


CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: December 5, 2025

To: The Honorable Members of the Budget and Finance Committee

From: Malaika Billups, General Manager, Personnel Department 

Subject: **COUNCIL FILE NO. 25-0600-S126 - PERSONNEL DEPARTMENT SUPPORT OF LAPD INCREASED HIRING - FY 2025-26**

RECOMMENDATION

That the City Council authorize the following:

1. Resolution authority for the following positions from January 1 through June 30, 2026, subject to allocation by the Civil Service Commission:

<u>Positions</u>	<u>Class Title/Code</u>
1	Assistant General Manager, (1745)
1	Senior Personnel Analyst II, (9167-2)
1	Chief Clerk Personnel, (1260)
1	Background Investigation Manager, (1759)
2	Senior Personnel Analyst I, (9167-1)
<u>3</u>	<u>Personnel Analyst, (1731)</u>
9	Total Resolution Authorities

2. Funding of \$613,704 in the Personnel Department Salaries, General account for six-months for these nine (9) resolution authorities.

3. Funding of \$215,518 for As-Needed Salaries funding for part time background investigators, clerical staff, proctors, and interview specialists to support Police Officer Hiring efforts.

4. Funding of \$100,000 for public safety recruitment and advertising.

BACKGROUND

The Budget and Finance Committee, in Section 6 of its motion under Council File No. 25-0600-S126 (McOske and Yaroslavsky) (the "Motion"), instructs the Personnel Department, with the assistance of the LAPD and CAO, to report on the LAPD hiring plan and, its ability to move an increased number of recruits through the hiring process in Fiscal Year 2025-26 based

on LAPD's proposed hiring plan to reach 480 Police Officer hires by increasing the approved plan by 240 hires.

The Motion also seeks a report on identified savings or proposed restructuring within the LAPD and, if identified, an analysis from the CAO that evaluates options to reallocate those savings within the LAPD or toward priority unfunded requests in FY 2025-26. Responses to Section 6a and 6b of the Motion fall under the purview of LAPD and CAO, respectively. The Personnel Department anticipates responses to these items will be included in the Second Financial Status Report.

DISCUSSION

The Personnel Department and LAPD has reached 240 hires with the December Police Academy class. The FSR provides the costs of any additional Police Officer hires for the remainder of the fiscal year. Regardless of whether the City Council approves more hires, the Personnel Department requires the additional staffing and resources in January, 2026 for the new LAPD Hiring Division in order to be ready to hire when the new fiscal year begins with the July, 2026, Academy class.

The information below summarizes the following:

1. Police Officer hiring process and the requested resources for the new LAPD Hiring Division
2. As-needed funding request
3. Recruitment funding request

Original LAPD Hiring Process

At the onset of FY 2025-26, the Personnel Department had two Divisions – Public Safety Division (PSD) and Background Investigation Division (BID) – serving the entry and promotional hiring needs of the entire sworn City workforce for LAPD, LAWA, Harbor, and Fire Departments (as well as Recreation and Parks and Animal Services). PSD and BID staff divided its time providing support to each of these departments for all the various hiring processes. With this structure there was a backlog of appeals and disqualifications going back several months to early 2025 due to the focus on candidates who are actively continuing in the hiring process.

The LAPD provides support to Personnel's Police Officer Hiring efforts through its Recruitment and Employment Division (RED). RED maintains 59 total staff, 56 sworn and 3 civilian, working exclusively on Police Officer hiring and recruitment. RED supports the LAPD Police Officer hiring and recruitment process by recruiting potential candidates, administering Candidate Advancement Program (CAP) and the Physical Fitness Qualifier (PFQ), Personal History Statement (PHS) reviews, background investigations, and appoints candidates to the academy.

To date there have been 240 Police Officer candidates hired from June 2025 to December 2025. Personnel's BID and PSD in collaboration with LAPD RED hired 123 Police Officer candidates between June and September 2025 before any structural changes were made to the divisions within Personnel. It should be noted that the remaining 117 of the 240 Police Officers hired in Fiscal Year 25-26 started the hiring process under this prior structure due to the current length of the Police hiring process.

