

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Anne E. Kirkpatrick  
Chief of Police

**SUBJECT:** Monthly Police Staffing Report

**DATE:** April 26, 2018

City Administrator Approval

Date:

## RECOMMENDATION

**Staff Recommends That The Public Safety Committee Receive The Oakland Police Department's (OPD) Monthly Informational Report On Recruiting And Sworn Staffing Levels As Of March 31, 2018.**

## EXECUTIVE SUMMARY

This informational report provides data on the demographics and staffing levels of OPD sworn and professional staff as well as recruiting and hiring data, as of March 31, 2018.

## BACKGROUND/LEGISLATIVE HISTORY

In 2009, the City Council requested a monthly staffing report from OPD to address current staffing levels for both sworn and professional staff. This report addresses recruitment activities and assignments for both sworn and professional staff positions. **The Public Safety Committee on April 24, 2018 requested additional information on demographics of new hires that will be provided in a supplemental report due to time constraints.**

## ANALYSIS AND POLICY ALTERNATIVES

*Table 1: Actual Staffing Levels as of January 1<sup>st</sup>: 2009-2018*

Year	Sworn Staffing
2009	830
2010	780
2011	656
2012	642
2013	613

Year	Sworn Staffing
2014	626
2015	695
2016	721
2017	744
2018	747

Item: \_\_\_\_\_  
Public Safety Committee  
May 22, 2018

Figure 1: Sworn Staffing on January 1<sup>st</sup> of Each Year: 2009-2018

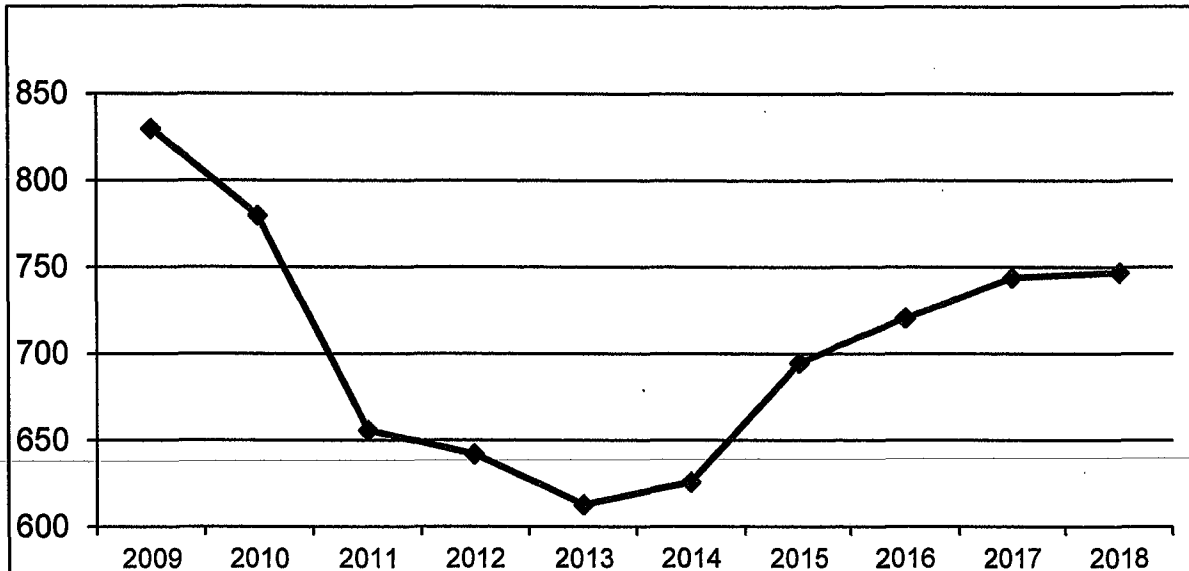


Figure 1 above reflects OPD's sworn staffing as of January 1, 2018 in comparison to the same day in past years. OPD's actual sworn staffing was 745 sworn officers, as of March 31, 2018; the authorized staffing level per the Approved Fiscal Year (FY) 2017-18 Budget is 794 sworn positions. The 794 authorized positions include the following grant-funded positions:

- No<sup>1</sup> officer positions from the 2013 Department of Justice / Community Oriented Policing Services (DOJ/COPS) Hiring Grant;
- 14<sup>2</sup> officer positions from the 2014 DOJ/COPS Hiring Grant;
- 12<sup>3</sup> officer positions from the 2015 DOJ/COPS Hiring Grant;
- 15 officer positions from the 2016 DOJ/COPS Hiring Grant;
- Two officer positions from the California Office of Traffic Safety Select Traffic Enforcement Program (STEP) Grant; and

OPD's authorized staffing also includes funding for approximately 63.5 officers associated with Oakland's voter approved public safety measure (Measure Z, 2014). Tables 8 through 10 below provide additional information on funding and officer attrition.

