

Oakland Police Department



2019 Annual Report

Table of Contents

Department Organization..... 3

Office of the Chief of Police..... 5

 Chief of Police 5

 Assistant Chief of Police..... 5

 Public Information Unit 6

 Internal Affairs Division..... 7

 Office of Inspector General 12

 Ceasefire 14

 Intelligence Unit..... 16

 Training Division 17

 Research and Planning Section..... 21

Bureau of Field Operations..... 22

 Bureau of Field Operations Administration..... 22

 Patrol Area 1 24

 Patrol Area 2 26

 Patrol Area 3 29

 Patrol Area 4 31

 Patrol Area 5 32

 Neighborhood Services Sections 1 and 2..... 33

 Support Operations Division..... 37

 Special Operations Section 37

 Traffic Operations Section 42

Bureau of Investigations 44

 Criminal Investigation Division..... 44

 Homicide Section..... 46

 Robbery and Burglary Section..... 48

 General Crimes, Task Forces and Felony Assault Section 50

 Special Victims Section 53

 Crime Analysis Section..... 56

Criminalistics Section 57

Bureau of Services 61

 Communications Division 61

 Records Division..... 63

 Personnel Section..... 65

 Personnel Assessment System Unit..... 68

 Technology/Property and Evidence Section..... 70

 Police Information Technology Unit 70

 Property and Evidence Unit..... 72

Fiscal Services 74

Department Organization

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

Office of the Chief of Police included:

- Internal Affairs Division
- Office of Inspector General
- Assistant Chief of Police
- Ceasefire
- Intelligence
- Training Division: Training, Research, and Planning

Bureau of Field Operations 1 included:

- Neighborhood Services Section 1
- Patrol Area 1
- Patrol Area 2
- Patrol Area 3
- Bureau of Field Operations Administration

Bureau of Field Operations 2 included:

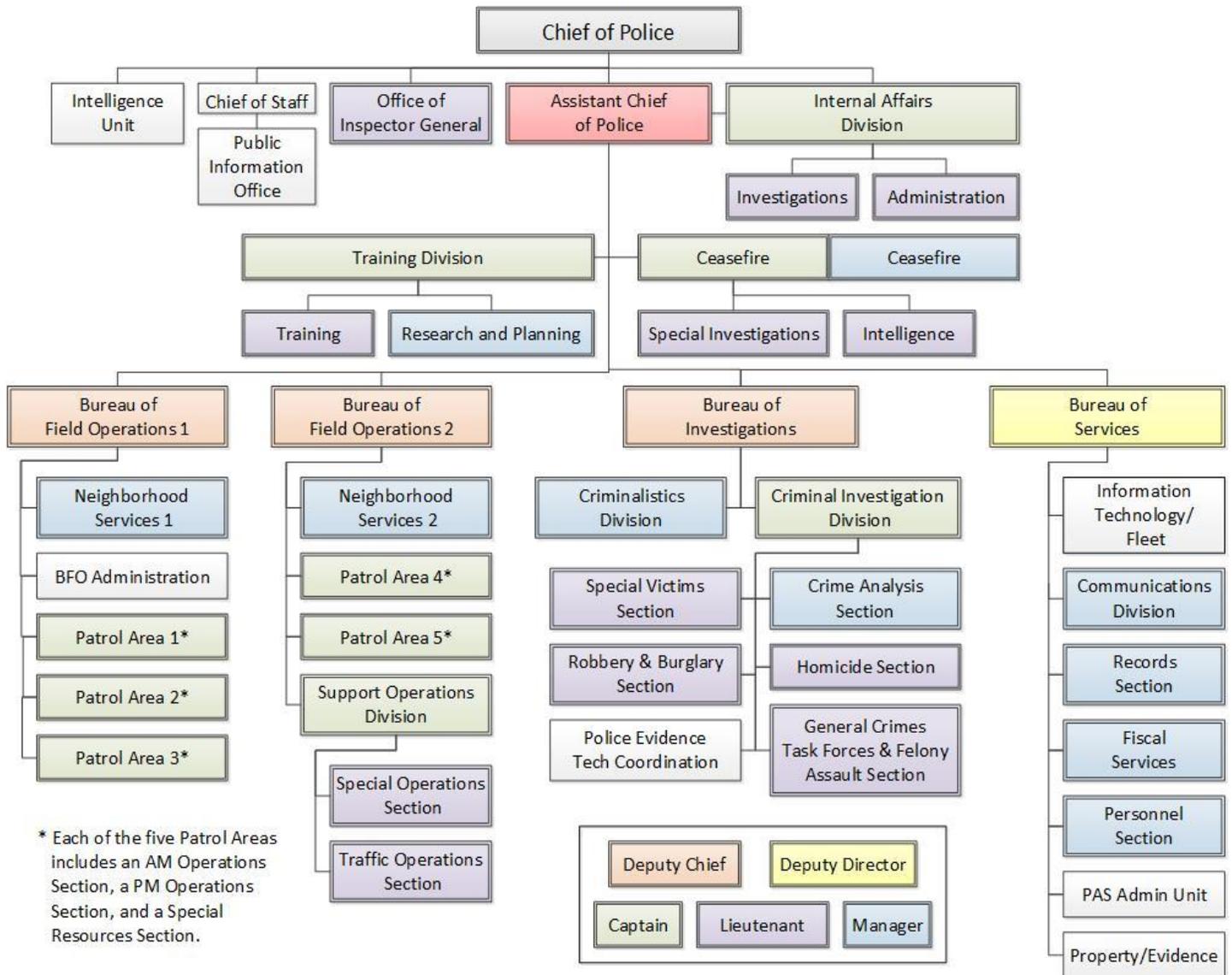
- Neighborhood Services Section 2
- Patrol Area 4
- Patrol Area 5
- Support Operations Division

Bureau of Investigations included:

- Criminal Investigation Division
- Criminalistics

Bureau of Services included:

- Communications Division
- Records Section
- Personnel Section
- Technology/Property and Evidence
- Fiscal Services



Office of the Chief of Police

In addition to the Chief and immediate staff, the Office of the Chief of Police (OCOP) includes several organizational components: Internal Affairs Division, the Office of the Inspector General, the Assistant Chief of Police, Ceasefire, Intelligence and the Training Division.

Chief of Police



*Chief of Police
Anne E. Kirkpatrick*

Anne E. Kirkpatrick was appointed as the Chief of Police on February 27, 2017. She began her career in law enforcement with the Memphis Police Department in 1982. She went on to earn the rank of sergeant with the Redmond (Washington) Police Department, where she also served as Assistant Commander for the State Law Enforcement Academy and was a criminal procedure instructor and tactical officer.

For over 15 years of her career, Chief Kirkpatrick served as Chief of Police for the Washington cities of Spokane, Federal Way and Ellensburg. She also held the post of Chief Deputy (Undersheriff) in King County, Washington. Most recently, Chief Kirkpatrick was the Chief of the Bureau of Organizational Development in the Chicago Police Department. She was responsible for the Chicago Police Academy and all police training, Policy and Research Development, and the Integrity and Stop Data sections.

Chief Kirkpatrick holds a BA in business administration, a master's degree in counseling psychology, and a Juris Doctorate from Seattle University Law School. She is also a graduate of the three top FRB leadership schools: The FBI National Academy, The FBI National Executive Institute, and the FBI's Law Enforcement Executive Development School.

She has conducted national trainings on the topics of Procedural Justice, Implicit Bias and Executive Leadership.

Assistant Chief of Police



*Assistant Chief
Darren Allison*

Darren Allison has served as the Assistant Chief of Police from August 2018 to the present. He oversees the operations of the Ceasefire Division and the Training Division. 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 in Commander 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 for several years.

Assistant Chief Allison graduated from Saint Mary's College in Moraga, California, earning a bachelor's degree in Leadership.

Public Information Unit

The Public Information Unit is assigned to the Office of the Chief of Police and is supervised by the Chief of Staff. The Unit is comprised of two sworn officers and one professional staff member.

The officers assigned to the Public Information Unit act as liaisons between the Department and the media. They are responsible for coordinating the Department’s response to the media and acting as spokespersons.

Public Information Unit: Staffing

Classification	Authorized	Filled
Police Officer	2	2
Assistant to the Director	1	1

Public Information Unit: Significant Accomplishments

There were several high-profile incidents and other initiatives handled by the Public Information Unit in 2019:

- New Year’s Eve shooting, six-year-old girl suffered a gunshot wound to the head
- January managing multiple homicides
- California Senate Bill (SB) 1421 Public Records Request Law responses
- High profile media incidents (OIS) released to the public via SB 1421 requests
- Media Security Officer shot while filming, resulting in the implementation of collaborative efforts with media partners including training
- Media strategy developed to address and deter illegal sideshow, awareness, education and enforcement using local media, social media platforms.
- Triple shooting at auto repair shop (98th/E Street)
- OPD video message from the Chief to department personnel regarding DUI
- Change in Department Leadership
- Auto Burglary project with Area 2 Captain Bolton, CRO’s, NSC’s, Crime Analysis Unit
- PG&E Power shut off
- Recruiting assistance with social media, short videos
- Federal Court Oversight of OPD
- Continued work on the OPD website with City Web Site Team
- Team Training with Neighborhood Service Coordinators (NSC) and Community Resource Officers (CRO) for community events and beat projects High profile media incident- missing person Jonathan Bandabaila
- Revision of Media/Social Media Policy

Public Information Unit: Challenges Encountered

In 2019, the Unit had limited opportunities for proactive projects.

Public Information Unit: Expected Outcomes for 2020

The Department is exploring ways to improve the OPD website to increase the public’s access to information. Social media will continue to share positive stories and community interactions as well as events and major incidents that occur within our community. Internally generated unit performance reports will continue to be posted to the website.

The Public Information Unit will increase effectiveness of messaging on social media platforms (Facebook, Twitter, NIXLE, Nextdoor, and Instagram). The unit will distribute messages that engage the community with crime related, community event, and department accomplishment information. Success will be measured by the increase in the number of followers and posted messaging on said platforms. The office has expanded the distribution of “It’s a Wrap” to include the PD’s website and will continue the publication. In conjunction with the Public Information Unit, Neighborhood Services Coordinators are also using social media to share information with neighborhoods. This information includes positive stories, events, and major incidents.

Internal Affairs Division

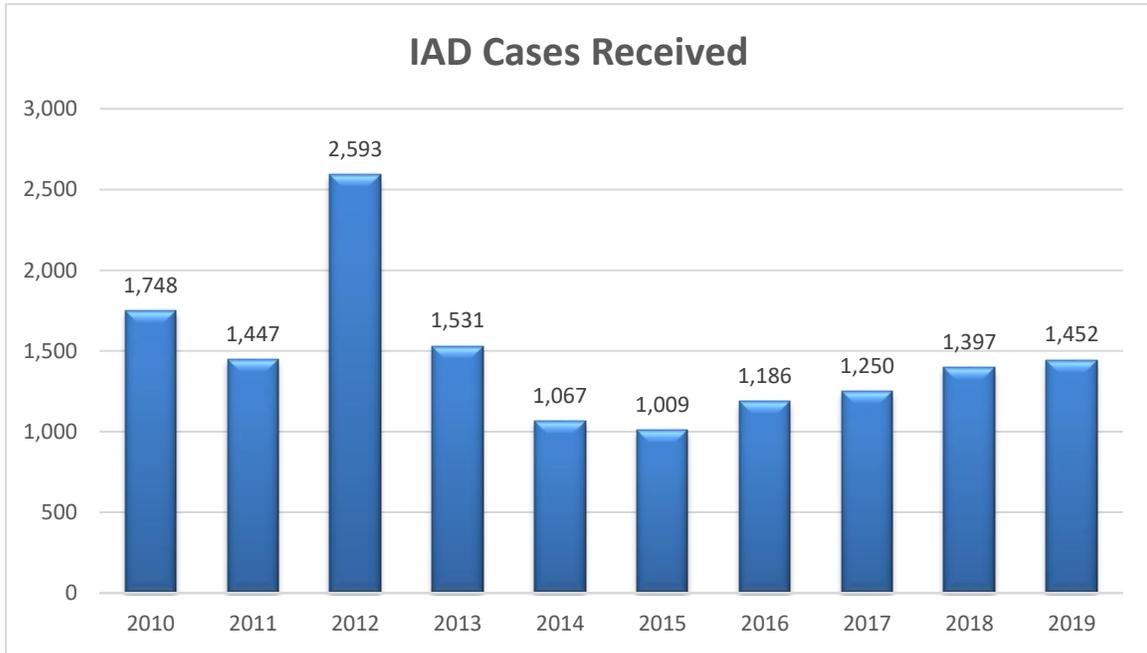
The Internal Affairs Division (IAD) of the Oakland Police Department is committed to protecting and defending the constitutional rights of all citizens, as well as the integrity of the Department and individual members. It is the mission of IAD to provide the highest quality of professional service to every member of the community by conducting thorough, impartial, and ethical investigations regarding allegations of misconduct and policy issues within the Department. IAD strives to treat each citizen and member with fairness, dignity and respect. It is through a commitment to honor and integrity that IAD upholds the core values of the Oakland Police Department. The Internal Affairs Division was led by Captain Sekou Millington in 2019.

Internal Affairs Division: Staffing

Classification	Authorized	Filled
Administrative Analyst II (AII)	1	1
Captain of Police	1	1
Intake Technician	4	3
Lieutenant of Police	2	2
Police Officer	4	3
Police Records Specialist (PRS)	3	3
Police Records Supervisor	1	1
Sergeant of Police	14	14

Internal Affairs: Significant Accomplishments

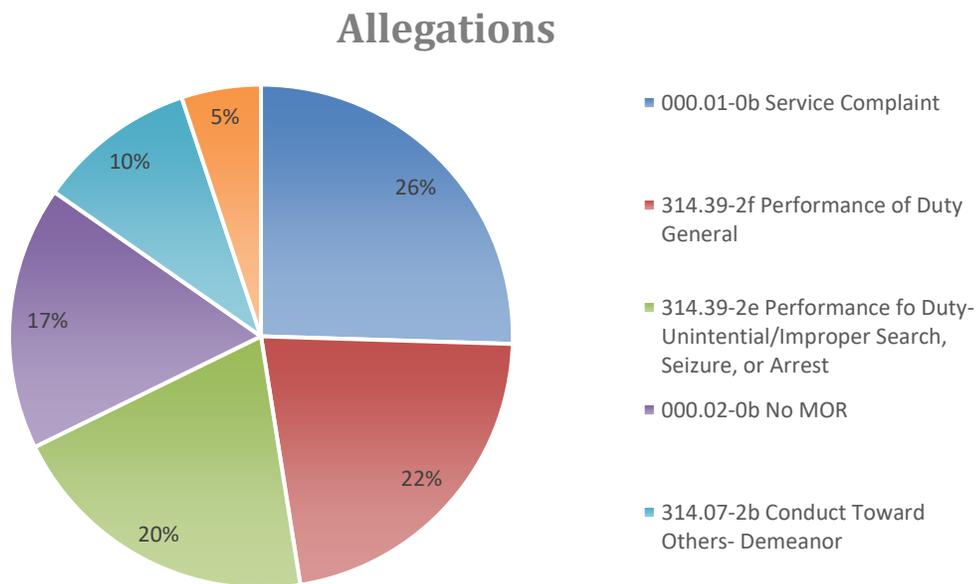
IAD staff processed 1,452 cases with a total of 3,089 allegations in 2019.



The findings for allegations investigated in 2019 are as follows:

Exonerated	Unfounded	Not Sustained	Sustained
806	680	124	267

MOR Violations with the highest number of individual allegations concluding in 2019:



Sustained Allegations: 2018 and 2019

MOR¹ Violation	Manual of Rules Description	2018	2019
234.00	Commanding Officers - Authority and Responsibilities	1	1
285.00	Supervisors - Authority and Responsibilities	4	6
314.03	General Conduct	3	8
314.04	Conduct Towards Others-Harassment and Discrimination	1	3
314.07	Conduct Toward Others – Demeanor	8	26
314.08	Conduct Toward Others – Relationships	-	1
314.28	Notification	-	3
314.30	Insubordination	-	1
314.38	Obstructing the Internal Affairs Process	-	1
314.39	Performance of Duty	53	78
314.42	Obedience to Laws	11	7
314.48	Reporting Violations of Laws, Ordinances, Rules or Orders	1	-
314.69	Gifts, Gratuities – Soliciting or Accepting	2	1
328.07	Prohibited Activity on Duty	-	3
328.49	Absence from Duty	-	5
328.53	False Reporting of Illness or Injury	1	
328.63	Consumption of Intoxicants	3	1
342.00	Department Property and Equipment	86	63
370.27	Use of Physical Force	6	8
370.36	Custody of Prisoners	-	1
370.45	Reports and Bookings	2	
370.72	Compromising Criminal Cases	-	2
370.81	Assisting Criminals	-	1
398.32	Notification of Subpoena to Testify for The Defense	-	1
398.48	Refusal to Testify	-	1
398.76	Failure to Accept or Refer Complaint	31	41
398.77	Refusal to Provide Name or Serial Number	1	1
398.80	Truthfulness	4	3
	Total	218	267

¹ MOR is the Oakland Police Department Manual of Rules: <https://cao-94612.s3.amazonaws.com/documents/oak032180.pdf>

Allegations Not Sustained in 2018 and 2019

MOR Violation	Manual of Rules Description	2018	2019
234.00	Commanding Officers - Authority and Responsibilities. Includes all the 234.00 subsection	1	-
234.60	Commanding Officers - Authority and Responsibilities - Grievance Resolution	1	-
285.00	Supervisors - Authority and Responsibilities	1	-
314.03	General Conduct	1	-
314.04	Conduct Towards Others-Harassment and Discrimination	7	6
314.07	Conduct Toward Others – Demeanor	22	22
314.28	Notification	-	1
314.30	Insubordination	-	1
314.39	Performance of Duty	36	42
314.42	Obedience to Laws	4	10
314.48	Reporting Violations of Laws, Ordinances, Rules or Orders	1	1
328.63	Consumption of Intoxicants	1	-
314.69	Gifts, Gratuities – Soliciting or Accepting	1	1
328.70	Uses of Privileged Information	3	-
356.89	Improper Dissemination of Computer Information	1	-
370.27	Use of Physical Force	9	11
370.36	Custody of Prisoners	-	1
370.45	Reports and Bookings	4	1
370.63	Security of Departmental Business	-	1
398.70	Interfering with Investigations	-	5
398.73	Retaliation	1	-
398.76	Failure to Accept or Refer Complaint	11	11
398.77	Refusal to Provide Name or Serial Number	4	9
398.80	Truthfulness	8	1
	Total	117	124

Internal Affairs Significant Accomplishments

- Led the search for a team to conduct an independent assessment of the Oakland Police Department internal investigations and discipline process, including a review of recruit terminations from the police academy and the field training program.
- Worked collaboratively with Human Resources and OPD Personnel to complete the recruiting stage for the Intake Technician position.
- Established a relationship with the Citizen Police Review Agency to meet regularly to oversee the discipline process. This ensures discipline recommendations to the Chief of Police are fair and consistent.
- Provided feedback to the Vision database team for modifications to the database that would create opportunities for management and supervisors to be better informed regarding the status of investigations, investigators' workloads, and IAD performance statistics.

