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AGENDA REPORT: 43

TO: Sabrina B. Landreth
City Administrator

FROM: David Downing
Assistant Chief of Police

SUBJECT: 30 Day Monthly Police Staffing Report

DATE: March 16, 2017

City Administrator Approval

Date:

3/30/17

RECOMMENDATION

Staff Recommends That The Public Safety Committee Accept The Oakland Police Department's (OPD) Monthly Informational Report On Recruiting And Sworn Staffing Levels As Of February 28, 2016.

EXECUTIVE SUMMARY

This informational report provides data on the demographics and staffing levels of OPD sworn and non-sworn employees as well as recruiting and hiring data. **Attachment A** to this report provides a detailed Field Training Officer (FTO) program attrition analysis.

BACKGROUND AND LEGISLATIVE HISTORY

In 2009 the City Council requested a monthly staffing report from OPD to address current staffing levels for both sworn and civilian employees. This report addresses recruitment activities and assignments for both sworn and civilian positions.

ANALYSIS AND POLICY ALTERNATIVES

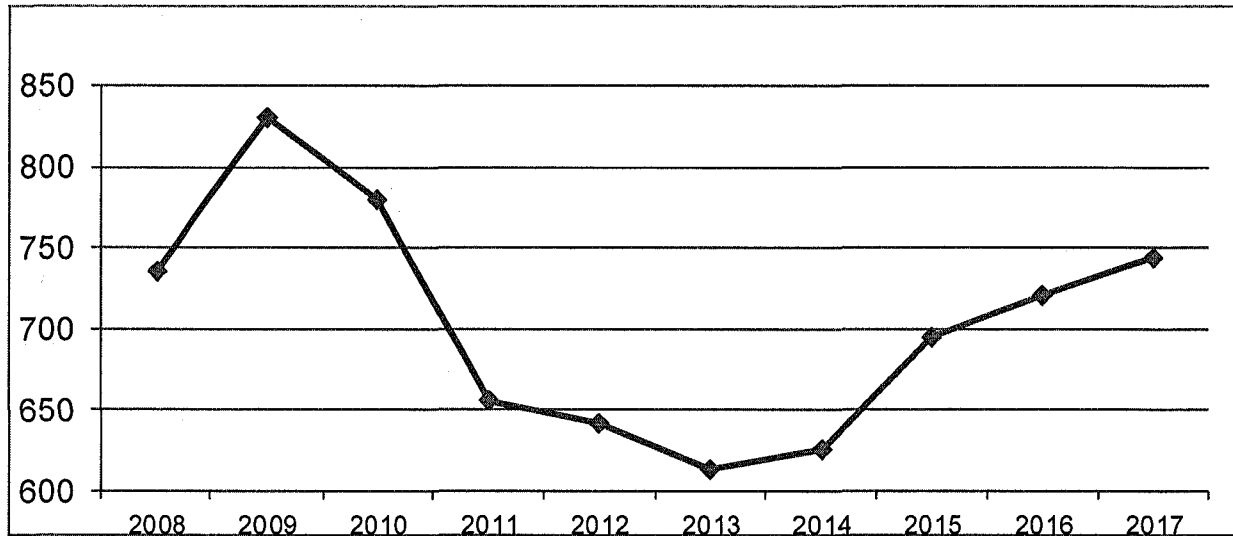
Table 1: Staffing Levels as of January 1st: 2008-2017

| Year | Sworn Staffing |
|------|----------------|
| 2008 | 736 |
| 2009 | 830 |
| 2010 | 780 |
| 2011 | 656 |
| 2012 | 642 |

| Year | Sworn Staffing |
|------|----------------|
| 2013 | 613 |
| 2014 | 626 |
| 2015 | 695 |
| 2016 | 721 |
| 2017 | 744 |

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Figure 1: Sworn Staffing on January 1st of Each Year: 2008-2016



As of February 28, 2017 OPD's actual sworn staffing was 762 sworn officers; the authorized staffing level per the Approved Fiscal Year (FY) 2016-17 Budget is 794 sworn officers. The total of 762 includes 10 officers from the 2013 Department of Justice/Community Oriented Policing Services (DOJ/COPS) Hiring Grant; 15 officers from the 2014 DOJ/COPS Hiring Grant; 15 officers from the 2015 DOJ/COPS Hiring Grant; 15 officers from the 2016 DOJ/COPS Hiring Grant; 2 officers from the California Office of Traffic Safety Select Traffic Enforcement Program (STEP) Grant; and approximately 65.5 officers associated with Oakland's voter approved public safety measure (Measure Z, 2014) (see Page No. 7 for an attrition analysis of sworn officers).

Demographics – Sworn Staffing

Figure 2 below shows that as of February 28, 2017, 74 sworn members, or 9.7 percent of sworn staffing, were Oakland residents. Additionally, Table 2 below demonstrates that 6 Police Officer Trainees (POT) or 21 percent of the 176th Police Academy were Oakland residents. OPD has prioritized attracting a racially diverse and multilingual workforce of qualified officers that includes Oakland residents.

