

## Agenda Report

TO: FRED BLACKWELL CITY ADMINISTRATOR

FROM: Sean Whent
Interim Chief of Police
SUBJECT: Monthly Police Staffing Report DATE: March 10, 2014


## RECOMMENDATION

Staff recommends acceptance of this informational report from the Oakland Police Department (OPD) on recruiting and sworn staffing levels as of February 28, 2014.

## EXECUTIVE SUMMARY

As requested by the Public Safety Committee, the following information reflects OPD's sworn staffing levels through February 28, 2014.

## ANALYSIS

Sworn staffing levels remain at historically low levels, as Figure 1 illustrates.

- As of February 28, 2014 sworn staffing is at 615 officers.
- The $168^{\text {th }}$ Police Academy started on September 30, 2013 with 57 police officer trainees (POTs). Currently, 54 POTs are scheduled to graduate on April 4, 2014.
- The third Post-Academy Graduate Transitional Course was completed on January 31, 2014 with 4 graduates.
- The $169^{\text {th }}$ Police Academy started December 30, 2013 with 55 POTs. Currently, 49 POTs are scheduled to graduate on July 3, 2014.

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Figure 1. Sworn Staffing Levels, 2000 to 2014
Per the Fiscal Years (FY) 2013-2015 police budget, OPD's FY13-14 authorized sworn strength is 665 officers. Ten additional officers were added to the authorized sworn strength with the inclusion of 2013 Community Oriented Policing Services (COPS) Hiring Grant, bringing the total authorized strength to 675 . In FY13-14, this total included 24 COPS officers and approximately 63 officers associated with Measure Y.

Special emphasis has been placed on attracting and hiring Oakland residents. Currently, 49 sworn members and 10 POTs are Oakland residents. Figure 2 (page 3) 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.

Tables 1 through 11 show historical, current, and projected staffing data as detailed below:

- Table 1 shows the attrition rate of City of Oakland residents in the testing and hiring process.
- Table 2 shows current recruitment strategies.
- Table 3 shows how staffing is funded for sworn and civilian positions for FY 13-14.

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Figure 2. Residency of Sworn Staffing

- Table 4 shows the current status of budget authorized positions for sworn and non-sworn: over 110 budgeted authorized positions are vacant.
- Table 5 shows sworn staffing by year from FY10-11 through FY15-16.
- Table 6 shows sworn attrition data from September 2012 through February 2014. Attrition analysis for February 2014 shows that two long-term medical leave officers ( $40+$ years old with more than 15 years of service) were disability retired; two officers resigned (one to the San Francisco Police Department and one undecided but not Oakland); four officers were released on probation with less than one year of service for failing training; and one officer took a service retirement with 32 years of service.
- Table 7 provides demographic information for past five academies (the $166^{\text {th }}, 167^{\text {th }}$, $168^{\text {th }}, 169^{\text {th }}$, and one lateral academy). This information, which has been requested by the Public Safety Committee, includes gender, other languages spoken, and whether the trainee is an Oakland resident.
- Tables 8(a) and (b) provide recruitment information regarding each phase of the hiring process for the $166^{\text {th }}, 167^{\text {th }}, 168^{\text {th }}$, and $169^{\text {th }}$ academies and the two lateral academies. The numbers are broken down to show how many applications were received and how many applicants attended and moved on to the next phase. This information has been requested by the Public Safety Committee.
- Table 9 shows patrol data for the five areas. It provides the number of officers assigned to each police area in Patrol, as well as how they are divided into the three different shifts.

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- Table 10 provides field training data for the 167 th academy. It provides the number of officers that are currently in Field Training. The $168^{\text {th }}$ academy will graduate from the academy on April 4. 2014 and then begin their Field Training program.
- Table 11 has detailed information on 50.85 civilian vacancies (as of 28 February 2014). It is a vacancy report for civilian positions in the OPD. The chart indicates the position that is open, the number of vacancies, the number of authorized positions, and where OPD is in the hiring process for each position.

