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AGENDA REPORT: 43

TO: Sabrina B. Landreth
City Administrator

FROM: David Downing
Assistant Chief of Police

SUBJECT: 30 Day Monthly Police Staffing Report

DATE: March 16, 2017

City Administrator Approval

[Signature]

Date:

3/30/17

RECOMMENDATION

Staff Recommends That The Public Safety Committee Accept The Oakland Police Department's (OPD) Monthly Informational Report On Recruiting And Sworn Staffing Levels As Of February 28, 2016.

EXECUTIVE SUMMARY

This informational report provides data on the demographics and staffing levels of OPD sworn and non-sworn employees as well as recruiting and hiring data. **Attachment A** to this report provides a detailed Field Training Officer (FTO) program attrition analysis.

BACKGROUND AND LEGISLATIVE HISTORY

In 2009 the City Council requested a monthly staffing report from OPD to address current staffing levels for both sworn and civilian employees. This report addresses recruitment activities and assignments for both sworn and civilian positions.

ANALYSIS AND POLICY ALTERNATIVES

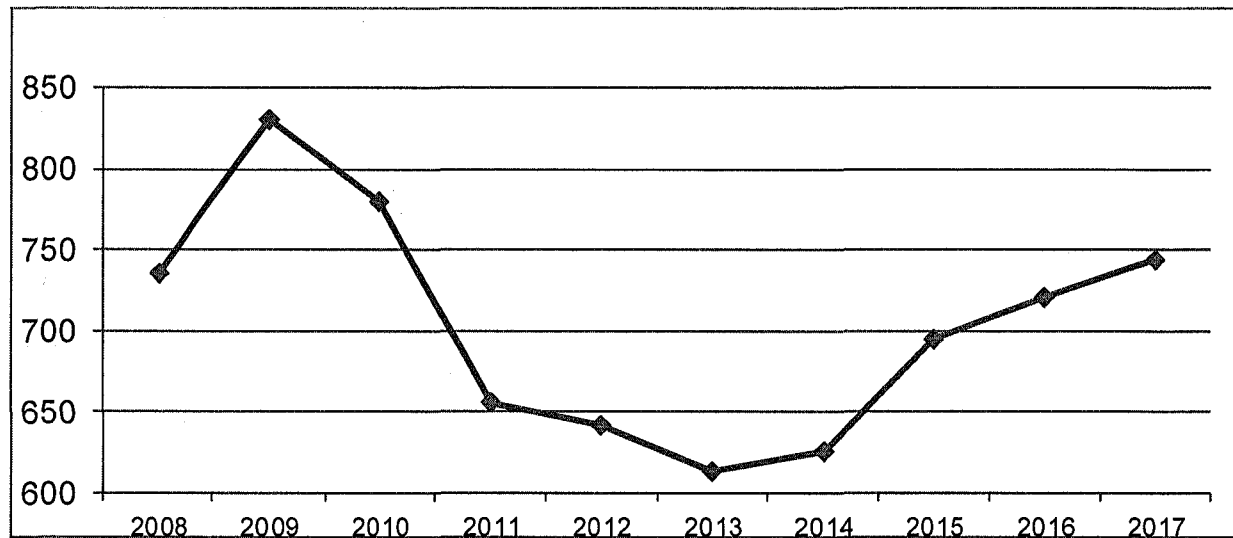
Table 1: Staffing Levels as of January 1st: 2008-2017

Year	Sworn Staffing
2008	736
2009	830
2010	780
2011	656
2012	642

Year	Sworn Staffing
2013	613
2014	626
2015	695
2016	721
2017	744

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Figure 1: Sworn Staffing on January 1st of Each Year: 2008-2016



As of February 28, 2017 OPD's actual sworn staffing was 762 sworn officers; the authorized staffing level per the Approved Fiscal Year (FY) 2016-17 Budget is 794 sworn officers. The total of 762 includes 10 officers from the 2013 Department of Justice/Community Oriented Policing Services (DOJ/COPS) Hiring Grant; 15 officers from the 2014 DOJ/COPS Hiring Grant; 15 officers from the 2015 DOJ/COPS Hiring Grant; 15 officers from the 2016 DOJ/COPS Hiring Grant; 2 officers from the California Office of Traffic Safety Select Traffic Enforcement Program (STEP) Grant; and approximately 65.5 officers associated with Oakland's voter approved public safety measure (Measure Z, 2014) (see Page No. 7 for an attrition analysis of sworn officers).

Demographics – Sworn Staffing

Figure 2 below shows that as of February 28, 2017, 74 sworn members, or 9.7 percent of sworn staffing, were Oakland residents. Additionally, Table 2 below demonstrates that 6 Police Officer Trainees (POT) or 21 percent of the 176th Police Academy were Oakland residents. OPD has prioritized attracting a racially diverse and multilingual workforce of qualified officers that includes Oakland residents.

