Oakland Police Department

2022 Annual Report

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Department Organization

For 2022, the Oakland Police Department was divided up into the following organizational components:

- Office of the Chief of Police
- Bureau of Field Operations 1
- Bureau of Field Operations 2
- Bureau of Investigations
- Bureau of Services
- Bureau of Risk Management

Office of the Chief of Police included:

- Chief of Police
- Assistant Chief of Police
- Chief of Staff
- Public Information Office
- Ceasefire Division

Bureau of Field Operations 1 included:

- BFO Administration
- Patrol Area 1
- Patrol Area 2
- Patrol Area 3

Bureau of Field Operations 2 included:

- Patrol Area 4
- Patrol Area 5
- Patrol Area 6
  - Special Operations Section
  - Traffic Operations Section
  - Evidence Technician Unit

Bureau of Investigations included:

- Criminal Investigation Division
  - Homicide Section
  - Robbery & Felony Assault Section
  - Special Victims Section/Youth & School Services
- Burglary, General Crimes, Field Support Section/Property & Evidence
- Violent Crime Operations Center
  - Crime Gun Intelligence Center
- Criminalistics Division
- Crime Analysis Section

Bureau of Services included:

- Records Division
- Human Resources Section
- Recruiting & Backgrounds Unit
- Communications Division
- Fiscal Services Division
- Research & Planning
    - Fleet & Policy and Publications
- Police Information Technology

Bureau of Risk Management included:

- Office of the Internal Accountability
    - Risk Analysis Unit
    - Compliance Inspection Unit
    - Risk Impact Unit
- Internal Affairs Division
- Training Division
    - Professional Development & Wellness Unit

Organizational Chart 2022
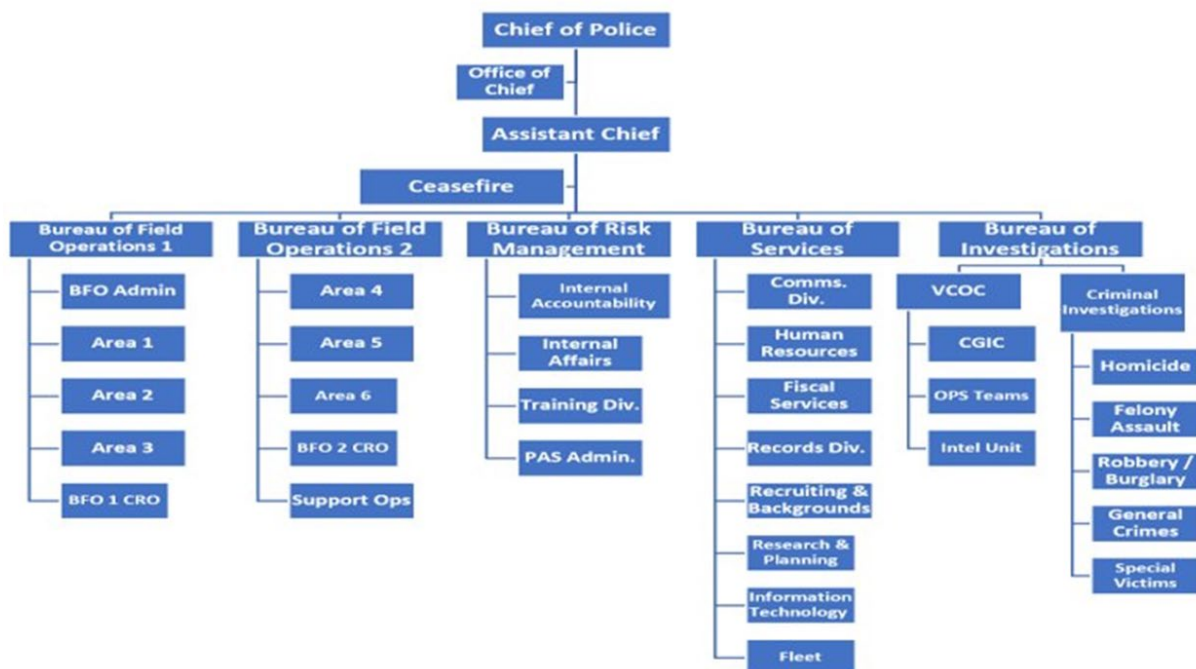
The information contained in this report is for the calendar year of 2022, with information being gathered and submitted in 2023. The Oakland Police Department has undergone many organizational changes in 2023 that are not represented in the 2022 Annual Report.

Office of the Chief of Police

In addition to the Chief and immediate staff, the Office of the Chief of Police (OCOP) included several organizational components: The Assistant Chief of Police, Chief of Staff, Ceasefire Division and Public Information Office.

Chief of Police

On February 8, 2021, LeRonne L. Armstrong was sworn in as Chief of the Oakland Police Department by Mayor Libby Schaaf and Oakland Police Commission Chair Regina Jackson.

Chief LeRonne L. Armstrong was born and raised in West Oakland, California, and is a graduate of McClymonds High School. Chief Armstrong attended California State University, Sacramento, where he graduated with a Bachelor of Science in Criminal Justice and holds a master's degree in organizational leadership. Chief Armstrong was the Chief of Police throughout all of 2022.

Chief of Police
LeRonne L. Armstrong

Assistant Chief of Police

Darren Allison has served as the Assistant Chief of Police from September 2018 to the present. He oversees the operations of the Ceasefire Division and the five Department Bureaus. He is the Oakland Police Department liaison to the Public Safety Committee. Prior to becoming the Assistant Chief of Police, he was assigned as the Deputy Chief of Police of the Bureau of Field Operations 1 (BFO1), with oversight of BFO Administration, Area 1, Area 2, and Area 3. In addition, he was a Captain of Police assigned to North Oakland and the Support Operations Division for several years. Assistant Chief Allison graduated from Saint Mary's College in Moraga, California, earning a bachelor's degree in leadership. He also attended the FBI National Academy and the P.E.R.F. Senior Management Institute for Police.

Assistant Chief
Darren Allison

Chief of Staff

Role of the Chief of Staff

The Chief of Staff plays a key role in providing senior leadership and executive-level advice to the Chief of Police while advancing the strategic plan of the Chief of Police. The Chief of Staff also manages high level issues across the organization and acts as an advisor, confidant, and personal security protection for the Chief of Police. Serving as a liaison between the Chief of Police and line staff; handling questions, concerns, issues, and requests on the Chief's behalf; drafting strategic documents; writing funding proposals; coaching staff; monitoring organizational performance and compliance across key performance indicators; and serving as a liaison to a variety of internal and external constituencies.

As a trusted problem solver, this position also partners closely with the Executive Team on a variety of projects across the organization in support of the overall mission of the department. The Chief of Staff also serves as the immediate supervisor for the Chief's Executive Assistant, the Public Information Office and the Community Liaison/Trust Building Officers respectively.

Organization of the Chief of Staff

Oakland Police Department Organizational Chart
Public Information Office

- Chief of Police
  LeRonne L. Armstrong
  - Assistant to the Director
    Paul Chambers
  - Chief of Staff
    Lieutenant of Police
    Aaron Smith
    - Police Officer
      Public Information Office
      Kim Armstead
      - Police Officer
        Public Information Office
        Felicia Aisthorpe
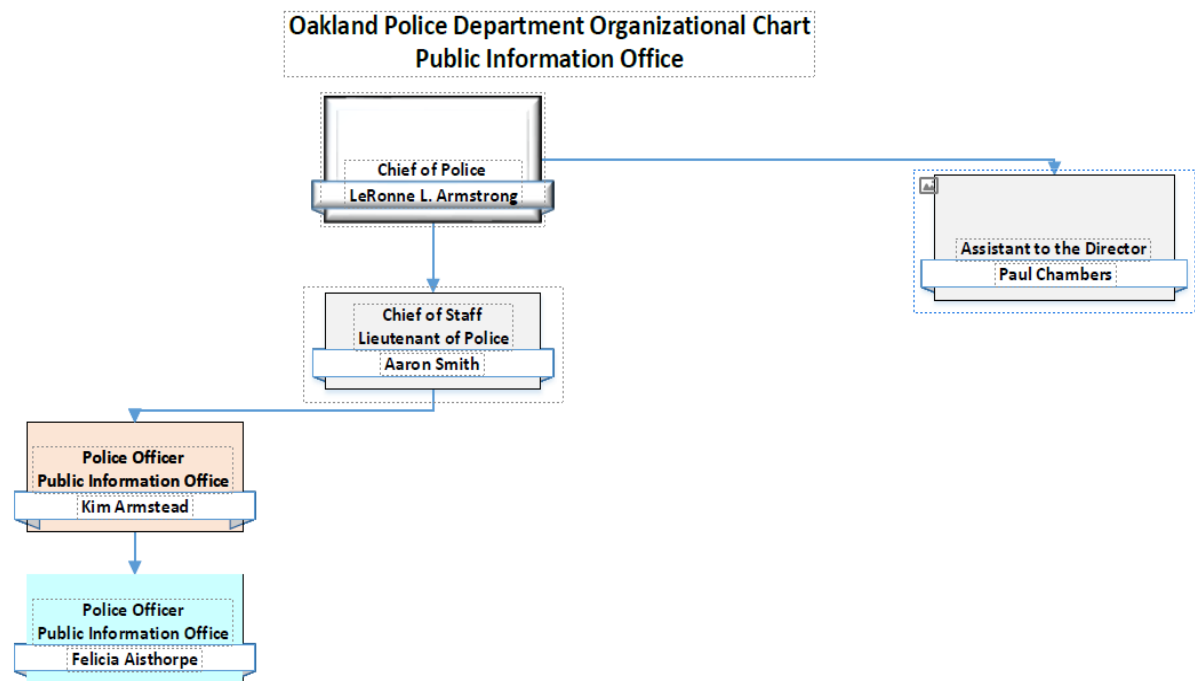
Staffing of Chief of Staff

Classification	Authorized	Filled
Lieutenant of Police	1	1

Significant Accomplishments

- Assisted in the development of an additional Trust Building Officer for the Little Saigon Neighborhood, Officer Anh Nguyen.
- Assisting with the interviews of an additional Administrative Assistant to the Deputy Chiefs of Police and Deputy Director.
- Supervised the OPD Media Office
- Continuously identified deficiencies and improved OCOP operational protocols to include:
  - Improving antiquated technology within the OCOP
- Managed the Faith Community Critical Incident Response program.
- Managed and continuously refined scheduling a meeting protocol for the Chief of Police
- Partially completed an updated OCOP appearance plan to include:
  - OCOP Lobby Carpet Replacement
  - OCOP offices carpet replacement
  - OCOP lobby furniture replacement
  - OCOP Conference Room Refreshment Area

Challenges Encountered

The OPD Media units experiences some staff turn-over which. This challenge led to the redistribution of the workload in the unit. In late 2021, an additional administrative staff member was added to the OCOP to support the Deputy Chiefs and Deputy Director. Unfortunately, this position was vacated. This also meant the workload was placed solely on the Executive Assistant to the Chief of Police. Fortunately, we found a replacement in mid-2022. To date, these roles have developed to become an essential part of the Chief's and Executive Team's daily operations and overall success.

Expected Outcomes for 2023

- Continue to provide support, leadership and development to the Strategic Communications Manager, the Public Information Office, and the Community Liaison/Trust Building Officers respectively.
- Continue to refine the Chief's calendar and meeting protocols.
- Facilitate regular field visits for the Chief of Police.
- Continue to ensure the implementation of the Chief's Strategic Plan across the department.
- Continue to ensure regular, in-person communication from the Executive Team with the line, sworn and professional staff.
- Continue to provide sound, executive level advice and personal protection to the Chief of Police.
- Complete the carpet replacement and paint in the OCOP lobby to improve the appearance of professionalism and hospitality.
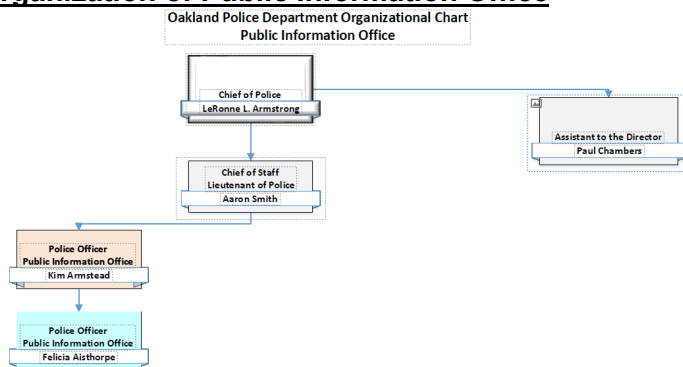
Public Information Office

Role of Public Information Office

The Public Information Office (PIO) is the liaison between the Oakland Police Department (OPD), the media, and the public. As the spokesperson for the Department, the office is responsible for communicating critical information, including the preparation of news releases and public safety advisories, for distribution by media outlets. The office is responsible for drafting speeches, arranging interviews, and facilitating the Department's social media platforms.

Organization of Public Information Office

Oakland Police Department Organizational Chart
Public Information Office

Chief of Police
LeRonne L. Armstrong

Assistant to the Director
Paul Chambers

Chief of Staff
Lieutenant of Police
Aaron Smith

Police Officer
Public Information Office
Kim Armstead

Police Officer
Public Information Office
Felicia Aisthorpe

Staffing of Public Information Office

Classification	Authorized	Filled
Assistant to the Director	1	1
Lieutenant of Police	0	0
Police Officer	1	2
Public Information Officer One	1	0

Significant Accomplishments

The Oakland Police Department Public Information Office co-produced OPD's recruiting video, created, and promoted multiple community events, and responded to numerous high-profile incidents.

Community Events:

- The PIO participated in OPD's Easter "Eggstravaganza".
- OPD co-hosted Guns to Gardens: Gun Buyback.
- The PIO created, organized, and facilitated OPD's CommUNITY Tour in three separate locations throughout the city.
- The PIO participated alongside Chief Armstrong in 10 National Night Out Parties.
- The PIO participated in OPD's two Trunk-or-Treat events.

- The PIO created, organized, and facilitated the Department's first annual Toys for the Town event.

News Events:

- OPD released video of an unprovoked attack in Chinatown that led to an arrest.
- OPD announced two arrests in the Kevin Nishita homicide.
- OPD Officers Tow 60 Vehicles During Illegal Sideshow.
- OPD partnered with community-based organizations for gun buyback.
- OPD released video of a fatal hit-and-run of a bicyclist.
- OPD Officer Makes History as the First Female Selected to the Tactical Operations Entry Team.
- OPD collaborated with the Oakland Arena and FBI regarding threats made prior to the Stray Kids concert.
- OPD released video in connection with the shooting death of Kon Fung.
- OPD seeks community assistance in an attempted kidnapping of a two-year-old.
- Chief Armstrong announced the addition of a Liaison Officer for the Little Saigon area.
- Firearms and Illegal Drugs Recovered After OPD Implements New Downtown Safety Strategy.
- King Estates Campus Shooting.
- OPD Arrested 73-year-old Nelson Chia in Connection to the Lili Xu Homicide.
- OPD announced partnership with the US Marshals to address gun violence.
- Chief Armstrong Announces End of Year Crime Plan for 2022.
- The PIO facilitated nearly 100 social media posts related to Missing Persons.
- The PIO produced more than 400 news advisories for community members.
- The PIO participated in nearly 80 public meetings.
- The PIO facilitated interviews with the media for three separate graduation classes.

Performance:

- OPD increased the number of followers on all social media platforms.
- OPD increased the number of news releases to the media and public.
- The PIO organized and facilitated more than 70 local interviews and news conferences with Chief LeRonne L. Armstrong and Command Staff members.
- The PIO facilitated interviews with CNN, and Voice of America Media.
- The PIO continues to update the Emergency Rescue Vehicle Deployment monthly.
- The PIO created the ongoing Missing Persons social media post.
- The PIO continues to produce Unsolved Homicide videos.
- The PIO continues to post Weekly Crime Reports.
- The PIO continues to post Sideshow deterrent messaging and videos weekly.
- The PIO continues to post recruiting information and videos.

Challenges Encountered

- The Unit has not had consistent staffing.

Expected Outcomes for 2023

- The PIO will work to reduce crime to improve public safety as laid out in the Strategic Plan, by creating new processes and procedures established to increase information sharing.
- The PIO will improve community engagement and strengthen community trust laid out in the Strategic Plan by doing the following:
  - Set a yearly schedule of planned information sharing with the Community.
  - Increase the use of OPD's social media platforms and expand the content.
  - Continue recognizing employee achievements and using external channels to broadcast the work of employees to the Community.
  - Hold bi-annual Strategic Planning Community meetings.
  - Host community events that encourage participation by both community members and OPD employees.
  - Plan community events that focus on community resilience, especially for vulnerable populations.

Ceasefire Division

Role of Ceasefire

In 2022, Ceasefire Division was commanded by Captain Tony Jones and managed by Director Damita Davis-Howard. Ceasefire is a data-driven and partnership-based strategy that involves significant coordination with community, social service, and multiple law enforcement partners. It is important to note that Ceasefire is the title of the Division within OPD but is also the title of the Citywide strategy to combat violence that involves multiple entities within and outside of city government.

The goals of the Ceasefire continued to be:

- Reduce gang/group related homicides.
- Reduce recidivism by groups/gangs that are the focus of the strategy.
- Develop better community/police relationships.

2022 was another challenging year for Oakland relative to gun violence. There were 118 homicides in the city and 457 shootings. In 2021 there were 123 homicides and 605 shootings. This equates to a 4% reduction in homicides and a 25% reduction in non-fatal shootings. Ceasefire held 5 Call Ins in which 70 high-risk individuals attended and were offered services.

Custom Notifications are a process where Ceasefire staff partners with Department of Violence Prevention (DVP) staff and at least one community member to have direct communication with high-risk individuals to steer those individuals toward services. 169 Custom Notifications were conducted in 2021.

Enforcement operations improved from 2021 when Ceasefire was face with unprecedented challenges with the courts and bail. Ceasefire conducted 67 operations targeting gang members and associates. 138 guns were recovered and a total of 278 arrest were made. Of the 278

arrests made, 63 were targeted by Ceasefire staff due to their connectivity to gang violence and charged by the District Attorney's office for crimes ranging from Homicide to Burglary.

Staffing of Ceasefire

Classification	Authorized	Filled
Captain of Police	1	1
Director	0	0
Lieutenant of Police	1	1
Sergeant of Police	5	4
Police Officer	30	22
Project Manager II	1	1
Volunteer Program Specialist II	1	1

Significant Accomplishments

Significant number of illegal firearms recovered.

Ceasefire Teams conducted and assisted with various operation targeting individuals involved in felony crimes involving firearms. 138 guns were recovered during these operations with staffing levels almost half of historical levels.

Gang/Group Investigations

A large driver of gun violence in Oakland can be attributed to gangs and or groups. In 2022, the Ceasefire team initiated 67 long-term investigations on individuals in the most active gangs/groups. These investigations led to the arrest of individuals involved in shootings, homicides, robberies, and illegal firearms trafficking. Ceasefire completed 322 search warrants in 2022 that were connected to investigations targeting gun violence.

Strengthen Community Trust and Relationships

Ceasefire worked with community-based organizations and held 25 community events. Partnering with community groups establishes trust between members of the community and the Oakland Police Department. Ceasefire continued to share data with DVP. Providing DVP staff with more intelligence on conflicts gives DVP the best opportunity to disrupt violence.

Emphasis on Training

The supervisory staff within Ceasefire continued training for Ceasefire staff aimed at de-escalating high risk encounters and performing with professionalism under stress. Ceasefire teams focus on the most violent offenders in the city and thus training is critical to minimizing the instances force is used in the field.

Increased Call In's

Ceasefire held 5 Call In's in 2022. Below is a chart displaying historical Call In statistics.

Year	Call in Participants	Custom Notifications	Total
2012	20	6	**26**
2013	63	14	**77**
2014	50	85	**135**
2015	48	215	**263**
2016	46	195	**241**
2017	61	260	**321**
2018	41	328	**369**
2019	47	259	**306**
2020	27	91	**118**
2021	39	137	**176**
2022	70	169	**239**
TOTAL	**512**	**1759**	**2271**

Challenges Encountered

Staffing was the most significant challenge in 2022. Ceasefire, at its most effective from 2012-2020 had 50 staff members assigned to the Division. In 2022, there were only 3 teams comprised of the 22 officers within Ceasefire. Not having a 4th team significantly impacts Ceasefire's ability to focus on multiple gang conflicts simultaneously. We are hopeful that as staff increases at OPD, Ceasefire would again be fully staffed. This would have an enormous impact on the ability to intervene in shootings in Oakland.

Expected Outcomes for 2023

Ceasefire expects to better manage the gun violence in Oakland. We remain hopeful that there will be relief on the staffing issue and Ceasefire will again be able to focus on multiple gang/group conflicts across the city. We hope to develop more relationships with community organizations and take a more active role in neighborhood crime concerns. There is a new District Attorney that has implemented reforms to the prosecution of criminal cases. It is not yet known how this will impact recidivism and violent crime in Oakland. We are optimistic that the relationship with the District Attorney's office will remain productive with the shared commitment of making Oakland safer.

Bureau of Field Operations 1

The Bureau of Field Operations (BFO) 1 was led by Deputy Chief James Beere and is responsible for Patrol Areas 1, 2, and 3 and includes the BFO Administrative Section.

Bureau of Field Operations Administration

Role of BFO Administration (Admin)

BFO Admin is responsible for the tracking and auditing of Use of Force Investigations (K-4), Vehicle Pursuit Investigations (J-4), IAD Division Level Investigations (DLI), Annual Performance Appraisals, Officer Involved Collisions (901), and Monthly Management Reports for BFO-1 and BFO-2. In addition, BFO Admin is responsible for Payroll for all BFO 1, ordering supplies and purchasing for BFO 1, overseeing/managing Ride-A-Longs for the department, managing the Court Liaison's Office, and the management of the Departmental Wide Staffing System (Telestaff).

Organization of BFO Admin

The entire unit is overseen by the BFO-1 Deputy Chief of Police. BFO Admin is comprised of a Sergeant of Police, an Administrative Analysis II, four (4) Police Records Specialists, and a Police Services Technician II.

Staffing of BFO Admin

Job Classification	Positions Authorized	Positions Filled
Deputy Chief of Police	1	1
Sergeant of Police	1	1
Administrative Analyst II	1	1
Police Records Specialist	4	4
Police Services Technician II	1	1

Significant Accomplishments

- BFO Admin is responsible for several important and necessary tasks for the department. One responsibility is the bi-monthly payroll for approximately two hundred and fifty (250) sworn and non-sworn personnel.
- Continuing to track and audit UOF investigations, vehicle pursuit investigations, division level IAD investigations, sworn / non-sworn / probationary ratings, officer involved collisions, and commander's monthly management reports for BFO-1 and BFO-2.

- Maintaining full (100%) compliance with NSA Task 20.2 – Consistency of Supervision.
- Maintaining full (100%) compliance with NSA Task 18 – Approval of Field Arrests by Supervisors.
- Successfully tracked four thousand five hundred and nineteen (4,519) uses of force (by force type) 2022.
- Successfully tracked four hundred and sixty-one (461) division level IAD investigations.
- Successfully tracked one hundred and twenty-eight (128) investigative vehicle pursuits.
- Successfully tracked five hundred and nineteen (519) non-response pursuits.
- BFO Admin implemented a new tracking system for UOF, vehicle pursuits, and IAD investigations (DLI).

Challenges Encountered

- Lack of staffing at all levels of the unit from January to June. In June, DC Beere assigned another sergeant to BFO Admin to assist with the workload. This has made a significant positive impact for the unit.
- The aftermath of a security/data breach of our Department Wide Tracking System (Telestaff). Rebuilding all Telestaff modules from scratch into a functional system for patrol to use.
- Subpoena tracking and court attendance due to Covid-19. The courts are working through their backlog of cases. This has drastically increased the number of incoming subpoenas to be served and processed.
- Long term medical leave at the PRS position caused increasing workloads for others.
- In late December, due to a promotion, the PST II position in the Court Liaison Unit will be vacant to start the new year. (Currently working to fill the position).
- In June, type 32 UOF officially became a reportable UOF in Vision. This drastically increased the workload for BFO Admin. (Reason why DC Beere assigned another sergeant to the unit).

BFO Admin Supplemental Metrics for 2022

Use of Force Investigations:

Use of Force by Levels & Types - 2022

Legend:
- 2021 Totals
- Level 1 - 2
- Level 2 - 11
- Level 3 - 62
- Level 4 - 4,442
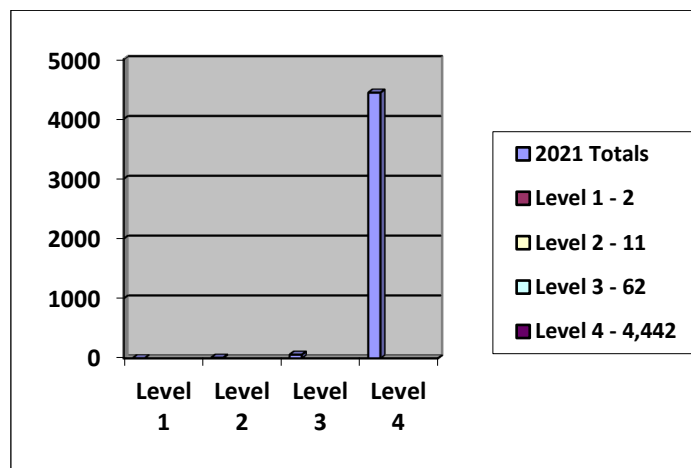
For more information on Use of Force levels, please visit: https://www.oaklandca.gov/topics/use-of-force-uof-levels

Vehicle Pursuit Investigations:

Vehicle Pursuit Investigations by Classifications
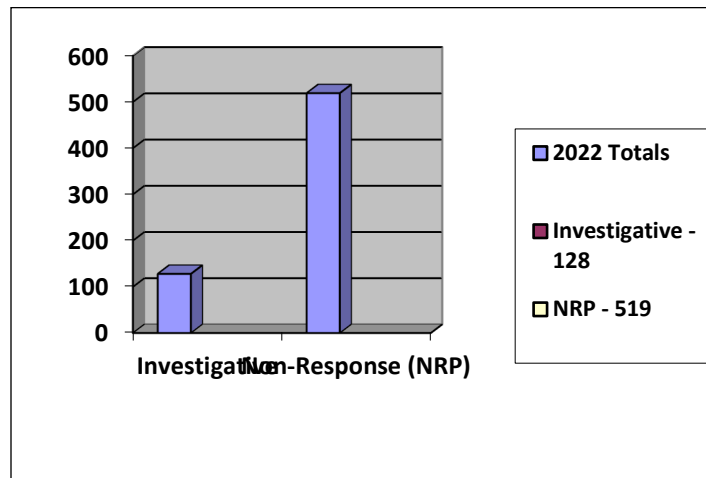
For more information on Vehicle Pursuit Classifications, please visit: https://public.powerdms.com/Oakland/tree/documents/408

Division Level IAD Investigations:

IAD Investigations Assigned to Field Supervisors
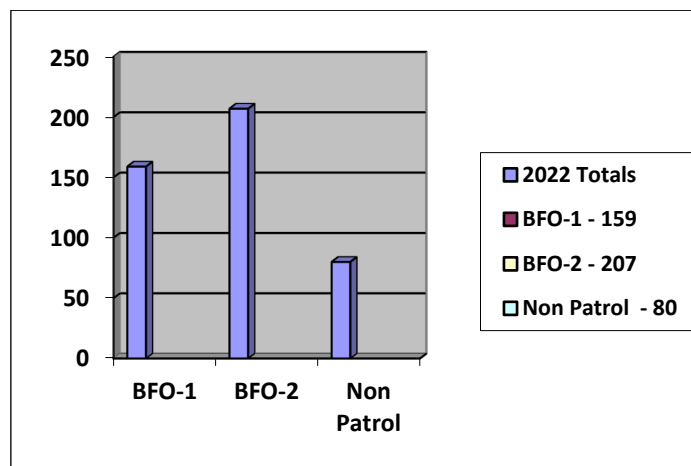
Expected Outcomes for 2023

BFO Admin will continue to seek ways to improve efficiency and capacity of staff assigned to the Bureau of Field Operations. The section will continue to ensure the Bureau conforms to timelines and other operational policies, procedures, and court ordered mandates by information sharing with area commanders and continued document tracking and continued audits. BFO Admin will continue to work closely with the Bureau of Risk Management. 2022 measured success in ensuring use of force investigations, pursuit investigations, and IAD investigations; were submitted within the prescribed timelines. Efforts will be increased in 2023 with renewed focus to maintain investigative sufficiency, ensure that timeliness of investigations are met, extensions justify the length and reason for reasonable delays, and that investigations are completed according to policy.

The Court Liaison Unit currently has a vacancy for a PST II (due to a promotion in late December of 2022). BFO Admin is currently in the process of filling this vacancy. The Court Liaison Unit will work with OPD command to improve policy and procedure for subpoena service, service tracking, and tracking for subpoenas and court orders. The Court Liaison Unit will continue to work with the Office of the Alameda County District Attorney and the Office of the Alameda County Public Defender to ensure progress is sustained or improved in 2023.

Patrol Area 1

Role of Area 1

Patrol Area 1 (Beats 1-7) is commanded by Captain Clay Burch. Area 1 is made up of two different parts, the West Oakland area, and the Downtown/Uptown area. It borders the City of Emeryville to the north and the City of Alameda to the South. Within the City of Oakland, it borders Police Service Area 2 commanded by Captain Robert Rosin and Area 3 commanded by Captain Michael Beaver. Area 1 has a combination of residential neighborhoods, commercial districts, Downtown and City Hall, along with all other City, State, and Federal Buildings, and the Port of Oakland.

The Area 1 team provides patrol and special resource services to the West Oakland and Downtown communities. Patrol includes sworn and non-sworn staff, responsible for 24/7 emergency response, crime prevention, and calls for service. BFO1 Community Resource Officers (CRO), assist Area 1 Patrol by engaging in problem solving efforts.

