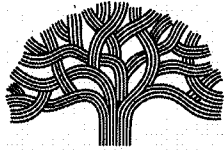


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CITY OF OAKLAND

AGENDA REPORT

TO: JOHN A. FLORES
INTERIM CITY ADMINISTRATOR

FROM: Sean Whent

SUBJECT: Monthly Police Staffing Report

DATE: February 20, 2015

City Administrator
Approval

Date

3/20/15

COUNCIL DISTRICT: City-wide

RECOMMENDATION

Staff requests that the Public Safety Committee accept the Oakland Police Department's (OPD) monthly information report on recruiting and sworn staffing levels as of January 31, 2015.

EXECUTIVE SUMMARY

The information in this report reflects changes to OPD's sworn staffing levels through January 31, 2015.

ANALYSIS

Table 1: January 1st Sworn Staffing Levels

Year	Sworn Staffing
2000	675
2001	743
2002	732
2003	775

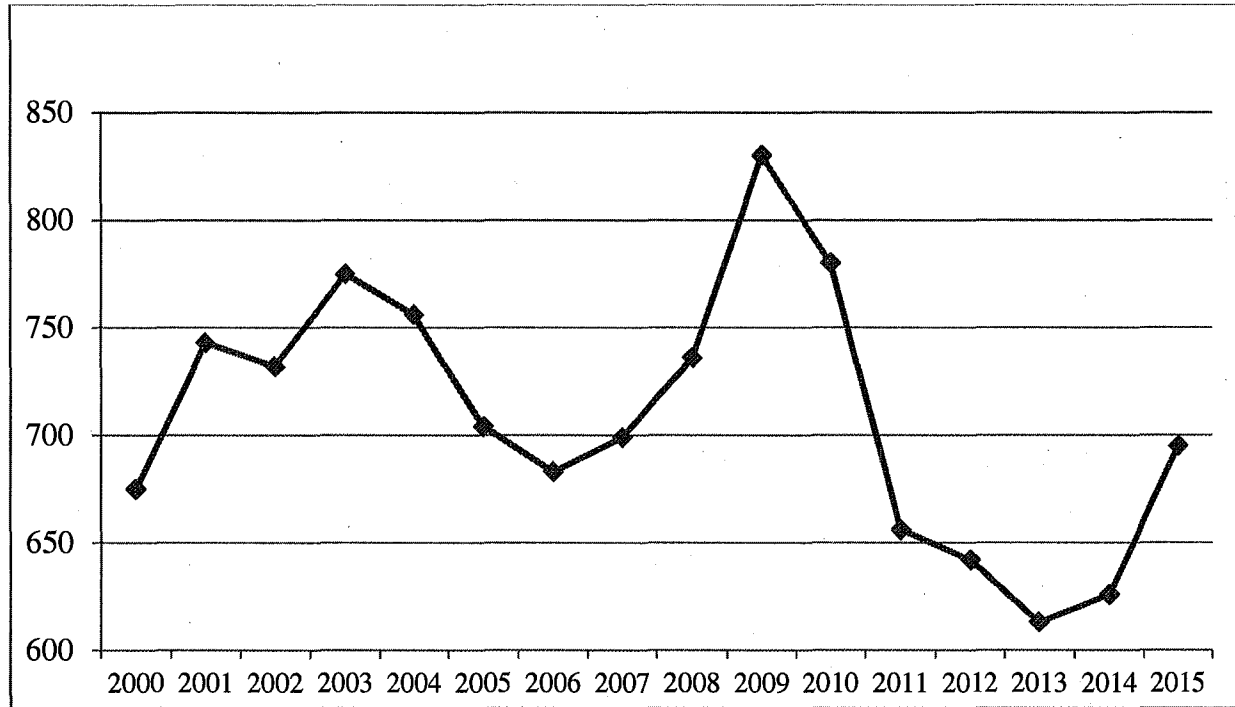
Year	Sworn Staffing
2004	756
2005	704
2006	683
2007	699

Year	Sworn Staffing
2008	736
2009	830
2010	780
2011	656

Year	Sworn Staffing
2012	642
2013	613
2014	626
2015	695

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Figure 1: Sworn Staffing 2000-2015



- As of January 31, 2015, sworn staffing is 694 officers.
- The 170th Police Academy began Field Training on November 1, 2014. There are currently 35 police officers in the Field Training program.
- The 171st Police Academy started with 60 Police Officer Trainees (POTs) and currently has 41 POTs. Graduation is April 3, 2015.