- Attended training provided by the Deputy City Attorney on the documents redaction process to ensure employee Police Officer Bill of Rights (POBAR) and essential standards are met.

Internal Affairs Challenges Encountered

IAD continued to have difficulty in 2019 achieving full staffing of intake technicians. Sworn staff rotation creates challenges as several police officers previously assigned to the Intake Unit were promoted to sergeant. This hindered productivity within the Intake Unit as new personnel require training. Additional challenges were also encountered in migrating to OPD's new risk management platform in November 2019.

Internal Affairs Expected Outcomes for 2020

- Work with the Policy and Publication Unit to update IAD policies and procedures, incorporating best practices consistent with the current complaint procedure.
- Track all preliminary and administrative investigations, while meeting established timelines.
- Conduct timely and efficient internal audits to improve areas of performance.
- Complete duties with fairness, integrity, and objectivity in a manner that reflects professional service, increased knowledge, outstanding work ethic and a premier quality product.
- Promote career development, including training opportunities for all IAD personnel.
- Use outside instructors to provide a more in-depth internal affairs training to field sergeants and supervisors.

Crime Reduction

IAD will continue the development of the Integrity Unit, tasked with the proactive investigation of departmental personnel who may be engaging in criminal or departmental violations. IAD will also continue to provide Mobile Complaint Units during major events to take complaints in the field, allowing assigned sergeants to focus on the event. This directly affects the protection of the lives and property of citizens of Oakland and consequently, enhances the City of Oakland's crime fighting efforts.

Strengthen Community Trust and Relationships

For each complaint taken, IAD will maintain the proper standard of preliminary investigation. IAD staff will remain committed to not resolving complaints of misconduct without first determining and documenting whether OPD personnel committed an act of misconduct. IAD will not only maintain the overall quality of investigations and meet required timelines for completion but also ensure the approval of investigations is consistently met. On the few occasions where timelines are exceeded, justifications for the delay will be provided (i.e. complexity of investigation, availability of witnesses, etc.).

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

Achieve Organizational Excellence

- Help ensure that 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 through 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.
- When community members voice displeasure with encounters with OPD staff members the IAD will continue to treat the community member with dignity, respect and compassion.
- Maintain a collaborative relationship with the offices of the City Attorney, the Independent Monitoring Team (IMT) and the Citizen Police Review Agency (CPRA), which continue to benefit the Division, the Department, and the City.

Office of Inspector General

Under the Office of the Chief of Police, the Office of the Inspector General (OIG) implements an internal risk management process and an evaluation of police performance, outcomes and related policy. Using audits, reviews, and inspections, OIG promotes quality policing and police management as well as accountability. This helps to effect positive change within the organization and for the community. OIG also serves as the Negotiated Settlement Agreement (NSA) liaison for the Independent Monitoring Team (IMT) and Plaintiffs’ Counsel.

Office of Inspector General: Organization

OIG is composed of an Audit Unit and a Compliance Unit. The Audit Unit assesses police performance against departmental policies, evaluates procedure and results and makes recommendations to improve effectiveness, efficiency and reduction of risk . The Compliance Unit conducts and attends regular reviews of operational data with executive management; routinely responds to IMT and Plaintiffs’ Counsel requests; hosts regularly occurring meetings to address sustainable progress in compliance and helps coordinate compliance and technical assistance for site visits by the IMT.

Office of Inspector General: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	0
Sergeant of Police	0	1
Police Program and Performance Audit Supervisor	1	1
Police Performance Auditor (Internal Auditor III)	3	2
Police Officer	1	1
Police Records Specialist (PRS)	1	1

Office of Inspector General: Significant Accomplishments

Continued Accountability through Departmental Reviews and Audits

Reports Published in 2019

- 4th Quarterly Progress Report (Oct -Dec 2018; Published March 25, 2019):Included a review of the Department’s use and tracking of rental vehicles and an inspection of Department vehicles for first aid kits and fire extinguishers.

- 1st Quarterly Progress Report (Jan-Mar 2019, Published August 14, 2019): Included an audit of 2019 search warrants and a follow up review of officer integrity trends and other critical observations regarding hiring and training practices (third follow-up).
- Special Report: An Assessment of the Oakland Police Department's Use of Force Reporting, Usage of Portable Digital Recording Devices, and Supervision of Incidents During Arrests for Offenses Where There is a Significant Chance That Force Would be Used
- 2nd and 3rd Combined Quarterly Progress Report (Apr-Sep 2019, Published December 30, 2019) Included a review of Class I and Class II employee misconduct complaint investigations that exceeded 180 days and an assessment of the Oakland Police Department's 2018 vehicle pursuits

Reports in Progress

- Audit of Confidential Informant Files
- Inspection of Use of Force reporting

Other Accomplishments

- Monthly Monitor Site Visits, which require the collection and review of documents, communication with the Monitor and Plaintiffs' Counsel and coordination of meetings.
- Liaison with the Monitor and the Plaintiffs' Counsel to address questions and provide documents.
- Monthly Risk Management Meetings, which require the preparation of risk data for different patrol areas of the City, creation of risk management presentation slides, consultation on the data, and follow-up deliverables from the meetings.
- Bi-weekly Compliance Reports, a report for the Monitor that includes risk data and compliance updates.
- Technical Assistance on PRIME and Vision for risk management and use of force.
- Technical Assistance on policy development and revisions.
- Routine Guidance for the Executive Team on policy, procedures, and practices.

Office of Inspector General: Challenges Encountered

Staffing has been and continues to be a challenge for the OIG, given the critical role it plays in managing risk and assisting with compliance efforts. OIG began 2019 with a vacant Police Performance Auditor position, which remained vacant for the entire year. In June of 2019, the Commander of OIG (Lieutenant of Police) promoted to Captain and transferred to the Bureau of Field Operations. The Police Program and Performance Audit Supervisor served as the Acting Inspector General beginning in June 2019. A Police Performance Auditor began serving as the Acting Audit Supervisor in July 2019.

The OIG is required by policy to conduct audits and is routinely tasked with special projects and data analysis. The reduction in staffing over the last two years has limited the OIG's productivity and its ability to provide department management with guidance and support. Unless OIG staffing is addressed, the ability to meet deadlines and take on new projects will continue to be a challenge.

Office of Inspector General: Expected Outcomes for 2020

OPD 2016 Strategic Plan Goal 2: Strengthen Community Trust and Relationships

The OIG's primary role is to assist the Department in managing risk by identifying ways to improve efficiency and effectiveness. The OIG's audits, inspections and data analysis lead to a more transparent and accountable police department. Such transparency and accountability help strengthen community

trust and relationships. The OIG will continue to assess areas of risk and ways to improve transparency and accountability in 2020.

OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence

To achieve organizational excellence, the Department must engage in continuous review of policies, procedures and practices. The OIG’s comprehensive reviews identify areas of risk and provide management with recommendations for improving processes, policies and performance that will lead to organizational excellence.

Ceasefire

Ceasefire experienced a change in Command during 2019. Ceasefire was commanded and managed by Captain Ersie Joyner and Project Manager III Reygan Harmon until July 2019. Captain Tony Jones assumed command upon the retirement of Captain Joyner. A new position was created upon the departure of Reygan Harmon that focused on community engagement. This position was filled with the hiring of respected community organizer Damita Davis-Howard.

The goals of the Ceasefire are:

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

OPD has devoted significant resources to support and institutionalize the Ceasefire strategy. Four units (Special Investigations Unit 1, Special Investigations Unit 2, Ceasefire, and Gang and Gun) work full-time on the most active individuals within gangs/groups (identified through data and analysis) most involved in shootings and homicides. These enforcement teams are not limited to a beat or area. Instead, they move throughout the City of Oakland to focus on active individuals within gangs/groups. These teams have developed significant institutional knowledge and continue to be a resource to other Crime Reduction Teams and Area Captains.

Ceasefire is a data-driven and partnership-based strategy that involves significant coordination with community, social service, and multiple law enforcement partners.

Ceasefire: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	1	0
Sergeant of Police	6	5
Police Officer	32	29
Project Manager II	1	1
Volunteer Services Coordinator	1	1

Ceasefire: Significant Accomplishments

In 2019, Ceasefire did not achieve all three goals outlined in the 2018 Annual Report:

Reduce Shootings and Homicides by 10 percent compared to 2018

The City of Oakland ended with 75 murders compared to 68 the previous year – a 10 percent increase. There were also 284 shootings in 2019 compared to 276 the previous year - a three percent increase. In 2019, a conflict that had been dormant for over seven years between two rival gangs was rekindled. This conflict contributed greatly to the increase in gun violence in 2019.

Goal 1: Reduce Crime

The expected outcome for 2019 included a 10 percent reduction in shootings and homicides. A strategy employed to achieve this outcome was the completion of 307 direct communications with individuals at the very highest risk of violence.

During 2019, Ceasefire conducted an audit of custom notifications with an emphasis on evaluating quality. With the help of staff from the California Partnership for Safe Communities, OPD concluded that custom notifications were not meeting the desired quality standard, as defined by substance and risk levels for the person being communicated with. Ceasefire staff met with the Ceasefire Partnership Committee and developed a new comprehensive custom notification strategy. Moving forward, community partners will participate in 75 percent of custom notifications. Additionally, Ceasefire staff will seek to conduct fewer custom notifications. Custom notifications will have a renewed focus on the most at-risk individuals.

Goal 2: Strengthen Community Trust and Relationships

This is also a goal of the Ceasefire strategy. During 2019, OPD hired Damita-Davis Howard to manage community outreach and engagement. Davis-Howard is a well-known and respected Oakland community organizer. Ceasefire has welcomed the opportunity to continue to work with the City of Oakland Department of Human Services as well as the newly-created Department of Violence Prevention. It is crucial that OPD engages more with the community and community based organizations to provide legitimate alternatives for our most at-risk citizens in Oakland.

Through the leadership of Damita Davis-Howard, Ceasefire developed a plan and raised money to fund community partners for their participation in custom notifications. OPD recognized how important their role is when trying to convince at-risk individuals to make significant life changes away from violent crime. While many partners have volunteered for several years in participating in Custom Notifications, OPD staff realized that funding would demonstrate a commitment to direct communication and acknowledge that working with the most at-risk individuals is extremely hard work.

Ceasefire also held a series of intervention meetings between groups of men belonging to a specific gang with police, community members, faith-based leaders and staff from community organizations focused on violence. These meetings provided an opportunity to message the men associated with the gang and for the police to work with the community and achieved a mutually desired goal. Meetings such as these will continue to demonstrate to the community that the Ceasefire strategy is committed to changing lives and not solely relying on enforcement tactics to do so.

Goal 3: Achieve Organizational Excellence

In 2019, Ceasefire met and surpassed goals for direct communication for those at-risk of being a perpetrator or victim of gun violence. The year ended with 306 direct communications. There were 258 custom notifications and 47 call-in participants. Ceasefire achieved these results by holding four call-ins in 2019.

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	258	306
TOTAL	329	1,361	1,738

The Ceasefire team initiated a long-term investigation on individuals in the most active gangs/groups in 2019. This investigation led to the arrest of individuals involved in shootings, homicides, robberies, and illegal firearms trafficking.

In 2019, nationally renowned criminologist Professor Anthony Braga from Northeastern University presented a long-awaited evaluation of the Ceasefire strategy in Oakland. Ceasefire had long appeared to have been successful in reducing gun violence. However, there had never been a formal evaluation of Ceasefire in Oakland. Braga’s evaluation concluded that Ceasefire did have a substantial impact on gang or group violence in Oakland. Ceasefire will continue to be at the forefront of police and community relations, as well as the fight to reduce gun violence in our city.

Ceasefire: Challenges Encountered

Budget constraints continued to be a challenge in 2019. Stabilization of key positions within the Department helped to decrease challenges that occurred in past years.

Ceasefire: Expected Outcomes for 2020

In order to Strengthen Community Trust and Relationships, Ceasefire will look to expand community partnerships in the area of services for the at-risk individuals. The goal is to substantially increase the number of individuals that are accepting services from community partners. Ceasefire is still developing a tracking mechanism to gauge effectiveness in this area.

Intelligence Unit

The Intelligence Unit is responsible for gathering information and distributing to appropriate units. The unit gathers information from all sources, in a manner which is consistent with the law. Such information is obtained in efforts to provide tactical and/or strategic information on the existence, identities, and capabilities of criminal suspects and groups.

The Intelligence Unit Sergeant is the departmental Western States Information Network (WISN) coordinator and the Informant Program Coordinator (IPC) for all managed confidential informants. The Sergeant also recently has conducted write-ups on use of surveillance technology, specifically the usage of Unmanned Aerial Surveillance (or Drone). These reports have been shared with the Oakland Privacy Commission.

The Intelligence Unit compiles criminal intelligence and analyzes and disseminates information received to anticipate, prevent or monitor criminal activity. The information received is forwarded to the Bureau of

Field Operations, Criminal Investigation Division, and other law enforcement entities that have a right to know and a need to know.

The Intelligence Unit is responsible for the protection of dignitaries while in the City of Oakland. This includes the President of the United States, Members of Congress, the Mayor, City Officials, Constitutional Officers, State and Federal officials, and other visiting dignitaries. The unit does not coordinate with the United States Secret Service, California Highway Patrol, and other entities' dignitary protection teams for visits in Oakland. Duties include planning, advance analysis of routes and locations, protection of the dignitary, and coordination OPD personnel when a dignitary is in Oakland.

Coordinating with specific area commanders, the Intelligence Unit also monitors significant events in the Bay Area, as well as nationwide, in anticipation of any gathering, protest and/or march in the City of Oakland.

Intelligence Unit: Staffing

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	7	7

Intelligence Unit: Significant Accomplishments

The Intelligence Unit worked with the Federal Bureau of Investigation (FBI), US Secret Service, State Parole, Alameda County Probation and US Marshalls. The Intelligence Unit has worked to draft a policy for the usage of UAS (drones), which is currently awaiting approval through the necessary stages. This policy will then move forward for approval of the Oakland Privacy Advisory Commission.

The unit has worked with the Criminal Investigation Division and federal agency partners in locating and arresting violent criminals. These suspects have been arrested not only in the City of Oakland but also in the surrounding Bay Area.

Training Division

The Training Division is primarily responsible for facilitating and managing training for all Department personnel. The Training Division is divided into five units: In-Service Training, Recruit Training, Field Training, Professional Development and Wellness, and Research and Planning.

Training Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	3	3
Police Officer	18	16
Police Records Specialist (PRS)	4	4
Administrative Analyst	1	1

Recruit Training Unit

The Recruit Training Unit is responsible for the operation and the presentation of a 26-week Police Academy (Basic Course) for police officer trainees. The OPD Basic Course exceeds the requirements

established by the California Commission on Peace Officer Standards and Training (POST). It prepares police officers for work in the community in a variety of skill and knowledge areas. In accordance with POST regulations, students are given written, practical and job-simulation examinations. 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 has an emphasis on ethics and professionalism, critical thinking and problem solving, conflict resolution, and relationships with the community. In 2019, the Oakland Police Department graduated a total of 48 peace officers from its 181st and 182nd Basic Recruit Academies.

The Recruit Training Unit also includes the Cadet Program. This program is designed for young men and women 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 a variety of assignments designed to develop their interest in police work. The goal is for cadets to transition to police officers, providing for a better-educated and skilled police officer. In 2019, nine cadets entered the Oakland Basic Course. In addition, one cadet was hired by Hayward Police Department and one cadet was hired by the California Highway Patrol.

Recruit Training Unit: Staffing

Classification	Authorized	Filed
Sergeant of Police	1	1
Police Officer	10	8
Police Records Specialist (PRS)	4	4

Recruit Training Unit: Significant Accomplishments

- Graduated 181st and 182nd Basic Recruit Academies.
- Intro to Advancing Racial Equity Video Vignettes.
- Revised the Oakland Police Department Academy Policy Manual.
- Transition to METR to store Police Officer Trainee training records.
- Extended contract at the Oakland PORT for EVOC training.
- Added Fremont and BART Police Department Recruits to Academy.
- Additional patrol procedure instruction in the academy.
- Acquired new training safety equipment and supplies.
- Revamped Principles of Tactics and Reality Based Training from Sgt. B. Alaura and his staff, to include DAT and Armed Unresponsive Persons instruction.
- Added Sgt. N. Calonge as the Academy Coordinator.
- Each academy class participated in multiple community projects, including serving Thanksgiving breakfast to members of the community, assembling OPOA Christmas Baskets for children in the community and community clean-up activities in East Oakland for Council Member Noel Gallo.
- All Department Scenario Evaluators were recertified by POST instructors.
- Passed a POST Basic Course Certification Review audit.

