

Oakland Police Department



2021 Annual Report

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Department Organization

For 2021, 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
- Bureau of Risk Management

Office of the Chief of Police included:

- Chief of Police
- Assistant Chief of Police
- Chief of Staff
- Public Information Office
- Ceasefire Division
-

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
 - Support Operations Section
 - Traffic Operations Section

Bureau of Investigations included:

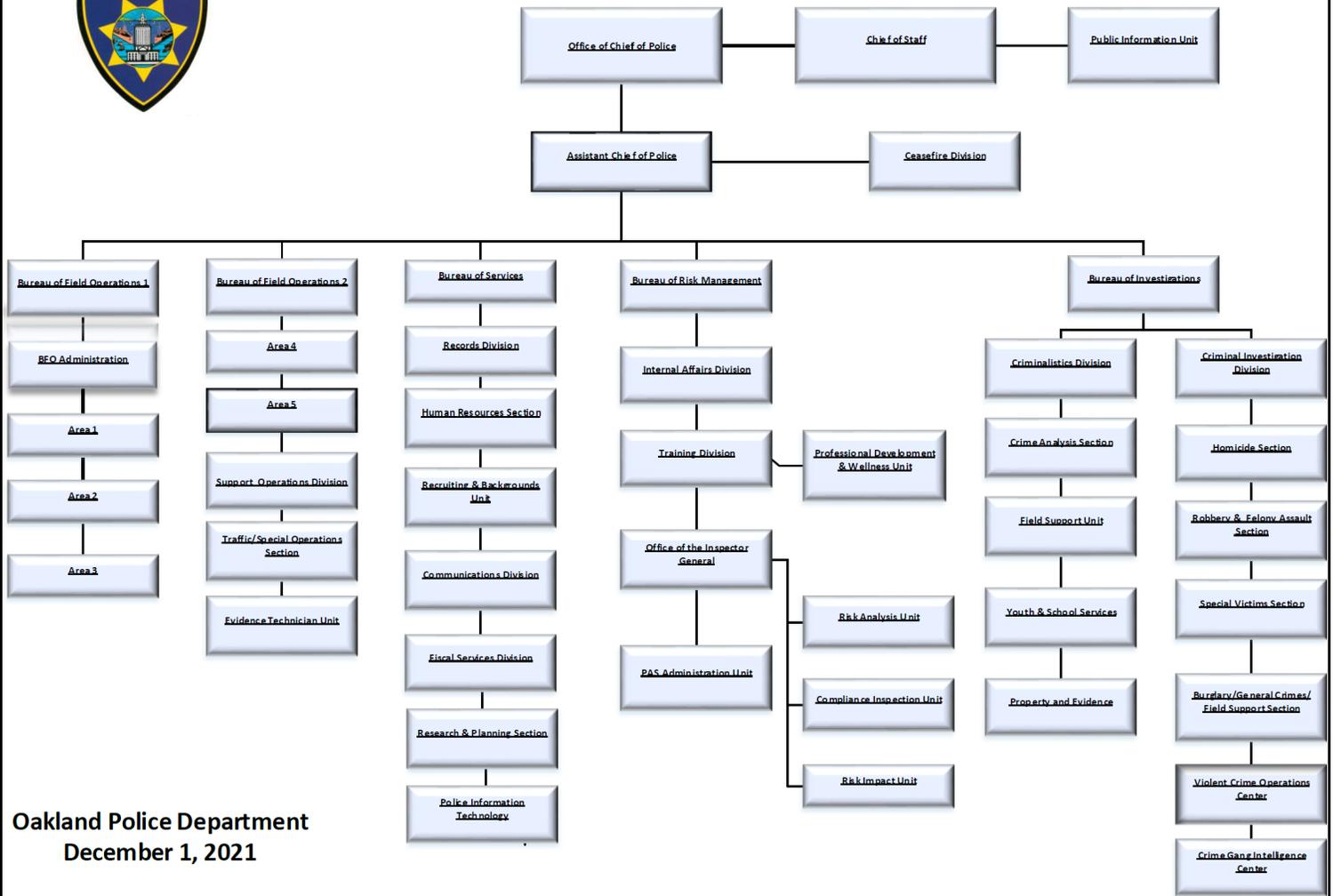
- Criminal Investigation Division
- Homicide Section
- Robbery & Felony Assault Section
- Special Victims Section
- Burglary, General Crimes, & Field Support
- Violent Crime Operations Center
- Criminalistics Division
- Crime Analysis Section

Bureau of Services included:

- Records Division
- Human Resources Section
- Recruiting & Backgrounds Unit
- Communications Division
- Fiscal Services Division
- Research & Planning
- Police Information Technology

Bureau of Risk Management included:

- Office of the Inspector General
 - Audit Unit
 - PAS Administration Unit
 - Risk Analysis Unit
- Internal Affairs Division
- Training Division
 - Professional Development & Wellness Unit



Oakland Police Department
December 1, 2021

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, Chief of Staff, Ceasefire Division and Public Information Office.

Chief of Police



*Chief of Police
LeRonne L. Armstrong*

On February 8, 2021, LeRonne L. Armstrong was sworn in as Chief of the Oakland Police Department by Mayor Libby Schaaf and Oakland Police Commission Chair Regina Jackson.

Chief LeRonne L. Armstrong was born and raised in West Oakland, California, and is a graduate of McClymonds High School. Chief Armstrong attended California State University, Sacramento, where he graduated with a Bachelor of Science in Criminal Justice and holds a Master's Degree in Organizational Leadership.

After graduating college, Chief Armstrong returned home to Oakland where he started his career in public service by joining the Alameda County Juvenile Probation Department. For four years, Armstrong served as a positive role model and provided mentorship for young people living in the same marginalized communities where he grew up. This is where he made the commitment and began the effort to make his community safer.

In 1999, Chief Armstrong joined the Oakland Police Department (OPD) as a police officer. During his 22-year career, he has served in several assignments before being promoted to Chief of Police. He started in patrol, worked as a Problem-Solving Officer, supervised the Gang Intelligence Task Force, and was assigned to the Criminal Investigation Division. He was also a Watch Commander, Commander of the Youth and School Safety Section, Special Resource Commander, Area Commander, and the Commanding Officer of the Special Operations Division.

Chief Armstrong is a graduate of the nationally acclaimed P.E.R.F. (Police Executive Research Forum) Senior Management Institute for Police Executives (S.M.I.P.), California POST Leadership School, and the FBI National Academy Session 261. He is a California POST-certified instructor in Procedural Justice and Principled Policing where he is recognized as a California P.O.S.T. Subject Matter Expert. Chief Armstrong is one of the original officers assigned to work on the Oakland Ceasefire Strategy which has reduced violent crime by more than 50% since 2012 and remains as Co-Chair of the Ceasefire Steering Committee. Chief Armstrong leads OPD's Stop-Data Collection Project which has been recognized nationally for OPD's implementation of strategies that have reduced the number of OPD traffic stops by 60% since 2016 and stops of African Americans by over 50%. Chief Armstrong has been called upon to train and testify before the State of California's Racial and Identity Profiling Advisory (R.I.P.A.) board on the Oakland Police Department's Stop-Data program. He served as the department's liaison to Stanford

University SPARQ Program and led the implementation of all 50 Stanford recommendations to increase trust from the “Strategies” report.

Chief Armstrong has been the subject of multiple news articles regarding “Black Officers Policing in America” and he’s one of the featured officers in the award-winning documentary “The Force”. He was the former President of the Oakland Black Officers Association and continues to lead the Oakland Police Department's trust-building efforts city-wide. Chief Armstrong resides in Oakland with his wife and two daughters. Chief Armstrong’s career has always been inspired by the idea of being a part of the change you want to see in OPD!

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. He also attended the FBI National Academy and the P.E.R.F. Senior Management Institute for Police.

*Assistant Chief
Darren Allison*

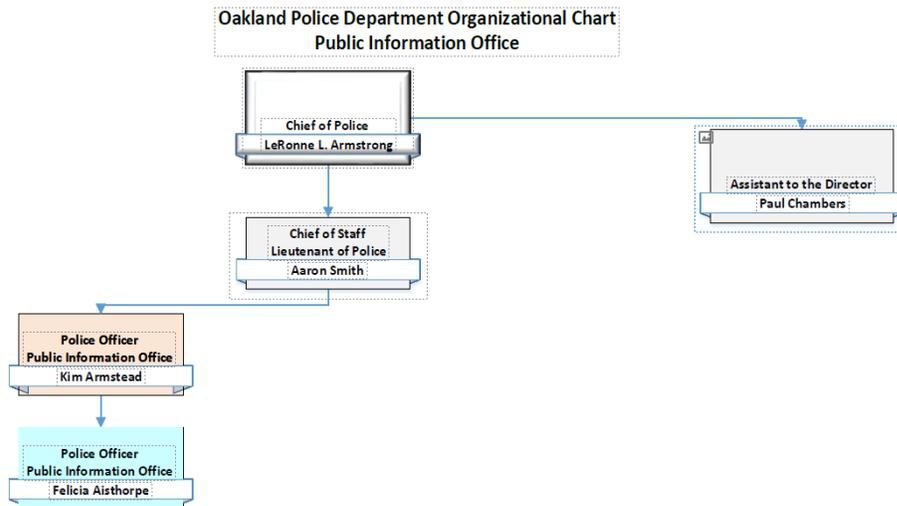
Chief of Staff

Role of the Chief of Staff

The Chief of Staff plays a key role in providing senior leadership and executive-level advice to the Chief of Police while advancing the strategic plan of the Chief of Police. The Chief of Staff also manages high level issues across the organization and acts as an advisor, confidant, and personal security protection for the Chief of Police. Serving as a liaison between the Chief of Police and line staff; handling questions, concerns, issues, and requests on the Chief’s behalf; drafting strategic documents; writing funding proposals; coaching staff; monitoring organizational performance and compliance across key performance indicators; and serving as a liaison to a variety of internal and external constituencies.

As a trusted problem solver, this position also partners closely with the Executive Team on a variety of projects across the organization in support of the overall mission of the department. The Chief of Staff also serves as the immediate supervisor for the Chief’s Executive Assistant, the Strategic Communications Manager, the Public Information Office and the Community Liaison/Trust Building Officers respectively.

Organization of the Chief of Staff



Staffing of Chief of Staff

Classification	Authorized	Filled
Lieutenant of Police	1	1

Significant Accomplishments

- Assisting with the interviews of the Executive Assistant to the Chief of Police.
- Identified deficiencies and improved security protocols for the OCOP and the PAB lobby.
- Improved technology in the OCOP Conference Room (Monitors).
- Established document review protocols for the Chief of Police.
- Led the Faith Community Critical Incident Response program.
- Developed a refined scheduling and meeting protocol for the Chief of Police
- Designed the LeRonne L. Armstrong challenge coin, office insignia and letterhead.
- Proposed an updated OCOP lobby appearance plan.
- Developed an OCOP greeting card.
- Developed media protocols for our media partners.
- Facilitated the distribution of air purifiers department wide.

Challenges Encountered

The unit has not had consistent staffing. In mid-2021, the position of Executive Assistant to the Chief of Police was held by a loaned employee. The position was posted in accordance with the City of Oakland civil service hiring protocols. The position was filled with a permanent employee in July 2021. As the immediate support to the Chief of Police, filling to position was critical. There was also a vacant position for a police Record Specialist, which is designed to provide support to the Executive Team and support to the Chief’s Executive Assistant. This role was also filled. To date, these roles have developed to become an essential part of the Chief’s and Executive Team’s daily operations and overall success.

Expected Outcomes for 2022

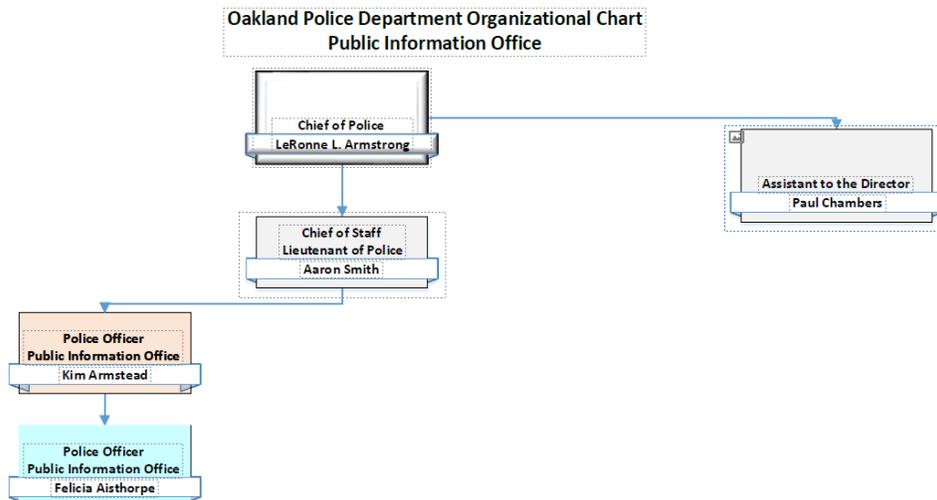
- Continue to provide support, leadership and development to the Strategic Communications Manager, the Public Information Office and the Community Liaison/Trust Building Officers respectively.
- Continue to refine the Chief's calendar and meeting protocols.
- Facilitate regular field visits for the Chief of Police.
- Continue to ensure the implementation of the Chief's Strategic Plan across the department.
- Continue to ensure regular, in-person communication from the Executive Team with the line, sworn and professional staff.
- Continue to provide sound, executive level advice and personal protection to the Chief of Police.
- Complete the carpet replacement and paint in the OCOP lobby to improve the appearance of professionalism and hospitality.

Public Information Office

Role of Public Information Office

The Public Information Office is the liaison between the Oakland Police Department, the media, and the public. The office is responsible for communicating critical information, writing, and preparing news releases and other information for distribution by media outlets. The office is responsible for drafting speeches, arranging interviews, and facilitating the Department's social media platforms. The office also serves as the spokesperson for the Department.

Organization of Public Information Office



Staffing of Public Information Office

Classification	Authorized	Filed
Assistant to the Director	1	1
Lieutenant of Police	1	1
Police Officer	1	2
Public Information Officer One	1	0

Significant Accomplishments

The Oakland Police Department Public Information Office (PIO) responded to numerous high-profile incidents.

- The Oakland Police Department Condemns Unlawful Actions at US Capitol.
- OPD Denounces Hate Speech; Launches an Internal Investigation.
- Oakland Native LeRonne Armstrong appointed to Chief of Police.
- OPD is Investigating a Fatal Shooting of a Security Guard and Retired Police Officer Kevin Nishita.
- The robbery and attempted homicide of retired Captain Ersie Joyner.
- OPD increased the number followers on all social media platforms.
- OPD increased the number of news releases to the media and public.
- The PIO office created, organized, and facilitated nearly 30 meetings between the public and Chief LeRonne L. Armstrong during "Conversations Towards Solutions."
- The PIO office assisted San Jose Police PIO office during the VTA rail yard Mass Shooting.
- The PIO office responding to media inquiries during four Officer Involved Shootings.
- The PIO office organized and facilitated more than 50 local interviews and news conferences with Chief LeRonne L. Armstrong and Command Staff members.
- The PIO office facilitated interviews with CNN, FOX News, and Good Morning America and CNBC.
- The PIO office created the "Send A Compliment to an OPD Officer or Employee" form on the website.
- The PIO office created the Emergency Rescue Vehicle Deployment, which is updated monthly.
- The PIO office created a Missing Persons section on the Department's website.
- The PIO office organized and a created a rally and March for the public at Lake Merritt.
- The PIO office created the OPD newsletter "Inside OPD."
- The PIO office created the weekly award recognizing employee's achievement.

Challenges Encountered

The unit has not had consistent staffing. Injuries and medical leave continue to cause the PIO office to run at a deficit as the unit was understaffed.

