SUPPORT SERVICES SUB-ELEMENT

ADOPTED BY CITY COUNCIL
AS
RESOLUTION NO. 129-88
APRIL 5, 1988

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The Officers of Sunnyvale Department of Public Safety

PREFACE

The State Planning Law (Section 65032 of the Government Code) requires all City and County agencies to develop and adopt a General Plan. In keeping with the City's effort of comprehensive planning, the Support Services Sub-Element has been developed as part of the Public Safety Element of Sunnyvale's General Plan. Although the Government Code does not specifically call for a Support Services Sub-Element, it is important that the support structure necessary for the provision of public safety services be addressed in the General Plan and definitive strategies recognized to assure the continued efficient functioning of this structure.

The Support Services Sub-Element is intended to become the vehicle for reviewing and establishing priorities, policies and actions which are consistent with both the community's and the Department of Public Safety's needs and expectations. This document describes the operations, services and activities currently provided by the Support Services Division and the foreseeable changes that may develop in the future.

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EXECUTIVE SUMMARY

INTRODUCTION

The primary mission of the Sunnyvale Department of Public Safety is the efficient and effective provision of public safety services. To accomplish this mission, the Department is divided into three operating Divisions: Police Services Division, Fire Services Division and Support Services Division. The Police and Fire Divisions provide the actual "line" services while the Support Services Division provides those support functions (training, planning and research, recruitment and selection, records, property management and communications) necessary to the accomplishment of the overall public safety objective.

Public safety service is a profession, and like all professions, there is a body of knowledge that must be attained and certain standards that must be met. It is through the Training function that the Support Services Division assures that this knowledge is present and that accepted standards are maintained. The concept of training all sworn employees to perform both police and fire duties has, since 1950, proven to be a viable alternative to the traditional approach of public safety service delivery. It is not, however, without its drawbacks. The degree of influence being exerted by State regulatory agencies coupled with the necessity to train the sworn work force as generalists, and yet accomodate the increasing need for specialization, is truly a training challenge being addressed daily.

The Planning and Research function encompasses a multitude of duties each essential to the operation of the Department. These duties include fiscal affairs management, administrative analysis, conducting special studies and the coordination of citizen volunteer usage within the Department.

The Department, like any organization, is dependent upon the quality of its employees for the organization's success. The Public Safety Department currently enjoys a reputation for excellence and is recognized as one of the most progressive public safety organizations in the Country. This reputation is, in part, due to the caliber of personnel selected for positions within the Department by the Support Services Division staff. While administrative responsibility for recruitment and selection rests with the Human Resources Department, the Support Services Division is, operationally, the driving force.

The protection of life and property and the preservation of order are primary public safety service goals. Following closely behind these two goals is the preparation, collection, storage and retrieval of information. This function is vital to the public safety process. Providing information to citizens, employees, the judicial system and other State and Federal agencies is the responsibility of the Support Services Division.

The identification and accounting for all property under the control of the Department is an operational necessity and legal requirement. Property includes safety equipment purchased by the City for the employee's on-duty personal use, evidence collected during a criminal investigation, and found property collected for safekeeping until the owner can be identified. Also included under Property Management is the coordination with other City departments that is necessary to assure that all City facilities assigned to the Public Safety Department are maintained and meet Department needs.

Providing emergency communications services in a timely and effective manner is dependent upon a responsible, knowledgeable Communications Unit equipped with up-to-date equipment and information systems. The Department utilizes modern technology to support the deployment and tracking of police and fire units and to provide the statistical basis for monitoring the effectiveness of emergency services.

PURPOSE

The Support Services Sub-Element is one of three Sub-Elements that make up the Public Safety Element of the City's General Plan. The purpose of this document is two-fold. First, it describes the existing status of the various support units that make up the Division. It identifies the factors, both internal and external, that exert significant influences upon these units' ability to accomplish their particular mission. Further, trends and expectations for the future are identified.

The second purpose for the document is to provide direction for the present and for the future through articulated goals, policies and action statements that will assure the Department's ability to deliver the desired public safety services.

MAJOR FINDINGS

The following major findings are derived from the information presented within this document. These findings form the basis for the goals and policies which follow.

- The public safety concept of training all sworn employees as generalists in the provision of police and fire services is currently an efficient and effective method of providing services to the community. However, as the need for specialization grows, the efficiency of this particular concept must be re-evaluated.

- Technological advances in fields of public safety communications, data processing, investigative and fire control techniques will continue to occur in the immediate future and offer opportunities to improve services.

- Federal, State and local legislative bodies exert a significant influence upon the various activities required of the Support Services Division.

- A diminishing labor pool, coupled with the high cost of housing in the immediate Sunnyvale area, is affecting the Department's ability to recruit and retain quality personnel.