As of January 31, 2015, 50 sworn members (7% of sworn) and 12 POTs were Oakland residents. Emphasis is placed on attracting and hiring a diverse force that includes Oakland residents.

Table 2: Race and Gender of Oakland Police Officers

Race	Female	Male	Total
Asian	0	3	3
Black	1	18	19
Hispanic	6	7	13
White	3	12	15
Total	10	40	50

OPD Hiring / Full Police Staffing Plan

The Oakland City Council passed Resolution No. 84767 C.M.S. on December 10, 2013 which, among other mandates, requires that the City Administrator or designee present a "Hiring Plan showing the timeline for achieving OPD Budgeted Staffing to achieve Sworn and Police-Support Civilian staffing levels as quickly as possible ("OPD Hiring Plan"), and that the "Hiring Plan" shall include month-by-month projections of expected staffing levels. The City Council subsequently passed the "Implementation of Budgeted Police Staffing," on June 3, 2014, which adopts the "staffing projections in the OPD Hiring/Full Police Staffing to the April 29, 2014 Public Safety Committee as the current OPD Hiring Plan." Tables 3.1 and 3.2 below provide data on staffing and projections as reported in the April 29, 2014 "Full Staffing Report" and the actuals as reported in the staffing levels as of January 31, 2015. Table 3 provides a summary of the Table 2 Staffing Projections.

Table 3.1: Staffing Projections in the April 29, 2014 OPD Hiring /Full Police Staffing Report

	2014						2015					
FY 14-15	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Filled	646	681	676	691	726	721	716	711	706	701	696	691
Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Hires	40	0	20	40	0	0	0	0	0	0	0	0
Ending Filled	681	676	691	726	721	716	711	706	701	696	691	686
Authorized	707	707	707	707	707	707	707	707	707	707	707	707
Over/(Under)	(26)	(31)	(16)	19	14	9	4	(1)	(6)	(11)	(16)	(21)

Table 3.2: Actual Staffing & Projections: July 2014 – June 2015

	2014						2015					
FY 14-15	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Filled	647	677	667	684	715	705	695	694	688	682	716	710
Attrition	(4)	(11)	(4)	(4)	(10)	(10)	(2)	(6)	(6)	(6)	(6)	(6)
Hires	34	1	21	35	0	0	1	0	0	40	0	0
Ending Filled	677	667	684	715	705	695	694	688	682	716	710	704
Authorized	707	707	707	707	707	722	722	722	722	722	722	722
Over (Under)												
Authorized	(30)	(40)	(23)	8	(2)	(27)	(28)	(34)	(40)	(6)	(12)	(18)
Hiring Plan	681	676	691	726	721	716	711	706	701	696	691	686
Over (Under) Adopted Hiring Plan	(4)	(9)	(7)	(11)	(16)	(21)	(17)	(18)	(19)	20	19	18

Early Warning Policy

Resolution No. 84767 C.M.S also requires that the OPD staffing report contain an analysis of any deviations between the expected and actual staffing levels, the expected hiring methods, and alternative hiring options, for achieving Budgeted Staffing as quickly as possible. The Oakland Police Department has been running basic police academies at the rate of approximately two academies per year since 2012 to recruit officers. Each police academy nets approximately 30 to 40 new police officers who go on to the field training program before becoming fully trained officers. In addition to basic academies, OPD can most quickly address immediate shortfalls in filled sworn police officer positions by holding lateral officer academies. Unlike basic police academies, lateral academies begin with employees who have completed a basic law enforcement academy (as opposed to police officer trainee (POT). Lateral academies are only 10 weeks in length – considerably shorter than the 27 required for the Oakland Basic Police Academy – making lateral academies a cost-effective strategy for when OPD needs to quickly recruit additional officers. The estimated cost of each lateral academy is \$405,963 (not including the officers’ salaries for the duration of the lateral academy).

