

**Oakland Police Department**



**2017 Annual Report**

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**Department Organization**

For 2017, the Oakland Police Department was divided up into the following organizational components:

- a. Office of the Chief of Police
- b. Bureau of Field Operations 1
- c. Bureau of Field Operations 2
- d. Bureau of Investigations
- e. Bureau of Services

For most of 2017, the Office of the Chief of Police included:

- a. Internal Affairs Division
- b. Office of Inspector General
- c. Assistant Chief of Police
- d. Ceasefire
- e. Fiscal Services
- f. Intelligence
- g. Research and Planning

Bureau of Field Operations 1 included:

- a. Neighborhood Services Section 1
- b. Bureau of Field Operations Administration
- c. Patrol Area 1
- d. Patrol Area 2
- e. Patrol Area 3

Bureau of Field Operations 2 included:

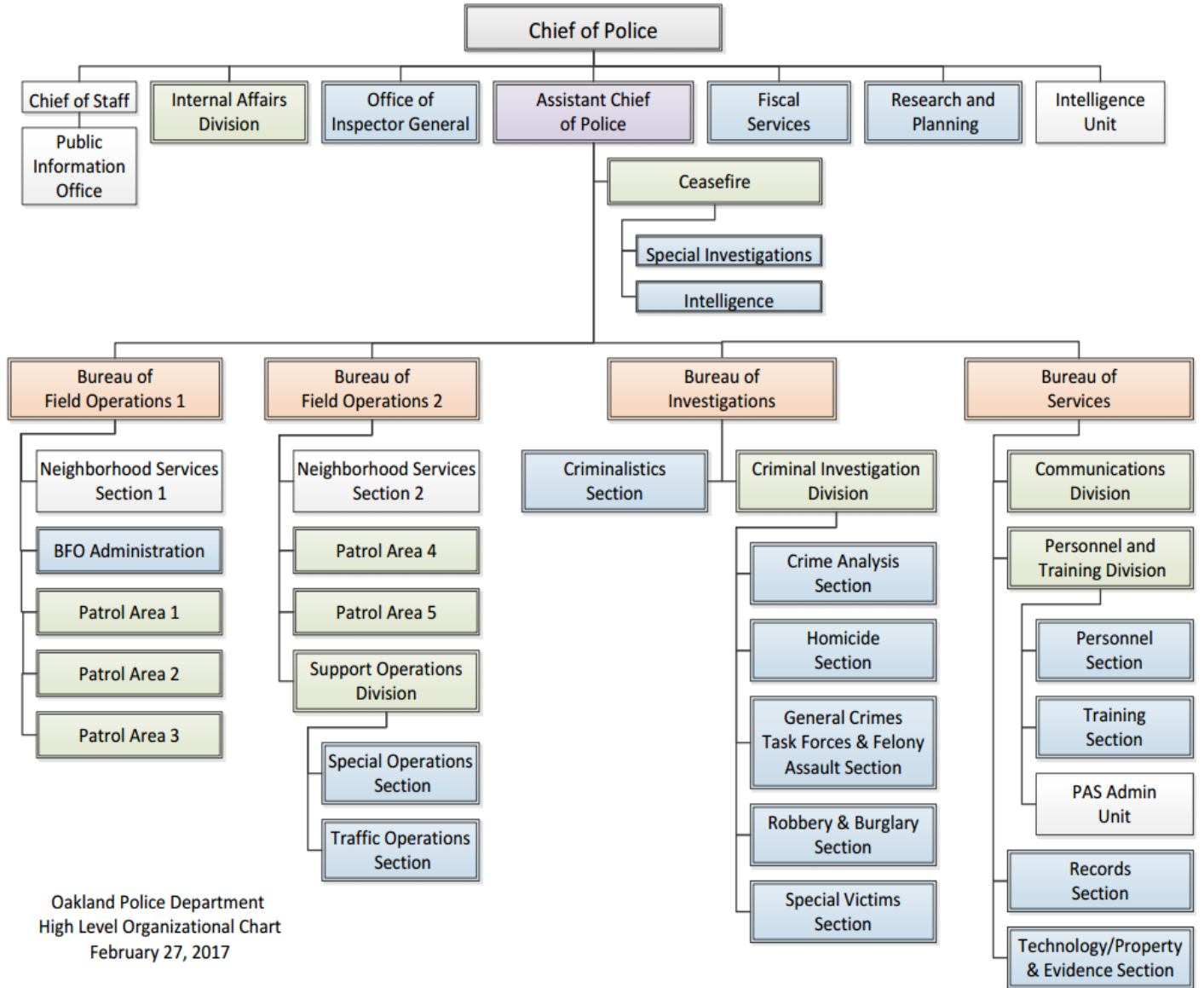
- a. Neighborhood Services Section 2
- b. Patrol Area 4
- c. Patrol Area 5
- d. Support Operations Division

Bureau of Investigations included:

- a. Criminal Investigation Division
- b. Criminalistics

For most of 2017, the Bureau of Services included:

- a. Communications Division
- b. Records Section
- c. Personnel and Training Division
- d. Technology/Property and Evidence



Oakland Police Department  
High Level Organizational Chart  
February 27, 2017

In October 2017, the Office of the Chief of Police and the Bureau of Services underwent a minor reorganization, resulting in the following:

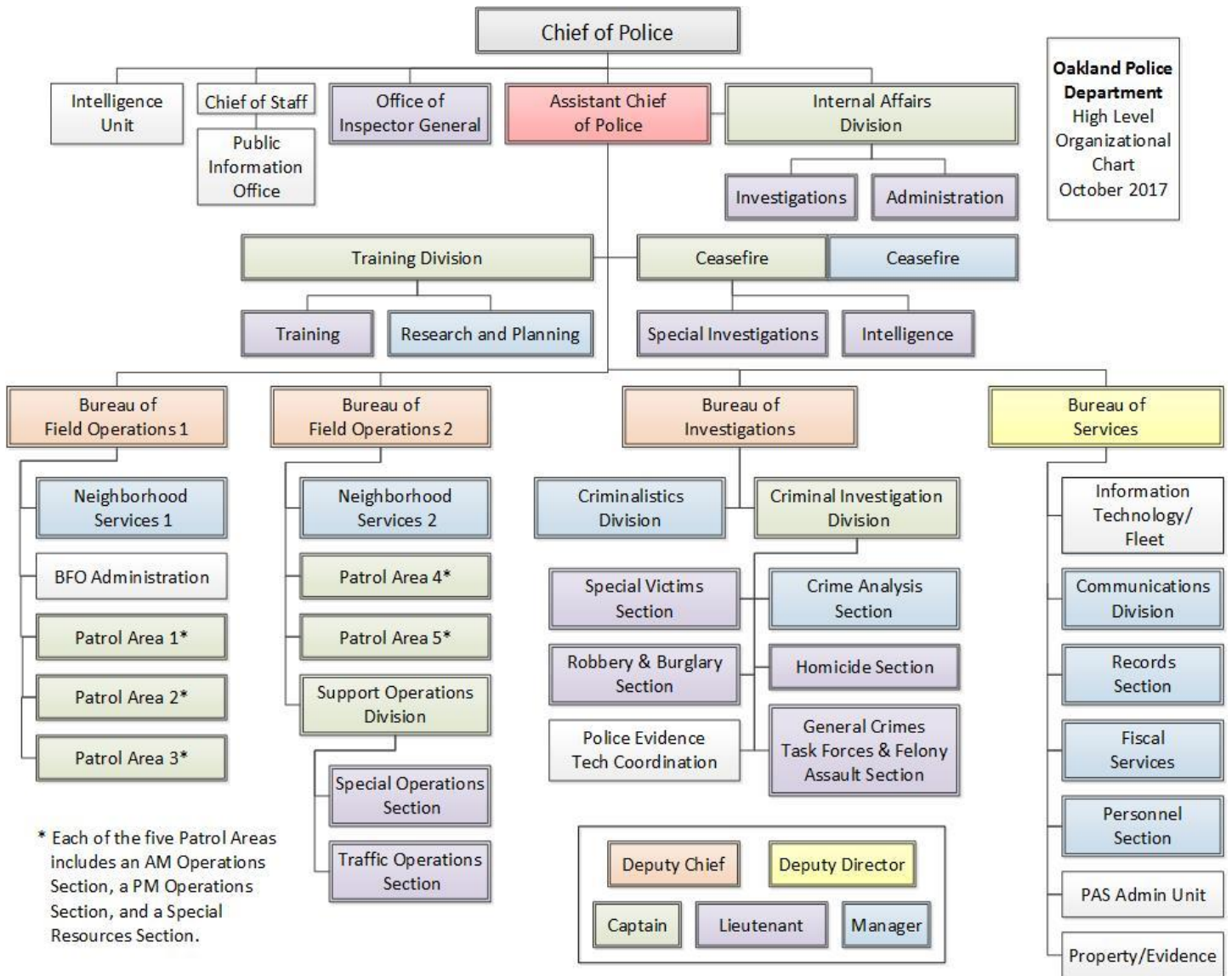
The Office of the Chief of Police now includes:

- a. Internal Affairs Division
- b. Office of Inspector General
- c. Assistant Chief of Police
- d. Ceasefire
- e. Intelligence
- f. Training Division (now includes Research and Planning)

The Bureau of Services now includes:

- a. Communications Division
- b. Records Section
- c. Personnel Section
- d. Technology/Property and Evidence
- e. Fiscal Services

# Oakland Police Department 2017 Annual Report



## Office of the Chief of Police

The Office of the Chief of Police (“Chief’s Office”) includes several organizational components in addition to the Chief and immediate staff. These components are the Internal Affairs Division; the Office of 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 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.

Chief Kirkpatrick served as Chief of Police for the Washington cities of Spokane, Federal Way and Ellensburg over 15 years of her career. 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 a graduate of the three top leadership schools of the FBI: The FBI National Academy, The FBI National Executive Institute, and the FBI's Law Enforcement Executive Development School. She has conducted trainings nationally on the topics of Procedural Justice, Implicit Bias and Executive Leadership.

## Assistant Chief of Police

For the first six months of 2017, David Downing served as the Assistant Chief of Police. Assistant Chief Downing joined the Oakland Police Department in 1988 and was promoted through the ranks, having served in every division within OPD. Assistant Chief Downing has a Bachelor of Science in Administration of Justice from San Jose State University and a Master of Science in Criminology from Indiana State University. He retired as a Chief Master Sergeant from the United States Air Force Office of Special Investigations in 2014 after nineteen years of service in the USAF Reserve. Assistant Chief Downing is married with a daughter and a son.



*Assistant Chief  
David Downing*





*Assistant Chief  
John Lois*

John Lois served as the Assistant Chief of Police for the second half of 2017. He is a 26-year veteran of the Oakland Police Department. Assistant Chief Lois has worked in the Patrol Division, Special Victims Section, Communications Division, Training Division, Personnel Section, Integrity Testing Unit, Internal Affairs Division and the Homicide Section. Assistant Chief Lois is the Department’s Skelly Hearing Officer and expert on internal affairs-related investigations. He assists the City in labor-related bargaining and negotiations. Assistant Chief Lois has a Bachelor’s Degree in Criminal Justice, Management & Leadership and is a recent graduate of the Senior Management Institute for Police (SMIP). He has been married for 28 years and has three children, all of whom graduated from the United States Naval Academy and are currently attending flight school.

**Public Information Unit**

The Officers assigned to the Public Information Unit acts as liaison between the Department and the media. They are responsible for coordinating the Department’s response to the media and acting as the spokespersons.

**Organization of 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.

**Staffing of Public Information Unit**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Police Officer	2	2
Technical Writer	1	1

**Public Information Unit - Significant Accomplishments in 2016**

There were several high-profile incidents and other initiatives handled by the Public Information Unit in 2016:

- a. Appointment of Chief of Police Anne E. Kirkpatrick
- b. Ghost Ship Fire Media Requests
- c. Federal Court Oversight of OPD
- d. Officer-Involved Shooting (Las Vegas Avenue)
- e. Continued work on the OPD website
- f. Public release of “The Force” (documentary of OPD)
- g. New Executive Team appointments
- h. ICE search warrant
- i. Recruiting assistance

**Challenges Encountered**

In 2017, the unit had insufficient staff to address social media. The Unit has limited opportunities for proactive projects due to the limited staffing capacity.

## Expected Outcomes for 2018

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- More efficient use of the website will increase public access to information. This will provide the Department an opportunity to share information; such as positive stories, events and major incidents that occur in our community. The use of the website and social media to post photos of unidentified suspects / suspect vehicles, rewards and unsolved crimes will be used to help involve the public and reduce crime. Internally generated unit performance reports will continue to be posted to the website. Social media will continue to be used to share positive community interactions.
- 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.

Neighborhood Services Coordinators are working in conjunction with the media office to push information to their neighborhoods regarding positive stories, events and major incidents.

## Internal Affairs Division

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*Captain  
Kirk Coleman*

The Internal Affairs Division (IAD) was commanded by Captain Kirk Coleman in 2017. The primary function of IAD is to accept, process, and investigate complaints from any source alleging misconduct by Departmental personnel. Additionally, IAD investigates firearm discharges from sworn members and certain critical incidents involving death or serious injury. IAD investigations identify policy violations, training needs, equipment failures, and make recommendations for improvements.

Departmental values and the POST-mandated<sup>1</sup> Law Enforcement Code of Ethics serve as the IAD guiding philosophy. The 2016 OPD Strategic Plan serves as the roadmap for achieving these goals. Complaints received by IAD are investigated and findings are shared with the complainant as well as the investigated member. IAD responds to subpoenas and requests for records involving claims against OPD. IAD works collaboratively with the Citizen’s Police Review Board (CPRB) and the Office of the City Attorney (OCA) to provide information necessary for the completion of CPRB investigations and civil suits.

IAD is the designated custodian of records for all complaints. IAD personnel enters complaint information into PRIME database which feeds vital information into the system used by supervisors to evaluate their subordinates and identify areas for recognition or intervention.

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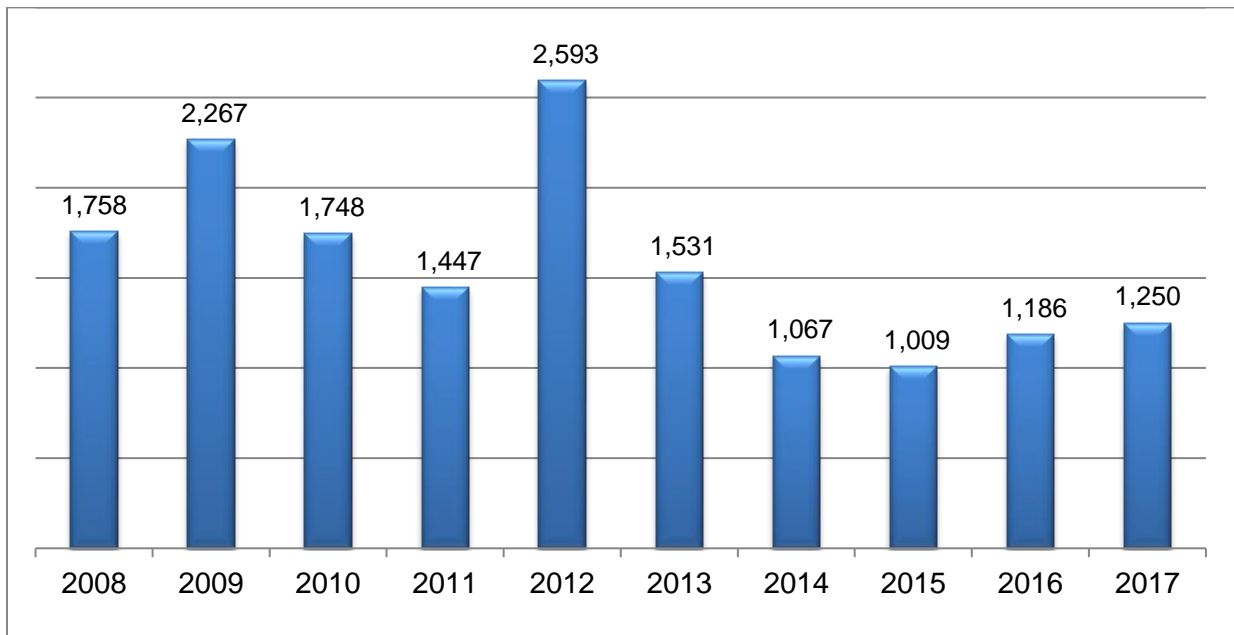
<sup>1</sup> POST is the California Commission on Peace Officer Standards and Training

**Internal Affairs Division Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Administrative Analyst II	1	1
Captain of Police	1	1
Intake Technician	4	3
Lieutenant of Police	2	1
Police Officer	5	5
Police Records Specialist	3	3
Police Records Supervisor	1	1
Project Manager III	1	1
Sergeant of Police	12	12
<b>Total Personnel</b>	<b>30</b>	<b>28</b>

**Internal Affairs Significant Accomplishments in 2017**

IAD staff processed 1,250 complaints with a total of 3,022 allegations in 2017.