- External demands for public safety information have been increasing. Judicial rulings will significantly impact the records management function.

- Existing Public Safety facilities are adequate for today's needs. However, the future adequacy of these facilities must be periodically evaluated.

- The number of non-English speaking persons requesting public safety services is increasing. The Department's ability to communicate effectively with these people must be closely monitored.

GOALS AND POLICIES

The ultimate commitment of the Support Services Division is to provide those support activities necessary for the efficient and effective operation of the Department. The goals and policies set forth in this document are intended to provide the mechanism for the fulfillment of this commitment.

GOAL 4.3A:	SUSTAIN A QUALITY WORK FORCE IN ORDER TO ASSURE THAT PUBLIC SAFETY SERVICES ARE PROVIDED IN A QUALITY AND EFFICIENT MANNER.
Policy 4.3A.1	Train and develop employees to meet state and local standards.
Policy 4.3A.2	Maintain a recruitment and selection process that ensures a highly competent work force meeting City affirmative actions goals.
GOAL 4.3B:	FACILITATE QUALITY DECISION MAKING THROUGH PLANNING AND RESEARCH.
Policy 4.3B.1	Maintain knowledge of technological advances, current trends and issues that impact Public Safety services.
Policy 4.3B.2	Provide alternative options to enhance the effectiveness of Public Safety operations.
GOAL 4.3C:	ENHANCE AND FACILITATE DEPARTMENT OPERATIONS BY PROVIDING DOCUMENT MANAGEMENT, DATA PROCESSING AND ALL OTHER INFORMATION MANAGEMENT FUNCTIONS.
Policy 4.3C.1	Provide accurate and efficient document management.

Policy 4.3C.2	Provide program support and statistics.

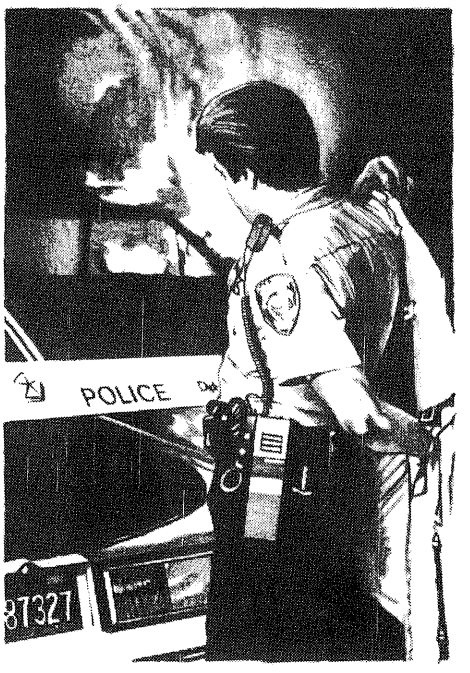
GOAL 4.3D:	PROVIDE EMERGENCY COMMUNICATIONS SERVICES.
Policy 4.3D.1	Provide emergency communications services 24 hours a day 100% of the time.

GOAL 4.3E	ASSURE THAT THE PROPERTY, SAFETY AND PHYSICAL NEEDS OF THE DEPARTMENT ARE MET.
Policy 4.3E.1	Assure that City facilities used by the Department are safe, well maintained and contribute to the efficient delivery of services.
Policy 4.3E.2	Provide personal safety equipment consistent with legal requirements and City policy.
Policy 4.3E.3	Catalog, store and monitor evidence and property to support Public Safety operations.

INTRODUCTION

There are approximately 550 "Public Safety Departments" in the United States. These Departments range from partial consolidations (a simple consolidation of administrative functions only) to full integration (a unified force where each sworn officer is cross trained in the provision of both police and fire services). The Department of Public Safety falls within the "full integration" category.

The Department of Public Safety was established formally in the City of Sunnyvale on June 6, 1950. This action initiated an approach to the delivery of municipal safety services that has been the focus of national attention ever since. Prior to the adoption of the resolution that formed the Public Safety Department, the City was served by a traditional police department and a volunteer fire department. As the community grew, the need for a regularly constituted full-time fire department soon became manifest. Before the City Council took action to meet this need, two alternatives were considered: the first was to create a traditional fire department and retain the existing police department; the second was to absorb the existing police department into a newly created Public Safety Department and train and equip personnel to provide both police and fire services as one unit, thus giving the community a generalized approach to the provision of safety services. The Public Safety alternative was chosen because Council, at that time, believed that training and equipping personnel as both Police Officers and Fire Fighters would avoid duplication of effort, be more flexible and responsible to community safety needs, and achieve economies in operations without reducing service levels. Although the Department strength and organizational structure has undergone a major evolutionary process since 1950, thirty-seven years later, the original premise is still true.

