



**CITY OF ELK GROVE
CITY COUNCIL STAFF REPORT**

AGENDA TITLE: Receive information and consider a resolution approving a Recruiting Incentive Program for Lateral Police Officers and Lateral Dispatchers and amend the FY2018-19 Police Department Budget by an amount not to exceed \$70,000

MEETING DATE: October 24, 2018

PREPARED BY: Jacqui Langenberg, Human Resources Manager

DEPARTMENT HEAD: Bryan Noblett, Chief of Police

RECOMMENDED ACTION:

Staff recommends the City Council receive information and consider a resolution approving a Recruiting Incentive Program for Lateral Police Officers and Lateral Dispatchers and amending the FY2018-19 Police Department Budget by an amount not to exceed \$70,000.

BACKGROUND INFORMATION:

In recent years, the City has noticed a 40% decline in qualified Lateral Police Officers applying for open positions. A Lateral Officer is someone who has a minimum of one (1) year of recent law enforcement experience and possesses a California POST Basic Peace Officer certificate. This decline has created an imbalance of experience within the Department. Additionally, the City is in the process of completing a staffing succession plan which has identified a gap in overall job experience between current officers and new officers.

The police department currently has 146 authorized sworn positions; of those sworn positions, 115 positions are at the rank of Police Officer. There are a number of current vacancies in the department, primarily due to the

new Police Officer positions added as part of the current year budget and recent retirements. Additional retirements are anticipated in the near future.

The City continually recruits for Police Officer positions. Each position takes approximately four months to fill due to the various levels of the interview process, the background investigation, voice stress analysis, psychological and medical evaluations. The City fills Police Officer positions at trainee, entry, and lateral levels. The Lateral Officer positions are typically the most difficult to secure a sufficient number of qualified applicants to apply and retain throughout the hiring process.

There are several vacancies within the dispatcher ranks as well, with similar recruiting and staffing challenges.

Statewide, there has been a shortage of Police Officers and safety staff in general, with many agencies facing challenges with recruiting lateral staff. Recently, the City has found that more and more agencies are including signing bonuses or referral bonuses for these positions. This has been a topic of discussion amongst the HR discussion groups over the past several months. In PORAC (Law Enforcement News) magazine, there is a visible increase in recruiting ads for Laterals that are offering signing or referral bonuses.

Staff recently surveyed many cities throughout California and found an array of hiring bonuses/incentives ranging from \$6,000 to \$25,000 (both El Segundo PD and Palo Alto PD offer incentives of \$25,000). However, of the 13 cities in the City of Elk Grove's recruiting area, three currently have the following hiring incentives for Lateral Police Officers:

| City | Hiring Incentive |
|--------------------------|-------------------------|
| City of Fairfield | \$10,000 |
| City of Modesto | \$15,000 |
| City of Stockton | \$ 6,000 |

Staff's research also revealed there are a number of significant concerns for experienced police and dispatch staff contemplating a move to a new organization. The following are the top reasons qualified laterals may not choose to apply to Elk Grove:

Lateral Police Officers:

1. The City's CalPERS retirement Tier 2 formula is 3% at 55. Most lateral officers have a 3% at 50 retirement formula with their current employer. If applicants choose to lateral to EGPD without a break in service, their retirement formula would change to 3% at 55.
2. Loss of seniority.
3. Loss of accrued leave balances.
4. Other jurisdictions are offering lateral incentive packages.

Lateral Dispatchers:

1. The City's CalPERS retirement Tier 2 formula is 2% at 55: Many lateral dispatchers have a 2.7% at 55 retirement formula with their current employer. If applicants choose to lateral to EGPD without a break in service, their retirement formula would change to 2% at 55.
2. Loss of seniority.
3. Loss of leave balances.
4. Other jurisdictions are offering lateral incentive packages.

In light of these challenges, staff is recommending a Recruiting Incentive Program to increase the number of experienced officer and dispatcher candidates applying for open positions with the City.

The proposed incentives for Fiscal Year 2018-19 are as follows:

Lateral Police Officers

1. Offer a lateral signing incentive of \$7,500 to the new hire payable as follows:
 - a. \$2,500 paid upon completion of Field Training
 - b. \$5,000 paid upon completion of probation
2. Load 40 hours of annual leave upon hire.
3. Offer leave accrual based on confirmed years of service as an Officer.
4. Offer a lateral referral bonus of \$1,000 to current City employees as follows (this is open to any current City employee):
 - a. Paid upon the referred applicant's completion of probation.
 - b. Referral letter must accompany the application at the time of submittal.

Lateral Dispatchers

1. Offer a lateral signing incentive of \$5,000 to the new hire payable as follows:
 - a. \$2,500 paid upon completion of the initial training program.
 - b. \$2,500 paid upon completion of probation.
2. Load 40 hours of annual leave upon hire.
3. Offer leave accrual based on confirmed years of service as a Dispatcher.
4. Offer a lateral referral incentive of \$1,000 to current City employees as follows (this is open to any City employee).
 - a. Paid upon the referred applicant's completion of probation.
 - b. Referral letter must accompany the application at the time of submittal.

The goal of this program would be to continue to recruit and hire experienced employees for vacancies within the police department.