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

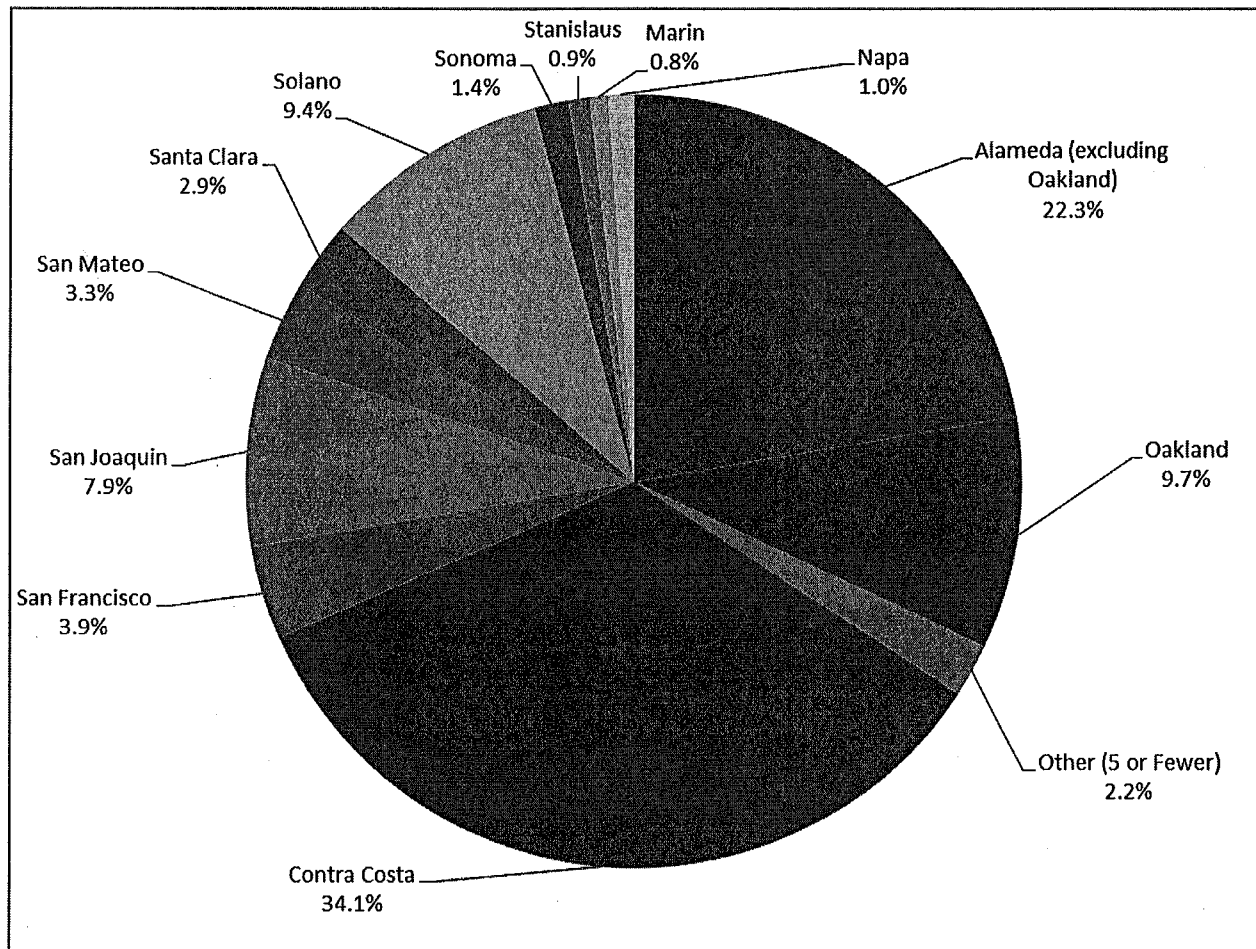


Table 2: OPD's 176th Basic Academy

| Gender | | Ethnicity | | Residency | | Language | | Education | |
|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|----------------|-----------|
| Female | 5 | Asian | 5 | Oakland | 6 | Chinese | 1 | High School | 2 |
| Male | 23 | Black | 5 | Other | 22 | Spanish | 7 | Some College | 12 |
| | | Hispanic | 9 | | | Neither | 20 | Associate's | 3 |
| | | White | 9 | | | | | Bachelor's | 10 |
| | | | | | | | | Master's/Above | 1 |
| Total | 28 | Total | 28 | Total | 28 | Total | 28 | Total | 28 |

Table 3: Ethnicity and Gender – All OPD Sworn Staff as of February 28, 2017

| Race | Female | | Male | |
|------------------|------------|-------------|------------|-------------|
| | Count | Percentage | Count | Percentage |
| Asian | 8 | 7.92% | 93 | 14.07% |
| Black | 24 | 23.76% | 110 | 16.64% |
| Filipino | 1 | 0.99% | 15 | 2.27% |
| Hispanic | 26 | 25.74% | 156 | 23.60% |
| Native American | 1 | 0.99% | 2 | 0.30% |
| Undeclared-Other | 2 | 1.98% | 12 | 1.82% |
| White | 39 | 38.61% | 262 | 39.64% |
| Unknown | 0 | 0% | 11 | 1.66% |
| Total | 101 | 100% | 661 | 100% |

Table 4: Ethnicity by Year – All OPD Sworn Staff as of February 28, 2017

| Race | US 2010 Census-Oakland Pop. | OPD 2014 | OPD 2015 | OPD 2016 | OPD 2017 |
|--------------------|-----------------------------|----------|----------|----------|----------|
| White | 34.5% | 42.0% | 40.1% | 39.7% | 39.5% |
| Black | 28.0% | 18.8% | 19% | 18.0% | 17.6% |
| Asian | 16.8% | 12.7% | 14.4% | 15.1% | 15.4% |
| Hispanic | 25.4% | 21.2% | 23.4% | 23.7% | 23.9% |
| Other ¹ | -- | 5.3% | 3.1% | 3.5% | 3.6% |
| Female | 14.3% ^{2,3} | 12.0% | 11.9% | 13.0% | 13.3% |
| Male | 85.7% ⁴ | 88.0% | 88.1% | 87.0% | 86.7% |

Table 5: Demographic Information on Academies Since 2012

| Class | Starting Date | Starting Number | Gender | Oakland Resident | Language | Ending Date | Ending Number |
|-------------------|---------------|-----------------|------------------------|------------------|------------------------------------|-------------|---------------|
| 166 th | Sep 12, 2012 | 57 | 15 Females 42 Males | 7 | 8 Cantonese/Mandarin 4 Spanish | 3/20/13 | 39 |
| 167 th | Mar 25, 2013 | 51 | 7 Females 44 Males | 6 | 5 Cantonese/Mandarin 12 Spanish | 9/20/13 | 36 |
| 168 th | Sep 30, 2013 | 57 | 8 Females 49 Males | 6 | 0 Cantonese/Mandarin 19 Spanish | 4/4/14 | 47 |
| 3rd Lateral | Dec 9, 2013 | 4 | 4 Males | 0 | 0 Cantonese/Mandarin 1 Spanish | 2/7/14 | 4 |
| 169 th | Dec 30, | 55 | 8 Females | 2 | 0 Cantonese/Mandarin | 7/3/14 | 34 |

¹ Other includes Unknown, Native American, and Undeclared

² 2007 data: gender ratio of police officers in the U.S. Source: U.S. Department of Justice. Office of Justice Programs Bureau of Justice Statistics, Local Police Department, 2007