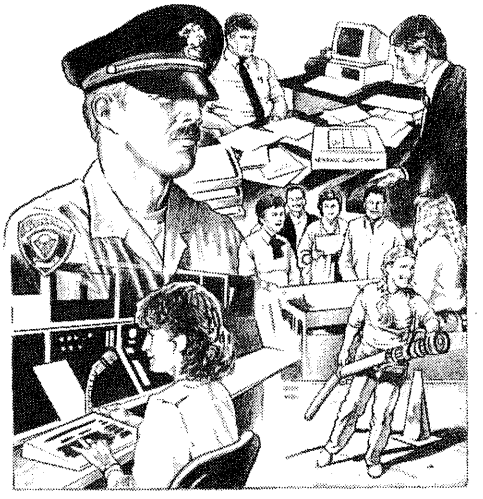


DEPARTMENT ORGANIZATION

The Department is organized into three operational divisions; Police Services Division, Fire Services Division and Support Services Division. While the Police Services and Fire Services Divisions are charged specifically with the delivery of police and fire protection to the community, the Support Services Division is charged with providing those internal support activities necessary to permit the other two divisions to accomplish their missions.

There is an obvious interrelationship between the Support Services Division and the Police and Fire Divisions; the mere nature of the mission of the Support Services Division dictates this relationship. As such, those community conditions that impact the two line service divisions will also have a significant impact upon the Support Services Division. For example, if the number of calls for police or fire service increases, the number of transactions handled by the Dispatch Unit will also increase. Likewise, the number of reports processed by the Records Unit and the volume of statistical data handled by the Statistical Unit will also increase. As each of the six Support Services general categories is examined, the conditions within the community and within the Department that impact the Division's mission will be identified.

SUPPORT SERVICES ACTIVITIES



The activities of the Support Services Division can be divided into six (6) general categories; Training, Planning and Research, Recruiting and Selection, Information Management, Emergency Communications and Property Management. Training includes basic, in-service and special training for sworn and non-sworn personnel. Planning and Research for the Department includes those activities necessary to ensure that the Department is aware of the internal and external environment as they relate to Public Safety issues. Recruiting and Selection activities are designed to ensure the highest caliber of entry level personnel. Information Management deals with the storage/retrieval of all official documents and reports, as well as providing mandated information to federal, state and local agencies. Emergency Communications provides call reception and dispatching services for the Department. Property Management covers the storage and disposal of items of evidence and found property, the issuance and maintenance of Department property, and the coordination of maintenance and operation of the Public Safety Headquarters building and the six fire stations.

The following sections will examine each of these activities in more detail. Influencing factors that impact these activities will also be identified along with those issues that may in the future confront the Support Services Division.

TRAINING

Public safety service is a profession. Like all professions, there are specific skill and knowledge standards which must be met to enter the profession and to remain competent in that profession. It is through the Training function that the Support Services Division ensures that these standards are maintained in the Department of Public Safety.

Basic Training

To acquire the basic skills necessary to function as a Public Safety Officer, all sworn personnel must undergo a specific program of instruction consisting of a fire academy and a police academy. Appendix I presents a general overview of the topics of instruction during this basic training process.

The Department operates its own basic fire academy for all entry level sworn personnel. Fire Station #2, located at Wolfe and Arques, is the facility site for all academy training and provides the classroom, drill grounds and special firefighting equipment needed for the academy. The academy consists of ten weeks of instruction and, upon successful completion, recruits are certified by the State of California to the level of Fire Fighter I.

Recruits can be assigned to one of a number of state approved police academies for their initial training. The Department generally uses the Santa Clara County Criminal Justice Training Center which is administered by San Jose City College under the performance guidelines set forth by the State Commission on Peace Officer Standards and Training (P.O.S.T.). The academy currently lasts seventeen weeks.

At the conclusion of both academies, the recruit enters a field training program designed to reinforce knowledge and measure performance in thirty-three (33) specific areas of basic police work. Upon successful completion of this phase and after one year of service, the recruit is certified to be employed as a Peace Officer in California.

In-Service Training

It is the Department's philosophy that continuous review of skills and retraining in new techniques is essential for the professional development of employees and the effective delivery of police and fire services. To this end, the Department conducts an extensive in-service training program for all personnel throughout the schedule year.

Sworn personnel assigned to the fire suppression function receive approximately 289 hours of in-service training annually. Sworn personnel assigned to the police function receive 90 hours of annual in-service training. Non-sworn personnel receive at least 20 hours of in-service training annually.

Special Technical Training

The Department's Training Unit is largely capable of providing the necessary in-service training to maintain proficiency in the job. In those instances where specialized training is necessary to provide additional expertise relative to individual assignments, personnel are routinely sent to courses outside the Department. These courses are identified and coordinated by the Support Services Division.

