



## ***MEMORANDUM***

**TO:** HONORABLE MAYOR &  
CITY COUNCIL

**FROM:** LeRonne L. Armstrong  
Chief of Police

**SUBJECT:** Quarterly Police Staffing Report  
(2<sup>nd</sup> Quarter)

**DATE:** September 23, 2021

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City Administrator   
Approval

Date Sep 23, 2021

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### **RECOMMENDATION**

Staff Recommends That The City Council Receive The Oakland Police Department's (OPD) Quarterly Informational Memorandum On Recruiting And Sworn Staffing Levels As Of June 30, 2021 for the 2<sup>nd</sup> Quarter of 2021.

### **EXECUTIVE SUMMARY**

This report provides data regarding the following:

- OPD staffing levels and the factors that influence changes over time;
- Data on police officer hiring and attrition;
- Demographic and residency data of sworn personnel;
- Information related to OPD sworn officer recruitment efforts and status updates on the hiring of open professional staff positions.

### **BACKGROUND**

In 2009, the City Council requested a report on staffing levels from OPD to address current staffing for sworn and professional staff. This report addresses recruitment activities and assignments for both categories, as of June 30, 2021.

**ANALYSIS AND POLICY ALTERNATIVES**

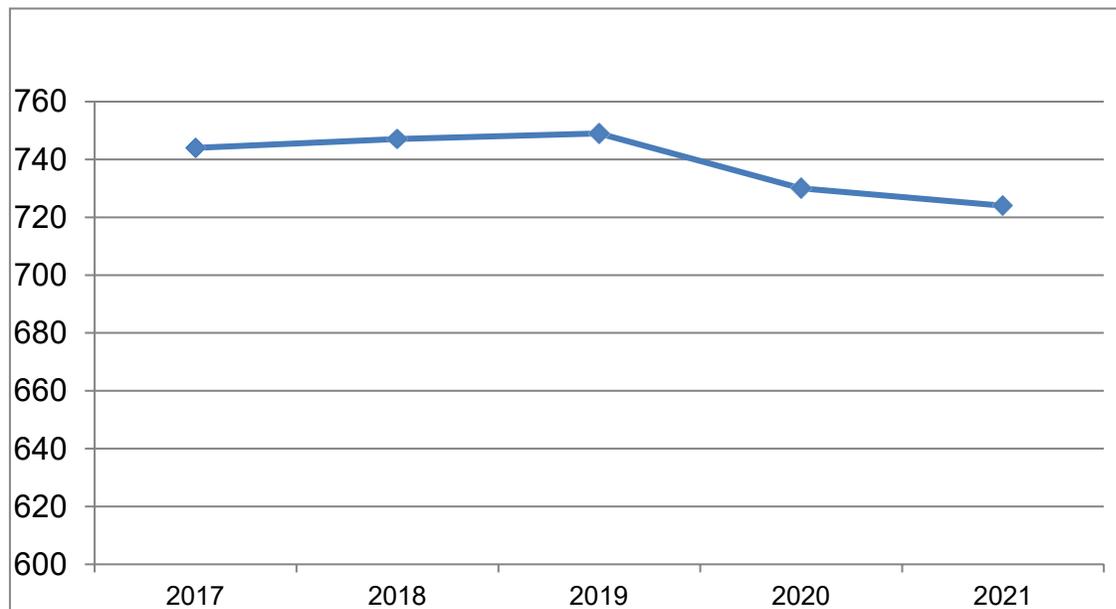
***Overview***

Over a five-year timespan, OPD sworn staffing levels have fluctuated between 744 filled positions on January 1, 2017 to 723 filled positions as of January 1, 2021. **Table 1** below provides the sworn staffing data numerically on January 1<sup>st</sup> of each year, and **Figure 1** below, does so visually.

**Table 1: Actual Staffing Levels on January 1 of Each Year: 2017 – 2021**

	2017	2018	2019	2020	2021
Sworn Staffing Levels as of January 1 of each year	744	747	749	730	723

**Figure 1: Sworn Staffing on January 1, 2017 through January 1, 2021**



Tables 2a, 2B, and 2c below show the average OPD Communications (911) dispatch response time to calls for service. The data shows the average monthly response time for the months of quarter one and quarter two (January – June) for the last five years. The data is divided into separate tables for priority 1, priority 2, and priority 3 type calls.

