FILED
OFFICE OF THE CITY CLERK
OAKLAND

2015 FEB 10 PM 5:03

CITY OF OAKLAND

AGENDA REPORT

TO: JOHN A. FLORES
INTERIM CITY ADMINISTRATOR

FROM: Sean Whent

SUBJECT: Monthly Police Staffing Report

DATE: January 24, 2015

City Administrator Approval

Date 2/10/15

COUNCIL DISTRICT: City-wide

RECOMMENDATION

Staff requests that the Public Safety Committee accept the Oakland Police Department's (OPD) monthly information report on recruiting and sworn staffing levels as of December 31, 2014

EXECUTIVE SUMMARY

The information in this report reflects changes to OPD's sworn staffing levels through December 31, 2014.

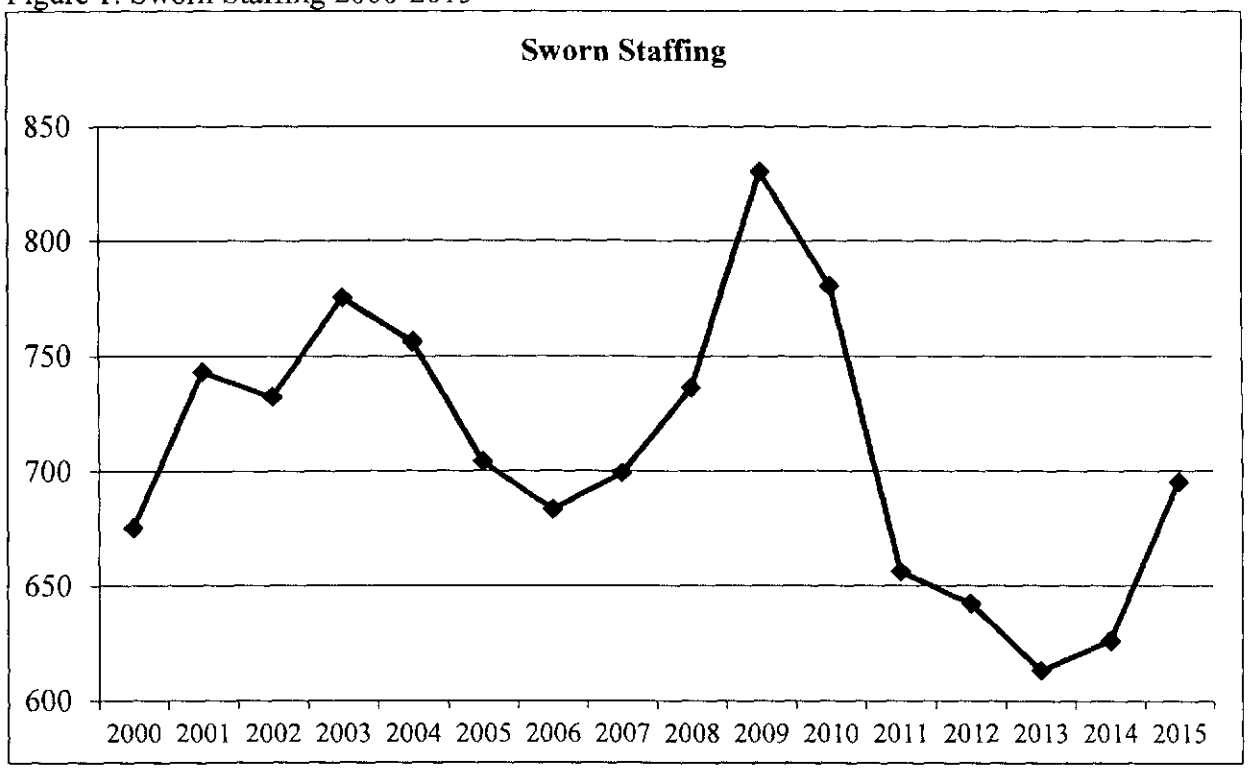
ANALYSIS

Table 1: January 1st Sworn Staffing Levels

Year	Sworn Staffing	Year	Sworn Staffing	Year	Sworn Staffing	Year	Sworn Staffing
2000	675	2004	756	2008	736	2012	642
2001	743	2005	704	2009	830	2013	613
2002	732	2006	683	2010	780	2014	626
2003	775	2007	699	2011	656	2015	695

Item: _____
Public Safety Committee
February 24, 2015

Figure 1: Sworn Staffing 2000-2015



- As of December 31, 2014 sworn staffing is 695 officers.
- The 170th Police Academy began Field Training on November 1, 2014 There are currently 35 police officers in the Field Training program.
- The 171st Police Academy started with 60 Police Officer Trainees (POTs) and currently has 44 POTs. Graduation is April 3, 2015.

Per the Bi-Annual Fiscal Year 2013-2015 Budget, OPD's FY 14-15 budgeted sworn strength is 722 officers. This total includes 25 officers from the 2011 Department of Justice/Community Oriented Policing Services (DOJ/COPS) Hiring Grant; 10 officers from the 2013 DOJ/COPS Hiring Grant; 15 officers from the 2014 COPS grant, and approximately 63 officers associated with Measure Y.

As of December 31, 2014, 52 sworn members and 14 POTs were Oakland residents. Figure 1 (Attachment I, page 1) shows that most officers live outside of Oakland, and even outside of Alameda County. Only seven percent of current sworn members are City of Oakland residents, the chart depicts where the balance resides. Special emphasis is placed on attracting and hiring a diverse force that includes Oakland residents.

OPD Hiring / Full Police Staffing Plan

The Oakland City Council passed Resolution No. 84767 C.M S. on December 10, 2013, which among other mandates, requires that the City Administrator or his or her designee present a "Hiring Plan showing the timeline for achieving OPD Budgeted Staffing to achieve Sworn and Police-Support Civilian staffing levels as quickly as possible ("OPD Hiring Plan"), and that the "Hiring Plan" shall include month-by-month projections of expected staffing levels. The City Council subsequently passed the "Implementation of Budgeted Police Staffing," on June 3, 2014, which adopts the "staffing projections in the OPD Hiring/Full Police Staffing to the April 29, 2014 Public Safety Committee as the current OPD Hiring Plan " Table 2 below provides data on staffing and projections as reported in the April 29, 2014 "Full Staffing Report" and the actuals as reported in the staffing levels as of December 31, 2014. Table 3 provides a summary of the Table 2 Staffing Projections.

Table 2 Staffing Projections

Staffing Projections in the April 29, 2014 OPD Hiring /Full Police Staffing Report												
	2014						**2015**					
FY 14-15	**July**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**
Filled	646	681	676	691	726	721	716	711	706	701	696	691
Attrition	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Hires	40	0	20	40	0	0	0	0	0	0	0	0
Ending Filled	681	676	691	726	721	716	711	706	701	696	691	686
Authorized	707	707	707	707	707	707	707	707	707	707	707	707
Over/(Under)	(26)	(31)	(16)	19	14	9	4	(1)	(6)	(11)	(16)	(21)

Staffing Projections through December 31, 2014												
	2014						**2015**					
FY 14-15	**July**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**
Filled	647	677	667	684	715	705	695	689	683	677	711	705
Attrition	(4)	(11)	(4)	(4)	(10)	(10)	(6)	(6)	(6)	(6)	(6)	(6)
Hires	34	1	21	35	0	0	0	0	0	40	0	0
Ending Filled	677	667	684	715	705	695	689	683	677	711	705	699
Authorized	707	707	707	707	707	722	722	722	722	722	722	722
Over (Under) Authorized	(30)	(40)	(23)	8	(2)	(27)	(33)	(39)	(45)	(11)	(17)	(23)
Hiring Plan	681	676	691	726	721	716	711	706	701	696	691	686
Over (Under) Adopted Hiring Plan	***(4)***	***(9)***	***(7)***	***(11)***	***(16)***	***(21)***	***(22)***	***(23)***	***(24)***	***15***	***14***	***13***

Table 3· Summary of Staffing Projections through December 31, 2014

(79)	Attrition
131	Hires
52	Net Change
(6.5)	Yearly Average Attrition Rate
692.25	*Average Ending Filled*
715.75	*Average Authorized FTE*
6.83	*Average FTE Over (Under) Hiring Plan (April 29, 2014 Projection) for Year*
(1.00)	*Average monthly FTE deviation from Hiring Plan (April 29, 2014 Projection)*

Early Warning Policy

Two 10-member Lateral/Post-Academy Graduate courses are recommended to address the continuous reduction in staffing associated in the "Early Warning Policy" and based on staffing projections identified in the Table 3 above for period ending December 31, 2014 The first Lateral/Post-Academy course is proposed to begin in February 2015 and the second in May 2015 This recommendation would help address future attrition that falls below the April 2014 Hiring Plan in January, February and March 2015 An additional Basic Academy is recommended to begin in November 2015. This Basic Academy would enroll 40 POTs – instead of the usual 60 POTs – in order to maintain staffing levels during FY 15-16.

Additional Figures and Tables

In ***Attachment I***, Figure 2 and Tables 4 through 17, appended to this report, show historical, current, and projected staffing data as detailed below. Additionally, ***Attachment II*** is provided to provide a visual explanation of the process OPD follows for recruiting and training new sworn officers. ***Attachment III*** provides recent 2014 reports that outline OPD efforts to confront sworn attrition and create alternative hiring processes.