Organization of Area 1

Area 1 is organized into three sections. The sections include the Operations Command (AM), the Operations Command (PM), and the Special Resources Command. A lieutenant supervises each command. The Operations Command includes five patrol squads, supervised by sergeants. The Special Resources Command includes two squads, supervised by sergeants.

Area 1 Commander – Captain Clay Burch

- Operations Command (AM) – Lieutenant Clay Robert Muniz
  - Patrol 1A/0600 – Sergeant Chau Mai
  - Patrol 1B/0600 – Sergeant Daniel Mullens

- Operations Command (PM) – Lieutenant Matthew McGiffert
  - Patrol 1A/1400 – Sergeant Gloria Beltran
  - Patrol 1B/1400 – Sergeant James Rowbotham
  - Patrol 1A/2100 – Sergeant Ross Tisdale
  - Patrol 1B/2100 – Sergeant Jason Sena

Staffing of Area 1

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	2	2
Police Evidence Technician	4	3
Police Officer	59	94
Police Service Technician II	6	4
Sergeant of Police	12	6

Significant Accomplishments

- Due to focused efforts on violent criminal offenders and crime hotspots, Area 1 experienced no (0%) increase in Violent Crime with an emphasis in homicides (+88%) as compared to 2021. However, Area 1 did experience an overall decrease of 4% in overall robberies and 57% decrease in home invasion robberies.
- Conducted weekly crime meetings with the Executive Team, BFO1 and BFO2 commanders, VCOC and CeaseFire commanders, and Criminal Investigation Division investigators to discuss crime pattern and trends, priority offenders, Crime Analysis, and Area Intel.
- Used community resource officers and patrol personnel to assist the Criminal Investigation Division in conducting follow-up investigations on crimes with actionable leads.
- Maintained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies, particularly Bart PD and Oakland Housing Authority PD.
- Worked collaboratively with Ceasefire Unit and the VCOC to focus on the violent groups and gangs in Area 1.
- Conducted meetings with security patrol companies in the Acorn housing development to discuss crime patterns, trends, and strategies to focus their deployments.
- Managed crowd control events at City Hall and FOP, while balancing crime reduction efforts.
- Collaborated with Community Advisory Committee on crime reduction strategies and community partnership events.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Conducted meetings with Business Improvement Districts regarding their patrols and partnering with them to increase their presence in the Downtown and Jack London Square.

<u>Challenges Encountered</u>

In the 2021 Annual report, Area 1 established the goal of a 10% reduction in overall crime and 20% reduction in violent crime. Unfortunately, Area 1 did not achieve these goals. The area looks to continue to improve in an overall crime reduction by focusing our enforcement efforts, utilizing the Ceasefire strategy, and partnering with community groups.

Similarly, Area 1 faced resource challenges when it comes to addressing the ongoing homeless concerns. In collaboration with the Encampment Management Team and Public Works, we were able to clean and clear a few encampments in the area. However, we continued to see abandoned, and inoperable vehicles piled up in the area. Area 1 has 70% of the City of Oakland's unsheltered population.

<u>Expected Outcomes for 2023</u>

Using the Department Strategic Plan as a guide, Area 1 will work toward the following goals:

Reduce Crime To Improve Public Safety:
- Achieve at least 10% reduction in violent crime.
- Achieve at least 10% reduction in robberies.
- Achieve at least 10% reduction in auto burglaries.
- Increase intelligence-led stops, while understanding crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel, developing an Area wide response to crime.
- Closely monitor crime, adjusting resource deployment as necessary.
- Develop community policing projects connected with beat specific crime trends.
- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement.
- Increase intelligence-led stops.

Strengthen Community Trust and Relationships:
- Continue to expand the reach of social media in order to better communicate, collaborate, and engage with the community.
- Organize Area sponsored community events.
- Collaborate with community leaders on fostering police/community relationships.
- Continue community led officer appreciation efforts.

Achieve Organizational Excellence:
- Continue to strive for excellence in performance, productivity, and professionalism, holding leaders accountable for personnel actions.
- Identify and provide training to personnel to improve performance, career development, community relations, and supervision & leadership.
- Ensure compliance with policy and all related Negotiated Settlement Agreement areas.
- Foster internal communication among staff and other organizational units.
- Maintain fiscal responsibility related to discretionary overtime.

Role of Area 2

Patrol Area 2 (Beats 8-13), traditionally known as North Oakland, is bordered by the City of Emeryville and the City of Berkeley to the west, Contra Costa County to the north, and Area 1, the City of Piedmont and Area 3 to the south and east. The Area is home to vital and vibrant residential neighborhoods and the commercial districts of Rockridge, KONO, Temescal, Montclair, Grand Lake, and Piedmont Avenue. The Police Area 2 team provides patrol, and limited community resource problem solving response to the North Oakland neighborhoods, business districts, and community.

Organization of Area 2

The OPD Area 2 team consists of an Area Captain, 2 lieutenants, six patrol squad teams with supervisors, and one community resource squad staffed with four community resource officers (presently authorized for 5 of 7 positions, two frozen) and one CRO Sergeant. Although numerous personnel changes occurred throughout the year, A/Captain Robert Rosin fulfilled the role of Area Captain for most 2022.

Staffing of Area 2

Classification	Authorized	Filled
Captain of Police	1	1
Evidence Technician	3	3
Lieutenant of Police	2	2
Police Officer	53	51
Police Services Technician II	3	3
Sergeant of Police	12	11

Significant Accomplishments

The Police Area 2 goals for 2022 were set to improve or sustain crime reduction efforts in ways that also compliment or improve community trust, community relationships and organizational excellence.

2022 Goal #1: Reduce Crime
- Serious and violent crimes, as categorized by the Department's Violent Crime Index, increased in 2021 by 11%; and policing practices and coverage were intentionally focused on neighborhood and community policing beat priorities and enforcement stops were highly focused on intelligence-led stops. 2022 saw Area 2's Violent Crime (homicide, aggravated assault, rape, and robbery, burglary, vehicle theft) rise by 15% compared to 2021. This was an overall 12% increase of violent crime when compared to a rolling five-year average.
- Area 2 Crime Plans complimented citywide crime reduction strategies and emphasized intelligence-led and precision-based policing practices for the purpose of making fewer but more intentional and purposeful stops.

- Robberies began to become more prevalent in retail settings with the removal of County Health Orders and restrictions associated to Covid-19 health and safety. Numerous community-based problem-solving projects were initiated with partnering retail establishments. Robbery offenses, by year end, fell by 6% overall.
- Vehicle theft and burglary appeared to correlate with changes in driving behaviors and neighborhood activity associated with Covid-19 health and safety protocols.

Strengthen Community Trust and Relationships
- Area 2 continued our use of social media to better communicate, collaborate, and engage with the community. Nextdoor, Twitter, and Nixle were used to regularly communicate significant public safety issues, incidents, and crime trends.
- The Area 2 command team hosted regular meetings with a community advisory group consisting of Neighborhood Council leaders and business district and association representatives.
- In line with crime reductions and strategies designed to reduce overall number of stops while continuing to focus on those stops which are intelligence-led, prioritized, and focused, stops within Area 2 boundaries were significantly impacted in 2022. Non - dispatch stops in Police Area 2 fell 39% in 2022 compared to 2021, the number of felony arrests made in Area 2 decreased by -42% within the same time.

Achieve Organizational Excellence
- Continue to strive for excellence in performance, productivity, and professionalism, holding leaders accountable for personnel actions.
- Identify and provide training to personnel to improve performance, career development, community relations, and supervision & leadership.
- Ensure compliance with policy and all related Negotiated Settlement Agreement areas.
- Foster internal communication among staff and other organizational units.
- Maintain fiscal responsibility related to discretionary overtime.

Challenges Encountered

Although Sergeant of Police, Police Officer, Evidence Technician, and Police Services Technician positions appeared nearly fully staffed by the end of 2022, the staffing numbers do not reflect short-term and long-term vacancies caused by leaves and loans. Personnel may be technically assigned to an Area 2 funded position but unavailable to complete Area 2 positional assignments and work. Area 2 CRO teams were shrunk to 5 CRO officer positions but due to miscellaneous vacancies, Area 2 averaged two CROs for 2022. This impacted operations because Area 2 was forced to evaluate what beats would be left without an assigned CRO based on level of violence and need. Beat 9 (Piedmont) and Beat 11 (Shattuck) were the Beats selected to not to have an assigned CRO based on the serious and violent crime occurring on the other beats. Area 2 did acknowledge the importance of CRO representation at as many NCPC Meetings (regardless of vacancy) as possible and shared that sentiment with Neighborhood Services and the NCPCs.

Additionally, CROs were again impacted late into 2022 due to the need to collaborate on violence related priorities citywide under the VCOC. In 2022, Homicides plus Firearm Assaults decreased -38% and 2022 would end with a 29% decrease in murders compared to 2021 (7 in 2021 vs 5 in 2022).

Expected Outcomes for 2023

The three goals of the OPD and Area 2 personnel in 2023 are to:

1. Reduce Crime.
2. Strengthen Community Trust and Relationships.
3. Achieve Organizational Excellence and Compliance with the Negotiated Settlement Agreement.

As was the case in 2022, these goals are interrelated as opposed to separate; our objective in Area 2 is to reduce crime in ways that utilize, promote, and enhance organizational efficiency and effectiveness as well as in ways which promote and strengthen community trust. The culture of Area 2 in 2023 will be maintained and improved to value the below concepts and expectations to meet or exceed our goals and achieve expected outcomes:

- We value intelligence–led police work (using investigation, information systems and communication to enhance our intelligence-led awareness of crime and offenders). Officers possess independent knowledge of specific crime and offenders which then leads them to a stop; we want to conduct more meaningful and objectively based stops designed to impact the relatively few persons who commit serious and violent crime.
  - o Expected Outcome(s): Continued data collection on each stop, whether a stop is associated to dispatched circumstances or intelligence, and quarterly data validation to measure the accuracy and results of such stops; improved ability and expectation to evaluate racial disparities within such data and evaluate whether and how disparities within such stops may be lessened.
- We expect and promote "Beat Pride" and "Beat Integrity" in our officers (officers serving their dedicated neighborhoods as much as possible, feeling a sense of ownership and accountability to neighborhoods and community members).
  - o Expected Outcome(s): Officers assigned to beats are demonstrating documented activity and involvement on and for their assigned beat (security checks, community meetings, problem-solving project initiatives, and non-intelligence led stops that are focused on beat level priorities and concerns).
- We use evidence-based strategies and tactics of community policing and problem-solving (community and stakeholder partnered and problem-solving approaches that do not only rely on consequential arrests and law enforcement action when and where possible or appropriate).
  - o Expected Outcomes: Community policing and problem-solving Police Beat projects documented in the Department's SARA Database; Project goals are specific, measurable, achievable, and timely; projects that contain community communication and collaboration; actions that address root causes of issues when possible and achievable.
- We exhibit procedural justice with the community and with each other (How we treat people matters; awareness of implicit bias matters).
  - o Expected Outcomes: Reduced number of misconduct complaints, fewer misconduct allegations regarding professionalism or rudeness, or fewer misconduct complaints which are sustained (determined that misconduct more than likely occurred).
- We view Ceasefire as a valuable and important strategy (Ceasefire seeks to combine the best of community energies, social services, and strategic law enforcement to

reduce gun violence associated with gangs/groups far more effectively than these entities operating alone).
- o Expected Outcomes: Weekly prioritization of serious and violent crime trends, offenders, suspects, or gangs and documented plans to address and prevent crime through Ceasefire strategies; documented coordination with City and community partners to address serious and violent crime beyond law enforcement response and enforcement.

- We value the precision and intent of our actions - we do not address crime trends by expecting many uncoordinated stops in areas most impacted by serious and violent crime. (Precision policing informs officers and the public of how and why intended and meaningful actions benefit public safety, and which actions or locations are prioritized.
  - o Expected Outcomes:
    - Continued and expected trend of fewer but more meaningful stops; risk management and personnel performance meetings where the quality of time spent in service is more important to evaluate than the quantity of stops or arrests; continued and expected trend of decreasing racial disparities within discretionary stop categories that are precision based but non-intelligence led. We will collaborate and seek non-law enforcement solutions to problems outside of serious and violent crime especially if racial inequity or resulting disparities may be reasonably predicted as outcomes.

Patrol Area 3

Role of Area 3

Patrol Area 3 (Beats 14-19) encompasses Lake Merritt, Little Saigon, and borders BFO- 2, Area 4 to the East. Area 3 is home to vital and vibrant residential neighborhoods and the commercial district, Lakeshore. The Police Area 3 team provides patrol, and limited community resource problem-solving responses to the neighborhoods, business districts, and community.

Organization of Area 3
The OPD Area 3 team consists of an Area Captain, three lieutenants, six patrol squad teams with supervisors, and one community resource squad staffed with four community resource officers (presently authorized for 5 of 7 positions, two frozen) and one CRO Sergeant. Although numerous personnel changes occurred throughout the year, Captain Michael Beaver fulfilled the role of Area Captain for most of 2022. Additionally, at the 2022 Watch Change, Area 6 was created to add additional resources to BFO-2. As a result of the restructuring, watch Lieutenants supervised staff on the watch regardless of area of assignment. Therefore, in the chart below, the Area 3 Lieutenants supervise a squad from all three areas in BFO-1.

Staffing of Police Area 3 (as of January 2022)

Classification	Authorized	Filled
Captain of Police	1	1
Evidence Technician	4	4
Lieutenant of Police	2	2
Police Officer	58	48

Police Services Technician II	3	3
Sergeant of Police	13	9

Significant Accomplishments

The Police Area 3 goals for 2022 were to sustain crime reduction efforts and improve community relationships.

- Area 3 staff closely monitored homicides, robberies, and shootings and strategically shifted resources accordingly to combat spikes in violent crimes.
- In 2022, Homicides plus Firearm Assaults decreased -20% and 2022 would end with a 17% decrease in murders compared to 2021 (24 in 2021 vs 20 in 2022).
- Robbery offenses, by year-end, fell by 8% overall.
- The Area 3 team attended community meetings with advisory groups and worked with other City agencies to address illegal parking, traffic congestion, and quality-of-life issues at Lake Merritt.
- Maintained communication and direction for Area 3 personnel in alignment with Department goals and priorities; outlined areas and priorities of focus with emphasis on serving assigned neighborhoods.
- With a total of 538 robberies occurring in Area 3 2022, supplemental violence prevention patrols, traffic enforcement overtime, and human trafficking operations were spearheaded to combat violent crime and quality of life issues.
- Sustained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies; conducted weekly reviews of serious and violent crime with Ceasefire partners and other stakeholders.
- Coordinated and assisted with crowd management events while balancing crime reduction efforts and scarce resources.
- Incorporated risk-management reviews and discussions into monthly and quarterly meetings.
- The Community Resource Officers (CROs) conducted multiple Gambling Shack Operations. These operations started off with looking into community (residence) complaints about illegal gambling associated with a certain house or building. Officers conducted surveillance to confirm the information and author a search warrant to recover the illegal contraband inside the houses. CROs conducted six operations, and all of them recovered illegal items associated with gambling. In some of the warrants, firearms and illegal narcotics were recovered. These operations helped the community by closing illegal gambling shacks and stopping the illegal activities that came with these establishments.
- CROs assisted the Youth Services Division in working the Prostitution Operations. These operations focused on crimes related to ongoing prostitution (for example, pimping, gun violence, and underage prostitution). These operations occurred approximately two times a month. The extra enforcement gave the residents on E15th St some relief from the ongoing activity.

Challenges Encountered

- During the first half of 2022 Area 3 was plagued with violent crime, specifically, Beat 19X. Beat 19X was often referred to as the most violent beat in the City.

- Community Resource Officers have been utilized to staff open Patrol Beats which also negatively impacts the Area's ability to address crime and issues raised by the community.
- Area 3 CRO teams were shrunk from 8 to 5 CRO officer positions but due to miscellaneous vacancies, Area 3 averaged four CROs for 2022. This impacted operations because Area 3 was forced to evaluate what beats would be left without an assigned CRO based on the level of violence and need.
- Additionally, CROs were again impacted late into 2022 due to the need to collaborate on violence-related priorities citywide under the VCOC.
- Due to the rise of robberies and shootings in the area known as "Little Saigon," the CROs conducted many surveillance operations and extra patrols in the area. The CROs staffed overtime officers in the area for a visual deterrent to crime. This action has had a positive impact on crime and reassured the community that OPD cares about their neighborhoods.
- Individuals from other areas of Oakland continue to commit robberies in Area 3.
- Area 3 saw an alarming increase in 2022 in commercial burglaries (92%) that was primarily attributed to warehouses, restaurants, and storage facilities.
- Gambling Shacks contributed to increased shootings and robberies in Area 3.
- Human trafficking-related violence continued to plague Beat 19X, specifically along the E. 15th St. corridor.

Expected Outcomes for 2023

Reduce Crime

- Achieve at least 10 percent reduction in Part I crime Area wide by ensuring that all Area personnel understand crime trends and follow deployment strategies designed to result in equitable, legitimate, and effective policing.
- Closely monitor crime trends and adjust resources and deployment accordingly.
- Develop community policing projects connected with specific crime trends; better share community policing problem-solving projects with our community via neighborhood meetings and social media.
- Utilize the Special Resource Section to identify violent offenders and engage in focused intervention and enforcement.

Strengthen Community Trust and Relationships

- Continue to expand the reach of social media to better communicate, collaborate, and engage with the community.
- Collaborate with community leaders on fostering police/community relationships.
- Increase officers' participation in community meetings.

Achieve Organizational Excellence

- Utilize VISION's early warning system to identify risk, and provide training to personnel to improve performance, career development, community relations, and supervision and leadership.
- Area 3 will work to ensure sworn and professional staff are provided continuous training and mentorship to maximize operational capacity within Department policy.

- Ensure compliance with policy and timelines related to all Negotiated Settlement Agreement areas.
- Foster internal communication among staff and other organizational units.
- Maintain fiscal responsibility within budgetary restraints.

Bureau of Field Operations 2

The Bureau of Field Operations 2 was led by Deputy Chief Angelica Mendoza and includes Patrol Area 4, Patrol Area 5, Patrol Area 6, and the Support Operations Division.

Patrol Area 4

Role of Area 4

Area 4 (Beats 20-25) was commanded by Captain James Bassett in 2022. Area 4 is bordered by Area 3 to the west, Redwood Regional Park to the north, Area 5 to the east, and the estuary to the south. Area 4 is a diverse community with thriving business districts. Patrol Officers, Community Resource Officers (CROs), Neighborhood Service Coordinators (NSCs), Police Service Technicians (PSTs), and Police Evidence Technicians (PETs) work to reduce crime, strengthen community trust, and achieve organizational excellence.

Staffing of Area 4

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	2	2
Sergeant of Police	11	7
Police Officer	55	42
Police Evidence Technician	4	3
Police Services Technician II	3	3

Significant Accomplishments

Reduction of Crime

- Implemented violence-reduction operations focused on known gang members responsible for robberies and shootings:
  - Area 4 closely monitored ShotSpotter data coupled with aggravated assaults in known areas of violence. Area 4 tracked groups or gangs who were actively engaged in violence. Commanders continuously reviewed the data and deployed regular and auxiliary units to known hot spots. The deployment strategy demonstrated some of the following statistics:
    - 33% decrease of assaults with a firearm
    - 24% decrease of shooting at an occupied vehicle or residence
    - 44% decrease in negligent discharges of a firearm
- Area 4 experienced a reduction in the following crimes:

- o 9% decrease in non-firearm aggravated assault.
- o 19% decrease in sexual assault.
- o 11% decrease in robberies with a knife.
- o 8% decrease in robberies with a firearm.
- o 6% decrease in residential robberies.
- o 1% decrease in carjackings.
- o 32% overall decrease in burglaries.
- For 2022, *overall* crime was down 8%.
- Developed systems to ensure intelligence- and precision-based policing tactics were deployed in the most effective and efficient manner to maximize results and minimize duplicated efforts.
- Improved collaborative efforts with internal and external partnerships and stakeholders.
- Deployed violence suppression overtime units, when possible, in areas high in street/level robberies and gang/group violence.
- Intelligence gathered on Area 4 firearms-related offenses was shared with the VCOC and Ceasefire.
- Efforts made in calming traffic speeds and environmental designs to deter sideshow activity in Area 4.
- Collaborative efforts in various site clean-ups within encampments in Area 4. Area 4's CRO partnered with the Encampment Management Team (EMT) to monitor public safety within and surrounding encampments and prioritize them for additional EMT focus.
- Made risk management a related and necessary goal in line with crime-reduction efforts (pursuit mitigation, de-escalation) to lessen the potential of force encounters.
- In 2022 Area 4 experienced an increase in homicides (11%).

Strengthen Community Relations and Trust

- Staff participated in various community trainings and Departmental trainings and development.
- Staff participated in Senior Citizen Community Events and Police-Community collaboration.
- Staff participated in various community engagements and community clean-ups.
- Regular attendance was provided at community meetings.
- Neighborhood Council meetings and Conversations Toward Solutions meetings were attended.
- Ceasefire partnerships involved community stakeholders in the crime-reduction process.
- Officers balanced the need to respond to emergency calls for service and handle critical incidents while engaging in proactive enforcement efforts to reduce crime, increase traffic safety, and complete community-based problem-oriented policing projects.
- Police action was steered and driven by community input and guidance.
- Collaborated with the Encampment Management Team regarding encampment safety, crime, blight concerns and nuisance properties with a focus on collaborative community problem-solving work.

Achieve Organizational Excellence

- Developed real time systems to manage and view crimes, crime responses, compliance, personnel, and fiscal situations.
- Improved personnel deployment practices to maximize community interaction, engagement, and public safety.
- Provided continuous training and mentorship to our officers and professional staff.

Challenges Encountered

- Staffing
    - Area 4 experienced relatively low staffing in 2022:
        - No Late Tac units.
        - No walking units.
        - No CRT units.
        - CRO4 staffing reduced to one (1) officer.
- Homicides
    - Area 4 experienced an 11% increase in homicides.
    - Homicide statistics revealed most of the homicides occurred in the street, over disputes or a robbery, and that males aged 18-35 were most likely to be the victim of a homicide.

Expected Outcomes for 2023

- Increased Staffing
    - The Department has worked with City Officials to fund additional academies with the expectation of increasing our staffing levels over 720 sworn. In the event this is successful, Area 4 will work to increase staffing in the following units:
        - CRO from 1 to 6 officers
        - Walking Unit from 0 to 6 officers

- Continued Sideshow Operations
    - Most calls for sideshow activity are in east Oakland. The Department will work with internal and external stakeholders to stem the associated criminal activity.

    - The Traffic Division and CROs will continue to engage in the authoring of seizure warrants for vehicles engaging in sideshow activity.

Crime Reduction
- Area 4 will work to reduce crime as follows:

    - Reduce homicides by 10 percent.
    - Reduce shootings by 10 percent.
    - Reduce robberies by 10 percent.
    - Reduce carjackings by 10 percent.

- Traffic safety
    - Operations will continue in HIN areas to further drive down fatal collisions.

Strengthen Community Trust and Relationships

- Area 4 will work to improve response times to calls for service.

Achieve Organizational Excellence

- Area 4 will continue to work to ensure all vacancies are filled.
- Area 4 will work to ensure our sworn and professional staff are provided continuous. training and mentorship to maximize operational capacity within Department policy.

Patrol Area 5

Role of Bureau Field Operations 2 - Area 5

Area 5 (Beats 29-35) was commanded by then Acting Captain William Febel and Captain Anthony Tedesco in 2022. Area 5 is the part of Oakland that is traditionally known as East Oakland. It is bordered by the 580 Freeway to the North, the City of Alameda to the south, 82nd Ave to the east, and High St to the west. Area 5 has a diverse community and is home to the Coliseum Complex.

The goal of Area 5 is to provide the community with an environment in which its citizens can live, work, play, and thrive free from crime and fear of crime. This is accomplished by strategically reducing crime through intelligence-based policing tactics and increasing trust with the community through procedural justice practices that focus on fair and equitable policing.

Organization of Bureau Field Operations 2 - Area 5

Area 5 is organized with a captain who oversees and is responsible for the management and delivery of police services throughout Area 5. Area 5 is separated into three sections that are each commanded by a lieutenant. These sections are the Daytime Patrol Operations, Night Patrol Operations and Traffic Section. Daytime and Night Patrol Operations are primarily responsible for addressing 911 calls, citizens' crime concerns, and spontaneous events that occur throughout Area 5. The Traffic Section is divided into Enforcement and Investigations, the former being comprised of motorcycle equipped traffic enforcement teams and the latter conducting follow up on vehicles collisions, DUI, and fatal vehicle accidents.

Captain Anthony Tedesco

- AM Operations Commander Lieutenant S. Toribio
  - Sergeant M. Cardoza (Administrative Sgt. Loaned to Traffic)
  - Sergeant W. Fleming
  - Sergeant T. Watermulder
- PM Operations Commander Lieutenant F. Rojas

- Sergeant B. Hernandez
- Sergeant A. Vukasinovic
- Sergeant J. Yu (Administrative Sgt.)
- Sergeant S. Lorda (Administrative Sgt.)
- Sergeant R. Trevino
- Sergeant J. Belote
- Traffic Commander Lieutenant S. Fleming
- Sergeant G. Bellusa
- Sergeant M. Cardoza (loaned from AM Operations)

Staffing of Bureau Field Operations 2 - Area 5

Classification	Authorized	Filled
Captain of Police	1	1
Police Evidence Technician	3	2
Lieutenant of Police	2	3
Police Officer	58	60
Police Services technician II	4	5
Sergeant of Police	12	10

Significant Accomplishments

Reduction of Crime

- Implemented violence reduction strategies focused on shootings and robberies:
  - Area 5 reviewed data and monitored ShotSpotter activations deploying regular and ancillary units to known hotspots. Area 5 worked with city stakeholders and implemented the NEST Program in known Area 5 hotspots. These deployment strategies resulted in the following:
    - 32% decrease in homicides.
    - 23% decrease in aggravated assaults.
    - 15% decrease in robberies.
    - 12% decrease in burglaries.
    - 20% decrease in the Overall Violent Crime Index.
- For 2022, overall crime was down 4%.
- Improved collaboration with internal and external partnerships and stakeholders.
- Deployment of ShotSpotter details when possible, in areas high in shootings and robberies.
- Deployment of Traffic enforcement along High Injury Network.
- Partnered with the VCOC and Ceasefire on Area 5 firearm-related offenses along with information dissemination to all patrol units.
- Watch Commanders provided bi-weekly training on topics like de-escalation and pursuit mitigation to lessen the potential of force encounters.
- Collaborated with city stakeholders to implement the NEST Program in Area 5. The goal of the operations was to address a host of quality of life issues all at once, such as trash abatement, abandoned autos, re-striped curbs, street lighting improvement, community outreach and education, and merchant correspondence. Hosted multiple events in priority NEST beat 30X in and around Arroyo Viejo Park.

- Worked with CROs continuously partnered with the EMT to identify encampments of high violence and submitted requests for their closure.

In 2022 Area 5 experienced an overall increase in the following crimes:

- 14% increase in Rape (25 vs 22).
- 2% increase in Larceny.
- 7% increase in Motor Vehicle Theft.

Increased Community Satisfaction with OPD

Area 5 implemented a series of measures designed to address the widespread concerns of the Area 5 community. These measures were:

- Participation in various community engagements and community clean ups.
- Attendance at regular in-person and virtual community meetings to discuss the issues of police and community trust.
- Attendance at Neighborhood Crime Prevention Councils.
- Holding regular meetings with Council Members.
- Implementation of regular tow sweeps in Area 5 utilizing CROs and civilian staff.
- Adding the towing of abandoned autos to the regular routine of patrol officers.
- Working with Traffic for increased traffic enforcement throughout Area 5, including STEP grant operations.
- Ceasefire partnerships involved community stakeholders in crime reduction process.

Decreased Gang Activity

Area 5 is one of the most challenging areas in the city when it comes to gang violence and gang activity. Several African American and Latinx criminal street gangs are active in Area 5, which increases crime rates and the fear of crime in the area. Criminal street gangs are often involved in shootings and other violent crimes.

Area 5 took the following steps to reduce gang activity in Area 5:

- Partnered with OPD Ceasefire Unit and the VCOC to target known gang members and gangs operating in Area 5. Several successful operations resulted in many known violent gang members being removed from the community.
- Partnered with Probation and Parole on enhanced monitoring of individuals involved in gangs and known to be prone to violence.
- Partnered with federal law enforcement partners to target known gangs and gang members.
- Partnered with community-based organizations to engage in direct communication and dialogue with known gang members and offer services to deter individuals from engaging in gang activity.
- Enhanced communication between the OPD CGIC and all of Area 5 staff regarding emerging gang and gun trends in Area 5.

<u>Challenges Encountered</u>

Staffing
- Area 5 encountered several challenges during 2022 pertaining to staffing.
- The Department started 2021 with 723 officers and was reduced to 669. Area 5 was impacted with 14 total open positions at all ranks and levels ultimately affecting patrol. 2022 has seen these numbers slowly climb and the staffing outlook for 2023 is positive.

Increase in Thefts
- 7% increase in Vehicle thefts.
- 2% increase in Larceny.
- 88% in commercial burglary.

<u>Expected Outcomes for 2023</u>

Increased Staffing
- The Department has worked with city officials to fund additional academies during 2022 and it is planned to continue with the expectation of increasing our staffing levels, with goals of fully staffing Patrol and the reinstatement additional Traffic Enforcement Units.

Increase Community Trust
- Increase community trust through increased dialogue and holding staff accountable for engaging in fair and equitable policing.
- Address quality of life and neighborhood concerns around blight and abandoned autos.
- Area 5 will work to improve response times to calls for service.

Crime Reduction
- Area 5 will work to reduce crime as follows:
- Reduce homicides and shootings by 10%.
- Reduce shootings by 10%.
- Reduce robberies by 10%.
- Reduce carjacking's by 10%.

