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AGENDA REPORT

TO: FRED BLACKWELL
CITY ADMINISTRATOR

FROM: Sean Whent
Interim Chief of Police

SUBJECT: Monthly Police Staffing Report

DATE: February 7, 2014

City Administrator
Approval

Date

3-12-14

COUNCIL DISTRICT: City-wide

RECOMMENDATION

Staff recommends acceptance of this informational report from the Oakland Police Department (OPD) on recruiting and sworn staffing levels as of January 31, 2014.

EXECUTIVE SUMMARY

As requested by the Public Safety Committee, the following information reflects OPD's sworn staffing levels through January 31, 2014.

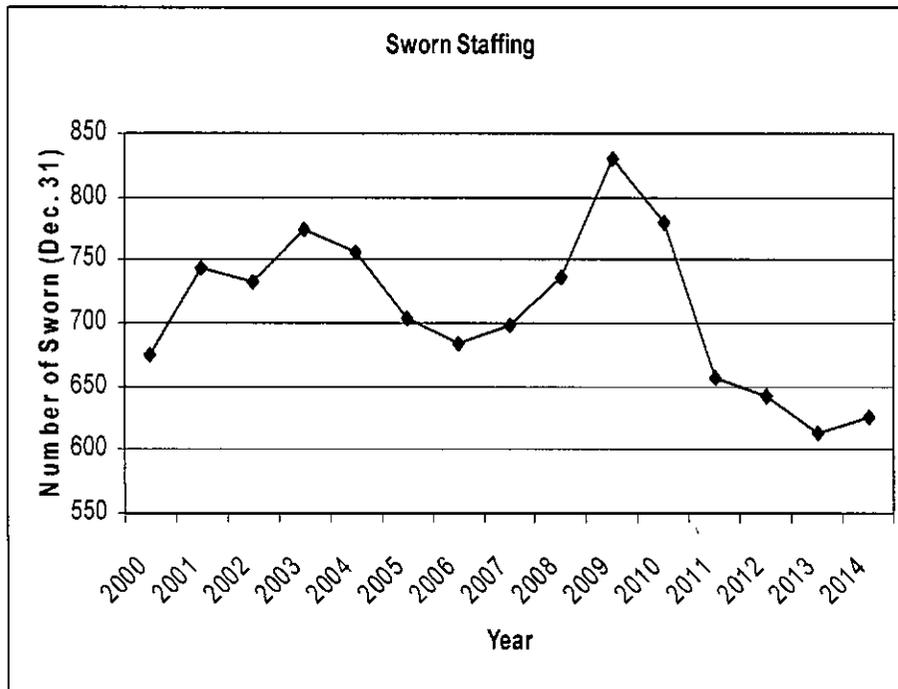
ANALYSIS

Sworn staffing levels remain at historically low levels, as Figure 1 illustrates.

- As of January 31, 2014 sworn staffing is at 624 officers.
- The 168th Police Academy started on September 30, 2013 with 57 police officer trainees (POTs). Currently, 54 POTs are scheduled to graduate on April 4, 2014.
- The third Post-Academy Graduate Transitional Course was completed on January 31, 2014 with 4 graduates.
- The 169th Police Academy started December 30, 2013 with 55 POTs. Graduation will be July 3, 2014.

Per the Fiscal Years (FY) 2013 – 2015 police budget, OPD's FY13 – 14 authorized sworn strength is 665 officers. Ten additional officers were added to the authorized sworn strength with the inclusion of 2013 Community Oriented Policing Services (COPS) Hiring Grant, bringing the total authorized strength to 675. In FY13 – 14, this total included 24 COPS officers and approximately 63 officers associated with Measure Y.

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Year	Sworn Staffing
2000	675
2001	743
2002	732
2003	775
2004	756
2005	704
2006	683
2007	699
2008	736
2009	830
2010	780
2011	656
2012	642
2013	613
2014	626

Figure 1. Sworn Staffing Levels, 2000 to 2014.

PUBLIC OUTREACH/INTEREST

The Department continues to actively recruit candidates for the position of police officer trainee and lateral/post-academy graduate police officer.