Expected Outcomes for 2022

- The PIO office will work to Reduce Crime to Improve Public Safety as laid out in the Strategic Plan by creating new processes and procedures established to increase information sharing.
- The PIO office will Improve Community Engagement and Strengthen Community Trust laid out in the Strategic Plan by doing the following:
 - The PIO office will work with the training division to restart a citizen's academy.
 - Set a yearly schedule of planned information sharing with Community.
 - Increase the use of OPD's social media platforms and expand the content.
 - Commit to recognizing employee achievements and using external channels to broadcast the work of employees to the Community.
 - Expand de-escalation training and offer de-escalation training to Community members.
 - Hold bi-annual strategic planning Community meetings.
 - Host Community events that encourage participation by both residents and OPD employees.
 - Plan Community events that focus on Community resilience, especially for vulnerable populations.
 - Explore successful trust-building programs from other cities., such as Newark's "Trauma to Trust", for adoption in Oakland

Ceasefire Division

Role of Ceasefire

Ceasefire Division was commanded by Captain Tony Jones and managed by Director Reverend 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. It is important to note that Ceasefire is the title of the Division within OPD but is also the title of the Citywide strategy to combat violence that involves multiple entities within and outside of city government.

The goals of the Ceasefire continued to be:

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

2021 was a challenging year for Oakland relative to gun violence. There were 134 homicides in the city and 599 shootings. In 2019 there were 109 homicides and 499 shootings. This was a significant increase in gun violence. Ceasefire adapted to COVID-19 relative to community engagement. Ceasefire held 5 Call Ins in which 56 high risk individuals were invited. 36 of those attended.

Custom Notifications are a process where Ceasefire staff partners with DVP staff and at least one community member to have direct communication with high risk individuals to steer those individuals toward services. 138 Custom Notifications were conducted out of 172 that were attempted.

Enforcement was a challenge in 2021. Ceasefire operated most of 2021 with two teams. SUI 2, the team that focused on Hispanic gangs was cut in January in 2021 and other departures shrunk the unit to low staffing levels which will be detailed later in this report. Ceasefire conducted 34 large scale operations targeting gang members and associates. 162 guns were recovered and a total of 220 arrests were made. Of the 220 arrests made, 46 were targeted by Ceasefire staff due to their connectivity to gang violence and charged by the District Attorney's office for crimes ranging from Homicide to Burglary.

OPD and Ceasefire leadership has been attempting to work with the courts on the issue of bail. The Temporary Emergency Bail order enacted in Alameda County has made it extremely difficult to combat gun violence. The Probation Department is a key partner in managing gun violence. Bail for Probation violations amount to \$500. This has impacted Probation's control over clients. Violent gang members on probation and parole for violent crimes were being arrested with firearms and allowed to make bail if they had the money to do so with no evaluation by a judge of their fitness for bail. Gang members quickly recognized the leniency being shown by the courts and gun possession and crimes became more prevalent. The lack of controls on Probation clients impacted our ability to get attendees to Call In's. The last Call In of 2021 only saw 2 of the invited attendees appear. It is suspected the lack of authority of probation officers over clients led to clients electing not to attend Ceasefire Call In's with any potential consequences not being a factor.

Staffing of Ceasefire

Classification	Authorized	Filled
Captain of Police	1	1
Director	1	1
Lieutenant of Police	2	1
Sergeant of Police	5	4
Police Officer	32	26
Project Manager II	1	0
Volunteer Services Coordinator	1	1

Significant Accomplishments

Violent crime was up significantly but Ceasefire teams were 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 operations targeting individuals involved in felony crimes involving firearms. 162 guns were recovered during these operations with staffing levels at almost half of historical levels.

Gang/Group Investigations

A large driver of gun violence in Oakland can be attributed to gangs and or groups. In 2020, the Ceasefire team initiated 34 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 completed 367 search warrants in 2021 that were connected to investigations targeting gun violence.

Strengthen Community Trust and Relationships

Ceasefire worked with Acts Full Gospel church to organize monthly prayer vigils in remembrance of homicide victims. Ceasefire members participated in the Department's Race and Equity team and attended community meetings to discuss Ceasefire.

Challenges Encountered

There was nothing more challenging than the situation with the courts and bail. Extremely violent offenders could make bail despite having long histories of violence. The way gang members were being released for gun possession devalued gun arrests and caused teams to focus more on longer term investigations that would result in charges that would not allow for bail. This step took more time which allowed gang members to remain on the streets committing crime. OPD leadership has been meeting the District Attorney to try and find solutions to what is occurring with bail.

Expected Outcomes for 2022

Ceasefire expects to better manage the gun violence in Oakland. We remain hopeful that there will be relief on the bail issue and controls to manage individuals on supervised release will be restored. We hope to develop more relationships with community organizations and take a more active role in neighborhood crime concerns. We hope to reach normal staffing levels which will allow Ceasefire to focus on more conflicts. 2021 was a challenging year but we expect to rebound in 2022.

Bureau of Field Operations 1

The Bureau of Field Operations (BFO) 1 was led by Deputy Chief Chris Bolton 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 the tracking and auditing of Use of Force Investigations (K-4), Vehicle Pursuit Investigations (J-4), IAD Division Level Investigations (DLI), Annual Performance Appraisals, Officer Involved Collisions (901), and Monthly Management Reports for BFO-1 and BFO-2. In addition, BFO Admin is responsible for Payroll for all BFO 1, ordering supplies and purchasing for BFO 1, overseeing/managing Ride-A-Longs for the department, managing the Court Liaison's Office, and the management of the Departmental Wide Staffing System (Telestaff).

Organization of BFO Admin

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

Staffing of BFO Admin

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

Significant Accomplishments

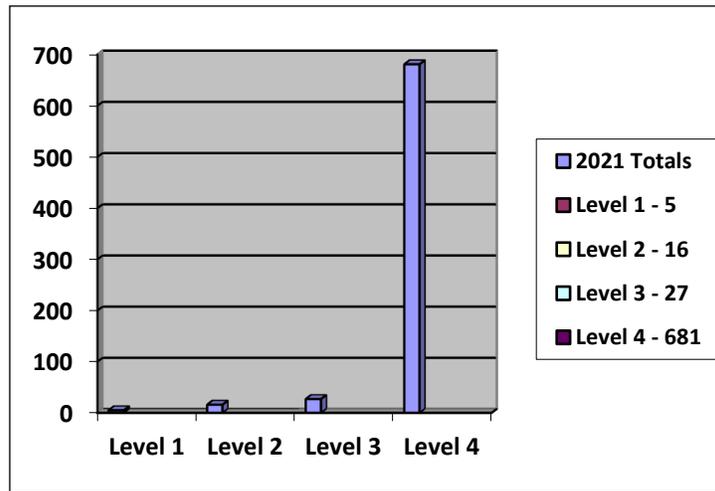
- BFO Admin is responsible for several important and necessary tasks for the, department, including the bi-monthly payroll for approximately two hundred and fifty (250) sworn and non-sworn personnel.
- Continuing to track and audit UOF investigations, vehicle pursuit investigations, division level IAD investigations, sworn / non-sworn / probationary ratings, officer involved collisions, and commander's monthly management reports for BFO-1 and BFO-2.
- Maintaining full (100%) compliance with NSA Task 20.2 – Consistency of Supervision.
- Maintaining full (100%) compliance with NSA Task 18 – Approval of Field Arrests by Supervisors.
- Successfully tracked seven hundred and twenty-nine (729) UOF investigations in 2021.
- Successfully tracked five hundred and eighty-seven (587) division level IAD investigations.
- Successfully tracked ninety-five (95) investigative vehicle pursuits.
- Successfully tracked two hundred and forty-four (244) non-response pursuits.

Challenges Encountered

- Lack of staffing at all levels of the unit.
- Meeting mandated timelines due to the enormous administrative workload carried by patrol sergeants.
- The security / data breach of our Department Wide Tracking System (Telestaff).
- Subpoena tracking and court attendance due to COVID-19.
- Long term medical leave at the PRS position caused increasing workloads for others.

BFO Admin Supplemental Metrics for 2021

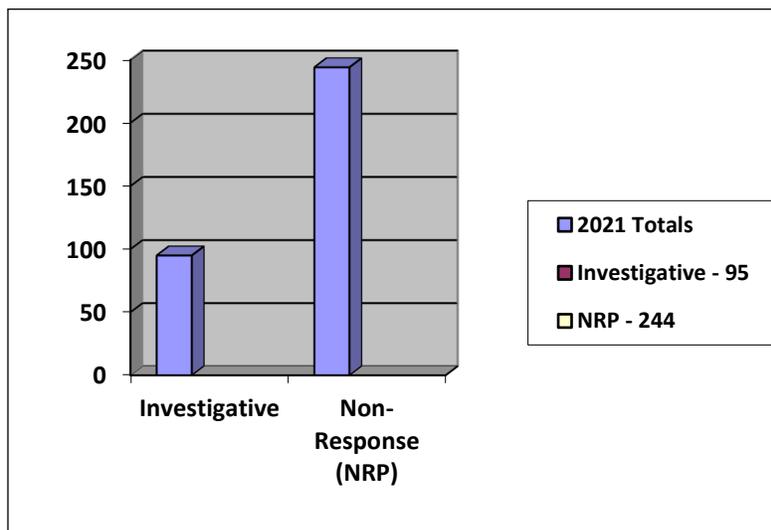
Use of Force by Levels - 2021



For more information on Use of Force levels, please visit:

<https://www.oaklandca.gov/topics/use-of-force-uof-levels>

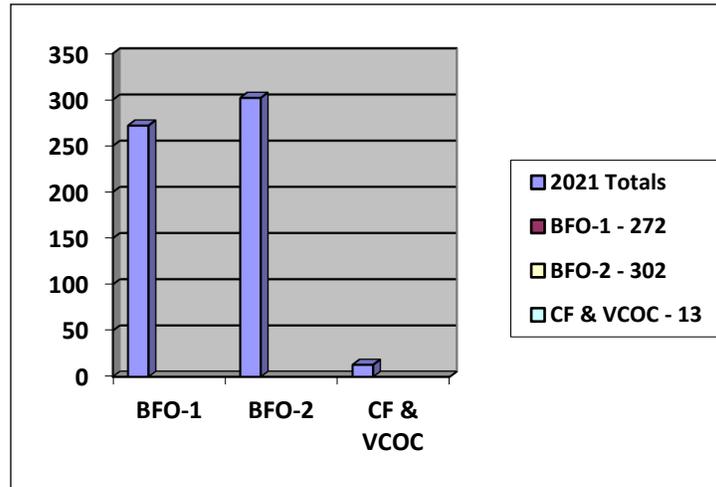
Vehicle Pursuit Investigations by Classifications



For more information on Vehicle Pursuit Classifications, please visit:

<https://public.powerdms.com/Oakland/tree/documents/408>

IAD Investigations Assigned to Field Supervisors



*Ceasefire (CF) & Violent Crimes Operations Center (VCOC)

Outcomes for 2022

The supervision of BFO Admin at the Deputy Chief and Sergeant levels will change for 2022 due to service retirements. 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, procedures, and court ordered mandates by information sharing with area commanders and continued document tracking and continued audits. BFO Admin will continue to work closely with the Bureau of Risk Management. 2021 measured success in shortening the amount of investigative time for use of force and pursuit investigations; efforts will be increased in 2022 with renewed focus to maintain investigative sufficiency, ensure that timeliness of investigations are met, extensions justify the length and reason for reasonable delays, and that investigations are completed according to policy.

The Court Liaison Unit will work with OPD command to improve policy and procedure for subpoena service, service tracking, and tracking for subpoenas and court orders. The Court Liaison Unit will continue to work with the Office of the Alameda County District Attorney and the Office of the Alameda County Public Defender to ensure progress is sustained or improved in 2022.

Patrol Area 1

Role of 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 Acting Captain Robert Rosin and Area 3 commanded by Captain James Beere. 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 Community Resource Officers (CRO), who engage in problem solving efforts employing S.A.R.A. Projects.

Organization of 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 Gedam Gebremichael
 - Patrol 1B/0600 – Sergeant George Buford
 - Patrol 1A/1400 – Sergeant Scott Hewitt

- Operations Command (PM) – Lieutenant Alan Yu
 - Patrol Admin/Relief 1B/2100 – Sergeant Robert Smith
 - 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

The following chart reflects the Area 1 organizational structure:

Staffing of Area 1

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	2	2
Police Evidence Technician	3	2
Police Officer	97	85
Police Service Technician II	5	3
Sergeant of Police	11	8

Significant Accomplishments

- Due to focused efforts on violent criminal offenders and crime hotspots, Area 1 experienced an overall increase in homicides of 78% with an emphasis in assaults with firearms +30%. We experienced an increase of 12% in carjackings but did see a significant

decrease in robberies 11% as well as a decline in rapes, 29%. However, Area 1 did experience an overall decrease of 28% in Part 1 crimes.

- 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 were lifted).

Challenges Encountered

In the 2021 Annual report, Area 1 established the goal of a 10% reduction in overall crime and 20% reduction in violent crime. Although we did achieve significant reduction in a few part one crime categories, Area 1 did not achieve the 10% reduction in violent crimes. 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 resources challenges when it comes to addressing the ongoing homeless concerns, which contributed to auto burglaries, thefts, and blight in the area. Area 1 experienced an 68% increase in commercial burglaries. We believe this is a direct reflection of reduced resources. In collaboration with the newly formed Homeless 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 2022

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.

Goal 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.

Goal 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.

Goal 3: Achieve Organizational Excellence:

- Place a greater emphasis on retaining our officers.
- 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, 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.

Patrol Area 2

Role of Area 2

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, and limited community resource problem solving response to the North Oakland neighborhoods, business districts, and community.

focused on neighborhood and community policing beat priorities and enforcement stops were highly focused on intelligence-led stops. 2021 saw Area 2's Violent Crime (homicide, aggravated assault, rape, and robbery) rise by 11% compared to 2020. This was an overall 13% increase 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 6% overall.
- Vehicle theft and burglary appeared to correlate with changes in driving behaviors and neighborhood activity associated with COVID-19 health and safety protocols.

Goal #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.
- During the year's annual NCPD Chair Meeting, which was held via Zoom, community members requested to have more interaction with the "beat officer" as opposed to simply hearing from the CRO at Community Meeting. As a result, Area 2 conducted patrol officer "meet and greets" in all Area beats in conjunction with the Neighborhood Services Division and Business Improvement District liaison for each beat.
- In line with crime reductions and strategies designed to reduce overall number of stops while continuing to focus on those stops which are intelligence-led, prioritized, and focused stops within Area 2, boundaries were significantly impacted in 2021. Non-dispatch stops in Police Area 2 fell 26% in 2021 compared to 2020, but the number of felony arrests made in Area 2 increased by 3% within the same time.

Goal #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, 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 2021, 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. Additionally, the Area SRS sections were significantly modified to formulate the Department's Violent Crime Operations Center. Area CRT teams reassigned to the Bureau of Investigations. Additionally, Bureau of Field Operations-1 saw position control which impacted

CRO squads. Area 2 CRO teams were shrunk from 7 to 5 CRO officer positions. This impacted operations because Area 2 was forced to evaluate what beats would be left without an assigned CRO based on level of violence and need. Beat 9 (Piedmont) and Beat 11 (Shattuck) were the Beats selected to not to have an assigned CRO based on the serious and violent crime occurring on the other beats. Area 2 did acknowledge the importance of CRO representation at as many NCPD Meetings (regardless of vacancy) as possible and shared that sentiment with Neighborhood Services and the NCPDs.

Additionally, CROs were again impacted late into 2021 due to the need to collaborate on violence related priorities in Areas 1 and 3 as well as filling patrol beats due to vacancies cause by COVID variant Omicron.

In 2021, Homicides plus Firearm Assaults increased 97% and 2021 would end with a 267% increase in murders compared to 2020 (3 in 2020 vs 11 in 2021). Unsheltered encampment circumstances and personal disputes contributed to the rise in firearm assaults. Additionally, late-night club activity on Grand Avenue (linked to the Oasis Lounge, a cabaret operating in violation of County Health Order) was linked to at least two murders and several late-night shootings. 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.