Attachment I	
Figure 2	Residency of sworn OPD members (page 1)
Table 4	Demographics of Sworn OPD Members (page 1)
Table 5	Recruitment strategies (page 2)
Table 6&7	Staffing Funding Sources for FY 14-15 (page 3)
Table 8	Budget Authorized Positions (page 3)
Table 9	Sworn staffing by year from FY 10–11 through FY 15–16 (pages 4-6)
Table 10&10(a)	Sworn Attrition Data (page 7)
Table 11	Sworn Attrition Chart (page 8-10)
Table 12	Attrition of Oakland residents in the testing and hiring process (page 10)
Table 13	Demographic Information on Previous Academies (page 10)

Table 14a	OPD Recruitment Data – 2014 Academies (pages 11-12)
Table 14b	OPD Recruitment Data, Lateral Transitional Courses (page 13)
Table 15	Patrol Data (page 13)
Table 16	Field Training Data (page 14)
Table 17	Civilian Vacancies in OPD (page 14)
Attachment II	
	Hiring Process for Sworn Personnel
Attachment III	
	Attrition / Retention Action Plan Report (2014)
	Attachment A – Attrition Assessment/Retention Action Plan (2014)
	Attachment B - Employee Retention Plan for the Oakland Police Department (2014)

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 focus on selective language candidates throughout the testing and selection process. OPD is also working with community leaders and local schools and colleges to improve community involvement and to increase the number of people from diverse backgrounds and Oakland residents applying for jobs with OPD. In addition to the strategies outlined above, staff continues to host 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 received positive feedback and useful input on recruiting efforts Staff is working with community organizations to conduct hiring workshops, to be held at various community organization offices, throughout the City.

The Recruiting and Backgrounds staff attended or conducted the events listed below during December 2014:

- Practice Physical Ability Test (6th & Washington Parking Lot, Oakland) (Attendees. 25)
- Police Officer Trainee Test Workshop (45 attendees)

COORDINATION

The Department works with the Human Resources Management to complete the necessary steps associated with completing an academy. The City Attorney's Office was consulted in preparation of this report.

COST SUMMARY / IMPLICATIONS

A separate Agenda Report and Resolution are being submitted to address the cost of two Lateral/Post-Academy courses. The projected cost of these two courses is $868,579.

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 David Downing, Deputy Chief of the Bureau of Services, at 510-238-7620.

Respectfully submitted,

SEAN WHENT
Chief of Police
Oakland Police Department

Prepared by
David Downing
Deputy Chief of Police
Oakland Police Department

Attachment I: Data Tables
Attachment II: Hiring Process for Sworn Personnel
Attachment III: Attrition/Retention Action Plan (which includes Attachment A "Attrition Assessment/Retention Action Plan," dated July 22, 2014 & Attachment B "Employee Retention Plan for the Oakland Police Department," dated February 25, 2014

Item: _____
Public Safety Committee
February 24, 2014

Figure 2. Residency of Sworn OPD Members

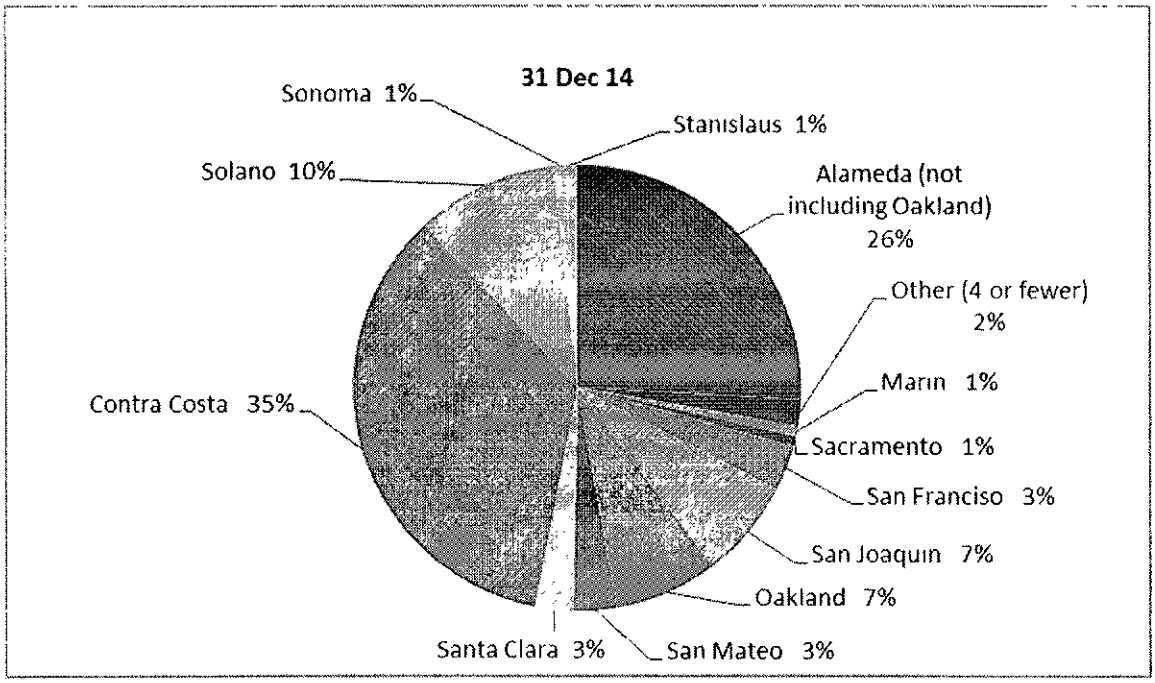


Table 4. Demographics of Sworn OPD Members

Race	US 2010 Census	OPD 2013	OPD 2014	OPD 2015
White	34.5%	43 0%	42 0%	41.8%
Black	28.0%	20.0%	18.8%	18.3%
Asian	16 8%	20.9%	12.7%	12.2%
Hispanic	25.4%	19.0%	21.2%	22.5%
Other *	- -	- -	5.3%	5.2%
Female	14 3%**	12.0%	12.0%	11 7%
Male	85.7%**	88 0%	88 0%	88.3%

* Other includes Unknown, Native American, and Undeclared, Data as of 1/1/2015

** 2007 data U S Department of Justice Office of Justice Programs Bureau of Justice Statistics, Local Police Department, 2007

Table 5. Current Recruitment Strategies – Outreach/Media Activity

ON-GOING / IN PROGRESS RECRUITMENT STRATEGIES
Partnerships with Oakland / local pastors, clergy and Neighborhood Services Coordinators who have existing relationships with community members and events. Each event will be advertised on participating organization website and announced regularly at organization events
Attend all city-wide recruiting events
Participation with professional associations / organizations (PAOs) that provide services to non-English speaking community members, including Asian/Latino PAOs
Host informational workshops at Oakland/local high schools
Attend military job fairs and local ROTC programs
Ensure 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.
Advance relationships with criminal justice and social science directors of Oakland/Local universities/college/high schools
Attend career events/fairs with local faith-based communities to increase awareness and Oakland residents' participation
Revamp the oral board interview workshop
Post Monthly Job/Workshop Announcements on Comhiunity Partners Websites Continue to seek resources to create a feeder program into the Police Cadet program to improve community relationships and increase Oakland residency participation

Table 6 & 7. Staff Funding Sources for Sworn and Civilian Positions for FY 14 – 15

Sworn Positions	FTE
General Fund: General Purpose	606
Alameda Co. Vehicle Abatement	1
Measure Y	63
Traffic Safety Fund	2
COPS 2011	25
COPS 2013	10
COPS 2014	15
Grand Total	**722**

Civilian Positions	FTE
General Fund General Purpose	408.20
Alameda Co Vehicle Abatement	1 00
Measure Y	.35
Traffic Safety Fund	15 65
False Alarm Reduction Program	6 50
US Department of Justice	3 00
State of California	1.65
Workers' Comp Insurance	2 00
Grand Total	**438.35**

Table 8. Budget Authorized Positions

Position	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	3	3	0
	Captain	10	9	-1
	Lieutenant	27	26	-1
	Sergeants	124	125	+1
	Police Officers	556	530	-26
	Total Sworn	722	695	-27
Non-Sworn	Full-time and Part-time	438 35	395.2	-43.15*
	Total Personnel	**1160.2**	**1090.2**	**-70**

*Total Non-Sworn Vacancies includes those positions for which staff has been hired but has not yet begun employment

Table 9. Sworn Staffing by Fiscal Year with Actual and Projected Attrition

FY [illegible]	Jul-10	Aug-10	[illegible]	Oct-10	Nov-10	Dec-10	[illegible]	Feb-1[illegible]	Mar-11	Apr-11	May-11	Jun-11	FY Totals	
Filled	775	689	684	681	674	670	658	653	662	657	647	641	(134)	Net Change
Layoffs	(80)												(80)	Total Layoffs
Attrition	(6)	(7)	(3)	(7)	(4)	(12)	(5)	(1)	(6)	(10)	(6)	(4)	(71)	Total Attrition
Hires	0	2	0	0	0	0	0	10	1	0	0	0	13	Total Hires
Ending Filled	689	684	681	674	670	658	653	662	657	647	641	**637**	663	Average Ending Filled
Authorized FTE	723	723	723	723	723	723	669	669	669	669	669	669		
Over/ (Under)	(34)	(39)	(42)	(49)	(53)	(65)	(16)	(7)	(12)	(22)	(28)	(32)		
													(6)	Monthly Avg Attrition Rate

FY 11-12	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	9	Net Change
Attrition	(6)	(2)	(4)	(6)	(3)	(4)	(3)	-	(5)	(5)	(6)	(1)	(45)	Total Attrition
Hires	1	25	2	0	1	2	11	8	3	0	0	0	53	Total Hires
Ending Filled	632	655	653	647	645	643	651	659	657	652	646	**645**	649	Average Ending Filled
Authorized 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)		
													(4)	Monthly Avg Attrition Rate

Table 9. Sworn Staffing by Fiscal Year with Actual and Projected Attrition (continued)