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

| Police Hiring Steps - Oakland <br> Residents | $\mathbf{1 6 6 t h}$ | $\mathbf{1 6 7 t h}$ | $\mathbf{1 6 8}^{\text {th } \boldsymbol{t h}}$ | $\mathbf{1 6 9 t h}$ |
| :--- | :---: | :---: | :---: | :---: |
| Applications Received | $\mathbf{2 8 2}$ | 186 | 415 | 271 |
| Invited to Written | $\mathbf{2 5 4}$ | 165 | 151 | 138 |
| Attended Written | 155 | 112 | 133 | 123 |
| Invited to Physical Ability | 85 | 59 | 371 | 262 |
| Attended Physical Ability | 77 | 44 | 168 | 145 |
| Invited to Oral Interview | 72 | 42 | 79 | 76 |
| Attended Oral Interview | 63 | 39 | 66 | 59 |
| Eligibility List | 48 | 19 | 40 | 35 |
| Invited to Academy | 7 | 6 | 6 | 3 |
| Academy Graduation | 3 | 3 | TBD | TBD |

*Note Starting with the $168^{\text {bh }}$ Academy, the physical ability test was done before the written test
Table 2. Current Recruitment Strategies - Outreach/Media Activity.
Contınue on-going relatıonships with Oakland/local pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events Finalized schedule of quarterly events starting in March 2014 with community events.
Continue attending on-going recruiting events.
Continue on-going relatıonships with professional associatıons/organizations (PAOs) that provide services to nonEnglish speaking community members, including Asıan/Latıno PAOs

Continue hosting informational workshops at Oakland/local high schools.
Continue attending military job fairs and local Reserve Officer Traıning Corps (ROTC) programs.
Contınue ensuring Oakiand/local media (newspaper, internet, press organizations/associations) outreach and advertisement, including outreach to pre-selected language specification audiences by way of EI Mundo, Univision, Sing Tao, Unity Council, etc.

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Launched Advertising Campaign with Ciear Channel (K101 & KMEL FM)
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Created Recruiting \& Background Unit social media account (Twitter) at https;//twitter.com/OPDJobs
Establish on-going relationships with athletic directors of Oakland/local universities/colleges/high schools.

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Table 2. Current Recruitment Strategies, continued.

Establish on-going relatıonshıps with crımınal justice and social science dırectors of Oakland/local universities/college/high schools.

Established career events/fairs with local faith-based communities to increase awareness and Oakland residents' participation

Updated the recruitment website at opdjobs.com
Revamp the current recruitment and hirıng process and contınuously look for ways to make process improvements.
Revamp the oral board interview workshop
Launch a targeted e-mall campaign to reach local residents
Table 3. Staff Funding, FY13-14.

Pólice Services Agency Staff Funding, FY13-14

| Funding for Sworn Positions | Sum of FTE |  | Funding for Civilian Positions | Sum of FTE |
| :--- | :---: | :--- | :--- | :---: |
| General Fund. General Purpose | 574 |  | General Fund General Purpose | 39570 |
| Alameda County Vehıcle Abatement | 1 |  | Grant Funded | 34.65 |
| Measure Y | 63 |  | Grand Total | 43035 |
| Traffic Safety Fund | 2 |  | Funding for Civilian Positions | Sum of FTE |
| COPS (ARRA) | 25 |  | General Fund: General Purpose | 39570 |
| COPS 2013 | 10 |  |  |  |
| Grand Total | 675 |  |  |  |

Table 4. Budget Authorized Positions.

