



# AGENDA REPORT

**TO:** Edward D. Reiskin  
City Administrator

**FROM:** LeRonne L. Armstrong  
Chief of Police

**SUBJECT:** Implementation Of The Council Public  
Safety Budget Policy Directives  
Supplemental

**DATE:** February 17, 2022

City Administrator  
Approval

*Elizabeth Lake*

Date  
Feb 24, 2022

## **RECOMMENDATION**

**Staff Recommends That The City Council Receive A Report And Recommendation Directing The City Administrator To Report Back On The Implementation Of The Council Public Safety Budget Policy Directives, Including Status Of Conducting (1) An Analysis Of Calls For Service And Recommendations To Transfer Certain Calls To Alternative Response By April 2022, (2) An Independent Audit Of The Police Department By December 2022, And (3) Analysis Of Restructuring Investigation Units To Improve Solve Rates By Increasing Civilian Staff And Reducing Sworn Staff.**

## **REASON FOR SUPPLEMENTAL**

This report complies with the request for Oakland Police Department (OPD) staffing information which was first requested at the December 7, 2021 City Council meeting, with updates as requested at the January 11, 2022 Public Safety Committee, and covers the following topics:

- Vacancies in OPD professional (civilian) staff positions;
- The status of civilianizing (replacing sworn police officers with professional staff employees) certain positions within OPD;
- Status update on special events permitting civilianization and change from OPD to the Economic and Workforce Development Department (EWDD); and
- Status of the OPD calls for service outside analysis report.

## **BACKGROUND AND LEGISLATIVE HISTORY**

At the Special December 7, 2021 joint City Council, Safety and Services Oversight Commission, Community Policy Advisory Board, and Police Commission meeting, councilmembers requested a report on "Implementation Of The Council Public Safety Budget Policy Directives." This report was produced by the City Administrator's Office (CAO) and OPD, and presented to the Public Safety Committee on [January 11, 2022](#). This supplemental report provides additional updates.

Public Safety Committee  
March 8, 2022

**ANALYSIS AND POLICY ALTERNATIVES****Status of Vacancies in Civilian (professional staff) Positions**

**Table 1** below provides up to date information on all OPD professional (civilian) staff vacancies.

**Table 1: Vacancies in OPD Professional Staff Positions**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>	<b>Vacancies</b>	<b>Recruitment Status</b>
Account Clerk II	2	0	2	DHRM <sup>1</sup> to survey Account Clerk III eligible list.
Accountant II	2	1	1	Job Announcement tentatively scheduled to open April 4, 2022.
Accountant III	1	0	1	DHRM to schedule recruitment.
Administrative Analyst II	18	17	1	Interviews scheduled for the week of February 21, 2022.
Administrative Assistant II	1	0	1	Interviews scheduled the week of February 14, 2022.
Crime Analyst	7	4	3	One candidate scheduled to start March 19, 2022, DHRM will need to conduct a new recruitment to fill remaining vacancies.
Criminalist II	16	11	5	Criminalist II SC- Forensic Chemistry job announcement open until February 28, 2022. Exam plan meeting for Criminalist II SC- Firearms held on February 14, 2022.
Criminalist III	5	3	2	DHRM is working with the hiring manager to begin the recruitment.
Fleet Compliance Coordinator	1	0	1	Waiting for DHRM to begin recruitment.
Intake Technician	6	5	1	Candidate scheduled to start March 19, 2022.
Latent Print Examiner II	5	4	1	DHRM to schedule recruitment.

<sup>1</sup> DHRM=Department of Human Resources and Management

Classification	Authorized	Filled	Vacancies	Recruitment Status
Police Communications Dispatcher	76	58	18	Two candidates scheduled to start March 19, 2022. 41 candidates in the background process. This is a continuous recruitment.
Senior Police Communications Dispatcher	4	3	1	DHRM to schedule recruitment.
Police Evidence Technician	20	19	1	Hiring manager to schedule interview for remaining vacancy.
Police Property Specialist	6	5	1	DHRM to schedule recruitment.
Police Records Specialist	55	47	8	Interviews for OIG position scheduled for February 18, 2022. Seven candidates in backgrounds.
Police Services Manager	5	3	2	One candidate to start March 7, 2022.
Police Services Technician II	52	37	15	Job announcement closes February 18, 2022.
Project Manager II	1	0	1	DHRM to schedule recruitment.