Expected Outcomes for 2022

The three goals of the OPD and Area 2 personnel in 2022 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 2021, 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 2022 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.
 - Expected Outcome(s): To continue data collection on each stop, whether a stop is associated to dispatched circumstances or intelligence; to conduct quarterly data validation to measure the accuracy and results of such stops; and expect 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).

- 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)
 - Expected Outcomes: Community policing and problem-solving Police Beat projects documented in the Department's SARA Database; project goals are specific, measurable, achievable and timely; projects that contain community communication and collaboration; and 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).
 - 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; documented plans to address and prevent crime through Ceasefire strategies; and 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; and 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 Area 3

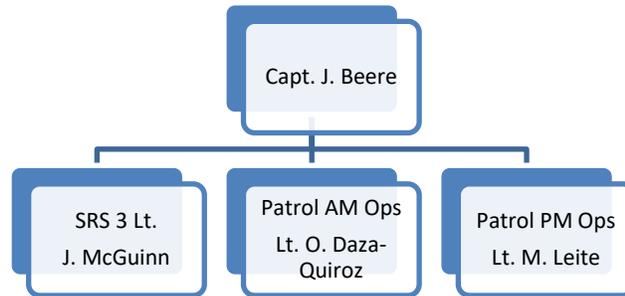
Area 3 (Beats 15-22) is centrally located within the City of Oakland. It is bordered by Area 1, Area 2, Lake Merritt, and the City of Piedmont on the west, Redwood Regional Park on the north, Area 4 to the east, and the estuary to the south. Area 3 is a diverse community with numerous thriving

business districts, including: Lakeshore, Eastlake, Westminster, Park, Dimond, Laurel, and Fruitvale.

Organization of Area 3

The Area 3 team is comprised of six patrol squads and two special resource squads.

Current chain of command in Area 3



Staffing of Area 3

Classification	Authorized	Filled	Note
Captain of Police	1	1	
Lieutenant of Police	3	3	
Police Evidence Technician	3	3	
Police Officer	66	62	
Police Service Technician II	4	2	
Sergeant of Police	14	15	1 In-Training

Significant Accomplishments

- SRS 1 recovered over 100 firearms.
- SRS 1 served and authored 3 illegal casino warrants, 15 residential warrants, and over 10 social media account/cell phone warrants.
- SRS 1 arrested ten (10) homicide suspects.
- SRS 1 assisted SVS/VICE with over 40 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 traffic enforcement in High Injury Networks. Gained the buy-in and assistance of the Oakland Department of Traffic.
- Assisted in the closure of over 5 large encampments.
- Cleared and cleaned up the Embarcadero Encampment in collaboration with the Encampment Management Team, Embarcadero Business Association, and Marina Harbor Master.

- The Lakeshore Vendor weekend detail was largely successful due to SRS 1 developing a plan of action that minimized the Oakland Police Department's footprint in the community and included community/City partners.
- 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.

Challenges Encountered

- 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 most of the year, Area 3 had several vacant positions.
- Open Community Resource Officer positions negatively impact Area 3 to deploy resources to address issues impacting the community.
- COVID related illnesses and sick calls continue to negatively impact staffing Patrol Beats.
- Community Resource Officers have been utilized to staff open Patrol Beats which also negatively impacts the Area's ability to address crime and issues raised by the community.
- Clearing and clean-up of the Encampments on E12th Street and Embarcadero.
- Vacant Sergeant positions continue to impact administrative responsibilities, impacts coverage and overtime expenditures. We are approved for 14 positions, however, numerous Sergeants in those slots are on loan to other areas:
 - OCOP
 - IAD
 - SVS
 - Area 5, Admin

Expected Outcomes for 2022

Goal 1: Reduce Crime

- Achieve at least 10 percent reduction in Part I crime Area wide by ensuring that all Area personnel understand crime trends and follow deployment strategies designed to result in equitable, legitimate, and effective policing.

- Achieve at least 50 percent reduction in Part I crimes in our targeted areas; E15th Corridor, 1200-1400 block of Lakeshore, and Manzanita Park neighborhood.
- Continue to increase intelligence-led policing.
- Develop community policing projects connected with specific crime trends; better share 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.

Goal 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.

Goal 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 constraints.
- 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 Deputy Chief Angelica Mendoza and includes Patrol Area 4, Patrol Area 5, and the Support Operations Division.

Patrol Area 4

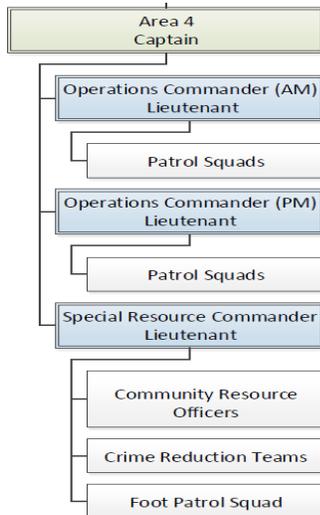
Role of Area 4

Area 4 (Beats 23-28) was commanded by then-Captain Angelica Mendoza who managed the Area from 23 Jan 21 until 19 Mar 21. Captain Mendoza was promoted to Deputy Chief of police and was replaced by A/Captain Sean Fleming who managed Area 4 from 20 Mar 21 till 9 Apr 21. On 10 Apr 21 Captain James Beere took over command and managed Area 4 until he was relieved by Captain Bassett on 12 Jun 21. Captain Bassett managed Area 4 for the duration of 2021.

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. Patrol Officers, Community Resource Officers (CROs), 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 in January 2021



Staffing of Area 4

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	15	11
Police Officer	84	76
Police Evidence Technician	4	3
Police Services Technician II	3	2

Significant Accomplishments

Reduction of Crime

- Implemented violence-reduction operations focused on known gang members responsible for robberies and shootings:
 - Area 4 closely monitored ShotSpotter data coupled with aggravated assaults in known areas of violence to include those groups or gangs who were actively engaged in violence. Commanders continuously reviewed the data and deployed regular and ancillary units to known hot spots. The deployment strategy demonstrated some of the following results from a sample set during the year:
 - 4% decrease of assaults with a firearm
 - 44% decrease of shooting at an occupied vehicle or residence
 - 44% decrease in negligent discharges of a firearm
 - 50% decrease in attempt murder
- Area 4 experienced a reduction in the following crimes:
 - 1% decrease in non-firearm aggravated assault
 - 19% decrease in sexual assault

- 33% decrease in robberies with a knife
 - 18% decrease in strong arm robberies
 - 35% decrease in robberies with another dangerous weapon
 - 32% overall decrease in burglaries.
- For 2021, *overall* crime was down 2%.
 - Developed systems 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.
 - Intelligence gathered on Area 4 firearms-related offenses was disseminated to the VCOC and Ceasefire for mitigation.
 - Efforts made in calming traffic speeds and environmental designs to deter sideshow activity in Area 4. While Area 4 experienced nine (9) Traffic Call-Out investigations resulting in seven (7) fatal collisions in 2021, this was a significant decrease from 2020 which experienced seventeen (17) Traffic Call-Out investigations resulting in eleven (11) fatal collisions. The reduction in fatal collisions may be attributed to the Traffic Division and CROs having engaged in over 16 operations in Area 4 during 2021. Many of these operations were driven by community requests.
 - Collaborative efforts in various site clean-ups within encampments in Area 4. CROs continuously partnered with the Encampment Management Team (EMT) to monitor public safety within and surrounding encampments and prioritize them for additional EMT focus.
 - Made risk management a related and necessary goal in line with crime-reduction efforts (pursuit mitigation and de-escalation) to lessen the potential of force encounters.
 - In 2021 Area 4 experienced an overall increase in the following crimes:
 - 12% increase in the Violent Crime Index
 - 13% increase in homicides
 - 7% increase in *overall* aggravated assaults:
 - 30% increase of assaults with a firearm
 - 10% increase of shooting at an occupied vehicle or residence
 - 28% increase of shooting at non-occupied vehicle or residence
 - 44% increase in negligent discharges of a firearm
 - 20% increase in overall robberies:
 - 53% increase in firearm related robberies
 - 31% increase in residential robberies
 - 104% increase in carjacking's
 -

Strengthen Community Relations and Trust

- Staff participated in various community trainings and Departmental training and development.
- Staff participated in Senior Citizen Community Events and Police-Community collaboration.
- Staff participated in various community engagements and community clean-ups.

- Regular staff attendance was provided at community meetings.
- Neighborhood Council meetings and Conversations Toward Solutions meetings were attended.
- Ceasefire partnerships involved community stakeholders in the crime-reduction process.
- Officers balanced the need to respond to emergency calls for service and handle critical incidents while engaging in proactive enforcement efforts to reduce crime, increase traffic safety, and complete community-based problem-oriented policing projects.
- Police action was steered and driven by community input and guidance.
- Collaborated with the Encampment Management Team regarding encampment safety, crime, blight concerns and nuisance properties with a focus on collaborative community problem-solving work.

Achieve Organizational Excellence

- 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.
- Provided continuous training and mentorship to our officers and professional staff.

Challenges Encountered

- Staffing
 - The Department started 2021 with 723 officers. This number was reduced to 669. A majority of the resignations were from field operations. Additionally, there are 34 officers fully off duty, 33 on transitional assignment (modified duty), and 9 on administrative leave. Based on the significant reduction on staffing the following was implemented in Area 4:
 - Late Tactical units were disbanded due to low staffing
 - Walking units were disbanded
 - CRT4 officers were transferred from Area 4 to VCOC in March 2021
 - Traffic Enforcement Unit was disbanded
 - CRO4 staffing reduced to one (1) officer due to resignations
- Shootings
 - Area 4 experienced a 13% increase in homicides with Beat 25 demonstrating the most significant increase:
 - Beat 23, no increase
 - Beat 24, 100% increase (2 to 4)
 - Beat 25, 400% increase (1 to 4)
 - Beat 26, 30% decrease (10 to 7)
 - Beat 27, 12% increase (7 to 8)
 - Beat 28, 100% increase (0 to 1)
 - Homicide statistics revealed most of the homicides occurred in the street, over disputes or a robbery, and that males aged 18-35 were most likely to be the victim of a homicide.
- Robberies were up 20% overall for 2021.
 - There was a City-wide increase of robberies and carjackings during this period. Area 4 noted trends in increased robberies and carjackings from juvenile suspects.

Despite excellent intelligence work, proactive deployment strategies, and partnerships with our law enforcement partners, the challenge of repeat juvenile offenders resulted in a dramatic increase in comparison to 2020.

- Increased Priority 1 calls for service.
 - Priority 1 calls increased over 30%. This challenge was exacerbated by the reduction in patrol staffing during 2021.

Expected Outcomes for 2022

- Increased Staffing
 - The Department has worked with City Officials to fund six academies during 2022 with the expectation of increasing our staffing levels over 720 sworn. In the event this is successful, Area 4 will work to increase staffing in the following units:
 - CRO from 1 to 6 officers
 - Walking Unit from 0 to 2 officers
 - Re-instatement of the Traffic Enforcement Unit
- Continued Sideshow Operations
 - A majority of calls for sideshow activity are in east Oakland. The Department will work with internal and external stakeholders in an effort to stem the associated criminal activity. Sideshow calls for service:
 - District 1 146
 - District 2 60
 - District 3 169
 - District 4 213
 - District 5 324
 - The Traffic Division and CROs will continue to engage in the authoring of seizure warrants for vehicles engaging in sideshow activity.

Crime Reduction

- Area 4 will work to reduce crime as follows:
 - Reduce homicides by 10 percent.
 - Reduce shootings by 10 percent.
 - Reduce robberies by 10 percent.
 - Reduce carjackings by 10 percent.
- Traffic safety
 - Operations will continue in High Injury Network (HIN) areas to further drive down fatal collisions. Area 4 has nine (9) locations out of (10) HIN areas in east Oakland.

Strengthen Community Trust and Relationships

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

Achieve Organizational Excellence

- Area 4 will continue to work to ensure all vacancies are filled.

Area 4 will work to ensure our sworn and professional staff are provided continuous training and mentorship to maximize operational capacity within Department policy.

Patrol Area 5

Role of Bureau Field Operations 2 - Area 5

Area 5 (Beats 29-35) was commanded by then Captain Eric Lewis and Acting Captain Casey Johnson in 2021. 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 aspiration of Area 5 is to provide the community with an environment in which its citizens can live, work, play, and thrive free from crime and fear of crime. This is accomplished by strategically reducing crime through intelligence-based policing tactics and increasing trust with the community through procedural justice practices that focus on fair and equitable policing.

Organization of Bureau Field Operations 2 - Area 5

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, citizens' crime concerns, and spontaneous events that occur throughout Area 5. The Special Resource Section (SRS) contains a unit known as Community Resource Officers (CROs) that is dedicated to community projects to address concerns such as blight and abandoned properties.

A/Captain Casey Johnson

1. AM Operations Commander A/Lieutenant E. Perez-Angeles
 - Sergeant T. Jew (Administrative Sgt.)
 - Sergeant T. Dolan
 - Sergeant S. Hewison
 - Sergeant F. Rojas
 - Sergeant H. Castro
 - Sergeant N. Calonge
2. PM Operations Commander Lieutenant B. Wehrly
 - Sergeant H. Castro
 - Sergeant N. Calonge
 - Sergeant K. Perea
 - Sergeant T. Watermulder
 - Sergeant R. Trevino
 - Sergeant R. Gerrans
3. Special Resource Commander Lieutenant W. Febel
 - Sergeant O. Vargas (CRO)
 - Sergeant R. Johnson (CRO)

Staffing of Bureau Field Operations 2 - Area 5

Classification	Authorized	Filled
Captain of Police	1	0
Police Evidence Technician	5	5
Lieutenant of Police	2	1
Police Officer	81	74
Police Services technician II	6	4
Sergeant of Police	14	14

Significant Accomplishments

Reduction of Crime

- Implemented violence reduction strategies focused on shootings and robberies:
 - Area 5 reviewed data and monitored ShotSpotter activations deploying regular and ancillary units to known hotspots. Area 5 worked with city stakeholders and implemented the NEST Program in known Area 5 hotspots. These deployment strategies resulted in the following:
 - 10% decrease in homicides vs last 3-year average
 - 18% decrease in rapes
 - 19% decrease in strong-arm robberies
 - 41% decrease in commercial burglaries
- For 2021, overall crime was up 1% year to date vs. 3-year average.
- Improved collaboration with internal and external partnerships and stakeholders.
- Deployment of Shotspotter and walking and traffic details when possible in areas high in shootings and robberies.
- Partnered with the VCOC and Ceasefire on Area 5 firearm-related offenses along with information dissemination to all patrol units.
- Had Watch Commanders provide bi-weekly training on topics like de-escalation and pursuit mitigation to lessen the potential of force encounters.
- Collaborated with city stakeholders to implement the NEST Program known as “Day of Action” in Area 5. The goal of the operation was to address a host of quality of life issues all at once such as trash abatement, abandoned autos, re-stripped curbs, street lighting improvement, community outreach and education, and merchant correspondence.
- CROs continuously partnered with the EMT to identify encampments of high violence and submitted requests for their closure.

In 2021 Area 5 experienced an overall increase in the following crimes:

- 5% increase in the Area 5 violent crime index.
- 0% increase in homicides.
- 7% increase in overall aggravated assaults:
 - 2% increase of assaults with a firearm
 - 31% increase of shooting at an occupied vehicle or residence
 - 16% increase of shooting at non-occupied vehicle or residence
 - 1% increase in non-firearm aggravated assaults
- 3% overall increase in robberies:
 - 6% increase in firearm-related robberies
 - 9% decrease in knife-related robberies
 - 19% decrease in strong-arm related robberies
 - 37% increase in carjacking's
 - 38% increase in other dangerous weapons

Increased Community Satisfaction with OPD

Area 5 implemented a series of measures designed to address the widespread concerns of the Area 5 community. These measures were:

- Participation in various community engagements and community clean ups.
- Attendance at regular in-person and virtual community meetings to discuss the issues of police and community trust.
- Attendance at Neighborhood Crime Prevention Councils.
- Holding regular meetings with Council Members Reid and Taylor.
- Implementation of regular tow sweeps in Area 5 utilizing CROs and civilian staff.
- Adding the towing of abandoned autos to the regular routine of patrol officers.
- Working with SOD for increased traffic enforcement throughout Area 5 on OT.
- Ceasefire partnerships involved community stakeholders in crime reduction process

Decreased Gang Activity

Area 5 is one of the most challenged areas in the city when it comes to gang violence and gang activity. A number of African American and Latino criminal street gangs are constantly active in Area 5, which increases crime rates and the fear of crime in the area. Criminal street gangs are often involved in shootings and other violent crimes.