³ Percent of U.S. law enforcements officers who were female at time of 2007 data

⁴ Percent of U.S. law enforcements officers who were male at time of 2007 data

| Class | Starting Date | Starting Number | Gender | Oakland Resident | Language | Ending Date | Ending Number |
|-------------------------|---------------|-----------------|------------------------|------------------|------------------------------------|-------------|---------------|
| | 2013 | | 47 Males | | 13 Spanish | | |
| ACSO * | Mar 17 2014 | 24 | 3 Females 21 Males | 1 | 3 Cantonese/Mandarin 3 Spanish | 9/23/14 | 13 |
| 170th | Apr 28, 2014 | 57 | 9 Females 48 Males | 10 | 3 Cantonese/Mandarin 10 Spanish | 2/3/15 | 35 |
| 4 th Lateral | Sep 22, 2014 | 7 | 1 Female 6 Males | 0 | 0 Cantonese/Mandarin 2 Spanish | 11/27/14 | 5 |
| 171 st | Sep 29, 2014 | 60 | 10 Females 50 Males | 15 | 5 Cantonese/Mandarin 9 Spanish | 4/3/15 | 35 |
| 5 th Lateral | Feb 23, 2015 | 9 | 9 Males | 1 | 1 Cantonese/Mandarin 0 Spanish | 5/1/15 | 7 |
| 172 nd | Apr 27, 2015 | 58 | 19 Females 39 Males | 15 | 1 Cantonese/Mandarin 14 Spanish | 10/30/15 | 35 |
| 6 th Lateral | May 18, 2015 | 6 | 6 Males | 1 | 0 Cantonese/Mandarin 0 Spanish | 7/24/15 | 6 |
| SFPD* * #247 | Jun 8, 2015 | 5 | 5 Males | 0 | 0 Cantonese/Mandarin 0 Spanish | 1/15/16 | 3 |
| 173 rd | Jul 6, 2015 | 53 | 9 Females 44 Males | 11 | 4 Cantonese/Mandarin 10 Spanish | 1/8/16 | 33 |
| SFPD #248 | Aug 3, 2015 | 5 | 5 Males | 1 | 0 Cantonese/Mandarin 0 Spanish | 3/11/16 | 3 |
| SFPD #249 | Oct 26, 2015 | 5 | 1 Female 4 Males | 1 | 0 Cantonese/Mandarin 0 Spanish | 6/3/16 | 5 |
| 174 th | Nov 16, 2015 | 60 | 15 Females 45 Males | 9 | 4 Cantonese/Mandarin 11 Spanish | 5/20/16 | 44 |
| SFPD #251 | Feb 1, 2016 | 5 | 1 Female 3 Males | 2 | 1 Cantonese/Mandarin 0 Spanish | 9/23/16 | 4 |
| SFPD #252 | Mar 14, 2016 | 5 | 2 Female 3 Males | 0 | 0 Cantonese/Mandarin 2 Spanish | 11/04/16 | 5 |
| SFPD #253 | Apr 11, 2016 | 6 | 1 Females 3 Males | 0 | 0 Cantonese/Mandarin 0 Spanish | 12/2/16 | 4 |
| 175 th | Jul 11, 2016 | 50 | 7 Females 43 Males | 9 | 3 Cantonese/Mandarin 10 Spanish | 1/27/17 | 24 |
| 176 th | Oct 31, 2016 | 28 | 5 Females 23 Males | 6 | 1 Cantonese/Mandarin 7 Spanish | 5/19/17 | Pending |

* ACSO=Alameda County Sheriff's Office; ** SFPD=San Francisco Police Department

Actual and Projected Sworn Staffing

The Oakland City Council passed Resolution No. 84767 C.M.S. on December 10, 2013, which requires that the OPD staffing report contain an analysis of any deviations between the expected and actual staffing levels, the expected hiring methods, and alternative hiring options for achieving budgeted staffing as quickly as possible. Table 6 below provides actual and projected sworn staffing for the current FY 2016-2017 Hiring Plan, as approved in the FY 2015-2017 Policy Budget. This data is accurate as of February 28, 2017.

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Table 6: Actual Sworn Staffing (as of February 28, 2016) and Sworn Staffing Projections

| Year | 2017 | | | | | | | | | | | 2018 |
|-------------------------|--|------|------|------|------|------|------|------|------|------|------|------|
| Month | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan |
| Filled | 763 | 762 | 755 | 748 | 760 | 753 | 746 | 739 | 732 | 725 | 718 | 746 |
| Attrition | (2) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) | (7) |
| Hires | 1 | 0 | 0 | 19 | 0 | 0 | 0 | 0 | 0 | 0 | 35 | 0 |
| Ending Filled | 762 | 755 | 748 | 760 | 753 | 746 | 739 | 732 | 725 | 718 | 746 | 739 |
| Authorized | 794 | 794 | 794 | 794 | 794 | 794 | 794 | 794 | 794* | 794* | 794* | 794* |
| Over (Under) Authorized | (32) | (39) | (46) | (34) | (41) | (48) | (55) | (62) | (69) | (76) | (48) | (55) |
| Hiring Plan | 780 | 774 | 768 | 762 | 796 | 796 | 790 | 784 | 778 | 772 | 766 | 800 |
| Over (Under) | (18) | (19) | (20) | (2) | (43) | (50) | (51) | (52) | (53) | (54) | (20) | (61) |
| New POT Hiring Pipeline | 176 th Academy (ends May 2017 = 19 POTs) | | | | | | | | | | | |

* Funding for two of these sworn officers is linked to a current grant from the California Office of Traffic Safety (OTS); this grant expires in September, 2017. If OTS rejects the City's request to continue to fund these positions, the two positions would require an alternative source from the City. These two positions will have to be deleted from the authorized staffing level (from 794 to 792 positions) if the City cannot find an alternative funding source as of October, 2017.

