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OFFICE OF THE CITY CLERK
OAKLAND

2018 JUN 14 PM 5:34

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Anne E. Kirkpatrick
Chief of Police

SUBJECT: Monthly Police Staffing Report

DATE: May 24, 2018

City Administrator Approval

Date:

6/14/18

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 April 30, 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 April 30, 2018.

BACKGROUND/LEGISLATIVE HISTORY

In 2009, the City Council requested a report on staffing levels from OPD to address current staffing levels for both sworn and professional staff. OPD has been providing this information on a monthly basis ever since. This report addresses recruitment activities and assignments for both sworn and professional staff positions.

ANALYSIS AND POLICY ALTERNATIVES

Table 1: Actual Staffing Levels as of January 1, 2009 through January 1, 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

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Figure 1: Sworn Staffing on January 1, 2009 through January 1, 2018

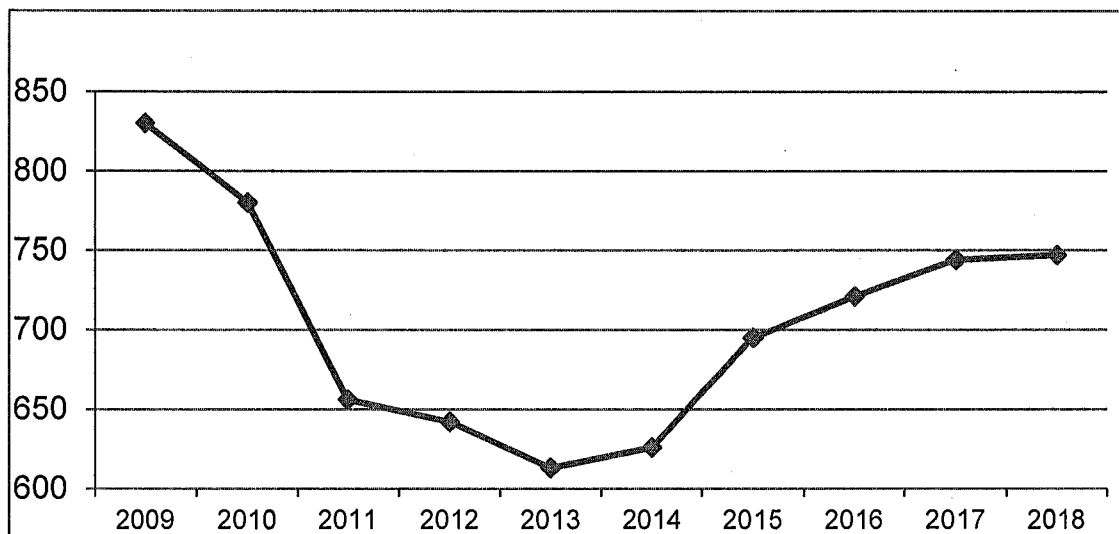


Figure 1 above is a visual presentation of the information provided in Table 1.

On January 1, 2018, actual sworn staffing was 747. Due to attrition, as of April 30, 2018 the number of sworn officers was 739.

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:

- 14 officer positions from the 2014 DOJ/COPS Hiring Grant (originally funded 15 officer positions);
- 12 officer positions from the 2015 DOJ/COPS Hiring Grant (originally funded 15 officer positions);
- 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
- Approximately 63.5 officer positions funded by Measure Z, a public safety measure passed by Oakland voters in 2014.

Tables 9 through 11 of this report provide additional information on funding and officer attrition.

Demographics – Sworn Staffing

OPD has prioritized attracting a racially diverse and multilingual workforce of qualified officers that includes Oakland residents. Figure 2 below shows that as of April 30, 2018, 74 sworn members (10 percent of sworn staffing) were Oakland residents. Table 2 provides details about where officers live.

