

Spring 3-5-2024

Improving Staffing at Alameda Police Department through Leadership Development: A Study in Staffing and Retention

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**Improving Staffing at Alameda Police Department through Leadership Development:
A Study in Staffing and Retention**

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March 5, 2024

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Abstract

A leadership development program is key to training, sustaining, and retaining officers in a police organization. This research paper focuses on leadership development at the Alameda Police Department (APD) to improve staffing levels. As of January 2023, the department is funded for 88 sworn officers. As of December 2023, the department has 66 sworn officers, which means staffing is down 28%. Professional and academic literature was used to show that the staffing crisis in law enforcement (LE) is a national issue and APD is not immune to these staffing challenges. The research used a Mixed-Methods Research (MMR) approach to collect quantitative and qualitative data, which was analyzed to accept or reject the hypothesis. The data was collected from 90 APD employees and 10 Subject Matter Experts (n = 90 quantitative, n = 10 qualitative). Collectively, there was a 96% agreement rate amongst survey respondents that validated the assumptions in this study. The input and themes provided by the Subject Matter Experts also validated the assumptions. Based on the findings of this study, it has the potential to impact staffing levels at APD.

Keywords: Leadership development, staffing, retention, recruitment, officers' wellness, community

Chapter 1: Introduction

Background

In recent years, the law enforcement (LE) profession has seen a crisis in staffing levels. This research paper analyzes national trends in relation to current staffing issues at the Alameda Police Department (APD) and other local agencies. It is important to analyze the different contributing factors causing the workforce crisis in public safety. A decrease in hiring, recruitment, and retention has become a widespread phenomenon, and it affects both the profession as well as the services provided to the community. LE organizations across the nation have seen decreases in hiring and a significant increase in resignations and retirements. Between 2019 and 2021, hiring fell by 4%, the number of resignations increased by over 40%, and the number of retirements increased by 20% nationally (Police Executive Research Forum, 2022).

The changes in staffing are a result of several factors and events that occurred during the same period. The COVID-19 pandemic brought extreme stress throughout the world, and it affected how LE provides police services (CNN, 2022). During the pandemic, quarantine measures were in place limiting in-person interaction and changing protocols in response to calls. Furthermore, society found new ways of working remotely. However, public safety does not allow remote options because LE operations are 24/7 and require staffing levels to be maintained around the clock.

As the country was dealing with the pandemic, there were thousands of demonstrations across the nation calling for police reform. The demonstrations were in response to the death of George Floyd at the hands of the Minneapolis Police Department. Not only did these protests involve acts of violence toward police officers, but it further amplified negative sentiment towards LE that was lingering since the 2009 death of Oscar Grant and the 2014 death of

Michael Brown, both of which were officer-involved shootings. From a historical perspective, the national spotlight on police reform dates back to 1991 and the police brutality case involving the Los Angeles Police Department and Rodney King.

Budget and incentive issues have also contributed to the workforce crisis. The pandemic significantly impacted the economy with businesses closing, causing revenue shortages for federal, state, and local governments (Police Executive Research Forum, 2022). The increased scrutiny of LE has led to defunding the police campaigns, which affected funding and budgets within police organizations. In California, these changes in funding continue to have a negative impact on incentivizing the LE profession. In the late 2000s, the State of California made changes to its CalPERS retirement system. The retirement formula changed from 3% at 50 to 2.7% at 57. Newer officers are accumulating their retirement percentages at a lower yearly rate, and officers are expected to work in a high-stress career for longer (CalPERS, 2021).

Furthermore, many agencies in California have seen changes to medical benefits. Medical benefits for new hires as of 2012 changed from lifetime coverage for the employee and spouse, to lifetime coverage for the employee only. These changes in retirement and benefits have significantly affected staffing because there are fewer incentives to enter a career in public safety. The high-stress and high-liability factors of the profession outweigh the benefits for viable candidates.

LE agencies, including APD, are working towards recovering from the staffing crisis. Now that the pandemic is receding, and the public sentiment towards police is shifting with increases in crime, police agencies are working with their communities to broaden support for public safety. This study focuses on leadership development to improve staffing levels and make LE a more desirable profession.

Statement of the Problem

Staffing levels at APD are down more than 28%. A decrease in recruitment, hiring, and retention is a national issue, and APD is not immune to these challenges. The problems that LE agencies face when they are understaffed are:

Problem 1 (P1) – The staffing shortage increases workload and fatigue among current employees.

Problem 2 (P2) – Low staffing results in a lack of mentorship and proper training to enhance the knowledge, skills, and abilities (KSAs) of current personnel.

Problem 3 (P3) – Police services in the community are less effective (Response times, number of officers on patrol, limits to support units - investigations, school resource officers, traffic divisions, community-oriented policing).

This study aimed to assess how leadership development at APD would create innovative ways to increase meaningful training and enhance leadership skills to improve staffing.

Purpose of the Study

The purpose of this study was to determine how the focus on leadership development could be linked to an increase in staffing and retention. Recent efforts and future recommendations will be discussed regarding internal processes of employee training, utilization of current leadership models, and change strategies related to recruitment/hiring.

Significance of the Study

The intended focus of this capstone project was to investigate and understand the impact that leadership has on staffing and retention at APD. Staffing levels in public safety have a direct impact on an agency's ability to provide services to the community. Given the State of California has seen an increase in both violent crimes and property crimes post-pandemic, having the

necessary resources (police officers) to address community concerns is of the utmost importance (Lofstrom et al., 2023).

Main Research Question and Sub-questions

The main research question is: How would the leadership development program at APD improve and retain staffing levels?

Sub-questions:

Question 1 (Q1): What effects would proper staffing have on officer workload and employee wellness?

Question 2 (Q2): How would the leadership development program improve the KSAs of a minimally tenured department?

Question 3 (Q3): How would leadership development increase the department's ability to provide public services to the community?

Theory of Change and Assumptions

The theory of change applied a 1/3 formula, meaning one independent variable and three dependent variables for this research study, which is: IF leadership development is expanded through training:

Assumption 1 (A1): THEN, officers' wellness would improve (effects on staffing and retention).

Assumption 2 (A2): THEN, the KSAs of officers would improve (impacts on retention).

Assumption 3 (A3): THEN, police services in the community would be more effective.

Limitations

The research collected for this study was narrow in scope given it focused solely on staffing at APD. This limits the potential application of the study to other LE organizations, particularly larger agencies since APD is a medium-sized department.

Due to time limitations, not all aspects of this topic were studied. Staffing and retention are affected by several internal and external factors, including, but not limited to current events, social issues, budgets, and incentives. Though this study touches on some of these areas due to their effects on leadership, the scope of this study focuses on leadership development to increase staffing, stabilize retention, and improve services in the community.

Additionally, this study had limitations related to the willingness, honesty, and sincerity of personnel and Subject Matter Experts (SMEs) participating in the surveys and interviews. The validity of the data depended on the genuineness and honesty of responses. Though the attitudes, insights, and experiences of APD personnel can be valuable to identifying departmental needs, the research may not fully represent LE outside the City of Alameda. To gain a better understanding of the topic, this study could be extended to other LE agencies to determine the broader effects of leadership development on recruitment and retention.

Definitions of Terms

1. **Alameda Police Department:** City of Alameda, Police Department, California: Mission: To work as a dedicated team with a commitment to providing (1) professional, proactive, and personable police services, (2) collaborative problem-solving with other governmental and community organizations, and (3) having an open relationship with community members focused on improving their quality of life.