Traffic Safety
- Operations will continue in High Injury Network areas to further drive down fatal collisions. Area 5 has extensive roadway listed in the High Injury Network[1]

Achieve Organizational Excellence

- Area 5 will continue to work to ensure all vacancies are filled.
- Area 5 will work to ensure our sworn and professional staff are provided continuous training in all new and current policies, laws, procedures, and procedural justice.

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[1] https://cao-94612.s3.amazonaws.com/documents/ALL-HINs.pdf

Role of Bureau Field Operations 2 - Area 6

Area 6 (Beats 31-35) was commanded by Acting Captain Casey Johnson in 2022. Area 6 is the part of Oakland that is traditionally known as East Oakland. It is bordered by Area 5 to the West, The Oakland Zoo to the north, the City of San Leandro to the east, and the San Francisco Bay to the south. Area 6 has a diverse community and is home to the Coliseum Complex, the Oakland International Airport, and several new retail businesses such as Durant Marketplace.

The goal of Area 6 is to provide the community with an environment in which its citizens can live, work, play, and thrive free from crime and fear of crime. This is accomplished by strategically reducing crime through intelligence-based policing tactics and increasing trust with the community through procedural justice practices that focus on fair and equitable policing.

Organization of Bureau Field Operations 2 - Area 6

Area 6 is organized with a captain who oversees and is responsible for the management and delivery of police services throughout Area 6. Area 6 is separated into four sections that are each commanded by a lieutenant. These sections are the Daytime Patrol Operations, Swing Shift Patrol Operations, Night Patrol Operations and The Special Resource Section. Daytime and Night Patrol Operations are primarily responsible for addressing 911 calls, citizens' crime concerns, and spontaneous events that occur throughout Area 6. The Special Resource Section (SRS) contains a unit known as Community Resource Officers (CROs) that is dedicated to community projects to address concerns such as blight and abandoned properties.

A/Captain Casey Johnson

- AM Operations Commanders Lt. Rojas & Lt. Alaura
- Sergeant W. Garcia
- Sergeant T. Watermulder
- Swing Shift Operations Commanders Lt. Mausz & Lt. Ausmus
- Sergeant J. Belligan
- Sergeant S. Bowling
- Sergeant K. Perea
- PM Operations Commanders: Lt. Wehrly & A/Lt. Meyer
  - Sergeant K. Arias
  - Sergeant M. Fajardo
- Special Resource Commander Lieutenant W. Febel
- Sergeant R. Johnson (CRO)
- Sergeant O. Vargas (Administrative Sgt)

Staffing of Bureau Field Operations 2 - Area 6

Classification	Authorized	Filled
Captain of Police	1	0
Police Evidence Technician	3	3
Lieutenant of Police	2	2
Police Officer	48	48

Police Services technician II	4	0
Sergeant of Police	6	12

Significant Accomplishments

Reduction of Crime
- Implemented violence reduction strategies focused on shootings and robberies:
  - Area 6 reviewed data and monitored ShotSpotter activations deploying regular and ancillary units to known hotspots. Area 6 worked with our Ceasefire and VCOC units deploying them in our known gang locations. Area 6 worked with city stakeholders and implemented the NEST Program in known Area 6 hotspots. These deployment strategies resulted in the following:
    - 23% decrease in homicides vs last year.
    - 24% decrease in residential robberies.
    - 39% decrease in assault with a firearm.
    - 1% decrease in motor vehicle theft.
- For 2022, overall crime was up 17% year to date vs. 3-year average.
- Improved collaboration with internal and external partnerships and stakeholders.
- Deployment of Shotspotter, walking, burglary suppression and traffic details when possible, in areas high in shootings, burglaries, and robberies.
- Partnered with the VCOC and Ceasefire on Area 6 firearm-related offenses along with information dissemination to all patrol units.
- Watch Commanders provided bi-weekly training on topics like de-escalation and pursuit mitigation to lessen the potential of force encounters.
- Collaborated with city stakeholders to implement the NEST Program known as "Day of Action" in Area 6. The goal of these operations was to address a host of quality of life issues all at once such as trash abatement, abandoned autos, re-striped curbs, street lighting improvement, community outreach and education, and merchant correspondence.
- CROs continuously partnered with the EMT to identify encampments of high violence and submitted requests for their closure.

In 2022 Area 6 experienced an overall increase in the following crimes:

- 50% increase in rapes.
- 74% increase in burglaries:
  - 75% increase in Auto burglaries.
  - 29% increase in Residential burglaries.
  - 125% increase in Commercial burglaries.
  - 19% increase in Other burglaries.
- 0% overall increase in robberies:
  - 12% decrease in firearm-related robberies.
  - 8% decrease in knife-related robberies.
  - 24% increase in strong-arm related robberies.
  - 6% increase in carjacking's.
  - 17% increase in other dangerous weapons.

Increased Community Satisfaction with OPD

Area 6 implemented a series of measures designed to address the widespread concerns of the Area 6 community. These measures were:

- Participation in various community engagements and community clean ups.
- Attendance at regular in-person and virtual community meetings to discuss the issues of police and community trust.
- Attendance at Neighborhood Crime Prevention Councils.
- Holding regular meetings with Council Members Reid and Taylor.
- Implementation of regular tow sweeps in Area 6 utilizing CROs and civilian staff.
- Adding the towing of abandoned autos to the regular routine of patrol officers.
- Working with SOD for increased traffic enforcement throughout Area 6 on OT.
- Ceasefire partnerships involved community stakeholders in crime reduction process.
- Created a burglary suppression/prevention overtime detail to assist the Hegenberger business corridor with the uptick in locked auto burglaries.

Decreased Gang Activity

Area 6 is one of the most challenged areas in the city when it comes to gang violence and gang activity. Several African American and Latino criminal street gangs are constantly active in Area 6, which increases crime rates and the fear of crime in the area. Criminal street gangs are often involved in shootings and other violent crimes.

Area 6 took the following steps to reduce gang activity in Area 6:

- Partnered with OPD Ceasefire Unit and the VCOC to target known gang members and gangs operating in Area 6. Several successful operations resulted in many known violent gang members being removed from the community.
- Partnered with Probation and Parole on enhanced monitoring of individuals involved in gangs and known to be prone to violence.
- Partnered with federal law enforcement partners to target known gangs and gang members.
- Partnered with community-based organizations to engage in direct communication and dialogue with known gang members and offer services to deter individuals from engaging in gang activity.
- Enhanced communication between the OPD Intelligence Cell and all of Area 6 staff regarding emerging gang trends in Area 6.

<u>Challenges Encountered</u>

Staffing
- Area 6 encountered several challenges during 2022.
- The Department started 2021 with 723 officers and was reduced to 669 at one point. Area 6 was impacted with several open positions at the ranks of lieutenant and below ultimately affecting patrol.

Based on the significant reduction in staffing, the following was implemented in Area 6:
- Walking Units were disbanded.
- Traffic Enforcement Unit was disbanded.

- CRO staffing reduced to 4 officers, (two being on loan to the OCOP)

Shootings
- Area 6 experienced a 24% decrease in aggravated assaults.
- 39% decrease in assault with a firearm.
- 36% decrease in shooting occupied home or vehicles.
- 31% decrease in shooting unoccupied home or vehicles.
- 14% decrease in non-firearm aggravated assaults.
- 8% decrease in ShotSpotter activations throughout Area 6.

Robberies, overall, experienced no increase 2022.
- There were several notable increases of robberies and or carjacking's during this period. Area 6 noted trends in increased robberies involving strong-arm robberies and other dangerous weapons. Area 6 noted trends with juveniles being involved in both armed and strong-armed carjackings.

Increased Priority 1 calls for service.
- Priority 1 calls increased over 35%. This challenge was exacerbated by the reduction in patrol staffing during 2022.

Expected Outcomes for 2023

- Increased Staffing
  - The Department has worked with city officials to fund four to six academies during 2023 with the expectation of increasing our staffing levels to over 750 sworn. In the event this is successful, Area 6 will work to increase staffing in the following units:
    - CRO from 1 to 8 officers.
    - Walking Unit from 0 to 2 officers.
    - Re-instatement of the Traffic Enforcement Unit.
    - Re-instate the ambassador program within the Hegenberger corridor.

Increase Community Trust
- Increase community trust through increased dialogue and holding staff accountable for engaging in fair and equitable policing.
- Address quality of life and neighborhood concerns around blight and abandoned autos.
- Area 6 will work to improve response times to calls for service.

Crime Reduction
- Area 6 will work to reduce crime as follows:
- Reduce homicides and shootings by an additional 5-10%
- Reduce shotspotter activations by an additional 5-10%
- Reduce robberies by 10%
- Reduce carjacking's by 10%

Traffic Safety
- Operations will continue in High Injury Network areas to further drive down fatal collisions. Area 6 has five (5) locations listed in the High Injury Network areas in East Oakland
  - 98th and MacArthur Blvd
  - International and 98th Ave

- 98th and Edes Ave
- Hegenberger and International Blvd
- 98th and International Blvd

Achieve Organizational Excellence

- Area 6 will continue to work to ensure all vacancies are filled.
- Area 6 will work to ensure our sworn and professional staff are provided continuous training in all new and current policies, laws, procedures, and procedural justice.

Special Operations/Traffic Operations Section

Role of Special Operations Section

The Special Operations Section (SOS) was commanded by A/Captain Casey Johnson. SOS provides specialized capabilities, resources, and enforcement. The Traffic Operations Section (TOS) was commanded by Captain Anthony Tedesco. Both sections were supervised by Lieutenant Jeff Thomason and Lieutenant William Febel.

SOS provides support to the department in planning for large operations and crowd control situations.

Organization of Special Operations Section (SOS)

The Special Operations Section (SOS) encompasses several functions, including:

- Air Support
- Alcoholic Beverage Action Team (ABAT)
- Canine Program
- Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team
- Unhoused Outreach Unit
- Marine Patrol
- Reserve Program
- Special Events
- Tactical Operations Team (SWAT)
- Technician Detail (Added March 2021)

Special Operations Section: Staffing

Classification	Authorized	Filled
Sergeant of Police	4	3 (1Sgt on Loan)
Police Officer	26	9 (3 Ofc's on Loan)
Administrative Analyst II	1 (MEU added 2022)	2
Police Services Technician	2	2
Administrative Assistant II	1	1

Acting Captain Sean Fleming

- Sergeant Jonathan Vanerwegan (Helicopter - On loan)
- Sergeant Jeremy Stine (Canine A/Supervisor)
- Sergeant Doria Neff (Mental Health Liaison - On loan)
- Sergeant Jorge Cabral (Special Events, ABAT, Technicians)
- Sergeant Pat Gonzales (SOD-Unhoused Unit)

SOS Staff:

Officer Ross Curtin
Officer David Mac
Officer Sean McClure
Officer Brandon Mart
Officer Todd Martin
Officer John Romero (Cannabis)
Officer Jennifer Sena
Officer Jeremy Stine (K-9 Coordinator - On loan)
Officer Casey Altman
Officer Huy Nguyen
Officer Forest Maio
Officer Raul Muela
PST Andrew Lew
PST Trina Johnson

Evidence Technicians:

Officer Cory Hunt
Officer Astra Goddard
Officer Hillary Alemanni
PET Patty Boyle
PET Dave Miles
PET Anna Basurto
PET Shola Ogunlana
PET Linzie Hildreth
PET Janena Ellis
PET Paul Yager
PET Jean Ahuncain
PET Tina Maruca
PET Annette Blue
PET Kevin Dieu
PET Lily Chen
PET Keneshia Wills
PET Floyd Broach
PET Deshaya Hampton

Significant Accomplishments
Air Support
- Continued training of two Officer Pilots.
- Assisted with over 578 felony arrests, including 263 Part 1 crimes.
- Assisted with 114 sideshow operations.

- Assisted VCOC & Ceasefire with 123 operations.
- Assisted outside agencies with law enforcement and search & rescue operations.
- Assisted OFD on 46 fire scenes.
- Recovered 146 guns.

Alcohol Beverage Action Team (ABAT)
- Grant-funded enforcement operations (e.g., minor decoy, anti-loitering, street drinking, etc.).
- Numerous citations, felony arrests, and abatement notices.
- Investigations of tobacco retail locations for selling single cigarettes and tobacco to a minor, resulted in numerous fines and suspensions.
- ABAT monitored and assessed compliance at over 470 locations.
- Provided training to the Basic Academy.
- Conducted merchant outreach and increased merchant compliance related to Council Ordinance 13452 – Flavored Tobacco Ban.
- Increased enforcement and education outreach efforts funded by the Proposition 56 Tobacco Grant.
- ABAT worked with OFD and The City's Special Permitting Office investigating unpermitted cabaret locations selling alcohol without a license.
- Conducted undercover operations addressing unlawful alcohol sales from pop up vendors around Lake Meritt and the Downtown area.

Cannabis
- Cannabis unit assisted CA P.O.S.T. with updating/revision to Learning Domain 12 controlled substances' Cannabis related material.
- Cannabis unit assisted CA P.O.S.T. with creation of "Under The influence" videos/Cannabis related training material.
- Approximately 80+ new licensee inspections.
- Approximately 50 Cease and Desist inspections with OFD and Building Code Enforcement.
- Revision of City of Oakland Cannabis business security requirements.

Canine
- Increased the number of in-house POST-certified Canine Team Evaluators from two to four.
- Conducted joint training with San Jose Police Canine Unit which was led by the Oakland Police Canine Unit.
- All canine handlers attended the 40-hours tactics portion of the 2022 Patrol Rifle Officer Basic School to better integrate with Patrol Rifle Officers.
- Conducted joint training with the OPD Tactical Team.
- Incorporated the use of ballistic shields, breaching operations, gunfire from arrest team during deployment, tarped finds, and crawlspace finds into canine training to better prepare the canine teams for what they may be exposed to in the field.
- Recruited five canine handler prospects who successfully passed the evaluation process to become Patrol Canine Handlers.
- The Canine Unit along with canine handler prospects attended a 16-hour Canine Liability class where case law, industry best practices, training points, and tactics were discussed.

- The Canine Unit along with canine handler prospects attended an 8-hour de-escalation training with an emphasis on mitigating potential critical incidents involving persons seeking a "suicide by cop" outcome.
- Canine handlers attended an 8-hour canine tactical medicine course.
- Two members of the Canine Unit attended a 38-hour POST Physical Fitness Instructor course to assist with structuring strength and conditioning training to mitigate injuries within the unit.
- Canine Benz was exposed to toxic substance during a search. Ofc. Rosas recognized the objective signs of a medical emergency based on unit training and transported Benz to an emergency veterinary hospital where medical interventions were made that saved the dog's life.
- Worked with VISION admin to correct work-flow model, canine report bugs, and training report bugs.

Crisis Intervention Training (CIT) Course
- Offered nine (8) CIT course for Officer since 1 Jan 2022; Two (2) courses were cancelled due to Covid-19 restrictions.
- 41 OPD personnel were trained.
- 195 Outside agency partners were trained.
- Two (2) Dispatcher CIT courses were completed where 35 Dispatchers were trained.

Mental Health Liaison
- Basic follow up and referrals have been managed by MH Unit Supervisor and carried out by the Mobile Evaluation Team (MET) in between answering MH crises in the field.

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team
- Offered nine (9) CIT courses for Officers since 1 Jan 2021.
- Offered three (3) CIT courses for Dispatchers since 1 Jan 2021.

Unhoused Outreach Unit
- 150 encampment interventions conducted.
- 80 Locations Serviced weekly during Public Works Garbage Runs.
- OPD Homeless Unit assisted Public Works for garbage run and encampment assessments: approximately 1,500.
- Strengthened community trust and relationship by partnering with city and county agencies to create awareness and provide access to resources.
- Worked with community members and aided in compliance with the City's Encampment Management Policy.

Marine Unit
- Supported and/or participated in numerous special events and operations.
- Collaborated on training with numerous counties, state, and federal agencies.
- Began enforcement of new Maritime Policy regarding removal of derelict vessels from the Oakland Estuary with Department and City officials.
- Completed 2020 FEMA $275k grant for Moose boat retrofit.
- Added 6 new reserve Marine Unit members through an OML selection process.

Reserves Program
- Provided over 2,000 hours of voluntary service to the City of Oakland.

Special Events
- Issued 606 special event/encroachment permits.
- Planned and executed security events at the Oakland Coliseum/Arena and City-Wide events. (2022 Oakland Athletics season, Oakland Roots Soccer season, Monster Jam, Supercross, Bad Bunny Concert, Second Sky Music Festival, Oakland Running Festival, Oaktown Half Marathon, Oakland Turkey Trot, Dia De Los Muertos, Our Lady of Guadalupe March. Several movie/commercial film Projects. Special enforcement with Home Depot, Restaurant Depot, PG&E., and City of Oakland paving projects.

Tactical Operations Team
- Participated in numerous planned and unplanned high-risk operations. All operations were resolved peacefully, with minimal force used, and resulting in no injuries to wanted individuals or the public.
- Staffed Tango Teams each weekend to support mandatory sideshow enforcement.
- Conducted In-Service training to the entire Department focusing on de-escalation tactics during the 10-Hour range training.
- Provided Bearcat and Armored SUV deployment training to all officers during the Continuing Professional Training (CPT).
- Conducted joint active shooter training with numerous outside agencies in Alameda County; to include, local law enforcement agencies, FBI, and Falck medical personnel.

Challenges Encountered

Air Support
- Requests for the helicopter unit have greatly increased and with-it maintenance expenditures have exceeded our budget.
- Both FLIR cameras have failed and need to be replaced.
- Both helicopters are over 30 years old and a proposal to replace them with fixed wing aircrafts is being drafted.
- 70-year-old hangar where the helicopters are housed needs moderate repairs to the door.

Cannabis
- Needs full time staffing.

Canine
- OIA has completed their review of the unit and provided numerous tasks for consideration which will presented in January of 2023.

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team
- Mental Health Liaison remains vacant.
- Follow-up work is limited due to MET calls for service and time constraints.
- Continued Covid surges which impact the ability to provide valuable in-person training.

Crisis Intervention
- Lack of personnel and a comprehensive database hinders the unit's ability to make significant improvement to support patrol personnel and provide useful data.
- Follow-up work is limited due to MET calls for service and time constraints.
- Continued Covid surges which impact the ability to provide valuable in-person training.

Marine
- Increase in abandoned vessels in the estuary, which are costly to remove. The department's abandoned boat policy was approved. However, there was no grant funding to remove any abandoned vessels.

Reserve Program
- POST requirements make it difficult to recruit and retain reserve officers.

Special Events
- Staffing for events was challenging and continues to be a challenge.
- Coordinating Special Events permitting process with Administrator's office.

Homeless Outreach Unit
- Increased advocate tension despite EMT compliance.
- Staffing to continue to cover operations 7 days a week.
- Working within Covid Pandemic guidelines.

Expected Outcomes for 2023

Air Support Unit
- Prepare the unit to transition to a fixed wing aircraft in the event its purchase is approved by the city.

Cannabis
- Increased inspections of semi- licensed cannabis operation locations.
- Additional Security assessments for licensed operators.
- Quarterly training for local operators, target hardening, best safety practices, review of security requirement, city and state regulations, track and trace inventory.
- Development of an information sharing system for operators to communicate with each other.

Canine
- Receive outside training for annual Canine CPT to further legitimize the unit and compare/contrast our practices with the latest industry trends.
- Average at least one public appearance demonstration per quarter to improve community engagement and strengthen community trust.
- Authorization to run another Basic Handler School for three (3) new handlers, thereby increasing the number of Canine Teams in the field to improve officer and public safety.
- Implementation of agreed upon OIA recommendations.
- Establish strong succession at the Program Supervisor and Coordinator levels by training possible replacements.

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team
- Continue to consult and support the creation of the City of Oakland Mobile Assistance Community Responders of Oakland (MACRO) program.

- Continue to be present to listen to the community needs and implement appropriate measures.
- Continue to participate with colleagues at collaborative meetings to strategize plans for success for our identified clients.

Marine
- Garner grant funding and partner with Alameda PD to remove abandoned vessels.

Reserve Program
- Continue to assist with Patrol and security functions.
- Enhance training for current reserves.
- Continue to identify and recruit new reserve officers.

Special Events
- Continue and complete coordinating Special Events permitting process with Administrator's office.

Tactical Operations Team
- Continue to maintain full staffing through recruitment and training.

Organization of Traffic Operations Section

The Traffic Operations Section (TOS) focuses on vehicle enforcement and traffic safety. TOS provides support to Area Commanders through traffic enforcement (public safety violations, DUI saturation patrols, violence suppression, and DUI checkpoints), traffic collision investigations, and vehicle abatement (towing abandoned, blighted, or scofflaw vehicles). TOS receives traffic concerns from a variety of sources including community members/groups, accident data, and officer observations. TOS is comprised of the following: Traffic Investigations, Enforcement, F.A.S.T., and Vehicle Enforcement Units.

Traffic Investigations Unit
The Traffic Investigations Unit (TIU) conducts follow-up investigations for all reported traffic collisions. TIU coordinates and directs all fatal and serious injury investigations. TIU is comprised of 1 sergeant and 5 officers with 2 records staff. The collision reports queue varies from 100 to 300 reports needing review and approval. On average, officers in the field complete 400 to 450 collision reports per month.

Traffic Enforcement Unit
The Traffic Enforcement Unit (TEU) has these specific functions: traffic enforcement and traffic collision reporting. In January 2021, 1 Sergeant and 6 Officers were re-assigned to patrol.

Fatal Accident Standby Team
The Fatal Accident Standby Team (F.A.S.T.) is a collateral assignment comprised of officers from both the Traffic Investigations and Traffic Enforcement. The team is comprised of 8 members of the Traffic Operations Section. They attend classes from Basic Traffic Investigations to Advanced Traffic Investigations. We have members who have attended Reconstruction and Data Recorder Download courses. The Fatal Team responded to 37 callouts in 2021.

Vehicle Enforcement Unit (VEU)

VEU consists of Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Vehicle, Bicycle Recovery and Taxi and Tow Details. VEU works to improve Oakland's neighborhoods and enhance Oakland's physical assets by addressing the problems of abandoned vehicles on public and private property and aggressively pursuing parking citation scofflaws. VEU enforces rules and regulations pertaining to commercial trucking and bicycle recovery. VEU consists of 1 sergeant and 2 officers with 7 Police Service Technicians.

Traffic Operations Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	7	5-(1) retired
Police Records Specialist (PRS)	3	3- 1 PRS is loaned to BFO 2 Admin.
Police Service Technician (PST)	3	9- 1 PST II is on loan to CID.

Acting Lieutenant Jeff Thomason
Sergeant Greg Bellusa
Officer Alwin Luu
Officer Pedro Elias
Officer James Hammonds
Officer Natalie Windham
Officer Richard Kane (Retired December)

PRS Susana Gonzales
PRS Denise Escobar
PRS Karla Toledo (Resigned)

Police Service Technicians

PST Dan Dowd
PST Darryl Wilson
PST Zelina Smith
PST Dwayne Jusino (Retired)
PST Dung Huynh (Retired)
PST Henry Correa
PST Nicholas McDonald (Resigned)
PST Kay Mainaga
PST Oscar Martinez
PST Jose Duran

Significant Accomplishments

- Implemented and completed an Office of Traffic Safety Selective Traffic Enforcement Program Grant for $500K.
- Conducted 24 Collaborative Traffic and Driving Under the Influence (DUI) Enforcement Operations with the Alameda County Sheriff Department.
- FBR (Field Based Reporting) "Citizen Reports" went from approximately 1800 in the queue to less than 300 by the end of 2021.
- Closed 12,126 abandoned auto complaints, resulting in the towing of 2,522 vehicles.
- Recovery of 760 stolen vehicles and the issuance of 568 citations for various local and state vehicle code violations.
- Responded to forty-seven (37) call-out incidents involving fatal or near-fatal vehicle collisions.

Challenges Encountered

- Traffic Enforcement Squad (A) Suspended in early 2021.
- Reductions in Traffic Investigations Unit, which have impacted citizen collision reports being reviewed.
- Reduction in staff has increased the workload for the Fatal investigators.
- COVID-19 impacted staffing, enforcement, and scheduling of operations throughout the year.
- The VEH working with the Encampment Management Team has delayed service for 311 complaints.

Expected Outcomes for 2023

- Continue to process citizen collision reports.
- Work with DOT on the Abandon Auto Unit transition.

Bureau of Investigations

The Bureau of Investigations was led by Deputy Chief Drennon Lindsey and includes the Criminal Investigation Division, Homicide Section, Robbery & Felony Assault Section, Special Victims & Youth & School Services Section, Burglary, General Crimes, Field Support Section/Property & Evidence, Violent Crimes Operations Center/Crime Gang Intelligence Center, Criminalistics Division, & Crime Analysis Section.

Criminal Investigation Division

Role of the Criminal Investigation Division

The Oakland Police Department's Criminal Investigation Division (CID) serves as the formal investigative branch of the Department and included the following sections/units:

- Homicide
- Robbery and Felony Assault
- Burglary, General Crimes, and Property and Evidence
- Special Victims
- Crime Analysis

Personnel assigned to CID investigate criminal cases referred by the Bureau of Field Operations, answer citizen complaints and respond to crime scenes. Each case is reviewed for solvability factors and is assigned to an investigator for follow-up based on the type of crime. CID personnel conduct interviews and lawful searches during an investigation to gather information and/or evidence useful in reconstructing the occurrence or circumstances of an illegal act.

The primary duties of a criminal investigator include:

- Identification and apprehension of offenders.
- Recovery of property.
- Preparation of cases for court prosecution.
- Presentation of evidence in court cases.

Staffing of the Criminal Investigation Division

Classification	Authorized	Filled
Captain of Police	1	1
Administrative Analyst II	1	1
Police Records Specialist	1	1

Significant Accomplishments

- In 2022, despite staffing and workload challenges, CID investigators and professional staff performed their duties at an exceptional level resulting in numerous successful investigations throughout the Division.
- CID's staffing challenges were due to many reasons, however, turnover and personnel leaving CID was positive in a sense: numerous members earned promotions to higher ranks. 2022 saw many members promoted out of CID which is a testament to their high standard of work and integrity while serving in the Division.
- CID members displayed exceptional teamwork and collaboration within the Division and the Department while working a multitude of major investigations.
- Funding approved for a new CID-specific Case Management System. Great strides were made in vetting companies and their ability to provide CID with a comprehensive and specialized Case Management System.
- CID investigators consistently collaborated with other law enforcement agencies in multi-jurisdictional criminal investigations.
- Crime Analysts continue to provide useful and strategic information to inform deployment decisions.
- New technology such as Axon Evidence.com has advanced criminal investigations and investigators' ability to receive evidence and share information with the District Attorney's Office.
- CID investigators received foundational and relevant training to include POST-certified training courses such as Basic Criminal Investigation, Interview and Interrogation, and Basic Search Warrant.

Challenges Encountered

Staffing limitations continued to impact CID's ability to conduct follow-up investigations. For most sections/units, staffing shortages force investigators to triage incidents assigned for follow-up investigation. In-custody cases and out of custody cases with significant solvability factors receive a higher priority and are presented to the District Attorney's Office. Staffing shortages are not unique to sworn members and affect professional staff as well. Additionally, due to a high turnover rate, maintaining an institutional investigative knowledge base has contributed to the challenges faced within the Division.

Expected Outcomes for 2023

Goals

Goal 1: Reduce Crime To Improve Public Safety.
Goal 2: Improve Community Engagement and Strengthen Community Trust.
Goal 3: Develop and foster a high-quality, involved, and respected workforce.
Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.
Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- Ensure that each investigative section/unit is staffed to capacity.
- Continue to stay current with local, state, and federal statutes.

- Continue to develop and maintain succession planning that will reduce Division vacancies and preserve institutional knowledge.
- Continue to strengthen communication between investigators and field units.
- Continue to identify and utilize technology to assist with traditional investigative measures.
- Implement Trauma Informed Practices when serving victims of violence and the families of victims of violence.
- Enhance investigators' continual communication with victims and witnesses of crimes and their families.
- Continue to increase the quality and thoroughness of criminal investigations.
- Improve job satisfaction of officers, professional staff, supervisors, and commanders.
- Ensure all investigators complete foundational CID training courses and training courses relevant to their respective specialties.

Homicide Section

Role of the Homicide Section

The Homicide Section serves as the Oakland Police Department's primary investigative branch tasked with investigating deaths and Departmental Level 1 Use of Force Investigations,[2] as well as Outside Agency Officer Involved Shootings and In-Custody Death Investigations that occur in the City of Oakland. The Homicide Section is also responsible for all follow-up investigations involving suspicious and unexplained deaths.

Investigators assigned to the Homicide Section investigate criminal death cases referred by Watch Commanders by way of Callout. Investigators respond to crime scenes and conduct both preliminary and follow-up investigations. Investigators conduct interviews of victims, witnesses, suspects, and experts in particular fields to gather information and/or evidence for understanding the circumstances surrounding the death or illegal act.

The evidence and information gathered are used to identify and apprehend those responsible for the crimes investigated, prepare cases to the District Attorney's Office for possible prosecution, and testimony as the investigations make their way through the justice system.

Staffing of the Homicide Section

Homicide Section	LT	Nguyen	Hamann	8416
Team 1	SGT	Baker	Bradley	8448
Team 2	SGT	Vass	Richard	8399
Team 3	SGT	Zhou	Yun	8951
Team 4	SGT	Creed	Jamin	8894

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[1] BOI Policy and Procedure 19-01 Level Investigations

Team 5	SGT	Buford	George	8801
Team 1/Cold Case	OFC	Tran	Phong	8722
Team 1	OFC	Allen	Nicole	8929
Team 2	OFC	Jaeger	Michael	8852
Team 2	OFC	Coysh	Sophia	9272
Team 3	OFC	Rosin	Greg	9195
Team 3	OFC	Godchaux	Kevin	9326
Team 4	OFC	Khem	Michel	9139
Team 4	OFC	Moriarty	Gerald	9025
Team 5	OFC	Barocio	Jose	8683
Team 5	OFC	Hardy	Robert	9282
Cold Case	OFC	Vacant		
Administrative	PRS	Lane	Cassandra	4353
Victim Services Specialist	PA II	Cook	Brigitte	

Significant Accomplishments

In 2022, the City of Oakland ended with a total of one hundred twenty-two (122) homicides, of which one hundred twenty (120) homicides were reported to the DOJ using the FBI's Uniform Crime Reporting (UCR) Program[3]. In contrast, for 2021, the Oakland Police Department's Homicide Section investigated one hundred thirty-four ([134]) Homicides[4], one hundred twenty-three (123) of which were reported to the DOJ using the FBI's Uniform Crime Reporting (UCR) Program[5]. This represents a -9% decrease in total homicides.

