Oakland Police Department

2020 Annual Report

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Department Organization

For 2020, the Oakland Police Department was divided up into the following organizational components:

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

Office of the Chief of Police included:

- Chief of Police
- Assistant Chief of Police
- Public Information Unit
- Internal Affairs Division
- Office of the Inspector General
- Intelligence Unit
- Ceasefire
- Training/Research and Planning

Bureau of Field Operations 1 included:

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

Bureau of Field Operations 2 included:

- Patrol Area 4
- Patrol Area 5
- Support Operations Division

Bureau of Investigations included:

- Criminal Investigation Division
- Special Victims Section
- Robbery/Felony Assault Unit
- Burglary, General Crimes, and Task Forces
- Homicide Section
- Crime Analysis Section
- Criminalistics Division

Bureau of Services included:

- Information Technology/Property and Evidence Section
- Communications Division
- Fiscal Services
- Personnel Section (Human Resources)
- Personnel Assessment Section (PAS)
- Records Section
- Recruiting and Background Unit

OPD Organization Chart

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                              │ Police       │      │ Staff        │
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 │ Affairs        │          │ Chief of       │          │ Inspector      │
 │ Division       │          │ Police         │          │ General        │
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 │ Affairs  │ │ Affairs  ││ Division │      │          │   │ Inspector  │
 │ Investig.│ │ Admin.   ││          │      │          │   │ General    │
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- Bureau of Field Operations 1
  - Area 1
    - Area 1 AM Operations
    - Area 1 PM Operations
    - Area 1 Resource
  - Area 2
    - Area 2 AM Operations
    - Area 2 PM Operations
    - Area 2 Resource
  - Area 3
    - Area 3 AM Operations
    - Area 3 PM Operations
    - Area 3 Resource

- Bureau of Field Operations 2
  - Area 4
    - Area 4 AM Operations
    - Area 4 PM Operations
    - Area 4 Resource
  - Area 5
    - Area 5 AM Operations
    - Area 5 PM Operations
    - Area 5 Resource
  - Special Operations Section
    - Traffic Operations Section
    - Special Operations Section

- Criminalist Division

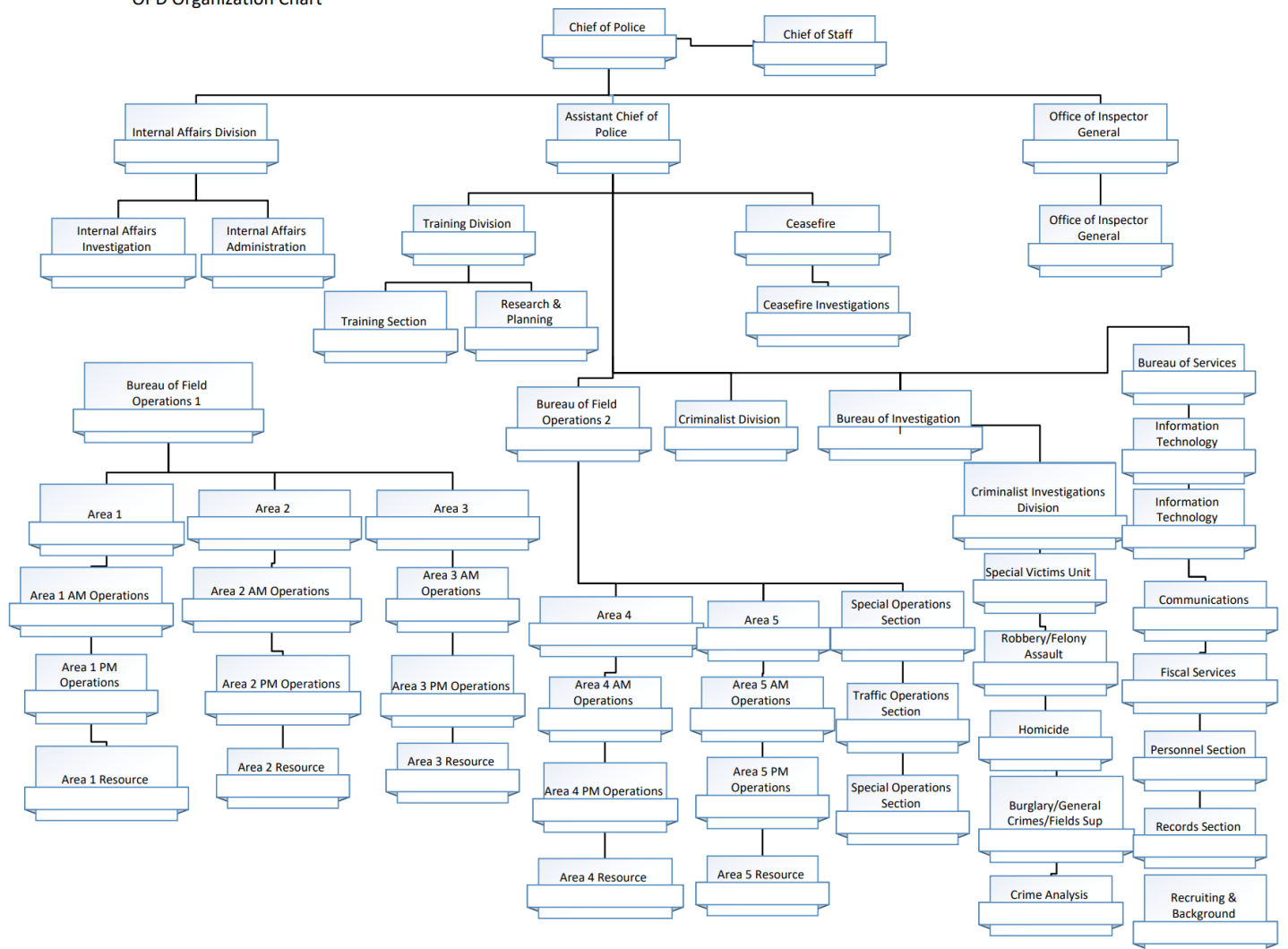- Bureau of Investigation
  - Criminalist Investigations Division
    - Special Victims Unit
    - Robbery/Felony Assault
    - Homicide
    - Burglary/General Crimes/Fields Sup
    - Crime Analysis

- Bureau of Services
  - Information Technology
    - Information Technology
    - Communications
    - Fiscal Services
    - Personnel Section
    - Records Section
    - Recruiting & Background

Office of the Chief of Police

In addition to the Chief and immediate staff, the Office of the Chief of Police (OCOP) included several organizational components: The Assistant Chief of Police, Public Information Office, Internal Affairs Division, Office of the Inspector General, Intelligence Unit, Ceasefire, and Training/Research & Planning.

Chief of Police

Interim Chief Susan E. Manheimer came to the Oakland Police Department with a wealth of knowledge. The chief has nearly four decades of law enforcement experience, serving 19 years as Chief of Police in San Mateo and more than 16 years at the San Francisco Police Department

Chief Manheimer has a hands-on approach, creating and implementing award-winning programs that have improved the quality of life in the communities she's served. Manheimer invests heavily in neighborhood policing partnerships, leading a coalition of public, private, and community-based organizations. Manheimer was at the head of several groundbreaking initiatives: Unhoused Outreach Team, Quality of Life Beat Policing and a Juvenile Diversion and Referral Center.

Chief Manheimer has accumulated prestigious accolades at the state, regional and national levels. She's a recipient of awards from the National Association of for the Advancement of Color People, from the Anti-Defamation League, the California Police Chiefs Association, and the Peninsula Conflict Resolution Center. Chief Manheimer received a Presidential appointment to the Office of Violence Against Women.

Chief of Police
Susan Manheimer

Assistant Chief of Police

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

Assistant Chief
Darren Allison

Public Information Unit

Role of Public Information Unit

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 the spokespersons.

Organization of Staffing of Public Information Unit

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

Office of the Chief of
Police

Chief of Staff

Public Information Office
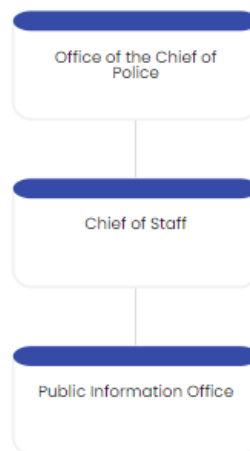
Staffing of Public Information unit

The staffing for PIU was as follows in 2020:

Classification	Authorized	Filled
Police Officer	2	2

Significant Accomplishments

There were several high-profile incidents and other initiatives handled by the Public Information Unit in 2020:

- 2020-New Year OPD had challenges with property thefts many of which resulted in serious injury or death.
- Laptop thefts from cafes, restaurants, and commercial businesses dominated the news. OPD Media Unit held multiple press conferences, provided press releases, and provided safety tips. Collaborated with Starbucks PIO.
- Violent antisemitic attacks across the country and in the City of Oakland targeting synagogues.

- SB 1421 Public Records Request Law went into effect in 2019 and in 2020 the OPD Media Unit assisted OPD Public Records Requests (PRR) large volume of media requests.
- Oakland Police Chief Anne Kirkpatrick separated from OPD.
- Oakland Police Chief, Interim Chief Susan Manheimer, was sworn into office in April.
- Interim Chief Manheimer made changes to the Chief's Executive Team.
- High profile media incidents of officer involved shootings (OIS) in April OPD/Richmond, June CHP, August San Leandro PD and November OPD. OPD Media Unit released the public SB 1421 requests.
- COVID-19 infected ship, Grand Princess, docked at the Port of Oakland for one week. PIU managed local media, national, and international media partners.
- Media messaging about COVID-19, March 17, 2020, regarding social distancing and shelter in place.
- Media strategy developed to address and deter illegal sideshows. This was augmented with promoting awareness, education and enforcement using social media platforms.
- Worked with Policy and Publication on an updated draft of the OPD Media Policy Department General Order A-16 and incorporated Training Bulletin VIII-J.
- PIU provided media management, press releases, and press conferences during the George Floyd protests.
- PIU provided updates on Crime caravans, looting, arson, vandalism, and graffiti.
- Coverage and messaging around the multiple incidents of hate crime in Oakland (Ropes at Lake Merritt). Created awareness and education on this topic as well as promoting a special hotline for similar crimes.
- Provided messaging and information to the public around the increase in homicides and shootings across the city.
- Coverage of the Federal Court Oversight of OPD (CMC) hearing.
- Continued work on the OPD website with City Web Site Team.
- Revised the OPD Media/Social Media Policy.
- Liaised with OPD Missing Persons Unit to create community awareness for missing persons.

Challenges Encountered

- In 2020 a presentation was made to the former Chief and the Executive Team regarding industry standards as it pertains to law enforcement Public Information Unit staffing. Data collected revealed the OPD Media Unit is understaffed in comparison with other law enforcement agencies with the same demographics, calls for service, and department staffing.
- During the COVID-19 pandemic the OPD Media Unit staffing was affected. Personnel from other divisions were pulled in to fill positions and responsibilities.

Expected Outcomes for 2021

- Previously, the Department underwent the launch of a new web site platform. Much of the previous content has not transferred over. The OPD Media Unit continues to add and increase content as well as public access to information. This will provide the Department an opportunity to share information, such as positive stories, events and major incidents that occur in our city and share in a more transparent format with our community.

- Social media will continue to be used to share positive community interactions.
- 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.

Internal Affairs Division

Role of Internal Affairs Division

The Internal Affairs Division of the Oakland Police Department is committed to protecting and defending the constitutional rights of all citizens, as well as the integrity of the Department and individual members. It is our mission to provide the highest quality of professional service to every member of the community by conducting thorough, impartial, and ethical investigations regarding allegations of misconduct and policy failures within the Department. We treat each citizen and 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.
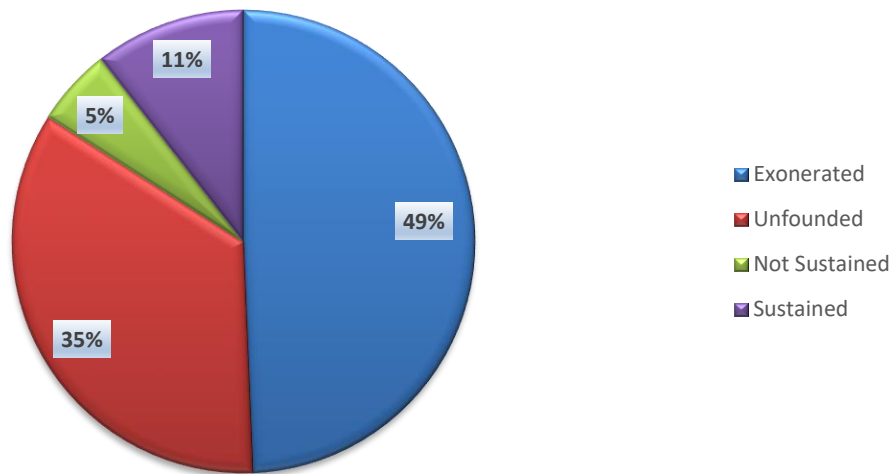
Organization of Internal Affairs Division
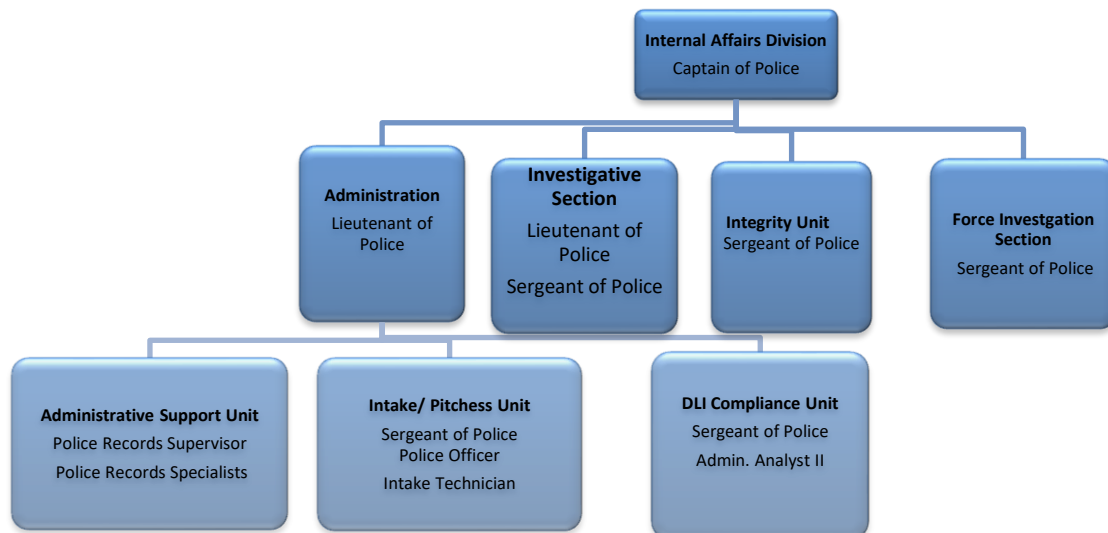
Staffing of Internal Affairs Division

Classification	Authorized	Filled	Frozen
Administrative Analyst II	1	1	-
Captain of Police	1	1	-
Complaint Investigator II	4	-	4
Complaint Investigator III	1	-	1
Intake Technician	8	3	4
Lieutenant of Police	2	2	-
Police Officer	4	3	-
Police Records Specialist	3	2	-
Police Records Supervisor	1	1	-
Sergeant of Police	12	11	-

IAD Cases Received

Year	Cases
2011	1,447
2012	2,593
2013	1,531
2014	1,067
2015	1,009
2016	1,186
2017	1,250
2018	1,397
2019	1,449
2020	1,611

Findings in 2020

Exonerated 49%
Unfounded 35%
Not Sustained 5%
Sustained 11%
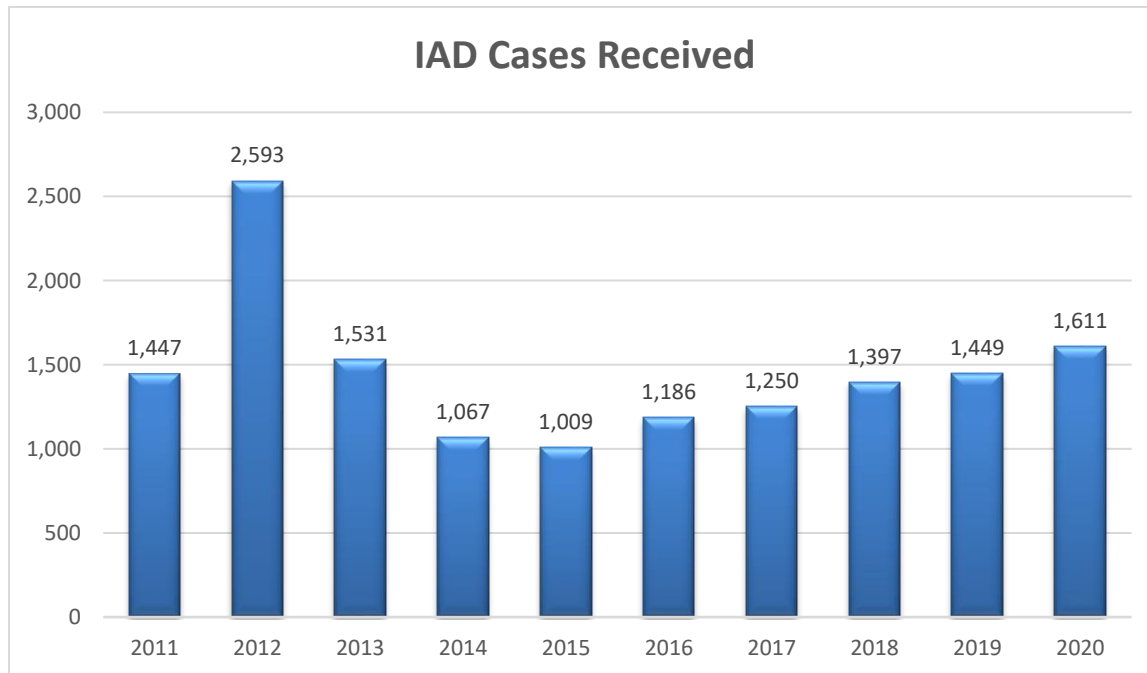
Challenges Encountered

This year there was a nationwide pandemic due to COVID-19 and the State of California declared a state of emergency and issued a stay-at-home order. The Oakland Police Department encountered significant budget cuts that impacted operations and staffing. The Internal Affairs Division staff remained dedicated to ensuring their assignments were completed efficiently and without compromise.

In summer of 2020, the Internal Affairs Division created a demonstration investigations team to take charge of 30 investigations. This continues to be a challenge into 2021. While challenges remain, progress continues in a positive direction. IAD will not compromise investigative quality; steps are continually being taken to streamline processes to increase efficiency and enhance the quality of administrative investigations throughout OPD.

Significant accomplishments

In 2020, IAD was able to add an additional Lieutenant of Police to manage Division Level Investigations. As a result, Task 2 compliance saw a significant increase toward compliance. In the 4th quarter, IAD's compliance rate based on Intake date was 82% in Class 1 investigations and 94% in Class 2 investigations.

IAD continued a concerted effort to provide additional training to supervisors to help them complete better Division Level Investigations. In conjunction with the Office of the City Attorney, a one-day seminar on Division Level Investigations was created and offered several times throughout the year for supervisors.

Additionally, with the help of the Training Division, we secured Third Degree Communications to come to OPD and host their three-day, Internal Affairs Division course for newer or less experienced supervisors to better prepare them to complete DLIs.

Expected Outcomes for 2021

1. Reduce Crime
IAD will continue the development of the Integrity Unit, tasked with the proactive investigation of Departmental personnel who may be engaging in Criminal or Departmental violations. IAD will also continue to provide Mobile Complaint Units during major events and/or protest to take complaints in the field. This allows the sergeants assigned to focus on the event/protest and has a direct effect on protecting the lives and property of citizens of Oakland, consequently enhancing the City's crime fighting efforts.

2. Strengthen Community Trust and Relationships
IAD will maintain the proper level of preliminary investigation for each complaint taken. IAD staff remain committed to not resolve complaints of misconduct without first determining and documenting whether OPD personnel committed an act of misconduct. IAD will maintain the overall quality of investigations and meet required timelines for completion. IAD will ensure the approval of investigations is consistently met, and on the few occasions where timelines are exceeded, provide justification for the delay (i.e. complexity of investigation, availability of witnesses, etc.). IAD will ensure it conducts fair, thorough, and prompt investigations so all involved parties received closure.

The Internal Affairs Division Integrity Testing Unit (IADITU) actively seeks to ensure integrity throughout the Department by utilizing integrity tests as a specialized tool designed to evaluate general compliance with Departmental policy or in circumstances when normal investigative techniques fail or are likely to fail to provide the preponderance of evidence needed to reach an investigative conclusion.

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 via training.
- Continue to improve performance and be a leader in the law enforcement community by developing solutions, revising policy and procedures, and presenting training to all OPD personnel.
- Continue to treat the community members we serve with dignity, respect, and compassion even when community members voiced displeasure with engagement with OPD staff members.
- Maintain a collaborative relationship with the offices of the City Attorney, the Independent Monitoring Team (IMT) and the Citizen Police Review Agency (CPRA), which continue to benefit the Division, the Department, and the City.

