

DISTRIBUTION DATE: April 27, 2022



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: LeRonne L. Armstrong
Chief of Police

SUBJECT: Quarterly Police Staffing Report 2022
First Quarter

DATE: April 15, 2022

City Administrator
Approval

A handwritten signature in black ink, appearing to be "M. L. Armstrong", written over a horizontal line.

Date

Apr 27, 2022

INFORMATION

This memorandum is from the Oakland Police Department (OPD) and contains information on Recruiting and Sworn Staffing Levels as Of March 31, 2022 for the 1st Quarter of 2022.

EXECUTIVE SUMMARY

This report provides data regarding the following:

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

BACKGROUND

In 2009, City Council requested a report on staffing levels from OPD to address current staffing for sworn and professional staff. This report covers recruitment activities and assignments for both categories as of March 31, 2022.

ANALYSIS AND POLICY ALTERNATIVES

Overview

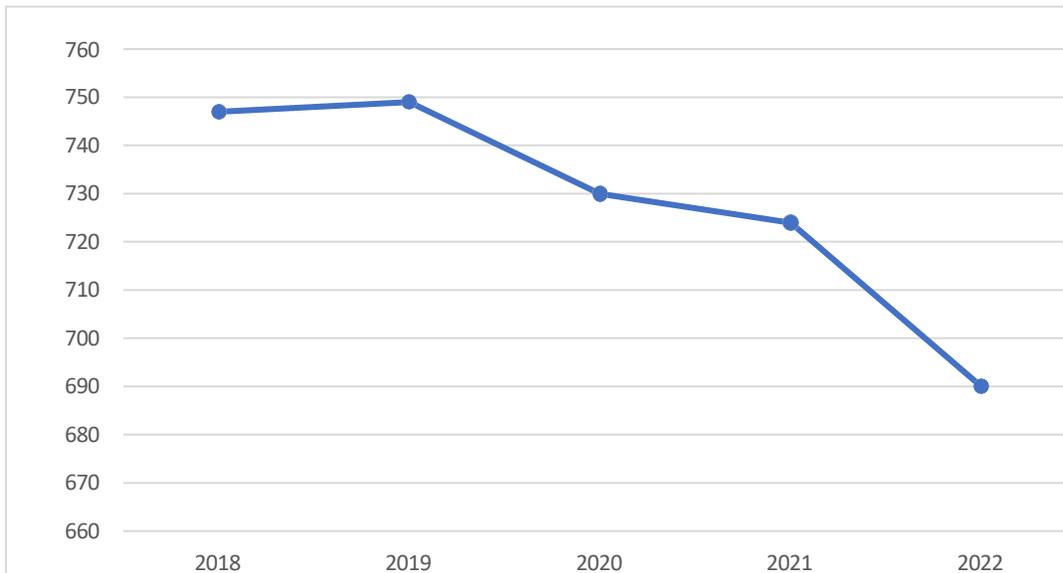
Over a five-year timespan, OPD sworn staffing levels have decreased from 747 filled positions on January 1, 2018, to 690 filled positions, as of January 1, 2022. The funded authorized staffing level per the adopted Fiscal Year (FY) 2021-22 Budget is 737 sworn positions. The 737 funded authorized positions include 48.95 sworn positions funded by the 2014 Oakland Public Safety and Services Act (Measure Z)¹.

Table 1 below provides the sworn staffing data numerically on January 1st of each year, and **Figure 1** below, does so visually.

Table 1: Actual Staffing Levels on January 1st of Each Year: 2018 – 2021

	2018	2019	2020	2021	2022
Sworn Staffing Levels as of January 1st of each year	747	749	730	723	690

Figure 1: Sworn Staffing on January 1, 2018 through January 1, 2021



Tables 2a, 2b, and 2c below show the average OPD Communications (911) dispatch response time to calls for service. This data refers to the time it takes OPD to respond to each request with an officer or other personnel. OPD received 248,841 calls for service (2,765 per day) and maintains a goal of first

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

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 3

answering these calls with dispatchers and operators within 15 seconds for 95 percent of these calls². The data shows the average monthly response time for the last five years. The data is divided into separate tables for Priority One, Priority Two and Priority Three type calls³.

The data in each cell in the tables below show minutes and seconds. For example, the first cell for January 2018 for Priority One Calls shows “7.97.” This number means that the call was responded to by OPD’s Bureau of Field Operations in 7 minutes and 97 seconds.

