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OAKLAND  
2013 JUL 11 PM 3:

# AGENDA REPORT

TO: DEANNA J. SANTANA  
CITY ADMINISTRATOR

FROM: Sean Whent  
Interim Chief of Police

SUBJECT: Monthly Police Staffing Report

DATE: June 18, 2013

City Administrator  
Approval

*Deanna Santana*

Date

*7/18/13*

COUNCIL DISTRICT: City-wide

## RECOMMENDATION

Staff recommends acceptance of this informational report from the Oakland Police Department (OPD) on recruiting and sworn staffing levels as of June 18, 2013.

## EXECUTIVE SUMMARY

As requested by the Public Safety Committee, the following information reflects the Department's sworn staffing levels through June 18, 2013.

## ANALYSIS

Sworn staffing levels are approaching historically low levels. The chart below shows sworn staffing levels since 2000.

As of June 18, 2013, sworn staffing is at 636 officers. The 167th Police Academy started on March 25, 2013 with 51 POTs.

OPD's authorized sworn strength, per the 2011-13 police budget is 613 officers. In FY12-13, this total included 24 COPS Hiring Grant officers and approximately 63 officers associated with Measure Y.

## PUBLIC OUTREACH/INTEREST

The Department continues to actively recruit candidates for the position of police officer trainee and lateral/post academy graduate police officer. Special emphasis has been placed on attracting and hiring Oakland residents and selective language candidates throughout the testing and selection process and by utilizing the community leaders and local schools and colleges to increase awareness in the community. The testing has started for the 168<sup>th</sup> Academy scheduled to begin on September 30, 2013.

Item: \_\_\_\_\_  
Public Safety Committee  
July 23, 2013

## Recruiting Strategies

A detailed outline of Recruiting & Background Unit recruitment strategies are listed in Table 1 below. Current recruitment efforts target diverse, qualified candidates with an emphasis on Oakland residency and Equal Access Ordinance standards.

**Table 1**

<b><u>Current Recruitment Strategies</u></b>
<b><u>Outreach/Media</u></b>
Continue on-going relationships with Oakland/Local Pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events. Continue attending on-going recruiting events.
Continue on-going relationships with professional Associations/Organizations that provide services to non-English speaking community members including Asian/Latino PO Associations
Continue hosting informational workshops at Oakland/Local High Schools
Continue attending military job fairs and local ROTC programs
Continue ensuring Oakland/Local media outreach such as newspaper, internet, press organizations/associations and any advertisement. Inclusive of pre-select language specification audience - El Mundo, Univision, Sing Tao, etc.
Establish on-going relationships with Athletic Directors of Oakland/Local Universities/Colleges/High Schools
Establish on-going relationships with Criminal Justice and Social Science Directors of Oakland/Local Universities/College/High Schools
Create a Recruiting & Background Unit FaceBook & Twitter account

In addition to the strategies outlined in Table 1 above, staff is hosting community partnership meetings in an effort to solicit feedback on current outreach strategies and encourage suggestions. Staff is also planning to create an on-line survey for academy graduates soliciting feedback on the recruiting and backgrounds process.

The Recruiting and Backgrounds staff attended or conducted the events listed below during the month of June 18, 2013. Most events listed are located in Oakland.

- Oakland Ice Center Event
- Selection Process Workshop
- Women in Policing and Law Enforcement Workshop
- Physical Ability Test Practice Workshop
- Castlemont High School Career Day
- Merritt College POST Exam Workshop
- SRCJ Job & Internship Fair - Santa Rosa Junior College Fair
- Recruit Military

- OPD Open House
- Merritt College Spring Career Fair
- Oakland Military Institute