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**Table 2a: Average Response Time (in seconds) to Priority 1 Calls: 2017-2021 (January-June)**

<b>Priority 1 Calls</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Jan</b>	22.63	7.97	13.59	11.07	16.24
<b>Feb</b>	12.16	24.79	10.45	12.9	18.87
<b>Mar</b>	12.59	10.13	10.8	11.44	17.25
<b>Apr</b>	10.57	9.43	10.71	11.07	18.11
<b>May</b>	9.01	11.04	11.81	12.9	19.13
<b>Jun</b>	13.76	11.15	12.23	11.44	19.39

**Table 2b: Average Response Time (in seconds) to Priority 2 Calls: 2017-2021 (January-June)**

<b>Priority 2 Calls</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Jan</b>	107.35	89.04	155.41	147.63	167.82
<b>Feb</b>	115.21	86.12	115.53	216.65	158.34
<b>Mar</b>	128.78	137.59	135.58	159.67	190.56
<b>Apr</b>	139.7	118.22	135.32	145.32	169.36
<b>May</b>	118.45	129.33	128.27	166.86	226.79
<b>Jun</b>	128.73	154.99	155	299.29	231.22

**Table 2c: Average Response Time (in seconds) to Priority 3 Calls: 2017-2021 (January-June)**

<b>Priority 3 Calls</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Jan</b>	261.17	232.59	322.34	382.94	369.34
<b>Feb</b>	250.78	232.59	240.73	475.53	384.8
<b>Mar</b>	295.74	230.4	313.79	414.43	460.74
<b>Apr</b>	295.99	319.16	316.26	461.01	427.29
<b>May</b>	215.37	352.78	359.64	433.33	485.11
<b>Jun</b>	285.63	384.32	465.85	740.46	540.47

Table 3 below shows Part 1 (more serious and violent crimes) for January 1 through June 30 of 2021.

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**Table 3: Part 1 Crimes in Oakland, January – June: 2017-2021**

<b>Part 1 Crimes</b>	<b>01-01-2017 through 06-30-2017</b>	<b>01-01-2018 through 06-30-2018</b>	<b>01-01-2019 through 06-30-2019</b>	<b>01-01-2020 through 06-30-2020</b>	<b>01-01-2021 through 06-30-2021</b>
<b>Homicide</b>	34	31	37	34	62
<b>Aggravated Assault</b>	1,432	1,404	1,394	1,512	1,781
<b>* with Firearm</b>	138	128	146	183	311
<b>Rape</b>	113	104	103	104	61
<b>Robbery</b>	1,341	1,180	1,317	1,202	1,373
<b>Burglary Total</b>	6,469	4,446	6,495	5,449	4,055
<b>* Auto</b>	5,095	3,335	5,247	4,072	3,163
<b>* Residential</b>	1,089	741	851	659	505
<b>* Commercial</b>	191	291	315	591	272
<b>* Other/Unknown</b>	94	79	82	127	115
<b>Motor Vehicle Theft</b>	3,671	2,990	3,251	4,305	4,411
<b>Larceny</b>	2,992	3,063	3,404	3,355	2,689
<b>Arson</b>	56	80	62	89	97
<b>Total Part 1 Crimes</b>	16,108	13,298	16,063	16,050	14,529

\* All totals include attempts except homicides

There were 714 filled positions on June 30, 2021. The authorized staffing level per the adopted Fiscal Year (FY) 2020-21 Budget is 788 sworn positions. The 788 authorized positions include the following grant-funded positions:

- 12 officer positions from the 2015 U.S. Department of Justice (DOJ) “COPS<sup>1</sup>” Hiring Grant (these positions are protected by the grant agreement);
- 15 officer positions from the 2016 DOJ/COPS Hiring Grant; and
- 60 officer positions funded by the 2014 Oakland Public Safety and Services Act (Measure Z)<sup>2</sup>

**Actual and Projected Sworn Staffing**

On December 10, 2013, Oakland City Council passed Resolution No. 84767 C.M.S., which requires the OPD staffing report to 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 2** below provides actual and projected sworn staffing for a 12-month period. The future months contain an estimated attrition rate of six officers per month, based on attrition rates from the previous 12-month period. This data is accurate as of June 30, 2021.