Figure 2: Residency by County and City of Oakland, of Sworn OPD Members

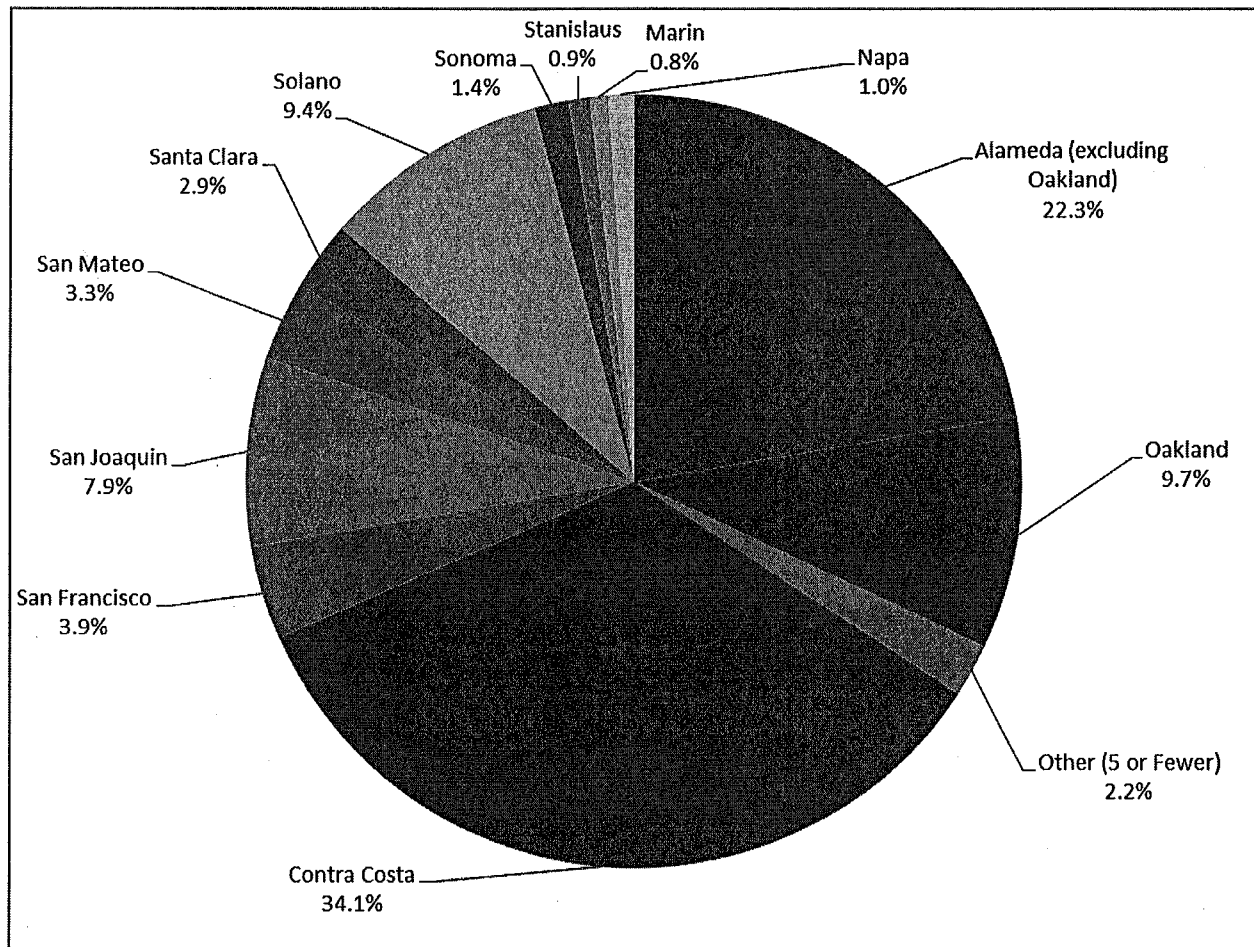


Table 2: OPD's 176th Basic Academy

Gender		Ethnicity		Residency		Language		Education	
Female	5	Asian	5	Oakland	6	Chinese	1	High School	2
Male	23	Black	5	Other	22	Spanish	7	Some College	12
		Hispanic	9			Neither	20	Associate's	3
		White	9					Bachelor's	10
								Master's/Above	1
Total	28	Total	28	Total	28	Total	28	Total	28

Table 3: Ethnicity and Gender – All OPD Sworn Staff as of February 28, 2017

Race	Female		Male	
Asian	8	7.92%	93	14.07%
Black	24	23.76%	110	16.64%
Filipino	1	0.99%	15	2.27%
Hispanic	26	25.74%	156	23.60%
Native American	1	0.99%	2	0.30%
Undeclared-Other	2	1.98%	12	1.82%
White	39	38.61%	262	39.64%
Unknown	0	0%	11	1.66%
Total	101	100%	661	100%

Table 4: Ethnicity by Year – All OPD Sworn Staff as of February 28, 2017

Race	US 2010 Census-Oakland Pop.	OPD 2014	OPD 2015	OPD 2016	OPD 2017
White	34.5%	42.0%	40.1%	39.7%	39.5%
Black	28.0%	18.8%	19%	18.0%	17.6%
Asian	16.8%	12.7%	14.4%	15.1%	15.4%
Hispanic	25.4%	21.2%	23.4%	23.7%	23.9%
Other ¹	- -	5.3%	3.1%	3.5%	3.6%
Female	14.3% ^{2, 3}	12.0%	11.9%	13.0%	13.3%
Male	85.7% ⁴	88.0%	88.1%	87.0%	86.7%