Keeping Pace with Changes

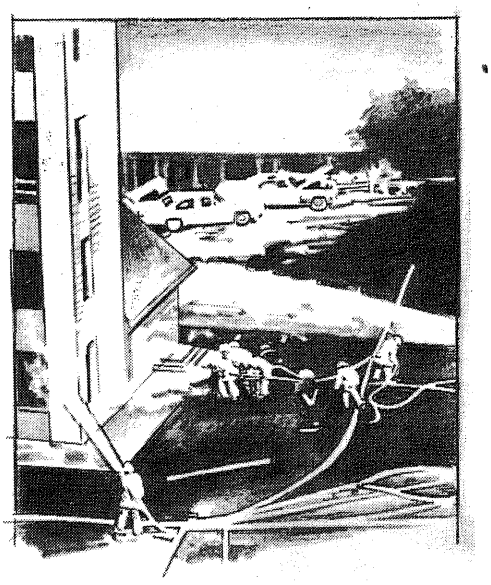
To assure that the Training Unit is providing the most current training using state-of-the-art techniques, personnel assigned to the Training Unit must maintain an awareness of those factors that will exert an influence upon the training function. This is accomplished by assuming an active role in several organizations external to the Department. One such organization is the Criminal Justice Training Center Advisory Board. This Board advises the Training Center on matters such as curriculum development and staff selection for the Basic Police Academy. The Department is a voting member of this Board.

Another Organization is the California Association of Police Training Officers (CAPTO). This is a statewide organization whose membership is comprised of Police Training Officers from various agencies throughout the state and selected employees of POST. This organization provides information and recommendations to the legislature and POST on matters concerning police training and provides a forum for the dissemination of information related to new and innovative police training. The Department is an active participant in this organization.

The California Fire Training Officers Association has objectives that are similar to those of CAPTO; to provide agency input to those groups external to the fire service that exert influence upon their training activities. Again, the Department is active in this organization.

FACTORS INFLUENCING TRAINING

Training for the Dual Role



The basic principle of the public safety concept is that all sworn personnel are trained to competently provide both police and fire services and are assigned to each Division on a rotating basis. The nature of this operational philosophy exerts a significant influence upon the Department's training function.

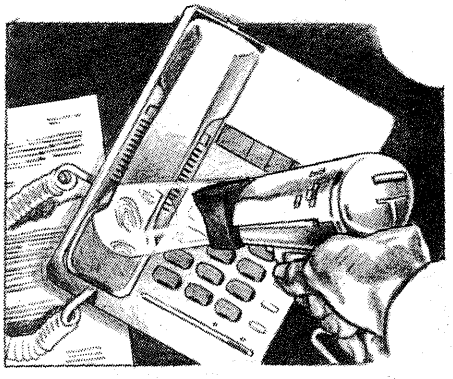
The Department must continually evaluate and assess the level of competence of the officers and respond to the findings. While this may seem like a routine progression, the fact that two distinctly different professions are involved adds increased importance to this task. Officers must be provided the necessary training to maintain or increase the level of expertise needed to provide the desired levels of service.

Not only must members meet the standards and training requirements mandated by P.O.S.T., but they must also satisfy the California State Fire Marshal's rules and regulations concerning the training of fire fighters. Therefore, when either of these two bodies initiates a change, the impact is felt upon the entire Department, not just those assigned to a specific division (Police or Fire) at the time.

Legislation's Impact Upon Training

The State Legislature impacts the training efforts of the Department. When new legislation is passed and laws that deal with Public Safety are created, the trickle-down effect is fully realized at the local levels, especially in the Public Safety Department. For example, recently enacted laws dealing with hazardous materials transportation, handling and storage, not only required the hiring and training of additional employees, but also resulted in a tremendous amount of training required to raise the level of expertise to that needed to perform the job competently and safely.

There is also an influencing factor that is internal to the City, however, it is external to the Department. This, of course, is the City Council which passes ordinances, sets policy and establishes service levels. As with the State Legislature, a decision by the Council to change a service level or to regulate conduct results in increased training needs.



Technology's Influence Upon Training

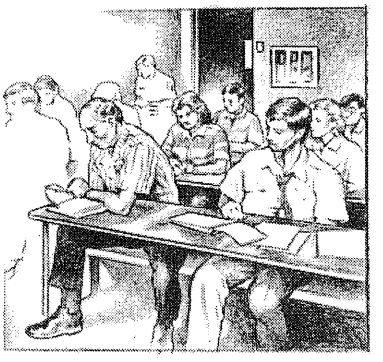
The last twenty years have witnessed a tremendous change in the tools available to the provider of public safety services. "High tech" is just as applicable to the public safety field as it is to the semiconductor industry. Lasers are now used to collect fingerprints from surfaces that were long considered unsuitable for fingerprint examination. High speed computers link terminals inside the patrol car to data bases throughout the country. Mechanical devices used in the fire services for extrication now perform the work of three. Infrared detection devices are now available to detect hidden fires. Implementation of new techniques and new equipment requires additional training.