<sup>1</sup> The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources: <https://cops.usdoj.gov/aboutcops>.

<sup>2</sup> <http://www2.oaklandnet.com/government/o/CityAdministration/d/measure-z/index.htm>

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**Table 4: Actual Sworn Staffing (as of June 30, 2021) and Sworn Staffing Projections**

Year	Actual Staffing									Projected Staffing		
	2020			2021						Jul	Aug	Sep
Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Authorized</b>	786	786	786	788*	788	788	788	788	788	737**	737	737
<b>Filled</b>	739	735	729	724	722	718	713	710	724	714	708	702
<b>Attrition</b>	(4)	(7)	(5)	(2)	(4)	(5)	(3)	(9)	(10)	(6)	(6)	(6)
<b>Hires</b>	0	1	0	0	0	0	0	23	0	0	0	0
<b>Ending Filled***</b>	735	729	724	722	718	713	710	724	714	708	702	696
<b>Over (Under) Authorized</b>	(51)	(57)	(62)	(66)	(70)	(75)	(78)	(64)	(74)	(29)	(35)	(41)
<b>New POT Hiring Pipeline</b>							185 <sup>th</sup> Academy (ended May 2021 = 23 POTs)			186 <sup>th</sup> Academy (Starts Jul 2021)		

\*The City Administrator increased the funded authorized sworn staffing by two in January 2021.

\*\* The Fiscal Year 2021-2022 budget will decrease sworn staffing by 6 Sergeants and 45 Police Officers totaling 51 sworn personnel effective July 1, 2021.

\*\*\* Numbers in the “Ending Filled” row provide actual sworn staffing numbers at the close of each month.

Table 5 below provides a listing of authorized and filled positions in OPD.

**Table 5: OPD Positions - Authorized and Filled Positions (as of June 30, 2021)**

Type	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	4	4	0
	Captain	10	8	-2
	Lieutenant	27	25	-2
	Sergeants	129	120	-9
	Police Officers	616	555	-61
	<b>Total Sworn</b>		788	714
Professional Staff (Full-time and Part-time)		*357.50	266	-91.50
<b>Total Personnel</b>		<b>1,145.50</b>	<b>980</b>	<b>-165.50</b>

\*The City Administrator has authorized OPD to hire ten Police Communications Dispatchers above its authorized staffing level, which is reflected in the total number of authorized professional staff positions listed above.

**Attrition**

As noted in Table 4 below, OPD experienced an average attrition of 5.4 officers per month (65 officers over the 12-month period). OPD has maintained an average attrition of five officers per month for at least

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the past five years. The projected attrition rate has recently increased to an average of six officers per month (72 per year).

**Table 6: Sworn Attrition Data: July 31, 2020 through June 30, 2021**

	2020						2021						Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Disability Retirement		1							2		1		4
Resignation (not during Field Training)	2	3		2	3	1	1	3	1			2	16
Resignation during Field Training			2										2
Resignation (to other agency)				1							5	6	14
Service Retirement	2	6			4	4	1		1		3	2	23
Discharged				1				1		2			4
Removed from Probation during Field Training									1	1			2
<b>Grand Total</b>	<b>4</b>	<b>10</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>9</b>	<b>10</b>	<b>65</b>