2. **Law Enforcement:** Refers to the definition provided in California Penal Code 830.1 as peace officers, the Attorney General, DOJ special agents and investigators, and any officers with the sheriff's department. The authority of these peace officers extends to any place in the state where a public offense has been committed or where there is probable cause to believe one has been committed (California Legislative Information, 2023).
3. **Leadership Development Program:** Refers to a set of measures or activities that instill knowledge and expand one's understanding of the world, human behaviors, and organizational structure (West Point, 2023). Curriculums emphasize intrapersonal skills, interpersonal skills, and knowledge skills.
4. **Leadership:** For the purposes of this study, leadership is defined as "the art of influencing, directing, guiding, and controlling others in such a way as to obtain their willing obedience, confidence, respect, and loyal cooperation in the accomplishment of an objective" (Iannone et al., 2014, p. 32).
5. **Development:** For the purposes of this study, development is the process in which someone grows and/or changes to become more advanced.
6. **Staffing Levels:** For the purposes of this study, staffing levels represent the 88 sworn positions that are funded at APD.
7. **Officer Wellness:** For the purposes of this study, officer wellness refers to the mental, physical, and emotional wellbeing of personnel.
8. **Public Services:** For the purposes of this study, public services refer to policing that is directed at the prevention of criminal acts, traffic violations and collisions, the maintenance of public order, the discovery of hazardous situations or conditions, investigations of both

criminal and non-criminal acts, apprehension of criminal offenders, and Community Oriented Policing (Lexipol, 2023).

Summary

This study has the potential to identify ways in which a leadership development program at APD could be linked to an increase in staffing and retention. Without proper staffing levels, there are limited opportunities for job re-engineering and professional growth. Additionally, an understaffed agency decreases the efficiency of public services and can strain community relations. Since this was only a departmental study, other agencies could utilize these findings and apply them to their own departments.

Chapter 2: Review of Literature

Introduction

This chapter focuses on utilizing professional and academic literature to address the main research question and sub-questions in Chapter 1. The review of the literature assists in establishing a basis for the research. The main research question revolves around how the leadership development program at APD would improve staffing and retention. The sub-questions revolve around improving officers' wellness, increasing the KSAs of a minimally tenured workforce, and increasing the effectiveness of police services in the community. The literature review explains what has been previously studied in relation to this study, while also providing connections to the research questions. This was done by discussing the following themes: Leadership development to improve officers' wellness, leadership development to assist the younger workforce, and leadership development to improve community services.

Theme 1: Leadership Development to Improve Officers' Wellness (Effects on Staffing Levels)

Mental health and suicide rates in the LE profession show concerning statistics. National data collected by the non-profit organization Blue H.E.L.P. showed that in 2019, 197 officers lost their lives to suicide, followed by 148 officers in 2020, 145 officers in 2021, and 162 officers in 2022 (Blue H.E.L.P., 2023). In comparison, 43 officers were killed by job-related gunfire in 2019, 51 in 2020, 66 in 2021, and 65 in 2022 (Officer Down Memorial Page, 2023). According to a study using the National Occupational Mortality Surveillance, The President's Task Force on 21st Century Policing found that police officers died from suicide 2.4 times more often than from homicides (Kearns, 2015). A recent study by Sigma Tactical Wellness, a cardiac disease detection/prevention organization, showed that the average age of a police officer who suffer a

heart attack is 46, and the life expectancy of men and women in uniform is more than 20 years less than the general population. Published data shows that between the ages of 55 and 60, the chance of a civilian dying from a heart attack is 1.6%, however, within populations of police officers it is 56%. Furthermore, police officers also suffer from obesity, diabetes, and hypertension at rates that are much higher than the civilian population. National statistical data shows that the obesity rate for police officers is 48% which is 20% higher than the civilian sector (Levin, 2022). For these reasons, leadership development is a pivotal step to ensuring future leaders are aware of the signs and symptoms of mental and physical health issues to promote a healthy workforce.

Supervision of Police Personnel by Iannone et al. (2014) explains that the emotional, physical, and psychological wellness of the workforce are critical to an organization's success. Maintaining a healthy workforce improves morale, which can solve retention and staffing issues. Recruitment and employee placement are the primary functions of leadership, but informal recruitment by line-level personnel is also essential. Officers can be more influential with recruits and viable candidates because they promote the positions that applicants are considering (Iannone et al., 2014). Police officers with high job satisfaction are more likely to promote their agency as a fulfilling place to work. A healthy workforce improves staffing and retention not only by preventing injuries but also by promoting a positive work environment that decreases the likelihood of employees leaving the profession (Shafritz et al., 2018).

A 2023 study on the consequences of work stress in LE analyzed the correlation between leadership and a reduction of stress and burnout among officers. The study showed that individuals who can navigate different leadership styles and group dynamics help mitigate the negative effects of job stress. However, the study also determined that leadership alone does not

necessarily improve the quality of life for personnel. This is because external factors affect morale and job satisfaction. Examples of external factors include politics, societal trends, and even a global pandemic (COVID-19). The findings stressed the need for leaders to be educated on leadership qualities that assist in navigating group dynamics and promoting a healthy home-work-life balance (Cho, 2023).

Theme 2: Leadership Development to Assist the Younger Workforce

The staffing crisis in public safety has resulted in a minimally tenured workforce, who are being led by supervisors/management with limited supervisory experience. Years of experience have left the department with a rapid number of retirement-age officers. Command staff at APD comprises one police chief, two captains, and six lieutenants. Every member of the command staff is 45 years of age or younger, and they have stepped into leadership/management roles at a time when mentorship opportunities have left with retirees. Training increases the KSAs of both officers and managers (Berman et al., 2020). This is particularly important for the younger/less tenured workforce because it focuses on employee development. Professional development improves future work performance and can increase staffing/retention, assist in succession planning through professional growth, and equip employees with relevant job skills (Berman et al., 2020). It also ensures personnel are aware of both legal and job expectations, which leads to better decision-making and reduced liability. Training and education also create a workforce who understands the need for a careful home-work-life balance.

In 2019, the Police Executive Research Forum surveyed department heads from 412 agencies across the nation. The results showed that 85% of the departments reported they have implemented professional development opportunities to increase retention. The Phoenix Police

Department was highlighted as an example of how a career development program stabilized their retention issues (Police Executive Research Forum, 2023).

This combined research suggests that leadership/employee development creates career paths that improve staffing levels. Police officers who have more opportunities in an organization have higher job satisfaction, which leads to increased self-esteem, professional growth, commitment, and loyalty to the organization (Kania et al., 2018). This process in turn assists APD with developing future leaders. Some people have natural abilities and qualities to be a good leader. Examples would be an individual's temperament characteristic(s), aptitudes, types of intelligence, and interpersonal skills. Regardless of these natural abilities, no one is born a leader (Iannone et al., 2014). Training and development are crucial in becoming an effective leader.

Theme 3: Leadership Development to Improve Community Services

The operations of an agency and its relationships with the community are both affected by a department's success (or failure) in recruiting and retaining officers. Agencies cannot operate most effectively when they are understaffed, and community relations are strained when a department is not able to provide the level of services that the community expects (Police Executive Research Forum, 2023). For this reason, several agencies including APD are utilizing Comp Stat, a "strategic control system" designed to "collect, analyze, and map crime data and other essential police performance measures" to provide evidence-based policing (DeLorenzi et al., 2006, pg. 1-2). Comp Stat not only assists understaffed agencies with using data to direct their limited resources, but it also creates an environment of fair and equitable services through evidence-based policing. *The CompStat Process: Managing Performance on the Pathway to Leadership* by DeLorenzi et al. (2006) further notes how the process creates "inherent

opportunity for leadership development through a concentration on development, maintaining, and enhancing individual attributes (KSAs)” (DeLorenzi et al., 2006, p. 3). This supports the assumption that knowledge and understanding contribute to an organizational culture that aligns with the community.

The President’s Task Force on 21st Century Policing states there are increasingly diverse challenges in LE, as well as changes to service demands (Kearns, 2015). This requires more attention to cultural awareness. Training in cultural diversity acknowledges the community’s needs and expectations. Understanding cultural influences can help police officers recognize behavior patterns and build a more responsive relationship with the community (Kearns, 2015). Cultural diversity also helps LE agencies focus on internal needs, like recruitment, retention, and employee wellness. A more diverse workforce ensures the department is representative of the community.

Summary

Many of the issues brought to light during this literature review revolve around one central topic of creating a healthy work environment through leadership development. The literature and its authors align their conclusions with the assumptions detailed in this study regarding the need for leadership development to improve employee wellness, increase the KSAs of a minimally tenured workforce, and increase the effectiveness of police services in the community. As APD continues to recover from the negative effects of the staffing crisis, it is crucial to constantly reassess departmental processes in terms of training, employee development, incentives, recruiting, and retention systems.

