



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: LeRonne L. Armstrong
Chief of Police

SUBJECT: Quarterly Police Staffing Report
(4th Quarter)

DATE: January 14, 2022

INFORMATION

This memorandum is from the **Oakland Police Department (OPD)** and contains information on **Recruiting And Sworn Staffing Levels As Of December 31, 2021 for the 4th 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 City Council requested a report on staffing levels from OPD to address current staffing for sworn and professional staff. This report covers recruitment activities and assignments for both categories, as of December 31, 2021.

ANALYSIS AND POLICY ALTERNATIVES

Overview

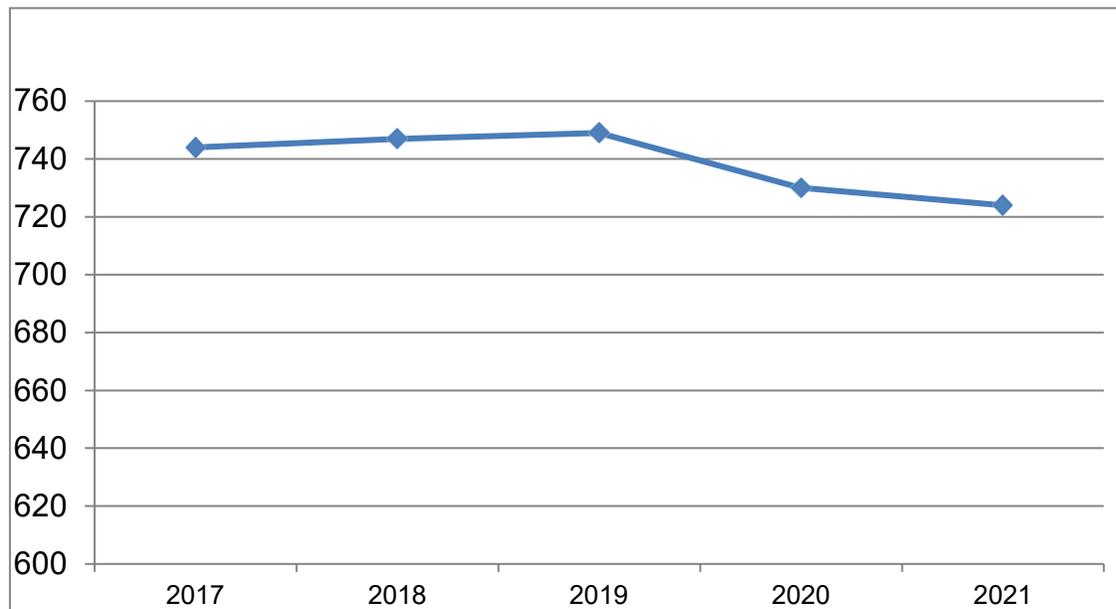
Over a five-year timespan, OPD sworn staffing levels have fluctuated between 744 filled positions on January 1, 2017 to 723 filled positions as of January 1, 2021. There were 690 filled positions on December 31, 2021. The funded authorized staffing level per the adopted Fiscal Year (FY) 2021-22 Budget is 737 sworn positions. The 737 funded authorized positions include 48.95 sworn positions funded by the 2014 Oakland Public Safety and Services Act (Measure Z)¹.

Table 1 below provides the sworn staffing data numerically on January 1st 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



¹ <http://www2.oaklandnet.com/government/o/CityAdministration/d/measure-z/index.htm>

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Tables 2a, 2b, and 2c below show the average OPD Communications (911) dispatch response time to calls for service. This data refers to the time it takes OPD to respond with an officer or other personnel to each request. OPD received 929,845 calls for service (2,545 per day) and maintains a goal of first answering these calls with dispatchers and operators within 15 seconds for 95 percent of these calls². The data shows the average monthly response time for the last five years. The data is divided into separate tables for Priority One, Priority Two and Priority Three type calls³.