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[3] The FBI's Uniform Crime Reporting (UCR) Program defines murder and nonnegligent manslaughter as the willful (nonnegligent) killing of one human being by another.
Justifiable homicide—Certain willful killings must be reported as justifiable or excusable. In the UCR Program, justifiable homicide is defined as and limited to:
     • The killing of a felon by a peace officer in the line of duty.
     • The killing of a felon, during the commission of a felony, by a private citizen.
[4] Oakland Police Department Homicide Section Monthly Statistical Report (December)
[5] The FBI's Uniform Crime Reporting (UCR) Program defines murder and nonnegligent manslaughter as the willful (nonnegligent) killing of one human being by another.
Justifiable homicide—Certain willful killings must be reported as justifiable or excusable. In the UCR Program, justifiable homicide is defined as and limited to:
     • The killing of a felon by a peace officer in the line of duty.
     • The killing of a felon, during the commission of a felony, by a private citizen.

Homicides 2022 & Three-Years Average
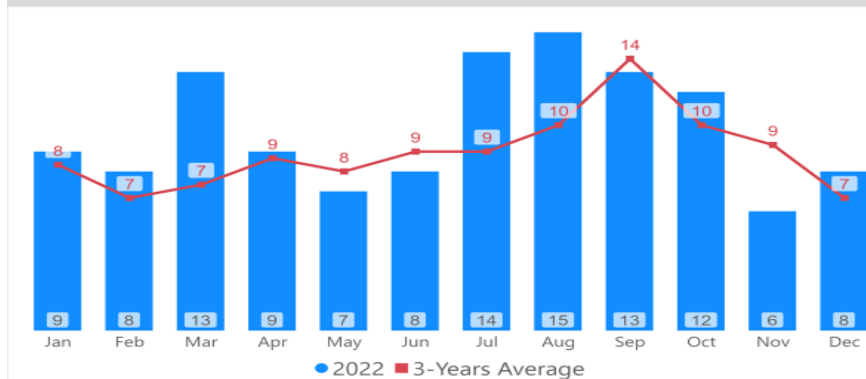
When comparing 2022 to the past 3-year homicide average (represented above by the red line), we see the rate spike in March with thirteen (13) homicides compared to the 3-year average of seven (7) for the same month (+54%), fourteen (14) in July versus nine (9) for the 3-year average (+64%), and then fifteen (15) for the month of August compared to ten (10) for the 3-year average (+67%). In contrast, during the fourth quarter of 2022, the Department conducted several 30-day Violence Reduction Operations which had a significant effect, most notably for the month of November, which had a -40% decrease in homicides from the 3-year average of 9.

As a result of diligent and thorough investigations, not only from investigators within the section, but also from members assigned to Patrol, Intel, VCOC and Ceasefire, the Homicide Section ended the calendar year with a 36% clearance rate for homicides that occurred in 2022. Numerous cases are still pending further investigation and are expected to be cleared in the near future.

Challenges Encountered

The Section investigated 122 homicides in 2022, with an average of 8 homicides per investigator. The Police Executive Research Forum (PERF) in coordination with the Bureau of Justice Assistance (BJA) and the U.S Department of Justice recommends a Homicide Unit ideally should be staffed so that each detective is the lead on an average of four to six new homicide cases per year. This recommendation is based on best practices[6] and on concerns that an increase in detectives' caseloads can be related to a decline in clearance rates. In 2022, we again continued to outpace PERF's recommendation, which showed a decline in our homicide clearance rate.

With currently five Homicide investigators (33% of the current investigative Homicide Section) on the Sergeant Promotional List, we anticipate even more turnover in the upcoming year with the potential of falling even further understaffed if not backfilled in a timely manner. Even with new investigators cycling in to replace those leaving, the Homicide Section will have nearly one third of its personnel with little to no homicide investigative experience projected for 2023. This is also on top of the fact that the current team comprises of many newer investigators with 1-2

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[6] Carter, David L. (2013), http://www.iir.com/Documents/Homicide_Process_Mapping_September_email.pdf. Although BJA's best practices guide recommends that detectives serve as the lead on an average of three to five new homicide cases per year, this number may be difficult for many agencies to achieve given limited resources for hiring additional detectives. PERF recommends four to six cases at a maximum.

years of experience. Undoubtedly, the Homicide Section will quickly become a less tenured and less experienced team without immediate action taking place.

Expected Outcomes for 2023

Goals:

1. Reduce Crime to Improve Public Safety
2. Improve Community Engagement and Strengthen Community Trust
3. Develop and Foster a High-quality, Involved, and Respected Workforce
4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
5. Prepare for the Future of Police Service Delivery

Actions:

- Increased clearance rate of UCR homicides which was 36% in 2022, down -29% from 2021. A rise in clearance rates will improve public safety and strengthen community trust.
- An agreement between the Federal Bureau of Investigation and the Oakland Police Department to expand the Homicide Section in 2023 by creating a Cold Case Unit comprised of both OPD investigators and FBI agents should help to clear many of the older cases with the additional resources provided by our Federal partner. Many of these cases involve loved ones who are still holding on to hope that they will receive justice one day. By clearing these cold cases, the hope to provide families and loved ones with closure will help to build trust among the community that we are here to help and serve our members, even those that some may have felt were forgotten.
- The Homicide Section will also be moving into a new larger office in 2023 which will be able to accommodate and house all investigators in one office. The current office is too small, and some investigators are forced to work at stations outside of the Homicide Section's office. By bringing everyone together in a much larger space, collaboration and teamwork will naturally take place which in turn will foster more high-quality work and a workforce that respects one another.
- The retention of Victim Services Specialist Brigitte Cook for 2023 will also help with building community relations as she assists community members with available resources and accommodations for their needs.

Robbery & Felony Assault Section

The Role of the Robbery Unit

The Robbery Unit is responsible for investigating all robbery-related crimes, including carjacking and residential robberies.

Role of the Felony Assault Unit

The Felony Assault Unit is responsible for investigating all shooting-related crimes, including shootings at occupied or unoccupied residences and vehicles and negligent discharges of firearms. The Felony Assault Unit is also responsible for investigating other felony aggravated assaults and batteries. Felony Assault investigators often assist the Homicide Section with

investigations such as officer-involved shootings, cases with connectivity, and other complex investigations. Robbery and Felony Assault investigators also respond to investigative callouts, where they conduct preliminary and follow-up investigations for various violent and felony crimes.

Staffing of Robbery & Felony Assault Unit

Robbery Unit

Classification	Authorized	Filled
Lieutenant	1	0
Sergeant of Police	2	1
Police Officer	9	6
Police Records Specialist	1	1
Police Service Technician	2	2

Felony Assault Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	9	6
Police Records Specialist	1	0

Significant Accomplishments

Robbery Unit

In 2022, there was a decrease in reported robbery incidents compared to the previous year, 2021. Calendar year 2021 saw 2,727 reported robbery incidents compared to 2,653 in calendar year 2022, a minus 3% decrease. The Robbery Unit had a 20% solvability rate. The Robbery Unit investigated, charged, and solved the following cases:

CASES – ROBBERY				
Reported	Assigned	*Solved	Solvability Rate	**Charged
2,653	1310	263	20%	193

*A case may be considered solved by the investigator (i.e., suspect identified and arrested), however, for various reasons, not charged by the Alameda County District Attorney's Office.

**Charged cases also consisted of crimes with multiple suspects and suspects involved in multiple counts that were classified as a "series." Robberies classified as a "series" involved the same suspect or suspects. Robbery investigators obtained 120 Ramey arrest warrants and authored 197 search warrants.

Felony Assault Unit

In 2022, there was a decrease in reported incidents where people were shot at (Penal Code Section 245(a)(2) – Assault with a Firearm) compared to the previous year, 2021. These were non-fatal shooting incidents. Calendar year 2021 saw 599 reported shooting at persons cases

compared to 344 in 2022, a 42% decrease. The Felony Assault Unit had a 14% solvability rate in investigating cases where an individual was shot at. The chart below illustrates the Assault with a Firearm cases investigated and solved by Felony Assault Unit in 2022:

CASES – ASSAULT WITH A FIREARM			
Reported	Assigned	*Solved	Solvability Rate
344	344	48	14%

A case may be considered solved by the investigator (i.e., suspect identified and arrested), however, for various reasons, not charged by the Alameda County District Attorney's Office.

The Felony Assault Unit also investigates non-firearm aggravated assault crimes (felonies). In 2022, investigators were assigned 642 non-firearm aggravated assault cases in which 175 were solved (27% solvability rate). In 2022, Felony Assault investigators obtained 103 Ramey arrest warrants and authored 125 search warrants.

Challenges Encountered

- With shootings and robberies being the forefront of daily occurrences in our city, the significant high number of cases assigned to each investigator are overwhelming and unattainable. Each investigator has mastered prioritizing their cases and handling cases that are related to series, patterns, trends, and media attention. Staffing and caseload management have been the primary challenges. Throughout the year, the section operated below authorized staffing levels in both sworn and non-sworn positions. Investigative caseloads for each investigator have increased, investigators have worked longer hours, investigators have undertaken daily administrative tasks, and callout rotations have been more frequent.
- There has been a legitimate concern about our known repeat juvenile offenders who commit violent crimes and go on crime sprees. It has been very challenging investigating, prosecuting, and holding accountable juvenile offenders. Their criminal behaviors have contributed to the high number of robberies throughout our city. There is a legitimate concern about how we can hold these juveniles accountable for their criminal behavior, jeopardizing the safety of our community and the innocent victims.

Expected Outcomes for 2023

Goals

1. Reduce Crime to Improve Public Safety
2. Improve Community Engagement and Strengthen Community Trust
3. Develop and Foster a High-quality, Involved, and Respected Workforce
4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
5. Prepare for the Future of Police Service Delivery

Actions
- Continue to assist the six Area Commanders in their efforts to combat and reduce robberies and shootings in their respective areas.
- Continue to support and work collaboratively with the Violent Crime Operation Center (VCOC) and Ceasefire operations.

- Continue to develop criminal intelligence and share this information throughout the Department.
- Continue to work collaboratively with the Department's Public Information Office to share important information with the public. Highlight the great work being conducted by investigators and solved cases, provide public safety advisories, and seek the public's help for information in solving cases.
- Work as a team on Departmental strategies to reduce robberies and shootings.
- Continue to conduct thorough and comprehensive investigations.
- Partner with outside law enforcement agencies to support our crime prevention strategies and information sharing.
- Treat all victims of crime with dignity and respect. Work collaboratively with the Department's Victim Specialist to ensure crime victims and their families receive needed services.
- Recruit and develop new investigators to fill current vacancies.
- Mentor and develop current investigators by providing proper training, equipment, and other resources.
- Utilize social media, news media, and open-source intelligence to help enhance criminal investigations.

Special Victims Section (SVS)

Role of SVS

The Special Victims Section (SVS) provides professional, compassionate, and effective trauma-informed investigations. SVS offers intervention services for families on a victim-centered philosophy. In addition, SVS strives to improve the quality of life in Oakland by providing superior service to our residents, especially our children, who are victimized.

Organization of SVS

The SVS is organized by six (6) units with a Sergeant providing supervision, span of control and staffing of those respective units. All six units report to the SVS Commander, a Lieutenant of Police.

- *Missing Persons Unit (MPU)***:** Investigates missing persons and runaway cases to unite friends, families, and loved ones. The MPU also investigates parental abduction cases involving non-custodial parents.The Juvenile Intake Unit is a subunit of the MPU and supervised by the same sergeant.

    - *Juvenile Intake Unit (JIU)*: Processes juveniles who are arrested, or detained, by law enforcement. The JIU also provides referrals to internal and external services designed to improve life choices and prevent future incidents. They are also responsible for inputting/removing missing individuals from MUPS, as well as take missing persons reports from reporting parties from outside the City of Oakland.

- *Domestic Violence Unit (DVU)***:** Investigates incidents of domestic violence and elder abuse while partnering with support services advocates at the Family Violence Law Center.

- ***Special Victims Unit (SVU):*** Investigates incidents of sexual assault and child abuse. Our investigators also provide victims with social services to address trauma and foster long term healing.

- ***Vice and Child Exploitation Unit (CEU):*** Investigates human trafficking with a concentrated effort on child exploitation and internet crimes against children. This unit conducts proactive enforcement operations throughout the year and works with a range of outside agencies to include the FBI's Child Exploitation Task Force and the Silicon Valley Internet Crimes Against Children (ICAC) Task Force.

- ***Identification Unit and 290 Enforcement (ID/290)***

  - *290 Enforcement Detail*: Monitors compliance of all registered sex offenders living and/or working in the City of Oakland.

    - *Identification Detail*: Registers sexual assault offenders, arsonists, and drug offenders as a condition of conviction. They also process court bookings, license/permit applications, employment applications, and background clearance letters.

    - *Sexual Assault Felony Enforcement (SAFE) Task Force*: Multi-agency county organization that monitors and conducts proactive enforcement of predatory sex offenders. The SAFE Task Force also ensures convicted sex offenders are compliant with current registration laws.

- ***Youth Outreach Unit (YOU):*** This unit includes two programs designed to reach youth and provide opportunities for a positive future: Police Activities League (PAL) and Our Kids (OK) Program.
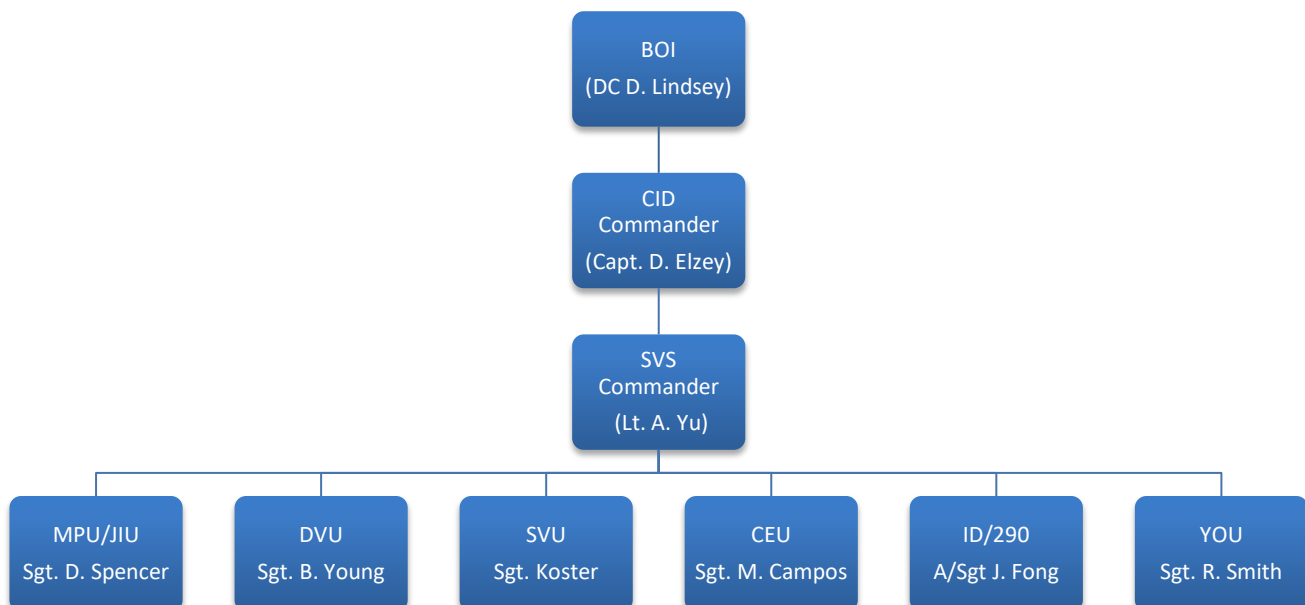
Staffing of SVS

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	5
Police Officer	33	30
Police Services Technician	8	5
Police Records Specialist	2	2

Significant Accomplishments

- Provided Domestic Violence training to department personnel (Patrol Line-up Training in Sep – Oct 2022).
- Oversaw 6,500 domestic violence cases and processed approximately 1,333 in-custody domestic violence arrests made by patrol.
- Investigated 38 domestic violence related shootings (28 in 2021).
- Oversaw 1,492 missing persons / runaway cases.
- The Juvenile Intake Unit successfully passed all state and local inspections. The unit worked with the California Board of State and Community Corrections regarding the detention of minors.
- Investigated all child abuse and unexplained deaths.
- Partnered with Dream Catchers Oakland to provide a sustainable placement for underage victims of human trafficking.
- Partnered with Progressive Transition to provide resources for Human Trafficking victims.
- Rescued fourteen (14) juvenile human trafficking victims during proactive enforcement operations.
- Enhanced the use of social media tracking software to assist with Human Trafficking and Missing Persons Unit. We have been leveraging our FBI partners to obtain the equipment necessary. The Vice/CEU continues to assist others with processing electronic evidence and accessing social media.
- A Lieutenant, Sergeant, and three investigators have been sworn in as Special Deputy – US Marshals for the FBI which provides funding, training, and equipment to the Oakland Police Department.
- Combined with the FBI to conduct forty-three (43) Operations Combating Human Trafficking and Child Exploitation.
- Committed with ReportJohn.org to increase community reporting of vehicles involved in Prostitution and Human Trafficking.
- The Police Activities League (PAL) provided hundreds of families with groceries, household supplies and clothing throughout the pandemic by cross utilizing the PAL Center. The Center is a clearinghouse for groceries and supplies donated by several groups, including Costco and Target.
- The OK Program also continues to support and mentor approximately 600 at-risk young men throughout the City. The Oakland OK Program is a national model shown to other cities such as Atlanta and Washington D.C.
- YOU partnered with "Straps over Straps" Basketball Youth Outreach in 2022 which is set to continue next year.
  https://youtube.com/watch?v=5lWoqw9sCrc&si=EnSIkaIECMiOmarE

Challenges Encountered

The most serious challenge continues to be the lack of staffing to address increasing caseloads. In 2021, the staffing was already below 70 percent. SVS has bandaged some of those vacancies with temporary light duty staff. In 2022, staffing was reduced further with vaccine mandates and overall attrition through the department. SVS continued to push forward from 30 to 26 full-time officers.

Human Trafficking and violence have increased along the prostitution areas in Oakland and the Vice/CEU continued to work with 2/3 out of 5 investigators. The Vice/CEU was still able to conduct forty-three (43) proactive operations to combat Human Trafficking and Child Exploitation and added preventive outreach with ReportJohn.org.

To combat the lack of sworn personnel and not pull from patrol units, SVS has interviewed new Police Service Technicians (PST) in hopes to place those new PSTs at the Juvenile Intake Unit desk and move sworn personnel to investigative positions.

Expected Outcomes for 2023

The SVS echoes the five (5) themes of the OPD 2021-2024 Strategic Plan: and focusing those themes with the community/victims that the SVS is equipped to support and serve.

Goals and Actions:

1. Reduce Crime to Improve Public Safety
   a. Strengthen our partnership with the Alameda County District Attorney's Office H.E.A.T Unit to aggressively target those profiting from the commercial sex trade.
   b. Increase the number of investigators in the units to reach authorized levels.

2. Improve Community Engagement and Strengthen Community Trust
   a. Increase Youth Outreach Events for the Oakland Police Department.
   b. Grow the OK Program and PAL program with more mentorships.

3. Develop and Foster a High-quality, Involved, and Respected Workforce
   a. Send all Missing Person investigators to Child Death Investigations Course.
   b. Send every investigator to the Sexual Assault / Child Abuse POST certified Investigators' course.
   c. Increase Professional Staff for the Juvenile Intake Unit Desk position and allocate sworn staff as investigators.
   d. Expand the knowledge base for Vice/CEU investigators in the area of Internet Crimes Against Children (ICAC) and participate in more operations with the regional task force.
   e. Support the SVS staff to participate in the Wellness Program.

4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
   a. SVS Sergeants will assist Patrol with Division Level Investigations to ensure Task 2 compliance.
   b. Continue to work toward OPD sustainability goal of June 2023.

5. Prepare for the Future of Police Service Delivery

a. Increase Youth Outreach Events for the Oakland Police Department.
b. Increase in Professional Staff at Juvenile Intake Unit Desk position and move sworn personnel to investigative positions.

Burglary Unit, General Crimes Unit, & Property and Evidence Unit

Role of the Burglary Unit, General Crimes Unit, and the Property and Evidence Unit

Investigators assigned to the Burglary Unit and General Crimes Unit conduct follow-up investigations on a wide range of crimes.

- Burglary Unit: Investigators in this unit assist in the active and follow-up investigation of theft of property in which suspect(s) entered a dwelling, commercial property or locked vehicle or container in order to accomplish the thefts. This unit is also responsible for reviewing and approving all reports made on Coplogic (OPD's online crime reporting system) in relation to burglary crimes.

  Included in the Burglary Unit is the Fugitive Unit where its officers travel throughout the nation assisting in the safe transportation of apprehended fugitives, escapees, and extraditions.

- General Crimes Unit (GCU): Investigators in this unit handle a wide variety of investigations. The primary function of the GCU is to follow-up on cases that originated at the patrol level. These cases include, but is not limited to, fraud, embezzlement, identity theft, forgery, elder financial abuse, grand theft, petty theft, auto theft, assault and battery, threats, vandalism, court order violations and narcotics violations. This unit is also responsible for reviewing and approving all reports made on Coplogic in relation to the above listed crimes.

  Included in the General Crimes Unit is a Federal/County/Regional Trask Force [United States Secret Service (USSS) Bay Area Identity Theft Task Force (BAIT)], and the Weapons Detail. The Weapons Detail assists with the charging of firearms/weapons from the patrol/street teams' levels and with the release of firearms from safekeeping. The USSS Officer assists as a liaison between USSS and OPD on fraud investigations.

Most of the officers assigned to these units were tasked with call-out duties. Officers on call-out are responsible for conducting follow-up investigations on felony crimes that have just occurred.

The Property and Evidence Unit (PEU) is responsible for and maintain control of all property and evidence booked into and stored at the Oakland Police Department. Property and evidence are properly stored, and its location is accurately documented and maintained. he PEU assures that property is properly packaged, labeled, or booked safely, according to established procedure.

Organization of Burglary Unit, General Crimes Unit, and the Property and Evidence Unit

The Burglary Unit, General Crimes Unit, and the Property and Evidence Unit are part of the Criminal Investigation Division and falls under the Bureau of Investigations (BOI), which is commanded by a Deputy Chief of Police. The Deputy Chief of Police's overall responsibility is to provide general management direction and control for the Bureau. A Captain of Police is assigned to oversee and supervise the Criminal Investigation Division. A Lieutenant of Police supervises the Burglary Unit, General Crimes Unit, and the Property and Evidence Unit. One

sergeant is assigned to the Burglary Unit, and one sergeant is assigned to the General Crimes Unit. The Property and Evidence Unit is staffed by professional staff (non-sworn) employees with one supervisor.

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│  Burlgary Unit   │ │  General Crimes  │ │ Property Evidence│
│ Sergeant Anthony │ │  Unit Sergeant   │ │  Unit Supervisor │
│     Banks        │ │   Alexis Nash    │ │  George Hurtado  │
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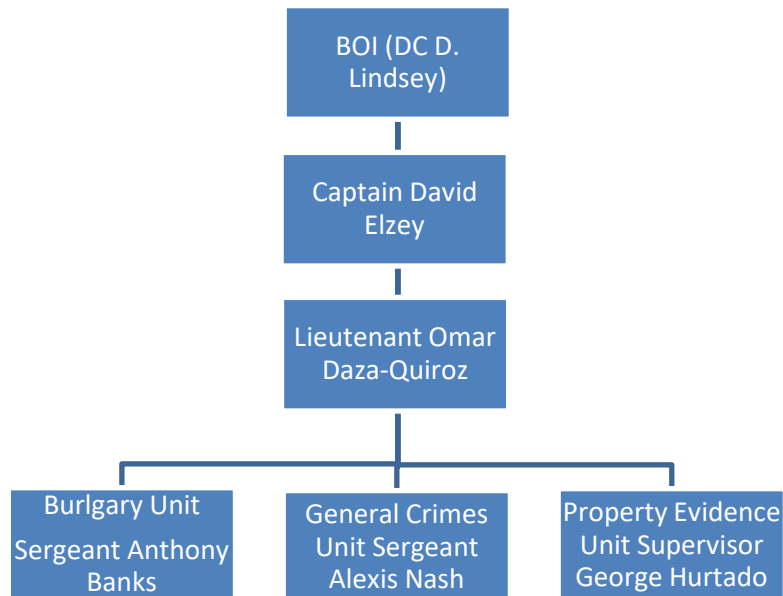
Staffing of Burglary Unit, General Crimes Unit, and the Property and Evidence Unit

Burglary Unit / Fugitive Unit:

Classification	Authorized	Filled
Lieutenant	1	0
Sergeant of Police	2	1
Police Officer	11	2
Fugitive Unit	2	2
Police Records Specialist	1	1

General Crimes Unit:

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	14	8
USSS BAIT	1	1
Police Records Specialist	1	0

Property and Evidence Unit:

Classification	Authorized	Filled
Police Property Supervisor	1	1
Police Property Specialist	6	7
Police Services Tech II	2	
Sergeant of Police	1	

<u>Significant Accomplishments</u>

The Burglary Unit reviewed and managed the following cases in 2022:

Auto Burglary	9,092
Residential Burglary	1,022
Commercial Burglary	1,334
Other (includes boats, aircraft, etc.)	135
Unknown	115
Total	**11,687**

Unfortunately, the City of Oakland suffered a ten percentage (10%) increase in burglaries from the year prior, 2021. This was a 1,107 increase in total burglaries. The biggest increase was in commercial burglaries, which saw a 76% increase from 757 in 2021 to 1,334 in 2022. A big part of this was marijuana grows and suspects targeting liquor stores for ATMS, liquor, cigarettes, etc.

The Fugitive Unit transported 117 prisoners, to include over 10 murder suspects to Oakland and traveled to as far as New York City.

Many tasks were accomplished in 2022:

- We discovered there were 4 officers on light duty and modified duty. The 4 officers were transitioned to the Burglary Unit, assisted in reviewing cases, authored Ramey and Search warrants.
- We took a preventable approach and worked with the Traffic Section and placed a public announcement trailer in Jack London Square.
- We attempted to work with Enterprise Rental Vehicle to alert renters to safeguard their belongings.
- We created burglary pamphlets for community distribution.
- We conducted plain clothes surveillance operations in attempt to identify, arrest and deter auto burglaries.

The General Crimes Unit managed the following cases in 2022:

Grand Theft	2,421
Petty Theft	6,985
Auto Theft/Attempted Auto Theft	9,859
Vandalism	8,641

Felony Assaults/Batteries	4,292
Threats	1,506
Court Order Violations-166PC (Non-Domestic)	487
Fraud, ID Theft, Elder Financial Abuse	1,301
Possession of Stolen Property	471
Possession of Burglary Tools	130
Weapons Violations	2,057
Total	**38,150**

The General Crimes Unit USSS BAIT Task Force Officer assisted the Homicide Section in ten DVR downloads, which contained critical evidence in the successful investigation of homicides.

The Burglary Unit and General Crimes Unit are also responsible for the oversight of Coplogic (online reporting), including reviewing and approving reports that are non-traffic related. In 2022, the units reviewed over 20,000 online reports.

Challenges Encountered

- Similar to 2021, staffing remains a challenge with respect to the Burglary Unit, General Crimes Unit, and the Property and Evidence Unit. Although we have trained the light duty officers to assist the Burglary Unit, two of them will be medically cleared by March 2023 and will be placed back in patrol. One has already returned to patrol to begin his field training assignment. Our workload has not decreased, and it is our goal to brainstorm preventable measures in order to decrease and deter burglaries from occurring.
- Similar to 2021, Coplogic has grown significantly in its use by the public; therefore, there needs to be investigative staff dedicated to reviewing these reports. In 2021, members in the General Crimes Unit, who were on modified/light duty, were tasked with reviewing reports, thus placing a further burden on timely approving of these reports and entry into the Records Management System. It also places a burden on the investigators in the unit who are required to review Coplogic reports when the system is backlogged. Late in the year, we altered this review process and had each investigative unit be responsible for their respective crimes. The sergeants from Burglary and General Crimes each now have a rotational assignment for each investigator to review and approve/deny online reports.
- The Property and Evidence Unit has experienced some challenges regarding officers storing and turning in evidence which requires corrections. The property, and or evidence, takes space in the overflow lockers and the drawback causes delays in processing the evidence/property which in turn causes delays in crime lab analysis, criminal investigations, release back to the owner of the item(s) etc.
- The Property and Evidence Unit has also made me aware of overflow of evidence items due to items being in storage for over 20+ years. Such items, related to burglary cases, are taking up storage and require an investigator to review the case and advise if the case can be adjudicated, etc.

Expected Outcomes for 2023

The Oakland Police Department Chief created a strategic plan to define the department's goals and objectives for 2021-2024. There were five goals identified:

1. Reduce Crime to Improve Public Safety
2. Improve Community Engagement and Strengthen Community Trust
3. Develop and Foster a High-quality, Involved, and Respected Workforce
4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
5. Prepare for the Future of Police Service Delivery

The Burglary Unit, General Crimes Unit, and the Property and Evidence Unit are in line with those goals and will make every effort to reach them. Regardless of unit and rank, every personnel member will be working together as a team to help build a stronger Oakland, build trust and work to identify and decrease crime.

The Burglary Unit and General Crimes Unit have all been advised to come up with quarterly projects. These quarterly projects are in line with the goals identified and can range from attending community meetings to emailing officers in the field on how more efficient they can be in regard to preliminary investigations.