Table 5: Demographic Information on Academies Since 2012

Class	Starting Date	Starting Number	Gender	Oakland Resident	Language	Ending Date	Ending Number
166 th	Sep 12, 2012	57	15 Females 42 Males	7	8 Cantonese/Mandarin 4 Spanish	3/20/13	39
167 th	Mar 25, 2013	51	7 Females 44 Males	6	5 Cantonese/Mandarin 12 Spanish	9/20/13	36
168 th	Sep 30, 2013	57	8 Females 49 Males	6	0 Cantonese/Mandarin 19 Spanish	4/4/14	47
3rd Lateral	Dec 9, 2013	4	4 Males	0	0 Cantonese/Mandarin 1 Spanish	2/7/14	4
169 th	Dec 30,	55	8 Females	2	0 Cantonese/Mandarin	7/3/14	34

¹ Other includes Unknown, Native American, and Undeclared

² 2007 data: gender ratio of police officers in the U.S. Source: U.S. Department of Justice. Office of Justice Programs Bureau of Justice Statistics, Local Police Department, 2007

³ Percent of U.S. law enforcements officers who were female at time of 2007 data

⁴ Percent of U.S. law enforcements officers who were male at time of 2007 data

Class	Starting Date	Starting Number	Gender	Oakland Resident	Language	Ending Date	Ending Number
	2013		47 Males		13 Spanish		
ACSO *	Mar 17 2014	24	3 Females 21 Males	1	3 Cantonese/Mandarin 3 Spanish	9/23/14	13
170th	Apr 28, 2014	57	9 Females 48 Males	10	3 Cantonese/Mandarin 10 Spanish	2/3/15	35
4 th Lateral	Sep 22, 2014	7	1 Female 6 Males	0	0 Cantonese/Mandarin 2 Spanish	11/27/14	5
171 st	Sep 29, 2014	60	10 Females 50 Males	15	5 Cantonese/Mandarin 9 Spanish	4/3/15	35
5 th Lateral	Feb 23, 2015	9	9 Males	1	1 Cantonese/Mandarin 0 Spanish	5/1/15	7
172 nd	Apr 27, 2015	58	19 Females 39 Males	15	1 Cantonese/Mandarin 14 Spanish	10/30/15	35
6 th Lateral	May 18, 2015	6	6 Males	1	0 Cantonese/Mandarin 0 Spanish	7/24/15	6
SFPD* * #247	Jun 8, 2015	5	5 Males	0	0 Cantonese/Mandarin 0 Spanish	1/15/16	3
173 rd	Jul 6, 2015	53	9 Females 44 Males	11	4 Cantonese/Mandarin 10 Spanish	1/8/16	33
SFPD #248	Aug 3, 2015	5	5 Males	1	0 Cantonese/Mandarin 0 Spanish	3/11/16	3
SFPD #249	Oct 26, 2015	5	1 Female 4 Males	1	0 Cantonese/Mandarin 0 Spanish	6/3/16	5
174 th	Nov 16, 2015	60	15 Females 45 Males	9	4 Cantonese/Mandarin 11 Spanish	5/20/16	44
SFPD #251	Feb 1, 2016	5	1 Female 3 Males	2	1 Cantonese/Mandarin 0 Spanish	9/23/16	4
SFPD #252	Mar 14, 2016	5	2 Female 3 Males	0	0 Cantonese/Mandarin 2 Spanish	11/04/16	5
SFPD #253	Apr 11, 2016	6	1 Females 3 Males	0	0 Cantonese/Mandarin 0 Spanish	12/2/16	4
175 th	Jul 11, 2016	50	7 Females 43 Males	9	3 Cantonese/Mandarin 10 Spanish	1/27/17	24
176 th	Oct 31, 2016	28	5 Females 23 Males	6	1 Cantonese/Mandarin 7 Spanish	5/19/17	Pending

* ACSO=Alameda County Sheriff's Office; ** SFPD=San Francisco Police Department

Actual and Projected Sworn Staffing

The Oakland City Council passed Resolution No. 84767 C.M.S. on December 10, 2013, which 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. Table 6 below provides actual and projected sworn staffing for the current FY 2016-2017 Hiring Plan, as approved in the FY 2015-2017 Policy Budget. This data is accurate as of February 28, 2017.

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Table 6: Actual Sworn Staffing (as of February 28, 2016) and Sworn Staffing Projections

Year	2017											2018
Month	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Filled	763	762	755	748	760	753	746	739	732	725	718	746
Attrition	(2)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)
Hires	1	0	0	19	0	0	0	0	0	0	35	0
Ending Filled	762	755	748	760	753	746	739	732	725	718	746	739
Authorized	794	794	794	794	794	794	794	794	794*	794*	794*	794*
Over (Under) Authorized	(32)	(39)	(46)	(34)	(41)	(48)	(55)	(62)	(69)	(76)	(48)	(55)
Hiring Plan	780	774	768	762	796	796	790	784	778	772	766	800
Over (Under)	(18)	(19)	(20)	(2)	(43)	(50)	(51)	(52)	(53)	(54)	(20)	(61)
New POT Hiring Pipeline	176 th Academy (ends May 2017 = 19 POTs)											

* Funding for two of these sworn officers is linked to a current grant from the California Office of Traffic Safety (OTS); this grant expires in September, 2017. If OTS rejects the City's request to continue to fund these positions, the two positions would require an alternative source from the City. These two positions will have to be deleted from the authorized staffing level (from 794 to 792 positions) if the City cannot find an alternative funding source as of October, 2017.