**Demographics – Oakland Residents**

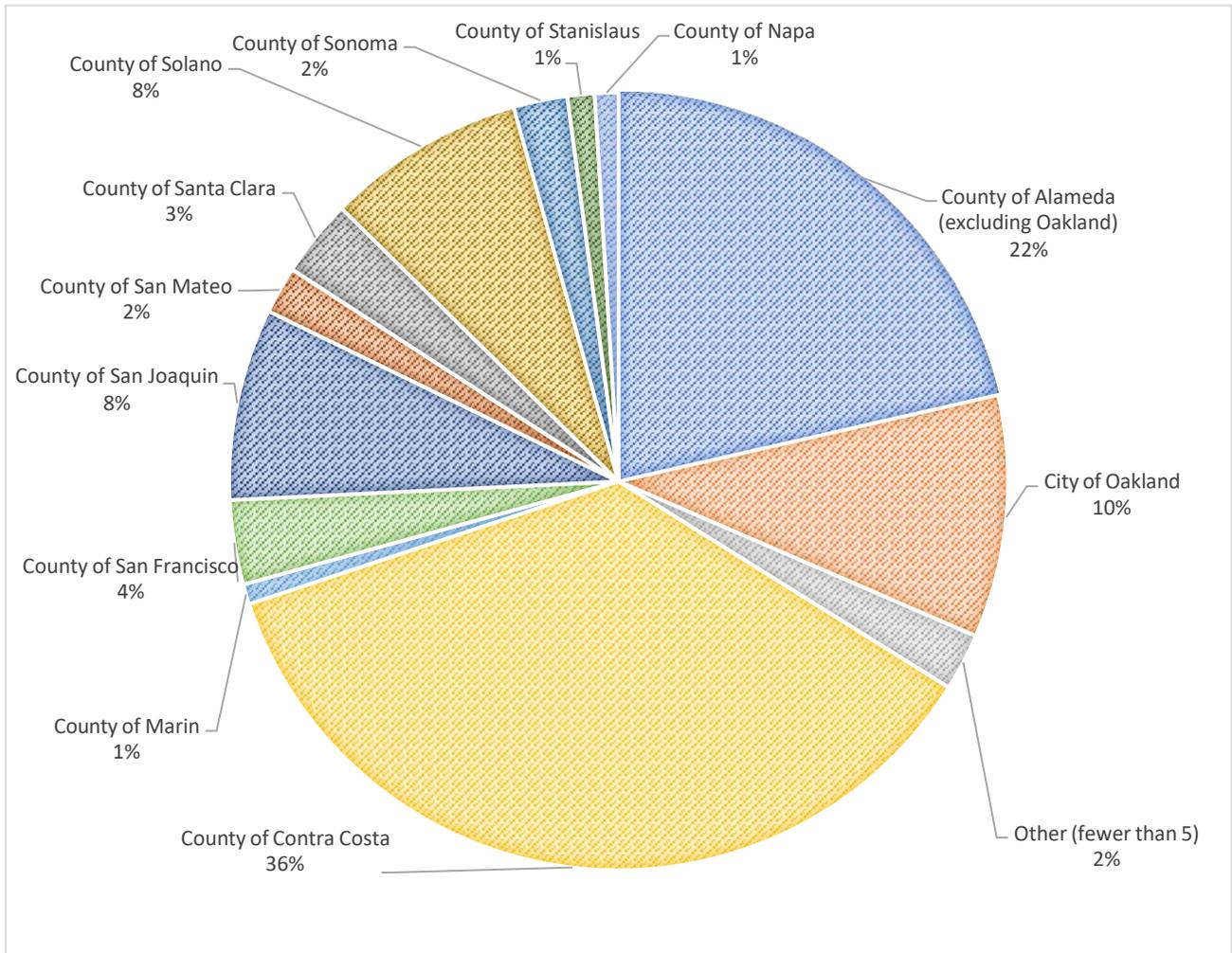
OPD has prioritized attracting, through varied strategic recruiting efforts, a racially diverse and multilingual workforce of qualified officers that includes Oakland residents. **Figure 2** below shows that as of June 30, 2021, 72 sworn members (10.08%) were Oakland residents. **Table 5** below provides details about the top ten cities where officers live (Oakland being the largest city of residence for officers).

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**Figure 2: OPD Sworn Officers - Residency by County and City**



**Table 7: Residency by Top 10 Locations of Sworn OPD Members**

City	Count	Department Percentage	City	Count	Department Percentage
Oakland	72	10.08%	San Francisco	25	3.50%
Concord	33	4.62%	Hayward	24	3.36%
Oakley	30	4.20%	Castro Valley	23	3.22%
San Leandro	29	4.06%	Tracy	23	3.22%
Brentwood	27	3.78%	Walnut Creek	19	2.66%
Total				305	42.7%

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**Tables 8A and 8B** below provide demographic information for all OPD sworn and professional staff by Race/Ethnicity and Gender, Table 6A represents OPD sworn staff and Table 6B represents OPD professional staff.