Number of civil suits/Tort Claim filed: 39
Number of arrests of agency members: 7
Number of restraining orders filed against agency members: 1

Office of Inspector General

Role of the Office of Inspector General (OIG)

The Office of Inspector General (OIG) provides support and guidance to the Chief of Police and the Chief's management/supervisory staff on effective risk management practices. The OIG conducts audits, inspections, and compliance reviews to identify problems, inefficiencies, and mismanagement preventing the Department from achieving its goals and objectives. To address any deficiencies identified, the OIG provides recommendations for improving processes, practices, and policies. In addition, the OIG acts as the liaison between the Department, the Monitor and the Plaintiff's Counsel.

Organization of the Office of Inspector General (OIG)

The Office of the Inspector General (OIG) has an audit function and a compliance function. The audit function assesses performance, evaluates policies and procedures, measures compliance, and makes recommendations to improve effectiveness, efficiency, and reduce risk. The compliance function reviews operational data with the Executive Team, responds to requests from the Monitor and Plaintiff's Counsel, coordinates visits by the Monitor, and facilitates meetings on compliance and sustainability.

Staffing of the Office of Inspector General (OIG)

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

Significant Accomplishments

The Department created a new position for a Data Manager and filled that position in 2020, giving us the ability to better analyze the data we collect, make improvements in our data collection processes, and provide actionable analysis based on that data. Additionally, OIG completed six audits and inspections in 2020 and published them on the City of Oakland website, including:

- Inspection of Use of Force Reporting.
- A review of Confidential Informant files (required by policy).
- An evaluation of OPD's Promotional Consideration process.
- A review of Mandatory In-Service Training for Sworn Personnel.
- A review of OPD's Oversight of its Canine Program.
- A review of the Transportation of Persons by Field Personnel.

Challenges Encountered

The OIG ended 2020 with a Police Performance Auditor vacancy. Staffing has been, and continues to be, a challenge for the OIG, given the critical role it plays in managing risk and assisting with compliance efforts. The OIG is required by policy to conduct audits and is routinely tasked with special projects and data analysis. Although the addition of the Data Manager has helped with the special project and data analysis component, OIG's ability to provide Department Management with guidance and support in the form of audits and inspections will continue to be a challenge while staffing vacancies exist.

Expected Outcomes for 2021

1. Reduce Crime
OIG's primary role is to assist the Department in managing risk by identifying ways to improve efficiency and effectiveness. While this does not have a direct impact on reducing crime, OIG's audits, inspections, and data analysis lead to a more effective police department. OIG will continue to conduct audits, inspections, assessments, and data analysis in 2021 to further improve departmental operations and assist with compliance efforts.

2. Strengthen Community Trust and Relationships
OIG conducts objective, comprehensive reviews of Department operations. The audits, reviews, and inspections are made available to the public to ensure transparency. The public reports issued by the OIG help strengthen community trust by confirming accountability through the Department's efforts to self-identify risk, mismanagement, and inefficiencies. The OIG will continue to review Department operations/performance and issue public reports in 2021.

3. Achieve Organizational Excellence
To achieve organizational excellence, the Department must engage in continuous review of policies, procedures, and practices. OIG's comprehensive reviews identify areas of risk and provide management with recommendations for improving processes, policies, and performance that will lead to organizational excellence. The OIG will continue to assess areas of risk and ways to improve transparency and accountability in 2021.

Attachments/Links/Supporting Data

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

Intelligence Unit

Role of Intelligence Unit

The Intelligence Unit is comprised of seven officers and one sergeant that are selected by the Chief of Police and report directly to the Chief of Police. The Intelligence Unit is responsible for officer safety, department safety (including site security), protest/event monitoring and intelligence, assisting with locating and arresting wanted persons involved in homicide, shootings, robberies and sexual assaults, dignitary protection to include both local city government as well as any federal government visitors, sensitive investigations at the direction of the Chief, informant management, and liaison to outside agencies.

Organization of Intelligence Unit

The Intelligence Unit is hand-picked by the Chief of Police. The unit consists of one Sergeant and seven Officers. For the year 2020, the organization of the Intelligence Unit was as follows:

Chief of Police, Anne Kirkpatrick (until Feb 2020)
Interim Chief of Police, Susan Manheimer (March-December 2020)

Sgt. Kathryn Jones (unit supervisor)

Ofc. Christopher Moreno
Ofc. Gerardo Melero
Ofc. William Pappas
Ofc. Omega Crum
Ofc. Makisig Sevilla
Ofc. Dana Ly
Ofc. Roberto Garcia

Staffing of Intelligence Unit

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

Significant Accomplishments

- The Intelligence Unit, for the year of 2020, had multiple significant accomplishments. The Intelligence Unit assisted the Criminal Investigations Division, namely Homicide and Felony Assault, with locating and arresting over 85 persons for crimes including homicides, shootings, robberies, and sexual assaults. The Intelligence Unit assisted with locating suspects, determining the most advantageous time for an arrest while minimizing the amount of force necessary to affect the arrest.
- The Intelligence Unit assisted patrol on over 10 incidents of persons armed with firearms in order to ensure the safety of both responding officers and the armed persons.
- The year 2020 in Oakland, as well as nationally, saw many protests. The Intelligence Unit provided information to commanders, county agencies as well as agencies across the state regarding protests and criminal activity involved with those protests.
- The Intelligence Unit provided crucial information for Bay Area cities and outside agencies across the United States regarding wanted persons either from Oakland or had fled to Oakland and assisted with locating those individuals.
- The Intelligence Unit worked with multiple federal partners to assist in cases in Oakland.

Challenges Encountered

- No challenges other than manpower related.

Expected Outcomes for 2021

For the upcoming year, the Intelligence Unit strives to continue assisting the Criminal Investigations Division with locating violent wanted persons. Helping to arrest these wanted persons will assist with OPD's plan to reduce crime.

The Intelligence Unit will continue to assist patrol with surveillance and planning of arrests of armed subjects. This has and will continue to lessen the need for force to be used or pursuits to occur, keeping the subjects and officers safer. With less force being used and less pursuits, the community will have more trust in officers and the department.

The Intelligence Unit will continue to push out officer safety bulletins and report on outside agency major events so the OPD is always learning and preparing for similar events. This will assist in continuing our organizational excellence, for which we are known across the country.

The duties of the Intelligence unit directly support the three goals of the OPD 2016 Strategic Plan:

- Reduce Crime
- Strengthen Community Trust and Relationships
- Achieve Organizational Excellence

Ceasefire

Role of Ceasefire

Ceasefire was commanded by Captain Tony Jones and managed by Director Damita Davis-Howard. Ceasefire is a data-driven and partnership-based strategy that involves significant coordination with community, social service, and multiple law enforcement partners.

Staffing of Ceasefire

Classification	Authorized	Filled
Captain of Police	1	1
Director	1	1
Lieutenant of Police	2	1
Sergeant of Police	5	5
Police Officer	24	20
Project Manager II	1	0
Volunteer Services Coordinator	1	1

Significant Accomplishments

In 2020, one of the goals for Ceasefire was to assist in getting the number of Homicides in Oakland under 60. The challenges that came with the pandemic made this goal unattainable, unfortunately. However, Ceasefire was able to make significant accomplishments throughout the year that are highlighted below.

Significant number of illegal firearms recovered.
- Ceasefire Teams conducted and assisted with various operation targeting individuals involved in felony crimes involving firearms and 214 guns were recovered during these operations.

Gang/Group Investigations
- A large driver of gun violence in Oakland can be attributed to gangs and/or gang-like groups. In 2020, the Ceasefire team initiated multiple long-term investigations on individuals in the most active gangs/groups. These investigations led to the arrest of individuals involved in shootings, homicides, robberies, and illegal firearms trafficking.
- Ceasefire served 544 search warrants in 2020 that were connected to investigations targeting gun violence, which led to 421 arrests. The teams were able to accomplish these missions without having a single vehicle pursuit.

Strengthen Community Trust and Relationships
- Through the leadership of Damita Davis-Howard, Ceasefire implemented the approved plan to pay our partners for their participation in custom notifications once custom notifications resumed after the County wide COVID-19 restrictions had been lifted. We continue to believe that investing in direct communication is a priority.
- Ceasefire assisted with distributing Personal Protective Equipment (PPE) to families in need in Oakland. Ceasefire distributed over 500 items of PPE to community members and partners.
- Ceasefire also helped facilitate the "Season of Peace" with local Clergy and Ceasefire partners to address gun violence during the holiday season of 2020.
- There was an expansion of the number of community members participating in Ceasefire Call-ins and Direct Communications. This is important as Ceasefire is seeking to expand the community's role in public safety.

Emphasis on Training
- The supervisory staff within Ceasefire developed training for Ceasefire staff aimed at de-escalating high-risk encounters. The training focused on stress inoculation and training staff to think critically under stress.
- Ceasefire teams focus on the most violent offenders in the city and thus training is critical to minimizing the instances force is used in the field.

Challenges Encountered

- 2020 was a challenging year for Oakland. The COVID-19 pandemic complicated Ceasefire outcomes. Ceasefire staff became infected with COVID-19 and operations had to be halted several times in 2020 as a result.
- The crisis also impacted OPD and our community partners' ability to engaged with those most at risk and provide the necessary services to positively impact those individuals.
- One of the central elements of Ceasefire are the Call-Ins, which are events where OPD invites individuals who are at risk of being involved in violence. Due to County wide health regulations, OPD was not able to conduct regular Call-Ins. Custom Notifications are also a critical component to the Ceasefire strategy. Custom Notifications are one-on-one conversations with individuals at risk of being involved in violence. Due to the COVID-19 restrictions implemented by Alameda County, Custom Notifications were suspended as well for a significant period of time.

- The financial crisis that resulted from COVID-19 caused a reduction in staff for Ceasefire going into year 2021. At the end of 2020, Ceasefire was advised one of the four Ceasefire teams would be disbanded in January 2021.
- This has a significant impact on the team's ability to conduct operations. 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) who are most likely to be 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. SUI 2 focuses on Hispanic gangs.
- SIU 2 will be the team that is dissolved and that will hamper Ceasefire's ability to combat Hispanic gangs in Oakland.
- In 2020, Ceasefire did not meet goals for direct communication for those at-risk of being a perpetrator or victim of gun violence due to COVID-19. The year ended with 118 direct communications in total. There were 91 Custom Notifications and 27 Call-In participants. Ceasefire will look to improve these results by expanding Call-Ins and Custom Notifications in 2021. You will find the year-over-year totals for the last 8 years below:

Year	Call in Participants	Custom Notifications	Total
2012	20	6	**26**
2013	63	14	**77**
2014	50	85	**135**
2015	48	215	**263**
2016	46	195	**241**
2017	61	260	**321**
2018	41	328	**369**
2019	47	259	**306**
2020	27	91	**118**
TOTAL	**403**	**1453**	**1,856**

Expected Outcomes for 2021

- Ceasefire expects to better manage the gun violence in Oakland as COVID-19 subsides.
- Building a stronger and more communicative relationship with the Department of Violence Prevention (DVP). Increasing the number of individuals that are engaged in services from our community partners and DVP is one of Ceasefires highest priorities, second only to reducing gun violence.
- Though there is still uncertainty around what will happen with COVID-19, Ceasefire will continue to work tirelessly at rooting out gun violence in Oakland and helping individuals improve their lives through services and life coaching from our many dedicated partners.
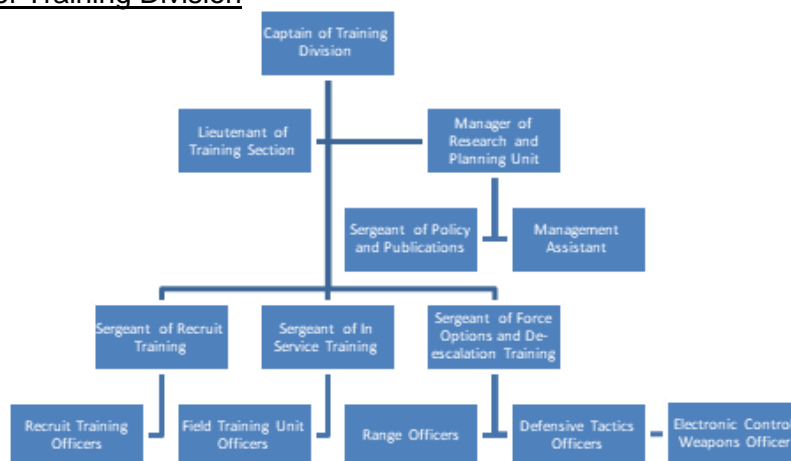
Training Division/Research and Planning

Role of Training Division

The Training Division is primarily responsible for facilitating and managing training for all Department personnel. The Training Division is divided into five units: Recruit Training, In-Service Training, Field Training, Force Options, and Research and Planning. In December of 2020, the Human Resources Section was moved under the Training Division and the Research and

Planning Unit was removed. This report will not include information associated with the Human Resources Section.

Organization of Training Division

Staffing of Training Division

Classification	Authorized	Filled
Training Division Captain	1	1
Training Section Lieutenant	1	1
Research and Planning Unit Manager	1	1
Policy and Publications Sergeant	1	1
Management Assistant	1	1
Recruit Training Sergeant	1	1
Recruit Training Officers	5	3
In Service Training Sergeant	1	1
Field Training Unit Officers	2	2
Force Options and De-Escalation Sergeant	1	1
Range Officers	4	5
Defensive Tactics Officers	2	2
Electronic Control Weapons Officer	1	1
Police Officer	18	16
Police Records Specialist (PRS)	3	3
Administrative Analyst	1	1

Recruit Training Unit

Role of Recruit Training Unit

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

In 2020, the Oakland Police Department graduated the 184th-185th Basic Recruit Academies. The Recruit Training Unit also includes the Cadet Program. This program is designed for young men and women who desire to explore and develop careers in law enforcement while attending college. Cadets are hourly, part-time employees who receive training and experience in various aspects of the police profession. They are rotated through a variety of assignments designed to develop their interest in police work. The goal is for cadets to transition to police officers, providing for a better-educated and skilled police officer.

Significant Accomplishments

- Graduated 184[th,] and 185th Basic Recruit Academies.
- Advanced Racial Equity Concepts and Learning.
- Revised the Oakland Police Department Academy Policy Manual.
- Used METR to store Police Officer Trainee training records.
- Negotiated the use of the Oakland Coliseum for EVOC training.
- Added Gamepod (Antioch, CA) as a training location for Scenario-Based Training Exercises.
- We have added additional patrol procedure instruction into the Academy.
- Acquired new training safety equipment and supplies.
- Incorporated Best Principles of Tactics and Reality Based Training from Sgt. B. Alaura and his staff, to include DAT and Armed Unresponsive person instruction.
- Limited Academy Class participation in community projects (e.g., Winter Holiday Meal Service, Toy Drive, and Food Giveaways).
- POST instructors recertified all Department Scenario Evaluators.
- We are achieving adequate proficiency and exceeding POST standards with the 960 hours training limitation.

Challenges Encountered

- Prohibitive costs to rent the range for firearms training.
- 960 hours Limitation on Recruit Academy Training Per Student Per Fiscal Calendar Year.

- Develop and implement Department-wide training tracks for career development.
- Build out Advancing Racial Equity Academy modules into the Academy.
- Implement career mentoring by senior police officers for academy applicants, Police Officer Trainees, and newly sworn police officers.
- Graduate a minimum of two academies.
- Provide more reality-based training that mirrors current events faced by the Department and Law Enforcement generally.
- Remain in full compliance with all training responsibilities. Hire more police cadets to strengthen the pool of Police Officer Trainees.

In-Service Training Unit

Role of In-Service Training Unit

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

Significant Accomplishments

- Offered Officer Continuing Professional Training (CPT).
- Offered Sergeant CPT.
- Hosted Advancing Racial Equity Academies at the Oakland Police Department.
- Coordinated Logistics for all high-volume City-attended incidents/events throughout the year.
- 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 Sergeant Mentoring Program for newly promoted Sergeants.

Challenges Encountered

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

Expected Outcomes for 2021:

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

Field Training Unit

Role of Field Training Unit

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

Significant Accomplishments

- Continuous compliance with Task 42 NSA mandates.
- Hosted off-site FTO training retreat.

Challenges Encountered

N/A

Expected Outcomes for 2021

- Maintain compliance with Task 42 mandates.
- Improve the level of instructional and leadership training provided to FTOs through programs like Inner Perspectives and FBI-LEEDA
- Recruit, train and retain the number of FTOs necessary to support increased Academy output.
- Utilize FTOs to mentor and guide recruits throughout the Academy.
- Implement California POST Police Training Program (PTP) modeled after Reno Department's PTP program.

Force Options and De-Escalation Unit

Role of Force Options and De-Escalation Unit

The Force Options and De-Escalation Unit is responsible for providing training as it relates to use of force. While organizational philosophy places the highest value on human life and de-escalation, the possibility of an officer having to use force exists. As such, the Department has assigned and staffed the Force Options and De-Escalation Unit to provide instruction to ensure officers are making appropriate decisions when using force. Most importantly, the instruction focuses on how to avoid having to use force and how to recognize the need to de-escalate.

<u>Significant Accomplishments</u>

- The VirTra system has been set up, and numerous de-escalation training sessions have been conducted for squads.
- The Use of Force/De-escalation of Force (formerly known as the 10-hour Supplemental Training) has been completed for 2020-2021.
- Despite COVID-19 restrictions, the range staff has continued the mandated firearms qualifications course (4-hour qual).
- Practical application of Defensive Tactics was put on hold, however, Ofc. D. Gilbert continued to provide DT-related updates via classroom while adhering to COVID-19 restrictions.
- ECW recertifications were completed in 2020 and will continue in 2021.
- Less lethal shotgun recertifications were completed in 2020 and will continue in 2021.
- K-9 force options and de-escalation techniques were taught to commanders in 2020 during the Command Retreat.
- Monthly lineup training for field operations was conducted in 2020.
- Force options SMEs and their successors/backups have been identified.
- Special Order 9205 is in effect, and policy training is completed. Practical application training is next, pending COVID-19 restrictions.
- Force decision-making, articulation, and force de-escalation training were provided to members during CPT (shared with EVOC).
- Officers, sergeants, and commanders requested additional tactics and force-related training, and training was provided.

<u>Challenges Encountered</u>

- COVID-19 restrictions limited the type of practical application training that could be provided.
- COVID-19 restrictions at the Davis Street and CPOA range limited the number of students.
- The city budget limited the number of instructors for force options training.
- Training equipment was slow to arrive due to our PO process, which affected several training sessions.
- The 10-hour training session has been discontinued beginning June 2021.
- There will be more training sessions if/when we switch to Axon for BWC and the T7 ECW.
- We have one range master vacancy.

<u>Expected Outcomes for 2021</u>

- Modifications must be made to the firearms CPT class to include force options training in the 10-hour class.
- A four-hour de-escalation training session will be implemented starting in June-July.
- Armored vehicle training will be conducted twice a year for certified drivers.

Research and Planning Unit

The Research and Planning Unit is responsible for the review and development of all Department Agenda Reports. Additionally, the Research and Planning Unit updates all Department policies/procedures.

- Compiled, edited, and published 2019 Annual Report.
- Managed OPD participation in the City's legislative process.
- Coordinated policy development with ad hoc working groups.
- Developed and updated several Department policies to include Use of Force.
- Completed agenda reports.

Challenges Encountered

- The major challenge was that the Research and Planning Unit experienced an extremely heavy workload to include oversight of over 400 policies and procedures.

Expected Outcomes for 2021

- Be more proactive in identifying potential issues when attending committee and council meetings/sessions.
- Divide work up more efficiently and effectively to improve the quality of our reports.

Bureau of Field Operations 1

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

Bureau of Field Operations Administration

Role of BFO Administration (Admin)

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

Organization of BFO Admin

BFO Admin is comprised of a Sergeant of Police, Administrative Analyst II, 4 Police Records Specialists and a Police Services Technician II. The unit is overseen by a Deputy Chief of Police (BFO 1 Deputy Chief).

Staffing of BFO Admin

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

<u>Significant Accomplishments</u>

- BFO Admin is responsible for several important and necessary tasks for the department. These include payroll for numerous sworn and non-sworn personnel.
- In addition, BFO Admin was responsible for organizing and executing several Force Review Boards in the later months of 2020. The Force Review Boards needed to be completed prior to the 3304 dates of the investigation.
- Continuing to track and audit UOF investigations, J-4 Investigations, Division Level Investigations, Ratings, Officer Involved Collisions and Monthly Management Reports for BFO 1 and BFO 2.
- Division Level Investigations with 190-235 in the field at any given time.
- Coordinated 40 "ride-alongs".
- NSA Task 20.2 Compliance: Consistency of Supervision; NSA Task 18 Compliance: Approval of Field Arrest by Supervisor.

<u>Challenges Encountered</u>

- The unexpected task of overseeing Force Review Boards in the later part of 2020. We were tasked with conducting several Force Review Boards before the 3304 dates of the investigation.
- Lack of staffing.