Recruit Unit: Challenges Encountered

- Prohibitive costs to rent the range for firearms training.
- Closing of Coast Guard housing in Concord, CA – the site of Patrol Procedures training.
- Multiple tasks needed to be completed to ensure the BCCR audit was passed.

Recruit Unit: Expected Outcomes for 2020

- Develop and implement a Department wide training tracks for career development.
- Build out Advancing Racial Equity Academy modules into Academy.
- Outfit 4th Floor courtroom (Department 135) for Vritra 300 system.
- Graduate a minimum of two academies.
- Provide more reality-based training that mirror current events faced by the Department, and Law Enforcement generally.
- Remain in full compliance with all training responsibilities.
Hire more police cadets to strengthen the pool of Police Officer Trainees.

Field Training Unit

The Field Training Unit (FTU) is responsible for administering 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 up to two four-week 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 Division.

In 2019, 49 Police Officers entered the FTOP. A total of nine Officers (18 percent) were released from employment prior to completing the program for various reasons:

- Three Officers were removed due to a failure to meet performance dimensions required by POST and Departmental guidelines
- Six Officers resigned from the program

Field Training Unit: Staffing

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	2	2

Field Training Unit: Significant Accomplishments

- Continuous compliance with Task 42 NSA mandates.
- Hosted third annual off-site FTO training retreat.
- 180th Basic Recruit Academy FTOP completion rate of 72.7 percent.

Field Training Unit: Expected Outcomes for 2020

- Maintain compliance with Task 42 mandates.
- Improve the level of instructional and leadership training provided to FTOs through programs like Inner Perspectives, FBI-LEEDA and OPOLI.
- 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 Police Department’s PTO program.

In-Service Training Unit

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

In-Service Training Unit: Staffing

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	8	7
Police Records Specialist (PRS)	1	0

In-Service Training Unit: Significant Accomplishments

- Officer Continuing Professional Training (CPT).
- Sergeant CPT.
- Hosted three of the first ever Advancing Racial Equity Academies at the Oakland Police Department.
- Coordinated Logistics for all high-volume City-attended incidents/events throughout the year, including multiple PG&E Public Safety Power Shutoffs.
- Coordinated logistics when ICS was activated for crowd management incidents/events throughout the year.
- Provided Vicarious Trauma Toolkit training in Sergeant CPT and Command Retreats.
- Coordinated the inaugural Sergeant Mentoring Program for newly promoted sergeants.
- Defensive Tactics staff provided Self Defense/Defensive Tactics training for female members and community members.

In-Service Training Unit: Challenges Encountered

- Prohibitive costs to rent range for firearms training.
- Possible closing of Concord POA range.
- Overtime costs for range qualifications.

In-Service Training Unit: Expected Outcomes for 2020

- Meet with California Partnership for Safe Communities and Stockton PD to create lesson plans for Procedural Justice III.
- Increase the level of leadership training provided to FTOs and Academy Instructors.
- Increase the number of training opportunities for sworn and professional staff.
- Develop more efficient methods to deliver training, to include regular lineup training on trends in law enforcement.
- Be in full compliance with all training responsibilities.

Research and Planning Section

In 2019, the primary functions for Research and Planning are, as provided below:

- Develop policy and procedure.
- Manage legislation to include Council and Commissions.
- Coordinate document processing for the Oakland Police Department.
- Assist with the maintenance of the OPD website.

In addition to the above, Research and Planning continued to serve as the primary point of contact for the Oakland Privacy Advisory Commission and provide technical report writing for Force Review Boards and Executive Force Review Boards.

Research and Planning: Staffing

Classification	Authorized	Filled
Management Assistant	1	1
Police Records Specialist (PRS)	1	1
Police Services Manager I	1	1
Sergeant of Police	1	1

Research and Planning: Significant Accomplishments

In 2019, Research and Planning had the following significant accomplishments:

- Compiled, edited, and published the 2018 Annual Report.
- Managed OPD participation in the City’s legislative process.
- Completed reports for Executive Force Review Boards and Force Review Boards.
- Staffed the Privacy Advisory Commission.
- Developed and updated OPD policies and procedures, including working with the Oakland Police Commission.
- Responded to several Public Records Act Requests.
- Participated in several interview panels for Police Officer Trainee and other positions.
- Facilitated an evaluation of Measure Z by Resource Development Associates (RDA).
- Conducted a Request for Proposal/Qualification process for various professional services and asset requirement.
- Assisted Oakland Police Department Grant Coordinator and Contracts to meeting milestone dates to present resolution to authorized grant acceptance and spending authority.
- Completed agenda reports and resolutions for federal partnerships (task forces).

Research and Planning: Challenges Encountered

As with all OPD functional units, the primary challenge encountered by Research and Planning was workload. While the staffing of the unit decreased by one, the workload of the section has increased and will continue to increase due to increases in workload required for the Oakland Police Commission, Oakland Privacy Commission and the City Council. These increases are due primarily to Oakland statutory requirements for policy development.

Research and Planning: Expected Outcomes for 2020

For 2020, Research and Planning expects to achieve the following:

- Work collaboratively with the Oakland Police Commission and Oakland Privacy Commission to develop policy.
- Continue to provide excellent service in managing Oakland Police legislation and policy development.

Continued collaboration with oversight bodies such as the City Council, Plaintiff Attorneys, Independent Monitoring Team, Oakland Police Commission and Oakland Privacy Commission should continue to result in well-written, transparent policies, and procedures.

Bureau of Field Operations

The Bureau of Field Operations (BFO) is the largest subordinate unit of the Oakland Police Department. This unit is divided into two components: Bureau of Field Operations 1 (BFO 1) and Bureau of Field Operations 2 (BFO 2). Commanded by Deputy Chief Roland Holmgren, BFO 1 is responsible for West Oakland (Areas 1, 2 and 3) and includes the BFO Administrative Section and Neighborhood Services Section 1. Commanded by Deputy Chief LeRonne Armstrong, BFO 2 is responsible for operations in East Oakland (Areas 4 and 5) and includes the Support Operations Division and Neighborhood Services Section 2.

Bureau of Field Operations Administration

Bureau of Field Operations Administration (BFO Admin) is responsible for conducting audits of Approval of Field Arrests by Supervisors (NSA Task 18) and Consistency of Supervision (NSA Task 20.2). BFO Admin coordinates training for new Police Services Technicians (PSTs) and Police Evidence Technicians (PETs), staffing in Field Operations and the annual shift assignment (also known as Watch Change) for officers and sergeants and any subsequent personnel movement. BFO Admin is responsible for ensuring compliance by tracking the following for Field Operations:

- Discipline Reports
- Division Level Investigations
- Monthly Management Reports
- Performance Appraisals
- Performance Assessment System Reports and Follow Ups
- Pursuit Reports
- Use of Force Reports and Investigations
- Scheduling of annual firearms qualifications

BFO Admin maintained the Use of Force Database, scheduled Force Review Boards, and ensured completion of deliverables from Review Board findings. Use of Force data is as follows:

Number of Uses of Force by Level for 2019

Level 1	Level 2	Level 3	Level 4
1	18	71	635

- Number of officer-involved shootings: 0
- Number of uses of force resulting in death: 1
- Number of in-custody deaths: 0

BFO Admin maintains, tracks, and confirms community meeting attendance; coordinates and schedules the Civilian Ride-Along program; and maintains supplies for BFO 1. Also falling under BFO Admin, the Court Liaison Detail processes service of subpoenas, maintains the Department Court Log, updates the Court Cancellation Line and is responsible for tracking court attendance for overtime.

Bureau of Field Operations Administration: Staffing

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Records Specialist (PRS)	4	3
Police Services Technician II (PST)	1	1
Administrative Analyst II (AAII)	1	1

Bureau of Field Operations Administration: Significant Accomplishments

- Tracked 337 Division Level Investigations.
- Coordinated 307 Ride-Alongs.
- Ensured the Department remained in compliance with NSA Task 20.2, Consistency of Supervision and Task 18, Approval of Field Arrest by Supervisor.

Bureau of Field Operations Administration: Challenges Encountered

Staffing continued to be a challenge for BFO Admin in 2019.

Bureau of Field Operations Administration: Expected Outcomes for 2020

BFO Admin will continue to seek ways to improve efficiency and capacity of staff assigned to the Bureau of Field Operations and continue to ensure the Bureau conforms to timelines and other operational policies and procedures through document tracking and audits.

Additionally, the Use of Force Coordinator (Police Records Specialist) position has been reassigned to BFO Admin. BFO Admin will ensure timely scheduling of Use of Force Boards and follow up on Use of Force Board deliverables.

Patrol Area 1

Patrol Area 1 (Beats 1- 7 is made up of the West Oakland and the Downtown/Uptown areas. It is bordering the City of Emeryville to the north and the City of Alameda to the south. Within the City of Oakland, it borders Patrol Areas 2 and 3. 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 the following units to the West Oakland and Downtown/Uptown communities:

- Patrol: Includes sworn and non-sworn staff responsible for 24/7 emergency response, crime prevention and calls for service.
- Special Resource Section (SRS): Includes the Crime Reduction Team (focusing on violent crimes and offenders) and Community Resource Officers (engaging in problem solving efforts)
- Metro Unit: responsible for the downtown business districts, as well City Hall and government buildings

Patrol Area 1: Staffing

Classification	Authorized	Filed
Captain of Police	1	1 (Acting)
Lieutenant of Police	3	3, (1 Acting)
Police Evidence Technician (PET)	3	3
Police Officer	97	87
Police Service Technician II (PST)	5	5
Sergeant of Police	16	12

Patrol Area 1: Significant Accomplishments

- Conducted weekly crime intelligence meetings with Area 1 commanders, special resource supervisors and personnel (as needed) in collaboration with Criminal Investigation Division investigators to discuss crime pattern and trends, priority offenders, crime analysis, and area intel.
- Provided weekly priority report to Area 1 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, 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 with the Bart Police Department.
- Worked collaboratively with Ceasefire to focus on the violent groups and gangs in Area 1.
- Conducted meetings with security patrol companies in the Acorn and MORH 1 Housing developments to discuss crime patterns, trends and strategies to focus their deployments.
- Managed crowd control events at City Hall and Frank Ogawa Plaza, while balancing crime reduction efforts.
- Collaborated with Community Advisory Committee on crime reduction strategies and community partnership events.
- Organized Living Room Meeting” events in West Oakland.

- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Ensured the Foot Patrol Units continued to focus to high visibility patrol in the downtown business district.
- Conducted meetings with Downtown Ambassadors regarding their patrols and partnering with them to increase their presence in Downtown.
- Engaged in community relations events such as monthly Coffee with a Cop, Ice Cream Socials, and Barbershop Forums.
- Five Captains Commendations and one Silver Star and one Spirt Award were given out during the last quarter of 2019.
- Increased staffing for the vacancies in the Crime Reduction Team.

Patrol Area 1: Challenges Encountered

Area 1 established the goal of a 10 percent reduction in overall crime and 20 percent reduction in violent crime. Unfortunately, Area 1 did not achieve this goal. Area 1 experienced reduction of 10 percent in homicides with firearms, a 17 percent decrease in sexual assaults, and an 8 percent decrease in auto thefts. There was no change in the number of robberies areawide; however, there was a three percent decrease in strong-arm robberies and a 44 percent decrease in other dangerous weapons. Additionally, there was a 14 percent decrease in commercial burglaries. The area works to continue to improve in an overall crime reduction by focusing our enforcement efforts through a multiprong approach. This includes working with the community and other agencies and intelligence. This strategy will assist in reducing the overall violence crime and specifically the eight percent increase in homicides, four percent increase in aggravated assaults and the 32 percent increase in shootings at vehicles and homes.

Similarly, Area 1 faced resource challenges addressing the ongoing homeless concerns that contributed to auto burglaries, thefts and blight in the area. Area 1 experienced a 19 percent increase in commercial burglaries. Area 1 personnel will continue to collaborate with Operation Dignity and City Staff to address the growing homeless problem. Strives have been made towards developing an auto/RV homeless encampment on Wood Street with anticipation of it opening in 2020.

Patrol Area 1: Expected Outcomes for 2020

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

- 1) Reduce Crime
- 2) Increase intelligence-led stops
- 3) Strengthen Community Trust and Relationships
- 4) Achieve Organizational Excellence.

Reduce Crime:

- Achieve at least a 10 percent reduction in violent crime.
- Achieve at least a 10 percent reduction in robberies.
- Achieve at least a 10 percent reduction in auto burglaries.
- Continue focus on reducing robberies, burglaries and quality of life issues by Foot Patrol.
- 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, while adjusting resource deployment (as necessary).
- Develop community policing projects connected with beat-specific crime trends.
- Utilize the Crime Reduction Team to identify violent offenders and engage in focused intervention/ enforcement.
- Implement a new Daily Activity Report to clearly direct officers’ focus on proactive walking/car stops in line with Area 1 directives.

Strengthen Community Trust and Relationships:

- Continue to expand the reach of social media to better communicate, collaborate and engage with the community.
- Organize Area sponsored community events.
- Collaborate with community leaders to foster relationships between the community and the police.
- Continue community-led officer appreciation efforts.

Achieve Organizational Excellence:

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

Patrol Area 2

Traditionally known as North Oakland, Patrol Area 2 (Beats 8 - 14) is bordered by the City of Emeryville and the City of Berkeley to the west, Contra Costa County to the north. Within the City of Oakland, it borders Area 1, the City of Piedmont and Area 3 to the south and east. Area 2 is home to vital and vibrant residential neighborhoods and the commercial districts of Rockridge, KONO, Temescal, Montclair, and Piedmont Avenue. The Police Area 2 team provides patrol, crime reduction and community resource problem solving response to the North Oakland neighborhoods, business districts and community.

Patrol Area 2: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	1
Police Evidence Technician	3	2
Police Officer	63	56
Police Canine Handler	2	1
Police Service Technician II	4	4
Sergeant of Police	13	9

Patrol Area 2: Significant Accomplishments

The Police Area 2 goals for 2019 were set to improve or sustain crime reduction efforts in ways that also compliment or improve community trust, community relationships and organizational excellence.

Reduce Crime:

The goal of a 10 percent or more reduction in serious and violent crime was not realized. Serious and violent crime increased in 2019 by 28 percent as tracked by the Department's unofficial Part 1 Uniformed Crime Reporting Statistic report. Policing practices and coverage were better focused on neighborhood and community policing beats and enforcement stops were highly focused on beat level priorities in addition to conducting stops that are objectively linked to serious or violent crime.

- Patrol officers assigned to police beats spent more time on their individual beats as opposed to beats with higher crime rates.
- North Oakland walking unit assignments continued throughout the year with minimal interruptions and reassignments.
- With a focus on reducing robberies, burglaries and improving quality of life issues within assigned areas.
- Crime Reduction Teams officers identified violent offenders and engaged in focused intervention and enforcement.

Strengthen Community Trust and Relationships:

- Continued to expand the reach of social media in order to better communicate, collaborate, and engage with the community. Nextdoor and Nixle were used to regularly communicate significant public safety issues, incidents and crime trends.
- Understanding the value that walking officers bring to North Oakland business districts, walking officer assignments were maintained.
- Increased walking assignments with patrol personnel to enhance community interaction.

Achieve Organizational Excellence:

- Continued to strive for excellence in performance, productivity, and professionalism, holding leaders accountable for personnel actions.
- Identified and provided training to personnel to improve performance, career development, community relations, and supervision and leadership.
- Ensured compliance with policy and all related Negotiated Settlement Agreement areas.
- Fostered internal communication among staff and other organizational units.
- Maintained fiscal responsibility related to discretionary overtime.

Patrol Area 2: Challenges Encountered

Although Area 2 saw a significant decrease in reported crime, there are still a considerably high number of robberies and burglaries compared to other East Bay cities.

The 2019 crime reduction approach to auto burglary included numerous operations based on surveillance and police presence in areas of high crime during peak time periods. The objective was to safely detain or arrest auto burglary suspects under the belief that very few suspects were committing a large amount of reported offenses. These operations successfully observed crimes in progress and detentions and arrests were attempted; however, suspects often utilized vehicles to flee in manners that jeopardized public and officer safety and under circumstances for which police vehicle pursuits were not permitted. When arrests were possible, Area 2 personnel found that the average auto burglary arrestee had been arrested numerous times for prior offenses including burglary, vehicle theft, possession of stolen property, and robbery.

Similarly, robbery suspects were often found to have previous arrests, charges or convictions for robbery offenses and other burglary or property crimes. The descriptions of robbery suspects and the actual ages of identified robbery suspects and arrestees demonstrated another unfortunate trend: the involvement of juvenile offenders. Officers managed these risk factors when deciding when and how to initiate vehicle pursuits with the goal of reducing the risk to community, officer and suspect safety related to vehicle pursuits.

Vacancies caused by Area 2 personnel loans (to meet departmental needs and priorities) and unanticipated long-term vacancies were the primary causes of unbudgeted overtime.

Patrol Area 2: Expected Outcomes for 2019

Reduce Crime

- Achieve at least a 10 percent reduction in violent crime.
- Expand the walking unit into North Oakland, focusing on reducing robberies and burglaries and improving quality of life issues.
- Ensure all Area 2 personnel understand 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, while adjusting resource deployment (as necessary).
- Develop community policing projects connected with beat specific-crime trends.
- Utilize the Crime Reduction Team to identify violent offenders and engage in focused intervention/enforcement.

Strengthen Community Trust and Relationships

- Continue to expand the reach of social media to better communicate, collaborate and engage with the community.
- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders to foster relationships between the community and the police.
- Community policing and problem-solving Police Beat projects documented in the Department's SARA Database. Project goals are specific, measurable, achievable and timely. Projects contain community communication and collaboration. Actions should address root causes of issues when possible and achievable.