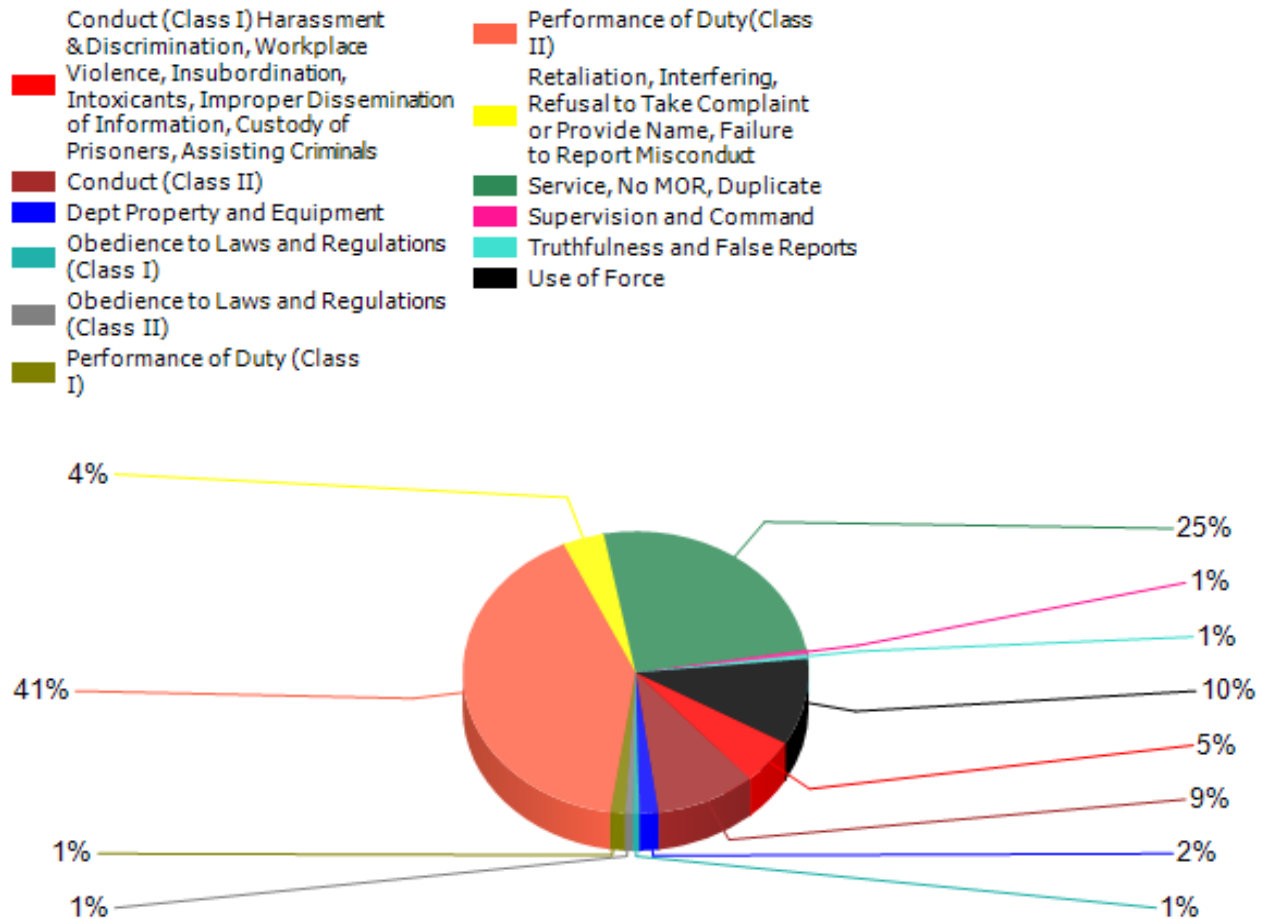


The findings for allegations investigated in 2017 are as follows:

<b>Exonerated</b>	<b>Unfounded</b>	<b>Not Sustained</b>	<b>Sustained</b>
243	538	52	102

*Please note that complaints are not necessarily investigated in the calendar year received and that a single complaint may lead to more than one finding.*

### IAD Allegations



IAD Personnel continued to ensure compliance with Departmental timeline requirements. This helped promote high level performance and identify areas for improvement.

### Challenges Encountered

IAD had difficulty in 2017 achieving full staffing of intake technicians. Retaining staff continues to be a challenge due to a combination of workload and salary. Sworn staff rotation creates challenges as several police officers in the Intake Unit were promoted to sergeant, which hindered productivity within the Intake Unit as new personnel require training.

While challenges remain, movement continues in a positive direction. IAD will not compromise investigative quality; steps are continually being taken to streamline processes to increase efficiency and enhance the quality of administrative investigations throughout OPD.

The implementation of PRIME in May of 2017 caused some additional challenges to the intake process. Due to PRIME going online, IAD intake staff was not able to input any new cases for approximately two weeks, resulting in a backlog of new complaints to be processed. IAD staff have worked extremely hard to mitigate the effects of PRIME going live.

## Expected Outcomes for 2018

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- Updating IAD policies and procedures to incorporate best practices consistent with the current complaint procedure.
- Tracking all preliminary and administrative investigations while meeting established timelines.
- Conducting timely and efficient internal audits to improve areas of performance.
- Completing duties with fairness, integrity, and objectivity in a manner that reflects professional service, increased knowledge, outstanding work ethic and a premier quality product.
- Promoting career development, including training opportunities, for all IAD personnel.

### *OPD 2016 Strategic Plan Goal 1: Reduce Crime*

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 and/or protest to take complaints in the field. This allows the sergeants assigned to focus on the event/protest and has a direct effect on protecting the lives and property of citizens of Oakland, consequently enhancing the City's crime fighting efforts.

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

IAD will maintain the proper level of preliminary investigation for each complaint taken. IAD staff remain committed to not resolve complaints of misconduct without first determining and documenting whether OPD personnel committed and act of misconduct. IAD will maintain the overall quality of investigations and meet required timelines for completion. IAD will ensure the approval of investigations is consistently met, and on the few occasions where timelines are exceeded, provide justification for the delay (i.e. complexity of investigation, availability of witnesses, etc.).

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

### *OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence*

IAD will:

- 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 via training.
- Continue to improve performance and be a leader in the law enforcement community by developing solutions, revising policy and procedures, and presenting training to all OPD personnel.
- Continue to treat the community members we serve with dignity, respect and compassion even when community members voiced displeasure with engagement with OPD staff members.

- Maintain a collaborative relationship with the offices of the City Attorney, the Independent Monitoring Team (IMT) and the Citizen Police Review Board (CPRB), which continue to benefit the Division, the Department, and the City.

**Office of Inspector General**



*Lieutenant  
Chris Bolton*

Lieutenant Chris Bolton served as commander of the Office of Inspector General (OIG) in 2017. OIG serves the Chief of Police through an internal process of risk management and evaluation of police performance, outcomes, and related policy. Through the use of audits, reviews and inspections, OIG promotes quality policing, police management, and accountability in order to effect positive change within the organization and for the community. OIG also serves as the Negotiated Settlement Agreement (NSA) liaison for the Independent Monitor and Plaintiffs’ Counsel. Through collaboration, direction, evaluation and recommendation, OIG assists with NSA compliance.

**Organization of the Office of Inspector General**

The Office of the Inspector General (OIG) is composed of an Audit Unit and a Compliance Unit. The Audit Unit assesses police performance against Department policies, evaluates procedure and results, and makes recommendations to improve efficiency and reduce risk through use of audits, reviews, and inspections. 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 site visits by the IMT.

**Staffing of the Office of Inspector General**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Police Program and Performance Audit Manager	1	1
Police Performance Auditor (Internal Auditor III)	3	3
Police Officer	1	1
Police Records Specialist	1	1

In January 2017, the Police Program and Performance Audit Manager was loaned to an ad-hoc team of Department personnel working with the City’s Department of Information Technology to assist with the launch of the Department’s new PRIME system. The implementation of the PRIME system is considered a mission critical assignment and utilizes a diverse and experienced group of personnel familiar with various aspects of operational police functions. Supervisory duties were reassigned to OIG’s Lieutenant of Police resulting in little disruption to the unit’s workflow. No other changes to staffing were made.

**OIG Significant Accomplishments in 2017**

*Continued Accountability through Departmental Reviews and Audits*

OIG produced 19 reviews, audits and evaluations focused on NSA areas of compliance and other operational processes whose efficiencies have not been reviewed in some time.

Significant reviews included Internal Affairs' process for handling citizens' complaints alleging racial and/or identity profiling and oversight of overtime expenditures. Both reviews resulted in full acceptance of recommendations and immediate changes to the identified issue areas, thereby reducing the Department's risk within a reasonably acceptable degree. All audits, inspections and reviews completed within 2017 are available for review on the [Department's website](#).

*Increased Professional Development of OIG Staff*

In meeting its organizational excellence goals, OIG professional and sworn staff attended various trainings throughout the year including the Institute of Internal Auditor's Western Regional Conference in Anaheim, as well as joining the Bay Area Local Government Auditor Association's quarterly trainings in Oakland. Sworn personnel stayed up to date with police training topics including police radio technology and critical asset management training. All staff received training in procedural justice as required.

*New Community Partnering Through Research*

In September 2017, OIG posted research reports produced by graduate researchers from the Mills College Graduate Program in Public Policy who reviewed, assessed and provided policy recommendations on topics of interest to both the researchers and OIG: officer fatigue and its possible impact on stop outcomes; Officer stress management during the field training experience and efforts to mitigate, and; Review of policy alternatives for probation and parole searches.

**Challenges Encountered**

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In December 2017, a seven-day labor stoppage impacted most city services, including functions performed by OIG professional staff. This challenge reduced the availability of professional staff to carry out duties as assigned for a period of time, however; the labor stoppage did not significantly affect the unit's ability to meet its overall deadlines and obligations.

**Expected Outcomes for 2018**

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*OPD 2016 Strategic Plan Goal 1: Reduce Crime*

While OIG performs an internal administrative function with no direct involvement in the reduction in crime, its audit and reviews, stop data analysis and collaboration with other stakeholders do have an indirect impact. OIG's demonstrated leadership in delivering an in-service training to sworn personnel on the tenets of intelligence-led policing offers them an alternative thought-process in the ways and means they patrol and view and employ crime reduction techniques. It is the commander's intent that public safety can be increased and crime can be reduced through the responsible and timely evaluation of performance data.

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

By continuing its practice of publicly disclosing audit reports, OIG hopes to further promote community trust and seeks opportunities to engage in constructive dialogue with any community members interested in exchanging in listening and learning in a mutually respectful manner. OIG's community partnering with Mills College graduate researchers is an example of such collaborative and constructive dialogue.

*OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence*

In June 2017, OIG transitioned from monthly to quarterly reviews. This change in pace should allow for richer, more substantive audits while also allowing the Department more time in addressing and/or implementing recommendations. OIG has received positive feedback regarding these quarterly reviews and believes it adds to the achievement of organizational excellence. OIG seeks to improve its recommendation follow-up procedures.

**Ceasefire**



*Captain  
Ersie Joyner*



*Project Manager II  
Reygan Harmon*

Ceasefire was commanded and managed by Captain Ersie Joyner and Project Manager III Reygan Harmon in 2017. 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 that have been identified through data and analysis to be most involved in shootings and homicides. These enforcement teams are not limited to a beat or police district. Instead, they move throughout the City to focus on active individuals within gangs/groups. These teams have developed significant institutional knowledge and continue to be a resource to other CRT's 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.

**Staffing of Ceasefire**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	2	2
Sergeant of Police	6	6
Police Officer	32	30
Project Manager II	1	1
Volunteer Services Coordinator	1	1

With the addition of the Ceasefire Intelligence Section in 2017, two positions (one lieutenant and one sergeant) were added to Ceasefire.



**Significant Accomplishments**

In 2017, Ceasefire was able to achieve all three of the goals outlined in the 2016 Annual Report:

*OPD 2016 Strategic Plan Goal 1: Reduce Crime*

The expected outcome for 2017 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.

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

This is also a goal of the Ceasefire strategy. One of the ways this was achieved in 2017 was to implement Phase 2 of the Procedural Justice training.

*OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence*

Pursuing Phase 2 of Procedural Justice training is also in line with organizational excellence. The training – in combination with the implementation at crime scenes – is not only new to Oakland, but is also groundbreaking work that has been tried on a very limited basis nationally.

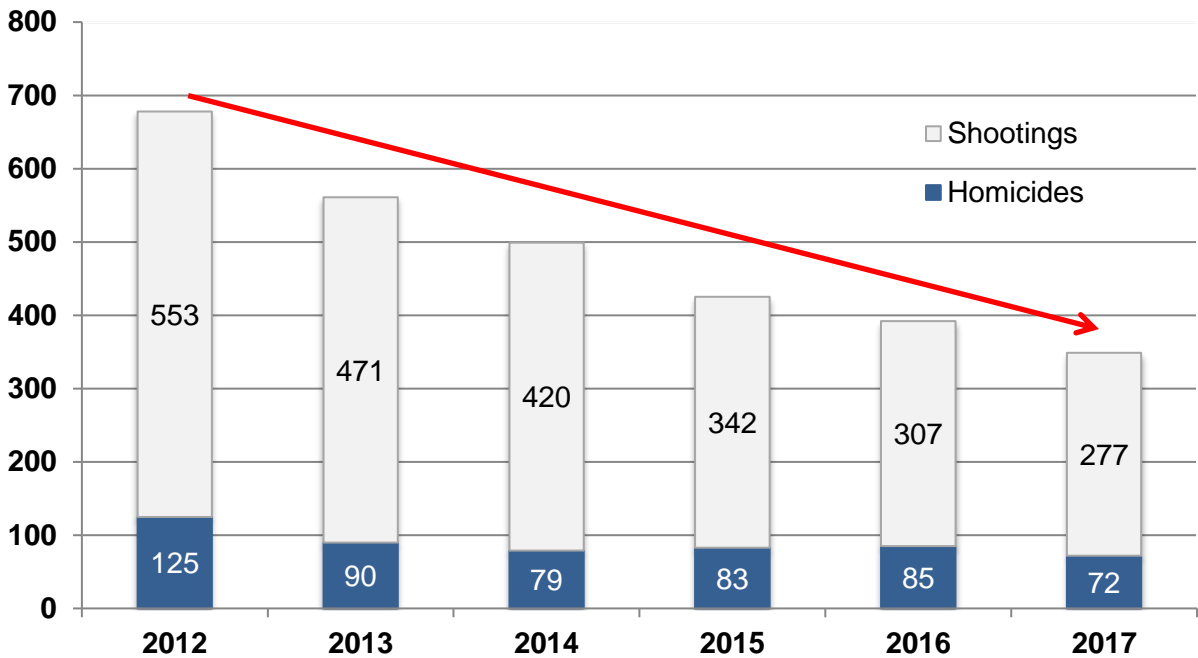
In 2017, Ceasefire was able to meet or surpass the above goals. The year ended with 321 direct communications (61 call-in participants and 260 Custom notifications), which is a new record. Ceasefire was able to achieve these results by holding four call-ins in 2017 instead of the typical three call-ins. To help ensure the quality of custom notifications, Ceasefire partnered with a community-based organization to deliver more community-only custom notifications.