<u>BFO Admin Supplemental Metrics for 2020</u>

Uses of Force
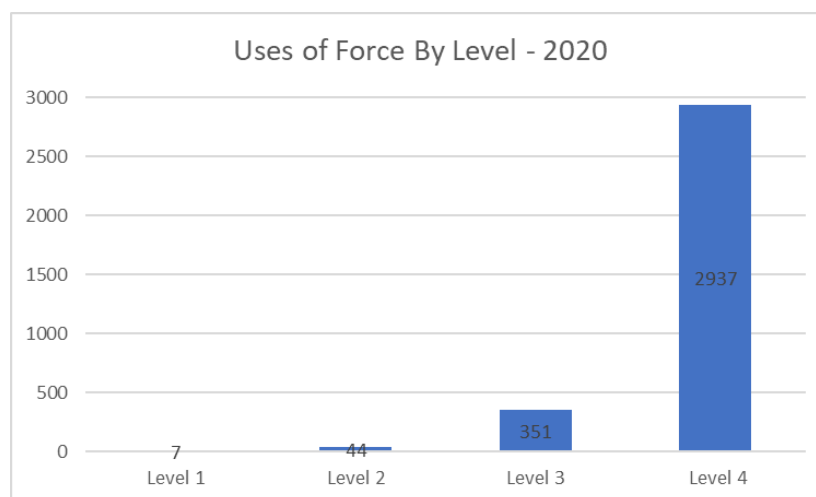
- For more information on Use of Force levels, please visit: https://www.oaklandca.gov/topics/use-of-force-uof-levels

Officer-involved Shootings
- 2 incidents

Uses of Force Resulting in Death
- 2 – from the officer involved shootings reported above.

Number of in-custody deaths
- 0

Outcomes for 2021

BFO Admin will continue to seek ways to improve efficiency and capacity of staff assigned to the Bureau of Field Operations. The Section will continue to ensure the Bureau conforms to timelines and other operational policies and procedures through document tracking and audits. Additionally, the Use of Force Coordinator position has been reassigned to the Bureau of Risk Management. This will result in additional layers of review. BFO Admin will continue to work closely with the Use of Force Coordinator to share data and ensure compliance with required timelines.

Patrol Area 1

Role of Patrol Area 1

Area 1 (Beats 1-7) is commanded by Captain Bobby Hookfin. Area 1 is made up of two different parts, the West Oakland area, and the Downtown/Uptown area. 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 Police Service Area 2 commanded by Captain Chris Bolton and Area 3 commanded by Captain Jake Bassett. Area 1 has a combination of residential neighborhoods, commercial districts, Downtown and City Hall, along with all other City, State, and Federal Buildings, and the Port of Oakland.

The Area 1 team provides patrol and special resource services to the West Oakland and Downtown communities. Patrol includes sworn and non-sworn staff, responsible for 24/7 emergency response, crime prevention, and calls for service. The Special Resource Section includes the Crime Reduction Team (CRT), who focus on violent crimes and offenders, and the Community Resource Officers (CRO), who engage in problem solving efforts.

Organization of Patrol Area 1

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

Area 1 Commander – Captain Bobby Hookfin

- Operations Command (AM) – Lieutenant Clay Burch
    - Patrol 1A/0600 – Sergeant Randy White
    - Patrol 1B/0600 – Sergeant George Buford

- Operations Command (PM) – Lieutenant Alan Yu
    - Patrol Admin/Relief 1B/1400 – Sergeant John Ruiz
    - Patrol 1A/1400 – Sergeant Dometrius Fowler
    - Patrol 1B/1400 – Sergeant Anthony Hutzol
    - Patrol 1B/1800 – Sergeant Mario Bonilla (late tac)
    - Patrol 1A/2100 – Sergeant Ross Tisdale
    - Patrol 1B/2100 – Sergeant Jason Lancaster

- Special Resources Commander – A/Lieutenant Matt McGiffert
    - Special Resources Admin – Sergeant Sammy Kim
    - Community Resource Officers – Sergeant Anwawn Jones
    - Crime Reduction Team – Sergeant Jonathan Muniz
    - Day Watch Foot Patrol – Sergeant Jeff Tom
    - Swing Shift Foot Patrol – Sergeant Sean Hall

Staffing of Patrol Area 1

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	2, 1(Acting)
Police Evidence Technician	3	2
Police Officer	97	94
Police Service Technician II	5	3
Sergeant of Police	15	13

Significant Accomplishments

- Due to focused efforts on violent criminal offenders and crime hotspots, Area 1 experienced an overall increase of 68% in Violent Crime with an emphasis of increase of 30% in assaults with firearms as compared to 2019, as well as an increase of 68% in carjacking's. However, Area 1 did experience an overall decrease of 37% in Part 1 crimes, with a significant decrease of 33% in robberies and decrease of 36% in homicides.
- Conducted weekly crime intelligence meetings with Area 1 commanders, Area 1 special resource supervisors, Area 1 personnel (as needed), and 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 Bart PD and Oakland Housing Authority PD.
- Worked collaboratively with Ceasefire Unit and the Crime Intel Unit 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 FOP, while balancing crime reduction efforts.
- Collaborated with Community Advisory Committee on crime reduction strategies and community partnership events.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Conducted meetings with Downtown Ambassadors regarding their patrols and partnering with them to increase their presence in the Downtown.
- Engaged in community relations events such as monthly Coffee with a Cop, Ice-cream Socials (Once COVID-19 restrictions are lifted).

Challenges Encountered

- In the 2020 Annual report, Area 1 established the goal of a 10% reduction in overall crime and 20% reduction in violent crime. Unfortunately, Area 1 did not achieve the 10% reduction in violent crime but did achieve the 20% decrease in overall crime. In addition, the area achieved a significant decrease of 54% in overall burglaries. The area looks to continue to improve in an overall crime reduction by focusing our enforcement efforts, utilizing the Ceasefire strategy.

- Similarly, Area 1 faced resource challenges in addressing the ongoing unhoused concerns, which contributed to auto burglaries, thefts, and blight in the area. Area 1 experienced a 52% increase in commercial burglaries. In collaboration with the newly formed Unhoused Encampment Team and Public Works, we were able to clean and clear a few encampments in the area. However, due to the moratorium on towing vehicles belonging to the unhoused; abandoned and inoperable vehicles piled up in the area.

Expected Outcomes for 2021

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; and 4. Achieve Organizational Excellence.

1. Reduce Crime
- Achieve at least 10% reduction in violent crime.
- Achieve at least 10% reduction in robberies.
- Achieve at least 10% reduction in auto burglaries.
- Increase intelligence-led stops, while understanding crime patterns and trends, using available technology.

- Continue to share crime trends and information to Area personnel, developing an Area wide response to crime.
- Closely monitor crime, adjusting resource deployment as necessary.
- Develop community policing projects connected with beat specific crime trends.
- Utilize crime reduction team to identify violent offenders and engage in focused intervention/enforcement.

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

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

Patrol Area 2

Role of Patrol Area 2

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

Organization of Patrol Area 2

The OPD Area 2 team consists of an Area Captain, three lieutenants, six patrol squad teams with supervisors, and two special resource crime reduction and community resource squads and supervisors. Although numerous personnel changes occurred throughout the year, Captain Chris Bolton fulfilled the role of Area Captain for the entirety of 2020.
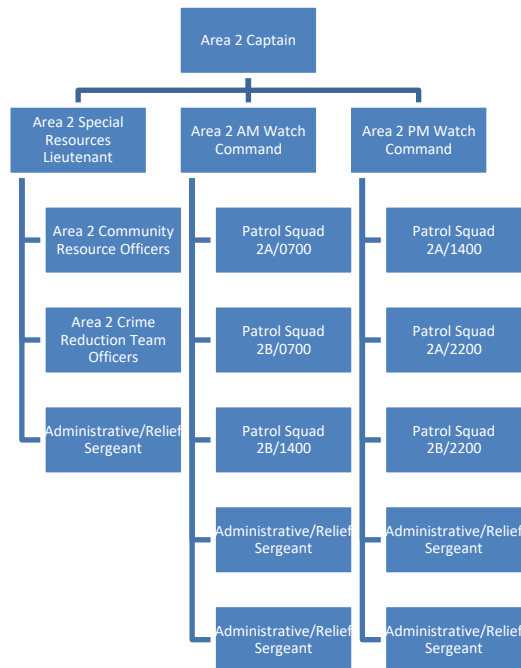
Staffing of Patrol Area 2

Classification	Authorized	Filled
Captain of Police	1	1
Evidence Technician	3	3
Lieutenant of Police	3	3
Police Officer	66	64
Police Canine Handler	3	0
Police Services Technician II	4	3
Sergeant of Police	13	12

Significant Accomplishments

The Police Area 2 goals for 2020 were set to improve or sustain crime reduction efforts in ways that also compliment or improve community trust, community relationships, and organizational excellence.

1. Reduce Crime
- Serious and violent crimes, as categorized by the Department's Violent Crime Index, increased in 2019 by 28%; however, policing practices, and coverage were intentionally focused on neighborhood and community policing beat priorities and enforcement stops were highly focused on intelligence-led stops. 2020 saw Area 2's Violent Crime (homicide, aggravated assault, rape, and robbery) fall 16% compared to 2019. This was an overall 8% reduction of violent crime when compared to a rolling five-year average.
- Area 2 Crime Plans complemented citywide crime reduction strategies and emphasized intelligence-led and precision-based policing practices for the purpose of making fewer but more intentional and purposeful stops.

- Robberies began to become more prevalent in retail settings with the onset of County Health Orders and restrictions associated to Covid-19 health and safety. Numerous community-based problem-solving projects were initiated with partnering retail establishments. Robbery offenses, by year end, fell by 30% overall.
- Vehicle theft and burglary appeared to correlate with changes in driving behaviors and neighborhood activity associated with Covid-19 health and safety protocols.

2. Strengthen Community Trust and Relationships
- Area 2 continued our use of social media in order to better communicate, collaborate, and engage with the community. Nextdoor, Twitter, and Nixle were used to regularly communicate significant public safety issues, incidents and crime trends.
- The Area 2 command team hosted regular meetings with a community advisory group consisting of Neighborhood Council leaders and business district and association representatives.
- In line with crime reductions strategies designed to decrease the overall number of stops, Area 2 increased intelligence-led stops. This led to a decrease of 27% in overall stops for Police Area 2 in 2020, as compared to 2019. However, the number of arrests made in Area 2 only decreased by 5% within the same time period.

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

Challenges Encountered

Although Sergeant of Police, Police Officer, Evidence Technician, and Police Services Technician positions appeared nearly fully staffed by the end of 2020, the staffing numbers do not reflect short-term and long-term vacancies caused by leaves and loans. Personnel may be technically assigned to an Area 2 funded position but unavailable to complete Area 2 positional assignments and work. For instance, nearly half of the Area 2 Sergeant of Police positions were technically vacant by the end of 2020 due to loans made to other organizational units. Although the position appears to be filled in Area 2, the assigned person is working outside of Area 2. This overall staffing challenge caused unfunded overtime expenditures for backfill reasons caused by absences, training commitments, and leaves that would have otherwise been avoided had citywide staffing shortages outside of Area 2 not existed.

Despite the overall crime reduction in Police Area 2 in 2020, assaults on persons with firearms increased 136% when compared to 2019. Whereas firearm assaults in Area 2 were less frequent in 2019, they were also more commonly associated with criminal gang or group conflicts. In 2020, firearm assaults were less commonly associated with criminal gang circumstances. Unsheltered encampment circumstances and personal disputes elsewhere contributed to the rise in firearm assaults. Crime reduction therefore necessarily shifted from the utilization of Ceasefire strategies to more partnerships and collaborations with the City's Encampment Management Team and Department of Violence Prevention to provide outreach and de-escalation in addition to investigation and law enforcement.

<u>Expected Outcomes for 2021</u>

The three goals of the OPD and Area 2 personnel in 2021 are to:

1. Reduce crime.
2. Strengthen community trust and relationships.
3. Achieve organizational excellence and compliance with the Negotiated Settlement Agreement.

As was the case in 2019, these goals are interrelated as opposed to separate; our objective in Area 2 is to reduce crime in ways that utilize, promote, and enhance organizational efficiency and effectiveness as well as in ways which promote and strengthen community trust. The culture of Area 2 in 2021 will be maintained and improved to value the below concepts and expectations to meet or exceed our goals and achieve expected outcomes:

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

- We view Ceasefire as a valuable and important strategy (Ceasefire seeks to combine the best of community energies, social services, and strategic law enforcement to reduce gun violence associated with gangs/groups far more effectively than these entities operating alone).
  - Expected Outcomes: Weekly prioritization of serious and violent crime trends, offenders, suspects, or gangs and documented plans to address and prevent crime through Ceasefire strategies; documented coordination with City and community partners to address serious and violent crime beyond law enforcement response and enforcement.
- We value the precision and intent of our actions - we do not address crime trends by expecting many uncoordinated stops in areas most impacted by serious and violent crime. (Precision policing informs officers and the public of how and why intended and meaningful actions benefit public safety, and which actions or locations are prioritized.
  - Expected Outcomes:
    - Continued and expected trend of fewer but more meaningful stops; risk management and personnel performance meetings where the quality of time spent in service is more important to evaluate than the quantity of stops or arrests; continued and expected trend of decreasing racial disparities within discretionary stop categories that are precision based but non-intelligence led. We will collaborate and seek non-law enforcement solutions to problems outside of serious and violent crime especially if racial inequity or resulting disparities may be reasonably predicted as outcomes.

Patrol Area 3

Role of Patrol Area 3

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

Organization of Patrol Area 3
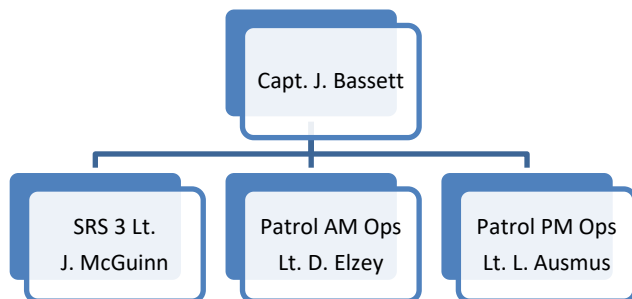
<u>Staffing of Patrol Area 3</u>

Classification	Authorized	Filled	Note
Captain of Police	1	1	
Lieutenant of Police	3	3	
Police Evidence Technician	3	2	
Police Officer	66	62	
Police Service Technician II	4	3	
Sergeant of Police	14	10	

<u>Significant Accomplishments</u>

- SRS 3 recovered over 125 firearms.
- SRS 3 served and authored 18 illegal casino warrants, 15 residential warrants, and over 20 social media account/cell phone warrants.
- SRS 3 arrested seven (7) homicide suspects.
- SRS 3 assisted SVS/VICE with over 20 prostitution operations and rescued numerous juveniles while arresting the exploiters. CRO 3 worked with community members in the area of E. 15th St. and assisted them with installing video cameras to assist OPD during prostitution operations.
- Worked with other City agencies to address illegal parking, pandemic-related public health issues, traffic congestion, and quality-of-life issues at Lake Merritt. Assisted with an unprecedented pilot project that combined Slow Streets with a Vending Pilot. Gained the buy-in and assistance of the Parks and Recreation Advisory Commission.
- Maintained communication and direction for Area 3 personnel in alignment with Department goals and priorities; outlined areas and priorities of focus with emphasis on serving assigned neighborhoods.
- Sustained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies; conducted weekly reviews of serious and violent crime with Ceasefire partners and other stakeholders.
- Coordinated and assisted with crowd management events while balancing crime reduction efforts and scarce resources.
- Incorporated risk-management reviews and discussions into monthly and quarterly meetings.
- Collaborated with an Area 3 community advisory committee on Area priorities, neighborhood concerns, and community-based solutions.

<u>Challenges Encountered</u>

- Increase in overall violent crime.
- Area 3 has the greatest number of police beats while other areas have an extra tactical unit to offset overtime/special assignments. This impacts coverage and overtime expenditures.
- Individuals from other areas of Oakland continue to commit robberies in Area 3.
- Filling patrol beats is challenging considering that most of the year Area 3 had several vacant positions.

<u>Expected Outcomes for 2021</u>

1. Reduce Crime
- Achieve at least 10% reduction in Part I crime by ensuring that all Area personnel understand crime trends and follow deployment strategies designed to result in equitable, legitimate, and effective policing.
- Continue to increase intelligence-led policing.
- Develop community policing projects connected with specific crime trends. Increase the sharing of community policing problem-solving projects with our community via neighborhood meetings and social media.
- Utilize the Special Resource Section to identify violent offenders and engage in focused intervention and enforcement.

2. Strengthen Community Trust and Relationships
- Continue to expand the reach of social media in order to better communicate, collaborate, and engage with the community.
- Collaborate with community leaders on fostering police/community relationships.
- Increase officers' participation in virtual meetings due to the pandemic.

3. Achieve Organizational Excellence
- Utilize VISION's early warning system to identify risk, provide training to personnel to improve performance, career development, community relations, and supervision and leadership.
- Ensure compliance with policy and all related Negotiated Settlement Agreement areas.
- Foster internal communication among staff and other organizational units
- Maintain fiscal responsibility within budgetary restraints.
- Conduct a Training Needs Assessment once the pandemic and the budget crisis abate sufficiently to allow non-mandatory training sessions.

Bureau of Field Operations 2

The Bureau of Field Operations 2 was led by then Deputy Chief LeRonne Armstrong and includes Patrol Area 4, Patrol Area 5, and the Support Operations Division.

Patrol Area 4

Area 4 (Beats 23-28) was commanded by Captain Angelica Mendoza in 2020. Area 4 is bordered by Area 3 to the west, Redwood Regional Park to the north, Area 5 to the east, and the estuary to the south. Area 4 is a diverse community with thriving business districts of Fruitvale and MacArthur Boulevard. Patrol Officers, CROs, CRTs, Neighborhood Service Coordinators (NSCs), Police Service Technicians (PSTs), and Police Evidence Technicians (PETs) work to reduce crime, strengthen community trust, and achieve organizational excellence.

Organization of Area 4
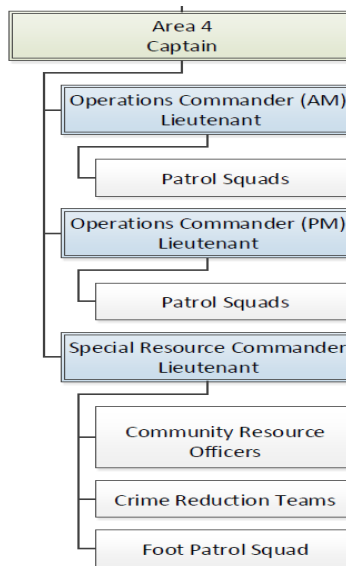
Staffing of Area 4

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	15	13
Police Officer	84	62
Police Evidence Technician	4	4
Police Services Technician II	3	4

Significant Accomplishments

1. 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 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 and gang group violence.
- Expanded targeted efforts in firearm recoveries.
- Efforts made in calming traffic speeds and environmental designs to deter side show – exhibition of speeds activity that dominates in Area 4.
- Collaborative efforts in various site clean ups within the unhoused population in Area 4.

- During the periods of January 2020 – January 2021, SRS 4 recovered a total of 82 firearms which include 75 handguns, 6 Assault Rifles and 1 Sub – Machine Gun, illegally used or possessed firearms, and made 89 felony arrests for serious or violent crime and/or possession of firearms
- Centered main SRS efforts on coordinated investigations for BFO 2 and city- wide efforts along with thorough preliminary investigations and rapid sharing of criminal information for intel-led stops and arrests
- Made risk management a related and necessary goal in line with crime reduction efforts (pursuit mitigation, de-escalation) to lessen the potential of force encounters.
- Experienced an overall reduction in the following crimes, including:
  - 17% reduction in robberies.
  - 19% reduction robberies with firearms.
  - 26% reduction strongarm robberies.
  - 24% reduction in residential robberies.
  - 23 % reduction in burglaries.
  - 25% reduction in auto thefts.
  - 49% reduction in residential burglaries.
  - 20% reduction in larceny.

2. Strengthen Community Relations and Trust
- Staff participated in various community and departmental trainings. Topics included updated policies and procedures informed by relevant industry standards and practices.
- Senior Citizen Community Events and Police-Community collaboration.
- Participation in various community engagements and community clean-ups.
- Regular attendance of community meetings.
- Regular attendance of Neighborhood Crime Prevention Councils.
- 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.
- Community-Police substation site identified and planned in Fruitvale Village.
- Opened beat project(s) regarding Unhoused Encampment safety, crime, blight concerns and nuisance properties with a focus on collaborative community problem-solving approaches. Reduced and deterred opportunities of violent crime occurrence with an emphasis on creating safe communities where everyone can live, work, and thrive.

3. Achieve Organizational Excellence
- Increased section accountability surrounding the use of resources, expenditures, and personnel. Finished fiscal year under 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.

<u>Challenges Encountered</u>

Staffing levels fluctuated during 2020. As such, staff movement occurred to temporarily fill open vacancies. Such temporary moves offered technical short-term resolutions to basic needs. Ideally, permanent, or long-term staffing fills would result in better collaboration and sustained relationships with community members.

<u>Expected Outcomes for 2021</u>

<u>1. Reduce Crime</u>
Area 4 will work to reduce crime as follows:
- Reduce homicides.
- Reduce shootings by 10 percent.
- Reduce robberies by 10 percent.
- Reduce auto burglaries by 10 percent.