The data in each cell in the tables below show minutes and seconds. For example, the first cell for January 2017 for Priority One Calls shows “22.63.” This number means that the call was responded to by OPD’s Bureau of Field Operations in 22 minutes and 63 seconds.

Table 2a: Average Response Time (in minutes and seconds) to Priority One Calls: 2017-2021 (January-December)

Priority One Calls					
	2017	2018	2019	2020	2021
Jan	22.63	7.97	13.59	11.07	16.24
Feb	12.16	24.79	10.45	12.9	18.87
Mar	12.59	10.13	10.8	11.44	17.25
Apr	10.57	9.43	10.71	11.07	18.11
May	9.01	11.04	11.81	12.9	19.13
Jun	13.76	11.15	12.23	11.44	19.39
Jul	10.58	11.26	8.84	15.10	20.36
Aug	7.62	17.93	13.22	14.86	20.04
Sep	13.09	17.33	10.74	12.56	22.78
Oct	8.69	12.06	10.69	23.93	17.82
Nov	10.58	13.85	8.26	12.01	20.94
Dec	9.66	9.01	14.63	11.67	19.17

² In 2011 OPD was able to first answer each call within 15 seconds for between 57 percent and 72 percent of the calls on average each month. OPD was able to answer each call within the first 16-20 seconds for between 63 percent and 80 percent each month.

³ Priority Call Types:

- One = Situations involving imminent injury to persons and for prevention of violent crime and incidents involving a weapon.
- Two = Urgent, but not immediate emergencies including in-progress misdemeanors, in-progress disputes with violence potential, stolen vehicle reports, and just-occurred felonies.
- Three = Cold reports and situations where there is no threat of danger to life or property.

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Table 2b: Average Response Time (in minutes and seconds) to Priority Two Calls: 2017-2021 (January-December)

Priority Two Calls					
	2017	2018	2019	2020	2021
Jan	107.35	89.04	155.41	147.63	167.82
Feb	115.21	86.12	115.53	216.65	158.34
Mar	128.78	137.59	135.58	159.67	190.56
Apr	139.7	118.22	135.32	145.32	169.36
May	118.45	129.33	128.27	166.86	226.79
Jun	128.73	154.99	155	299.29	231.22
Jul	145.54	127.59	139.40	240.53	309.43
Aug	116.43	159.77	215.86	250.29	236.98
Sep	129.45	215.90	214.94	212.25	290.53
Oct	106.80	159.04	161.64	250.10	305.17
Nov	145.54	123.62	138.83	181.18	291.18
Dec	104.40	132.93	156.81	147.30	193.04

Table 2c: Average Response Time (in minutes and seconds) to Priority Three Calls: 2017-2021 (January-December)

Priority Three Calls					
	2017	2018	2019	2020	2021
Jan	261.17	232.59	322.34	382.94	369.34
Feb	250.78	232.59	240.73	475.53	384.8
Mar	295.74	230.4	313.79	414.43	460.74
Apr	295.99	319.16	316.26	461.01	427.29
May	215.37	352.78	359.64	433.33	485.11
Jun	285.63	384.32	465.85	740.46	540.47
July	289.88	321.26	423.31	638.51	678.82
Aug	267.66	353.24	465.07	680.22	542.86
Sep	343.27	436.29	590.20	593.92	634.81
Oct	279.43	433.69	444.05	654.39	619.62
Nov	289.88	280.15	395.56	419.68	587.54
Dec	277.61	333.10	419.91	346.25	378.91

Table 3 below shows Part 1 crimes (more serious and violent) for January 1 through December 31, 2021. These statistics are based on the date the crimes occurred. Statistics can be affected by late reporting, the geocoding process, or the reclassification or unfounded crimes.