Table 2a: Average Response Time (in minutes and seconds) to Priority One Calls: 2018-2022 (January-March)

Priority One Calls					
	2018	2019	2020	2021	2022
Jan	7.97	13.59	11.07	16.24	18.43
Feb	24.79	10.45	12.9	18.87	12.64
Mar	10.13	10.8	11.44	17.25	15.46

Table 2b: Average Response Time (in minutes and seconds) to Priority Two Calls: 2018-2022 (January-March)

Priority Two Calls					
	2018	2019	2020	2021	2022
Jan	89.04	155.41	147.63	167.82	180.52
Feb	86.12	115.53	216.65	158.34	156.38
Mar	137.59	135.58	159.67	190.56	229.17

Table 2c: Average Response Time (in minutes and seconds) to Priority Three Calls: 2018-2022 (January-March)

Priority Three Calls					
	2018	2019	2020	2021	2022
Jan	232.59	322.34	382.94	369.34	372.27
Feb	232.59	240.73	475.53	384.8	375.08
Mar	230.4	313.79	414.43	460.74	496.92

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

³ Priority Call Types:

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

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 4

Table 3 below shows Part 1 crimes (more serious and violent) for January 1 through March 31, 2022. These statistics are based on the date the crimes occurred. Statistics can be affected by late reporting, the geocoding process, the reclassification of a crime or an unfounded crime.

Table 3: Part 1 Crimes in Oakland, January – March: 2018-2022

Part 1 Crimes	01-01-2018 through 03-31-2018	01-01-2019 through 03-31-2019	01-01-2020 through 03-31-2020	01-01-2021 through 03-31-2021	01-01-2022 through 03-31-2022
Homicide – 187(a)	14	18	11	30	28
Homicide – all other**	5	2	0	5	2
Aggravated Assault	612	631	687	841	701
* with Firearm	56	62	68	144	115
Rape	57	53	64	26	32
Robbery	624	636	698	780	640
Burglary Total	2,293	3,209	3,587	1,887	2,529
* Auto	1,731	2,577	2,998	1,470	2,031
* Residential	375	433	365	243	192
* Commercial	152	164	176	115	217
* Other/Unknown	35	35	48	59	89
Motor Vehicle Theft	1,589	1,615	1,950	2,195	2,289
Larceny	1,567	1,701	1,906	1,315	1,346
Arson	42	30	37	48	46
Total Part 1 Crimes	6,803	7,895	8,940	7,127	7,613

* All totals include attempts except homicides

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

Actual and Projected Sworn Staffing

On December 10, 2013, City Council passed Resolution No. 84767 C.M.S., which requires the OPD staffing report to contain an analysis of any deviations between the expected and actual staffing levels, the expected hiring methods, and alternative hiring options for achieving budgeted staffing as quickly as possible. **Table 4** below provides actual and projected sworn staffing for a 12-month period. The future months contain an estimated attrition rate of nine officers per month, based on attrition rates from the previous 12-month period and projected staffing. This data is accurate as of March 31, 2022.

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Table 4: Actual Sworn Staffing (as of March 31, 2022) and Sworn Staffing Projections

Year	Actual Staffing						Projected Staffing					
	2021						2022					
Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Authorized	737**	737	737	737	737	737	737	737	737	737	737	737
Filled	715	706	700	695	682	676	690	682	669	663	680	671
Attrition	(9)	(6)	(5)	(13)	(6)	(11)	(8)	(13)	(6)	(9)	(9)	(9)
Hires	0	0	0	0	0	25	0	0	0	26	0	0
Ending Filled***	706	700	695	682	676	690	682	669	663	680	671	662
Over (Under) Authorized	(31)	(37)	(42)	(55)	(61)	(47)	(55)	(68)	(74)	(57)	(66)	(75)
New POT Hiring Pipeline	186 th Academy (Ended Dec 2021)						187 th Academy (Started Nov 2021 and ends Apr 2022) 188 th Academy (Started March 2022 and ends Aug 2022) 189 th Academy (Starts Jun 2022)					

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

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

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

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

Table 5: OPD Positions - Authorized and Filled Positions (as of March 31, 2022)

Type	Budget Authorized Positions	Authorized	Filled	+/-
Sworn	Chief of Police	1	1	0
	Assistant Chief	1	1	0
	Deputy Chief	4	3	-1
	Captain	10	8	-2
	Lieutenant	27	26	-1
	Sergeants	123	115	-8
	Police Officers	571	509	-62
	Total Sworn	737	663	-74
Professional Staff (Full-time and Part-time)		*362.50	267	-95.50
Total Personnel		1,099.50	930	-169.50

*In 2019 the City Administrator authorized OPD to hire ten Police Communications Dispatchers above its authorized staffing level, which is reflected in the total number of authorized professional staff positions listed above.