Special emphasis has been placed on attracting and hiring Oakland residents. Currently, 49 sworn members and 10 POTs are Oakland residents. Figure 2 shows that most officers live outside of Oakland, and even outside of Alameda County. Recruitment efforts are focusing on selective language candidates throughout the testing and selection process and working with community leaders and local schools and colleges to increase awareness in the community. However, as Table 1 shows, the attrition rate through the testing and hiring process for Oakland residency applicants is steep.

Recruiting Strategies

A detailed outline of Recruiting & Background Unit recruitment strategies is presented in Table 3. Current recruitment efforts target diverse, qualified candidates with an emphasis on Oakland residency and Equal Access Ordinance standards. In addition to the strategies outlined in Table 3, staff is hosting community partnership meetings in an effort to solicit feedback on current

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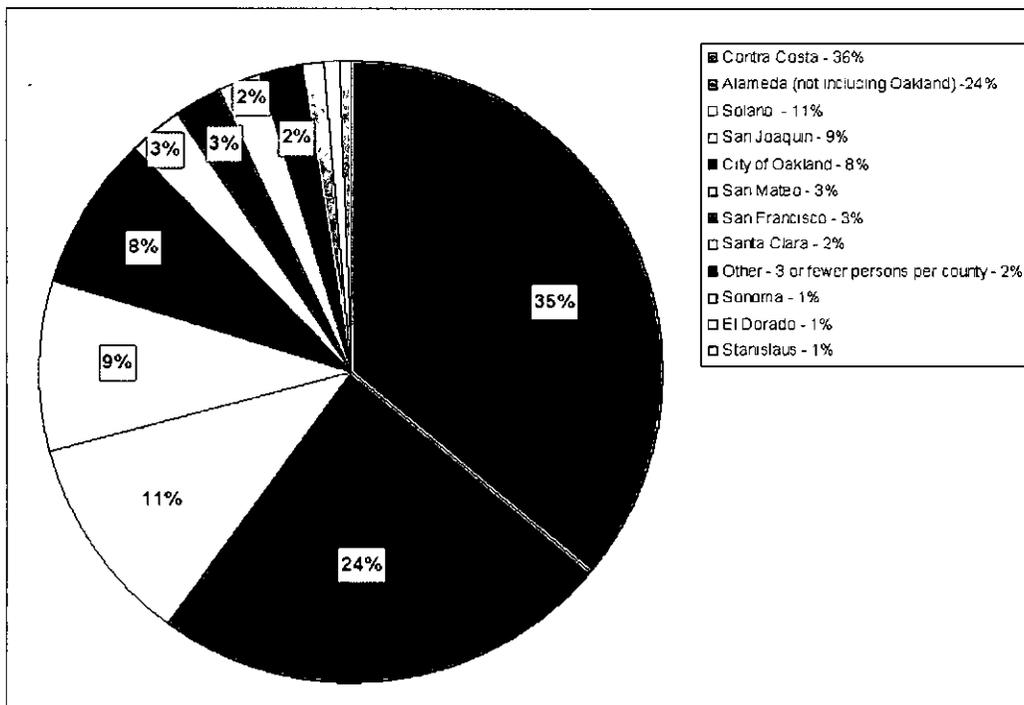


Figure 3. Home counties, OPD sworn.

outreach strategies and to encourage suggestions. Staff is also planning to create an on-line survey for academy graduates soliciting feedback on the recruiting and background process.

The Recruiting and Backgrounds staff attended or conducted the event listed below during the month of December 2013:

- Practice Physical Ability Test (33 Attendees).

Tables 1 through 11 show historical, current, and projected staffing data as detailed below:

- Table 1 shows the attrition rate of City of Oakland residents in the testing and hiring process
- Table 2(a) and (b) show the FY13 – 14 source of funding for sworn and civilian staff, respectively.
- Table 3 shows current recruitment strategies.
- Table 4 shows the current status of budget authorized positions for sworn and non-sworn: over 95 budgeted authorized positions are vacant.
- Table 5 shows sworn staffing by year from FY10 – 11 through FY15 – 16.
- Table 6 shows sworn attrition data from September 2012 through January 2014.
- Table 7 provides demographic information for the 166th, 167th, 168th and 169th academies.
- Table 8 shows recruitment data for the 166th, 167th, 168th and 169th academies.

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- Table 9 shows patrol data for the five areas.
- Table 10 provides field training data for the 166th, 167th and 168th academies.
- Table 110 has detailed information on 45.85 civilian vacancies (as of 31 January 2014).