Chapter 3: Research Methods

Introduction

The study aimed to determine whether leadership development through training would improve employee wellness, increase the KSAs of a minimally tenured workforce, and increase the effectiveness of police services in the community. The research model determined whether the study supported the assumptions that leadership development would improve staffing levels at APD. The research study applied a Mixed-Methods Research (MMR) approach where quantitative and qualitative data was collected, analyzed, and interpreted to either accept or reject the hypothesis. Quantitative data was collected from officers, professional staff, and city staff surveys. The qualitative data was collected from Subject Matter Experts (SMEs) from within APD. This chapter lays out the methodology on how the data was collected and managed. The research methodology entailed:

Research Question and Sub-questions

The main research question was: How would the leadership development program at APD improve and retain staffing levels?

Sub-questions:

Question 1 (Q1): What effects would proper staffing have on officer workload and employee wellness?

Question 2 (Q2): How would the leadership development program improve the KSAs of a minimally tenured department?

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Operational Definitions

1. **Alameda Police Department:** City of Alameda, Police Department, California: Mission: To work as a dedicated team with a commitment to providing (1) professional, proactive, and personable police services, (2) collaborative problem-solving with other governmental and community organizations, and (3) having an open relationship with community members focused on improving their quality of life.
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3. **Leadership Development Program:** Refers to a set of measures or activities that instill knowledge and expand one's understanding of the world, human behaviors, and organizational structure (West Point, 2023). Curriculums emphasize intrapersonal skills, interpersonal skills, and knowledge skills.

4. **Staffing Levels:** For the purposes of this study, staffing levels represent the 88 sworn positions that are funded at APD.
5. **Officer Wellness:** For the purposes of this study, officer wellness refers to the mental, physical, and emotional wellbeing of personnel. For this study, improvement to officer wellness was measured by a 51% or greater agreement rate on department surveys. This operational definition was linked to a survey question inquiring whether leadership development would improve officers' wellness.
6. **Improving KSAs of Officers:** For the purposes of this study, improving KSAs was measured by a 51% or greater agreement rate by personnel and SMEs. The operational definition was linked to a survey question that inquired whether leadership development would increase the KSAs of officers at APD.
7. **Public Services:** For the purposes of this study, public services refer to policing that is directed at the prevention of criminal acts, traffic violations and collisions, the maintenance of public order, the discovery of hazardous situations or conditions, investigations of both criminal and non-criminal acts, apprehension of criminal offenders, and Community Oriented Policing (Lexipol, 2023). For this study, an increase in the effectiveness of public services was measured by a 51% or greater response rate to a survey question linked to the need for more officers.

Population Sampling Strategy

The population sampling strategy for this study included surveys and SME interviews from APD officers, dispatchers, and professional staff. There are 66 sworn police officers and 34 non-sworn employees at APD. The goal was to collect at least 100 responses. Lastly, there were 10 SMEs identified from APD's command staff and supervisors. The SMEs provided critical data to analyze patterns and trends related to leadership development. These groups made up the intended population to be sampled.

Procedure

The data from this study was collected from in-person surveys and SME interviews. Hard copy surveys were deployed throughout the department. SME interviews were conducted with members of the APD command staff and supervisors.

Data Processing and Analysis

The data gathered from the surveys and interviews were consolidated on spreadsheets for further calculations. Consolidation of the data allowed for a better organization of the information to be analyzed. Survey responses were tabulated and added to visual charts, such as pie charts or bar graphs. Interview responses were consolidated similarly to determine common trends among the questions (Qualitative data). Both the surveys and interviews were used to determine if there were patterns or trends to validate the initial assumptions. The quantitative data was collected through the departmental surveys by assigning values to the responses based on the level of agreement (Professional input).

Internal and External Validity

The design of the study and the selection of respondents may pose a threat to internal validity during the collection of data. This was because respondents knew they were involved in a study, which may affect how they answered survey questions. Additionally, potential informant biases could also challenge the study's internal validity. This study has the potential for external validity on a broader scale. Since this research focused on staffing at APD, the study could be applied to other departments statewide, or nationally, to increase external validity.

Limitations

Most research studies have anticipated and unanticipated limitations that arise throughout the data collection process. One of the anticipated limitations was the willingness of both officers and professional staff to provide truthful information in the surveys. Another limitation was getting unbiased responses from SMEs. The last anticipated limitation was getting enough officers, professional staff, and city staff to participate in the surveys.

Summary

This study employed a Mixed-Methods Research (MMR) approach to gather quantitative and qualitative information related to leadership development. The research aimed to establish connections between the independent variable and the dependent variables that could increase or improve staffing levels at APD. While this study focused on leadership development and its influence on some dependent variables, the data could reveal new approaches to address staffing, recruitment, and retention for future research.

Chapter 4: Results and Findings

Introduction

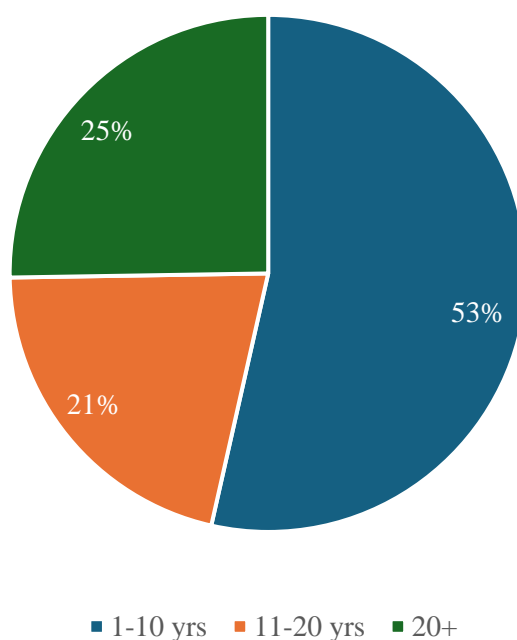
This research focused on determining the impact of leadership development on staffing and retention at APD. More specifically, this study aimed to determine how leadership development would help APD improve officers' wellness, increase the KSAs of current personnel, and increase the effectiveness of police services in the community. A Mixed-Methods Research (MMR) approach was used to conduct the research for this case study, where quantitative and qualitative data were collected and analyzed.

The quantitative research methods included departmental surveys at every level of APD. One hundred surveys were distributed to command staff, supervisors, officers, dispatchers, professional staff, executive staff, animal control, and parking technicians. Ninety participants completed the survey. Over 53% of the participants had 10 years or less of experience, which highlighted the theme of developing a newer/younger workforce. Twenty-one percent (21%) of those surveyed had 11-20 years of service, and 25% had 20+ years of work experience (See Figure 1). Among the respondents who completed the survey, there was a diverse range of educational backgrounds. Forty-two percent (42%) had educational levels ranging from high school to "some" college. Over 31% earned undergraduate degrees, and 26% of the participants had graduate degrees. The results of the survey questions were examined individually for an in-depth analysis.

Qualitative data were collected from SMEs who were asked about their professional knowledge of leadership development. There were eight SMEs from APD's command staff: A chief, two captains, and five lieutenants. The remaining SMEs were first-line supervisors (Sergeants). The interviews with the SMEs reflected the thoughts and benefits of leadership

development at APD to improve officers' wellness, increase the KSAs of the workforce, and provide more efficient services to the community APD is serving. While there was a collective agreement among the SMEs that leadership development could have a positive impact on staffing and retention, several interviewees emphasized that leadership development alone does not necessarily improve job satisfaction (See Assumption 1 Results). This chapter is a comprehensive analysis of the quantitative and qualitative data derived during the study.