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

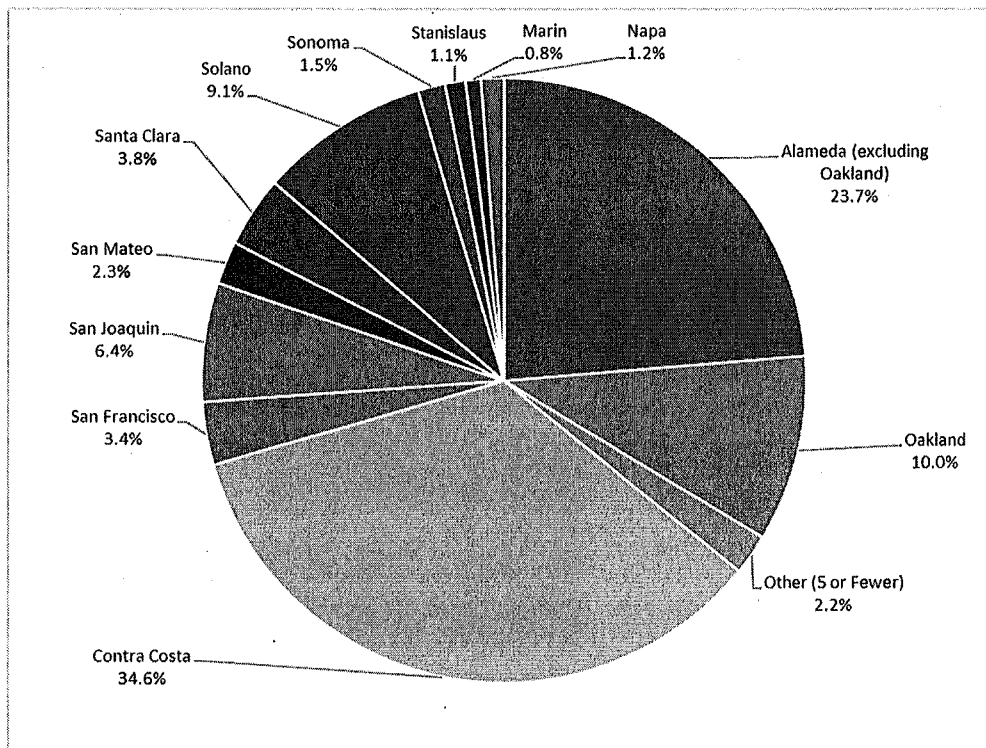


Table 2: Residency by Top 10 Cities, of Sworn OPD Members

City	Count	Department Percentage
Oakland	74	10.0%
Concord	32	4.3%
Castro Valley	31	4.2%
San Leandro	27	3.7%
Oakley	26	3.5%
San Francisco	25	3.4%
Brentwood	25	3.4%
Vallejo	24	3.2%
Dublin	23	3.1%
Tracy	22	3.0%

Additionally, Table 3 below demonstrates that three Police Officer Trainees (POTs) (13 percent of the 179th Police Academy) were Oakland residents. Tables 4 and 5 below provide current and past demographic information for all OPD sworn staff.

Table 6 shows the gender breakdown and provides a national comparison.

Table 3: OPD's 179th Basic Academy (OPD's Latest Academy)

Gender		Race/Ethnicity		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
Total	24	Total	24	Total	24	Total	24	Total	24

Table 4: Race/Ethnicity and Gender – All OPD Sworn Staff as of April 30, 2018

Race/Ethnicity	Female		Male	
Asian	7	7.07%	91	14.22%
Black	21	21.21%	107	16.72%
Filipino	1	1.01%	23	3.59%
Hispanic	29	29.29%	158	24.69%
Native American	1	1.01%	2	0.31%
Undeclared-Other	2	2.02%	14	2.19%
White	38	38.38%	245	38.28%
Total	99	100%	640	100%

Table 5: Race/Ethnicity by Year – All OPD Sworn Staff as of April 30, 2018

Race/Ethnicity	US 2010 Census-Oakland Pop.	OPD 2015	OPD 2016	OPD 2017	OPD 2018
White	34.5%	40.1%	39.7%	38.8%	38.3%
Black	28.0%	19%	18.0%	17.3%	17.3%
Asian	16.8%	14.4%	15.1%	15.3%	16.5%
Hispanic	25.4%	23.4%	23.7%	24.6%	25.3%
Other	--	3.1%	3.5%	4.0%	2.5%

Note: "Asian" includes Filipino; "Other" includes Native American and Undeclared

Table 6: OPD Gender Percentages by Year Compared With 2007 National Percentage*

Gender	National Percentage, 2007	OPD 2015	OPD 2016	OPD 2017	OPD 2018*
Female	14.3%	11.9%	13.0%	13.0%	13.4%
Male	85.7%	88.1%	87.0%	87.0%	86.6%

* 2018 figure shows all OPD sworn staff as of April 30, 2018.

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 7 below provides actual and projected sworn staffing for a twelve-month period. This data is accurate as of April 30, 2018.