Two Lateral/Post-Academy Graduate courses were recommended and approved by the City Council in Resolution No. 85240 C.M.S. in February 2015 to address the continuous reduction in staffing associated in the “Early Warning Policy” and based on staffing projections identified in Tables 3.1 and 3.2 above for period ending January 31, 2015. The first Lateral/Post-Academy course began in February 2015 and the second lateral academy will begin in May 2015. An additional Basic Academy is recommended to begin in November 2015; OPD has proposed that the biannual 2015-2017 budget include funding for this academy. This Basic Academy would enroll 40 POTs – instead of the usual 60 POTs – in order to maintain staffing levels during FY 2015-2016 and provide a more effective instructor-student ratio.

The Oakland Police Department is developing a new strategic plan at this time. The plan will assess strategies developing new strategies for decreasing officer attrition, which is a major contributor to the need for more academies.

PUBLIC OUTREACH / INTEREST

The Oakland Police Department continues to actively recruit candidates for the positions of police officer trainee and lateral / post-academy graduate police officer. Recruitment efforts focus on selective language, Oakland residents and a pool of diverse candidates throughout the testing and selection process. OPD continues to work with community leaders, local schools, and colleges to improve community involvement and increase the number of people applying to become police officers. In addition to the strategies outlined above, staff continues to host community partnership meetings in an effort to solicit feedback on current outreach strategies and to encourage recommendations. Staff has met with several community organizations and received positive feedback and useful input on recruiting efforts. Staff is working with

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community organizations to conduct hiring workshops, to be held at various community organization offices throughout the City. Finally, OPD has an established partnership with the Peralta College district, specifically Merritt College to build its "Grow Your Own" program by recruiting applicants within the Criminal Justice program.

The Recruiting and Backgrounds staff attended or conducted the events listed below during January 2015:

- Practice Physical Ability Test (6th & Washington Parking Lot, Oakland) (Attendees: 3)
- Police Officer Trainee Test Workshop (57 attendees)

COORDINATION

The Oakland Police Department works with the Department of Human Resources Management to complete the necessary steps associated with completing an academy. The Office of the City Attorney was consulted in preparation of this report.

COST SUMMARY / IMPLICATIONS

Resolution No. 85240 C.M.S. was approved by the City Council on February 17, 2015, appropriating \$868,579 (\$807, 980 for two lateral police officer academies as well as \$60,599 for the City's General Fund Emergency Reserve, in accordance with the City's Fiscal Policy). The cost of the 40-POT basic academy recommended for November 2015 and for inclusion in the Mayor's biannual 2015-2017 budget would cost less than recent basic academies designed to for up to 60 POTs.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities associated with this report.

Environmental: There are no environmental opportunities associated with this report.

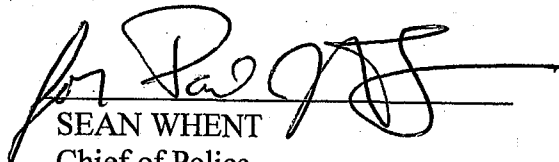
Social Equity: Hiring more police officers will provide additional resources, thereby enhancing public safety efforts.

Attachment I: Data Tables

Table 4	Current Recruitment Strategies (page 1)
Table 5&6	Staffing Funding Sources for FY 2014-2015 (page 1)
Table 7	Budget Authorized Positions (page 2)
Table 8	Sworn Attrition Analysis (page 2)
Table 9	Sworn Attrition Chart (page 3-4)
Table 10	Attrition of Oakland residents in the testing and hiring process (page 5)
Table 11	Demographic Information on Previous Academies (page 5)
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Table 15	Civilian Vacancies in OPD (page 7)
Table 16	Sworn Staffing Allocations within OPD (page 8)

For questions concerning the contents of this report, please contact David Downing, Deputy Chief of the Bureau of Services, at 510-238-7620.