<u>2. Strengthen Community Trust and Relationships</u>
- Area 4 will work to improve response times to calls for service.

<u>3. Achieve Organizational Excellence</u>
- Area 4 will work to ensure all vacancies are filled.
- Area 4 will work to be fiscally responsible.

Patrol Area 5

<u>Role of Area 5</u>

Area 5 (Beats 29-35) was commanded by Captain Eric Lewis. Area 5 is the part of Oakland that is traditionally known as East Oakland. It is bordered by Area 4 and the City of Alameda to the West, Chabot Regional Park to the north, the City of San Leandro to the east, and the San Francisco Bay to the south. Area 5 has a diverse community and is home to the Coliseum Complex, the Oakland International Airport, and a number of new retail businesses, such as Foothill Square.

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

<u>Organization of Area 5</u>

Area 5 is organized with a captain who oversees and is responsible for the management and delivery of police services throughout Area 5. Area 5 is separated into three sections that are each commanded by a lieutenant. These sections are the Daytime Patrol Operations, Night Patrol Operations and Special Resource Section. Daytime and Night Patrol Operations are primarily responsible for addressing 911 calls, citizen's crime concerns, and spontaneous events that occur throughout Area 5. The Special Resource Section (SRS) contains a unit known as Community

Resource Officers (CRO's) that is dedicated to community projects to address concerns such as blight and abandoned properties. Another unit within SRS is the Crime Reduction Team, which addresses violent crime through the Intelligence or Precision Based Policing Strategy.

Captain E. Lewis

1. AM Operations Commander Lieutenant B. Hubbard
    - Sergeant O. Ashford (Administrative Sgt.)
    - Sergeant F. Rojas
    - Sergeant S. Meyer
    - Sergeant J. Belligan
2. PM Operations Commander Lieutenant B. Wehrly
    - Sergeant S. Hewison
    - Sergeant S. Bowling
    - Sergeant H. Castro
    - Sergeant K. Perea
    - Sergeant R. Lee
    - Sgt. R. Trevino
    - Sgt. R. Gerrans
3. Special Resource Commander Lieutenant K. Kaney
    - Sergeant J. Pulsipher
    - Sergeant R. Johnson (CRO)

Staffing of Area 5

Classification	Authorized	Filled
Captain of Police	1	1
Police Evidence Technician	5	4
Lieutenant of Police	3	3
Police Officer	90	90
Police Services technician II	5	3
Sergeant of Police	14	11

Significant Accomplishments

Area 5 identified the below four (4) goals for 2020:
- Increase community satisfaction with OPD.
- Decrease gang activity and related retaliatory shootings.
- Remove abandoned autos from our communities.
- Enforce speed and other poor driving violations.

1. Increased Community Satisfaction with OPD
Area 5 continues to be underserved by OPD and the City as a whole. The citizens at every community meeting attended by OPD staff complained about three main 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 a series of measures designed to address the widespread concerns of the Area 5 community. These measures were:

- Regular tow sweeps in Area 5 utilizing CRO's and civilian staff. From June to December, these two sweeps removed hundreds of abandoned vehicles from Area 5.
- Adding the towing of abandoned autos to the regular routine of patrol officers.
- Worked with OPD Traffic Division for increased traffic enforcement throughout Area 5.
- Held Community meetings to discuss the issue of police and community trust.

2. Decreased Gang Activity

Area 5 is one of the most challenging areas when it comes to gang violence and gang activity. Several African American and Latino criminal street gangs are constantly active in Area 5 which increases 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 recently turned to property crimes to generate revenue. This has caused a dramatic increase in Burglary crimes citywide. Area 5 took the following steps to reduce gang activity in Area 5:

- Partnered with OPD Ceasefire Unit to target known gang members and gangs operating in Area 5. Several successful operations resulted in many known violent gang members being removed from the community.
- Partnered with Probation and Parole on enhanced monitoring of individuals involved in gangs and known to be prone to violence.
- Partnered with Federal Law Enforcement Partners to target known gangs and gang members.
- Partnered with Community based organizations to engage in direct communication and dialogue with known gang members and offered services to deter individuals from engaging in gang activity.
- Enhanced communication between the OPD Intelligence Cell and all of Area 5 staff regarding emerging gang trends in Area 5.

3. Decrease Locked Auto Burglaries

2020 presented a challenge not unique to the Oakland Police Department. Fortunately, or unfortunately, the COVID-19 Pandemic put a halt on air travel into Oakland International Airport. As a direct result of fewer rental vehicle and travelers not stopping on the Hegenberger Road and 98th Avenue Area, we experienced a 30% reduction in locked auto burglaries. As a result, Area 5 was able to cancel the specialized assignment in those areas.

4. Decrease homicides, shootings, and robberies by 10%

During the COVID-19 Pandemic, nothing really changed in Area 5. The people who were known to frequent gang areas continued to frequent those areas. The only difference was that most everyday citizens were sheltering in place. For this reason, it made it far easier to locate and attack rival gang members. By the end of 2020, Area 5 experienced a tremendous increase in gun related incidents including shootings and homicides.

Challenges Encountered

Area 5 encountered several challenges during 2020. The COVID-19 pandemic proved to be detrimental not only to public health but public safety. Not only in Area 5, but throughout the City, State, and Nation. As a result, the City was facing a budget shortfall of some 60 million dollars. By the end of 2020, all overtime previously used to combat violent crime came to an end. Staffing was the most difficult challenge, while Traffic and Walking Units were dissolved to push more officers into Patrol, which left Area 5 and others without dedicated traffic enforcement or highly

visible walking officers. 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 unhoused encampments and RV's in neighborhoods. Community members were outraged and expressed extreme displeasure about the encampments. Area 5 worked with the OPD team dedicated to monitoring the unhoused, the Department of Public Works, and Alameda County to close many of the encampments. This will continue to be a challenge throughout the city moving forward as city leaders continue to develop long term solutions for unhoused individuals. In 2020, the City and County dealt with unhoused issues by opening a large hotel to unsheltered individuals in addition to several RV's located on Hegenberger Road.

Expected Outcomes for 2021

- Reduce homicides and shootings by 10%.
- Reduce locked auto burglaries.
- Increase community trust through increased dialogue and holding staff accountable for engaging in fair and equitable policing.
- Address quality of life and neighborhood concerns around blight and abandoned autos.

Support Operations Division

Role of 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 and TOS were commanded by Lieutenant Sean Fleming.

Organization of Support 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
- Unhoused Outreach Unit
- Marine
- Reserve Program
- Special Events
- Tactical Operations Team

<u>Staffing of Support Operations Section</u>

Classification	Authorized	Filled
Lieutenant of Police	1	0
Sergeant of Police	3	3
Police Officer	13	9
Administrative Analyst II	1	1
Police Services Technician	2	2

<u>Support Operations Section Significant Accomplishments</u>

Air Support
- Completed initial training of two new Officer Pilots.
- Assisted with over 500 felony arrests, including 111 Part 1 crimes.
- Assisted with 68 sideshow operations.
- Assisted Ceasefire with multiple operations, surveillance, and arrests.
- Assisted outside agencies with law enforcement and search & rescue operations.
- Assisted OFD on 20 fire scenes.
-

Alcohol Beverage Action Team (ABAT)
- Grant-funded enforcement operations (e.g., minor decoy, anti-loitering, street drinking, etc.).
- Numerous citations, felony arrests, and abatement notices.
- 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 450 locations.
- Provided training to the Basic Academy.
- Conducted merchant outreach and increased merchant compliance related to Council Ordinance 13452 – Flavored Tobacco Ban.
- Increased enforcement and education outreach efforts funded by the Proposition 56 Tobacco Grant.
- ABAT worked with OFD and The City's Special Permitting Office investigating unpermitted cabaret locations selling alcohol without a license.
- Completed Alcoholic Beverage Control Alcohol grant.

Canine
- Public service appearances: 4
- Certified 1 handler and 2 canines, in addition to purchasing 3 new canines.
- Completed a Basic Handler School in which one new handler and two new canines were certified.
- Completed a unit-wide Decoy School though HK9 International.
- Initiated fundraising for the OPD Canine Association to purchase an additional canine.

Crisis Intervention Training (CIT) Course
- Offered nine (9) CIT course for Officer since 1 Jan 2020; Three (3) courses were cancelled due to Covid-19 restrictions.
- Partnered with the Community Assessment and Transport Team (CATT) to train all CATT EMT's and Clinical Staff.
- Offered one (1) CIT course for Dispatcher since 1 Jan 2020; three (3) were cancelled due to Covid-19 restrictions.
  - Next CIT for Dispatchers being held Jun 9-10, 2021.

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

Mobile Evaluation Team (MET)
- Continued being primary unit responding with a licensed county clinician to mental health crises in the field.
- Conducted follow up city wide for more than 50 people.
- Consulted community members who were experiencing mental health challenges.
- Consulted with community members who are frustrated with subjects in their area who are experiencing mental health challenges.
- Responded to critical incidents (blue alerts) when mental health was determined to be a factor to provide clinical support and relevant information to de-escalate the individual.
- Researched historical mental health information accessible under HIPAA to enhance safety of all involved during critical incidents (blue alerts).

Mental Health Unit
- Partnered with Amber House (Crisis Stabilization Unit in Oakland) to provide line up training to OPD Patrol.
- Partnered with Alameda County DA's Office to support, line up training and advertisement for Community Assessment Referral and Engagement Services (C.A.R.E.S.) Pilot Program operating in Oakland which is a navigation center designed to divert folks with substance use disorders or mental health challenges with misdemeanor conduct away from the criminal justice system.
- Partnered with Falck and Alameda County Behavioral Health to support and train officers and personnel for the Community Assessment and Transport Team (CATT).
- Member of the Justice Involved Mental Health Taskforce focused on reducing the number of mentally ill community members in the criminal justice system as well as providing recommendations to Alameda County regarding its mental health system.
- Attended Criminal Justice Committee meetings which also support de-escalation of mental health situations in Alameda County
- Attended the monthly Multi-Disciplinarily Forensic Team (MDFT) Meetings which offer collaboration between social services, behavioral health care, Santa Rita Jail, the Public Defender's Office, The DA's Office, Probation and LE to address contact with chronic high users of the emergency response system.
- Consulted and supported the creation of the City of Oakland Mobile Assistance Community Responders of Oakland (MACRO) program.

- Provided community-based training to a variety of businesses and programs on identification of mental health behaviors and de-escalation.
- Provided Departmental training regarding de-escalation, mental illness and Persons with Disabilities to sworn members, the Basic Academy, and Commanders.
- Tracked follow-up for more than 50 chronic people in the community and those as deemed to be a threat.

Unhoused (Homeless) Outreach

- 26 interventions achieved in 2020*.
- 35 locations serviced weekly during Public Works Garbage Runs.
- OPD Unhoused Unit assists Public Works for garbage run and encampment assessments: approximately 1,000 times in 2020.
- Coordinated with Area commanders to address areas of concern.
- Strengthened community trust and relationship by partnering with city and county agencies to create awareness around unhoused issues and provide access to resources.

*Number of interventions reduced due to COVID-19 pandemic which limited the City of Oakland's use of congregate shelter.

Marine
- 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.
- Removed (10) derelict vessels from estuary through the utilization of grant funding.
- Acquired additional SAVE grant funding to remove derelict vessels.
- Acquired $325K FEMA Port Security Grant to purchase a new Zodiac Dive/Rescue Boat.
- Provided approximately 1,000 cumulative hours of Maritime Security for the Grand Princess Cruise ship that gained National attention at the beginning of the Covid-19 Pandemic.
- Certified (14) OPD Divers with a PADI Diver Certification.

Reserves
- Provided over 1,000 hours of voluntary service to the City of Oakland.

Special Events
- Issued 179 special event / encroachment permits.
- Planned and executed security for all events at the Oracle Arena, Coliseum and City-Wide events (FEMA Vac Site, Women's March, Oakland Zoo, etc.).

Tactical Operations Team

- Participated in numerous planned and unplanned high-risk operations. All operations were resolved peacefully, with minimal force used, and resulting in no injuries to wanted individuals or the public.
- Conducted numerous mobile field force operations during the most violent riots the City of Oakland has ever experienced with minimal force used and no injuries to the public.

- Conducted In-Service training to the entire Department focusing on de-escalation tactics during the 10-Hour range training.
- Provided Bearcat and Armored SUV deployment training to all officers during the Continuing Professional Training (CPT).
- Conducted joint active shooter training with numerous outside agencies in Alameda County including local law enforcement agencies, FBI, and Falck medical personnel.
- Participated in the Alameda County SWAT Tactics and Fitness Completions, raising funds for the George Mark Children's Hospital in the City of San Leandro.
- Earned first place in tactics and second place overall in the Alameda County SWAT Tactics and Fitness completions.

Challenges Encountered

Air Support
- Requests for the helicopter unit have greatly increased.
- Maintenance and fuel costs continue to increase.
- Both FLIR cameras have failed and need to be replaced.
- Both helicopters are over 30 years old.
- Multiple unanticipated maintenance issues arose with aging helicopters.
- The 70-year-old hangar where the helicopters are housed needs repairs.

Canine
- The lack of take-home vehicles present health and liability issues.
- Bite suits for multiple handlers are old and worn, leading to injuries.
- Migration to a new system (VISION) for all training and deployment information came with a steep learning curve and issues with VISION itself that prevented accurate, timely record-keeping.

Crisis Intervention
- Social justice movements that discount law enforcement's role in mental health calls for service, while also increasing the complexity of responding to the community's needs as it relates to mental health emergencies.
- More staffing is needed for the Mental Health Liaison position and MET Team.

Marine
- Increase in abandoned vessels in the estuary, which are costly to remove.
- Moose Boat repair budget approval was delayed due to COVID-19 affecting budget timeline.
- Increase in property and violent crimes in and around the Oakland Estuary.

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

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

Tactical Operations Team

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

Expected Outcomes for 2021

Air Support Unit
- Seek increase in staffing for the ASU. Increase to 1 Sgt. and 5 Officers.
- Increase flight hours.
- Seek funding for new aircraft.
- Train a second Flight Instructor.

Canine
- Attendance of a SKIDDS course for the canine program in September 2021, which includes a variety of classes taught by canine experts from around the country and is attended by canine programs nationwide.
- Fundraising through the OPD Canine Association will continue to help supplement department funds for additional canines and equipment.
- A 2021 Basic Handler School will boost canine staffing.
- Per recommendations from an OIG audit, revisions to policy and VISION will be made to allow for a more streamlined reporting and archiving process for all canine training and deployment activities.

Crisis Intervention
- To continue to serve Law Enforcement Officers with CIT courses.
- Contribute support for the MACRO Team.
- Continue to conduct follow up with community members.

Marine

- Utilize grant funding to address abandoned vessels.
- Increase professional development for current boat operators and divers.
- Decrease property and violent crime in and around the estuary.
- Complete repairs to Moose boat.
- Begin purchase of new Zodiac 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
- Reductions in officers due to retirements, transfers, continue to make it difficult to fill all positions desired.

Tactical Operations Team
- Continue to maintain full staffing through recruitment and training.
- Host a Tactical Team School in 2021.

Organization of Traffic Operations Section

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

Traffic Investigations Unit

The Traffic Investigations Unit (TIU) conducts follow-up investigations for all reported traffic collisions. TIU coordinates and directs all fatal and serious injury investigations. TIU is comprised of 1 sergeant and 6 officers with 3 records staff. The collision reports queue varies from 100 to 300 reports needing review and approval. This report queue backlog delays reports getting to citizens and has been intermittently reduced by increasing personnel. On average, officers in the field complete 400 to 450 collision reports per month.

Traffic Enforcement Unit

The Traffic Enforcement Unit (TEU) has these specific functions: traffic enforcement and traffic collision reporting. In 2020, 1 Sergeant and 6 Officers were assigned to the Traffic Enforcement Unit.

Fatal Accident Standby Team

The Fatal Accident Standby Team (F.A.S.T.) is a collateral assignment comprised of officers from both the Traffic Investigations and Traffic Enforcement. The team is comprised of 12 members of the Traffic Operations Section. They attend classes from Basic Traffic Investigations to Advanced Traffic Investigations. We have members who have attended Reconstruction and Data Recorder Download courses. The Fatal Team responded to 47 callouts in 2020.

Vehicle Enforcement Unit (VEU)

VEU consists of Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Vehicle, Bicycle Recovery and Taxi and Tow Details. VEU works to improve Oakland's neighborhoods and enhance Oakland's physical assets by addressing the problems of abandoned vehicles on public and private property and aggressively pursuing parking citation scofflaws. VEU enforces rules and regulations pertaining to commercial trucking and bicycle recovery. VEU consists of 1 sergeant and 4 officers with 10 Police Service Technicians.

Staffing of Traffic Operations Section

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	4	1
Police Officer	17	4
Police Records Specialist (PRS)	3	3
Police Service Technician (PST)	14	9

Significant Accomplishments

- Implemented and completed an Office of Traffic Safety Selective Traffic Enforcement Program Grant for $500K.
- Conducted 24 Collaborative Traffic and Driving Under the Influence (DUI) Enforcement Operations with the Alameda County Sheriff Department.
- FBR (Field Based Reporting) "Citizen Reports" went from approximately 1000 in the queue to less than 100 by the end of 2020.
- Traffic Officers responded to a Mutual Aid Request from the Santa Cruz County Sheriff and Monterey County Sheriff to assist with evacuations due deadly wildfires in the regions.
- Obtained forty-four tow seizure warrants for 28 vehicles through the efforts of the Sideshow Enforcement Officer. These vehicles were involved in reckless driving and evading officers.
- Received 13,224 abandoned auto complaints, resulting in the towing of 2,711 vehicles.
- Recovery of 574 stolen vehicles and the issuance of 1,113 citations for various local and state vehicle code violations.
- Responded to forty-seven (47) call-out incidents involving fatal or near-fatal vehicle collisions.

Challenges Encountered

- Traffic Enforcement Squad (B) Suspended in early 2020.
- Traffic Enforcement Squad (A) Suspended in late 2020.
- Reductions in Traffic Investigations Unit, which have impacted citizen collision reports being reviewed.
- COVID-19 impacted staffing, enforcement, and scheduling of operations throughout the year.

Expected Outcomes for 2021
N/A for TOS

Bureau of Investigations

The Bureau of Investigations was led by then Interim Deputy Chief Drennon Lindsey and includes the Criminal Investigations Division, Special Victims Section, Felony Assault/Robbery Unit, Misdemeanor Crimes Task Force, Homicide Section, Crime Analysis Section, Criminalistics Division and Field Evidence Technician Unit.

Criminal Investigation Division

Role of the Criminal Investigation Division

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

- Homicide
- Felony Assault/Robbery unit
- General Crimes, Task Forces, and Felony Assault
- Special Victims Section
- Crime Analysis

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

The primary duties of an investigator include:

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

Organization and Staffing of Criminal Investigation Division

Classification	Authorized	Filled
Captain of Police	1	1
Administrative Analyst II	1	1
Administrative Analyst I	1	0
Police Records Specialist	1	1

<u>Significant Accomplishments</u>

- Despite the unprecedented spike in crime beginning at the outbreak of COVID-19, staffing, and caseload challenges; CID's determined attitude resulted in numerous successful investigations throughout the Division.
- Additionally, all the other members of CID handled their own case load and assisted when necessary.
- Crime Analysts continue to provide useful and strategic information to inform deployment decision, despite the challenges of working through the challenges of COVID-19.

<u>Challenges Encountered</u>

- Staffing limitations continued to impact CID's ability to conduct follow-up investigations. For most sections, staffing shortages forced investigators to triage incidents assigned for follow-up investigation.
- In-custody cases and out of custody cases with significant solvability factors received a higher priority and were 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.
- Fortunately, the sections were able to navigate mandatory quarantine periods due to COVID-19 infections, but unaffected staff worked to make sure the critical cases were investigated thoroughly.

<u>Expected Outcomes for 2021</u>

- 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.
- Implement Trauma Informed Practices when serving victims of violence and the families of victims of violence.
- Enhance investigators' continual communication with victims and witnesses of crimes and their families.
- Work to identify permanent staff to serve as liaison to Victims of Violence.
- 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.
- With training sessions beginning after the mandatory COVID shutdowns, ensure all investigators complete foundational CID training courses and training courses related to their respective specialties.
- Ensure plans are in place to for succession planning to maintain institutional knowledge in the investigative sections.

Special Victims Unit (SVS)

Role of Special Victims Section

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

SVS is comprised of the following units:

- *Juvenile Intake and Intelligence Unit:* Processes juveniles who are arrested, or detained, by law enforcement. The desk also provides 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 elder abuse while partnering with support services advocates at the Family Violence Law Center.
- *Special Victims Unit*: Investigates incidents of sexual assault and child abuse. Our investigators also provide victims with social services to address trauma and foster long-term healing.
- *Vice and Child Exploitation Unit*: Investigates human trafficking with a concentrated effort on child exploitation and internet crimes against children. This unit conducts pro-active enforcement operations throughout the year and works with a range of outside agencies: FBI's Child Exploitation Task Force, Hayward Police Department's ACVET (Alameda County Vice Enforcement Team), and the San Jose Police Department's ICAC (Internet Crimes Against Children Task Force).