### Status of Civilianization Status of OPD Police Services Positions

OPD and CAO have looked at many positions across OPD for civilianization several times over the years. Staff acknowledges desires from different stakeholders to fill various police services functions with professional (civilian) staff whenever possible for two reasons:

1. Using professional staff for appropriate police services functions frees up sworn officers for the most critical work in areas such as patrol, crime reductions teams, community policing, Ceasefire and investigations; and
2. In many instances professional staff positions cost less than sworn staff – this cost savings provides greater efficiency for budgetary purposes.

Many functions within OPD are already fully civilianized. OPDs Bureau of Services (BOS) is staffed with several professional staff positions, including the Deputy Director position, which was previously a sworn Deputy Chief position. Also, within BOS are the Fiscal Services Division, the Human Resources Section, and the Communications (911) Division, which are operated entirely by professional staff. The Research and Planning Section is also staffed by several professional staff who work across OPD to support budget, policy, training and other important functions – in conjunction with sworn subject matter experts.

The Recruiting and Background Unit (RBU), also under BOS, is staffed with a combination of sworn and professional staff. OPD needs sworn staff to speak at public events to provide details about the nature of police work. Some sworn staff must also be used for aspects of background

investigations of potential new recruits. The RBU, however, is also staffed with many professional staff who support all administrative functions.

All Crime Lab personnel within the Bureau of Investigations (BOI) are highly trained professionals. The Crime Analysis Unit, which is part of the Criminal Investigations Division (CID) within BOI, is also staffed entirely by professional staff. Furthermore, BOI is also staffed with several professional staff to help with administrative support responsibilities, one of which is the recently created Victim Liaison Specialist position – this person is embedded in CID and helps victims' families with myriad critical support. It is important to note that many CID positions must be staffed with sworn personnel who are trained in investigations and complex investigative operations that could not be appropriately performed by professional staff.

The Bureau of Field Operations One and Two (BFO 1 and 2) are staffed primarily with sworn personnel for patrol services and law enforcement functions. BFO 1 and 2 are also staffed with several administrative and professional staff personnel to support staffing logistics, administrative functions, report writing, and evidence collection.

OPDs Training Division is staffed primarily with sworn personnel, as these positions require first-hand knowledge of law enforcement skills and abilities. For practical instruction, having a sworn member provide context and a solid understanding of the law is critical. Additionally, sworn members occupying these positions is the industry standard and commonly recognized by the California Commission on Police Officer Standards and Training (POST). Additionally, many POST courses that train officers only allow peace officers to apply and attend these trainings.

For the position of Range Master, peace officers are exempt from obtaining a permit to carry and transport firearms, which is a task a Range Master commonly satisfies. Also, holding the rank of peace officer allows for the smooth purchase and acquisition of police safety equipment.

In 2013, City Council recommended several sworn positions be civilianized and the status of those positions is listed below in **Table 2**:

**Table 2: Status of Sworn Positions Which Council Recommended To Be Civilianized**

<b>FTE* Count</b>	<b>Sworn Classification</b>	<b>Civilian Classification</b>	<b>Assignment</b>	<b>Comments</b>
4	Sergeant of Police	Police Communications Dispatcher (PCD), Sr.	Communications	There are four funded authorized PCD, Sr. positions, three of which are filled and one remaining vacancy, which will be prioritized with other OPD recruitments.
5	Police Officer	Police Evidence Technician a	Patrol	There are currently 20 funded authorized civilian PET positions (all of which are filled except one), and one frozen PET position.