Figure 1
Department Demographics



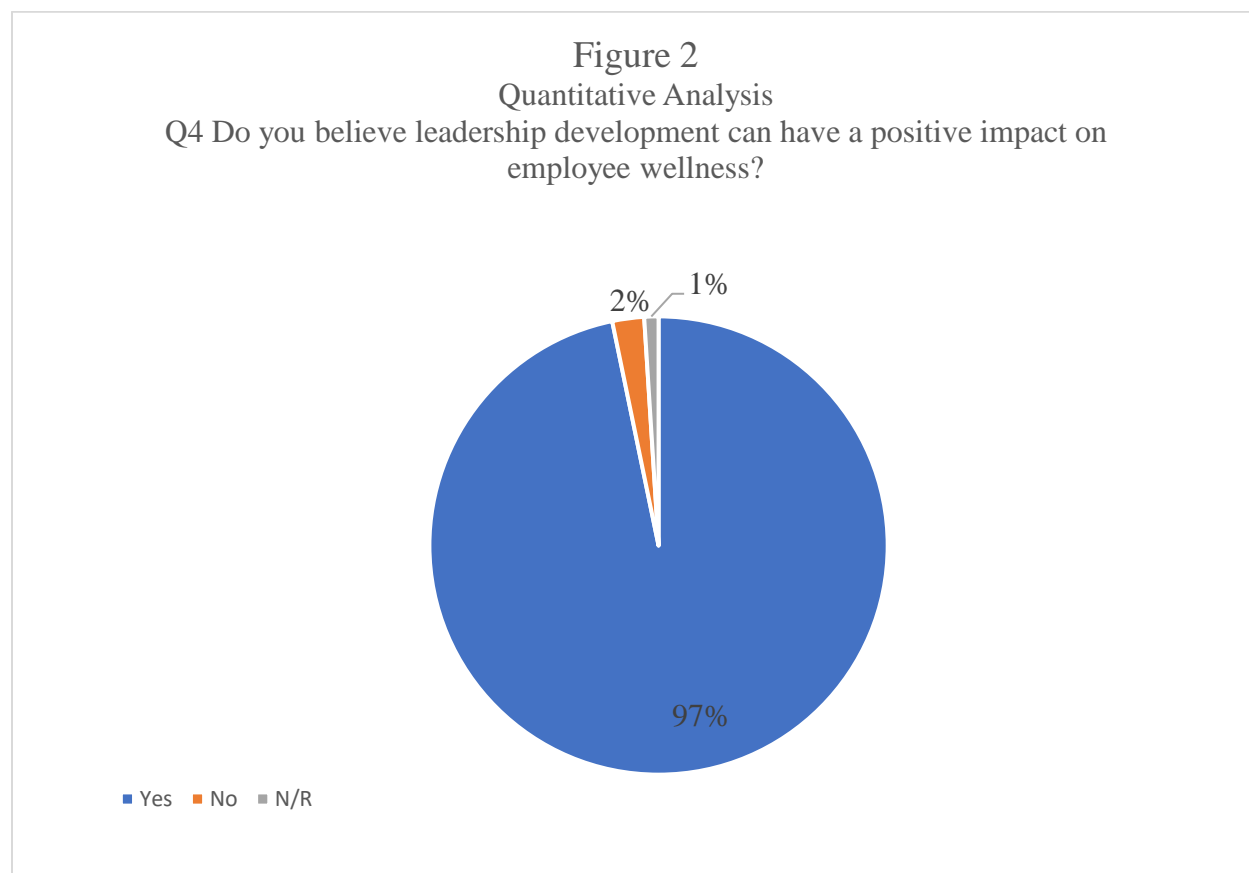
Assumption 1 (A1)

If leadership development is expanded through training, then officers' wellness would improve (effects on staffing and retention).

Quantitative Results

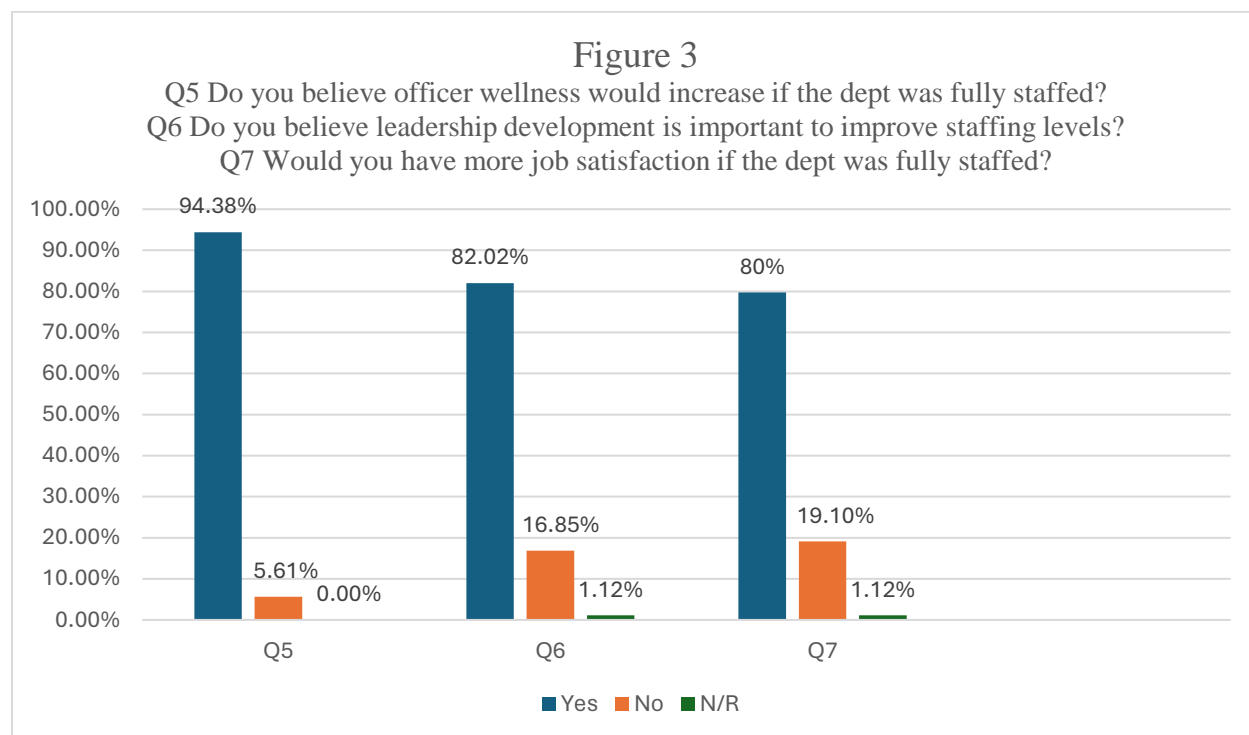
The survey contained four questions addressing whether leadership development would improve officers' wellness. Question #4 specifically addressed whether leadership development

(building future leaders) has a positive impact on employee wellness. Ninety-seven percent (97%) of the participants believed leadership development would improve employee wellness (See Figure 2).



Furthermore, 94% of the respondents believed that officers' wellness would increase if the department was fully staffed (Question #5). Despite the overwhelming agreement that leadership development would improve employee wellness, the level of agreement related to job satisfaction was not as high. Two questions (6 and 7) addressed the impact of leadership development on staffing levels, and whether a fully staffed department increased job satisfaction. Eighty-two percent (82%) of the participants believed leadership development was important for improving staffing levels, and roughly 80% thought a fully staffed department would increase job satisfaction (See Figure 3). These numbers support the research that leadership alone does

not necessarily improve quality of life. The literature review emphasized that external factors affect morale and job satisfaction. The data stresses the need for future leaders to have the abilities to recognize and promote a healthy home-work-life balance to increase job satisfaction.



Qualitative Results

There were ten SME interviews for this case study. All the respondents received 13 questions related to improving staffing at APD through a leadership development program. Question #6 focused on officers' wellness. The qualitative data collected for the question, "Do you believe [leadership] training increased your job satisfaction?" revealed some common themes. Fifty percent (50%) of the SMEs agreed that leadership training increased their job satisfaction. The common themes included how training creates opportunities for networking, educates personnel on leadership concepts/principles, and increases knowledge of policies and procedures. Three SMEs had "somewhat" or "not necessarily" responses, noting that training can provide a momentary willingness to try new ideas, but job satisfaction can fade without continual

application of the concepts or encouragement from other leaders. Two SMEs did not share the belief that leadership training increased job satisfaction. SME #4 explained that training could sometimes be a “check the box” exercise, and it is more critical to identify personnel with characteristics like “charisma, empathy, and selflessness,” which can be developed through mentorship and work experience (SME #4, See Appendix D).