All units were reminded to:
- Take care of one another and our community.
- Provide a respectful, fun, and learning environment.
- Conduct thorough Investigations.
- Demonstrate safety and professionalism on all investigations to meet OPD and community expectations.
- Officer wellness and professional presentations of self.

We will continue to:
- Assist the Area Commanders in their efforts to combat and reduce crime in their respective areas.
- Continue to work as a team.
- Continue to develop intelligence on crime and crime patterns in Oakland.
- Continue to be responsive to victims of crime.
- Continue to support Ceasefire operations.
- Continue to treat all victims of crime with dignity and respect.
- Continue to strive for healing within the police department and the community.
- Continue to recruit and develop new investigators.
- Partner with outside law enforcement agencies.
- Develop investigators' skills through attending innovative courses related to investigations.
- Utilize non-traditional resources (petition for more cadet involvement, welcome additional members on modified duty, request additional PRSs and PETs and volunteers.

Violent Crimes Operation Center (VCOC)

Role of VCOC

Violent Crime Operations Center-VCOC
The Violent Crime Operation Center (VCOC) was established in early 2021 to centralize the strategic dissemination of criminal intelligence and deployment of Departmental resources in support of the Criminal Investigation Division and intelligence-led violent crime prevention. The

mission of the VCOC is aligned with the COP vision, mission, and values, which are part of the 2021-2024 strategic Plan:

1. Reduce Crime to Improve Public Safety
2. Improve Community Engagement and Strengthen Community Trust
3. Develop and Foster a High Quality, Involved, and Respected Workforce
4. Demonstrate Sustained Compliance with the NSA
5. Prepared for the Future of Police Service Delivery

VCOC has a multi-pronged approach to preventing and deterring violent crime. It aims to:
- Receive, analyze, and disseminate criminal intelligence and information.
- Reduce and prevent crime through intelligence-driven enforcement.
- Support the Department's Ceasefire strategy in using data to reduce group/gang violence.
- Provide real-time assistance to field units.
- Identify crime patterns/trends/areas for preventive measures and follow up investigations.
- Collaborate with external partners such as the FBI, DEA, ATF, USMS, ACNTF, ACTRATT, and DVP to prevent, interrupt, and solve violent crime.
- The rapid apprehension of individuals involved in violent crime.

Organization of VCOC
The VCOC is currently organized within the Bureau of Investigation (BOI) and comprises the Crime Gun Intelligence Center/Task Force, Intelligence Unit, and Operations.
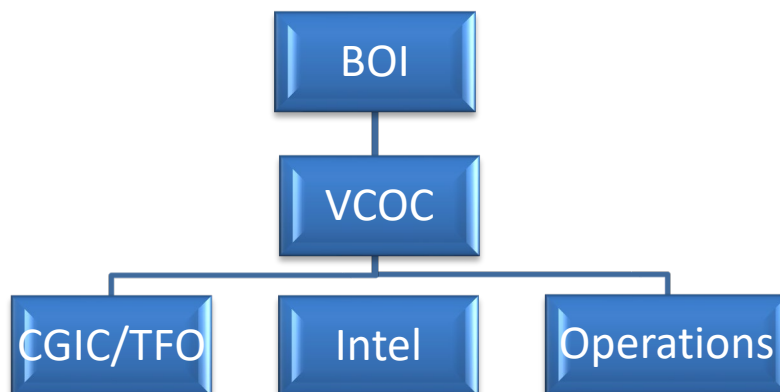
Staffing of VCOC

Classification	Authorized	Filled
Captain of Police	1	*1
Lieutenant of Police	2	*2
Sergeant of Police	6	5
Police Officer	32	32
Crime Analyst	1	1

*Denotes positioned filled by a loan.

Significant Accomplishments

- Restructuring Crime Reduction Teams (CRT) to form VCOC Operations thus allowing a centralized, precision-based, and intelligence-led deployment strategy.
- Established a tasking process that incorporates several data points and is flexible to address multiple and varying public safety priorities.
- The VCOC has created the following work products, which are intricate to preventing/ reducing crime, enhancing officer safety, and mitigating organizational risk:
  - Daily Operations Summary, Felony Wanted Persons/ Vehicles List.
  - VCOC Tasking Matrix Spreadsheet, Operations Arrest Log, Firearms.
  - Real time analysis of ballistic linkage; to include multi-agency assessment and coordination.
- Identified and outfitted a new VCOC workspace that cohesively consolidates Operations and CGIC within one area. The new buildout allows for greater efficiency, communication, and effectiveness.
- Consolidated the Intelligence Unit and Task Force Officers into the VCOC.
- On 03Aug22, The VCOC launched a peer-to-peer mentorship program with an emphasis on succession planning and risk mitigation. The purpose of mission and adherence to values are best drawn out from employees who are supported, valued, and developed. In an effort to achieve law enforcement excellence, the goal of the VCOC is for any officers assigned to the unit to be developed and supported to work CGIC duties, surveillance operations, phone analysis, investigate, charge, and present a case to the District Attorney's Office. The VCOC has set out to develop a peer-to-peer and supervisory mentorship program to develop, support, and cross-train personnel within the Bureau of Investigations. Divisional Staff Rotations, Intradepartmental Relationships, and Squad Training are the foundation of the VCOC peer-to-peer/supervisory mentorship program.
- Worked in partnership with the area 3 Captain to reduce violent crime in area 3, particularly beat 19. As a result, a 30-day violence reduction operation called "Little Saigon" was launched. This approach of policing proved to be effective in reducing crime and building better relations with the community.
- Due to the "Little Saigon" operation success, the COP directed the VCOC and Ceasefire to create an additional 60-day crime plan to address the violent crime in specific areas of the city. This time the plan also included the participation of the CRO's. This operation yielded over 76 felony arrests and the recovery of 85 firearms.
- From January 1st, 2022 to January 31st, 2023, the VCOC conducted or assisted in precision and intelligence-led criminal investigations that led to the following:

2022 VCOC Statistics

Total Arrests: 363

Recovered Firearms: 214

Challenges Encountered

As experienced throughout the Department, the VCOC underwent staffing challenges in 2022. The shortage of resources coupled with an increase in violent crime and Department priorities hampered the unit's ability at times to meet the demand or conduct long-term investigations. However due to the recent increase of OPD officers, the Chief of Police allowed the VCOC to fully staff all the TFO officers, which include, DEA, USMS, ATF, ACNST and ACTRATT. Although the new VCOC workspace became fully operation after expecting delays on equipment due to the supply chain issues.

Expected Outcomes for 2023

The VCOC will continue to use precision-based and intelligence-led tactics to reduce crime and increase public safety. With Department resources being at a premium, crime reduction strategies will also include enhancing the following:

- Technology - The use of surveillance video has been instrumental in solving crime and preventing future violence in the City of Oakland. The VCOC will continue to identify how technology (surveillance cameras, license plate readers, shot spotter gunfire detection, etc.) can be used to protect privacy and civil liberties while working to make communities safe.
- Partnerships - The VCOC will continue to collaborate with local, state, and federal law enforcement agencies to identify resources that will aid the Department's crime reduction efforts and address cross-jurisdictional crimes.
- Continued Development of the CGIC - The Oakland Police Department was recently awarded a grant from the BJA (Bureau of Justice Assistance) Crime Gun Intelligence Center Integration Initiative. The awarded funds will be allocated through the OPD Crime Lab which is projected to enhance the Crime Lab's efficiency and timely reporting of ballistics intelligence in conjunction with NIBIN to the CGIC. This will provide CGIC real-time actionable intelligence to identify gangs/groups/individuals responsible for shootings and homicides soon after a shooting event, who will then coordinate follow-up and investigative/enforcement efforts with stakeholders (CID, VCOC, Ceasefire, US Attorney's Office, Alameda County District Attorney's Office, etc.). The CGIC will develop best practices for the gathering, analysis, investigating, reporting, and dissemination of the ballistics intelligence provided by the Crime Lab (otherwise known as IBIS/NIBIN leads). The CGIC will need to be adequately staffed to support NIBIN-led investigations and analysis. The Chief of Police has expressed interest in expanding the CGIC regionally with other local law enforcement partners. Both human and ballistics intelligence supports a regional approach as Oakland and several other Bay Area gangs/groups often operate criminally throughout the Bay Area. NIBIN leads have shown Oakland shootings (through ballistics) directly linked and connected to shootings in several Bay Area cities.

The VCOC is expected to continue working in partnership with our federal partners and county task force. The VCOC is scheduled to participate in Operation NorthStar, which is led by the USMS with the primary goal to apprehend wanted violent suspects.

VCOC members are continually exposed to those alleged to be involved in significant violent crimes. This component of the assignment can negatively impact a member's perspective of the community. On a quarterly basis, members of the VCOC will engage in community projects/

activities that are not geared to the apprehension of violent offenders. Some of the projects will include:

- Guns to Garden Tools - VCOC members will work with the Brady Campaign, Oakland's Faith and Action Team, and community members to transform seized firearms into garden tools for the community.
- Adopt a Park - In partnership with Oakland's Parks & Rec, neighborhood parks will be identified to rebuild, repair, and improve.
- Police Activities League - VCOC members will engage with Oakland's youth over the summer to participate in summer camp and sporting events.

These projects will not only benefit members from a wellness perspective but actively improve community engagement and trust.

The VCOC has instituted and actively practices a philosophy that aims to identify and mitigate risk at the forefront. The following components provide a stable path toward organizational excellence in policing.

- Daily supervisor and command assessment/approval of field assignments.
- Daily check-in amongst officers, supervisors, and commanders.
- Daily tracking and review of potential risk categories to include (arrests, uses of force, complaints, etc.).
- Police Records Specialist to assist with compliance of administrative requirements and timelines.
- Monthly unit training (de-escalation, policies & procedures, field operations) and wellness activities (physical fitness, mindfulness, community engagement).

Criminalistics Division

Role of Criminalistics

The role of the laboratory is to provide investigators scientific conclusions about the value of physical evidence analyzed during the investigation of crimes.

The four broad disciplines for which service requests may be submitted are:
- Drug Analysis
- Firearms
- Forensic Biology (DNA)
- Latent Prints

Scientific staff objectively examine, evaluate and interpret results of analyses and write reports. Every analyst is trained to present and defend the scientific findings in court. On rare occasions, personnel respond to crime scenes.

The Laboratory's primary client is OPD, however, services are also available to the Alameda County District Attorney's Office, CHP, Oakland Housing Authority, BART police and other law enforcement agencies. The analyses conducted in the laboratory often lead to expert witness testimony in criminal trials. Case consultation and training are provided to OPD and local law enforcement agencies by laboratory personnel.

Oakland Police Department
Criminalistics Division
Organization Chart

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                          │ Acting Chief of Police│
                          │    Darren Allison     │
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                          │ Bureau of Investigation│
                          │     Deputy Chief       │
                          │    Drennon Lindsey     │
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  │ Criminalistics Division│                    │ Office Assistant II│
  │  Laboratory Manager  │                      │    Ummu Ikharo     │
  │    Sandra Sachs      │                      └──────────────────┘
  └──────────┬──────────┘
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Drug Analysis Unit	Firearms Unit	Forensic Biology Unit 1	Forensic Biology Unit 2	Latent Print Unit	Quality Assurance Unit
Crim III Supervisor Esmeraldo Gorecho	Crim III Supervisor Mark Bennett	Crim III Supervisor Bonnie Cheng	Crim III Supervisor Rebecca Jewett DNA Technical Leader (FBU 1 and 2)	LPE III Supervisor Debra Galaviz-Flores	Crim III Supervisor Patrick Paton

Drug Analysis Unit	Firearms Unit	Forensic Biology Unit 1	Forensic Biology Unit 2	Latent Print Unit	Quality Assurance Unit
Crim II Waliana Dieu Crim I (UF) Lorenzo Tom Crim II (Vacant)	Crim II Michael Fish Crim II Lilliam Lau Crim II Alex Taflya (LD) Crim II (Vacant) Crim I (UF) Jaimie Valente IBIS Tech PET Wing Chan	Crim II Stephanya Freckelton Crim II Amanita LeMon Crim II Virginia Sadl Crim II Helena Wong Crim II (Vacant)	Crim II Nan Nguyen Crim II Krina Carman Crim II Monica Dyer Crim I (UF) Emily Khan Crim I Denise Playdle-Pitcher	LPE II Jessica Almeida LPE II Herman Bergman LPE II Rebecca Coutant LPE II Kimberly Lankford LPE II (Vacant)	Forensic Tech (Vacant) Forensic Tech (Vacant)

Title Distinctions
Criminalist I, II, III (Crim)
IBIS/Forensic Technician (Tech)
Latent Print Examiner I, II, III (LPE)
Office Assistant (OA)
Limited Duration Employee (LD)

Jan 2023

The Criminalistics Laboratory is accredited by ANSI National Accreditation Board (ANAB) conformant with the ISO/IEC 17025:2017, FBI Quality Assurance Standards and ANAB supplemental requirements. The disciplines of accreditation include Biology, Firearms/Toolmarks, Friction Ridge, Seized Drugs and allows for field sampling.

Organization of Criminalistics

The Criminalistics Section is guided under the leadership of the Deputy Chief of the Bureau of Investigations.

The Laboratory Manager reports to the Deputy Chief and has six scientific direct reports: Supervisors of Drug Analysis, Firearms, Forensic Biology, Latent Prints, Quality Assurance and one Technical Leader of Forensic Biology. One Office Assistant also reports to the Laboratory Manager.

Each Supervisor has several direct reports as indicated in the Criminalistics Division Organizational Chart below:

Staffing of Criminalistics

Classification	Authorized	Filled
Crime Laboratory Manager	1	1
Criminalist I	1	1
Criminalist II underfilled as Criminalist I	3*	3
Criminalist II	14	11
Criminalist III	6	5
Forensic Technician	2	0
Latent Print Examiner I	0	0
Latent Print Examiner II	5	4
Latent Print Examiner III	1	1
Office Assistant II	1	1
TOTAL	34	27

Table 1: Authorized vs. Filled status as of January 31, 2023
* Flex staffing allows for a journey level position to be underfilled. Upon acquisition of appropriate credentials, the staff member can promote to the higher classification.

Significant Accomplishments

Labwide
The biggest team effort in 2022 was achieving ANAB reaccreditation through 2026.

Staff rallied in case productivity: All casework units showed a net increase in casework productivity in 2020 relative to 2019 and maintained this productivity in 2021 *despite having no significant increase in staffing*. One takeaway from the lab's pandemic challenges involving rotations and telecommuting was that it was not detrimental; indeed it bore fruit.

In 2022, all casework units were back in person. Productivity for some units reverted to pre-pandemic levels (Forensic Biology and Latent Prints). Firearms-related crime has remained outsized, thus this unit has continued elevated productivity. Drug Analysis service has lessened, creating an opportunity to provide different forensic chemistry services to the department.

The percent increase for each unit is shown in the table below, but the main takeaway is that overall, the laboratory showed a 152% increase in casework productivity from 2022 relative to 2019, driven mostly by the rise in violent gun crime investigations. With a deeper look, productivity in 2022 with all in-person work for non-firearm units was on par with productivity levels pre-pandemic.

Unit	Casework Staff (FTE)				Completed Requests				2019-20 % Change	2019-21 % Change	2019-22 % Change
	2019	2020	2021	2022	2019	2020	2021	2022			
DA	2	2	1.5	1.25	102	136	83	43	33%	-18%	-57%
FA	2.5	3.5	3.5	3.5	15	43	37	45	186%	147%	200%
FB	9	9	8.5	9	302	454	430	308	50%	42%	2%
IB					432	1292	1457	2022	199%	237%	368%
LP	5	5	5	5	201	319	318	241	59%	58%	20%
Total					1054	2246	2325	2659	113%	121%	152%

Table 1: Casework productivity pandemic (2020-2022) relative to pre-pandemic (2019)

Firearms
Firearms staff were resilient in the face of continued increases in violent gun crimes in the City of Oakland. Existing staff produced approximately 42% more work in 2022 than in 2019. This astonishing output cannot be sustained without long-term effects of burnout, which may have been seen in the drop off of cases this year from last year. It is imperative that the two hires into the vacancies in the unit are trained as quickly as possible to allow this increase in violent gun crime to be analyzed and to begin to address the backlog of cases. Additional resources were obtained from the Bureau of Justice Administration (BJA) grant to support equipment and space improvements for existing and expanding staff over the next three years provided target metrics are made.

Forensic Biology
The Forensic Biology unit promoted two staff into supervisory positions, however, it suffered several staff losses in 2022. Despite this, new instrumentation was performance checked and put into service. The CODIS program continues to pay dividends experiencing 173 hits in 2022 alone. The Forensic Biology unit will continue acquisition and validation efforts of new robotic technology, and likelihood ratio calculation and interpretation software with the intent to put them online in 2023. Lastly, the unit attempted to honor the state-mandated 120 day turn-around time for victim sexual assault kits, but found it increasingly difficult to accomplish in light of supply chain issues, fiscal difficulties and staffing shortages.

Drug Analysis
The unit suffered three separations in 2021 which continued for most of 2022. Unfortunately, this has meant that there is now a modest case backlog and achieving the goal to analyze cases by the established due date for 95% of cases was not met. This goal has been

achievable for decades. Despite this significant staffing challenge, 2022 had a few bright lights: a recruitment to fill the 3 vacancies yielded 2 candidates, the third position is going to be underfilled and City Council allowed acceptance of a CHP grant for cannabis analysis for over $403,592 and the unit started expending it to acquire quantitation equipment and oral fluid field testing equipment. In order to successfully execute that program, the Unit Supervisor funded more critical toxicology training by obtaining a second $16,000 grant. Validations need occur with quantitation of cannabis to allow for hemp/marijuana differentiation. The unit will combat the opioid crisis by analyzing submissions for fentanyl and analogs. The unit will continue bridgebuilding efforts across the department by working with the canine unit to provide drug training materials, ABAT and Traffic on field enforcement operations to crack down on impaired driving and working with the cannabis officer on education in meeting its obligations to the CHP grant.

Latent Print
The latent print unit (LPU) had experienced a downward trend in its backlog in 2021, however, this year a modest 3.7% increase was experienced bringing it to 531. The trend of historically low print submissions may have reached its low point as there was an increase in 2021 and again in 2022; addressing the issue required a joint effort between the laboratory and the crime scene techs. The unit participated in a footprint impression study and solicited and obtained prints from lab staff, friends, and family for an upcoming study. The unit provided training to CROs and CID investigators, hosting students in laboratory tour groups, participating in Science is Elementary as well as giving demonstrations to local schools. This year, the work of the unit confirmed a suspect from reference prints in a homicide case and were also able to determine two new persons of interest from AFIS in a case where DNA evidence produced uninterpretable results.

Challenges Encountered

Budget
The greatest challenge for the Crime Lab as a whole is budgetary. There is no annual equipment budget, and for most units, replacement equipment costs range from $35,000 to $250,000. These have largely been paid for by federal grants. Additionally, expensive reagents required to conduct casework annually are on the order of $150,000 and in recent years has had to be paid out of grants. This is unsustainable. The costs of doing forensic work should be budgeted out of the Department's funds in order to avoid future casework suspension due to any tightening or non-award of grant funds. If the costs do not shift away from grants, the only means for the lab to pay for its critical reagents to perform DNA analyses will be insufficient.

In comparison with four other forensic laboratories, the OPD crime lab is underfunded. The average O&M/Analyst spending of the other four agencies is $26,775. OPD is at $8,438. The average of $26,775 per analyst multiplied by the number of current analysts (25) yields $669,375. The laboratory budget was $270,020 in 2022 leaving a gap of $399,355.

A hard decision made now about how to allocate these funds in the OPD budget in the near future, will potentially avoid the laboratory having to make impossible decisions down the road, such as what homicide or sexual assault cases will not be analyzed due to lack of funds.

Increase in Gun Crime
The Firearms unit has done an admirable job in the face of double the rate of violent gun investigations since 2019. However, this level of output is not sustainable without additional staff

and resources. Concerted focus on expanding the laboratory onto the 4ᵗʰ floor of the PAB on the county side will be a necessity for successful gun investigations in 2023.

Vacancies were another laboratory challenge in 2021 and with an aggressive recruitment campaign in 2022, the new challenge is onboarding and training new staff to competency. Time and resources are required, however, these efforts will be rewarded in 2023.

Expected Outcomes for 2023

Goals and Expected Outcomes in Support of the following Strategic Plan Objectives:

1. Reduce Crime by analyzing evidence efficiently and effectively:

    *   Train newly hired staff to competency.
        *   Crim I Firearms (2).
        *   Crim I/II Drug Analysis (3).
    *   Fill four (4) Laboratory vacancies in technical positions.
        *   Crim II (1).
        *   Latent Print Examiner (1).
        *   Forensic Technician (2).
    *   Enhance communication
        *   Increase automated department communications via SharePoint and PowerBI.
        *   Develop mechanism to monitor all BJA grant metrics such as evidence collected, analyzed, hits disseminated, intelligence generation, arrests, charges and prosecutions.
        *   Obtain NESS MOU from Council.
        *   Improve CGIC hit dissemination with NPI. Investigate whether NESS solution is viable.
        *   Further link-chart project outside of LIMS.
        *   Explore report distribution through Power BI

    *   Strive to provide drug analysis results by the established due date on 95 percent of requests.
    *   Casework Productivity in DNA.

        *   Reduce backlog by 25% (to 319).
        *   Meet case completion turnaround times on 80% of cases.
            *   ACT 60 business days.
            *   ACT 25 business days for AR/TR.
            *   ACT 20 business days for Priority.
            *   RCT 120 calendar days for victim SAEK.
    *   Reduce the Latent Print processing backlog.
    *   Capture new statistics in Latent Prints.
        *   Comparison casework complexity.
        *   Track number of comparisons per analyst.
        *   Keep verification statistics.
    *   Cross-train and authorize staff in the collection of evidence in cross-disciplinary casework.
    *   Train all crime scene staff to use Leica scanner. Determine whether procedures in Firearms SOP is sufficient for Crime Scene staff.
    *   Optimize use of all current laboratory work space.

- o Complete 4th floor demolition by February.
- o Order microscopes and furniture by April.
- o Install electrical, floors and workstations by June.
- o Move Firearms workshop from vault to lab space and add long gun storage racks to vault by Q4.
- Budget
  - o Maintain grants:
    - Coverdell
    - DNA Backlog and Efficiency
    - Cal DOJ untested sexual assault kit analysis
    - CHP
  - o Transition to non-grant funding systems such as:
    - Fee for service model.
    - Cannabis tax to laboratory.
    - Asset forfeiture funds (laboratory assists in drug analysis).
    - Line item budget for laboratory.
  - o Attempt to normalize budget with other forensic agencies by increasing, however incrementally, to $669,375 from $270,020.

2. Improve Community Engagement and Strengthen Community Trust
   - Continue community outreach programs such as:
     - o "Science is Elementary" programming in Oakland Unified schools.
     - o Teach forensic science and crime scene material at local schools.
     - o Host Community Police tours of the laboratory and provide a select few tours of the laboratory for the public.
   - Focus on employee wellness.
     - o Foster *esprit de corps* by continuing teambuilding activities.
     - o Continue teambuilding events.
     - o Urge all lab staff to use tools in the city to help manage stress.
     - o Actively support employees to be successful and develop new casework metrics.
     - o Continue Alternative Work Schedules (AWS).
     - o Attempt to reimplement telecommuting

3. Develop and Foster a High-quality, Involved, and Respected Workforce
   - Quality-oriented activity.
     - o Encourage auditor / assessor training and participation in external assessments.
     - o Participate in External Assessments.
   - Continue bridgebuilding with the Police Evidence Technicians.
     - o Provide additional assistance with training, procedures, technical expertise, and problem solving.
   - Write up Latent Print processing statistics regarding ammunition cartridges and develop recommendations regarding practicality and value in processing.
   - Focus on completion of professional certifications.

4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
   - Maintain a proactive, Risk Assessment program.
     - o Evaluate opportunities for improvement from a risk management standpoint.
     - o Analyze Incident Alerts to model trends and stave off future incidents.
     - o Use these tools to inform policy revisions.
   - Risk Abatement, Efficiency and Bridge building

- o Widen SharePoint and Power BI dashboards for data mining and departmental communications with other OPD Divisions.
- o Develop a SharePoint-based laboratory report distribution system.
- o Maintain laboratory unit reference collection (Firearms) and standards (Drugs) inventories.

5. Prepare for the Future of Police Service Delivery

- Expand workspace to accommodate new firearms staff.
    - o Complete 4th floor renovation near VCOC/CGIC to accommodate analyst workstations, BrassTrax and two MatchPoint terminals.
- Obtain funds for more equipment for new staff.
- Onboard Forensic Chemistry Capacity
    - o Validate LC/MS for cannabis quantitations.
- Build bridges to the departmental stakeholders who rely on drug analyses.
    - o Canine unit support, ABAT program assistance (to include marijuana officer and Drug Hotline program), traffic division.
    - o Facilitate with CHP grant activity.
- Once fully staffed, begin needs assessment for ignitable liquids analysis program to support the Oakland Fire Department and County of Alameda.
- DNA Validation Activities.
    - o STRmix (Q1/Q2).
- Formalize Laboratory's crime scene response.

Narrative of how the Crime Laboratory Supports the following Strategic Plan Objectives

Reduce Crime to Improve Public Safety

Arguably, one means by which crime can be reduced is the successful prosecution of cases brought to the criminal justice system. When evidence is present, an objective analysis of what its significance and conclusions that can be drawn that either fit, or discredit, a particular theory of events needs to occur. In fact, jurors have grown to expect that no forensic stone goes unturned. This is known in courts as a phenomenon called the "CSI effect" and speaks to the critical piece laboratory personnel play in the successful prosecution of cases.

The laboratory's stated mission is to "provide our clients with prompt, effective and reliable forensic science services, unbiased evaluation and interpretation of data derived from the analysis of physical evidence, and effective testimony in order to aid in the administration of justice in cases involving the jurisdiction of the Oakland Police Department."

Evidence of violent crime is received by the laboratory daily. Submissions of crime guns and cartridge cases to the Firearms unit have increased since July 2020. The Forensic Biology unit receives evidence in homicide and sexual assault cases. This year, the latent print unit confirmed a suspect from reference prints in a homicide case and were also able to determine two new persons of interest from AFIS in a case where DNA evidence produced uninterpretable results. The drug unit also plays a role in addressing violent crime by analyzing evidence in DUI and drug facilitated sexual assault cases.

Laboratory-developed link charts assist investigators with a quick visual reference to associate webs of crimes. All units attempt to analyze priority cases expeditiously. In these ways, the laboratory supports the investigative efforts of other entities within the Department that deploy different strategies to reduce crime, that without the analysis of evidence, would fall short of getting violent offenders off the streets.

Community Engagement / Community Trust
For many decades, the crime laboratory has been an enormously popular tour among Oakland residents. Participants in the Community Police Academy have often commented on the surprises they encountered when touring the laboratory. Local schools such as Bishop O'Dowd and Oakland Tech have toured the facility.

Since 2017, the crime laboratory has had a more direct interface to schoolchildren in the Oakland community through Science is Elementary, a program which teaches science to K-5 children in low income neighborhoods who may otherwise not get "elective" science curriculum.

Crime Laboratory personnel have successfully approached the Oakland Police Foundation and the Oakland Police Officer's Association to sponsor classrooms that the crime lab staff supports through direct teaching. During the pandemic, efforts continued when staff assembled science kits for Oakland schoolchildren to take home.

High Quality, Involved and Respected Workforce
The OPD crime laboratory has long been respected within the Forensic profession. John Davis established the laboratory in 1944 as a man who incepted both journals and professional societies. This laboratory's second lab director, Jan Bashinski, was the first woman Crime Laboratory Director in California. She went on to found the California Department of Justice's DNA laboratory in Richmond which now bears her name.

In the laboratory's quality assurance manual, the following are stated objectives that:

We value:
- Providing forensic services of the highest quality.
- Integrity, responsibility, and ethical behavior.
- Communicating the results and significance of our work in a clear and unbiased manner.
- Assisting our employees to attain their full potential.
- Maintaining a safe and healthy working environment.
- Active participation in forensic science organizations and other activities that promote the advancement of forensic science.

Laboratory personnel are encouraged to become certified, and the lab is accredited which both speak to the quality-orientation of the laboratory. Due, in part, to this, there are specific ongoing training objectives that have to be met and Crime Lab personnel are deeply engaged in professional duties in and outside the laboratory.

Laboratory staff are routinely asked to sit on panels and boards, provide training, give presentations, publish, and have received numerous awards.

Sustained Compliance with NSA

Laboratory staff support efforts of the department to meet NSA objectives and timelines. When NSA tasks are given, lab staff attempt to comply with deadlines provided.

Future of Police Services Delivery

In order for an organization to be effective, it must have goals both simple and achievable as well as stretch goals. The crime laboratory has prided itself on being at the forefront of method and instrumentation adoption. When obstacles have presented themselves, for instance financial, laboratory personnel have problem-solved and applied for grants. This is how the crime lab finds itself as a leader in the forensic profession, not a follower. The objective of the laboratory under accreditation is to continuously improve. This involves taking risk management seriously and deftly avoiding pitfalls other agencies have experienced. Through professional associations, the laboratory implemented a quantitative way to address risk and has used that analysis the last two years.

Big vision goals continue such as a laboratory expansion near VCOC/CGIC. By meeting other objectives of OPD's strategic plan, such as building community trust and being a respected workforce, the laboratory has gained capital that it can spend, with the assistance of command, on such a broad vision.

Attachments/Links/Supporting Data

The Criminalistics Division maintains a Laboratory Information Management System (LIMS) that was built by resourceful staff with laudable technical expertise. This provided much of the data for this report.