Achieve Organizational Excellence

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

Patrol Area 3

Area 3 (Beats 15 - 22) is centrally located within the City of Oakland. It is bordered by Area 1, Area 2, Lake Merritt, and the City of Piedmont on the west, Redwood Regional Park on the north, Area 4 to the east, and the estuary to the south. Area 3 is a diverse community with several thriving business districts: Lakeshore, Eastlake, Park, Dimond, Laurel, and Fruitvale.

The Area 3 team provides the following units to the Adams Point, Bella Vista, San Antonio, the Dimond, the Laurel, Crestmont and Woodminster communities:

- Patrol: Includes sworn and non-sworn staff responsible for 24/7 emergency response, crime prevention and calls for service.
- Special Resource Section (SRS): Includes the Crime Reduction Team (focusing on violent crimes and offenders) and Community Resource Officers (engaging in problem solving efforts)

Patrol Area 3: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	14	15
Police Officer	70	61
Police Evidence Technician	3	3
Police Service Technician II	5	2

Patrol Area 3: Significant Accomplishments

- Conducted approximately 30 VICE operations in Area 3 to arrest Human Trafficking offenders. SRS 3 conducted numerous prostitution operations and rescued at least 7 juveniles, arrested 11 pimps and countless John's. Ofc. Aranda has worked with the community members in the area of E. 15th St and assisted them with installing video cameras to assist OPD during prostitution operations.
- Maintained communication and direction for Area 3 personnel in line with Department Goals; outlined areas and priorities of focus with emphasis on serving assigned neighborhoods.
- Sustained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies, 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, time and resources.
- Incorporated stop data reviews and discussions into monthly and quarterly meetings; data used by commanders and supervisors to achieve results of equitable and legitimate policing practices.
- Collaborated with an Area 3 community advisory committee on Area priorities, neighborhood concerns, and community-based solutions. In line with recommendations to build better community relationships and trust, each Area 3 patrol squad participated in a community project.
- SRS 3 authored/executed seven (7) illegal casino search warrants which resulted in over \$70,000 recovered as well as numerous illegal gaming machines.
- During the ASW/OTC Gang conflict during the summer, SRS 3 made 8 arrests and recovered twelve (12) firearms (handguns, rifles, high capacity magazines/drums etc.)

- SRS 3 assisted Homicide Investigators with at least five different cases where the suspects were arrested (all Area 3 homicides).
- SRS 3 has identified/arrested at least 40 suspects for CID for robberies, shootings and burglaries.

Patrol Area 3: Challenges Encountered

- Increase in overall violent crime.
- Area 3 has the greatest number of police beats while other areas have an extra tac unit to offset overtime/special assignments. This affects coverage and overtime expenditures.
- Individuals from other areas of Oakland continue to commit robberies in Area 3.
- Filling patrol beats is challenging considering that a majority of the year Area 3 had several vacant positions as result of unexpected leave, mandatory trainings, and vacancies.
- Additional officers deployed to work the Lakeshore Area after having national media focus on “Barbecue Becky” at the Lake. This three-month deployment absorbed an enormous amount of overtime expenditures.

Patrol Area 3: Expected Outcomes for 2020

Reduce Crime:

- Achieve at least 10 a percent reduction in serious and violent crime in part by ensuring all Area personnel understand crime trends and follow deployment strategies designed to result in equitable, legitimate, and effective policing.
- Continue to increase intelligence-based policing coupled with an emphasis on precision-based policing utilizing the beat integrity philosophy.
- Develop community policing projects connected with beat specific crime trends, better share community policing problem-solving projects with our community via neighborhood meetings and social media.
- Utilize crime reduction team to identify violent offenders and engage in focused intervention and enforcement.

Strengthen Community Trust and Relationships

- Continue to expand the reach of social media in order to better communicate, collaborate, and engage with the community.
- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders on fostering police / community relationships
- Increase walking assignments with patrol personnel to enhance community interaction.

Achieve Organizational Excellence

- Continue to strive for excellence in performance, productivity, and professionalism, holding leaders accountable for personnel actions.
- Utilize Vision’s early warning system to identify risk, 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.

Patrol Area 4

Patrol Area 4 (Beats 23 - 28) is the transition from Central to East Oakland. 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 of Fruitvale and Macarthur Boulevard.

Patrol Officers, Community Resource Officers (CROs), Crime Reduction Team Officers (CRTs), Neighborhood Service Coordinators (NSCs), Police Service Technicians (PSTs) and Police Evidence Technicians (PETs) work to reduce crime, strengthen community trust and achieve organizational excellence.

Patrol Area 4: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	15	8
Police Officer	84	63
Police Evidence Technician (PET)	5	5
Police Services Technician II (PST)	3	3

Patrol Area 4: Significant Accomplishments

Reduce Crime

- Implemented violence reduction operations focused on known gang members responsible for robberies and shootings.
- Developed system to ensure intelligence and precision-based policing tactics were deployed in the most effective and efficient manner, in order to maximize results and minimize duplicated efforts.
- Improved collaborative efforts with internal and external partnerships and stakeholders.
- Redeployed a walking detail (when possible) in areas high in street level robberies.

Strengthen Community Relations and Trust

- Staff experienced continued training in Procedural Justice as well as updated policies and procedures developed by examining relevant industry standards and practices.
- Toys of education and health were given away in exchange for toys of violence.
- Regular attendance was provided at community meetings.
- Neighborhood Crime Prevention Councils 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 and complete community-based, problem-oriented policing projects.
- Police action was steered and driven by community input and guidance.

Achieve Organizational Excellence

- Increased section accountability, regarding the use of resources, expenditures, and personnel. Area 4 finished the fiscal year under the allotted budget.
- 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.

Patrol Area 4: Challenges Encountered

Staffing levels fluctuated during 2018. As such, staff movement occurred to temporarily fill open vacancies. Such temporary moves offered short-term, technical resolutions to basic needs. Ideally, permanent or long-term staffing fills would result in better collaboration and sustained relationships with community members.

Patrol Area 4: Expected Outcomes for 2020

Reduce Crime

- Reduce homicides.
- Reduce shootings by 10 percent.
- Reduce robberies by 10 percent.
- Reduce auto burglaries by percent.

Strengthen Community Trust and Relationships

- Work to improve response times to calls for service.

Achieve Organizational Excellence

- Work to ensure all vacancies are filled.
- Work to be fiscally responsible.

Patrol Area 5

Area 5 (Beats 29 - 35) is traditionally known as East Oakland, Area 5 is bordered by Area 4 and the City of Alameda to the West, Chabot Regional Park to the north, the City of San Leandro to the east and the San Francisco Bay to the south. A diverse community, Area 5 is home to the Coliseum Complex, the Oakland International Airport and several new retail businesses, such as Foothill Square.

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.

Patrol Area 5: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	14	11
Police Officer	90	81
Police Evidence Technician (PET)	5	5
Police Services Technician II (PST)	5	3

Patrol Area 5: Significant Accomplishments

Patrol Area 5 identified the below five goals for 2019.

- Increase community satisfaction with OPD.
- Decrease gang activity and related retaliatory shootings.
- Decrease locked activity auto burglaries.
- Remove abandoned autos form our communities.
- Enforce speed and other poor driving violations.

Area 5 experienced significant challenges in reducing shootings and homicides in the Area. Several shootings and homicides were the result of primarily two gangs. OPD placed Mobile Command Posts in the areas most prone to violent retaliatory shootings. The presence of Command Posts has resulted in a significant decrease in homicides. Robberies have been reduced in Area 5 as well.

Patrol Area 5: Challenges Encountered

Area 5 encountered several challenges during 2019. Staffing was the most significant challenge of all. Low staffing numbers made policing Area 5 extremely difficult. Partnering with other units within OPD and outside law enforcement partners alleviated some of the difficulties caused by staffing challenges.

Area 5 also experienced an increase in homeless encampments and RVs in neighborhoods. Community members were outraged and expressed extreme displeasure towards the encampments. Closing many of the encampments, Area 5 worked with the OPD team dedicated to monitoring homeless encampments, Department of Public Works and Alameda County. This will continue to be a challenge throughout the city moving forward as city leaders continue to develop long-term solutions for homeless individuals.

Patrol Area 5: Expected Outcomes for 2020

- Reduce homicides and shootings by 10 percent.
- Increase community trust through increased dialogue and holding staff accountable for engaging in fair and equitable policing.
- Reduce locked auto burglaries.
- Improve Area 5 stop data statistics, decreasing the negative footprint in the community while fighting crime.
- Address quality of life and neighborhood concerns around blight and abandoned autos.

Neighborhood Services Sections 1 and 2

Neighborhood Services organizes residential and business neighborhoods; work in partnership to identify and resolve concerns; and offers programs and services to inform, educate, and engage residents and merchants.

Neighborhood Services Sections 1 and 2: Staffing

Classification	Authorized	Filled
Neighborhood Services Coordinator (NSC)	10	9
Office Assistant I	1	1
Police Service Technicians II (PST)	2	2
Program Analyst III	2	1

Neighborhood Services Sections 1 and 2: Significant Accomplishments

The following highlights NSS 1 and 2 staff and program accomplishments:

Awards and Recognition

- Neighborhood 1: NSC Jason Wallace received Chief’s Certificate of Commendation form Area 3 Sergeant.
- Certificate of Appreciation: East bay Asian Development Corporation.

Program Accomplishments

Neighborhood Services Section 1

- Coordinated Oakland’s citywide National Night Out event in August. NSS organized, registered and supported 520 block level events citywide with approximately 28,000 adults and youth participating with nearly 100 officers and city staff visiting neighborhood block parties.
- Organized a thank you party for National Night Out block party hosts with over 200 attendees at the Lake Merritt Sailboat House. Commanders attended the event and interacted with attendees.
- Worked in partnership with the Oakland A’s to attend numerous Neighborhood Crime Prevention Council (NCPC) meetings across the City to discuss the proposal to open a ballpark at the Howard terminal.
- Hosted a community breakfast to get more people from West Oakland involved in their NCPC.
- Conducted individual training for leaders that included agenda building, setting ground rules and tips for running effective meetings.
- Coordinated Coffee with a Cop events in partnership with Starbucks at various locations, including downtown Oakland, Rockridge and on Lakeshore Avenue. The events were attended by patrons and various units of OPD, including the CROs, mobile command post, OPD Pink Patch Project, motors and the horse patrol.
- BART Safety Escorts at Fruitvale and West Oakland Stations during the Holiday Season. In partnership with BART personnel, distributed Holiday Safety Tip flyers to all seven (7) Oakland BART s stations prior to the Christmas Holiday.
- Conducted over 27 CPTED Inspections.
- Over 100 posts on Nextdoor to keep residents informed about community meetings, police operations, crime prevention tips and community events.

Neighborhood Services Section 2

- Staff hosted a Neighborhood Council Networking event at the Dunsmuir House to foster an on-going positive working relationship of leaders throughout the City of Oakland.
- Coordinated Oakland's citywide National Night Out event. NSS supported 520 block parties citywide with approximately 28,000 adults and youth participating and nearly 100 officers and city staff visiting the block parties.
- Organized a thank you party for National Night Out party hosts.
- Hosted a Woman's Empowerment Breakfast to celebrate their unity, accomplishments and plan for future community events.
- Coordinated Coffee with the Chief of Police at the Police Administration Building.
- Administered a Community Police Academy, where twenty (20) graduates completed a 9-week curriculum. Participants learned about police operations and specialized units.
- Partnered with the Oakland Fire Department, California Highway Patrol, Head Start, Oakland Police Department and PG&E to host a Safety & Preparedness Fair at the Foothill Square Shopping Center. Adults and children received safety tips, fingerprinting kits, smoke alarms, etc. This centered around safety, awareness and preparedness.
- Coordinated BART Safety Escorts at Fruitvale and West Oakland Stations during the winter holiday season. In partnership with BART personnel, flyers of Holiday Safety Tips were distributed to all seven (7) Oakland BART stations prior to the Christmas holiday.
- Held multi-cultural events held with parents, community and the Faith Community Consortium.
- Conducted over 27 CPTED Inspections.
- Generated over one hundred (100) posts on Nextdoor, informing residents of meetings, police operations and community events.
- Coordinated the Holly Mini Park Project.

Neighborhood Councils

In 2019, BFO 1, Neighborhood Services Coordinators (NSCs) attended over 250 meetings and BFO 2 NSCs attended over 275 meetings to assist residents and merchants to address neighborhood concerns. Neighborhood Councils and merchants resolved numerous concerns and sponsored successful events.

Training

The NSS staff of BFO 1 and BFO 2 provided trainings and workshops for residents and merchants in topics such as robbery prevention, personal safety, youth safety, senior safety, neighborhood watch, merchant watch, one-on-one training with new leaders, burglary prevention, CORE workshops and how to report community concerns.

Public Education and Community Engagement

Neighborhood Services Section 1

- In BFO 1, hosted numerous community events. Beat 2x/5x partnered with senior center, library and Recreation to host a community mixer to foster community members working together. Beats 6x/7x worked in partnership with parks and recreation to host an open house for over 200+ attendees. Educated residents on homeless encampments, the OAK 311 reporting system and emergency preparedness.
- Reestablished Neighborhood Council in community policing beat 15x in April 2019. There were 45 community members in attendance and the NCPC board was voted in through consensus.

- NSCs partnered with OUSD to read & tutor elementary students.
- Partnered with BART to attend NCPC meetings to address safety concerns of community members surrounding BART stations.
- NSS team conducted intensive auto and residential burglary and prevention outreach online, through door-to-door canvassing, and in partnership with merchants in the commercial districts.
- In North Oakland, conducted robbery prevention canvassing to 172 households and fliered 160 cars and numerous businesses along Martin Luther King, Jr., Way and Market Streets. This level of outreach was conducted in numerous beats throughout BFO 1.
- PSTs conducted CPTED evaluations in residential homes and commercial businesses.
- CRO, NSC and PST held CPTED walks with community members.
- PST conducted 21 Personal/Senior Safety Presentations and 15 NW meetings.
- Continue to outreach via Nextdoor, OPD's Facebook, Twitter and email listserv's.
- 14Y/16X crime stats indicated a high number of auto burglaries, with stolen possessions being reported. NSCs canvassed the Lakeshore and Grand Avenue commercial neighborhoods talking to merchants and distributing auto safety information. CRO and patrol officers reported a decrease in auto break-ins during their presentations to community residents during community meetings.
- Conducted outreach in 12y/13x at Rockridge BART to promote resident safety, including personal safety tips and reminders to secure laptops and other personal property. Additionally, canvassed business along College Avenue with crime prevention information.
- Successfully conducted home, personal and auto safety canvassing in beats 14Y/16X and 17 reaching approximately (300) residents and merchants.
- Due to the robbery and burglary neighborhood casings in beat 13x, outreached through various email and list serve groups to educate and inform residents about the problem and what can and should be done about it. Thus, residents have become more watchful and are using their email groups and list serves to post information about suspicious people, activities, or crimes that have occurred in their neighborhood. Residents are also properly reporting these crimes. NSC regularly sends neighborhood news announcements to educate them on safety tips, etc.
- In Chinatown (3x), partnered with merchants, City of Oakland nuisance abatement and CROs to educate unlicensed street vendors on the process to obtain health permits and business licenses.

Neighborhood Services Section 2

- In Central and East Oakland, Neighborhood Councils/Neighborhood Crime Prevention Councils hosted community events. Beat 23X hosted a Cesar Chavez Celebration in the Fruitvale District; Beat 27x hosted a Thanksgiving Basket Giveaway and Fiesta Day block party; 31Y provided over 200 baskets to seniors; Beat 35X had a Holiday Tree giveaway to families in need; Beautification projects and Earth Day events were conducted in beats 24, 27 & 35; Educated residents on homeless encampments, the new OAK 311 system and emergency preparedness.
- Area 4 CROs & NSCs partnered with OUSD to read & tutor elementary students.
- NSS team conducted intensive Auto Burglary and Robbery Prevention outreach online, through door-to-door canvassing, and in partnership with merchants in the commercial districts.

- Neighborhood Watch sponsored a Block Captains Training on “Target Hardening Your Home”.
- A’s game fundraiser for Teddy Bear Patrol.
- Friday Night’s @ Arroyo Park (June – August) to engage youth in positive activities.
- Dr. Seuss’s Read Across America to encourage youth to read.
- Submitted 14 NSS Newsletter articles highlighting community events for public distribution.
- PST conducted CPTED evaluations in beats 25, 26, 29, 30 & 35 also held CPTED walks.
- PST conducted 21 Personal/Senior Safety Presentations and 12 NW meetings.
- Continue to outreach via Nextdoor, OPD’s Facebook, Twitter and listserv’s.
- Recess and Coffee with a Cop.
- Created a BFO 2 social media plan for sworn and civilian personnel to submit pictures and project updates that were posted via Twitter, Instagram, Nextdoor, and Facebook.

Neighborhood Services Sections 1 and 2: Challenges Encountered

- Continued staffing shortages with full time administrative staff and an additional NSC needed.
- Two vans are needed to replace the older van and station wagon in the fleet.
- Outdated technology.

Neighborhood Services Sections 1 and 2: Expected Outcomes for 2020

For 2020, NSS will again focus primarily on Strengthening Community Trust and Relationships.

- Continue work to increase opportunities to engage residents and youth.
- Improve marketing strategy, outreach and online engagement.
- Implement OPDs updated Livingroom strategy based on the Stanford report to engage various audiences throughout BFO 1 and BFO2
- Continue to finalize SharePoint site content, documents and shared calendars.

Support Operations Division

The Support Operations Division (SOD) provides specialized capabilities, resources, and enforcement. SOD includes the Special Operations Section (SOS) and the Traffic Operations Section (TOS).