<b>FTE* Count</b>	<b>Sworn Classification</b>	<b>Civilian Classification</b>	<b>Assignment</b>	<b>Comments</b>
				There are also two sworn evidence technician positions.
6	Police Officer	Police Services Technician II	Desk Officer	The Department has 52 funded authorized PST II positions, 15 of which are vacant. There is a PST recruitment currently in progress to fill the vacant positions. There are currently six Desk Officers assigned to the PAB and two at Eastmont.
1	Captain of Police	Police Services Manager II	Internal Affairs	Position not added to OPDs current budget.
2	Lieutenant of Police	Police Services Manager I	Internal Affairs	Positions not added to OPDs current budget.
7	Sergeant of Police	Complaint Investigator III	Internal Affairs	One frozen position that cannot be filled at this time.
10	Police Officer	Complaint Investigator II/Intake Technicians	Internal Affairs	Four Complaint Investigator II positions frozen and cannot be filled at this time. There are six funded authorized Intake Technician positions, five of which are filled and one candidate scheduled to begin March 21, 2022.
3	Police Officer	Range Master	Recruit Training	Positions not added to OPDs current budget.
1	Lieutenant of Police	Police Services Manager I	Recruit Training	Position not added to OPDs current budget.
2	Sergeant of Police	Police Personnel Operations Specialist	Recruiting & Backgrounds	One funded authorized position filled.
4	Police Officer	Administrative Analyst II	Recruit Training	Positions not added to OPDs current budget.
2	Police Officer	Systems Analyst III	Information Technology	One Business Analyst III position added to budget and filled.
<b>47</b>			<b>Total</b>	

\* FTE = Full Time Equivalent Position

### **Status Update on Special Events Permitting Civilianization and Change from OPD to the Economic and Workforce Development Department**

Staff from the EWDD anticipate presenting ordinance amendments to City Council to finalize the transfer of special event permitting from OPD to the Special Activity Permits Division in EWDD in April 2022. As noted in the [informational report provided to the October 12, 2021 Public Safety Committee](#), Resolution No. 88236 C.M.S. did not provide any resources to support the transition of special event permitting. As a result of this transition additional responsibilities will be allocated to existing under-resourced staff. In addition, the COVID-19 pandemic and related health and economic emergency shifted the focus of the Special Activity Permits Division to deploy its resources to emergency response activities supporting businesses and entrepreneurs during the pandemic. Nevertheless, staff has been working on a number of fronts to both facilitate the transition of special events permitting from OPD and improve related programs, which will culminate in legislation for the City Council's consideration this Spring.

### **Calls for Service report**

The City of Oakland contracted with the [National Institute for Criminal Justice Reform](#) (NICJR) in 2021 to evaluate how OPD assesses and prioritizes calls for service – OPD Communications Division received 929,845 total calls for service in 2021 (over 2,500 calls each day). NICJR is in the process of conducting an analysis of three years of calls for service data to determine how resources are being used and what types of calls may be responded to by alternative sources. The assessment of Calls for Service conducted by NICJR is based on data from OPDs computer-assisted dispatch (CAD) system. The CAD system is archaic and is in need of improvements and upgrades<sup>2</sup>. Due to the data limitations, some of the findings in the report need to be verified by reviewing the notes made by responding officers in association with calls for service. Due to the extremely large volume of calls, NICJR will review notes from a representative sample number of calls from each call category. This extended review will be completed by May 2022. OPD plans to bring the full complete report to the Oakland Public Safety Committee and City Council for discussion and review as soon as NICJR completes this process.


---

<sup>2</sup> OPD has contracted with Motorola Solutions and has begun the implementation of a new CAD system.

**ACTION REQUESTED OF THE PUBLIC SAFETY COMMITTEE**

Staff Recommends That The City Council Receive A Report And Recommendation Directing The Administrator To Report Back On The Implementation Of The Council Public Safety Budget Policy Directives, Including Status Of Conducting (1) An Analysis Of Calls For Service And Recommendations To Transfer Certain Calls To Alternative Response By April 2022, (2) An Independent Audit Of The Police Department By December 2022, And (3) Analysis Of Restructuring Investigation Units To Improve Solve Rates By Increasing Civilian Staff And Reducing Sworn Staff.

Respectfully submitted,



LeRonne Armstrong  
Interim Chief of Police  
Oakland Police Department

Reviewed by:  
Kiona Suttle, Deputy Director  
OPD, Bureau of Services

Tracey Jones, Police Services Manager  
OPD, Research and Planning Section

Written by:  
Bruce Stoffmacher, Privacy and Legislation Manager  
OPD, Research and Planning Section