Area 5 took the following steps to reduce gang activity in Area 5:

- Partnered with OPD Ceasefire Unit and the VCOC 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 offer services in an attempt 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.

Challenges Encountered

Staffing

- Area 5 encountered a number of challenges during 2021.
- The Department started 2021 with 723 officers. This number was reduced to 669. Area 5 was impacted with 14 total open positions at all ranks and levels ultimately affecting patrol.

Based on the significant reduction in staffing, the following was implemented in Area 5:

- Late Tactical Units were disbanded due to low staffing.
- Walking Units were disbanded.
- Traffic Enforcement Unit was disbanded.
- CRO staffing reduced to 5 officers.

Shootings

- Area 5 experienced a 7% increase in aggravated assaults.
- 2% increase in assault with a firearm.
- 31% increase in shooting occupied home or vehicles.
- 16% increase in shooting unoccupied home or vehicles.
- 1% increase in non-firearm aggravated assaults.
- 35% increase in ShotSpotter activations throughout Area 5.

Robberies were up 3% overall for 2021

- There was a citywide increase of robberies and carjackings during this period. Area 5 noted trends in increased robberies with firearms and other dangerous weapons. Area 5 also noted trends in carjackings involving juveniles, showing a dramatic increase compared to 2020.

Increased Priority 1 calls for service

- Priority 1 calls increased over 30%. This challenge was exacerbated by the reduction in patrol staffing during 2021.

Expected Outcomes for 2022

Increased Staffing

- The Department has worked with city officials to fund six academies during 2022 with the expectation of increasing our staffing levels to over 720 sworn. In the event this is successful, Area 5 will work to increase staffing in the following units:
 - CRO from 1 to 8 officers
 - Walking Unit from 0 to 2 officers
 - Re-instatement of the Traffic Enforcement Unit

Increase Community Trust

- 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.
- Area 5 will work to improve response times to calls for service.

Crime Reduction

- Area 5 will work to reduce crime as follows:
- Reduce homicides and shootings by 10%
- Reduce shootings by 10%
- Reduce robberies by 10%
- Reduce carjackings by 10%

Traffic Safety

- Operations will continue in High Injury Network areas to further drive down fatal collisions. Area 5 has seven (7) locations listed in the High Injury Network areas in East Oakland:
 - 73rd and Bancroft
 - 98th and MacArthur Blvd
 - International and 98th Ave
 - 98th and Edes Ave
 - Hegenberger and International Blvd
 - 98th and International Blvd

- MacArthur and Seminary Ave

Achieve Organizational Excellence

- Area 5 will continue to work to ensure all vacancies are filled.

Area 5 will work to ensure our sworn and professional staff are provided continuous training in all new and current policies, laws, procedures, and procedural justice.

Support Operations Division

Role of Support Operations Division

The Support Operations Division (SOD) was commanded by Captain Randell Wingate (1 Jan 21 - 20 Mar 21) and Acting Captain Sean Fleming in 2021. SOD provides specialized capabilities, resources and enforcement. SOD includes the Special Operations Section (SOS) and the Traffic Operations Section (TOS). Both sections were supervised by Lieutenant Sean Fleming and Acting Lieutenant Jeff Thomason.

SOD provides support to the department in planning for large operations and crowd control situations.

Organization of Support Operations Section (SOS)

The Special Operations Section (SOS) encompasses 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 Patrol
- Reserve Program
- Special Events
- Tactical Operations Team (SWAT)
- Technician Detail (Added March 2021)

Special Operations Section: Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Sergeant of Police	5	3
Police Officer	13	9
Administrative Analyst II	1	1
Police Services Technician	2	2
Police Evidence Technician	20	19 (1 started in Jan 2022)

Acting Captain Sean Fleming

- Sergeant Jonathan Vanerwegan (Helicopter - On loan)
- Sergeant Steve Toribio (Canine Supervisor)
- Sergeant Doria Neff (Mental Health Liaison - On loan)
- Sergeant Jorge Cabral (Special Events, ABAT, Technicians)
- Sergeant Pat Gonzales (SOD-Unhoused Unit)

SOS Staff:

Officer Ross Curtin
Officer David Mac
Officer Sean McClure
Officer Brandon Mart
Officer Todd Martin
Officer John Romero (Cannabis)
Officer Jennifer Sena
Officer Jeremy Stine (K-9 Coordinator - On loan)
Officer James Belote
Officer Huy Nguyen
Officer Forest Maio
Officer Raul Muela
PST Andrew Lew
PST Trina Johnson

Evidence Technicians:

Officer Cory Hunt
Officer Astra Goddard
PET Patty Boyle
PET Dave Miles
PET Anna Basurto
PET Shola Ogunlana
PET Ca’Ron James
PET Linzie Hildreth
PET Janena Ellis
PET Paul Yager
PET Jean Ahuncain
PET Tina Maruca
PET Annette Blue
PET Kevin Dieu
PET Lily Chen
PET Adrian Cuadra-Shomer
PET Keneshia Wills
PET Floyd Broach
PET Deshaya Hampton

Support Operations Section Significant Accomplishments

Air Support

- Continued training of two Officer Pilots.
- Assisted with over 370 felony arrests, including 133 Part 1 crimes.
- Assisted with 94 sideshow operations.

- Assisted Ceasefire with multiple operations, surveillance, and arrests.
- Assisted outside agencies with law enforcement and search & rescue operations.
- Assisted OFD on 33 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.
- 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.

Cannabis

- Cannabis unit assisted CA P.O.S.T. with updating/revision to Learning Domain 12 controlled substances' Cannabis related material.
- Cannabis unit assisted CA P.O.S.T. with creation of "Under The influence" videos / Cannabis related training material.
- Approximately 80+ new licensee inspections.
- Approximately 50 Cease and Desist inspections with OFD and Building Code Enforcement.
- Revision of City of Oakland Cannabis business security requirements.

Canine

- OPD successfully ran and completed a Basic Handler School, certifying three new Patrol Canine Teams.
- Revisions to our record keeping database (VISION) and policy (DGO K-9) continue and are expected to extend into 2022 to further streamline reporting and the ability to generate reports.
- Canine callout system was incorporated into One Call. Watch commanders can now initiate a canine-specific callout for critical incidents.
- Canine Program Supervisor and Coordinator attended a Canine Management Course.
- New "bite" suits were purchased for our new handlers.
- Officer Stine, who is also a first aid instructor, took the initiative to provide the entire canine program with additional medical training in late 2020. The next week, Ofc. Andrade successfully employed the training on the scene of a double shooting, applying a tourniquet and additional first aid, which medical personnel later said saved the victim's life. Officer Andrade is set to receive a Medal of Merit in January 2022.

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.

Mental Health Liaison

- 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.

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team

- Offered nine (9) CIT courses for Officer since 1 Jan 2021.
- Offered three (3) CIT courses for Dispatcher since 1 Jan 2021.

Unhoused Outreach Unit

- 150 encampment interventions conducted.
- 80 Locations Serviced weekly during Public Works Garbage Runs.
- OPD Homeless Unit assisted Public Works for garbage run and encampment assessments: approximately 1,500.
- Strengthened community trust and relationship by partnering with city and county agencies to create awareness and provide access to resources.
- Worked with community members and aided in compliance with the City's Encampment Management Policy.

Marine Unit

- Supported and/or participated in numerous special events and operations.
- Collaborated on training with numerous counties, state, and federal agencies.
- Developed and collaborated a Maritime Policy regarding removal of derelict vessels from the Oakland Estuary with Department and City officials.

Reserves Program

- Provided over 800 hours of voluntary service to the City of Oakland.

Special Events

- Issued 250 special event / encroachment permits.
- Planned and executed security events at the Oracle Arena, Coliseum and City-Wide events. (FEMA vaccination site, OPD vaccinations, Second Sky Fall EDM Festival (2-day event) every officer on-site working Covid-19 tested for promoters and community, Los Bukis 2-day outdoor concert joint effort with ALCO, 2021 Oakland Athletics season, large scale operation for city paving project, Walgreens/Target security detail, and Thanksgiving Running Marathon.

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.
- Staffed Tango Teams each weekend to support mandatory sideshow enforcement.
- 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; to include, local law enforcement agencies, FBI, and Falck medical personnel.

Special Operations Section: Challenges Encountered

Air Support

- Requests for the helicopter unit have greatly increased.
- Both FLIR cameras have failed and need to be replaced.
- Both helicopters are over 30 years old.
- 70-year-old hangar where the helicopters are housed needs repairs.

Cannabis

- Need full time staffing.

Canine

- The lack of take-home vehicles present health and liability issues.
- The service life for multiple e-collars has been reached and there are no reserves. Some handlers also do not have adequate home and/or transport kennels.

Crisis Intervention, Mental Health Liaison, and Mobile Evaluation Team

- Mental Health Liaison remains vacant.
- Follow-up work is limited due to MET calls for service and time constraints
- Continued COVID-19 surges which impact the ability to provide valuable in-person training.

Crisis Intervention

- Lack of personnel and a comprehensive database hinders the unit's ability to make significant improvement to support patrol personnel and provide useful data.
- Follow-up work is limited due to MET calls for service and time constraints.
- Continued COVID-19 surges which impact the ability to provide valuable in-person training.

Marine

- Increase in abandoned vessels in the estuary, which are costly to remove.

Reserve Program

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

Special Events

- Staffing for events was challenging.
- Coordinating Special Events permitting process with Administrator's office.

Unhoused Outreach Unit

- Increased advocate conflict.
- Staffing to continue to cover operations 7 days a week.
- Working within COVID-19 Pandemic guidelines.
-

Expected Outcomes for 2022

Air Support Unit

- Train a second Flight Instructor by the end of 2022.

Cannabis

- Increased inspections of semi-licensed cannabis operation locations.
- Additional Security assessments for licensed operators.
- Quarterly training for local operators, target hardening, best safety practices, review of security requirement, city and state regulations, track and trace inventory.
- Development of an information sharing system for operators to communicate with each other.

Canine

- Receive outside training for annual Canine CPT to further legitimize the unit and compare/contrast our practices with the latest industry trends.
- Average at least one public appearance demonstration per quarter to improve community engagement and strengthen community trust.
- Obtain three (3) additional dogs and authorization to run another Basic Handler School for three (3) new handlers, thereby increasing the number of Canine Teams in the field to improve officer and public safety.
- Obtain authorization for take-home vehicles for handlers.
- Obtain replacement and spare e-collars for handlers, along with transport and home kennels for those needing them.
- Establish strong succession at the Program Supervisor and Coordinator levels by training possible replacements.

Crisis Intervention, Mental Health Liaison and Mobile Evaluation Team

- Continue to consult and support the creation of the City of Oakland Mobile Assistance Community Responders of Oakland (MACRO) program.
- Continue to be present to listen to the community needs and implement appropriate measures.
- Continue to participate with colleagues at collaborative meetings to strategize plans for success for our identified clients.

Marine

- Complete the new boat towing policy and utilize grant funding to address abandoned vessels.

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

- Continue and complete coordinating Special Events permitting process with Administrator's office.

Tactical Operations Team

- Continue to maintain full staffing through recruitment and training.

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 5 officers with 2 records staff. The collision reports queue varies from 100 to 300 reports needing review and approval. 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 January 2021, 1 Sergeant and 6 Officers were re-assigned to patrol.

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 8 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 37 callouts in 2021.

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 2 officers with 7 Police Service Technicians.

Traffic Operations Section: Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	17	5-(1) retired
Police Records Specialist (PRS)	3	3- 1 PRS is loaned to BFO 2 Admin.
Police Service Technician (PST)	13	9- 1 PST II is on loan to CID.

Acting Lieutenant Jeff Thomason

Sergeant Greg Bellusa
Officer Alwin Luu
Officer Pedro Elias
Officer James Hammonds
Officer Natalie Windham
Officer Richard Kane (Retired December)

PRS Susana Gonzales
PRS Denise Escobar
PRS Karla Toledo (Resigned)

Police Service Technicians

PST Dan Dowd
PST Darryl Wilson
PST Zelina Smith
PST Dwayne Jusino (Retired)
PST Dung Huynh (Retired)
PST Henry Correa
PST Nicholas McDonald (Resigned)
PST Kay Mainaga
PST Oscar Martinez
PST Jose Duran

Traffic Operations Section: 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 1800 in the queue to less than 300 by the end of 2021.
- Closed 12,126 abandoned auto complaints, resulting in the towing of 2,522 vehicles.
- Recovery of 760 stolen vehicles and the issuance of 568 citations for various local and state vehicle code violations.
- Responded to forty-seven (37) call-out incidents involving fatal or near-fatal vehicle collisions.

Traffic Operations Section: Challenges Encountered

- Traffic Enforcement Squad (A) Suspended in early 2021.
- Reductions in Traffic Investigations Unit, which have impacted citizen collision reports being reviewed.
- Reduction in staff has increased the workload for the Fatal investigators.
- COVID-19 impacted staffing, enforcement, and scheduling of operations throughout the year.
- The VEH working with the Encampment Management Team has delayed service for 311 complaints.

Traffic Operations Section: Expected Outcomes 2022

- Continue to process citizen collision reports.
- Work with DOT on the Abandon Auto Unit transition.

Bureau of Investigations

The Bureau of Investigations was led by Deputy Chief Drennon Lindsey and includes the Criminal Investigation Division, Homicide Section, Robbery & Felony Assault Section, Special Victims & Youth Services Section, Burglary/General Crimes/Field Support/Property & Evidence Section, Violent Crimes Operations Center/Crime Gang Intelligence Center, Criminalistics Division, & Crime Analysis Section.

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
- Robbery and Burglary
- 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

Staffing of the 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

Significant Accomplishments

Despite the unprecedented spike in crime beginning at the outbreak of COVID-19 in California, staffing, and caseload challenges, CID's determined attitude resulted in numerous successful investigations throughout the Division. The pressures on the Homicide and Felony Assault Sections are immense. 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. Additionally, several staff members are assigned to work with the youth in several proactive programs; such as, the Our Kids Program and the Police Activities League. These offer a great opportunity for police to interact with youth in non-enforcement settings and the dedicated time to build relationships with the youth of the Community.

Challenges Encountered

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 are presented to the District Attorney's Office. Staffing shortages are not unique to sworn personnel and affect professional staff as well. Additionally, due to a high turnover rate, maintaining an institutional investigative knowledge base has contributed to the challenges faced within the Division. Although not easy, the sections were able to navigate mandatory quarantine periods due to COVID infections.

Expected Outcomes for 2022

Goals

Goal 1: Reduce Crime to Improve Public Safety.

Goal 2: Improve Community Engagement and Strengthen Community Trust.

Goal 3: Develop and foster a high-quality, involved, and respected workforce.
Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.
Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- 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 shut-downs, 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.

Homicide Section

Role of the Homicide Section

The Homicide Section serves as the Oakland Police Department's formal investigative branch tasked with investigating felonious death investigations and departmental Level 1 Use of Force Investigations¹, as well as Outside Agency Officer Involved Shooting and In-Custody Death Investigations that occur in the City of Oakland.

Investigators assigned to the Homicide Section investigate criminal death cases referred by Watch Commanders by way of Callout. Investigators respond to crime scenes and conduct both preliminary and follow-up investigations. Investigators conduct interviews of victims, witnesses, suspects, and experts in particular fields to gather information and/or evidence for understanding the circumstances surrounding the death or illegal act.

The evidence and information gathered are used to identify and apprehend those responsible for the crimes investigated, prepare cases to the District Attorney's Office for possible prosecution, and provide testimony as the investigations make their way through the justice system.