Table 7: OPD Positions - Authorized and Filled

Type	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	4	3	-1
	Captain	10	8	-2
	Lieutenant	27	25	-2
	Sergeants	129	118	-11
	Police Officers	622	606	-16
	Total Sworn	794	762	-32
Non-Sworn	Full-time and Part-time	439.58	389.45	-50.13
	Total Personnel	1,233.58	1,151.45	-82.13

Tables 8: Staff Funding Sources for Sworn and Civilian Positions for FY 2016–2017

Sworn Positions	FTE	Civilian Positions	FTE
General Fund: General Purpose	667.5	General Fund: General Purpose	392.08
Alameda Co. Vehicle Abatement	1	Alameda Co. Vehicle Abatement	1
Measure Z	65.5	Measure Z	2
Traffic Safety Fund	2	Traffic Safety Fund	20
False Alarm Reduction Program	1	False Alarm Reduction Program	6.5
*COPS 2013	10	US Department of Justice	2
*COPS 2014	15	Workers' Comp. Insurance	2
*COPS 2015	15	Radio/Telecommunications	1
*COPS 2016	15	State of California Other	1
CA OTS STEP	2	Miscellaneous Grants (Cadet)	12
Grand Total	794	Grand Total	439.58

*US Department of Justice, Office of Community-Oriented Policing Services (COPS) Personnel are split funded with the General Purpose Fund

Table 9a: Sworn Attrition Data: January 1, 2016 through February 28, 2017

	2016										2017		Total
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
Disability Retirement	-	1	2	3	1	1	1	4	2	1	2	1	19
Resignation (non-FTO*)	2	-	4	1	1	1	2	1	4	1	-	-	17
Resignation FTO	5	-	-	-	2	1	4	4	-	-	-	-	16
Resignation Other Agency	-	-	-	-	-	-	-	-	1	-	1	-	2
Service Retirement	2	1	1	-	1	-	1	-	3	4	1	1	15
Termination	-	-	1	-	-	-	-	-	-	-	-	-	1
FTO Termination	2	-	-	1	-	-	-	1	-	-	1	-	5
Deceased	-	-	-	-	-	-	-	-	-	-	-	-	0
Grand Total	11	2	8	5	5	3	8	10	10	6	5	2	75

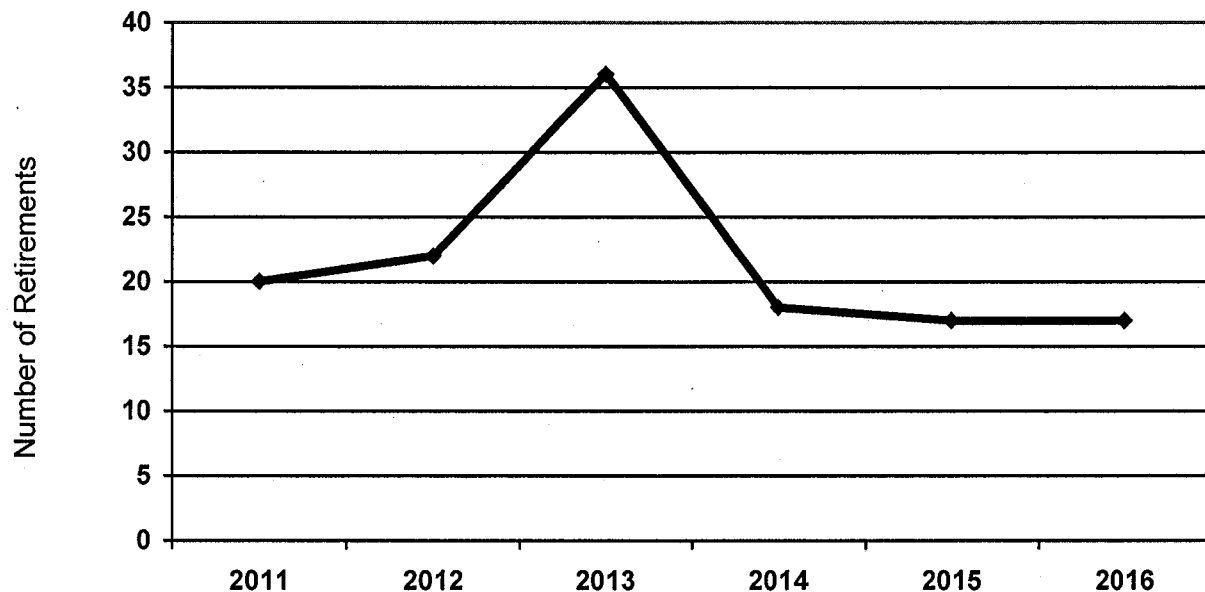
*FTO = Field Training Officer – an officer who has completed the basic academy but is still in the OPD field training program.

OPD experienced an average attrition rate of 6.25 officers per month (75 officers over the 12 month period), which is below the current projected attrition rate of 7 officers per month (84 per year). **Attachment A** to this report provides a detailed FTO Program Attrition Analysis.

Table 10: Sworn Attrition Analysis Mar 1, 2016 through Feb 28, 2017

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	46.2	19
Resignation (non FTO)	35.7	17
Resignation (FTO)	29.3	16
Resignation - Other Agency	28.6	2
Service Retirement	51.8	15
Termination	30.8	1
Termination (FTO)	29.6	5
Deceased	N/A	0

Figure 3: Disability Retirements from 2011 to 2016



Officers who experience on-assignment injuries may be placed on disability leave, or on modified work assignments. Some of these officers eventually retire; officers may retire from disability leave because their injuries do not allow them to return to their prior non-injury type of assignment. Officers on injury leave may also choose a service retirement rather than returning to regular assignments, because they do not wish to return to a modified assignment, or for any number of personal reasons. Figure 3 above shows data on disability retirements between 2011 and 2016. The data shows that disability retirements peaked from a prior average of approximately 21 per year, and then decreased to approximately 17 per year starting in 2014. The peak in 2013 was a result of the resolution of on-assignment injury claims that had been outstanding.