Table 7: Actual Sworn Staffing (as of April 30, 2018) and Sworn Staffing Projections

Year	2018									2019		
Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Filled	745	739	733	727	741	735	729	723	717	745	739	733
Attrition	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
Hires	0	0	0	20	0	0	0	0	34	0	0	0
Ending Filled	739	733	727	741	735	729	723	717	745	739	733	727
Authorized	794*	794*	794*	794*	794*	794*	792	792	792	792	792	792
Over (Under) Authorized	(55)	(61)	(67)	(53)	(59)	(65)	(69)	(75)	(47)	(53)	(59)	(65)
New POT Hiring Pipeline	179th 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.

* 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 Departments, 2007)

Table 8 provides a listing of authorized and filled positions in OPD and Table 9 provides the funding sources for these OPD positions.

Table 8: OPD Positions - Authorized and Filled Positions (as of April 30, 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	9	-1
	Lieutenant	27	23	-4
	Sergeants	129	120	-9
	Police Officers	622	582	-40
	Total Sworn	794	739	-55
Professional Staff	Full-time and Part-time	382	322	-60.00
	Total Personnel	1176	1061.00	-115.00

As noted in Table 9 below, OPD experienced an average attrition rate of 4.6 officers per month (55 officers over the 12-month period), which is below the current projected attrition rate of 6 officers per month (72 per year).

Table 10 provides additional information on the reasoning for sworn separations.

Table 9: Sworn Attrition Data: May 1, 2017 through April 30, 2018

	2017								2018				Total
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
Disability Retirement	-	-	1	2	2	1	2	1	-	2	-	1	12
Resignation (not during Field Training)	-	1	-	2	1	-	-	1	1	3	-	3	12
Resignation during Field Training	-	3	-	-	-	-	-	-	1	2	1	-	7
Resignation (to other agency)	-	-	-	1	1	1	-	1	-	-	-	1	5
Service Retirement	2	1	1	2	-	1	-	3	2	3	-	1	16
Termination	-	-	-	-	-	1	-	-	-	-	-	-	1
Release from Probation during Field Training	-	1	1	-	-	-	-	-	-	-	-	-	2
Grand Total	2	6	3	7	4	4	2	6	4	10	1	6	55

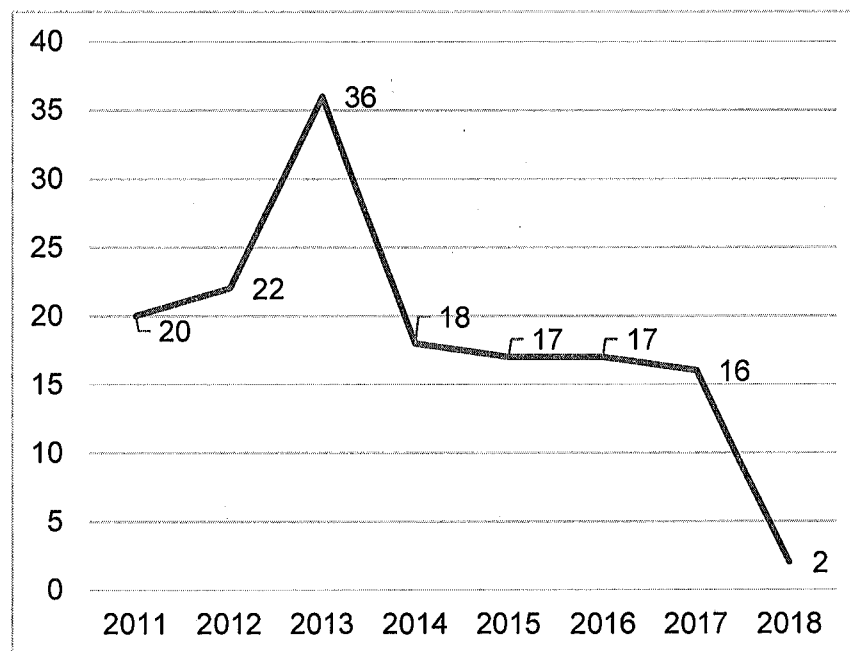
Table 10: Sworn Attrition Analysis May 1, 2017 through April 30, 2018

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	47.0	12
Resignation (not during Field Training)	32.5	12
Resignation (during Field Training)	32.8	7
Resignation - Other Agency	32.9	5
Service Retirement	53.0	16
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 in 2013, 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 March 31, 2018.