- *Identification Unit and 290 Enforcement*
    - *290 Enforcement Detail*: Monitors compliance of all registered sex offenders living and/or working in Oakland.
    - *Identification Detail*: Registers sexual assault offenders, arsonists, and drug offenders as a condition of conviction. They also process court bookings, license/ permit applications, employment applications, and background clearance letters.
    - *Sexual Assault Felony Enforcement (SAFE) Task Force*: Multi-agency county organization that monitors and conducts proactive enforcement of predatory sex offenders. The SAFE Task Force also ensures convicted sex offenders are compliant with current registration laws.
- *Youth Outreach Unit:* This unit includes four programs designed to reach youth and provide opportunities for a positive future: Police Activity League (PAL), Youth Outreach Mentor Officers, Explorer Program and Our Kids (OK) Program.

Organization and Staffing of Special Victims Unit

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	6	5
Police Officer	42	34
Police Services Technician	9	4
Police Records Specialist	2	2

Significant Accomplishments

- Provided substantial training to department personnel (Vice UC school and Line-up training).
- Oversaw 5,395 domestic violence cases.
- Oversaw 1,623 missing persons / runaway cases.
- Processed hundreds of cases related to juveniles, juvenile hall, notices to appear, and Center Force Youth Court.
- The Juvenile Intake/Intelligence Unit processed over 254 intelligence requests from 8 local, state, and federal agencies. These products ranged from providing photos, intelligence briefs, records checks, suspect identification, assisting in locating suspects, photo line ups, and social media inquiries.
- Processed over 607 juveniles at the Intake and Intelligence Desk while answering thousands of calls from the public and law enforcement.
- The Juvenile Intake/Intelligence Unit successfully passed all state and local inspections. In addition, the unit worked with the California Board of State and Community Corrections regarding the detention of minors.
- Conducted missing person investigations through the Juvenile Intake and Intelligence Desk outside of normal business hours, resulting in the closure of 9 cases and saving thousands of dollars in overtime.
- Revised and updated Departmental General Order O-6.
- Investigated all child abuse and unexplained deaths.
- Domestic Violence Unit partnered with the Alameda County District Attorney's Office to assign misdemeanor, out of custody, domestic violence cases to the ACDA inspectors to ease the case of load of our investigators and allow more time to focus on felony cases.
- Partnered with Dream Catchers Oakland to provide a sustainable placement for underage victims of human trafficking.
- Rescued 44 juvenile human trafficking victims during pro-active operations.
- Enhanced the use of social media tracking software to assist with Human Trafficking and Missing Person Unit. We have been leveraging our FBI partners to obtain the equipment necessary. The Vice Unit continues to assist others with processing electronic evidence and accessing social media.
- A Lieutenant, Sergeant, and three Vice investigators have been sworn in as Special Deputy – US Marshalls for the Federal Bureau of Investigation which provides funding, training and equipment to the Oakland Police Department.

- The Youth Outreach Unit interacted with 5960 students, 7000 community members, provided and or delivered food to over 12,000 people, issued 1000 pieces of personal protective equipment, distributed 300 Chrome Books for OUSD students, conducted 125 home visits and court hearings, and mentored 800 children.
- We created a safer work environment for the 290/ ID Unit staff through structural and process improvements.

Challenges Encountered

- The most serious challenge was the lack of adequate staffing to address increasing caseloads.
- The fatigue of staff due to caseloads, callouts, and nature of investigations.
- Financial constraints to conduct pro-active operations.

Expected Outcomes for 2021

- Strengthen Community Support.
- Continue the shift to 85 / 15 arrest percentage ratio of males vs. females during Vice operations to suppress the demand fueling the illegal sex trade.
- Strengthen our partnership with the Alameda County District Attorney's Office H.E.A.T Unit to aggressively target those profiting from the commercial sex trade.
- Be a committed member of the Alameda County United Human Trafficking Task Force.
- Present Departmental General Order O-6 to the Police Commission and publish.
- Increase the authorized number of investigators in the units.
- Increase in professional Staff to support the investigators.
- Send every investigator to the Sexual Assault / Child Abuse POST certified Investigators' course.
- Expand the knowledge base for V/CEU investigators in the area of Internet Crimes Against Children (ICAC) and participate in more operations with the regional task force.
- Establish a stronger relationship with the Alameda County SAFE Task Force and conduct joint street level enforcement operations to address our community's complaints.
- Support the Special Victims Section staff to participate in the Wellness Program.

Robbery/Felony Assault Unit

Role of Robbery Unit

The Robbery Unit is responsible for investigating all robbery-related crime, including carjacking and residential robberies. The Felony Assault Unit and the Robbery Units are both part of the CID call-out rotation and may be tasked with investigating other felonies. The Felony Assault Unit and the Robbery Unit was commanded by Lieutenant Robert Muniz.

<u>Role of Felony Assault Unit</u>

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.

<u>Organization and Staffing of Robbery/Felony Assault Unit</u>

Robbery Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	10	6
Police Records Specialist	0.5	0.5
Police Service Technician	0.5	0.5

Felony Assault Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	8	7
Police Records Specialist	1	1

<u>Significant Accomplishments</u>

The Section investigated and charged the following number of cases in 2020:

The following data is for the Felony Assault Unit:

Cases	Assigned	Charged
2697	2697	225

*Clearance Rate 8%

The following data is for the Robbery Unit:

Cases	Assigned	Charged
2374	1589	415

*Clearance Rate 26% based on cases assigned.

2020 has been a challenging year for the Department and CID. COVID-19 has forced law enforcement to create new ways of investigating crime while navigating through the challenges of keeping the community and the department safe.

While robberies continue to pose challenges for Oakland in 2020, we experienced a 16% decrease in robberies when compared to 2019. This is a huge accomplishment for the Department and CID.

2020 showed an increase workload for Felony Assault investigators. See below:
Cases Assigned:
- 2019: 1455
- 2020: 2697

Average number of investigators assigned to FAU:
- 2019: 5.9
- 2020: 7.66

Average cases per month per investigator:
- 2019: 20.5
- 2020: 29.3

Average cases per year per investigator:
- 2019: 247
- 2020: 351

During 2020, the Robbery and Felony Assault Units have been actively recruiting officers to fill open vacancies. Recruiting top step veteran officers remains a challenge.

Transfers to other units for advancement, retirements, and promotions continue to create staffing challenges. Staffing challenges have led to an increased workload in both sections. This increase is not only the overwhelming number of reported crimes but also due to assisting other units with investigations due to vacancies. In 2021, the Robbery Unit will start off with a lower staffing level due to promotions and transfers.

The PSTs continue to assist CID with obtaining video evidence in the field. This has been a tremendous help to investigators.

Challenges Encountered

- Staffing remains a challenge, especially when it comes to case load management.
- The Felony Assault Unit faced staffing challenges. For several months, the unit operated with only seven assigned investigators due to promotions and other transfers. The challenges were compounded by the investigators use of FMLA, vacation time, sick leave, and attendance at training. This has resulted in longer hours, more call-out rotations, and increased workloads for each investigator.

Expected Outcomes for 2021

- Continue to assist the five Area Commanders in their efforts to combat and reduce crime in their respective areas.
- Continue to support Cease Fire operations.
- Continue to develop intelligence and share this information throughout the Department.
- Continue to work as a team on complex investigations.
- Work as a team on departmental strategies to reduce shootings and robberies.
- Continue to conduct thorough and comprehensive investigations.
- Partner with outside law enforcement agencies to support our crime fighting strategy and information sharing to effectively solve cases.

- Continue to be responsive to victims of crime and provide them with proper services.
- Continue to treat all victims of crime with dignity and respect.
- Continue to strive for healing within the police department and the community.
- Partner with community leaders and work more closely with NGOs.
- Recruit and develop new investigators to fill current vacancies.
- Mentor new investigators as well as provide proper training and equipment.
- Develop investigators' skills through attending innovative courses related to investigations.
- Utilize social media and news media to help enhance criminal connectivity to increase solvability of robbery/burglary cases.
- Embrace the four principles of Procedural Justice: Voice, Neutrality, Respect, and Trustworthiness.

Burglary, General Crimes, and Task Forces

Role of Burglary, General Crimes, and Task Forces

The Burglary Unit, General Crimes Unit, and Task Forces was commanded by Lieutenant Robert Muniz (First quarter) and Steven Nowak in 2020.

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. This unit is also responsible for reviewing and approving all reports made on Coplogic (OPD's on-line crime reporting system). The Task Forces Unit includes the Fugitive Detail, Weapons Detail and all Federal/ County/ Regional task forces, including:

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

Burglary Section is a primary investigative unit for OPD in 2020. Investigators assigned to these units are generally assigned criminal cases specific to their areas of responsibility. Assigned investigators were responsible for completing all necessary follow-up investigative work to each case. Many of these investigations were intricate, requiring exhaustive research, and long hours. All officers assigned to these units were tasked with call-out duties. Officers on call-out are responsible for conducting follow-up investigations on felony crimes that have just occurred. Heading into 2020 the primary goal was conduct thorough and comprehensive investigations. Another goal was to continue to work closely with all the various Area Commanders and support their efforts to reduce crime in their respective areas as well as enhance connectivity of investigations outside of the City by partnering with surrounding law enforcement agencies.

The Police Evidence Technicians Coordinator is co-located with the Police Evidence Technicians at the Eastmont Station. The Police Evidence Technicians Coordinator is assigned under the supervision of the Lieutenant of the General Crimes Unit. The Police Evidence Technicians themselves are assigned to work the field and supervision is provided by an assigned Sergeant in the Patrol Division.

Organization and Staffing of Burglary, General Crimes Unit, and Task Forces

General Crimes Unit

Classification	Authorized	Filled
Sergeant of Police	2	1
Police Officer	12	7
Police Records Specialist	1	0

Two officers staff the Fugitive Unit

Task Forces Unit

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

Burglary Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	5	4
Police Records Specialist	1	1

Significant Accomplishments

Burglary Unit

Cases	Assigned	Solved
8586	1981	271

General Crimes

Grand Theft	1519
Petty Theft	4832
Auto Theft/Attempted Auto Theft	7099
Vandalism	6136
Felony Assaults/Batteries	4821
Threats	1436
Court Order Violations-166PC (Non-Domestic)	572
Fraud, ID Theft, Elder Financial Abuse	1298
Possession of Stolen Property	501
Possession of Burglary Tools	172
Weapons Violations	1616
Total	**30,002**

The General Crimes Unit is also responsible for the oversight of Coplogic (online reporting), including reviewing and approving reports that are non-traffic related. Below is the number of Coplogic reports approved in 2020.

Coplogic (Online Reporting System)	24,340

Task Force Unit

The Task Force Units is supervised by the Burglary and General Crimes Unit Sergeants. Sergeant A. Nash and Sergeant M. Valle are currently assigned to those positions.

- DEA – During 2020, through multiple separate investigations connected to the City of Oakland, the DEA recovered the following types of evidence and made the following number of arrests: (The COVID 19 pandemic dramatically impacted operational tempo during the year).

Cocaine	16 pounds
Methamphetamine	83.5 pounds
Heroin	7.5 pounds
MDMA	114.2 grams
Crack	347.7 grams
Fentanyl	13 pounds
Pharmaceuticals	541.3 grams
U.S Currency	$85,650
Arrests	63

- ACNTF – During 2020, through multiple separate investigations connected to the City of Oakland, ACNTF recovered the following types of evidence and made the following number of arrests:

Cocaine	51239.02 gm
Fentanyl	4844.7 gm
MDMA	1377.8 gm
Methamphetamine	24596.08 gm
GBL	32 Gallons
Heroin	22798.4 gm

Psilocybin	817.4 gm
Firearms	92
U.S Currency	$1,796,992
Arrests	117

- The US Marshals took 246 fugitives into custody, who were suspected of committing violent felonies in the City of Oakland. The US Marshal Task Force were often required to go outside the jurisdiction of the City and Alameda County to apprehend them.

- The ATF had 71 arrest for firearm violations. They have several ongoing cases from 2019 continuing into 2021. Since 2019, the ATF TFO have been assisting with the newly formed Crime Gun Intelligence Center.

- ACRATT- During 2020, through multiple separate investigations connected to the City of Oakland, ACRATT recovered the following types of evidence and made the following number of arrests:

Chop shop inv.	2
Vehicle recovery	1322
Recovery value	$13,134,508
Arrests	37

Many of these stolen cars are used to commit murders, robberies and burglaries. In 2020 ACRATT made 4 arrests involving stolen vehicles which were used in additional crimes committed in Oakland (home invasions, grand larceny, burglaries and armed robberies).

- Due to COVID-19 restrictions and staffing the Secret Service Task Force Officer worked the majority of his time at OPD to assist CID. No task force stats to report.

Challenges Encountered

- Staffing remains a challenge with respect to the General Crimes and Burglary Unit, especially when it comes to case load management. Investigators carry a heavy caseload of in-custody and out of custody cases, all while new cases continue to flow into the unit which include call out rotations.
- Large Scale events and protests drew staff from investigative assignments which impacted follow up investigations for cases.
- Coplogic has grown significantly in its use by the public; therefore, there needs to be investigative staff dedicated to reviewing these reports. Currently, members in the General Crimes Unit, who are on modified/light duty, are being tasked with reviewing

reports, thus placing a further burden on timely approving of these reports and entry into the Records Management System. It also places a burden on the investigators in the Unit who are required to review Coplogic reports when the system is backlogged.

- Task Force MOUs continue to be delayed due negotiations and approval process.
- Given the health threats related to COVID-19, the Police Evidence Technicians had to collect evidence while wearing significant layers of Personal Protective Equipment (PPE). This required additional purchases of PPE and packaging equipment which impacted an already tight budget.
- Police Technicians Coordinator was on special assignment for most of the year, with their duties being covered by a Sr. Police Evidence Technician.
- 2020 saw a spike in crime and stretched out the PET resources, but the team stepped up to meet the challenge.

Expected Outcomes for 2021

- 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 Cease Fire 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 related to investigations.
- Utilize non-traditional resources (petition for more cadet involvement, welcome additional members on modified duty, request additional PRS and PETs and volunteers.
- Increase the budget for supplies and training for PETs.
- Ensure full staffing for PETs.
- With COVID-19 restrictions easing, ensure PETs attend mandatory training sessions to stay up to date with their evidence collection practices.
- Move the PET Coordinator position to the Special Operations Division as the PET are located at the Eastmont Mall Substation to provide more command presence and improve communication within the team.

Homicide Section

Role of the Homicide Section

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

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

Organization of the Homicide Section

The Homicide Section is allotted five (5) Sergeant positions, one (1) of which is the Cold Case Sergeant, and ten (10) Officer positions, two (2) of which would be assigned to Cold Case. For eleven (11) of the twelve (12) months of 2020, the Homicide Section operated with four (4) Sergeants, nine (9) Officers and one (1) Police Records Specialist.

Staffing of the Homicide Section

Classification	Authorized	Filled
Lieutenant of Police	1	1
Police Officer	10	9
Police Records Specialist	1	1
Sergeant of Police	5	5

Significant Accomplishments

The Section investigated 109 homicides in 2020, with an average of over 9 homicides per investigator. Police Executive Research Forum (PERF) in coordination with the Bureau of Justice Assistance (BJA), U.S Department of Justice recommends a homicide unit ideally should be staffed so that each detective is the lead on an average of four to six new homicide cases per year. This recommendation is based on best practices and on concerns that an increase in detectives' caseloads can be related to a decline in clearance rates. In 2020 we outpaced PERF's recommendation.

Challenges Encountered

- In 2020, the City of Oakland experienced a rise in the homicide rate not seen in nearly a decade. In 2020, the Oakland Police Department's Homicide Section investigated one hundred and two (102) Uniform Crime Reporting (UCR) homicides, which are classified as murders. In 2019, the Homicide Section investigated 75 UCR homicides. This represents a 36% increase. Moreover, it represents a 28% increase from the 5-year average of 80 UCR homicides. Despite the Department's recovery of more than 1,250 firearms during 2020, an increase of over 40% from 2019, the rise in violence persisted.
- Before March 12, 2020, when the nation declared a state of emergency due to COVID-19, the Homicide Section had already investigated seven (7) murders. The pandemic made investigating murders more difficult due to social distancing protocols, and the attendant difficulties of face-to-face interactions with community members.
- By May 29, 2020, the Department had investigated twenty-two (22) murders.
- In one week alone, from May 30th to June 6th, 2020, the Department investigated seven (7) additional murders.

- From there, the violence continued as the Homicide Section was called out to investigate thirteen (13) total homicides in June, eleven (11) homicides in July, sixteen (16) homicides in August, fifteen (15) homicides in September, thirteen (13) homicides in October, and twelve (12) homicides in November.
- The effects of violent crime within the City were not just attributable to gang violence. For example, nineteen (19) of the 2020 homicides were associated with the unsheltered population and encampments.
- Despite the increase, the hardworking investigators of OPD's Homicide Section continue to diligently bring justice to the families of those affected by homicide. We work closely with family advocacy groups, understanding that both the pandemic and violent crime have disproportionately affected communities of color. We continue to equitably investigate all cases with vigor as we seek the truth underlying these tragic losses of life.

Expected Outcomes for 2021

- The Homicide Section looks forward to welcoming a Victim Services Specialist to assist with interfacing with victim families and co-victims of homicides as the investigators work diligently to bring them justice.
- 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 the overall health of the section.
- Homicide Investigators will continue to work tirelessly in their efforts to solve violent crimes/ homicides and bring justice to victims and their families. Their success will be increased by continued community partnerships and collaboration with local, state, and federal law enforcement agencies. Homicide Investigators will continue to identify, utilize, and exploit innovative technology measures to assist with investigations.
- The Homicide Section will seek to improve and increase communication with families suffering from the loss of a homicide victim along with seeking support from organizations that assist victims of violent crime.

Crime Analysis Section

Role of 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 stakeholders within the police department as well as outside law-enforcement partners and city officials. The Crime Analysis Section is tasked with a wide variety of analytical objectives, ranging from patrol support to major case investigations to statistical analysis.

Patrol analysis includes daily and weekly tactical overviews of problem crime areas, temporal reporting, 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 analysis looks at one major crime type, such as robbery or burglary, and then provides in-depth analytical products associated with the incidents. This information is distributed to CID investigators as well as patrol operations.

Intelligence analysis focuses on people associated with crime. When staffed, this analyst provides human intelligence, maintains intelligence databases, works with OPD's focused deterrent program (Ceasefire), and uses SNA (social networking analysis) to identify criminal targets.

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

Organization of Crime Analysis Section

In 2020, the Crime Analysis section had four individuals reporting directly to the section manager:
- Donna Sabbatani: Administrative Analyst II, Crime Analysis
- Michaun "Shawn" Clayward: Crime Analyst
- Erica Cherrix: Crime Analyst
- Svetlana Gubin: Crime Analyst

One individual is on loan to Ceasefire's CGIC:
- Trakalya Goodwin: Crime Analyst

Probationary Analyst Svetlana Gubin completed her probationary period in January 2020 and is a fully integrated member of the team. Currently, there is no eligible list for crime analysts.
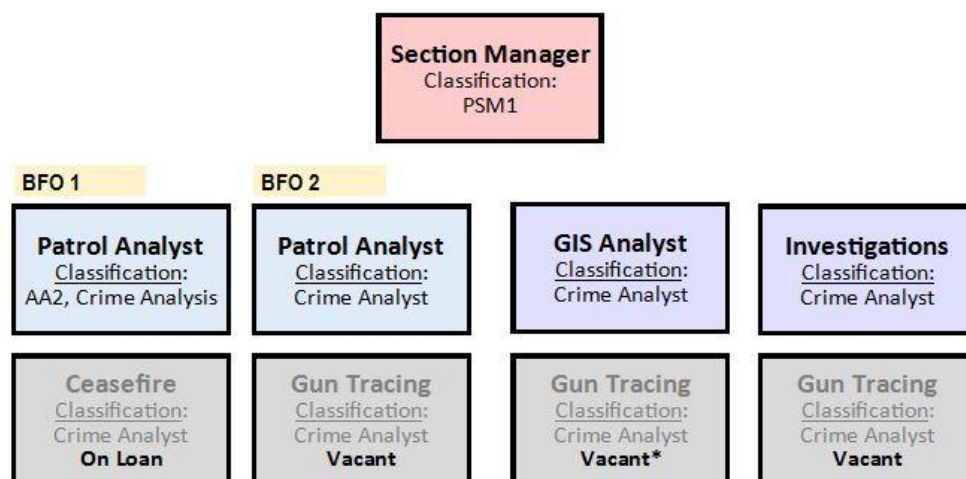
Following is a summary of each assignment, when staffed:

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

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

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

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

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

Crime Analyst, Gun Tracing
- Provides gun-tracing support by collecting and collating IBIS hit notifications with case files and individuals

Staffing of Crime Analysis Section

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

Significant Accomplishments

In 2020, the Crime Analysis Section solidified the specialties of the four analysts seated in CID, and in the latter part of the year, due an increase in shooting violence, broadened its shooting coverage. The GIS analyst, a certified GIS professional, continued to work on integrating ArcGIS Pro into the section until August, at which time, she pivoted to analytical duties associated with shooting violence.

Analyst Donna Sabbatani continued patrol analysis responsibility for Areas 4 and 5, while Analyst Svetlana Gubin continued with Areas 1, 2, and 3. Analyst Erica Cherrix continued in the role of robbery investigative analyst. Analyst Shawn Clayward moved from GIS analysis to shooting investigative analysis in August.