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

Part 1 Crimes	01/01/2017 through 12/31/2017	01/01/2018 through 12/31/2018	01/01/2019 through 12/31/2019	01/01/2020 through 12/31/2020	01/01/2021 through 12/31/2021
Homicide – 187(a)	71	67	75	102	124
Homicide – all other**	4	8	3	7	10
Aggravated Assault	2,536	2,650	2,744	3,315	3,559
* with Firearm	279	276	287	499	599
Rape	249	230	203	217	158
Robbery	2,610	2,567	2,814	2,417	2,693
Burglary Total	12,932	10,610	14,988	8,689	10,197
* Auto	10,379	8,228	12,364	6,221	8,179
* Residential	1,929	1,614	1,809	1,247	1,055
* Commercial	417	606	623	958	670
* Other/Unknown	207	162	192	263	293
Motor Vehicle Theft	6,938	6,208	6,482	8,722	9,010
Larceny	6,220	6,628	7,768	5,974	6,186
Arson	151	196	152	193	170
Total Part 1 Crimes	31,711	29,164	35,229	29,636	32,107

* All totals include attempts except homicides

**Justified, accidental, fatal, or manslaughter by negligence. Traffic collision fatalities are not included in this report. Homicides sourced from the Crime Analysis Section homicide log. All other data sourced via Coplink Analytics.

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Actual and Projected Sworn Staffing

On December 10, 2013, 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 4** below provides actual and projected sworn staffing for a 12-month period. The future months contain an estimated attrition rate of 8 officers per month, based on attrition rates from the previous 12-month period and projected staffing. This data is accurate as of December 31, 2021.

Table 4: Actual Sworn Staffing (as of December 31, 2021) and Sworn Staffing Projections

	Actual Staffing										Projected Staffing	
Year	2021										2022	
Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Authorized	788*	788	788	737**	737	737	737	737	737	737	737	737
Filled	714	711	725	715	706	700	695	682	676	690	682	674
Attrition	(3)	(9)	(10)	(9)	(6)	(5)	(13)	(6)	(11)	(8)	(8)	(8)
Hires	0	23	0	0	0	0	0	0	25	0	0	0
Ending Filled***	711	725	715	706	700	695	682	676	690	682	674	666
Over (Under) Authorized	(77)	(63)	(73)	(31)	(37)	(42)	(55)	(61)	(47)	(55)	(63)	(71)
New POT Hiring Pipeline							186 th Academy (Ended Dec 2021) 187 th Academy (Started Nov 2021 and ends Apr 2022) 188 th Academy (Starts March 2022)					

*City Council Resolution No. 88574 increased the funded authorized sworn staffing by two in April 2021.

** The Fiscal Year 2021-2022 budget decreased 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 December 31, 2021)

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	24	-3
	Sergeants	123	119	-4
	Police Officers	571	534	-37
	Total Sworn		737	690
Professional Staff (Full-time and Part-time)		*362.50	260	-102.50
Total Personnel		1,099.50	950	-149.50

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**In 2019 the City Administrator 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.*

Table 6 below provides information on OPDs authorized sworn permanent staffing.

Table 6: Funded Authorized Sworn Permanent Assignments within OPD

	Chief	Asst. Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer	Total
Office of the Chief	1	1			1		2	5
Public Information Office							1	1
Internal Affairs Division				1	3	12	2	18
Office of the Inspector General					1		1	2
Intelligence Unit						1	7	8
Property & Evidence Unit						1		1
Special Victims Section					1	5	33	39
Research & Planning							1	1
Bureau of Investigations/CID Administration			1	1		1	3	6
Homicide Section					1	5	10	16
Burglary, General Crimes & Task Forces Section					1	3	25	29
Robbery & Felony Assault Section					1	2	18	21
Violent Crime Operations Center				1	2	6	32	41
Youth Outreach Unit						1	5	6
Bureau of Services Administration			1		1			2
Training Division					1	3	18	22
Information Technology							2	2
Recruiting and Backgrounds Unit						1	8	9
Support Operations Division				1	1			2
Traffic Operations						3	18	21
Special Operations						4	26	30
Bureau of Field Ops: Administration			2		2	2		6

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	Chief	Asst. Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer	Total
Patrol Area 1				1	2	13	64	80
Patrol Area 2				1	2	14	64	81
Patrol Area 3				1	2	14	64	81
Patrol Area 4				1	2	13	67	83
Patrol Area 5				1	2	14	70	87
Ceasefire				1	1	5	30	37
Total Sworn	1	1	4	10	27	123	571	737

*ABAT = Alcohol and Beverage Action Team

Table 7 below shows OPD professional staff vacancies and the status of work being done to fill the vacancies.