Tables 11, 12 and 13, 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 11: Current Recruitment – Outreach and Media Activity

Date	Event	Location	Attendees	Inquiries: # And Type
7 Apr 2018	Practice PAT	Merritt College Campus 12500 Canyon Oaks Drive Oakland, CA 94619	14	14 POT
9 Apr 2018	Barbershop Forum	West Oakland Youth Center 3233 Market St. Oakland, CA 94608	75	6 POT 1 Cadet
11 Apr 2018	Career Fair	Holy Names College 3500 Mountain Blvd. Oakland, CA 94619	220	44 POT 3 Cadets
13 Apr 2018	Law Enforcement Career Fair	Chabot Junior College 25555 Hesperian Blvd. Hayward, CA 94545	230	6 POT 35 Cadet 21 Explorer
19 Apr 2018	Career Fair	McClellan Conference Center 5411 Luce Ave. McClellan Park, CA 95652	300	19 POT
20 Apr 2018	Career Fair	Merritt Junior College 12500 Canyon Oaks Drive Oakland, CA 94619	100	16 POT 7 Cadet 0 Explorer
24 Apr 2018	Career Fair	Laney Junior College 900 Fallon St. Oakland, CA 94607	250	23 POT 11 Cadet 0 Explorer
27 Apr 2018	Career Fair	Travis Air Force Base 400 Winward Drive Travis AFB, CA 94535	200	17 POT
28 Apr 2018	Physical Training (PT) Workshop	PAB 455 7 th St. Oakland, CA 94607	55	55 POT 0 Cadet 0 Explorer

Table 12: OPD Recruitment Data – 178th Academy

Police Hiring Steps: 178th 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%
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 13: OPD Recruitment Data – 179th Academy

Police Hiring Steps: 179th 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	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

Table 14 below provides information on OPD's authorized sworn permanent staffing. Table 15 shows professional staff vacancies and the status of work being done to fill those vacancies.

Table 14: Authorized Sworn Permanent Assignments within OPD

	Chief	Asst. Chief	Deputy Chief	Capt.	Lieut.	Sgt.	Officer	Sum
Office of the Chief	1	1				1		3
Public Information Office							2	2
Internal Affairs Division				1	2	12	5	20
Office of the Inspector General					1		1	2
Intelligence Unit						1	7	8
Training Division				1	1	3	18	23
Ceasefire				1	2	7	32	42
Recruiting and Background Unit						1	8	9
Policy & Publication							1	1
Bureau of Field Ops: Administration			2			1		3
Patrol Area 1				1	3	18	92	114
Patrol Area 2				1	3	14	63	81
Patrol Area 3				1	3	14	70	88
Patrol Area 4				1	3	15	87	106
Patrol Area 5				1	3	18	89	111
Support Operations Division				1	1	1	14	17
Traffic Section					1	4	26	31
ABAT/Homeless/CIT						2	9	11
Bureau of Services: Administration			1					1
Information Technology							3	3
Bureau of Investigations			1	1				2
Criminal Investigations Division (CID): Special Victims Section					1	6	39	46
CID: Homicide Section					1	5	10	16
CID: General Misdemeanor Crimes/ Task Forces & Felony Assault Section					1	4	27	32
CID: Robbery, Burglary, Section					1	1	15	17
Evidence Technician Unit						1	4	5
Total Sworn	1	1	4	10	27	129	622	794

Table 15: Professional Staff Vacancies in OPD

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM* for Hiring	Status
Account Clerk II	1	4	2/15/18	OPD – Two (2) candidates in background.
Account Clerk III	1	1	10/2/17	OPD – Candidate to begin work on 07 May 18.
Accountant II	1	2	3/16/16	DHRM - Pending job posting. Job specification revision. Meet and confer with union in June 2017. Union is currently backlogged 20 specifications due to union negotiations. OPD will fill with an Exempt Limited Duration Employee (ELDE) until specification is revised. ELDE paperwork to DHRM on 20 Apr 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 DHRM when to begin recruitment.
Criminalist I (Grant Funded)	1	1	8/23/17	OPD – Candidate assigned to background investigator on 30 Mar 18.
Criminalist II	1	14	4/30/18	OPD – Waiting for hiring manger to complete selective certification form.
Criminalist III	1	5	7/7/17	DHRM – Selective certification. Waiting for analyst to be assigned.
Crossing Guard (PPT)	1	2	Various	DHRM – Waiting for analyst to be assigned.
Crossing Guard (PT)	1.5	17	Various	DHRM – Waiting for analyst to be assigned.
Intake Technician (1 Spanish Speaking)	1	4	1/21/16	DHRM – Waiting for analyst to be assigned.
Office Assistant I – Personnel	1	1	12/21/16	DHRM – Classification does not fit job duties. Need to secure funds to reclassify this position to courier position. DHRM has sent request to the classification unit. The revision of job spec was completed mid October 2017. The proposed new spec needs to be submitted to Local 1021. However, there is a backlog of specifications.