Questions #8 and #9 also focused on job satisfaction and officers’ wellness (“Could a leadership development program improve staffing?” And “How could leadership development improve officers’ wellness?”). These two questions revealed a common theme. The theme was that if an organization invests in people and creates growth opportunities, then it would create a process that builds future leaders. One SME stated, “Good leadership fosters a better sense of psychological safety for those they are leading. Creating this environment provides a better space for people to take [intelligent] risks, challenge the ‘norms,’ and feel more valued in the organization” (Key SME #2, Appendix D). This quote directly aligns with the literature review, suggesting that influential leaders create healthy work environments that promote an agency as a fulfilling place to work. A healthy workforce improves staffing and decreases the likelihood of employees leaving the profession (Shafritz et al., 2018).

Findings

The quantitative and qualitative results support the assumption that leadership development through training would improve officers’ wellness. The survey data showed an overwhelming agreement that leadership development could improve employee wellness and job satisfaction (See Figure 2 and 3). Half of the SMEs agreed that training increased their job satisfaction, while three of the SMEs believed continued application of the concepts could be beneficial. One SME believed it was more important to mentor those who display leadership

characteristics. However, this study suggests that even in those circumstances, training is necessary for the professional growth of those potential leaders. One hundred percent (100%) of the SMEs agreed that leadership development would improve officers' wellness. One SME believed that the impact of training depended on the curriculum. SME #6 explained that in order for a training program to be effective, it should emphasize the "why" behind leadership decisions to help employees understand their working environment. This in turn leads to increased satisfaction/wellness (See Appendix D).

Assumption 2 (A2)

If leadership development is expanded through training, then the KSAs of officers would improve (impacts on retention).

Quantitative Results

The survey consisted of three questions (8, 9, and 10) that addressed leadership development and improving the KSAs of a newer/younger workforce. Question #8 revealed that 87% of respondents believed growth opportunities directly relate to retention (See Figure 4). Question #10 indicated that 95% of those surveyed believed leadership development would improve the KSAs of the workforce. However, there was a lower level of agreement (83%) with question #9, "Do you believe career plans would benefit officers?" This data suggests that personnel believe leadership development will increase KSAs and retention, but fewer employees felt career pathway plans were necessary for their development (See Figure 5).

Figure 4
Q8 Do you believe growth opportunities are directly related to retention?

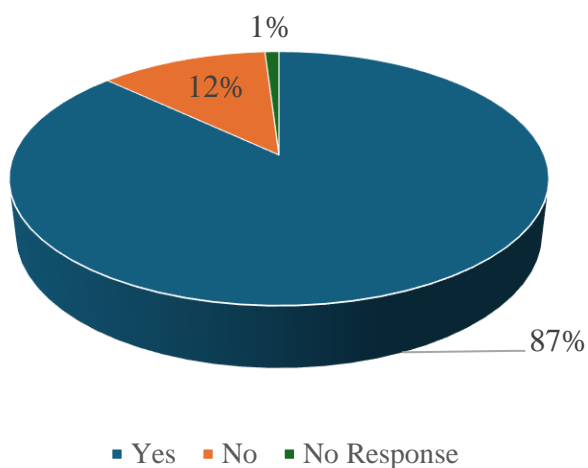
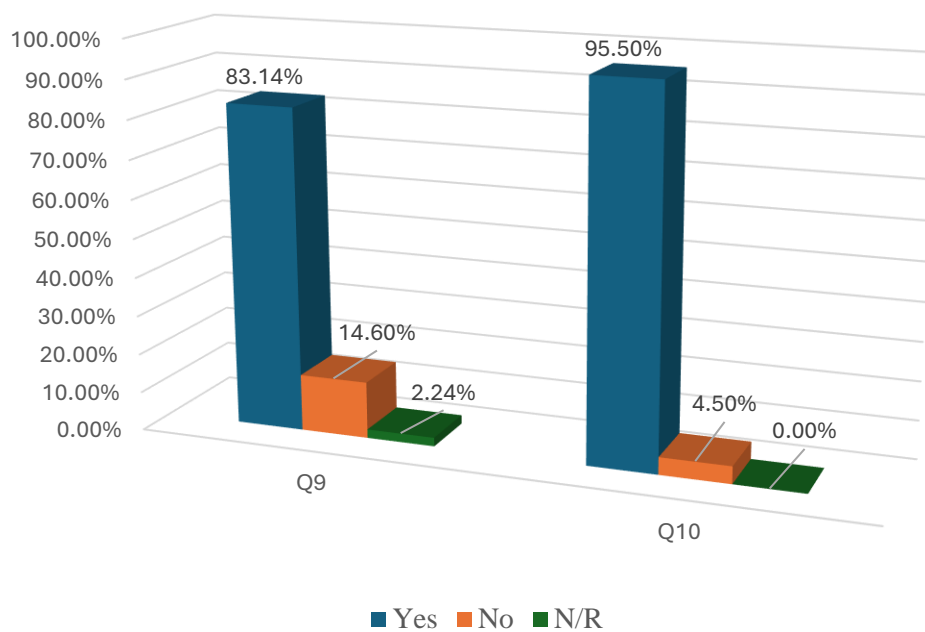


Figure 5
Q9 Do you believe career plans would benefit officers?
Q10 Do you believe leadership development would improve the KSAs of a new/younger workforce?



Qualitative Results

Questions #7, #10, and #11 of the interviews were related to improving the KSAs of the workforce (effects on retention). Question #7 asked, “How do growth opportunities directly relate to retention?” The SME responses aligned with the literature review. Ninety percent (90%) of the SMEs expressed the opinion that growth opportunities directly impact retention. SME #2 stated, “Affording opportunities keeps people who take initiative engaged and interested in various aspects of policing, which helps retain the best people” (See Appendix D). Additionally, SME #6 said, “Growth opportunities are key to retention. Stagnation and familiarity breed contempt. Having opportunities to transition to new roles alleviates boredom and stagnation” (See Appendix D). One SME was not convinced that growth opportunities would impact retention. SME #4 discussed how several officers over the years left the profession even though they had numerous ancillary duties and specialized assignments. He believed newer officers may not chase the traditional retainers like money and assignments.

Question #10 asked, “How would the officers benefit from a career development plan?” Again, the SME responses aligned with the information from the literature review. One hundred percent (100%) of the SMEs agreed that officers can benefit from career development plans. One common theme was how development plans provide a roadmap to achieving goals (Guide to success). SME #7 explained that career plans help employees “gain a better understanding of the steps needed to move forward. Knowing your reputation today will have an impact on your career tomorrow” (See Appendix D). The other theme worth noting was the need to regularly reference and review the plan throughout the employee’s career.

Lastly, question #11 asked, “Does the current leadership development program increase the KSAs of current personnel?” Sixty percent (60%) of the SMEs said that currently there is no

internal leadership development program at APD. APD uses outside training through the Commission on Peace Officers Standards and Training (POST) for leadership courses. While these SMEs held the opinion that current leadership training at APD needed improvement, many acknowledged that investing in leadership development would expand the KSAs of personnel. Another theme worth noting was that even though training expands on existing KSAs, employees must also take responsibility to learn, develop their skills, and seek opportunities for growth.

Findings

The combined quantitative and qualitative findings supported the assumption that leadership development through training would improve the KSAs of officers. The results of the departmental survey, particularly question #10, revealed 95% of respondents believed leadership development would improve KSAs. Though SMEs indicated that current leadership training at APD is lacking, the general agreement was that leadership development does improve officers' KSAs.

Additionally, question #8 of the surveys showed that 87% of respondents believed growth opportunities were directly related to retention. Ninety percent (90%) of the SMEs also agreed with a similar interview question. One SME was not convinced that traditional incentives (growth opportunities) would impact retention. Though this was a contrasting point of view, it correlates with the literature review on why there is a current staffing crisis in LE. The changes to retirement systems and benefits, coupled with an increase in negative sentiment towards police, have led to fewer incentives to enter (or stay) in the profession. The high-stress and high-liability factors of public safety outweigh the benefits for some employees.

Assumption 3 (A3)

If leadership development is expanded through training, then police services in the community would be more effective.