Respectfully submitted,



SEAN WHENT
Chief of Police
Oakland Police Department

Prepared by:
David Downing
Deputy Chief of Police
Oakland Police Department

Attachment I: Data Tables

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Table 4. Current Recruitment Strategies – Outreach/Media Activity*

ON-GOING / IN PROGRESS RECRUITMENT STRATEGIES
Partnerships with Oakland / local pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events. Each event will be advertised on participating organization website and announced regularly at organization events
Attend all city-wide recruiting events
Participation with professional associations / organizations (PAOs) that provide services to non-English speaking community members, including Asian/Latino PAOs
Host informational workshops at Oakland/local high schools
Attend military job fairs and local Reserve Officers' Training Corps (ROTC) programs
Ensure Oakland/local media (newspaper, internet, press organizations/associations) outreach and advertisement, including outreach to pre-selected language specification audiences by way of <i>El Mundo, Univision, Sing Tao, Unity Council</i> , etc.
Advance relationships with criminal justice and social science directors of Oakland/Local universities/college/high schools
Attend career events/fairs with local faith-based communities to increase awareness and Oakland residents' participation
Revamp the oral board interview workshop
Post Monthly Job/Workshop Announcements on Community Partners Websites Continue to seek resources to create a feeder program into the Police Cadet program to improve community relationships and increase Oakland residency participation

* This table will be updated in the April Monthly Staffing Report to reflect the changes requested by the Public Safety Committee on February 24, 2015 concerning recent recruitment strategies

Table 5 & 6. Staff Funding Sources for Sworn and Civilian Positions for FY 14 – 15

Sworn Positions	FTE
General Fund: General Purpose	606
Alameda Co. Vehicle Abatement	1
Measure Y	63
Traffic Safety Fund	2
COPS 2011	25
COPS 2013	10
COPS 2014	15
Grand Total	722

Civilian Positions	FTE
General Fund: General Purpose*	379.2
Alameda Co. Vehicle Abatement	1.00
Measure Y	.35
Traffic Safety Fund	15.65
False Alarm Reduction Program	6.50
US Department of Justice	3.00
State of California	1.65
Workers' Comp. Insurance	2.00
Grand Total	409.35

Table 7. Budget Authorized Positions

Position	Budget Authorized Positions	Authorize	File	+
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	3	3	0
	Captain	10	9	-1
	Lieutenant	27	26	-1
	Sergeants	124	125	+1
	Police Officers	556	529	-27
	Total Sworn	722	694	-28
Non-Sworn	Full-time (FTE) and Part-time (PT)	409.35	382.85	-26.50*
	Total Personnel	1131.3	1066.8	-54.5

* This figure reflects the 29 FTE Oakland Animal Services positions recently shifted departmentally from OPD to the City Administrator's Office (408.2 listed in the February monthly staffing report).

**Total Non-Sworn Vacancies includes those positions for which staff has been hired but has not yet begun employment.

Table 8. Sworn Attrition Analysis February 1, 2014 through January 31, 2015

The below table identifies deviations/shortfalls between projected and actual staffing levels for sworn staffing from February 2014 through January 2015. During this period, OPD was below the projected average monthly attrition. The projection was six (6) separations per month for an annual total of 72 and the actual annual total was 68.