Table 7: OPD Positions - Authorized and Filled

| Type | Budget Authorized Positions | Authorized | Filled | +/- |
|-----------|-----------------------------|-----------------|-----------------|---------------|
| Sworn | Chief of Police | 1 | 1 | 0 |
| | Assistant Chief | 1 | 1 | 0 |
| | Deputy Chief | 4 | 3 | -1 |
| | Captain | 10 | 8 | -2 |
| | Lieutenant | 27 | 25 | -2 |
| | Sergeants | 129 | 118 | -11 |
| | Police Officers | 622 | 606 | -16 |
| | Total Sworn | 794 | 762 | -32 |
| Non-Sworn | Full-time and Part-time | 439.58 | 389.45 | -50.13 |
| | Total Personnel | 1,233.58 | 1,151.45 | -82.13 |

Tables 8: Staff Funding Sources for Sworn and Civilian Positions for FY 2016–2017

| Sworn Positions | FTE | Civilian Positions | FTE |
|-------------------------------|------------|-------------------------------|---------------|
| General Fund: General Purpose | 667.5 | General Fund: General Purpose | 392.08 |
| Alameda Co. Vehicle Abatement | 1 | Alameda Co. Vehicle Abatement | 1 |
| Measure Z | 65.5 | Measure Z | 2 |
| Traffic Safety Fund | 2 | Traffic Safety Fund | 20 |
| False Alarm Reduction Program | 1 | False Alarm Reduction Program | 6.5 |
| *COPS 2013 | 10 | US Department of Justice | 2 |
| *COPS 2014 | 15 | Workers' Comp. Insurance | 2 |
| *COPS 2015 | 15 | Radio/Telecommunications | 1 |
| *COPS 2016 | 15 | State of California Other | 1 |
| CA OTS STEP | 2 | Miscellaneous Grants (Cadet) | 12 |
| Grand Total | 794 | Grand Total | 439.58 |

*US Department of Justice, Office of Community-Oriented Policing Services (COPS) Personnel are split funded with the General Purpose Fund

Table 9a: Sworn Attrition Data: January 1, 2016 through February 28, 2017

| | 2016 | | | | | | | | | | 2017 | | Total |
|--------------------------|-----------|----------|----------|----------|----------|----------|----------|-----------|-----------|----------|----------|----------|-----------|
| | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | |
| Disability Retirement | - | 1 | 2 | 3 | 1 | 1 | 1 | 4 | 2 | 1 | 2 | 1 | 19 |
| Resignation (non-FTO*) | 2 | - | 4 | 1 | 1 | 1 | 2 | 1 | 4 | 1 | - | - | 17 |
| Resignation FTO | 5 | - | - | - | 2 | 1 | 4 | 4 | - | - | - | - | 16 |
| Resignation Other Agency | - | - | - | - | - | - | - | - | 1 | - | 1 | - | 2 |
| Service Retirement | 2 | 1 | 1 | - | 1 | - | 1 | - | 3 | 4 | 1 | 1 | 15 |
| Termination | - | - | 1 | - | - | - | - | - | - | - | - | - | 1 |
| FTO Termination | 2 | - | - | 1 | - | - | - | 1 | - | - | 1 | - | 5 |
| Deceased | - | - | - | - | - | - | - | - | - | - | - | - | 0 |
| Grand Total | 11 | 2 | 8 | 5 | 5 | 3 | 8 | 10 | 10 | 6 | 5 | 2 | 75 |

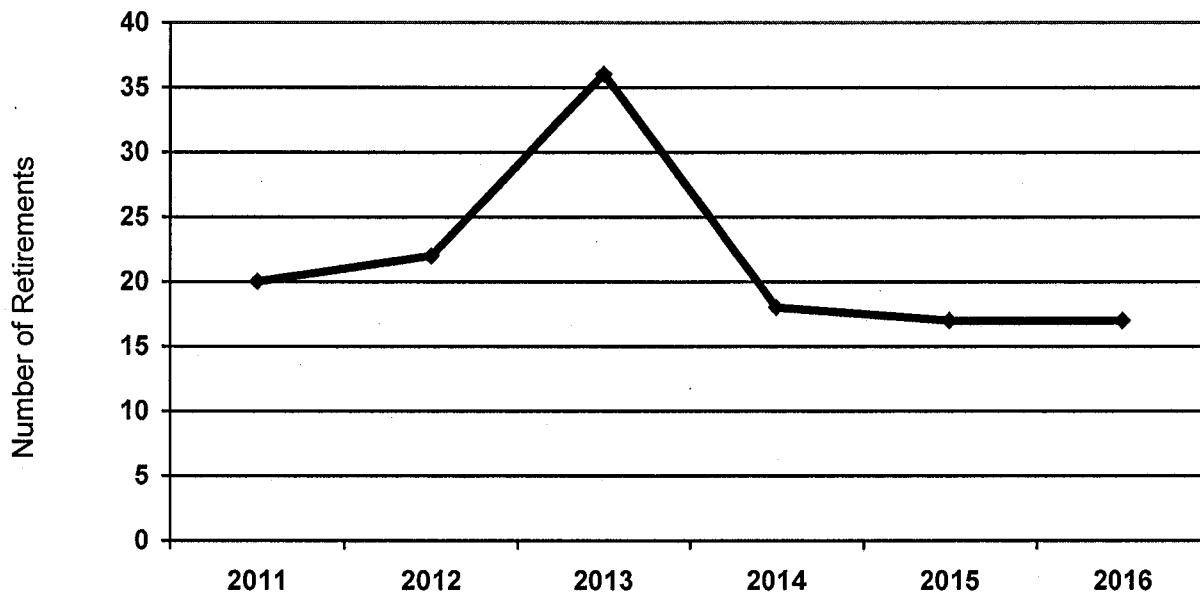
*FTO = Field Training Officer – an officer who has completed the basic academy but is still in the OPD field training program.

OPD experienced an average attrition rate of 6.25 officers per month (75 officers over the 12 month period), which is below the current projected attrition rate of 7 officers per month (84 per year). **Attachment A** to this report provides a detailed FTO Program Attrition Analysis.

Table 10: Sworn Attrition Analysis Mar 1, 2016 through Feb 28, 2017

| Reason for Separation | Average Age at Separation | Number of Separations |
|----------------------------|---------------------------|-----------------------|
| Disability Retirement | 46.2 | 19 |
| Resignation (non FTO) | 35.7 | 17 |
| Resignation (FTO) | 29.3 | 16 |
| Resignation - Other Agency | 28.6 | 2 |
| Service Retirement | 51.8 | 15 |
| Termination | 30.8 | 1 |
| Termination (FTO) | 29.6 | 5 |
| Deceased | N/A | 0 |

Figure 3: Disability Retirements from 2011 to 2016



Officers who experience on-assignment injuries may be placed on disability leave, or on modified work assignments. Some of these officers eventually retire; officers may retire from disability leave because their injuries do not allow them to return to their prior non-injury type of assignment. Officers on injury leave may also choose a service retirement rather than returning to regular assignments, because they do not wish to return to a modified assignment, or for any number of personal reasons. Figure 3 above shows data on disability retirements between 2011 and 2016. The data shows that disability retirements peaked from a prior average of approximately 21 per year, and then decreased to approximately 17 per year starting in 2014. The peak in 2013 was a result of the resolution of on-assignment injury claims that had been outstanding.