Table 1. OPD Recruitment Data, Oakland Residents*

Police Hiring Steps – Oakland Residents	166th	167th	168th	169th
Applications Received	282	186	415	271
Invited to Written	254	165	151	138
Attended Written	155	112	133	123
Invited to Physical Ability	85	59	371	262
Attended Physical Ability	77	44	168	145
Invited to Oral Interview	72	42	79	76
Attended Oral Interview	63	39	66	59
Background & Character Review	48	19	40	35
Invited to Academy	7	6	6	3
Academy Graduation	3	3	TBD	TBD

*Note Starting with the 168th Academy, the physical ability test was done before the written test

Table 2(a). Source of funding for sworn staffing, FY13 – 14.

Funding for Sworn Positions, FY13-14	Sum of FTE
General Fund: General Purpose	574
Alameda County Vehicle Abatement	1
Measure Y	63
Traffic Safety Fund	2
COPS (ARRA)	25
COPS 2013	10
Grand Total	675

Table 2(b). Source of funding for civilian staffing, FY13 – 14.

Funding for Civilian Positions, FY13-14	Sum of FTE
General Fund: General Purpose	395.70
Grant Funded	34.65
Grand Total	430.35

Table 3. Current Recruitment Strategies.

Outreach/Media
Continue on-going relationships with Oakland/local pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events. Finalizing schedule of quarterly events starting in March 2014 with community events
Continue attending on-going recruiting events.
Continue on-going relationships with professional associations/organizations (PAOs) that provide services to non-English speaking community members, including Asian/Latino PAOs.
Continue hosting informational workshops at Oakland/local high schools
Continue attending military job fairs and local ROTC programs.
Continue ensuring 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</i> , <i>Univision</i> , <i>Sing Tao</i> , <i>Unity Council</i> , etc.
Establish on-going relationships with athletic directors of Oakland/local universities/colleges/high schools
Establish on-going relationships with criminal justice and social science directors of Oakland/local universities/college/high schools.
Establish career events/fairs with local faith-based communities to increase awareness and Oakland residents' participation
Update the recruitment website at opdjobs.com.
Revamp the current recruitment and hiring process and continuously look for ways to make process improvements.
Revamp the oral board interview workshop.
Create a Recruiting & Background Unit social media account (FaceBook, Twitter).

Table 4. Budget Authorized Positions.

Position	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	0	-1
	Assistant Chief	1	0	-1
	Deputy Chief	3	2	-1
	Captain	10	12	2
	Lieutenant	27	27	0
	Sergeants	124	124	0
	Police Officers	509	458	-51
	Total Sworn	675	623	-52
Non-Sworn	Full-time and Part-time positions	430.35	387	-43.35
Total Personnel		1,105.35	1,010	-95.35

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Table 5. Sworn Staffing by Fiscal Year.

OPD Sworn Staffing - Two Academies Per Year

Updated 2/28/14

FY 10-11	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	FY Totals
Filled	775	687	684	679	673	670	660	653	662	657	647	641	(80) Layoffs
Layoffs	(80)												(71) Attrition
Attrition	(6)	(7)	(3)	(7)	(4)	(12)	(5)	(1)	(6)	(10)	(6)	(4)	13 Hires
Hires	0	2	0	0	0	0	0	10	1	0	0	0	(138) Net Change
Ending Filled	689	682	681	672	669	658	655	662	657	647	641	637	
Authorized FTE	723	723	723	723	723	723	669	669	669	669	669	669	
Over/(Under)	(34)	(41)	(42)	(51)	(54)	(65)	(14)	(7)	(12)	(22)	(28)	(32)	

FY 11-12	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	FY Totals
Filled	637	632	655	653	647	645	643	651	659	657	652	646	(45) Layoffs
Attrition	(6)	(2)	(4)	(6)	(3)	(4)	(3)	-	(5)	(5)	(6)	(1)	53 Hires
Hires	1	25	2	0	1	2	11	8	3	0	0	0	8 Net Change
Ending Filled	632	655	653	647	645	643	651	659	657	652	646	645	
Authorized FTE	636	636	636	636	636	636	661	661	661	661	661	661	
Over/(Under)	(4)	19	17	11	9	7	(10)	(2)	(4)	(9)	(15)	(16)	