Additionally, there is a City of Oakland SharePoint site that the Quality Assurance Supervisor Patrick Paton created to facilitate data transfer to OPD personnel. Individuals gain access to Power BI data by sending a request to the laboratory on the landing page, using Firefox or Chrome browsers, and pressing the "Request Access to Lab Informational Reports" icon found here:

https://oaklandca.sharepoint.com/sites/intranet/police-Lab/SitePages/Welcome.aspx

After permission is granted, the site address containing the data can be found here:

http://visionbirpt/Reports/powerbi/Crime%20Lab/Request%20Stats%20Dashboard

One example of the numerous reporting options is an Executive Summary page below:

Crime Analysis Section

Role of Crime Analysis Section

The Oakland Police Department Crime Analysis Section is part of the Bureau of Investigations and seated in the Criminal Investigation Division (CID). The section provides crime analysis information to stakeholders within the police department as well as outside law-enforcement partners and city officials. The Crime Analysis Section is tasked with a wide variety of analytical objectives, ranging from patrol support to major case investigations to statistical analysis.

Patrol analysis includes daily and weekly tactical overviews of problem crime areas, temporal reporting, hotspotting, and threshold analysis. When staffed, patrol analysts identify crime patterns and series, providing in-depth products to identify potential suspects and recommendations on enforcement action.

Investigative analysis looks at one major crime type, such as robbery or burglary, providing in-depth analytical products associated with the incidents. This information is distributed to CID investigators as well as patrol operations.

Intelligence analysis focuses on people associated with crime. When staffed, this analyst provides human intelligence, maintains intelligence databases, and works with OPD's focused deterrent program (Ceasefire), the Violent Crime Operations Center (VCOC), and the Crime Gun Intelligence Center (CGIC).

When staffed, the data illuminator provides statistical analytics, including comparative statistical reports, ad hoc complex data products for administrative stakeholders, and before-and-after statistics during strategic operations. Additionally, the data illuminator creates easy-to-use informational reports at all levels, while drawing from multiple data sources.

Organization of Crime Analysis Section

At the beginning of 2022, the Crime Analysis Section had five individuals reporting directly to the section manager:

- Donna Sabbatani: Administrative Analyst II, Crime Analysis
- Michaun "Shawn" Clayward: Crime Analyst
- Svetlana Gubin: Crime Analyst
- Bruk Yimer: Probationary Crime Analyst
- Emeka Odenigbo: Probationary Crime Analyst

On 05 Aug 2022, Analyst Svetlana Gubin was loaned to the Bureau of Services – Research, Planning and Information Technology. On 06 Aug 2022, Probationary Analyst Bruk Yimer was transferred to the VCOC.

At the end of 2022, the Crime Analysis Section had three individuals reporting directly to the section manager:

1. Donna Sabbatani: Administrative Analyst II, Crime Analysis
2. Michaun "Shawn" Clayward: Crime Analyst
3. Emeka Odenigbo: Probationary Crime Analyst
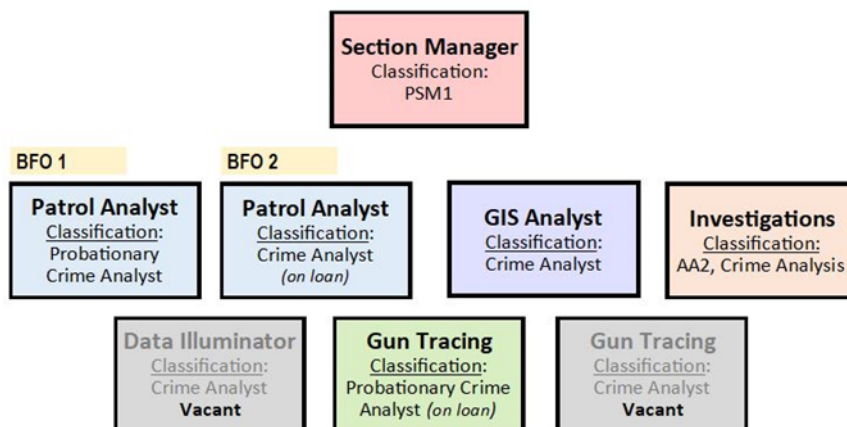
Following is a summary of each assignment, when staffed:

Patrol Analyst
- Produces standing overview, pattern, and series analysis reports for the area captains, lieutenants, and sergeants.

Investigative Analyst
- Provides in-depth analytical products associated with the one major crime type.

GIS Analyst
- Provides GIS (mapping) analysis, with an emphasis on patrol analysis.
- Implements high-end GIS analytical products and support for the entire section.

Data Illuminator

- Provides data illumination and statistical analysis.
- Creates and produces standing and ad hoc statistical reports.

Ceasefire (Intelligence) Analyst
- Provides gang crime and intelligence analysis.
- Works directly with the Ceasefire section to identify violent offenders that are being targeted by Ceasefire, either for enforcement or for services offered via Ceasefire.

Crime Analyst, Gun Tracing
- Provides analytical support to the VCOC and CGIC.

Staffing of Crime Analysis Section as of 31 Dec 22

Classification	Authorized	Filled	On Loan
Police Services Manager I	1	1	
Crime Analyst	7	4	2
Administrative Analyst II, Selective Certification Crime Analysis	1	1	

Significant Accomplishments

In 2022, the Crime Analysis Section, continued to align its coverage with the Chief of Police's goals and directives by deepening its focus on violent crimes.

The Crime Analysis Section continues to provide the foundation framework for the chief's Monday 11:00am Executive Crime Meeting. The STAR (Strategic Tactical Analytical Response) Report, a high-level overview of violent crime (shootings, ShotSpotter activations, and robbery), comprises maps and analytical commentary summarized from the previous week's reports and observations contributed by the analytical team. The top observations for each BFO are included in the distribution email (area captains). The top three to five citywide observations are included in an executive email (chiefs).

During the meeting, the slides are displayed on the big screen, while meeting participants generally have the document available for review before and during the crime meeting. The chief continues to value the accompanying analytical commentary, which provides a springboard for solutions proposed by area captains and specialty unit commanders.

Overall, in the section, with a reduction in the CID analytical staff mid-year, Analyst Donna Sabbatani shifted to the robbery investigative analyst assignment, while Probationary Analyst Emeka Odenigbo took up the responsibility of BFO 1 patrol analyst and burglary investigative analyst. Donna continues to produce the regular weekly reports for BFO 2 (Robbery and Gunfire Rolling 3s) to balance the workload. Analyst Shawn Clayward continues with shooting investigative analysis, the monthly Robbery Emerging Hotspots report, and ArcGIS Pro product development. In summary:

- Donna took over the robbery investigative analysis specialty, analyzing in-depth all the robbery incidents citywide. She maintains a strong working relationship with the robbery investigators and has identified robbery trends, series, and patterns throughout the latter part of the year. She produces a weekly summary email report that gives insight into the

overall robbery picture citywide. With the surge in carjackings, she works closely with robbery investigators to maintain comprehensive information in this area. She continues to produce the weekly Rolling 3 Reports (robbery and gunfire) for BFO 2 to help balance the section's workload.

- Shawn has continued in shooting analysis, producing the Shooting Clusters reports, an in-depth weekly investigative report on shooting clusters, using technology available with ArcGIS Pro. Coupling a detailed shooting matrix with geographical analysis, she identifies the areas in the city with the highest percentage of shootings. The report represents a new way of looking at shootings and has proven useful in pinpointing the areas with the highest concentration of shootings in the city.
- Emeka has taken over the responsibilities of patrol analyst for BFO 1, including producing the weekly Rolling 3 Reports (robbery and gunfire). Toward the latter part of 2022, he revived investigative analysis of residential and commercial burglary. He took over maintaining the comprehensive burglary matrix and provides in-depth pattern and series analysis to CID investigators and patrol operations. His weekly burglary summary, coupled with Donna's weekly robbery summary, gives valued insights into these two crime types.
- The weekly Rolling 3 patrol reports cover gunfire and robbery in all six areas. The Rolling 3s, along with the weekly Shooting Clusters reports, are indispensable and inform crime reduction strategies and resource allocation citywide.

While crime analysis is measured in quality of coverage, rather than quantity, during the last seven years, the Crime Analysis Section has built up a catalogue of products that provide actionable information for the entire department. Additionally, all analysts provide ad hoc reports in the form of statistics, maps, temporal analysis, and more to department-wide stakeholders and commanders.

Crime Analysis Reports and Products	Interval	Analyst(s)
The Weekly Crime Report, Area Crime Reports, and Weekly Gunfire Summary	Weekly	All analysts share this task
ShotSpotter Weekly Report	Weekly	N. Freeman
The BFO 1 and BFO 2 STAR Reports	Weekly	D. Sabbatani M. Clayward E. Odenigbo
Rolling 3 Gunfire Report – one report per area	Weekly	D. Sabbatani E. Odenigbo
Rolling 3 Robbery Report – one report per area	Weekly	D. Sabbatani E. Odenigbo
Shooting Clusters Weekly Report – one report per area	Weekly	M. Clayward
Weekly Gun Recovery Report	Weekly	N. Freeman
Robbery Weekly Summary Report	Weekly	D. Sabbatani
Burglary Weekly Summary Report	Weekly	E. Odenigbo
Robbery Emerging Hotspots Strategic Report	Monthly	M. Clayward
Recommend Patrol Area (*in development*)	Weekly	M. Clayward

Robbery Series Reporting – Donna provides series, pattern, and trend analysis via email reports, developed to provide critical information in a timely manner. She produces the reports as needed, depending on the volume of robberies and the ability to identify pertinent series and

trend information. Additionally, Donna produces more formal series forecast bulletins, which include mapping, temporal analysis, suspect and victimology, and forecasting for probably future incidents.

Burglary and Gunfire Series Reporting – Emeka and Shawn provide series, pattern, and trend analysis via email reports when needed, which were developed to provide critical information in a timely manner.

HotStreets Report – In mid-July, Sgt. E. Kim (BFO 1 CRO) asked the Crime Analysis Section for advice on the best place to set up the Traffic Division's LPR trailer. Using ArcGIS Pro, Donna worked with Analyst Svetlana Gubin to develop a task that displays the streets with the highest amount of criminal activity.

Donna used her own initiative to explore what tools in ArcGIS Pro to produce the report, then worked with Svetlana to develop a complete, finished product as well as a set of instructions that could be followed by other analysts in the group. The result is a strategic report that quickly caught the attention of the executive and command team at the Monday 11:00am Executive Crime Meeting. HotStreets combined with data analysis of high-crime beats has become a regular ad hoc report, used most recently by A/Captain Perez-Angeles (VCOC) to assist in New Year's Eve planning.

Recommended Patrol Areas – Building on the analytical features available in ArcGIS Pro, Shawn has been developing a report for shootings and robberies to assist patrol operation in resource deployment. The upcoming report will provide commanders with information on areas that may benefit from increased patrol attention to curb street violence:

Crime Analysis Annual Standing Reports	Released	Analysts
End of Year Crime and Gunfire Reports – Citywide and by Area	January	N. Freeman
End of Year Gun Recovery Summary	January	N. Freeman
End of Year ShotSpotter Summary	January	N. Freeman
Part 1 UCR Crime Stats – Citywide*	October	N. Freeman
Historical Part 1 UCR Crime Stats – Citywide*	October	N. Freeman

* Starting in 2021, the FBI no longer releases UCR data for the United States. Until NIBRS is fully adopted by California, October's national crime rate comparison reports are suspended.

Crime Analysis Section Training

The following table highlights specific crime analysis training received by staff members. The list does not include training provided by the OPD Training Division, City of Oakland Human Resources, or PowerDMS.

As of July 2019, the California Department of Justice no longer provides certification to analysts who complete the Crime and Intelligence Analysis Certificate Program, hosted by California State Universities Sacramento and Fullerton. Analysts who currently hold the certification are listed below:

Course	Hours	Who Attended
DoJ Crime and Intelligence Analysis Certificate Program		N. Freeman D. Sabbatani M. Clayward
California Crime and Intelligence Analysts Association (CCIAA) Webinar Series – Monthly	4-6	All analysts
ESRI 2022 Virtual Users Conference	40	D. Sabbatani M. Clayward
ArcGIS Pro Workshop, provided by City GIS and ESRI	40	All analysts
CCIAA Annual Training Conference	40	N Freeman D. Sabbatani
Basic Historical Cell site Analysis Course – provided by FBI Cellular Analysis Team	20	D. Sabbatani

This year, the big training event for the Crime Analysis Section was the in-person ArcGIS Pro workshop that was organized by the City's GIS department and ESRI. In early 2020, the city's GIS department approached Manager Freeman to see if the section would be interested in a specialized training for crime analysts in ArcGIS Pro. At the time, the section was working out a long-term plan to move crime analysis functions to ArcGIS Pro – the move was (and still is) dependent on the launch of OPD's new P1 CAD and RMS system.

The crime analysis team had already been using ArcGIS Pro, thanks to work laid down by Analyst Michaun Clayward. This was a unique opportunity to move proficiency forward significantly. Shawn worked diligently and tirelessly with ESRI representatives, and the in-person workshop was scheduled for March 2020.

At that moment, nationwide COVID-19 lockdowns fell into place, and it wasn't until August 2022, that the in-person workshop happened. Shawn worked with ESRI to put together a custom agenda, covering material that would be most useful for the section's needs and initiatives.

Without Shawn's tireless attention to this workshop, it would probably have been another casualty of the pandemic lockdown era. It is due to her diligence that the analytical team was able to participate in this workshop. The training was a resounding success – the team moved itself forward in the use of this complex software product. One of the new initiatives that came from this workshop is the HotStreets Report (mentioned previously).

Challenges Encountered

The prime challenge for the Crime Analysis Section is staffing and the ability to recruit and retain high-quality applicants. During 2022, the eligibility list resulting from the mid-2018 recruitment was extended, and two candidates on that list completed their department-level oral board in September 2021. A conditional offer was extended to both candidates – Probationary Analysts Bruk Yimer and Emeka Odenigbo – they were both onboarded during early 2022.

Crime analyst positions are not plentiful, and there is a dearth of qualified candidates. The requirements of the Oakland Police Department position are problematic because they require two years of seated crime analyst experience. Coupled with a low salary point compared to

other regional incorporated city agencies, each recruitment has netted only one or two candidates who meet the base requirement and scored highly enough in the department oral board to be offered a position. The most recent eligible list has been exhausted.

State of the Crime Analysis Section

In 2022, the Crime Analysis Section continued its focus under direction from the Chief of Police, focusing on violent crime and patrol support for BFO 1 and BFO 2, most notably using the STAR Report, a data-driven report to provide the framework for the Monday morning Executive Crime Meeting. The responsibility for human intelligence support remains with the analyst on loan to the VCOC's CGIC. While the analysts continued to expand their knowledge base by attending various trainings in 2022, a lack of relevant, specialized training opportunities plagues the profession. As noted previously, all the analysts who joined prior to July 2019 in the section hold a California Department of Justice certification in crime and intelligence analysis.

In 2022, online training opportunities continued, and the team took advantage of participating in many webinars and trainings provided by the state and regional crime analysis associations. The analysts again participated in ESRI's virtual conference. This year, after two years of delay, the team participated in the on-site custom 40-hour ArcGIS Pro workshop provided by ESRI. This workshop proved well worth the wait, and as I've mentioned previously, has launched new ideas, innovations, and reports.

The section continues to use CentralSquare's CrimeView product suite, which is the workhorse technology of the section. CrimeView Dashboard use has increased throughout the department. Manger Freeman worked with CentralSquare on a new, multi-year contract, which has been signed by the vendor and is in the final execution phase. The section continues to look forward to the launch of the new CAD LRMS P1 system, which will allow a further expansion of analytical products and services.

The Crime Analysis Section continues to provide the Oakland Police Department with quality analytical products. Each analyst contributed to the overall success of the section, providing solid analytical information to a wide variety of commanders, investigators, and street-level officers.

Expected Outcomes for 2023

Goal 1: Reduce Crime To Improve Public Safety.

Goal 2: Improve Community Engagement and Strengthen Community Trust.

Goal 3: Develop and foster a high-quality, involved, and respected workforce.

Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.

Goal 5: Prepare for the Future of Police Service Delivery.

Actions:
- Continue to provide high-quality analytical products to BFO 1 and BFO 2 via the specialized patrol analysts.
- Continue to provide in-depth pattern and series analysis of robbery via specialized investigative analysis.
- Continue to provide in-depth shooting cluster analysis via specialized investigative analysis.
- Resume in-depth residential and commercial burglary analysis via specialized investigative analysis.
- Prepare for integration with the new P1 CAD/LRMS system.
- Prepare for the transfer to the FBI's National Incident Based Reporting System (NIBRS).
- Continue to integrate ArcGIS Pro into the daily workflow.
- Integrate PowerBI into the daily workflow and begin producing published reports via this system.
- Improve statistical reports that capitalize on OPD's data resources.

Staffing:
- Bring the section seated in CID up to full strength.
- Work with OPD Personnel to fill open positions – a recruitment is underway and in the early stages, as of January 2023.
- Explore the process to expand the section with new job classifications, additional staff, and in-section hierarchy (to encourage retention).

Training:
- Although training funding is limited, the team will continue to seek out and attend no-cost, virtual trainings pertinent to analytical specialties (tactical, statistical, intelligence, managerial).

In Closing

In 2023, the Crime Analysis Section will continue to provide high-quality analytical support to the Oakland Police Department. As the section manager, I will be assisting staff members grow and develop in their fields as well as providing training in the latest analytical techniques. As the section's knowledge and experience increase and top-level strategic plans develop, the OPD crime analysts look forward to being part of reducing crime and making Oakland a safe place to live for all its residents.

Providing several critical services to the Oakland Police Department and the Oakland community, the Bureau of Services was led by Deputy Director Kiona Suttle and was composed of the following areas: Records Division, Human Resources Section, Recruiting and Backgrounds Unit, Communications Division, Fiscal Services Division, Research & Planning, and Police Information Technology.

Classification	Authorized	Filled
Deputy Director	1	1
Project Manager II	1	1

Records Division

Role of the Records Division

The Records Division provides crucial support to the Oakland Police Department twenty-four hours a day, seven days a week. Ensuring Crime/Arrest Reports are entered/validated according to current Uniform Crime Reporting (UCR) standards and disseminated to the appropriate units for investigating and charging. The division is responsible for managing and fulfilling all Public Records Request assigned to the police department. Records is also responsible for entering Emergency Protective Orders, entering, and confirming warrants and sending and responding to teletypes in a timely manner to ensure officers have accurate information available to them. The division provides frontline service to the public and other law enforcement agencies, processing peddler/solicitor permits, juvenile/adult record sealing, court orders/subpoenas and issuing releases for towed and impounded vehicles.

Staffing of the Records Division

Classification	Authorized	Filled
Police Records Specialist	26	19
Police Records Supervisor	4	4
Police Services Manager I	1	1
Police Services Technician II	2	1

Significant Accomplishments

Throughout the continuance of the COVID pandemic staff have worked through the challenges and provided frontline in person customer service to the public. In compliance with federal PRR lawsuits the Records Division has continued to increase efficiency regarding the fulfillment of Public Records Request. Due to the efficiency measures in place the number of overdue Public Records Request have dropped significantly. Most new employee assigned to the Records Division during 2022 have received Public Records Request training during their first three months to help ensure that all staff on each shift are eventually crossed trained. Additionally due to supervisors consistently conducting monthly meetings with staff the number of complaints continued to decrease.

Records Division Task	Processed
Original/Supplemental Incident Reports	100,937
Arrest Reports	6500
Public Records Requests	5894
Law Enforcement Requests	6723
Insurance Requests	3020
Subpoena Duces Tecum/Court Orders	519
Record Sealings	230
Towed/Impounded	14171

Challenges Encountered

It has been challenging filling vacant positions which directly increases the backlog of work. The division has also continued to experience performance issues with computers, databases, and other technology equipment.

Expected Outcomes for 2023

- Transition to Premier One Records Management system in June, which will assist the department in retrieving and tracking crime data.
- Transition from Uniform Crime Reporting to National Incident Based Reporting System.
- Continuing the Department's commitment to transparency by ensuring public information is released in a timely manner.
- Continuing encouragement of professional development training for all Records professional staff to maintain quality customer service.
- Solicit quarterly feedback from staff on what is working and what can be improved and track the results. This goal supports achieving organizational excellence by listening to and addressing staff concerns in a timely manner, which will assist in continuing a desirable working environment.
- Continue working towards creating a dedicated Public Records Request Unit.

Human Resources Section

Role of the Human Resources Section

The Human Resources Section is comprised of several units. The role of each unit is outlined as follows:

The Administrative Unit

The Administrative Unit manages all human resources and personnel related matters for Oakland Police Department (OPD) sworn and professional staff. This unit is responsible for maintaining over 1,000 active personnel files and all former OPD employee files. The unit monitors bilingual test requests; maintains Department compliance with the City of Oakland Equal Access Ordinance; generates personnel rosters; monitors and updates the OPD

scheduling system known as Telestaff; maintains filled and vacancy records for all OPD positions; maintains the position control report; coordinates promotional and awards ceremonies; maintains sworn transfers and Order of Merit Lists (OML); maintains sworn seniority; maintains badge assignment and inventory; processes final check out for separating employees; conducts exit interviews; tracks transfers, loans, and reassignments; updates the OPD Human Resources Management (OPD HRM) database; processes public records requests, requests for information, and employment verifications; and participates in the recruitment and hiring for all vacant positions within OPD.

The Payroll Unit
The Payroll Unit completes new hire paperwork; processes annual salary step increases; collects, enters, and audits timecards; processes payroll corrections and adjustments; reviews and processes annual uniform allowances and longevity pay; provides pay stubs for non-self service employee disbursements; responds to payroll inquires; conducts quality control checks, and serves as a liaison for self-service training and monitoring between OPD employees and the City's Finance and Management Agency Treasury Bureau.

The Medical Unit
The Medical Unit manages the workers' compensation program; processes and tracks all injury reports; maintains medical files; administers payroll for injured sworn and professional staff; coordinates disability retirements; manages the transitional assignment program, which returns injured workers to limited duty; tracks Family and Medical Leave Act (FMLA) requests; schedules ergonomic workplace evaluations; and acts as a liaison between the worker's compensation vendor and the City's Risk Management Agency.

The Wellness Unit
The Professional Development Wellness Unit was established with the goal of coordinating the delivery of the various decentralized services to assist employees in managing their career advancement, emotional and physical well-being. This unit identifies resources for employees provides training, educational seminars, workshops and assist employees and their families in crisis.

Organization of the Human Resources Section

Below is an organizational chart of the Human Resources Section:

Oakland Police Department
Human Resources

```
                        Police Services Manager I
                             Lynette Hart
```

Police Personnel Operations Specialist — Amber Fuller

Program Analyst III, Wellness Unit — Rechelle Nettels

Administrative Analyst II, Medical Unit — Apryl Belland-Smith

Payroll Personnel Clerk III — Elizabeth Simmons

Payroll Personnel Clerk III — Leticia Gonzalez

Administrative Analyst II, Administrative Unit — Cherrel Alford

Administrative Analyst II, Administrative Unit — Lea Rubio

Administrative Analyst II, Administrative Unit — Yvette Crowell

Payroll Personnel Clerk II — Kathryn Corrigan

Police Records Specialist — Dahrian Gahrahmat

Police Records Specialist — Vacant

Mail Courier — Luc Bazile

January 30, 2023

Staffing of the Human Resources Section

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Personnel Operations Specialist	1	1
Program Analyst III	1	1**
Administrative Analyst II	4	4
Payroll Personnel Clerk III	2	2
Payroll Personnel Clerk II	1	1
Police Records Specialist	2	1**
Courier	1	1

**Temporarily filled with an ELDE.

Significant Accomplishments

Administrative Unit

- Provided uninterrupted administrative support and services to internal and external customers despite the challenges associated with COVID-19 (Coronavirus).
- Planned and hosted three (3) Awards and Promotional Ceremonies.
- Processed complex public records requests, subpoenas, and other requests for information related to a variety of human resources matters.
- Processed 169 new employees of various classifications, which are listed in the below chart:

Job Classifications Hired in 2022

Classification	Count
Account Clerk	1
Accountant III	1
Administrative Analyst II	1
Administrative Assistant I	1
Administrative Assistant II	1
Crime Analyst	2
Criminalist II	2
Exempt Limited Duration Employee	10
Intake Technician	2
Police Cadet	10
Police Communications Dispatcher	17
Police Officer	1
Police Officer Trainee	106
Police Property Specialist	1
Police Records Specialist	6
Police Services Manager I	1
Police Services Technician II	4
Project Manager II	1

Temporary Contract Services Employee	2
Grand Total	**169**

Payroll Unit
- Continued to provide uninterrupted payroll support to Departmental personnel despite the challenges associated with COVID-19.
- Completed new hire process for 4 academies (188, 189, 190, 191) and completed payroll processing for 3 academies that graduated (187, 188 and 189) including self-service training for all new graduates of the academy.
- Completed audits, subpoenas, and public records requests for a variety of payroll related matters.
- Worked closely with City Attorney's office to provide complex, lengthy payroll requests/audit.
- Worked with the Oracle systems team to ensure new payroll elements for Sworn members' Crisis Intervention team training premium was in place for launch in Jan 2023.
- New process for buy backs for professional staff members which is more time consuming to track/verify eligibility.

Medical Unit
- Provided uninterrupted medical related services to Departmental personnel despite the challenges associated with COVID-19.
- Coordinated 138 transitional assignments for both on-duty and personal illness/injuries, which is a 73% increase from the previous year.
- Conducted follow up on 138 new injuries reported by Departmental personnel to include reviewing initial injury packet or declination of treatment packet and making sure each packet was filled out completely and accurately.
- Processed more than 537 COVID-19 claims.
- Processed 79 military requests.

Wellness Unit
- Sent resource information including phone numbers and how to access mental health for MHN and Claremont regularly. Especially following any national or world event that might trigger people (mass shootings, natural disaster, etc. (Approximately 15 webinars offered throughout the year).
- Monthly emails sent to all staff regarding Health and Physical fitness.
- Began working closely with a Kaiser Permanente team. We were creating the matrix to ultimately have a well-organized Peer Support team for OPD.
- Developed a QR Code for Kaiser members to access Mental Health resources – this captured data on number of people accessing help.
- Sent monthly Wellness Calendars with virtual workshops and webinars for staff to access.
- Provided "Emotional Survival for Law Enforcement Officers" books to each new academy graduate.
- Presented Wellness resources and information with other Peer Supporters to various Line ups.
- Held annual flu clinic – we exceeded the goal and gave 75 flu shots (goal was 40).
- Hosted 2-day Peer Support training for Peer Support Team (sworn and pro-staff).

- Purchased for the Police Administrative Building Wellness Area:
  - Pool table
  - Ping pong table
  - Large sofa and other seating
  - Three massage chairs
  - One large refrigerator
  - Two 85" Televisions
  - One 65" TV for conference room
  - Coffee machine
  - Tea pot
  - Computer equipment for conference room
  - Obtained cable and internet connectivity for the television sets
- Purchased for the Police Administrative Eastmont location:
  - Commercial style refrigerator for breakroom

Challenges Encountered

Administrative Unit
- Limitations with the OPD HRM database related to extracting information and producing basic reports without the assistance of the City's Information Technology Department (ITD), which resulted in a delay in providing statistical and organizational information to requesters.
- Insufficient staffing resulted in backlogged assignments and increased overtime to keep up with workload demands.

Payroll Unit
- Processing more adjustments related to COVID-19 related matters.
- Insufficient staffing due to one Payroll Personnel Clerk III position being frozen on July 1, 2020.
- Staffing turnover at Central Payroll including management.
- Turnover of payroll coordinators.

Medical Unit
- Adjusting to new processes and requirements related to COVID-19, including telecommuting, and limited face-to-face interaction with customers needing medical related assistance.
- Outdated tracking system for workers' compensation information, FMLA requests, military approvals, disability retirements, and COVID-19 related leave resulted in a delay in providing this information to requesters in a timely manner.

Wellness Unit
- Keeping staff engaged.
- Acquiring "spending authority" for DOJ Grant due to legal contract negotiations.
- Not approved to schedule Open House event for the Unit.
- Not approved to distribute the PDW Wellness Coin.

Expected Outcomes for 2023

Administrative Unit
- Conduct regular audits of the OPD HRM database to ensure accuracy of information.
- Hire one (1) Police Records Specialist, which will allow work to be more evenly distributed among personnel assigned to the unit and decrease the need for overtime.
- Continue partnering with City ITD to upgrade Telestaff to a platform that will allow OPD to accurately verify and approve overtime in a timely manner, which will replace the current manual system of verification.

Payroll Unit
- Unfreeze one (1) Payroll Personnel Clerk III position, which will allow work to be more evenly distributed among personnel assigned to the unit and decrease the need for overtime.

Medical Unit
- Develop a database to easily track workers' compensation information, FMLA requests, military approvals, and disability retirements.
- Attend professional development trainings on updates to the workers' compensation system to remain current and knowledgeable in this area.

Wellness Unit
- Fully functional Wellness App for all staff and their family members.
- Peer Support Team to be more engaged with staff.
- Wellness Dog Program
- Host more training for Professional and sworn staff.
- Host a PDW Open House during Open Enrollment – show case the "phase two" items.
- Host Flu shot clinics in the Fall.

Attachments:

2022 Awards
2022 Appointments
2022 Promotions for Sworn and Professional Staff
2022 Retirement Data

Recruiting and Backgrounds Unit

Role of Recruiting & Background Unit

The Oakland Police Department (OPD) Recruiting & Background Unit's role is to actively recruit for all positions within the department. The unit coordinates the selection process for the Police Officer Trainee position. In alignment with OPD's strategic plan, the role of the unit is to prepare for the future of police service delivery. To accomplish this goal, the unit targets diverse candidates with an emphasis on local talent. The unit has also implemented processes to conduct thorough and fair background investigations and is committed to ensuring OPD onboards high quality employees.