- Donna continues her investigative analysis of residential and commercial burglary. She maintains the comprehensive burglary matrix and provides in-depth pattern and series analysis to CID investigators and patrol operations. She expanded her coverage to include an in-depth, monthly strategic overview of residential and commercial burglary. Her weekly burglary summary, coupled with Erica's weekly robbery summary, gives valued insights into these two crime types.
- Mid-year, in response to an increase in shooting violence, Donna and Svetlana expanded their weekly patrol reports to include a Rolling 3 report focused on gunfire.

This report complements the existing Rolling 3 reports – robbery and burglary – and looks at gunfire, both shooting incidents and ShotSpotter activations – at the area level for the previous three weeks. The report quickly became indispensable and informs resource allocation in all five areas.

- Shawn spent an extended period working with ArcGIS Pro and integrating its features into the daily workflow of the section. Mid-year, in response to the increase in shooting violence, she created an in-depth weekly investigative report on shooting clusters, using new technology available with ArcGIS Pro. Coupling a detailed shooting matrix with geographical analysis, she identifies the areas in the city with the highest percentage of shootings. Each week, she provides in-depth analytical commentary and temporal information on the shootings within the clusters. The report represents a new way of looking at shootings and has proven useful in pinpointing the areas with the highest concentration of shootings in the city.
- Erica has developed a strong working relationship with the robbery investigators and has identified several series. She continues to be the resident expert on the totality of robbery incidents in the city, maintaining a comprehensive information matrix.
- Manager Nicole Freeman and Donna completed a project with City IDT to integrate the current arrest database into PowerBI. The project was successful, and the section is now able to use PowerBI to access arrest data and produce reports.

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

Crime Analysis Reports and Products	Interval	Analyst(s)
The Weekly Crime Report, Area Crime Reports, and Weekly Gunfire Summary	Weekly	M. Clayward
ShotSpotter Weekly Report	Weekly	S. Gubin
BFO 1 and BFO 2 Weekly Crime Brief	Weekly	D. Sabbatani E. Cherrix S. Gubin
Rolling 3 Gunfire Report – one report per area	Weekly	D. Sabbatani S. Gubin
Rolling 3 Robbery Report – one report per area	Weekly	D. Sabbatani S. Gubin
Rolling 3 Burglary Report – one report per area	Weekly	D. Sabbatani S. Gubin
Shooting Clusters Weekly Report – one report per area	Weekly	M. Clayward
Weekly Gun Recovery Report	Weekly	N. Freeman
Robbery Weekly Summary Report	Weekly	E. Cherrix
Burglary Weekly Summary Report	Weekly	D. Sabbatani
Burglary Strategic Report	Monthly	D. Sabbatani
Robbery Emerging Hotspots Strategic Report	Monthly	M. Clayward

Robbery Series Reporting – Erica provides series, pattern, and trend analysis via email reports, developed to provide critical information in a timely manner. She produces between three and five reports per week, depending on the volume of robberies and the ability to identify pertinent series and trend information. Additionally, Erica produces more formal series forecast bulletins,

which include mapping, temporal analysis, suspect and victimology, and forecasting for probable future incidents.

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

Crime Analysis Annual Standing Reports	Released	Analysts
End of Year Crime and Gunfire Reports – Citywide and by Area	January	N. Freeman
End of Year Gun Recovery Summary	January	N. Freeman
End of Year ShotSpotter Summary	January	N. Freeman
Part 1 UCR Crime Stats – Citywide	October	N. Freeman
Historical Part 1 UCR Crime Stats – Citywide	October	N. Freeman
Part 1 UCR Crime Stats – Crime Rates vs. Nationwide Top Ten	October	N. Freeman
Part 1 UCR Crime Stats – Crime Rates vs. California Top Ten	October	N. Freeman
Part 1 UCR Crime Stats – Crime Rates vs. Nationwide Top Ten	October	N. Freeman
Part 1 UCR Violent Crimes per Officer	October	N. Freeman
Part 1 UCR Violent Crime Rate Rankings	October	N. Freeman
Part 1 UCR Property Crime Rate Rankings	October	N. Freeman
Part 1 UCR Robbery Crime Rate Rankings	October	N. Freeman

Crime Analysis Section Training

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

Currently, all the analysts in the section hold a California DOJ certification in crime and intelligence analysis.

Course	Hours	Who Attended
DoJ Crime and Intelligence Analysis Certificate Program		All analysts certified
Geoprofiling Basics – Cal State Long Beach	80	D. Sabbatani M. Clayward E. Cherrix
City of Oakland PowerBI	40	N. Freeman D. Sabbatani M. Clayward E. Cherrix S. Gubin
ESRI 2020 Virtual Users Conference	40	D. Sabbatani M. Clayward E. Cherrix S. Gubin
CA DOJ-FBI NIBRS/CIBRS Training	40	N. Freeman

<u>Challenges Encountered</u>

- The prime challenge for the Crime Analysis Section is staffing and the ability to recruit and retain high-quality applicants. During 2019, staffing recovered somewhat, with the addition of one full-time analyst by Councilmember Rebecca Kaplan. While a recruitment was conducted, only two candidates qualified; one withdrew after the background process was completed, and one was hired. Analyst Svetlana Gubin completed her probationary period in January 2020.
- Analyst Trakalya Goodwin was on loan to Ceasefire's CGIC for the entirety of 2020.
- Crime analyst positions are not plentiful, and there is a dearth of qualified candidates. The requirements for this position are problematic because they require two years of seated crime analyst experience. Coupled with a low salary point compared to other regional incorporated city agencies, each recruitment has netted only one or two candidates who meet the base requirement and scored highly enough in the department oral board to be offered a position.
- The most recent eligible hire list expired in September 2020.

<u>State of the Crime Analysis Section</u>

- In 2020, the Crime Analysis Section stabilized and continued its focus on robberies and patrol support for both BFO 1 and BFO 2. Additionally, the section expanded investigative analysis for residential and commercial burglary, by launching a monthly strategic burglary report. Mid-year, the section added several new products to address the increase in gun violence. The responsibility for human intelligence support remains with the analyst on loan to Ceasefire's CGIC.
- While the analysts continued to expand their knowledge base by attending various trainings in 2020, a lack of relevant, specialized training opportunities plagues the profession. As noted previously, all the analysts in the section hold a California Dept. of Justice certification in crime and intelligence analysis.
- In 2020, an opportunity to take an 80-hour training in geo-profiling became available through Cal State Long Beach, and three analysts took the course. The analysts also participated in ESRI's virtual conference. Unfortunately, due to COVID-19 restrictions, the specialized custom 40-hour ArcGIS Pro workshop provided by ESRI has been postponed until all participants can meet in person in the city's GIS lab.
- The section continues to us TriTech's CrimeView product suite, which is the workhorse technology of the section. CrimeView Dashboard use has increased throughout the department. In 2021, Manager Freeman will be working on a new contract with TriTech. The section is looking forward to the launch of the new CAD/LRMS system at the end of the year.
- The Crime Analysis Section continues to provide the OPD with quality analytical products. Each analyst contributed to the overall success of the section, providing solid analytical information to a wide variety of commanders, investigators, and street-level officers.

<u>Expected Outcomes for 2021</u>

1. Reduce crime.
2. Strengthen community trust and relationships.
3. Achieve organizational excellence through the following efforts.

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

Staffing:
- Push for the return of loaned staff and bring the section seated in CID up to full strength.
- Work with OPD Personnel to fill open positions.
- Explore the process to expand the section with new job classifications, additional staff, and in-section hierarchy (to encourage retention).

Training:
- Although training funding will be limited in 2021, we will continue to seek out and attend no-cost, virtual trainings pertinent to analytical specialties (tactical, statistical, intelligence, and managerial).

In Closing:
- In 2021, the Crime Analysis Section will continue to provide high-quality analytical support to OPD. The section manager will be assisting staff members grow and develop in their fields as well as providing training in the latest analytical techniques. As the section's knowledge and experience increase and top-level strategic plans develop, the OPD crime analysts look forward to being part of reducing crime and making Oakland a safe place to live for all its residents.

Criminalistics Division

Role of Criminalistics

The role of the laboratory is to provide investigators scientific conclusions about the value of physical evidence analyzed during the investigation of crimes. The four broad disciplines for which service requests may be submitted are: Drug Analysis, Firearms, Forensic Biology, and Latent Prints. Scientific staff objectively examines, evaluates, and interprets results of analyses and writes reports. Every analyst is trained to present and defend the scientific findings in court. On rare occasions, personnel respond to crime scenes.

The Laboratory's primary client is OPD, however, services are also available to the Alameda County District Attorney's Office and other law enforcement agencies. The analyses conducted

in the laboratory often lead to expert witness testimony in criminal trials. Case consultation and training are provided to OPD and local law enforcement agencies by laboratory personnel.
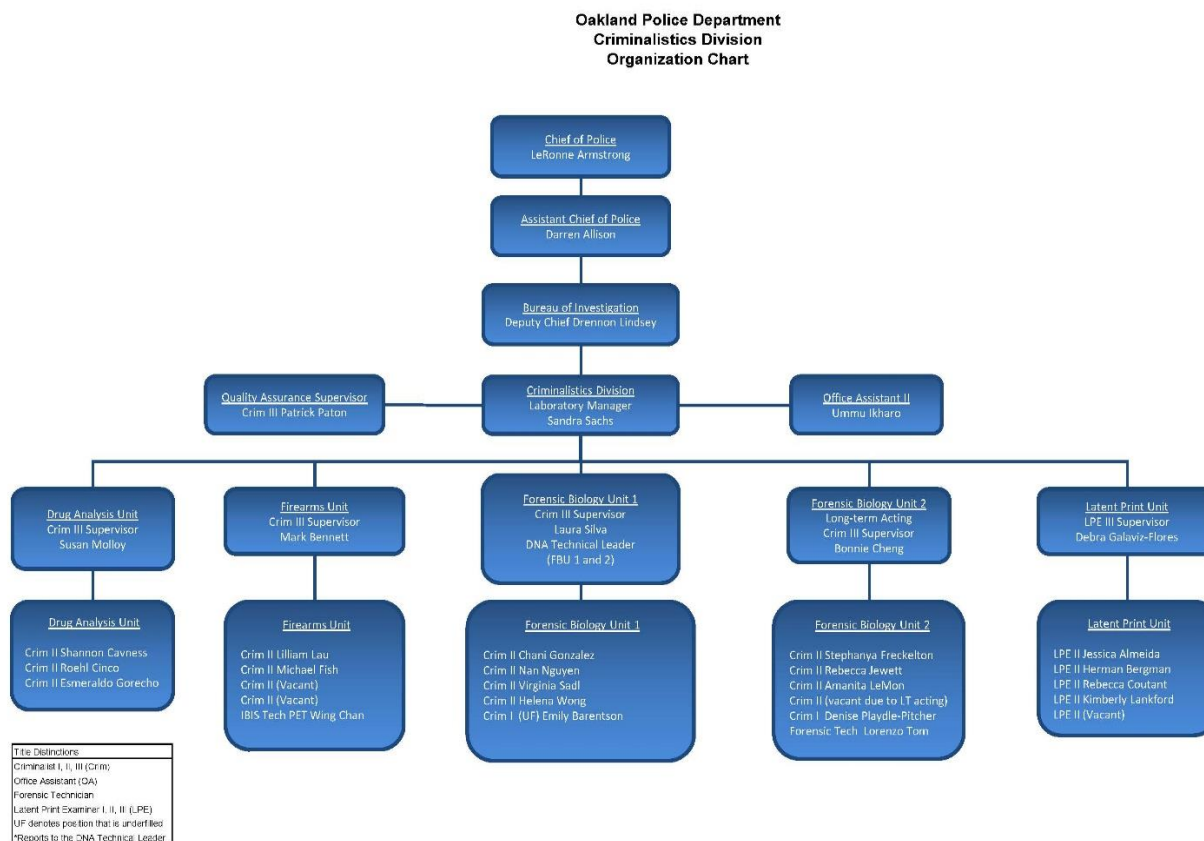
The Criminalistics Laboratory is accredited by ANSI National Accreditation Board (ANAB) conformant with the ISO/IEC 17025:2017 and ANAB supplemental requirements. The fields of accreditation include Biology, Firearms/Toolmarks, Friction Ridge, Seized Drugs and allows for field testing.

Organization of Criminalistics

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

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

Each Supervisor has several direct reports as indicated in the Organizational Chart on the following page:

Oakland Police Department
Criminalistics Division
Organization Chart

Chief of Police
LeRonne Armstrong

Assistant Chief of Police
Darren Allison

Bureau of Investigation
Deputy Chief Drennon Lindsey

Quality Assurance Supervisor
Crim III Patrick Paton

Criminalistics Division
Laboratory Manager
Sandra Sachs

Office Assistant II
Ummu Ikharo

Drug Analysis Unit
Crim III Supervisor
Susan Molloy

Firearms Unit
Crim III Supervisor
Mark Bennett

Forensic Biology Unit 1
Crim III Supervisor
Laura Silva
DNA Technical Leader
(FBU 1 and 2)

Forensic Biology Unit 2
Long-term Acting
Crim III Supervisor
Bonnie Cheng

Latent Print Unit
LPE III Supervisor
Debra Galaviz-Flores

Drug Analysis Unit

Crim II Shannon Cavness
Crim II Roehl Cinco
Crim II Esmeraldo Gorecho

Firearms Unit

Crim II Lilliam Lau
Crim II Michael Fish
Crim II (Vacant)
Crim II (Vacant)
IBIS Tech PET Wing Chan

Forensic Biology Unit 1

Crim II Chani Gonzalez
Crim II Nan Nguyen
Crim II Virginia Sadl
Crim II Helena Wong
Crim I (UF) Emily Barentson

Forensic Biology Unit 2

Crim II Stephanya Freckelton
Crim II Rebecca Jewett
Crim II Amanita LeMon
Crim II (vacant due to LT acting)
Crim I Denise Playdle-Pitcher
Forensic Tech Lorenzo Tom

Latent Print Unit

LPE II Jessica Almeida
LPE II Herman Bergman
LPE II Rebecca Coutant
LPE II Kimberly Lankford
LPE II (Vacant)

Title Distinctions
Criminalist I, II, III (Crim)
Office Assistant (OA)
Forensic Technician
Latent Print Examiner I, II, III (LPE)
UF denotes position that is underfilled
*Reports to the DNA Technical Leader

Classification	Authorized	Filled
Crime Laboratory Manager	1	1
Criminalist I	1	1
Criminalist II underfilled as Criminalist I*	1	1
Criminalist II	15	12**
Criminalist III	5	5
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
TOTAL	32	28

Table 1: Authorized vs. Filled status as of December 31, 2020
  * 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.
  **Long-term acting appointed leaving the vacancy at the Crime II level in DNA.

Significant Accomplishments

Lab-wide
- The biggest team effort in 2020 was supporting each other through the pandemic. In short order after stay-at-home mandates were issued by the State, County and City, procedures and technology allowing staff to work from home were established and supervisors came up with a rotation schedule through the laboratory. The Firearms unit worked most of the pandemic in-person. Policy was changed on an emergency basis to allow for what would have been deviations in policy for taking laboratory records offsite and lack of the ability to monitor court testimony which was suspended.
- A few lab outings were held in January through March, however typical teambuilding was curtailed in the interest of minimizing the chance of a super-spreader event. The year-end get-together was a boxed lunch, socially distanced, followed by online group challenge games.
- The true story in how laboratory staff rallied lies in case productivity: All casework units showed a net increase in casework productivity in 2020 relative to 2019 despite having no significant increase in staffing. Additionally, pandemic challenges of staffing to achieve social distancing which involved rotations and telecommuting was not detrimental; indeed it bore fruit.

The percent increase for each unit is shown in the table below, but the main takeaway is that overall, the laboratory showed a 113% increase in casework productivity from 2019 to 2020.

Unit	Casework Staff (FTE)		Completed Requests		% Increase
	2019	2020	2019	2020	
DA	2	2	104	138	33%
FA	2.5	3.5	14	42	200%
FB	9	9	302	453	50%
IB			433	1294	199%
LP	5	5	201	319	59%
Total			1054	2246	113%

Table 1: Increase in casework productivity in 2020

Firearms
- Firearms staff were resilient in the face of 40% increases in violent gun crimes in the City of Oakland. Existing staff produced approximately 200% more work in 2020 than in 2019, a three-fold increase. This astonishing output cannot be sustained without long-term effects of burnout. It is imperative that the two vacancies in the unit are filled to allow this increase in violent gun crime to be analyzed and to allow the backlog of cases to be addressed.

Forensic Biology
- The Forensic Biology unit onboarded four new members of staff in 2020. These were welcome additions to the crew. Despite the pandemic, and training four new analysts, the unit undertook an extremely ambitious schedule of conducting four separate method validations for a 3500 CE (separation technology), Seratec Amylase cards (serology screens), Proflex Thermal Cyclers and Versa 1100 liquid handler. The Forensic Biology unit will continue acquisition and validation efforts of new robotic technology, and likelihood ratio calculation and interpretation software with the intent to put them online in 2021.

Drug Analysis
- The unit has steadily maintained no case backlog for decades and has hit the goal to analyze cases by the established due date for 95% of cases. The unit was active in a validation of its own by bringing a new analysis for KHAT online. Validations will continue next year with quantitation of cannabis to allow for hemp/marijuana differentiation. The unit will continue bridgebuilding efforts across the department by working with the canine unit to provide drug training materials, ABAT and Traffic on field enforcement operations to crack down on impaired driving and working with the cannabis officer on education.

Latent Print
- The latent print unit (LPU) backlog went down for the first time in many years (from 511 to 451). This is due to higher productivity this year and the cancellation of some service requests. The LPU was able to turn around a rush homicide analysis with in-person and work from home staff working as a team. The unit was also able to develop suspects for a case from processing a multiple-layered wrapped tape. There is a continuing trend of

sustained historically low print submissions; solving it required a joint effort between the laboratory and the crime scene techs. Improvements were made to streamline analytical processes with the development of new casework modules.

<u>Challenges Encountered</u>

- The largest unit challenge in 2020 were the vacancies in Firearms (2 out of 4 total lab vacancies) coupled with an enormous rise in violent gun crime, all of which has taken its toll on Firearms staff. Despite record-breaking output, the unfortunate result is a growing backlog. There is simply no way to keep on top of the firearms casework while maintaining the IBIS capacity of throughput. Additionally, mandates by ATF require that the IBIS entries be prioritized. Until the vacancies are filled, the firearms backlog will continue to grow.
- The greatest challenge for the Crime Lab is budget. There is no annual equipment budget, and for most units, replacement equipment costs range from $35,000 to $250,000. These have largely been paid for by federal grants. Additionally, expensive reagents required to conduct casework annually are on the order of $153,000 and in recent years has had to be paid out of grants. This is unsustainable. The costs of doing forensic work should be budgeted out of the Department's funds in order to avoid future casework suspension due to any tightening or non-award of grant funds. There is a recent 2nd circuit court ruling in favor of the federal government allowing to defund grants to Sanctuary Cities. While the Supreme Court refused to hear this case in 2020, it could take it again in the future and if they rule unfavorably, the only means for the lab to pay for its critical reagents to perform DNA analyses will be lost.
- A hard decision made now about how to find these funds in the OPD budget will potentially avoid the laboratory having to make impossible decisions down the road, such as what homicide or sexual assault cases will not be analyzed due to lack of funds.

<u>Expected Outcomes for 2021</u>

1. Organizational Excellence
- Evaluate opportunities for improvement from a risk management standpoint.
- Implement new analysis of Incident Alerts to model trends and deter future issues.
- Use these tools to inform policy revisions.
- Internal Audit March 2021 to determine ongoing compliance with ISO 17025:2017.
- Continue to work on redeveloping the Department's report writing system (Motorola's PremierOne) to connect report writing, laboratory records, requests and property.
- Facilitate 2021 Offsite Accreditation Audit.
- Encourage auditor / assessor training and participation in external assessments.
- Hold two management review meetings per ISO requirements.
- Focus on six eligible members of laboratory staff to complete professional certifications.
- Laboratory Physical Plant
- Evaluate viability of using Exam Room 2 for processing.
- Address workspace for additional firearms unit staff.
- Attempt to normalize budget with other forensic agencies by increasing, however incrementally, to $583,000 from $168,000.
- Maintain and seek grants.
- Transition to non-grant funded systems such as a fee for service model, devoting cannabis taxes and asset forfeiture funds to the laboratory.