FY 2012-13 Begin Two Academies

FY 12-13	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	FY Totals
Filled	645	643	636	631	628	627	620	613	611	648	641	633	(58) Attrition
Attrition	(3)	(9)	(5)	(3)	(3)	(7)	(7)	(2)	(2)	(7)	(8)	(2)	44 Hires
Hires	1	2	0	0	2	0	0	0	39	0	0	0	(14) Net Change
Ending Filled	643	636	631	628	627	620	613	611	648	641	633	631	
Authorized FTE	613	613	613	613	613	613	633	633	633	633	633	633	
Over/(Under)	30	23	18	15	14	7	(20)	(22)	15	8	0	(2)	

166th Academy — 167th Academy

FY 2013-14 - Two Academies Budgeted (168th and 169th Academy included in baseline budget)

FY 13-14	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	FY Totals
Filled	631	624	615	643	639	634	626	624	619	614	656	651	(72) Attrition
Attrition	(7)	(9)	(8)	(4)	(5)	(12)	(2)	(5)	(5)	(5)	(5)	(5)	87 Hires
Hires	0	0	36	0	0	4	0	0	0	47	0	0	15 Net Change
Ending Filled	624	615	643	639	634	626	619	614	656	651	646		
Authorized FTE	665	665	665	665	665	675	675	675	675	675	675	675	

167th Academy (July - Sep 30) 168th Academy (Oct 30 - July 31) 169th Academy (Dec 30 - July 31) 170th Academy (Apr-Oct)

FY 2014-15 - One Academy Budgeted (170th included in baseline budget)

FY 14-15	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	FY Totals
Filled	646	681	676	691	726	721	716	711	706	701	696	691	(60) Attrition
Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	100 Hires
Hires	40	0	20	40	0	0	0	0	0	0	0	0	40 Net Change
Ending Filled	681	676	691	726	721	716	711	706	701	696	691	686	
Authorized FTE	707	707	707	707	707	707	707	707	707	707	707	707	

170th Academy (Apr 28 - Oct 31) ACSO (March 17th - September, then 10 week transition, then 16 week FTO)

FY 2015-16 - No Academies Budgeted

FY 15-16	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	FY Totals
Filled	686	681	676	671	666	661	656	651	646	641	636	631	(60) Attrition
Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	0 New Hires
Hires	0	0	0	0	0	0	0	0	0	0	0	0	(60) Net Change
Ending Filled	681	676	671	666	661	656	651	646	641	636	631	626	
Authorized FTE	707	707	707	707	707	707	707	707	707	707	707	707	

Table 6. Sworn Attrition Data, 9/1/12 – 1/31/14 (17-month average is 5.24%).

Reason	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Total
Disability/Retirement	4	1		3	2	1	1	3	4	2	2	5	5		4	6	1	44
Resignation			1		3							1					1	6
Resignation - Other Agency	1	2	1					5			5		1		1	2		18
Service Retirement			2	2	2	1	1					2	1	2		3		16
Termination									1			1				1		3
Deceased									1		1							2
Grand Total	5	3	4	5	7	2	2	8	6	2	8	9	7	2	5	12	2	89

Table 76. Demographic Information on Academies.

Class	Starting Date	Starting Number	Gender	Oakland Residency	Language	Ending Number
166th Academy	17 Sep 12	53	15 Females 42 Males	7	8 Cantonese/Mandarin 4 Spanish	39
167th Academy	25 Mar 13	51	7 Females 44 Males	6	5 Cantonese/Mandarin 12 Spanish	36
168th Academy	30 Sep 13	57	8 Females 49 Males	6	0 Cantonese/Mandarin 19 Spanish	
Lateral Academy	9Dec13	4	4 Males	0	0 Cantonese/Mandarin 1 Spanish	4
169 th Academy	30 Dec 13	55	8 Females 47 Males	3	0 Cantonese/Mandarin 13 Spanish	

Table 8. OPD Recruitment Data.