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	46.7	15
Resignation	31.7	9
Resignation - Other Agency	35.8	17
Service Retirement	51.7	16
Termination	32.7	11

Table 9. Sworn Attrition Chart: February 1, 2014 – January 31, 2015

Separation Date	Separation Reason	Title	Age at Separation
2/2/2014	Resignation	Police Officer (PERS)	31.9
2/7/2014	Resignation	Police Officer (PERS)	33.7
2/20/2014	Disability retired, on-duty	Police Officer (PERS)	42.3
2/20/2014	Disability retired, on-duty	Police Officer (PERS)	41.8
2/24/2014	Discharged on Probation	Police Officer (PERS)	32.7
2/24/2014	Discharged on Probation	Police Officer (PERS)	27.5
2/24/2014	Termination	Police Officer (PERS)	25.7
2/25/2014	Discharged on Probation	Police Officer (PERS)	24.8
3/1/2014	Service Retirement	Police Officer (PERS)	54.1
3/20/2014	Termination	Sergeant of Police (PERS)	41.4
3/21/2014	Disability retired, on-duty	Sergeant of Police (PERS)	37.9
3/21/2014	Disability retired, on-duty	Police Officer (PERS)	49.4
4/5/2014	Resignation	Police Officer (PERS)	43.8
4/18/2014	Disability retired, on-duty	Police Officer (PERS)	50.7
4/18/2014	Disability retired, on-duty	Sergeant of Police (PERS)	40.6
4/19/2014	Service Retirement	Lieutenant of Police (PERS)	51.2
5/9/2014	Service Retirement	Police Officer (PERS)	50.0
5/9/2014	Service Retirement	Police Officer (PERS)	58.7
5/16/2014	Resignation	Police Officer (PERS)	38.0
5/16/2014	Resignation	Police Officer (PERS)	29.1
5/19/2014	Resignation	Police Officer (PERS)	29.1
6/15/2014	Service Retirement	Police Officer (PERS)	53.6
6/20/2014	Disability retired, on-duty	Police Officer (PERS)	40.0
7/19/2014	Service Retirement	Sergeant of Police (PERS)	50.3
7/19/2014	Disability retired, on-duty	Police Officer (PERS)	54.6
7/24/2014	Resignation	Police Officer (PERS)	48.1
7/26/2014	Service Retirement	Police Officer (PERS)	51.0
8/1/2014	Resignation	Police Officer (PERS)	32.5
8/2/2014	Resignation	Police Officer (PERS)	36.3
8/2/2014	Resignation	Sergeant of Police (PERS)	43.5
8/2/2014	Resignation	Police Officer (PERS)	30.1
8/2/2014	Resignation	Police Officer (PERS)	39.3
8/5/2014	Resignation	Police Officer (PERS)	33.2
8/9/2014	Resignation	Police Officer (PERS)	37.6
8/12/2014	Resignation	Police Officer (PERS)	40.5
8/22/2014	Service Retirement	Sergeant of Police (PERS)	50.1
8/22/2014	Disability retired, on-duty	Police Officer (PERS)	43.3

Table 9. Continued. Sworn Attrition Chart: February 1, 2014 – January 31, 2015

Separation Date	Separation Reason	Title	Age at Separation
8/24/2014	Resignation	Police Officer (PERS)	24.4
9/4/2014	Discharged on Probation	Police Officer (PERS)	36.8
9/4/2014	Discharged on Probation	Police Officer (PERS)	29.4
9/21/2014	Resignation	Police Officer (PERS)	49.4
9/29/2014	Resignation	Lieutenant of Police (PERS)	22.6
10/16/2014	Termination	Police Officer (PERS)	50.4
10/17/2014	Disability retired, on-duty	Captain of Police (PERS)	33.2
10/20/2014	Resignation	Police Officer (PERS)	25.0
10/21/2014	Resignation	Police Officer (PERS)	29.9
11/3/2014	Discharged	Police Officer (PERS)	42.4
11/3/2014	Discharged	Police Officer (PERS)	38.1
11/11/2014	Resignation	Police Officer (PERS)	31.9
11/13/2014	Service Retirement	Police Officer (PERS)	50.0
11/15/2014	Resignation	Police Officer (PERS)	27.5
11/21/2014	Disability retired, on-duty	Police Officer (PERS)	41.9
11/21/2014	Disability retired, on-duty	Police Officer (PERS)	60.4
11/21/2014	Disability retired, on-duty	Police Officer (PERS)	42.3
11/21/2014	Disability retired, on-duty	Sergeant of Police (PERS)	50.6
11/26/2014	Resignation	Police Officer (PERS)	25.0
12/3/2014	Service Retirement	Police Officer (PERS)	50.1
12/19/2014	Disability retired, on-duty	Police Officer (PERS)	49.0
12/19/2014	Service Retirement	Deputy Chief of Police (PERS)	50.2
12/19/2014	Resignation	Police Officer (PERS)	38.8
12/19/2014	Service Retirement	Lieutenant of Police (PERS)	52.4
12/19/2014	Resignation	Police Officer (PERS)	29.7
12/20/2014	Service Retirement	Police Officer (PERS)	53.9
12/20/2014	Service Retirement	Police Officer (PERS)	50.3
12/21/2014	Service Retirement	Police Officer (PERS)	50.0
12/26/2014	Service Retirement	Police Officer (PERS)	51.2
1/3/2015	Discharged	Police Officer (PERS)	35.0
1/28/2015	Resignation	Police Officer (PERS)	23.5