Table 11: Attrition of Oakland Residents during the Testing and Hiring Process

	166 th	167 th	168 ^{th*}	169 th	ACSO	170 th	171 st	172 nd	173 rd , SF247	174 th , SF248, SF249, SF251, SF252	175 th , SF253	176 th
Applications Received	282	186	415	271	--	316	501	526	169	225	459	138
Invited to Physical Ability Test (PAT)	85	59	371	262	--	267	337	495	156	209	343	113
Attended PAT	77	44	168	145	--	194	110	281	73	91	192	46
Invited to Written	254	165	151	138	--	147	94	253	64	81	161	45
Attended Written	155	112	133	123	--	113	77	218	53	67	138	29
Invited to Oral Interview	72	42	79	76	--	86	44	145	37	36	77	26
Attended Oral Interview	63	39	66	59	--	55	33	118	28	32	62	22
Background & Character Review	48	19	40	35	--	43	25	80	22	24	40	15
Invited to Academy	7	6	6	3	1	10	15	15	11	13	9	6
Graduated from Academy	3	3	6	2	1	10	9	7	7	13	4	TBD

* Three POTs graduated from the SF 248 academy on 3/11/16. Forty-four POTs graduated from the 174th Academy on 5/20/16. Five POTs graduated from the SF 249 on 6/3/16. Four POTs graduated from the SF 251 on 9/23/16. Five POTs graduated from the SF 252 on 11/4/16. Four POTs graduated from the SF 253 on 12/2/16.

Table 12: Field Training Completion Data

Academy of Origin	Entered Field Training Program	Completed Field Training Program
6 th POST ⁵ Lateral Course	6	2
OPD 172 nd Basic Academy	35	28
OPD 173 rd Basic Academy	33	31 Final
OPD 174 th Basic Academy	44	36, 1 Pending
SFPD 247 th Academy	3	2 Final
SFPD 248 th Academy	3	2 Final
SFPD 249 th Academy	5	3 Final
SFPD 251 st Academy	4	4 Pending
SFPD 252 nd Academy	5	5 Pending
SFPD 253 rd Academy	4	4 Pending
OPD 175 th Basic Academy	24	24 Pending

Table 13: Current Recruitment – Outreach and Media Activity

Date	Event	Location	Attendees	Inquiries: # And Type
February 4, 2017	Practice P.A.T.	6 th and Jefferson OPD Parking Lot Oakland	10	10 POT
February 4, 2017	Practice P.A.T.	6 th and Jefferson OPD Parking Lot Oakland	10	10 Cadet
February 14, 2017	CAL Maritime Job Fair	Cal Maritime Campus 200 Maritime Academy Dr. Vallejo, CA 94590	300	25 POT 8 Cadet
February 15, 2017	OPD Youth Open House	455 7 th St. Oakland, CA 94607	48	48 Explorers
February 16, 2017	Laney College Employment Center (table)	900 Fallon St Oakland, CA 94607	150	12 POT 7 Cadets
February 18, 2017	R & B PT Workshop	OPD Mat Room 455 7 th St. Oakland, CA 94607	40	40 POT

⁵ California Peace Officer Commission on Standards and Training

Date	Event	Location	Attendees	Inquiries: # And Type
February 23, 2017	OPD Youth Open House	455 7th St. Oakland, CA 94607	40	20 Cadet 20 Explorers
February 25, 2017	Youth Leadership Conference	Glad Tidings C.O.G.I.C 970 Glad Tidings Way Hayward, CA 94544	100	6 POT 14 Cadets 10 Explorer

Table 14a: OPD Recruitment Data – Current Academies

Police Hiring Steps: 175th Academy & SFPD 253	Testing/ Time Frame	Total	Percent of Total	Percent Not Advanced	Number of Oakland Residents	Percent of General Total Oakland Residents	Percent of Oakland Residents Not Advanced
Applications Received	7/1/2015-1/22/2016	3017	100%	0%	459	15%	0%
Invited to PAT*		2249	75%	-25%	343	11%	-25%
Attended PAT	8/8/2015-2/13/2016	1066	35%	-65%	192	6%	-58%
Invited to Written		877	29%	-71%	161	5%	-65%
Attended Written	9/14/2015-3/15/2016	657	22%	-78%	138	5%	-70%
Invited to Oral Interview		501	17%	-83%	77	3%	-83%
Attended Oral Interview	10/12//2015-4/26/2016	389	13%	-87%	62	2%	-86%
Referred to OPD on eligibility list	11/4/2015-5/17/2016	254	8%	-92%	40	1%	-91%
Invited to Academy	4/11/2016 & 7/11/2016	56	2%	-98%	9	0.30%	-98%
Graduated Academy	12/2/2016 & 1/27/2017	24	1%	-99%	4	0%	-99%