#### *Demographics – Sworn Staffing*

Figure 2 below shows that as of March 31, 2018, 74 sworn members, or 9.9 percent of sworn staffing, were Oakland residents. Additionally, Table 2 below demonstrates that three Police Officer Trainees (POT) or 13 percent of the 179<sup>th</sup> Police Academy were Oakland residents. OPD has prioritized attracting a racially diverse and multilingual workforce of qualified officers that

<sup>1</sup> The 2013 COPS Grant originally funded 10 officer positions.

<sup>2</sup> The 2014 COPS Grant originally funded 15 officer positions.

<sup>3</sup> The 2015 COPS Grant originally funded 15 officer positions.

includes Oakland residents. Tables 3 and 4 below provide current and past demographic information of all OPD sworn staff and Table 5 provides the same information of all academies.

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

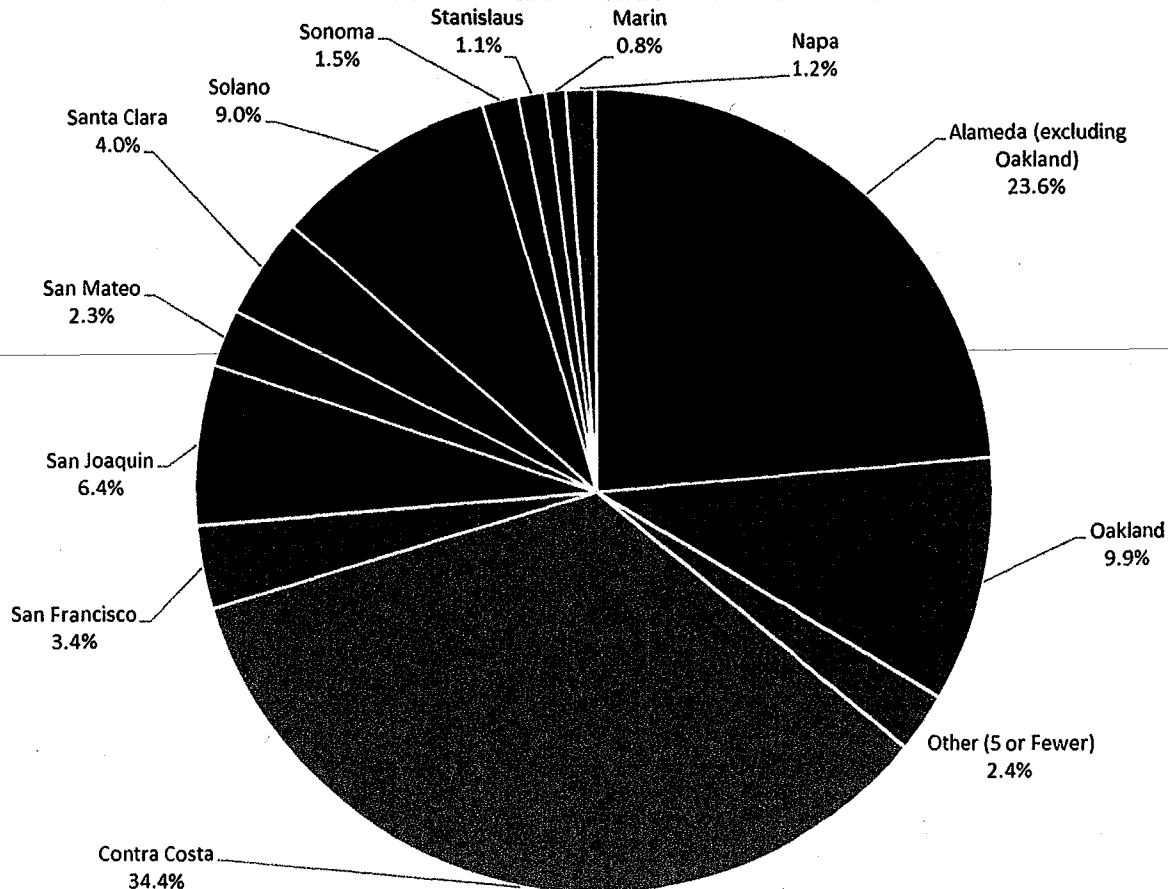


Table 2: OPD's 179<sup>th</sup> Basic Academy (OPD's Latest Academy)