FY 12-13 Begin Two Academies

FY 12-13	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	627	620	613	611	648	641	633	(14)	Net Change
Attrition	(3)	(9)	(5)	(3)	(3)	(7)	(7)	(2)	(2)	(7)	(8)	(2)	(58)	Total Attrition
Hires	1	2	0	0	2	0	0	0	39	0	0	0	44	Total Hires
Ending Filled	643	636	631	628	627	620	613	611	648	641	633	**631**	630	Average Ending Filled
Authorized 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)		
			166th Academy						167th Academy				(5)	Monthly Avg Attrition Rate

FY 13-14 - Two Academies Budgeted (168th and 169th)

FY 13-14	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	631	624	615	643	639	634	626	624	615	612	654	649	16	Net Change
Attrition	(7)	(9)	(8)	(4)	(5)	(12)	(2)	(9)	(3)	(5)	(5)	(2)	(71)	Total Attrition
Hires	0	0	36	0	0	4	0	0	0	47	0	0	87	Total Hires
Ending Filled	624	615	643	639	634	626	624	615	612	654	649	647	632	Average Ending Filled
Authorized FTE	665	665	665	665	665	675	675	675	675	675	675	675		
Over/(Under)	(41)	(50)	(22)	(26)	(31)	(49)	(51)	(60)	(63)	(21)	(26)	(28)	Change attrition rate June 2014	
167th Academy			168th Academy (Sep 30 - Apr 4)										(6)	Monthly Avg Attrition Rate
						169th Academy (Dec 30 - July 3rd)								
									ACSO (Mar 17 - Sept 22)					
										170th Academy (Apr-Oct)				

Table 9. Sworn Staffing by Fiscal Year with Actual and Projected Attrition (continued)

FY 14-15 - Two Academy Budgeted (170th, 171st)

FY 14-15	Jul-14	[illegible] 14	Sep-14	Oct-14	Nov 14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	[illegible] 15	Jun-15	FY Totals	
Filled	647	677	667	684	715	**705**	695	689	683	677	711	705	58	Net Change
Attrition	(4)	(11)	(4)	(4)	(10)	**(10)**	(6)	(6)	(6)	(6)	(6)	(6)	(79)	Total Attrition
Hires	34	1	21	35	0	**0**	0	0	0	40	0	0	131	Total Hires
Ending Filled	677	667	684	715	705	**695**	689	683	677	711	705	699	692	Average Ending Filled
Authorized FTE	707	707	707	707	707	**722**	722	722	722	722	722	722		
Over/ (Under)	(30)	(40)	(23)	8	(2)	**(27)**	(33)	(39)	(45)	(11)	(17)	(23)		
169th (Dec-Jul)														Monthly Avg
ACSO (Mar 17 - Sept 22)													(6)	Attrition Rate
170th Academy (Apr-Oct)														
[illegible]/1st Academy (Sep 29 - Apr)														
172nd Academy (Apr-Oct)														

FY 15-16- Two Academies Budgeted (172nd & 173rd)

FY 15-16	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	699	693	687	681	715	709	743	737	731	725	719	713	14	Net Change
Attrition	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(72)	Total Attrition
Hires	0	0	0	**40**	0	**40**	0	0	0	0	0	0	80	Total Hires
Ending Filled	693	687	681	715	709	743	737	731	725	719	713	707	713	Average Ending Filled
Authorized FTE	722	722	722	722	722	722	722	722	722	722	722	722		
Over/ (Under)	(29)	(35)	(41)	(7)	(13)	21	15	9	3	(3)	(9)	(15)		
172nd Academy (Apr-Oct)														Monthly Avg
173rd Academy (Jul - Dec)													(6)	Attrition Rate

Table 10. - Sworn Attrition Data: January 1, 2014 through December 31, 2014 (12 month average is 5.66%)

Reason/Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Disability Retirement	1	2	2	2		1	1	1		1	4	1	**16**
Resignation	1	1						2	1	1	2	1	**9**
Resignation - Other Agency		1		1	3		1	7	1	1	1	1	**17**
Service Retirement			1	1	2	1	2	1			1	7	**16**
Termination		4	1						2	1	2		**10**
Deceased													**0**
Grand Total	**2**	**8**	**4**	**4**	**5**	**2**	**4**	**11**	**4**	**4**	**10**	**10**	**68**

Table 10a. Sworn Attrition Analysis January 1, 2014 through December 31, 2014
The below table identifies deviations/shortfalls between projected and actual staffing levels for sworn staffing from January through December 2014.During the period of January through December 2014, OPD was below the projected average monthly attrition. The projection was 6 per month for an annual of 72 and the actual for same 12-month period was 68.

Reason for Separation	Average Age at Separation	Number of Separations
Disability Retirement	46.7	16
Resignation	31.3	9
Resignation - Other Agency	35.8	17
Service Retirement	51.7	16
Termination	32.3	10

Table 11. Sworn Attrition Chart: January 1, 2014 through December 31, 2014

Separation Date	Separation Reason	Title
1/13/2014	Resignation	Police Officer (PERS)
1/22/2014	Disability retired, on-duty	Police Officer (PERS)
2/2/2014	Resignation	Police Officer (PERS)
2/7/2014	Resignation	Police Officer (PERS)
2/20/2014	Disability retired, on-duty	Police Officer (PERS)
2/20/2014	Disability retired, on-duty	Police Officer (PERS)
2/24/2014	Discharged on Probation	Police Officer (PERS)
2/24/2014	Discharged on Probation	Police Officer (PERS)
2/24/2014	Termination	Police Officer (PERS)
2/25/2014	Discharged on Probation	Police Officer (PERS)
3/1/2014	Service Retirement	Police Officer (PERS)
3/20/2014	Termination	Sergeant of Police (PERS)
3/21/2014	Disability retired, on-duty	Sergeant of Police (PERS)
3/21/2014	Disability retired, on-duty	Police Officer (PERS)
4/5/2014	Resignation	Police Officer (PERS)
4/18/2014	Disability retired, on-duty	Police Officer (PERS)
4/18/2014	Disability retired, on-duty	Sergeant of Police (PERS)
4/19/2014	Service Retirement	Lieutenant of Police (PERS)
5/9/2014	Service Retirement	Police Officer (PERS)
5/9/2014	Service Retirement	Police Officer (PERS)
5/16/2014	Resignation	Police Officer (PERS)
5/16/2014	Resignation	Police Officer (PERS)
5/19/2014	Resignation	Police Officer (PERS)
6/15/2014	Service Retirement	Police Officer (PERS)
6/20/2014	Disability retired, on-duty	Police Officer (PERS)
7/19/2014	Service Retirement	Sergeant of Police (PERS)
7/19/2014	Disability retired, on-duty	Police Officer (PERS)
7/24/2014	Resignation	Police Officer (PERS)
7/26/2014	Service Retirement	Police Officer (PERS)
8/1/2014	Resignation	Police Officer (PERS)
8/2/2014	Resignation	Police Officer (PERS)
8/2/2014	Resignation	Sergeant of Police (PERS)
8/2/2014	Resignation	Police Officer (PERS)
8/2/2014	Resignation	Police Officer (PERS)
8/5/2014	Resignation	Police Officer (PERS)
8/9/2014	Resignation	Police Officer (PERS)
8/12/2014	Resignation	Police Officer (PERS)
8/22/2014	Service Retirement	Sergeant of Police (PERS)
8/22/2014	Disability retired, on-duty	Police Officer (PERS)

Sworn Attrition Chart: January 1, 2014 through December 31, 2014 (continued)

Separation Date	Separation Reason	Title
8/24/2014	Resignation	Police Officer (PERS)
9/4/2014	Discharged on Probation	Police Officer (PERS)
9/4/2014	Discharged on Probation	Police Officer (PERS)
9/21/2014	Resignation	Police Officer (PERS)
9/29/2014	Resignation	Lieutenant of Police (PERS)
10/16/2014	Termination	Police Officer (PERS)
10/17/2014	Disability retired, on-duty	Captain of Police (PERS)
10/20/2014	Resignation	Police Officer (PERS)
10/21/2014	Resignation	Police Officer (PERS)
11/3/2014	Discharged	Police Officer (PERS)
11/3/2014	Discharged	Police Officer (PERS)
11/11/2014	Resignation	Police Officer (PERS)
11/13/2014	Service Retirement	Police Officer (PERS)
11/15/2014	Resignation	Police Officer (PERS)
11/21/2014	Disability retired, on-duty	Police Officer (PERS)
11/21/2014	Disability retired, on-duty	Police Officer (PERS)
11/21/2014	Disability retired, on-duty	Police Officer (PERS)
11/21/2014	Disability retired, on-duty	Sergeant of Police (PERS)
11/26/2014	Resignation	Police Officer (PERS)
12/3/2014	Service Retirement	Police Officer (PERS)
12/19/2014	Disability retired, on-duty	Police Officer (PERS)
12/19/2014	Service Retirement	Deputy Chief of Police (PERS)
12/19/2014	Resignation	Police Officer (PERS)
12/19/2014	Service Retirement	Lieutenant of Police (PERS)
12/19/2014	Resignation	Police Officer (PERS)
12/20/2014	Service Retirement	Police Officer (PERS)
12/20/2014	Service Retirement	Police Officer (PERS)
12/21/2014	Service Retirement	Police Officer (PERS)
12/26/2014	Service Retirement	Police Officer (PERS)

Table 12. Attrition of Oakland Residents in the Testing and Hiring Process

Police Hiring Steps – Oakland Residents	166th	167th	168th*	169th	ACSO**	170th	171st
Applications Received	282	186	415	271	--	316	501
Invited to Physical Ability Test (PAT)	85	59	371	262	--	267	337
Attended PAT	77	44	168	145	--	194	110
Invited to Written	254	165	151	138	--	147	94
Attended Written	155	112	133	123	--	113	77
Invited to Oral Interview	72	42	79	76	--	86	44
Attended Oral Interview	63	39	66	59	--	55	33
Background & Character Review	48	19	40	35	--	43	25
Invited to Academy	7	6	6	3	1	10	15
Graduated from Academy	3	3	6	2	1	10	TBD