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

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 6

Table 6: Funded Authorized Sworn Permanent Assignments within OPD

	Chief	Asst. Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer	Total
Office of the Chief	1	1					2	4
Public Information Office							1	1
Internal Affairs Division				1	2	12	2	17
Office of the Inspector General					1		1	2
Intelligence Unit						1	7	8
Property & Evidence Unit						1		1
Special Victims Section					1	5	33	39
Research & Planning							1	1
Bureau of Investigations/CID Administration			1	1		1	3	6
Homicide Section					1	5	10	16
Burglary, General Crimes & Task Forces Section					1	3	25	29
Robbery & Felony Assault Section					1	2	18	21
Violent Crime Operations Center				1	2	6	32	41
Youth Outreach Unit						1	5	6
Bureau of Services Administration			1		1			2
Training Division					1	3	18	22
Information Technology							2	2
Recruiting and Backgrounds Unit						1	8	9
Support Operations Division					1			1
Traffic Operations						3	18	21
Special Operations						4	26	30
Bureau of Field Ops: Administration			2		2	2		6
Patrol Area 1				1	2	12	54	69
Patrol Area 2				1	2	12	52	67
Patrol Area 3				1	2	13	59	75
Patrol Area 4				1	2	11	55	69
Patrol Area 5				1	2	12	58	73
Patrol Area 6				1	2	8	51	62

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 7

	Chief	Asst. Chief	Deputy Chief	Captain	Lieutenant	Sergeant	Officer	Total
Ceasefire				1	1	5	30	37
Total Sworn	1	1	4	10	27	123	571	737

*ABAT = Alcohol and Beverage Action Team

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

Table 7: Professional Staff Vacancies

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM ⁴ for Hiring	Status
Account Clerk I	1	1	----	Position frozen
Account Clerk II	2	6	10/22/21	Eligible list referred to hiring manager on 31 Mar 22. Candidate referred to backgrounds on 14 Apr 22.
Accountant II	1	2	2/1/22	Job Announcement open until 15 Apr 22. Working with DHRM to use temp agencies to temporarily fill vacancies.
Accountant III	1	1	2/1/22	Job announcement open until 8 Apr 22. Working with DHRM to use temp agencies to temporarily fill vacancies.
Administrative Analyst II	2	18	1/14/22	One (1) candidate referred to backgrounds on 28 Mar 22. Hiring manager scheduling interviews for additional vacancy.
Administrative Assistant I	1	2	3/28/21	One (1) position frozen. Eligible list provided to hiring manager on 29 Mar 22. Interviews scheduled for the week of 18 Apr 22.
Administrative Assistant II	1	1	8/24/21	Candidate referred to backgrounds on 23 Feb 22.
Complaint Investigator II	4	4	---	Positions frozen.
Complaint Investigator III	1	1	---	Position frozen.
Crime Analyst	2	8	3/23/22	Requisition submitted to DHRM on 23 Mar 22 to begin new recruitment.
Criminalist II	5	17	12/15/21	Two (2) positions frozen. Firearms job announcement open until 15 Apr 22. Eligible list for Forensic Chemistry