Creation of Personnel Department's LAPD Hiring Division

The Mayor's Executive Directive No. 14 (ED 14), issued September 11, 2025, mandates the Personnel Department to "create and staff a dedicated LAPD Hiring Division" to ensure Police Academy candidates move through the selection process swiftly, efficiently, and within 180 days. To that end, Personnel has begun efforts to establish a new, separate division exclusively for LAPD Officer hiring. To launch the Division, 87 existing staff were reallocated from PSD and BID, including 43 full-time employees and 44 as-needed employees, largely including investigators and support staff. Despite these transfers, PSD and BID's management structures have remained intact to minimize disruption to hiring for other sworn classifications (Firefighter, Airport Police, Port Police, Animal Control Officer, and Park Ranger). The new Division currently lacks permanent management, supervisory, and administrative positions. In order to fill these roles and keep the current 30-candidate-per-class rate, eight employees from other divisions are being temporarily loaned to meet this goal and provide managerial/supervisory support. These lending divisions within Personnel Department are operating below capacity, affecting various Personnel Department programs such as Workforce Development (Targeted Local Hire and Bridge to Jobs Programs), Classification (allocation and creation of new classifications), Office of Workplace Equity (discrimination complaints), Selection (establishment of civil service eligible lists), Background Investigation (support for other sworn field investigations) and Civilian Recruitment (executive and entry level recruitment). It is important to note that work in these divisions are currently being slowed down or not performed at all. If the borrowed positions are to remain with the LAPD Hiring division, these existing Programs within Personnel will continue to operate below capacity and not meet their operational needs.

If the loaned positions were returned to their respective divisions, then the new LAPD Hiring Division would be left without leadership positions and unable to implement changes to the Police Officer Hiring process per Executive Directive No. 14. The remaining staff would have no supervision or managerial support and their output would be unpredictable due to a lack of review and oversight of the hiring process. The resources requested are essential to not only maintain the current hiring pace, but exceed the current 30-candidate-per-class rate, appropriately staff the new LAPD Hiring Division, and implement the following proposed process changes:

1. Establish the LAPD Hiring Division with permanent positions.
2. Submitting an interim budget request to staff the roles and gaps in the new LAPD Hiring Division (resolution authorities).

3. Setting benchmarks, field investigation protocols, revised Police Officer Bulletin, reordering the test parts and one day hiring events.
4. Finalizing the new selection processes identified above soon after resources requested above are received by February 2026.
5. Releasing a new Police Officer bulletin by February 2026 with the goal of moving viable candidates through the Police Officer selection process within 6 months and being able to meet the 480 goal by having classes above 40.
6. Submitting a FY 2026-27 budget request for additional positions and resources to ensure that Personnel is fully staffed to fill Academy classes.

Borrowed resources from other divisions within the Personnel Department and partnership with LAPD has not produced the desired volume of candidates. LAPD maintains it needs to hire 480 new officers this fiscal year to offset attrition, which is expected to exceed 500. To improve the process (minimizing time, enhancing experience, and identifying qualified candidates), new protocols are being implemented per Executive Directive No. 14. As of this report, the partnership has produced 240 candidates, averaging about 30 per Academy class with existing and borrowed resources within Personnel that have now been split between three divisions (BID, PSD and new LAPD Hiring Division) at Personnel. Continuing at this pace with split and borrowed resources from other divisions within Personnel will result in 414 hires for fiscal year 25-26, falling short of the 480-hire goal but causing significant delays in other Programs within Personnel.

If the loaned positions are returned to their respective divisions within the Personnel Department the Executive Directive No. 14 improvements will not be implemented and hiring numbers would become unpredictable due to a lack of management and supervision. This lack of leadership will also lead to possible increased liabilities due to backgrounds not being properly reviewed, lack of goal setting and an increase in the appeal backlog. Without these positions it is unlikely that the current hiring pace would be maintained.

LAPD Hiring Division Funding Request

To date, 240 Police Officer candidates have been hired between June 2025 and December 2025. If there are no additional Police Officers authorized to be hired for the remainder of the calendar year, it will still be critical to obtain the resources requested in order to meet the hiring goals of FY 26-27. The Police Officer hiring process is currently lengthy and no delays or stoppages can be afforded at any time. Candidates will still need to be processed at all hiring steps and if they manage to complete all the hiring steps before positions are available, it is likely they will need to update test parts such as medical, field investigation, etc. if more than 2 months pass. This will result in more work from both the Personnel and LAPD teams to keep a pool of candidates ready to hire for the first class of FY 26-27. In order to be ready for July, 2026 Academy class, candidates must be vetted and placed on the certification list starting June 1st. To meet that timeline, the Personnel Department requires 2-3 months of background work. In addition, the requested Personnel positions will take 1-2 months to hire and onboard.