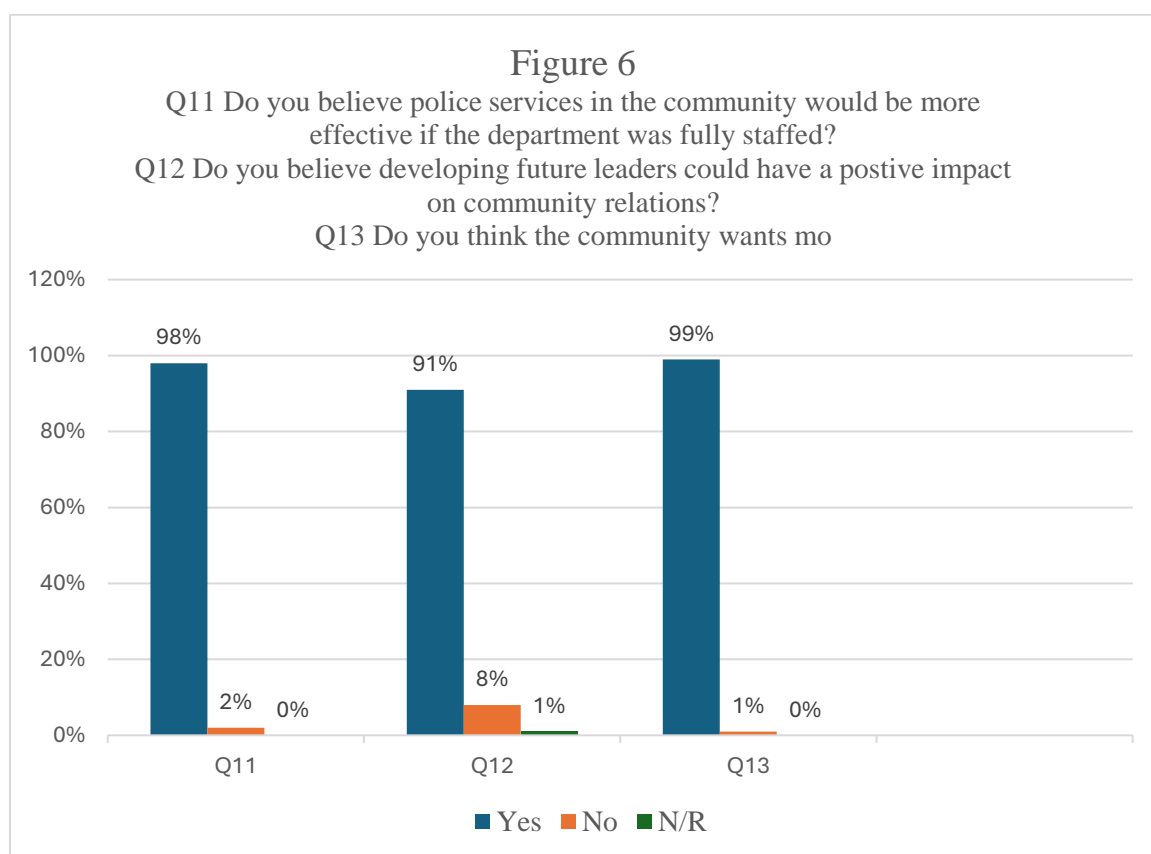
Quantitative Results

Survey question #11 asked, “Do you believe police services in the community would be more effective if the department was fully staffed?” The findings showed that 98% of respondents believed services to the community would increase if the department was fully staffed. The results for question #11 support the literature review and significance of the study. Staffing levels in public safety have a direct impact on an agency’s ability to provide services to the community. Given the State of California has seen an increase in both violent crimes and property crimes post-pandemic, having the necessary resources (police officers) to address community concerns is of the utmost importance (Lofstrom et al., 2023).

Additionally, 91% of those surveyed believed developing future leaders would have a positive impact on community relations (Question #12). The high level of agreement supports the assumption that leadership development training impacts community services. A highly trained staff ensures sound decision-making that minimizes safety and liability concerns during day-to-day operations. The potential costs of a poorly developed workforce could lead to a reduced quality of life for the community, expensive litigation, legal concerns for the department, and in very serious circumstances – the potential for loss of life. From a broader perspective, The President’s Task Force on 21st Century Policing emphasizes the importance of leadership training/education in LE. The report states, “As our nation becomes more pluralistic and the scope of law enforcement’s responsibilities expands, the need for more and better training has become critical. Today’s line officers and leaders must meet a wide variety of challenges

including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis. All states, territories, and the District of Columbia should establish standards for hiring, training, and education” (Kearns, 2015, p. 51).

Finally, 99% of survey respondents agreed that the community wants more police officers (Question #13). The level of agreement rate supports the literature review, which explained how agencies cannot operate most effectively when they are understaffed. Community relations are strained when a department is not able to provide the level of services that the community expects (Police Executive Research Forum, 2023).



Qualitative Results

In a targeted query to SMEs, nine interviewees believed leadership development opportunities directly impact police services in the community. SME #1 explained that “Leadership development ties directly to community policing. Police personnel are ambassadors

of public trust and are regarded as community leaders. It is vital to inculcate leadership development to enhance and improve community relations” (See Appendix D). Conversely, SME #4 held the opinion that leadership development has a minimal impact on police services. He noted that current leadership development programs are mostly offered to personnel in transition (promoting). While he agreed that those who attend training could bring useful material back to the department, he believed line-level personnel have the biggest impact on community services. Though this point of view differed from the other SMEs, it emphasized the importance of leadership development at all levels of APD, particularly at the officer rank.

Question #13 asked, “In your opinion, does a fully staffed department provide more efficient police services?” Eight SMEs felt police services were more efficient when a department was fully staffed. SME #10 said, “More officers on the streets means faster response times. It also promotes proactivity since officers are less likely to be bogged down by calls for service. More officers in specialized units mean higher probabilities for investigations to be solved in a timely manner” (See Appendix D). SME #9 also emphasized the relationship between staffing and police services:

“Currently, many police departments are doing more with less. When I started, there were more resources for specialized operations like investigations, community policing, surveillance, and motors. When a department is understaffed, it pulls resources from these units and redirects them to patrol operations. With low/minimum staffing, departments are put in a position where they can only focus on providing essential services to the community” (See Appendix D).

Two SMEs believed proper staffing improves effectiveness, but efficiency depends on the workforce’s KSAs and internal processes. SME #3 stated, “Efficiency is directly related to

competency. A highly trained and motivated workforce is more efficient and provides higher customer service” (See Appendix D). SME #7 explained that a fully staffed department is definitely more effective, but “identifying and removing internal processes that are redundant and/or antiquated will improve efficiency” (See Appendix D).

Findings

The surveys and interviews supported the assumption if leadership development is expanded through training, then police services in the community would be more effective. The quantitative results show that the respondents overwhelmingly agreed that developing future leaders has a direct impact on community relations. Additionally, over 90% of survey respondents believed the community wants more officers, and proper staffing leads to more effective police services. This supported the literature review that the operations of an agency and its relationship with the community are both affected by a department’s success (or failure) in recruiting and retaining officers. Agencies cannot operate most effectively when they are understaffed, and community relations are strained when a department is not able to provide the level of services that the community expects (Police Executive Research Forum, 2023).

SME interviews also reinforced assumption three. Nine SMEs agreed that leadership development directly impacts the services provided to the community. Although one SME had a dissenting opinion, his viewpoint that line-level officers have a larger impact on the community emphasized the importance of building future leaders at the officer level. Furthermore, 80% of the SMEs agreed that a fully staffed department would provide more efficient police services. The remaining two SMEs did not expressly disagree with this question. Still, they felt an adequately staffed agency had more of an impact on the department’s ability to be more

effective. In their opinion, efficiency relates more to the KSAs of personnel and eliminating antiquated processes.