Table 13. Demographic Information on Previous Academies

Class	Starting Date	Starting Number	Gender	Oakland Residency	Language	Ending Number
166th	17 Sep 12	57	15 Females 42 Males	7	8 Cantonese/Mandarin 4 Spanish	39
167th	25 Mar 13	51	7 Females 44 Males	6	5 Cantonese/Mandarin 12 Spanish	36
168th	30 Sep 13	57	8 Females 49 Males	6	0 Cantonese/Mandarin 19 Spanish	47
Lateral	9 Dec13	4	4 Males	0	0 Cantonese/Mandarin 1 Spanish	4
169th	30 Dec 13	55	8 Females 47 Males	2	0 Cantonese/Mandarin 13 Spanish	34
ACSO	17 Mar 14	24	3 Females 21 Males	1	3 Cantonese/Mandarin 3 Spanish	13
170th	28 Apr 14	57	9 Females 48 Males	5	3 Cantonese/Mandarin 10 Spanish	35
Lateral	22 Sept 14	7	1 Female 6 Males	0	0 Cantonese/Mandarin 2 Spanish	7
171s	29 Sept 14	60	10 Females 50 Males	15	5 Cantonese/Mandarin 9 Spanish	Pending

Table 14(a). OPD Recruitment Data - 2014 Academies

Police Hiring Steps: 170th 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	9/19/2013 to 10/11/2013 12/17/2013 to 1/3/2014	2,101	100%	0%	224	11%	0%
Invited to PAT		2,036	97%	-3%	184	9%	-18%
Attended PAT	10/19/2013 1/11/2014	941	45%	-55%	111	5%	-40%
Invited to Written		899	43%	-57%	105	5%	-57%
Attended Written	11/6/2013 1/23/2014	796	38%	-62%	99	5%	54%
Invited to Oral Interview		579	28%	-72%	86	4%	-47%
Attended Oral Interview	12/9/2013 12/10/2013 2/10/2014 2/11/2014	506	24%	-76%	55	3%	-30%
Referred to OPD on eligibility list	1/10/2014 2/28/2014	348	17%	-83%	43	2%	-23%
Invited to Academy	4/28/2014	57	.3%	-97%	10	.05%	0%
Graduated Academy	10/31/2014	35	2%	98%	10	.05%	0%

Table 14(a). OPD Recruitment Data – 2014 Academies (continued)

Police Hiring Steps: 171st 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	1/15-29/2014 2/19-3/4/2014 3/12-28/2014	2,510	100%	0%	501	20%	0%
Invited to PAT		2,416	96%	-4%	476	19%	-5%
Attended PAT	2/8/2014 4/12/2014 6/14/2014	1,138	45%	--55%	174	7%	-65%
Invited to Written		1,055	42%	-58%	150	6%	-70%
Attended Written	2/27/2014 3/242014 3/25/2014 5/6-7/2014	912	36%	-64%	127	5%	-75%
Invited to Oral Interview		651	26%	-74%	74	3%	-85%
Attended Oral Interview	3/31/2014 4/1/2014 4/28/2014 5/22/2014 6/16/2014 6/23/2014	492	20%	-80%	60	2%	-88%
Referred to OPD on eligibility list	4/17/2014 6/25/2014 7/25/2014	369	15%	-85%	42	2%	-92%
Invited to Academy	9/29/2014	60	2%	98%	15	1%	-97%
Graduated Academy	4/3/2015	TBD	TBD	TBD	TBD	TBD	TBD

Table 14(b). OPD Recruitment Data, Lateral Transitional Courses

Police Hiring Steps: December 2013-January 2014 Lateral Course	Testing/ Time Frame	Total	Number of Oakland Residents	Percent of Total	Percent Not Advanced
Applications Received	9/16/13 to 10/12/13	81	2	100%	-63%
Invited to PAT	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 Course	12/9/13	4	0	5%	0%
Graduated Course	1/31/2014	4	0	0%	0%

Police Hiring Steps: September 2014 to November 2014 Lateral Course	Testing/ Time Frame	Total	Percent of Total	Percent Not Advanced	Number of Oakland Residents
Applications Received	10/21/2013 to 11/06/2013	69	100%	0%	9
Invited to PAT	11/16/2013 12/7/2013	38	55%	45%	2
Invited to Oral Interview	12/10/2013	27	39%	61%	2
Referred to OPD on eligibility list	12/23/2013	11	16%	84%	2
Invited to Course	9/22/2014	7	10%	90%	0
Graduated Course	11/26/2014	5	7%	93%	0

Table 15. Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5
Number of officers assigned to patrol· 250	1st Watch 14 2nd Watch 18 3rd Watch 18 Total 50	1st Watch 16 2nd Watch 15 3rd Watch 16 Total 47	1st Watch 17 2nd Watch 16 3rd Watch 15 Total 48	1st Watch 15 2nd Watch 18 3rd Watch 16 Total 49	1st Watch 17 2nd Watch 22 3rd Watch 17 Total 56
Number of officers assigned to evening shifts	36	31	31	34	39

Note Open beats are covered on overtime.

Table 16. Field Training Data

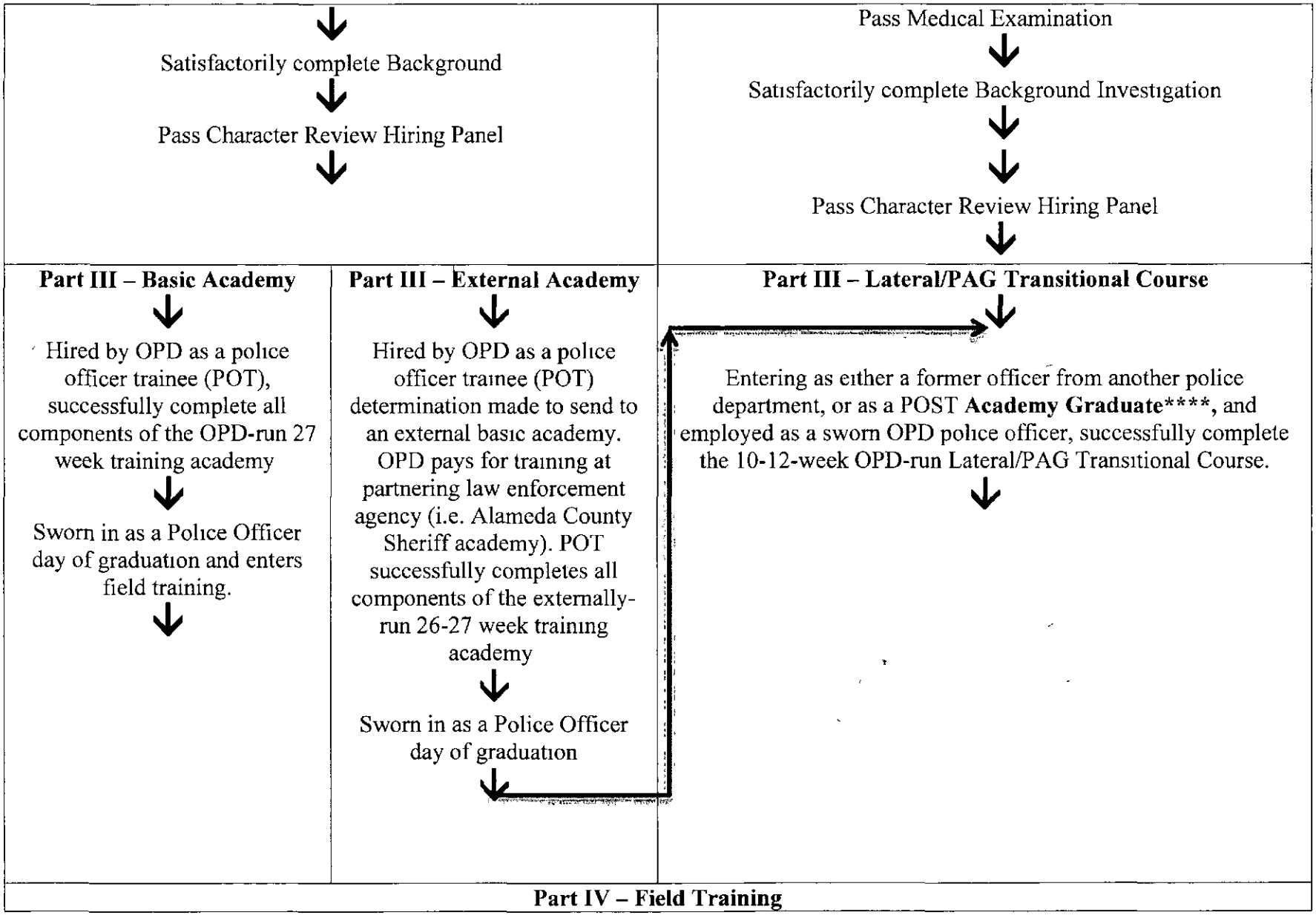
Academy of Origin	Entered FTO	Completed FTO
OPD 169th Basic Academy	34	27
Alameda County Sheriff's Office Basic Academy	13	Pending
OPD 170th Basic Academy	35	Pending

