

**CITY OF OAKLAND**  
**AGENDA REPORT**

2014 MAY 15 PM 5: 17

TO: **Public Safety Committee**  
ATTN: **Chair Gallo and Committee Members**  
FROM: **Councilmembers Libby Schaaf and Noel Gallo**  
DATE: **May 15, 2014**

RE: **Report and Action to Ensure Implementation of Budgeted Police Staffing including (1) Police Shortfall Early Warning System, (2) Prompt Shortfall Correction Process, (3) Accurate Staffing Budgeting Requirement, (4) Funding of the 171<sup>st</sup> and 172<sup>nd</sup> Police Training Academies, and (5) Action Plan for Attrition Reduction.**

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**SUMMARY**

The following Oakland Police Department staffing reporting requirements are recommended to ensure that the City Administration implements procedures to increase police staffing to levels authorized by the City Council in the 2013-2015 Fiscal Budget. The reporting requirements include: an early warning system for drops in budgeted police staffing, a reporting requirement for allocation requests, full academy costing requirements, budget proposal alternatives that include academy cost requirements, and an action plan to address officer attrition informed by a recent officer morale survey.

**ANALYSIS**

When this Council passed its budget last year, we expected the administration to implement it, particularly with regard to our priority of enhancing public safety. Since that time, the administration has failed to achieve the budgeted staffing for police officers – a dire need for our city.

The Council's budget authorized a police force of 665 officers, which was then raised to 675 officers in January with the receipt of a federal grant. At no time since we adopted this budget has our police force come close to its budgeted strength. Oakland's Police Department recently fell to 64 officers below its authorized strength – that means Oakland's police force was 10% smaller than it could have been.

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Recent statements by Mayor Quan suggest that this under-hiring of police may have been intentional. In a recent interview<sup>1</sup>, Mayor Quan defended her failure to hire the budgeted number of police officers by saying there has been a discrepancy between “what’s in the budget versus what we can actually afford,” and that “the actual cash on hand has been less than the budget projection.” This is simply untrue and grossly misleading. The City announced in February that actual revenues exceeded the budget by \$18 million and that we’ll end the year with more than \$8 million in surplus cash on hand.

This breach of trust requires the Council to guard against further failure to actually hire the officers we budgeted for by taking the following actions:

1. Create an Early Warning System for falling below budgeted strength by doing the following:
  - a. Adopt the staffing projections in the OPD Hiring/Full Police Staffing to the April 29, 2014 Public Safety Committee as the current OPD Hiring Plan;
  - b. In the monthly 30-Day Recruitment Reports that come to the Public Safety Committee, direct the City Administrator to show the Hiring Plan staffing projections and any variance with actual staffing.
  - c. Beginning with the June 30-Day Recruitment Report and every September, December, March thereafter, describe what actions have been taken to address any staffing shortfall, including the alternative hiring method described in the current OPD Hiring Plan. A staffing shortfall shall be defined as when actual staffing is more than 5 officers below the Hiring Plan staffing projections.
2. Direct the City Administrator to bring any needed allocation requests to that same public safety committee meeting whenever any of these quarterly reports shows a staffing shortfall.
3. Direct the City Administrator to include the full cost of maintaining existing budgeted staffing, including costs for recruitment, training and equipment, as well as accurate attrition assumptions, in the baseline budget for purposes of creating future budgets.
4. Direct the City Administrator to prepare a mid-cycle budget alternative that funds a 171<sup>st</sup> Academy, as well as the initial FY2014/15 costs for a 172<sup>nd</sup> Academy.

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<sup>1</sup> <http://sanfrancisco.cbslocal.com/video/10113964-oakland-police-department-struggling-to-retain-recruit-officers-even-as-violent-crime-drops/> -- ““There’s a little game being played I think with what’s in the budget versus what we can actually afford. Because the budget is just a projection of what your revenues are.”” And Quan says the actual cash on hand has been less than the budget projection.”

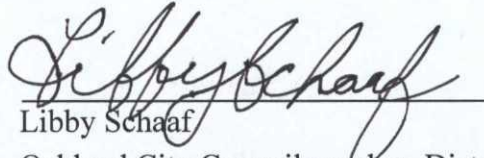
5. Return to the July 14, 2014 Public Safety Committee with an Action Plan for reducing Oakland's high rate of officer attrition, including a full analysis of the recent officer survey that documented unacceptable rates of stress and low morale among Oakland Police Officers, as well as analysis of a retirement delay incentive that would help Oakland achieve its budgeted strength and cost less than training new officers.

As Oakland welcomes its newest permanent Chief Sean Whent, we must do all we can to support him and give him the tools to succeed. An adequately staffed police department is critical to achieving immediate and significant reductions in crime and the safety we want for all Oaklanders.

#### **ACTION REQUESTED OF THE CITY COUNCIL**

Councilmembers Schaaf and Gallo recommend that the City Council receives this report and passes a motion to ensure action of this implementation of budgeted police staffing.


Respectfully submitted,



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Libby Schaaf

Oakland City Councilmember, District 4



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Noel Gallo

Oakland City Councilmember, District 5

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