⁴ DHRM = Department of Human Resources and Management

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 8

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM⁴ for Hiring	Status
				referred to hiring manager on 28 Mar 22.
Criminalist III	2	6	12/15/21	One (1) position frozen. Eligible list referred to hiring manager on 31 Mar 22.
Fleet Compliance Coordinator	1	1	---	Requisition submitted to DHRM on 18 Oct 21 to begin recruitment.
Latent Print Examiner II	1	5	3/4/22	One (1) position frozen. Requisition submitted to DHRM on 4 Mar 22 to begin new recruitment.
Payroll Personnel Clerk III	0	2	--	Position frozen.
Police Communications Dispatcher ⁵	17	86	8/12/20	Job announcement is open continuously and there are 38 candidates in the background process. Five (5) candidates to start 2 May 22.
Police Evidence Technician	2	21	8/18/21	Interviews for remaining vacancies scheduled for 18 Apr 22.
Police Records Specialist	10	55	10/25/19	Five (5) candidates in the background process. One (1) candidate to start on 16 Apr 22. Interviews for remaining vacancies scheduled for 19 Apr 22.
Police Property Specialist	1	6	3/10/22	Candidate to start 16 Apr 22.
Police Services Manager I – Research & Planning	1	1	---	Requisition submitted to DHRM to begin recruitment on 10/18/21.
Police Services Manager I- Fiscal Services	1	1	--	ELDE tentatively scheduled to start 2 May 22.
Police Services Technician II	16	52	11/8/21	Exam scheduled for 11 Apr 22.
Program Analyst II- Victim Liaison (GFLDA)	1	1	--	DHRM reviewing selective certification form.
Project Manager II- Strategic Planning	1	1	3/3/22	Job Announcement opened on 4 Apr 22 and closes on 22 Apr 22.

⁵ FTE authorized includes 10 positions

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Classification	Vacancies	FTE Authorized	Date Assigned to DHRM ⁴ for Hiring	Status
Public Information Officer I	1	1	---	Received pre-recruitment documents from DHRM on 22 Nov 21 to begin new recruitment. Recruitment not in top 5 hiring priorities.
Student Trainee	1	1	---	Requisition submitted to DHRM on 12 Apr 22 to begin new recruitment.

Sworn Staffing by Area and Patrol Detail

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

Table 8: Police Beat Patrol Data

	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Police Beats by Area	1-7	8-13	14-19	20-25	26-30	31-35
Number of officers assigned to patrol: 287	Total 53	Total 46	Total 46	Total 52	Total 48	Total 42
Number of officers assigned as Community Resource Officers – BFO 1 and BFO 2	BFO 1 Total - 11			BFO 2 Total - 7		
Number of officers assigned to the Crime Reduction Teams (under direction from BOI and VCOC)	24					

Demographics – Oakland Residents

OPD has prioritized attracting, through varied strategic recruiting efforts, a racially diverse and multilingual workforce of qualified officers that includes Oakland residents. **Figure 2** below shows that as of March 31, 2022, 61 sworn members (9.20%) were Oakland residents. **Table 9** below provides details about the top ten cities where officers live (Oakland being the largest city of residence for officers).