<b>Year</b>	<b>Call in Participants</b>	<b>Custom Notifications</b>	<b>Total</b>
2012	20	6	<b>26</b>
2013	63	14	<b>77</b>
2014	50	85	<b>135</b>
2015	48	215	<b>263</b>
2016	46	195	<b>241</b>
2017	61	260	<b>321</b>
<b>TOTAL</b>	<b>288</b>	<b>775</b>	<b>1,063</b>

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

Through a partnership with the Urban Institute (Washington DC) and Urban Peace Institute (Los Angeles) (collectively “Urban”), OPD obtained information about best practices in applying procedural justice with community members that are distrustful of law enforcement. This partnership produced a literature review, practice review, interviews with shooting victims and family members of homicide victims, and site visits and working sessions with the Los Angeles Community Safety Partnership. This culminated into and informed the Procedural Justice training for specialized units. Urban was able to do an assessment of the training and provide recommendations for implementation at shooting and homicide scenes.

The City of Oakland was able to realize a significant reduction in shootings and homicides (see chart below). It is believed that this reduction is in large part due to the work of Ceasefire.



Lastly, and perhaps most importantly, for the second year, Ceasefire, in partnership with the Oakland Police Foundation, worked with Beyond Emancipation to adopt a foster home in East Oakland. Through funds raised by employees in Ceasefire and a generous donation from the foundation, the foster home received Christmas trees, food, and multiple gifts for every child.

**Challenges Encountered**

Budget constraints continued to be a challenge in 2017. Stabilization of key positions within the Department actually helped to decrease challenges that occurred in past years.

**Expected Outcomes for 2017**

The expected outcomes for 2018 include an additional 10 percent reduction in homicides and shootings. This will greatly support OPD 2016 Strategic Plan Goal 1: Reduce Crime. As mentioned, Ceasefire is implementing the second phase of Procedural Justice training Department-wide, which will greatly enhance OPD 2016 Strategic Plan Goal 2: Strengthen Community Trust and Relationships. Finally, also as mentioned previously, OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence is supported by both Phase 2 of Procedural Justice training and its national ground-breaking implementation at crime scenes.

**Intelligence Unit**

The Intelligence Unit is responsible for gathering information from all sources in a manner consistent with the law in support of efforts to provide tactical 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. The Sergeant is also designated as the Informant Program Coordinator (IPC) for all managed confidential informants.

The Intelligence Unit compiles criminal intelligence, analyzes and disseminates the information received to anticipate, prevent or monitor criminal activity. The information received is forwarded to the Patrol Unit, Criminal Investigation Unit, and all other law enforcement entities that have a right to know and a need to know the information.

The Intelligence Unit is also responsible for the protection of dignitaries while in the City of Oakland including the President of the United States, Members of Congress, the Mayor, City Officials, Constitutional Officers, State and Federal officials and other visiting dignitaries. The Intelligence Unit coordinates with the United States Secret Service, California Highway Patrol and other entities' dignitary protection teams for visits in Oakland. The Intelligence Unit is responsible for planning, advance analysis of routes and locations, protection of the dignitary and coordination of all Oakland Police Department personnel when a dignitary is in Oakland.

**Staffing of the Intelligence Unit**

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

**Significant Accomplishments**

In 2017, the Intelligence Unit worked with the Federal Bureau of Investigation (FBI), US Secret Service, Department of Homeland Security (DHS - through July 2017), State Parole, and US Marshalls. The Intelligence Unit was a critical stakeholder and contributor in the development of the Cellular Site Simulator Usage and Privacy Policy. The Intelligence Unit also worked to craft a Memorandum of Understanding (MOU) for access/use of Alameda County District Attorney's Office Cell Site Simulator. The policy and MOU were vetted by the newly formed Oakland Privacy Advisory Commission, and the MOU was approved by the City Council.

**Challenges Encountered**

Although the Santa Rita Jail interview program was reinstated, it faced challenges in 2017. With state legislation reducing a number of crimes from felony to misdemeanor, there is a dramatic decrease in the jail population, reducing the pool of interviewees. Individuals facing only misdemeanor charges are less inclined to talk with law enforcement because they will be out of custody in a short time. This has reduced effectiveness of the program compared to past years.

**Expected Outcomes for 2018**

- Develop additional information about groups involved in violent crime.
- Continue to work with federal partners and outside agencies to address crime.

**Training Division**

The Training Division is composed of the Training Section; Recruiting and Backgrounds; and Research and Planning. The Personnel Training Division was commanded by Captain Drennon Lindsey for most of 2017. The Training Division is commanded by Captain Jake Bassett. The Training Section is commanded by Lieutenant Carlos Gonzalez and Research and Planning is managed by Police Services Manager I Timothy Birch.



*Captain  
Jake Bassett*



*Lieutenant  
Carlos Gonzalez*



*Police Services  
Manager I  
Timothy Birch*

**Training Section**

The Training Section provides, facilitates, and coordinates training for most OPD personnel. The section includes the Recruit Training Unit, which manages the basic academy; the Field Training Unit, which manages field training for graduates of the basic academy; and In Service Training, which manages training Department-wide.

**Staffing of the Training Section**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Sergeant of Police	3	3
Police Officer	16	15
Police Records Specialist	4	4

*Recruit Training Unit*

The Recruit Training Unit is responsible for the operation and the presentation of a 29-week (1,160 hours) Basic Police Academy for police officer trainees. This Academy 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. Students are given written, practical, and job-simulation examinations in accordance with POST regulations. 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 2017, the Oakland Police Department graduated a total of 52 peace officers from its 175<sup>th</sup>, 176<sup>th</sup>, and 177<sup>th</sup> Basic Police Academies.

The Recruit Training Unit also includes the Cadet Program, with 25 cadets. 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 2017, six cadets completed the Oakland Basic Police Academy.

*Significant Accomplishments for the Recruit Training Unit*

- Provided Procedural Justice training to police officer trainees.
- Revised the Police Officer Trainee Manual and increased discipline in the academy to promote better accountability.
- Increased the value of and improved the review process for academy peer-evaluations.
- Created platoons and squads in the academy to promote leadership and accountability.
- Added Human Trafficking training in the academy.
- Added an additional week of patrol procedure instruction to the academy.
- Added two more days of driver training in the academy.
- Added bubble ordinance (reproductive rights) training to the academy.
- Added an introduction to the Internal Affairs Division to the academy.
- Ensured that each academy class participated in at least one community project.
- Added a class on off-duty conduct (instructed by the OPOA) to the academy.
- Provided a history of the NSA to academy classes in partnership with NSA plaintiff attorney Jim Chanin.
- Transitioned to the POST-mandated modular testing format
- Developed and instituted a sergeant transition course.
- Hired more police cadets and bolstered cadet pipeline process with Recruiting and Background.
- Recruited and developed additional personnel to expand the OPD instructor cadre.

*Challenges Encountered by the Recruit Training Unit*

- Prohibitive costs to rent range for firearms training.
- Limited number of recruits in the Basic Academy classes.
- No database to capture recruit training file information.

*Expected Outcomes for the Recruit Training Unit in 2018*

- Develop and implement a Department-wide training plan for career development.
- Continue to provide Procedural Justice training.
- Outfit a location at the PAB that will allow for reality-based training.
- Acquire new training safety gear and supplies
- Graduate a minimum of two academies.
- Provide more reality-based training that mirrors current events.
- Remain in full compliance with all training responsibilities.
- Hire more police cadets who will ultimately enter the Oakland police academy.
- Develop digital database to store police officer trainee information.

*Field Training Unit*

The Field Training Unit (FTU) is responsible for administering the 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 in OPD. FTOP consists of 16 weeks of field training between a trainee officer and a series of Field Training Officers (FTO's). The FTU facilitates and monitors the trainee's performance during their tenure in FTOP. 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 2017, 54 Police Officer Trainees entered the Field Training Program. Forty-eight of these police officers (89 percent) successfully completed the program. Six police officer trainees (11 percent) were released from probation or resigned. In January 2017, there were 68 certified FTOs in OPD. In December 2017, there were 57 certified FTOs.

*Significant Accomplishments by the Field Training Unit*

- Achieved continuous compliance with NSA Task 42 mandates.
- Forty-nine percent of FTOs completed academy instructor certification training.
- Deployed 35 lap-tops to FTO's to utilize in the field for more efficient documentation.
- Hosted first annual FTO training retreat.
- Reduced academy classes provided a ratio of FTO's to trainees to meet POST recommendations of 3:1 (3 FTOs per 1 trainee).
- Eighty-eight percent of FTOs were trained in Procedural Justice 2.
- The 176<sup>th</sup> Academy had a 100 percent FTOP completion with 17 trainees.

*Challenges Encountered by the Field Training Unit*

- Logistics to support equipment deployment.
- Continuous recruiting of Patrol Officers for FTO.

*Expected Outcomes for the Field Training Unit in 2018*

- Maintain compliance with Task 42 mandates.
- Improve the level of Instructional and leadership training provided to FTOs.
- Develop more efficient methods to deliver field training.
- Recruit and retain the number of FTOs necessary to support increased academy output.

*In-Service Training Unit*

The In-Service Training Unit facilitates a 40-hour Continuous Professional Training course for Officers and Sergeants every 18 months. The unit facilitates additional training courses for sworn and civilian staff.

*Significant Accomplishments for the In-Service Training Unit*

- Officer CPT training.
- Sergeant CPT training.
- Arranged an EVOC location at the Port of Oakland.
- Two off-site Command Retreats.
- Coordinated PRIME pre-& post rollout training.
- Procedural Justice training completed for Professional Staff.
- Coordinated Logistics for all high-volume City-attended incidents/events throughout the year.
- Implemented quarterly review/updated lineup training for field officers.

*Challenges Encountered by the In-Service Training Unit*

- No stable driving facility for most of 2017.
- Prohibitive costs to rent range for firearms training.
- No database to capture all recruit training file information.

*Expected Outcomes for the In-Service Training Unit for 2018*

- Roll-out Procedural Justice II training.
- Implement 'Continuing Education Incentive' awareness program.

- Increase the level of leadership training provided to FTOs and instructors.
- Increase the number of training opportunities for Sworn and Professional Staff.
- Extend and expand training and collaboration opportunities with outside agencies.
- Develop more efficient methods to deliver training.
- Be in full compliance with all training responsibilities.
- Develop Sergeant Development Plan where newly promoted sergeants receive enhanced training.

<b>Recruiting and Backgrounds Unit</b>
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The Recruiting and Background Unit recruits qualified candidates to fill vacant positions in OPD. The goal of the unit is to recruit a diverse group of applicants and conduct thorough and fair background investigations. The Recruiting and Background Unit maintains a constant flow of information to the public and applicants concerning employment opportunities within OPD. The Unit conducts background investigations on prospective members of OPD, as well as background investigations and lower-level background investigations for Oakland Fire Department (OFD) employees and City of Oakland Technology employees who work inside OPD facilities.

**Staffing of the Recruiting and Backgrounds Unit**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Police Personnel Operations Specialist	1	1
Sergeant of Police	1	1
Administrative Analyst II	1	1
Police Officer	8	6
Annuitants	40	7
Police Records Specialist	1	1

**Significant Accomplishments**

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- Increased the authorized staffing in the Recruiting and Background Unit by one Administrative Analyst II to assist with the timely completion of background administrative work.
- Conducted 537 backgrounds for POTs and 158 backgrounds for professional staff.
- Conducted twice-monthly physical training workshops to further advance POT candidates in preparation for the academy.
- Conducted Women in Law Enforcement Workshops to reach out to female candidates.
- Streamlined the Character Review Process with the Chief of Police to highlight the positive attributes and Risk Management issues associated with the candidates.
- Required all new investigators to receive authorization from their current supervisor to conduct background investigations as a collateral assignment.
- Mandated that all background investigators complete the POST-certified 32-hour background investigation course within six months of performing background investigations.
- Created a two-step Background Investigation Report (BIR) review process before submission of a completed investigation to ensure accuracy.
- Held a two-hour background training school for all current and new investigators.

**Challenges Encountered**

- Updating the OPD website with the most current information and making it user friendly where interested people can easily apply.
- Competing with other Bay Area law enforcement agencies to attract qualified candidates for the position of POT.

**Expected Outcomes for 2018**

- Increase the number of Department personnel conducting background investigations.
- Exert greater managerial oversight by monitoring investigator caseloads and performing quality checks for policy and regulatory compliance.
- Increase recruitment efforts to include more marketing on social media and other outlets such as universities, colleges, and other law enforcement police academy training centers.
- Reduce attrition rates between each step of the testing process.

**Research and Planning**

Research and Planning is responsible for three primary functions:

- Develop policy and procedure
- Manage legislation
- Meet short- and long-term planning needs

**Research and Planning Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Management Assistant	1	1
Police Officer	1	0
Police Services Manager I	1	1

**Research and Planning Significant Accomplishments**

In 2017, Research and Planning had the following significant accomplishments:

- Compiled, edited, and published the 2016 Annual Report
- Facilitated a study of OPD recruitment, hiring, and training practices by a graduate student team from UC Berkeley Goldman School of Public Policy
- Assisted with the Biannual 2017-19 Budget
- 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:
- Responded to a number of Public Records Act Requests
- Provided staffing plans for large-scale crowd management events
- Audited all sworn and civilian positions to align with budget
- Facilitated development of a robbery reduction strategy
- Participated in several interview panels for Police Officer Trainee and other positions
- Assisted with a competitive bidding process for crime analysis software
- Facilitated an evaluation of Measure Z by RDA (Resource Development Associates)



### **Research and Planning Challenges Encountered**

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The primary challenge was staffing. The year began with a Police Services Manager I, a Management Assistant, and a single Police Officer assigned. The Police Officer was promoted to Sergeant of Police in April 2017 and transferred to Patrol in June 2017. After being unable to fill the Officer position, the position was transferred to the Internal Affairs Division along with the responsibility of technical writer for Force Review Boards. This position returned in 2018.

### **Research and Planning Expected Outcomes for 2018**

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In late 2017, Research and Planning was transferred to the newly-reorganized Training Division. Accordingly, expected outcomes for Research and Planning in 2018 include:

- Transition additional policies from the traditional OPD framework to an alternative format
- Assist in the identification of solutions for challenges in recruitment, background, hiring, and training processes

Both of the expected outcomes support the third goal of the OPD 2017 Strategic Plan: Achieve Organizational Excellence. A transition to more effective, well-written policy and procedure will serve as an excellent training and risk management tool. Improved processes for hiring will provide high quality personnel in a more efficient manner.

### **Bureau of Field Operations**

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The Bureau of Field Operations, (BFO) is the largest subordinate unit of the Oakland Police Department with 562 sworn personnel and 150.5 civilian professional staff. BFO is divided into two components: Bureau of Field Operations 1 (BFO 1) and Bureau of Field Operations 2 (BFO 2). BFO 1 is responsible for West Oakland (Area 1, Area 2, and Area 3) and includes the BFO Administrative Section and Neighborhood Services Section 1. BFO 2 is responsible for operations in East Oakland (Area 4 and Area 5) and includes the Support Operations Division and Neighborhood Services Section 2. For all of 2017, BFO 1 was commanded by Deputy Chief Darren Allison. For the last six months of 2017, BFO 2 was commanded by Deputy Chief Oliver Cunningham. For the last six months of 2017, BFO 2 was commanded by Deputy Chief LeRonne Armstrong.