Gender		Race		Residency		Language		Education	
Female	1	Asian	6	Oakland	3	Chinese	1	High School	1
Male	23	Black	1	Other	21	Spanish	5	Some College	12
		Hispanic	7			Vietnamese	0	Associate's	2
		White	8			English Only	12	Bachelor's	9
		Other	2			Other	6	Master's/Above	0
<b>Total</b>	<b>24</b>	<b>Total</b>	<b>24</b>	<b>Total</b>	<b>24</b>	<b>Total</b>	<b>24</b>	<b>Total</b>	<b>24</b>

Table 3: Ethnicity and Gender – All OPD Sworn Staff as of March 31, 2018

Race	Female		Male	
Asian	7	7.00%	92	14.26%
Black	21	21.00%	107	16.59%
Filipino	1	1.00%	24	3.72%
Hispanic	29	29.00%	158	24.50%
Native American	1	1.00%	2	0.31%
Undeclared-Other	2	2.00%	14	2.18%
White	39	39.00%	248	38.45%
<b>Total</b>	<b>100</b>	<b>100%</b>	<b>645</b>	<b>100%</b>

Table 4: Ethnicity by Year – All OPD Sworn Staff as of March 31, 2018

Race	US 2010 Census-Oakland Pop.	OPD 2015	OPD 2016	OPD 2017	OPD 2018
White	34.5%	40.1%	39.7%	38.8%	39.0%
Black	28.0%	19%	18.0%	17.3%	17.2%
Asian <sup>4</sup>	16.8%	14.4%	15.1%	15.3%	16.7%
Hispanic	25.4%	23.4%	23.7%	24.6%	25.1%
Other <sup>5</sup>	--	3.1%	3.5%	4.0%	2.5%
Female	14.3% <sup>6, 7</sup>	11.9%	13.0%	13.0%	13.4%
Male	85.7% <sup>8</sup>	88.1%	87.0%	87.0%	86.6%

<sup>4</sup> Asian includes Filipino

<sup>5</sup> Other includes Native American, and Undeclared

<sup>6</sup> 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

<sup>7</sup> Percent of U.S. law enforcements officers who were female at time of 2007 data

<sup>8</sup> Percent of U.S. law enforcements officers who were male at time of 2007 data

*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 a twelve-month period. This data is accurate as of March 31, 2018. Table 6 provides a listing of authorized and filled positions in OPD and Table 8 provides the funding sources for these OPD positions.

*Table 5: Actual Sworn Staffing (as of March 31, 2018) and Sworn Staffing Projections*

Year	2018										2019	
Month	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>Filled</b>	733	745	739	733	727	742	736	730	724	718	747	741
<b>Attrition</b>	(1)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
<b>Hires</b>	13	0	0	0	21	0	0	0	0	35	0	0
<b>Ending Filled</b>	745	739	733	727	742	736	730	724	718	747	741	735
<b>Authorized</b>	794*	794*	794*	794*	794*	794*	794*	792	792	792	792	792
<b>Over (Under) Authorized</b>	(49)	(55)	(61)	(67)	(52)	(58)	(64)	(68)	(74)	(45)	(51)	(57)
<b>New POT Hiring Pipeline</b>	178 <sup>th</sup> Academy (ends Mar 2018 = 13 POTs)			179 <sup>th</sup> Academy (ends Jul 2018 = 21 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 2018.

*Table 6: OPD Positions - Authorized and Filled Positions (as of March 31, 2018)*

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	10	-0
	Lieutenant	27	23	-4
	Sergeants	129	120	-9
	Police Officers	622	587	-35
	<b>Total Sworn</b>	<b>794</b>	<b>745</b>	<b>-49</b>
Professional Staff	Full-time and Part-time	382	318.5	-63.50
	<b>Total Personnel</b>	<b>1176</b>	<b>1063.5</b>	<b>-112.50</b>

As noted in Table 7 below, OPD experienced an average attrition rate of 4.9 officers per month (59 officers over the 12-month period), which is below the current projected attrition rate of 6 officers per month (72 per year). Table 8 provides additional information on the reasoning for sworn separations.