Special Operations Section

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

- Air Support
- Alcoholic Beverage Action Team (ABAT)
- Canine Program
- Crisis Intervention, Mental Health Liaison, and Mobile Evaluation Team
- Homeless Outreach Unit
- Marine
- Reserve Program
- Special Events

- Tactical Operations Team

Special Operations Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	5
Police Officer	12	12
Administrative Analyst II	1	1
Police Services Technician II	2	2

Special Operations Section: Significant Accomplishments

Air Support

- Received a full time Sergeant assigned to the Air support Unit.
- Certified two Commercial Pilots.
- Obtained two new PA systems, one for each helicopter.
- Flew over 900 flight hours, 20% increase from previous year.
- Assisted with over 50 sideshow operations.
- Supported and/or participated in numerous special events and operations.
- Woman’s March, Kamala Harris, Obama, Teachers Strike, Oakland Marathon.
- Assisted outside agencies with law enforcement and search & rescue operations
- Save a kidnap victim from kidnapper.
- Found lost kayaker with hypothermia in the Oakland Estuary stuck by low tide.
- Assisted Ceasefire with multiple operations, surveillance and arrests.
- Assisted with 403 felony arrests, 261 of which were part 1 crimes.
- Assisted OFD on 14 fire scenes.

Alcoholic Beverage Action Team (ABAT)/Cannabis Officer

- Grant-funded minor decoy, anti-loitering, street drinking enforcement operations resulted in 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 assessed compliance at over 700 locations
- Provided training to the Basic Academy.
- Conducted merchant outreach related to Council Ordinance 13452-Flavore Tobacco Ban.
- Cannabis Enforcement Unit- CEU provided expertise to OPD units and worked with City officials.
- The CEU has conducted department wide in-service training during Officer CPT.
- The CEU assisted outside agencies with investigative assistance, including Taskforce, Alameda Co Narcotics task force, the DEA, and US Marshall’s service.
- The CEU has assisted OPD patrol with field investigations involving illegal cultivation and illegal possession incidents.
- The CEU has assisted the city’s special permits office with commercial licensing approvals and policy reform.

- The CEU has conducted Independent and joint enforcement (OFD) operations leading to the location and identification of illegal cannabis dispensary, cultivation and extraction location within the city limits.

Canine Program

- Hosted a multi-agency training event
- Began training with new handler candidate and canine
- There were 72 deployments, 36 apprehensions, and 6 bites (16 percent bite ratio)

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team

- Partnered with county and outside agencies to identify and find permanent housing solutions for selected homeless subjects with mental health conditions.
- Worked with care facilities to ensure appropriate placement of patients.
- Initiated partnerships to increase awareness of resources for the elderly.
- Work with Alameda County Substance Use Disorder Director to explore the designation of facilities for drug use and alcohol detentions.

Homeless Outreach Unit

- Total number of closures of unlawful homeless encampments for 2019: 102
- Approximate number of Public Works assists and encampment assessments: 250
- Coordinated with area commanders and units to address areas of concern.
- Strengthened community trust and relationship by partnering with city and county agencies to create awareness and provide access to resources.
- Assisted with the implementation of three Safe RV parking locations.

Marine Unit

- Supported and/or participated in numerous special events and operations.
- Collaborated on training with numerous counties, state and federal agencies.
- Assisted outside agencies with law enforcement and search and rescue operations.
- Acquired additional SAVE grant funding to remove derelict vessels.
- Certified four Marine Unit Operators through the Basic Marine Operators Course.

Reserve Program

- Provided over 1,000 hours of voluntary service to the City of Oakland.
- Provided security at the Oakland Museum White Elephant Sale and the Concert in the Redwoods.

Special Operations Section: Challenges Encountered

Air Support Unit (ASU)

- Requests for the helicopter unit have greatly increased.
- ASU has been tasked with providing seven day a week coverage.
- Budget was reduced, while flight time, fuel, and maintenance costs have increased.
- Increased patrol helicopter down time due to planned and unplanned maintenance issues with aging aircraft.

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team

- Overuse / inadequacy of John George Pavilion creates a quick turnaround of patients back into the community untreated and with no change in condition.
- Homeless population has doubled within the past year.
- Cleanups have become larger and officers are required to be outside of their vehicles
- Several homeless populations need mental health assistance.

Homeless Outreach Unit

- The scale of the problem has exceeded available city resources.
- Amount of workload has been challenging for number of officers assigned.

Marine

- Increase in abandoned vessels in the estuary, which are costly to remove.
- Moose boat had maintenance issues due to the vessel's age.
- Increase in property crimes in and around the Oakland Estuary.
- The need for additional qualified coxswains on OPD Vessels to include attending POST certified training courses.

Reserve Program

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

Special Events Unit

- City permit process is challenging.
- Workload for one officer has increased over the years, making the position much more challenging.

Tactical Operations Team

- Maintaining full staffing of officers has continued to be a challenge due to promotions, retirements and voluntary resignations from the team.

Special Operations Section: Expected Outcomes for 2020

Air Support Unit

- Seek funding and vendor for a new or lightly used helicopter.
- Seek funding for increased fuel and maintenance costs.
- Seek moving fourth pilot to unit full time.
- Complete flight training for Officer Curtin's Flight Instructor License.

Alcoholic Beverage Action Team

- Increase compliance with City Ordinance 13452 – Flavored Tobacco.
- Increase enforcement and education outreach efforts funded by the Proposition 56 Tobacco Grant.
- Increased staffing for both ABAT and Marijuana Unit.
- Increased marijuana compliance operations.

Canine Program

- Add new patrol canine handlers course to start in 2020.
- Obtain authorization for take-home vehicles for handlers.
- Incorporate additional in-service training via CPT, lineup training, and command retreats for patrol officers, sergeants, and command staff.
- Incorporate joint canine and tactical team training.
- Continue joint canine and PRO training.
- Outline potential policy revision to meet best industry and departmental practices.
- Establish increased reality-based canine training.

Crisis Intervention, Mental Health Liaison, and Mobile Evaluation Team

- Fill additional MET positions when the county staff additional clinicians to pair with MET officers.
- Roll out of County CATT (Community Assessment & Transport Team) to assist with non-violent mental health evaluations.
- Recruit and train Critical Incident Training (CIT) instructors.

Homeless Outreach Unit

- Continue coordination with Area commanders, City of Oakland departments and county agencies.
- Increase staffing, as this would assist with the heavy workload to split teams at multiple locations with Public Work crews.
- Work with newly appointed Homeless Administrator/Homeless Policy Director.

Marine

- Increase professional development for current boat operators.
- Increase professional development among current Marine Unit Operators.
- Apply for additional FEMA Grant monies to purchase new Zodiac Vessel.

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 Unit

- Continue to assess the permit process with the City's focus group, implement their recommendations when a consensus is reached and work on the permit process, "One Stop Shop."
- Explore the possibility of a second officer for the unit.

Tactical Operations Team

- Continue to maintain full staffing through recruitment and training.
- Host a Tactical Team School in 2020.
- Keeping ageing equipment available and in-service.

Traffic Operations Section

The Traffic Operations Section (TOS) focuses on vehicle enforcement and traffic safety. TOS provides support to Area Commanders through traffic enforcement (e.g. motor vehicle violations, bicycle and pedestrian safety enforcement, DUI saturation patrols, and DUI checkpoints), traffic collision investigations, and vehicle abatement (e.g. towing abandoned, blighted or scofflaw vehicles). TOS receives traffic concerns from a variety of sources to include community members/groups, accident data, and officer observations. TOS is comprised of the following:

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 includes a Sideshow Enforcement Officer position, responsible for conducting follow-up investigations related to vehicle evading offenses. The Fatal Accident Standby Team (FAST) is a collateral assignment comprised of officers from the TOS and Patrol.

Traffic Enforcement Unit

The Traffic Enforcement Unit (TEU) has two Traffic Enforcement Squads, responsible for enforcing vehicle code violations and investigating vehicle crashes. Traffic Enforcement Officers work throughout the City of Oakland during various hours and days.

TEU includes the Traffic Safety Detail, which is responsible for school safety, coordinating and deploying School Crossing Guards, establishing and maintaining Student Safety Patrols and collaborating with school staff to develop effective traffic safety plans (e.g. student drop-off and pick-up procedures). The Traffic Safety Detail focuses on pedestrian and bicycle safety for the City's youth who walk and bike to and from school.

Vehicle Enforcement Unit

The Vehicle Enforcement Unit (VEU) consists of the following details: Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Vehicle, Bicycle Recovery and Taxi and Tow. 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, while aggressively pursuing parking citation scofflaws.

VEU enforces rules and regulations pertaining to commercial trucking, particularly around the Port of Oakland. VEU also regulates the City of Oakland taxi industry. The Bicycle Recovery Detail stores and process bicycles recovered as evidence, safekeeping or as lost or found property.

Traffic Operations Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	4	3
Police Officer	26	23
Police Records Specialist (PRS)	3	3
Police Service Technician II (PST)	14	11
Crossing Guard	76	69

Traffic Operations Section: Significant Accomplishments

- Received and implemented an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$500,000. The grant included funding for:
 - The purchase of 12 new LIDAR-XS-C devices for speed enforcement and updated Crash Data Retrieval System software.
 - Continued a collaborative effort with the Alameda County Sheriff.
 - Twelve high visibility operations focusing on DUI Enforcement
 - Twelve high visibility operations focusing on traffic enforcement
 - Fifty-three operations focusing on DUI/DL Checkpoints, DUI and traffic enforcement, distracted Driving (texting/cellphones), motorcycle safety, Click-It or Ticket (sea belt), and bicycle/pedestrian enforcement.
 - Traffic Safety Educational Presentations and additional training related to DUI and Drug Enforcement for drivers.

- Continued working collaboratively with the Alameda County Public Health Department and Oakland Unified School District on a Safe Routes to School Program Grant, “Be Oakland Be Active.” TOS staff is responsible for school traffic safety plan development, conducting traffic enforcement and establishing or maintaining student safety patrols from a list of seven charter schools and 15 elementary schools in OUSD.
- Obtained twenty-seven tow seizure warrants for vehicles through the efforts of the Sideshow Enforcement Officer. These vehicles were involved in reckless driving and evading officers. Eighteen vehicles were towed (67 percent of the vehicles seized from warrants issued).
- Received 19,352 abandoned auto complaints, resulting in the towing of 3,319 vehicles, the recovery of 337 stolen vehicles and the issuance of 2,198 citations for various local and state vehicle code violations.
- Responded to thirty-one call-out incidents involving fatal or near-fatal vehicle collisions.

- Conducted the Christmas Motor Santa operation delivering over 500 toys to children citywide. Motor Santa is a TOS tradition, where a motorcycle officer dresses as Santa Claus and rides a police motorcycle throughout Oakland contacting and giving children toys. This was a successful charitable community event.

Traffic Operations Section: Challenges Encountered

Staffing stabilized, with three of the four authorized Sergeant positions were filled. Eleven of the 14 Police Service Technician positions were filled, leaving the Vehicle Enforcement Unit short three civilian positions. Service complaints received for abandon vehicles remained consistent from last year, but wait times were still clong to due to the shortage of staff.

Traffic Operations Section: Expected Outcomes for 2020

- Expand partnerships with local, State and Federal agencies and organizations to assist in traffic enforcement, crime reduction, traffic safety education and sideshow enforcement (e.g. providing educational presentations at schools, collaborating with Bike East Bay to establish a Bicycle Diversion Program (Bicycle School), etc.).
- Obtain State and Federal grants to assist with traffic enforcement.
- Increase targeted and focused enforcement operations with existing Motor staff.
- Fill all authorized TOS positions (including the two vacant officer positions).
- Expand and continue TOS / Motors role and attendance at community and ceremonial events (E.G. Motor Santa operation, school Open House events, block parties, traffic safety presentations, Memorial rides and escorts, Major League Baseball Law Enforcement Appreciation Days, etc.).

Bureau of Investigations

The Bureau of Investigations is led by a Deputy Chief of Police and includes the Criminal Investigations Division and the Criminalistics Section (Crime Lab).

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:

- Homicide
- Robbery and Burglary
- General Crimes, Task Forces, and Felony Assault
- Special Victims
- Crime Analysis

Members 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. Members of CID 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 an investigator include:

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

Criminal Investigation Division: Administrative Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Administrative Analyst II (AAII)	1	1
Police Records Specialist (PRS)	1	1

Criminal Investigation Division: Significant Accomplishments

Despite staffing and caseload challenges, CID’s determined attitude resulted in numerous successful investigations throughout the Division. The Robbery Section’s tenacious approach to linking cases and identifying connectivity routinely sought suspects throughout the year. Crime Analysts populated a comprehensive robbery matrix and created reports that provide analytical commentary on robbery series for investigators and field units. Undoubtedly, this collaboration was a key component to the City of Oakland experiencing a 13 percent reduction in robberies and positively improving OPD’s nationwide standing.

There are many examples of great investigations like the ones highlighted above. CID was also recognized for its investigative expertise, providing several trainings to internal and external law enforcement partners. Investigators from the Homicide Section hosted and provided training for members of the Alameda County Homicide Investigators Association. The instruction was highly sought, and the training was well-attended.

Criminal Investigation Division: Challenges Encountered

Staffing limitations continued to impact CID’s ability to conduct follow-up investigations. Except for the Homicide Section, 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 personnel 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.

Criminal Investigation Division: Expected Outcomes for 2020

- Ensure that each investigative section is staffed to capacity.
- Continue to stay current with local, state and federal statutes.
- Continue to develop and maintain succession plans 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.

- Employ and support the tenants of Procedural Justice externally amongst communities and internally amongst peers.
- 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 related to their respective specialties.
- Enhance investigators’ continual communication with victims and witnesses of crimes and their families.
- Create the “Detective” classification for all CID investigators.
- Certify the CID Mentor Program to assist new investigators and develop leadership amongst existing investigators.

Homicide Section

Through the effective investigation of crime and apprehension of violent offenders, the mission of the Homicide Section is to build partnerships and work in collaboration to protect the community. Additionally, the Homicide Section aids crime victims and their families.

Homicide investigators are available on a 24-hour basis to respond to incidents. The moments and hours immediately following a homicide are often the most important for investigators. Investigators will examine the scene of the incident, locate and interview witnesses, speak with family members or friends who may have relevant information, and work concurrently with other units to develop suspect information. Although investigations are complex, investigators work to ensure that they can present a strong case to the District Attorney’s Office for prosecution.

Homicide Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	4
Police Officer	10	8
Police Records Specialist (PRS)	1	1
Police Services Technician (PST)	1	0

Homicide Section: Significant Accomplishments

The total number of Uniform Crime Reporting (UCR) homicides in 2019, was 75, up 12 percent from the 2018 total of 67. The average number of homicides over the last five years is 77. Of significant note is that in 2019 there were no homicide victims under the age of 18. There were no Officer Involved Shootings (OISs) by Oakland Police Officers in 2019.

In 2019, Homicide Investigators solved 48 cases that were either charged by the District Attorney’s office or closed due to death of the offender or due to suspects already serving lengthy prison sentences on other homicides or violent crimes. This is compared to 34 cases from 2018. Of those cases cleared in 2019, 38 involved 2019 cases and 15 were homicides from previous years, bringing the homicide clearance rate for 2019 to 64 percent. This is a 13 percent increase from 2018 and seven percent above the average five-year clearance rate of 57 percent.

Homicide Investigators were also responsible for investigating three homicides that were ultimately deemed to be justifiable by the Alameda County District Attorney’s Office. These cases are reported as Non-UCR, but they often require as much, if not more, time to be fully investigated as compared to a UCR Homicide.

In addition to their call-out responsibilities, there are four sergeants designated to investigate all officer involved shootings, Level 1 uses of force, and in-custody deaths, and one investigator assigned to investigate cold cases. In 2019, there was one Level 1 use of force investigation.

Pursuant to Departmental General Order M-4.1 the Homicide Section can be tasked with criminal investigations alleged against Oakland Police Officers. It should be noted that the Homicide Section conducted several criminal investigations that involved sworn members.

Honorable mentions:

- Sergeant Beltran was assigned a special circumstances missing person case. Through her investigation it was determined that the victim was murdered, and the body was disposed of. Sergeant Beltran was able to link the suspect to the victim and the suspect was charged with murder even though the victim’s body was never found.
- Officer Tran was able to close five cold-case homicides in 2018.
- The Homicide Section has used technology to great success in cases where no suspect information was known. This has led to the identification of suspects, the development of evidence linking the suspects to the murders, and the cases being charged.

Productivity Performance Data:

Ramey Warrants Obtained	127
Search Warrants Obtained	567
Removal Orders	156
Parole/Probation Searches	55
No. of Admissions/Confessions	91
Photo Line-ups/Double Blind Sequential	227
Physical Line-Ups	2

Homicide Section: Challenges Encountered

The Homicide Section continues to experience staffing challenges that drastically affects the overall capability of the unit. However, despite this challenge, the quality of work and standard of excellence remains the same.

The frequent transition of investigators transferring in and out of CID has limited the pool of qualified investigators to select for reassignment into the Homicide Section.

Given the current staffing level, Homicide Investigators will continue to be challenged by large caseloads. According to the Bureau of Justice Assistance’s guide on best practices for homicide investigations, “research has found that a homicide unit is optimally staffed when each detective is the lead investigator on an average of three to four new homicide cases per year...”². The current staffing level is ultimately working against the potential effectiveness of the unit and the well-being of the investigators who are at

² BJA, Promising Strategies For Strengthening Homicide Investigation, Oct 2018, Page 42:
<https://bja.ojp.gov/library/publications/promising-strategies-strengthening-homicide-investigations-findings-and>

risk of “burnout.” In 2019 the average case load for investigators not including in-custody death investigations or suspicious death investigations was 6.5 (78 total homicides investigated by 12 investigators).

Homicide Section: Expected Outcomes for 2020

The Homicide Section will continue to set a standard of excellence regarding investigations by developing, mentoring, and training future homicide investigators. It is the goal of the Homicide Section to increase and maintain a staffing level that will allow for effective and efficient investigations and overall health of the section.

Homicide Investigators will continue to work tirelessly in their efforts to solve violent crimes/homicides and bring justice to victims and their families. Their success will be increased by continued community partnerships and collaboration with local, state, and federal law enforcement agencies. Homicide Investigators will continue to identify, utilize, and exploit innovative technology measures to assist with investigations.