*Deputy Chief  
Darren Allison*



*Deputy Chief  
LeRonne Armstrong*

**Bureau of Field Operations Administration**

Bureau of Field Operations Administrative (BFO Admin) is responsible for conducting audits of Approval of Field Arrests by Supervisors (NSA Task 18); Consistency of Supervision (NSA Task 20.2); organizing and scheduling Force Review Boards (NSA Task 26); and Executive Force Review Boards (NSA Task 30). BFO Admin coordinates training for new Police Services Technicians (PSTs) and Police Evidence Technicians (PETs). BFO Admin coordinates staffing in Field Operations. The Unit coordinates the annual shift assignment 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 2017*

Level 1	Level 2	Level 3	Level 4
1	8	41	100

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

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

**Staffing of BFO Admin**

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Records Specialist*	5	4
Police Services Technician II	1	1
Administrative Analyst II	1	1

\* On December 1, 2017, one Police Records Specialist (PRS) position was transferred to Research and Planning, resulting in four PRS positions remaining in BFO Admin.

### Significant Accomplishments

In 2017, BFO Admin tracked 357 Division Level Investigations. Staff also coordinated 289 ride-alongs. BFO Admin ensured that the department remained in compliance with NSA Task 20.2, Consistency of Supervision and Task 18, Approval of Field Arrest by Supervisor.

### Challenges Encountered

Staffing continued to be a challenge for BFO Admin 2017.

### Expected Outcomes for 2017

BFO Admin will continue to seek ways to improve efficiency and capacity of staff assigned to the Bureau of Field Operations. The Section will continue to ensure the Bureau conforms to timelines and other operational policies and procedures through document tracking and audits. BFO Admin will also continue to provide training to newly hired PSTs and PETs to improve the Department's service delivery to its residents and visitors. Additionally, PST's will be deployed to Patrol to take over duties that do not require the services of a sworn officer. BFO Admin will seek to fill the vacant court liaison PRS position to continue optimal operational efficiency.

### Patrol Area 1



*Captain  
Sekou Millington*

Area 1, composed of police beats 1-7 was commanded by Captain Sekou Millington for much of 2017. Area 1 encompasses West Oakland, the Downtown/Uptown area, and the Maritime Port of Oakland. Area 1 borders the City of Emeryville to the north; the San Francisco Bay to the west, the City of Alameda to the south; and Patrol Areas 2 and 3 to the east. The Area 1 team provides patrol, and Special Resource Services (SRS) to the West Oakland and Downtown communities. SRS includes the crime reduction team, who focuses on violent crimes and offenders; and the community resource officers, who engage in problem solving efforts; and the walking units that the downtown business districts as well City Hall and Federal and State Government buildings.

In 2017, Area 1 SRS was commanded by Lieutenant Bobby Hookfin. Daytime patrol was commanded by Lieutenant Eric Lewis and nighttime patrol was commanded by Lieutenant Steve Paich.



*Lieutenant  
Bobby Hookfin*



*Lieutenant  
Eric Lewis*



*Lieutenant  
Steve Paich*

## Area 1 Staffing

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Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	3	3
Police Officer	97	90
Police Service Technician II	5	5
Sergeant of Police	16	18

## Area 1 Significant Accomplishments

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- Decrease in Violent Crime of three percent and no change in robberies compared to 2016. This is the third year that Area 1 achieved a reduction in overall violent crimes and robberies.
- Conducted weekly crime intelligence meetings with Area 1 commanders, Area 1 SRS supervisors, and Criminal Investigation Division investigators to discuss crime pattern and trends, priority offenders, Crime Analysis, and Area Intel.
- Provided weekly priority reports to Area 1 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, and Area Intel.
- Used community resource officers (CRO) and patrol personnel to assist the Criminal Investigation Division (CID) 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 the BART Police Department.
- Worked collaboratively with the Ceasefire Unit to focus on the violent groups and gangs.
- Conducted meetings with security patrol companies in the Acorn and Morh housing developments to discuss crime patterns, trends, and strategies, to focus their deployments.
- Managed crowd control events at City Hall and Frank Ogawa Plaza (FOP), while balancing crime reduction efforts.
- Collaborated with Community Advisory Committee on crime reduction strategies and community partnership events.
- Organized Living Room Meetings in West Oakland.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Ensured that Foot Patrol Units continued to focus to high visibility patrol in downtown business district.
- Conducted meetings with Downtown Ambassadors regarding their patrols and partnering with them to increase their presence in the Downtown.
- Engaged in community relations events such as monthly Coffee with a Cop and Ice-cream Socials.
- Awarded 28 Captains Commendations and one Leadership Award to officers and supervisors who had performed exceptionally.

## **Challenges Encountered**

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In the 2016 Annual report, Area 1 established a goal of a 10 percent reduction in overall crime and 20 percent reduction in violent crime. Area 1 did not achieve these goals. Area 1 experienced a reduction in overall violent crime including a 28 reduction in homicide. It is believed the decrease in homicide is largely due to a focused Ceasefire gang-intervention. Area 1 will continue to focus efforts on reducing violent crime through use of the Ceasefire philosophy.

Area 1 faced resources challenges in addressing ongoing concerns with homeless individuals. The presence of the homeless individuals is associated with auto burglaries and other thefts as well as area blight. Area 1 experienced a 28 increase in burglaries in 2017. In collaboration with Operation Dignity and other City staff, an Outdoor Navigation Center was opened just before the rainy season. With the opening, all sidewalk areas that had been occupied by homeless encampments in the area of 6th and Brush were cleared. Resources were provided to those that accepted residency at the Outdoor Navigation Center. Two additional centers are expected to open in Area 1 in 2018.

## **Expected Outcomes for 2017**

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### *Reduce Crime*

- Achieve at least 15 percent reduction in violent crime.
- Expand walking unit in the Downtown, with a focus on reducing robberies and burglaries, and improving quality of life.
- Ensure Area 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, adjusting resource deployment as necessary.
- Develop community policing projects connected with beat specific crime trends.
- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement.

### *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.
- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders on fostering police / community relationships.
- Continue community led officer appreciation efforts.

### *Achieve Organizational Excellence*

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

**Patrol Area 2**



*Captain  
Drennon Lindsey*

Area 2 (Beats 8-14) was initially commanded by Captain Jake Bassett in 2017. It was then commanded by Captain Drennon Lindsey. Area 2 is traditionally known as North Oakland. It is bordered by the City of Emeryville and the City of Berkeley to the west, Contra Costa County to the north, and Area 1, the City of Piedmont and Area 3 to the south and east. Area 2 has a combination of residential neighborhoods and the commercial districts of Rockridge, KONO, Temscal, Montclair, and Piedmont Avenue. The Area 2 team provides patrol and SRS services to the North Oakland community. The SRS includes the crime reduction team, who focus on violent crimes and offenders, and the community resource officers, who engage in problem solving efforts.

In 2017, Area 2 SRS was commanded by Acting Lieutenant Rich Vierra. Daytime patrol was commanded by Lieutenant Wilson Lau and nighttime patrol was commanded by Lieutenant Demetrio Lozares II.



*Acting Lieutenant  
Rich Vierra*



*Lieutenant  
Demetrio Lozares II*

**Area 2 Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	5	5
Police Officer	64	63
Police Service Technician II	5	5
Sergeant of Police	13	8

## **Area 2 Significant Accomplishments**

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- Experienced a 25 percent decrease in homicide.
- Conducted crime control meetings with Area 2 commanders and SRS supervisors, Area 1 personnel (as needed), and Criminal Investigation Division (CID) investigators to discuss crime pattern and trends, priority offenders, and Area Intel.
- Maintained detailed weekly priority report to Area 2 personnel, outlining areas of focus that have spikes in crime, trends, peak offense times, focused patrol expectations, priority offenders, and Area Intel.
- Used Community Resource Officers (CROs) and patrol personnel to assist CID in conducting follow-up investigations on crimes with actionable leads.
- Sustained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies, particularly Berkeley PD.
- Expanded access to the Berkeley PD discussion board, enhancing awareness of crime trends and potential cross-border issues.
- Conducted meetings with security patrol companies to discuss crime patterns, trends, and strategies to focus deployments.
- Managed crowd control events while balancing crime reduction efforts.
- Collaborated with Community Advisory Committee on crime reduction strategies and officer appreciation efforts (semi-annual community appreciation award and community briefing visits).
- Sustained and ensured that lieutenant and sergeants properly utilized LEAP and Omega Crime Dashboards as a crime analysis measure in crime fighting methodologies.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Maintained spreadsheet to conduct comparative analysis of Area 2 stop data information.

## **Challenges Encountered in 2017**

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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.

## **Expected Outcomes for 2018**

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### *Reduce Crime*

- Achieve at least 10 percent reduction in violent crime
- Expand walking unit into North Oakland, with a focus on reducing robberies and burglaries and improving quality of life issues
- Ensure all Area 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, adjusting resource deployment as necessary
- Develop community policing projects connected with beat specific crime trends
- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement

*Strengthen Community Trust and Relationships*

- Continue to expand the reach of social media in order to better communicate, collaborate, and engage with the community
- Organize Area sponsored community events
- Increase walking assignments with patrol personnel to enhance community interaction
- Collaborate with community leaders on fostering police / community relationships
- Continue community led officer appreciation efforts

*Achieve Organizational Excellence*

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

**Patrol Area 3**



*Captain  
Freddie Hamilton*

Area 3 (Beats 15-22) was commanded by Captain Freddie Hamilton in 2017. Area 3 is bordered by Lakeshore Avenue on the west and Fruitvale Avenue on the east. OPD Areas 1, 2, and 4 border Area 3. The Area 3 team provides patrol, and Special Resource Services (SRS) to the Adams Point, Bella Vista, San Antonio, the Dimond, the Laurel, Crestmont and Woodminster communities. SRS includes the crime reduction team, who focuses on violent crimes and offenders; and the community resource officers, who engage in problem solving efforts.

In 2017, Area 3 SRS was commanded by Lieutenant Mick Reilly. Daytime patrol was commanded by Lieutenant Erin Mausz and nighttime patrol was commanded by Lieutenant Alan Yu.



*Lieutenant  
Erin Mausz*



*Lieutenant  
Alan Yu*



### Area 3 Staffing

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Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	4	4
Police Officer	66	64
Police Service Technician II	4	4
Sergeant of Police	11	9

### Area 3 Significant Accomplishments

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- Experienced an eighteen percent decrease in violent crime, a 31 percent decrease in robberies, and a total Part I decrease of eight percent compared to 2016.
- Conducted weekly crime intelligence meetings with commanders, supervisors, and investigators to discuss crime patterns and trends, priority offenders, and Area Intel.
- Area 3 SRS made 59 Firearm arrests.
- Provided weekly priority report to Area 3 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 CID in conducting follow-up investigations on crimes with actionable leads.
- Worked collaboratively with Ceasefire Unit to focus on the violent groups/gangs.
- Collaborated with the Area's Community Advisory Committee on crime reduction strategies and community partnership events
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Awarded seven Captain Commendations to officers who had performed exceptionally.
- Conducted Coffee with the Captain events.
- Received a Unit Citation for Area 3 Special Resources for their exceptional work addressing robbery and other violent crime.

### Challenges Encountered

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- Individuals from other areas of Oakland continue to commit robberies in Area 3.
- There was a lack of Administrative Sergeants for the area.
- Filling patrol beats is challenging.

### Expected Outcomes for 2018

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#### *Reduce Crime*

- Achieve a 10 percent reduction in violent crime.
- Increase intelligence-led stops by 20 percent
- Assign patrol units to walk their beats at least one hour of their patrol shift.
- Ensure understanding of crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel and develop an Area - wide response to crime.
- Closely monitor crime, adjusting resource deployment as necessary.
- Develop community policing projects connected with beat specific crime trends.

- Use 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.
- Organize Area sponsored community events.
- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders on fostering police / community relationships.
- Continue community-led officer appreciation efforts.

*Achieve Organizational Excellence*

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

**Patrol Area 4**



*Captain  
Nishant Joshi*

Area 4 (Beats 23-28) was commanded by Captain Nishant Joshi in 2017. 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, CROs, 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.

In 2017, Area 4 SRS was commanded by Lieutenant Dominique Arotzarena. Daytime patrol was commanded by Lieutenant Fred Shavies and nighttime patrol was commanded by Lieutenant Allan Steinberger.



*Lieutenant  
Dom Arotzarena*



*Lieutenant  
Fred Shavies*

## Area 4 Staffing

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Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	13	13
Police Officer	62	62
Police Evidence Technician	4	4
Police Services Technician II	4	4

## Area 4 Significant Accomplishments

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### *Reduce Crime*

- Implement violence reduction operations focusing 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 to maximize results and minimize duplicated efforts.
- Improved collaborated efforts with internal and external partnerships and stakeholders.
- Deployed a walking detail, when possible, in areas high in street level robberies.
- Experienced an overall nine percent reduction in crime, including:
  - An 18 percent reduction in homicide
  - A 17 percent reduction in shootings.
  - A 13 percent reduction robberies.
- Reduced shootings by 17 percent.

### *Strengthen Community Relations and Trust*

- Staff was trained in procedural justice as well as updated policies and procedures developed by examining relevant industry standards and practices.
- Meals were delivered to homes on Thanksgiving Day.
- 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.

### *Achieve Organizational Excellence*

- Increased section accountability surrounding the use of resources, expenditures, and personnel.
- 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.

## Challenges Encountered

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Staffing levels fluctuated during 2017. As such, staff movement occurred to temporarily fill open vacancies. Such temporary moves offered technical short-term resolutions to basic needs.

Ideally, permanent or long-term staffing fills would result in better collaboration and sustained relationships with community members.

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**Expected Outcomes for 2017**

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*Reduce Crime*

Area 4 will work to reduce crime as follows:

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

*Strengthen Community Trust and Relationships*

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

*Achieve Organizational Excellence*

Area 4 will work to ensure all vacancies are filled.

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**Patrol Area 5**

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*Acting Captain  
Sean Fleming*

Area 5 (Beats 29-35) was commanded by Acting Captain Sean Fleming in 2017. Area 5 is the area traditionally known as East Oakland. It 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. Area 5 has a diverse community and is home to the Coliseum Complex and the Oakland International Airport. The function of Area 5 is to provide the Area 5 community of Oakland an environment in which its citizens can live, work, play, and thrive free from crime and fear of crime by reducing crime utilizing the Ceasefire strategy and increasing trust with the community through procedural justice which is fair quality policing.

In 2017, Area 5 daytime patrol was commanded by Acting Lieutenant Rachael Van Sloten and nighttime patrol was commanded by Lieutenant Steve Nowak.



*Acting Lieutenant  
Rachael Van Sloten*



*Lieutenant  
Steve Nowak*

## Area 5 Staffing

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Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	2
Sergeant of Police	14	11
Police Officer	90	83
Police Evidence Technician	5	5
Police Services technician II	5	5

## Area 5 Significant Accomplishments

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### *Reduce Crime*

Comprehensive preliminary investigations are one of the primary ways to reduce crime and strengthen community trust. In 2017, Area 5 improved processes for officers to conduct comprehensive preliminary investigations through:

- At the command level, it was made clear via numerous conversations with supervisors and officers that comprehensive and thorough preliminary investigations were the expectation.
- Watch Commander positions were staffed with lieutenants (and acting lieutenants) with significant criminal investigative experience. Most of these Watch Commanders have prior homicide and/or gang investigative experience.
- Sergeants were tasked with assessing the investigative capabilities of their officers and identifying areas where additional training could enhance their efforts
- Sergeants were directed to respond to all critical incidents and, using their experience in conducting investigations, provide clear direction to officers on what investigative steps needed to be taken.
- Lieutenants were tasked with auditing, for thoroughness and comprehensiveness, five preliminary investigations of robbery, shootings or homicides every month and noting findings on their monthly management reports.