Table 7: Sworn Attrition Data: Apr 1, 2017 through Mar 31, 2018

	2017									2018			Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Disability Retirement	1	-	-	1	2	2	1	2	1	-	2	-	12
Resignation (not during Field Training)	-	-	1	-	2	1	-	-	1	1	3	-	9
Resignation during Field Training	1	-	3	-	-	-	-	-	-	1	2	1	8
Resignation (to other agency)	-	-	-	-	1	1	1	-	1	-	-	-	4
Service Retirement	2	2	1	1	2	-	1	-	3	2	3	-	17
Termination	-	-	-	-	-	-	1	-	-	-	-	-	1
Release from Probation during Field Training	-	-	1	1	-	-	-	-	-	-	-	-	2
<b>Grand Total</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>10</b>	<b>1</b>	<b>53</b>

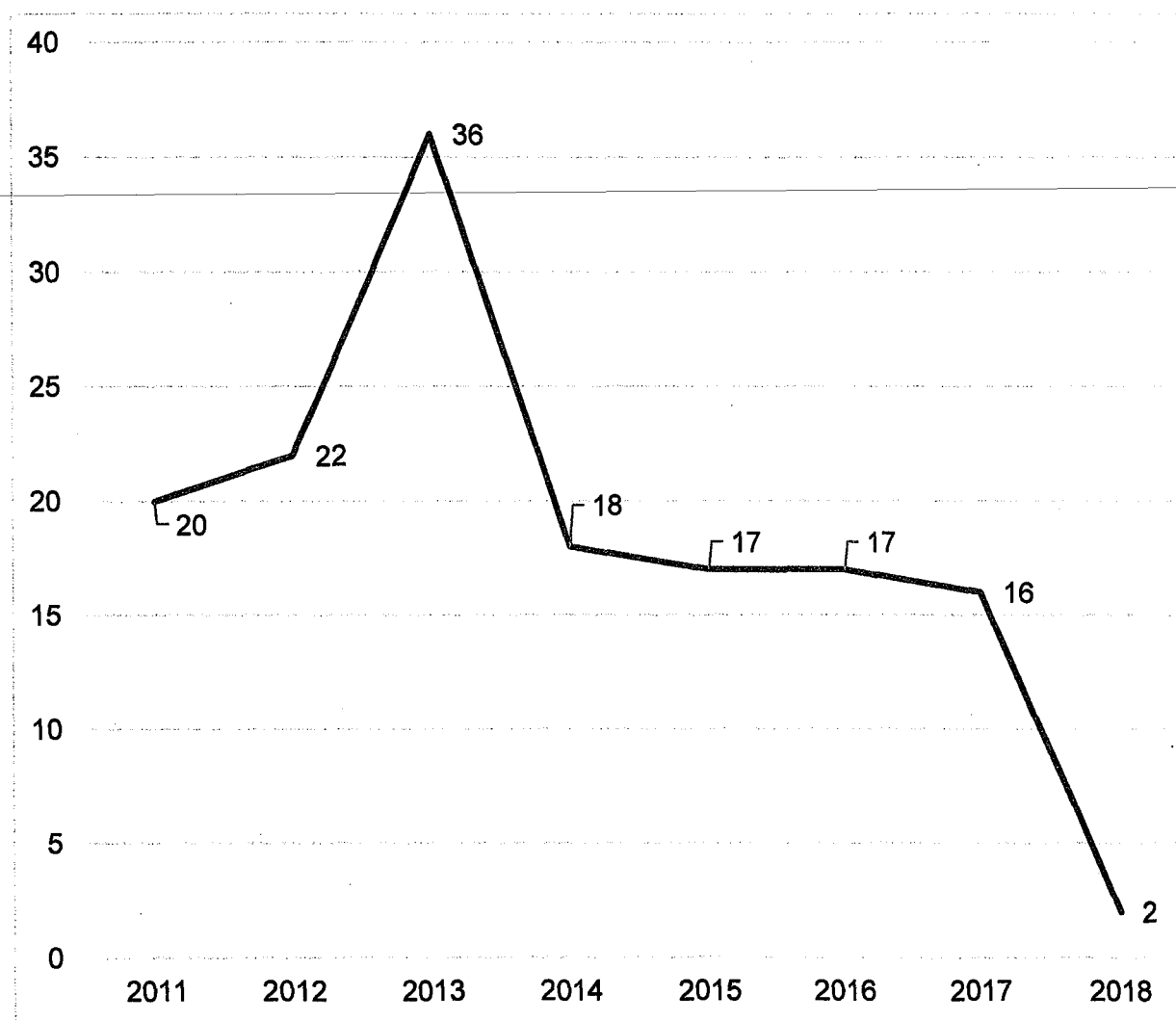
Table 8: Sworn Attrition Analysis March 1, 2017 through March 31, 2018