Table 11: Attrition of Oakland Residents during the Testing and Hiring Process

| | 166 th | 167 th | 168 ^{th*} | 169 th | ACSO | 170 th | 171 st | 172 nd | 173 rd , SF247 | 174 th , SF248, SF249, SF251, SF252 | 175 th , SF253 | 176 th |
|--|-------------------|-------------------|--------------------|-------------------|------|-------------------|-------------------|-------------------|------------------------------|--|------------------------------|-------------------|
| Applications Received | 282 | 186 | 415 | 271 | -- | 316 | 501 | 526 | 169 | 225 | 459 | 138 |
| Invited to Physical Ability Test (PAT) | 85 | 59 | 371 | 262 | -- | 267 | 337 | 495 | 156 | 209 | 343 | 113 |
| Attended PAT | 77 | 44 | 168 | 145 | -- | 194 | 110 | 281 | 73 | 91 | 192 | 46 |
| Invited to Written | 254 | 165 | 151 | 138 | -- | 147 | 94 | 253 | 64 | 81 | 161 | 45 |
| Attended Written | 155 | 112 | 133 | 123 | -- | 113 | 77 | 218 | 53 | 67 | 138 | 29 |
| Invited to Oral Interview | 72 | 42 | 79 | 76 | -- | 86 | 44 | 145 | 37 | 36 | 77 | 26 |
| Attended Oral Interview | 63 | 39 | 66 | 59 | -- | 55 | 33 | 118 | 28 | 32 | 62 | 22 |
| Background & Character Review | 48 | 19 | 40 | 35 | -- | 43 | 25 | 80 | 22 | 24 | 40 | 15 |
| Invited to Academy | 7 | 6 | 6 | 3 | 1 | 10 | 15 | 15 | 11 | 13 | 9 | 6 |
| Graduated from Academy | 3 | 3 | 6 | 2 | 1 | 10 | 9 | 7 | 7 | 13 | 4 | TBD |

* Three POTs graduated from the SF 248 academy on 3/11/16. Forty-four POTs graduated from the 174th Academy on 5/20/16. Five POTs graduated from the SF 249 on 6/3/16. Four POTs graduated from the SF 251 on 9/23/16. Five POTs graduated from the SF 252 on 11/4/16. Four POTs graduated from the SF 253 on 12/2/16.

Table 12: Field Training Completion Data

| Academy of Origin | Entered Field Training Program | Completed Field Training Program |
|--|--------------------------------|----------------------------------|
| 6 th POST ⁵ Lateral Course | 6 | 2 |
| OPD 172 nd Basic Academy | 35 | 28 |
| OPD 173 rd Basic Academy | 33 | 31 Final |
| OPD 174 th Basic Academy | 44 | 36, 1 Pending |
| SFPD 247 th Academy | 3 | 2 Final |
| SFPD 248 th Academy | 3 | 2 Final |
| SFPD 249 th Academy | 5 | 3 Final |
| SFPD 251 st Academy | 4 | 4 Pending |
| SFPD 252 nd Academy | 5 | 5 Pending |
| SFPD 253 rd Academy | 4 | 4 Pending |
| OPD 175 th Basic Academy | 24 | 24 Pending |

Table 13: Current Recruitment – Outreach and Media Activity

| Date | Event | Location | Attendees | Inquiries: # And Type |
|-------------------|---|--|-----------|--------------------------|
| February 4, 2017 | Practice P.A.T. | 6 th and Jefferson OPD Parking Lot Oakland | 10 | 10 POT |
| February 4, 2017 | Practice P.A.T. | 6 th and Jefferson OPD Parking Lot Oakland | 10 | 10 Cadet |
| February 14, 2017 | CAL Maritime Job Fair | Cal Maritime Campus 200 Maritime Academy Dr. Vallejo, CA 94590 | 300 | 25 POT 8 Cadet |
| February 15, 2017 | OPD Youth Open House | 455 7 th St. Oakland, CA 94607 | 48 | 48 Explorers |
| February 16, 2017 | Laney College Employment Center (table) | 900 Fallon St Oakland, CA 94607 | 150 | 12 POT 7 Cadets |
| February 18, 2017 | R & B PT Workshop | OPD Mat Room 455 7 th St. Oakland, CA 94607 | 40 | 40 POT |

⁵ California Peace Officer Commission on Standards and Training

| Date | Event | Location | Attendees | Inquiries: # And Type |
|-------------------|-----------------------------|---|-----------|-----------------------------------|
| February 23, 2017 | OPD Youth Open House | 455 7th St. Oakland, CA 94607 | 40 | 20 Cadet 20 Explorers |
| February 25, 2017 | Youth Leadership Conference | Glad Tidings C.O.G.I.C 970 Glad Tidings Way Hayward, CA 94544 | 100 | 6 POT 14 Cadets 10 Explorer |

Table 14a: OPD Recruitment Data – Current Academies

| Police Hiring Steps: 175th Academy & SFPD 253 | 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 | 7/1/2015-1/22/2016 | 3017 | 100% | 0% | 459 | 15% | 0% |
| Invited to PAT* | | 2249 | 75% | -25% | 343 | 11% | -25% |
| Attended PAT | 8/8/2015-2/13/2016 | 1066 | 35% | -65% | 192 | 6% | -58% |
| Invited to Written | | 877 | 29% | -71% | 161 | 5% | -65% |
| Attended Written | 9/14/2015-3/15/2016 | 657 | 22% | -78% | 138 | 5% | -70% |
| Invited to Oral Interview | | 501 | 17% | -83% | 77 | 3% | -83% |
| Attended Oral Interview | 10/12//2015-4/26/2016 | 389 | 13% | -87% | 62 | 2% | -86% |
| Referred to OPD on eligibility list | 11/4/2015-5/17/2016 | 254 | 8% | -92% | 40 | 1% | -91% |
| Invited to Academy | 4/11/2016 & 7/11/2016 | 56 | 2% | -98% | 9 | 0.30% | -98% |
| Graduated Academy | 12/2/2016 & 1/27/2017 | 24 | 1% | -99% | 4 | 0% | -99% |