Table 7: Professional Staff Vacancies

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM ⁴ for Hiring	Status
Account Clerk I	1	1	----	Position frozen.
Account Clerk II	2	6	10/22/2021	4 Positions frozen. Interviews held on 12/14/21 awaiting interview results.
Accountant II	1	2	---	Pre-recruitment documents submitted to HRM on 12/13/21 to begin new recruitment.
Accountant III	1	1	---	Pre-recruitment documents submitted to HRM on 12/13/21 to begin new recruitment.
Administrative Assistant I	1	2	---	Position frozen.
Administrative Assistant II	1	1	8/24/21	Candidate referred to backgrounds on 10/7/21.
Complaint Investigator II	4	4	---	Positions frozen.
Complaint Investigator III	1	1	---	Position frozen.
Crime Analyst	4	8	8/25/21	Two (2) candidates referred to backgrounds on 11/9/21. Once the background process is complete HRM will conduct a new recruitment to fill remaining vacancies.
Criminalist II	7	17	12/15/21	One (1) annuitant candidate passed backgrounds, HRM is reviewing TCSE

⁴ DHRM = Department of Human Resources and Management

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Classification	Vacancies	FTE Authorized	Date Assigned to DHRM⁴ for Hiring	Status
				contract. Two (2) positions frozen. Exam plan meeting scheduled for 1/12/22 to begin recruitment for remaining vacancies.
Criminalist III	3	6	12/15/21	One (1) position frozen. Exam plan meeting scheduled for 1/12/22 to begin recruitment for remaining vacancies.
Fleet Compliance Coordinator	1	1	---	Requisition submitted to begin recruitment on 18 Oct 21.
Intake Technician	2	6	8/18/21	One (1) candidate to start 1/8/22. One (1) candidate referred to backgrounds on 8 Dec 21.
Latent Print Examiner II	2	5	8/24/21	One (1) Position frozen, interviews conducted for remaining vacancy on 9/26/21.
Payroll Personnel Clerk III	1	2	--	Position frozen.
Police Communications Dispatcher ⁵	20	86	8/12/20	Job announcement is open continuously and there are 50 candidates in the background process. Two (2) candidates to start 1/22/22 and two (2) to start 2/5/22.
Police Evidence Technician	2	21	8/18/21	One (1) position frozen. One (1) candidate to start 1/8/22.
Police Records Specialist	10	55	10/25/19	Nine (9) candidates in the background process. One (1) candidate to start on 1/22/22.
Police Services Manager I – Human Resources	1	1	7/1/21	Interviews scheduled for 1/6/22.
Police Services Manager I – Research & Planning	2	2	---	Requisition submitted to begin recruitment on 10/18/21.
Police Services Technician II	13	52	11/8/21	Restricted Job Announcement opened 27 Dec 21 until 9 Jan 22.
Police Information Officer I	1	1	---	Received pre-recruitment documents from HRM on 11/22/21 to begin new recruitment.

⁵ FTE authorized includes 10 positions

Sworn Staffing by Area and Patrol Detail

Table 8 provide information on beats by area and patrol data.

