



## STAFF REPORT

**Meeting Date:** July 19, 2016  
**To:** Honorable Mayor & City Council  
**From:** Sandra Spagnoli, Chief of Police  
**Subject:** Police Department Strategic Plan, Hiring Practices and Recruitment Update

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### **INTRODUCTION**

During FY14/15, the City entered into an agreement with Management Partners, a professional management consulting firm specializing in helping government leaders improve their operations, to review the Police Department's hiring and disciplinary practices. On June 16, 2015, Management Partners' findings and recommendations were transmitted to the City Council. On September 10, 2015, an overview on how staff intended to implement the recommendations was provided to the City Council. On December 1, 2015, an update was given to Council on the Police Department's hiring and disciplinary practices. This report provides a status on the final outstanding items from the report including the Strategic Plan, hiring update, and review of the recruitment efforts.

### **DISCUSSION**

#### **Strategic Plan**

The Management Partner's report recommended that a strategic planning process be formulated for the Department. The Department has contracted with a consultant to facilitate the preparation of a departmental strategic plan and concurrently deliver a report evaluating the staffing and structure. A strategic plan will provide organizational clarity and a multi-year direction for the Department. Crucial to the success of a strategic plan would be involvement from members of the Department, elected officials, and community members. The consultant has also agreed to provide an evaluation of the Police Department's staffing and its structure to recommend priorities for resource allocation and organizational structures. This set up for effective management and better delivery of services.

The Strategic Planning process has commenced, and the plan will be completed by September 1, 2016. City Council approved up to \$25,000 for the plan in the current budget (FY 16/17), and the proposed plan will be tentatively set to be presented to the City Council on September 20, 2016.

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**Succession Plan**

The Management Partner's report recommended that a succession plan be initiated for the Department. Succession planning will be incorporated into the Strategic Planning process as a project initiative.

**Hiring update**

As of July 7, 2016, the Department has six police officer vacancies and nine police officer candidates in various stages of the background process. We anticipate filling the six vacant police officer positions by September 2016. The Department will continue the on-going recruitment and hiring process to anticipate staffing attrition.

**Recruitment**

Since March 2016, the Police Department has made changes within the hiring process which has substantially decreased the number of police officer vacancies. The original intent of the Strategic Recruitment Plan was primarily to address the ongoing vacancies and since then has been reevaluated. Subsequently, the scope of the work for the Cooperative Personnel Service (CPS) consulting services has been updated to include additional audit areas related to the recruitment and hiring process. In addition, CPS will conduct an overall review of the police officer screening and selection process while taking into account best legal practices. This report will address which Management Partners' recommendations have been successfully implemented as well as any additional areas for improvement within the hiring process. Furthermore, an audit of the procedure and conduct of background investigations will take place. This will ensure that the guidelines and best practices are compliant with all Peace Officer Standards and Training (POST). The findings of this report will be presented to the City Council within the current calendar year along with the next progress report on Police Officer vacancies. This project was funded in FY 15/16 for up to \$25,000, and these funds will be carried over into this fiscal year to complete the scope of work, listed above, by CPS.

**FISCAL IMPACT**

None at this time.

**RECOMMENDATION**

None at this time.



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Chief of Police  
Approved By