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	45.7	12
Resignation (not during Field Training)	31.8	9
Resignation (during Field Training)	31.9	8
Resignation - Other Agency	34.4	4
Service Retirement	52.7	17
Termination	40.2	1
Release from Probation during Field Training	29.1	2

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 below shows data on disability retirements between 2011 and 2017. 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.

*Figure 3: Disability Retirements from 2011 to 2018\**



\* 2018 data is from January 1, 2018 through February 28, 2018

Tables 9, 10, and 11, below, provide information on recruitments, both outreach and hiring stage data. OPD plans to bring a separate report later in 2018 to the Public Safety Committee to provide an update on OPD recruitment efforts.

Table 9: Current Recruitment – Outreach and Media Activity

Date	Event	Location	Attendees	Inquiries: # And Type
7 Mar 2018	Fresno State University Career Fair	Fresno State University	250	41 POT
11 Mar 2018	Oral Board Workshop	Oakland Police Administration Building	51	21 POT
12 Mar 2018	Barbershop Forum	Rafiki Coalition, San Francisco	50	8 POT
10 Mar 2018	Physical Training Workshop	Oakland Police Administration Building	44	44 POT
13 Mar 2018	DeVry Law Enforcement Info Session	DeVry Institute, Newark	35	10 POT
13 Mar 2018	Career Fair	University of California, Berkeley	125	6 POT
25 Mar 2018	PT Workshop	Oakland Police Administration Building	48	48 POT
28 Mar 2018	Career Fair	Oakland Military Institute, Oakland	200	0 POT 31 Cadets 18 Explorers
29 Mar 2018	Career Fair	Frick Middle School, Oakland	125	0 POT 0 Cadets 47 Explorers

Table 10: OPD Recruitment Data – 178<sup>th</sup> Academy

Police Hiring Steps: 178 <sup>th</sup> 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	11/7/2016- 2/10/2017	1,181	100%	0%	172	15%	0%
Invited to PAT*		664	56%	44%	162	14%	6%
Attended PAT	1/14/2017- 3/11/2017	314	27%	73%	53	4%	69%
Invited to Written Exam		214	18%	82%	42	4%	76%
Attended Written Exam	2/2/2017- 3/11/2017	168	14%	86%	28	2%	84%
Invited to Oral Interview		236	20%	80%	28	2%	84%
Attended Oral Interview	3/20/2017- 4/5/2017	189	16%	84%	23	2%	87%



<b>Police Hiring Steps: 178<sup>th</sup> Academy</b>	<b>Testing/ Time Frame</b>	<b>Total</b>	<b>Percent of Total</b>	<b>Percent Not Advanced</b>	<b>Number of Oakland Residents</b>	<b>Percent of General Total Oakland Residents</b>	<b>Percent of Oakland Residents Not Advanced</b>
Referred to OPD on Eligibility List	4/11/2017-4/25/2017	115	10%	90%	20	2%	88%
Invited to Academy	9/11/2017	21	2%	98%	5	0.42%	97%
Graduated Academy	3/30/2018	13	1%	-99%	2	0.17%	-99%