- Assist CID to onboard Privacy Commission policy for Genetic Genealogy and Familial searching

2. Reduce Crime by analyzing evidence efficiently and effectively
- Drug Analysis
  - Issue GAP reports weekly.
  - Complete QA runs quarterly.
  - Develop validation plan of 4-AP color test and other methods for the differentiation of cannabis, specifically, hemp from marijuana.
  - Maintain ability to give results by the established due date on greater than 95 percent of requests.
  - Launch barcoding system to manage drug evidence.
  - Begin to explore ways the Drug Analysis Unit can expand into a forensic chemistry operation.
    - Incorporate an ignitable liquids analysis program to support the needs of the Oakland Fire Department and County of Alameda.
  - Build bridges to the departmental stakeholders who rely on drug analyses.
    - Canine unit support, marijuana officer assistance and interface with the Drug Hotline program run through ABAT.
- Firearms: Improve efficiency in IBIS program with a holistic departmental approach
  - Publish backlogged reports (approximately 720 cases).
  - Fill remaining 2 firearms positions.
  - Hire Forensic Technician to support nascent eTrace program.
  - Address workspace to accommodate new firearms staff.
  - Complete IBIS training for each new hire within first 3 months of hire.
  - With healthy level of IBIS qualified staff and cross trained staff:
    - Clear IBIS casework backlog.
    - Implement IBIS envelope department-wide for all cartridge cases collected.
    - Improve link chart maintenance and utilization to solve problems of very large charts.
    - Increase number of IBIS firearms test fired (firearms currently taken to ATF lab).
  - Provide Firearms Examiner training for new Criminalists using in-house and external resources. Attempt to complete independent firearms casework training within two years.
  - Identify funds for more equipment for new staff.
  - Once IBIS casework burden is taken up by new hires:
    - Concentrate currently qualified Firearms Examiners on firearms casework backlog.
    - Develop procedures for use of Leica scanner.

- Forensic Biology:
  - Fill Vacancies
    - Advertise Criminalist III vacancy.
  - Maintain existing grants, seek renewals and new funding opportunities.
  - Improve casework productivity in request completion, TAT and equitable contribution of casework.
  - Validation Activities
    - QuantStudio 5 (Q1)
    - FaSTR (Q2)

- STRmix (Q1/Q2)
- EZ2 (Q3/Q4)
- Levitas to compare methods for sperm separation (time permitting).

- Latent Prints:
  - Build bridges with the Police Evidence Technicians.
    - Aid with training, procedures, technical expertise and problem solving.
  - Reduce the processing backlog.
  - Train one latent print examiner to proficiency test in latent print processing.
  - Implement the Forensic Comparison Software in casework.
    - Monitor efficacy of use in casework.
  - Due to a RAN board failure:
    - Determine which latent prints from homicide cases that did not transfer from NEC to COGENT AFIS and need to be re-registered in the current unsolved latent print database. Explore alternatives to RAN board.
  - Explore ways to capture statistics for comparison casework complexity and attempt to track number of comparisons per analyst. Include verification stats.
  - Examine and analyze processing statistics regarding ammunition cartridges and cartridge cases to determine practicality and value in processing.
  - Continue to work lab requests to lower the percentage of processing requests in the backlog.
- Crime Scene
  - Formalize Laboratory's crime scene response:
    - Determine the requirements for accreditation.
    - Establish committee of interested experts; assign roles; meet regularly
    - Determine next best steps to begin an official laboratory crime scene response unit to include.
      - Development of crime scene SOPs.
      - Formalize crime scene training program.
      - Outfit the crime scene van with cabinets for better storage and organization.
  - Cross-train / authorize staff in the collection of evidence in cross-disciplinary casework.
  - Create procedures for the Leica laser scanner, train crime scene staff to use.

3. Strengthen Community Trust and Relationships
- Continue community outreach programs such as:
  - "Science is Elementary" programming in Oakland Unified schools.
  - Teach forensic science and crime scene material at local schools.
  - Host Community Police tours of the laboratory and provide a select few tours of the laboratory for the public.
- Focus on employee wellness:
  - Foster *esprit de corps* by continuing teambuilding activities.
  - Expand teambuilding to include other areas of the department through training and challenges.
  - Participate in department-wide activities.
  - Urge all lab staff to use tools in the city to help manage stress.
  - Actively support employees to be successful which can be measured in ways other than solely casework metrics.
  - Continue efforts to launch Alternative Work Schedules (AWS).

Providing several critical services to the Oakland Police Department and the Oakland community, the Bureau of Services was led by Deputy Director Virginia Gleason and was composed of the following areas: Information Technology/Property Evidence Unit, Communications Division, Fiscal Services, Personnel/Human Resources, Personnel Assessment System (PAS), Records and Recruiting and Backgrounds.

Information Technology Unit/Property Evidence Unit

Role of the Information Technology Unit (ITU)

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

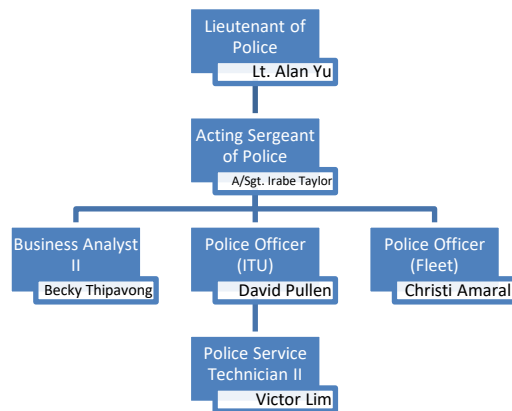Role of the Property and Evidence Unit (PEU)

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

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

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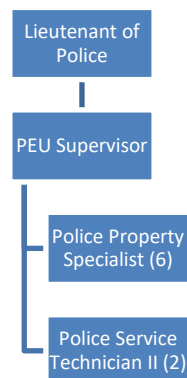
Organization of the ITU

In 2020, the ITU was under the command of a Lieutenant of Police (Lt. Alan Yu). ITU was under the Bureau of Services, which was headed during the year by Deputy Director Virginia Gleason as well as Interim Deputy Director Timothy Birch.

```
                    Lieutenant of
                       Police
                     Lt. Alan Yu
                          |
                  Acting Sergeant
                     of Police
                   A/Sgt. Irabe Taylor
          _____|_____
         |                |                |
   Business Analyst   Police Officer   Police Officer
         II              (ITU)            (Fleet)
   Becky Thipavong    David Pullen     Christi Amaral
                          |
                   Police Service
                   Technician II
                     Victor Lim
```

Organization of the PEU

In 2020, the PEU was under the command of a Lieutenant of Police (Lt. Alan Yu), as part of his overall command of the Information Technology Unit (ITU) and PEU. PEU was under the Bureau of Services, which was headed during the year by Deputy Director Virginia Gleason as well as Interim Deputy Director Timothy Birch.

```
   Lieutenant of
      Police
         |
   PEU Supervisor
         |
         |___ Police Property
         |    Specialist (6)
         |
         |___ Police Service
              Technician II (2)
```

Staffing of the ITU

Classification	Authorized	Filled
Business Analyst II	1	1
Lieutenant of Police	1	1
Sergeant of Police (Acting)	1	1
Police Officer	2	2
Police Services Technician II	1	1

Classification	Authorized	Filled
Lieutenant of Police (Joint ITU / PEU Command)	1	1
Police Property Supervisor	1	1
Police Property Specialist	6	6
Police Service Technician II	2	2

Significant Accomplishments

ITU
- Assisted with the transition to remote work for the department to include identifying and purchasing equipment and assisting with technical needs.
- VISION troubleshooting and continued work to implement a fully functional system.
- Fleet Lease 4.0 build specs and continued work to get vehicles to units.
- Academy Computer Lab upgrade process started, and New Equipment purchased.
- New CCTV system installed at EMM and PAB.
- Cellular Phone Upgrade and distribution (Upgrade needed to be able to use the TEAMS app during COVID-19 pandemic).

PEU
- Destroyed 18,925 items in 2020.
- Increase in money deposits to City Treasury year-to-year from 2019.
- Completed a firearm destruction operation in November (Long Guns 100, Handguns 300).
- Installation of Security glass for both the Evidence Intake window and the Citizen appointment window.
- Kept the PEU open with limited disruption during the COVID shutdown.

Challenges Encountered

ITU
- Completing tasks during 2020 was extremely difficult due to COVID-19 restrictions. Things that would have normally been handled in one meeting at a table took much longer than anticipated. Physical tasks were slowed down due to remote work arrangements at the city and department levels.

PEU
- The need for additional PEU staff to support all facets of the Units responsibilities (purging).
- Purging evidence remains labor-intensive and has been backlogged for decades.
- Space shortage to accommodate new evidence.
- Inadequate CID support to assist with in completing Property Release for destruction (this is both for firearms and evidence as well).

ITU

- New CAD / records implementation at the end of this year or mid-2022.
- Vision troubleshooting completed or vast majority of issues identified and dealt with.
- LEASE 4.0 vehicles built and issued to units.
- Technical assistance with ALPR (Policy completed with PAC).
- Installation of new Academy Computer lab system and equipment.
- Computer refresh throughout department.

PEU

- Purge evidence to maintain available storage space.
- Conduct additional firearms destruction operation (goal is to conduct at least 2 firearm destruction operations).
- Continue to utilize the auction process to purge property and bring additional revenue via auctioned items.
- Continue to provide a high level of customer service to members of the Department, the Alameda County District Attorney's Office, and the citizens of Oakland.
- To create a better process to aid in the destruction process. PEU needs buy-in from CID as additional resources are required to aid in this process.
- Locate funding for additional required shelving in three newly acquired storage areas.

Communications Division

Role of Communications Division

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

Organization of Communications Division
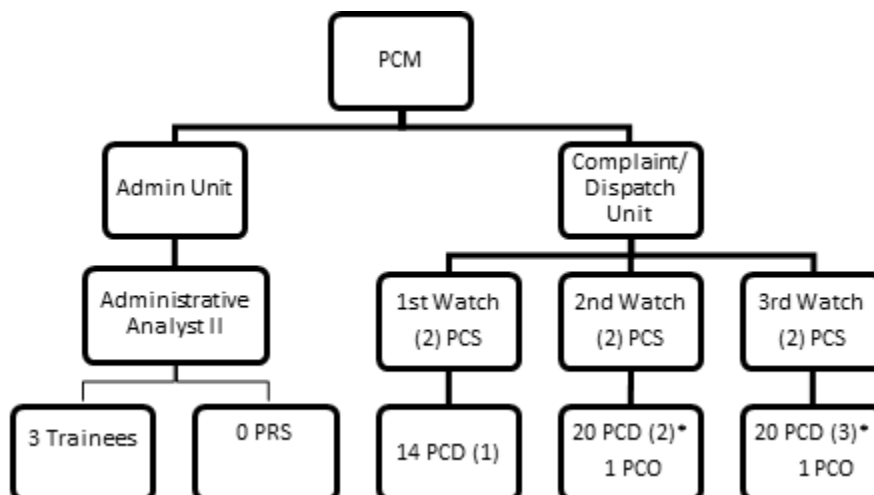
*The asterisk (*) indicates the number of employees on long term leave.

Staffing of Communications Division

Classification	Authorized	Filled
Police Communications Manager	1	1
Police Communications Supervisor	7	7
Administrative Analyst II	1	1
Police Communications Dispatcher, Senior	4	0
Police Communications Dispatcher	69	59
Police Communications Operator	4	2
Police Records Specialist	1	0

Significant Accomplishments

Recruitment and Training
- Training Staff revised the Communications Training Manual.
- Four Police Communications Dispatchers successfully completed the Communications Training Program.
- Communications was granted permission to change the testing software used to test new hires.

Text-to-911
- On 31 Dec 2020, the Communications Division began accepting Text-to-911 calls.

COVID Safety
- Plexi-glass dividers were installed in the Complaint Unit to assist in facilitation of social distancing between consoles.

Challenges Encountered

Staffing and Retention
- During 2020, the Communications Division hired six dispatchers. Unfortunately, of the six, only three remain with one pending reallocation. The Division recognizes the need to:
  - Make modifications to the training program.
  - Provide updated training to new and existing Communications Training Officers.
- Additionally, a meeting has been scheduled with Lt. Johnson from the Training Division and members of his staff to review the Communications Training Program and assist in identifying areas of change to help reduce the current rate of attrition.
- Communications continues to experience higher than average sick leave usage. During 2020, at least 2-3 staff members were on long term leave at any given point in time.
- The Admin Leave allowed during the early phase of the pandemic resulted in a temporary loss of twelve FTEs.

911 Answering Speed
- Communications failed to meet the states recommended answering speed which states 90% of all 911 calls are to be answered within the 15 seconds and 95% of 911 calls should be answered within 20 seconds. Our inability to meet this standard has a direct correlation to the number of vacant positions that need to be filled.

Expected Outcomes for 2021

In order to effectively support the goals of the Strategic Plan, the Communications must be fully staffed.

1. Reduce Crime
- Increasing staffing will reduce the time callers spend on hold waiting to report crimes. Reporting parties often grow tired of waiting for a "real person" and hang up without providing valuable information regarding crimes that have occurred.

2. Strengthen Community Trust and Relationships
- The Community is frustrated with the time it takes for the calls to be answered. With increased staffing they will receive service in a more expeditious manner which will help to mend the rift and negative perception of the work that is being done.

3. Achieve Organizational Excellence.
- Provide timely and relevant training to staff to assist them in maintaining and sharpening their skills as they assist the Oakland community.
- Hire, train, and retain staff to avoid the continued staff burnout.

Fiscal Services

Role of Fiscal Services Division

The Fiscal Services Division (Fiscal) is responsible for managing the Oakland Police Department's (OPD) over $290 million operating budget and related forecasting and financial reporting; accounts payable and receivable; grants and contract administration; as well as managing the False Alarm Reduction Program. Fiscal provides staff support, technical assistance, and training related to procurement; financial and overtime management and reporting; budget analysis; as well as grants and contracts administration.
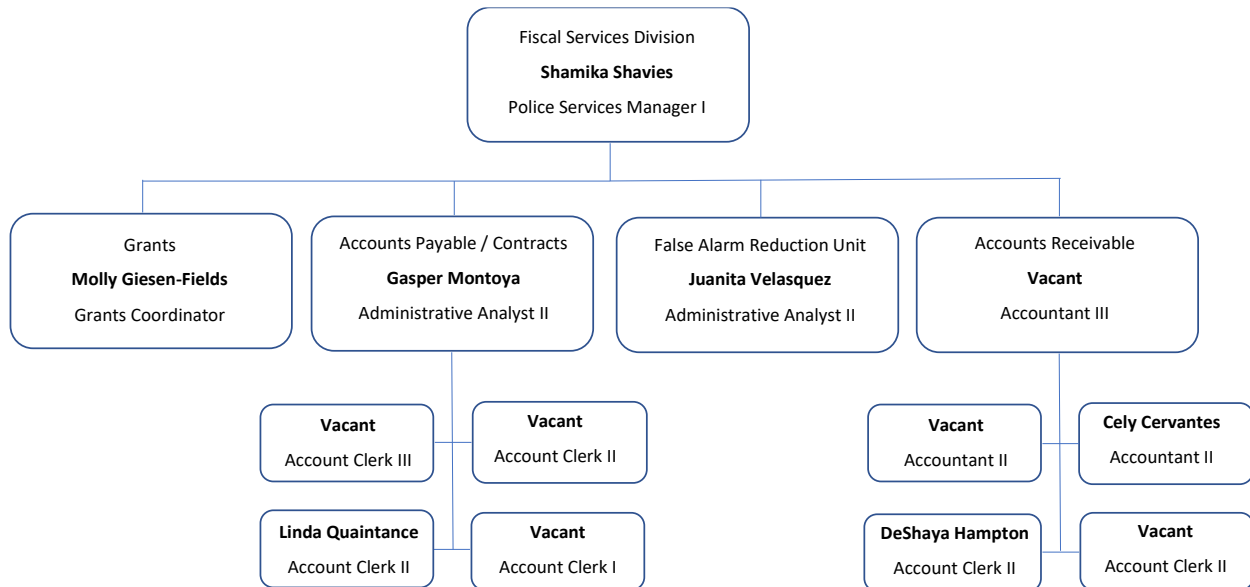
On a day-to-day basis, Fiscal is responsible for the following:

- Processing payment requests for the receipt of goods and services.
- Processing employee reimbursements related to tuition, professional development and petty cash.
- Invoicing and booking revenue for the Department's Special Events Unit.
- Processing Departmental travel requests.
- Booking credit card merchant and equipment fees.
- Depositing cash receipts.
- Performing pre- and post-award grant activities for the Department's grants.
- Providing custom financial reports for project managers.
- Reviewing the cost summary/implications section in OPD's agenda reports and resolutions.

- Assisting the Department with contract administration.
- Reconciling Measure Z and special projects.
- Providing information for various audits.
- Working with City staff to implement City fiscal policies.
- Working with PMAM Corporation to implement the City's alarm ordinance and administer the Department's False Alarm Reduction Program.

Organization of Fiscal Services Division

The Fiscal Services Division is aligned under the Bureau of Services and managed by a Police Services Manager I. Fiscal currently has 13 full-time equivalent civilian positions. The organizational chart is provided below.

Fiscal Services Division
Shamika Shavies
Police Services Manager I

Grants
Molly Giesen-Fields
Grants Coordinator

Accounts Payable / Contracts
Gasper Montoya
Administrative Analyst II

False Alarm Reduction Unit
Juanita Velasquez
Administrative Analyst II

Accounts Receivable
Vacant
Accountant III

Vacant
Account Clerk III

Vacant
Account Clerk II

Linda Quaintance
Account Clerk II

Vacant
Account Clerk I

Vacant
Accountant II

Cely Cervantes
Accountant II

DeShaya Hampton
Account Clerk II

Vacant
Account Clerk II

Staffing of Fiscal Services Division

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

<u>Significant Accomplishments</u>

Last year, Fiscal achieved several noteworthy accomplishments that are highlighted below:
- Developed OPD's FY 2021-23 Biennial Budget.
- Updated OPD's Master Fee Schedule.
- Provided Department-wide Fiscal training.
- Awarded $4,561,947 in grant funds.
- Filled one Accountant II vacancy.

These accomplishments were achieved while Fiscal processed over 4400 invoices, 134 reimbursements, 601 travel requests, 88 tuition reimbursements, 9 professional development allowances, over 200 budget change requests, 117 special event invoice billings, 52 grant quarterly financial reports, 28 contract agreements and countless labor distributions.

<u>Challenges Encountered</u>

- The COVID pandemic and subsequent State ordered shelter-in-place order temporarily forced staff to work remotely for several months resulting in Fiscal changing many of its policies and procedures immediately. Original receipts and payment requests with wet signatures were replaced with electronic copies and e-signatures. There was a small adjustment period with slight delays in payment processing as the unit adjusted and eventually began a hybrid schedule of alternating days at the PAB.
- The Accounts Receivable Unit lost two Account Clerk II positions, dramatically impacting the ability to properly reconcile special projects in a timely manner.
- The Accountant II and Accountant III positions were vacant for the latter part of the year creating gap in the ability of the unit to reconcile and prepare quarterly financial reports and special funds including Measure Z.
- Continued Staff shortages in the City Budget Office has impacted the ability of OPD to quickly create projects and load budgets, which impacts the implementation of the grant award.

<u>Expected Outcomes for 2021</u>

The Fiscal Services Division expected outcomes for the year are to:
- Recruit and hire personnel to fill the vacant Account Clerk I, Accountant II, Accountant III, and two Account Clerk II positions.
- Continue to improve financial management, including reconciling projects and funds.
- Complete the FY21-23 Biennial Budget.
- Work with OPD staff and ITD to incorporate Fiscal documents on the OPD intranet.

These outcomes support the three goals of the OPD 2016 Strategic Plan: 1) Reduce Crime; 2) Strengthen Community Trust and Relationships; and 3) Achieve Organizational Excellence. Fiscal will, 1) help reduce crime by identifying and securing funding opportunities to help finance the Department's crime reduction strategies; 2) help strengthen community trust and relationships by properly managing public funds, minimizing expenditures and maximizing revenue in order to facilitate a more solvent financial position for the Department, and improving the False Alarm Reduction Program for residents and businesses; and 3) achieve organizational excellence by ensuring financial transactions are processed timely and accurately as well as continuing to empower staff with knowledge pertaining to the Department's and City's fiscal guidelines.

