CITY OF OAKLAND

AGENDA REPORT

TO: HENRY L. GARDNER
INTERIM CITY ADMINISTRATOR

FROM: Sean Whent

SUBJECT: Monthly Police Staffing Report

DATE: September 8, 2014

City Administrator Approval

Date 9-16-14

**COUNCIL DISTRICT:** City-wide

RECOMMENDATION

Staff requests that the City Council accept the Oakland Police Department's (OPD) report on recruiting and sworn staffing levels as of August 31, 2014 and provide direction on staff's recommendation to move the date of the 172nd Academy from July to April 2015.

EXECUTIVE SUMMARY

The information in this report reflects changes to OPD's sworn staffing levels through August 31, 2014 and includes the Quarterly Sworn Attrition Analysis (Figure 8a) for the 2nd Quarter 2014 per the Full Staffing Resolution No. 84767 C.M.S.

ANALYSIS

Figure 1: Sworn staffing levels, since 2000:
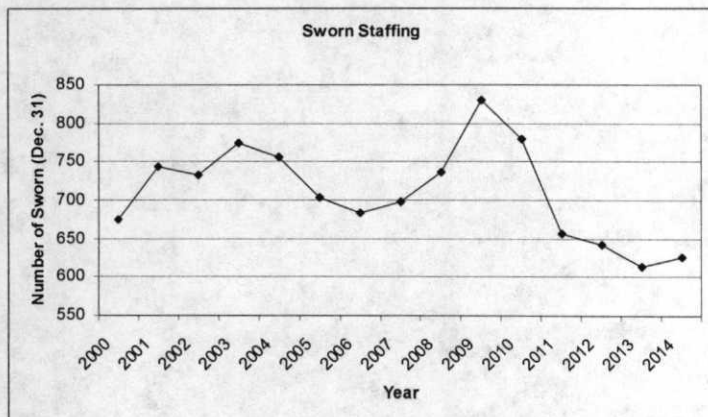
Annual January Sworn Staffing Figures	
Year	Sworn Staffing
2000	675
2001	743
2002	732
2003	775
2004	756
2005	704
2006	683
2007	699
2008	736
2009	830
2010	780
2011	656
2012	642
2013	613
2014	626

Item: _____
Public Safety Committee
September 30, 2014

- As of August 31, 2014 sworn staffing is at 667 officers.
- Alameda County Sheriff's Office Academy (ACSO) started March 17, 2014 with 23 Police Officer Trainees (POTs). Currently, 14 POTs are scheduled to graduate on September 22, 2014.
  - The Transitional Course for the ACSO graduates will start September 23, 2014 for 10 weeks and will include an additional 11 new hires, bringing the total number to 25.
- The 170th Police Academy started April 28, 2014 with 57 POTs. Currently, 45 POTs are in the academy. Graduation date is October 31, 2014.
- The 171st Police Academy will start on September 29, 2014. The goal is to hire 60 POTs, there are currently 28 approved to enter the academy.

Per the Fiscal Years (FY) 2013 – 2015 police budget, OPD's FY14 –15 authorized sworn strength is 707 officers. This total included 25 Community Oriented Policing Services (COPS) officers from the 2011 COPS Hiring Grant from the Department of Justice (DOJ), 10 officers from the 2013 DOJ/COPS Hiring Grant and approximately 63 officers associated with Measure Y.

Special emphasis has been placed on attracting and hiring Oakland residents. Currently, 51 sworn members and 10 POTs are Oakland residents. Figure 2 shows that most officers live outside of Oakland, and even outside of Alameda County. Only 8% of current sworn members are City of Oakland residents; the chart depicts where the balance reside.

OPD Hiring / Full Police Staffing Plan

OPD is on target to be at full strength for sworn officers in October 2014. However, continuing attrition, at a rate of 6 per month, will immediately begin to reduce the staffing level and by January 2015 OPD will again drop below full police staffing levels. With the 171st academy graduating in April 2015, staffing levels will be above the budgeted staffing level, but without additional planned academies, OPD will drop below the authorized staffing level by July 2015.