Summary

This research explored the impact of leadership development on staffing levels at APD. The study centered around whether leadership training can improve officers' wellness, increase the KSAs of a newer/younger workforce, and increase the effectiveness of police services in the community. Chapter 4 presented findings from a Mixed-Methods Research (MMR) approach consisting of both quantitative and qualitative data. The study involved a departmental survey and interviews with SMEs to provide a comprehensive analysis. Both the survey results and interviews supported the theory of change and assumptions. Overall, survey respondents and the SMEs agreed that leadership development would improve the KSAs of the workforce and increase police services in the community. While employees largely believed leadership development and a fully staffed department would improve officers' wellness, fewer thought it impacted job satisfaction (80-82%). The lower level of agreement regarding job satisfaction validated the literature review that more than leadership is needed to improve quality of life. The data supported the need for leadership development training to educate both current and future leaders on creating a healthy work environment, and also promoting a healthy home-work-life balance.

Chapter 5: Conclusions, Recommendations, and Areas for Further Research

Introduction

This study answered the main research question: How would the leadership development program at APD improve and retain staffing levels? In addition to the main research question, the study attempted to address the following sub-questions:

Question 1 (Q1): What effects would proper staffing have on officer workload and employee wellness?

Question 2 (Q2): How would the leadership development program improve the KSAs of a minimally tenured department?

Question 3 (Q3): How would leadership development increase the department's ability to provide public services to the community?

This research evaluated different attitudes and frames for improving staffing and retention at APD. Personnel at every level were surveyed to understand the thoughts and opinions of the workforce on the leadership development program. All inputs provided through the survey validated the theory of change. For the qualitative data collection, ten SMEs were interviewed, and their professional opinions were analyzed to determine patterns and trends related to leadership development. The input gathered from the interviews also validated the theory of change and assumptions. Every SME agreed that leadership development would improve officers' wellness (A1). The SMEs also agreed that leadership development training would improve the KSAs of the workforce (A2). However, 60% of the interviewees stated APD was lacking an internal leadership training program. Finally, nine SMEs believed leadership development opportunities directly impact police services in the community (A3). Though one SME challenged this assumption because he believed current training was only geared toward

personnel in transition (promoting), his feedback emphasized the importance of leadership development at the rank of police officer.

Discussion

The theory of change for this study applied the formula of one IF and three THENs to gauge the impact of leadership development on APD's staffing. IF leadership development is expanded through training:

Assumption 1 (A1): THEN, officers' wellness would improve (effects on staffing and retention).

Conclusion: The first assumption was supported by the survey responses and SME interviews (Quantitative and qualitative data). The quantitative data showed that 97% of respondents believed building future leaders would have a positive impact on employee wellness. The results align with the literature review, which stated that the emotional, physical, and psychological wellness of the workforce are critical to an organization's success. Maintaining a healthy workforce improves morale, which can solve retention and staffing issues (Iannone et al., 2014).

Ninety-four percent (94%) of respondents believed officers' wellness would increase if the department was fully staffed. There was a lower level of agreement regarding leadership development and its impact on staffing levels (82%) and job satisfaction (80%). Though these percentages still achieve the 51% or greater agreement rate for this study, the SME interviews helped understand the lower agreement rates in this survey data. SMEs explained that external factors have negatively affected recruitment and retention. A decrease in incentives, along with social and political changes has negatively impacted staffing efforts. Police organizations are combating these factors with incentives like hiring bonuses, longevity pay, and/or deferred

compensation matching, but leadership development alone will not solve these external challenges.

Assumption 2 (A2): THEN, the KSAs of officers would improve (impacts on retention).

Conclusion: The second assumption was validated by the survey participants and SME interviews. Ninety-five percent (95%) of survey respondents believed leadership development would improve the KSAs of the newer/younger workforce. Additionally, 87% believed growth opportunities were directly related to staffing retention.

There was a lower level of agreement (83%) amongst survey participants who believed career pathway plans would be beneficial. SME #3 explained the reason behind this data, “Most officers have no idea what they want out of a police career when they start, and unless they come from a police family, they have no idea how to move around or promote. If the department provided employees with job coaching and career counseling, I believe it would be beneficial” (See Appendix D).

Given 53% of those surveyed had 10 years or less of work experience, the data suggests that newer/younger officers may not understand the value of career pathway plans. However, 100% of the SMEs agreed that officers would benefit from development plans, showing that professionals who experienced job coaching, counseling, and/or mentorship found value in career mapping. In a 2023 study by MIT Sloan Management Review, 1,000 employees were surveyed at more than 25 organizations. Their results emphasized the importance of pathway plans, “67% of individuals said they wanted to advance their career, but 49% admitted that a lack of good advice had hurt their professional trajectory” (Westerman et al., 2023).

Assumption 3 (A3): THEN, police services in the community would be more effective.

Conclusions: The surveys and interviews supported the assumption if leadership development was expanded through training, then police services in the community would be more effective. The quantitative results revealed that 91% of respondents believed developing future leaders would have a positive impact on community relations. Ninety-eight percent (98%) believed the police services would be more effective if the department was fully staffed. Overwhelmingly, 99% of participants agreed the community wants more police officers.

Moreover, the qualitative results showed that 100% of SMEs agreed that leadership development has a direct impact on police services. One SME emphasized a stronger need for leadership training at the officer level in addition to promotional development. Furthermore, eight SMEs believed a fully staffed department would provide more efficient police services, while two SMEs believed it would result in more effective services.

Recommendations

The following are the recommendations for the APD.

Recommendation 1: Improving Officer Wellness

Given the overwhelming support for this assumption, it is recommended that APD continues to focus on employee wellness and job satisfaction. In September 2022, the Alameda City Council approved an update to APD's policies to include an Officer Wellness Program. APD has an existing Peer Support Program, which assists with counseling and de-briefs after critical incidents. However, the intent of the Officer Wellness Program is to provide structure to support systems within the organization. The program prioritizes member wellness by providing resources supporting duty fitness and healthy quality of life for department members. The support systems include continual training and platforms for ongoing dialogue related to

employee wellness. This program is currently being developed to help employees navigate the profession's challenges and stresses. The emotional, physical, and psychological wellness of staff are critical to an organization's success. Maintaining a healthy workforce improves morale, which can solve retention and staffing issues (Iannone et al., 2014). Police officers with high job satisfaction are more likely to promote their agency as a fulfilling place to work. Additionally, employee wellness helps resolve interpersonal conflicts by establishing clear communication channels. Conflict resolution is most effective when employees feel they have a voice and will be treated fairly and equitably when addressing issues.

Recommendation 2: Improving the KSAs of New/Younger Workforce

The department should consider an internal leadership program and internal processes emphasizing officers, sergeants, and management development through training and education. Currently, the only Field Training Program is for the rank of police officers. Similar Field Training Programs could be beneficial for other positions, particularly at the rank of police sergeant and beyond. This would be in addition to the required POST Supervisor course that line-level sergeants attend within the first year of promotion. APD's internal leadership and management development program could be overseen by a department committee. The committee would provide recommendations for training on all levels of the department: officers, sergeants, lieutenants, captains, and professional staff. This process assists with developing formal training programs, and it helps identify future training. Members of the committee would find future training courses, seminars, and resources (articles, books, webinars, and online training) geared toward continuing education for members of the department.

Additionally, it is recommended that APD implement career pathway plans for employees with 10 years or less experience in the department. This process enhances an employee's

knowledge of what is important to them and the agency. It also assists the workforce with understanding what motivates them, and what they hope to learn, experience, and accomplish. Career pathway plans should also include stay interviews. Exit interviews are useful in identifying why an officer is separating from an agency, but a more significant step in addressing retention is determining reasons why employees are staying. Stay interviews can be conducted annually or bi-annually and include questions that gather data on job re-engineering (i.e. “What do you find most exciting about your job?” and “How could the department better recognize your value?”).

Recommendation 3: Improving Community Services

Improving police services in the community requires ongoing analysis as staffing levels improve. APD must continue to assess the effectiveness of police services as staffing numbers change. The following recommendations are steps the department should focus on to improve police/community relations.

Customer satisfaction in LE is evaluated through community policing and crime reduction. The President’s Task Force on 21st Century Policing states, “Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime” (Kearns, 2015, p. 41). APD promotes this philosophy through community engagement/input to continually analyze customer satisfaction with LE services. To build, enhance, and maintain transparency, APD’s policies and procedures are available through the department’s website (City of Alameda, 2022). The department also provides evidence-based policing to the City of Alameda through Comp Stat to ensure police resources are being deployed fairly and equitably. Comp Stat tracks

important crime data to identify hot spots (high crime areas) and evaluate the time of day in which specific crimes occur. This data also allows the department to assess response times, time spent on calls, and crime mapping, which can be used for future analysis as staffing numbers improve.