*PAT = physical agility test

Table 14b: OPD Recruitment Data – Current Academies

Police Hiring Steps: 176th Academy	Testing/ Time Frame	Total	Percent of Total	Percent Not Advanced	Number of Oakland Residents	Percent of General Total Oakland Residents	Percent of Oakland Residents Not Advanced
Applications Received	2/1/2016 - 3/18/2016	744	100%	0%	138	19%	0%
Invited to PAT*		631	85%	-15%	113	15%	-18%
Attended PAT	4/9/2016	218	29%	-71%	46	6%	-67%
Invited to Written		207	28%	-72%	45	6%	-67%
Attended Written	5/4/2016	171	23%	-77%	29	4%	-79%
Invited to Oral Interview		126	17%	-83%	26	3%	-81%
Attended Oral Interview	6/13-14/2016	102	14%	-86%	22	3%	-84%
Referred to OPD on eligibility list	7/1/2016 - 10/15/2016	80	11%	-89%	15	2%	-89%
Invited to Academy	10/31/2016	28	4%	-96%	6	0.81%	-96%
Graduated Academy	5/19/2017	TBD	TBD	TBD	TBD	TBD	TBD

*PAT = physical agility test

Table 15: Authorized Sworn Permanent Assignments within OPD

	Chief	Asst. Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer
Office of the Chief	1	1				1	
Public Information Office							2
Internal Affairs Division				1	2	12	4
Office of the Inspector General					1		1
Intelligence Unit						1	7
Research & Planning							1
Bureau of Field Ops: Administration			2		1	1	5
Patrol Area 1				1	3	14	77
Patrol Area 2				1	3	13	63
Patrol Area 3				1	3	15	72
Patrol Area 4				1	3	16	78
Patrol Area 5				1	3	16	81
Support Operations Division				1	1	2	17
Traffic Section					1	4	26
Foot Patrol						6	30
Bureau of Services: Administration			1	1			
Training Section					1	3	19
Recruiting and Background Unit						1	8
Information Technology							3
Bureau of Investigations			1	1		1	5
Criminal Investigations Division (CID): Special Victims Section					1	6	38
CID: Homicide Section					1	5	10
CID: Misdemeanor Crimes/ Task Forces					1	3	19
CID: Robbery, Burglary, Felony Assault Section					1	3	24
Ceasefire				1			
Special Invest. Units					1	6	32
Total Sworn	1	1	4	10	27	129	622

Table 16: Civilian Vacancies in OPD⁶

Job Classification	Vacancies	FTE Authorized	Status
Account Clerk I	1	1	OPD -Candidate to background on Feb 7, 2017.
Accountant II	1	2	HRM - Pending job posting. On hold to review Immediate Dispute Resolution (IDR) with union.
Administrative Analyst II	1	15	OPD – Received eligible list on Feb 9, 2017 and forwarded to hiring manager. Hiring manager has questions about the restricted list. Interviews will be scheduled once the questions are answered.
Business Analyst II	1	1	OPD – Waiting for hiring manager to interview (1) candidate. Hiring manager out on leave.
Business Analyst IV	1	1	HRM – Waiting to schedule exam plan meeting.
Crime Analyst (ELDE)	1	2	OPD – Funding end date on Jun 30, 2017.
Criminalist II/Firearms	1	15	HRM – Job announcement opens on 01 Mar 17 and closes on Mar 24, 2017.
Crossing Guard	1	2	HRM – Waiting for analyst to be assigned.
Executive Assistant to Agency Director	1	1	HRM – Waiting for analyst to be assigned
Intake Technician (1 Spanish speaking)	1	4	HRM – Position on hold for ADA/FEHA ⁷ accommodation.
Latent Fingerprint Examiner	1	5	HRM – Waiting for analyst to be assigned.
Manager, Crime Lab	1	1	HRM – Waiting for exam plan meeting to be scheduled.
Neighborhood Services Coordinator Cantonese/Mandarin speaking	2	10	OPD – Restricted Chinese speaking list to hiring manager on Feb 23, 2017. List for second position to hiring manager on 24 Feb 17. Waiting results of interviews.
Office Assistant I – NSC (PT)	.50	.50	OPD - Applicant's paperwork to background on Jan 12, 2017.
Office Assistant I – Personnel	1	1	HRM – Waiting for analyst to be assigned.
Parking Control Technician (FTE)	2	27	HRM – One (1) position on hold for ADA/FEHA ⁷ accommodations. Waiting for

⁶ As of November 30, 2016 there are 59.5 vacancies – this number excludes positions where staff have been hired but have not started work

⁷ ADA = American with Disabilities Act; FEHA = California's Fair Employment and Housing Act