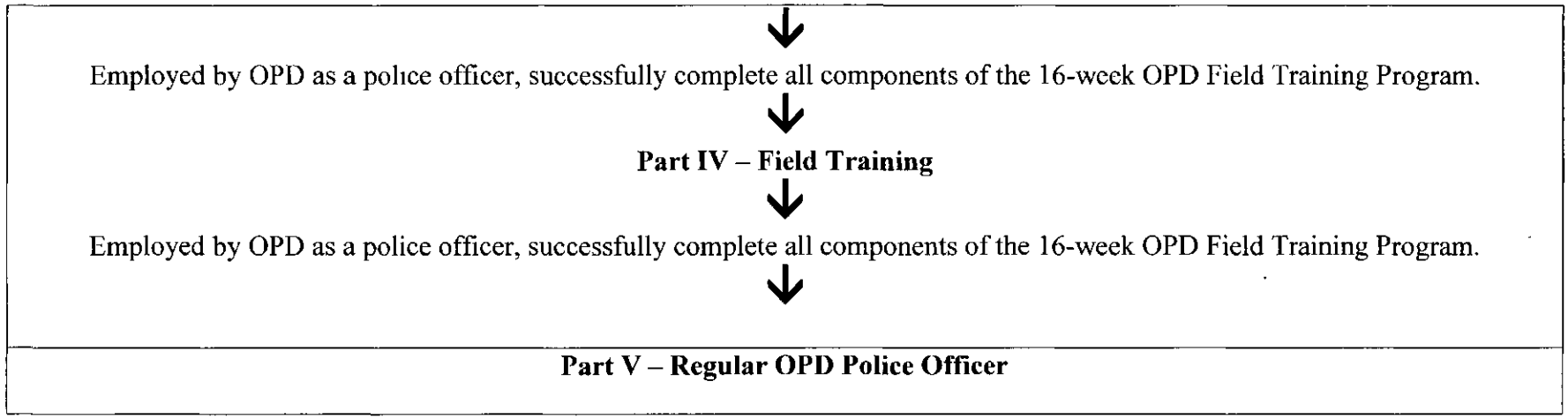
Table 17. Civilian Vacancies in OPD (As of December 31, 2014 there are 30.5 vacancies – this number excludes positions where staff have been hired but have not started work)

Job Classification	Vacancies	Authorized	Status
Accountant II	1	2	• HRM Certified eligibility list to be available by the end of January 2015
Criminalist II	4	17	• OPD: A certified eligible list of CRIM III applicants provided to hiring manager on 1/21/15. • OPD: 1 re-instated candidate will tentatively start on 2/14/15.
Dispatchers	9	67	• HRM: Job posting closed 1/16/15 Screening of 700+ applications • OPD: Working on background checks using the Operator list to underfill vacancies until new Dispatcher eligibility list is available in March 2015 - at which time any remaining vacancies will be filled using new list.
Intake Technicians	1	5	• HRM· pending certification of additional names to interview
Latent Print Examiner II	1	5	• OPD: Pending Hiring Manager decision
Management Assistant	1	1	• HRM Pending eligibility list to be certified by 2/9/15
Police Cadet	1.5	9	• HRM. Pending recruitment exam meeting
Police Operators	1	7	• OPD: Pending background clearance by end of January 2015 Selective Language - Spanish
Police Records Specialist	3	54	• OPD: 2 pending background clearance • HRM Pending additional candidate name from Spanish Selective list
Police Services Tech II	8	61	• OPD: Pending background clearance

Steps in the Oakland Police Department Hiring Process for Sworn Personnel

Applicant Applies through NEOGov for the Police Officer Trainee position** ↓	Applicant applies for a Lateral/Post Academy Graduate Transitional Course*** ↓
Part I – Initial Testing Completion of Physical Ability Test (PAT) ↓ Satisfactory performance on Written Examination (score of 45) ↓ Satisfactory performance in Oral Interview (Candidates are required to turn in a completed Personal History Statement (PHS) at the time of the Oral Interview) ↓	**Part I – Initial Testing** Completion of Physical Ability Test (PAT) ↓ Satisfactory performance in Oral Interview (Candidates are required to turn in a completed Personal History Statement (PHS) at the time of the Oral Interview) ↓
Part II – Background, Character & Medical Clear the PHS screening for POST dimensions Receive Conditional Job Offer ↓ Pass Polygraph Examination ↓ Pass Psychological Examination ↓ Investigation Pass Medical Examination	**Part II – Background, Character & Medical** Clear the PHS screening for the POST dimensions. ↓ Receive Conditional Job Offer ↓ Pass Polygraph Examination ↓ Pass Psychological Examination ↓


Satisfactorily complete Background
Pass Character Review Hiring Panel
Pass Medical Examination
Satisfactorily complete Background Investigation
Pass Character Review Hiring Panel
Part III – Basic Academy
Hired by OPD as a police officer trainee (POT), successfully complete all components of the OPD-run 27 week training academy
Sworn in as a Police Officer day of graduation and enters field training.
Part III – External Academy
Hired by OPD as a police officer trainee (POT) determination made to send to an external basic academy. OPD pays for training at partnering law enforcement agency (i.e. Alameda County Sheriff academy). POT successfully completes all components of the externally-run 26-27 week training academy
Sworn in as a Police Officer day of graduation
Part III – Lateral/PAG Transitional Course
Entering as either a former officer from another police department, or as a POST Academy Graduate****, and employed as a sworn OPD police officer, successfully complete the 10-12-week OPD-run Lateral/PAG Transitional Course.
Part IV – Field Training



* **Basic Police Officer Academies:** Basic officer academies are the most common method for employing new officers. In basic academies, OPD operates a certified POST academy with OPD personnel. Recruitment is conducted by advertising on numerous newspapers, radio stations, community events before the testing starts for a new academy, so as to receive thousands of candidates and ultimately select the most qualified individuals with the greatest promise to succeed in the academy. Beyond the academy, OPD seeks applicants who will also succeed in field training and ultimately become highly-qualified officers who meet OPD's high standards for integrity, work ethic and an ability to serve Oakland's diverse communities. POTs receive training in all POST (police officer standard testing) Performance Objectives, as well as several department-specific objectives

External Academies: The Oakland Police Department at times has the opportunity to send Oakland basic academy applicants to basic academies operated by other law enforcement agencies, such as Alameda County Sheriff's Office (ACSO) and or Santa Clara County Sheriff's Department (SCCSD). These are Police Officer Standard Testing (POST) certified academies. These academies differ from OPD basic academies in that they focus specifieally on POST requirements. ACSO's academies, offered twice a year, train over twenty different law enforcement agency candidates from throughout the greater Bay Area. The training is delivered in a high-stress and highly disciplined format, similar to military-type basic training.

***Lateral Transitional Course (Lateral Academies):** The Oakland Police Department can hire both experienced officers from other law enforcement agencies or Post Academy Graduates (PAG), (such as ASCO or from several other California training academies, where applicants pay to enter a basic police academy (non-affiliate). These individuals come to OPD with POST certificates and only require a ten-twelve-week training program at OPD on "department-specific" objectives before entering the sixteen-week field training program. These candidates are hired as police officers on the first day of employment

CITY OF OAKLAND

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2014 JUL 10 PM 4:12

AGENDA REPORT

TO: HENRY L. GARDNER
INTERIM CITY ADMINISTRATOR

FROM: Sean Whent
Chief of Police

SUBJECT: Attrition / Retention Action Plan

DATE: June 30, 2014

City Administrator Approval

Date 7/10/14

COUNCIL DISTRICT: City-wide

RECOMMENDATION

Staff recommends acceptance of the Oakland Police Department's attrition reduction /retention strategy action plan.

OUTCOME

The City Administrator's Office, the Department of Human Resources Management (DHRM), and the Oakland Police Department (OPD) present this follow up report to provide the City Council an Attrition Reduction /Retention Strategy Action Plan, which includes:

- Short- and long-term goals
- Person responsible for each goal
- Due dates for each goal

BACKGROUND / LEGISLATIVE HISTORY

As required by adoption of City Council Resolution No. 84767 C.M.S., on December 10, 2013, OPD staff presented a report at the February 25, 2014 Public Safety Committee meeting that included an analysis of OPD's sworn personnel rate of attrition and identified the various reasons why officers were/are leaving OPD. The report also included recommendations based on the findings. The Committee directed staff to return with a detailed action plan (***Attachment A***).

As a law enforcement agency, OPD is not alone in its attempts to meet the challenge of maintaining officer strength levels and attendant budgetary considerations, increasing causes of attrition, and the variety of career options available to law enforcement's potential applicant pool are all significant factors. The following excerpts from a research brief published by the RAND Corporation in 2010 outline the issues (the complete paper is available at: http://www.rand.org/pubs/monographs/MG959):

Item: _____
Public Safety Committee
July 22, 2014

Local police agencies face a threefold challenge in recruitment and retention: Attrition resulting from budget crises and retirements, greater skill requirements and shifting generational preferences restricting the flow of applicants, and an expanding scope of duties requiring more officers with a greater breadth of skills.

> Attrition can result from several sources. Budget crises might cause jurisdictions to reduce their number of officers. Some characteristics of the local police organization might become unappealing to officers who decide to pursue work elsewhere. A pending wave of baby-boom generation retirements threatens to reduce experience levels of police departments. Younger generations of workers are more likely to change careers to find the work they like best.
>
> Changing generational preferences mean not only that workers might be more likely to change careers once entering policing; they may be less likely to enter policing at all. Increasing levels of illicit drug use, obesity, and debt have led to decreases in the pool of qualified applicants. Expanded skill requirements for police work further constrict the pool of qualified applicants. While many applicants (e.g., the college-educated) can meet these requirements, there is competition for them from other sources. Just as budget crises can lead to increased attrition, so also can they lead to reduced salaries and benefit packages that are less likely to attract candidates to policing. Finally, departments may fail to take full advantage of electronic media in their recruiting efforts.
>
> The adoption of community policing has broadened the duties of police agencies. It has increased the number of functions police undertake, especially in departments with larger jurisdictions. Increased emphasis on homeland security has also widened the responsibilities of local police officers, increasing the demand for them. Finally, as a result of globalization, technological advancement, and greater awareness, the scope of crime that the law-enforcement community must now address continues to grow.

