



CITY COUNCIL AGENDA REPORT

DATE: 4/4/2013

AGENDA OF: 4/9/2013

DEPARTMENT: Human Resources

SUBJECT: Modification and Reactivation of the Police Recruiting and Hiring Incentive Program and Addition of Unfunded Police Officer Positions (AS)

RECOMMENDATION: Resolutions to:

- 1) modify and reactivate the Police recruiting and hiring incentive; and
 - 2) add five unfunded Police Officer positions as over-hire positions.
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BACKGROUND: In October, 2007 at the request of the Police Department, Human Resources collaborated on the creation of a recruiting and hiring incentive program that paid recruiting incentives to City employees and hiring incentives to Police Officer Trainee, Police Officer, and Community Service Officer candidates. At the time the incentive program was created, the economy was healthy and it was difficult to recruit qualified applicants for Police Officer and Community Service Offer vacancies. The incentive program was suspended in February, 2011 as the City was no longer facing a recruitment challenge and was not in a fiscal position to continue the program awards.

DISCUSSION: Since the economic downturn, entry-level recruitments for Police Officer Trainee positions have generated hundreds of applications and we've had more success attracting trained Police Officers from other jurisdictions. While the economy has helped address the recruitment issues we faced in 2007 it has not helped with the significant economic barriers to home ownership and an overall high cost of living. These economic barriers are often cited by lateral Police Officer candidates as reasons for not accepting a position with our Santa Cruz Police Department.

In order to better address the current hiring challenges, the Police Department and Human Resources Division recommend modifying the recruiting and hiring incentive program to focus on hiring rather than recruitment.

Recruitment Incentive

The modified program would provide a recruitment bonus of \$5,000 for Police Officer Trainees and Police Officers and \$2,500 for Community Service Officers to City employees who successfully recruit for these positions. The original version of the incentive program offered City employees recruitment bonuses of \$10,000 for Police Officer Trainees and Police Officers and \$5,000 for Community Service Officers.

Twenty Five (25) percent of the recruitment incentive for City employees would be paid upon the successful hiring of a candidate and the remaining 75 percent when the new employee successfully completes probation. Employees directly involved in a candidate's hiring process, executives, and elected officials are not eligible for the incentive.

Hiring Incentive

The focus of the incentive program would be directed to hiring by offering hiring bonuses of \$10,000 for Police Officer Trainees, \$20,000 for lateral Police Officers, and \$5,000 for Community Service Officers. The original hiring bonuses were \$5,000 for Police Officer Trainees and Police Officers and \$2,500 for Community Service Officers.

In addition, the education incentive for Police Officer Trainees and Police Officers would be modified to \$2,500 for an AA/AS degree or \$5,000 for a BS/BA degree or higher.

With the larger hiring incentive, the payments (including any education incentives) would be split into thirds: 1/3 upon successful completion of the Field Training Officer (FTO) program, 1/3 upon successful completion of probation, and 1/3 on the second anniversary of the hiring date.

Over Hire Authorization

The Human Resources Division also recommends Council formally add 5 unfunded Police Officer positions to the Police Department's budgeted personnel authorization. Over hires would be authorized by the City Manager based on anticipated turnover (such as retirements) in the department and funding availability within the existing budget authorization. While not anticipated, if additional funding was required, Council would need to approve a budget adjustment.

FISCAL IMPACT: The proposed incentives will be funded from salary savings in the General Fund. The maximum incentives paid would be \$20,000 for Police Officer Trainee, \$30,000 for a lateral Police Officer, and \$7,500 for a Community Service Officer. Assuming maximum incentives were paid for 5 Police Officer Trainees, 5 lateral Police Officers, and 5 Community Service Officers the one-time impact to the General Fund is approximately \$287,500. The overall cost of the program is self-limiting based upon the number of vacant positions. Currently there are 70 Police Officer positions and 6 Community Service Officer positions.

The over-hire positions will be funded from salary savings in the General Fund.