To address the sworn staffing levels, the following actions are proposed:

- The 172nd Academy is scheduled to begin in July 2015. Moving the start date to April 27, 2015 will address the potential attrition levels.

- Fund the 173rd Academy to start November 30, 2015.

Total additional cost in FY14-15 is **$984,687** (See Cost Summary/Implications section on page 5 for a breakdown of costs)

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Item: _____
Public Safety Committee
September 30, 2014
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Figures and Tables

Figures 2 and 3, and Tables 1 through 11, appended to this report, show historical, current, and projected staffing data as detailed below:

- Figure 2 - Current residency status of sworn members.

- Figure 3 - OPD demographics compared to the 2010 United States Consensus.

- Table 1 - Attrition for POT candidates living in the City of Oakland.

- Table 2 - Current Recruitment Strategies – Outreach/Media Activity.

- Table 3 - Staff funding sources for sworn and civilian positions for FY 2014-15.

- Table 4 - Budget authorized positions for sworn and non-sworn: Over 83.0 budgeted authorized positions are vacant.

- Table 5 - Sworn staffing by year from FY10–11 through FY15–16.

- Table 6 & 6(a) - Sworn attrition data from September 2012 through August 2014 and sworn attrition analysis for 2014. OPD is on target to reach and exceed full staffing, as projected, in October 2014.

- Table 7 - Demographic information for the previous five academies (the 166th, 167th, 168th, 169th, ACSO, 170th and one lateral transitional course). This information, requested by the Public Safety Committee, includes gender, other languages spoken, and whether the trainee is an Oakland resident.

- Table 8(a) & 8(b) - Recruitment information regarding each phase of the hiring process for the 166th, 167th, 168th, 169th and 170th academies and the one lateral course. The numbers show how many applications were received and how many applicants attended and moved on to the next phase (requested by the Public Safety Committee).

- Table 9 – Patrol area data showing the number of officers assigned to each of the five police area in the Patrol Division, as well as how the division into the three shifts.

- Table 10 - Field training data for the 168th academy graduates, currently in Field Training.

- Table 11 - Vacancy report for civilian positions in OPD. The chart identifies the title of the positions that are open, the number of vacancies, the number of authorized positions, and where OPD is in the hiring process for each position for the 43.0 civilian vacancies (as of 31 August 2014).

PUBLIC OUTREACH / INTEREST

The 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 candidates throughout the testing and selection process. OPD is working with community leaders and local schools and colleges to improve community involvement and to increase the number of Oakland residents applying for jobs with OPD.

Recruiting Strategies

Current recruitment efforts target diverse, qualified candidates with an emphasis on Oakland residency, diversity and Equal Access Ordinance standards.

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 has received positive feedback and useful input on recruiting efforts. Staff is working with community organizations to plan hiring workshops, to be held at various community organization offices, throughout the City.

The Recruiting and Backgrounds staff attended or conducted the events listed below during the month of August 2014:

- Practice Physical Agility Testing (PAT) July (5 attendees). August's practice PAT was cancelled due to protests at the Port of Oakland)
- Webinar Written Test Workshop (Attendees: 60 in July and 50 in August)
- Back 2 School Resource Fair (New Birth Cathedral Oakland, 625 8th Street Oakland) (60 attendees)
- Oakland Art & Soul Festival (Approx. 2,000 stopped at OPD's booth)
- South Hayward Empowerment Week (50-74 attendees, approximately 15 expressed an interest in Law Enforcement)

COORDINATION

The Department works with the 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.

Item: _____
Public Safety Committee
September 30, 2014

COST SUMMARY / IMPLICATIONS

The cost presented below outlines the funding required for the Academy scheduling modifications proposed on page 2 of the report:

Why do you need funds for the POT salaries?

In FY14-15, OPD is budgeted for 50 POTs for 12 months. However, if the 172nd Academy starts early, there will be four academies occurring in this fiscal year (OPD can have two full academies without incurring additional costs). An additional **$513,456** will be needed to cover POTs salaries.

