Oakland Police Department

2018 Annual Report

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Department Organization

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

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

Office of the Chief of Police included:

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

Bureau of Field Operations 1 included:

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

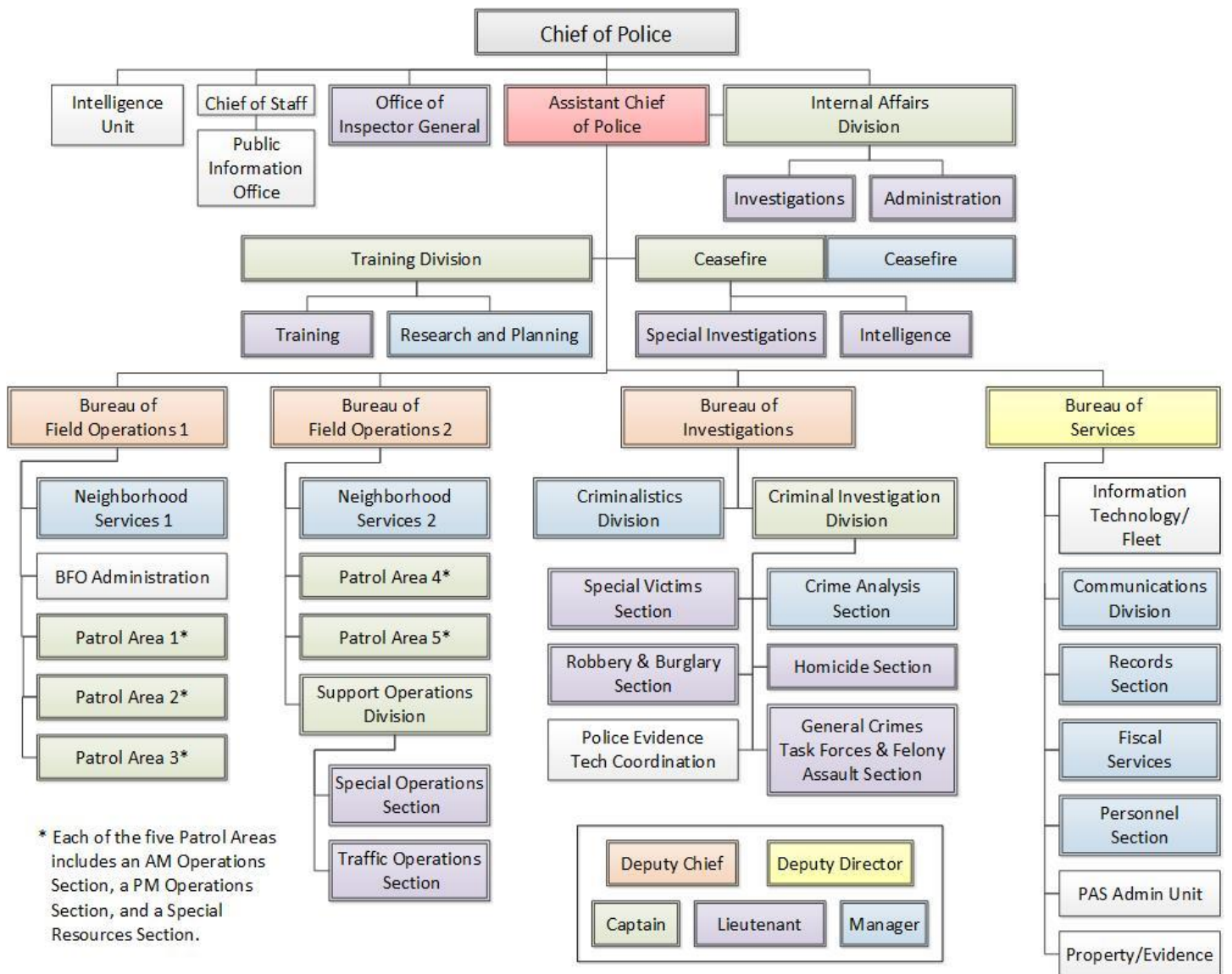Bureau of Field Operations 2 included:

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

Bureau of Investigations included:

- Criminal Investigation Division
- Criminalistics

Bureau of Services included:

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

Chief of Police

Intelligence Unit

Chief of Staff
Public Information Office

Office of Inspector General

Assistant Chief of Police

Internal Affairs Division
Investigations
Administration

Training Division
Training
Research and Planning

Ceasefire
Ceasefire
Special Investigations
Intelligence

Bureau of Field Operations 1
Neighborhood Services 1
BFO Administration
Patrol Area 1*
Patrol Area 2*
Patrol Area 3*

* Each of the five Patrol Areas includes an AM Operations Section, a PM Operations Section, and a Special Resources Section.

Bureau of Field Operations 2
Neighborhood Services 2
Patrol Area 4*
Patrol Area 5*
Support Operations Division
Special Operations Section
Traffic Operations Section

Bureau of Investigations
Criminalistics Division
Criminal Investigation Division
Special Victims Section
Crime Analysis Section
Robbery & Burglary Section
Homicide Section
Police Evidence Tech Coordination
General Crimes Task Forces & Felony Assault Section

Deputy Chief
Deputy Director
Captain
Lieutenant
Manager

Bureau of Services
Information Technology/ Fleet
Communications Division
Records Section
Fiscal Services
Personnel Section
PAS Admin Unit
Property/Evidence

Office of the Chief of Police

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

Chief of Police

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

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

*Chief of Police
Anne E. Kirkpatrick*

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

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

Assistant Chief of Police

John Lois served as the Assistant Chief of Police through August 2018. 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).

*Assistant Chief
John Lois*

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

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

Public Information Unit: Staffing

Classification	Authorized	Filled
Police Officer	2	2

Public Information Unit: Significant Accomplishments

There were several high-profile incidents and other initiatives handled by the Public Information Unit in 2018:

- Warriors Victory Parade 2018
- BART – Officer-involved shooting
- Vallejo – Officer-involved shooting
- Oakland PD – Officer-involved Shooting (900 40th Street – Subject Pawlick)
- U-Visas Certifications
- "The Force" (documentary of OPD) represent the Department locally and internationally (UK-London)
- New Executive Team appointments
- OPD makes arrest and recovers 50K illegal fireworks 1.71 tons of illegal fireworks
- Recruiting assistance with social media, short videos
- Federal court oversight of OPD
- Continued work on the OPD website with the City of Oakland website team
- Team training with Neighborhood Service Coordinators (NSC) and Community Resource Officers (CRO) for community events and beat projects.

Public Information Unit: Challenges Encountered

Due to the limited staffing capacity, the unit had limited opportunities for proactive projects, such as addressing proactive social media postings to increase followers.

A presentation was made to the Chief and the Executive Team regarding industry standards. Data collected revealed the OPD Media Office continues to be understaffed, in comparison with other law enforcement agencies with the same demographics, calls for service and department staffing.

Public Information Unit: Expected Outcomes for 2019

The Department underwent building a new website platform. Much of the previous content has yet to be transferred over. Currently, the Department is exploring ways to improve the website to increase the public's access to information.

Social media will continue to provide an opportunity to not only share positive stories and community interactions but also events and major incidents that occur within our community.

- Internally generated unit performance reports will continue to be posted to the website
- Increase effectiveness of messaging on social media platforms (Facebook, Twitter, NIXLE, Nextdoor, and Instagram). The unit will distribute messages that engage the community with crime related, community event, and department accomplishment information. Success will be measured by the increase in the number of followers and posted messaging on said platforms.

The office has expanded the distribution of "It's a Wrap" to include the PD's website and will continue the publication.

In conjunction with the media office, Neighborhood Services Coordinators are also pushing information to their neighborhoods, regarding positive stories, events and major incidents.

Internal Affairs Division

The Internal Affairs Division (IAD) of the Oakland Police Department is committed to protecting and defending the constitutional rights of all citizens, as well as the integrity of the Department and individual members.

It is our mission to provide the highest quality of professional service to every member of the community by conducting thorough, impartial and ethical investigations regarding allegations of misconduct and policy failures within the Department.

We treat each citizen and member with fairness, dignity and respect. It is through our commitment to honor and integrity that we uphold the core values of the Oakland Police Department. The Internal Affairs Division led by Captain Sekou Millington.

Internal Affairs Division: Staffing

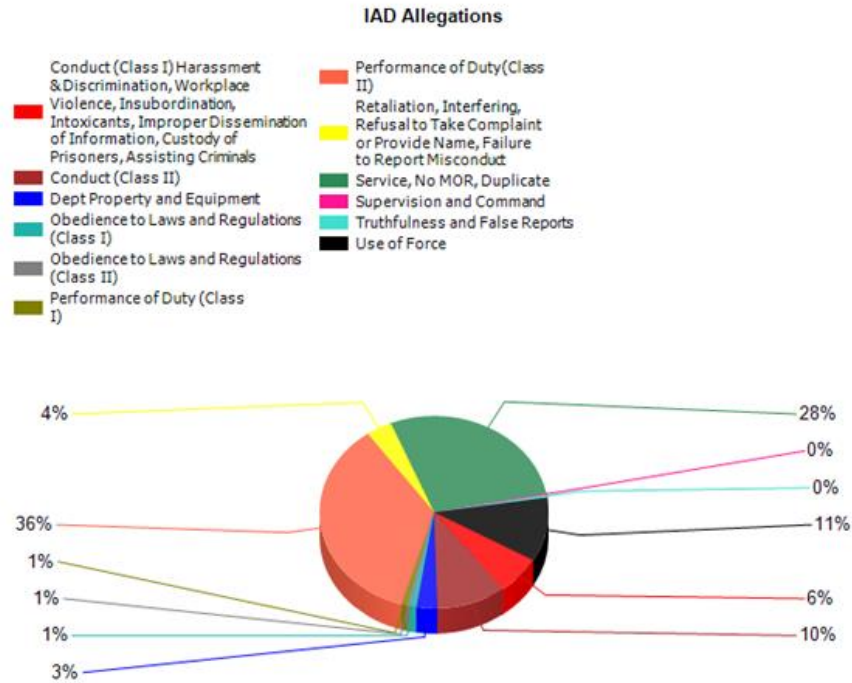| Classification	Authorized	Filled
Administrative Analyst II (AAII)	1	1
Captain of Police	1	1
Intake Technician	4	3
Lieutenant of Police	2	2
Police Officer	4	4
Police Records Specialist (PRS)	3	2
Police Records Supervisor	1	1
Project Manager III	1	0
Sergeant of Police	12	12

Internal Affairs: Significant Accomplishments

IAD staff processed 1,397 cases with a total of 2,919 allegations in 2018.
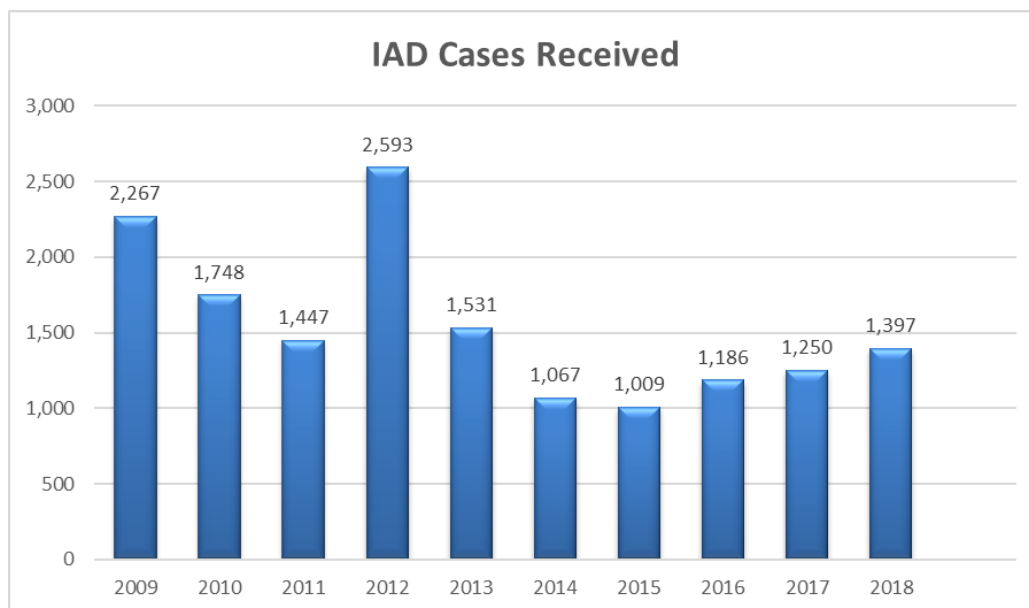
The findings for allegations investigated in 2018 are as follows:

Exonerated	Unfounded	Not Sustained	Sustained
512	867	119	219

IAD Allegations

Conduct (Class I) Harassment & Discrimination, Workplace Violence, Insubordination, Intoxicants, Improper Dissemination of Information, Custody of Prisoners, Assisting Criminals

Conduct (Class II)

Dept Property and Equipment

Obedience to Laws and Regulations (Class I)

Obedience to Laws and Regulations (Class II)

Performance of Duty (Class I)

Performance of Duty (Class II)

Retaliation, Interfering, Refusal to Take Complaint or Provide Name, Failure to Report Misconduct

Service, No MOR, Duplicate

Supervision and Command

Truthfulness and False Reports

Use of Force

4%
28%
0%
0%
36%
11%
1%
1%
6%
1%
10%
3%

Recognizable changes in 2018 include:

- A 40% decline in allegations of Harassment Discrimination.
- A 16% increase in Service Complaints.
- Declines in Performance of Duty Allegations, especially for Care of Property (64% reduction), Unintentional Search/Seizure/Arrest (21% reduction), General (14% reduction) and PDRD (36% reduction).
- A 56% increase in Preventable Collisions (Sixty-eight (68) in 2017 to one hundred six (106) in 2018).
- Overall, there was a 14% decline in use of force allegations with the most significant drop in Level 4 use of force allegations. However, Level 1 use of force allegations increased from four (4) to fourteen (14), due to multiple subjects on a single incident within the force encounter.
- A 32% decline in Failure to Accept/Refer a Complaint – Unintentional (Eighty-five (85) in 2017 to fifty-eight (58) in 2018) and a 49% decline in Refusal to Provide Name/Serial Number (Thirty-nine (39) in 2017 to twenty (20) in 2018). After a close review of the increase in sustained findings for these violations, it was discovered that there were no allegations against Police Communications Dispatchers in 2017 and several in 2018. Nearly 70% of the allegations were discovered by OPD investigators and/or supervisors. It appears that first line supervisors are being more diligent in recognizing the violations during their reviews.
- A decline in Demeanor allegations, which may reflect the additional training provided on Procedural Justice and Implicit Bias.

In October of 2018, Intake staff had one hundred sixty-one (161) cases being processed by the five (5) Intake Investigators. Forty-five (45) of those cases, not including 901's, were well over 45 days.

IA Intake was tasked with reducing its caseload to ensure that no case was over 45 days old and still being processed. IA Intake achieved that task by closing two hundred fifty-four (254) cases. In turn, this reduced their overall caseload to 66 total cases with no cases held in Intake beyond 45 days. This had not been achieved since July 2007. This internal goal-setting allows the in-field sergeants and supervisors ample time to investigate and submit their division level investigations in a timely fashion.

Internal Affairs: Challenges Encountered

IAD continues to have difficulty achieving full staffing of intake technicians. Retaining staff continues to be a challenge due to a combination of workload and salary.