Staffing of the Homicide Section

Homicide Section	LT	Shavies	Frederick	8680
Team 1	SGT	Baker	Bradley	8448
Team 2	SGT	Vass	Richard	8399
Team 3	SGT	Zhou	Yun	8951
Team 4	SGT	Creed	Jamin	8894
Team 5	SGT	Tikkanen (Cavellero)	Kristina	9092
Cold Case	OFC	Tran	Phong	8722
Team 1	OFC	Allen	Nicole	8929
Team 2	OFC	Jaeger	Michael	8852
Team 2	OFC	Coysh	Sophia	9272
Team 3	OFC	Garcia	Wenceslao	8929
Team 3	OFC	Godchaux	Kevin	9326
Team 4	OFC	Khem	Michel	9139
Team 4	OFC	Moriarty	Gerald	9025
Team 5	OFC	Barocio	Jose	8683
Team 5	OFC	Hardy	Robert	9282
Cold Case	OFC	Vacant		
	PRS	Lane	Cassandra	4353
Victim Services Specialist	PA II	Cook	Brigitte	

Significant Accomplishments

In 2021, the City of Oakland experienced a continued rise in the homicide rate. We experienced the highest loss of life in the City of Oakland, to homicide, since 2006 (145). In 2021, the Oakland Police Department's Homicide Section investigated one hundred thirty-four (134) homicides², one hundred twenty-three (123) of which were reported to the DOJ using the FBI's Uniform Crime Reporting (UCR) Program³. In 2020, the Homicide Section investigated one hundred nine (109) total homicides, one hundred two (102) of which were UCR homicides. This represents a 19% increase in total homicides. Moreover, it represents a 30% increase from the 5-year average of

94 total homicides. Despite the Department's recovery of nearly 1,200 firearms during 2021, the rise in violence persisted.

At the top of the year, the City of Oakland, continued the upward trend of homicides, seen in the second half of 2020. The Homicide Section investigated fifteen (15) homicides in the month of January. The numbers remained high throughout the year, as the Homicide Section investigated at least nine (9) homicides through November. The section investigated six (6) homicides in December.

As a result of diligent and thorough investigations, not only from investigators within the section, but also from members assigned to Patrol, Intel, VCOC and Ceasefire, the Homicide Section had fifty-two (52) persons charged with murder or attempted murder, for homicides that occurred in the calendar year.

The section is grateful to sections within the Division and otherwise, for the assistance we were given during the month of September, when we saw an increase in investigators from twelve (12) to nineteen (19). We saw the tide stemmed and an increase in solved cases, with twenty-five (25) cases solved and charged between the September and the end of the year, which accounts for nearly 50% all the year's charged cases.

The effects of violent crime within the city were not just attributable to gang violence. For example, at least eighteen (18) of the 2021 homicides were robberies that resulted in death.

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.

Challenges Encountered

The Section investigated 134 homicides in 2021, with an average of 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 practices⁴ and on concerns that an increase in detectives' caseloads can be related to a decline in clearance rates. In 2021 we continued to outpace PERF's recommendation.

Expected Outcomes for 2022

Goals

- Goal 1: Reduce Crime to Improve Public Safety.
- Goal 2: Improve Community Engagement and Strengthen Community Trust.
- Goal 3: Develop and foster a high-quality, involved, and respected workforce.
- Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.
- Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- Increase clearance rate of UCR homicides which was 43% in 2021, down 4% from 2020 and also down 4% from the average of the Top 5 California cities in violent crime according to US DOJ FBI Criminal Justice Information Services Division (Stockton, San Bernadino, Compton, Oakland, and Richmond)⁵. A rise in clearance rates will improve public safety and strengthen community trust.
- The hiring of a Victim Liaison Specialist will also improve community engagement and strengthen community trust, in alignment with the Department's Strategic Plan for 2021-2024.

Attachments/Supporting Data

¹ BOI Policy and Procedure 19-01 Level Investigations

² Oakland Police Department Homicide Section Monthly Statistical Report (December)

³ The FBI's Uniform Crime Reporting (UCR) Program defines murder and nonnegligent manslaughter as the willful (nonnegligent) killing of one human being by another.

Justifiable homicide—Certain willful killings must be reported as justifiable or excusable. In the UCR Program, justifiable homicide is defined as and limited to:

- The killing of a felon by a peace officer in the line of duty.
- The killing of a felon, during the commission of a felony, by a private citizen.

⁴ Carter, David L. (2013), http://www.iir.com/Documents/Homicide_Process_Mapping_September_email.pdf.

Although BJA's best practices guide recommends that detectives serve as the lead on an average of three to five new homicide cases per year, this number may be difficult for many agencies to achieve given limited resources for hiring additional detectives. PERF recommends four to six cases at a maximum.

⁵ State of California Department of Justice – Open Justice

Crimes & Clearances Agencies: Oakland, Richmond, Compton, San Bernardino, Stockton. 2020 Clearance Rates Homicide: 47%

Robbery & Felony Assault Unit

Role of Robbery & Felony Assault Unit

The Robbery Unit is responsible for investigating all robbery-related crime, including carjacking and residential robberies.

The Felony Assault Unit is responsible for investigating all shooting-related crime, including shootings at occupied/unoccupied residences and vehicles, and negligent discharges of firearms. The Felony Assault Unit is also responsible for investigating other felony aggravated assaults and batteries. Felony Assault investigators often assist the Homicide Section with investigations such as officer involved shootings, cases with connectivity, and other complex investigations.

Robbery and Felony Assault investigators also respond to CID investigative callouts where they conduct both preliminary and follow-up investigations for various felony crimes. The Robbery and Felony Assault Section was commanded by Lieutenant David Elzey.

Staffing of Robbery & Felony Assault Unit

Robbery Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	8	7
Police Records Specialist	1	1
Police Service Technician	2	2

Felony Assault Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	8	6
Police Records Specialist	1	0

Significant Accomplishments

Robbery Unit

In 2021, there was an increase in reported robbery incidents compared to the previous year, 2020. Calendar year 2020 saw 2,417 reported robbery incidents compared to 2,693 in calendar year 2021, an 11% increase. The Robbery Unit had a 16% solvability rate. The Robbery Unit investigated, charged, and solved the following cases:

CASES – ROBBERY				
Reported	Assigned	*Solved	Solvability Rate	**Charged
2,693	1,890	299	16%	222

**A case may be considered solved by the investigator (i.e., suspect identified and arrested), however, for various reasons, not charged by the Alameda County District Attorney's Office.*

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

Robbery investigators obtained 113 Ramey arrest warrants and authored 145 search warrants.

Felony Assault Unit

In 2021, there was an increase in reported incidents where people were shot at (Penal Code Section 245(a)(2) – Assault with a Firearm) compared to the previous year, 2020. These were non-fatal shooting incidents. Calendar year 2020 saw 499 reported shooting at persons cases compared to 599 in 2021, a 20% increase. The Felony Assault Unit had a 12% solvability rate in investigating shooting at persons cases. The chart below illustrates the Assault with a Firearm cases investigated and solved by Felony Assault Unit in 2021:

CASES – ASSAULT WITH A FIREARM			
Reported	Assigned	*Solved	Solvability Rate
599	599	73	12%

**A case may be considered solved by the investigator (i.e., suspect identified and arrested), however, for various reasons, not charged by the Alameda County District Attorney's Office.*

The Felony Assault Unit also investigates non-firearm aggravated assault crimes (felonies). In 2021, investigators were assigned 575 non-firearm aggravated assault cases in which 236 were solved (41% solvability rate).

In 2021, Felony Assault investigators obtained 119 Ramey arrest warrants and authored 145 search warrants.

Challenges Encountered

- For various reasons (COVID-19 pandemic, decreased staffing, increase in violent crime), calendar year 2021 had its difficulties and challenges for CID and the Department as a whole. There was an increase in robberies and shootings, while the Robbery and Felony Assault Section experienced a decrease in staffing levels. Nevertheless, Robbery and Felony Assault investigators worked diligently on solving their respective cases and holding to account those responsible for committing violent crime.
- Staffing and caseload management have been the primary challenges. Throughout the year, the Unit operated below authorized staffing levels in both sworn and non-sworn positions. Investigative caseloads for each investigator have increased, investigators have worked longer hours, investigators have undertaken daily administrative tasks, and callout rotations have been more frequent.

Expected Outcomes for 2022

Goals

- Goal 1: Reduce Crime to Improve Public Safety.
- Goal 2: Improve Community Engagement and Strengthen Community Trust.
- Goal 3: Develop and foster a high-quality, involved, and respected workforce.
- Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.
- Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- Continue to assist the six Area Commanders in their efforts to combat and reduce robberies and shootings in their respective areas.
- Continue to support and work collaboratively with the Violent Crime Operation Center (VCO) and CeaseFire operations.
- Continue to develop criminal intelligence and share this information throughout the Department.
- Continue to work collaboratively with the Department's Public Information Office to share important information with the public. Highlight the great work being conducted by investigators and solved cases, provide public safety advisories, and seek the public's help for information in solving cases.

- Work as a team on Departmental strategies to reduce robberies and shootings.
- Continue to conduct thorough and comprehensive investigations.
- Partner with outside law enforcement agencies to support our crime fighting strategies and information sharing.
- Treat all victims of crime with dignity and respect. Work collaboratively with the Department's Victim Specialist to ensure crime victims and their families receive needed services.
- Recruit and develop new investigators to fill current vacancies.
- Mentor and develop current investigators by providing proper training, equipment, and other resources.
- Utilize social media, news media, and open-source intelligence to help enhance criminal investigations.

Special Victims Section (SVS)/Youth Services

Role of SVS

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 our children, who are victimized.

Organization of SVS

SVS is comprised of the following units:

- *Juvenile Intake 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. They are also responsible for inputting/removing missing individuals from Missing and Unidentified Persons Section (MUPS), as well as take missing persons reports from reporting parties from outside the area.
- *Missing Persons Unit*: Investigates missing persons and runaway cases to unite friends, families, and loved ones. The Missing Persons Unit also investigates parental 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, e.g., FBI's Child Exploitation Task Force and the Silicon Valley 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 two programs designed to reach youth and provide opportunities for a positive future: Police Activity League (PAL) and Our Kids (OK) Program.

Staffing of SVS

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	6	5
Police Officer	42	30
Police Services Technician	9	5
Police Records Specialist	2	2

Significant Accomplishments

- Provided substantial training to department personnel (Vice UC school and Line-up training).
- Oversaw 6,400 domestic violence cases and processed over 600 in custody domestic violence arrests made by patrol.
- Investigated 28 domestic violence related shootings.
- Oversaw 1,848 missing persons / runaway cases.
- Revised the Department General Order O-6 Missing and Abducted Persons to reflect current industry standards with the Oakland Police Commission set for council approval.
- Closed over 700 backlogged cases of parental custody violation orders.
- The Juvenile Intake/Intelligence Unit successfully passed all state and local inspections. 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 Desk outside of normal business hours, resulting in the closure of 82 cases and saving thousands of dollars in overtime.
- Investigated all child abuse and unexplained deaths.
- Partnered with Dream Catchers Oakland to provide a sustainable placement for underage victims of human trafficking.
- Rescued 27 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 Marshals for the Federal Bureau of Investigation which provides funding, training and equipment to the Oakland Police Department.
- The Police Activities League provided hundreds of families with groceries, household supplies and clothing throughout the pandemic by utilizing the PAL Center. The Center is a clearinghouse for groceries and supplies donated by several groups, including Costco and Target. The OK Program also continues to support and mentor approximately 600 at-risk young men throughout the City. PAL facilitated two Midnight Basketball League in 2021 which included over 300 participants.
- 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.
- Three investigators were transferred from SVS to the Homicide Unit with no replacements provided.
- Financial constraints to conduct pro-active operations.

Expected Outcomes for 2022

Goals

Goal 1: Reduce Crime To Improve Public Safety.

Goal 2: Improve Community Engagement and Strengthen Community Trust.

Goal 3: Develop and foster a high-quality, involved, and respected workforce.

Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.

Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- Strengthen Community Support.
- Strengthen our partnership with the Alameda County District Attorney's Office Human Exploitation and Trafficking (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.
- Increase the number of investigators in the units to reach authorized levels.
- 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 Vice/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 Sexual Assault Felony Enforcement (S.A.F.E) Task Force and conduct joint street level enforcement operations to address our community's complaints.
- Support the Special Victims Section staff to participate in the Wellness Program.

- We will continue to maintain the high quality and integrity of its investigations and provide meaningful services to Oakland families. We strive to be fair and equitable while providing a supportive environment for all staff.

Burglary, General Crimes, & Field Support

Role of Burglary, General Crimes & Field Support

The General Crimes Unit, Task Forces, Fugitive Unit and the Burglary Unit was commanded by Acting Lieutenant Alexis Nash for 2021.

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 a Federal/ County/ Regional Task Force:

- United States Secret Service (USSS) Bay Area Identity Theft Task Force (BAIT).

The Burglary Section is a primary investigative unit for OPD in 2021. 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 2021 the primary goal was to continue and conduct comprehensive as well as thorough 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.

Staffing of Burglary, General Crimes & Field Support

General Crimes Unit

Classification	Authorized	Filled
Sergeant of Police	2	1
Police Officer	12	4
Police Records Specialist	1	0

Two officers staff the Fugitive Unit

Burglary Unit

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	5	2
Police Records Specialist	1	1

Significant Accomplishments

The General Crimes Unit managed the following cases in 2021:

Grand Theft	1536
Petty Theft	5421
Auto Theft/Attempted Auto Theft	9271
Vandalism	7760
Felony Assaults/Batteries	4273
Threats	1501
Court Order Violations-166PC (Non-Domestic)	539
Fraud, ID Theft, Elder Financial Abuse	1438
Possession of Stolen Property	393
Possession of Burglary Tools	81
Weapons Violations	1663
Total	33,876

The General Crimes Unit is also responsible for the oversight of Coplogic (online reporting), including reviewing and approving reports that are not traffic related. Below is the number of Coplogic reports approved in 2021.

Coplogic (Online Reporting System)	21,360
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The following data is for the Burglary Unit:

Cases	Assigned	Solved
10,197	4111	101

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.
- 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.

Expected Outcomes for 2022

Goals

Goal 1: Reduce Crime To Improve Public Safety.

Goal 2: Improve Community Engagement and Strengthen Community Trust.

- Goal 3: Develop and foster a high-quality, involved, and respected workforce.
Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.
Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- Continue to assist the Area Commanders in their efforts to combat and reduce crime in their respective areas.
- Continue to develop intelligence on crime and crime patterns in Oakland.
- Continue to be responsive to victims of crime.
- Continue to support Ceasefire operations.
- Continue to treat all victims of crime with dignity and respect.
- Continue to strive for healing within the police department and the community.
- Continue to recruit and develop new investigators.
- Continue to conduct thorough and comprehensive investigations.
- Share information throughout the Department.
- Partner with community leaders and work more closely with NGOs.
- Partner with outside law enforcement agencies as needed.
- 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) to help improve staffing levels.

Violent Crimes Operation Center (VCOC)

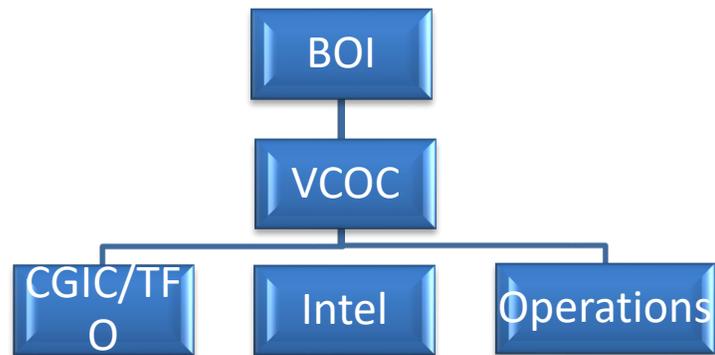
Role of VCOC

The Violent Crime Operation Center (VCOC) was established in early 2021 to centralize the strategic dissemination of criminal intelligence and deployment of Departmental resources in support of the Criminal Investigation Division and intelligence-led violent crime prevention. VCOC has a multi-pronged approach to fighting and deterring violent crime. It aims to:

- Receive, analyze, and disseminate criminal intelligence and information.
- Reduce and prevent crime through intelligence-driven enforcement.
- Support the Department's Ceasefire strategy in using data to reduce group/gang violence.
- Provide real-time assistance to field units.
- Identify crime patterns/ trends/areas for preventive measures and follow up investigations.
- Collaborate with external partners such as the FBI, USMS, and DVP to prevent, interrupt, and solve violent crime.

