they succeed. In this instance, a Retired Annuitant would provide that mentoring and may be necessary for the entire 960 hours in a fiscal year.

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Conversely, a police officer performing patrol functions does not need advanced law enforcement skills or experience. As such, filling a patrol vacancy with a Retired Annuitant may only be necessary until a certified, full-time replacement is field-ready. In the case of a lateral police officer employee, this need may be as little as 600 hours after the lateral's appointment date. With respect to filling a vacancy with an entry level police officer who must attend the 4 month police academy, this need may be as much as 960 hours.

In order to provide stabilization to the organization and the command structure necessary to ensure span of control is properly apportioned promotions for vacant positions will still occur. This will also allow the organization to move forward with newly appointed supervisors and managers and provide them with the mentoring necessary to keep the Department moving forward.

#### Recruitment and Hiring Considerations

When vacant police officer positions have been identified and approval has been granted to fill the positions, the average appointment time is about four months—or approximately 85 to 100 staff hours to complete the hiring process. The overall process typically consists of the following:

- Job announcement posted on the Human Resources NeoGov system (approximately 3 weeks based on interest)
- Successful passing of Physical Agility Test (PAT)
- Written examination (entry level applicants)
- Sergeant's interview panel
- Commander interview panel
- Polygraph examination
- Formal background process
  - o Contacting sources provided
  - o Meeting with former employers
  - o Successful passing of psychological and medical examinations
- On Boarding process
  - o 25 week Police Academy for entry-level police officers
  - o New officer orientation week
  - o Patrol school week
  - o 21 week field training program for entry-level police officers
  - o 15 week field training program for lateral police officers

Although the aforementioned process summarizes the hiring process, there are time barriers outside of staff's control, such as scheduling conflicts while attempting to establish applicant references interviews and delayed response from other law enforcement agencies to review personnel files.

Furthermore, it cannot be emphasized enough that the hiring of a police officer is one of the most critical tasks an agency can undertake. The law enforcement profession demands prospective candidates who possess an

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exceptional degree of integrity and are of high moral character. The steps that are taken to identify the ideal candidate, or exclude those that do not meet the organization's standards, are deliberately constructed and meticulously executed. Therefore, it is not recommended that a Background Investigator be assigned more than 3 to 4 backgrounds at one given time. Assigning more than this recommended number could overwhelm the Investigator, and cause him or her to miss critical information or "red flags" that might place the organization in a situation where a bad hiring decision leads to the City incurring liability that could have been avoided.. To combat this challenge, the Department will consider all available options including utilizing Retired Annuitants to conduct background investigations.

### **FISCAL IMPACT**

This table compares the total cost (salary and benefits) the City incurs per hour for top-step and retirement-age sworn employees with the hourly costs associated with paying a retired employee on the proposed Retired Annuitant program. As indicated by the table, the City saves between \$39.61 and \$55.49 each hour that a retired employee works.

#### **HOURLY RATE ANALYSIS**

POLICE OFFICER AVERAGE HOURLY RATE (SALARY & BENEFITS)  
82.76

POLICE SERGEANT AVERAGE HOURLY RATE (SALARY &  
BENEFITS) 109.39

RETIRED ANNUITANT RATE (AT POLICE OFFICER HOURLY TOP  
STEP W/OUT BONUSES) 43.15

RETIRED ANNUITANT

SAVINGS PER HOUR WITH RETIRED ANNUITANT PLAN 39.61  
66.24

Each Retired Annuitant position will be regularly reassessed to ensure it is meeting both program and organizational needs and that all fiscal considerations assigned to that position are within budget. Because of the complex dynamics related to all of these positions, adjustments and eliminations will be made accordingly on a case by case basis. With respect to the succession planning component, current employees and Retired Annuitants will be employed in parallel. Although these costs are projected to be negligible, staff will steadfastly monitor the fiscal impact of such assignments to ensure that this component stays within budget.

It should be noted that deploying this program will offset the need to pay current employees time and one half overtime rates to fill required positions until the recruitment and filling of vacant positions is concluded. The below chart illustrates the estimated needs of this program.

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<b>COMPARSION: 960 PROGRAM VS. OVERTIME</b>	
TOTAL NUMBER OF HOURS NEEDED	9,760
COST UNDER RETIRED ANNUITANT PROGRAM (@ \$43.15/HOUR)	\$421,132
COST IF PAID FOR WITH OVERTIME (@\$74.13/HOUR)	\$723,472
<b>BENEFIT OF RETIRED ANNUITANT PROGRAM</b>	<b>\$302,340</b>

**RECOMMENDATION**

One of the greatest challenges facing the Police Department is the successful transition we make during this critical time. This Retired Annuitant plan is not a program in perpetuity; by design it has a beginning, middle and end. Support of this program ensures that community safety is not compromised by this sudden exodus of staff who possess substantial experience and expertise. While the hiring of highly qualified police officers is the top priority in the organization, this measured, fiscally responsible plan acknowledges and addresses the gap between where we are today and where will be in the future. Most importantly, it is a tool that allows for the necessary sharing of institutional knowledge and for continuity of operations.

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Approved By