* Department of Human Resource Management

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Table 15: Professional Staff Vacancies in OPD, continued

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM for Hiring	Status
Police Cadet – private funding/grant funding	6.5	12	Various	OPD/DHRM – Eleven (11) candidates in background. One (1) waiting for medical appointment results. Appointment was scheduled for 26 Feb 18. Six (6) waiting for scheduling of processing appointment. One (1) assigned to an investigator. One (1) processing appointment was scheduled for 17 Apr 18. Two (2) waiting to be assigned to background investigator. One ready for hire, but currently attending school in Las Vegas.
Police Cadet – General Funding	2.5	9	Various	OPD/DHRM – See above for Police Cadet – private funding/grant funding.
Police Communications Dispatcher	11	63	Various	DHRM/OPD – Requested additional names from DHRM on 27 Apr 18 and received eleven (11). Forwarded eligible list and copies of application to hiring manager on 18 Apr 18. Sixteen (16) candidates in background. One (1) waiting for signature. Fifteen (15) waiting to schedule processing appointments. Two (2) candidates started on 07 May 18. The job announcement is open continuously. Total of 12 candidates are now on eligible list.
Police Communications Dispatcher, Senior	4	4	Not Assigned	DHRM – Specification to union on 15 Mar 18 and waiting for union response.
Police Communications Operator	6	11	Not Assigned	OPD – Add/delete will be processed to convert these positions to Police Communications Dispatcher once the moratorium is lifted.
Police Communications Supervisor	2	8	Not Assigned	DHRM – Pending approval of recruitment requisition.

Table 15: Professional Staff Vacancies in OPD, continued

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM for Hiring	Status
Police Program and Audit Supervisor (PAS Unit)	1	2	1/20/17	OPD – Justification for the add/delete with Personnel Manager for revision.
Police Property Specialist	1	5	9/17/15	DHRM – Waiting for analyst to be assigned.
Police Records Specialist (One position selective cert. Chinese)	7	53	Various	OPD/DHRM – Eligible list exhausted. Waiting for approval of recruitment requisition.
Police Records Specialist (18 Months Duration)	1	1	Various	DHRM – New recruitment requested on 08 Mar 18.
Police Services Technician II	7	58	Not Assigned	DHRM – Waiting for analyst to be assigned. FEHA hold placed on one position effective 01 Mar 18.
Project Manger	1	1	N/A	Waiting for Analyst to be assigned.
Student Trainee	.50	.50	N/A	OPD – Direct Appointment. Hiring manager drafted recruitment flyer. Waiting for OPD analyst to gain approval from DHRM.

Tables 16 and 17 provide additional detail on beats by area and patrol data.

Table 16: 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 17: Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol: 257	1st Watch 15 2nd Watch 18 Late Tac 6 3rd Watch 19 Total 58	1st Watch 16 2nd Watch 15 3rd Watch 14 Total 45	1st Watch 14 2nd Watch 16 3rd Watch 14 Total 44	1st Watch 17 2nd Watch 15 3rd Watch 16 Total 48	1st Watch 16 Early Tac 8 2nd Watch 16 Late Tac 7 3rd Watch 15 Total 62
Number of officers assigned to evening shifts	43	29	30	31	38
Number of officers assigned to CRO* / CRT**	CRO 7 CRT 6	CRO 7 CRT 7	CRO 8 CRT 6	CRO 6 CRT 6	CRO 7 CRT 7
# of open beats not filled by overtime in April	1st Watch: 2 2nd Watch: 3 3rd Watch: 1	1st Watch: 3 2nd Watch: 2 3rd Watch: 3	1st Watch: 7 2nd Watch: 5 3rd Watch: 1	1st Watch: 2 2nd Watch: 2 3rd Watch: 0	1st Watch: 8 2nd Watch: 3 3rd Watch: 1

*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 residency 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 obtain 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.

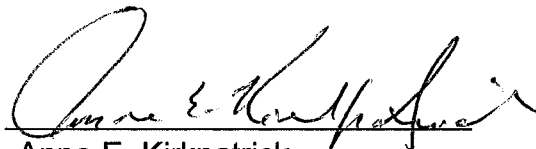
Social Equity: This report provides valuable information to the residents and visitors of Oakland regarding OPD personnel. The Oakland Police Department strives to increase the diversity of its workforce.

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 April 30, 2018.

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

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