**Table 8A: Race/Ethnicity and Gender – OPD Sworn Staff as of June 30, 2021**

<b>Race/Ethnicity</b>	<b>Female</b>		<b>Male</b>	
Asian	9	8.33%	95	15.68%
Black or African-American	20	18.52%	107	17.66%
Filipino	2	1.85%	26	4.29%
Hispanic or Latino	38	35.19%	163	26.90%
Native American	1	.93%	2	.33%
Undeclared-Other	4	3.70%	15	2.48%
White or Caucasian	34	31.48%	198	32.67%
<b>Total</b>	<b>108</b>	<b>100%</b>	<b>606</b>	<b>100%</b>

**Table 8B: Race/Ethnicity and Gender – OPD Professional Staff as of June 30, 2021**

<b>Race/Ethnicity</b>	<b>Female</b>		<b>Male</b>	
Asian	29	14.29%	19	30.16%
Black or African-American	87	42.86%	11	17.46%
Filipino	2	.99%	1	1.59%
Hispanic or Latino	34	16.75%	14	22.22%
Native American	1	.49%	0	0
Undeclared-Other	3	1.48%	3	4.76%
White or Caucasian	47	23.15%	15	23.81%
<b>Total</b>	<b>203</b>	<b>100%</b>	<b>63</b>	<b>100%</b>

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Table 9 below provides current and past demographic information for OPD sworn staff.

**Table 9: Race\*/Ethnicity\* by Year – OPD Sworn Staff as of June 30, 2021**

Race/ Ethnicity	US 2019 Census- Oakland Pop. <sup>3</sup>	OPD 2018	OPD 2019	OPD 2020	OPD 2021
White	36.1%	38.4%	36.4%	34.0%	32.49%
Black or African- American	23.6%	16.9%	16.8%	16.7%	17.79%
Asian	15.7%	16.8%	13.3%	18.1%	18.49%
Hispanic	26.9%	25.2%	26.9%	28.2%	28.15%
Other	- -.6	2.7%	6.6%	3.0%	3.08%%

\*Note: “Asian” includes Filipino; “Other” includes Native American and Undeclared

Table 10 below shows the gender breakdown of OPD sworn staff and provides a national comparison.

**Table 10: OPD Gender Percentages by Year Compared With 2019 National Percentage<sup>4</sup>**

Gender	National Percentage 2019	OPD 2018	OPD 2019	OPD 2020	*OPD 2021
Female	12.8%	13.0%	13.9%	14.6%	15.13%
Male	87.2%	87.0%	86.1%	85.4%	84.87%

\*2021 figure shows all OPD sworn staff as of June 30, 2021

**Recruitment**

During the April – June 2021 quarter, in person outreach activity resumed. OPD hosted and/or attended eight events. Six events were online, two events were in person, and one event was in Oakland. During these events, OPD interacted with applicants interested in the Police Officer Trainee position and provided information about the job.

OPD is currently recruiting for the 186<sup>th</sup> and 187<sup>th</sup> police academies, in addition to resuming in person outreach, OPD has maintained a social media presence on the following platforms:

- OPD Jobs Website – [www.opdjobs.com](http://www.opdjobs.com)
- Facebook – <https://m.facebook.com/opdjobs/>
- Twitter – <https://twitter.com/opdjobs>
- Instagram – [www.instagram.com/opd\\_jobs](http://www.instagram.com/opd_jobs)

Table 9 below provides additional details regarding recruitment and outreach events.

<sup>3</sup> 2019 data: population by race in the city of Oakland. Source: United States Census Bureau. Quick Facts Oakland city, California 2019.

<sup>4</sup> 2019 data: gender ratio of police officers in the U.S. (Source: Federal Bureau of Investigation. U.S. Department of Justice. Uniform Crime Reporting (UCR) Program, Crime in the United States, 2019.