What are the current and proposed dates of the academies?

Current:

Academy	Start	End	Fiscal Year
170th Academy	April 2014	October 2014	FY 13-14 & 14-15
171st Academy	October 2014	April 2015	FY 14-15
172nd Academy	July 2015	January 2016	FY 15-16

Proposed:

Academy	Start	End	Fiscal Year
170th Academy	April 2014	October 2014	FY 13-14 & 14-15
171st Academy	October 2014	April 2015	FY 14-15
172nd Academy	April 2015	October 2015	FY 14-15 & 15-16
173rd Academy	December 2015	June 2016	FY 15-16

Add ½ Academy Cost to FY14-15 budget.
- The cost of the Academy (not including vehicles or background and recruiting costs) is $942,461.
- OPD will need **$471,231** in FY14-15 to move the 172nd Academy to April 2015.

Overlap of approximately 50 POTs for 3 weeks and 15 POTs for 12 weeks.
- 50 POTs for 3 weeks will cost $233,289
- 15 POTs for 3 months will cost $280,067
- An additional **$513,456** will be needed for POT salaries

Total additional cost in FY14-15 is $984,687

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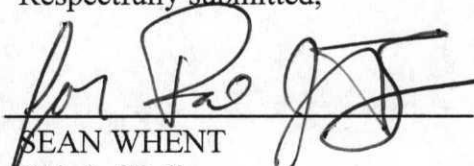
Economic: There are no economic opportunities associated with this report.

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 Eric Breshears, Deputy Chief of the Bureau of Services, at 510-238-7048.

Respectfully submitted,

SEAN WHENT
Chief of Police
Oakland Police Department

Prepared by:
Eric Breshears
Deputy Chief of Police
Oakland Police Department

Item: _____
Public Safety Committee
September 30, 2014

Figure 2: Current Residency Sworn Members

Stanislaus, 1%
Sonoma, 1%
City Oakland, 8%
Solano, 11%
Santa Clara, 2%
San Mateo, 3%
Alameda (not including Oakland), 24%
San Joaquin, 9%
San Francisco, 3%
Other (3 or fewer persons per county), 2%
El Dorado, 1%
Contra Costa, 36%
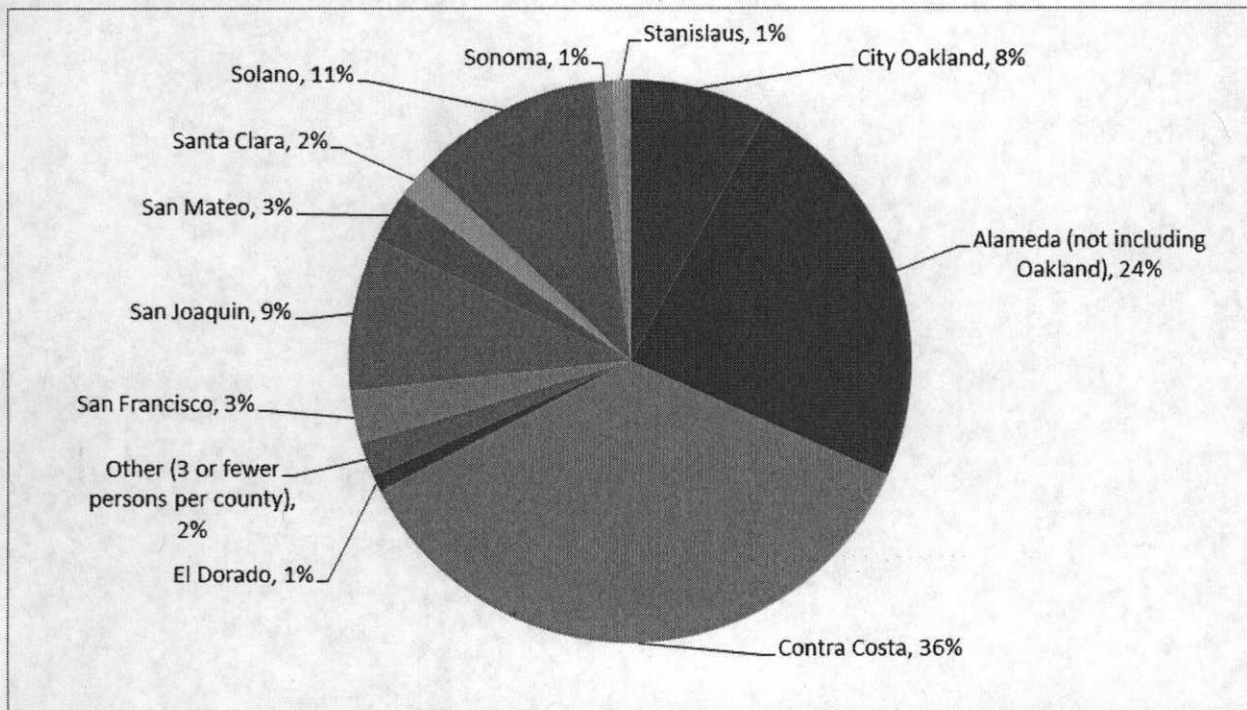
Figure 3: OPD Sworn Demographics