ALTERNATIVE ACTIONS:

Alternatives to the recommended action include not approving the recruiting incentive program or approving the program with lower incentive amounts. Staff does not recommend these alternatives because of the need to remain competitive in recruiting Lateral Police Dispatchers and Lateral Police Officers.

FISCAL IMPACT:

The total cost of this program will not exceed \$70,000 this fiscal year.

ATTACHMENTS:

1. Resolution
 - a. Exhibit A

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ELK GROVE
APPROVING A RECRUITING INCENTIVE PROGRAM FOR LATERAL POLICE
OFFICERS AND DISPATCHERS AND AMENDING THE FY2018-19 BUDGET BY AN
AMOUNT NOT TO EXCEED \$70,000**

WHEREAS, the City Council of the City of Elk Grove recognizes the need to hire experienced staff to fill both Police Officer and Dispatcher positions; and

WHEREAS, the City Council of the City of Elk Grove recognizes that there is currently an experience gap between current Officers and new Officers; and

WHEREAS, the City Council of the City of Elk Grove understands the growing demand across the state for experienced Officers and Dispatchers; and

WHEREAS, the City Council of the City of Elk Grove wants to be competitive in recruiting and retaining experienced Police Officers and Dispatchers.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Elk Grove hereby approves the Recruiting Incentive Program for Lateral Police Officers and Lateral Dispatchers as set forth in Exhibit A, attached hereto and made a part hereof, and amends the FY2018-19 Budget 1012240.5010108 in an amount not to exceed \$70,000 to fund the Program for FY2018-19; funding for the Recruiting Incentive Program for future years will be contingent upon budget allocation for the Program in such future years.

PASSED AND ADOPTED by the City Council of the City of Elk Grove this 24th day of October 2018

STEVE LY, MAYOR of the
CITY OF ELK GROVE

ATTEST:

APPROVED AS TO FORM:

JASON LINDGREN, CITY CLERK

JONATHAN P. HOBBS,
CITY ATTORNEY

**CITY OF ELK GROVE
RECRUITING INCENTIVE PROGRAM FOR LATERAL POLICE
OFFICERS AND DISPATCHERS FOR FISCAL YEAR 2018-19**

Set forth below are the recruiting incentives for Lateral Police Officers and Lateral Dispatchers for Fiscal Year 2018/19 (the “Incentive Program”).

Effective Date/Eligibility.

This Incentive Program shall apply only to qualified Lateral Police Officer or Lateral Police Dispatcher applicants (as defined below), who are offered a conditional offer of employment by the City of Elk Grove Elk Grove Police Department (“EGPD”) on or after October 25, 2018 and provided that the applicant is hired by the EGPD for the position for which the applicant applied.

Current City of Elk Grove employees may receive a referral incentive for referring a qualified Lateral Police Officers or Lateral Police Dispatchers to EGPD for employment. Only City of Elk Grove employees employed as of the date of the employment application for qualifying applicants, as set forth above, shall be eligible for a referral bonus. In order for a referring employee to receive a referral bonus, the application must be accompanied by a referral letter identifying by first and last name the current City of Elk Grove employee providing the referral.

The City Council of the City of Elk Grove reserves the right to modify or terminate this Incentive Program without prior notice. Applications received prior to termination of the Incentive Program shall remain eligible for incentive payments, provided the other terms and conditions of this Incentive Program are satisfied. Notwithstanding any other provision of this Incentive Program, under no circumstance shall the incentive payments set forth herein exceed the budgeted authority in any given year.

Definitions.

For purposes of this Incentive Program, “Lateral Police Officer” is defined as a qualified law enforcement officer with not less than one (1) year of law enforcement experience with a California law enforcement agency, served immediately prior to application with EGPD, who possesses a California Peace Officers Standards and Training (POST) Basic Peace Officer certificate.

For purposes of the Incentive Program, “Lateral Dispatcher” is defined as a qualified dispatcher with not less than two (2) years of employment as a law enforcement dispatcher with a California law enforcement agency, served immediately prior to application with EGPD, who possesses a California Peace Officers Standards and Training (POST) Public Safety Dispatcher’s Basic certificate.

Incentives.

Lateral Police Officers

1. Qualified Lateral Police Officers shall receive:
 - a. A signing incentive of \$7,500 payable as follows:
 - i. \$2,500 paid upon completion of field training.
 - ii. \$5,000 paid upon completion of probation.
 - b. Forty (40) hours of annual leave upon hire.
 - c. Leave accrual based on confirmed years of service as a California law enforcement officer.
2. Current City of Elk Grove employees providing a referral for a Lateral Police Officer consistent with this Incentive Program shall receive a lateral referral incentive of \$1,000 paid upon the referred applicant’s completion of probation.

Lateral Dispatchers

1. Qualified Lateral Dispatchers shall receive:
 - a. A signing incentive of \$5,000 payable as follows:
 - i. \$2,500 paid upon completion of field training.
 - ii. \$2,500 paid upon completion of probation.
 - b. Forty (40) hours of annual leave upon hire.
 - c. Leave accrual based on confirmed years of service as a California law enforcement dispatcher.
2. Qualified City of Elk Grove employees providing a referral for a Lateral Dispatcher consistent with this Incentive Program Policy shall receive a lateral referral incentive of \$1,000 paid upon the referred applicant’s completion of probation.