The Homicide Section will seek to improve and increase communication with families suffering from the loss of a homicide victim. Continued support for organizations that assist victims of violent crime (e.g. 1000 Mothers to Prevent Violence, Catholic Charities, Their Lives Matter and the Khadafy Foundation) will aid families through the investigative process.

Robbery and Burglary Section

The Robbery Unit is responsible for investigating all robbery-related crime, including carjacking and residential robberies. The Burglary Unit is responsible for all burglary-related investigations. The Robbery and Burglary Units are both a part of the CID call-out rotation and may be tasked with investigating other felonies.

Robbery and Burglary Section: Staffing

Robbery Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	10	8
Police Records Specialist (PRS)	0.5	0.5
Police Services Technician	0.5	0.5

Burglary Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	5	5
Police Records Specialist (PRS)	0.5	0.5
Police Services Technician	0.5	0.5

Robbery and Burglary Section: Significant Accomplishments

The Robbery and Burglary Section was a primary investigative unit for OPD in 2019. Investigators assigned to these units were generally assigned criminal cases specific to their areas of responsibility. Assigned investigators were responsible for completing all necessary follow-up investigative work germane to each case. Many of these investigations were very intricate, requiring exhaustive research and very long hours. All officers assigned to these units were tasked with call-out duties and are responsible for conducting follow-up investigations on felony crimes that have just occurred.

Heading into 2019, one of the goals was to continue and conduct comprehensive, as well as thorough investigations. Another goal was to continue to work closely with the various Area Commanders and support their efforts to reduce crime in their respective areas. A final goal was to enhance connectivity of investigations by partnering with surrounding law enforcement agencies.

In 2019, there were slightly fewer robbery cases assigned for investigation than the previous year due to two vacancies in the Robbery Unit. There was also a seven percent increase in reported robberies in 2019 compared to 2018. The Robbery Unit still had a 28.9 percent solvability rate in 2019 which is a 4.4 percent increase from the previous year.

In 2019, there was a 31 percent increase in reported burglaries which was mainly due to a 38 percent increase in auto burglaries. The Burglary Unit had a 45 percent increase of assigned cases compared to the previous year which resulted in a 48.7 percent solvability rate for 2019. Although the overall percentage of solved cases was lower than the previous year, the Burglary Unit overall solved more cases in 2019.

The Robbery and Burglary Section investigated and charged the following:

Unit	Cases		
	Reported	Assigned	*Charged
Robbery	2,776	1,537	444
Burglary	13,864	478	233

*Note: Charged cases also consisted of crimes with multiple suspects and suspects involved in multiple counts that were classified as a “series”. Robberies and burglaries classified as a “series” involved the same suspect or suspects.

Robbery and Burglary Section: Challenges Encountered

Due to the amount of video evidence in the field and the increasing volume of requests to obtain videos, the Robbery/Burglary Section, and Felony Assault Unit obtained additional Police Service Technicians (PSTs) to be assigned for video evidence recovery. The lack of resources had resulted in the loss of crucial evidence which was needed to solve criminal cases but with two new PSTs now assigned to CID have reduced the amount of video evidence being lost.

Robbery and Burglary Section: Expected Outcomes for 2020

- Partner and assist all Area Commanders to reduce crime
- Work as a team on Departmental strategies to reduce robberies and burglaries
- Develop intelligence and share this information throughout the Department

- Be responsive to victims of crime and provide them with proper services
- Treat all victims of crime with dignity and respect
- Recruit and develop new investigators to fill current vacancies
- Conduct thorough and comprehensive investigations
- Partner with Centerforce and refer qualified first-time juvenile offenders to help reduce recidivism
- Partner with outside law enforcement agencies to support and share crime-fighting strategies
- Utilize social media and news media to help enhance criminal connectivity
- Mentor and develop current investigators as well as provide proper training and equipment.

General Crimes, Task Forces and Felony Assault Section

General Crimes Unit

Investigators assigned to the General Crimes Unit conduct follow-up investigations on a wide range of crimes. This includes, but is not limited to, fraud, embezzlement, identity theft, forgery, elder financial abuse, grand theft, petty theft, auto theft, battery, threats, vandalism, court order violations and narcotics violations.

The unit is also responsible for reviewing and approving all reports generated on CopLogic (OPD's online crime reporting system).

Task Forces Unit

The Task Forces Unit includes the Fugitive Detail, Weapons Detail and all Federal/ County/ Regional task forces, including:

- United States Marshals (USMS)
- United States Secret Service (USSS) Bay Area Identity Theft Task Force (BAIT)
- Alcohol, Tobacco, Firearms & Explosives (ATF)
- Drug Enforcement Administration (DEA)
- Alameda County Narcotics Task Force (ACNTF)
- Alameda County Regional Auto Theft Task Force (ACRATT)

Felony Assault Unit

The Felony Assault Unit is responsible for all shooting-related investigations in the City of Oakland. The investigators often assist the Homicide Section on investigations, such as officer-involved shootings and other complex investigations. The Felony Assault investigators are also responsible for CID call-outs and investigating other felony crimes.

General Crimes, Task Forces and Felony Assault Section: Staffing*

General Crimes Unit

Classification	Authorized	Filled
Sergeant of Police	2	1
Police Officer	8	7

Task Forces Unit

Classification	Authorized	Filled
Sergeant of Police	1	0
Police Officer	11	8

Felony Assault Unit

Classification	Authorized	Filled
Sergeant of Police	1	0
Police Officer	8	7

*The above units are supplemented by one Administrative Assistant I and a Police Records Specialist. Currently, the Administrative Assistant I position is vacant.

General Crimes, Task Forces and Felony Assault Section: Significant Accomplishments

General Crimes Unit Data

Grand Theft	2,163
Petty Theft	5,865
Auto Theft/Attempted Auto Theft	6,872
Vandalism	6,209
Felony Assaults/Batteries	4,805
Shootings	1,556
Threats	1,561
Court Order Violations-166PC (Non-Domestic)	633
Fraud, ID Theft, Elder Financial Abuse	1,595
Possession of Stolen Property	479
Possession of Burglary Tools	148
Weapons Violations	1,401
CopLogic (Online Reporting System)	24,295
Total	57,582

Task Force Unit 2019 Significant Accomplishments

- DEA (Drug Enforcement Administration) – Through multiple separate investigations connected to the City of Oakland, recovered the following types of evidence were recovered with number of arrests:

Cocaine HCL	82 Pounds
Methamphetamine	180 Pounds
Heroin	31.5 Pounds
Cocaine Base	12 Pounds
Fentanyl	2 Pounds
Pharmaceuticals	1.3 Pounds
U.S Currency	\$1,706,978
Arrests	74

- ACNTF (Alameda County Narcotics Task Force) – Through multiple separate investigations connected to the City of Oakland, recovered the following types of evidence were recovered with number of arrests:

Cocaine HCL	35 Pounds
Methamphetamine	155 Pounds
Heroin	7 Pounds
Firearms	103
U.S Currency	\$499,584
Arrests	115

- Due to various investigations, \$334,500 in US currency was seized during the asset forfeiture procedure.
- US Marshals took two hundred eighty-two (282) fugitives into custody, who were suspected of committing violent felonies in the City of Oakland. The US Marshals’ Task Force also recovered thirteen (79) firearms during their investigations.
- The ATF (Bureau of Alcohol, Tobacco, Firearms, and Explosives) Task Force made 30 arrests and 75 firearm recoveries. They have several ongoing cases continuing from 2019 into 2020. In 2019, the ATF TFO (Task Force Officer) assisted with the newly formed Crime Gun Intelligence Center.
- ACRATT (Alameda County Regional Auto Theft Task Force) - During 2019, through multiple separate investigations connected to the City of Oakland, ACRATT recovered the following types of evidence and made the following number of arrests:

Chop Shop Investigations	12
Vehicles recovered	1,117
Recovery value	\$10,592,942
Arrests	92

Many of these stolen cars are used to commit murders, robberies, and burglaries. In 2019, ACRATT made four arrests involving stolen vehicles which were used in additional crimes committed in Oakland (home invasions, grand larceny, burglaries and armed robberies).

Felony Assault Unit Data

Cases	Assigned	Charged
1,556	1,556	205

General Crimes, Task Forces and Felony Assault Section: Challenges Encountered

- Staffing remains a challenge, especially with caseload management and review of CopLogic reports.
- CopLogic has grown significantly in its use by the public; therefore, there needs to be investigative staff dedicated to reviewing these reports. Currently, members on modified/light duty are being tasked with reviewing CopLogic reports.
- The Felony Assault Unit continues to face staffing challenges. For several months, the unit operated below authorized staffing levels due to promotions and other transfers. This has resulted in longer hours, more call-out rotations, and increased caseloads for each investigator.

General Crimes, Task Forces and Felony Assault Section: Expected Outcomes for 2020

- Continue to assist the five Area Commanders in their efforts to combat and reduce crime in their respective areas.
- Continue to work as a team.
- Continue to develop intelligence.
- 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.
- Continue to conduct thorough and comprehensive investigations.
- Share information throughout the Department.
- Partner with community leaders and work more closely with NGOs.
- Partner with outside law enforcement agencies.
- Develop investigators’ skills through attending innovative courses.
- Utilize non-traditional resources (e.g. petition for more cadet involvement, welcome additional members on modified duty, request additional PRS and PETs, etc.).

Special Victims Section

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

SVS is comprised of the following units:

Juvenile Intake and Intelligence Unit

Processes juveniles arrested or detained by law enforcement and provide referrals to internal and external services designed to improve life choices and prevent future incidents.

Missing Persons Unit

Investigates missing persons and runaway cases to unite friends, families and loved ones. The Missing Persons Unit also investigates abduction cases involving non-custodial parents.

Domestic Violence Unit

Investigates incidents of domestic violence and physical elder abuse while, partnering with support services advocates housed at the Family Violence Law Center.

Special Victims Unit

Investigates incidents of sexual assault and child abuse, while providing victims and their families with social services to address trauma.

Vice and Child Exploitation Unit

Investigates vice-related criminal incidents, as well as child prostitution, internet crimes against children, child sex rings and human trafficking. This unit conducts enforcement operations throughout the year and works with a range of outside agencies (e.g. FBI's Innocence Lost Task Force, Hayward Police Department's ACVET (Alameda County Vice Enforcement Team) and the San Jose Police Department's ICAC (Internet Crimes Against Children Task Force)).

Identification Unit and 290 Enforcement

The *290 Enforcement Detail* monitors compliance of all registered sex offenders living and/or working in Oakland. The *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. The *Sexual Assault Felony Enforcement [SAFE] Task Force* is a multi-agency entity with representatives from throughout Alameda County. The SAFE Task Force monitors and conducts proactive enforcement of predatory sex offenders. The SAFE Task Force also ensures convicted sex offenders are in compliance with current registration laws.

Youth Outreach Unit

The *Youth Outreach Unit* is made up of four programs designed reach youth and provide opportunities for a positive future: *Police Activity League (PAL)*; *Youth Outreach Mentor Officers*; *Explorer Program*; and the *Our Kids (OK) Program*.

Special Victims Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	6	6
Police Officer	42	39
Police Services Technician (PST)	9	6
Police Records Specialist (PRS)	2	2

Special Victims Section: Significant Accomplishments

- Provided substantial training to department personnel
- Oversaw 5,407 domestic violence cases.
- Oversaw 1,222 missing persons/runaway cases.
- Oversaw nine hundred eighty-one (981) child abduction and custody order violations cases.
- Processed hundreds of cases related to juveniles, juvenile hall, notices to appear and Center Force Youth Court.
- The Juvenile Intake and Intelligence Unit successfully passed all state and local inspections. The unit also worked with the California Board of State and Community Corrections regarding the detention of minors.
- Processed over seven hundred 762 juveniles at the Intake and Intelligence Desk, while answering thousands of calls from the public and law enforcement.
- Conducted missing person investigations through the Intake and Intelligence Desk outside of normal business hours, resulting in the closure of 16 cases and the saving of thousands of dollars in overtime.
- Investigated all child abuse and unexplained deaths.
- Rescued 17 juvenile human trafficking victims during pro-active operations.
- The Youth Outreach Unit interacted with 5,960 students and 6,550 community members for a total of 12,510 positive community interactions in 2019.

Special Victims Section: Challenges Encountered

- The most serious challenge was the lack of adequate staffing to address increasing caseloads.
- The learning curve for new investigators given the caseloads and complexity of the cases.
- The fatigue of staff due to caseloads, callouts, and nature of investigations.

Special Victims Section: Expected Outcomes for 2020

- Strengthen community support.
- Continue the shift to 85 / 15 arrest percentage ratio of males to females during Vice operations to suppress the demand fueling the illegal sex trade.
- Strengthen the OPD partnership with the Alameda County District Attorney's Office H.E.A.T Unit to aggressively target those profiting from the commercial sex trade.
- Be a committed member of the Alameda County United Human Trafficking Task Force.
- Revise and update Departmental General Order O-06.
- Increase the authorized number of investigators in the units.
- Increase the number of Professional Staff to support the investigators.
- Increase our positive footprint in the community and encourage our youth to take part in the law enforcement pipeline program which promotes recruiting and hiring members of the Oakland community.
- Send every investigator to the Sexual Assault / Child Abuse POST-certified Investigation course.
- Create a safer work environment for the ID Unit staff.
- Complete the Annual Registrant Compliance Project via GPS tracker to assist with address checks.
- Enhance the use of social media tracking software to assist with Human Trafficking and Missing Persons investigations.
- Expand the knowledge base for V/CEU investigators in the area of Internet Crimes Against Children (ICAC) and participate in more operations with the regional task force.

- Establish a stronger relationship with the Alameda County S.A.F.E Task Force and conduct joint street-level enforcement operations to address our community’s complaints.
- Support the Special Victims Section staff to participate in the Wellness Program.

Crime Analysis Section

The Crime Analysis Section provides crime analysis information to a variety of 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 support includes daily and weekly tactical overviews of problem crime areas, temporal reporting, hot spotting, 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 and intelligence analysis focuses on major crime incidents (e.g. homicides and injury shootings) and yields a variety of in-depth analytical products associated with the incidents. When staffed, this analyst also works with human intelligence, maintaining various intelligence databases, working with OPD’s focused deterrent program (Ceasefire) and using Social Networking Analysis (SNA) to identify criminal targets.

When staffed, the data illuminator provides a wide variety of 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 a variety of data sources.

Crime Analysis Section: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Administrative Analyst II (AAIL)	1	1
Crime Analyst	6	5
Crime Analyst (Limited Duration Employee)	1	0
Police Records Specialist (PRS)	1	0

Crime Analysis Section: Significant Accomplishments

The Crime Analysis Section focused primarily on robbery, transferring analytical responsibility for shootings to the analyst loaned to the Intel Cell. The remaining analysts prepared reports and other materials to assist the department-wide effort to reduce robberies. Specific achievements included:

- The creation of email reports that provide immediate analytical commentary on robbery patterns and series, as well as continuing to manage the robbery matrix and reporting process.
- Preparation of a robbery briefing book in the CrimeView Dashboard that is presented to the Monday morning Weekly Crime Update meeting.
- Development of investigative information regarding robbery arrestees through link analysis and social network analysis of robbery arrests.
- Providing weekly and monthly reports to commanders on auto burglaries, residential burglaries, and auto theft.

Crime Analysis Section: Challenges Encountered

Staffing has been very challenging for the Crime Analysis Section. Several the staff have been loaned to other entities within OPD. The limited duration nature of some of the positions have made them very difficult to fill.

Crime Analysis Section: Expected Outcomes for 2020

Operations

- Continue to provide high-quality analytical products to OPD.
- Update and revamp CrimeView Dashboard and develop an agency-wide program to train all levels of staff in its benefits.
- Complete the contract phase of the crime analysis technology products RFP and integrate the new products into the section.
- Fill the existing full-time analyst vacancy to help broaden the agency's analytical coverage.
- Improve statistical reports that capitalize on OPD's data resources.

Staffing

- Work to return loaned staff to the Crime Analysis Section to bring the section back to full staffing.
- Work with OPD Personnel Section to fill vacant positions.
- Explore the process in expanding the section with new job classifications, additional staff, and in-section hierarchy to encourage retention.

Training

- Seek out and attend trainings pertinent to analytical specialties (e.g. tactical, statistical, intelligence, managerial).

Criminalistics Section

The Criminalistics Section (Criminalistics or Crime Lab) includes the Drug Analysis Unit, Firearms Unit, two Forensic Biology Units, and Latent Print Unit. There are two ad hoc units; General Criminalistics and Specialized Crime Scene Response. The scientific staff objectively examines, evaluates, and interprets physical evidence related to the investigation of crimes. The Administrative Unit includes the Quality Assurance Program and overall management.

The Laboratory's primary client is OPD and services are available to the Alameda County District Attorney's Office 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.

The Criminalistics Laboratory is accredited by ANSI National Accreditation Board (ANAB) conformant with the ISO/IEC 17025:2017 and ANAB supplemental requirements. The fields of accreditation include Drug Chemistry, Firearms/Toolmarks, Friction Ridge, Seized Drugs, and allows for field testing.

Criminalistics Section: Staffing

Classification	Authorized	Filled
Crime Laboratory Manager	1	1
Criminalist I	1	0
Criminalist II Underfilled as Criminalist I	1*	0
Criminalist II	15	11*
Criminalist III	5	4
Forensic Technician	1	0
IBIS Technician	1	1
Latent Print Examiner I	0	0
Latent Print Examiner II	5	4
Latent Print Examiner III	1	1
Office Assistant II	1	1

* 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.

Criminalistics Section: Significant Accomplishments

Lab wide

The most significant team effort in 2019 was hosting the joint California Association of Criminalists (CAC) Spring Seminar along with the California Association of Crime Lab Director's (CACLD) meeting at the Waterfront Hotel in Jack London Square. The second most notable accomplishment made by the laboratory was changing to new ANAB standards in June 2019. Teambuilding happened at the lab-wide level with during and after work hours events at local establishments, through department challenges such as against CID for the best Halloween dish submission and in hosting the laboratory open house in honor of National Forensic Science Week in September. Additional efforts throughout the year were also notable in individual sections of the laboratory.