Race	US 2010 Consensus	OPD 2013	OPD 2014
White	34.5%	43.0%	42.0%
Black	28.0%	20.0%	18.8%
Asian	16.8%	20.9%	12.7%
Hispanic	25.4%	19.0%	21.2%
Other *	- -	- -	5.3%
Female	14.3%**	12.0%	12.0%
Male	85.7%**	88.0%	88.0%

* Other includes Undeclared and Unknown

** 2007 data U.S. Department of Justice. Office of Justice Programs
Bureau of Justice Statistics, Local Police Department, 2007

Table 1. Attrition of Oakland Residents in the Testing and Hiring Process.*

Police Hiring Steps – Oakland Residents	166th	167th	168th*	169th	ACSO**	170th
Applications Received	282	186	415	271	--	316
Invited to Physical Ability Test (PAT)	85	59	371	262	--	267
Attended PAT	77	44	168	145	--	194
Invited to Written	254	165	151	138	--	147
Attended Written	155	112	133	123	--	113
Invited to Oral Interview	72	42	79	76	--	86
Attended Oral Interview	63	39	66	59	--	55
Background & Character Review	48	19	40	35	--	43
Invited to Academy	7	6	6	3	1	9
Academy Graduation	3	3	6	2	TBD	TBD

*Note: Starting with the 168th Academy, the physical ability test was done before the written test.
** Used Eligibility list from the 169th Academy candidate pool.

Table 2. Current Recruitment Strategies – Outreach/Media Activity.

Continue on-going relationships with Oakland/local pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events. Finalized schedule of monthly events starting in March 2014 with community events. Each event will be advertised on participating organization website and announced regularly at organization events.
Continue attending all city-wide 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 *El Mundo*, *Univision*, *Sing Tao*, Unity Council, etc.
Launched Advertising Campaign with Clear Channel (K101 & KMEL FM)
Established na OPD/Community member Recruitment committee to concentrate on increasing Oakland residents involvement and applications in the recruitment of police officers.
Created Recruiting & Background Unit social media account (Twitter) at https://twitter.com/OPDJobs with daily postings. There are currently 284 followers.
Established 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.
Continue attending career events/fairs with local faith-based communities to increase awareness and Oakland residents' participation.
Updated the recruitment website at opdjobs.com.
Continue to revamp the current recruitment and hiring process and continuously look for ways to make process improvements.
Currently working on revamping the oral board interview workshop.
Launch a targeted e-mail campaign to reach local residents. This will be scheduled after start of new fiscal year for future academies.
In March 2014 posted banner at Police Administrative Building – 455 7th Street with television coverage.
Job Announcement Advertising Stories aired on KTVU, ABC and KCBS
Monthly Job/Workshop Announcements Posted on Community Partners Websites
Create a welcoming display case highlighting academy recruitment at the Police Administration Building May 2014.
Added the City of Oakland Homebuyer Assistance webpage to oaklandpolice.com; opdjobs.com; and City of Oakland job seeker web page to provide information on the 1st time homebuyer mortgage assistance program (MAP); Shared Appreciation Mortgage; CalHome Program and Other Homebuyer Resources to encourage candidates to buy/live in the City of Oakland. (http:V/www2.oaklandnet.com/Government/o/hcd/s/HousingResources/index.htm)
Direct mailing of OPD Recruitment Brochure to 77 universities in the United States.