Prepared by:
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Administrative Services Director

Submitted by:
Lisa Martinez Sullivan
Administrative Services Director

Approved by:
Martin Bernal
City Manager

ATTACHMENTS:

Resolution – Police Hiring and Recruitment Incentives
Resolution – Unfunded Police Officer Positions

RESOLUTION NO. NS-

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTA CRUZ
MODIFYING AND REACTIVATING THE POLICE RECRUITING AND HIRING
INCENTIVE PROGRAM PROVIDING RECRUITMENT INCENTIVES FOR CITY
EMPLOYEES AND HIRING INCENTIVES FOR NEW POLICE AND
COMMUNITY SERVICE OFFICERS

WHEREAS, the City Council has determined that in order to effectively address the current recruitment and hiring difficulties faced by the Santa Cruz Police Department pertaining to the positions of Police Officer Trainee, Police Officer, and Community Service Officer, the Police Recruiting and Hiring Incentive Program should be modified and reactivated; and,

WHEREAS, the Police Recruiting Incentive will encourage current City employees to recommend qualified candidates to apply for these traditionally difficult-to-fill positions; and,

WHEREAS, the Police Hiring Incentive will encourage Police Officer Trainee, lateral Police Officer, and Community Service Officer candidates to accept positions with the Santa Cruz Police Department.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Santa Cruz, modifies and reactivates the Police Recruitment and Hiring Incentive Program as follows:

1. City employees who refer a candidate for Police Officer Trainee or Police Officer will receive \$1,250 upon hiring of the candidate and \$3,750 upon the new employee's successful completion of the probationary period.
2. City employees who refer a candidate for Community Service Officer will receive \$625 upon hiring of the candidate and \$1,875 upon the new employee's successful completion of the probationary period.
3. New Police Officer Trainees will receive \$3,333 upon completion of the Field Training Officer (FTO) program, \$3,333 upon successful completion of the probationary period, and \$3,334 upon the second anniversary of their hire date.
4. New lateral Police Officers will receive \$6,666 upon completion of the FTO program, \$6,666 upon successful completion of the probationary period, and \$6,668 upon the second anniversary of their hire date.
5. For the purpose of this hiring incentive, new lateral Police Officers are defined as Police Officers currently employed by a California law enforcement agency who have successfully completed a probationary period of at least twelve (12) months.
6. New Community Service Officers will receive \$1,666 upon completion of the FTO program, \$1,666 upon successful completion of the probationary period, and \$1,668 upon the second anniversary of their hire date.
7. New Police Officer Trainees and Police Officers who have two-year college degrees (AA or AS) will receive a \$2,500 education incentive added to their total hiring incentive and distributed via the 1/3 payments described above.

RESOLUTION NO. NS-

8. New Police Officer Trainees and Police Officers who have four-year college degrees (BA or BS) will receive a \$5,000 education incentive added to their total hiring incentive and distributed via the 1/3 payments described above. If they also have an AA or AS degree, they will receive only the higher incentive of \$5,000.
9. All City employees will be eligible to participate in the recruiting incentive program with the exception of those directly involved in a candidate's hiring process. Executive employees and elected officials are ineligible for participation in this program.
10. The City Manager may promulgate an administrative directive for the administration of this program.

PASSED AND ADOPTED this 9th day of April, 2013, by the following vote:

AYES:

NOES:

ABSENT:

DISQUALIFIED:

APPROVED: _____
Mayor

ATTEST: _____
City Clerk Administrator

RESOLUTION NO.NS-

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTA CRUZ
AMENDING THE CLASSIFICATION AND COMPENSATION PLANS – POLICE
DEPARTMENT BY ADDING FIVE UNFUNDED POLICE OFFICER POSITIONS

WHEREAS, the City Council has determined an over-hire strategy may help the Police Department maintain staffing levels when anticipating known turnover such as retirements; and,

WHEREAS, staff recommends adding five unfunded Police Officer positions to the Police Department's budgeted personnel authorization as over-hire positions.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Santa Cruz, as follows:

That, effective April 13, 2013, the City of Santa Cruz Classification and Compensation Plans be modified to:

<u>Class No.</u>	<u>Activity</u>	<u>Classification Title</u>	<u>Salary</u>
Add: 504-xxx Qty: 5 (unfunded)	2103	Police Officer	\$5,665/mo. - \$8,369/mo.

PASSED AND ADOPTED this 9th day of April, 2013, by the following vote:

AYES:

NOES:

ABSENT:

DISQUALIFIED:

APPROVED: _____
Mayor

ATTEST: _____
City Clerk Administrator