Table 11: OPD Recruitment Data – 179<sup>th</sup> Academy

<b>Police Hiring Steps: 179<sup>th</sup> Academy</b>	<b>Testing/ Time Frame</b>	<b>Total</b>	<b>Percent of Total</b>	<b>Percent Not Advanced</b>	<b>Number of Oakland Residents</b>	<b>Percent of General Total Oakland Residents</b>	<b>Percent of Oakland Residents Not Advanced</b>
Applications Received	3/7/2017-6/9/2017	1198	100%	0%	176	15%	0%
Invited to PAT*		480	40%	60%	160	13%	9%
Attended PAT	5/13/2017-7/8/2017	280	23%	77%	44	4%	75%
Invited to Written Exam		270	23%	77%	33	3%	81%
Attended Written Exam	5/13/2017-7/8/2017	270	23%	-7%	33	3%	81%
Invited to Oral Interview		208	17%	83%	21	2%	88%
Attended Oral Interview	6/6/2017-8/1/2017	159	13%	87%	19	2%	89%
Referred to OPD on Eligibility List	6/27/2017-8/17/2017	104	9%	91%	10	1%	94%
Invited to Academy	1/8/2018	24	2%	-8%	3	0.25%	98%
Graduated Academy	7/6/2018	TBD	TBD	TBD	TBD	TBD	TBD

Tables 12, below, provides regarding OPD's authorized sworn permanent staffing.

Table 12: 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	5
Office of the Inspector General					1		1
Intelligence Unit						1	7
Training Division				1	1	3	18
Ceasefire				1	2	7	32
Recruiting and Background Unit						1	8
Policy & Publication							1
Bureau of Field Ops: Administration			2			1	
Patrol Area 1				1	3	18	92
Patrol Area 2				1	3	14	63
Patrol Area 3				1	3	14	70
Patrol Area 4				1	3	15	87
Patrol Area 5				1	3	18	89
Support Operations Division				1	1	1	14
Traffic Section					1	4	26
ABAT/Homeless/CIT						2	9
Bureau of Services: Administration			1				
Information Technology							3
Bureau of Investigations			1	1			
Criminal Investigations Division (CID): Special Victims Section					1	6	39
CID: Homicide Section					1	5	10
CID: General Misdemeanor Crimes/ Task Forces & Felony Assault Section					1	4	27
CID: Robbery, Burglary, Section					1	1	15
Evidence Technician Unit						1	4
<b>Total Sworn</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>10</b>	<b>27</b>	<b>129</b>	<b>622</b>

Table 13: Professional Staff Vacancies in OPD<sup>9</sup>

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM for Hiring	Status
Account Clerk II	1	4	2/15/18	OPD – Candidate to background. However, an Account Clerk II will be promoted. Additional names provided to hiring manager on 21 Mar 18. Waiting for results from hiring manager.
Account Clerk III	1	1	10/2/17	OPD – Candidate chosen by hiring manager. Analyst is working on salary negotiations. Step 5 request is currently with BOS Director. Start date will be determined following negotiations.
Accountant II	1	2	3/16/16	HRM - Pending job posting. Job specification revision. Meet and confer with union in June 2017. Union is currently backlogged 20 specifications due to union negotiations as of 08 Mar 18. OPD will fill with an ELDE until specification is revised. ELDE candidate assigned to a background investigator on 27 Feb 18.
Crime Analyst (18 Month Duration)	1	2	4/11/16	OPD – Background completed. Add/delete was approved and finalized on 17 Jan 18. Recruitment necessary to hire candidate. OPD will inform HRM when to begin recruitment.
Criminalist I (Grant Funded)	1	1	8/23/17	OPD – Candidate referred for background on 15 Feb 18.
Criminalist III	1	5	7/7/17	HRM – Selective certification. Waiting for analyst to be assigned.
Crossing Guard (PPT)	1	2	Various	HRM – Waiting for analyst to be assigned.
Crossing Guard (PT)	5	17	Various	HRM – Waiting for analyst to be assigned.
Intake Technician (1 Spanish Speaking)	1	4	1/21/16	HRM – Waiting for analyst to be assigned.
Office Assistant I – Personnel	1	1	12/21/16	HRM – Classification does not fit job duties. Need to secure funds to reclassify this position to courier position. HRM has sent request to the classification unit. The revision of job spec was completed mid

<sup>9</sup> As of November 30, 2016, there are 59.5 vacancies – this number excludes positions where staff have been hired but have not started work