Police Hiring Steps – 166th Academy	Step Date	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	2/8/2012-3/5/2012	2301	100%	-0%	282	12%	0%
Invited to Written	3/9/2012	2165	94%	-6%	254	11%	-10%
Attended Written	3/21/2012	1098	48%	-52%	155	7%	-45%
Invited to Physical Ability	4/2/2012	752	33%	-67%	85	4%	-70%
Attended Physical Ability	4/10/2012	667	29%	-71%	77	3%	-73%
Invited to Oral Interview	4/13/2012	643	28%	-72%	72	3%	-74%
Attended Oral Interview	4/23-4/26/2012	578	25%	-75%	63	3%	-78%
Background & Character Review	5/18/2012	409	18%	-82%	48	2%	-83%
Invited to Academy	9/17/2012	55	2%	-98%	7	0.30%	-98%
Academy Graduation	3/20/2013	39	2%	-98%	3	0.15%	-99%

(continued)

Police Hiring Steps – 167th Academy	Step Date	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	5/29/2012-6/11/2012	1805	100%	-0%	186	10%	0%
Invited to Written	6/14/2012	1636	91%	-9%	165	9%	-11%
Attended Written	6/30/2012-7/3/2012	1011	56%	-44%	112	6%	-40%
Invited to Physical Ability	7/17/2012	710	39%	-61%	59	3%	-68%
Attended Physical Ability	7/27-28/2012	516	29%	-71%	44	3%	-76%
Invited to Oral Interview	8/6/2012	494	27%	-73%	42	2%	-77%
Attended Oral Interview	8/20-22/2012	414	23%	-77%	39	2%	-79%
Background & Character Review	9/17/2012	231	13%	-87%	19	1%	-90%
Invited to Academy	3/25/2013	51	3%	-97%	6	0 36%	-97%
Academy Graduation	9/20/2013	36	2%	-98%	3	0 16%	-98%

Police Hiring Steps – 168th Academy	Step Date	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	6/25/2012-11/16/2012 & 2/4-15/2013	3824	100%	-0%	415	11%	0%
Invited to Physical Ability	12/21/2012 & 2/25/2013	3760	98%	-2%	371	10%	-11%
Attended Physical Ability	1/3-5/2013 & 3/2/2013	1347	35%	-65%	168	4%	-60%
Invited to Written	1/11/2013 & 3/22/2013	1275	33%	-67%	151	4%	-64%
Attended Written	1/19/2013 & 3/25/2013	1043	27%	-73%	133	4%	-68%
Invited to Oral Interview	2/6/2013 & 4/23/2013	830	22%	-78%	79	2%	-81%
Attended Oral Interview	2/19-21/2013 & 5/6-7/2013	681	18%	-82%	66	2%	-84%
Background & Character Review	3/29/2013 & 6/17/2013	450	12%	-88%	40	1%	-90%
Invited to Academy	9/30/2013	57	1%	-99%	6	0.11%	-99%
Academy Graduation	4/4/2014	TBD	TBD	TBD	TBD	TBD	TBD

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Police Hiring Steps – Lateral Academy	Step Date	Total	# of Oakland Residents	% of Total	% Not Advanced
Applications Received	9/16/13-10/12/13	81	2	100%	-63%
Invited to Physical Ability	10/19/13	30	2	37%	0%
Invited to Oral Interview	10/19/13	30	2	37%	10%
Background & Character Review	10/22/13	27	2	33%	85%
Invited to Academy	12/9/13	4	0	5%	0%
Academy Graduation	1/31/2014	4	0	0%	0%

Police Hiring Steps – Lateral Academy	Step Date	Total	# of Oakland Residents	% of Total	% Not Advanced
Applications Received	10/21/13-11/06/13	69	9	100%	-63%
Invited to Physical Ability	11/16/13 b& 12/7/13	33	2	48%%	52%
Invited to Oral Interview	12/10/13	17	2	52%	48%
Background & Character Review	12/23/13	11	2	65%	35%
Invited to Academy	TBD	TBD	TBD	TBD	TBD
Academy Graduation	TBD	TBD	TBD	TBD	TBD

Police Hiring Steps – 169th Academy	Step Date	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	4/2-19/2013 & 6/3-28/2013	2477	100%	-0%	271	11%	0%
Invited to Physical Ability	4/25/2013 & 6/29/2013	2413	97%	-3%	262	11%	-3%
Attended Physical Ability	5/4/2013 & 7/13/2013	1177	48%	-52%	145	6%	-46%
Invited to Written	5/30/2013 & 7/26/2013	1131	46%	-54%	138	6%	-49%
Attended Written	6/10/2013 & 8/5/2013	982	40%	-60%	123	5%	-55%
Invited to Oral Interview	6/28/2013 & 8/30/2013	736	30%	-70%	76	3%	-72%
Attended Oral Interview	7/15-49/2013 & 9/12-13/2013	572	23%	-77%	59	2%	-78%
Background & Character Review	8/14/2013 & 9/25/2013	382	15%	-85%	35	1%	-87%
Invited to Academy	12/30/2013	56	2%	-98%	3	0 19%	-99%
Academy Graduation	7/3/2014	TBD	TBD	TBD	TBD	TBD	TBD

Table 9. Patrol Data.