Organization of Recruiting & Background Unit

The Recruiting & Background Unit is under the command of the Bureau of Services. The unit is supervised by a Sergeant of Police and Police Personnel Operations Specialist. The organization chart below provides additional information.

```
                    Bureau of Services
                    Deputy Director
                    K. Suttle
                          |
        +-----------------+------------------+
 Sergent of Police                    Police Personnel
 R. White                             Operations
                                      Specialist A. Hicks
        |                                   |
 Off. L. Arreola   Off. S. Johnson    Administrative      PRS D. Blakely
                                      Analyst II S. Fang
 Off. M. Moreno    Off. G. Ruef       Annuitants
                                      (40 Authorized)
 Off. J. Villaluna   Vacant

 Vacant            Vacant
```
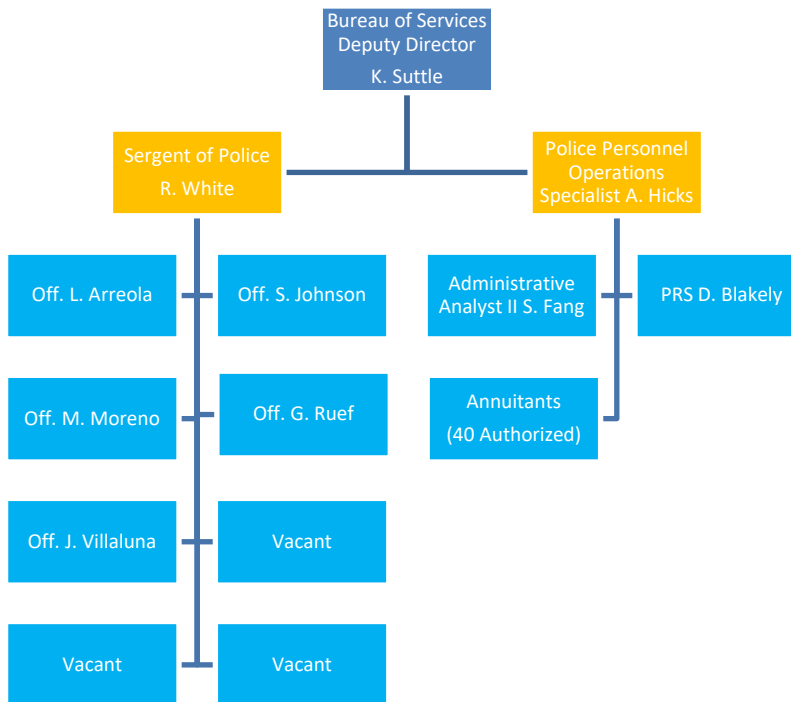
Staffing of Recruiting & Background Unit

Classification	Authorized	Filled
Administrative Analyst II	1	1
Annuitants	40	3
Police Officer	8	5
Police Personnel Operations Specialist	1	1
Police Records Specialist	1	1
Sergeant of Police	1	1

Significant Accomplishments

The Recruiting & Background Unit conducted 323 Police Officer Trainee and 148 Professional Staff background investigations. The unit attended 90 outreach events, which is an approximate 10% increase in events attended last year.

OPD committed to the 30x30 pledge. The 30×30 Initiative is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States. The goal is to advance women in policing 30% by the year 2030. R&B Unit staff members proudly

serve as the OPD 30 x 30 initiative representatives. The Recruiting & Background Unit has also strengthened its collaborative relationship with the diverse organizations listed below.

- LGBT Community Center
- Campus Pride
- Professional Diversity Network
- LGBT Connect
- Out and Equal
- Black Career Network
- Women for Hire

Additionally, the unit accomplished the following goals outlined in the 2021 Annual Report.

- Updated and revamped a portion of the department's recruiting website.
- Expanded partnerships with colleges and universities throughout the country, especially Historically Black Colleges and Universities. Attended in person events hosted on campus at Clark Atlanta University, Morehouse College, Spelman College, Prairie View A&M University and Texas Southern University.
- Updated and revamped OPD's recruiting materials with a focus on diversity.

- Finalized approval for Recruiting and Background Unit Policy & Procedures draft.
- Developed the **"BE THE CHANGE YOU WANT TO SEE"** marketing and advertising campaign to attract a larger pool of qualified candidates from diverse cultural and ethnic backgrounds. The campaign included the following outreach strategies:
  - Broadcast Radio
  - Audio Streaming
  - Multi-Channel Email
  - Social Media on Facebook + Instagram

Challenges Encountered

It is difficult to recruit qualified candidates. Law enforcement agencies across the country are competing to attract candidates.

Expected Outcomes for 2023

The Recruiting & Background Unit's expected outcomes are outlined in the department's strategic plan. The outcomes will directly impact the preparation for the future of police service delivery by aiding the department in attracting qualified and diverse candidates.

- Continue updating and revamping the department's recruiting website.
- Continue expanding partnerships with colleges and universities throughout the country, especially Historically Black Colleges and Universities.

- Expand marketing and advertising campaign to attract a larger pool of qualified candidates from diverse cultural and ethnic backgrounds.
- Recruit Police Cadet and Dispatcher applicants at local high schools.
- Recruit for all positions at local colleges.

Supporting Data

https://30x30initiative.org/

https://www.opd-careers.us/opd-recruitment

Communications Division

Role of the Communications Division

The Communications Division answers and evaluates calls for service, dispatches resources and/or refers calls to the appropriate agency or organizational unit. The Division is the Public Safety Answering Point (PSAP) for the City of Oakland. Communications receives all emergency calls for police, fire, and medical service. It dispatches police resources and forwards other emergency calls to the appropriate agency. Similarly, the Division receives and evaluates non-emergency calls for police and City services.

Organization of the Communications Division
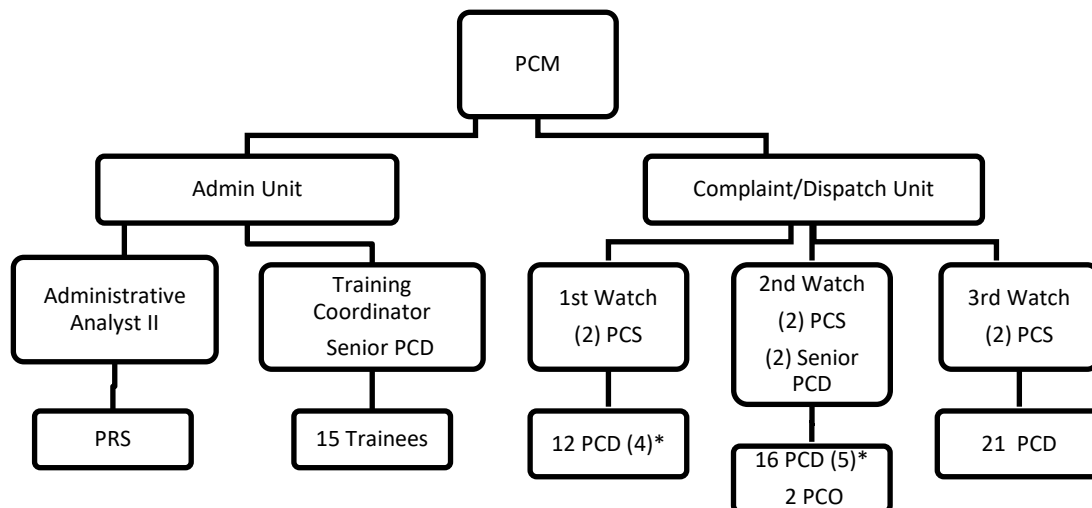
*The number in parenthesis is indicative of someone on modified duty or assigned elsewhere due to their modifications.

Staffing of the Communications Division

Classification	Authorized	Filled
Police Communications Manager	1	1
Police Communications Supervisor	7	7
Police Communications Dispatcher, Senior	4	3
Administrative Analyst II	1	1
Police Communications Dispatcher	76	64
Police Communications Operator	2	2
Police Records Specialist	1	1

Significant Accomplishments

Recruitment and Training

- Over 26 oral interviews were conducted.
- 20 candidates were referred to the Recruiting and Backgrounds Unit.
- 14 people were hired.
- 5 of the trainees have completed Complaint and Service Operator training and are currently in the process of completing Dispatch Operator training.
- 7 of the trainees have completed Dispatch Operator training.
- Backgrounds and Recruiting Unit has been incorporating staff from Communications to participate in their recruiting events. Potential and interested individuals can meet and speak with the Communications staff to learn more about the job. They are informed of the rigors of the job from Communications staff with varying levels of tenure for different perspectives.
- PCS Young and Senior PCD Hanna made several improvements to the Communications Training Program with an emphasis in improving the retention rate and have been successful.

CAD Provisioning
- PCS Ruff and the Department's CAD implementation team completed all of the provisioning necessary for Premier One CAD so that training can take place in 2023 leading to the "GO LIVE" in Q2 of 2023.

Continuous Professional Training
- All Communications Division supervisory staff attended an Emotional Intelligence class.
- A majority of Communications Training Officers attended Advanced CTO School.
- Several members of the Communications Division attended AICC Level 1 to become a POST Certified instructor.

Challenges Encountered

The Communications Division received 1,074,561 calls for the 2022 calendar year. This is a 15.56% increase from 2021 (929,845). The increase in call volume coupled with staffing deficit resulted in the following:

- Continued inability to meet the call answering speed mandate of 90% of all 911 calls are to be answered within the 15 seconds and 95% of 911 calls should be answered within 20 seconds.
- Fatigued staff due to consistent mandatory overtime to cover shortages.
- Increased sick leave usage.

Staffing
- Communications is authorized a total of 74 Police Communications Dispatchers and Operators combined with only 64 positions filled. The increased call volume created additional strain on already a fragile system of employees.

Average calls per HOUR	Average calls per DAY	Average calls per WEEK	Average calls per MONTH
123	2944	20665	89547

Expected Outcomes for 2023

1. Reduce Crime to Improve Public Safety
    a. The Communications Division will continue working closely with the Department's Human Resource Section (HRS) and the City's Department of Human Resource Management (DHRM) to ensure that testing occurs on a continuous basis and referrals are made in a timely manner so that there are no unnecessary gaps or lags in the hiring process. Filling the vacancies in Communications supports the Department's efforts to "Reduce Crime to Improve Public Safety". An increased work force translates to community members not experiencing extensive hold times for their calls to be answered. When calls are answered faster, it will translate to officers being made aware of in progress situations sooner, with the possibility of increasing the likelihood of apprehending suspects.

2. Improve Community Engagement and Strengthen Community Trust
    a. When it becomes feasible within the constraints of COVID, Communications Division staff will attend community meetings with officers and participate in community events to help foster a better working relationship with the public and to humanize the voice on the other end of the phone. Communications staff can also educate community members of our call taking process, explain why certain questions are asked and ensure that asking those questions does not create a delay in getting officers to respond to them.

3. Develop and Foster a High-quality, Involved, and Respected Workforce
    a. The Communications Division Training Program has undergone modifications to be more efficient. The goal of the program has been to retain new employees and develop their skills to achieve solo status as a Dispatcher. Continuous modification to the training program is ongoing to meet the needs of new employees and to accommodate the different learning styles during this day and age and to increase retention rate.

4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
    a. There are two areas in which the Communications Division has influence on compliance with the Negotiated Settlement Agreement. The first is Internal

Affairs Investigations and second is Annual Performance Appraisals. The Division is committed to improving the timeliness of the submission of Division Level Investigations in a timely manner, along with Annual Performance Appraisals by meeting with the supervisory staff on a regular basis to provide updates on upcoming due dates.

5. Prepare for the Future of Police Service Delivery
    a. Communications Division supervisory staff will work closely with the Department of Information Technology, its vendors and also neighboring agencies to create and publish a disaster recovery plan that will allow minimal interruption in services provided to the community in the event of a disaster of any kind.

Fiscal Services

Role of Fiscal Services Division

The Fiscal Services Division is responsible for managing the Oakland Police Department's $350 million operating budget. It conducts related forecasting and financial reporting, processes accounts payables and receivables, facilitates grant and contract administration, in addition to managing the False Alarm Reduction Program. Fiscal Services provides financial and overtime management and reporting, performs budget analysis, grant management, processes travel requests, and provides staff support, technical assistance, and training related to procurement.

On a day-to-day basis, Fiscal is responsible for the following:
- Processing payment requests for the receipt of goods and services.
- Processing employee reimbursements related to tuition, professional development, and petty cash.
- Invoicing and booking revenue for the Department's Special Events Unit.
- Processing Departmental travel requests.
- Depositing cash receipts.
- Performing pre- and post-award grant activities for Departmental grants.
- Providing custom financial reports for project managers.
- Reviewing the cost summary/implications section in OPD's agenda reports and resolutions.
- Assisting the Department with contract administration.
- Reconciling Measure Z and special projects.
- Providing information for various audits.
- Working with City staff to implement City fiscal policies.
- Working with PMAM Corporation to implement the City's alarm ordinance and administer the Department's False Alarm Reduction Program.

Organization of Fiscal Services Division

The Fiscal Services Division is aligned under the Bureau of Services and managed by a Fiscal Service Manager I. Fiscal currently has 10 full-time equivalent professional staff positions. See organizational chart below:

Fiscal Services Disvison
LaRajia Marshall
Fiscal Service Manager I

Accounts Payable / Contracts
Rachel Tavistock
Administrative Analyst II

Linda Quaintance
Account Clerk III

Briana Cheatham
Account Clerk II

Grants
Amber Fuller
Grants Coordinator

False Alarm Reduction Unit
Juanita Velasquez
Adminisitrative Analyst II

Vacant
Accountant II

Vancant
Account Clerk II

Accounts Recievable
Johnny La
Accountant III

Cely Cervantes
Accountant II

Staffing of Fiscal Services Division

Classification	Authorized	Filled
Account Clerk II	2	1
Account Clerk III	1	1
Accountant II	2	1
Accountant III	1	1
Administrative Analyst II	2	2
Police Services Manager I	1	1
Grants Coordinator	1	1

Significant Accomplishments

Last year, Fiscal achieved several noteworthy accomplishments that are highlighted below:

- Developed FY 2022-23 Midcycle Budget.
- Updated Master Fee Schedule.
- Implemented the use of the Accounts Payable Portal.
- Streamlined the Travel Request approval process through Adobe-Sign.
- Awarded over $1M in grant funds.
- Filled one Accountant Clerk II, Accountant III, Administrative Analyst II, and Fiscal Service Manager I vacancy.

These accomplishments were achieved while Fiscal processed over 3800 invoices, 104 reimbursements, 220 travel requests, 65 tuition reimbursements, 26 professional allowances, over 135 budget change requests, 242 special event invoice billings, 65 grant quarterly financial reports, 42 contract agreements and countless labor distributions.

Challenges Encountered

- When staff were required to return to the workplace after the COVID shelter in place, some staff were not willing to comply with the city vaccination policy, including the former Fiscal Manager. The Department did not have a Fiscal Manager for months and this effected the entire division.
- One Accountant II position was vacant for the entire year and the Accountant III position was vacant for ten months; this created a gap in the ability of the unit to reconcile and prep quarterly financial reports and special funds including Measure Z.
- The Administrative Analyst II in Accounts Payable unit left the department, creating a 6-month vacancy. This created a significant backlog of vendor invoices, travel requests were neglected and had to be reassigned to a new employee, who also needed an adjustment period and training.
- All new hires require training and require technical systems setup; all employees have their own learning curves and adjustment periods. The staff time required to train and help set up new employees took time away from day-to-day functions of existing staff and created conflicting priorities.
- Cost awareness of how the budget was implemented department-wide vs how costs are actually allocated throughout the department resulting in the need for budget change requests.
- There has been in influx in the number of labor distribution adjustments to correct OT coding blocks.
- Three Account Clerk positions were frozen during the biennial budget process as part of the City's balancing measures.

Expected Outcomes for 2023

The Fiscal Services Division expected outcomes for the year are to:

- Recruit and hire personnel to fill the vacant Account Clerk II and Accountant II positions.
- Complete the FY2023-25 Biennial Budget.
- Continue to improve financial management, including reconciling projects, timely reporting, and funds.
- Provide a Dept-Wide training on the new AP Portal process.
- Update all SOP's for the Unit.
- Timely processing of all invoices and travel requests.

Research & Planning

Role of Research and Planning
The Research and Planning Unit is responsible for the review and development of all departmental agenda reports. Additionally, the Policy and Publication Unit drafts many of the Department's policies and other written communication and administers electronic document repositories. PSM II Beckman also oversees the project management of Project Reset. The Research and Planning unit also completes other special reports and projects as approved and requested by the Office of the Chief.

Role of Fleet

The Fleet Unit administers OPD's vehicle fleet of over 750 vehicles, as well as parking areas controlled by the Department.

Organization of Research and Planning and Fleet

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                    ┌─────────────────┐
                    │ Deputy          │
                    │ Director        │
                    │ DD Kiona Suttle │
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│ Policy and       │                        │ Police Services  │
│ Publication      │                        │ Manager II       │
│ Lieutenant       │                        │ Dr. Carlo Beckman│
│ Lt. Joseph Turner│                        └──────────────────┘
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│ Fleet        │  │ Policy and       │  │ Manager I        │
│ Coordinator  │  │ Publication      │  │ Mgr. Tracey Jones│
│ Ofc. Christi │  │ Officer          │  └──────────────────┘
│ Amaral       │  │ Ofc. Felicia     │           │
└──────────────┘  │ Cervantes        │  ┌──────────────────┐
                  └──────────────────┘  │ Management       │
                                        │ Assistant        │
                                        │ Bruce Stoffmacher│
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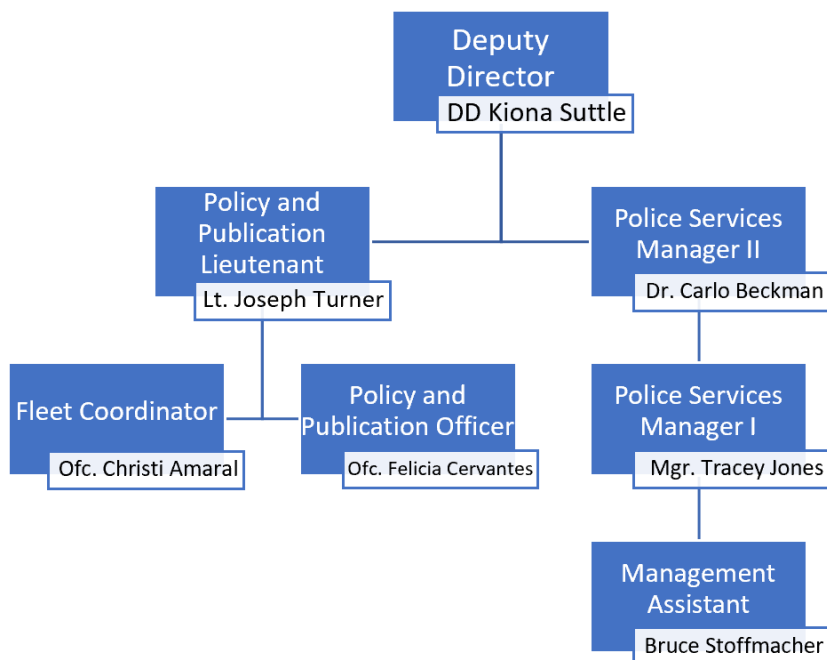
Organization of Research and Planning and Fleet

Policy and Publication / Fleet are a direct report to the Bureau of Services Deputy Director. There is one Lieutenant and two police officers.

PSMII is a direct report to Deputy Director. PSMI for research and planning reports to PSMII. Management assistant reports to PSMI.

Staffing of Research and Planning and Fleet

Classification	Authorized	Filled
Management Assistant	1	1
Police Services Manager I	1	1
Police Officers	1	2

Significant Accomplishments

The Research and Planning unit completed a total of 11 policies and published 294 documents to PowerDMS. The team also completed and submitted 48 reports, contracts, and grants for submission and review by City Council and other City committees.

Of note was the ALPR legislative, reporting, and equipment upgrade process. The Research and Planning team prepared documents for OPD to present to Privacy Advisory Committee (PAC) and Council. Council approved OPDs ALPR surveillance use policy and surveillance impact report.

The P&P Lieutenant is also the Department's BWC Coordinator. P&P staff, along with ITU staff, completed roll-out of the AXON BWC system to the entire department, replacing all VieVu BWCs. This also included:
- Introducing and training staff on new digital evidence system
- Install of Axon signal units into almost 300 vehicles
- Installation of over 150 Axon holster signaling devices
- Work with Training Section on roll-out of new Taser 7 ECWs

Policy and Publication:
P&P published 294 documents to the Department's PowerDMS publication repository in 2022.

P&P completed and published the following significant policies in 2022:

Policy Name	Publication Date	Notes
DGO O-06 – Missing and Abducted Persons	25 Mar 22	Stakeholder Input: Police Commission
DGO R-01 – Risk Management	12 Apr 22	Stakeholder Input: Police Commission, Monitoring Team
DGO M-09 – Release of Records	25 Apr 22	Stakeholder Input: Office of City Attorney
DGO M-09.1 – Public Records Access	25 Apr 22	Stakeholder Input: Office of City Attorney
DGO D-20 – Equal Employment Opportunity, Anti-Discrimination, and Non-Harassment	26 Apr 22	Stakeholder Input: Police Commission, Monitoring Team
Special Order 9208 – Level 4 Type 32 Reporting and Review	27 Apr 22	Stakeholder Input: Monitoring Team
DGO I-19 – Electronic Communication Devices	20 Sep 22	Stakeholder Input: Police Commission, Monitoring Team
DGO J-03.1 – Abandoned Boat Towing Policy	22 Sep 22	Stakeholder Input: Office of City Attorney, Special Operations Division

DGO D-18 – Member Personal Social Media	23 Sep 22	Stakeholder Input: Police Commission, Monitoring Team
DGO I-02 – Department Fleet	15 Dec 22	
Special Order 9212 – Modifications to DGO J-04	19 Dec 22	

P&P participated in the following ad hoc policy development groups with the Police Commission during 2022:

- DGO I-15 – Body-Worn Camera.
- Militarized Equipment (11 separate policies developed).
- Anti-Discrimination Policy.
- Electronic Communications Devices.
- Missing Persons Policy.
- Risk Management Policy.
- Social Media Policy.

Significant Accomplishments – Fleet:
Fleet administered over 750 vehicles. Additionally, Fleet assisted with outfitting the department marked vehicles with Axon signal devices and placed in service approximately 50 new vehicles.

Other Research and Planning/Fleet accomplishments included:
- Compiled, edited, and published 2021 Annual Report.
- Managed OPD participation in the City's legislative process.
- Coordinated policy development with ad hoc working groups.
- Development of Equity Framework for OPD midcycle Budget.
- Coordination with CAO and Council Offices.
- Maintaining Public Safety Committee Pending List and OPD Tracking List.
- Coordinated with City Administrator's Office and DVP to interview and select a vendor who will complete evaluation of 2022-2024 OPD Community and Geographic Policing Measure Z activities.
- Continued project management of Project Reset.

Challenges Encountered

- Challenges included significant staffing needs including one staff member resignation and staff being responsible for more than can be accomplished by current staff assigned.
- The Research and Planning Unit continues to experience a heavy workload which includes oversight of over 400 policies and procedures.
- Working with outside entities (including Police Commission and other City Departments) increases ultimate quality of work product but does take longer.

Expected Outcomes for 2023

1. Reduce Crime to Improve Public Safety
   a. Continue to develop and work on revisions of policy.
   b. Completion of new Department Vehicle Pursuit Policy.
   c. Completion of ALPR Policy with ITU.
   d. Completion of Signal Holster installations.
2. Improve Community Engagement and Strengthen Community Trust
   a. Continue to work with Police Commission and community on transparency around policy development and input.
3. Develop and Foster a High-quality, Involved, and Respected Workforce
   a. Continue to strive to produce accurately written and researched reports delivered in a timely fashion.
   b. Formalize ongoing contracts for ancillary or ongoing services needed for Department including Interview Rooms and Fleet.
4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
   a. Project Reset.
5. Prepare for the Future of Police Service Delivery
   a. Continue to produce policies, reports, and contracts for updates to technology used in policing.
   b. Work with Public Works on new Master Lease or other vehicle purchase agreement.

Police Information Technology Unit (ITU)

Role of the Information Technology Unit

The ITU performs the vital role of liaising between the City's Information Technology Department (ITD) and the Police Department. ITU personnel assist with handling user help requests and technical issues, support the Department's VISION reporting and early warning system, manage software and hardware infrastructure in the Department, and assist with oversight, access management, and functioning of the Department's technology purchases.

Organization of the Information Technology Unit

The Information Technology Unit resides in the Bureau of Services under Director Kiona Suttle. There is a Project Manager II in charge of the unit.
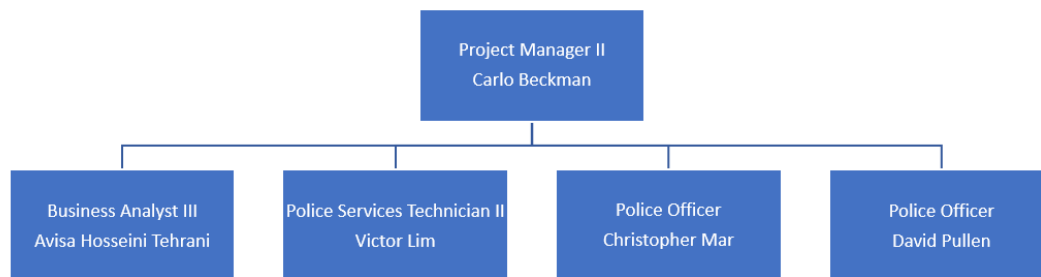
Staffing of Information Technology Unit

Classification	Authorized	Filled
Business Analyst III	1	1
Business Analyst II	1	0
Police Officer	1	2
Police Services Technician II	1	1
Fleet Compliance Coordinator	1	1

Significant Accomplishments

- Roll out of Axon BWC system and signal technology to department.
- Academy Computer lab equipment refresh.
- VCOC Department Operations Center video wall installed.

Challenges Encountered

- Significant issues with the design of Motorola Premier 1 RMS has pushed the project back several times.
- Staffing and workload continues to be one of the largest challenges as we continue to add additional projects and priorities onto the existing staff.
- The ALPR system needs an upgrade.

Expected Outcomes for 2023

- Implementation of CAD system.
- Implementation of RMS system.
- Begin process of upgrading ALPR system.
- Renewal of several contracts for technology.
- Feature enhancements to VISION application.

Bureau of Risk Management

Starting its second year since its creation in March 2021, the Bureau of Risk Management (BRM) remains under the command of Deputy Chief Clifford Wong. The Bureau of Risk Management consists of the Office of Internal Accountability, Internal Affairs Division, and Training Section and is responsible for risk management, training, and accountability within the organization. This Bureau focuses on areas and issues that can affect officer and community safety, constitutional policing, and public trust. This alignment of functions aids in prompt risk identification and mitigation as well as maintaining best practice standards and organizational accountability.
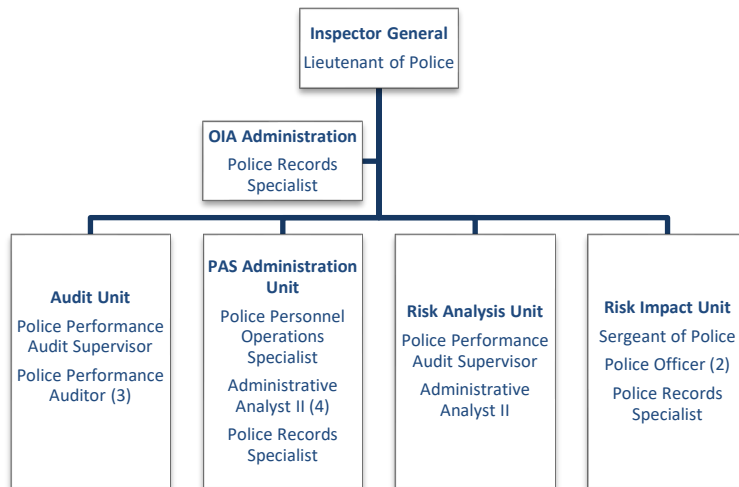
Office of Internal Accountability

Role of the Office of Internal Accountability

The OIA was previously titled the Office of the Inspector General (OIG) and was renamed upon the creation of the Oakland Police Commission's Office of Inspector General. OIA remains part of the Bureau of Risk Management and provides support to the Chief of Police and executive staff. The OIA acts as the liaison between the Department, the Monitor and the Plaintiff's Counsel on matters related to the Negotiated Settlement Agreement. OIA facilitates review boards, risk management meetings, and PAS panel meetings, and conducts audits to ensure the integrity of the Department's internal processes.

Organization of the Office of Internal Accountability

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Staffing of the Office of Internal Accountability

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                        ┌─────────────────────┐
                        │  Inspector General  │
                        │ Lieutenant of Police│
                        └─────────────────────┘
                                   │
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                        │  OIA Administration │
                        │   Police Records    │
                        │     Specialist      │
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│   Audit Unit  │ │PAS Administration│ │Risk Analysis  │ │Risk Impact Unit│
│               │ │     Unit       │ │    Unit       │ │               │
│Police Performance│ │Police Personnel│ │Police Performance│ │Sergeant of Police│
│Audit Supervisor│ │  Operations   │ │Audit Supervisor│ │Police Officer (2)│
│Police Performance│ │  Specialist   │ │Administrative │ │Police Records │
│ Auditor (3)   │ │Administrative │ │  Analyst II   │ │  Specialist   │
│               │ │ Analyst II (4)│ │               │ │               │
│               │ │Police Records │ │               │ │               │
│               │ │  Specialist   │ │               │ │               │
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Role of The Audit Unit

The Audit Unit conducts audits, inspections, and compliance reviews to identify problems, inefficiencies, and mismanagement preventing the Department from achieving its goals and objectives. To address any identified deficiencies, the Audit Unit provides recommendations for improving processes, practices, and policies and tracks completion of the responses to those recommendations.

Staffing of the Audit Unit

Classification	Authorized	Filled
Police Performance Auditor	3	3
Police Records Specialist	1	1
Police Program and Performance Audit Manager	1	1

Significant Accomplishments

The Audit Unit conducted six audits and inspections in 2022, including:
- Follow-up Inspection of OPD's Canine Program.
- Review of Oakland Police Department 2021 Vehicle Pursuits: Assessment of the Pursuit Review Process and Comparison of 2020 and 2021 Pursuit Data.
- Examination of Timelines for the Completion of Level 2, Level 3 and Level 4 Use of Force Report Packets.
- Inspection of Use of Force Reporting.
- Inspection of Sergeant's Mandatory Review of Body-Worn Camera Recordings.
- Review of 2022 Search Warrant Packets.