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM for Hiring	Status
				October 2017. The proposed new spec needs to be submitted to Local 1021. However, there is a backlog of specifications and it will be another month before the union can review.
Police Cadet – private funding/grant funding	7	12	Various	OPD/HRM – Seven candidates in background. Two waiting for medical appointment results. Appointments were scheduled for 19 Feb and 26 Feb 18. Two waiting for scheduling of processing appointment. Three assigned to an investigator. One ready for hire, but currently attending school in Las Vegas. One ready to hire and justification forwarded to City Administrator on 26 Mar 18.
Police Cadet – General Funding	2.5	9	Various	OPD/HRM – See above for Police Cadet – private funding/grant funding.
Police Communications Dispatcher	10	63	Various	HRM/OPD – Sixteen candidates in background. One waiting for signature. Fifteen waiting to schedule processing appointment. Three candidates to start on 23 Apr 18. Seventeen names to hiring manager for interview on 16 Mar 18. Interviews scheduled for 16 Apr 18. The job announcement is open continuously. Total of 129 are now on eligible list. Test conducted on 06 and 07 Mar 2018. Seventy-eight candidates tested. HRM is currently scoring test week of 26 Mar 18.
Police Communications Dispatcher, Senior	4	4	Not Assigned	HRM – Specification to union on 15 Mar 18 and waiting for union response.
Police Communications Operator	5	11	Not Assigned	OPD – Recruitment pending re-organization as of 25 Jan 18.
Police Communications Supervisor	1	8	Not Assigned	HRM – Pending approval of recruitment requisition.
Police Program and Audit Supervisor (PAS Unit)	1	2	1/20/17	OPD/HRM – Waiting for HRM to provide direction on process add/delete from Police Program and Audit Supervisor to a

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM for Hiring	Status
				Police Personnel Operations Supervisor. HRM has job analysis and will look at it and move it forward on 28 Mar 18.
Police Property Specialist	1	5	9/17/15	HRM – Waiting for analyst to be assigned.
Police Records Specialist (One position selective cert. Chinese)	6	53	Various	OPD/HRM – One candidate to begin work on 09 Apr 18 and one candidate to start on 23 Apr 18. Eligible list exhausted. Waiting for approval of recruitment requisition.
Police Records Specialist (18 Months Duration)	1	1	Various	HRM – New recruitment requested on 08 Mar 18.
Police Services Technician II	5	58	Not Assigned	HRM – Waiting for analyst to be assigned. FEHA hold placed on one position effective 01 Mar 18.
Student Trainee	.50	.50	N/A	OPD – Direct Appointment. Hiring manager drafted recruitment flyer. Waiting for OPD analyst to gain approval from HRM.

Tables 14 provide additional detail on beats by area and patrol data.

Table 14: 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 15: Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol: 260	1st Watch 16 2nd Watch 18 Late Tac 7 3rd Watch 19 Total 60	1st Watch 15 2nd Watch 15 3rd Watch 15 Total 45	1st Watch 14 2nd Watch 16 3rd Watch 15 Total 45	1st Watch 17 2nd Watch 15 3rd Watch 16 Total 48	1st Watch 16 Early Tac 8 2nd Watch 15 Late Tac 8 3rd Watch 15 Total 62
Number of officers assigned to evening shifts	44	30	31	31	38
Number of officers assigned to CRO* / CRT**	CRO 7 CRT 6	CRO 7 CRT 7	CRO 7 CRT 6	CRO 6 CRT 6	CRO 6 CRT 7
# of open beats not filled by overtime in March	1st Watch: 4 2nd Watch: 3 3rd Watch: 3	1st Watch: 2 2nd Watch: 5 3rd Watch: 4	1st Watch: 4 2nd Watch: 4 3rd Watch: 8	1st Watch: 3 2nd Watch: 1 3rd Watch: 0	1st Watch: 6 2nd Watch: 3 3rd Watch: 4

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

Open beats are the result of several factors including staffing levels, officer vacation, officer training, officer illness, and reassignment. The frequency of open beats for patrol officers as well as for CROs can change accordingly and vary daily, by patrol shift. While open beats have previously been filled primarily by officers on overtime, OPD has implemented measures to reduce such overtime. These measures include use of on-duty personnel from other Patrol Areas to fill open beats. OPD is changing the on-duty days and hours of Early Tactical (Tac) and Late Tac to provide additional overtime reduction.

### **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.

### **PUBLIC OUTREACH / INTEREST**

OPD 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 Budget 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 March 31, 2018.

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

Respectfully submitted,



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