| Position | Budget Authorized <br> Positions | Authorized | Filled | $+\boldsymbol{+}$ |
| :--- | :--- | :--- | :--- | :--- |
| Sworn | Chief of Police | 1 | 0 | -1 |
|  | Assistant Chief | 1 | -1 |  |
|  | Deputy Chief | 3 | 2 | -1 |
|  | Captain | 10 | 12 | 2 |
|  | Lieutenant | 27 | 27 | 0 |
|  | Sergeants | 124 | 124 | 0 |
|  | Polıce Officers | 509 | 450 | -59 |
|  | Total Sworn | 675 | 615 | -60 |
| Non-Sworn | Full-tıme and Part-tıme | 43035 | 379.50 | -5085 |
|  | Positions |  |  |  |
| Total Personnel |  | $1,105.35$ | 994500 | -110.85 |

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


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Table 6. Sworn Attrition Data, $9 / 1 / 12$ - 2/28/14 (18-month average is $5.44 \%$ ).

| Reason | Sep | Oct | Nov | Dec |  | Feb | Mar | Apr | May |  | Jul ' | Aug | Sep | Oct |  |  | Jan | Feb | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 4 | 1 |  | 3 | 2 | 1 | 1 | 3 | 4 | 2 | 2 | 5 | 5 |  | 4 | 6 | +11 | 2 | 46 |
| Resignation |  |  | 1 |  | 3 |  |  |  |  |  |  | 1 |  |  |  |  | 1 | 2 | 8 |
| Resignătön Other Agency | 1 | 2 | 1 |  |  |  |  | 5 |  |  | 5 |  | 1. |  | 1 | 2 |  |  | 18 |
| Service Retirement |  |  | 2 | 2 | 2 | 1 | 1 |  |  |  |  | 2 | 1. | 2 |  | 3 |  | 1 | 17 |
| Termiñảtión ${ }^{\text {a }}$ |  |  |  |  |  |  |  |  | 1 |  |  | 1 |  |  |  | 1 |  | 4 | 7 |
| Deceased |  |  |  |  |  |  |  |  | 1 |  | 1 |  |  |  |  |  |  |  | 2 |
| Gränd ${ }^{\text {a }}$ otal | 5 | 3 | 4 | 5 | 7 | 2 | 2 | 8 | 6 | 2 | 8] | 9 | 7 | 2 | -5 | 12 | 2 | 9 | 98 |

Table 7. Demographic Information on Academies.

| Class | Starting Date | Starting Number | Gender | Oakland Residency | Language | Ending Number |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 166th Academy | 17 Sep 12 | 53 | 15 Females 42 Males | 7 | 8 Cantonese/Mandarın 4 Spanısh | 39 |
| 167th <br> Academy | 25 Mar 13 | 51 | 7 Females 44 Males | 6 | 5 Cantonese/Mandarın 12 Spanısh | 36 |
| 168th <br> Academy | 30 Sep 13 | 57 | 8 Females 49 Males | 6 | 0 Cantonese/Mandarın 19 Spanish | Pendıng |
| Lateral Academy | 9 Dec 13 | 4 | 4 Males | 0 | 0 Cantonese/Mandarin 1 Spanısh | 4 |
| $169^{\text {th }}$ <br> Academy | 30 Dec 13 | 55 | 8 Females <br> 47 Males | 3 | 0 Cantonese/Mandarın 13 Spanish | Pending |

Table 8(a). OPD Recruitment Data, 166th - 169th Academies.

| Police Hiring Steps - 166th Academy | Step Date | Total | $\%$ of <br> Total | \% Not <br> Advanced | \# of Oakland Residents | \% of General Total Oakland Residents | \% of Oakland Residents Not Advanced |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Applications Recerved | $\begin{aligned} & \hline 2 / 8 / 2012- \\ & 3 / 5 / 2012 \\ & \hline \end{aligned}$ | 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 | $\begin{gathered} 4 / 23- \\ 4 / 26 / 2012 \\ \hline \end{gathered}$ | 578 | 25\% | -75\% | 63 | 3\% | -78\% |
| Referred to OPD on eligibility tist | 5/18/2012 | 409 | 18\% | -82\% | 48 | 2\% | -83\% |
| Invited to Academy | 9/17/2012 | 55 | 2\% | -98\% | 7 | 030\% | -98\% |
| Academy Graduation | 3/20/2013 | 39 | 2\% | -98\% | 3 | 0.15\% | -99\% |