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol 235	1st Watch 16 2nd Watch 15 3rd Watch 15 Total 46	1st Watch 13 2nd Watch 15 3rd Watch 15 Total 43	1st Watch 16 2nd Watch 18 3rd Watch 16 Total 50	1st Watch 16 2nd Watch 16 3rd Watch 16 Total 48	1st Watch 14 2nd Watch 17 3rd Watch 17 Total 48
Number of officers assigned to evening shifts	30	30	34	32	34

Note Open beats are covered on overtime

Table 10. Field Training Data.

In Field Training (FTO)	Entered FTO	Completed FTO
167th Academy	35	25

Table 11. Status of the Approximately 45.85 Civilian Vacancies in OPD (as of 31 January 2014).

Job Classification	# Vacancies	# Authorized	Status
Police Dispatchers/Operators	6	74	<ul style="list-style-type: none"> DHRM have initiated recruitment for PCD and PCO with a tentative promulgation of Eligibility List by April 2014
Police Services Tech II 20 added in January 2013	3	59	<ul style="list-style-type: none"> 2 pending hiring approval and recruitment request made to DHRM
Crime Lab Criminalist II * 5 new Criminalist III * 2 new Latent Print Examiner II	5 2 1	18 5 4	<ul style="list-style-type: none"> 1 Pending background and 1 pending hiring manager Pending exam plan with hiring manager Job posting extended thru 28 Feb 14 due to low applicant pool
Project Manager III	1	2	<ul style="list-style-type: none"> IT - Offer accepted and pending background
Police Evidence Tech	5	18	<ul style="list-style-type: none"> 3 pending background outcome due 31 Jan 14 Requesting additional names
Police Records Specialist	7	54	<ul style="list-style-type: none"> Job Posting closed on 7 Feb 14
Animal Control Officer	2	11	<ul style="list-style-type: none"> 2 pending background and 2 pending offer acceptance
Vet Tech	1	2	<ul style="list-style-type: none"> DHRM in process of promulgating eligibility list
Volunteer Program Specialist	1	1	<ul style="list-style-type: none"> DHRM completed Oral Boards, pending list.
Veterinarian	1	1	<ul style="list-style-type: none"> Job posting tentatively scheduled to open on 18 Feb 14
Intake Technicians	3	5	<ul style="list-style-type: none"> 2 candidates with hire date of 15 Feb 14 2 pending backgrounds 1 Spanish Selective Certification pending recruitment due to exhaustion of list
Parking Control Technician	1.85	32.95	<ul style="list-style-type: none"> Pending eligibility list
Police Services Manager I	1	5	<ul style="list-style-type: none"> Fiscal Services – pending job posting
Police Cadet	1.5	9	<ul style="list-style-type: none"> Recruitment on hold. 15 pending hiring interviews and backgrounds
Account Clerk II	1	4	<ul style="list-style-type: none"> DHRM in process of promulgating eligibility list
Grant Coordinator	1	1	<ul style="list-style-type: none"> Awaiting exam plan to be scheduled
Neighborhood Services Coordinator	1	10	<ul style="list-style-type: none"> DHRM in process of promulgating eligibility list

COORDINATION

The Department continues to work with the Department of Human Resources Management to complete the necessary steps associated with completing an academy. The City Attorney's Office and the Budget Office were consulted in preparation of this report.

COST SUMMARY/IMPLICATIONS

There are no fiscal impacts associated with this informational report.

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.

For questions concerning the contents of this report, please contact Danielle M. Outlaw, Deputy Chief of the Bureau of Risk Management, at 510-238-6093.

Respectfully submitted,



SEAN WHENT
Interim Chief of Police
Oakland Police Department

Prepared by:
Danielle M. Outlaw, Bureau of Risk Management
Oakland Police Department

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