ANALYSIS

As stated in the February 25, 2014 report (included as ***Attachment B***, for reference), OPD was experiencing an attrition rate of five officers per month, an increase over last year which was an attrition rate of four (4) officers per month. As of June 1, 2014, OPD uses an attrition rate of six (6) officers per month, due to an increase in separations of long-term medical disabilities and service retirements, resignations, terminations and deaths. OPD is presenting a short- and long-term plan for addressing attrition at OPD, which will assist in maintaining adequate staffing levels. Staff identified the following action items to implement in these efforts:

1. One of the major issues concerning the Department is decreasing the amount of mandatory overtime that staff is required to work. OPD will not create new specialized

units until mandatory overtime has been eliminated. Eliminating mandatory overtime is a long-term goal that will require some time to implement as future academies graduate.

2. Several short-term goals have been accomplished over the past few months. OPD works closely with the Department of Human Resources Management (DHRM) to implement several of the goals to better serve employees and increase their skill levels.

3. The Wellness Unit continues to become a reality as several areas have been implemented.

   a. The Peer Support Team is now joined by a Critical Incident Response Team (CIRT), which will be utilized for callouts involving extremely traumatic incidents as well as assist with Critical Incident Stress Debriefs (CISD).
   b. A budget for the Wellness Unit has been submitted for consideration in the mid-cycle budget, and two civilian positions may be added to assist with setting up and managing the unit.

Retention v. Retirement

One of OPD's major retention issues is finding a way to retain employees who reach the retirement age of 50. There are several ways to encourage officers to remain at OPD past the age of 50, but they would require negotiations, meet and confer, and changes to the existing Memorandum of Understanding (MOU), as well as significant financial resources. Possible approaches include:

- Increase longevity pay
- Increase uniform allowance
- Add vacation time
- Add lifetime medical or some type of payment of medical benefits

In order to retain the employee who reaches the retirement age of 50, the issue of paid medical benefits must be dealt with. This is the most important issue for this group of employees. An agency with a program that pays part or all of the medical coverage has a better chance of retaining employees who have reached retirement age. As employees get closer to 50, there is a higher likelihood that they will begin exploring employment opportunities with other agencies that offer a lifetime medical benefit.

Employee Survey

At the end of 2013, OPD staff participated in an employee survey. Several trends were noted in the results. OPD recognized that employees had concerns in the area of morale, equipment, and training, and solicited input from them in order to gather more information. The goal of the survey was to find solutions and make changes where possible to improve the overall experience of working for OPD and the City.

A major employee concern was a lack of stability in the executive command staff. This concern has been addressed as the personnel serving in interim executive command positions have all been promoted to permanent positions. Additional promotions, needed to maintain Negotiated Settlement Agreement span-and-control requirements will be considered as vacancies arise.

Another issue was computer training from the City. In the past, the City presented computer skills training classes at Frank Ogawa Plaza, but budget cuts eliminated the training. OPD worked with DHRM and computer classes were reinstated on July 1, 2014. In the past, these classes consisted of Excel, Power Point, and other useful programs to enhance skills and career development.

In the past year, OPD developed and presented specialized training programs for Police Evidence Technicians, Police Records Specialists and Police Service Technicians. All of these trainings were requested by respondents to the employee survey. Another area of concern shared by several OPD employees in the survey was not feeling valued or appreciated for the work they do for the City of Oakland. OPD is now conducting bi-yearly Award Recognition Ceremonies in order to publicly recognize the extraordinary work sworn and civilian employees perform on a regular basis. There are also additional types of recognition, such as certificates, public e-mails, and internal e-mails that are sent out highlighting individual achievements and good work in a more immediate manner.

Not feeling valued by the City or OPD is part of a larger concern across the board for both sworn and non-sworn employees, low morale. Staffing levels reached a level above 800 sworn during FY 2009-10, but then decreased rapidly due to budgetary constraints, which led to mandatory overtime and an increased workload for everyone in OPD. In September 2012, OPD was authorized to begin hiring sworn officers after several years of a hiring freeze. OPD has struggled to recruit and hire at a fast enough pace to increase staffing levels to the authorized strength in the current budget. One of the ideas that the Department is currently working on is its growing relationship with Peralta Community College. OPD is working with Peralta Community College as well as the community to expand the connection between the Explorer Program and the Cadet Program as feeder programs into the Oakland Police Academy. As OPD continues its work with Peralta Community College, staff hopes to improve working conditions and opportunities in the future for current employees as well as future employees.

OPD has been aggressively hiring both sworn and civilian employees to fill vacancies. This will decrease the mandatory overtime shifts for sworn employees, as well as decrease their workload. OPD hired Police Service Technicians and deployed them to Patrol to assist officers with their workload. OPD also revised requirements for the intake and disposition of complaints, which has been well received by staff. As time progresses and more employees are hired, these benefits will continue to improve staff morale.

PUBLIC OUTREACH / INTEREST

OPD continues to actively recruit qualified candidates for its vacancies. The City places special emphasis on attracting and hiring Oakland residents and selective language candidates that are committed to the City for the long-term. OPD continues to expand workshop venues throughout the City in order to actively seek the most qualified people.

To reach new applicant pools, OPD employs new media to get the word out, such as daily postings on the Recruiting & Background Unit's social media account (Twitter) at https://twitter.com/OPDJobs. In addition, OPD:

- Maintains an up-to-date recruitment website at opdjobs.com.
- Revamped the current recruitment and hiring process and continuously looks for ways to make process improvements.
- Overhauled the oral board interview workshop. The overhaul created a workshop that can be administered via social media. The intent is to provide candidates with information that may help improve their oral board interview performance. The purpose of administering via social media is to increase participation as some candidates are unable to attend traditional workshops.
- Will launch a targeted e-mail campaign to reach local residents in July 2014.
- Continues to air job announcement advertising stories on local news channels KTVU, ABC and KCBS.
- Posts monthly job/workshop announcements on community partner websites.

COORDINATION

The Office of the City Attorney, Budget Office, DHRM, and the Oakland Police Officers Association (OPOA) were consulted in the preparation of this report. DHRM and OPD will continue to work hand-in-hand on these action items to ensure the highest quality results.

COST SUMMARY / IMPLICATIONS

The following cost estimates are from the February 25, 2014 report (***Attachment B***):

Retention Programs Cost Appropriation	
Proposed Programs	**Projected Annual Costs**
Recruitment Incentive	$50,000
Substance Abuse Program *	$84,000
Total Costs	**$134,000**

* Note: The $84,000 for this program is already funded for this calendar year.

Many of the recommended actions identified in the retention plan can be implemented with existing budgetary resources. However, the items listed in the chart above, which total $134,000, cannot be implemented with existing resources. Council action will be required to establish an appropriation for these activities. Also, the human resources to implement some of the retention plan tasks would have to be adjusted in order to properly support the proposed programs.

SUSTAINABLE OPPORTUNITIES

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

Environmental: There are no environment opportunities associated with this report.

Social Equity: Retaining current employees within the Department will provide stability to the workforce and enhance public safety efforts.

For questions concerning the contents of this report, please contact Eric Breshears, Deputy Chief of Police, Bureau of Services, at (510) 238-7048.

Respectfully submitted,

Sean Whent
Chief of Police
Oakland Police Department

Prepared by:
Donna Hoppenhauer
Acting Captain of Police
Oakland Police Department

Attachment ***A*** - Attrition/Retention Action Plan
B – Employee Retention Plan for the Oakland Police Department (February 25, 2014)

Item: _____
Public Safety Committee
July 22, 2014

ATTRITION ASSESSMENT/RETENTION ACTION PLAN

Short-Term

	Class	Task	Responsibility	Due Date	Status
1.	Sworn	**No creation of specialized units**	OCOP	27 Mar 14	Completed
2.	Both	**Substance Abuse Plan for all OPD employees**	Capt. Hoppenhauer, Cee Belue, OPOA	31 Dec 14	Completed (will need $42K for period 01Jan15 to 30Jun 15 when current service agreement ends and thereafter $84K annually for new fiscal year starting 01Jul15
3.	Sworn	**Personnel Assessment System (PAS)** - Michael Palmertree – increase contract by $25,000 annual to cover increase in service demands	CAO, Cee Belue	30 Jun 14	Completed for FY 13/14 (Will need additional $25K annually in new contract agreement, 1 Jul 14-30 Jun 17, with two one year extension options. Report to council 3Jun14)
4.	Civilian	**Rotation of Assignments** - PRS & PSTII classifications create a reassignment policy.	Cee Belue, Penny Ha	TBD after OCOP Review	Draft of policy prepared and sent to OCOP for review. Next step to send to Employee Relations to meet and confer with labor union after approval.
5.	Both	**Recognition Awards Ceremony**: Program to recognize exceptional and/or job well done	Cee Belue, Penny Ha	Bi-yearly May/Nov	Completed / Ongoing
6.	Both	**Wellness Program** - Peer Support and Critical Incident Response Team	DC Outlaw, Capt. Hoppenhauer	1 Mar 14	Completed

Item: _____
Public Safety Committee
July 22, 2014

ATTRITION ASSESSMENT/RETENTION ACTION PLAN

Long-Term

#	CLASS	TASK	Responsibility	Due Date	Status
1.	Sworn	**Mandatory Overtime** - assess ways to eliminate and/or reduce mandatory overtime requirements.	DC Downing	TBD	DC Downing wrote a council report assessing ways to eliminate mandatory OT.
2.	Both	**Wellness Program** - create unit to expand services related to crisis prevention; self-help programs. Hire AAII and PRS to staff.	DC Breshears, Capt. Hoppenhauer	December 2014	Waiting on funding approval included in mid cycle budget proposal.
3.	Civilian	Work with DHRM to complete **classification study**	Anil Comelo, Penny Ha	Date TBD by DHRM	OPD submitted a request for a classification study for Dispatcher/Operator in December 2013 and the Crime Lab positions in February 2014.
4.	Both	**City-wide training** offered in computer and other skills base training	Anil Comelo, Cee Belue	1 Jul 14	City wide training to begin
5	Both	**Mentoring Program**	Capts. Orozco & Hoppenhauer	October 2014	Identifying a test group
6	Both	**Recruitment Incentive Program** - monetary incentive to recruit police officers	Capt. Hoppenhauer, Cee Belue	TBD due to budget	This is a request to fund this project.