**COORDINATION**

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

**Table 2 – Sworn Staffing by Year**

OPD Sworn Staffing - Two Academies Per Year													
Updated 5/31/13													
FY10-11	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	FY Totals
Filled	775	687	684	679	673	670	660	653	662	657	647	641	(80) Layoffs
Layoffs	(80)												(71) Attrition
Attrition	(6)	(7)	(3)	(7)	(4)	(12)	(5)	(1)	(6)	(10)	(6)	(4)	13 Hires
Hires	0	2	0	0	0	0	0	10	1	0	0	0	(138) Net Change
Ending Filled	689	682	681	672	669	658	655	662	657	647	641	637	
Authorized FTE	723	723	723	723	723	723	669	669	669	669	669	669	(5.92) Avg Monthly Attrition
Over/(Under)	(34)	(41)	(42)	(51)	(54)	(65)	(14)	(7)	(12)	(22)	(28)	(32)	
FY11-12	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	FY Totals
Filled	637	632	655	653	647	645	643	651	659	657	652	646	(45) Attrition
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	
Authorized FTE	636	636	636	636	636	636	661	661	661	661	661	661	(3.75) Avg Monthly Attrition
Over/(Under)	(4)	19	17	11	9	7	(10)	(2)	(4)	(9)	(15)	(16)	
FY 2012-13 Begin Two Academies													
FY12-13	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	FY Totals
Filled	645	643	636	631	628	626	621	615	613	650	642	636	(57) Attrition
Attrition	(3)	(9)	(5)	(3)	(4)	(5)	(6)	(2)	(2)	(2)	(6)	(4)	44 Hires
Hires	1	2	0	0	2	0	0	0	39	0	0	0	(13) Net Change
Ending Filled	643	636	631	628	626	621	615	613	650	642	636	632	
Authorized FTE	613	613	613	613	613	613	613	613	613	613	613	613	(4.82) Monthly Attrition Rate thru May
Over/(Under)	30	23	18	15	13	8	2	0	37	29	23	19	
			166th Academy						167th Academy				
FY 2013-14 - One Academy Budgeted (168th Academy included in baseline budget)													
FY13-14	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	FY Totals
Filled	632	628	624	660	656	652	648	644	640	676	672	668	(48) Attrition
Attrition	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	80 Hires
Hires	0	0	40	0	0	0	0	0	40	0	0	0	32 Net Change
Ending Filled	628	624	660	656	652	648	644	640	676	672	668	664	
			167th Academy		168th Academy								
FY 2014-15 - No Academies Budgeted													
FY14-15	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	FY Totals
Filled	664	660	656	692	688	684	680	676	672	708	704	700	(48) Attrition
Attrition	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	80 Hires
Hires	0	0	40	0	0	0	0	0	40	0	0	0	32 Net Change
Ending Filled	660	656	692	688	684	680	676	672	708	704	700	696	
			169th Academy		170th Academy								
FY 2015-16 - No Academies Budgeted													
FY15-16	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	FY Totals
Filled	696	692	688	684	680	676	672	668	664	660	656	652	(48) Attrition
Attrition	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	0 New Hires
Hires	0	0	0	0	0	0	0	0	0	0	0	0	(48) Net Change
Ending Filled	692	688	684	680	676	672	668	664	660	656	652	648	

**Table 3 - Sworn Attrition Data (6/1/12-5/31/13 - 12 month average is 4.50%)**

Reason	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Disability Retirement	4	1		3	2	1	1	3	4	19
Resignation			1		3					4
Resignation - Other Agency	1	2	1					5		9
Service Retirement			2	2	1	1	1	0	0	7
Termination									1	1
Deceased									1	1
<b>Grand Total</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>6</b>	<b>41</b>

**Table 4 - Demographic Information on Academies**

Class	Starting Date	Starting Number	Gender	Oakland Residency	Ethnicity	Language	Ending Number
166 <sup>th</sup> Academy	17 Sep 12	57	15 Fem/ 42 Males	7	15 Asian 8 Black 9 Hispanic 22 White 3 Other	8 Cantonese/ Mandarin 4 Spanish	39
167 <sup>th</sup> Academy	25 Mar 13	51	7 Fem/ 44 Males	6	12 Asian 6 Black 9 Hispanic 19 White 5 Other	5 Cantonese/ Mandarin 12 Spanish	

**Table 5 - OPD Recruitment Data**

Police Hiring Steps - 166 <sup>th</sup> Academy	Step Date	Total	% of Total	% Not Advanced
Applications Received	3/5/2012	2301	100%	-6%
Invited to Written	3/21/2012	2165	94%	-65%
Invited to Physical Agility	4/10/2012	752	33%	-72%
Invited to Oral Interview	4/26/2012	643	28%	-82%
Background & Character Review	5/18/2012	409	18%	-98%
Invited to Academy	9/17/2012	55	2%	2%
Academy Graduation	3/20/2013	39	2%	N/A

Police Hiring Steps - 167 <sup>th</sup> Academy	Step Date	Total	% of Total	% Not Advanced
Applications Received	6/11/2012	1805	100%	-9%
Invited to Written	7/3/2012	1636	91%	-57%

Invited to Physical Agility	7/28/2012	710	39%	-73%
Invited to Oral Interview	8/22/2012	494	27%	-87%
Background & Character Review	9/17/2012	231	13%	-97%
Invited to Academy	3/21/2013	51	3%	N/A
Academy Graduation	9/13/2013	N/A	N/A	N/A