The sworn staff rotation created challenges, as several Intake Unit police officers were promoted to sergeant and incoming personnel required training. This hindered productivity within the Intake Unit.

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

The implementation of PRIME in May 2017 caused some additional challenges to the intake process. Due to PRIME launching, 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 into 2018. IAD staff have worked extremely diligently to mitigate ongoing data errors associated with PRIME and now look to Sierra and Microsoft to develop an updated IAD platform.

Internal Affairs: Expected Outcomes for 2019

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

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 protests to take complaints in the field, allowing assigned sergeants to focus on the event and/or protest. This directly effects the protection the lives and property of citizens of Oakland and consequently, enhancing the City of Oakland's crime fighting efforts.

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

- For each complaint taken, IAD will maintain the proper standard of preliminary investigation. IAD staff will remain committed to not resolving complaints of misconduct without first determining and documenting whether OPD personnel committed an act of misconduct. IAD will not only maintain the overall quality of investigations and meet required timelines for completion but also ensure the approval of investigations is consistently met. On the few occasions where timelines are exceeded, justifications for the delay will be provided (i.e. complexity of investigation, availability of witnesses, etc.).
- The Internal Affairs Division Integrity Testing Unit (IADITU) actively seeks to ensure integrity throughout the Department by conducting integrity tests, administrative reviews, policy development, compliance checks and internal investigations.

OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence

- Help ensure that discipline is imposed in a manner that is fair and consistent with the OPD Discipline Matrix.
- Continue to develop the administrative, investigative and leadership skill base of IAD Personnel through training.
- Continue to improve performance and be a leader in the law enforcement community by developing solutions, revising policy and procedures, and presenting training to all OPD personnel.
- Continue to treat the community members we serve with dignity, respect and compassion, even when community members voice displeasure engaging with OPD staff members.
- Maintain a collaborative relationship with the Offices of the City Attorney (OCA), the Independent Monitoring Team (IMT) and the Citizen Police Review Agency (CPRA), which continue to benefit the Division, the Department and the City.

Office of Inspector General

Under the Office of the Chief of Police, the Office of the Inspector General (OIG) implements an internal risk management process and an evaluation of police performance, outcomes and related policy. Through using 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 Monitoring Team (IMT) and Plaintiffs' Counsel.

Office of Inspector General: Organization

OIG is composed of an Audit Unit and a Compliance Unit. The Audit Unit assesses police performance against departmental policies, evaluates procedure and results and makes recommendations to improve effectiveness, efficiency and reduction of risk 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 for site visits by the IMT.

Office of Inspector General: Staffing

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

- From January 2017 to August 2018, the Police Program and Performance Audit Supervisor was loaned to an ad hoc team of departmental personnel working with the City of Oakland's Department of Information Technology in assisting with the Department's PRIME (Performance, Reporting, Information and Metrics Environment) system. During this time, the lieutenant of OIG was supervising audit staff.
- In April 2018, one (1) Police Officer position remained vacant until January 2019.
- In June 2018, OIG had a change in its leadership. Lieutenant C. Bolton, who was previously assigned to OIG, was promoted to captain and assigned to the Bureau of Field Operations 1, Patrol Area 2.
- In August 2018, Sergeant T. Dinh was reassigned to OIG from the Bureau of Services.
- In September 2018, OIG experienced another vacancy in one (1) Police Performance Auditor (Internal Auditor III) position that currently remains vacant.

Office of Inspector General: Significant Accomplishments

Continued Accountability through Departmental Reviews and Audits

2017

- Published on Jan 31, 2018, the 4th Quarterly Progress Report (October – December 2017) incorporated Officer and Integrity Trends and Other Critical Observations Regarding Hiring and

Training (*Follow-Up),* Accuracy of Handcuff and Search Data, Review of Stop Data*: Intelligence- Led Stop Audit*, Audit of Community Policing Problem Solving – Project Database.

2018

- Published in October 2018, the 1st and 2nd Quarterly Combined Progress Reports (January – June 2018) incorporated Inspection of Methods that Assist Citizens in Filing a Complaint, Assessment of Supervisor's Review and Approval of Felony Arrests, an assessment of the completion of Field Interview and Stop Data Reports, Mental Health Encounters Follow- Up, Officer Integrity Trends and Other Critical Observations Regarding Hiring and Training Practices: *(2nd Follow Up).*
- Published on February 1, 2019, the 3rd Quarterly Progress Report (July – September 2018) incorporated Audit of the Downward Trend in the Number of Reported Police Officers' Intentional Pointing of a Firearm at Subjects, Property and Evidence: Management of Evidential Cash and Other Reportable Matters and Comparative Analysis of Vehicle Pursuit Policy.
- Audits in progress, Rental Vehicle Audit, Departmental Reporting of its Use of Force, Audit of Police Vehicle Pursuits, Inspection of Vehicle Equipment (Fire Extinguishers)
- (Aug – Oct 2018) Review and Update of Departmental Community Policing Problem Solving – Project Database (Special Project)
- (Aug – Oct 2018) Review and Update of Departmental Stanford Recommendations (Special Project)
- Monthly Departmental Technical Assistance, Preparation, Distribution and Coordination of Risk Management Meeting Data to include its distribution and technical assistance and feedback to the IMT and Plaintiff's Counsel
- (July 2018) Design and craft of Risk Management Deliverable Expectation Document (DED)
- (Dec 2018) Review and technological research in areas of UOF and Pursuits with the goal of mitigating both public and departmental risk.
- Bi-weekly Progress Reports on NSA compliance for the IMT
- Report on year-end comparison of Use of Force, Internal Affairs Division and Police Vehicle Pursuits for 2017 and 2018
- Liaison with IMT and the Plaintiffs' Counsel to provide documents and facilitate IMT site visits with the OPD
- Assisted with areas of technical l assistance in Risk Management and Use of Force for the Department's PRIME 2 design.
- Assisted. with document request and review for Police Commission inquiries
- Assisted in review and feedback of various Departmental policy and procedure implementation and revisions;
- Provided OCOP and the Executive Team guidance on policy and procedures.,
- Assisted in the drafting of the Department's Racial Impact Report.
- In collaboration with Deputy Chief L. Armstrong, presented stop data analysis and racial impact issues in April 2018 at the NOBLE Bay Area chapter conference.
- In collaboration with Deputy Chief D. Allison, presented Contemporary Policing Issues and Strategies before two external delegations of government officials in May 2018, in collaboration with the University of California, Berkeley's Goldman School of Public Policy.
- Assisted with the design, training and implementation of new Stop Data Form and reporting to conform with the newly mandated requirements of the State of California (Assembly Bill 953).

Office of Inspector General: Challenges Encountered

Despite limited staffing and periodic vacancies, OIG has been tasked with critical audits and numerous special projects that are time sensitive. Unless OIG staffing is addressed, the ability to meet deadlines and take on new projects will be challenging.

Office of Inspector General: Expected Outcomes for 2019

OPD 2016 Strategic Plan Goal 1: Reduce Crime

- While OIG performs an internal administrative function with no direct involvement in the reduction in crime, OIG's audits and reviews, stop data analysis and collaboration with other stakeholders do indeed have an indirect impact.

  OIG ensures that the Department maintains the highest levels of readiness, morale, effectiveness, discipline, efficiency, service and public confidence. It accomplishes this mission by conducting ongoing Internal Audits, Inspections and Compliance reviews that provide support and guidance. This creates an environment conducive to the efficient and effective management of risk and achieves the goals and objectives established by the Department. OIG remains committed to undertaking critical areas of concerns and comprehensive reviews.

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

- OIG's mission is to assist in safeguarding the integrity of the Department mission by conducting ongoing Internal Audits, Inspections and Compliance reviews. This ensures police performance and operational processes are not only critically and comprehensively reviewed but are also transparent by the departmental practice of publicly disclosing its audits and reviews, while ensuring that its reduction and management of risk remain paramount.

OPD 2016 Strategic Plan Goal 3: Achieve Organizational Excellence

- OIG remains committed to undertaking comprehensive reviews of critical areas of concern and substantive audits, while providing the Department with opportunities to readily review OIG preliminary findings and feedback for the addressing and implementation and recommendations. (Especially, in areas identified as internal control weaknesses that have the greatest impact of risk.)

  OIG continues to reassess areas of sustainability and accountability in its achievement of organizational excellence.

Ceasefire

Ceasefire was commanded and managed by Captain Ersie Joyner and Project Manager III Reygan Harmon in 2018.

The goals of the Ceasefire are:

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

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

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

Ceasefire: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	2	0
Sergeant of Police	6	5
Police Officer	32	28
Project Manager II	1	0
Volunteer Services Coordinator	1	0

With the addition of the Ceasefire Intelligence Section in 2017, two positions (one lieutenant and one sergeant) were added to Ceasefire in 2018. Currently, the lieutenant position is vacant due to organizational needs.

Additionally, the Project Manager position, as well as the Volunteer Services Coordinator position, are both vacant. Reygan Harmon-Cunningham separated from the city to pursue other career goals and will be missed. Jacque Long is in an acting capacity as Project Manager, as there will be a national search for a replacement. Barbara De Salvo was transferred to the Training Section to build Trauma Informed Training for the agency. Her position will be opened for a search as well.

Ceasefire: Significant Accomplishments

In 2018, Ceasefire achieved all three of the goals outlined in the 2017 Annual Report:

OPD 2016 Strategic Plan Goal 1: Reduce Crime

The expected outcome for 2017 included a 10% reduction in shootings and homicides. A strategy employed to achieve this outcome was the completion of three hundred seven (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 executed nationally on a very limited basis.

In 2018, Ceasefire met and surpassed the above goals. The year ended with three hundred sixty-nine (369) direct communications (Forty-one (41) call-in participants and three hundred twenty-eight (328) custom notifications), a new record. Ceasefire achieved these results by holding four (4) call-ins in 2018, instead of the typical three (3) call-ins. To help ensure the quality of custom notifications, Ceasefire partnered with a community-based organization to deliver more community-only custom notifications.

Year	Call in Participants	Custom Notifications	Total
2012	20	6	**26**
2013	63	14	**77**
2014	50	85	**135**
2015	48	215	**263**
2016	46	195	**241**
2017	61	260	**321**
2018	41	328	**369**
TOTAL	**329**	**1,103**	**1,432**

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, site visits and working sessions with the Los Angeles Community Safety Partnership. This culminated into the Procedural Justice training to inform 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 achieved a significant reduction in shootings and homicides. It is believed that this reduction is in large part due to the work of Ceasefire.
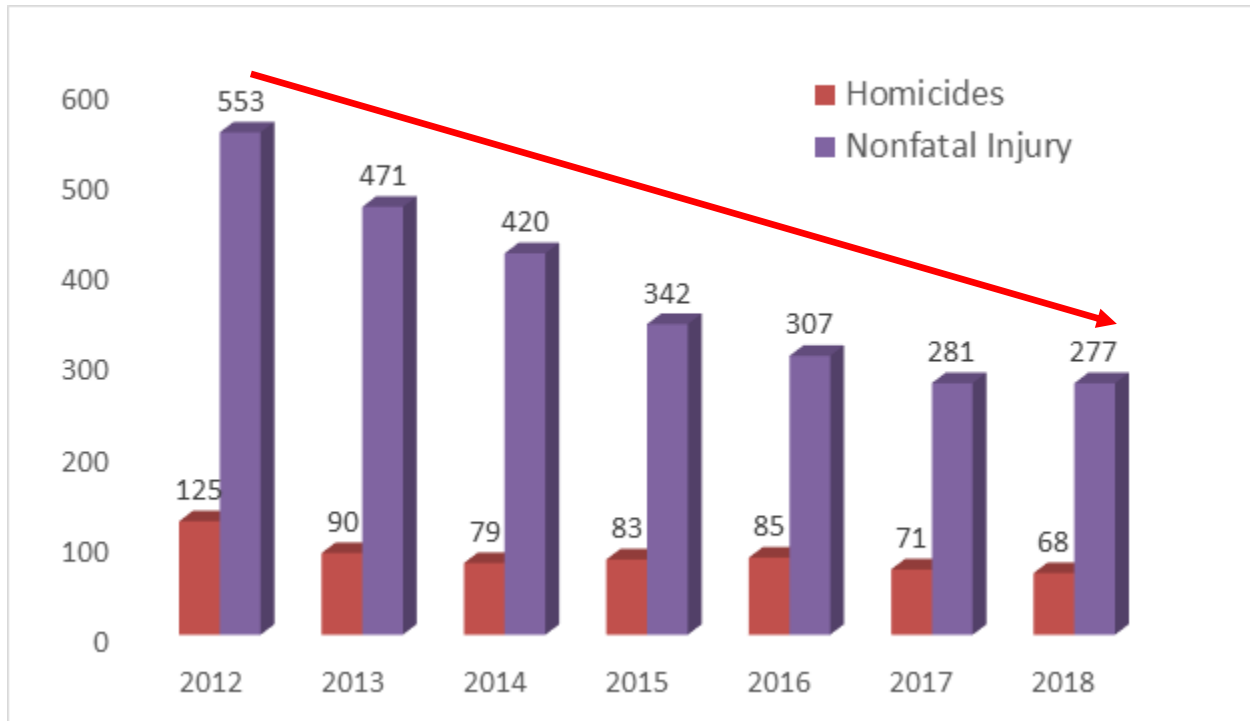
Lastly, and perhaps most importantly, for the second year, Ceasefire worked with Beyond Emancipation to adopt a foster home in East Oakland, in partnership with the Oakland Police Foundation. Through funds raised by employees in Ceasefire and a generous donation from the foundation, the foster home received Christmas trees, food, and multiple gifts for every child.

Ceasefire: Challenges Encountered

Budget constraints continued to be a challenge in 2018. Stabilization of key positions within the Department helped to decrease challenges that occurred in past years.

Ceasefire: Expected Outcomes for 2019

The expected outcomes for 2019 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 and distributing to appropriate units and or departments. The unit gathers information from all sources, in a manner which is consistent with the law. Such information is obtained in efforts to provide tactical and/or strategic information on the existence, identities, and capabilities of criminal suspects and groups.

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

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

The Intelligence Unit is responsible for the protection of dignitaries while in the City of Oakland, 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 unit not coordinates with the United States Secret Service, California Highway Patrol and other entities' dignitary protection teams for visits in Oakland but also 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.

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

Intelligence Unit: Staffing

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

Intelligence Unit: Significant Accomplishments

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

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

Having built a stronger relationship with Homicide and Robbery sections, the unit is now conducting surveillances for specific targeted criminals. This has proven successful, as we have arrested numerous suspects.

Intelligence Unit: Challenges Encountered

Although the Confidential Informants within the department grew, other officers elected to discontinue the usage of other CI's due to various reasons. However, this is very common for CI's. The department has also seen an increase in citizens suffering from mental illness around the department. Some of the citizens have attacked officers, broken vehicle windows and even exposed themselves. The Intelligence Unit has reviewed each case and forwarded for District Attorney review when suspects are identified.

Intelligence Unit: Expected Outcomes for 2019

- Develop additional information about groups involved in violent crime.
- Continue to work with federal partners and outside agencies to address crime.
- Work closely with the Criminal Investigation Division in order to apprehend wanted suspects.
- Work with OPD Traffic Unit and outside agencies, who have experienced sideshow activity, to address the issue.