Challenges Encountered

Staffing and technology were the most significant challenges faced by the Audit Unit. All audit positions were filled in 2022, but OIA had a vacant administrative position for most of 2022 and

work was diverted to audit staff. Additionally, some reviews required manual collection of data due to technological limitations.

Expected Outcomes for 2023

1. Reduce Crime to Improve Public Safety:
   The Audit Unit's primary role is to guide the Department in managing risk by identifying ways to improve efficiency and effectiveness. Audits and inspections lead to a more effective police department which in turn, enhances the goal of reducing crime and increasing safety. The Audit Unit will continue internal assessments of the organization in 2023 to further improve departmental operations and progress with compliance efforts.
2. Improve Community Engagement and Strengthen Community Trust:
   The Audit Unit conducts objective, comprehensive reviews of Department operations. The audits, reviews and inspections are available to the public to ensure transparency. The Department's efforts to self-identify risk, mismanagement, and inefficiencies strengthen community trust and increase accountability. The OIA will continue to review Department performance and publish public reports in 2023.
3. Develop and Foster a High-quality, Involved, and Respected Workforce:
   To achieve organizational excellence, the Department engages in continuous review of policies, procedures, and practices. The Audit Unit's comprehensive reviews identify areas of risk and provide management with recommendations for improving processes, policies, and performance that will lead to organizational excellence. The Audit Unit will continue to assess areas of risk and methods to improve transparency and accountability in 2023.
4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
5. Prepare for the Future of Police Service Delivery

Attachments/Links/Supporting Data

OIA's audits and reports are published here on the City of Oakland's website.

Role of PAS Administration Unit

The Personnel Assessment System Administration Unit (PAU) is responsible for:
- Preparing at least 4 normative threshold reports (histograms) per year for the preceding 18 months to identify outliers.
- Preparing and forwarding threshold notifications and single event threshold notifications to the appropriate Bureau Deputy Chief/Director and responsible commander or manager.
- Authoring PAS Activity Review Reports and providing recommendations to the chain of command for individuals identified by the threshold reports.
- Overseeing the PAS review and approval workflow.
- Ensuring all PAS Activity Reports are complete, concise, and consistent.
- Facilitating monthly PAS Panel meetings to evaluate reports, updates, and strategy recommendations made by the chain of command of members in the program.
- Administering the monitoring workflow and scheduling of PAS meetings.
- Providing primary administrative responsibilities for the PAS policy.
- Providing reports relevant to the PAS program upon request.

- Maintaining confidential PRIME/Vision files on all persons in the PAS program.
- Retaining all PAS files, reports, and other documents for a minimum of five (5) years or seven (7) years from separation.
- Working with City ITD and Quartech to validate Vision data for stability and accuracy.
- Identifying, reporting and testing bugs and updates in Vision and related reports.
- Tracking submission of PAS Quarterly and Annual Reports.
- Assessing compliance by auditing subtasks for Task 40 and 41.

Staffing of PAS Administration Unit

Classification	Authorized	Filled
Administrative Analyst II	4	2
Police Personnel Operations Specialist	1	1
Police Records Specialist	1	1

Significant Accomplishments

- Implemented daily automated threshold runs using an analysis of performance activity of normative and relational comparison thresholds. They resulted in over 617 records of individuals (477 in 2021) meeting or exceeding thresholds to be evaluated for the need for a review, performance assessment, or command notification. Of these records, 378 were determined to be eliminated, 124 designated for a documented review, and 115 pending the supervisor's histogram review. There were 22 management referrals and 12 single events created and processed.
- About 206 PAS Reviews were authored by the PAS Administration Unit – reviews created from 2021-2022 (157 last year). This was accomplished with only two analysts, as opposed to four, while one was in training.
- Maintained PAS Activity Review timelines for all members in intervention and supervisory monitoring to ensure compliance with required follow-up meeting dates and documentation for personnel in a program. There were approximately 109 employees on Monitoring at various times during 2022. The average number per month was 35.
- Created a comprehensive log that helps the unit easily extract information regarding PAS reviews from all years. It also the improves efficiency of histogram evaluations since the necessary information is available within the same document. The supervisor is also able to provide weekly review statuses utilizing the log.
- Worked with Vision support to test bugs and workflows, which resulted in workflows now fully functional.
- Worked with IT to create and test reports for Vision.
- Provided excellent customer service to Vision users.
- Conducted individual and group training sessions on the PAS Process.
- Provided Promotional Reports to Human Resources upon request.
- Provided Monitoring data to Office of Internal Accountability each month.
- Continued to develop and update policies and procedures for PAS Activity Review Panel.
- Facilitated monthly PAS Activity Review Panel meetings and trained PAS Panel members. A total of 306 reviews were evaluated by the panel (117 in 2021).
- Participated in Risk Management Meetings to observe how the unit's work product supports the process and to provide information as needed.

- Began working with the Training Section to identify and develop resources for program strategies that address different learning styles and work schedules to provide a more robust mentoring and career development resource for all Department members.

Challenges Encountered

- At the end of 2021, one of the PAS analysts retired and two other analysts transferred to other City agencies, leaving one analyst. An analyst was hired by in late May 2022 and has since completed probation. The PAS Admin Unit still has two Admin Analyst II vacancies and exhausted the eligible hiring list. A new Admin Analyst II recruitment is pending.

Expected Outcomes for 2023

- Fill the two Admin Analyst II positions as soon as possible to lessen the impact on the current staff's workload.
- Continue data validation to ensure accuracy of reports.
- Finetune the threshold measures to increase accuracy. Reduce the number of records being created that ultimately end up being eliminated to save time.
- Implement enhancements to the Vision system to improve the user experience.
- Add a section to the PAS Review module in Vision in order to facilitate the tracking of panel recommendations by each member. Currently, an analyst is tracking this manually.
- Completely archive PRIME data so the database can be retired.
- Develop a system to obtain feedback from members released from the PAS Program to assess the effectiveness of strategies and to solicit recommendations for better options.
- Create a strategy and training library for supervisors to assist in the Monitoring process.

Role of Risk Analysis Unit (RAU)

The RAU is responsible for the risk management process at OPD and completes monthly reports in addition to all preparation for risk management meetings. The RAU is also responsible for data analysis related to Task 45: Consistency of Discipline. Any data related projects associated with stop, force, complaint, pursuit, and collision data is complete by the RAU.

Organization of RAU

The RAU consists of one (1) Police Program and Performance Audit Manager and one (1) Administrative Analyst II.

Staffing of RAU

Classification	Authorized	Filled
Administrative Analyst II	1	1
Police Program and Performance Audit Manager	1	1

Significant Accomplishments

The most significant accomplishment of the RAU in 2022 was moving the Department into compliance with Task 45 and 34. Additional accomplishments included completing all risk analysis reports and risk management meeting analyses in a timely manner so command staff could prepare for meetings.

Challenges Encountered

The key challenge in 2022 continues to be data extraction. While progress has been made, the RAU still relies on extracting data from multiple spreadsheets to complete reports and analyses. While processes have been put in place to expedite the reports and analyses as much as possible, significant effort is expended to ensure data accuracy.

Expected Outcomes for 2023

The RAU will continue to provide data to the City's Police Commission to increase transparency and strengthen community trust. Commissioners and community members will be encouraged to actively engage with these presentations.

The RAU has a key role in the continued compliance and sustainability with the NSA. The RAU helped the Department come into compliance on key tasks and work continues to maintain compliance.

In 2023, the RAU hopes to work with other members of the Department to improve the Risk Management Dashboard. The RAU also would like to automate certain monthly reports to free up time to work on other analyses that are of interest to the Department.

Role of Risk Impact Unit (RIU)

The Risk Impact Unit (RIU) tracks use of force (UOF), city vehicle collisions and pursuits; manages the force, pursuit and Departmental Safety Committee board processes; and acts as a conduit between field operations, training, and risk management.

Significant Accomplishments

- The Department came into full compliance with Task 25: Use of Force Investigations on 4/26/2022 (81st Report of the Independent Monitor).
- All UOF and Force Review Board (FRB) tasks (NSA Tasks 24, 25, 26 & 30) remained in compliance in the Second NSA Sustainability Report issued on 12/22/2022.
- For the first time since the IMT began assessing FRB deliverables, there were no deliverables pending as highlighted in the Second NSA Sustainability Report.
- All force review boards were held within required timelines, and none exceeded one year 3304 timeframes.
- All vehicle pursuit boards were held within 180 days.

Challenges Encountered

The unfilled Police Officer position was staffed by an officer on loan but ended when the officer was promoted in November 2021 and reassigned. The position remains unfilled.

Expected Outcomes for 2023

The RIU will continue to support the Department's efforts to remain in compliance with the four UOF and Force Review Boards tasks. The RIU will assist with implementation of the recommendations from OIA's "Review of Oakland Police Department 2021 Vehicle Pursuits: Assessment of the Pursuit Review Process and Comparison of 2020 and 2021 Pursuit Data" & "An Examination of Timelines for the Completion of Level 2, Level 3, and Level 4 Use of Force Report Packets."
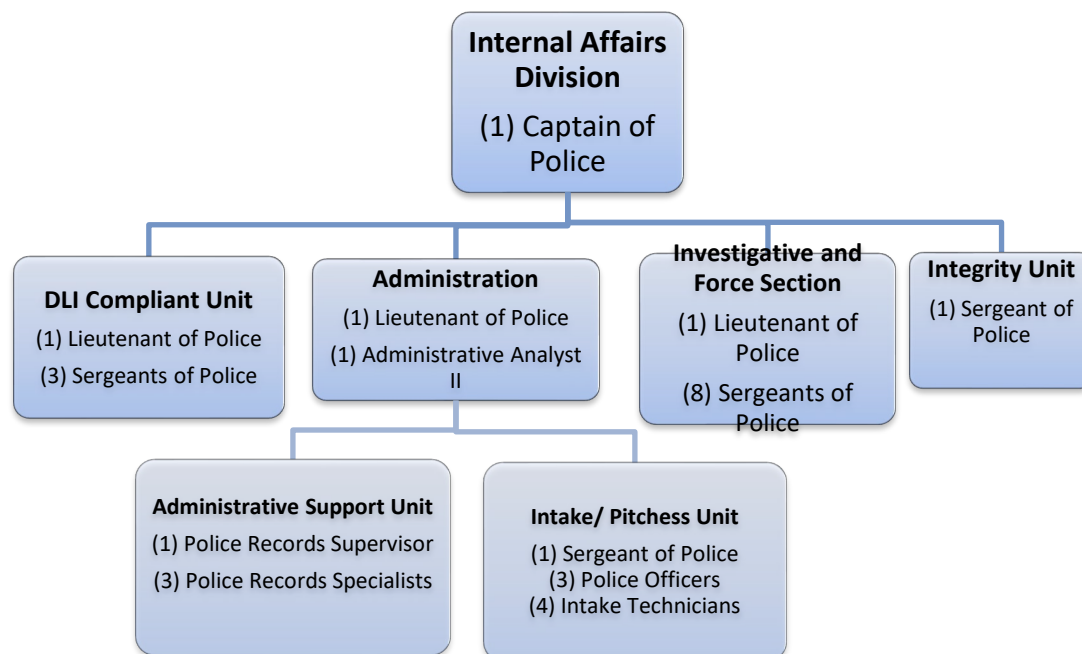
Attachments/Links/Supporting Data
https://cao-94612.s3.amazonaws.com/documents/FINAL-OIA-1st-2nd-Combined-Quarterly-Report-2022-30Nov22.pdf

Internal Affairs Division

Role of Internal Affairs Division

The Internal Affairs Division of the Oakland Police Department is committed to protecting and defending the constitutional rights of all citizens as well as the integrity of the Department and individual members. It is our mission to provide the highest quality of professional service to every member of the community by conducting thorough, impartial, and ethical investigations regarding allegations of misconduct and policy failures within the Department. We treat each citizen and employee with fairness, dignity, and respect. It is through our commitment to honor and integrity that we uphold the core values of the Oakland Police Department.
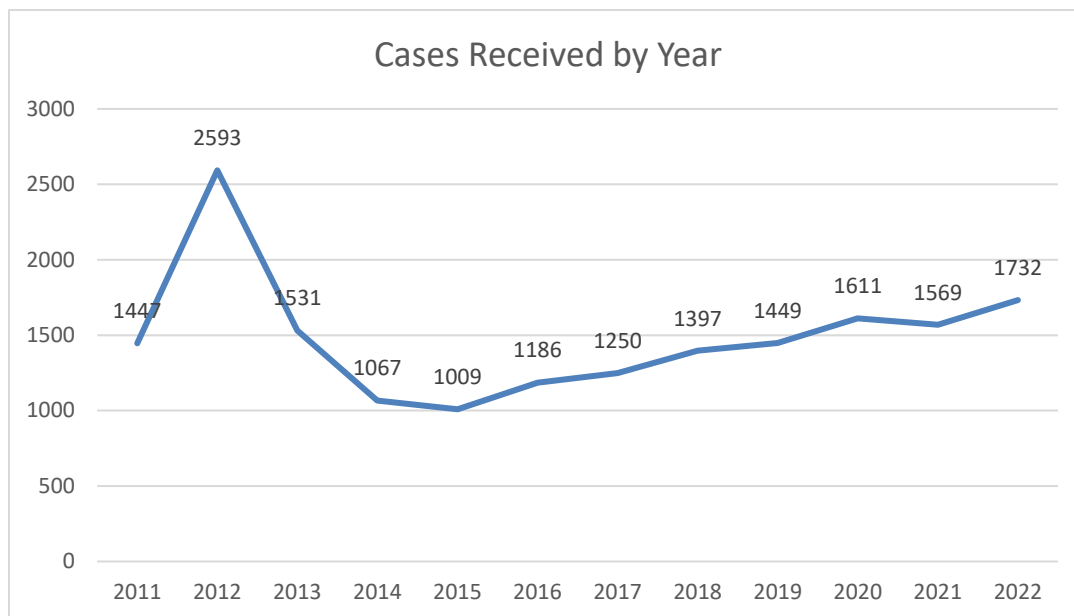
Organization of Internal Affairs Division

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                        Internal Affairs
                           Division
                        (1) Captain of
                            Police
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DLI Compliant Unit
(1) Lieutenant of Police
(3) Sergeants of Police

Administration
(1) Lieutenant of Police
(1) Administrative Analyst II

Investigative and Force Section
(1) Lieutenant of Police
(8) Sergeants of Police

Integrity Unit
(1) Sergeant of Police

Administrative Support Unit
(1) Police Records Supervisor
(3) Police Records Specialists

Intake/ Pitchess Unit
(1) Sergeant of Police
(3) Police Officers
(4) Intake Technicians

Staffing of Internal Affairs Division

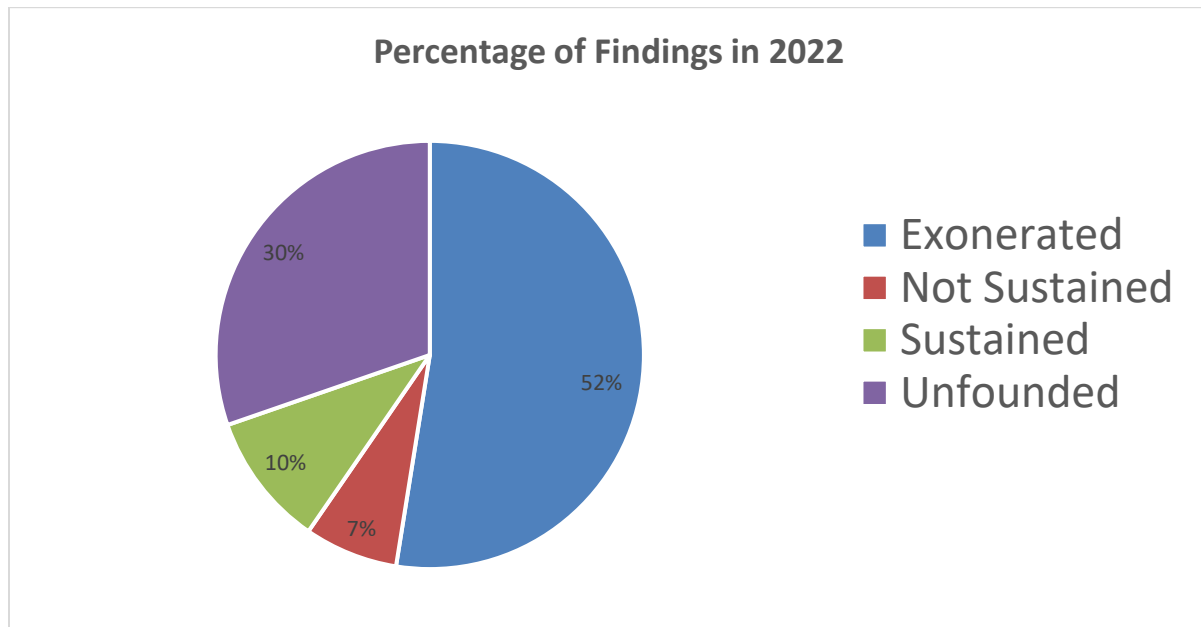| Classification	Authorized	Filled	Frozen
Administrative Analyst II	1	1	-
Captain of Police	1	1	-
Compliant Investigator II	4	-	4
Complaint Investigator III	1	-	1
Intake Technician	6	5	-
Lieutenant of Police	2	2	-
Police Officer	2	3	-
Police Records Specialist	3	2	-
Police Record Supervisor	1	1	-
Sergeant of Police	12	11	-

Significant accomplishments

- Continued to process a high number of cases. There were 1,732 in 2022.

Cases Received by Year

Allegations and Findings

Percentage of Findings in 2022

- Exonerated
- Not Sustained
- Sustained
- Unfounded

52%
7%
10%
30%

Challenges Encountered

- Staffing challenges were present throughout the Oakland Police Department to include the Internal Affairs Division in 2022.
- IAD was found in compliance with Task 2. Task 5 was found in compliance in the beginning of 2022 but was later returned to out of compliance status.
- While challenges remain, IAD has not compromised investigative quality. Steps are continually being assessed to streamline processes to increase efficiency and enhance the quality of administrative investigations throughout OPD.

Significant Accomplishments

- In 2022, The Internal Affairs Division completed four Executive Force Review Boards.
- NSA Task 2.1- requires the Department to complete at least 85% of Class 1 and 85% of Class 2 misconduct investigations within 180 days to be considered timely. The Department gained and maintained compliance with Task 2.1. The Department's compliance for Class 1 is 95% and Class 2 is 100% in the 4th quarter of 2022. The Department is confident it will maintain compliance with 85% during the IMT's 2023 1st Quarter assessment.
- IAD and the Data Manager developed a Disparity in Discipline report that can track real time data to ensure the Department is monitoring findings and discipline to identify any disparate outcomes or trends.
- IAD continues to provide additional training to supervisors to help them complete better Division Level Investigations.

Expected Outcomes for 2023

Crime Reduction

IAD will continue the development of the Integrity Unit, which is tasked with the proactive investigation of Departmental personnel who may be engaging in criminal or Departmental violations. IAD will also continue supporting the City's crime prevention efforts by providing Mobile Complaint Units during major events and protests to accept complaints in the field, allowing the sergeants in the field to focus on protecting lives and property.

Strengthen Community Trust and Relationships

IAD will continue to ensure the proper level of preliminary investigation for each complaint received and determine and document whether OPD personnel committed any act of misconduct. IAD will maintain the overall quality of investigations while meeting required timelines for completion. IAD will ensure the approval of investigations is consistent, and on the few occasions where timelines are exceeded, provide justification for the delay (i.e., complexity of investigation, availability of witnesses, etc.).

The Internal Affairs Division Integrity Testing Unit (IADITU) will continue to actively ensure integrity throughout the Department by conducting integrity tests, administrative reviews, policy development, compliance checks, and internal investigations.

Demonstrate sustained compliance with the Negotiated Settlement Agreement

Tremendous progress has been made on the tasks that have been assigned to IAD. Task 2.1 and Task 5 were found in compliance, with Task 5 later being returned out of compliance. IAD will continue our efforts to bring Task 5 back into full compliance in 2023.

Develop and foster a high-quality, involved, and respected worked force and prepare for the Future of Police Service Delivery

IAD will:

- Ensure discipline is imposed in a manner that is fair and consistent with the OPD Discipline Matrix.
- Continue to develop the administrative, investigative, and leadership skill base of IAD personnel via training.
- Continue to improve performance and be a leader in the law enforcement community by developing solutions, revising policy and procedures, and presenting training to all OPD personnel.
- Continue to treat the public with dignity, respect, and compassion when community members voice displeasure with encounters with OPD members.
- Continue to maintain a collaborative relationship with the Office of the City Attorney (OCA), the Independent Monitoring Team (IMT) the Citizen Police Review Agency

(CPRA) and the Police Commission's Inspector General, which will continue to benefit the Division, the Department, and the City.

Training Section

Role of the Training Section

The Training Section is primarily responsible for facilitating and managing all department personnel training. The Training Section is divided into four units: Recruit Training, In-Service Training, Field Training, and Force Options.

Staffing of the Training Section

Classification	Authorized	Filled
Training Section Lieutenant	1	1
Recruit Training Sergeant	1	1
Recruit Training Officers	5	5
In-Service Training Sergeant	1	0
Field Training Unit Officers	1	1
Range Officers	5	3
Defensive Tactics Officers	2	2
Electronic Control Weapons Officer	1	1
Force Options and De-Escalation Sergeant	1	0
Police Records Specialist	3	2
Reproduction Offset Operator	1	1

Role of Recruit Training Unit

The Recruit Training Unit is responsible for the operation and the presentation of a 24-week Police Academy (Basic Course) for police officer trainees. It prepares police officers for work in the community in various skills and knowledge areas. Per POST regulations, students are given written, practical, and job simulation examinations. In addition, they are exposed to resources within the Department and the community to do their job in the most effective, efficient, and safe manner for all concerned.

The curriculum emphasizes ethics and professionalism, critical thinking and problem-solving, conflict resolution, and relationships with the community. In 2022, the Oakland Police Department graduated the 187th-189th Basic Recruit Academies.

The Recruit Training Unit also includes the Cadet Program. This program is designed for young people who desire to explore and develop careers in law enforcement while attending college. Cadets are hourly, part-time employees who receive training and experience in various aspects of the police profession. They are rotated through various assignments designed to develop their interest in police work. The goal is for cadets to transition to police officers, providing a better-educated and skilled police officer.

Significant Accomplishments

- Graduated 187th-189th Basic Recruit Academies.
- Revised the Oakland Police Department Academy Policy Manual.
- Used METR to store Police Officer Trainee training records.
- Obtained Alameda Naval Base as an Emergency Vehicle Operations Course (EVOC) location.
- Continue using Gamepod (Antioch, CA) as a location for Scenario-Based Training Exercises.
- We have added additional patrol procedure instructions to the Academy.
- Acquired new training safety equipment and supplies.
- Incorporated Best Principles of Tactics and Reality-Based Training.
- Participated in community projects (e.g., OPD Toy Drive, 2-Star Market Thanksgiving event, and the OPOA Christmas Basket event).
- POST instructors recertified all Department Scenario Evaluators.
- Achieving adequate proficiency and exceeding POST standards.
- Continual Cadet testing.

Challenges Encountered

- Prohibitive costs to rent the range for firearms training.
- COVID-19.
- A 24-week academy limits training and remediation time.
- The EVOC training site is costly.
- POST regulations continually change, which impacts how the Academy is certified.
- The transition course was reduced to 2 weeks from 4 weeks, which created a shortage of FTOs. As a result, trainees are assigned to CID before FTO.
- High resignation rate in the Academy.
- The high failure rate in EVOC testing.
- Difficulties in certifying the Academy due to POST regulations and expectations.
- While we have continual Cadet testing, very few still apply.
- Misconduct complaints against POTs.

Expected Outcomes for 2023

- Develop and implement Department-wide training tracks for career development.
- Provide mentorship training.
- Improve Community Engagement and Strengthen Community Trust by building out Advancing Racial Equity Academy modules in the Academy.
- Graduate a minimum of three academies.
- Provide more reality-based training that mirrors current events faced by the Department and Law Enforcement.
- Remain in full compliance with all training responsibilities.
- Hire more police cadets to strengthen the pool of Police Officer Trainees.
- Partner with Merritt College for a pre-academy.
- Decrease the number of resignations in the Academy.
- Reduce failure rate in EVOC testing.
- Recertify the Academy.
- Host an AICC course.

In-Service Training Unit

Role of In-Service Training Unit

The In-Service Training Unit comprises several components, all providing training to officers after Academy graduation and members of other ranks and professional staff. These components include 40-hour Continuing Professional Training (CPT) courses for officers and sergeants mandated by POST to maintain certification.

Significant Accomplishments

- Offered Officer Continuing Professional Training (CPT) for sergeants, officers, and commanders.
- Hosted Third-Degree IAD training.
- Offered Skelly training for new commanders.
- Offered an acting sergeant school.
- Offered a sergeant transition course.
- Hosted a CID investigator school.
- Implementation of ADL training.
- Implementation of Project Reset.
- Advanced Racial Equity Concepts and Learning.
- Provided monthly lineup training.
- Provided lineup training efficiently for essential policies.
- Launched a new 4-hour Crisis Recognition and Response course.
- Coordinated Logistics for all high-volume City-attended incidents/events throughout the year.
- Coordinated the Sergeant Mentoring Program for newly promoted Sergeants.

Challenges Encountered

- There was no permanent Training sergeant.
- Prohibitive costs to rent range for firearms training.
- The possible closing of Concord POA range.
- A limited schedule of EVOC and range locations take away training time for recruits.
- Overtime costs for range qualifications.
- There is a significant increase in mandatory training, including training offered by the City of Oakland.
- Challenges with implementing the CAD/P1 system.

Expected Outcomes for 2023

- Add permanent Training sergeant.
- Continue ADL training for all sworn employees.
- Continue Project Reset.
- Create a meaningful curriculum for Sergeant CPT.
- Increase the number of command retreats.
- Develop more efficient methods to deliver training, including regular lineup training on trends in law enforcement.
- Increase monthly lineup training.
- Increase the level of leadership training provided to FTOs and Academy Instructors.
- Increase the number of training opportunities for sworn and professional staff.

- Be in full compliance with all training responsibilities.
- Through training, develop and foster a high-quality, involved, and respected workforce.
- Through training, prepare for the future of police service delivery.
- Roll out the CAD/P1 system with practical training that does not interfere with daily field operations.

Field Training Unit

Role of Field Training Unit

The Field Training Unit (FTU) administers our Field Training Officer Program (FTOP). It provides a standardized program to facilitate the trainee officer's transition from the academic setting to the actual performance of general law enforcement duties. The FTOP consists of 16 weeks of field training between a trainee officer and a series of Field Training Officers (FTOs). The FTU facilitates and monitors the trainee's performance during their tenure in the FTOP. A trainee may be afforded extensions to overcome deficiencies. The objective is to ensure each trainee officer is prepared to be a safe, skillful, knowledgeable, professional, and productive solo police officer in the Patrol Section.

Significant Accomplishments

- Continuous compliance with Task 42 NSA mandates.
- Successful audit of the FTO program.
- Did not have any trainee removed from the program because of poor performance.

Challenges Encountered

- Lost an FTO coordinator due to COVID-19 policies.
- Trainees continue to be extended for performance issues.
- Decrease in certified FTOs due to transfer and misconduct.

Expected Outcomes for 2023

- Obtain an additional FTO coordinator.
- Maintain compliance with Task 42 mandates.
- Host two FTO schools.
- Recruit, train and retain the number of FTOs necessary to support increased Academy output.
- Utilize FTOs to mentor and guide recruits throughout the Academy.
- Implement California POST Police Training Program (PTP) modeled after Reno Department's PTP program.

Force Options and De-Escalation Unit

Role of Force Options and De-Escalation Unit

The Force Options and De-Escalation Unit is responsible for providing training related to use of force. While organizational philosophy places the highest value on human life and de-

escalation, the possibility of an officer having to use force exists. As such, the Department has assigned and staffed the Force Options and De-Escalation Unit to provide instruction to ensure officers make appropriate decisions when using force. Most importantly, the instruction focuses on avoiding using force and recognizing the need to de-escalate.

Significant Accomplishments

- The VirTra system has been set up, and numerous de-escalation training sessions have been conducted for squads.
- Despite COVID-19 restrictions, the range staff has continued the mandated firearms qualifications course (4-hour qual).
- Practical application of Defensive Tactics.
- ECW recertifications were completed in 2022 and will continue in 2023.
- Less lethal shotgun recertifications were completed in 2022 and will continue in 2023.
- Provided slow-speed EVOC training to decrease vehicle collisions.
- Consistent lineup training.
- Force options Subject Matter Experts (SMEs) and their successors/backups have been identified.
- Department General Order K-03 (Use of Force) policy training.
- During CPT, force decision-making, articulation, and force de-escalation training were provided to members (shared with EVOC).
- Officers, sergeants, and commanders requested additional tactics and force-related training, and training was provided.

Challenges Encountered

- The city budget limited the number of instructors for force options training.
- Due to our purchases order process, training equipment was slow to arrive, which affected several training sessions.
- Members were wearing the Tac Vest without first attending the training.
- Limited Range Staff. There are five authorized positions, but only three are filled. We lost one due to COVID-19 policies.
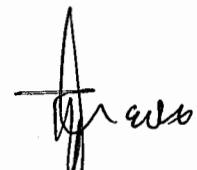
Expected Outcomes for 2023

- Through tactics training, reduce crime to improve public safety.
- Through tactics training, develop and foster a high-quality, involved, and respected workforce.
- Through tactics training, demonstrate sustained compliance with the negotiated settlement agreement.
- Through tactics training, prepare for the future of police service delivery.
- Add 1-2 more Range Masters

The preceding information has been certified as true and correct, to the best of our knowledge.

Signed,

Darren Allison
Interim Chief of Police
02/07/2024

Trevelyon Jones
Interim Assistant Chief of Police
02/07/2024