*PAT = physical agility test

Table 14b: OPD Recruitment Data – Current Academies

| Police Hiring Steps: 176th 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 | 2/1/2016 - 3/18/2016 | 744 | 100% | 0% | 138 | 19% | 0% |
| Invited to PAT* | | 631 | 85% | -15% | 113 | 15% | -18% |
| Attended PAT | 4/9/2016 | 218 | 29% | -71% | 46 | 6% | -67% |
| Invited to Written | | 207 | 28% | -72% | 45 | 6% | -67% |
| Attended Written | 5/4/2016 | 171 | 23% | -77% | 29 | 4% | -79% |
| Invited to Oral Interview | | 126 | 17% | -83% | 26 | 3% | -81% |
| Attended Oral Interview | 6/13-14/2016 | 102 | 14% | -86% | 22 | 3% | -84% |
| Referred to OPD on eligibility list | 7/1/2016 - 10/15/2016 | 80 | 11% | -89% | 15 | 2% | -89% |
| Invited to Academy | 10/31/2016 | 28 | 4% | -96% | 6 | 0.81% | -96% |
| Graduated Academy | 5/19/2017 | TBD | TBD | TBD | TBD | TBD | TBD |

*PAT = physical agility test

Table 15: Authorized Sworn Permanent Assignments within OPD

| | Chief | Asst. Chief | Deputy Chief | Captain | Lieutenant | Sergeant | Officer |
|---|----------|-------------|--------------|-----------|------------|------------|------------|
| Office of the Chief | 1 | 1 | | | | 1 | |
| Public Information Office | | | | | | | 2 |
| Internal Affairs Division | | | | 1 | 2 | 12 | 4 |
| Office of the Inspector General | | | | | 1 | | 1 |
| Intelligence Unit | | | | | | 1 | 7 |
| Research & Planning | | | | | | | 1 |
| Bureau of Field Ops: Administration | | | 2 | | 1 | 1 | 5 |
| Patrol Area 1 | | | | 1 | 3 | 14 | 77 |
| Patrol Area 2 | | | | 1 | 3 | 13 | 63 |
| Patrol Area 3 | | | | 1 | 3 | 15 | 72 |
| Patrol Area 4 | | | | 1 | 3 | 16 | 78 |
| Patrol Area 5 | | | | 1 | 3 | 16 | 81 |
| Support Operations Division | | | | 1 | 1 | 2 | 17 |
| Traffic Section | | | | | 1 | 4 | 26 |
| Foot Patrol | | | | | | 6 | 30 |
| Bureau of Services: Administration | | | 1 | 1 | | | |
| Training Section | | | | | 1 | 3 | 19 |
| Recruiting and Background Unit | | | | | | 1 | 8 |
| Information Technology | | | | | | | 3 |
| Bureau of Investigations | | | 1 | 1 | | 1 | 5 |
| Criminal Investigations Division (CID): Special Victims Section | | | | | 1 | 6 | 38 |
| CID: Homicide Section | | | | | 1 | 5 | 10 |
| CID: Misdemeanor Crimes/ Task Forces | | | | | 1 | 3 | 19 |
| CID: Robbery, Burglary, Felony Assault Section | | | | | 1 | 3 | 24 |
| Ceasefire | | | | 1 | | | |
| Special Invest. Units | | | | | 1 | 6 | 32 |
| Total Sworn | 1 | 1 | 4 | 10 | 27 | 129 | 622 |

Table 16: Civilian Vacancies in OPD⁶

| Job Classification | Vacancies | FTE Authorized | Status |
|---|-----------|----------------|--|
| Account Clerk I | 1 | 1 | OPD -Candidate to background on Feb 7, 2017. |
| Accountant II | 1 | 2 | HRM - Pending job posting. On hold to review Immediate Dispute Resolution (IDR) with union. |
| Administrative Analyst II | 1 | 15 | OPD – Received eligible list on Feb 9, 2017 and forwarded to hiring manager. Hiring manager has questions about the restricted list. Interviews will be scheduled once the questions are answered. |
| Business Analyst II | 1 | 1 | OPD – Waiting for hiring manager to interview (1) candidate. Hiring manager out on leave. |
| Business Analyst IV | 1 | 1 | HRM – Waiting to schedule exam plan meeting. |
| Crime Analyst (ELDE) | 1 | 2 | OPD – Funding end date on Jun 30, 2017. |
| Criminalist II/Firearms | 1 | 15 | HRM – Job announcement opens on 01 Mar 17 and closes on Mar 24, 2017. |
| Crossing Guard | 1 | 2 | HRM – Waiting for analyst to be assigned. |
| Executive Assistant to Agency Director | 1 | 1 | HRM – Waiting for analyst to be assigned |
| Intake Technician (1 Spanish speaking) | 1 | 4 | HRM – Position on hold for ADA/FEHA ⁷ accommodation. |
| Latent Fingerprint Examiner | 1 | 5 | HRM – Waiting for analyst to be assigned. |
| Manager, Crime Lab | 1 | 1 | HRM – Waiting for exam plan meeting to be scheduled. |
| Neighborhood Services Coordinator Cantonese/Mandarin speaking | 2 | 10 | OPD – Restricted Chinese speaking list to hiring manager on Feb 23, 2017. List for second position to hiring manager on 24 Feb 17. Waiting results of interviews. |
| Office Assistant I – NSC (PT) | .50 | .50 | OPD - Applicant's paperwork to background on Jan 12, 2017. |
| Office Assistant I – Personnel | 1 | 1 | HRM – Waiting for analyst to be assigned. |
| Parking Control Technician (FTE) | 2 | 27 | HRM – One (1) position on hold for ADA/FEHA ⁷ accommodations. Waiting for |

⁶ As of November 30, 2016 there are 59.5 vacancies – this number excludes positions where staff have been hired but have not started work