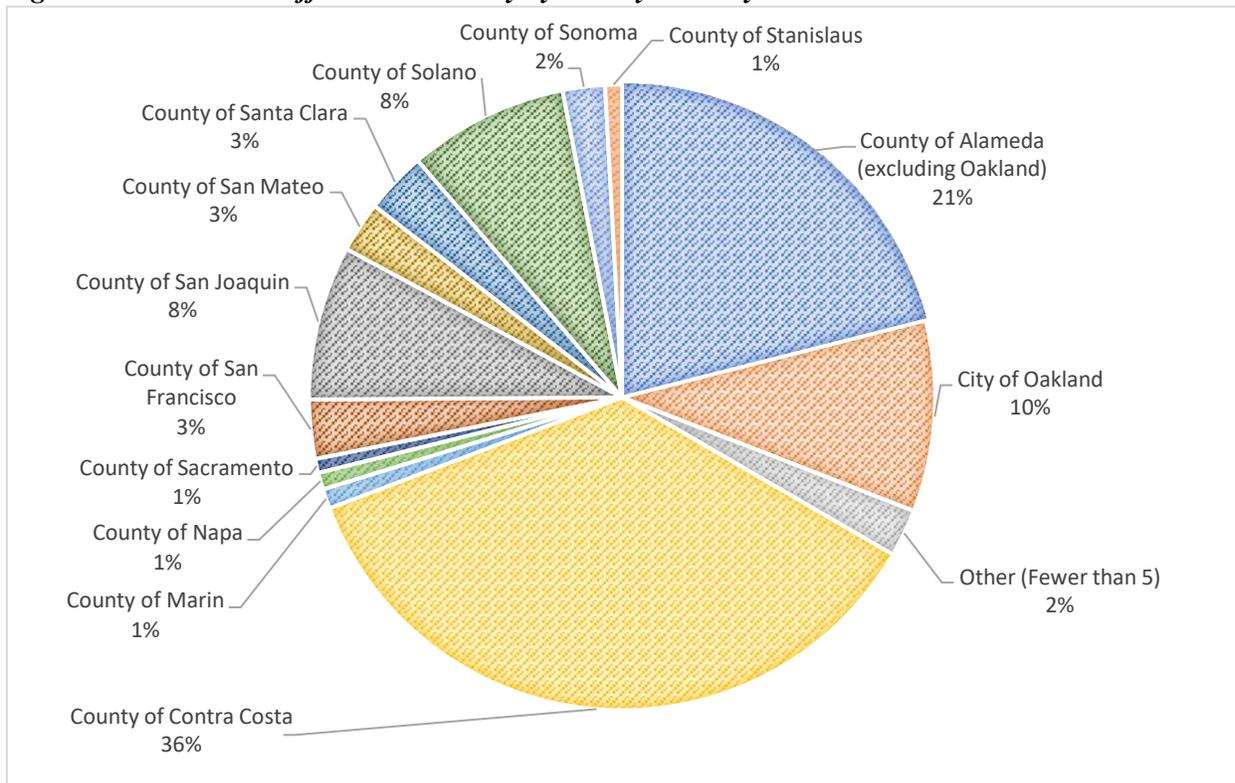
Table 8: Police Beat Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5
Police Beats by Area	1-7	8-14	15-22	23-28	29-35
Number of officers assigned to patrol: 300	Total 59	Total 67	Total 56	Total 56	Total 62
Number of officers assigned as Community Resource Officers	3	4	6	1	6
Number of officers assigned to the Crime Reduction Teams (under direction from BOI and VCOC)	26				

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 December 31, 2021, 65 sworn members (9.35%) were Oakland residents. **Table 9** below provides details about the top ten cities where officers live (Oakland being the largest city of residence for officers).

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



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Table 9: Residency by Top 10 Locations of Sworn OPD Members

City	Count	Department Percentage	City	Count	Department Percentage
Oakland	68	9.86%	Hayward	23	3.33%
Concord	32	4.64%	Tracy	22	3.19%
San Leandro	28	4.06%	San Francisco	21	3.04%
Oakley	28	4.06%	Castro Valley	19	2.75%
Brentwood	26	3.77%	Antioch	18	2.61%
Total				285	41.31%

Tables 10A and 10B below provide

demographic information for all OPD sworn and professional staff by Race/Ethnicity and Gender, **Table 10A** represents OPD sworn staff and **Table 10B** represents OPD professional staff.