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

| Police Hiring Steps - 167th Academy | Step Date | Total | $\%$ of Total | \% Not Advanced | \# of Oakland Residents | \% of General Total Oakland Residents | \% of Oakland Residents Not <br> Advanced |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Applications Received | $\begin{aligned} & \hline 5 / 29 / 2012- \\ & 6 / 11 / 2012 \\ & \hline \end{aligned}$ | 1805 | 100\% | -0\% | 186 | 10\% | 0\% |
| Invited to Written | 6/14/2012 | 1636 | 91\% | -9\% | 165 | 9\% | -11\% |
| Attended Written | $\begin{gathered} 6 / 30 / 2012- \\ 7 / 3 / 2012 \\ \hline \end{gathered}$ | 1011 | 56\% | -44\% | 112 | 6\% | -40\% |
| Invited to Physical Ability | 7/17/2012 | 710 | 39\% | -61\% | 59 | $3 \%$ | -68\% |
| Attended Physical Ability | 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 | $036 \%$ | -97\% |
| Academy Graduation | 9/20/2013 | 36 | 2\% | -98\% | 3 | 0.16\% | -98\% |
| Police Hiring Steps - 168th Academy | Step Date | Total | $\%$ of Total | \% Not Advanced | \# of Oakland Residents | \% of General Total Oakland Residents | \% of Oakland Residents Not Advanced |
| Applications Received | $6 / 25 / 2012-$ <br> $11 / 16 / 2012 \&$ <br> $2 / 4-15 / 2013$ | 3824 | 100\% | -0\% | 415 | 11\% | 0\% |
| Invited to Physical Ability | $\begin{array}{r} 12 / 21 / 2012 \\ \& 2 / 25 / 2013 \\ \hline \end{array}$ | 3760 | 98\% | -2\% | 371 | 10\% | -11\% |
| Attended Physical Ability | $\begin{gathered} 1 / 3-5 / 2013 \& \\ 3 / 2 / 2013 \end{gathered}$ | 1347 | 35\% | -65\% | 168 | 4\% | -60\% |
| Invited to Written | $\begin{gathered} \hline 1 / 11 / 2013 \& \\ 3 / 22 / 2013 \end{gathered}$ | 1275 | 33\% | -67\% | 151 | 4\% | -64\% |
| Attended Written | $\begin{gathered} \hline 1 / 19 / 2013 \& \\ 3 / 25 / 2013 \\ \hline \end{gathered}$ | 1043 | 27\% | -73\% | 133 | 4\% | -68\% |
| Invited to Oral Interview | $\begin{aligned} & 2 / 6 / 2013 \& \\ & 4 / 23 / 2013 \end{aligned}$ | 830 | 22\% | -78\% | 79 | 2\% | -81\% |
| Attended Oral Interview | $\begin{array}{\|l\|} \hline 2 / 19-21 / 2013 \\ \& 5 / 6-7 / 2013 \\ \hline \end{array}$ | 681 | 18\% | -82\% | 66 | 2\% | -84\% |
| Referred to OPD on eligibility thst | $\begin{array}{c\|} \hline 3 / 29 / 2013 \& \\ 6 / 17 / 2013 \\ \hline \end{array}$ | 450 | 12\% | -88\% | 40 | 1\% | -90\% |
| Invited to Academy | 9/30/2013 | 57 | 1\% | -99\% | 6 | 0.11\% | -99\% |
| Academy Graduation | 4/4/2014 | TBD | TBD | TBD | TBD | TBD | TBD |