FILED
OFFICE OF THE CITY CLERK
OAKLAND

CITY OF OAKLAND 2014 FEB 13 PM 1:19

AGENDA REPORT

TO: DEANNA SANTANA
CITY ADMINISTRATOR

FROM: Sean Whent
Interim Chief of Police

SUBJECT: Employee Retention Plan for the Oakland Police Department

DATE: February 6, 2014

City Administrator Approval: Deanna Santana Date: 2/12/14

COUNCIL DISTRICT: City-wide

RECOMMENDATION

Staff recommends acceptance of this informational report from the Oakland Police Department (OPD) that addresses the development of a Retention Plan for OPD.

EXECUTIVE SUMMARY

This informational report addresses the development of a Retention Plan for the Oakland Police Department (OPD). The report will cover the strategy components to address retention through the Hiring and Selection process, Academy Training, Succession Planning at the final stage, and a Preventive Plan. The identified components of the hiring and training process are addressed in this report; (1) Recruiting and Hiring, (2) Academy Training, and (3) Field Training. Without a strong recruitment and training plan, adverse impact on retention could result, because the two are so closely related. Achieving and maintaining adequate staffing levels require a focus on recruitment and retention. Succession Planning, including Career Development through a Mentor Program, addresses the need to identify and assess employees' career desires, obstacles or concerns. The last component is a Preventive Plan to address current employees who are seeking employment with other agencies.

According to an employee survey, the current challenges include low resources (human, equipment and technology) and a negative image for the City, as well as the agency that must be addressed. By focusing on these areas, the chances of attracting qualified candidates as well as retaining good employees may improve.

BACKGROUND/LEGISLATIVE HISTORY

OPD is experiencing approximately a 5% attrition rate annually. Over the last 12 months there have been 28 officers who have resigned from the Department. The vast majority, approximately 82% had over 10 years of service with OPD. During the exit interview of the 17 officers that

Item 4
Public Safety Committee
February 25, 2014

Attachment B

resigned from OPD who were under the age of fifty, their reasons for leaving ranged from commute time; stress from work condition; mandatory overtime; personal/family obligations; and a desire for a more stable environment...

Table 1

Attrition Category	# of Sworn	Age Group
Service Retirement *	11	50 and over
Resigned **	7	40 to 49
	5	30 to 39
	5	25 to 29

* Average age from the Service Retirement group was 51.1 years
** Average age from the Resignation group was 35.8 years

The current challenges that OPD is facing, include low resources (human, equipment and technology) and a negative image for the City as well as the agency that must be addressed. By focusing on these areas the chances of attracting qualified candidates as well as retaining good employees may improve.

Several law enforcement agencies were contacted regarding their attrition rate in comparison to OPD which is currently at 5% annually.

Table 2

Surveyed Cities	Annual Attrition Rate %
BART	1.0
Berkeley	0.5
Fremont	8 (All retirees)
Hayward	4.0
San Francisco	4.4
Sacramento	4.0

OPD's attrition rate over the last seventeen (17) months has increased due to the separation of 44 long-term medical disability employees and 16 service retirements. In addition, twenty-four (24) officers resigned, eighteen (18) of which left to go to other agencies for various reasons. This has resulted in an increase over the previous average attrition rate of 4%. In 2013 OPD hired a dedicated Administrative Analyst to focus on Worker's Compensation/Medical Unit duties and as a result the long-term medical leaves were finally addressed. The medical separations were a necessary step in working towards filling vacant positions. Table 2 denotes agencies similar to OPD (Hayward, San Francisco, Sacramento) who are experiencing an average of a 4% attrition rate, similar to what OPD was experiencing in 2012. On average, it

costs $100K to recruit and hire one (1) police officer, so retaining our officers is the sure way to reduce costs. However, having the ability to fill vacant positions quickly by funding and planning for annual academies will provide OPD with the ability to address attrition as employees retire/resign for various reasons, thus reducing the demands placed on an already overly burdened force.

ANALYSIS

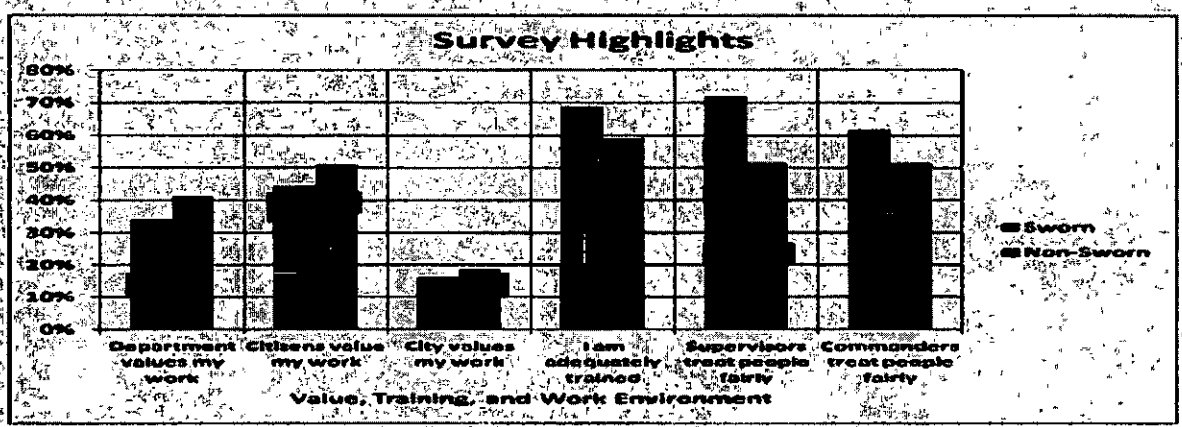
At the current pace, it is unrealistic to believe that the incremental gains in staffing will have a significant positive impact on public safety unless we continue to fund two (2) academies per year.

To understand the needs of OPD an employee feedback survey was completed in October 2013. Employees were allowed to anonymously provide feedback on how to make their jobs easier and how to improve the Department. Implementing some of these recommendations will give employees ownership and accountability in the work place and this engagement will more likely retain employees in OPD.

Survey Highlights:

Based on feedback from the employees' survey, retention is impacted by issues such as, mandatory overtime, deficient technology and expertise, poor infrastructure, extreme workloads/ conditions caused from high crime rate, making the issue of retaining employees vital.

Below are the key highlights of the Employee Feedback Survey (Value, Training and Work Environment). There were a total of seventeen (17) questions and approximately 599 sworn and 380 non-sworn members that could have participated in the online survey. 337 sworn (56%) and 112 non-sworn (29%) participated. National average for online survey results is approximately 25% and both groups exceeded the average.



Item: _____
Public Safety Committee
February 25, 2014

Attachment B

The survey summary from the employee feedback survey indicates:

- Less than half of the employees felt that OPD and citizens valued their work;
- Over 80% of the employees felt that the city did not value their work;
- Employees believe they were adequately trained; however they noted they would like to receive training outside their current job assignments such as Microsoft training and enhancing other administrative skill training; and
- More than 50% of employees felt they were being treated fairly by their supervisors; however more than half felt they did not feel that commanders/managers treated employees fairly.

Leadership/Management

The survey provided feedback pertaining to the leadership and management within the Department. Several comments were made regarding lack of training for executive command staff. Some of the recommendations suggested additional leadership and succession training as they advance within the Department. Given the high rate of turnover, stability and command preparation has been challenging in a paramilitary structure. Staff continues to develop and train commanders to meet leadership responsibilities.

One of the recommendations is to ensure all vacant command positions are filled with permanent leaders, as opposed to acting or interim assignments. Providing a strong executive team is the key to stabilizing the Department.

Recruitment & Selection Process

The Recruiting and Background Unit has been operating in dual functions executing a recruitment strategy to attract and hire qualifying individuals into the Police Officer Trainee Academy. What was found to be important to prospective qualified candidates related to retention are the following:

- Recruitment plan to include lateral officers hiring;
- Mentoring candidates/recruits during the selection process, academy, and field training proves to be effective to both attracting and retaining a diverse workforce;
- Ancillary programs to include Reserve, Cadet and/or Explorer Programs, as well as part-time jobs for college students;
- Having a good reputation as a Department that provides a positive work environment, and promoting the Department in a good light;
- Shortening the time required to complete the hiring process; and
- Working conditions including schedules, assignments, etc.

Recognizing the above as positive attributes that candidates deemed to be important, staff recommend and have implemented the following to the recruitment and selection process at the Recruiting and Background Unit.