Table 10A: Race/Ethnicity and Gender – OPD Sworn Staff as of December 31, 2021

Race/Ethnicity	Female		Male	
Asian	9	8.33%	91	15.64%
Black or African-American	22	20.37%	107	18.38%
Filipino	2	1.85%	26	4.47%
Hispanic or Latino	38	35.19%	155	26.63%
Native American	1	.93%	1	.52%
Undeclared-Other	4	3.70%	17	2.58%
White or Caucasian	32	29.63%	185	31.79%
Total	108	100%	582	100%

Table 10B: Race/Ethnicity and Gender – OPD Professional Staff as of December 31, 2021

Race/Ethnicity	Female		Male	
Asian	28	13.86%	16	27.59%
Black or African-American	90	44.55%	11	18.97%
Filipino	3	1.49%	1	1.72%
Hispanic or Latino	31	15.35%	15	25.86%
Native American	1	.50%	0	0
Undeclared-Other	5	2.48%	2	3.45%
White or Caucasian	44	21.78%	13	22.41%
Total	202	100%	58	100%

Table 11 below provides current and past demographic information for OPD sworn staff.

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Table 11: Race*/Ethnicity* by Year – OPD Sworn Staff as of December 31, 2021

Race/ Ethnicity	US 2019 Census- Oakland Pop. ⁶	OPD 2018	OPD 2019	OPD 2020	OPD 2021
Asian	15.7%	16.8%	13.3%	18.1%	18.55%
Black or African- American	23.6%	16.9%	16.8%	16.7%	18.70%
Hispanic	26.9%	25.2%	26.9%	28.2%	27.97%
Other	--.6	2.7%	6.6%	3.0%	3.33%
White	36.1%	38.4%	36.4%	34.0%	31.45%

*Note: "Asian" includes Filipino; "Other" includes Native American and Undeclared

Table 12 below shows the gender breakdown of OPD sworn staff and provides a national comparison.

Table 12: OPD Gender Percentages by Year Compared With 2019 National Percentage⁷

Gender	National Percentage 2019	OPD 2018	OPD 2019	OPD 2020	*OPD 2021
Female	12.8%	13.0%	13.9%	14.6%	15.65%
Male	87.2%	87.0%	86.1%	85.4%	84.35%

*2021 figure shows all OPD sworn staff as of December 31, 2021

Attrition

As noted in Table 13 below, OPD has experienced an average attrition of 7 officers per month (83 officers) over the past 12-months. OPD maintained an average attrition of five officers per month from 2016-2020. However, the projected attrition rate has recently increased to an average of 8 officers per month.

Table 13: Sworn Attrition Data: October 31, 2020 through December 31, 2021

	2021												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Disability Retirement			2		1		1				2	1	7
Resignation (not during Field Training)	1	3	1			2	4		1	1	1	1	15

⁶ 2019 data: population by race in the city of Oakland. Source: United States Census Bureau. Quick Facts Oakland city, California 2019.

⁷ 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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Resignation during Field Training													0
Resignation (to other agency)					5	6	2	3	3	10	1	5	35
Service Retirement	1		1		3	2		3	1	2	2	3	18
Discharged		1		2			1					1	5
Removed from Probation during Field Training			1	1									2
Deceased							1						1
Grand Total	2	4	5	3	9	10	9	6	5	13	6	11	83

In September 2021, Chief Armstrong mandated all personnel who voluntarily separate from OPD (excluding service retirements) to participate in an exit interview with the Human Resources Manager or a member of the OPD Executive Team. The top four reasons for separation are:

1. Dissatisfaction with OPD leadership
2. Lack of support from City leadership
3. Heavy discipline
4. Family

Recruitment

During the October – December 2021 quarter, OPD hosted and/or attended 18 events. Six events were online, 12 events were in person, and 8 events were in Oakland. During these events, OPD interacted with applicants interested in the Police Officer Trainee (POT) and other positions and provided information about the jobs.