⁷ ADA = American with Disabilities Act; FEHA = California's Fair Employment and Housing Act

| Job Classification | Vacancies | FTE Authorized | Status |
|--|-----------|----------------|---|
| | | | analyst to be assigned for second position. |
| Parking Control Technician (PPT - .85) | 2.55 | 13.75 | HRM – Waiting for analyst to be assigned |
| Police Cadet – general funding. | 2.5 | 9 | OPD/HRM – Seven (7) candidates to background on Dec 20, 2016. Testing took place on 04 Feb 17. Ten (10) participated in the testing process. Awaiting eligible list from HRM. |
| Police Cadet – private funding/grant funding | 7 | 12 | OPD/HRM – Seven (7) candidates to background on Dec 20, 2016. Testing took place on 04 Feb 17. Ten (10) participated in the testing process. Awaiting eligible list from HRM. |
| Police Communications Dispatcher | 12 | 63 | OPD – Eight (8) candidates to background. Two (2) non-select, one (1) is being recommended for non-select. Five (5) waiting medical, Livescan and character review results. Seven (7) additional names referred to hiring manager on Jan 31, 2017. Pending hiring interviews. |
| Police Communications Dispatcher, Senior | 4 | 4 | HRM - Pending the creation of the draft job spec. |
| Police Communications Operator | 5 | 11 | OPD – Four (4) candidates awaiting Livescan, medical and character review results and two (2) are non-select. Additional names to hiring manager on 06 Feb 17. |
| Police Program and Audit Supervisor (PAS Unit) | 1 | 2 | HRM – Waiting for analyst to be assigned. |
| Police Property Specialist | 1 | 5 | HRM – Pending approval of job specification by Civil Services Board. |
| Police Property Supervisor | 1 | 1 | HRM - Interviews scheduled for Mar 8, 2017. |
| Police Records Specialist (One (1) position selective cert. Chinese) | 5 | 53 | OPD – One (1) signed conditional job offer. One (1) candidate to start on Mar 11, 2017. |
| Police Records Specialist (ELDE) | 1 | 1 | HRM – Pending approval of requisition. |
| Police Records Supervisor | 3 | 5 | HRM – Announcement to open on Mar 20, 2017 and close on Apr 7, 2017. Restricted only. |

| Job Classification | Vacancies | FTE Authorized | Status |
|--------------------------------|-----------|----------------|--|
| Public Services Representative | 1 | 1 | HRM – Waiting for analyst to be assigned |

Table 17: Beats by Area

| Area | Beat |
|--------|-------------|
| Area 1 | Beats 1-7 |
| Area 2 | Beats 8-14 |
| Area 3 | Beats 15-22 |
| Area 4 | Beats 23-28 |
| Area 5 | Beats 29-35 |

Table 18: Patrol Data

| | Area 1 | Area 2 | Area 3 | Area 4 | Area 5 |
|--|--|--|--|--|---|
| Number of officers assigned to patrol: 273 | 1st Watch 17 2nd Watch 16 Late Tac 8 3rd Watch 17 Total 58 | 1st Watch 16 2nd Watch 17 3rd Watch 16 Total 49 | 1st Watch 14 2nd Watch 16 Late Tac 8 3rd Watch 15 Total 53 | 1st Watch 15 2nd Watch 14 Late Tac 8 3rd Watch 15 Total 52 | 1st Watch 14 2nd Watch 23 Late Tac 8 3rd Watch 16 Total 61 |
| Number of officers assigned to patrol: 273 | 1st Watch 17 2nd Watch 16 Late Tac 8 3rd Watch 17 Total 58 | 1st Watch 16 2nd Watch 17 3rd Watch 16 Total 49 | 1st Watch 14 2nd Watch 16 Late Tac 8 3rd Watch 15 Total 53 | 1st Watch 15 2nd Watch 14 Late Tac 8 3rd Watch 15 Total 52 | 1st Watch 14 2nd Watch 16 Early Tac 8 Late Tac 8 3rd Watch 16 Total 61 |
| Number of officers assigned to evening shifts | 41 | 33 | 39 | 37 | 47 |
| Number of officers assigned to CRO* / CRT**: 74 | CRO 7 CRT 8 | CRO 7 CRT 8 | CRO 8 CRT 8 | CRO 6 CRT 7 | CRO 7 CRT 8 |
| # of open beats not filled by overtime in February | 1st Watch: 0 2nd Watch: 0 3rd Watch: 0 | 1st Watch: 0 2nd Watch: 2 3rd Watch: 1 | 1st Watch: 4 2nd Watch: 1 3rd Watch: 4 | 1st Watch: 0 2nd Watch: 3 3rd Watch: 0 | 1st Watch: 6 2nd Watch: 2 3rd Watch: 2 |

*CRO=Community Resource Officer; **CRT = Crime Reduction Team

Open beats are covered on overtime.

FISCAL IMPACT

This report is for informational purposes only and does not have a direct fiscal impact or cost. However, decisions to fund additional sworn or non-sworn positions beyond levels approved in the Policy Budget will require additional funding through a budget process. The paragraph below Table 6 on page six speaks to the uncertainty of two sworn positions currently funded by grant through the California Office of Traffic Safety (OTS):

PUBLIC OUTREACH / INTEREST

The Department continues to actively recruit candidates for the positions of police officer trainee and when required, lateral / post-academy graduate police officer. Recruitment efforts focus on selective language candidates, diversity and Oakland residents throughout the testing and selection process. Staff continues to seek input from community members. Staff is also researching targeted marketing strategies that will assist in ensuring the public is aware of opportunities within the organization. Staff continues to work with community organizations to conduct hiring workshops and seek input on how to remain visible and available within the community.

COORDINATION

This report was reviewed by the Controller's Bureau.

SUSTAINABLE OPPORTUNITIES

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

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

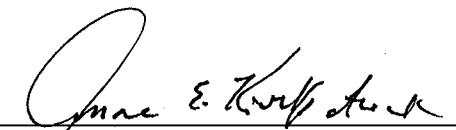
Social Equity: This report provides valuable information to the residents and visitors of Oakland regarding OPD personnel. The Oakland Police Department strives to increase the diversity of its workforce.

ACTION REQUESTED OF THE PUBLIC SAFETY COMMITTEE

Staff Recommends That The Public Safety Committee Accept The Oakland Police Department's (OPD) Monthly Informational Report On Recruiting And Sworn Staffing Levels As Of February 28, 2016. *Attachment A* to this report provides a detailed Field Training Officer Program Attrition Analysis.

For questions regarding this report, please contact Kiona Suttle, Personnel Manager, OPD Personnel Section, at (510) 238-6971.