Area 5 experienced a 10 percent reduction in homicides, shootings and robberies as compared to the year-end crime statistics from 2016. Area 5 experience a nine percent decrease in homicides (a decrease of 3 homicides); a 14 percent decrease in the number of shootings with injury; and a 22 percent decrease in the number of robberies. Overall, Area 5 experienced a 10 percent decrease Part 1 crime.

### *Strengthen Community Trust and Relationships*

Area 5 staff attended numerous community meetings in 2017. These meetings provided opportunities to build and strengthen relationships, address crime issues, increase lines of communication and enhance partnerships. Area 5 staff attended community based organization street and safety fairs including fairs at Allen Temple and Madison Elementary School.

In addition to above Community Events, Area 5 completed the following that had plagued the community

- Removed and Cleaned area of 85<sup>th</sup> Ave and International, which had become known as the "Living Room".
- Removed and Cleaned area of 90<sup>th</sup> Ave and International, which had become a major source of complaints from residents.

*Achieve Organizational Excellence*

In 2016, Area 5 developed and implemented a training process where patrol officers were placed on loan for a six-week period with SRS. While assigned there, officers learned how to utilize relevant databases and equipment as well as enhance their skills in interviewing. Area 5 commanders developed and implemented a weekly patrol line up training program to reiterate the foundations of policing through reviewing policy and real critical incident examples. These programs continued through 2017.

**Challenges Encountered**

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- Continual movement of officers in and out of Area 5 units, as well as the level of policing experience of Area 5 police officers;
- Inadequate time for patrol sergeants to be in the field, supervising, mentoring, training, and coaching officers as they conducted their day to day assignments.

**Expected Outcomes for 2017**

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- Reduce homicides, shootings and robberies by 10 percent
- Strive towards Organizational Excellence
- Increase the trust relationship between the OPD and the community via procedural justice principles.
- Implement a balanced approach to crime trends using a precision-based policing strategy.

**Neighborhood Services Section 1 and Section 2**

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*Program Analyst III  
Felicia Verdin*



*Program Analyst III  
Jacque Long*

In 2017, Neighborhood Services Section 1 was managed by Program Analyst III Felicia Verdin. Neighborhood Services Section 2 was managed by Program Analyst III Jacque Long.

**Role of Neighborhood Services Section**

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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.

## Staffing of Neighborhood Services Section

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

## Significant Accomplishments

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The following highlights Neighborhood Services 2 staff and programs accomplishments:

### *Awards and Recognition*

- In December 2017, Chief Anne Kirkpatrick presented the Neighborhood Services Section with a Unit Citation in recognition of distinguished service.
- Starbucks corporate office recognized Neighborhood Services staff for their involvement with Coffee with a Cop.

### *Program Accomplishments*

- In partnership with the Oakland Police Foundation and other organizations, staff hosted two backpack giveaways. Over 700 youth enjoyed meeting officers while receiving backpacks and much-needed school supplies.
- Coordinated Oakland's citywide National Night Out event. NSS supported 576 block parties citywide with approximately 27,000 adults and children participating with nearly 100 officers and city staff visiting parties.
- Organized a thank party for National Night Out party hosts.
- Hosted an appreciation event celebrating volunteers from Neighborhood Councils/NCPCs boards, Neighborhood Watch Steering Committee and the Citizens Police Academy Alumni Association.
- Coordinated Coffee with a Cop held at Starbuck's locations throughout Oakland in partnership with Starbucks and National Organization Black Law Enforcement (NOBLE). OPD was highlighted on Starbuck's national social media accounts; Twitter, Snap Chat, Instagram, and Facebook.
- Administered three Citizens Police Academies: One each in English and Spanish and another for youth. Participants learned about police operations and specialized units.
- Neighborhood Watch Steering Committee hosted gang awareness training, back to basics workshop and networking opportunities for Neighborhood Watch Block Captains.

### *Neighborhood Councils*

There are 44 Neighborhood Councils/Neighborhood Crime Prevention Councils. In 2017, Neighborhood Services Coordinators (NSCs) attended over 500 meetings to assist residents and merchants address neighborhood concerns. Neighborhood Councils resolved numerous concerns and sponsored successful events.

### *Training*

Neighborhood Services Section staff provided trainings and workshops for residents and merchants in topics such as robbery prevention, personal safety, senior safety, neighborhood watch, merchant watch, new leaders training, burglary prevention, security camera workshops, neighborhood watch, how to report community concerns, and personal safety / CPR.

### *Public Education and Community Engagement*

- In Central and East Oakland, Neighborhood Councils/Neighborhood Crime Prevention Councils hosted community events. Beat 26 hosted a holiday party and community toy drive for over 350 Oakland families' serving 1000 youth. Beat 27x hosted a Thanksgiving gathering and Fiesta Day block party. Beautification projects and Earth Day events were conducted in beats 18/19, 20/23/24, 21, 24y, 25, 27, 31, & 35. Educated residents on homeless encampments, mobile food vending ordinance, and emergency preparedness. Area 4 CROs and NSCs partnered with OUSD to read to and tutor elementary students.
- NSS team conducted intensive auto burglary prevention outreach online, through door-to-door canvassing, and in partnership with merchants in the commercial districts.
- PSTs conducted CPTED evaluations. Beats 16y, 25x, and 35 also held CPTED walks.
- In West Oakland, NCPCs hosted a variety of community events. Beat 2y/5y residents hosted a movie night with live entertainment where officers and command staff had an opportunity to engage with members of the community. Beat 7x hosted an ice cream social with the Willie Keyes Community Center and Parks and Recreation. Beat 6X hosted a community breakfast in partnership with Market Street Church.
- Educated Chinatown residents and merchants about encroachment requirements to promote safety and beautification.
- Beats 17 and 26 engaged residents and youth in spirited Halloween celebrations.
- North Oakland partnered with business improvement managers to conduct outreach to address crime trends.

### **Challenges Encountered**

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

### **Expected Outcomes for Upcoming Year**

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For 2018, Neighborhood Services Sections 1 and 2 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 living room strategy based on the Stanford report.
- Continue to finalize SharePoint site content, documents, and shared calendars.



**Support Operations Division**

The Support Operations Division (SOD) provides specialized capabilities, resources, and enforcement. In 2017, SOD was commanded by Acting Captain Randy Wingate. SOD includes the Special Operations Section (SOS) and the Traffic Operations Section (TOS). SOS was commanded by Lieutenant Chris Shannon and TOS was commanded by Lieutenant Dave Elzey.



*Acting Captain  
Randy Wingate*



*Lieutenant  
Chris Shannon*

**Special Operations Section (SOS)**

In 2017, The Special Operations Section encompasses 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
- Preventative Radiological/Nuclear Detection (PRND)
- Reserve Program
- Special Events
- Tactical Operations Team

**SOS Staffing**

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	3	3
Police Officer	13	13
Administrative Analyst II	1	1
Police Services Technician II	2	2

## **Significant Accomplishments**

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### *Air Support*

- Certified a fourth Private Pilot.
- Hosted OPD U/C surveillance class to improve coordination with U/C units
- Supported and/or participated in numerous special events and operations
- Assisted outside agencies with law enforcement and search & rescue operations
- Hosted OFD training, safety around helicopters, putting out a helicopter fire.
- Completed major overhaul of helicopter N510PD.

### *Alcoholic Beverage Action Team / Marijuana 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 620 locations
- Marijuana officer provided expertise to OPD units and worked with City officials.

### *Canine Program*

- Added two new handlers to the program.
- Purchased two new detection canines for the unit, explosive and narcotics.
- Conducted 27 public appearances at community events.
- Stats: 106 Deployments, 28 apprehensions, 0 Bites, 0 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.
- Approximately 250 officers trained in Crisis Intervention Techniques.

### *Homeless Outreach Unit*

- Total number of closures for 2017: 26
- Approximate number of public work assists and encampment assessments: 115
- 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

### *Marine Unit*

- Supported and/or participated in numerous special events and operations
- Collaborated on training with numerous county, state, and federal agencies
- Assisted outside agencies with law enforcement and search & rescue operations
- Participated in PAL's summer program to provide excursions for youth
- Removed three derelict vessels from estuary utilizing grant funding

### *Preventative Radiological/Nuclear Detection (PRND)*

- Completed draft of Lexipol policy and operating procedures
- Created and implemented an OPD PRND Quick Start training program
- Trained 12 new PRD operators and 3 additional instructors
- Participated in Vigilant Guardian multi-agency PRND training exercise.

*Reserve Program*

- Reserve Program provided over 1,400 hours of voluntary time.

*Special Events Unit*

- Planned and executed security for all events at the Oracle Arena and Coliseum and city-wide events such as marathons, triathlons, and festivals.
- Issued over a thousand special event / encroachment permits.

*Tactical Operations Team*

- Participated in planned and unplanned high-risk operations.
- Staffed numerous sites for Urban Shield where dozens of agencies participated.
- Provided critical incident training during the continuing professional training for all commanders, sergeants, and officers, taught a course on tactics for responding to critical incidents.
- Provided staffing (reimbursed) at events at Oakland Arena and Coliseum
- Worked the Police Activities League (PAL) for the third year to provide a day of excursions during each of the eight weeks of their summer program.

**Challenges Encountered**

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*Air Support*

- OPD helicopter N220PD is unable to fly due to regular and unanticipated repairs. Having only one operational helicopter creates logistical and maintenance challenges.
- Multiple unanticipated maintenance issues arose with aging helicopters.

*Alcoholic Beverage Action Team*

- Attempts to update the database continued to be hampered by technical issues.

*Canine Program*

- Providing 24/7 canine coverage to Patrol due to handlers being off for vacation, CPT, etc. This should be alleviated by the addition of the new handlers.

*Crisis Intervention, Mental Health Liaison, and Mobile Evaluation Team*

- Calls for service related to the elderly population are increasing. Dementia is often confused with mental illness but requires markedly different services.
- Calls from private facilities unable to provide adequate care for the residents.
- Overuse / inadequacy of John George Pavilion creates a quick turnaround of patients back into the community untreated and with no change in condition.
- Collateral instructors for CIT are needed to meet the demand for courses.

*Homeless Outreach Unit*

- The scale of the problem has exceeded available City resources.

*Marine*

- Increase in abandoned vessels in the estuary, which are costly to remove.
- Moose boat had maintenance issues due to the vessel's age.

*Preventative Radiological/Nuclear Detection (PRND)*

- Grant applications to obtain modern detection equipment were not successful.

*Reserve Program*

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

*Special Events Unit*

- City permit process is 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.

**Expected Outcomes for 2018**

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*Air Support Unit*

- Complete flight training for Officers Martin and Curtin.
- Purchase flight simulator from approved UASI grant.
- Complete major repairs of OPD helicopter N220PD.

*Alcoholic Beverage Action Team*

- Marijuana officer will have an expanded role as the City adopts regulations.

*Canine Program*

- Achieve Post certification of the new narcotic and explosive detection dogs.

*Crisis Intervention, Mental Health Liaison, and Mobile Evaluation Team*

- Fill additional MET positions when county staffs additional clinicians to pair with MET officers.
- Recruit and train CIT instructors

*Homeless Outreach Unit*

- Continued coordination with area commanders, City departments, and county agencies.

*Marine*

- Obtain grant funding to address abandoned vessels.

*Preventative Radiological/Nuclear Detection (PRND)*

- Completion of Lexipol policies and procedures
- Continue to apply for grants to modernize detection equipment

*Reserve Program*

- Continue to assist with Patrol and security functions.

*Special Events Unit*

- Continue to assess the permit process with City's focus group and implement their recommendations when consensus is reached.

*Tactical Operations Team*

- Continue to maintain full staffing through recruitment and training.

<b>Traffic Operations Section (TOS)</b>
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The Traffic Operations Section (TOS) focuses on vehicle enforcement and traffic safety. TOS provides support to Area Commanders through traffic enforcement (motor vehicle violations, bicycle and pedestrian safety enforcement, DUI saturation patrols, and DUI checkpoints), traffic collision investigations, and vehicle abatement (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 who is 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 Traffic Section 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 during various hours and days. Through an Office of Traffic Safety grant, two dedicated DUI Enforcement Officers were funded in the TEU to specifically address and enforce impaired driving offenses.

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 (i.e., student drop-off and pick-up procedures). The Traffic Safety Detail focuses on pedestrian and bicycle safety for the City's youth as they walk and bike to and from school.

*Vehicle Enforcement Unit (VEU)*

The Vehicle Enforcement Unit (VEU) consists of Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Vehicle, Bicycle Recovery and Taxi and Tow Details. VEU works to improve Oakland's neighborhoods and enhance Oakland's physical assets by addressing the problems of abandoned vehicles on public and private property and aggressively pursuing parking citation scofflaws.

VEU enforces rules and regulations pertaining to commercial trucking, 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.

**TOS Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Sergeant of Police	4	3
Police Officer	26	24
Police Records Specialist	3	3
Police Service Technician II	14	14
Crossing Guard	49	49

## **Significant Accomplishments**

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- Implemented and completed an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$753,350. The grant included the purchase of six new police motorcycles and one year of complete funding for two police officers assigned to DUI enforcement.
- Received an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$708,000. The grant included the purchase of a new Traffic Collision Reconstruction System, a Crash Data Retrieval System, and a second year of full funding for two police officers assigned to DUI enforcement. The two DUI officers have made 95 DUI arrests.
- 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 at up to 41 elementary schools.
- Obtained 44 tow seizure warrants (for 54 vehicles) through the efforts of the Sideshow Enforcement Officer. These vehicles were involved in reckless driving and evading officers. Forty-five vehicles were towed (83 percent of the vehicles seized from warrants issued).
- Received 20,123 abandoned auto complaints, which resulted in the towing of 2,582 vehicles, the recovery of 247 stolen vehicles and the issuance of 2,214 citations for various local and state vehicle code violations.
- Responded to 35 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 an OPD Traffic Section 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.

## **Challenges Encountered**

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TOS reviews all collision reports completed by OPD personnel. On average, officers in the field complete between 400 and 450 collision reports per month. The collision reports queue reached to 1,200 reports needing review/approval. The report queue backlog delays reports getting to citizens. Reducing the number of reports in the queue continues to be a challenge due to the enormous volume of incidents/collision reports and insufficient resources.

## **TOS Expected Outcomes for 2018**

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- Expand partnerships with local, State and Federal agencies and organizations to assist in traffic enforcement, crime reduction, traffic safety education and sideshow enforcement (i.e., provide educational presentations at schools, collaborate with Bike East Bay to establish a Bicycle Diversion Program (Bicycle School), collaborate with local and State entities for the passing of sideshow legislation).
- 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 (i.e., Motor Santa operation, school Open House events, block parties, traffic safety presentations, Memorial rides and escorts, Major League Baseball Law Enforcement Appreciation Days).

**Bureau of Investigations**



*Deputy Chief  
Oliver Cunningham*

The Bureau of Investigations includes the Criminal Investigations Division and the Criminalistics Section. Deputy Chief Oliver Cunningham commanded the Bureau of Investigations for the last six months of 2017.

The Criminal Investigations Division was commanded by Captain Roland Holmgren. The Criminalistics Section was managed by Criminalistics Manager Sandra Sachs.