Organization of VCOC

The VCOC is currently organized within the Bureau of Investigation (BOI) and comprises the Crime Gun Intelligence Center/ Task Force, Intelligence Unit, and Operations.



Staffing of VCOC

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	2	2
Sergeant of Police	6	5
Police Officer	42	32
Police Records Specialist	1	1
Crime Analyst	1	1

Significant Accomplishments

- Restructuring Crime Reduction Teams (CRT) to form VCOC Operations thus allowing a centralized, precision-based, and intelligence-led deployment strategy.
- Established a tasking process that incorporates several data points and is flexible to address multiple and varying public safety priorities.
- The VCOC has created the following work products, which are intricate to preventing/reducing crime, enhancing officer safety, and mitigating organizational risk:
 - Daily Operations Summary, Felony Wanted Persons/Vehicles List
 - VCOC Tasking Matrix Spreadsheet, Operations Arrest Log, Firearms
 - Real time analysis of ballistic linkage; to include multi-agency assessment and coordination
- Identified and outfitted a new VCOC workspace that cohesively consolidates Operations and CGIC within one area. The new buildout allows for greater efficiency, communication, and effectiveness.
- Consolidated the Intelligence Unit and Task Force Officers into the VCOC.
- From March through December 2021, the VCOC conducted or assisted in precision and intelligence-led criminal investigations that led to the following:

2021 VCOC Statistics

Total Arrests:	194
187 PC (Homicide)	52
664/187 PC (Attempted Homicide)	9
245PC (Assault with a Deadly Weapon)	12
215 PC/211PC (Robbery/Car-jacking)	40
**Misc:	81
Recovered Firearms:	130

**Misc. includes offenses not categorized as violent felony offense arrests. Misc. includes firearms arrests, probation/parole violations, and other offenses and/or warrants. Some of the arrestees within the miscellaneous categories may have also been witnesses to violent crimes where the investigator needed to speak to them.

Challenges Encountered

- As experienced throughout the Department, the VCOC underwent staffing challenges in 2021. The shortage of resources coupled with an increase in violent crime and Department priorities hampered the unit's ability at times to meet the demand or conduct long-term investigations.
- While the VCOC workspace was operational for 2021, the technology supply-chain issues delayed full completion of the workspace, with the CGIC still waiting to receive certain key pieces of technology.

Expected Outcomes for 2022

The VCOC will continue to use precision-based and intelligence-led tactics to reduce crime and increase public safety. With Department resources being at a premium, crime reduction strategies will also include enhancing the following:

- Technology: The use of surveillance video has been instrumental in solving crime and preventing future violence in the City of Oakland. The VCOC will continue to identify how technology (surveillance cameras, license plate readers, ShotSpotter gunfire detection, etc.) can be used to protect privacy and civil liberties while working to make communities safer.
- Partnerships: The VCOC will continue to collaborate with local, state, and federal law enforcement agencies to identify resources that will aid the Department's crime reduction efforts and address cross-jurisdictional crimes.
- VCOC members are continually exposed to those alleged to be involved in significant violent crimes. This component of the assignment can negatively impact a member's perspective of the community. On a quarterly basis, members of the VCOC will engage in community projects/ activities that are not geared to the apprehension of violent offenders. Some of the projects will include:
 - Guns to Garden Tools: VCOC members will work with the Brady Campaign, Oakland's Faith and Action Team, and community members to transform seized firearms into garden tools for the community.
 - Adopt a Park: In partnership with Oakland's Parks & Rec, neighborhood parks will be identified to rebuild, repair, and improve.

- Police Activities League: VCOC members will engage with Oakland's youth over the summer to participate in summer camp and sporting events.
- The VCOC has instituted and actively practices a philosophy that aims to identify and mitigate risk at the forefront. The following components provides a stable path towards organizational excellence in policing.
 - Daily supervisor and command assessment/ approval of field assignments.
 - Daily check in amongst officers, supervisors, and commanders.
 - Daily tracking and review of potential risk categories to include (arrests, uses of force, complaints, etc.).
 - Police Records Specialist to assist with compliance of administrative requirements and timelines.
 - Monthly unit training (de-escalation, policies & procedures, field operations) and wellness activities (physical fitness, mindfulness, community engagement).

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 (DNA)
- Latent Prints

Scientific staff objectively examine, evaluate and interpret results of analyses and write 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, CHP, Oakland Housing Authority, BART police 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, FBI Quality Assurance Standards and ANAB supplemental requirements. The fields of accreditation include Biology, Firearms/Toolmarks, Friction Ridge, Seized Drugs, and allows for field sampling.

Organization of Criminalistics

The Criminalistics Section is guided under the leadership of the Deputy Chief of the Bureau of Investigations. The Laboratory Manager reports to the Deputy Chief and 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.



Staffing of Criminalistics

Classification	Authorized	Filled
Crime Laboratory Manager	1	1
Criminalist I	1	1
Criminalist II underfilled as Criminalist I	1*	1
Criminalist II	15	10**
Criminalist III	5	3**
Forensic Technician	2	2
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	33	25

Table 1: Authorized vs. Filled status as of December 31, 2021

* 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.

**Crim II appointed to be long-term acting, but vacancy continues at the Crim III level in DNA.

Significant Accomplishments

Labwide

The biggest team effort in 2021 was to continue to support each other through the pandemic. Typical teambuilding was curtailed in the interest of minimizing the chance of exposure. Near the end of the year, teambuilding resumed, both on and offsite. The year-end get-together was a boxed lunch, socially distanced, and a white elephant gift exchange.

The true story in how laboratory staff rallied to increase case productivity: All casework units showed a net increase in casework productivity in 2020 relative to 2019 and maintained this productivity in 2021 despite having no significant increase in staffing.

One takeaway from the lab's pandemic challenges involving rotations and telecommuting was that it was not detrimental; indeed it bore fruit. Both models of rotations and in-person work were equally successful. Remote work has the added benefit that shutting down a unit due to an COVID-19 exposure event would be less likely.

The percent increase for each unit is shown in the table below, but the main takeaway is that overall, the laboratory showed a 121% increase in casework productivity from 2021 relative to 2019 and was on par with productivity levels in 2020.

Unit	Casework Staff (FTE)			Completed Requests			2019-20	2019-21
	2019	2020	2021	2019	2020	2021	% Change	% Change
DA	2	2	1.5	102	136	83	33%	-18%
FA	2.5	3.5	3.5	15	43	37	200%	147%
FB	9	9	8.5	302	454	430	50%	42%
IB				432	1292	1457	199%	237%
LP	5	5	5	201	319	318	59%	58%
Total				1054	2246	2325	113%	121%

Table 1: Increase in casework productivity in 2021 relative to 2019. Includes 2020 as reference

Firearms

Firearms staff were resilient in the face of continued increases in violent gun crimes in the City of Oakland. Existing staff produced approximately 237% more work in 2021 than in 2019, and 165 more IBIS cases in 2021 compared with 2020. 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. Additional resources in terms of equipment and space are also imperative to identify.

Forensic Biology

The Forensic Biology unit suffered several staff losses in 2021. The two Supervisory vacancies need to be addressed. Despite this significant staffing challenge, the unit reduced its backlog of cases from 472 in 2020 to 362 in 2021. The CODIS program continues to pay dividends experiencing 125 hits in 2021 alone. Additionally, the unit undertook an extremely ambitious schedule of conducting two separate major method validations for a QuantStudio5 and FaSTR mixture interpretation software. 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 2022. Lastly, the unit continued to honor the state-mandated 120-day turn-around time for victim sexual assault kits.

Drug Analysis

The unit suffered three separations in 2021. Unfortunately, this has meant that there is now a modest case backlog and achieving the goal to analyze cases by the established due date for 95% of cases was not met. This goal has been achievable for decades. Despite this significant staffing challenge, 2021 had a very big bright light. A CHP grant for cannabis analysis was obtained for over \$400,000. In order to successfully execute that program, the Unit Supervisor took critical toxicology training. The Supervisor has already begun conversations with instrument manufacturers. Acquisition will have to start in earnest and validations will occur 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 in meeting its obligations to the CHP grant.

Latent Print

The latent print unit (LPU) backlog continued its downward trend in 2021 (from 519 to 487). This is due to higher productivity this year and the cancellation of some service requests. The unit was also able to develop suspects for a case from processing a multiply layered wrapped duct tape and provide expertise in an attempted murder/robbery crime scene workup. The trend of historically low print submissions may have reached its low point as there was an increase in 2021; addressing the issue requires a joint effort between the laboratory and the crime scene techs. The unit provided training to PETs, CROs, and CID investigators as well as hosting Chief Armstrong and Mayor Schaaf.

Budget

The second greatest challenge for the Crime Lab is budgetary. 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 \$150,000 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 with a favorable 2021 court constitution and if it rules against sanctuary cities, the only means for the lab to pay for its critical reagents to perform DNA analyses will be lost.

In comparison with four other forensic laboratories, the OPD crime lab is underfunded. The average O&M/Analyst spending of the other four agencies is \$26,775. OPD is at \$7,160. The difference of \$19,615 per analyst multiplied by the number of current analysts (25) yields \$490,375. The laboratory budget was \$179,020 in 2021 leaving a **gap of \$311,355**.

A hard decision has to be made now about how to allocate these funds in the OPD budget in the near future, 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.

Expected Outcomes for 2022

Goals and Expected Outcomes in Support of the following Strategic Plan Objectives:

1. Reduce Crime by analyzing evidence efficiently and effectively.
 - Fill all eight (8) Laboratory vacancies in technical and supervisory positions:
 - Crim III (2)
 - Crim II Firearms (2)
 - Crim II Drug Analysis (3)
 - Latent Print Examiner (1)
 - Monitor Efficiencies and Obstructions:
 - Publish backlogged IBIS reports (approximately 544 cases) with new procedures.
 - Determine efficacy of new policy regarding technical reviews, revise as needed.
 - Stand up fledgling eTrace program with new Forensic Technician.
 - Strive to provide drug analysis results by the established due date on 95 percent of requests.
 - Casework Productivity in DNA:
 - Keep case request completion productivity at current levels.
 - Strive to reduce human factor Incident Alerts by 10%.
 - Achieve an equitable contribution of DNA analysis and interpretation work for each casework qualified Criminalist.
 - Reduce the Latent Print processing backlog.
 - Capture new statistics in Latent Prints:
 - Comparison casework complexity.
 - Track number of comparisons per analyst.
 - Verification statistics.
 - Cross-train and authorize staff in the collection of evidence in cross-disciplinary casework.
 - Train all crime scene staff to use Leica scanner. Determine whether procedures in Firearms SOP is sufficient for Crime Scene staff.
 - Optimize use of all current laboratory workspace:
 - Renovate 4th floor space for Firearms expansion.
 - Evaluate viability of using Exam Room 2 for latent print processing.
 - Evaluate space for ignitable liquids program.
 - Budget
 - Maintain grants:
 - Coverdell
 - DNA Backlog and Efficiency and Cal DOJ untested sexual assault kit analysis.
 - US DOJ--Office on Violence Against Women (alongside DVP).
 - CHP
 - Transition to non-grant funding systems such as:
 - Fee for service model.
 - Cannabis tax to laboratory.
 - Asset forfeiture funds (laboratory assists in drug analysis).
 - Attempt to normalize budget with other forensic agencies by increasing, however incrementally, to \$490,375 from \$179,020.
2. Improve Community Engagement and Strengthen Community Trust
 - 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.
 - Provide a select few tours of the laboratory for the public.
 - Focus on employee wellness:
 - Foster *esprit de corps* by continuing teambuilding activities and events.
 - 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 Alternative Work Schedules (AWS).
 - Attempt to reimplement telecommuting.
3. Develop and Foster a High-quality, Involved, and Respected Workforce
- Quality-oriented activities:
 - Encourage auditor / assessor training and participation in external assessments.
 - Participate in External Assessments.
 - Continue bridgebuilding with the Police Evidence Technicians:
 - Provide additional assistance with training, procedures, technical expertise and problem solving.
 - Write up Latent Print processing statistics regarding ammunition cartridges and develop recommendations regarding practicality and value in processing.
 - Focus on completion of professional certifications.
4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
- Maintain a proactive, Risk Assessment program:
 - Evaluate opportunities for improvement from a risk management standpoint.
 - Analyze Incident Alerts to model trends and stave off future incidents.
 - Use these tools to inform policy revisions.
 - Risk Abatement, Efficiency, and Bridge building:
 - Continue developing the Department’s PremierOne (Motorola) software to connect report writing, laboratory records, requests, and property.
 - Beta test laboratory’s intranet web site and Power BI dashboards for data mining and departmental communications with other OPD Divisions. Launch when able.
 - Develop a SharePoint-based laboratory report distribution system.
 - Maintain laboratory unit reference collection (Firearms) and standards (Drugs) inventories.
5. Prepare for the Future of Police Service Delivery
- Expand workspace to accommodate new firearms staff.
 - Complete 4th floor renovation near VCOC to accommodate analyst workstations, BrassTrax and two MatchPoint terminals
 - Obtain funds for more equipment for new staff.
 - Onboard Forensic Chemistry Capacity:
 - CHP Grant acquisition of LC/MS for cannabis quantitations.
 - Perform validation of 4-AP color test method to differentiate hemp from marijuana among other methods.
 - Build bridges to the departmental stakeholders who rely on drug analyses:
 - Canine unit support, ABAT program assistance (to include marijuana officer and Drug Hotline program), traffic division.
 - Facilitate with CHP grant activity.

- Once fully staffed, begin needs assessment for ignitable liquids analysis program to support the Oakland Fire Department and County of Alameda.
- DNA Validation Activities:
 - STRmix (Q1/Q2)
 - EZ2 (>Q3 as equipment arrives)
- 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.
- Seek partnership to get capital improvement project approved to build a new laboratory.

Crime Analysis Section

Role of Crime Analysis Section

The Oakland Police Dept. 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, providing 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), works with the Crime Gun Intelligence Center (CGIC), 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

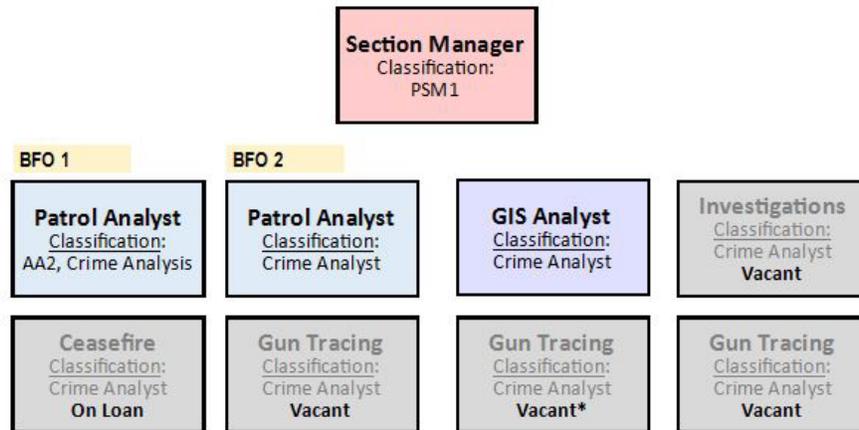
In 2021, the Crime Analysis section had four individuals reporting directly to the section manager:

- Donna Sabbatani: Administrative Analyst II, Crime Analysis
- Michaun “Shawn” Clayward: Crime Analyst
- Erica Cherrix: Crime Analyst
- Svetlana Gubin: Crime Analyst

One individual was on loan to Ceasefire’s CGIC:

- Trakalya Goodwin: Crime Analyst

Analyst Erica Cherrix accepted a job with the NCRIC; her last day in the office was 28 Oct 21. The eligibility list resulting from the mid-2018 recruitment was extended, and two candidates on that list completed their department-level oral board. A conditional offer was extended to both candidates – as of 01 Jan 22, both candidates were in background.