OPD is currently recruiting for the 188th police academy. In addition to resuming in person outreach, OPD has maintained a social media presence on the following platforms:

- OPD Jobs Website – www.opdjobs.com
- Facebook – <https://m.facebook.com/opdjobs/>
- Twitter – <https://twitter.com/opdjobs>
- Instagram – www.instagram.com/opd_jobs

Table 14 below provides additional details regarding recruitment and outreach events.

Table 14: Current Recruitment – Outreach and Media Activity

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Date	Event	Location	Attendees	Inquiries: # And Type
10/1/21	First Friday	2200 Telegraph Ave, Oakland	200+	POT 2 Dispatcher 1 Cadet 0
10/3/21	Police Officer Trainee Oral Exam Workshop	455 Seventh St, Oakland	11	POT 11 Dispatcher 0 Cadet 0
10/6/21	Boy Scout Den Meeting	951 Dowling Blvd, San Leandro	20	POT 0 Dispatcher 0 Cadet 0
10/7/21	Law Enforcement Expo	2200 Harvard Street, Sacramento	50	POT 10 Dispatcher 1 Cadet 0
10/9/21	Police Officer Trainee Practice Physical Ability Test	12500 Campus Drive, Oakland	3	POT 3 Dispatcher 0 Cadet 0
10/15/21	Instagram Live / Meet a Recruiter	Online	60	POT 15 Dispatcher 10 Cadet 0
10/18/21	HBCU Classroom Presentations	Clark Atlanta and Morehouse Universities, Atlanta, GA	235	POT 50-75 Dispatcher 5 Cadet 10
10/23/21	OPD Trunk or Treat	9600 Sunnyside, Oakland	40-45	POT 0 Dispatcher 0 Cadet 0
11/10/21	Virtual Hiring Fair - Handshake	Online	20	POT 4 Dispatcher 8 Cadet 2
11/12/21	Merritt Admin Justice Career Fair	Online	50	POT 30 Dispatcher 5 Cadet 0
11/15/21	OPD Instagram Live Recruiting Event	Online	45	POT 14 Dispatcher 5 Cadet 2
11/20/21	Chinatown Community Resource Fair	388 9th Street, Oakland	100	POT 20 Dispatcher 10 Cadet 5
11/21/21	Police Officer Trainee Oral Exam Workshop	455 Seventh Street, Oakland	15	POT 15 Dispatcher 0 Cadet 0

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Date	Event	Location	Attendees	Inquiries: # And Type
11/21/21	Adult Skate	7101 Foothill Blvd, Oakland	40	POT 3 Dispatcher 5 Cadet 5
11/22/21	Instagram Live / Meet a Recruiter	Online	22	POT 5-10 Dispatcher 5 Cadet 0
11/23/21	Crunch Fitness Visit	2830 Ygnacio Valley Road, Walnut Creek	0	POT 0 Dispatcher 0 Cadet 0
12/9/21	Police Officer Trainee Oral Exam Workshop	455 Seventh Street, Oakland	17	POT 17 Dispatcher 0 Cadet 0
12/11/21	Instagram Live / Physical Ability Test	Online	30	POT 5-10 Dispatcher 5 Cadet 0

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

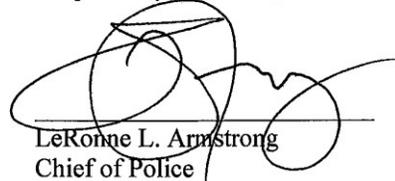
Economic: There are no economic opportunities associated with this report.

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.

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

Respectfully submitted,



LeRonne L. Armstrong
Chief of Police
Oakland Police Department

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

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