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

| Police Hiring Steps - 168th | Step Date | Total | $\%$ of <br> Total | \% Not <br> Advanced | \# of <br> Oakland <br> Residents | General <br> Total <br> Oakland <br> Residents | \% of <br> Oakland <br> Residents <br> Not <br> Advanced |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Applications Received | $6 / 25 / 2012-$ <br> $11 / 16 / 2012 \&$ <br> $2 / 4-15 / 2013$ | 3824 | $100 \%$ | $-0 \%$ | 415 | $11 \%$ | $0 \%$ |

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Table 8(b). OPD Recruitment Data, Lateral Academies.

| Police Hiring Steps - Lateral Academy | Step Date | Total | F of Oakland Residents | $\%$ of Total | \% Not <br> Advanced |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Applications Received | $\begin{aligned} & \hline 9 / 16 / 13- \\ & 10 / 12 / 13 \end{aligned}$ | 81 | 2 | 100\% | -63\% |
| Invited to Physical Ability | 10/19/13 | 30 | 2 | 37\% | 0\% |
| Invited to Oral Interview | 10/19/13 | 30 | 2 | 37\% | 10\% |
| Referred to OPD on eligibulty hast | 10/22/13 | 27 | 2 | 33\% | 85\% |
| Invited to Academy | 12/9/13 | 4 | 0 | 5\% | 0\% |
| Academy Graduation | 1/31/2014 | 4 | 0 | 0\% | 0\% |
| Police Hiring Steps - Lateral Academy | Step Date | Total | \# of Oakland Resident | \% of Total | \% Not <br> Advanced |
| Applications Received | $\begin{aligned} & \hline 10 / 21 / 13- \\ & 11 / 06 / 13 \\ & \hline \end{aligned}$ | 69 | 9 | 100\% | -63\% |
| Invited to Physical Ability | $\begin{gathered} 11 / 16 / 13 \text { b } \& \\ 12 / 7 / 13 \\ \hline \end{gathered}$ | 33 | 2 | 48\%\% | 52\% |
| Invited to Oral Interview | 12/10/13 | 17 | 2 | 52\% | 48\% |
| Referred to OPD on eligıbility list | 12/23/13 | 11 | 2 | 65\% | 35\% |
| Invited to Academy | TBD | TBD | TBD | TBD | TBD |
| Academy Graduation | TBD | TBD | TBD | TBD | TBD |

Table 9. Patrol Data.

|  | Area 1 | Area 2 | Area 3 | Area 4 | Area 5 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Number of <br> officers <br> assigned to <br> patrol 214 | 1st Watch 15 <br> 2nd Watch 16 <br> 3rd Watch 14 <br> Total 45 | 1st Watch 14 <br> 2nd Watch 15 <br> 3rd Watch 14 <br> Total 43 | 1st Watch 14 <br> 2nd Watch 18 <br> 3rd Watch 16 <br> Total 48 | 1st Watch 16 <br> 2nd Watch 15 <br> 3rd Watch 16 <br> Total 47 | 1st Watch 13 <br> 2nd Watch 16 <br> 3rd Watch 16 <br> Total 45 |
| Number of <br> officers <br> assigned to <br> evening shifts | 30 | 29 | 34 | 31 |  |

Note Open beats are covered on overtume.
Table 10. Field Training Data, 167th Academy.

| In Field Training (FTO) | Entered <br> FTO | Completed <br> FTO |
| :--- | :---: | :---: |
| 167th Academy | 35 | 28 |
| Lateral Academy | 4 | Pending |

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Table 11. Status of the Approximately 50.85 Civilian Vacancies in OPD (as of 28 February 2014).