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

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

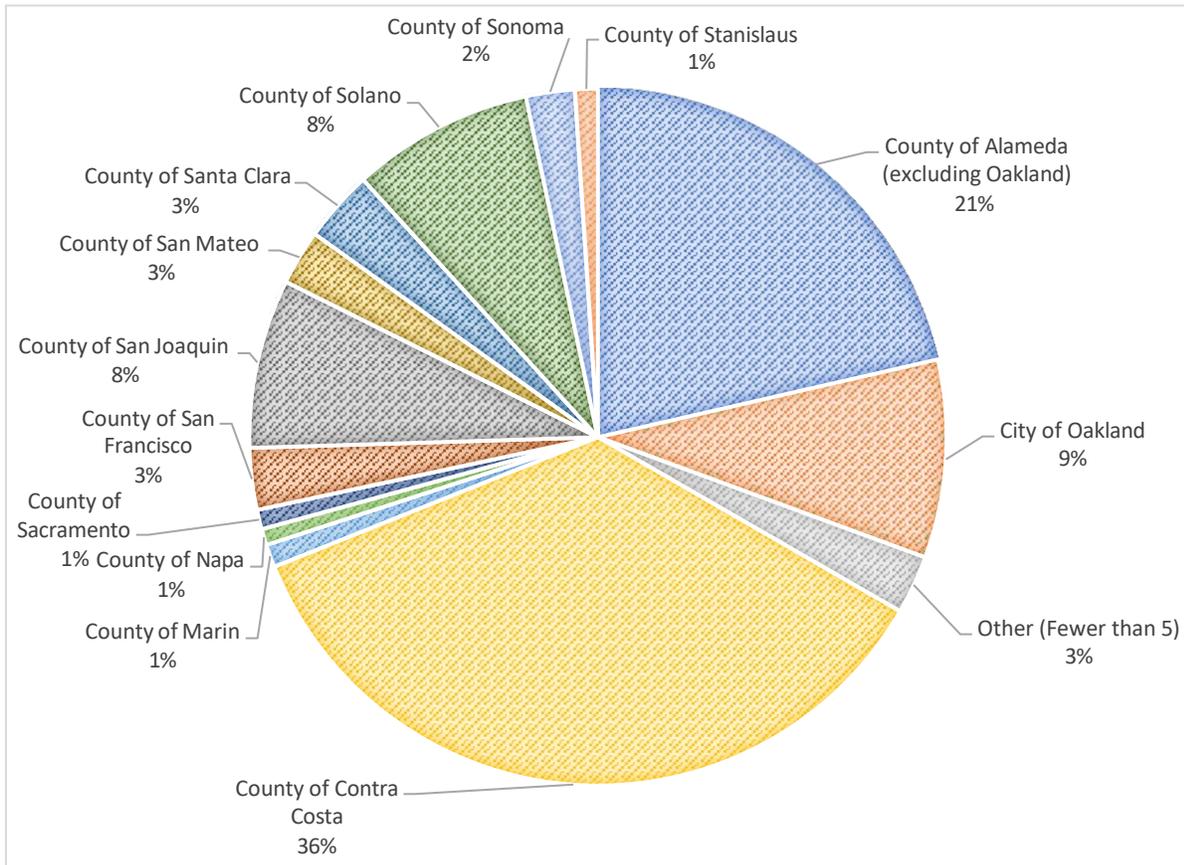


Table 9: Residency by Top 10 Locations of Sworn OPD Members

City	Count	Department Percentage	City	Count	Department Percentage
Oakland	61	9.20%	Tracy	22	3.33%
Concord	30	4.52%	Oakley	22	3.32%
Brentwood	27	4.07%	Antioch	20	3.02%
Hayward	26	3.92%	Castro Valley	19	2.87%
San Leandro	26	3.77%	San Francisco	19	2.87%
Total				272	40.89%

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

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

Table 10B represents OPD professional staff.

Table 10A: Race/Ethnicity and Gender – OPD Sworn Staff as of March 31, 2022

Race/Ethnicity	Female		Male	
Asian	7	6.73%	91	16.28%
Black or African-American	21	20.19%	105	18.78%
Filipino	2	1.92%	26	4.65%
Hispanic or Latino	37	35.58%	149	26.65%
Native American	1	.96%	1	.18%
Undeclared-Other	4	3.85%	15	2.68%
White or Caucasian	32	30.77%	172	30.77%
Total	104	100%	559	100%

Table 10B: Race/Ethnicity and Gender – OPD Professional Staff as of March 31, 2022

Race/Ethnicity	Female		Male	
Asian	28	13.66%	16	25.81%
Black or African-American	92	44.88%	14	22.58%
Filipino	3	1.46%	1	1.61%
Hispanic or Latino	30	14.63%	15	24.19%
Native American	1	.49%	0	0
Undeclared-Other	7	3.41%	3	4.84%
White or Caucasian	44	21.46%	13	20.97%
Total	205	100%	62	100%

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

Table 11: Race*/Ethnicity* by Year – OPD Sworn Staff as of March 31, 2022

Race/Ethnicity	US 2019 Census-Oakland Pop.⁶	OPD 2019	OPD 2020	OPD 2021	OPD 2022
Asian	15.7%	13.3%	18.1%	18.55%	19%
Black or African-American	23.6%	16.8%	16.7%	18.70%	19%
Hispanic	26.9%	26.9%	28.2%	27.97%	28.05%
Other	--.6	6.6%	3.0%	3.33%	3.17%
White	36.1%	36.4%	34.0%	31.45%	30.77%

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

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

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

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

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

Gender	National Percentage 2019	OPD 2019	OPD 2020	*OPD 2021	*OPD 2022
Female	12.8%	13.9%	14.6%	15.65%	15.69%
Male	87.2%	86.1%	85.4%	84.35%	84.31%

**2021 figure shows all OPD sworn staff as of March 31, 2022*

Attrition

As noted in **Table 13** below, OPD has experienced an average attrition of nine officers per month (99 officers) over the past 12-months. OPD maintained an average attrition of five officers per month from 2016-2020. However, the projected attrition rate has recently increased to an average of nine officers per month.