Table 10. Attrition of Oakland Residents in the Testing and Hiring Process

Police Hiring Steps – Oakland Residents	166th	167th	168^{th*}	169th	ACSO	170th	171st
Applications Received	282	186	415	271	--	316	501
Invited to Physical Ability Test (PAT)	85	59	371	262	--	267	337
Attended PAT	77	44	168	145	--	194	110
Invited to Written	254	165	151	138	--	147	94
Attended Written	155	112	133	123	--	113	77
Invited to Oral Interview	72	42	79	76	--	86	44
Attended Oral Interview	63	39	66	59	--	55	33
Background & Character Review	48	19	40	35	--	43	25
Invited to Academy	7	6	6	3	1	10	15
Graduated from Academy	3	3	6	2	1	10	TBD

Table 11. Demographic and Selective Language Information on Academies since 2012

Class	Starting Date	Starting Number	Gender	Selective Language	Ending Number
166th	17 Sep 12	57	15 Females 42 Males	8 Cantonese/Mandarin 4 Spanish	39
167th	25 Mar 13	51	7 Females 44 Males	5 Cantonese/Mandarin 12 Spanish	36
168th	30 Sep 13	57	8 Females 49 Males	0 Cantonese/Mandarin 19 Spanish	47
Lateral	9 Dec13	4	4 Males	0 Cantonese/Mandarin 1 Spanish	4
169 th	30 Dec 13	55	8 Females 47 Males	0 Cantonese/Mandarin 13 Spanish	34
ACSO	17 Mar 14	24	3 Females 21 Males	3 Cantonese/Mandarin 3 Spanish	13
170 th	28 Apr 14	57	9 Females 48 Males	3 Cantonese/Mandarin 10 Spanish	35
Lateral	22 Sept 14	7	1 Female 6 Males	0 Cantonese/Mandarin 2 Spanish	5
171 ^s	29 Sept 14	60	10 Females 50 Males	5 Cantonese/Mandarin 9 Spanish	Pending

Table 12. OPD Recruitment Data, Lateral Transitional Courses

Police Hiring Steps: September 2014 to November 2014 Lateral Course	Testing/ Time Frame	Total	Percent of Total	Percent Not Advanced	Number of Oakland Residents
Applications Received	10/21/2013 to 11/06/2013	69	100%	0%	9
Invited to PAT	11/16/2013 12/7/2013	38	55%	45%	2
Invited to Oral Interview	12/10/2013	27	39%	61%	2
Referred to OPD on eligibility list	12/23/2013	11	16%	84%	2
Invited to Course	9/22/2014	7	10%	90%	0
Graduated Course	11/26/2014	5	7%	93%	0