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**Table 11: Current Recruitment – Outreach and Media Activity**

<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Attendees</b>	<b>Inquiries: # And Type</b>
27-Apr-21	Meet an OPD Recruiter	Online Zoom Webinar	62	POT 62 Cadet 0 Explorer 0
22-May-21	OPD Physical Ability Test Q&A	Online Zoom Webinar	25	POT 25 Cadet 0 Explorer 0
25-May-21	OPD Physical Ability Test Q&A	Online Zoom Webinar	24	POT 24 Cadet 0 Explorer 0
9-Jun-21	Sacramento State Graduating Class Discussion	Online	50-60	POT 40 Cadet 0 Explorer 0
15-Jun-21	Los Medanos Classroom Presentation	Los Medanos College 2700 E Leland Road, Pittsburg	45	POT Unknown Cadet 0 Explorer 0
21-Jun-21	OPD Instagram Live Recruiting Event	Instagram Page	65-75	POT 40 Cadet 0 Explorer 0
22-Jun-21	Laney College Football Team Meeting	Laney College 900 Fallon Street, Oakland	75-85	POT 25 Cadet 0 Explorer 0
29-Jun-21	Raising a Family with OPD	Online Zoom Meeting	20	POT 20 Cadet 0 Explorer 0

**Table 12** below provides information on OPDs authorized sworn permanent staffing.

**Table 12: Authorized Sworn Permanent Assignments within OPD**

	<b>Chief</b>	<b>Asst. Chief</b>	<b>Deputy Chief</b>	<b>Captain</b>	<b>Lieutenant</b>	<b>Sergeant</b>	<b>Officer</b>	<b>Total</b>
Office of the Chief	1	1			1			3
Public Information Office							2	2
Internal Affairs Division				1	2	12	4	19
Office of the Inspector General					1		1	2
Intelligence Unit						1	7	8
Property & Evidence Unit						1		1
Special Victims Section					1	4	31	36

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	Chief	Asst. Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer	Total
Research & Planning							1	1
Bureau of Investigations/CID Administration			1	1		1	4	7
Homicide Section					1	5	10	16
Burglary, General Crimes & Task Forces Section					1	4	27	32
Robbery & Felony Assault Section					1	2	15	18
Field Support						1	1	2
Youth Outreach Unit						1	5	6
Bureau of Services Administration			1				1	2
Training Division				1	1	3	18	23
Information Technology							3	3
Recruiting and Backgrounds Unit						1	8	9
Support Operations Division			1	1			1	3
Traffic Operations					1	4	20	25
Special Operations					1	3	25	29
Bureau of Field Ops: Administration			1			1		2
Patrol Area 1				1	3	19	92	115
Patrol Area 2				1	3	15	63	82
Patrol Area 3				1	3	14	70	88
Patrol Area 4				1	3	15	84	103
Patrol Area 5				1	3	16	91	111
Ceasefire				1	1	6	32	40
<b>Total Sworn</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>10</b>	<b>27</b>	<b>129</b>	<b>616</b>	<b>788</b>

\*ABAT = Alcohol and Beverage Action Team

**Table 13** below shows OPD professional staff vacancies and the status of work being done to fill those vacancies. Please note, DHRM stands for Department of Human Resource Management.

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**Table 13: Professional Staff Vacancies**

<b>Classification</b>	<b>Vacancies</b>	<b>FTE Authorized</b>	<b>Date Assigned to DHRM<sup>5</sup> for Hiring</b>	<b>Status</b>
Account Clerk I	1	1	----	Position frozen
Account Clerk II	2	4	12/31/18	Positions frozen
Account Clerk III	1	1	7/20/20	Position frozen
Accountant II	1	2	12/17/20	Position frozen
Accountant III	1	1	2/5/20	Appeal is pending approval to unfreeze the position.
Administrative Analyst II	2	19	10/20/20	Interviews scheduled for 01 Jul 21
Administrative Assistant I	1	2	6/5/19	Position frozen
Complaint Investigator II	4	4	---	Positions frozen
Complaint Investigator III	1	1	---	Position frozen
Criminalist II	3	15	8/4/18	Positions frozen
Criminalist III	1	5	6/13/19	Position frozen
Executive Assistant to the Director	1	1		Candidate to start 12 Jul 21
Fleet Compliance Coordinator	1	1	---	Position frozen
Forensic Technician	1	2	----	Candidate to start 9 Aug 21
Intake Technician	4	8	---	Positions frozen
Latent Print Examiner II	1	5	4/28/18	Position frozen
Management Assistant	2	3	---	Positions frozen
Payroll Personnel Clerk III	1	3	2/1/20	Position frozen