TRAINING ISSUES FOR THE FUTURE

To anticipate the future training needs of the Department, one need only look at the past. Advances in technology both in the police and fire services over the past twenty years may very well be exceeded by those occurring between now and the year 2000. The Department will obviously benefit from this increased technology, but it will be burdened by it as well. The burden will be in the area of increased training demands for special and technical training.

Regulatory Agencies Will Exert Greater Influence

Regulatory agencies such as P.O.S.T. and the State Fire Marshal's Office have, in recent years, placed increasing training mandates upon agencies. On July 1, 1986, P.O.S.T. increased the mandatory training necessary to maintain certification as a Peace Officer from 20 hours every four years to 24 hours every two years. Arson Investigators must now have completed specific courses to be recognized as "experts". Since 1984, P.O.S.T. has increased the length of the basic police academy from 15 weeks to 17 weeks. There is every reason to believe that this increased emphasis on mandated training will continue.



In addition to the increased mandated training for sworn personnel, structured training for non-sworn personnel can be anticipated. In 1986, P.O.S.T. adopted a plan "recommending" a specific course of instruction for records and dispatch personnel. This "recommended" training will no doubt become "mandatory" training in the near future.

Adequacy of Available Training Facilities

Another future concern lies in the area of securing adequate training facilities. One of the most critical areas of training is the use of firearms. The Department currently uses the range facilities at DeAnza College to provide this training. For budgetary reasons, DeAnza College has indicated the possibility of closing their range. If this were to occur, there are very few alternate range facilities in the immediate area. At some future date, the Department may need to seriously explore alternative range facilities.

A second facilities concern is Fire Station #2 and the adjacent drill grounds. The Station was expanded in 1987 to provide excellent classroom facilities for fire training. However, this expansion encroached upon the available space to be used for drill purposes. As noted earlier, training (hands-on drill) is essential to the public safety concept. The future may reveal the need to acquire additional property to enlarge these drill grounds. This issue is also identified in the Fire Services Sub-Element.

Mandated Training May Require a Re-Evaluation of Public Safety Concept

Finally, there is a finite number of work hours in a day, and the hours that can be devoted to training during the year are likewise limited. As more mandated training is imposed by regulatory bodies, the time available for discretionary training needed for the day-to-day operations of the Department is drastically reduced. Depending upon the order of magnitude of this reduction, it is conceivable that a review of the effectiveness of the Public Safety Concept as it is currently practiced might be necessary. The trend seen in this area is unlikely to bring into question the Public Safety Concept as a general approach, but it may require consideration of changes in philosophy or policy. For example, changes such as designating some special assignments as permanent, or the permanent assignment of station-based fire personnel might at some point provide a more efficient use of resources. These and other similar approaches allow for the reduction in training requirements but would also result in reduced flexibility.

Cultural Diversity May Require Special Attention

The recent large influx of immigrant groups from other than Europe and China is a current phenomenon. Vietnamese, Thais, Cambodian and people from the various Middle Eastern countries can be found throughout Sunnyvale. Providing public safety services to people with such diverse cultural backgrounds will be challenging. Unfamiliarity with gestures, tradition and beliefs will, no doubt, prove to be just as an effective barrier to communication as the language itself. To mitigate this, the Department will continue to develop and present a training curriculum for Public Safety personnel that concentrates on cultural awareness.

PLANNING AND RESEARCH

The Planning and Research function encompasses a multitude of duties each essential to the operation of the Department. These duties include fiscal affairs management, administrative analysis and special studies, surveying citizen satisfaction with Department services and the coordination of volunteers and interns.

Fiscal Affairs

Liaison with the Department of Finance with respect to fiscal planning and control and other financial matters is a significant activity of the Planning and Research function. In that regard, the implementation of the Performance Audit and Budget System for the entire Department is concentrated in this activity.

Citizen Satisfaction Surveys

The Department has a long-standing commitment to provide the best possible service to the community. Part of maintaining quality levels of service involves constant assessment and evaluation of citizen perceptions as to how the Department is providing these services. Through the Planning and Research function, citizens who have had contact with the Department are surveyed throughout the year to determine their perceptions about a particular service they received. The responses are analyzed and action taken where appropriate to improve the level of service.