*Captain  
Roland Holmgren*

**Criminal Investigation Division**

The Oakland Police Department’s Criminal Investigation Division (CID), serves as the formal investigative branch of the Department and included five sections in 2017: Homicide; Robbery and Burglary; General Crimes, Task Forces, and Felony Assault; Special Victims; and Crime Analysis.

Members assigned to CID investigate criminal cases referred by the Patrol Division, 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 the Division conduct interviews and lawful searches during an investigation to gather information and/or evidence that are 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

**CID Administration Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Administrative Analyst II	1	1
Police Records Specialist	1	1

## **Significant Accomplishments**

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In 2017 despite staffing and caseload challenges, CID's "determined" attitude resulted in numerous successful investigations throughout the Division. For example, 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 experiencing a 14 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 and provided several trainings both internally and externally to other 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.

A key component to preventing and reducing crime in the City of Oakland is the Department's ability to form meaningful relationships with youth. In 2017, the Youth Outreach Unit (YOU) suffered budgetary restraints which could have eliminated the positions. CID demonstrated its investment in the youth by reorganizing positions within the Division and maintaining YOU. In 2017, YOU provided service to 3,037 students and 6,190 community members in the City of Oakland. Some of the services include:

- Open House: Students visit and learn working of the Department
- "Clear the Air" Officers and students engage in meaningful dialog surrounding relevant topics
- Hoover Elementary Career Fair
- Chevron Night Out at Arroyo Viejo Park
- Starbucks Career Day
- OPD Movie Night
- PAL Summer Camp

Other accomplishments in 2017:

- Teamwork on major investigations has been outstanding.
- Several multi-jurisdictional major crime investigation/ operations.
- Resilient personnel.
- The quality and thoroughness of follow-up investigations continues to increase.
- Significant increases in training opportunities have been extremely beneficial.
- New interview room cameras.
- Increased communication with BFOs.

Although CID is relatively "young," many of the investigators have come from field assignments that required more than preliminary investigative experience. This has proved positive thus far, creating an atmosphere where the proficiency and energy of investigators is competitive to the challenging workload. To assist, all investigators are required to attend foundational and progressive training as outlined in CID P&P 13-05.



## Challenges Encountered

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Staffing limitations continued to impact CID's ability to conduct follow-up investigations. Staffing shortages force investigators, with the exception of homicide, 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 aided to the challenges faced within the Division.

## Expected Outcomes for 2018

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- 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 both internally amongst peers and externally amongst communities.
- 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 CID Mentor Program to assist new investigators and develop leadership amongst existing investigators.

## Homicide Section

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*Lieutenant  
Randy Brandwood*

The mission of the Homicide Section is to build partnerships and work in collaboration to protect the community through the effective investigation of crime and apprehension of violent offenders. Additionally, the Homicide Section aids crime victims and their families. The Homicide Section was commanded by Lieutenant Randy Brandwood in 2017.

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.

## Homicide Section Staffing

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Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	5
Police Officer	10	7
Police Records Specialist (PRS)	1	1
Police Services Technician (PST)	1	0

## Homicide Significant Accomplishments

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There were 72 UCR homicides in 2017, a 15.3 percent decrease from 2016. This represents the third lowest number of homicides since 1999. The average number of homicides over the last five years is 82.4.

The Homicide Section has been quite effective, despite the challenges associated with staffing and caseloads. This may be directly attributed to an increase focus on investigative efficiency and better time management. Investigators are continually tasked with prioritizing their caseloads based on factors, which include but are not limited to solvability factors and cases that garner a significant amount of media attention.

Staff assigned to the Homicide Section participated in major deployments related to the Department's response to violent crime. The investigation of a gang-related murder on June 23, 2017 culminated in a multi-agency operation that led to the arrest and prosecution of a long-time Oakland gang member. Several "high profile" cases were quickly resolved in 2017. This included the killing of two victims on June 11, 2017, and the senseless murder/robbery of a Mexican National that occurred on May 23, 2017.

Homicide Investigators were able to solve 51 cases that were charged by the Alameda County District Attorney's office. Of those cases, 33 involved 2017 cases and 18 were from homicides from previous years, bringing the homicide clearance rate to 71 percent. This clearance rate is 10 percent higher than national average and the highest known to the Department. A total of 38 suspects were charged with murders that occurred in 2017. The average 5-year clearance rate is 53.6 percent.

In addition to their call-out responsibilities, there are three 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 2017, there was one officer involved shooting incident in the City of Oakland. The Homicide Section has often been tasked with the investigation of crimes committed against Oakland Police Officers. The Homicide Section conducted several high profile criminal investigations that involved sworn members. In 2017 The Homicide Section presented at least two cases to the District Attorney's Office and criminal charges were filed in one of these cases.

## Challenges Encountered

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The Homicide Section continues to experience staffing challenges that drastically affect the overall capability of the section. In 2017, the average caseload for was 6.9 cases per investigator. The recommended national average is five per primary investigator.

**Expected Outcomes for 2017**

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 achieve and maintain a staffing level that will allow for effective and efficient investigations and overall health of the section. The Homicide Section is actively recruiting new investigators to join the Division, in hopes to increase the level of excellence in CID. Furthermore, it is a benchmark to increase staff to 12 callout investigators (six teams of two investigators per team) in an effort to reduce workload and increase investigative accountability.

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 of for all burglary-related investigations. The Robbery and Burglary Units are both part of the CID call-out rotation and may be tasked with investigating other felonies. The Robbery and Burglary Section was commanded by Acting Lieutenant Robert Rosin in 2017

**Robbery and Burglary Section Staffing**

*Robbery Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	10	8
Police Records Specialist	.5	.5

*Burglary Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	5	3
Police Records Specialist	.5	.5

**Significant Accomplishments**

The Robbery and Burglary Section was a primary investigative unit for OPD in 2017. Investigators assigned to these units were assigned criminal cases according 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. Officers on call-out are responsible for conducting follow-up investigations on felony crimes that have just occurred. Heading into 2017 one of the goals was to continue to conduct comprehensive and 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. These goals were accomplished during 2017. As evidence, the City continued to see a reduction in violent crime. The City experienced a 14 percent reduction in robberies. This resulted in the City of Oakland no longer leading the nation with highest robberies per capita.

The Section investigated and charged the following in 2017:

Unit	Cases		
	Reported	Assigned	Charged
Robbery	2,584	1,220	191
Burglary	12,363	324	97

### **Challenges Encountered**

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The Robbery and Burglary Section continues to have issues with recruiting officers to fill open vacancies. Transfers, retirements, and promotions continued to create staffing challenges. Staffing challenges have led to increased workload. CID has increased efforts to recruit officers from Patrol.

### **Expected Outcomes for 2018**

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The Robbery and Burglary Section will continue to:

- Assist Area Commanders
- Work as a team
- Develop intelligence
- Be responsive to victims of crime
- Treat all victims of crime with dignity and respect
- Recruit and develop new investigators
- Conduct thorough and comprehensive investigations
- Share information throughout the Department
- Create curriculum on anti-robbery message that can be taught to young students in school.
- Partner with outside law enforcement agencies.
- Utilize media to enhance criminal connectivity and to increase solvability of robbery/burglary cases.

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



*Lieutenant  
Brandon Wehrly*

The General Crimes, Task Forces, and Felony Assault Section was commanded by Lieutenant Brandon Wehrly in 2017.

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 made on CopLogic (OPD's on-line crime reporting system). 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)

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 investigate other felony crimes.

**Staffing of the General Crimes, Task Forces, and Felony Assault Section**

*General Crimes Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	2	2
Police Officer	8	8

*Task Forces Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	11	11

*Felony Assault Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	8	8

The above units are supplemented by one Administrative Assistant I and a Police Records Specialist.

**Significant Accomplishments**

The General Crimes Unit managed the following cases in 2017:

Grand Theft	1,476
Petty Theft	4,774
Auto Theft/Attempted Auto Theft	7,278
Vandalism	5,989
Felony Assaults/Batteries (Not Shooting Related)	1,663
Misdemeanor Assaults/Batteries	3,163
Threats	1,416
Court Order Violations-166PC (Non-Domestic)	743
Fraud, ID Theft, Elder Financial Abuse	2,110
Possession of Stolen Property	349
Possession of Burglary Tools	200
Weapons Violations	2,383
CopLogic (Online Reporting System)	24,524
<b>Total</b>	<b>56,068</b>

The below are highlights of work performed by the Task Force Unit:

- ACNTF – During 2017, through multiple separate investigations connected to the City of Oakland, recovered the following types of evidence and made the following number of arrests:

Cocaine	75.52 Pounds
Methamphetamine	29.50 Pounds
Heroin	9.38 Pounds
Firearms	14
U.S Currency	\$341,079.57
Arrests	35

- USSS – During 2017, because of various investigations, \$211,730.15 in asset forfeiture revenues were gained:
- US Marshals made 121 arrests for Oakland fugitives wanted for violent felonies in the City of Oakland.

The following data is for the Felony Assault Unit:

Cases	Assigned	Charged
1,228	690	55

**Challenges Encountered**

- Staffing remains a challenge, especially when it comes to case load 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 faced staffing challenges. For several months, the unit operated with only five assigned investigators due to promotions and other transfers. This has resulted in longer hours, more call-out rotations and increased workloads for each investigator.

### **Expected Outcomes for 2018**

- 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 treat all victims of crime with dignity and respect
- Continue to recruit and develop new investigators
- Continue to conduct thorough and comprehensive investigations
- Share information throughout the Department
- Partner with outside law enforcement agencies

### **Special Victims Section (SVS)**



*Lieutenant  
Jill Encinias*

SVS provides professional, compassionate, and effective trauma-related investigations. SVS also provides intervention services for families and youth based on a victim-centered philosophy. In addition, SVS endeavors to improve the quality of life in Oakland by providing superior service to our citizens, especially those children who are victimized. SVS was commanded by Lieutenant Jill Encinias in 2017.

SVS is comprised of the following units:

- *Intake and Intelligence/ Missing Persons 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 investigates missing persons and runaway cases to unite friends, families, and loved-ones. Missing Persons 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 and provides victims and families with social services to address trauma.
- *Vice and Child Exploitation Unit.* Responsible for investigating vice-crime related 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*
  - *290 Enforcement Detail:* Monitors compliance of all registered sex offenders living and/or working in Oakland.
  - *Identification Detail:* Registers sexual assault offenders, arsonists, and drug offenders as a condition of conviction. They also process court bookings, license/permit applications, employment applications, and background clearance letters.
  - *Sexual Assault Felony Enforcement [SAFE] Task Force:* Multi-agency county organization that monitors and conducts proactive enforcement of predatory sex offenders. The SAFE Task Force also ensures convicted sex offenders are in compliance with current registration laws.
- *Youth Outreach Unit:* This unit includes four programs designed to reach youth and provide opportunities for a positive future: Police Activity League (PAL), Youth Outreach Mentor Officers, Explorer Program and Our Kids (OK) Program.

**SVS Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Sergeant of Police	6	6
Police Officer	42	40
Police Services Technician	9	9
Police Records Specialist	2	2

**SVS Significant Accomplishments**

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- Provided substantial training to department personnel
- Oversaw 4,433 domestic violence cases.
- Oversaw 1,473 missing persons / runaway cases.
- Oversaw 1,173 child abduction and custody order violations cases.
- Processed hundreds of cases related to juveniles, truants, juvenile hall, notices to appear and Center Force Youth Court.
- The Intake/Intelligence Unit successfully passed all state and local inspections. The Intake/Intelligence Unit worked with the California Board of State and Community Corrections regarding the detention of minors.
- Processed over 450 juveniles at the Intake and Intelligence Desk while answering thousands of calls from the public and law enforcement.
- Processed over 600 requests for information from 13 other agencies.
- 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.
- Interacted with 9,227 students and other community members through YOU.



## **Challenges Encountered**

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The most serious challenge was the lack of adequate staffing to address increasing caseloads.

## **Expected Outcomes for 2018**

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- Strengthen Community Support
- Increase the authorized number of investigators in the units
- Establish permanent authorized positions for the Youth Outreach Unit
- Increase our outreach to the youth and community which assists the long-term goals of the law enforcement pipeline program
- Send every investigator to the annual Dallas Child Abuse Conference as it is an excellent training
- Create a safer work environment for the ID Unit staff.
- Complete the Annual Registrant Compliance Project via GPS tracker to address checks.
- Expand the GPS tracking to include all violent felonies in the City and to expand intelligence gathering efforts.
- Enhance the use of social media tracking software to assist with Human Trafficking.
- 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.

## **Crime Analysis Section**

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The Crime Analysis Section provides crime analysis information to a variety of stakeholders within the Department as well as to 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. In 2017, the Crime Analysis Section was managed by Police Services Manager I Nicole Freeman.

Patrol support includes daily and weekly tactical overviews of problem crime areas, temporal reporting, hot spotting, and threshold analysis. Patrol analysts are tasked with identifying crime patterns and series, providing in-depth products to identify potential suspects and recommendations on enforcement action.

The investigative and intelligence analyst focuses on major crime incidents, such as homicides and shootings, and provides a variety of in-depth analytical products associated with the incidents. The analyst also works with human intelligence, maintaining various intelligence databases, working with OPD's focused deterrent program (Ceasefire), and using SNA (social networking analysis) to identify criminal targets.

The data illuminator provides a wide variety of statistical analytics, including comparative statistical reports (CompStat), ad hoc complex data products for administrative stakeholders, and before-and-after statistics during strategic operations. Additionally, the data illuminator is tasked with creating easy-to-use informational reports at all levels, while drawing from a variety of data sources.

## Staffing of Crime Analysis Section

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Classification	Authorized	Filled
Police Services Manager I	1	1
Administrative Analyst II	1	1
Crime Analyst	4	1
Crime Analyst LD	2	1
Police Records Specialist	1	0

## Significant Accomplishments

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In 2017, the Crime Analysis Section focused primarily on robbery, transferring analytical responsibility for shootings to the analyst loaned to the Intel Cell. The remaining analysts in the Crime Analysis Section 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.
- 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.
- Revamped the CrimeView Dashboard application that provides near real-time geographical and temporal information to staff members. The app provides the foundation for Weekly Crime Update meetings, providing crime information to help make strategic decisions for their areas of responsibility.
- Managed a complex competitive bidding process for the identification and acquisition of crime analysis technology.

## Challenges Encountered

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Staffing has been very challenging for the Crime Analysis Section. A number of 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.

## Expected Outcomes for 2017

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### *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 to full staffing.
- Work with OPD Personnel to fill open positions.
- Explore the process to expand the section with new job classifications, additional staff, and in-section hierarchy (to encourage retention).

*Training*

- Continue to move analysts through the California Department of Justice Crime and Intelligence Analysis Certificate Program.
- Complete training pertinent to analytical specialties (tactical, statistical, intelligence).

**Criminalistics**

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.

Criminalistics is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD-LAB) International Program. The fields of accreditation include Drug Chemistry, Firearms/Toolmarks, Biology (DNA and Body Fluids), and Latent Prints (processing and comparisons). The accreditation conforms to the ISO/IEC 17025:2005 and ASCLD-LAB supplemental requirements.