Job Classification	Vacancies	FTE Authorized	Status
			analyst to be assigned for second position.
Parking Control Technician (PPT - .85)	2.55	13.75	HRM – Waiting for analyst to be assigned
Police Cadet – general funding.	2.5	9	OPD/HRM – Seven (7) candidates to background on Dec 20, 2016. Testing took place on 04 Feb 17. Ten (10) participated in the testing process. Awaiting eligible list from HRM.
Police Cadet – private funding/grant funding	7	12	OPD/HRM – Seven (7) candidates to background on Dec 20, 2016. Testing took place on 04 Feb 17. Ten (10) participated in the testing process. Awaiting eligible list from HRM.
Police Communications Dispatcher	12	63	OPD – Eight (8) candidates to background. Two (2) non-select, one (1) is being recommended for non-select. Five (5) waiting medical, Livescan and character review results. Seven (7) additional names referred to hiring manager on Jan 31, 2017. Pending hiring interviews.
Police Communications Dispatcher, Senior	4	4	HRM - Pending the creation of the draft job spec.
Police Communications Operator	5	11	OPD – Four (4) candidates awaiting Livescan, medical and character review results and two (2) are non-select. Additional names to hiring manager on 06 Feb 17.
Police Program and Audit Supervisor (PAS Unit)	1	2	HRM – Waiting for analyst to be assigned.
Police Property Specialist	1	5	HRM – Pending approval of job specification by Civil Services Board.
Police Property Supervisor	1	1	HRM - Interviews scheduled for Mar 8, 2017.
Police Records Specialist (One (1) position selective cert. Chinese)	5	53	OPD – One (1) signed conditional job offer. One (1) candidate to start on Mar 11, 2017.
Police Records Specialist (ELDE)	1	1	HRM – Pending approval of requisition.
Police Records Supervisor	3	5	HRM – Announcement to open on Mar 20, 2017 and close on Apr 7, 2017. Restricted only.

Job Classification	Vacancies	FTE Authorized	Status
Public Services Representative	1	1	HRM – Waiting for analyst to be assigned

Table 17: Beats by Area

Area	Beat
Area 1	Beats 1-7
Area 2	Beats 8-14
Area 3	Beats 15-22
Area 4	Beats 23-28
Area 5	Beats 29-35

Table 18: Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol: 273	1st Watch 17 2nd Watch 16 Late Tac 8 3rd Watch 17 Total 58	1st Watch 16 2nd Watch 17 3rd Watch 16 Total 49	1st Watch 14 2nd Watch 16 Late Tac 8 3rd Watch 15 Total 53	1st Watch 15 2nd Watch 14 Late Tac 8 3rd Watch 15 Total 52	1st Watch 14 2nd Watch 23 Late Tac 8 3rd Watch 16 Total 61
Number of officers assigned to patrol: 273	1st Watch 17 2nd Watch 16 Late Tac 8 3rd Watch 17 Total 58	1st Watch 16 2nd Watch 17 3rd Watch 16 Total 49	1st Watch 14 2nd Watch 16 Late Tac 8 3rd Watch 15 Total 53	1st Watch 15 2nd Watch 14 Late Tac 8 3rd Watch 15 Total 52	1st Watch 14 2nd Watch 16 Early Tac 8 Late Tac 8 3rd Watch 16 Total 61
Number of officers assigned to evening shifts	41	33	39	37	47
Number of officers assigned to CRO* / CRT**: 74	CRO 7 CRT 8	CRO 7 CRT 8	CRO 8 CRT 8	CRO 6 CRT 7	CRO 7 CRT 8
# of open beats not filled by overtime in February	1st Watch: 0 2nd Watch: 0 3rd Watch: 0	1st Watch: 0 2nd Watch: 2 3rd Watch: 1	1st Watch: 4 2nd Watch: 1 3rd Watch: 4	1st Watch: 0 2nd Watch: 3 3rd Watch: 0	1st Watch: 6 2nd Watch: 2 3rd Watch: 2

*CRO=Community Resource Officer; **CRT = Crime Reduction Team

Open beats are covered on overtime.

FISCAL IMPACT

This report is for informational purposes only and does not have a direct fiscal impact or cost. However, decisions to fund additional sworn or non-sworn positions beyond levels approved in the Policy Budget will require additional funding through a budget process. The paragraph below Table 6 on page six speaks to the uncertainty of two sworn positions currently funded by grant through the California Office of Traffic Safety (OTS).

PUBLIC OUTREACH / INTEREST

The Department continues to actively recruit candidates for the positions of police officer trainee and when required, lateral / post-academy graduate police officer. Recruitment efforts focus on selective language candidates, diversity and Oakland residents throughout the testing and selection process. Staff continues to seek input from community members. Staff is also researching targeted marketing strategies that will assist in ensuring the public is aware of opportunities within the organization. Staff continues to work with community organizations to conduct hiring workshops and seek input on how to remain visible and available within the community.

COORDINATION

This report was reviewed by the Controller's Bureau.

SUSTAINABLE OPPORTUNITIES

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

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

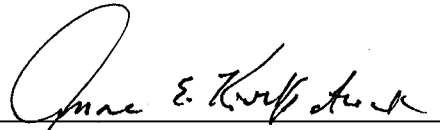
Social Equity: This report provides valuable information to the residents and visitors of Oakland regarding OPD personnel. The Oakland Police Department strives to increase the diversity of its workforce.

ACTION REQUESTED OF THE PUBLIC SAFETY COMMITTEE

Staff Recommends That The Public Safety Committee Accept The Oakland Police Department's (OPD) Monthly Informational Report On Recruiting And Sworn Staffing Levels As Of February 28, 2016. *Attachment A* to this report provides a detailed Field Training Officer Program Attrition Analysis.

For questions regarding this report, please contact Kiona Suttle, Personnel Manager, OPD Personnel Section, at (510) 238-6971.

Respectfully submitted,



Anne E. Kirkpatrick
Chief of Police
Oakland Police Department

Reviewed by:
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Attachments (2)

A: OPD Field Training Officer Program Attrition Analysis

B: Daily Observation Report Form

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OPD Field Training Officer Program Attrition Analysis

The Oakland Police Department (OPD) Field Training Officer (FTO) program is one of the few POST-certified programs in the Bay Area for the training of new officers who have completed the basic training academy. The OPD program has been certified for over a decade.