Administrative Analysis and Studies

This is the major thrust of the Planning and Research function. In response to changes in law, changes in community expectations and changes in Department goals, frequently an analysis of the change must be made to provide the Administration with data upon which to base decisions. If the analysis determines that there is an impact, a detailed informational report is prepared or a draft policy is prepared dealing with the subject.

It is also important that there be a mechanism for keeping abreast of changes and innovations in the entire Public Safety field. It is through those personnel involved in the Planning and Research function that membership in local,

State and national planning and research organizations is maintained. These organizations are the source for new ideas and techniques that may be useful to the Department.

Volunteer/Intern Coordination

The City of Sunnyvale's Volunteer Program provides citizens an opportunity to turn their individual talents and abilities into positive action. Citizen volunteers working at the Department of Public Safety are generally selected to perform a specific, "one-time" task or project. Personnel involved with the Planning and Research function coordinate the training of these volunteers as well as provide the administrative supervision and direction.

Through the Planning and Research function, the Department also assists local colleges and universities by providing projects for student internships. Student interns receive college credit for the task or project that they complete and the coordination and evaluation provided by the Support Services Division is much more structured than that for a citizen volunteer.

FACTORS INFLUENCING PLANNING AND RESEARCH

The Stated Department Goals and Policies

The Planning and Research function has only one significant influencing factor: Department goals. Through the budget process, the City Council sets the direction of the Department by establishing service levels and goals. All planning and research activity is directly related to these goals.

FUTURE ISSUES IN PLANNING AND RESEARCH

Organizational Productivity Improvement

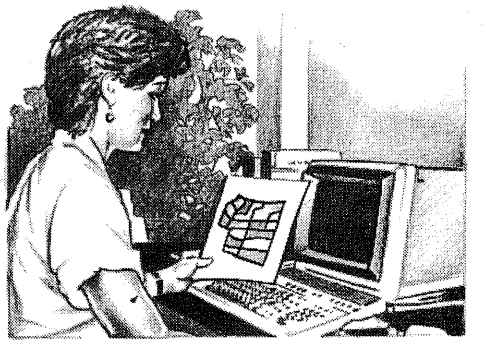
The words "planning and research" connote futurism and there are emerging areas that the Department will, no doubt, be investigating. One such area is organizational productivity improvement. The City in general, faces a "steady state" financial picture. To meet the challenge of leveling revenues, the Department must be alert for new ways to continue to improve general management, cost effectiveness and productivity. This may entail a review of the public safety concept as is currently practiced in the Department to ascertain if the original 1950 premise is still valid.

Increased Use of Statistical and Research Tools

The Department is constantly striving to find ways to utilize its personnel resources with greater efficiency. One way of providing support, especially in Police Services, is through modern crime analysis. Crime analysis is a set of systematic, analytical processes directed towards predicting criminal behavior in both individual and aggregate situations for the purpose of reducing crime in a cost effective manner. While "crime analysis" has been around for years, it is only with the recent technological advances in the fields of computerization and data collection that added importance has been assigned to this process. Additionally, proactive crime analysis, the prediction of crime potentials for a specific target, is the ultimate goal of a crime analysis program. The greater the degree of accuracy in forecasting the locations and time ranges of potential crime occurrences, the greater the effectiveness of operational planning and resource deployment will be.

Greater Utilization of Civilian Personnel

Another trend that is becoming more commonplace than futuristic is the civilianization of selected segments of public safety services. Like most larger agencies, the Department has for some time been moving in this direction in its staffing of the Community Services Bureau, the Fire Prevention Bureau, Dispatch, Records and Property. Non-sworn personnel with specialized skills and training are proving to be more cost effective than sworn personnel in these specialized positions.



As more and more demands are placed on the Department to provide those non-emergency services, and the costs of using sworn personnel goes up, some sort of trade-off will need to be made. In order to maintain or improve the current level of service while keeping within the budgetary constraints, this trade-off appears to be the increased use of non-sworn employees.

RECRUITMENT AND SELECTION OF SWORN PERSONNEL

The Department of Public Safety, like any other organization, is only as good as the quality of its employees. The Department currently enjoys a reputation for excellence and is recognized as one of the most progressive public safety organizations in the country. This reputation is, in part, due to the caliber of personnel, both sworn and non-sworn, employed by the Department.

Sworn personnel are defined as those employees granted Peace Officer powers by the California Penal Code. They make up 80% of the total work force in the Department of Public Safety. Because of the statutory authority to regulate the conduct and freedom of others that is granted these employees, an exhaustive and explicit screening and selection process has been developed.

Administratively, the Human Resources Department has the responsibility for the recruitment and selection of Public Safety employees. However, operationally, the Support Services Division is the driving force behind recruiting, screening and selecting Public Safety Officer candidates.