Training Division

Commanded by Captain Jake Bassett, the Training Division was composed of the Training Section, Recruiting and Backgrounds and Research and Planning. The Training Section was commanded by Lieutenant Carlos Gonzalez. Research and Planning was managed by Timothy Birch.

Training Section

The Training Division is primarily responsible for facilitating and managing training for all department personnel. The Training Division is divided into five units: Recruiting and Background, In-Service, Recruit Training, Field Training and Research and Planning.

Training Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	3	3
Police Officer	16	15
Police Records Specialist (PRS)	4	3

Recruit Training Unit

The Recruit Training Unit is responsible for the operation and the presentation of a 26-week (1,160 hours) Police Academy for police officer trainees. This Basic Course more than satisfies the requirements established by the California Commission on Peace Officer Standards and Training (POST). It prepares police officers for work in the community in a variety of skill and knowledge areas. In accordance with POST regulations, students are given written, practical and job-simulation examinations. They are exposed to resources within the Department and the community to do their job in the most effective, efficient and safe manner for all concerned. The curriculum has an emphasis on ethics and professionalism, critical thinking and problem solving, conflict resolution, and relationships with the community. In 2018, the Oakland Police Department graduated a total of forty-nine (49) peace officers from its 178th, 179th and 180th Basic Recruit Academies.

The Recruit Training Unit also includes the Cadet Program, currently training twenty-four (24) 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 2018, four (4) cadets entered the Oakland Basic Recruit Academy: two (2) successfully graduated and two (2) are currently enrolled in the 181st Basic Recruit Academy.

Recruit Training Unit: Staffing

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	8*	7
Police Records Specialist (PRS)	4	3

***Staffing includes two additional Officers: Cadet Coordinator (police officer) and the Department Safety Coordinator (police officer).

Recruit Training Unit: Significant Accomplishments

- Completed Procedural Justice II for Police Officer Trainees.
- Revised the Oakland Police Department Academy Policy Manual, formerly known as the Police Officer Trainee Manual.
- Codified the importance of Academy peer evaluations.
- Secured a long-term contract at the Port of Oakland for Emergency Vehicle Operator Course (EVOC) training.
- Decreased the Academy from 30 to 26 weeks.
- Added supplemental Patrol Procedure instruction in the academy.
- Added Patrol Procedure testing with a Field Training Officer (FTO) riding with the recruit, to simulate what the trainees face in the Field Training Program.
- Added two additional days of driver training in the Academy.
- Added Principles of Tactics and Reality Based Training from the Training Tactics Coordinator and staff.
- Added a visit to classes by an LGTBQ community group.
- Added staff to the report writing cadre.
- Each Academy class participated in multiple community projects, including serving Thanksgiving breakfast to members of the community and assembling Oakland Police Officers' Association (OPOA) Christmas Baskets for children in the community.
- OPOA partnered with a plaintiff attorney to provide Academy training on the history of the Negotiated Settlement Agreement (NSA).
- 180th Basic Recruit Academy had the highest success rate since the 174th.
- Hired more police cadets and bolstered the cadet pipeline process.

Recruit Training Unit: Challenges Encountered

- Prohibitive costs to rent the range for firearms training
- Closing of Coast Guard housing in Concord, CA – the site of Patrol Procedures training

Recruit Training Unit: Expected Outcomes for 2019

- Continue to provide Procedural Justice training to recruits.
- Outfit a location in the city jail 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 scenarios that mirror current and anticipated events.
- Transition to METR to store Police Officer Trainee training records.

Field Training Unit

The Field Training Unit (FTU) is responsible for administering our Field Training Officer Program (FTOP). It provides a standardized program to facilitate the trainee officer's transition from the academic setting to the actual performance of general law enforcement duties. The FTOP consists of sixteen (16) weeks of field training between a trainee officer and a series of Field Training Officers (FTOs). The FTU facilitates and monitors the trainee's performance during their tenure in the FTOP. A trainee may be afforded up to two (2) 4-week extensions to overcome deficiencies. The objective is to ensure each trainee officer is prepared to be a safe, skillful, knowledgeable, professional and productive solo police officer in the Patrol Division.

In 2018, forty-nine (49) Police Officer Trainees entered the Field Training Officer Program. A total of nine (9) trainees (18%) were released from the program for various reasons:

- Three (3) removals were due to a failure to meet performance dimensions required by POST and Departmental guidelines
- Six (6) removals were due to resignations.

Field Training Unit: Staffing

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

Field Training Unit: Significant Accomplishments

- Continued compliance with Task 42 NSA mandates.
- 49% of FTOs completed training and are AICC Certified (Academy Instructors).
- Deployed thirty-five (35) laptops to FTOs for utilization in the field for more efficient documentation.
- Hosted 2nd Annual off-site FTO Retreat.
- Reduced Academy classes provided a ratio of FTOs to trainees that met POST recommendations (Three (3) FTOs per trainee).
- 100% of the FTOs were fully trained in Procedural Justice II.
- Updated the content and formatting of Remedial Training Plans and Removal Letters.
- Made significant updates to General Order B-8 with a final draft pending.
- Trained two (2) new senior FTOs.
- Recruited many applicants to become FTOs.

Field Training Unit: Challenges Encountered

- Impressing upon FTOs the importance of quality, comprehensive and grammatically correct documentation in the Daily Observation Reports

Field Training Unit: Expected Outcomes for 2019

- Maintain compliance with Task 42 mandates.
- Improve the level of instructional and leadership training provided to FTOs through programs like Inner Perspectives, FBI-LEEDA and OPOLI.
- Recruit, train and retain the number of FTOs necessary to support increased Academy output.

- Utilize FTOs to mentor and guide recruits throughout the Academy.
- Host an FTO school in partnership with Piedmont PD in the first quarter of 2019.

In-Service Training Unit

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

In-Service Training Unit: Staffing

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

In-Service Training Unit: Significant Accomplishments

- Officer Continuing Professional Training (CPT)
- Sergeant CPT
- FTO Retreat
- Extended contract for the EVOC location at the Port of Oakland.
- Implemented reality-based, tactical training and introduction to the Bearcat and the armored Suburban for CPT, individual patrol squads, the FTO Retreat, and the Command Retreats.
- Provided updated training on Level 4/Type 22 Use of Force to all sworn staff at lineups and CPT.
- Instituted Lifetime Fitness in Sergeant CPT on the first and last day of training, including stretching, nutritional advice, physical training, and meditation and mindfulness.
- Hosted two (2) off-site Command Retreats.
- Interviewed and selected a PRS to input and manage In-Service training records.
- Completed Procedural Justice II training for the entire Department.
- Coordinated logistics when ICS was activated for crowd management incidents/events throughout the year.
- Provided Vicarious Trauma Toolkit training in Sergeant CPT and Command Retreats.
- Coordinated the inaugural Sergeant Mentoring Program for newly promoted sergeants, with 12 sergeants mentored to date.
- Hosted FBI-LEEDA's Supervisor Leadership Institute.

In-Service Training Unit: Challenges Encountered

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

In-Service Training Unit: Expected Outcomes for 2019

- Rollout the OPD Book Club, a joint program with the Oakland Public Library to foster a culture of lifelong learning.
- Meet with California Partnership for Safe Communities and Stockton PD to create lesson plans for Procedural Justice III.

- Rollout training for the Collective Healing Initiative.
- Increase the level of leadership training provided to FTOs and Academy Instructors.
- Increase the number of training opportunities for sworn and professional staff, to include an increase in hosted training
- Continue Drag-Net and Illegal Street Racing training for officers working Sideshow Details.
- Develop career development tracks and broadcast correspondent training opportunities.
- Host Race and Equity Academy training for members, delivered by City of Oakland Citywide Training staff.

Research and Planning

In 2018, the primary functions for Research and Planning changed from three to four, as provided below:

- Develop policy and procedure.
- Manage legislation.
- Meet short- and long-term planning needs. (Deleted Function)
  Maintain the OPD website. (New Function)
- Schedule and coordinate Force Review Boards (NSA Task 26) and Executive Force Review Boards (NSA Task 30). (New Function)

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

Research and Planning: Staffing

Classification	Authorized	Filled
Management Assistant	1	1
Police Records Specialist (PRS)	1	1
Police Services Manager I	1	1
Sergeant of Police	1	0
Technical Communications Specialist	1	0

Research and Planning: Significant Accomplishments

In 2018, Research and Planning had the following significant accomplishments:

- Compiled, edited, and published the 2017 Annual Report.
- Managed OPD participation in the City's legislative process.
- Completed reports for Executive Force Review Boards and Force Review Boards.
- Staffed the Privacy Advisory Commission.
- Developed and updated OPD policies and procedures, including working with the Oakland Police Commission.
- Responded to several Public Records Act Requests.
- Facilitated development of a robbery reduction strategy.
- Participated in several interview panels for Police Officer Trainee and other positions.
- Facilitated an evaluation of Measure Z by Resource Development Associates (RDA).
- Conducted a Request for Proposal/Qualification process for OPD public opinion polling.
- Conducted a Request for Proposal/Qualification process for marketing related to recruitment.
- Completed agenda reports and resolutions for federal partnerships (task forces).

Research and Planning: Challenges Encountered

As with all OPD functional units, the primary challenge encountered by Research and Planning was workload. While the staffing of the unit increased to include a Police Records Specialist and a Technical Communications Specialist, each position came with a fulltime workload. All short-term and long-term planning duties were removed from Research and Planning and replaced with significant increases in workload required for the Oakland Police Commission and the Oakland Privacy Commission. Both increases are due primarily to Oakland statutory requirements for policy development.

Research and Planning: Expected Outcomes for 2019

For 2019, Research and Planning expects to achieve the following:

- Work collaboratively with the Oakland Police Commission and Oakland Privacy Commission to develop policy
- Upgrade – and potentially redesign – the Oakland Police website to be more informative and easier to use
- Continue to provide excellent service in managing Oakland Police legislation

All the expected outcomes support the third goal of the OPD 2017 Strategic Plan: Achieve Organizational Excellence. Continued collaboration with oversight bodies such as the City Council, Plaintiff Attorneys, Independent Monitoring Team, Oakland Police Commission and Oakland Privacy Commission should continue to result in well-written, transparent policies and procedures

Bureau of Field Operations

*Deputy Chief
Darren Allison*

*Deputy Chief
LeRonne Armstrong*

The Bureau of Field Operations is the largest subordinate unit of the Oakland Police Department with 557 sworn personnel and 87 civilian professional staff. This unit is divided into two components: Bureau of Field Operations 1 (BFO 1) and Bureau of Field Operations 2 (BFO 2).

Commanded by Deputy Chief Darren Allison, BFO 1 is responsible for West Oakland (Areas 1, 2 and 3) and includes the BFO Administrative Section and Neighborhood Services Section 1.

Commanded by Deputy Chief LeRonne Armstrong, BFO 2 is responsible for operations in East Oakland (Areas 4 and 5) and includes the Support Operations Division and Neighborhood Services Section 2.

Bureau of Field Operations Administration

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

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

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

Number of Uses of Force by Level for 2018

Level 1	Level 2	Level 3	Level 4
1	21	58	288

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

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

Bureau of Field Operations Administration: Staffing

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

Bureau of Field Operations Administration: Significant Accomplishments

- Tracked three hundred eighty-seven (387) Division Level Investigations.
- Coordinated two hundred eighty-three (283) Ride-Alongs.
- Ensured the Department remained in compliance with NSA Task 20.2, Consistency of Supervision and Task 18, Approval of Field Arrest by Supervisor.

Bureau of Field Operations Administration: Challenges Encountered

Staffing continued to be a challenge for BFO Admin in 2018.

Bureau of Field Operations Administration: Expected Outcomes for 2019

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

BFO Admin will provide training to newly hired PSTs and Police Evidence Technicians (PETs) to improve the Department's service delivery to its residents and visitors. Additionally, PSTs will be deployed to Patrol to take over duties that do not require the services of a sworn officer. BFO Admin will fill the vacant PRS position on August 24, 2019 to continue optimal operational efficiency.

Patrol Area 1

Patrol Area 1 (Beats 1- 7) is commanded by Captain Sekou Millington. Area 1 is made up of the West Oakland and the Downtown/Uptown areas. It is bordering the City of Emeryville to the north and the City of Alameda to the south. Within the City of Oakland, it borders Patrol Areas 2 and 3. Area 1 has a combination of residential neighborhoods, commercial districts, Downtown and City Hall, along with all other City, State, and Federal Buildings and the Port of Oakland.

The Area 1 team provides the following units to the West Oakland and Downtown/Uptown communities:

- Patrol: Includes sworn and non-sworn staff responsible for 24/7 emergency response, crime prevention and calls for service.

- Special Resource Section (SRS): Includes the Crime Reduction Team (focusing on violent crimes and offenders) and Community Resource Officers (engaging in problem solving efforts)

- Metro Unit: responsible for the downtown business districts, as well City Hall and government buildings

Patrol Area 1: Staffing

Classification	Authorized	Filled
Captain of Police	1	1 (Acting)
Lieutenant of Police	3	2, 1 (Acting)
Police Evidence Technician (PET)	3	3
Police Officer	97	90
Police Service Technician II (PST)	5	5
Sergeant of Police	16	17

Patrol Area 1: Significant Accomplishments

- Due to focused efforts on violent criminal offenders and crime hotspots, Area 1 experienced a decrease in violent crime of 7% with a slight uptick in robberies as compared to 2017. This is the fourth year that Area 1 achieved a reduction in overall violent crime and robberies.
- Conducted weekly crime intelligence meetings with Area 1 commanders, special resource supervisors and personnel (as needed) in collaboration with Criminal Investigation Division investigators to discuss crime pattern and trends, priority offenders, crime analysis, and area intel.
- Provided weekly priority report to Area 1 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, and area intel.
- Used community resource officers and patrol personnel to assist the Criminal Investigation Division in conducting follow-up investigations on crimes with actionable leads.
- Maintained communication with surrounding law enforcement agencies to discuss crime patterns, trends and strategies, particularly with the Bart Police Department.
- Worked collaboratively with Ceasefire to focus on the violent groups and gangs in Area 1.
- Conducted meetings with security patrol companies in the Acorn and MORH 1 Housing developments to discuss crime patterns, trends and strategies to focus their deployments.
- Managed crowd control events at City Hall and Frank Ogawa Plaza, while balancing crime reduction efforts.

- Collaborated with Community Advisory Committee on crime reduction strategies and community partnership events.
- Organized "Livingroom Meeting" events in West Oakland.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Ensured the Foot Patrol Units continued to focus to high visibility patrol in the downtown business district.
- Conducted meetings with Downtown Ambassadors regarding their patrols and partnering with them to increase their presence in Downtown.
- Engaged in community relations events such as monthly Coffee with a Cop, Ice Cream Socials, and Barbershop Forums.
- Ten (10) Captains Commendations and one (3) Medal of Merit Awards were given out to officers and supervisors who had performed exceptionally during the last quarter of 2018.

Patrol Area 1: Challenges Encountered

Area 1 established the goal of a 10% reduction in overall crime and 20% reduction in violent crime. Unfortunately, Area 1 did not achieve this goal. Although Area 1 experienced reduction in overall violent crime and robberies, the area did achieve a significant decrease of 33% in residential burglaries. The area looks to continue to improve in an overall crime reduction by focusing enforcement efforts and utilizing the Ceasefire strategy. This strategy will assist in reducing the 5% increase in homicides and 4% increase in aggravated assaults.