Firearms

Firearms staff made great strides to pilot the IBIS program forward through the use of a submission envelope that cut down delays between shooting event and lab work. The unit also tested a crime scene scanner and associated software in preparation for crime scene callouts. The unit hosted a lab-wide event where teams competed in science trivia.

Forensic Biology

The Forensic Biology unit improved report-writing by adopting streamlined templates and agreed-upon language. The unit upheld an extremely ambitious undertaking of four separate method validations for a more robust DNA quantitation kit, a faster DNA digestion/extraction method, an updated and improved DNA stutter filter and launching a new confirmatory test for blood. The Forensic Biology unit will continue validation efforts of new separation technology, integration of thermal cyclers into workflow and put a likelihood ratio calculation and interpretation software online in 2020. The unit sponsored two lab-wide events of telephone charades and forensic bingo.

Drug Analysis

A new Unit Supervisor was promoted in April. Since then, the unit has steadily maintained no case backlog and hits the established due date for analysis on far greater than the targeted 95% of cases. The unit acquired a former jail cell to assist with bulk marijuana cases, performed a drug destruction by incineration and began testing a way to transition the inventory of drug standards to the Evidence on Q barcoding system. Teambuilding efforts were achieved by the unit hosting a lab-wide event to build and race LEGO cars and some unit members continuing to participate in the Science is Elementary program.

Latent Print

The latent print unit made efforts to fill its existing vacancy. The trend of sustained historically low print submissions is a work in progress which will require a joint effort between the laboratory and the crime scene techs to solve. This will move forward in 2020 on the basis of analysis conducted in 2019. Improvements will be made to streamline analytical processes with the development of new casework modules. The unit hosted a “fill in the phrase” event pitting each participant against one another.

Firearms Unit Annual Case Analysis

	2016	2017	2018	2019	Change
-+Requests Received	1,102	945	985	1,370	+39%
Requests Cancelled	318	87	27	73	-270%
Requests Completed	155	55	48	13	-73%
IBIS Requests Completed	973	784	850	946	-10%
Backlog		1,693	1,749	2,032	+16%

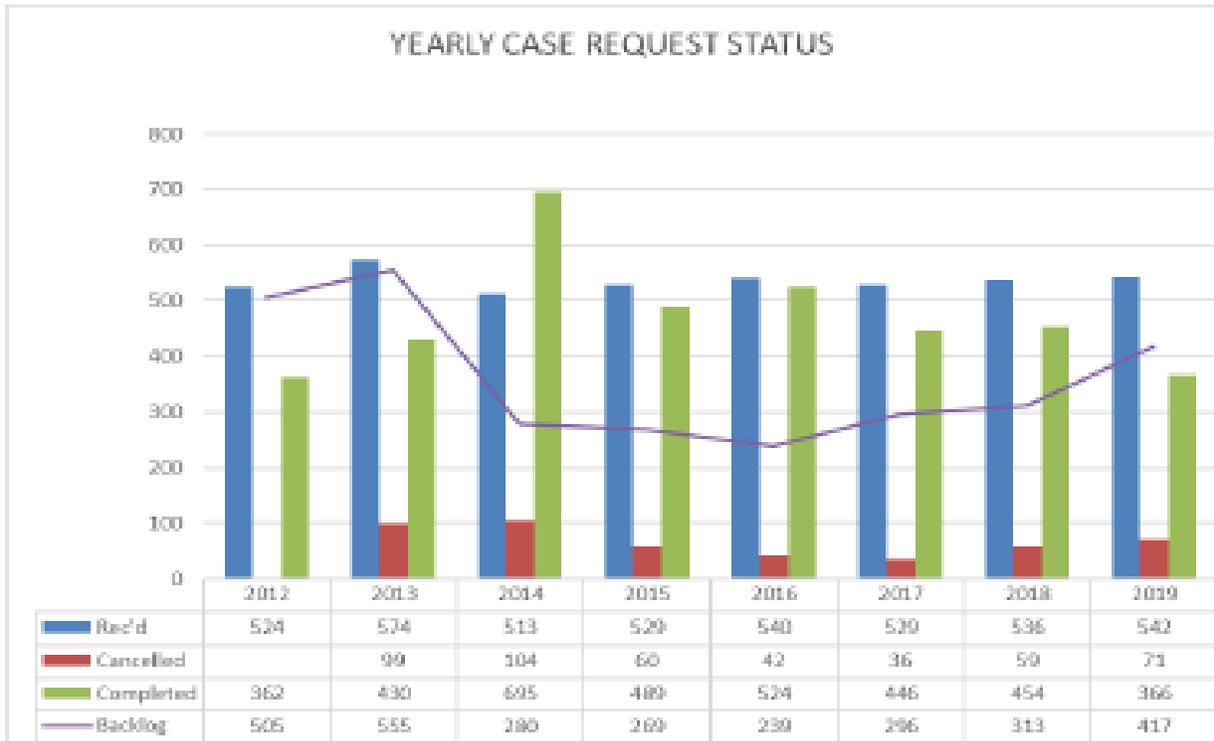
Integrated Ballistics Information System (IBIS) Case Analysis for 2019:

Requests Completed	946		IBIS entries	1,229	Hit Rate
Cartridge cases examined	1,703		IBIS hits	732	59.5%
Firearms examined	29				

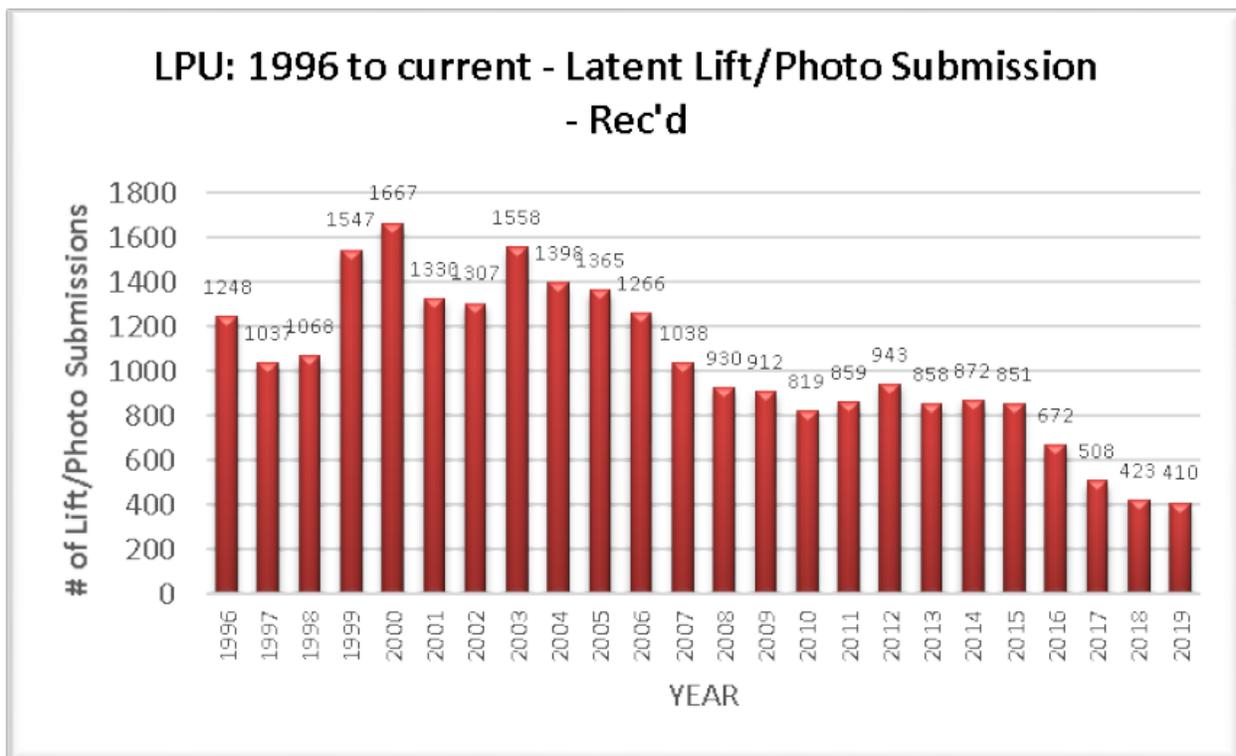
Drug Analysis Unit Statistics

Description	2014	2015	2016	2017	2018	2019	Change
Cases Received	3,060	3,184	3,424	2,455	1,823	1,456	-20%
Cases Analyzed	1,125	1,078	946	861	505	364	-28%
Exhibits Analyzed (Casework)	1,675	1,674	1,398	1,258	839	630	-25%
Exhibits Analyzed per Case	1.49	1.55	1.48	1.46	1.66	1.73	+4%
Random reanalysis for Quality Control Purposes	168	134	145	133	93	70	-25%

Forensic Biology Unit Statistics



Latent Print Unit Statistics



Challenges Encountered

The largest unit challenge in 2019 were the vacancies in Firearms (four out of six total positions). This has taken its toll on Firearms casework; the result is a growing backlog. There is simply no way to keep on top of the firearms casework while maintaining the IBIS capacity of throughput. Additionally, mandates by ATF require that the IBIS entries be prioritized. Until the vacancies are filled, the firearms backlog will continue to grow.

Expected Outcomes for 2020

- Implement new ANAB requirements, conduct internal audits, remediate any findings and successfully undergo assessment for reaccreditation in 2020.
- Improve efficiency in IBIS program by looking holistically at procedure from collection to analysis and addressing any bottlenecks.
- Improve the Forensic Biology turnaround time percentage of cases that are published within the 60-business day target.
- Conduct Forensic Biology Validation Activities: 3500 CE, ProFlex thermal cyclers (Q1 and Q2), . Osiris/AX w LRs (Q3), and STRmix and Levicell from Levitas to compare methods for sperm separation (Q4).
- Maintain drug analysis by the established due date on greater than 95 percent of requests.
- Drug Analysis: Successfully complete training of Criminalist II and Unit Supervisor.
- Determine next best steps to begin an official laboratory crime scene response unit.
- Cross-train and authorize staff in the collection of evidence in cross-disciplinary casework.
- Forensic Biology, Fill vacancies Advertise Criminalist III vacancy and Use existing lists to hire Criminalist I and Forensic Technician.
- Determine the root cause of historically low print submissions.
- Attempt to analyze 250 Latent Print comparison and 50 processing requests.
- Focus on five members of laboratory staff to complete professional certifications.
- Align efforts with community outreach such as participating in “Science is Elementary” programming in local Oakland schools.

Bureau of Services

Providing several critical services to the Oakland Police Department and the Oakland community, the Bureau of Services is composed of the following:

- Communications Division
- Records Division
- Personnel Section
- Fiscal Services
- Information Technology/Property and Evidence

Communications Division

The Communications Division (Communications) is the Public Safety Answering Point (PSAP) for the City of Oakland, receiving all emergency calls for police, fire and medical services. Communications answers and evaluates emergency and non-emergency calls to determine whether police resources should be dispatched or if the call should be referred to a more appropriate agency or organizational unit.

In addition to being the City’s PSAP, Communications provides services that support Oakland Police and additional City of Oakland departments.

Communications Division: Staffing

Classification	Authorized	Actual
Police Communications Manager	1	1
Administrative Analyst II (AAII)	1	1
Police Communications Supervisor	7	7
Police Communications Dispatcher (PCD)	69	62
Police Communications Operator	4	2
Police Records Specialist (PRS)	1	1
Police Services Technician	0	2

Communications Division: Significant Accomplishments

Recruitment and Training

- Eight Police Communications Dispatchers completed the Communications Training Program
- Seven new dispatchers were hired
- The Training Coordinators have reformatted the monthly training meeting so that trainers receive refresher training as it pertains to the training program and tailoring their style to the needs of those in the training program.

Vesta Upgrade

- 18 Dec 19 – Installation and “Go-Live” for the Vesta Upgrade completed

RapidSOS

- This free software was installed to enhance the call takers ability to accurately locate wireless callers

Call Volume

- The Communications Division handled 728,647 calls for the year and 319,446 of those calls were dispatched.

Communications Division: Challenges Encountered

Staffing and Retention

- The Division started 2019 with 17 trainees. Due to reallocation requests, voluntary terminations, and probationary removals only eight of them completed training and remained at the end of the year.
- The rate of attrition does not allow Communications to keep up with the call volume without massive amounts of overtime. Staff continues to work in excess of 50 hours of overtime each month.

- Communications continues to experience higher than average sick leave usage. During 2019, at least two to three staff members were on long term leave at any given point in time.

911 Answering Speed

- Communications failed to meet the states recommended answering speed 15 seconds for 911 calls. Average answering speed has been 25 seconds. This is attributed in large to the staffing deficits.

Communications Division: Expected Outcomes for 2020

Reducing Crime

- Continue efforts to increase staffing to reduce call wait times and reduce answering speeds so that information regarding crimes can be received in real time as often as possible.

Strengthen Community Trust and Relationships

- The upgraded Vesta system has several accountability features which will assist supervisory staff in monitoring the performance of staff to ensure calls are being answered as expeditious as possible. Currently, the community is very frustrated with the time it takes for the calls to be answered. They want and deserve better service.

Achieve Organizational Excellence

- Communications has purchased a feature that will automatically call back abandoned 911 calls. This feature allows the call taker to continue taking calls rather than leaving other calls on hold to stop and address an abandoned call. It is the goal of the Communications Division to make use of all the available technology to best serve the citizens.
- Communications will begin accepting text-to-911 calls in 2020

Records Division

The Records Division provides essential support to OPD by validating and maintaining records, regarding reported incidents (excluding vehicle collision information), such as crimes, missing persons, runaways, psychiatric detentions, arrest and towed vehicles.

Records is responsible for entering restraining orders, entering and confirming warrants, sending and responding to teletypes, processing peddler/solicitor permits, juvenile/adult record sealing and fulfilling public records requests.

They also provide technical assistance and training, regarding incident reports, warrants, public records, record sealing, subpoenas and Uniform Crime Reporting (UCR) information, which is submitted to the Department of Justice.

Records Division: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Records Supervisor	4	4
Police Records Specialist (PRS)	26	22
Police Services Technician II (PST)	1	1
Administrative Assistant I	1	1

Records Division: Significant Accomplishments

The Records Division has increased efficiency in 2019 by training additional professional staff on compliancy regarding fulfilling Public Records Request and navigating the release of SB1421 information.

Supervisors have been conducting weekly customer service audits to ensure the needs of the public are met in a professional manner, which has decreased the number of external complaints.

During this reporting period, the personnel completed professional developmental training, contributing towards maintaining an increased level of professionalism and accountability.

Listed in the below chart, the Records Division also processed the following tasks:

Records Division Task	Processed
Original/Supplemental Incident Reports	104,154
Arrest Reports	9,185
Public Records Requests	3,461
Law Enforcement Requests	7,345
Insurance Requests	2,000
Subpoena Dues tucum/Court Orders	340
Record Sealing	420
Towed/Impounded Notices	15,236

Records Division: Challenges Encountered

One of the goals for this reporting period was to train all professional staff in the rules of redacting crime reports and providing information to assist with complying with requests for public information. Due to staffing challenges and budgetary constraints, the Records Division was unable to provide training to all professional staff.

The division experienced a severe staffing shortage, negatively impacting frontline staff. There were issues with several of computer databases and other technology equipment being inoperable or extremely slow for extended periods of time; this resulted in productivity delays. The Oakland Information Technology Department is currently assisting OPD in replacing the current records management database within the next few years.

Records Division: Expected Outcomes for 2020

- Continue assisting OPD in crime reduction, NSA compliance, cost reduction and containment. Through better customer service, accuracy and reliability with the Department’s crime data, the

Records Division will continue to adhere to the tenants of procedural justice to continue improving OPD's relationship with the community.

- Continue the Department's commitment to transparency by ensuring public information is released upon request.
- Continue mandatory professional development and customer service training twice a year to all Records Division professional staff. Implementation will help improve efficiency in performance and reduce the number of complaints from community members related to unsatisfactory customer service. Enhancing overall work performance through on-going professional training and education to departmental employees supports organizational excellence.
- Solicit and track quarterly feedback from staff on what is working and what can be improved within the division. Engaging with staff through listening and addressing issues and concerns in a timely manner fosters a desirable working environment.

Personnel Section

The Personnel Section comprised of the following units: Administrative, Payroll, and Medical.

Administrative Unit

- Manages all personnel-related matters for the OPD sworn and professional staff.
- Is responsible for maintaining over 1,100 active personnel and all former OPD employee files.
- 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/vacancy records.
- 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 and reassignments.
- Updates the OPD Human Resources Management (OPD HRM) database.
- Processes public records requests, requests for information and employment verifications.
- Participates in the recruitment and hiring for all vacant positions within OPD.

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 inquiries.
- Conducts quality control checks.

- Serves as a liaison for self-service training and monitoring between OPD employees and the City’s Finance and Management Agency.

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 that returns injured workers to limited duty.
- Tracks Family and Medical Leave Act (FMLA) requests.
- Schedules ergonomic workplace evaluations.
- Acts as a liaison between the worker’s compensation vendor, Risk Management and OPD.

Personnel Section: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Personnel Operations Specialist	1	1
Administrative Analyst II (AAII)	3	3
Payroll Clerk III	3	3
Payroll Clerk II	1	1
Police Records Specialist (PRS)	2	2
Courier	1	0

Personnel Section: Significant Accomplishments

Administrative Unit

- Filled one Administrative Analyst II and one Police Records Specialist vacancy, which assisted in addressing backlogged assignments. Processed more than 38 complex public records requests and requests for information related to a variety of personnel related matters.
- Updated the OPD scheduling system (Telestaff) to include all languages spoken by department personnel so that this information was easily and readily accessible when needed to assist members of the community.
- Processed 90 new employees (the same number that was processed in 2018).