**Criminalistics Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Crime Laboratory Manager	1	0
Criminalist I	1	0
Criminalist II	14	14
Criminalist III	5	4
Forensic Technician	1	1
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

**Significant Accomplishments**

*Firearms Unit Annual Case Analysis*

	2016	2017	Change
Requests Received	1,102	945	-14%
Requests Cancelled	318	87	-73%
Requests Completed	155	55	-64%
IBIS Requests Completed	973	784	-19%
Backlog of Requests		1,693	

*Integrated Ballistics Information System (IBIS) Case Analysis for 2017*

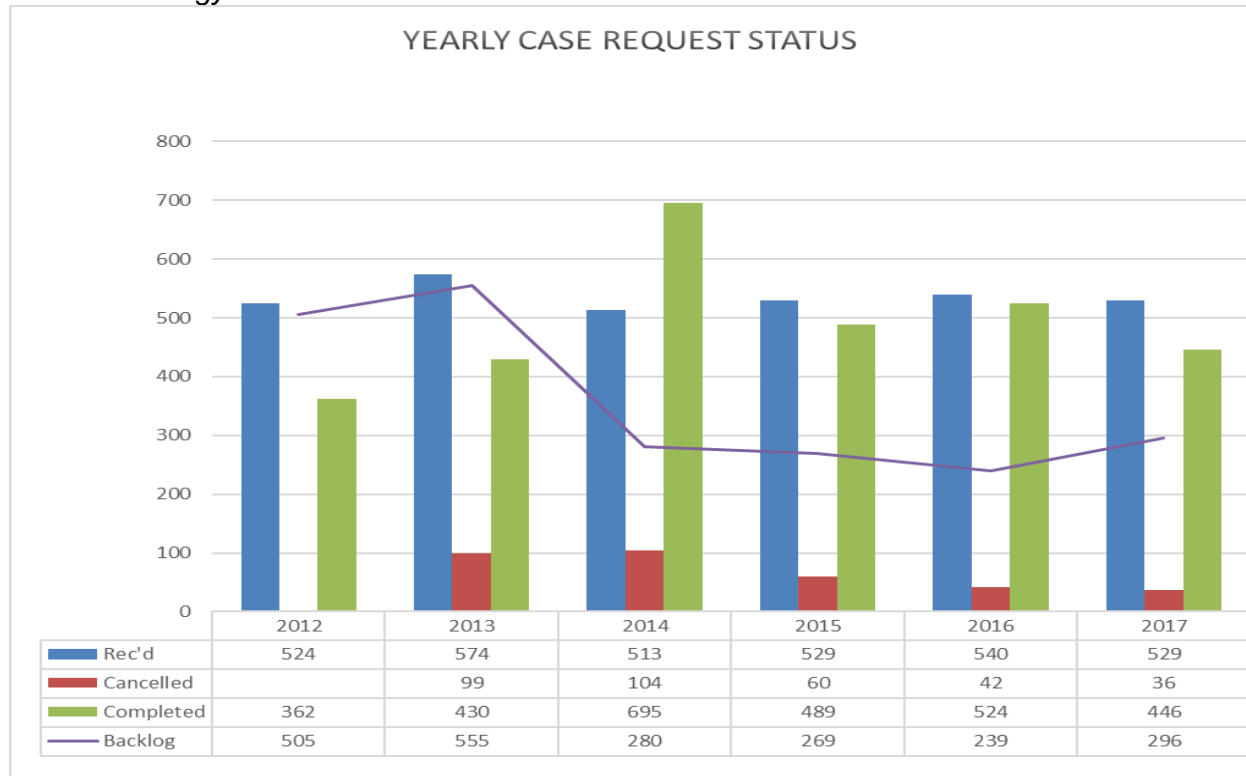
Requests Completed	784	IBIS entries	1,040	Hit Rate
Cartridge cases examined	4960	IBIS hits	557	54%
Firearms examined	225			

The average time of the IBIS hit rate was reduced from 20 days in 2016 to 13 days in 2017.

*Drug Analysis Unit Statistics*

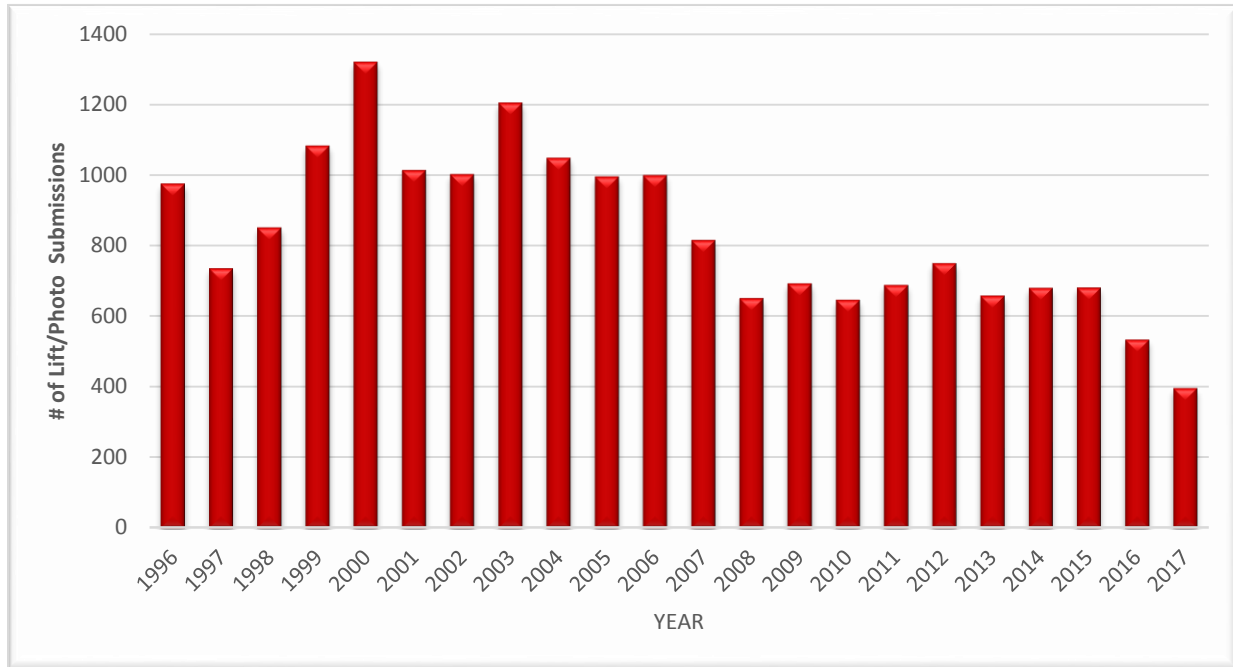
Description	2013	2014	2015	2016	2017	Change
Cases Received	2,329	3,060	3,184	3,424	2,455	-28%
Cases Analyzed	966	1,125	1,078	946	861	-9%
Exhibits Analyzed (Casework)	1,365	1,675	1,674	1,398	1,258	-10%
Exhibits Analyzed per Case	1.42	1.49	1.55	1.48	1.46	-1.4%
Random reanalysis for Quality Control Purposes	126	168	134	145	133	-8.2%

*Forensic Biology Unit*



### Latent Print Unit

The below table provides the number of fingerprint lifts/photos submitted by year.



### Challenges Encountered

The greatest challenge encountered by the Crime Lab is budgetary. The annual equipment budget has not kept pace and the Crime Lab has relied on federal grants for personnel and equipment.

### Expected Outcomes for 2018

- Implement new ANAB requirements, conduct internal audits, remediate any findings and successfully undergo assessment for reaccreditation in 2018.
- Improve efficiency in IBIS program by looking holistically at procedure from collection to analysis and addressing any bottlenecks
- Acquire a second Leica laser scanner for crime scenes and assign the laboratory as custodian.
- Improve the Forensic Biology turnaround time percentage of cases that are published within the 60 business day target.
- Conduct Forensic Biology RSID, STRMix, DNA Quant kit, 3130 CE B validations and launch by 2019.
- Maintain drug analysis by the established due date on greater than 95 percent of requests.
- Fill the Drug Analysis Unit Supervisor vacancy as soon as possible.
- Train the Latent Print Unit personnel hired in 2018 in a timely fashion.
- Determine the root cause of historically low print submissions.
- Attempt to analyze 300 Latent Print requests in 2018.
- Focus on four 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**



*Deputy Chief  
Danielle Outlaw*

The Bureau of Services provides several critical services to the Oakland Police Department and the Oakland community. The Bureau is made up of the Communications Division; the Records Section; the Personnel Section; Fiscal Services; and Information Technology/ Property and Evidence. In 2017, the Bureau of Services was commanded by Deputy Chief Danielle Outlaw most of the year. Deputy Director Virginia Gleason began managing the Bureau of Services in late 2017.



*Deputy Director  
Virginia Gleason*

**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 PSAP, Communications provides services that support Oakland Police and other City Departments. In 2017, the Communications Division was managed by Police Services Manager I Eugenia (Gina) Oliver.

**Staffing of the Communications Section**

<b>Classification</b>	<b>Authorized</b>	<b>Actual</b>
Police Communications Manager	1	1
Police Communications Supervisor	8	7
Police Communications Dispatcher	63	45
Police Communications Operator	11	5
Police Records Specialist	1	1

**Significant Accomplishments**

- Received XXX,XXX calls for service and dispatched XXX,XXX calls.
- Began taking wireless 9-1-1 calls from two of the four wireless carriers in 2017.
- Completed installation and implementation of a new mapping system for the Complaint Unit.
- Hired six Police Communications Trainees in 2017. Of the six hired, two have successfully completed their training as Police Communications Operators (PCOs), one is pending solo status on the phones and will begin the next phase of training, and one is in the early stages of phone training. One of the PCOs is on the list for promotion to Police Communications Dispatcher.
- Promoted three PCOs to Police Communications Dispatcher.

- Provided conditional job offers to three City of Oakland employees who applied for Police Communications Dispatcher in the last recruitment.
- Received approval to conduct continuous testing, conduct lateral recruitment, and overhire by 10 positions.

Communications created a functional workout area for its employees. This includes an elliptical machine, treadmill, and free weights. Funds were secured for procurement of a recording system upgrade. Quality Assurance is one of the added features of the new system which will make it easier for supervisors to complete their monthly call audits of staff.

Year	Total Calls Received	911 Calls Received	3211 Calls Received	3333 Calls Received	Abandoned/ Calls Dialed Out
2012	609,355	155,146	84,834	241,420	127,955
2013	592,095	154,965	115,386	203,122	118,622
2014	587,904	140,774	90,349	175,455	181,326
2015	572,098	144,937	151,039	167,468	108,654
2016	558,948	146,305	103,720	190,560	118,363
2017	626,815	187,553	93,731	182,305	76,198

*Answering Times (in seconds)*

Phone Line	911	3211	3333
2014	27	34	71
2015	12	18	39
2016	12	25	71
2017	17	31	79

**Challenges Encountered**

*State of California Answering Time*

Per the California 9-1-1 Emergency Communications Branch standards, 95 percent of incoming 9-1-1 calls shall be answered within 15 seconds. The Communications Division answered 83 percent of 9-1-1 calls within fifteen seconds. This is due to short staffing.

*Vacancy Rate*

The Communications Division continues to struggle with its vacancy rate. While 74 full time employees are authorized, the Division consistently operated with only 58 to 60 percent of its authorized staffing. This was due to long-term leaves, retirement, and vacant positions.

*Continuous Professional Training for Communications Training Officers (CTO)*

Due to staffing shortages, monthly CTO training meetings were frequently cancelled. Moving forward, the Division will look at breaking the trainers into smaller groups to facilitate training.

**Expected Outcomes for 2018**

The Communications Division has set the following goals that directly support the 2016 OPD Strategic Plan:

*Reducing Crime*

The Communications Division will continue working closely with the Department of Human Resource Management to fill the existing vacancies. All involved parties are also seeking opportunities and venues that can be used to get the word out about the employment

opportunity that exists. Once optimum staffing is achieved, the Division will be able to answer calls more timely, providing a quicker response to in-progress incidents.

*Strengthen Community Trust and Relationships*

The Communications Division will continue to engage the community by opening its doors for Division tours. The tours have proven to be an effective way to educate the community about 911 and the centers operations. Communications will continue to attend community meetings, participate in Department open houses, and work collaboratively with other City Departments.

*Achieve Organizational Excellence*

The Communications Division will continue to develop and mentor staff by providing continuous education and creating more leadership opportunities.

A new CAD/RMS system was procured for the city. A kick-off meeting will be held March 2018 to outline the process for installation and implementation of the new CAD. This system will be equipped with all the tools necessary to process calls for service and dispatch in the most effective and efficient manner possible.

**Records Section**



*Police Services  
Manager I  
Vijav Norfleet*

The Records Section (“Records”) provides essential support to OPD by validating and maintaining records concerning 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. Records provides technical assistance and training with regards to incident reports, warrants, public records, record sealing, subpoenas and Uniform Crime Reporting (UCR) information, which is submitted to the Department of Justice. In 2017, Records was managed by Police Services Manager I Vijav Norfleet.

**Staffing of the Records Section**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Police Services Manager I	1	1
Police Records Supervisor	4	4
Police Records Specialist	26	22
Police Services Technician II	1	1
Administrative Assistant I	1	1

**Significant Accomplishments**

Records increased efficiency in 2017 in fulfilling requests from outside law enforcement agencies by training interns, modified duty professional and sworn staff in the rules of providing information, which resulted in Records being able to utilize permanent staff more effectively



when addressing the backlogged requests received by the Department. Records was also able to finish the conversion process for reports located on microfilm to an electronic format, which has made the information more accessible and readily available. Lastly, all Records personnel completed professional developmental during this reporting period, which contributed towards maintaining an increased level of professionalism and accountability.

<b>Records Division Task</b>	<b>Processed</b>
Original Incident Reports	70,483
Supplemental Incident Reports	17,586
Arrest Reports	11,304
Public Records Requests	6,814
Law Enforcement Requests	9,162
Vehicle Releases	9,821

### **Challenges Encountered**

Although Records achieved some significant accomplishments in 2017, the section was also faced with some challenges. One of the goals for this reporting period was to train all professional staff in the rules of redacting and providing information to assist with complying with requests for public information. Although some of the professional staff received training, Records was unable to provide training to all due to staffing challenges and budgetary constraints. Records experienced a severe staffing shortage which impacted both the supervisory team and frontline staff due to retirements and promotions within the Department. Also, Records experienced issues with several of its computer databases and other technology equipment being inoperable or extremely slow for extended periods of time, which 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.

### **Expected Outcomes for 2018**

- Continue assisting OPD in crime reduction, NSA compliance, cost reduction and containment. Records will continue to adhere to the tenants of procedural justice to continue improving OPD's relationship with the community through better customer service and accuracy and reliability with of the Department's crime data.
- Relocate the Records in-person customer service counter to the third floor. This will allow for better supervision and more efficient deployment of staff. This supports the Department's strategic plan of strengthening community trust and relationships by providing an improved level of customer service, both internal and external.
- Continuing mandatory professional development and customer service training to all Records personnel (twice a year), which will help improve efficiency in performance and reduce the number of complaints from community members related to unsatisfactory customer service. The implementation of this goal supports the organizational excellence, by enhancing overall work performance in the form of ongoing professional training and education to Departmental employees.
- Solicit quarterly feedback from staff on what is working and what can be improved and track the results. This goal supports achieving organizational excellence by listening to and addressing staff concerns in a timely manner, which will assist in creating a desirable working environment.

**Personnel Section**



*Police Services  
Manager I  
Viiav Norfleet*

In 2017, the Personnel Section was comprised of the following units: Administrative, Payroll, Medical, and Health and Wellness. Recruiting and Background was transferred to Training in October 2017. Police Services Manager I Kiona Suttle managed the Personnel Section in 2017.

*Administrative Unit*

The Administrative Unit manages all personnel-related matters for OPD sworn and professional staff. This unit is responsible for maintaining over 1,100 active personnel files as well as former OPD employee files. The unit monitors bilingual test requests; maintains Department compliance with the City of Oakland Equal Access Ordinance; generates personnel rosters; monitors and updates the OPD scheduling system; 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 checkout for separating employees; conducts exit interviews; tracks transfers and reassignments; updates the Personnel Database (PDB)/Personnel Assessment System (PAS); processes public records requests and employment verifications; and participates in the recruitment and hiring for all vacant positions within OPD.