Table 3. Staff Funding, FY14 – 15.

Police Services Agency Staff Funding, FY14-15			
Funding for Sworn Positions	**Sum of FTE**	**Funding for Civilian Positions**	**Sum of FTE**
General Fund: General Purpose	606	General Fund: General Purpose	403.70
Alameda County Vehicle Abatement	1	Grant Funded	34.65
Measure Y	63		
Traffic Safety Fund	2		
COPS 2011	25		
COPS 2013	10		
Grand Total	**707**	**Grand Total**	**438.35**

Table 4. Budget Authorized Positions.

Position	Budget Authorized Position	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	3	3	0
	Captain	10	10	0
	Lieutenant	27	26	-1
	Sergeants	124	125	1
	Police Officers	541	501	-40
	Total Sworn	707	667	-40
Non-Sworn	Full-time and Part-time positions	438.20	395.20	-43
	Total Personnel	1145.20	1062.20	-83

Table 5. Sworn Staffing by Fiscal Year with Actual and Projected Attrition.

OPD Sworn Staffing - Two Academies Per Year
Updated 8/31/2014

FY10-11	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	689	684	681	674	670	658	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
													Yrly Avg
Ending Filled	689	684	681	674	670	658	653	662	657	647	641	637	(6) Attrition Rate
Authorized FTE	723	723	723	723	723	723	669	669	669	669	669	669	
Over/(Under)	(34)	(39)	(42)	(49)	(53)	(65)	(16)	(7)	(12)	(22)	(28)	(32)	663 Average Fill

FY11-12	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) Attrition
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
													Yrly Avg
Ending Filled	632	655	653	647	645	643	651	659	657	652	646	645	(4) Attrition Rate
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)	649 Average Fill

FY 2012-13 Begin Two Academies

FY12-13	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
													Yrly Avg
Ending Filled	643	636	631	628	627	620	613	611	648	641	633	631	(5) Attrition Rate
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)	630 Average Fill

166th Academy   167th Academy

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

FY13-14	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	615	612	654	649	(71) Attrition
Attrition	(7)	(9)	(8)	(4)	(5)	(12)	(2)	(9)	(3)	(5)	(5)	(2)	87 Hires
Hires	0	0	36	0	0	4	0	0	0	47	0	0	16 Net Change
													Yrly Avg Attrition
Ending Filled	624	615	643	639	634	626	624	615	612	654	649	647	(6) Rate
													change attrition
Authorized FTE	665	665	665	665	665	675	675	675	675	675	675	675	rate June2014
Over/(Under)	(41)	(50)	(22)	(26)	(31)	(49)	(51)	(60)	(63)	(21)	(26)	(28)	632 Average Fill

167th Academy   168th Academy (Sep 30 – Apr 4)
169th Academy (Dec 30 – Jul 30)
ACSO (Mar 17 – Sept 22)
170th Academy (Jun – Dec)

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

FY14-15	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	647	677	667	686	720	714	708	702	696	690	724	718	(75) Attrition
Attrition	(4)	(11)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	140 Hires
Hires	34	1	25	40	0	0	0	0	0	40	0	0	65 Net Change
Ending Filled	677	667	686	720	714	708	702	696	690	724	718	712	(6) Yrly Avg Attrition
Authorized FTE	707	707	707	707	707	707	707	707	707	707	707	707	Rate
Over/(Under)	(30)	(40)	(21)	13	7	1	(5)	(11)	(17)	17	11	5	Average Fill

170th Academy
ACSO (Mar 17 – Sept 22)
170th Academy (Jul – Dec)
171st Academy (Sep 29 – Apr)

Table 6. Sworn Attrition Data, 9/1/12 – 8/31/14 (24-month average is 5.29%).