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	3	1
Administrative Analyst II, Selective Certification Crime Analysis	1	1	

Significant Accomplishments

In 2021, the Crime Analysis Section, with the arrival of Chief LeRonne Armstrong, pivoted its crime analysis coverage to align with the chief’s goals and directives. With 2021’s dramatic increase in violent crime – homicides, shootings, gunfire, and robberies – the section deepened its coverage of violent crimes.

In Apr 2021, the chief asked the Crime Analysis Section to revise its Monday morning material to bring it in line with his vision of the 11:00 am executive meeting. His goal was to have the meeting be data-driven, to eliminate DNR summary, and hold captains to a solution-based response.

On 03 May 21, the team launched the STAR (Strategic Tactical Analytical Response) Report, a high-level summary of violent crime (shootings, ShotSpotter activations, and robbery). The report is based on the extremely effective Rolling 3 and Shooting Clusters reports put out weekly by the analytical team.

Accompanying the maps is analytical commentary, which is pulled from the previous week’s reports and other observations contributed by the analytical team. The top observations for each BFO are included in the distribution email (Area Captains). The top three to five citywide observations are included in an executive email (Chiefs).

Each team member collaborated to provide the best possible information, then created and launched the report in only a few days. This is a strong reflection of the strong sense of teamwork that’s built up during the last few years, as each team member contributed to the final product. The report is informative, aligned with the chief’s goals, and can be produced in the few hours available on Monday morning before the meeting.

The result was a resounding success. While the slides are displayed on the big screen, meeting participants generally have the document available for review during the crime meeting. The Chief values the accompanying analytical commentary, which provides a springboard for solutions proposed by area captains and specialty unit commanders.

Overall, in the section, 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 continued with shooting investigative analysis.

In summary:

- 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.
- Donna and Svetlana continue their weekly Rolling 3 patrol reports, covering gunfire, robbery, and burglary in all five areas. The Rolling 3s, along with the weekly Shooting Clusters reports, are indispensable and inform crime reduction strategies and resource allocation in all five areas.
- Shawn has continued in shooting analysis, producing the Shooting Clusters reports, an in-depth weekly investigative report on shooting clusters, using 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. 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 continued to maintain a strong working relationship with the robbery investigators and has identified robbery trends, series, and patterns throughout the year. With the surge in juvenile robbery, she works closely with robbery investigators to maintain comprehensive information in this area to assist in reducing robberies throughout the city. She continued her excellent work up until her departure on 28 Oct 21, when she resigned to take a position with the NCRIC.
- In 2020, Svetlana participated in a three-day PowerBI training. Since completing that one single training, on her own initiative and with no further resources or training, Svetlana taught herself advanced PowerBI skills. Using the ShotSpotter dataset and the Crime Analysis Section homicide logs, she completed several complex projects in PowerBI with impressive results. These reports are fully functioning, using all the features available in PowerBI, including mapping, drilldowns, graphing, temporal analysis, and comparative analysis. As a result of her initiative, she received a 2021 Challenger Award.

With Erica's departure at the end of October, the Crime Analysis Section redistributed the workload to accommodate as many current department directives as possible. Burglary coverage was temporarily eliminated, as it is not sustainable with the current resources in the section.

Donna has assumed the role of robbery investigative analyst and continues to field BFO2 ad-hoc requests. Shawn continues with the Shooting Clusters weekly reports and the Robbery Emerging Hotspots monthly report. She will temporarily produce a simple, monthly burglary visual overview. Svetlana has assumed responsibility for the gunfire and robbery Rolling 3s for all five areas and continues to field BFO1 ad hoc requests.

While crime analysis is measured in quality of coverage, rather than quantity, during the last six 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
The BFO 1 and BFO 2 STAR Reports	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 probably 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

* Starting in 2021, the FBI no longer releases UCR data for the United States. Until NIBRS is fully adopted by California, October's national crime rate comparison reports are suspended.

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
California Crime and Intelligence Analysts Association (CCIAA) Webinar Series – Forecasting	4	D. Sabbatani E. Cherrix
CCIAA Webinar Series – How to Run Your Own Policing Study	4	S. Gubin
ESRI 2020 Virtual Users Conference	40	D. Sabbatani M. Clayward E. Cherrix S. Gubin
CCIAA Webinar Series – Dept. of Cannabis Control Overview	4	E. Cherrix
Bay Area Crime and Intelligence Analysts Association (BACIAA) Webinar – ARCGIS Pro Training provided by John Jay College	4	E. Cherrix
CCIAA Webinar Series – SQL for Crime Analysts	4	E. Cherrix S. Gubin
CCIAA Webinar Series – ShotSpotter Insight Advanced Training	4	S. Gubin
CCIAA Annual Training Conference	40	N Freeman D. Sabbatani E. Cherrix
CCIAA Webinar Series – Merced PD ESRI Case Study	4	S. Gubin
CCIAA Webinar Series – The Analyst’s Role in High-Profile Investigations	6	S. Gubin

Challenges Encountered

- The prime challenge for the Crime Analysis Section is staffing and the ability to recruit and retain high-quality applicants. During 2021, due to uncertainties associated with COVID-19 pandemic, crime analyst positions were frozen early in the year. With the advent of federal relief, some positions were re-instated.
- Analyst Erica Cherrix’s resignation reduced the section further. The eligibility list resulting from the mid-2018 recruitment was extended, and two candidates on that list completed their department-level oral board in Sep 2021. A conditional offer was extended to both candidates – as of 01 Jan 22, both candidates are in the background check stage.
- Analyst Trakalya Goodwin was on loan to Ceasefire’s CGIC for the entirety of 2021.
- Crime analyst positions are not plentiful, and there is a dearth of qualified candidates. The requirements of the Oakland Police Dept. 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 list has been exhausted.
- In 2021, the Crime Analysis Section pivoted its focus under direction from Chief Armstrong, focusing on violent crime and patrol support for BFO 1 and BFO 2. The responsibility for human intelligence support remains with the analyst on loan to

Ceasefire's CGIC. In May, the team launched the STAR Report, a data-driven report to provide the framework for the Monday morning executive crime meeting.

- While the analysts continued to expand their knowledge base by attending various trainings in 2021, 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 2021, online training opportunities expanded, and the team took advantage of participating in many webinars and trainings provided by the state and regional crime analysis associations. The analysts again participated in ESRI's virtual conference. Additionally, three team members attended the in-person CCIAA annual training conference in Seaside, CA. Unfortunately, due to the COVID-19 pandemic restrictions, the 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 use CentralSquare's CrimeView product suite, which is the workhorse technology of the section. CrimeView Dashboard use has increased throughout the department. Manager Nicole Freeman worked with CentralSquare on a new, multi-year contract. The section is looking forward to the launch of the new CAD/LRMS P1 system in the first quarter of 2022.
- The Crime Analysis Section continues to provide the Oakland Police Dept. 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.

Expected Outcomes for 2022

Goals

Goal 1: Reduce Crime To Improve Public Safety.

Goal 2: Improve Community Engagement and Strengthen Community Trust.

Goal 3: Develop and foster a high-quality, involved, and respected workforce.

Goal 4: Demonstrate Sustained Compliance with the Negotiated Settlement Agreement.

Goal 5: Prepare for the Future of Police Service Delivery.

Actions

- 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.
- Resume in-depth residential and commercial burglary analysis via specialized investigative analysis.
- Prepare for integration with the new CAD/LRMS system during the first quarter of 2022.
- 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.
- 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.
- Onboard two new analysts (contingent on their passing background and accepting a final job offer).
- Explore the process to expand the section with new job classifications, additional staff, and in-section hierarchy (to encourage retention).
- Although training funding is limited, the team will continue to seek out and attend no-cost, virtual trainings pertinent to analytical specialties (tactical, statistical, intelligence, and managerial).
- In 2022, the Crime Analysis Section will continue to provide high-quality analytical support to the Oakland Police Department. As the section manager, I 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.

Bureau of Services

Providing several critical services to the Oakland Police Department and the Oakland community, the Bureau of Services was led by Deputy Director Kiona Suttle and was composed of the following areas: Records Division, Human Resources Section, Recruiting and Backgrounds Unit, Communications Division, Fiscal Services Division, Research & Planning, and Police Information Technology.

Records Division

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/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; processes peddler/solicitor permits, juvenile/adult record sealing, and court orders/subpoenas; and issues releases for towed and impounded vehicles.

Staffing of the Records Division

Classification	Authorized	Filled
Police Records Specialist	26	20
Police Records Supervisor	4	4
Police Services Manager I	1	1
Police Services Technician II	1	1

Significant Accomplishments

Throughout the continuance of the COVID pandemic staff have worked through the challenges and provided frontline in person customer service to the public. The Records Division has continued to increase efficiency regarding the fulfillment of Public Records Requests. Due to the efficiency measures in place, the number of overdue Public Records Requests have dropped significantly. Most new employee assigned to the Records Division during 2021 have received Public Records Request training during their first three months to help ensure that all staff on each shift are eventually crossed trained. Additionally, due to supervisors consistently conducting monthly meetings with staff and phone audits, the number of complaints continued to decrease.

Records Division Task	Processed
Original/Supplemental Incident Reports	98,459
Arrest Reports	6289
Public Records Requests	9882
Law Enforcement Requests	6511
Insurance Requests	2725
Subpoena Duces Tecum/Court Orders	453
Record Sealings	145
Towed/Impounded	16391

Challenges Encountered

It has been challenging filling vacant positions, which directly increases the backlog of work. The division has also continued to experience performance issues with computers, databases, and other technology equipment.

Expected Outcomes for 2022

- Transition to Premier One Records Management system in April, which will assist the department in retrieving and tracking crime data.
- Transition from Uniform Crime Reporting to National Incident Based Reporting System.
- 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.
- Continue working towards creating a dedicated Public Records Request Unit.

Human Resources Section

Role of the Human Resources Section

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

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 performance appraisals; 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.

Payroll Unit

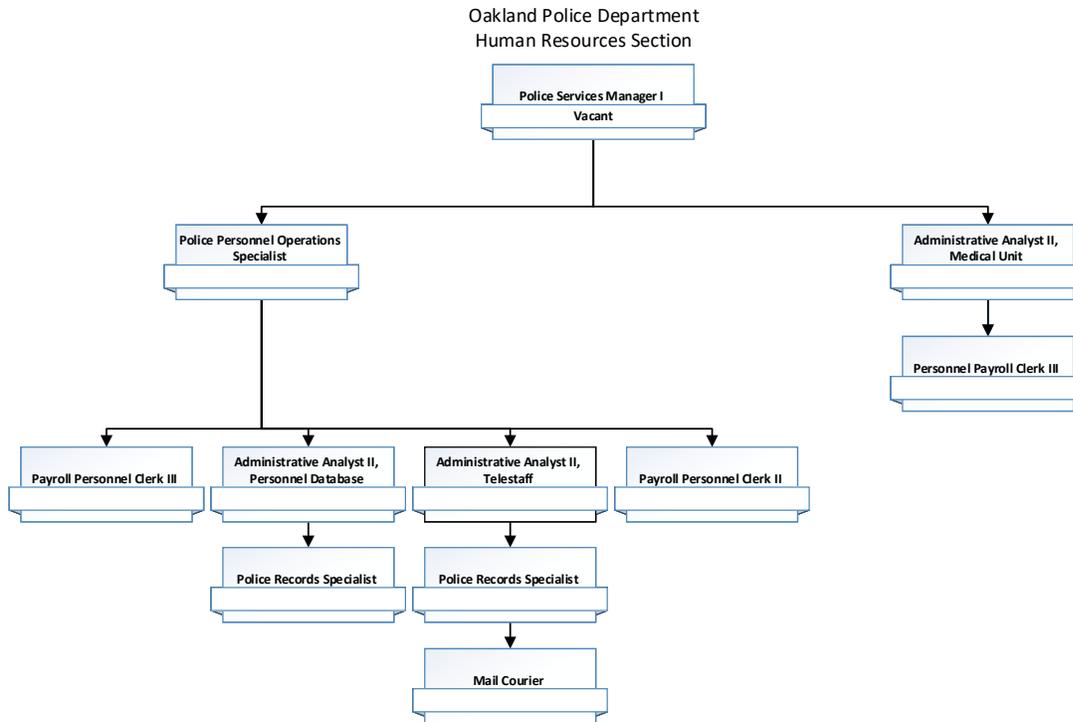
The Payroll Unit completes new hire paperwork; processes annual salary step increases; collects, enters, and audits timecards; processes payroll corrections and adjustments; processes vacation, compensatory time and sick leave buy back requests; reviews and processes annual uniform allowances and longevity pay; provides pay stubs for non-self service employee disbursements; responds to payroll inquiries; conducts quality control checks; and serves as a liaison for self-service training and monitoring between OPD employees and the City's Finance and Management Agency Treasury Bureau.

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 Human Resources Section:



Staffing of the Human Resources Section

Classification	Authorized	Filled
Police Services Manager I	1	0
Police Personnel Operations Specialist	1	1
Administrative Analyst II	3	3
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 frozen since July 1, 2020.

Significant Accomplishments

Administrative Unit

- Filled one (1) Administrative Analyst II position which assisted in completing backlogged assignments and balancing the staff workload.
- Created more efficient tracking of performance appraisal data.
- Processed 41 complex public records requests, subpoenas, and other requests for information related to a variety of human resources matters.
- Processed 94 new employees of various classifications, which are listed in the below chart:

Job Classifications Hired in 2021

Classification	Count
Administrative Analyst II	1
Business Analyst III	1
Exempt Limited Duration Employee	3
Executive Assistant to the Director	1
Forensic Technician	1
Police Communications Dispatcher	11
Police Officer	1
Police Officer Trainees	69
Police Records Specialist	6
Grand Total	94

Payroll Unit

- Completed new hire process and payroll self-service training for 69 Police Officer Trainees entering the 186th and 187th Police Academies.
- Completed audits, subpoenas, and public records requests for a variety of payroll related matters.

Medical Unit

- Processed 56 military requests.
- Coordinated 136 transitional assignments for both on-duty and personal illness/injuries, which is a 33% increase from the previous year.
- Conducted follow up on 248 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 2020, which is a 32% increase from 2019.
- Processed more than 327 COVID-19 claims including SB 98 COVID-19 Supplemental Paid Sick Leave claims and Families First Coronavirus Response Act (FFCRA) claims, which is a 62% increase from the previous year.

Challenges Encountered

Administrative Unit

- Insufficient staffing due to the vacant Police Services Manager I position resulted in additional duties for staff, backlogged assignments and increased overtime to keep up with workload demands.
- Adjusting to new processes and requirements related to COVID-19, including policy and procedural changes for hiring new employees.
- 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.

Payroll Unit

- Adjusting to new processes and requirements related to COVID-19, including policy and procedural changes for hiring new employees.
- Constant movement of staff in the payroll coordinator position resulted in an increased workload and need to provide continuous training.
- Insufficient staffing due to one (1) Payroll Personnel Clerk III position being frozen since July 1, 2020.

Medical Unit

- Increase in COVID-19 cases which resulted in backlogged assignments and increased overtime to keep up with workload demands.
- 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 2022

Administrative Unit

- Continued partnering with the City's Information Technology Department (ITD) to ensure the OPD HRM database provides extracts accurate information and staff can independently produce reports.
- Partner with the Public Information Unit to recognize employee achievements.
- Institute regular team-building programs throughout the organization.
- Explore and institute a 360-degree evaluation process for supervisory and command/management staff.
- Develop and implement clear leadership expectations for supervisors, commanders and managers and re-emphasize immediate, hands-on supervision at all levels of the organization.
- Design and implement a structured mentoring program for professional staff, emphasizing career development and promotional opportunities.
- Explore professional staff exposure to different divisions within the Department to promote mutual understanding and respect.