*Payroll Unit*

The Payroll Unit processes annual salary step increases; completes new hire paperwork; 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 employees disbursements; responds to payroll inquiries; conducts quality control checks and serves as a liaison for self-service training and monitoring between OPD employees and the City's Finance and Management Agency.

*Medical Unit*

The Medical Unit manages the workers compensation program; processes and tracks all injury reports; maintains medical files; administers payroll for injured members 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; and acts as a liaison among the worker's compensation vendor, Risk Management and OPD.

*Health and Wellness Unit*

The Health and Wellness serves as a liaison among OPD employees and the Peer Support Team, Critical Incident Response Team, OPD Medical Unit, Employee Assistance Program (EAP), Human Resources Management (HRM) Agency, Risk Management Agency and (where available) other City Departments. The unit provides training and programs related to health and physical fitness and other services to help improve the quality of emotional, physical and spiritual well-being for OPD personnel. The Unit also coordinates events, activities and supports lateral activities organized by staff to increase camaraderie and improve employee morale.

## Personnel Section Staffing

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Classification	Authorized	Filled
Police Services Manager I	1	1
Police Personnel Operations Specialist	1	1
Administrative Analyst II	4	4
Payroll Clerk III	3	3
Payroll Clerk II	1	1
Police Records Specialist	2	2
Office Assistant I	1	1*
Student Intern	1	1

\* Temporary Employee

## Significant Accomplishments

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### *Administrative Unit*

- Successfully transitioned staff from the Parking Control Enforcement Unit to the newly formed Department of Transportation, which included medical and personnel file transfers and updating all applicable databases.
- Partnered with the Information Technology Department to begin an upgrade of the current personnel database. The upgraded database will capture important information that is not accessible in the current database and have the capability to produce a variety of reports that do not currently exist.
- Processed more than 54 complex Public Records Requests and Requests for Information related to a variety of personnel related matters.
- Organized two award and promotional ceremonies in which 36 awards were presented to 167 sworn and professional staff; facilitated the promotional process for 41 sworn and professional staff.
- Ordered and distributed business cards to all officers and sergeants in compliance with Policy 205.
- Completed the department's Equal Access Report, which outlines compliance with the City's ordinance to ensure limited-English proficient citizens have equal access to government services so that they may actively participate in all levels of government.
- Conducted audits of the personnel database to include checks for expired driver licenses, work cell phone numbers and blank fields (city, state, phone numbers, etc.).
- Processed 106 new employees and implemented the City of Oakland's new Employee Onboarding process, which provided employees with a more detailed and efficient orientation and training process.

### *Payroll Unit*

- Developed a method to quickly identify employees on the payroll problem list.
- Partnered with the Treasury Division payroll staff of the Finance and Management Agency to maintain employee payroll balances.
- Completed new hire process and payroll self-service training for two police academies.
- Completed several internal and external audits, including audits of payroll records and missing overtime supporting documentation.

### *Medical Unit*

- Maintained the number of sworn employees off work for on-duty injuries at fewer than 20.

- Reduced the length of transitional assignments for both on-duty and personal illness/injury.
- Conducted follow up on 177 new injuries reported to include reviewing initial injury packet or declination of treatment packet and making sure each packet was filled out completely and accurately.
- Completed contract amendments for Managed Health Network (MHN) and Dr. Michael Palmertree.
- Provided FMLA training at the Sergeant's Continuing Professional Training (CPT) course and provided training related to on-duty injuries, transitional assignments and the EAP at the Sergeant's Transitional Training course.

#### *Health and Wellness Unit (HWU)*

- Established a Lactation Room in the PAB.
- Partnered with Peer Support, CIRT, the Oakland Police Officers Association, and outside vendors including MHN, Claremont and the department's psychologist (Dr. Palmertree) to provide employee services.
- Secured grant funding and donated services to host employee appreciation events.
- Established an online anonymous method for employees to give suggestions and feedback.
- Coordinated multiple workshops, classes and trainings including:
  - Weekday Walkers;
  - Foundations (Fitness) Training;
  - Humor for the Health of It;
  - Resilience Training;
  - Yoga for First Responders classes;
  - Ready-Set-Relax;
  - Ergonomic evaluations class.
- Coordinated two blood drives and exceeded donation goals (175 percent increase from previous year).
- Established birthday greeting email program and military care package program.
- HWU Coordinator earned the distinguished honor of being named Employee of the Year.

### **Challenges Encountered**

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#### *Administrative Unit*

- Limited administrative staff assigned to the unit to handle an increase in personnel hired department-wide.
- Insufficient budget to accommodate increased workload demands associated with hiring new employees.
- Insufficient Telestaff training and staffing to effectively and appropriately utilize the system (current version is outdated).
- Increased personnel, numerous organizational changes and constant movement of staff imposed a significant challenge in maintaining the position control report.

#### *Payroll Unit*

- Increase in volume of payroll adjustments and payroll problems with limited staff to address matters in a timely manner.

#### *Medical Unit*

- Limited staff to accomplish all medical related matters in a timely manner.

*Health and Wellness Unit*

- Limited staff to accomplish HWU projects and goals.

**Expected Outcomes for 2018**

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*Administrative Unit*

- Full implementation of an updated personnel database.
- Conduct annual Telestaff training for coordinators, which will consist of updated processes to ensure accurate daily detail reporting and ensuring personnel information and assignments are updated as necessary in a timely manner.
- Assist with hiring POTs for the 179<sup>th</sup> and 180<sup>th</sup> Academies.
- Reduce the amount of time it takes to complete the hiring process for professional staff vacancies.

*Medical Unit*

- Reduce the number of on-duty injuries with a focus on prevention.
- Expedite the process of transitioning employees off work for on-duty injuries to a modified duty status.
- Promptly returned modified duty assignments to full duty.
- Update procedures, forms, and correspondences for Medical Unit (DGO D-4 Illness and Injury Procedures).

*Health and Wellness Unit*

- Continue providing workshops for personnel and increase the number of participants.
- Complete remodeling project and establish a 24/7 Health and Wellness location in the PAB.
- Organize a minimum of two employee appreciation events.
- Recruit and hire a part-time HWU Intern.

**Personnel Assessment System (PAS) Unit**

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The Personnel Assessment System Administration Unit 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 and 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 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 data to ensure stability and accuracy.
- Reporting and testing PRIME 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 support to resolve the issues.
- Preparing Quarterly PAS oversight reports.
- Assessing compliance auditing subtasks for Task 40 and 41.

**PAS Unit Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Police Program and Performance Auditor	1	0
Sergeant of Police	0	1
Administrative Analyst II	4	4
Police Records Specialist	1	1

**Significant Accomplishments**

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- PRIME went live in May 2017.
- Generated six threshold reports. The reviews included an analysis of performance activity of supervisory, normative and relational comparison thresholds.
- Evaluated over 1,072 records of individuals meeting or exceeding thresholds to determine the need for a review, reassessment, or notification.
- Reviewed and processed over 125 PAS Activity Review reports and 350 PAS Follow-Up and Strategy Completion Reports.
- Tracked NSA required follow-up meeting dates and follow-up documentation for personnel in intervention and supervisory monitoring.
- Prepared and presented the PAS Activity Status Report to attendees of the Semi-Annual PAS Meetings and PAS Oversight Committee Meetings.
- Met regularly with PRIME Support to discuss corrections and enhancements to PRIME and the continued development of the automated threshold report.
- Maintained a PAS Activity Review Timeline for all members/employees in intervention and supervisory monitoring. The timeline captures the receipt of mandatory documents, document approval dates, PAS panel review dates, intervention/supervisory monitoring start dates, NSA required follow-up meeting dates and the dates the PAS files are closed.

**Challenges Encountered**

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For all of 2017, the position of Police Program and Performance Auditor (the unit supervisor) was unfilled. This created a significant staffing shortage in the unit, as one of the Administrative Analyst IIs was filling the supervisory position temporarily.

**Expected Outcomes for 2018**

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- Create a system to obtain qualitative feedback from members released from the PAS Program to assess the effectiveness of strategies and to solicit recommendations for better options.
- Improve the process used to track individuals that have been released from the program to evaluate success.
- Continue to provide training to employees at all levels to improve the ability to use and understand the PRIME system.

- Reevaluate the usefulness, accuracy, and relevance of various statistics gathered and used by the PAS admin unit.
- Continue to work with PRIME Support, and ITD to secure an accurate histogram process, to take this process off the hands of the PAS analyst.

**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 2017. In addition to the supervision of the ITU and PEU, the commander manages the development the new Performance, Reporting, Information, and Metrics Environment (PRIME).

**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.

**Staffing of the Information Technology Unit**

Position	Authorized	Actual
Business Analyst II	1	0
Sergeant of Police	0	1
Police Officer	3	2
Police Service Technician	1	1
Programmer Analyst III	1	1

**Significant Accomplishments**

- Participated in the Body Worn Camera RFP and final selection process of a vendor for replacement of the Department’s body worn camera program.
- Reconciled the Department’s cell phone inventory and billing accounts resulting in a savings of over \$15,000 per month.
- Deployed over 30 MS Surface tablets to department staff and commanders for enhanced mobility.
- Coordinated the deployment of cell phones to civilian staff assigned to Patrol.
- Managed the installation of six electronic vehicle charging stations at Eastmont. This represents a new technology for the Department.
- Deployed 4 electric vehicles to civilian staff assigned to Eastmont.

- Managed the procurement of 40 new thin client desktop computers to replace the aging computers in the Eastmont and PAB report writing rooms.
- Installed new AV Equipment in the Chief's 8th Floor Conference Room.
- Finalize the build of the Department's two new prisoner transport vans.
- Managed the deployed of over 70 new desktop computers Department wide for those identified by Commanders with the greatest need.
- Maintain a fleet of over 600 vehicles in a state of operational readiness.
- Coordinate the rental, deployment, and return of vans to transport officers in the field to and from protest activities throughout the City.
- Participated in the procurement process of 32 new vehicles for the Department under Lease 3.0.

### **Challenges Encountered**

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- Staffing is inadequate for the number of projects in progress at any one time.
- Computers used in the Patrol report writing rooms continue to be problematic for OPD and ITD due to heavy use.

### **Expected Outcomes for 2017**

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- Continue to work with Public Works in scheduling, servicing, retiring, and replacing an aging police vehicle fleet as needed.
- Continue to modernize and improve on OPD's technology environment while being fiscally responsible.
- Participate in the project to replace the Department's aging Motorola CAD, Records Management, and Mobile Field reporting public safety systems.
- Deploy new VieVu body worn cameras to all sworn members at OPD.
- Assist in the conversion of local storage for body worn camera video to cloud based storage.
- Deploy two new prisoner transport vans.
- Install six new electronic vehicle charging stations at the PAB.
- Procure six new electronic vehicles for civilian use at the PAB.
- Install 40 new thin client computers for the report writing rooms at the PAB and Eastmont.
- Launch the KeyTracer automated key distribution system in Patrol
- Install new furniture, paint, and flooring in the PAB Report Writing and Line-Up rooms.
- Coordinate the deployment of 32 new vehicles as part of Lease 3.0.
- Replace 20 percent of OPD's aging desktop computers.
- Deploy an annual maintenance upgrade of the current FBR application.
- Continue excellent customer service to both internal and external customers.
- Decrease system downtime by improving collaboration among OPD, City ITD and vendors.
- Assist in the creation of additions/upgrades to the PRIME System to increase organizational efficiency.

### **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.

**Staffing of the Property and Evidence Unit**

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<b>Position</b>	<b>Authorized</b>	<b>Actual</b>
Sergeant of Police	0	1
Police Property Supervisor	1	0
Police Property Specialist	5	5*
Police Service Technician II	2	2

\* Fifth position filled by temporary employee.

**Significant Accomplishments**

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- Realized \$1,752 in revenue from approved property auctions.
- Utilized the new OC issuance system in the PRIME system.
- Purchased Evidence Management Software System from vendor File OnQ, This new system will greatly improve inventory tracking and aide to improve the destruction process. The PEU staff have begun using the system to track evidence turned into the Property Section.

**Challenges Encountered**

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- Vacant positions.
- Purging evidence remains labor-intensive.

**Expected Outcomes for 2018**

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- Purge evidence to maintain available storage space.
- Fill the open Police Property Specialist position.
- Conduct large firearms destruction operation.
- 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.
- Full implementation of the evidence management software system. This will allow the PEU to eliminate the out-of-date current paper based system.

**Fiscal Services**



*Police Services  
Manager I  
D. Nell Taylor Wallington*

Fiscal Services (Fiscal) is responsible for managing the Oakland Police Department's \$240 million-plus annual operating budget and related forecasting and financial reporting; accounts payable and receivable; grants and contract administration; as well as managing the False Alarm Reduction Program. Fiscal provides staff support, technical assistance, and training related to procurement; financial and overtime management and reporting; budget analysis; as well as grants and contracts administration.

In October 2017, Fiscal Services was transferred from the Office of the Chief of Police to the Bureau of Services.

In 2017, Fiscal was managed by Police Services Manager I D. Nell Taylor Wallington.

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

- Processing payment requests for the receipt of goods and services
- Processing employee reimbursements related to tuition, professional development and petty cash
- Invoicing and booking revenue for the Department's Special Events Unit
- Processing Departmental travel requests
- 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 in OPD's agenda reports and resolutions
- Assisting the Department with contract administration
- Reconciling Measure Z and special projects
- Providing information for various audits
- Working with City staff to implement City fiscal policies
- Working with PMAM Corporation to implement the City's alarm ordinance and administer the Department's False Alarm Reduction Program

## Fiscal Services Staffing

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

## Significant Accomplishments

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- Worked with Oracle developers to create a comprehensive overtime report
- Participated in regular meetings, testing and validation for iExpense (associated with Oracle R12 Phase II rollout)
- Developed OPD's FY 2017-19 Biennial budget
- Updated OPD's Master Fee Schedule
- Provided Department-wide Fiscal and Travel training
- Formed an Overtime Working Group
- Awarded \$2,489,700 in grant funds

These accomplishments were achieved while Fiscal processed over 3,000 invoices, 653 travel requests, 121 tuition reimbursements, 52 professional development allowances, over 100 budget change requests, 439 special event invoice billings, 50 grant quarterly financial reports, 22 contract agreements, and countless labor distributions.

## Challenges Encountered

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- The Accountant II position has been vacant for almost two years, dramatically impacting the ability to properly reconcile special projects.
- The City of Oakland Department of Human Resources Management has been conducting a classification analysis of the Accountant series, which has halted the recruitment and hiring for the vacant Accountant II position.
- Turnover in the City Budget Office has impacted the ability of OPD to quickly create projects and load budgets.
- The Oracle transition and unclear processes impacted the ability to streamline internal processes and shorten turnaround times for accounts receivable and accounts payable.
- The extreme delay in receiving access to carryforward funds and encumbrances impacted the ability to spend down grant funds and dramatically delayed the purchase of essential goods and services.

### **Expected Outcomes for 2018**

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- Recruit and hire personnel to fill the vacant Accountant II and Account Clerk III positions
- Update and document Fiscal policies and procedures
- Continue to improve financial management, including reconciling projects and funds
- Continue to improve revenue management, including better tracking of revenues and pursuit of competitive funding opportunities
- Work with the Information Technology (IT) Unit to identify cost savings related to IT systems, software and equipment
- Complete the FY2018-19 Mid-cycle Budget

These outcomes support the three goals of the OPD 2016 Strategic Plan: 1) Reduce Crime; 2) Strengthen Community Trust and Relationships; and 3) Achieve Organizational Excellence. Fiscal will, 1) help reduce crime by identifying and securing funding opportunities to help finance the Department's crime reduction strategies; 2) help strengthen community trust and relationships by properly managing public funds, minimizing expenditures and maximizing revenue in order to facilitate a more solvent financial position for the Department, and improving the False Alarm Reduction Program for residents and businesses; and 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.