Recruitment

There are two types of recruitment activities for sworn personnel; active and passive. Passive recruitment is the publication and distribution of information announcing an upcoming screening and selection process for Public Safety Officer. The qualifications are stated in the announcement and interested persons are invited to submit employment applications. This process is coordinated by the Support Services Division but is actually carried out by the Human Resources Department. Approximately 60% of the interest generated in the Public Safety Officer positions is through this method of recruitment.

Active recruitment is the targeting of a particular audience and, through personal contact by a member of the Department, the solicitation of interest in becoming a Public Safety employee. Interest is generated by explaining qualifications, duties, working conditions and general benefits. This can occur in many forums, but the most

often used are job fairs, career day programs, appearances at educational institutions having a curriculum in Law Enforcement or Fire Science, contacts with other law enforcement agencies and other public appearances. The Support Services Division is responsible for the coordination of these recruitment activities.

Finally, although the main recruiting effort lies with the Support Services Division, one cannot overlook the fact that recruiting really starts with every officer in the Department. They have constant contact with members of the community, as well as the neighborhood in which they live, schools they are attending to further their education and schools where they are teaching. Each officer has the responsibility and obligation to promote the Department to prospective Public Safety Officer applicants.

Selection

The City has established minimum requirements for the position of Public Safety Officer. Once the initial recruitment is completed, all applicants meeting the minimum qualifications are invited to participate in the selection process. This process consists of four (4) phases, each of which must be successfully passed to continue to the next. Successfully passing the fourth phase places the applicant on the eligibility list in rank order.

The first phase is the written examination. This examination is designed to measure each applicant's ability to read, understand, retain and recall information and to ensure that their writing skills meet Department standards. The second phase is the physical capability demonstration which is designed to measure each applicant's physical capability to perform the duties of a Public Safety Officer. The Structured Oral Interview (SOI) is the next phase. The questions asked of each candidate are designed to elicit information that allows the interview board to evaluate the applicant's communication, decision-making and interpersonal skills.

The fourth phase consists of a medical examination, a psychological evaluation, a personal background investigation and a personal interview conducted by the Support Services Division Commander. At the conclusion of the interview, the Commander evaluates the candidate's performance in all four phases and determines whether the candidate is suitable for employment as a Public Safety Officer.

It should be noted that, while this section primarily addresses the sworn employee, the non-sworn employee is just as important to the organization. The recruitment and

screening of non-sworn employees rests with the Human Resources Department. However, all employees of the Department must undergo the same rigorous background investigation as the sworn employee. It is the Support Services Division that is responsible for these investigations.

INFLUENCING FACTORS AND FUTURE ISSUES IN RECRUITMENT AND SELECTION

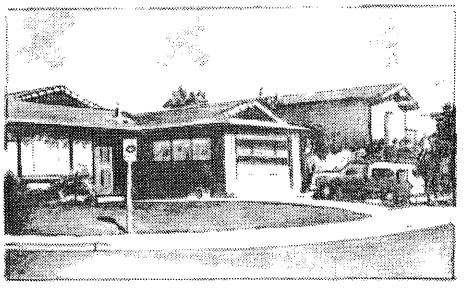
The Authorized Staffing Level of the Department

Staffing levels authorized for the Department are those necessary to meet desired service levels. When service levels are changed or new programs initiated, the need for increased or lessened staffing levels frequently occurs. Any change in authorized staffing levels has an obvious impact on the recruitment and selection efforts of the Department.

However, changes in authorized staffing levels is not the primary causal factor in determining the level of recruitment and selection efforts for the Department. The primary causal factor now and in the future appears to be maintaining authorized strength. The annual attrition rate for the Department over the last five years has averaged 11 officers. Due to the large expansion to the Department that occurred in the early 1960's, many employees are reaching retirement age. This attrition rate can be expected to continue or increase for at least the next five years.

Housing Costs in the Santa Clara Valley

A factor that is having a significant influence upon the Department's ability to recruit and retain viable personnel is the employee's inability to purchase his/her own home in Sunnyvale or the immediate vicinity. The cost of owning a home has increased dramatically throughout Santa Clara County, and Sunnvyale is no exception. During the 1966-71 period, housing prices fluctuated, but increased only 3% overall. However, the 1971-77 period brought a steady climb in housing costs, resulting in a 189% increase throughout the County.



For Sunnvyale, the trend has been even more pronounced. The Federal Census reported the median value of an owner-occupied unit in 1960 at $17,300 and $29,200 in 1970. In 1979 the median price of a Sunnyvale home was $91,976. These figures represent an increase in cost of 215% from 1970 to 1979. In May 1987, the Sunnvale Board of Realtors reported the median price of a Sunnyvale home to be $215,000. Using the $77,822 figure for the year 1978 and

the $215,000 figure for 1987, the value of housing increased 176% during the 10 year period. Many qualified candidates are not willing or are unable to relocate to this high cost area.