Respectfully submitted,



Anne E. Kirkpatrick
Chief of Police
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Attachments (2)

A: OPD Field Training Officer Program Attrition Analysis

B: Daily Observation Report Form

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OPD Field Training Officer Program Attrition Analysis

The Oakland Police Department (OPD) Field Training Officer (FTO) program is one of the few POST-certified programs in the Bay Area for the training of new officers who have completed the basic training academy. The OPD program has been certified for over a decade.

The FTO Program is managed by the Field Training Program Coordinator (FTPC) which operates out of the OPD Bureau of Services (BOS). The FTO Program consists of 16 weeks of in-patrol car instruction between a trainee officer and a series of FTOs. Trainee officer (trainee) progress is monitored by the FTO, the FTO's patrol sergeant, and the FTPC. Trainees complete a four-week rotation with each of the four assigned FTOs. The first and the fourth rotations are generally with the same FTO, who is defined as the "Primary" FTO.

The FTO uses a Field Training Workbook and a FTO program Daily Observation Report (**Attachment B**) to provide specific instruction to the trainee in areas such as Departmental policy and procedures; laws of arrest, search, and seizure; detention; custodial arrest; penal and vehicle codes; and many other areas and topics. The FTO uses a mixture of teaching methods to instruct the trainee officer including: written tests, verbal tests, and demonstration, with a focus on adult learning concepts.

Between January 1, 2014 and March 11, 2017, 325 newly academy-graduated police officers entered the FTO program. Two-hundred and seventy-six of these officers (85 percent) successfully completed the program. Forty-nine police officers (15 percent) were released from the program for the following reasons:

- Failure to meet Departmental performance standards and/or commission of Manual of Rules (MOR) violations;
- Resignation; and/or
- Failure to meet one of more of the 35 standard POST-approved evaluation guidelines (as listed on the FTO program Daily Observation Report).

Tables 1a and 1b below provide more detailed completion and separation data for the 325 officers who entered the FTO program over the same January 1, 2014 to March 11, 2017 period. This data does *not* include the 33 police officers that are currently in the field training program as of the time of this report. May 26, 2017 is the target completion date all trainees currently in the FTO program. Table 2 below provides demographic and gender data for the 49 officers who separated from the FTO program between January 1, 2014 and March 11, 2017.

Table 1a: OPD FTO Completion and Separation Program – January 1, 2014 - March 11, 2017

| Effective Category | Number |
|--------------------------------|--------|
| Officers entered program | 325 |
| Officers completed program | 276 |
| Officers released from program | 49 |

Table 1a: Separation from OPD FTO Program – January 1, 2014 - March 11, 2017

| Separation Reason | Number/Percentage | |
|---|-------------------|-------------|
| Resigned in lieu of being released | 26 | 53% |
| Voluntary Resignation | 10 | 21% |
| Released for cause | 3 | 6% |
| Released due to failure of one or more performance dimensions | 10 | 20% |
| Total | 49 | 100% |

Table 2: Demographic and Gender Breakdown – Separated from FTO Program 2014 to 2017

| Male | | Female | |
|-----------------------|-----------|--------------|----------|
| White | 11 | White | 0 |
| Black | 5 | Black | 0 |
| Hispanic | 14 | Hispanic | 1 |
| Asian | 12 | Asian | 0 |
| Other | 5 | Other | 1 |
| Total | 47 | Total | 2 |
| Grand Total 49 | | | |

Twenty-four additional officers attended basic academies with the San Francisco Police Department (SFPD) before entering the OPD FTO Program. Three of these 24 police officers did not complete the program¹ and nine are still in the program. Twelve of the SFPD academy graduates have completed the FTO program. Table 3 below provides demographic and gender data for these 24 officers.

Table 3: Demographic and Gender Breakdown for SFPD Academy 2014 to 2016

| Male | | Female | |
|-----------------------|-----------|--------------|----------|
| White | 7 | White | 1 |
| Black | 2 | Black | 0 |
| Hispanic | 4 | Hispanic | 3 |
| Asian | 3 | Asian | 0 |
| Other | 3 | Other | 1 |
| Total | 19 | Total | 5 |
| Grand Total 24 | | | |

¹ Two of these officers resigned in lieu of being released, and one was separated for cause.

Table 4 below provides demographic data for the 325 officers who entered the OPD FTO Program between 2014 and 2017, including the 33 officers whom are still in the program. Table 5 below provides gender data for these officers.

Table 4: Demographic Breakdown for All Officers in the OPD FTO Program – 2014 to 2016

| Demographic | Number/Percentage | |
|--------------------|--------------------------|-------------|
| Asian | 53 | 14% |
| Black | 60 | 17% |
| Filipino | 12 | 3% |
| Hispanic | 107 | 30% |
| Native American | 2 | 1% |
| Undeclared-Other | 18 | 5% |
| White | 106 | 30% |
| Grand Total | 358 | 100% |

Table 5: Gender Breakdown for All Officers in the OPD FTO Program – 2014 to 2016

| Gender | Number/Percentage | |
|--------------------|--------------------------|-------------|
| Female | 57 | 16% |
| Male | 301 | 84% |
| Grand Total | 358 | 100% |

Understanding FTO Program Officer Attrition

OPD invests a considerable amount of time, energy and resources into each Police Officer Trainee (POT) who enters a basic academy, as well as for each trainee who begins the subsequent FTO Program. Officer attrition from the FTO program represents a lost opportunity for both the individual and the community as well as for OPD. OPD understands that its training program must go beyond the analysis of data presented in this report to assess if changes to the FTO Program can lead to fewer officer separations.

OPD has recently begun a pro-bono consulting project with a team of graduate students from the UC Berkeley Goldman School of Public Policy (GSPP). The GSPP team has already begun to meet with OPD training personnel. The GSPP team will conduct a study of national training standards to assess if other police agencies have found successful training practices that can be incorporated into the OPD FTO Program.

| | | | | | | | | | |
|------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 34. Use of Time | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 35. Preparedness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



Document the trainee's best area(s) of performance for the day:

Document areas where the trainee needs improvement:

If remediation was needed, please provide comments and document the amount of time required:

Estimated remediation time:

| | | | | | |
|---------------------------|------------|------|-------------------|------------|------|
| Trainee Signature | | Date | FTO Signature | | Date |
| Patrol Sergeant Signature | Serial No. | Date | FTP SAC Signature | Serial No. | Date |