<sup>5</sup> DHRM = Department of Human Resources and Management

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<b>Classification</b>	<b>Vacancies</b>	<b>FTE Authorized</b>	<b>Date Assigned to DHRM<sup>5</sup> for Hiring</b>	<b>Status</b>
Police Communications Dispatcher <sup>6</sup>	26	70	4/12/17	Job announcement is open continuously and there are 39 candidates in the background process.
Police Evidence Technician	5	20	3/11/19	Interviews scheduled for 15 Jul 21
Police Records Specialist	7	55	10/17/19	Two candidates in the background process
Police Services Manager I – Human Resources	1	1	---	Recruitment requisition submitted to DHRM
Police Services Manager I – Research & Planning	1	1	---	Waiting for analyst to submit recruitment requisition
Police Services Technician II	10	55	8/28/28	Recruitment requisition submitted, three positions frozen
Police Information Officer I	1	1	7/1/20	Position frozen

***Sworn Staffing by Area and Patrol Detail***

*Tables 14* provide information on beats by area and patrol data.

***Table 14: Police Beat Patrol Data***

	<b>Area 1</b>	<b>Area 2</b>	<b>Area 3</b>	<b>Area 4</b>	<b>Area 5</b>
Police Beats by Area	1-7	8-14	15-22	23-28	29-35
Number of officers assigned to patrol: 319	Total 61	Total 65	Total 62	Total 62	Total 69
Number of officers assigned as Community Resource Officers	4	5	6	5	6
Number of officers assigned to the Crime Reduction Teams	9	8	7	4	0

<sup>6</sup> FTE authorized includes 10 positions

**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 professional staff positions beyond levels approved in the Policy Budget will require additional funding through a budget process.

**PUBLIC OUTREACH / INTEREST**

OPD continues to actively recruit candidates for the positions of police officer trainee. Recruitment efforts focus on selective language candidates, diversity, and Oakland residency 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 recruitment and hiring opportunities within the organization. Staff continues to work with community organizations to conduct hiring workshops and obtain input on how to remain visible and available within the community.

**COORDINATION**

This report did not require interdepartmental coordination.

**SUSTAINABLE OPPORTUNITIES**

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

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

*Race and Equity:* The Oakland Police Department has implemented enhanced recruitment efforts, which have been outlined in this informational report, that are designed to address disparities in the hiring process related to race and gender, with the goal of creating an inclusive workforce that represents the diversity of Oakland.

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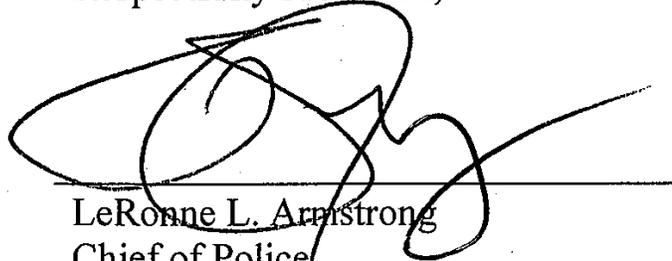
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For questions regarding this report, please contact Amber Fuller, Acting Human Resources Manager, OPD Human Resources Section, at (510) 238-3733.

Respectfully submitted,

A large, stylized handwritten signature in black ink, appearing to read 'LeRonne L. Armstrong', is written over a horizontal line.

LeRonne L. Armstrong  
Chief of Police  
Oakland Police Department

Reviewed by:  
Kiona Suttle, Deputy Director  
OPD, Bureau of Services

Bruce Stoffmacher, Legislation + Privacy Manager  
OPD, Research and Planning Unit

Tracey Jones, Police Services Manager  
OPD, Research and Planning Unit

Prepared by:  
Amber Fuller, Acting Human Resources Manager  
OPD, Human Resources Section