The Diminishing Labor Pool

Another factor is the labor pool itself. Many police and fire agencies, including Sunnyvale, are currently having difficulty attracting "qualified" Public Safety Officer applicants. One problem, and there are probably many, is simply that there is not a large pool of applicants interested in a career in public safety. Of those that do apply, approximately one half do not meet the Department's minimum qualifications. During the additional screening processes, approximately one half of those who met minimum qualifications are found to be not suitable for police work, further reducing the potential pool of "qualified" applicants. The number of "qualified" applicants will not improve over the next 15 years. In fact, the age 20-29 labor pool (the recruitment pool for Public Safety) will grow smaller and therefore recruitment difficulty may get worse.

Santa Clara County Labor Force Estimates
1980-2020
Age Group 20-29

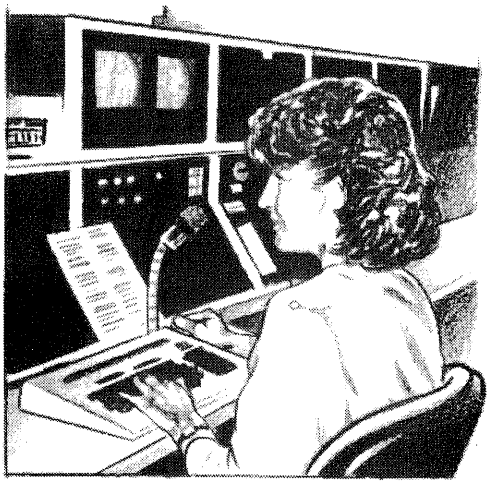
Year	Total Population	Labor Force Age 20-29
1980	1,299,610	260,496
1985	1,400,107	275,312
1990	1,487,727	266,772
1995	1,569,902	229,584
2000	1,639,959	211,457
2020	1,877,131	262,702

As indicated, the population from 1985 to the year 2000 will increase 12.4%, while the 20-29 year old labor force decreases 30.2%. This is rather alarming considering that all law enforcement agencies and private industry will be competing against one another for quality employees.

The applicant pool will continue to shrink. The competition for the qualified applicant will probably become intense. Creative approaches to recruiting, incentives/bonuses, relocation aid and lowering of standards are all possible future actions that may be forced upon the City in order

to meet staffing needs in the Department. The current organizational structure and Public Safety Concept may have to change in order to enhance recruitment possibilities.

Increased Reliance Upon Civilian Employees



In the face of shrinking tax resources and increased demands for service, administrators must be constantly alert for ways to maximize the resources available to them. One way is through careful planning and development of personnel. Another is through the use of alternative personnel resources, such as civilians. Civilian personnel represent between 25 and 35 percent of the total authorized strength of many larger departments. In addition to the traditional duties of record keeping and dispatching, civilian personnel are being used in key staff positions, such as personnel and training, planning and research, crime scene investigation, and evidence and property control. Civilians can be trained to perform a number of functions of a non-emergency nature such as minor accident and minor crimes investigations that are not in progress, freeing up the sworn officers to handle those activities which must be performed by a Peace Officer. Civilianization is a trend that will continue to impact the Department.

Non-Traditional Work Schedules and Staffing Patterns

Creative work schedules and staffing allocations will be a key element to maximize the resources available in the future. The use of differential staffing levels, which acknowledges the variations in staffing needs at different times of the day, will greatly enhance productivity, due in part to the work load being distributed more evenly and keeping officers available to do preventive patrol.

Affirmative Action Efforts

The Department, along with the City in general, desires to have a work force reflecting the demographic composition of the total work force in the community. To date, the Department has not achieved this desire but is, and has been, working diligently toward that end. While ethnic representation has basically been achieved, female representation has not. Unfortunately, it is the Public Safety concept itself that appears to be the most detrimental fact in achieving adequate female representation.

The Department of Human Resources and the Department of Public Safety have conducted recruitments directed at this one group, but to no avail. There are females in the labor pool who are interested in a career in the fire service, however, they decline to even apply for a position in the

Department of Public Safety because they do not want any involvement with law enforcement. Conversely, there are applicants who desire a career in law enforcement and decline to apply because they do not possess the physical strength required for the position.

To continue in the effort to reach proportionate female representation, the City and Department have established a Recruiting Task Force whose function is to seek out minority and female applicants. Prospective applicants are assigned a "mentor" from the Task Force who provides information and assistance to the prospective candidate. If the person files an application for the position, the "mentor" continues to provide assistance and advice through the entire selection process. This program has met with some success, however, continued efforts in this area must be undertaken by the Department in the future.