- Centralized Recruiting Unit – Branding and maintaining a consistency in OPD Recruiters as point of contact in categories of community based organizations, religious affiliations, colleges, military branches, etc. Gathering the talent and utilizing internal resources/personnel to represent OPD to effectively recruit and attract qualified candidates;

- Military Transition Program - Designated and identified military bases, established a presence and relationships with the Transitional Coordinator to connect with military personnel to transition them back to civilian life through a career in law enforcement;

- Developed Candidates through Early Outreach – Offering monthly workshops to potential candidates to integrate into the selection process and paramilitary culture. It also calls for outreach to high school and college students to inform them about a career in law enforcement and encourage them to avoid activities that could disqualify them;

- Cultural Outreach – Continued building relationships with diverse groups is important for recruitment, but also for the broader community policing perspective that they have as part of the community. To be effective means partnering with these groups to address crime and quality of life issues. The Background and Recruiting Unit also facilitates on a quarterly basis informational career workshops held throughout the City, and

- More Efficient Hiring Process – The Recruiting Office has been working on making the hiring process more efficient, therefore shorter. Some of the testing phases are being combined and reorganized in an attempt to save time and money. The Personal History Statement will be available online shortly to improve the collection of background information.

Academy Training

The OPD Academy training is the foundation for building a successful and productive employee through continuous training and mentoring program. The curriculum built into the 27 weeks of training is Police Officers Standard Testing (POST) certified for every Academy class. The Academy not only focuses on teaching the trainees about technical knowledge and skills, but includes during the Academy experience critical blocks of instruction in integrity, decision-making, problem-solving and critical thinking.

In an attempt to improve Police Officer Trainee retention rates during the Basic Academy, the Training Section has introduced a "Stress Management Course" into the Basic Academy. The course is designed to teach students how to develop skills that will assist them in reducing their

level of fear and panic, both in the Academy and during actual street encounters. In addition, the Training staff has doubled the remedial training for each failed skills test and changed the format, allowing ample time before retesting. The Recruit Training Sergeant observes every remediation test in order to ensure fairness and consistency in the testing process.

The last funded academy for fiscal year FY14-15 is the 170th Police Officer Training Academy scheduled for April 28, 2014. There are no other academies funded in the current fiscal budget. However, the Administration is proposing $350K funds FY14-15 for next year to either conduct a smaller size academy or procure slots in an external academy for the sole purpose of addressing potential future attrition levels. In addition, it is critical to expand the Field Training Program to accommodate future sworn personnel. The Field Training Officers allow newly academy graduated officers an opportunity to shadow and be mentored.

Succession Planning

Part of the strategy to proactively contain the potential issue of mass exits from the police department, based on the five (5) year projection of current staff eligible for service retirement, is succession planning at all staff levels.

Areas to focus on to initiate a succession plan would be:

- Update the agency's strategic plan to include future staffing levels
  - Incorporate the hiring of laterals and post academy graduates into the recruitment plan to address the monthly attrition of 5 officers.
- Conduct analysis to identify core competencies for sworn and civilian classifications, including future needs identified in the strategic plan.
  - The Department of Human Resources Management must readily provide eligibility lists for civilian positions
- Conduct employee skill assessments to ascertain current skill levels
- Plan and communicate methods to close the gaps between required competencies and current employee skills levels to manage human capital.
  - Develop and offer front line leadership and supervisory training to promote employee development/skill enhancements.
- Continue to fund the Police Cadet/Student Internship Program – a direct feeder class to the academy and other non-sworn positions

Other strategies to consider as part of succession planning should include:

Develop Staff - Staff development will provide multiple opportunities for career growth, in both promotional and professional growth. There are several ways to address career development.

- Establish Mentor Program to keep veteran employees engaged
- Attendance at National Police Academies (Federal Bureau of Investigation/Senior Management Institution for Police)

Item: _____
Public Safety Committee
February 25, 2014

Attachment B

- More flexibility to attend college courses
- Attendance at recognized Law Enforcement training
- Educational/Vocational leave
- Tuition reimbursement for recognized training

Mentor Program – a robust mentor program will keep employees engaged and develop a broader perspective of how the agency operates, creates movement, and ultimately enhances skills. The agency will utilize seasoned employees to take on mentor role for new employees with the primary objective of being a resource to help make a successful transition into their new work environment. The program will provide support and encouragement to the new hire and promote career growth. One avenue is to assign a member to every new hire as a mentor beginning during their Field Training Program. The member would touch base with the employee during their training and provide valuable support.

Recruitment Incentive Program – to increase both recruitment and retention, in 2007 the department implemented a program that paid officers and civilians up to a $1,000 for recruiting and mentoring a new recruit through the hiring process and the successfully completing the academy and field training program that netted a total of 260 referrals with 10% success rate. This program cost approximately $50k

Promote Work/Life Balance Environment

Proactively seek grants and exercise fiscal investments to purchase new equipment for staff to improve productivity and efficiency.

- Flex Work Schedule - Civilian
  - Researching alternative work schedules whenever possible to promote work life balance.
  - Rotational work assignments to be offered to pre-identified classifications that are prone to sustain high risk of work related injuries.

- Wellness Program
  - Offer self help information that deals with stress in personal and professional setting. Increase awareness and promote a culture to seek professional advice and assistance whenever needed.
  - The MHN insurance substance abuse program rider takes effect January 15, 2014 and the approximate cost is $84k annually. Funding will need to be included in the next fiscal year.
  - By expanding the Peer Support team and adding a Critical Incident Response Team (CIRT) to the Agency will cost approximately $50k in O&M.

Item: _____
Public Safety Committee
February 25, 2014

Attachment B

- Recognition Award/ Ceremony Programs
  - Offer timely and appropriate recognition when employee demonstrate exceptional performance and exceed set objectives.
  - To celebrate and recognize employee good work. Create a forum to allow peers to recognize and share success story and appreciation of team work.
  - The projected cost is $10k.

- Employee Survey
  - Implement an annual confidential employee survey to collect and analyze data. The information will assist with the analysis and provide indicators of what are the priorities for OPD employees.
  - The projected cost to secure a vendor to develop, administer and provide an analysis report is estimated at $5k.

- Job Class Assessment
  - Complete an assessment of each non-sworn position and duties to determine if classifications match the job responsibilities.
  - Explore the possibility of some job classifications being allowed to be shared/part-time.

- Salary Assessment
  - Request the Department of Human Resources Management to review and possibly implement a salary increase for civilian positions depending on the outcome of the class study.

- Technology/Training
  - Update all technical equipment to allow staff to be competitive in the industry.
  - Offer CPT and on-the-job training for field civilian positions.
  - Employees identified a need to receive additional training outside of law enforcement training such as Microsoft Word, Excel, PowerPoint and Outlook.
  - Request Department of Human Resources Management to activate the city-wide training program to address these needs.

- Scheduling - Civilian
  - Provide options for work schedules and off days.
  - Reduction in mandatory overtime or give employees options who do not want to work overtime - for sworn and non-sworn.

- Advancement
  - Increase opportunities in growth and promotional development through special project/assignments

Item: _____
Public Safety Committee
February 25, 2014

Attachment B

Preventive Plan

As a large number of employees reach the retirement age, this will result in a significant institutional knowledge loss. One way of instilling workforce planning is to create ways to encourage staff to delay retirement and when they do retire, provide options for them to stay engaged such as an annuitant/volunteer programs.

Table 3

Year	Attrition (retirement only)
2014	24
2015	35
2016	31
2017	22

Age Projection

- 176 members are between the age of 40-45 years of age
- 227 members are between the age of 30-39 years age
- 35 members are between the age of 29 and under

Service Projection:

- 141 members have 20+ years of service
- 234 members have 11 to 19 years of service
- 126 members have 6 to 10 years of service
- 110 members have 5 or less years of service

Clearly, the more employees we can retain, the sooner our staffing numbers increase. In addition, the department will not have to devote as much time, effort, and expense on continually training newer officers and instead can focus training resources on officer effectiveness, skill enhancement and other initiatives.

To retain younger employees who are not of retirement age, we need to continue to address some of the major challenges which were identified in the exit interviews. Monetarily, some benefits for staying should include increased longevity pay, perhaps using a percentage such as other agencies have done. Increases to uniform allowance and tuition reimbursement may also entice more employees to stay with the Agency.

In addition, the plan includes looking for ways to improve organizational communication to ensure that employees feel both listened to and informed. The Agency needs to be proactive and strive to get employees engaged, stimulate a sense of ownership and valuing employees' expertise and perspectives. The career development section above identifies some of the ways to address this issue.

PUBLIC OUTREACH/INTEREST

The Department continues to actively recruit qualified candidates for its vacancies. Special emphasis is placed on attracting and hiring Oakland residents and selective language candidates that are committed to the City for the long-term. We continue to expand our workshop venues throughout the city in order to actively search out the most qualified people.

COORDINATION

The Budget Office, the Department of Human Resources Management, the Compliance Director, the Oakland Police Officers Association and the City Attorney's Office were consulted in the preparation of this report.

COST SUMMARY/IMPLICATIONS

Retention Programs Cost Appropriation

Proposed Programs	Projected Annual Costs
Recruitment Incentive	$50,000
Substance Abuse Program	$84,000
Critical Incident Response Team (CIRT)	$50,000
Total Costs	$184,000

Note: The $84,000 for this program is already funded for this calendar year.

Many of the recommended actions identified in the retention plan can be implemented with existing budgetary resources. However, the items listed in the chart above, which total $184,000, cannot be implemented with existing resources. Council action will be required to establish an appropriation for these activities. Also, the human resources to implement some of the retention plan would have to be adjusted in order to properly implement some of the programs proposed.

Attachment B

SUSTAINABLE OPPORTUNITIES

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

Environmental: There are no environment opportunities associated with this report.

Social Equity: Retaining current employees within the Agency will provide stability to our workforce and enhance public safety efforts.

For questions concerning the contents of this report, please contact Donna Hoppenhauer, Acting Captain of Police at 238-3552.

Respectfully submitted,

Sean Whent
Interim Chief of Police
Oakland Police Department

Prepared by
Donna Hoppenhauer
Acting Captain of Police
Oakland Police Department

Item: 4
Public Safety Committee
February 25, 2014

Attachment B