Therefore, even if no additional hires are authorized this fiscal year, the Personnel Department still requires the staffing and resources to meet the LAPD Police Officer hiring goals for FY 26-27.

To meet the Police Officer hiring goals and benchmarks outlined in ED 14 to change the Police Officer Hiring process and reduce the hiring time to 180 days, the Personnel Department requests the following nine (9) managerial, supervisory, and administrative positions.

1. 1 Assistant General Manager, (1745)
2. 1 Senior Personnel Analyst II, (9167-2)
3. 1 Chief Clerk Personnel, (1260)
4. 1 Background Investigation Manager, (1759)
5. 2 Senior Personnel Analyst I, (9167-1)
6. 3 Personnel Analyst, (1731)

If approved, the Personnel Department will first attempt to fill these positions via the Expedited Transfer Portal then via internal and external transfers. If these methods do not identify viable candidates for these critical positions, then we will seek to hire individuals from the eligible lists.

As-Needed Funding Request

The As-Needed budget for public safety background investigations was drastically reduced in the FY 2025-26 Adopted Budget, from \$550,000 in FY 2024-25 to \$100,000 (an 82% reduction). As of the pay period ending October 18, 2025, \$92,934 of the \$100,000 budget for public safety background investigations has been expended. It is anticipated that the As-Needed budget for public safety background investigations will be depleted very soon, causing a potential stoppage to the work performed by As-Needed staffing dedicated to public safety background investigations.

The Department requests an additional \$215,518 in As-Needed Salaries funding for part-time staff (background investigators, clerical staff, proctors, and interview specialists) for the remainder of FY 2025-26. These employees assist with field investigations, testing, and clerical needs that will arise from the new benchmarks. There will also be a greater need than past years for proctors and interview specialists to assist with one-day hiring events that will be part of the new 180-day Police Officer hiring process.

Recruitment Funding Request

The Personnel Department received \$200,000 in public safety recruitment funding in FY 2024-25, which was not continued for FY 2025-26. This elimination halted all paid sworn advertising (such as Facebook and Instagram ads). To meet the objectives identified in ED 14, it is critical that the Department have funding to conduct recruitment and advertising campaigns to achieve LAPD hiring goals.

The Personnel Department is requesting \$100,000 in public safety recruitment and advertising funding for January to June 2026. This funding would expand digital advertising (META platforms, Google Ads, Spotify, Reddit, Jamloop for TV/streaming) and continue SMS outreach through Text-It and Twilio. This is necessary to sustain and scale high-performing paid campaigns to boost recruitment and drive qualified applicants. With no recruitment funds allocated for FY 2025-26, the PSD Recruitment Team members received assignments for other needs within public safety selection. Without FY 2025-26 recruitment funds, the PSD Recruitment Team's assignments were drastically reduced, limited to responding to inquiries, sending weekly test/PHS reminders, and updating the [Joinlapd.com](https://joinlapd.com) website.

FISCAL IMPACT

The six-months General Fund impact of this request for a dedicated LAPD Hiring Division (9 full-time positions, As-Needed Salaries, and recruitment funding) within the Personnel Department is \$929,222. The ongoing salary cost for the 9 positions in FY 2026-27 is \$1.03 million.

The Personnel Department has also submitted budget requests to continue and increase As-Needed Salaries funding and recruitment funding in its FY 2026-27 Proposed Budget which will be evaluated as part of the forthcoming FY 2026-27 budget process.

CONCLUSION

The Mayor's Executive Directive No. 14 charges the Personnel Department with expediting the hiring process, increasing the number of Police Officers hired with new benchmarks, and doing so within a standalone division. Without staffing and advertising resources, the Personnel Department will not successfully meet the Directive's requirements, and in light of the deep cuts to Personnel's workforce, this work cannot be absorbed by existing staff. If the new positions are not approved, the new LAPD Hiring Division would be left without supervision and management oversight to ensure that the hiring process is meeting its goals and completed in a proper manner. Should the positions be approved, and the changes are implemented, it is anticipated that there will be Academy classes of 40 or more on a regular basis, and the backlog of appeals will be addressed.