Police Hiring Steps – 168 <sup>th</sup> Academy – Group 1	Step Date	Total	% of Total	% Not Advanced
Applications Received	11/16/2012	2741	100%	-2%
Invited to Physical Agility	1/3-5/2012	2696	98%	-70%
Invited to Written	1/19/2013	806	29%	-34%
Invited to Oral Interview	2/21/2013	529	19%	-43%
Background & Character Review	3/29/1013	297	11%	TBD
Invited to Academy	9/30/2013	TBD	TBD	TBD
Academy Graduation	3/28/2014	TBD	TBD	TBD

Police Hiring Steps – 168 <sup>th</sup> Academy – Group 2	Step Date	Total	% of Total	% Not Advanced
Applications Received	2/15/2013	1083	100%	-2%
Invited to Physical Agility	3/02/2013	1064	39%	-61%
Invited to Written	3/25/2013	419	91%	TBD
Invited to Oral Interview	5/6-7/2013	TBD	TBD	TBD
Background & Character Review	TBD	TBD	TBD	TBD
Invited to Academy	9/30/2013	TBD	TBD	TBD
Academy Graduation	3/28/2014	TBD	TBD	TBD

**Table 6 - PATROL DATA – June 17, 2013**

	<u>Assigned</u>	<u>Actual</u>
<u>Number of officers assigned to patrol</u>	<u>212</u>	<u>165</u>
<u>Number of officers assigned to evening shifts</u>	<u>1<sup>st</sup> Watch – 66</u> <u>*2<sup>nd</sup> Watch – 79</u> <u>3<sup>rd</sup> Watch – 67</u>	<u>1<sup>st</sup> Watch – 48</u> <u>*2<sup>nd</sup> Watch – 64</u> <u>3<sup>rd</sup> Watch – 53</u>
<u>Number of Watch Commanders assigned to patrol</u>	<u>8</u>	<u>8</u>

<u>Number of Sergeants assigned to patrol</u>	<u>37</u>	<u>37</u>
	<u>1<sup>st</sup> Watch – 11</u>	<u>1<sup>st</sup> Watch – 11</u>
	<u>2<sup>nd</sup> Watch – 13</u>	<u>2<sup>nd</sup> Watch – 13</u>
	<u>3<sup>rd</sup> Watch - 13</u>	<u>3<sup>rd</sup> Watch - 13</u>

\*The largest number of officers are assigned to 2<sup>nd</sup> watch that covers the evening shift.

**Table 7 – FIELD TRAINING DATA**

In Field Training (FTO)	Entered FTO	May 2013
166 <sup>th</sup> Academy	39	38

The attached table titled, “Oakland Police Department Sworn Staffing as of 5 Jun 13” illustrates where every sworn officer in the Police Department is deployed. The reasons that the number of patrol officers on the street can range from 20 to 60 at any given point in time are:

- A shift can be beefed up by overlap - with 10 hour shifts, there is some overlap. We try to schedule overlap for busiest times.
- It takes 3 officers to staff one 10-hour shift 365 days out of the year. It takes 195 officers to staff 30 ten-hour shifts 24 hours per day, 365 days out of the year. Due to staffing shortages, there are oftentimes fewer than 194 officers available to staff patrol.
- A shift can be depleted by injury - people off work or on light duty. That number can change from day to day.
- A shift can be disproportionately depleted by normal attrition, promotions, special assignments, etc. That number can change from day to day.
- Officers may not be available to backfill open shifts on overtime. That number can change from day to day.
- A 4/10 schedule (4 days a week, 10 hour shift) is not the most efficient - creates a need for more officers.

**COST SUMMARY/IMPLICATIONS**

There are no fiscal impacts associated with this informational report.

**SUSTAINABLE OPPORTUNITIES**

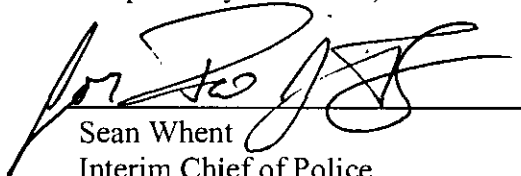
**Economic:** There are no economic opportunities associated with this report.

**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.

For questions concerning the contents of this report, please contact **Gilbert Garcia**, Deputy Director of the Bureau of Services, at 510-238-6443.

Respectfully submitted,



Sean Whent  
Interim Chief of Police  
Oakland Police Department

Prepared by:  
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Oakland Police Department