The FTO Program is managed by the Field Training Program Coordinator (FTPC) which operates out of the OPD Bureau of Services (BOS). The FTO Program consists of 16 weeks of in-patrol car instruction between a trainee officer and a series of FTOs. Trainee officer (trainee) progress is monitored by the FTO, the FTO's patrol sergeant, and the FTPC. Trainees complete a four-week rotation with each of the four assigned FTOs. The first and the fourth rotations are generally with the same FTO, who is defined as the "Primary" FTO.

The FTO uses a Field Training Workbook and a FTO program Daily Observation Report (**Attachment B**) to provide specific instruction to the trainee in areas such as Departmental policy and procedures; laws of arrest, search, and seizure; detention; custodial arrest; penal and vehicle codes; and many other areas and topics. The FTO uses a mixture of teaching methods to instruct the trainee officer including: written tests, verbal tests, and demonstration, with a focus on adult learning concepts.

Between January 1, 2014 and March 11, 2017, 325 newly academy-graduated police officers entered the FTO program. Two-hundred and seventy-six of these officers (85 percent) successfully completed the program. Forty-nine police officers (15 percent) were released from the program for the following reasons:

- Failure to meet Departmental performance standards and/or commission of Manual of Rules (MOR) violations;
- Resignation; and/or
- Failure to meet one of more of the 35 standard POST-approved evaluation guidelines (as listed on the FTO program Daily Observation Report).

Tables 1a and 1b below provide more detailed completion and separation data for the 325 officers who entered the FTO program over the same January 1, 2014 to March 11, 2017 period. This data does *not* include the 33 police officers that are currently in the field training program as of the time of this report. May 26, 2017 is the target completion date all trainees currently in the FTO program. Table 2 below provides demographic and gender data for the 49 officers who separated from the FTO program between January 1, 2014 and March 11, 2017.

Table 1a: OPD FTO Completion and Separation Program – January 1, 2014 - March 11, 2017

Effective Category	Number
Officers entered program	325
Officers completed program	276
Officers released from program	49

Table 1a: Separation from OPD FTO Program – January 1, 2014 - March 11, 2017

Separation Reason	Number/Percentage	
Resigned in lieu of being released	26	53%
Voluntary Resignation	10	21%
Released for cause	3	6%
Released due to failure of one or more performance dimensions	10	20%
Total	49	100%

Table 2: Demographic and Gender Breakdown – Separated from FTO Program 2014 to 2017

Male		Female	
White	11	White	0
Black	5	Black	0
Hispanic	14	Hispanic	1
Asian	12	Asian	0
Other	5	Other	1
Total	47	Total	2
Grand Total 49			

Twenty-four additional officers attended basic academies with the San Francisco Police Department (SFPD) before entering the OPD FTO Program. Three of these 24 police officers did not complete the program¹ and nine are still in the program. Twelve of the SFPD academy graduates have completed the FTO program. Table 3 below provides demographic and gender data for these 24 officers.

Table 3: Demographic and Gender Breakdown for SFPD Academy 2014 to 2016

Male		Female	
White	7	White	1
Black	2	Black	0
Hispanic	4	Hispanic	3
Asian	3	Asian	0
Other	3	Other	1
Total	19	Total	5
Grand Total 24			

¹ Two of these officers resigned in lieu of being released, and one was separated for cause.

Table 4 below provides demographic data for the 325 officers who entered the OPD FTO Program between 2014 and 2017, including the 33 officers whom are still in the program. Table 5 below provides gender data for these officers.

Table 4: Demographic Breakdown for All Officers in the OPD FTO Program – 2014 to 2016

Demographic	Number/Percentage	
Asian	53	14%
Black	60	17%
Filipino	12	3%
Hispanic	107	30%
Native American	2	1%
Undeclared-Other	18	5%
White	106	30%
Grand Total	358	100%

Table 5: Gender Breakdown for All Officers in the OPD FTO Program – 2014 to 2016

Gender	Number/Percentage	
Female	57	16%
Male	301	84%
Grand Total	358	100%

Understanding FTO Program Officer Attrition

OPD invests a considerable amount of time, energy and resources into each Police Officer Trainee (POT) who enters a basic academy, as well as for each trainee who begins the subsequent FTO Program. Officer attrition from the FTO program represents a lost opportunity for both the individual and the community as well as for OPD. OPD understands that its training program must go beyond the analysis of data presented in this report to assess if changes to the FTO Program can lead to fewer officer separations.

OPD has recently begun a pro-bono consulting project with a team of graduate students from the UC Berkeley Goldman School of Public Policy (GSPP). The GSPP team has already begun to meet with OPD training personnel. The GSPP team will conduct a study of national training standards to assess if other police agencies have found successful training practices that can be incorporated into the OPD FTO Program.

DAILY OBSERVATION REPORT

TF-3140 (Jan 14)

Page 1 of 2

Attachment B



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FTO Name		Serial No.
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Attachment B

34. Use of Time

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35. Preparedness

☐☐☐☐☐☐☐☐☐☐**Document the trainee's best area(s) of performance for the day:****Document areas where the trainee needs improvement:****If remediation was needed, please provide comments and document the amount of time required:****Estimated remediation time:**

Trainee Signature		Date	FTO Signature		Date
Patrol Sergeant Signature	Serial No.	Date	FTP SAC Signature		Serial No. Date