Similarly, Area 1 faced resource challenges addressing the ongoing homeless concerns that contributed to auto burglaries, thefts and blight in the area. Area 1 experienced an 18% increase in commercial burglaries. In collaboration with Operation Dignity and City Staff, an Outdoor Navigation Center was opened, right before the rainy season. With the opening, all occupied sidewalk surrounding the 6th Street and Brush Street area were cleared with additional resources provided to those that accepted residence at the Outdoor Navigation Center. Additional centers are expected to be opened in Area 1.

Patrol Area 1: Expected Outcomes for 2019

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

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

Reduce Crime:

- Achieve at least a 10% reduction in violent crime.
- Achieve at least a 10% reduction in robberies.
- Achieve at least a 10% reduction in auto burglaries.
- Continue focus on reducing robberies, burglaries and quality of life issues by Foot Patrol.
- Increase intelligence-led stops, while understanding crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel, developing an Area-wide response to crime.
- Closely monitor crime, while adjusting resource deployment (as necessary).
- Develop community policing projects connected with beat-specific crime trends.

- Utilize the Crime Reduction Team to identify violent offenders and engage in focused intervention/ enforcement.
- Implement a new Daily Activity Report to clearly direct officers' focus on proactive walking/car stops in line with Area 1 directives.

Strengthen Community Trust and Relationships:

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

Achieve Organizational Excellence:

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

Patrol Area 2

Traditionally known as North Oakland, Patrol Area 2 (Beats 8 - 14) is bordered by the City of Emeryville and the City of Berkeley to the west, Contra Costa County to the north. Within the City of Oakland, it borders Area 1, the City of Piedmont and Area 3 to the south and east. Area 2 is home to vital and vibrant residential neighborhoods and the commercial districts of Rockridge, KONO, Temescal, Montclair, and Piedmont Avenue.

Serving the North Oakland community, the Area 2 team is comprised of six (6) patrol squad teams and two (2) special resource squads of crime reduction and community resource services.

Area 2 was commanded by Captain Drennon Lindsey from January through May and by Captain Chris Bolton for the remainder of 2018. Acting Lieutenant Rich Vierra commanded Area 2 special resource squads through June when Lieutenant Dan Royal was assigned in July 2018. Patrol squad teams were consistently commanded by Lieutenant Wilson Lau (Watch Commander for Daytime Patrol Shifts) and Lieutenant Demetrio Lozares II (Watch Commander for Evening Patrol Shifts).

Patrol Area 2: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	5	4
Police Officer	64	60
Police Service Technician II	4	4
Sergeant of Police	13	12

Patrol Area 2: Significant Accomplishments

- Exceeded our 2018 goal of reducing serious and violent crime by at least 10% with a 12% reduction achieved.
- Expanded walking officers to North Oakland beats and business districts.
- Maintained communication and direction for Area 2 personnel in line with Department Goals; outlined areas and priorities of focus with emphasis on serving assigned neighborhoods.
- Sustained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies; weekly reviews of serious and violent crime with Ceasefire partners and other stakeholders.
- Coordinated and assisted with crowd management events while balancing crime reduction efforts, time and resources.
- Collaborated with an Area 2 community advisory committee on Area priorities, neighborhood concerns, and community-based solutions.
- Incorporated stop data reviews and discussions into monthly and quarterly meetings. Data used by commanders and supervisors to achieve results of equitable and legitimate policing practices. 2018 crime reductions were accompanied by an increased proportion of police contacts focused on criminal information, criminal intelligence and problem-solving projects, while the practice of generally uncoordinated "hot-spot" policing patrols was reduced.
- In line with recommendations to build better community relationships and trust, each Area 2 patrol squad participated in a community project.

Patrol Area 2: Challenges Encountered

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

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

Patrol Area 2: Expected Outcomes for 2019

Reduce Crime

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

Strengthen Community Trust and Relationships

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

Achieve Organizational Excellence

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

Patrol Area 3

Patrol Area 3 (Beats 15 - 22) was commanded by Captain Freddy Hamilton (January – February 2018) and then by Acting Captain Brandon Wehrly (February – June 2018). Area 3 is now under the command of Captain Kirk Coleman (June 2018 – Present).

Area 3 is bordered by Lakeshore Avenue to the west and Fruitvale Avenue to the east. Patrol Areas 1, 2, and 4 border Area 3.

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

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

Area 3 SRS was commanded by Lieutenant Chris Sansone and then by Acting Lieutenant Joseph McGuinn (Sep 2018 – Present). Patrol squad teams were commanded by Lieutenant Dave Elzey (Watch Commander for Daytime Patrol Shifts) and Lieutenant Brandon Wehrly (Watch Commander for Evening Patrol Shifts).

Patrol Area 3: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	14	9
Police Officer	69	68
Police Evidence Technician	2	2
Police Service Technician II	4	2

Patrol Area 3: Significant Accomplishments

- Experienced an overall decrease in Part 1 crimes of 2% compared to 2017.
- Experienced a 15% decrease in burglaries compared to 2017.
- Experienced a 32% decrease in rapes in Area 3 compared to 2017.
- Conducted weekly crime intelligence meetings with commanders, supervisors, and investigators to discuss crime patterns and trends, priority offenders and area intel.
- Provided weekly priority report to Area 3 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders and Area Intel
- Utilized Community Resource Officers and Patrol personnel to assist the Criminal Investigation Division 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, including attending Livingroom meetings.
- Incorporated stop data/intel-led policing discussions into weekly Command briefings.
- Conducted Coffee with a Cop at various Area 3 locations.

Patrol Area 3: Challenges Encountered

- Individuals from other areas of Oakland continued to commit robberies in Area 3.
- Area 3 experienced an 11% increase in robberies compared to 2017.
- There was a lack of Administrative Sergeants for the area.
- Filling patrol beats was challenging, considering Area 3 had several vacant positions as result of unexpected leave for the majority of the year.
- Additional officers deployed to work the Lakeshore Area, after having national media focus on "Barbecue Becky" at Lake Merritt.

Patrol Area 3: Expected Outcomes for 2019

Reduce Crime:

- Achieve a 10% reduction in violent crime.
- Increase intelligence-led stops within the Area.
- Assign Patrol units to walk their beats during patrol shift.
- Ensure understanding of crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel, developing an Area- wide response to crime.
- Closely monitor crime, while adjusting resource deployment (as necessary).
- Develop community policing projects connected with beat-specific crime trends.
- 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 5 sponsored community events.
- Continue to have quarterly Livingroom meetings throughout Area 3.
- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders to foster relationships between the community and the police.
- Continue community-led officer appreciation efforts.

Achieve Organizational Excellence

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

Patrol Area 4

Patrol Area 4 (Beats 23 - 28) was commanded by Captain Nishant Joshi. Area 4 is bordered by Area 3 to the west, Redwood Regional Park to the north, Area 5 to the east, and the estuary to the south. Area 4 is a diverse community with thriving business districts of Fruitvale and Macarthur Boulevard.

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

In 2018, Area 4 Special Resource Section (SRS) was commanded by Lieutenant Dominique Arotzarena.

Patrol squad teams were commanded by Lieutenant Fred Shavies (Watch Commander for Daytime Patrol Shifts) and Lieutenant Allan Steinberger (Watch Commander for Evening Patrol Shifts).

Patrol Area 4: Staffing

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 (PET)	4	4
Police Services Technician II (PST)	4	4

Patrol Area 4: Significant Accomplishments

Reduce Crime

- Implemented violence reduction operations focused on known gang members responsible for robberies and shootings.
- Developed system to ensure intelligence and precision-based policing tactics were deployed in the most effective and efficient manner, in order to maximize results and minimize duplicated efforts.
- Improved collaborative efforts with internal and external partnerships and stakeholders.
- Redeployed a walking detail (when possible) in areas high in street level robberies.
- Experienced an overall 6% reduction in crime, including:
    o 25% reduction in shootings
    o 11% reduction robberies
    o 15% reduction in burglaries

Strengthen Community Relations and Trust

- Staff experienced continued training in Procedural Justice as well as updated policies and procedures developed by examining relevant industry standards and practices.
- Toys of education and health were given away in exchange for toys of violence.
- Regular attendance was provided at community meetings.

- Neighborhood Crime Prevention Councils were attended.
- Ceasefire partnerships involved community stakeholders in the crime reduction process.
- Officers balanced the need to respond to emergency calls for service and handle critical incidents while engaging in proactive enforcement efforts to reduce crime and complete community-based, problem-oriented policing projects.
- Police action was steered and driven by community input and guidance.

Achieve Organizational Excellence

- Increased section accountability, regarding the use of resources, expenditures, and personnel. Area 4 finished the fiscal year under the allotted budget.
- Developed real time systems to manage and view crimes, crime responses, compliance, personnel and fiscal situations.
- Improved personnel deployment practices to maximize community interaction, engagement and public safety.

Patrol Area 4: Challenges Encountered

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

Patrol Area 4: Expected Outcomes for 2019

Reduce Crime

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

Strengthen Community Trust and Relationships

- Work to improve response times to calls for service.

Achieve Organizational Excellence

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

Patrol Area 5

Area 5 (Beats 29 - 35) was commanded by Acting Captain Tony Jones. From January to June of 2018, Acting Captain Sean Fleming commanded Area 5. Traditionally known as East Oakland, Area 5 is bordered by Area 4 and the City of Alameda to the West, Chabot Regional Park to the north, the City of San Leandro to the east and the San Francisco Bay to the south. A diverse community, Area 5 is home to the Coliseum Complex, the Oakland International Airport and a number of new retail business, such as Foothill Square.

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

Patrol Area 5: Staffing

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

Patrol Area 5: Significant Accomplishments

Patrol Area 5 identified the below four (4) goals for 2018.

- Increase community satisfaction with OPD.
- Decrease gang activity.
- Increase focus on open air drug markets.
- Decrease homicides and shootings by 10%.

In achieving the stated goals, these are the results of Area 5 efforts:

Increased Community Satisfaction with OPD

Upon taking command of Area 5, it became apparent quickly through a series of community meetings that the citizens of Area 5 felt underserved by OPD and the City of Oakland as a whole. The citizens from every Neighborhood Crime Prevention Council (NCPC) and at every community meeting attended by OPD staff complained about the identical three issues: abandoned vehicles, blight or illegal dumping and speeding vehicles. Some citizens reported abandoned vehicles being in front of their homes for months without any police action.

Area 5 implemented the following series of measures designed to address the widespread concerns of the community:

- Executing regular tow sweeps in Area 5 by utilizing CROs and civilian staff. From June to December, these tow sweeps removed over 500 abandoned vehicles from Area 5.

- Partnering with Public Works during tow sweeps to pick up trash and debris along the routes that abandoned vehicles were being towed by OPD staff.
- Working with the City of Oakland Traffic Engineer to add new stop signs on Seminary Avenue, one of the Area 5's most prolific areas for speeding vehicles.
- Working with the OPD Traffic Operations Section for increased traffic enforcement throughout Area 5.
- Holding community meetings to discuss the issue of police and community trust.

Decreased Gang Activity

Area 5 is the most challenged area in the city when it comes to gang violence and gang activity. A number of African American and Latino criminal street gangs are constantly active in Area 5, increasing crime rates and the fear of crime in the area. Criminal street gangs are not only involved in shootings and other violent crimes but have also turned to property crimes as their primary source of revenue in recent years. This caused a dramatic increase in crimes, such as burglary, citywide.

Area 5 took the following steps to reduce gang activity:

- Partnering with Ceasefire to target known gang members and gangs operating in Area 5. Several successful operations resulted in many known violent gang members being removed from the community.
- Partnering with Probation and Parole on enhanced monitoring of individuals involved in gangs and known to be prone to violence.
- Partnering with Federal Law Enforcement Partners to target known gangs and gang members.
- Partnering with community-based organizations to engage in direct communication and dialogue with known gang members and offer services in an attempt to deter individuals from engaging in gang activity.

- Enhanced communication between the Intelligence Cell and all of Area 5 staff regarding emerging gang trends.

Increased Focus on Open Air Drug Markets

Open air drug markets create a significant challenge to OPD. These markets contribute to the decay of neighborhoods and create a sense of fear in the community. In 2014, California voters passed Proposition 47, lowering penalties for many offenses once considered felonies. In turn, possession of narcotics was lowered to a misdemeanor. A consequence of this new this law was the resurgence of open air drug markets.

Community and political leaders complained about the drug dealing out in the open in areas such as International Boulevard. With no real consequences for drug users due to Proposition 47, OPD had to find creative ways to balance enforcement and treatment. Area 5 staff held a series of meetings with community-based drug treatment centers to find holistic solutions to the growing problem. Area 5 staff worked with our Federal partners and targeted drug dealers on a series of undercover and covert operations. The investigations are still ongoing, limiting what can be detailed in this report.

Decrease Homicides, Shootings and Robberies by 10%

Compared to thirty (30) homicides the previous year, Area 5 reached its goal of a 10% reduction in homicides, ending the year with a total of twenty-one (21) homicides. This accounted for a 30% reduction in homicides in Area 5.

Shootings only saw a 2% reduction in 2018. Compared to 121 shootings 2017, there were 118 shootings in 2018. Although not reaching the goal of 10% percent reduction in shootings, the Area 5 staff worked tirelessly to try and achieve this goal.

Overall, Area 5 saw a 9% reduction in Part 1 crimes.

Patrol Area 5: Challenges Encountered

Area 5 encountered a number of challenges during 2018. Staffing was the most significant challenge of all. Low staffing numbers made policing Area 5 extremely difficult. Partnering with other units within OPD and outside law enforcement partners alleviated some of the difficulties caused by staffing challenges.

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

Patrol Area 5: Expected Outcomes for 2019

- Reduce homicides and shootings by 10%.
- Track and increase the number of illegal firearms removed from the street.
- Increase community trust through increased dialogue and holding staff accountable for engaging in fair and equitable policing.
- Improve Area 5 stop data statistics, whereas decreasing our negative footprint in the community while fighting crime.

Neighborhood Services Sections 1 and 2

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

Neighborhood Services Sections 1 and 2: Role

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

Neighborhood Services Sections 1 and 2: Staffing

Classification	Authorized	Filled
Neighborhood Services Coordinator (NSC)	15	14
Office Assistant I	2	2
Police Service Technicians II (PST)	3	3
Program Analyst III	3	3

Neighborhood Services Sections 1 and 2: Significant Accomplishments

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

Awards and Recognition

- Certificate of Appreciation: East bay Asian Development Corporation

Program Accomplishments

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

- Generated over one hundred (100) posts on Nextdoor, informing residents of meetings, police operations and community events.
- Coordinated the Holly Mini Park Project.

Neighborhood Councils

Area 1 NSCs attended over 525; Area 2 NSCs attended 275 meetings. These meetings enabled residents and merchants to address neighborhood concerns. Neighborhood Councils and merchants resolved numerous concerns and sponsored successful events.

Training

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

Public Education and Community Engagement

- In Central and East Oakland, Neighborhood Councils/Neighborhood Crime Prevention Councils hosted community events:
  - Beat 23X hosted a Cesar Chavez Celebration in the Fruitvale District.
  - Beat 27x hosted a Thanksgiving Basket Giveaway and Fiesta Day block party.
  - Beat 31Y provided over two hundred (200) baskets to seniors.
  - Beat 35X had a Holiday Tree giveaway to families in need.
  - Beautification projects and Earth Day events were conducted in Beats 24, 27 and 35.
  - Educated residents on homeless encampments, the new OAK 311 system and emergency preparedness.
- In partnership with merchants in the commercial districts, the NSS team conducted intensive auto and residential burglary and robbery prevention outreach through online means and door-to-door canvassing.
- The Neighborhood Watch sponsored a Block Captains Training on "Target Hardening Your Home"
- Dr. Seuss's Read Across America encourage the youth to read.
- Submitted 14 NSS Newsletter articles, highlighting community events for public distribution.
- PSTs conducted CPTED evaluations in Beats 5, 10, 16, 25, 26, 29, 30 & 35.
- CRO, NSC and PST held CPTED walks with community members.
- PSTs conducted 21 Personal/Senior Safety Presentations and 15 NW meetings.
- Continue to outreach via Nextdoor, OPD's Facebook, Twitter and LISTSERV's.
- Organized Recess with a Cop at school sites and Coffee with a Cop in partnership with Starbucks.
- Created a BFO 2 social media plan for sworn and civilian personnel to submit pictures and project updates that were posted via Twitter, Instagram, Nextdoor, and Facebook.
- BFO 1 addressed a variety of community concerns and engaged the community in fun community events ranging from ice cream socials to block parties.
- In West Oakland,
  - Beats 2y/5y hosted a block party with officers engaging with the community through one-on-one basketball, dancing in the street, food and prizes for all.

- o Beats 2x/5x partnered with West Oakland Senior Center, West Oakland Library and DeFremery for a mid-year mixer and annual holiday party.
  - o In partnership with Willie Keys Recreation Center, Beat 7x hosted an ice cream social with over two hundred (200) people in attendance.
  - o Beat 6x hosted a Sunday breakfast to get more people involved in the community, including NCPC, educate them on Communities of Oakland Respond to Emergencies (CORE) and organize emergency preparedness trainings.
- Beats 14Y/16X crime stats indicated a high number of auto burglaries, with stolen possessions being reported. NSCs canvassed the Lakeshore and Grand Avenue commercial neighborhoods, talking to merchants and distributing auto safety information. CROs and patrol officers reported a decrease in auto break-ins during their presentations to community residents during community meetings.
- Successfully conducted home, personal and auto safety canvassing in Beats 14Y/6X and 17, reaching approximately three hundred (300) residents and merchants.
- Due to the robbery and burglary neighborhood casings in beat 13x, outreached through various email and list serve groups to educate and inform residents about the problem and what can and should be done about it. Thus, residents have become more watchful and are using their email groups and list serves to post information about suspicious people, activities, or crimes that have occurred in their neighborhood. Residents are also properly reporting these crimes. NSC regularly send neighborhood news announcements to educate them on safety tips, etc.
- Beats 10y and 10x Neighborhood Councils successfully organized a Halloween event, in partnership with Bushrod and Charles Porter Golden Gate Recreation Centers.
- In Chinatown (Beat 3x), the City of Oakland nuisance abatement and CROs educated unlicensed street vendors on the process of obtaining health permits and business licenses, partnered with merchants.

Neighborhood Services Sections 1 and 2: Challenges Encountered

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

Neighborhood Services Sections 1 and 2: Expected Outcomes for 2019

For 2019, NSS will again focus primarily on Strengthening Community Trust and Relationships.

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

Support Operations Division

The Support Operations Division (SOD) provides specialized capabilities, resources, and enforcement. SOD 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..

Special Operations Section

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

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

Special Operations Section: Staffing

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

Special Operations Section: Significant Accomplishments

Air Support

- Certified a fourth Private Pilot.
- Obtained two (2) new flight computers, one for each helicopter.
- Obtained a new police radio for helicopter 220PD.
- Supported and/or participated in numerous special events and operations.
- Assisted outside agencies with law enforcement and search & rescue operations.
- Saved a kidnap victim from their kidnapper.
- Assisted Ceasefire with multiple operations, surveillance and arrests.
- Assisted with 354 felony arrests, 104 of which were Part 1 crimes.
- Assisted OFD on 8 fire scenes.
- Obtained two new helicopter tugs for ground movement.
- Completed LED lighting upgrade to hangar.
- Completed major overhaul of helicopter N220PD.

Alcoholic Beverage Action Team (ABAT)/Cannabis Officer

- Grant-funded enforcement operations (e.g. minor decoy, anti-loitering, street drinking, etc.) resulted in numerous citations, felony arrests and abatement notices.
- Obtained 100K tobacco enforcement grant.
- 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 550 locations.
- Provided training to the Basic Academy.
- Conducted merchant outreach related to Council Ordinance 13452 – Flavored Tobacco Ban.
- Cannabis Enforcement Unit (CEU) provided expertise to OPD units and worked with City officials.
- The CEU conducted department wide in-service training during Officer CPT.
- The CEU assisted the OPD Citizens Police Academy with a one-hour informational training regarding updated marijuana laws and related police enforcement activity.
- The CEU assisted outside agencies with investigative assistance, including the south county narcotics Taskforce, Alameda Co Narcotics task force, the DEA and US Marshall's service.
- The CEU assisted OPD patrol with field investigations involving illegal cultivation and illegal possession incidents.
- The CEU assisted the City's special permits office with commercial licensing approvals and policy reform.
- The CEU conducted independent and joint enforcement (with the Oakland Fire Department) operations, leading to the location and identification of illegal cannabis dispensary, cultivation and extraction locations within the city limits.

Canine Program

- Hosted a multi-agency training event.
- Purchased two (2) new patrol dogs.
- Certified narcotic detection dog.
- Conducted 34 public appearances at community events.
- Stats: 117 Deployments, 25 apprehensions, 1 Bite, 4% 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 70 officers and 25 dispatchers trained in Crisis Intervention Techniques.

Homeless Outreach Unit

- Total number of closures for 2018: 42
- Approximate number of Public Works assists and encampment assessments: 200
- 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 counties, state and federal agencies.
- Assisted outside agencies with law enforcement and search & rescue operations.
- Participated in PAL's summer program to provide excursions for the youth.
- Removed seven (7) derelict vessels from estuary through the utilization of grant funding.
- Acquired additional SAVE grant funding to remove derelict vessels.
- Certified four (4) Marine Unit Operators through the Basic Marine Operators Course.

Reserve Program

- Provided over 1,000 hours of voluntary service to the City of Oakland.
- Hired one (1) new Reserve Officer.
- Provided security at the Oakland Museum White Elephant Sale and the Concert in the Redwoods.

Special Events Unit

- Planned and executed security for all events at the Oracle Arena, Coliseum and city-wide events (e.g. marathons, triathlons, and festivals to include the large-scale Warriors parade).
- Issued 1,050 special event / encroachment permits.

Tactical Operations Team

- Participated in numerous planned and unplanned high-risk operations.
- Staffed two (2) 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 Bearcat and Armored SUV deployment training during the Continuing Professional Training for all commanders, sergeants and officers
- The Sniper Team hosted the High Angle Sniper School, taking place in Nevada.
- Provided counter terrorism support for the Warriors Championship Parade.
- Our participating Urban Shield team took second place in the overall training exercise.
- Hosted active shooter to training for Kaiser Hospital nurses.
- Developed and taught active shooter training to City of Oakland Employees.
- 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.

Special Operations Section: Challenges Encountered

Air Support

- Pilot training has been hampered due to an inoperable training helicopter and delay in parts.
- Increased patrol helicopter down time due to maintenance issues with aging aircraft.
- City purchasing process delayed approval for new training simulator and nearly voided the purchase.
- 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

- Worked with damaged training facility field.
- Shortage of patrol 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 their residents.
- Overuse/inadequacy of John George Pavilion creates a quick turnaround of patients returned back into the community, untreated 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.
- Amount of workload has been challenging for only two (2) officers.

Marine

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

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.
- Workload for one (1) officer has increased over the years, making the position much more challenging.

Tactical Operations Team

- Maintaining full staffing of officers has continued to be a challenge due to promotions, retirements and voluntary resignations from the team.
- Keeping aging equipment available and in-service.

Special Operations Section: Expected Outcomes for 2019

Air Support Unit

- Seek funding and vendor for a new or lightly-used helicopter.
- Seek moving fourth pilot to unit full time.
- Complete flight training for Officers Martin and Curtin.
- Accept delivery of flight simulator from approved UASI grant.
- Achieve 18% increase in patrol flight hours, bringing total time to 900 hours.

Alcoholic Beverage Action Team

- Increase compliance with City Ordinance 13452 – Flavored Tobacco.
- Increase enforcement and education outreach efforts funded by the Proposition 56 Tobacco Grant.

Canine Program

- Add 2 - 3 new patrol handlers.
- Replace the sod at the training facility.

Crisis Intervention, Mental Health Liaison, and Mobile Evaluation Team

- Fill additional MET positions when the county staffs additional clinicians to pair with MET officers.
- Recruit and train Critical Incident Training (CIT) instructors.

Homeless Outreach Unit

- Continued coordination with Area commanders, City of Oakland departments and county agencies.
- Staff additional positions of at least two (2) more officers.

Marine

- Obtain grant funding to address abandoned vessels.
- Increase professional development for current boat operators.
- Decrease property crime in and around the estuary.
- Fix maintenance issues with the Moose boat.

Reserve Program

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

Special Events Unit

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

Tactical Operations Team

- Continue to maintain full staffing through recruitment and training.
- Host a Tactical Team School in May of 2019

Traffic Operations Section

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

TOS is comprised of the following:

Traffic Investigations Unit

The Traffic Investigations Unit (TIU) conducts follow-up investigations for all reported traffic collisions. TIU coordinates and directs all fatal and serious injury investigations. TIU includes a Sideshow Enforcement Officer position, responsible for conducting follow-up investigations related to vehicle evading offenses. The Fatal Accident Standby Team (FAST) is a collateral assignment comprised of officers from the TOS and Patrol.

Traffic Enforcement Unit

The Traffic Enforcement Unit (TEU) has two (2) Traffic Enforcement Squads, responsible for enforcing vehicle code violations and investigating vehicle crashes. Traffic Enforcement Officers work throughout the City of Oakland during various hours and days. Through a grant from the Office of Traffic Safety, two (2) 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 (e.g. student drop-off and pick-up procedures). The Traffic Safety Detail focuses on pedestrian and bicycle safety for the City's youth who walk and bike to and from school.

Vehicle Enforcement Unit

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

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

Traffic Operations Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	4	3
Police Officer	26	24
Police Records Specialist (PRS)	3	3
Police Service Technician II (PST)	14	14
Crossing Guard	49	49

Traffic Operations Section: Significant Accomplishments

- Implemented and completed an Office of Traffic Safety Selective Traffic Enforcement Program Grant for $753,350. The grant included the purchase of six (6) new police motorcycles and one year of complete funding for two (2) 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 (2) 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 forty-four (44) tow seizure warrants for fifty-four (54) vehicles through the efforts of the Sideshow Enforcement Officer. These vehicles were involved in reckless driving and evading officers. Forty-five (45) vehicles were towed (83% of the vehicles seized from warrants issued).
- Received 20,123 abandoned auto complaints, resulting 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 thirty-five (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 a TOS tradition, where a motorcycle officer dresses as Santa Claus and rides a police motorcycle throughout Oakland contacting and giving children toys. This was a successful charitable community event.

Traffic Operations Section: Challenges Encountered

Staffing was a major challenge. Of the four (4) authorized sergeant positions, at this writing, only one (1) position is filled with a sworn sergeant. Three (3) positions are staffed with acting sergeants. TOS experienced a shortage of one (1) PRS and one (1) PST II, impacting the administrative and abandoned auto units.

Traffic Operations Section: Expected Outcomes for 2019

- Expand partnerships with local (ACSO), State and Federal agencies and organizations to assist in traffic enforcement, crime reduction, traffic safety education and sideshow enforcement (e.g. providing educational presentations at schools, collaborating with Bike East Bay to establish a Bicycle Diversion Program (Bicycle School), etc.).
- Obtain State and Federal grants to assist with traffic enforcement.
- Increase targeted and focused enforcement operations with existing Motor staff.
- Fill all authorized TOS positions (including the two (2) vacant officer positions).
- Expand and continue TOS / Motors role and attendance at community and ceremonial events (E.G. Motor Santa operation, school Open House events, block parties, traffic safety presentations, Memorial rides and escorts, Major League Baseball Law Enforcement Appreciation Days, etc.).

Bureau of Investigations

The Bureau of Investigations 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 and through 2018. The Criminal Investigations Division was commanded by Captain Roland Holmgren. The Criminalistics Section was managed by Criminalistics Manager Sandra Sachs.

Criminal Investigation Division

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

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

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

The primary duties of an investigator include:

- Identification and apprehension of offenders

- Recovery of property

- Preparation of cases for court prosecution

- Presentation of evidence in court cases

Criminal Investigation Division: Administrative Staffing

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

Criminal Investigation Division: Significant Accomplishments

Despite staffing and caseload challenges, CID's "determined" attitude resulted in numerous successful investigations throughout the Division. Case in point, the Robbery Section's tenacious approach to linking cases and identifying connectivity routinely sought suspects throughout the year. Crime Analysts populated a comprehensive robbery matrix and created reports that provide analytical commentary on robbery series for investigators and field units. Undoubtedly, this collaboration was a key component to the City of Oakland experiencing a 13 percent (13%) reduction in robberies and positively improving OPD's nationwide standing. In addition, the City experienced a four percent (4%) reduction in homicides, the fifth straight year of reductions.

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

There were significant improvements on the second floor, most notably regarding security and safety precautions for all members. Along with card key access security doors, bulletproof glass was installed at the front counter.

A key component to preventing and reducing crime in the City of Oakland is the Department's ability to form meaningful relationships with the youth. 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, providing service to 6190 students and 6,605 community members in the City of Oakland in 2018. Some of the services included:

- Open House, where students visited and learned the inner-workings of the Department
- Clear the Air, where 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 include:

- Outstanding teamwork on major investigations
- Several multi-jurisdictional major criminal investigations/operations
- Resilient personnel
- Continued increase in the quality and thoroughness of follow-up investigations
- Significant increases in extremely beneficial training opportunities
- New interview room cameras
- Increased communication with the Bureaus of Field Operations

Although CID is relatively "young", many investigators came from field assignments that required more than preliminary investigative experience. This has proven 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 Policy & Procedure 13-05.

Criminal Investigation Division: Challenges Encountered

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

Criminal Investigation Division: Expected Outcomes for 2019

- Ensure that each investigative section is staffed to capacity.
- Continue to stay current with local, state and federal statutes.
- Continue to develop and maintain succession plans that will reduce Division vacancies and preserve institutional knowledge.
- Continue to strengthen communication between investigators and field units.
- Continue to identify and utilize technology to assist with traditional investigative measures.
- Employ and support the tenants of Procedural Justice externally amongst communities and internally amongst peers.
- Continue to increase the quality and thoroughness of criminal investigations.
- Improve job satisfaction of officers, professional staff, supervisors and commanders.
- Ensure all investigators complete foundational CID training courses and training courses related to their respective specialties.
- Enhance investigators' continual communication with victims and witnesses of crimes and their families.
- Create the "Detective" classification for all CID investigators.
- Certify the CID Mentor Program to assist new investigators and develop leadership amongst existing investigators.

Homicide Section

Through the effective investigation of crime and apprehension of violent offenders, the mission of the Homicide Section is to build partnerships and work in collaboration to protect the community. Additionally, the Homicide Section aids crime victims and their families. The Homicide Section was commanded by Lieutenant Randy Brandwood in 2018.

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

Homicide Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	6	5
Police Officer	7	7
Police Records Specialist (PRS)	1	1
Police Services Technician (PST)	1	0

Homicide Section: Significant Accomplishments

The total number of Uniform Crime Reporting (UCR) homicides was sixty-eight (68), down 4.3% from seventy-one (71) total homicides in 2017. This represents the lowest number of annual homicides since 1999. The average number of homicides over the last 5 years is 77.2.

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.

Moreover, staff assigned to the Homicide Section participated in major deployments related to the Department's response to violent crime. Specifically, a wiretap investigation was initiated during the year that focused on a violent West Oakland gang that had terrorized the community and neighboring jurisdictions for years. This investigation culminated in a multi-agency operation that led to ten (10) firearm recoveries and the arrests of twenty-five (25) suspects, including three (3) homicide-related arrests.

Homicide Investigators were able to solve or clear thirty-four (34) cases that were either charged by the District Attorney's office or exceptionally closed due to death of the offender or suspects already serving lengthy prison sentences on other homicides or violent crimes. Of these cases, twenty (20) involved cases form 2018 cases, and fourteen (14) were from homicides cases from previous years. This brought the homicide clearance rate to 50%. A total of seventeen (17) suspects were charged with murders that occurred in 2018. The average 5-year clearance rate is 57%.

Homicide Investigators were also responsible for investigating seven (7) homicides that were ultimately deemed to be justifiable by the District Attorney Office. These cases are reported as Non-UCR, but often require as much, if not more time to be fully investigated compared to a UCR homicide.

In addition to their call-out responsibilities, there are three (3) sergeants designated to investigate all officer involved shootings, Level 1 uses of force and in-custody deaths with one (1) investigator assigned to investigate cold cases.

In 2018, there were three (3) officer-involved shooting incidents in the City of Oakland.: two (2) from outside agencies and one (1) involving OPD personnel. Pursuant to Departmental General Orders, the Homicide Section can be tasked with criminal investigations alleged against Oakland Police Officers. It should be noted that the Homicide Section conducted several criminal investigations that involved sworn members. The Homicide Section presented one case to the District Attorney for charging and one investigation is ongoing.

Productivity Performance Data:

Ramey Warrants Obtained	113
Search Warrants Obtained	526
Removal Orders	84
Parole/Probation Searches	42
No. of Admissions/Confessions	54
Photo Line-ups/Double Blind Sequential	251
Physical Line-Ups	5

Homicide Section: Challenges Encountered

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

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

Given the current staffing level, Homicide Investigators will continue to be challenged by large caseloads, ultimately working against the potential effectiveness of the unit and well-being of the investigator "burnout." Not including in-custody death or suspicious death investigations, the average case load for investigators was 6.9 (seventy-six (76) total homicides investigated / eleven (11) investigators) in 2018. The recommended national average is five (5) per primary investigator.

Homicide Section: Expected Outcomes for 2019

The Homicide Section will continue to set a standard of excellence regarding investigations by developing, mentoring, and training future homicide investigators. It is the goal of the Homicide Section to increase and maintain a staffing level that will allow for effective and efficient investigations and overall health of the unit. The Homicide Section is actively recruiting new investigators to join the Division, in hopes to continue increasing the level of excellence in CID. Furthermore, it is a benchmark to increase staff to 12 callout investigators (6 teams of 2 investigators) 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 for all burglary-related investigations. The Robbery and Burglary Units are both a part of the CID call-out rotation and may be tasked with investigating other felonies. The Robbery and Burglary Section was commanded by Lieutenant Steven Nowak.

Robbery and Burglary Section: Staffing

Robbery Unit

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

Burglary Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	5	4
Police Records Specialist (PRS)	0.5	0.5

Robbery and Burglary Section: Significant Accomplishments

The Robbery and Burglary Section was a primary investigative unit for OPD in 2018. Investigators assigned to these units were generally assigned criminal cases specific to their areas of responsibility. Assigned investigators were responsible for completing all necessary follow-up investigative work germane to each case. Many of these investigations were very intricate, requiring exhaustive research and very long hours. All officers assigned to these units were tasked with call-out duties and are responsible for conducting follow-up investigations on felony crimes that have just occurred.

Heading into 2018, one of the goals was to continue and conduct comprehensive, as well as thorough investigations. Another goal was to continue to work closely with the various Area Commanders and support their efforts to reduce crime in their respective areas. A final goal was to enhance connectivity of investigations by partnering with surrounding law enforcement agencies.

These goals were accomplished during 2018, evident in the City's continued reduction in violent crimes:

- Compared to 2017, the City experienced a reduction in overall robberies during 2018 by 1%, contributing to a 13% average reduction over a 5-year span. This resulted in the City of Oakland no longer leading the nation with the highest robberies per capita.
- There was a 22% reduction in burglaries compared to 2017, contributing to a reduction average of 10% over the last 5 years.

Due to additional investigators being assigned to the Robbery Unit, more robberies cases were assigned for investigation than in 2017. This allowed for additional cases to be fully investigated. This also resulted in a 25.5% solvability rate in 2018, a 9.9% increase from the previous year. The overall number of cases charged in 2018 were also double from the previous year.

In 2018, fewer burglary cases were assigned for investigation compared to the previous year due to multiple turnover incidents in staffing to fill vacancies in other investigative units, making the Burglary Unit's staffing level inconsistent throughout the year. Despite this challenge, it should be noted that the Burglary Unit still had an 84.1% solvability rate for the year, a 54.2% increase from the previous year. The amount of overall cases charged were double from the previous year.

The Robbery and Burglary Section investigated and charged the following:

	Cases		
Unit	Reported	Assigned	*Charged
Robbery	2,576	1,623	414
Burglary	10,107	214	180

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

Robbery and Burglary Section: Challenges Encountered

The Robbery and Burglary Section continued to have issues recruiting officers to fill open vacancies but has improved. Transfers, retirements and promotions continued to create staffing challenges, leading to increased workloads for both units. This increase not only accounts for the overwhelming number of reported crimes but also assisting other units with investigations due to vacancies. CID increased its efforts to recruit officers form Patrol as well as other units to fill vacancies. In the upcoming year, the Robbery and Burglary Section will start off with a lower staffing level from 2018 due to promotions and transfers.

Due to the amount of video evidence in the field and the increasing volume of requests to obtain videos, the Robbery and Burglary Section has requested additional PSTs to be assigned to CID for video evidence recovery. Currently, there is only one (1) assigned PST, shared between the Robbery and Burglary Section and the Felony Assault Unit. The lack of resources has resulted in the loss of crucial evidence needed to solve criminal cases.

CID attempted to minimize the loss of video evidence by having PSTs from other units work on their regular days off on an overtime basis to assist with video evidence recovery.

Robbery and Burglary Section: Expected Outcomes for 2019

The Robbery and Burglary Section will continue to:

- Partner and assist all Area Commanders to reduce crime.
- Work as a team on departmental strategies to reduce robberies and burglaries.
- Develop intelligence and share this information throughout the Department.
- Be responsive to victims of crime and provide them with proper services and resources.
- Treat all victims of crime with dignity and respect.
- Recruit and develop new investigators to fill current vacancies.
- Conduct thorough and comprehensive investigations.
- Partner with Center Force and refer qualified first-time juvenile offenders to help reduce recidivism.
- Partner with outside law enforcement agencies to support our crime fighting strategy and information sharing to effectively solve cases.
- Utilize social media and news media to help enhance criminal connectivity and increase solvability of robbery and burglary cases.
- Mentor and develop current investigators as well as provide proper training to new investigators.

General Crimes, Task Forces and Felony Assault Section

The General Crimes, Task Forces, and Felony Assault Section was commanded by Lieutenant Brandon Wehrly in 2018.

General Crimes Unit

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

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

Task Forces Unit

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

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

Felony Assault Unit

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

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

General Crimes Unit

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

Task Forces Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	11	9

Felony Assault Unit

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

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

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

The General Crimes Unit managed the following cases in 2018:

Grand Theft	1,800
Petty Theft	4,667
Auto Theft/Attempted Auto Theft	6,493
Vandalism	4,637
Felony Assaults/Batteries (Not Shooting Related)	4,782
Threats	1,578
Court Order Violations-166PC (Non-Domestic)	661
Fraud, ID Theft, Elder Financial Abuse	2,361
Possession of Stolen Property	243
Possession of Burglary Tools	159
Weapons Violations	1,604
CopLogic (Online Reporting System)	21,926
Total	**50,911**

Below are 2018 highlights by the Task Force Unit:

- ACNTF – Through multiple separate investigations connected to the City of Oakland, recovered the following types of evidence were recovered with number of arrests:

Cocaine	43 Pounds
Methamphetamine	133 Pounds
Heroin	19 Pounds
Firearms	80
Arrests	138

- Due to various investigations, $200,632.29 in US currency was seized during the asset forfeiture procedure.
- US Marshals took one hundred seventy-nine (179) fugitives into custody, who were suspected of committing violent felonies in the City of Oakland. The US Marshals' Task Force also recovered thirteen (13) firearms during their investigations.

The following data is for the Felony Assault Unit:

Cases	Assigned	Charged
1,863	758	180

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

- Staffing remains a challenge, especially with caseload management and review of CopLogic reports.
- CopLogic has grown significantly in its use by the public; therefore, there needs to be investigative staff dedicated to reviewing these reports. Currently, members on modified/light duty are being tasked with reviewing CopLogic reports.
- The Felony Assault Unit faced also staffing challenges. The unit operated with only six (6) assigned investigators due to promotions and other transfers for several months. This resulted in longer hours, more call-out rotations and increased workloads for each investigator. Currently, the unit is being supervised by Acting Sergeant Vargas. At the Watch Change mid-January 2019, Sergeant Bezner will be assuming the supervisory responsibilities of the Felony Assault Unit.

General Crimes, Task Forces and Felony Assault Section: Expected Outcomes for 2019

- Continue to assist the five Area Commanders in their efforts to combat and reduce crime in their respective areas.
- Continue to work as a team.
- Continue to develop intelligence.
- Continue to be responsive to victims of crime.
- Continue to support Ceasefire operations.
- Continue to treat all victims of crime with dignity and respect.
- Continue to strive for healing within the police department and the community.
- Continue to recruit and develop new investigators.
- Continue to conduct thorough and comprehensive investigations.
- Share information throughout the Department.
- Partner with community leaders and work more closely with NGOs.
- Partner with outside law enforcement agencies.
- Develop investigators' skills through attending innovative courses.
- Utilize non-traditional resources (e.g. petition for more cadet involvement, welcome additional members on modified duty, request additional PRS and PETs, etc.).

Special Victims Section

The Special Victims Section (SVS) provides professional, compassionate and effective trauma-related investigations. Based on a victim-centered philosophy, SVS also provides intervention services for families and youth. In addition, SVS endeavors to improve the quality of life in Oakland by providing superior service to our citizens, especially children who are victimized. SVS was commanded by Lieutenant Jill Encinias in 2018.

SVS is comprised of the following units:

- *Juvenile Intake and Intelligence Unit:*
  Processes juveniles arrested or detained by law enforcement and provide referrals to internal and external services designed to improve life choices and prevent future incidents.

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

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

- *Special Victims Unit*:
  Investigates incidents of sexual assault and child abuse, while providing victims and their families with social services to address trauma.

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

- *Identification Unit and 290 Enforcement:*
  o *290 Enforcement Detail*: Monitors compliance of all registered sex offenders living and/or working in Oakland.
  o *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.
  o *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:*
  Includes four (4) programs designed reach youth and provide opportunities for a positive future.
  o Police Activity League (PAL)
  o Youth Outreach Mentor Officers
  o Explorer Program
  o Our Kids (OK) Program.

Special Victims Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	6	5
Police Officer	42	40
Police Services Technician (PST)	9	7
Police Records Specialist (PRS)	2	2

Special Victims Section: Significant Accomplishments

- Provided substantial training to department personnel
- Oversaw 4,894 domestic violence cases.
- Oversaw 1,516 missing persons/runaway cases.
- Oversaw nine hundred eighty-one (981) child abduction and custody order violations cases.
- Processed hundreds of cases related to juveniles, juvenile hall, notices to appear and Center Force Youth Court.
- The Juvenile Intake and Intelligence Unit successfully passed all state and local inspections. The unit also worked with the California Board of State and Community Corrections, regarding the detention of minors.
- Processed over three hundred sixty (360) juveniles at the Intake and Intelligence Desk, while answering thousands of calls from the public and law enforcement.
- Processed over three hundred twenty (320) requests for information from thirteen (13) other agencies.
- Conducted missing person investigations through the Intake and Intelligence Desk outside of normal business hours, resulting in the closure of eleven (11) cases and the saving of thousands of dollars in overtime.
- Investigated all child abuse and unexplained deaths.
- Rescued thirty (30) juvenile human trafficking victims during pro-active operations, more than twice as many rescues from the previous year.
- The Youth Outreach Unit interacted with 6,190 students and 6,605 community members for a total of 12,795 throughout 2018.

Special Victims Section: Challenges Encountered

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

Special Victims Section: Expected Outcomes for 2019

- 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, assisting the long-term goals of the law enforcement pipeline program.
- Send every investigator to the annual Dallas Child Abuse Conference, as it is excellent training.
- Create a safer work environment for the Identification 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.
- Establish a street enforcement squad to be utilized for both 290 enforcement and human trafficking operations as future staffing permits.
- Provide a positive mental health/officer wellness program for investigators.

Crime Analysis Section

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

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

Investigative and intelligence analysis focuses on major crime incidents (e.g. homicides and injury shootings) and yields a variety of in-depth analytical products associated with the incidents. When staffed, this analyst also works with human intelligence, maintaining various intelligence databases, working with OPD's focused deterrent program (Ceasefire) and using Social Networking Analysis (SNA) to identify criminal targets.

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

Crime Analysis Section: Staffing

Classification	Authorized	Filled	On Loan
Police Services Manager I	1	1	
Administrative Analyst II (AAII)	1	1	
Crime Analyst	5	2	2
Crime Analyst LD	2	1	
Police Records Specialist (PRS)	1	0	

Crime Analysis Section: Significant Accomplishments

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

- The creation of "email reports" that provide immediate analytical commentary on robbery patterns and series, as well as continuing to manage the robbery matrix and reporting process.

- Preparation of a robbery briefing book in the CrimeView Dashboard that is presented to the Monday morning Weekly Crime Update meeting.
- Development of investigative information regarding robbery arrestees through link analysis and social network analysis of robbery arrests.
- Providing weekly and monthly reports to commanders on auto burglaries, residential burglaries, and auto theft.
- 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 two crime analysis technology applications with integration is ongoing.

Crime Analysis Section: Challenges Encountered

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.

Crime Analysis Section: Expected Outcomes for 2019

Operations

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

Staffing

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

Training

- Continue to move analysts through the California Department of Justice Crime and Intelligence Analysis Certificate Program.
- Seek out and attend trainings pertinent to analytical specialties (e.g. tactical, statistical, intelligence, managerial).

Criminalistics Section

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

The Laboratory's primary client is OPD and services are available to the Alameda County District Attorney's Office and other law enforcement agencies. The analyses conducted in the laboratory often lead to expert witness testimony in criminal trials. Case consultation and training are provided to OPD and local law enforcement agencies.

The Criminalistics Laboratory is accredited by ANSI National Accreditation Board (ANAB) conformant with the ISO/IEC 17025:2005 and ANAB supplemental requirements. 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 Section: Staffing

Classification	Authorized	Filled
Crime Laboratory Manager	1	0
Criminalist I	1	0
Criminalist I		1*
Criminalist II	16	11*
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

* Flex staffing allows for a journey level position to be underfilled. Upon acquisition of appropriate credentials, the staff member can promote to the higher classification.

Criminalistics Section: Significant Accomplishments

Firearms Unit Annual Case Analysis

	2016	2017	2018	Change
Requests Received	1,102	945	985	+4%
Requests Cancelled	318	87	27	-69%
Requests Completed	155	55	48	-13%
IBIS Requests Completed	973	784	850	+8%
Backlog of Requests		1,693	1,749	

Integrated Ballistics Information System (IBIS) Case Analysis for 2018:

|					
Requests Completed	850		IBIS entries	1,141	*Hit Rate
Cartridge cases examined	5,504		IBIS hits	589	52%
Firearms examined	227				

*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	2014	2015	2016	2017	2018	Change
Cases Received	3,060	3,184	3,424	2,455	1,823	-26%
Cases Analyzed	1,125	1,078	946	861	505	-41%
Exhibits Analyzed (Casework)	1,675	1,674	1,398	1,258	839	-33%
Exhibits Analyzed per Case	1.49	1.55	1.48	1.46	1.66	+14%
Random reanalysis for Quality Control Purposes	168	134	145	133	93	30%

Forensic Biology Unit Statistics:

Annual Case requests
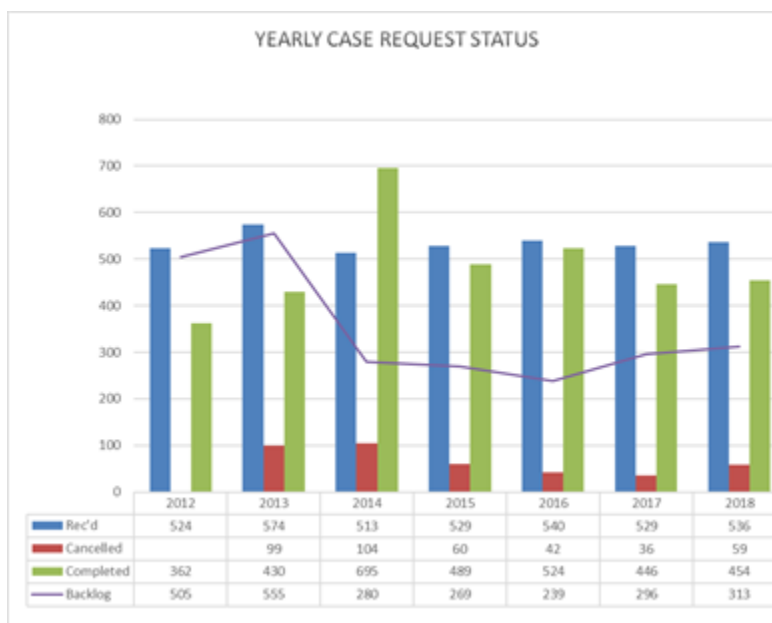
Latent Print Unit

The below chart provides the number of fingerprint lifts/photos submitted by year:
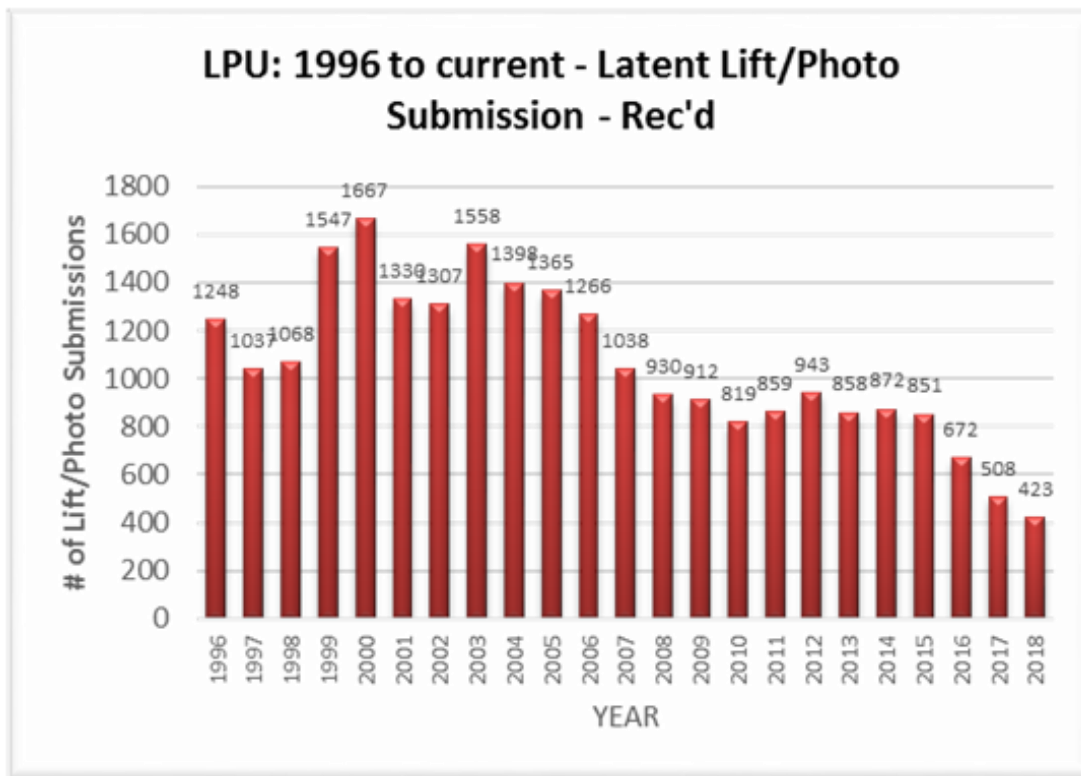
Challenges Encountered

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 2019

- Implement new ANAB requirements, conduct internal audits, remediate any findings and successfully undergo assessment for reaccreditation in 2019.
- Improve efficiency in IBIS program by looking holistically at procedure from collection to analysis and addressing any bottlenecks.
- Improve the Forensic Biology turnaround time percentage of cases that are published within the 60-business day target.
- Conduct Forensic Biology 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% of requests.
- Fill the Drug Analysis Unit Supervisor vacancy as soon as possible.
- Determine the root cause of historically low print submissions.
- Attempt to analyze 300 Latent Print requests.
- Focus on five members of laboratory staff to complete professional certifications.
- Align efforts with community outreach such as participating in "Science is Elementary" programming in local Oakland schools.

Bureau of Services

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

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

The Bureau of Services was under the leadership of Deputy Director Virginia Gleason, managing the bureau since late 2017.

Communications Division

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

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

Communications Division: Staffing

Classification	Authorized	Actual
Police Communications Manager	1	1
Administrative Analyst II (AAII)	1	1
Police Communications Supervisor	7	7
Police Communications Dispatcher (PCD)	63	64*
Police Communications Operator	11	4**
Police Records Specialist (PRS)	1	1

* On 11 Apr 2017, the City Administrator gave approval for OPD to over hire for the Police Communications Dispatcher (PCD) position by ten (10).
** The City's Budget Office is in the process of converting the remaining seven (7) Police Communications Operator positions to PCD.

Communications Division: Significant Accomplishments

Recruitment and Training

- To streamline and expedite recruitment process for Police Communications Dispatchers, the Department of Human Resource Management (DHRM) allowed the Oakland Police Department direct access to the eligibility list. This reduced the amount of time for contacting candidates, facilitating interviews and determining whether candidates would move forward in the recruitment. The Communications Manager and staff facilitated bi-weekly oral boards from March 13, 2018 thru August 27, 2018.
- The Communications Division Training Program was long overdue for some revisions. Working in tandem, the outgoing training coordinator collaborated with two (2) supervisors to revise and shorten the training program.
- Four (4) Police Communications Operators completed training and were promoted to Police Communications Dispatchers.
- One (1) person was hired from the restricted recruitment list as a Police Communications Dispatcher.
- An additional twenty-two (22) people were hired and entered the Communications Division Training Program.
- On December 19, 2018, four (4) of the trainees were qualified to function as independent Complaint Operators and Service Operators. They were also allowed to work ten (10) hours of overtime per week, slightly reducing the mandatory overtime of fully-trained staff.

Premier One CAD

- Due to the time-consuming, extensive and arduous process, provisioning for the CAD upgrade began in 2018 and is expected to last a minimum of 18 - 24 months.

Administrative Support

- In exchange for one Watch Supervisor, an Administrative Analyst II position was added to Communications to assist with the multitude of unaddressed administrative tasks.

Technology

- Installation and training were completed for the GeoComm mapping system. This system uses the coordinates of 911 wireless calls to triangulate the location of the caller, in turn, providing the distance of the caller from the location in metric meters.

Communications Division: Challenges Encountered

Training

- Facing a shortage of Certified Training Officers, seasoned trainers are sometimes tasked with two (2) trainees during the main patrol talk group phase of the program, in order to continue facilitating training.

- As the recruitment for trainers intensified, it was imperative to take more time with new trainers to ensure they are comfortable with the responsibilities of being thorough with the transfer of information and instructions which would be imperative. In the training process.

Call Answering Speeds

- The average phone answering speed for 911 calls was over thirty-six (36) seconds. The months of August - November showed a significant spike in call answering speed. The number of staff out due to illness, other types of leave and reduced and/or loss in productivity of staff involved in training may have directly contributed to the spike.

Technology

- The Communications Division has an aged phone system for answering calls, experiencing several incidents of partial or complete loss of functionality. Since calls were not getting through to the available call takers, this technology may have also contributed to the spike in call answering speed time.

Communications Division: Expected Outcomes for 2019

Reducing Crime

- As the Communications Division moves forward with providing quality training for its new hires, calls will be answered in more expeditious manner, decreasing the amount of time citizens wait to report emergencies.
- Management will be meeting with a representative from RapidSOS, a company that offers a location service that works in conjunction with the current mapping system, providing quicker and more precise locations of wireless callers. Receiving this information faster not only enables calls to be processed more quickly but also relays information expeditiously to patrol officers for a more informed response to potential critical incidents.
- The Customer Premise Equipment (CPE) Phone Upgrade has a projected completion date of May 2019. Having a reliable phone system will enable citizens to reach 9-1-1 without hindrance of malfunctioning technology. They can be confident that their calls will be routed to the proper destination without the risk of a busy signal or endless ringing.
- The CPE Phone Upgrade will also include the text-to-911 feature, requiring the development of new policy directives and standard operating procedures.

Strengthen Community Trust and Relationships

- With increased staffing, Communications will have more flexibility to send staff to community meetings and provide educational information regarding the work performed here and how they as citizens can help us better assist the community.
- Communications will continue to facilitate tours of the Communications Center to further efforts of transparency within the community.

Achieve Organizational Excellence

- The Communications Division will continue to develop and mentor staff by providing opportunity for training from within the Department by various Subject Matter Experts and outside sources.
- The Communications Training Coordinator team is now comprised of three supervisors who are highly motivated to continually improve the program and its trainers.
  The Training Program includes:

o Updating all Communications policy and procedures to work to not only be consistent with the revisions made within of the Training Program but also the standard operating procedures of the Communications Division. This includes deleting any obsolete policies.
o Conducting regular training meetings to address the needs of the training program on a continual basis.
o Providing content-specific training to assist trainers in their ability to be flexible and understanding of the different adult learning styles.

Records Division

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

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

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

Records Division: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Records Supervisor	4	4
Police Records Specialist (PRS)	25	20
Police Services Technician II (PST)	1	1
Administrative Assistant I	1	0

Records Division: Significant Accomplishments

Supporting the Department's strategic plan for strengthening community trust and relationships, the Records Division increased efficiency by relocating the in-person customer service counter to the third floor, allowing for better supervision and efficient staff deployment. This enabled improved levels of internal and external customer service.

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

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

Records Division Task	Processed
Original/Supplemental Incident Reports	101,923
Arrest Reports	11,892
Public Records Requests	3,454
Law Enforcement Requests	7,935
Insurance Requests	1,852
Subpoena Dues tucum/Court Orders	299
Vehicle Releases	15,705
Towed/Impounded Notices	15,548

Records Division: Challenges Encountered

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

The division experienced a severe staffing shortage, negatively impacting frontline staff (e.g. retirement, inter-departmental transfers.

There were also issues with several of computer databases and other technology equipment being inoperable or extremely slow for extended periods of time; this resulted in productivity delays. The Oakland Information Technology Department is currently assisting OPD in replacing the current records management database within the next few years.

Records Division: Expected Outcomes for 2019

- Continue assisting OPD in crime reduction, NSA compliance, cost reduction and containment. Through better customer service, accuracy and reliability with the Department's crime data, the Records Division will continue to adhere to the tenants of procedural justice to continue improving OPD's relationship with the community.
- Continue the Department's commitment to transparency by ensuring public information is released upon request.
- Continue mandatory professional development and customer service training twice a year to all Records Division professional staff. Implementation will help improve efficiency in performance and reduce the number of complaints from community members related to unsatisfactory customer service. Enhancing overall work performance through on-going professional training and education to departmental employees supports organizational excellence.
- Solicit and track quarterly feedback from staff on what is working and what can be improved within the division. Engaging with staff through listening and addressing issues and concerns in a timely manner fosters a desirable working environment.

Personnel Section

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

Recruiting and Background was transferred to the Training Division in October 2017.

The Personnel section is responsible for:

Administrative Unit

- Manages all personnel-related matters for the OPD sworn and professional staff.
- Is responsible for maintaining over 1,100 active personnel and all former OPD employee files.
- Monitors bilingual test requests.
- Maintains department compliance with the City of Oakland Equal Access Ordinance.
- Generates personnel rosters.
- Monitors and updates the OPD scheduling system known as Telestaff.
- Maintains filled/vacancy records.
- Maintains the position control report.
- Coordinates promotional and awards ceremonies.
- Maintains sworn transfers and Order of Merit Lists (OML).
- Maintains sworn seniority.
- Maintains badge assignment and inventory.
- Processes final check out for separating employees.
- Conducts exit interviews.
- Tracks transfers and reassignments.
- Updates the OPD Human Resources Management (OPD HRM) database.
- Processes public records requests, requests for information and employment verifications.
- Participates in the recruitment and hiring for all vacant positions within OPD.

Payroll Unit

- Completes new hire paperwork.
- Processes annual salary step increases.
- Collects, enters and audits timecards.
- Processes payroll corrections and adjustments.
- Reviews and processes annual uniform allowances and longevity pay.
- Provides pay stubs for non-self-service employee disbursements.
- Responds to payroll inquiries.
- Conducts quality control checks.
- Serves as a liaison for self-service training and monitoring between OPD employees and the City's Finance and Management Agency.

Medical Unit

- Manages the workers' compensation program.
- Processes and tracks all injury reports.
- Maintains medical files.
- Administers payroll for injured sworn and professional staff.

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

Health and Wellness Unit

- Serves as a liaison to bridge the gap between the professional resources available to employees, including but not limited to: Peer Support Team, Critical Incident Response Team, OPD Medical Unit, Employee Assistance Program (EAP), Human Resources Management Agency (HRM), Risk Management Agency and (where available) all other City departments.
- 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.
- Coordinates events, activities and supports lateral activities organized by staff to increase camaraderie and improve employee morale.

Personnel Section: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Personnel Operations Specialist	1	0
Administrative Analyst II (AAII)	4	4
Payroll Clerk III	3	3
Payroll Clerk II	1	1
Police Records Specialist (PRS)	2	1
Office Assistant I	1	0
Student Intern	1	0

Personnel Section: Significant Accomplishments

Administrative Unit

- Partnered with the Information Technology Department (ITD) to upgrade the personnel database to a more advanced platform, capturing important information that was not accessible in the previous database. The new database, known as OPD HRM, has the capability to produce a variety of reports that did not exist in the previous database, allows for accurate tracking of past and current assignments and chain of command, tracks specialty assignments (Field Training Officer, Canine Officer, employees who speak various languages, etc.) and allows for the tracking of permanent and actual assignments.
- Processed more than 35 complex public records requests and requests for information related to a variety of personnel related matters.
- 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 enabling active participation in all levels of government.
- Processed 106 new employees, which coincidently is the same number that was processed in 2018.

Payroll Unit

- 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 four police academies.
- Completed several internal and external audits, including audits of payroll records, acting higher rank approval forms and missing overtime supporting documentation.

Medical Unit

- Coordinated 127 transitional assignments for both on-duty and personal illness/injuries.
- Conducted follow-up on 157 new injuries reported by department personnel, including reviewing initial injury packet or declination of treatment packet and confirming each packet was filled out completely and accurately.
- 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.
- Worked with the Research and Planning Section to create Special Order 9189 – Modification to DGO C-01 Concerning Medically-Authorized Beards.
- Coordinated Hepatitis A vaccinations for police officers working with the unsheltered population in the City of Oakland.

Health and Wellness Unit (HWU)

- Partnered with Peer Support, CIRT, Oakland Police Officers Association and outside vendors (e.g. MHN, Claremont and Dr. Palmertree – the Department's psychologist) to provide employee services.
- Coordinated multiple workshops, classes, trainings and events including:
  o "Talk Back" back care workshop
  o Two Emotional Intelligence workshops for professional staff
  o OPD Blood Drive
  o "Spring Cleaning" week, encouraging employees to clean their workspace to boost productivity
  o Employee Appreciation Luncheon (pizza party) sponsored by BELFOR
  o Día de Los Muertos luncheon, including a display honoring OPD fallen officers
- Supported critical incidents with resources and materials
- Updated Peer Support material

Personnel Section: Challenges Encountered

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 that imposed a significant challenge in maintaining the position control report

Payroll Unit

- Limited staff that caused employees to deviate from their normal day-to-day payroll responsibilities to assist with more administrative duties.

Medical Unit

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

Health and Wellness Unit

- Limited staff that caused employees to deviate from their normal day-to-day payroll responsibilities to assist with more administrative duties.

Personnel Section: Expected Outcomes for 2019

Administrative Unit

- Partner with the Information Technology Department to upgrade Telestaff to a platform that will allow OPD to accurately verify and approve overtime in a timely manner, replacing the current manual system of verification.
- Conduct annual Telestaff training for coordinators, consisting of updated processes to ensure accurate daily detail reporting and personnel information and assignments are updated as necessary in a timely manner .
- Assist with hiring POTs for the 180th and 182nd 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 transitioning of employees who are on medical leave (due to on-duty injuries) to a modified-duty status
- Promptly return employees on modified-duty assignments to full-duty assignments

Health and Wellness Unit

- Secure funding to hire a subject matter expert in the field of health and wellness with the knowledge, skills and ability to provide enhanced emotional support, resources and programs for department personnel
- Offer trainings on topics including resilience development, mental toughness and vicarious trauma
- Organize a minimum of two employee appreciation events
- Recruit and hire a part-time HWU Intern.

Personnel Assessment System Unit

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

- Manually preparing bi-monthly normative threshold reports (histograms) for the preceding 18 months to identify outliers, until PRIME is fully operational in that area.
- Preparing and forwarding threshold notifications and single event threshold notifications to the appropriate Bureau Deputy Chief, responsible commander or manager via PRIME.
- Producing PAS Activity Review Reports for individuals identified by the threshold reports.
- Reviewing all PAS Activity Reports for completeness, clarity and consistency.
- Conducting PAS Panel Reviews to evaluate reports, updates, and recommendations made by the chain of command of members in the program.
- Monitoring the scheduling and frequency of PAS Disposition and Follow-Up Meetings.
- Providing primary administrative responsibilities for the PAS policy.
- Providing reports relevant to the PAS program upon request.
- Maintaining confidential PRIME 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.

Personnel Assessment System Unit: Staffing

Classification	Authorized	Filled
Police Program and Performance Auditor	1	0
Administrative Analyst II	4	4
Police Records Specialist	1	1

Personnel Assessment System Unit: Significant Accomplishments

- Generated six threshold reports. The reports produced included an analysis of performance activity of supervisory, normative and relational comparison thresholds.
- Evaluated over 1,217 records of individuals meeting or exceeding thresholds to determine the need for a review, performance reassessment or command notification.
- Authored 145 PAS Activity Review reports.
- Tracked 212 PAS Follow-Up and Completion Reports.
- Maintained PAS Activity Review Timeline for all members in intervention and supervisory monitoring to ensure compliance with NSA required follow-up meeting dates and documentation for personnel in a program.
- Met regularly with PRIME Support to discuss corrections and enhancements to PRIME and the continued development of the automated threshold report.
- Participated in development meetings with Sierra and Slalom to provide input for design and workflow function of PRIME 2.
- Provided previews of PRIME 2 features and training to bureau chiefs and command staff at command retreats.

- Participated in Risk Management Meetings to observe how PAS Admin Unit's work product supports the process and to provide information as needed.
- Attended review boards (UOF, Pursuits) to get familiar with the boards' review processes, gain insight into criteria used to make compliance determinations and introduce them to subject matter experts.
- Began working with the Training Section to identify and develop resources for program strategies that address different learning styles and work schedules to provide a more robust mentoring and career development resource for all department members.

Personnel Assessment System Unit: Challenges Encountered

- The unit supervisor position (Police Program Operations Supervisor) remained vacant in 2018, requiring that an Administrative Analyst II fulfill these duties, while acting in a supervisory capacity in addition to performance of regular duties.
- A Police Records Specialist (PRS) went on extended leave. In addition to their performance of regular duties, this required the remaining unit members to absorb and execute the tasks normally performed by the PRS.
- The integration of the personnel database (HRM) and recurring technical issues with PRIME required vigilant manual verification and frequent correction of information to ensure workflow continued and reports were correctly tasked.

Personnel Assessment System Unit: Expected Outcomes for 2019

- PRIME Support and ITD will secure an accurate automated histogram process that will eliminate the need for manual intervention by PAS Admin Unit analysts.
- The process used to track the success of individuals released from the program will be improved and used to continue to develop and identify effective strategies that enhance our mentorship and career development programs.
- A system to obtain feedback from members released from the PAS Program will be developed to assess the effectiveness of strategies and to solicit recommendations for better options.
- As we transition to PRIME 2, command staff will be trained on how to capitalize on the more robust capabilities of the enhanced PRIME 2 system and new Slalom dashboards.
- Unit members will be trained to use Power BI software and act as "Super Users" and trainers for other members of the Department.
- Stakeholders will work with resident Data Scientist to create evaluative reports that will inform and enhance PAS Review content and support Risk Management goals.
- Continue to provide training and support to employees at all levels to improve their ability to use and understand the PRIME system.
- PAS Admin Unit will continue to be an integral part of moving the Department towards achieving organizational excellence. With innovative tools for deeper analysis of performance and team building strategies, members, supervisors and commanders will be able to identify positive and negative trends and use that information to teach and model best practices. Where there is trust, citizens begin to invest in these partnerships and will work with us to improve the quality of life in our city. Using PRIME as a tool, the PAS Admin Unit will continue to help build and reinforce a culture that embraces the principles of procedural justice, grow stronger relationships in our community and create and foster a climate of trust.

Technology/Property and Evidence Section

The Technology and Property Evidence Section consists of the Police Information Technology Unit (ITU) and the Property Evidence Unit (PEU). In addition to the supervision of the ITU and PEU, the commander manages the development of the new Vision system for performance reporting and information.

Police Information Technology Unit

ITU supports the Department's technology to provide efficient and effective service to the community. Through collaboration with the Information Technology Department (ITD), the 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, requiring tracking of vehicles, managing maintenance, and working closely with the Department of Public Works.

Information Technology Unit: Staffing

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

Information Technology Unit: Significant Accomplishments

- Deployed the Department's new Body Worn Camera (BWC) solution, including hardware, software and a backend cloud-based storage solution for officers assigned to a field-based assignment, investigators and support staff.
- Launched the KeyTracer system in Patrol, the department's automated key distribution and tracking solution.
- Coordinated the procurement and deployment of new virtual machine (VM) computers for the Police Administration Building (PAB) and Eastmont Report Writing Rooms.
- Upgraded the PAB's Lineup and Report Writing Rooms with new Cat5 cabling, electrical, lighting, flooring, furniture and paint.
- Assisted with the design and upgrade of FBR's Field Interview Report type with Stop Data to include changes mandated in Assembly Bill 953: Racial & Identity Profiling.
- Coordinated the acquisition and installation of brackets to fix a gun lock problem identified with older patrol vehicle rifle and shotgun locks.

- Procured and coordinated the installation of new A/V equipment in Eastmont's Coliseum Conference Room.
- Participated with the upgrade of the PAB's desktop telephones to new VOIP phones.
- Finalized the design of OPD's Lease 3.0 vehicle configuration with the upfit vendor.
- Installed new A/V Equipment in the OIG Conference Room.
- Coordinated the procurement and installation of new overhead lighting and security fencing for the PAB's Transportation Lot.
- Participated in the new Premier One Mobile CAD project, as it relates to mobile and CAD provisioning.
- Continued to maintain an active fleet of over 600 vehicles in a state of operational readiness.
- Continued to support and service over 900 wireless devices, including cell phones, hot spots and tablets.
- Coordinated the rental, deployment and return of vans as needed for special events and protest activities throughout the City.
- Continued the implementation of the PRIME system, involving response to help tickets, direct emails, system outages, system fixes and training.
- Managed and participated in the development and implementation of all core components of the VISION System that will replace PRIME.
- Instituted new Field Contact Report to incorporate the new State of CA stops information and provided training to the department.
- Worked on policy changes or additions for any topics related to technology, while providing presentations to outside groups and/or City Council.

Information Technology Unit: Challenges Encountered

- Staffing is inadequate for the number of projects in progress at any one time.
- Many desktop computers throughout the department are over 5 years old and in poor condition. This makes it difficult for OPD and ITU to maintain.
- Vehicles continue to operate with higher mileage, bringing logistical and operational challenges due to extended downtime for repair.

Information Technology Unit: Expected Outcomes for 2019

- Upgrade the Department's aging cell phones and implement a Mobile Data Management (MDM) solution.
- Assist ITD with upgrading the Department's desktop and laptop computer operating systems to Windows 10, in advance of Windows 7 end of life.
- Place the Department's two (2) new prisoner transport vans into service.
- Place the Department's 3.0 vehicle order into service, which includes a total of 38 new vehicles.
- Finalize the Lease 4.0 vehicle order.
- Continue to modernize and improve OPD's technology environment, while being fiscally responsible.
- Continue to participate in the provisioning of the Department's new Motorola Premier One CAD, Records and Mobile systems.
- Deploy new VieVu body worn cameras to all sworn members at OPD, who are not assigned to a primary field-based assignment.
- Expand the deployment of new virtualized computers (VM's) to various departments throughout OPD.
- 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.

Property and Evidence Unit

The Property and Evidence Unit (PEU) is responsible for receiving and retaining custody of evidence in criminal cases, 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
- 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 in accordance with law and department policy. The PEU is also responsible for stocking, issuing and tracking OC (pepper spray) in accordance with department policy.

Property and Evidence Unit: Staffing

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

* Fifth position filled by temporary employee.

Property and Evidence Unit: Significant Accomplishments

- Destroyed 19,860 items in 2018 versus only 2,913 items in 2017.
- Full implementation of EvidenceOnQ in May.
- Firearm destruction operation in December. (Long Guns 150, Handguns 250)
- Sally port room reorganized from being an evidence and storage room to only a storage room.
- Remodel of main office of the PEU.

Property and Evidence Unit: Challenges Encountered

- Vacant positions.
- Purging evidence remains labor-intensive and has been backlogged for decades.

Property and Evidence Unit: Expected Outcomes for 2019

- Purge evidence to maintain available storage space.
- Fill the open Police Property Specialist position.
- Conduct additional firearms destruction operation.
- Continue to utilize the auction process to purge property and bring additional revenue via auctioned items.
- Continue to provide high-level customer service to members of the Department, the Alameda County District Attorney's Office and the citizens of Oakland.
- Create a new way to deposit cash into the bank directly in the field.

Fiscal Services

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

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

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

- Processing payment requests for the receipt of goods and services.
- Processing employee reimbursements related to tuition, professional development and petty cash.
- Invoicing and booking revenue for the Department's Special Events Unit.
- Processing departmental travel requests.
- Booking credit card merchant and equipment fees.
- Depositing cash receipts.
- Performing pre- and post-award grant activities for the Department's grants.
- Providing custom financial reports for project managers.
- Reviewing the cost summary/implications section within OPD's agenda reports and resolutions.
- Assisting with contract administration.
- Reconciling Measure Z and special projects.
- Providing information for various audits.
- Working with city staff to implement City of Oakland fiscal policies.
- Working with PMAM Corporation to implement the City's alarm ordinance and administer the Department's False Alarm Reduction Program.

Fiscal Services: Staffing

Classification	Authorized	Filled
Police Services Manager I	1	1
Grants Coordinator	1	1
Accountant III	1	1
Accountant II	2	1
Administrative Analyst II	2	1
Account Clerk III	1	1
Account Clerk II	4	3
Account Clerk I	1	1

Fiscal Services: Significant Accomplishments

Fiscal achieved several noteworthy accomplishments highlighted below:

- Developed OPD's FY 2018-19 Midcycle budget
- Updated OPD's Master Fee Schedule
- Provided Department-wide Fiscal training
- Awarded $2,653,796 in grant funds

These accomplishments were achieved while Fiscal processed over 3000 invoices, 161 reimbursements, 654 travel requests, 129 tuition reimbursements, 25 professional development allowances, over 80 budget change requests, 517 special event invoice billings, 50 grant quarterly financial reports, 20 contract agreements and countless labor distributions.

Fiscal Services: Challenges Encountered

- The Accountant II position has been vacant for almost three (3) 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, halting the recruitment and hiring for the vacant Accountant II position.
- Staff shortages in the City Budget Office has impacted the ability of OPD to quickly create projects and load budgets, impacting the implementation of the grant award.

Fiscal Services: Expected Outcomes for 2019

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

- 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 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 by identifying and securing funding opportunities to help finance the Department's crime reduction strategies.

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

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