Attachments – 2020 Budget

Budget (Jul 2019 to June 2020)	Budget Approved	Obligated Funds	Budget Spent	Budget Variance
101110 Office of Chief: Administration	31,217,935	39,667	30,388,538	789,730
101120 Internal Affairs	7,335,068	16,199	8,697,319	(1,378,450)
101130 Office of the Inspector General	1,834,162	137	1,856,443	(22,418)
101140 Intelligence Unit	2,411,135	5,513	2,580,048	(174,426)
102120 Property and Evidence Unit	1,672,518	82,803	1,714,293	(126,086)
102130 Special Victims Unit	10,566,235	18,937	10,976,077	(428,778)
102140 Research & Planning	747,581	(0)	585,115	162,466
102280 Crime Analysis Section	1,792,027	1,100	908,247	882,680
102310 Criminal Investigations	6,800,002	(2,617)	5,187,455	1,615,164
102320 Homicide	5,731,898	(791)	5,678,053	54,636
102321 Misdemeanor Crimes & Task Forces	9,413,869	0	8,873,575	540,294
102324 Felony Assault & Gang	702,892	0	307,786	395,106
102330 Robbery and Assault	5,425,127	0	5,477,871	(52,744)
102341 ID Unit	1,458,274	512	1,425,016	32,747
102350 Criminal Investigations	1,773,108	9,338	2,256,066	(492,296)
102610 Criminalistics	7,574,865	16,374	5,693,603	1,857,911
103110 Bureau of Services: Administration	1,387,007	5,320	715,846	665,842
103242 Records	3,980,326	7,766	3,945,962	19,453
103310 Communications	15,842,903	5,813	15,035,162	801,703
103430 Training	22,068,446	759,252	17,386,730	3,920,513
106210 Police Personnel	2,238,463	55,241	2,369,775	(186,585)
106410 Police Information Tech	3,951,456	224,502	3,251,191	475,611
106510 Fiscal Services	2,601,768	227,681	(553,240)	2,927,326
106610 Background and Recruiting	3,639,950	75,517	3,761,997	(197,564)
106810 PAS Administration - Unit	1,057,461	667	1,119,420	(62,626)
107410 Support Operations	1,346,033	128	894,662	451,243
107510 Traffic BFO	13,029,215	162,033	12,501,253	365,915
107710 Special Operations	13,848,577	129,026	17,982,385	(4,268,955)
108010 District Area Command:Admin	4,753,025	57,783	3,304,266	1,390,806
108110 District Area 1	29,071,091	2,071	42,275,960	(13,206,940)
108120 District Area 2	22,109,038	1,164	24,021,553	(1,913,679)
108130 District Area 3	23,754,619	215	28,225,847	(4,471,443)
108140 District Area 4	28,308,224	5,541	30,953,565	(2,650,882)
108150 District Area 5	28,797,643	2,660	34,628,854	(5,833,871)
108630 Ceasefire Unit	11,330,126	69,858	12,851,564	(1,591,297)
108710 Neighborhood Svs Unit - West	1,158,751	3,338	1,093,514	61,899
108820 Neighborhood Svs Unit - East	1,173,656	7,412	712,196	454,049
Grand Total	**331,904,475**	**1,990,157**	**349,083,968**	**(19,193,946)**

Personnel Section/Human Resources

Role of the Human Resources Section

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

The Administrative Unit
The Administrative Unit manages all human resources and personnel related matters for Oakland Police Department (OPD) sworn and professional staff. This unit is responsible for maintaining over 1,000 active personnel files and all former OPD employee files. The unit monitors bilingual test requests; maintains Department compliance with the City of Oakland Equal Access Ordinance; generates personnel rosters; monitors and updates the OPD scheduling system known as Telestaff; maintains filled and vacancy records for all OPD positions; maintains the position control report; coordinates promotional and awards ceremonies; maintains sworn transfers and Order of Merit Lists (OML); maintains sworn seniority; maintains badge assignment and inventory; processes final check out for separating employees; conducts exit interviews; tracks transfers, loans, and reassignments; updates the OPD Human Resources Management (OPD HRM) database; processes public records requests, requests for information, and employment verifications; and participates in the recruitment and hiring for all vacant positions within OPD.
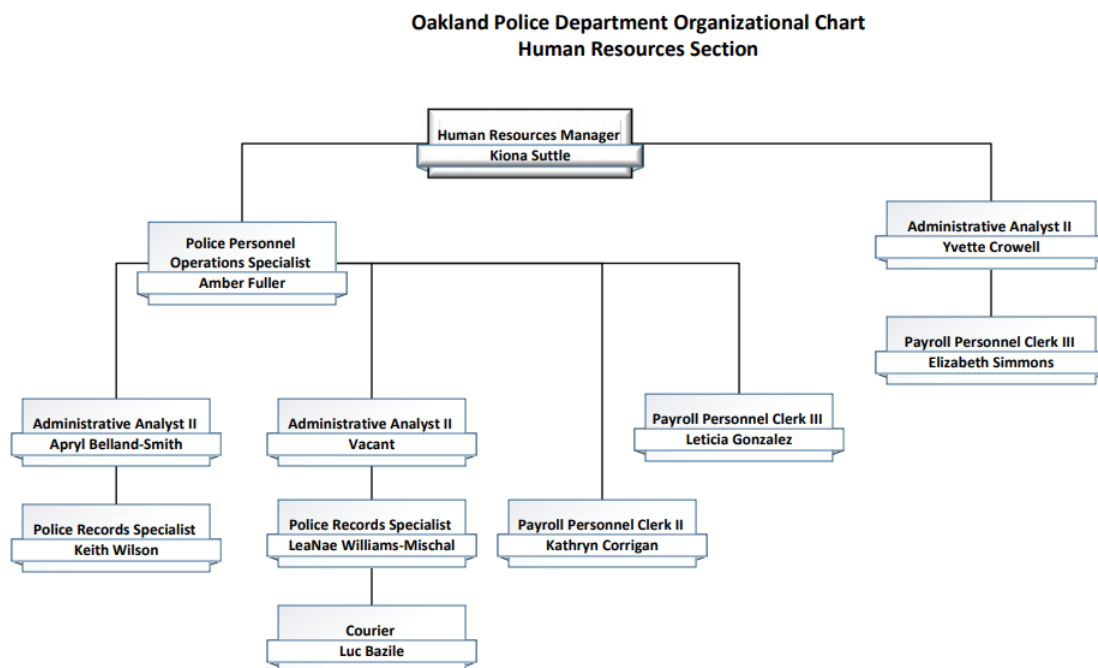
The Payroll Unit
The Payroll Unit completes new hire paperwork; processes annual salary step increases; collects, enters, and audits timecards; processes payroll corrections and adjustments; reviews and processes annual uniform allowances and longevity pay; provides pay stubs for non-self service employee disbursements; responds to payroll inquires; conducts quality control checks, and serves as a liaison for self service training and monitoring between OPD employees and the City's Finance and Management Agency Treasury Bureau.

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

Organization of the Human Resources Section

Below is an organizational chart of the Personnel Section:

Oakland Police Department Organizational Chart
Human Resources Section

Human Resources Manager
Kiona Suttle

Police Personnel Operations Specialist
Amber Fuller

Administrative Analyst II
Yvette Crowell

Payroll Personnel Clerk III
Elizabeth Simmons

Administrative Analyst II
Apryl Belland-Smith

Administrative Analyst II
Vacant

Payroll Personnel Clerk III
Leticia Gonzalez

Police Records Specialist
Keith Wilson

Police Records Specialist
LeaNae Williams-Mischal

Payroll Personnel Clerk II
Kathryn Corrigan

Courier
Luc Bazile

Staffing of the Human Resources Section

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Personnel Operations Specialist	1	1
Administrative Analyst II	3	2
Payroll Personnel Clerk III	3*	2
Payroll Personnel Clerk II	1	1
Police Records Specialist	2	2
Courier	1	1

*One Payroll Personnel Clerk III position was frozen on July 1, 2020.

Significant Accomplishments

Administrative Unit
- Provided uninterrupted administrative support and services to internal and external customers despite the challenges associated with COVID-19.
- Planned and hosted the Department's first Virtual Awards and Promotional Ceremony, which honored the hard work and efforts of employees receiving awards and the high achieving individuals who were promoted in 2020.
- Filled one (1) permanent Courier position, which allowed for consistent and uninterrupted delivery of internal and external Departmental mail.
- Processed 43 complex public records requests, subpoenas, and other requests related to a variety of human resources matters, which is a 13% increase from the previous year.
- Processed 82 new employees of various classifications, which are listed in the below chart:

Job Classifications Hired in 2020

Classification	Count
Assistant to the Director	1
Courier	1
Criminalist II	2
Exempt Limited Duration Employee	2
Forensic Technician	1
Intake Technician	1
Police Cadet, PT	9
Police Communications Dispatcher	6
Police Officer	2
Police Officer Trainees	52
Police Performance Auditor	1
Police Program and Performance Auditor	1
Police Property Specialist	1
Police Services Technician II	2
Grand Total	82

Payroll Unit
- Provided uninterrupted payroll support to Departmental personnel despite the challenges associated with COVID-19.
- Completed new hire process and payroll self-service training 52 Police Officer Trainees entering the 184th and 185th Police Academies.
- Completed audits, subpoenas, and public records requests for a variety of payroll related matters.

Medical Unit
- Provided uninterrupted medical related services to Departmental personnel despite the challenges associated with COVID-19.
- Coordinated 102 transitional assignments for both on-duty and personal illness/injuries, which is a 24% increase from the previous year.
- Conducted follow up on 188 new injuries reported by Departmental personnel to include reviewing initial injury packet or declination of treatment packet and making sure each packet was filled out completely and accurately, which is a 75% increase from the previous year.
- Processed more than 70 COVID-19 claims and 55 Families First Coronavirus Response Act (FFCRA) claims.
- Processed 85 military requests, which is a 7.5% increase from the previous year.

Challenges Encountered

Administrative Unit
- Adjusting to new processes and requirements related to COVID-19, including telecommuting and limited face-to-face interaction with customers needing administrative support and assistance from the Human Resources Section.
- Limitations with the OPD HRM database related to extracting information and producing basic reports without the assistance of the City's Information Technology Department (ITD), which resulted in a delay in providing statistical and organizational information to requesters.
- Insufficient staffing resulted in backlogged assignments and increased overtime to keep up with workload demands.

Payroll Unit
- Adjusting to new processes and requirements related to COVID-19, including telecommuting and limited face-to-face interaction with customers needing assistance with payroll related matters.
- Insufficient staffing due to one Payroll Personnel Clerk III position being frozen on July 1, 2020.

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

Expected Outcomes for 2021

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

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

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

Attachments

- Promotions, retirements, and appointments has been appended to this report.
- Note: When the HR department moved to the new OPD HRM system, they lost the capability to accurately track awards, so this information will not be provided.

Personnel Assessment System (PAS)

Role of PAS Administration Unit

The Personnel Assessment System Administration Unit (PAU) is responsible for:
- Manually preparing at least 4 normative threshold reports (histograms) per year for the preceding 18 months to identify outliers, until VISION is fully operational in that area.
- Preparing and forwarding threshold notifications and single event threshold notifications to the appropriate Bureau Deputy Chief/Director and responsible commander or manager via VISION and email.
- Assigning PAS Activity Review Reports for individuals identified by the threshold reports and providing the supervisor with templates and resources.
- Reviewing all PAS Activity Reports for completeness, clarity, and consistency.
- Conducting monthly PAS Panel meetings 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.
- Monitoring the workflow in VISION to ensure the review proceeds to the correct next steps.
- Providing primary administrative responsibilities for the PAS policy.
- Providing reports relevant to the PAS program upon request.
- Maintaining confidential PRIME/VISION files on all persons in the PAS program.

- Retaining all PAS files, reports, and other documents for a minimum of five (5) years or seven (7) years from separation.
- Monitoring VISION data to ensure stability and accuracy.
- Migrating and archiving PRIME data into VISION.
- Working with Quartech and VISION Team and reporting and testing bugs and updates.
- Working with City ITD with creating and testing Power BI Reports.
- Conducting regular comparisons of data against database records to verify complete and accurate data is being used.
- Preparing Quarterly PAS oversight reports.
- Assessing compliance auditing subtasks for Task 40 and 41.

Staffing of PAS Administration Unit (as of 1/27/21)

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

Significant Accomplishments

- At the onset of the shelter-in-place order due to the COVID-19 pandemic, the PAS Admin Unit staff has been working mainly remotely. We became proficient with Microsoft Teams and other technological tools in order to communicate with supervisors, commanders, VISION users, ITD, VISION Team and others. In fact, we have found that Microsoft Teams enabled us to be even more effective since we are able to view the user's screen and are better able to guide them through any troubleshooting steps.
- Generated four threshold reports that included an analysis of performance activity of supervisory, normative, and relational comparison thresholds.
- Evaluated over 722 records of individuals' meeting or exceeding thresholds to determine the need for a review, performance reassessment, or Command notification.
- PAU Analysts oversaw over 300 PAS Activity Review reports that were assigned to supervisors.
- 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.
- Conducted a department-wide survey on VISION and addressed users' concerns; provided survey results to Chief and monitors.
- Facilitated focus groups to gather user feedback; created VSTS to enable/enhance certain processes in VISION.
- Worked with VISION support testing bugs and workflows and assisted with migration of data from PRIME to VISION for approximately 140 reviews.
- Worked with IT to create and test over 43 reports for VISION.
- Assisted in the process of developing and test of dashboards.
- Provided excellent customer service to VISION users.
- Conducted 12 training sessions to more than 130 attendees on the PAS Process and writing PAS Reviews. In addition, PAU analysts provided one-on-one training with supervisors as needed.
- Created training materials, PowerPoints, cheat sheets, FAQs, templates, and reports to assist supervisor with writing the PAS Reviews.
- Provided Promotional Reports to Human Resources upon request.

- Provided Monitoring data to OIG upon request.
- Established policies and procedures for PAS Activity Review Panel and created training materials for panel members.
- Facilitated monthly PAS Activity Review Panel meetings and trained PAS Panel Members. A total of 142 reviews were evaluated in 2020.
- Revised DGO D-17 to update the policy and to include changes caused by the migration to VISION.
- Participated in Risk Management Meetings to observe how the unit's work product supports the process and to provide information as needed.
- Began working with Training Unit to identify and develop resources for program strategies that address different learning styles and work schedules to provide a more robust mentoring and career development resource for all Department members.
- Attended trainings both to evaluate courses for recommending strategies purposes and for personal development of staff.

Challenges Encountered

- An Administrative Analyst II retired on June 29, 2019, and the PAS Admin Unit has been down one analyst since then. We are finally fully staffed as of January 25, 2021.
- The PAS Admin Unit migrated data from PRIME into VISION, which required a lot of manual cut and paste. Learning the new system has been a challenge and new processes are introduced as bugs are fixed.
- A result of the implementation of VISION was that the responsibility of writing the PAS Activity Reviews was returned to the supervisors. Some are new supervisors who have never written a PAS Review before, so we had to conduct various trainings for the PAS Process, VISION, and writing PAS Reviews. Most challenging of all, though, has been dealing with the pushbacks from supervisors and commanders who felt that the PAS Admin Unit was pushing their work onto them and overloading them with more responsibilities. As it was, the PAU had no part in making this decision. PAU itself was overwhelmed with the migration process, making sure data appears accurately in VISION, and ensuring the workflow works properly.
- Supervisor and Commanders were not familiar with using VISION, so PAU staff had to provide support and follow up on reviews to move each to the next step. Each analyst had 60 to 70 reviews to oversee in addition to other duties (testing bugs and reports; creating training materials, templates, and other resources; fulfilling information requests; running reports; manually performing the elimination process for threshold runs; and facilitating panel meetings). Keeping up with all the reviews has and continues to be a big challenge.

Expected Outcomes for 2021

- The duties of various entities for the PAS Review Process would be clearly delineated and agreed upon.
- The revised DGO D-17 would be finalized, approved and in effect.
- The migration of data from PRIME to VISION will be completed. The process of archiving completed reviews to VISION is expected to be completed in 2021.
- Workflows in VISION will be functional so that there is less follow-up and re-directing needed by the PAS Admin Unit.
- VISION'S automated histogram process will be operational, thus eliminating the need for manual intervention by PAS Admin Unit analysts. Bugs for VISION will all be fixed, and change orders to enhance the system are addressed.

- PAS Activity Review trainings conducted for Ceasefire and BFO1.
- 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.
- A strategies and trainings library would be developed for supervisors to assist in the Monitoring process.
- Create evaluative reports that will inform and enhance PAS Review content and support Risk Management goals.

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 strategies, Members, Supervisors and Commanders will be able to identify positive and negative trends and use that information to teach and model best practices. Using VISION and the dashboards as a tool, 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 to create and foster a climate of trust. Where there is trust, residents begin to invest in these partnerships and will work with us to improve the quality of life in our city.

Records Section

Role of the Records Division

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

Staffing of the Records Division

Classification	Authorized	Filled
Administrative Assistant I	1	1
Police Records Specialist	26	21
Police Records Supervisor	4	4
Police Services Manager I	1	1
Police Services Technician II	1	1

Significant Accomplishments

The Records Division increased efficiency in fulfilling Public Records Request and navigating the release of SB1421 information. Throughout the COVID-19 pandemic staff worked through the challenges and continued to provide in person counter service. Due to supervisors consistently conducting monthly meetings with staff and phone audits, the number of complaints has continued to decrease.

Records Division Task	Processed
Original/Supplemental Incident Reports	103,474
Arrest Reports	8225
Public Records Requests	4410
Law Enforcement Requests	6949
Insurance Requests	5000
Subpoena Duces Tecum/Court Orders	255
Record Sealings	142
Towed/Impounded	16881

Challenges Encountered

Due to COVID-19 it has been challenging training additional professional staff on compliancy regarding fulfilling Public Records Requests. Records also experienced issues with several of its computer databases and other technology equipment being inoperable or extremely slow for extended periods of time, which resulted in productivity delays.

Expected Outcomes for 2021

- Installation of Premier One Records Management system which will better assist the department with retrieving and tracking crime data in real time.
- Transition to NIBRS.
- Continuing the Department's commitment to transparency by ensuring public information is released upon request.
- Continuing encouragement of professional development training for all Records professional staff to maintain quality customer service.
- Solicit quarterly feedback from staff on what is working and what can be improved and track the results. This goal supports achieving organizational excellence by listening to and addressing staff concerns in a timely manner, which will assist in continuing a desirable working environment.
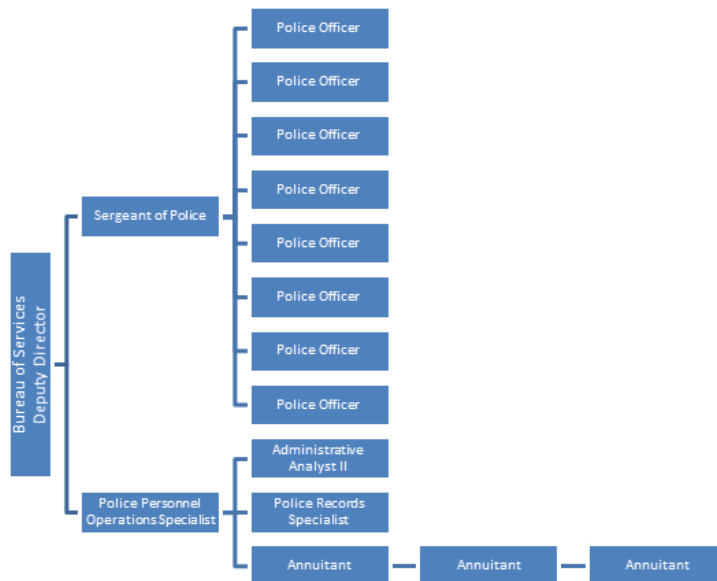
Recruiting and Background Unit

Role of Recruiting & Background Unit

The Oakland Police Department's (OPD) Recruiting and Background Unit actively recruits applicants to fill vacant OPD positions. The unit also coordinates the extensive selection process for the Police Officer Trainee position. The goal of the unit is to recruit diverse applicants, conduct thorough and fair background investigations, and build an applicant pipeline. The unit conducts background investigations for prospective OPD and Family Violence Law Center professional staff members, as well as lower-level background investigations for City of Oakland Information Technology employees, Oakland Animal Services applicants, volunteers, and contractors.

The Recruiting and Background Unit's intent is to ensure OPD and the City of Oakland onboards suitable employees. The unit maintains a constant flow of information to the public and applicants concerning employment opportunities.

Organization of Recruiting & Background Unit

Staffing of Recruiting & Background Unit

Classification	Authorized	Filled
Administrative Analyst II	1	0
Annuitants	40	3
Police Officer	8	6
Police Personnel Operations Specialist	1	1
Police Records Specialist	1	1
Sergeant of Police	1	1

Significant Accomplishments

The Recruiting & Background Unit goals outlined in last year's annual management report were significantly impacted by a need to redirect resources to address the COVID-19 pandemic. Staff adjusted and set new goals aimed at continuing recruiting and testing activities. The Recruiting & Background Unit accomplished the following:

- Completed 193 backgrounds for Police Officer Trainees and 125 professional staff backgrounds.
- Filled the 185th Police Academy with 36 Police Officer Trainees during a global pandemic. This academy represented one of the most diverse academies ever at OPD.
- Continued recruiting and testing process for the 186th Police Academy during a global pandemic.
- Hosted the first virtual Police Officer Trainee oral exam.
- Revamped the in-person Police Officer Trainee Physical Ability test to accommodate COVID-19 restrictions. No COVID-19 incidents reported.
- Attended recruiting during COVID-19 training to gain insight on best practices.

Challenges Encountered

The Recruiting & Background Unit experienced limited in-person engagement with applicants and extended staff members due to ever changing local and state restrictions and guidelines related to the global pandemic. The Recruiting & Background unit experienced the following challenges:

- Adjusting recruitment and testing strategies to accommodate global pandemic restrictions and guidelines.
- Competing with other Bay Area law enforcement agencies to attract qualified applicants for the position of Police Office Trainee.

Expected Outcomes for 2021

The Recruiting & Background Unit will focus on obtaining the outcomes listed below. Filling existing vacancies and attracting qualified applicants with a heart for the Oakland community will assist the department with crime reduction, strengthening community trust and relationships, and achieving organizational excellence.

- Increase the number of department personnel conducting background investigations.
- Host a POST 32-hour background investigation training for new background investigators.
- Increase recruitment efforts to include more marketing on social media and other outlets such as universities, colleges, and other law enforcement police academy training centers.
- Coordinate with OPD Explorers and Cadet programs to build a viable applicant pipeline.
- Reduce attrition rates between each step of the testing process.
- Finalize approval for Recruiting and Background Unit Policy & Procedures draft.