

CITY OF YUBA CITY  
STAFF REPORT

**Date:** July 6, 2021  
**To:** Honorable Mayor Boomgaarden and Members of the City Council  
**From:** Police Department  
**Presentation By:** Sam Escherman, Police Commander

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**Summary**

**Subject:** Revised Lateral and Academy Graduate Recruiting Incentive Program

**Recommendation:** Adopt a Resolution authorizing a revised Lateral and Academy Graduate Recruiting Incentive Program.

**Fiscal Impact:** No additional costs are associated with the increased incentive to the recruiting incentive program which is already in place. The increase in the program will be funded by salary savings out of the General Fund from existing vacancies within the Police Department. The maximum cash incentive paid would be \$17,500 total for a lateral officer (\$15,000 for the Lateral and \$2,500 for the referring employee). The maximum cash incentive for Academy Graduate would be \$5,000 per applicant. The estimated cost per year would be \$30,000 to \$40,000.

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**Purpose:**

To maintain the Police Officer staffing level at the Police Department in a very competitive market, by offering incentives to encourage highly qualified Lateral and Academy Graduate Police Officers to apply for employment with the Yuba City Police Department.

**Background:**

The current Lateral Officer recruiting incentive program was originally approved by the City Council in September of 2016. This program is still being operated through the Police Department. In 2016, a Lateral hiring incentive was passed which provided Lateral Police Officers choosing to join the Yuba City Police Department a \$2,500 hiring bonus spread out over two payments. If a current city employee referred a lateral candidate, that employee would also be given \$2,500, spread out over two payments. The current program also provides the lateral officer with 40 hours of sick leave credit and one full set of uniforms upon hire.

The Yuba City Police Department is approaching a level of concern in regards to Police Officer staffing at this time. Within in the past couple of months, the Department has seen two officer's resign to seek employment in the private sector and the Department is also anticipating the retirement of no less than six officers between now and December 2021. The department currently has four vacancies. Coupled with the anticipated retirements this year, this would put

the Department at ten vacancies (14% of the sworn staff), which would put staffing at a critical level.

The Police Department has three options when it comes to hiring potential Police Officers.

1. Hire Police Recruits with no experience and sponsor them fully through the academy. This is the least expedient option, with a typical time frame of over a year from job announcement to end of the field training program where the officer is functioning in a solo capacity. The annual salary with benefits of a Police Recruit is \$95,100. The cost of the Police Academy, which is paid for by the City, including uniforms and equipment is approximately \$10,000, plus a housing stipend while attending the academy of approximately \$3,000. This brings the total cost to \$108,100 in the first year. In this scenario, these costs would have already been paid and the Recruit would just be approaching the level of a solo officer.
2. Hire an Academy Graduate Officer during or upon completion of the Police Academy. This is the most problematic option. Most academies are filled by sponsored cadets (already hired by an agency), which leaves a limited field to choose from for potential officers. Most police academies are run through the California Junior College system, with only two academies being conducted a year. There are very few candidates per class, and the best candidates are very often hired immediately upon the initiation of the new class. This is the most difficult and least successful option.
3. Hire Lateral Officers. Hiring officers that currently work for other agencies and have successfully completed a probationary period. According to the Yuba City Police Departments 2020 Annual Report, lists 27 Lateral Officers on our staff. This equates to approximately 40% of our officer's currently working in the department. According to this same report, we currently only have five Lateral Officers on staff which have been hired in the past five years. Some of this can be contributed to the CalPERS pension reform act, which has slightly reduced the classic formula of 3% at 50, to the new classic formula of 3% at 55. After surveying current Lateral Officers within the Department, a second contributing factor is the current Lateral Incentive Program being too low. We continue to have a limited success rate; currently we have one Lateral Officer in the field training program. We continue to lose Officers to the private sector who are looking for higher pay, a more traditional work schedule, and we have a significant amount of anticipated retirements in the near future. With some changes to the recruiting incentive for Lateral Officers, this will be the fastest option from hire to having an officer on the street within three to four months in a solo capacity with minimal supervision. The estimated investment with all available benefits for a Lateral Officer from the point of hire, to operating as a solo Officer is estimated at \$39,533.

A recent survey evaluating recruiting incentives for lateral officers from other Northern California agencies are as follows:

Scotts Valley PD	\$40,000
Ukiah PD	\$20,000
Modesto PD	\$15,000
Chico PD	\$10,000
Yuba County SO	\$10,000
Fairfield PD	\$10,000
Redding PD	\$7,500

Yuba City comes in at a \$2,500 Lateral Officer hiring incentive.

Lateral incentives are currently in place in numerous agencies throughout California. Some agencies provide a moving expense offset, a financial incentive for the lateral applicant, a financial incentive for the recruiting employee, a vacation bank leave bonus, or a sick leave bank leave bonus. Most agencies offering a bonus, offer a combination of the above items. The bonuses vary throughout the state with some incentives as low as \$400 and others as high as \$40,000. Other bonuses offered include free initial uniform costs, and transferring sick leave banks from their previous agencies (absent a payout).