| Job Classification | \# Vacancies | \# Authorized | Status |
| :---: | :---: | :---: | :---: |
| Police Dispatchers/Operators | 7 | 74 | - The Dept. of Human Resources Management (DHRM) has intiated recrutment for police communications dispatchers and operators with a tentative promulgation of Eligibility List by April 2014 |
| Police Services Tech II 20 added in January 2013 | 3 | 59 | - 2 pending hirıng approval and recruitment request made to DHRM |
| Crime Lab <br> Crimınalist II* 5 new <br> Criminalist III * 2 new <br> Latent Print Examiner II | $2$ | $\begin{aligned} & 18 \\ & 5 \\ & 4 \end{aligned}$ | - 1 Pending background and 1 pending hirıng manager <br> - Pending exam plan with hiring manager <br> - Job posting extended thru 28 Feb 14 due to low applicant pool |
| Personnel Payroll Clerk II | 1 | 1 | - Pending exam plan |
| Police Evidence Tech | 5 | 18 | - 3 start date March 24, 2014 <br> - 2 vacancies pending hiring manager interviews |
| Police Records Specialist | 10 | 54 | - Job Posting closed on 7 Feb 14 and written assessment scheduled for March 18 ., |
| Animal Control Officer <br> Vet Tech <br> Volunteer Program Specialist <br> Veterınarıan | $\begin{aligned} & 3.5 \\ & 1 \\ & 1 \\ & 1 \end{aligned}$ | $\begin{aligned} & 11 \\ & 2 \\ & 1 \\ & 1 \end{aligned}$ | - 2 pending background and HR Analyst to conduct recrultment <br> - DHRM in preparing eligibility list <br> - DHRM completed Oral Boards, pending list. <br> - Job posting closes March 17 |
| Intake Technicians | 4 | 5 | - 2 pending backgrounds <br> - 1 Spanish Selective Certfication pending recruitment due to exhaustion of list |
| Parkıng Control Technician | 1.85 | 3295 | - Pending hiring manager interview |
| Police Services Manager I | 1 | 5 | - Fiscal Services - pending hiring manager interviews |
| Police Cadet | . 5 | 9 | - Recruitment on hold. 15 pending hirng interviews and backgrounds. Testing analysis in progress |
| Account Clerk II | 1 | 4 | - DHRM in preparing eligibility list |
| Grant Coordinator | 1 | 1 | - Job will be posted Mar 17 - Apr 4, 2014 |
| Neighborhood Services Coordınator | 1 | 10 | - DHRM preparing eligibility list |

## PUBLIC OUTREACH/INTEREST

The Department continues to actively recruit candidates for the positions of police officer trainee and lateral/post-academy graduate police officer.

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Recruitment efforts are focusing on selective language candidates throughout the testing and selection process and working with community leaders and local schools and colleges to increase awareness in the community. However, as Table 1 shows, the attrition rate for applicants living in Oakland through the testing and hiring process is greatly reduced at each phase of the testing cycle.

## Recruiting Strategies

A detailed outline of Recruiting \& Background Unit recruitment strategies is presented in Table 2. Current recruitment efferts target diverse, qualified candidates with an emphasis on Oakland residency and Equal Access Ordinance standards.

In addition to the strategies outlined in Table 2, staff is hosting quarterly 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 compunity organizations, planning hiring workshops to be held at various community organization offices throughout the City.

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

- Marine Corps Recruit Depot - "Career and Education Fair" (W. Rae) (231 Attendees)
- Area 1 Town Hall Meeting/Public Safety (McClymonds High School (150 Attendees)
- Eastmont New Hire Job Fair (30 Attendees)


## COORDINATION

The Department continues to work with the Department of Human Resources Management to complete the necessary steps associated with completing an academy. The City Attorncy's Office and the Budget Office were consulted in preparation of this report.

## COST SUMMARY/IMPLICATIONS

There are no fiscal impacts associated with this informational report.

## 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.

Item:

For questions concerning the contents of this report, please contact Danielle M. Outlaw, Deputy Chief of the Bureau of Risk Management, at 510-238-6093.


Prepared by'
Danielle M Outlaw
Interım Deputy Chief of Police
Oakland Police Department

Item:

