

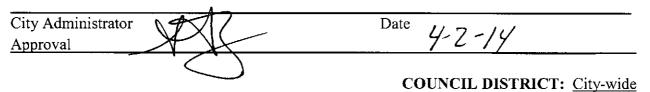
Agenda Report

TO: FRED BLACKWELL CITY ADMINISTRATOR

SUBJECT: Monthly Police Staffing Report

FROM: Sean Whent Interim Chief of Police

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 168th 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 169th Police Academy started December 30, 2013 with 55 POTs. Currently, 49 POTs are scheduled to graduate on July 3, 2014.

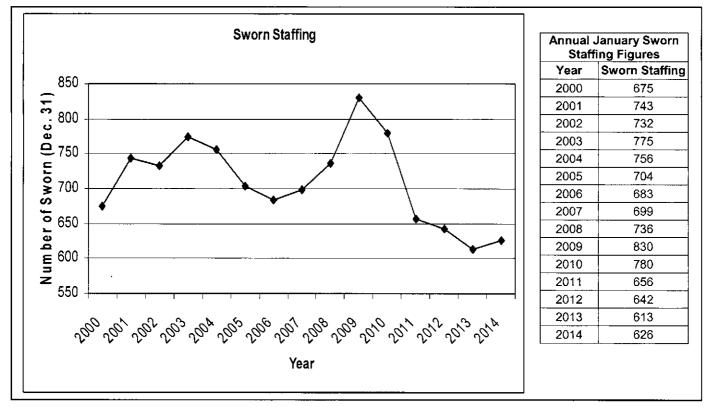


Figure 1. Sworn Staffing Levels, 2000 to 2014

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.

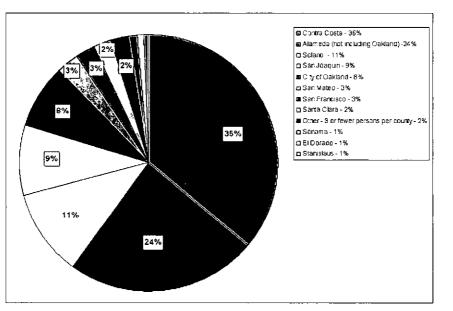


Figure 2. Residency of Sworn Staffing

- 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 166th, 167th, 168th, 169th, 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 166th, 167th, 168th, and 169th 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.

- Table 10 provides field training data for the 167th academy. It provides the number of officers that are currently in Field Training. The 168th 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.

Police Hiring Steps – Oakland Residents	166th	167th	168 th *	169th
Applications Received	282	186	415	271
Invited to Written	254	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

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

*Note Starting with the 168th Academy, the physical ability test was done before the written test

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

Continue on-going relationships with Oakland/local pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events Finalized schedule of quarterly events starting in March 2014 with community events.

Continue attending on-going recruiting events.

Continue on-going relationships with professional associations/organizations (PAOs) that provide services to non-English speaking community members, including Asian/Latino PAOs

Continue hosting informational workshops at Oakland/local high schools.

Continue attending military job fairs and local Reserve Officer Training Corps (ROTC) programs.

Continue ensuring Oakland/local media (newspaper, internet, press organizations/associations) outreach and advertisement, including outreach to pre-selected language specification audiences by way of *El Mundo*, *Univision*, *Sing Tao*, Unity Council, etc.

Launched Advertising Campaign with Ciear Channel (K101 & KMEL FM)

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.

Table 2. Current Recruitment Strategies, continued.

Establish on-going relationships with criminal justice and social science directors 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 hiring process and continuously look for ways to make process improvements.

Revamp the oral board interview workshop

Launch a targeted e-mail campaign to reach local residents

Table 3. Staff Funding, FY13 – 14.

Police 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	395 70					
Alameda County Vehicle Abatement	1	Grant Funded	34.65					
Measure Y	63	Grand Total	430 35					
Traffic Safety Fund	2	Funding for Civilian Positions	Sum of FTE					
COPS (ARRA)	25	General Fund: General Purpose	395 70					
COPS 2013	10							
Grand Total	675							

Table 4. Budget Authorized Positions.

Position	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	0	-1
	Assistant Chief	1	0	-1
	Deputy Chief	3	2	-1
	Captain	10	12	2
	Lieutenant	27	27	0
	Sergeants	124	124	0
	Police Officers	509	450	-59
	Total Sworn	675	615	-60
Non-Sworn	Full-time and Part-time positions	430 35	379.50	-50 85
Total Personnel		1,105.35	994 500	-110,85

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	Jul-10					Dec-10						Jun-11	FY Totals
Filled	775	687	684	679	673	670	660	653	662	657	647	641	(80) Layoffs
Layoffs	(80)	(7)	(9)	(7)	(4)	(42)	/ F \	(4)	(0)	(40)	(0)	(4)	(71) Attntion
Attrition	(6)	(7)	(3)	(7)	(4)	(12)	(5)	(1)	(6)	(10)	(6)	(4)	13 Hires
Hires	0	2	0	0	0	0	0	10	<u>1</u> 657	0	0	0	(138) Net Change
Ending Filled	689	682	681	672	669	658	655	662		647	641	637	
uthorized FTE	723	723	723	723	723	723	669	669	669	669	669	669	
Over/(Under)	(34)	(41)	(42)	(51)	(54)	(65)	(14)	(7)	(12)	(22)	(28)	(32)	
FY11-12						Dec-11-		Feb-12				Jun-12	FY Totals
Filled	637	632	655	653	547	645	643	65 1	6591	657	652	646	(45) Actuation
Attrition	(6)	(2)	(4)	(6)	(3)	(4)	(3)	-	(5)	(5)	(6)	(1)	53 Hires
Hires	1	25	2	0	1	2	11	8	3	. 0	0	0	8 Net Change
Ending Filled	632	655	653	647	645	643	651	659	657	652	646	645	
uthorized FTE	636	636	636	636	636	636	661	661	661	661	661	661	,
Over/(Under)	(4)	19	17	11	9	7	(10)	(2)	(4)	(9)	(15)	(16)	
2012-13 Begi	in Two A	cademi	es										
FY12-13	Jul-12	Aug-12	Sep-12 -			Dec-12 -		Feb . 13 -			May-13		FY Totals
Filled	645	643	636	631	ã∠8	627	620	613	611	618	64 t	633	(58) Attrition
Attntion	(3)	(9)	(5)	(3)	(3)	(7)	(7)	(2)	(2)	(7)	(8)	(2)	44 Hires
Hires	1	2	0	0	2	0	0	0	39	0	0	0	(14) Net Change
Ending Filled	643	636	631	628	627	620	613	611	648	641	633	631	
uthorized FTE	613	613	613	613	613	613	633	633	633	633	633	633	
Over/(Under)	30	23	18	15	14	7	(20)	(22)	15	8	0	(2)	
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Table 5. Sworn Staffing by Fiscal Year with Actual and Projected Attrition.

Reason	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
Disability Retirement	4	1		3	2	1	1	3	4	2	2	5	5		4	6	1	2	<u> </u>
Resignation		Τ	1		3							1					1	2	8
Resignation Other Agency	1	2	1					5			5		1		1	2			'18
Service Retirement		Τ	2	2	2	1	1					2	1	2		3		1	17
Termination		Γ							1			1				1		4	7
Deceased									1		1								2
Grand Total	5	3	4	5	7	2	2	8	6	2	8	9	Ż	2	5	12	2	9	98

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

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/Mandarin 4 Spanish	39
167th Academy	25 Mar 13	51	7 Females 44 Males	6	5 Cantonese/Mandarın 12 Spanısh	36
168th Academy	30 Sep 13	57	8 Females 49 Males	6	0 Cantonese/Mandarın 19 Spanish	Pending
Lateral Academy	9Dec13	4	4 Males	0	0 Cantonese/Mandarin 1 Spanısh	4
169 th Academy	30 Dec 13	55	8 Females 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 Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	2/8/2012- 3/5/2012	2301	100%	-0%	282	12%	0%
Invited to Written	3/9/2012	2165	94%	-6%	254	11%	-10%
Attended Written	3/21/2012	1098	48%	-52%	155	7%	-45%
Invited to Physical Ability	4/2/2012	752	33%	-67%	85	4%	-70%
Attended Physical Ability	4/10/2012	667	29%	-71%	77	3%	-73%
Invited to Oral Interview	4/13/2012	643	28%	-72%	72	3%	-74%
Attended Oral Interview	4/23- 4/26/2012	578	25%	-75%	63	3%	-78%
Referred to OPD on eligibility list	5/18/2012	409	18%	-82%	48	2%	-83%
Invited to Academy	9/17/2012	55	2%	-98%	7	0 30%	-98%
Academy Graduation	3/20/2013	39	2%	-98%	3	0.15%	-99%

Police Hiring Steps – 167th Academy	•	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	5/29/2012- 6/11/2012	1805	100%	-0%	186	10%	0%
Invited to Written	6/14/2012	1636	91%	-9%	165	9%	-11%
Attended Written	6/30/2012- 7/3/2012	1011	56%	-44%	112	6%	-40%
Invited to 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	0 36%	-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- 11/16/2012 & 2/4-15/2013	3824	100%	-0%	415	11%	0%
Invited to Physical Ability	12/21/2012 &2/25/2013	3760	98%	-2%	371	10%	-11%
Attended Physical Ability	1/3-5/2013 & 3/2/2013	1347	35%	-65%	168	4%	-60%
Invited to Written	1/11/2013 & 3/22/2013	1275	33%	-67%	151	4%	-64%
Attended Written	1/19/2013 & 3/25/2013	1043	27%	-73%	133	4%	-68%
Invited to Oral Interview	2/6/2013 & 4/23/2013	830	22%	-78%	79	2%	-81%
Attended Oral Interview	2/19-21/2013 & 5/6-7/2013	681	18%	-82%	66	2%	-84%
Referred to OPD on eligibility	3/29/2013 & 6/17/2013	450	12%	-88%	40	1%	-90%
Invited to Academy	9/30/2013	57	1%	-99%	6	0.11%	-99%
Academy Graduation	4/4/2014	TBD	TBD	TBD	TBD	TBD	TBD

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

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Table 8(a).	OPD	Recruitment	Data,	continued.
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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- 11/16/2012 & 2/4-15/2013	3824	100%	-0%	415	11%	0%
Invited to Physical Ability	12/21/2012 & 2/25/2013	3760	98%	-2%	371	′ 10%	-11% 1
Attended Physical Ability	1/3-5/2013 & 3/2/2013	1347	35%	-65%	168	4%	-60%
Invited to Written	1/11/2013 & 3/22/2013	1275	33%	-67%	151	4%	-64%
Attended Written	1/19/2013 & 3/25/2013	1043	27%	-73%	133	4%	-68%
Invited to Oral Interview	2/6/2013 & 4/23/2013	830	22%	-78%	79	2%	-81%
Attended Oral Interview	2/19-21/2013 & 5/6-7/2013	681	18%	-82%	66	2%	-84%
Referred to OPD on eligibility	3/29/2013 & 6/17/2013	450	12%	-88%	40	.1%	-90%
Invited to Academy	9/30/2013	57	1%	-99%	6	0.11%	-99%
Academy Graduation	4/4/2014	TBD	TBD	TBD	TBD	TBD	TBD
Police Hiring Steps – 169th Academy	, Step Date	Total	% of Total	% Not Advanced	# of Oakland Residents	% of General Total Oakland Residents	% of Oakland Residents Not Advanced
Applications Received	4/2-19/2013 & 6/3- 28/2013	2477	100%	-0%	271	11%	0%
Invited to Physical Ability	4/25/2013 & 6/29/2013	2413	97%	-3%	262	11%	-3%
Attended Physical Ability	5/4/2013 & 7/13/2013	1177	48%	-52%	145	6%	-46%
Invited to Written	5/30/2013 & 7/26/2013	1131	46%	-54%	138	6%	-49%
Attended Written	6/10/2013 & 8/5/2013	982	40%	-60%	123	5%	-55%
Invited to Oral Interview	6/28/2013 & 8/30/2013	736	30%	-70%	,76	3%	-72%
Attended Oral Interview	7/15-49/2013 & 9/12-	572	23%	-77%	59	2%	-78%
	13/2013						
Referred to OPD on eligibility	13/2013 8/14/2013 & 9/25/2013	382	15%	-85%	35	1%	-87%
. – – –	8/14/2013 &	382 56	15% 2%	-85% -98%	35 3	1% 0.19%	-87% -99%

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Police Hiring Steps – Lateral Academy	Step Date	Total	# of Oakland Residents	% of Total	% Not Advanced
Applications Received	9/16/13- 10/12/13	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 eligibility list	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 Residents	% of Total	% Not Advanced
Applications Received	10/21/13- 11/06/13	69	9	100%	-63%
Invited to Physical Ability	11/16/13 b& 12/7/13	33	2	48%%	52%
Invited to Oral Interview	12/10/13	17	2	52%	48%
Referred to OPD on eligibility list	12/23/13	11	2	65%	35%
Invited to Academy	TBD	TBD	TBD	TBD	TBD
Academy Graduation	TBD	TBD	TBD	TBD	TBD

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

Table 9. Patrol Data.

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol 214	1st Watch 15 2nd Watch 16 3rd Watch 14 Total 45	1st Watch 14 2nd Watch 15 3rd Watch 14 Total 43	1st Watch 14 2nd Watch 18 3rd Watch 16 Total 48	1st Watch 16 2nd Watch 15 3rd Watch 16 Total 47	1st Watch 13 2nd Watch 16 3rd Watch 16 Total 45
Number of officers assigned to evening shifts	30	29	34	31	32

Note Open beats are covered on overtime.

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Table 10. Field Training Data, 167th Academy.

In Field Training (FTO)	Entered FTO	Completed FTO
167th Academy	35	28
Lateral Academy	4	Pending

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 initiated recruitment 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 hiring approval and recruitment request made to DHRM
Crime Lab Criminalist II * 5 new Criminalist III * 2 new Latent Print Examiner II	5 2 1	18 5 4	 1 Pending background and 1 pending hiring manager Pending exam plan with hiring manager 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 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 Vet Tech	3.5	11	 2 pending background and HR Analyst to conduct recruitment
Verrech	1	2	 DHRM in preparing eligibility list
Volunteer Program Specialist	1	1	DHRM completed Oral Boards, pending list.
Veterinarian	1	1	Job posting closes March 17
Intake Technicians	4	5	 2 pending backgrounds 1 Spanish Selective Certification pending recruitment due to exhaustion of list
Parking Control Technician	1.85	32 95	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 hiring 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 Coordinator	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.

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 efforts 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 community 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 Attorney'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.

Fred Blackwell, City Administrator Subject: Monthly Staffing Report Date: March 10, 2014

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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.

Respectfully_submitted, SZ N WHENT Interim Chief of Police Oakland Police Department

Prepared by: Danielle M Outlaw Interim Deputy Chief of Police Oakland Police Department