The department should also continue to utilize an online community feedback platform called SPIDR Tech. The SPIDR Tech surveys follow-up with community members after a call for service. This allows for prompt feedback from the public related to interactions with police personnel. This platform creates opportunities for timely responses to less-than-satisfied feedback from the community.

In November 2022, the City Council approved an auditor position at APD. The auditor evaluates police processes within the organization and provides feedback regarding APD's quality-of-service to the community. The auditor also ensures the department is complying with both local and state laws. This blended approach of internal and external review has the potential to foster an atmosphere that will enhance police operations and promote trust and legitimacy in the community (Alameda Police Department, 2021).

SMART criteria are provided below in Table 1 for each recommendation.

Table 1: SMART Criteria for Recommendations*Smart Criteria for Recommendations*

	Recommendation 1	Recommendation 2	Recommendation 3
Specific	<p>APD leadership should continue to develop the department's Officer Wellness Program.</p> <p>This program educates current and future leaders on the importance of mental and physical health.</p>	<p>APD should develop an internal leadership training program with an emphasis on career pathway plans.</p>	<p>APD should continue to utilize crime analysis and community feedback to measure the effectiveness of police services in the community.</p> <p>This should include department training on Comp Stat and how to analyze data to enhance the KSAs of personnel.</p>
Measurable	<p>Measure the reduction of job-related injuries and stress claims over 12- and 24-month periods to determine the effectiveness of the Officer Wellness Program.</p>	<p>APD needs to develop an effective performance management system focused on leader specific KSAs (Job knowledge, interpersonal skills, work habits, goal setting, goal review).</p>	<p>Track the reduction in complaints and any increase in satisfied responses through SPIDR Tech. 12- and 24-month review.</p>
Achievable	<p>Ensure personnel are provided Crisis Intervention Training bi-annually. Complete a 1-year follow up with Sigma Tactical Wellness for employees who took part in a 2023 cardiac screening process.</p>	<p>Develop in-house training programs for newly promoted sergeants, supervisors, and management.</p> <p>Implement career pathway plans.</p>	<p>Collaboration between APD leadership and the independent auditor to analyze 2024 crime data and community feedback compared to 2023.</p>

Relevant	Directly supports assumption 1 of this research.	Directly supports assumption 2 of this research.	Directly supports assumption 3 of this research.
Time-Bound	Ensure the Officer Wellness Program is fully developed within 12 months.	Establish an internal leadership development program within 18 months.	Prioritize staffing in patrol operations (36 officers) over the next 12 months.

Areas for Further Research

While the recommendations in this study offer a foundation for improving staffing levels through leadership development, further research is critical to ensuring the effectiveness and efficiency of these strategies. The following areas require further examination and research:

Long-Term Impact Assessment

Staffing levels at APD are ever-evolving. Over the course of this capstone, staffing numbers have fluctuated due to retirements, injuries, and the hiring of new police officers. Because of these factors, a long-term assessment is an important step in determining the lasting impacts of leadership development at APD. Leadership, management, and supervision are all critical components of an effective and efficient 21st-century LE organization. Leadership is the most important skill that needs to be studied, learned, and passed along to future generations to ensure the success of the LE profession. Long-term studies could help track the impact of changes to APD's internal leadership processes. This includes future analysis of crime data and community feedback to determine the correlation between leadership, staffing levels, and their impact on police services.

Other Department Studies

The staffing crisis in LE is a national issue. In 2023, the Police Executive Research Forum conducted a recruitment and retention study. Fifty percent (50%) of LE agencies who responded to the study reported a decrease in staffing between 2020 and 2022 (Police Executive Research Forum, 2023). This study has the potential to improve staffing levels on a broader scale. Since this research focused on staffing at APD, the study could be applied to other departments statewide, or nationally, to increase external validity.

Another step in this process would be to conduct further research with LE agencies that are already fully staffed. One SME in this study believed leadership development was more important at the officer rank. The SME also believed that traditional incentives had little impact on retention. Other departmental studies would determine how existing career development plans among police officers contributes to proper staffing and retention. This would also provide insight into existing leadership development programs to formulate viable processes for assessing the job market, recruitment, incentives, employee development, and retention systems.

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Appendix A - Gantt Chart

Task	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Continue Research								
Conduct Surveys								
Conduct Interviews								
Survey and Interview Analysis								
Revise and Final Prep								
Present Results/ Final PPT-Paper								

Appendix B - Quantitative Survey Questionnaires

Quantitative Data – Survey Questionnaires

Informed Consent: My name is Scott Dole, and I am an Executive Master of Public Administration candidate with Golden Gate University. My capstone project is a case study on:

“Improving Staffing at Alameda Police Department through Leadership Development: A Study in Staffing and Retention.”

The sole purpose of gathering your responses is to determine how leadership development through training can impact staffing and retention. This survey should only take 5 minutes or less to complete. Your responses are anonymous. Your participation is greatly appreciated. If you have any further questions, please email me at sdole@my.ggu.edu.

1. What age group are you in?

21-30

31-40

41-50

50-above

2. What is your highest level of education?

High School

Some College

Undergraduate

Graduate

3. How many years of experience do you have in your field?

1-5

6-10

11-15

20+

4. Do you believe leadership development (building future leaders) can have a positive impact on employee wellness?

Yes

No

5. Do you believe officer wellness would increase if the department was fully staffed?

Yes

No

6. Do you believe leadership development (building future leaders) is important to improve staffing levels?

Yes No

7. Would you have more job satisfaction if the department was fully staffed?

Yes No

8. Do you believe growth opportunities are directly related to retention? (i.e., promotion, specialized assignments, trainer roles, training, etc.)

Yes No

9. Do you believe career plans would benefit officers? (i.e., Career mapping worksheets, career pathway plans)

Yes No

10. Do you believe leadership development would improve the knowledge, skills, and abilities of a new/younger workforce?

Yes No

11. Do you believe police services in the community would be more effective if the department was fully staffed?

Yes No

12. Do you believe developing future leaders at APD could have a positive impact on community relations?

Yes No

13. Do you think the community wants more police officers?

Yes No

Thank you very much for your time and valuable input. The information you provide will solely be used for research purposes. If you have any questions in the future, please feel free to contact me at the provided contact details.

Appendix C – Qualitative Survey Questionnaire

Qualitative Data - Subject Matter Expert Structured Interview

Informed Consent: My name is Scott Dole, and I am an Executive Master of Public Administration candidate with Golden Gate University. My capstone project is a case study on:

“Improving Staffing at Alameda Police Department through Leadership Development: A Study in Staffing and Retention.”

Your responses are confidential if you wish. This interview will only take less than 20 minutes to complete. If you have further questions, please email me at sdole@my.ggu.edu.

1. Age Range:

21-30

30-40

40-50

50-above

2. What is your current occupation or job title?

3. How many years of experience do you have in your field?

4. Education: What is your highest level of education?

High School

Some College

Undergraduate

Graduate

5. Throughout your career, have you attended any leadership courses and/or training?

6. If “yes” to question 5, do you believe the training increased your job satisfaction?

7. How do growth opportunities directly relate to retention? (i.e. promotion, specialized assignments, etc.)

8. In your view, could a leadership development program improve staffing at the Alameda Police Department?

9. In your opinion, how could leadership development improve officer wellness?

10. How would the officers benefit from a career development plan? (i.e., Career mapping worksheet)
11. In your opinion, does the current leadership development program increase the knowledge, skills, and abilities (KSAs) of current personnel?
12. How would you relate the impact of leadership development opportunities with the police services in the community?
13. In your opinion, does a fully staffed department provide more efficient police services?

Thank you very much for your time and valuable input. The information you provide will solely be used for research purposes. If you have any questions in the future, please feel free to contact me at the provided contact details.

Appendix D – Interview Responses

Source information can be provided upon request.