Reason	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total
Disability Retirement	4	1		3	2	1	1	3	4	2	2	5	5		4	6	1	2	2	2		1	1	1	53
Resignation		1		3								1			1	2							1	3	12
Resignation - Other Agency	1	2	1					5			5		1		1	2				1	3			6	28
Service Retirement			2	2	2	1	1			2	1	2				3		1	1	2	1	2	1		24
Termination								1				1			1	4	1								8
Deceased									1	1															2
Grand Total	5	3	4	5	7	2	2	8	6	2	8	9	7	2	5	12	2	8	4	4	5	2	4	11	127

Table 6a. Sworn Attrition Analysis January – August 2014

An analysis to identify deviations/shortfalls between projected and actual staffing levels for sworn staffing from January – August 2014.

- During the period of January – August 2014, OPD was below the projected average monthly attrition (projection 6 per month (48) and actual (40) over a 8 month period).
- Attrition rate changed to 6 monthly starting June 2014
- As projected OPD is on target to meet and exceed staffing levels in October 2014 with the current planned academies.

Separation Date	Age at Separation	Separation Reason	Job Class Title
1/13/2014	27.5	Resignation	Police Officer (PERS)
1/22/2014	52.6	Disability retired, on-duty	Police Officer (PERS)
2/2/2014	31.9	Resignation	Police Officer (PERS)
2/7/2014	33.7	Resignation	Police Officer (PERS)
2/20/2014	42.3	Disability retired, on-duty	Police Officer (PERS)
2/20/2014	41.8	Disability retired, on-duty	Police Officer (PERS)
2/24/2014	25.7	Discharged on Probation	Police Officer (PERS)
2/24/2014	32.7	Discharged on Probation	Police Officer (PERS)
2/24/2014	27.5	Discharged on Probation	Police Officer (PERS)
2/25/2014	24.8	Discharged on Probation	Police Officer (PERS)
3/1/2014	54.1	Service Retirement	Police Officer (PERS)
3/20/2014	41.4	Termination	Sergeant of Police (PERS)
3/21/2014	37.9	Disability retired, on-duty	Sergeant of Police (PERS)
3/21/2014	49.4	Disability retired, on-duty	Police Officer (PERS)
4/5/2014	43.8	Resignation	Police Officer (PERS)
4/18/2014	50.7	Disability retired, on-duty	Police Officer (PERS)
4/18/2014	40.6	Disability retired, on-duty	Sergeant of Police (PERS)
4/19/2014	51.2	Service Retirement	Lieutenant of Police (PERS)
5/9/2014	50	Service Retirement	Police Officer (PERS)
5/9/2014	58.9	Service Retirement	Police Officer (PERS)
5/16/2014	38.1	Resignation	Police Officer (PERS)
5/19/2014	29	Resignation	Police Officer (PERS)
6/6/2014	24.8	Resignation	Police Officer (PERS)
6/15/2014	53.5	Service Retirement	Police Officer (PERS)
6/19/2014	39.9	Disability retired, on-duty	Police Officer (PERS)
7/19/2014	50.3	Service Retirement	Sergeant of Police (PERS)
7/19/2014	54.6	Disability retired, on-duty	Police Officer (PERS)
7/24/2014	48	Resignation	Police Officer (PERS)
7/26/2014	51	Service Retirement	Police Officer (PERS)
8/1/2014	32.6	Resignation	Police Officer (PERS)
8/2/2014	43.6	Resignation	Sergeant of Police (PERS)
8/2/2014	30	Resignation	Police Officer (PERS)
8/2/2014	39.4	Resignation	Police Officer (PERS)
8/4/2014	33	Resignation	Police Officer (PERS)
8/9/2014	37.7	Resignation	Police Officer (PERS)
8/12/2014	36.4	Resignation	Police Officer (PERS)
8/12/2014	40.6	Resignation	Police Officer (PERS)
8/22/2014	50	Service Retirement	Sergeant of Police (PERS)
8/22/2014	43	Disability retired, on-duty	Police Officer (PERS)
8/24/2014	24.4	Resignation	Police Officer (PERS)

Reason	Average Age	Quantity
Disability	45.3	10
Probation Release	27.7	4
Resignation	34.6	17
Service Retirement	52.4	8
Termination	41.4	1

Table 7. Demographic Information on Academies.

Class	Starting Date	Starting Number	Gender	Oakland Residency	Language	Ending Number
166th Academy	17 Sep 12	57	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	47
Lateral Academy	9Dec13	4	4 Males	0	0 Cantonese/Mandarin 1 Spanish	4
169th Academy	30 Dec 13	55	8 Females 47 Males	2	0 Cantonese/Mandarin 13 Spanish	34
ACSO	17 Mar 14	24	3 Females 21 Males	1	3 Cantonese/Mandarin 3 Spanish	Pending
170th Academy	28 Apr 14	57	9 Females 48 Males	9	5 Cantonese/Mandarin 10 Spanish	Pending

Table 8(a). OPD Recruitment Data, 166th – 170th Academies.

Police Hiring Steps – 166th Academy	Testing/Time Frame	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	4/23-4/26/12	578	25%	-75%	63	3%	-78%
Referred to OPD on eligibility list	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%

Police Hiring Steps – 167th Academy	Testing/Time Frame	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 PAT	7/17/2012	710	39%	-61%	59	3%	-68%
Attended PAT	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%
Referred to OPD on eligibility list	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%

Table 8(a). OPD Recruitment Data (continued)

Police Hiring Steps – 168th Academy	Testing/Time Frame	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 PAT	12/21/2012 &2/25/2013	3760	98%	-2%	371	10%	-11%
Attended PAT	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%
Referred to OPD on eligibility list	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	47	1%	-99%	6	0.11%	-99%

Police Hiring Steps – 169th Academy	Testing/Time Frame	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 PAT	4/25/2013 & 6/29/2013	2413	97%	-3%	262	11%	-3%
Attended PAT	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%
Referred to OPD on eligibility list	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	34	1%	-99%	2	0.17%	-99%

Table 8(a). OPD Recruitment Data (continued)

Police Hiring Steps – 170th Academy	Testing/Time Frame	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	9/19-10/11/2013 & 12/17/2013-1/3/2014	2101	100%	-0%	224	11%	0%
Invited to PAT	10/19/2013 & 1/1/2014	2036	97%	-3%	184	82%	18%
Attended PAT	10/19/2014 & 1/11/2014	941	45%	-55%	111	50%	-50%
Invited to Written	11/6/2013 & 1/23/2014	899	43%	-57%	105	47%	-53%
Attended Written	11/6/2013 & 1/23/2014	796	38%	-62%	139	62%	38%
Invited to Oral Interview	12/9-12/10/2013 & 2/10-11/2014	579	28%	-72%	86	38%	-62%
Attended Oral Interview	12/9-12/10/2013 & 2/10-11/2014	506	24%	-76%	55	25%	-75%
Referred to OPD on eligibility list	1/10/2014 & 2/28/2014	348	17%	-83%	43	19%	-81%
Invited to Academy	4/28/2014	57	%	-98%	9	0.19%	-99%
Academy Graduation	10/31/2014	TBD	TBD	TBD	TBD	TBD	TBD

Table 8(b). OPD Recruitment Data, Lateral Transitional Courses.