### **Analysis:**

To increase recruitment opportunities, the proposed program for the Yuba City Police Department would provide the following:

- Referral Incentive of \$2,500 for Lateral Officer – The City would compensate City employees who refer ultimately successful recruits for these positions with two payments: the first payment of \$1,250 would be made upon the City's hiring of the Lateral Officer and the remaining \$1,250 would be made when the new employee successfully completes probation. Human Resources staff, the City Manager, Department Directors, the City Attorney, the Mayor and Councilmembers would not be eligible for the referral incentive. A Lateral Officer candidate would be able to identify only one employee eligible for a referral incentive, and it must be done with Human Resources at initial hiring.
- Hiring Incentive of \$15,000 for Lateral Officer - Would be paid to a Lateral Officer who successfully completes the hiring process with the City of Yuba City. This incentive will replace the current incentive program that has been in existence since September of 2016. The incentive would be paid in three payments. The first payment of \$5,000 would be made upon the successful hiring of the candidate. The second payment of \$5,000 would be made upon successful completion of the training program. The third and final payment of \$5,000 would be made upon the completion of 18 months of full time employment with the City. A Lateral Officer, upon successful hiring would also be given an initial bank of 40 hours of sick leave.
- Hiring Incentive of \$5,000 for Academy Graduate Officer – Would be paid to an Academy Graduate Officer who successfully completes the hiring process with the City of Yuba City. The incentive would be paid in two payments. The first payment of \$2,500 would be made upon the successful hiring of the candidate. The second payment would be upon the successful completion of the field training program.
- As the Department approaches the maximum allotted positions for Police Officer, the program will be evaluated to determine its success and the need to continue with future vacancies.

### **Fiscal Impact:**

No additional costs are associated with the increased incentive to the recruiting incentive program which is already in place. The increase in the program will be funded by salary savings out of the General Fund from existing vacancies within the Police Department. The maximum cash incentive paid would be \$17,500 total for a lateral officer (\$15,000 for the lateral and \$2,500 for

the referring employee). The maximum cash incentive for Academy Graduate would be \$5,000 per applicant. The estimated cost per year would be \$30,000 to \$40,000.

**Alternatives:**

Do not adopt the Resolution or provide staff with direction to amend the recommendation.

**Recommendation:**

Adopt a Resolution authorizing a revised Lateral and Academy Graduate Officer Recruiting and Hiring Incentive Program.

**Attachment:**

1. Resolution

Prepared By:

*/s/ Sam Escherman*

Sam Escherman  
Police Commander

Submitted By:

*/s/ Dave Vaughn*

Dave Vaughn  
City Manager

Reviewed By:

Department Head

Finance

City Attorney

RL

SM

SLC by email

# ATTACHMENT 1

**RESOLUTION NO.**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF YUBA CITY  
AUTHORIZING REVISIONS TO THE POLICE DEPARTMENT RECRUITING AND  
RETENTION INCENTIVE PROGRAM FOR LATERAL AND ACADEMY GRADUATE  
OFFICERS**

WHEREAS, the City Council has determined that in order to effectively address current challenges faced by the Yuba City Police Department with recruitment and hiring of Police Officers, the Lateral and Academy Officer Recruiting Incentive Program should be revised; and

WHEREAS, a referral incentive will encourage current City employees to recommend qualified candidates to apply for lateral officer positions that have been difficult to fill; and

WHEREAS, a hiring incentive will encourage Lateral and Academy Graduate Officer candidates to accept positions with the Yuba City Police Department.

NOW, THEREFORE BE IT RESOLVED, that the City Council of the City of Yuba City adopts the Officer Recruiting Incentive Program as follows:

1. An eligible City employee who refers a candidate for a Lateral Police Officer position will receive \$1,250 upon hiring of the candidate and additional \$1,250 upon the new employee's successful completion of the probationary period.
2. New Lateral Police Officers will receive \$5,000 upon hiring, \$5,000 upon successful completion of the field training program, and an additional \$5,000 upon successful completion of 18 months of employment with the City of Yuba City.
3. New Lateral Police Officers hires will receive 40 hours of sick leave placed in their leave bank upon being hired.
4. For the purposes of this program, a Lateral Police Officer is defined as a current or former California Peace Officer in good standing the California Commission on Peace Officer Standards and Training (POST) and who possesses a valid POST Police Academy Certificate and a POST Basic Peace Officer Certificate.
5. The Officer Recruiting Incentive program applies to Lateral and Academy Graduate Officers hired on or after this resolution is successfully passed.
6. The City Manager is authorized to administer this program.

The foregoing Resolution was duly and regularly introduced, passed, and adopted by the City Council of the City of Yuba City at a regular meeting thereof held on the 6<sup>th</sup> day of July 2021.

AYES:

NOES:

ABSENT:

\_\_\_\_\_  
Marc Boomgaarden, Mayor

ATTEST:

\_\_\_\_\_  
Ciara Wakefield, Deputy City Clerk

APPROVED AS TO FORM  
COUNSEL FOR YUBA CITY

By \_\_\_\_\_  
Shannon Chaffin, City Attorney  
Aleshire & Wynder, LLP

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COUNSEL FOR YUBA CITY

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Shannon Chaffin, City Attorney  
Aleshire & Wynder, LLP