Payroll Unit

- Maintained a collaborative working relationship with the payroll staff of the Finance and Management Agency Treasury Bureau in order to address all OPD payroll related matters.
- Completed new hire process and payroll self-service training for three police academies.
- Completed several internal and external audits, including audits of payroll records, acting higher rank approval forms and missing overtime supporting documentation.
- Developed a Payroll Coordinator Handbook on basic payroll processing duties for distribution to all OPD Payroll Coordinators.

Medical Unit

- Coordinated 82 transitional assignments for both on-duty and personal illness/injuries.
- Conducted follow-up on 107 new injuries reported by department personnel, including reviewing initial injury packet or declination of treatment packet and confirming each packet was filled out completely and accurately.
- Worked collaboratively with the City's Risk Management Agency and the Oakland Police Officers' Association (OPOA) to organize a Workers' Compensation Carve-Out program that allows employers and unions to create their own alternative for workers' compensation benefit delivery and dispute resolution under a collective bargaining agreement, which will be implemented in 2020.

Personnel Section: Challenges Encountered

Administrative Unit

- Limited administrative staff assigned to the unit to handle an increase in personnel hired departmentwide.
- Insufficient budget to accommodate increased workload demands associated with hiring new employees.
- Numerous organizational changes and constant movement of staff that imposed a significant challenge in maintaining the position control report.

Payroll Unit

- Limited staffing due to employee on long-term leave resulted in a backlog of work and an increased workload for existing staff assigned to the unit.

Medical Unit

- Outdated tracking system for workers' compensation information, FMLA requests, military approvals and disability retirements resulted in a delay in providing this information to requestors in a timely manner.

Personnel Section: Expected Outcomes for 2020

Administrative Unit

- Partner with the Information Technology Department to upgrade Telestaff to a platform that will allow OPD to accurately verify and approve overtime in a timely manner, replacing the current manual system of verification.
- Conduct annual Telestaff training for coordinators, consisting of updated processes to ensure accurate daily detail reporting and personnel information and assignments are updated as necessary in a timely manner.
- Assist with hiring Police Officer Trainees for the 185th and 186th Academies.

Payroll Unit

- Become fully staffed so that work can be more evenly distributed among personnel assigned to the unit.

Medical Unit

- Work collaboratively with the City’s Risk Management Agency and the OPOA to implement the Workers’ Compensation Carve-Out program.
- Develop a database to easily track workers’ compensation information, FMLA requests, military approvals and disability retirements.

Personnel Assessment System Unit

The Personnel Assessment System Administration Unit (PAS) is responsible for:

- Manually preparing bi-monthly normative threshold reports (histograms) for the preceding 18 months to identify outliers, until PRIME is fully operational in that area.
- Preparing and forwarding threshold notifications and single event threshold notifications to the appropriate Bureau Deputy Chief, responsible commander or manager via PRIME.
- Producing PAS Activity Review Reports for individuals identified by the threshold reports.
- Reviewing all PAS Activity Reports for completeness, clarity and consistency.
- Conducting PAS Panel Reviews to evaluate reports, updates, and recommendations made by the chain of command of members in the program.
- Monitoring the scheduling and frequency of PAS Disposition and Follow-Up 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.
- Monitoring PRIME/VISION data to ensure stability and accuracy.
- Reporting and testing PRIME/VISION bugs within the PAS review and report.
- Working with Microsoft and PRIME support testing updates.
- Conducting regular comparisons of data against database records, to verify complete and accurate data is being used.
- Identifying problems with the system and working with PRIME/SISION support to resolve the issues.
- Preparing Quarterly PAS oversight reports.
- Assessing compliance auditing subtasks for Task 40 and 41.

Personnel Assessment System Unit: Staffing

Classification	Authorized	Filled
Police Program and Performance Auditor	1	1
Administrative Analyst II	4	3
Police Records Specialist	1	1

Personnel Assessment System Unit: Significant Accomplishments

- Generated six threshold reports. The reports produced included an analysis of performance activity of supervisory, normative and relational comparison thresholds.
- Evaluated over 1,297 records of individuals meeting or exceeding thresholds to determine the need for a review, performance reassessment or command notification.
- Authored 130 PAS Activity Review reports.

- Maintained PAS Activity Review Timeline for all members in intervention and supervisory monitoring to ensure compliance with NSA required follow-up meeting dates and documentation for personnel in a program.
- Met regularly with PRIME Support to discuss corrections and enhancements to PRIME and the continued development of the automated threshold report.
- Attended UAT sessions to test VISION workflows prior to its release.
- Worked with VISION support testing workflows and assisted with migration of data from PRIME to VISION.
- Worked with IT to test reports for VISION.
- Provided excellent customer service to PRIME/VISION users.
- Provided Attendance Management and PAS Activity Reviews training to Communications supervisors.
- Provided Promotional Reports to Personnel upon request.
- Facilitated monthly PAS Activity Review Panel meetings and trained PAS Panel Members.
- Prepared training materials for PAS Activity Review training to sworn and professional staff supervisors.
- Participated in Risk Management Meetings to observe how the unit's work product supports the process and to provide information as needed.
- Team members attended review boards (UOF, Pursuits) to get familiar with the Boards' review processes, gain insight into criteria used to make compliance determinations and introduce them to subject matter experts.
- Began working with Training Unit 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.
- Attended trainings both to evaluate courses for recommending strategies purposes and for personal development of staff.

Personnel Assessment System Unit: Challenges Encountered

- An Administrative Analyst II retired on June 29, 2019, and the PAS Admin Unit has been down one analyst since then.
- Planned Power Shutoff in October 2019 caused disruptions to our regular work, and some staff were personally affected by the shutoff.
- VISION went live on 11/25/19. The PAS Admin Unit has been assisting with migrating data from PRIME into VISION, which required a lot of manual cut and paste. Learning the new system has been a challenge, too, because some workflows are not working yet.

Personnel Assessment System Unit: Expected Outcomes for 2020

- The migration from PRIME to VISION will be completed.
- Workflows in VISION will be functional so that there is less follow-up and re-directing needed by the PAS Admin Unit.
- VISION'S automated histogram process will be operational, thus eliminating the need for manual intervention by PAS Admin Unit analysts.
- Bugs for VISION will all be fixed, and change orders to enhance the system are addressed.
- PAS Activity Review trainings conducted for all supervisors.

- The process used to track the success of individuals released from the program will be improved and used to continue to develop and identify effective strategies that enhance our mentorship and career development programs.
- A system to obtain feedback from members released from the PAS Program will be developed to assess the effectiveness of strategies and to solicit recommendations for better options.
- Unit members will be trained to use Power BI software and act as “Super Users” and trainers for other members of the Department.
- Stakeholders will work with resident Data Scientist to create evaluative reports that will inform and enhance PAS Review content and support Risk Management goals.
- Continue to provide training and support to employees at all levels to improve their ability to use and understand the VISION system.
- PAS Admin Unit will continue to be an integral part of moving the Department towards achieving organizational excellence. With innovative tools for deeper analysis of performance and team building strategies, members, supervisors and commanders will be able to identify positive and negative trends and use that information to teach and model best practices. Where there is trust, citizens begin to invest in these partnerships and will work with us to improve the quality of life in our city. Using PRIME as a tool, the PAS Admin Unit will continue to help build and reinforce a culture that embraces the principles of procedural justice, grow stronger relationships in our community and create and foster a climate of trust.

Technology/Property and Evidence Section

The Technology and Property Evidence Section is made up of the Police Information Technology Unit (ITU) and the Property Evidence Unit (PEU). The Section was commanded by Captain Paul Figueroa in 2019. In addition to the supervision of the ITU and PEU, the commander manages the development of the new Vision system for performance reporting and information.

Police Information Technology Unit

ITU supports the Department’s technology to provide efficient and effective service to the community. Through collaboration with the Information Technology Department (ITD), ITU staff:

- Evaluate new technology products for OPD employees.
- Publish and review technology-related Requests for Proposals (RFPs) and assist with the review of RFP responses and negotiation of technology contracts.
- Ensure appropriate information technology is deployed and properly maintained.
- Assist employees with the purchasing of new hardware and software as well as technology support, training, and procurement.
- Support Field-Based Reporting (FBR) and Body Worn Camera (BWC) systems, mobile laptop computers, and other OPD mission-critical systems.
- Manage the vehicle fleet. This requires tracking of vehicles, managing maintenance, and working closely with the Department of Public Works.

Information Technology Unit: Staffing

Classification	Authorized	Filled
Captain of Police	0	1
Business Analyst II	1	1
ITU Sergeant of Police	0	1
PRIME Sergeant of Police	0	2
Police Officer	3	3
Police Service Technician	1	1
Programmer Analyst III	1	0

Information Technology Unit: Significant Accomplishments

- Maintain and manage the Departments Body Worn Camera (BWC) solution, including hardware, software, and a backend cloud-based storage solution to officers assigned to a field-based assignment, investigators, and support staff.
- Maintain and manage the KeyTracer system in Patrol, the departments automated key distribution and tracking solution.
- Coordinate the procurement and installation of new A/V equipment for the PAB county side academy classrooms.
- Install a new KeyTracer Shotgun key cabinet at the PAB.
- Deployed 23 new Ford Explorers to Patrol for beats in both BFO1 and BFO2.
- Assist the Radio Shop with the design, testing, and implementation of a new radio code plug for OPD.
- Participate in the project to upgrade over 300 MDT (laptop) computers from Windows 7 to Windows 10.
- Assist Public Works with the PAB backup generator upgrade.
- Participate with the upgrade of the PAB’s desktop telephones to new VOIP phones.
- Finalize the design of OPD’s Lease 4.0 vehicle priorities and purchases.
- Participate in the new Premier One Mobile CAD project as it relates to mobile and CAD provisioning.
- Initiate and manage the installation of new LED lighting inside the PAB covert and transportation lots.
- Coordinate with Public Works the power washing of the PAB transportation lot.
- Worked with City IT on department wide E-Waste cleanup after a multi-year buildup.
- Continue to maintain an active fleet of over 600 vehicles in a state of operational readiness.
- Continue to support and service over 900 wireless devices; including cell phones, hot spots, and tablets.
- Coordinate the rental, deployment, and return of vans as needed for special events and protest activities throughout the City.
- Managed and participated in the development and implementation of all core components of the VISION System that will replace PRIME.
- Continued to Implement the new VISION System. This involved response to help tickets, direct emails, system outages, system fixes, and training.
- Instituted new Field Contact Report to incorporate the new State of CA stops information and provided training to the department. Assisted with updates and corrections to FBR to make the form more efficient.
- Worked on policy changes or additions for any topics related to technology and provided presentations to outside groups and/or city Council.

- The City successfully ran the hiring process for two new personnel assigned to Public Safety IT projects. These new positions will be critical for the ultimate goal of replacing sworn staff working IT projects.
- Successfully added two new Prison Transport Wagons to vehicle fleet. This was a significant accomplishment as the vehicle represented a completely new design with 360 video recording capabilities.
- Continue to provide video redactions for Public Records Requests department wide.
- Received a report regarding a First Net program participation.
- Assisted with the field testing of new Firearm sensor/tracking technologies.

Information Technology Unit: Challenges Encountered

- Balance the number of projects and requests for support that come through this unit at any one time based on current staffing levels.
- Many desktop computers throughout the department are over five years old and in poor condition making it difficult for OPD and ITU to maintain.
- Vehicles continue to operate with higher mileage bringing logistical and operational challenges due to extended downtime for repair.

Information Technology Unit: Expected Outcomes for 2020

- Upgrade the Departments aging cell phones and implement a Mobile Data Management (MDM) solution.
- Assist BFO with the Implementation of the Mobile ID Fingerprint devices in Patrol.
- Continue assisting ITD with upgrading the Departments desktop and laptop computers operating system to Windows 10. The regular support for Windows 7 has surpassed the end of life.
- Assist ITD with finishing the Motorola Radio upgrade for all of OPD vehicles and handhelds before the EBRCS Phase-II RF system update.
- Place into service the 9 remaining Lease 3.0 vehicles.
- Finalize the Lease 4.0 vehicle order.
- Continue to modernize and improve OPD's technology environment while being fiscally responsible.
- Continue to participate in the provisioning of the Departments new Motorola Premier One CAD, Records, and Mobile systems.
- Continue to work on the transition from the VieVu LE5 BWC and back end software solution to the AXON platform.
- Expand the deployment of new virtualized computers (VM's) throughout OPD.
- Replace 20 percent of OPD's aging desktop computers.
- Continue excellent customer service to both internal and external customers.
- Decrease system downtime by improving collaboration among OPD, City ITD and vendors.
- Update the OCOP Mini EOC with new A/V equipment.

Property and Evidence Unit

The Property and Evidence Unit (PEU) is responsible for receiving and retaining custody of evidence in criminal cases and property that has been found or taken for safekeeping or has been turned in by its owner for destruction. Evidence items must be retained by the unit until one of the following dispositions occurs:

- The case is adjudicated
- The case was presented to the District Attorney and not charged
- The statute of limitations has been reached
- It has been determined that no crime has been committed; or
- The case was filed and not presented to the District Attorney

The PEU makes reasonable attempts to return property and evidence items that have been authorized for release to the rightful owner. When this is not possible, the items are disposed of in accordance with law and Department policy. The PEU is also responsible for stocking, issuing, and tracking OC (pepper spray) in accordance with Department policy.

Property and Evidence Unit: Staffing

Classification	Authorized	Actual
Sergeant of Police	0	1
Police Property Supervisor	1	0
Police Property Specialist	5	5
Police Service Technician II	2	2

Property and Evidence Unit: Significant Accomplishments

- Destroyed 18,362 items in 2019 versus only 2,913 items in 2017.
- Firearm destruction project yielded the destruction of 900 firearms in 2019, compared to 400 destroy firearms in 2018.
- Increased the amount of money transferred out of OPD Property Vault and into City Deposit for safekeeping.
- Implementation of KeyTracer Technology to issue and track patrol shotguns at the PAB.

Property and Evidence Unit: Challenges Encountered

- Authorized Staffing does not provide enough resources properly store/release evidence and property.
 - Working Staff have continued to expunge items; however, intake continues to overflow.
- Purging evidence remains labor-intensive and has been backlogged for decades.

Property and Evidence Unit: Expected Outcomes for 2020

- Purge evidence to maintain available storage space.
- Two additional storage areas in the old jail to accommodate overflow.
- Continue to utilize the auction process to purge property and bring additional revenue via auctioned items.
- Continue to provide a high level of customer service to members of the Department, the Alameda County District Attorney’s Office, and the citizens of Oakland.
- Purchase new evidence lockers via KeyTracer using grant funds.
- Install security glass for public and sworn transactions.

Fiscal Services

The Fiscal Services Division (Fiscal) is responsible for managing the Oakland Police Department’s \$260 million annual operating budget and related forecasting and financial reporting; accounts payable and receivable; grants and contract administration; as well as the False Alarm Reduction Program.

Fiscal provides staff support, technical assistance and training related to procurement, financial and overtime management and reporting, budget analysis and grants and contracts administration.

On a day-to-day basis, Fiscal is responsible for:

- 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.
- Booking credit card merchant and equipment fees.
- Depositing cash receipts.
- Performing pre- and post-award grant activities for the Department’s grants.
- Providing custom financial reports for project managers.
- Reviewing the cost summary/implications section within OPD’s agenda reports and resolutions.
- Assisting with contract administration.
- Reconciling Measure Z and special projects.
- Providing information for various audits.
- Working with city staff to implement City of Oakland fiscal policies.
- Working with PMAM Corporation to implement the City’s alarm ordinance and administer the Department’s False Alarm Reduction Program.

Fiscal Services: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Grants Coordinator	1	1
Accountant III	1	1
Accountant II	2	2
Administrative Analyst II	2	1
Account Clerk III	1	1
Account Clerk II	4	2
Account Clerk I	1	0

Fiscal Services: Significant Accomplishments

Fiscal achieved several noteworthy accomplishments that are highlighted below:

- Developed OPD’s FY 2019-21 Biennial Budget
- Updated OPD’s Master Fee Schedule
- Provided Department-wide Fiscal training
- Awarded \$3,360,387 in grant funds
- Filled two Accountant II vacancies

These accomplishments were achieved while Fiscal processed over 3,500 invoices, 198 reimbursements, 763 travel requests, 76 tuition reimbursements, 35 professional development allowances, over 90 budget change requests, 413 special event invoice billings, 50 grant quarterly financial reports, 30 contract agreements and countless labor distributions.

Fiscal Services: Challenges Encountered

- The Accounts Receivable Unit lost two Account Clerk II positions, dramatically impacting the ability to properly reconcile special projects in a timely manner.
- The Police Services Manager I position was vacant for the latter part of the year causing reduced morale and an increased turnover rate for the unit.
- Continued Staff shortages in the City Budget Office has impacted the ability of OPD to quickly create projects and load budgets, which impacts the implementation of the grant award.

Fiscal Services: Expected Outcomes for 2020

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

- Recruit and hire personnel to fill the vacant Account Clerk I, Accountant III, and two Account Clerk II positions.
- Continue to improve financial management, including reconciling projects and funds.
- Work with the Information Technology (IT) Unit to identify cost savings related to IT systems, software and equipment.
- Complete the Fiscal Year 2020-21 Mid-Cycle Budget.
- Work with OPD staff and ITD to incorporate Fiscal documents on the OPD intranet.

1) Reduce Crime by identifying and securing funding opportunities to help finance the Department's crime reduction strategies.

2) Strengthen community trust and relationships by properly managing public funds, minimizing expenditures and maximizing revenue to facilitate a more solvent financial position for the Department, and improving the False Alarm Reduction Program for residents and businesses.

3) Achieve Organizational Excellence by ensuring financial transactions are processed timely and accurately, as well as continuing to empower staff with knowledge pertaining to the Department's and City's fiscal guidelines.