Police Hiring Steps – Lateral Course	Testing/Time Frame	Total	# of Oakland Residents	% of Total	% Not Advanced
Applications Received	9/16/13-10/12/13	81	2	100%	-63%
Invited to PAT	10/19/13	30	2	37%	0%
Invited to Oral Interview	10/19/13	30	2	37%	10%
Referred to OPD on eligibility list	10/22/13	27	2	33%	85%
Invited to Course	12/9/13	4	0	5%	0%
Course Graduation	1/31/2014	4	0	0%	0%
Police Hiring Steps – Lateral Course	**Testing/Time Frame**	**Total**	**# of Oakland Residents**	**% of Total**	**% Not Advanced**
Applications Received	10/21/13-11/06/13	69	9	100%	-63%
Invited to PAT	11/16/13 b& 12/7/13	33	2	48%%	52%
Invited to Oral Interview	12/10/13	17	2	52%	48%
Referred to OPD on eligibility list	12/23/13	11	2	65%	35%
Invited to Course	TBD	TBD	TBD	TBD	TBD
Course Graduation	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 224	1st Watch 15 2nd Watch 15 3rd Watch 15 Total 45	1st Watch 11 2nd Watch 15 3rd Watch 13 Total 39	1st Watch 14 2nd Watch 17 3rd Watch 15 Total 46	1st Watch 15 2nd Watch 16 3rd Watch 14 Total 45	1st Watch 14 2nd Watch 19 3rd Watch 16 Total 49
Number of officers assigned to evening shifts	30	28	32	30	35

Note: Open beats are covered on overtime.

Table 10. Field Training Data

In Field Training (FTO)	Entered FTO	Completed FTO
169th Academy	34	Pending
Lateral Academy	4	3

Table 11. Civilian Vacancies in OPD (Approximately 43 as of 31 August 2014)

Job Classification	Requisition Submitted	Requisition Approved	Vacancies	Authorized	Status
Account Clerk I	4/28/2014	5/6/2014	1	1	Pending background with clearance by 8/18/14
Account Clerk II - *new vacancy as of July 2014*	6/23/2014	6/27/2014	1	4	Pending hiring manager interviews
Animal Control Officer	2/4/2014	7/28/2014	3	11	Pending background with clearance by 10/10/14
Criminalist II - Firearm	9/13/2014	10/14/2014	2	17	Recruitment; posting closed 8/8/14 and pending next exam stage
Criminalist III – General Biology	9/13/2014	10/14/2014	2	5	Recruitment; posting closed 8/8/14 and pending next exam stage, scheduled for 9/29/14
Director of Animal Services	5/5/2014	5/8/2014	1	1	Executive search firm conducted nationwide search. Posting closed on 8/8/14
Grant Coordinator	11/18/2013	3/11/2014	1	1	Pending background with clearance by 10/20/14
Intake Technician	3/6/2014	3/14/2014	1	5	Recruitment; pending next exam stage, scheduled for 8/26/14
Latent Print Examiner II	11/12/2013	11/19/2013	1	5	1 candidate pending background, to be cleared week of 9/15/14. New recruitment requested
Management Assistant – Planning & Research	4/28/2014	6/4/2014	1	1	Recruitment; pending exam, plan meeting with HRM
Neighborhood Services Coordinator	8/9/2013	8/26/2013	1	10	Recruitment; pending next exam stage, scheduled for 9/2/14
Police Cadet	8/6/2013	8/15/2013	2	9	Pending background clearance by 9/15/14
Police Dispatchers / Operators	7/3/2013	7/12/2013	10	74	Pending background for 3 Dispatchers and 7 Operators
Police Evidence Technicians	9/30/2013	10/18/2013	1	18	1 candidate pending background to be cleared week of 7/18/14
Police Records Specialist (PRS)	1/9/2014	1/22/2014	7	55	6 candidates pending background and 1 candidate with start fate of 9/1/14. HRM - 2 candidate's requisitions pending approval for hire.
Police Services Technician II – *2 added July 2014*	2/15/2014	2/15/2014	7	61	Pending background for 4 candidates and 2 vacancies pending hiring interviews
Vet Tech	8/25/2014	8/29/2014	1	2	Scheduling hiring interviews