Table 13. Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol: 251	1 st Watch 15 2 nd Watch 16 Late Tac 8 3 rd Watch 15 <u>Total 54</u>	1 st Watch 14 2 nd Watch 16 3 rd Watch 16 <u>Total 46</u>	1 st Watch 15 2 nd Watch 15 3 rd Watch 15 <u>Total 45</u>	1 st Watch 16 2 nd Watch 17 3 rd Watch 16 <u>Total 49</u>	1 st Watch 15 2 nd Watch 16 Late Tac 8 3 rd Watch 18 <u>Total 57</u>
Number of officers assigned to evening shifts	39	32	30	33	42
Number of officers assigned to PSO / CRT: 66	PSO 7 CRT 8	PSO 6 CRT 8	PSO 7 CRT 6	PSO 6 CRT 5	PSO 7 CRT 6

Note: Open beats are covered on overtime.

Table 14. Field Training Data

Academy of Origin	Entered FTO	Completed FTO
OPD 169 th Basic Academy	34	27
ACSO Basic Academy	13	Pending
OPD 170 th Basic Academy	35	Pending

Table 15. Civilian Vacancies in OPD (As of January 31, 21015 there are 26.5 vacancies – this number excludes positions where staff have been hired but have not started work)

Job Classification	Vacancies	Authorized	Status
Accountant II	1	2	<ul style="list-style-type: none"> HRM: Received certified eligibility list on 2/2/15, pending scheduling of hiring interviews.
Criminalist II	5	17	<ul style="list-style-type: none"> OPD: Hiring interview is scheduled for the week of 2/9/15 (CRIM II-Biology). OPD: 1 re-instated candidate will tentatively start on 3/14/15. HRM – Pending an unranked eligibility list due the week of 2/20/15.
Dispatchers	10	67	<ul style="list-style-type: none"> HRM: Oral Board interviews scheduled for 2/25 & 2/26. OPD: Working on background checks using the Operator list to under fill vacancies until new Dispatcher eligibility list is available in March 2015 - at which time any remaining vacancies will be filled using new list.
Intake Technicians	1	5	<ul style="list-style-type: none"> HRM: pending certification of additional names to interview
Latent Print Examiner II	1	5	<ul style="list-style-type: none"> OPD: Exam planning meeting is scheduled for 2/18/15 with hiring manager.
Management Assistant	1	1	<ul style="list-style-type: none"> OPD: Received certified eligibility on 2/5/15. Pending scheduling of hiring interviews.
Police Cadet	1.5	9	<ul style="list-style-type: none"> OPD: Exam plan meeting scheduled on 2/18/15.
Police Operators	1	7	<ul style="list-style-type: none"> OPD: Pending background clearance by end of February 2015 Selective Language - Spanish
Police Records Specialist	3	54	<ul style="list-style-type: none"> OPD: 2 pending background clearance HRM: Pending additional candidate name from Spanish Selective list
Police Services Tech II	2	61	<ul style="list-style-type: none"> OPD: Pending background clearance

Table 16: Sworn Staffing Allocations within OPD

	Chief	Assistant Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer
Office of the Chief	1	1				2	
Public Information Office							2
Internal Affairs Division				1	2	12	3
Office of the Inspector General					1	3	1
Intelligence Unit						1	6
Research & Planning						1	1
Bureau of Field Operations: Administration			2		1	2	49*
Patrol Area 1				1	3	16	89
Patrol Area 2				1	3	12	62
Patrol Area 3				1	3	12	64
Patrol Area 4				1	3	13	62
Patrol Area 5				1	3	15	80
Support Operations Division				1	1	3	8
Traffic Section					1	3	16
Bureau of Services: Administration			1	1			
Communications Section						4	
Training Section					1	2	12
Recruiting and Background Unit						1	3
Information Technology						2	
Property/ Evidence Unit						2	
CID: Administration				1			
CID: Special Victims Section					1	4	24
CID: Homicide Section					1	6	6
CID: Theft/ Field Support Section					1	2	14
CID: Gang/ Felony Assault Section					1	4	16
CID: Robbery and Burglary Section					1	3	16
CID: Youth and School Services Section					1	3	15
Ceasefire				1			2

* Includes Officers in Field Training