Table 13: Sworn Attrition Data: October 31, 2020 through March 31, 2022

	2021												Total
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Disability Retirement		1		1				2	1	2		1	8
Resignation (not during Field Training)			2	4		1	1	1	1	2	3	1	16
Resignation during Field Training											1		1
Resignation (to another agency)		5	6	2	3	3	10	1	5	2	8	3	48
Service Retirement		3	2		3	1	2	2	3	2		1	19
Discharged	2			1					1		1		5
Removed from Probation during Field Training	1												1
Deceased				1									1
Grand Total	3	9	10	9	6	5	13	6	11	8	13	6	99

⁷ 2019 data: gender ratio of police officers in the U.S. (Source: Federal Bureau of Investigation. U.S. Department of Justice. Uniform Crime Reporting (UCR) Program, Crime in the United States, 2019.

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 13

In September 2021, Chief Armstrong mandated all personnel who voluntarily separate from OPD (excluding service retirements) to participate in an exit interview with the Human Resources Manager or a member of the OPD Executive Team. During the first quarter of 2022, a total of 18 exit interviews were conducted for sworn personnel. The top four reasons for separation during this period were:

1. Heavy discipline
2. Insufficient staffing
3. Overtime
4. Negotiated Settlement Agreement (NSA) Oversight

The top reasons for separating provided by employees in the first quarter of 2022 slightly differs from the reasons provided by employees in calendar year 2021. OPD will continue to glean information from exit interviews in order to address attrition and make improvements, where possible, within the organization.

Recruitment

During the January - March 2022 quarter, OPD hosted and/or attended four events. One event was online, three events were in person, and two events were in Oakland. During these events, OPD interacted with applicants interested in the Police Officer Trainee (POT) and other positions and provided information about the jobs. There was a decrease during the first quarter of the 2022 calendar year in recruitment activity due to the following reasons:

- Four (4) vacancies in R&B Unit
- Lead recruiter was reassigned to Patrol in February 2022
- COVID severely impacted R&B Unit staff during the months of January and February 2022, preventing them from actively attending in person and virtual recruiting events

Even with the impact of COVID during the first quarter of the year, R&B Unit staff were able to hire 40 candidates for the 188th academy. OPD is currently recruiting for the 189th police academy. In addition to resuming in person outreach, OPD has maintained a social media presence on the following platforms:

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

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

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Table 14: Current Recruitment – Outreach and Media Activity

Date	Event	Location	Attendees	Inquiries: # And Type
2/26/22	Black College Expo	Marriott Oakland 1001 Broadway	60	POT 2 Dispatcher 1 Cadet 1
3/16/22	Conversation with an OPD Police Academy Recruit	Zoom	41	POT 41 Dispatcher 0 Cadet 0
3/25/22	Clark Atlanta University, Morehouse College, and Spelman College	Atlanta, GA	200+	POT 5 Dispatcher 0 Cadet 0
3/26/22	Black College Expo	Marriott Oakland 1001 Broadway	500+	POT 76 Dispatcher 0 Cadet 0

FISCAL IMPACT

This report is for informational purposes only and does not have a direct fiscal impact or cost. However, decisions to fund additional sworn or professional staff positions beyond levels approved in the Policy Budget will require additional funding through a budget process.

PUBLIC OUTREACH / INTEREST

OPD continues to actively recruit candidates for the positions of police officer trainee. Recruitment efforts focus on selective language candidates, diversity, and Oakland residency throughout the testing and selection process.

Staff continues to seek input from community members. Staff is also researching targeted marketing strategies that will assist in ensuring the public is aware of recruitment and hiring opportunities within the organization. Staff continues to work with community organizations to conduct hiring workshops and obtain input on how to remain visible and available within the community.

COORDINATION

This report did not require interdepartmental coordination.

SUSTAINABLE OPPORTUNITIES

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

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

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

HONORABLE MAYOR AND CITY COUNCIL

Subject: Quarterly Police Staffing Report 2022 First Quarter

Date: April 15, 2022

Page 16

For questions regarding this report, please contact Amber Fuller, Human Resources Supervisor, OPD Human Resources Section, at (510) 238-3731.

Respectfully submitted,



LeRonne L. Armstrong
Chief of Police
Oakland Police Department

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