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/Supporting Data

2021 Appointments

2021 Promotions for Sworn and Professional Staff

2021 Retirement Data

2021 Awards Recognition

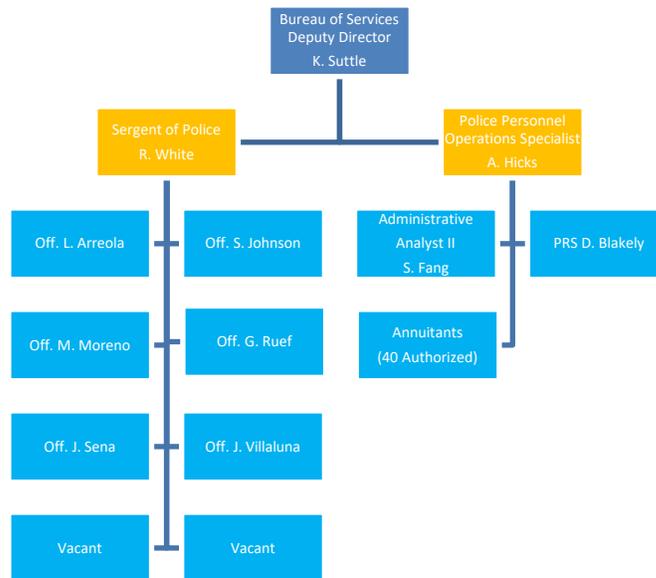
Recruiting and Backgrounds Unit

Role of Recruiting & Background Unit

The Oakland Police Department (OPD) Recruiting & Background Unit's role is to actively recruit for all positions within the department. The unit coordinates the selection process for the Police Officer Trainee position. In alignment with OPD's strategic plan, the role of the unit is to prepare for the future of police service delivery. To accomplish this goal, the unit targets diverse applicants with an emphasis on local talent. The unit has also implemented processes to conduct thorough and fair background investigations and is committed to ensuring OPD onboards high quality employees.

Organization of Recruiting & Background Unit

The Recruiting & Background Unit is under the command of the Bureau of Services. The unit is supervised by a Sergeant of Police and Police Personnel Operations Specialist. The organization chart below provides additional information.



Staffing of Recruiting & Background Unit

Classification	Authorized	Filled
Administrative Analyst II	1	1
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 conducted 210 Police Officer Trainee and 105 Professional Staff background investigations. The global COVID pandemic significantly impacted recruiting efforts in 2020 by limiting staff participation to 28 outreach events. The unit adjusted and increased the number of outreach events to 83 in 2021. Outreach included increased social media engagement and other outlets such as local high schools, colleges, and Historically Black Colleges and Universities.

The Recruiting & Background Unit has strengthened its collaborative relationship with Laney and Merritt colleges. OPD staff recruits at campus events and hosts on campus Police Officer Trainee exams.

Additionally, the unit accomplished the following goals outlined in the 2020 Annual Report.

- Hosted a POST 32-hour background investigation training for new background investigators.
- Increased department background investigators by 12.

Challenges Encountered

The COVID pandemic continued to be a challenge in 2021. The Recruiting & Background Unit's goal was to coordinate with OPD Explorers and Cadet programs to ensure a successful applicant pipeline. Coordination efforts were limited as the Cadet hiring was halted and the Explorer program was eliminated. In the last quarter of 2021, the Recruiting & Background Unit resumed recruiting for the Cadet position. The Explorer program has not been reinstated.

Additionally, the R&B Unit did not finalize the Recruiting & Background Unit policy and procedures draft as expected. Review periods were lengthy; however, the policy is in the final review stage.

Expected Outcomes for 2022

Most of the Recruiting & Background Unit's expected outcomes are outlined in the department's strategic plan. The outcomes will directly impact the preparation for the future of police service delivery by aiding the department in attracting qualified and diverse applicants.

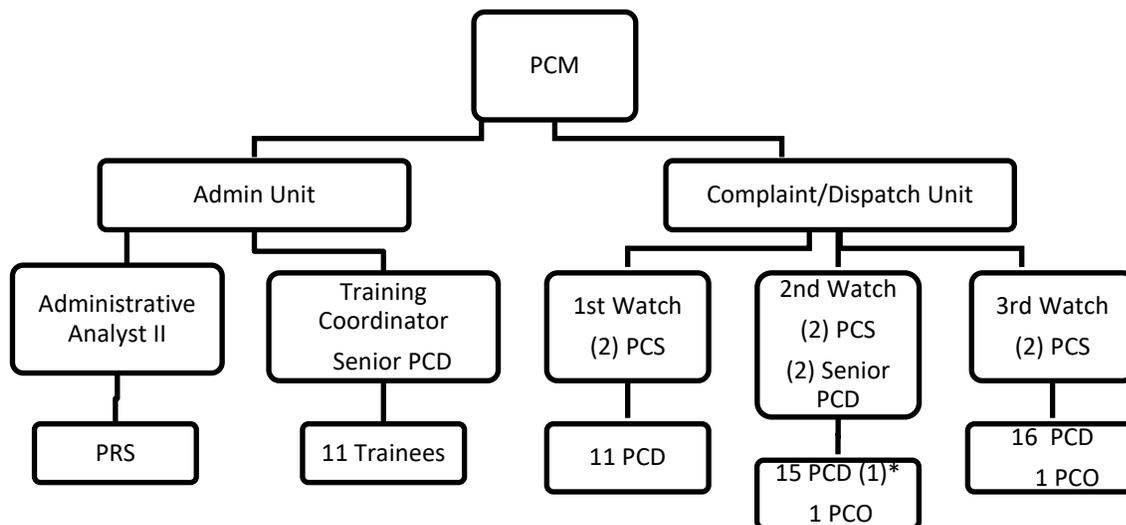
- Update and revamp the department's recruiting website.
- Explore expanding partnerships with colleges and universities throughout the country, especially Historically Black Colleges and Universities.
- Update and revamp OPD's recruiting materials.
- Finalize approval for Recruiting and Background Unit Policy & Procedures draft.
- Develop a marketing and advertising campaign to attract a larger pool of qualified candidates from diverse cultural and ethnic backgrounds.

Communications Division

Role of the 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 the Communications Division



*The number in parenthesis is indicative of someone on modified duty or assigned elsewhere due to their modifications.

Staffing of Communications Division

Classification	Authorized	Filled
Police Communications Manager	1	1
Police Communications Supervisor	7	7
Police Communications Dispatcher, Senior	4	3
Administrative Analyst II	1	1
Police Communications Dispatcher	71	54
Police Communications Operator	3	2
Police Records Specialist	1	1

Significant Accomplishments

Recruitment and Training

- Approximately 200 oral interviews were conducted.
- 84 candidates were referred to the Recruiting and Backgrounds Unit.
- 11 people were hired.
- 2 of the trainees have completed Complaint and Service Operator training and are currently in the process of completing Dispatch Operator training.
- Dispatcher Candidate Information Night has been instituted as a part of the recruitment process. Potential new hires are educated regarding the process from testing to the background investigation. Candidates are informed of the rigors of the job from Communications staff with varying levels of tenure for different perspectives.
- PCS Young and Senior PCD Hanna made several improvements to the Communications Training Program with an emphasis improving the retention rate.

CAD Provisioning

- PCS Ruff and the Department's CAD implementation team completed all of the provisioning necessary for Premier One CAD so that training can take place in 2022 leading to the "GO LIVE" in Q2 of 2022.

Promotions

- 3 Police Communications Dispatchers were promoted to the new classification of Senior Police Communications Dispatcher. This new classification will provide an additional layer of supervision and quality assurance for Communications staff.

Continuous Professional Training

- All Communications Division staff attended a Dispatcher Bullying Class.
- All Communications Training Officers attended Advanced CTO School.
- Several members of Comm Staff attended Dispatcher CPT to keep the Division in compliance with POST requirements.

Communications Division Improvement Plan

- The plan was created with input from all levels of staff within the Division.
- 8 goals for the Division were listed and a timeline for updates given for each goal.

Challenges Encountered

Call Volume

- The Communications Division received 929,845 calls for the 2021 calendar year. This is a 5.3% increase from 2020 (883,046) and a nearly 26% increase in call volume since the beginning of COVID.

Increase/Decrease from previous year

↑ Increase ↑ Increase ↑ Increase ↑ Increase ↑ Increase

Since Covid-19...

12.14%	12.24%	3.57%	21.19%	5.30%
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26% Increase in Total Calls for Service

ANNUAL	2016	2017	2018	2019	2020	2021	
	Total Calls for Service	558,948	626,815	703,561	728,647	883,046	929,845
	Calls Dispatched by Priority 1-4:						
	1	44,328	47,058	45,007	47,602	50,218	57,677
	2	150,580	175,422	187,728	195,177	160,311	152,327
	3	47,053	50,333	50,345	56,575	44,056	44,789
	4	11,876	15,622	17,526	20,092	21,059	22,151
	% Calls dispatched vs Calls received/Average/Yr	48.49%	52.01%	43.71%	43.93%	31.99%	30.27%
	Average Median Response Time (min/sec)						
	Priority 1	8.06	7.52	7.88	8.45	9.2	10.37

21% Increase in Priority 1 calls

31% Overall decrease in AVERAGE calls dispatched (Primarily P2 calls)

23% Increase in Average response times for P1 calls

The increase in call volume coupled with staffing deficit resulted in the following:

- Continued inability to meet the call answering speed mandate: 90% of all 911 calls are to be answered within the 15 seconds and 95% of 911 calls should be answered within 20 seconds.
- Fatigued staff due to consistent mandatory overtime to cover shortages.
- Increased sick leave usage.

Staffing

- Communications is authorized a total of 74 Police Communications Dispatchers and Operators combined with only 56 of those positions filled. The increased call volume created additional strain on already on an already fragile system of employees. The chart below shows the average workload dispatchers experienced for the 2021 calendar year.

Average	Average calls per HOUR	Average calls per DAY	Average calls per WEEK	Average calls per MONTH
	106	2,545	17,814	77,487

Expected Outcomes for 2022

1. Reduce Crime to Improve Public Safety

The Communications Division will continue working closely with the Department's Human Resource Section (HRS) and the City's Department of Human Resource Management (DHRM) to ensure that testing occurs on a continuous basis and referrals are made in a timely manner so that there are no unnecessary gaps or lags in the hiring process. Filling the vacancies in Communications supports the Department's efforts to "Reduce Crime to Improve Public Safety". An increased work force in means community members do not experience extended hold times for their calls to be answered when attempting to report a crime. Calls are answered faster which means that officers are made aware of ion progress and/or just occurred situations sooner and increase the likelihood of apprehending suspects.

2. Improve Community Engagement and Strengthen Community Trust

When it becomes feasible within the constraints of COVID, Communications Division staff will attend Community meetings with officers and participate in community events to help foster a better working relationship with the public and to humanize the "voice on the other end of the phone". Communications staff can also educate members of the community of our call taking process, explaining why certain questions are asked and ensure that asking questions does not create a delay in getting officers to them.

The Communications Division will be activating a "phone tree" to lessen the amount of time some community members are on hold by providing quick referrals to other areas of the Department or City.

3. Develop and Foster a High-Quality, Involved, and Respected Workforce

In 2021, The Communications Division Training Program was modified. A greater emphasis was put on "meeting individuals where they are" in terms of learning styles realizing that what may have worked in the past may not work with today's adult learners. Today's learners are often more technology driven and need more hands on rather than static classroom learning. We will continue to make modifications to the program as we see the need so that the retention rate is greater and in turn guide new employees towards providing professional service to the community with efficiency, respect, and pride, resulting in future leadership.

4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement

There are two (2) areas in which the Communications Division has influence on compliance with the Negotiated Settlement Agreement. Those two areas are Internal Affairs Investigations and Annual Performance appraisals. The Division is committed to improving the timeliness of

the annual appraisals and will continue to submit the Division Level Investigations in a timely fashion.

5. Prepare for the Future of Police Service Delivery

Communications staff will be working closely with the Department of Information Technology and its vendors to “Prepare for the Future of Police Service Delivery” by creating and publishing a disaster recovery plan that will allow little to no interruption in services provided the community in the event of a disaster of any kind.

Fiscal Services

Role of Fiscal Services Division

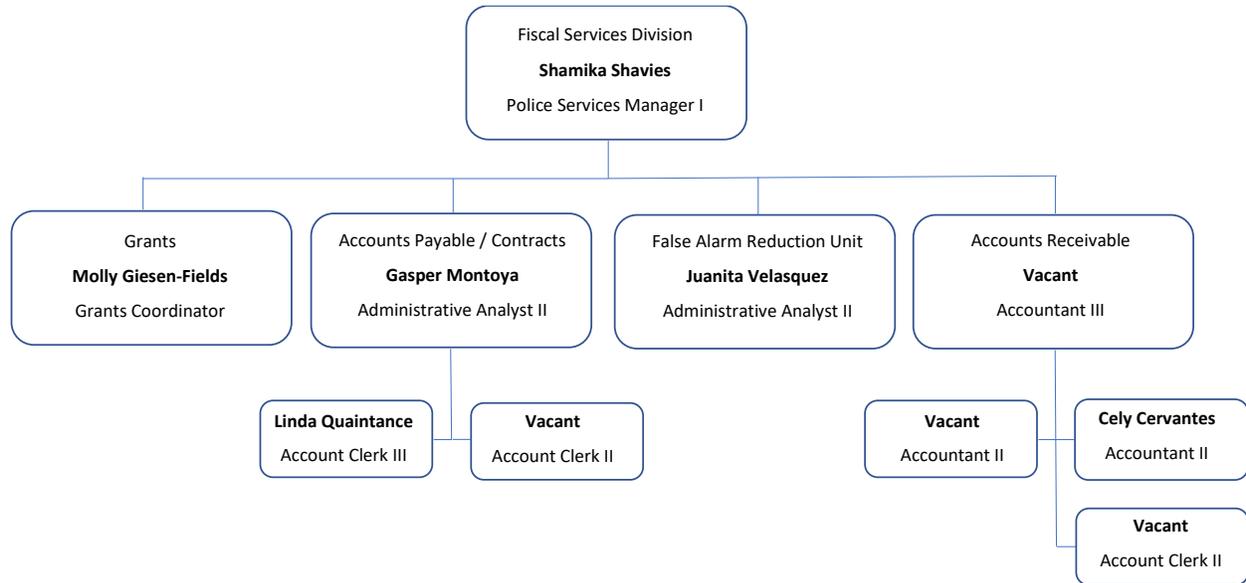
The Fiscal Services Division (Fiscal) is responsible for managing the Oakland Police Department’s (OPD) over \$300 million operating budget and related forecasting and financial reporting; accounts payable and receivable; grants and contract administration; as well as managing the False Alarm Reduction 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 10 full-time equivalent professional staff positions. The organizational chart is provided below.



Staffing of Fiscal Services Division

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

Significant Accomplishments

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
- Awarded over \$2.4M in grant funds.
- Filled one Accountant Clerk III vacancy.

These accomplishments were achieved while Fiscal processed over 3800 invoices, 104 reimbursements, 308 travel requests, 60 tuition reimbursements, 26 professional development

allowances, over 120 budget change requests, 242 special event invoice billings, 65 grant quarterly financial reports, 36 contract agreements, and countless labor distributions.

Challenges Encountered

- The COVID pandemic and subsequent State ordered Shelter in Place order temporarily forced staff to work remotely 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 Payable Unit lost two Account Clerk II positions creating a significant backlog of vendor invoices that had to be reassigned to existing staff.
- The Accountant II and Accountant III positions were vacant for the entire year creating a gap in the ability of the unit to quickly reconcile and prepare quarterly financial reports and special funds including Measure Z.
- There has been an influx in the number of labor distribution adjustments to correct OT coding blocks.
- Three Account Clerk positions were frozen during the biennial budget process as part of the City's balancing measures.

Expected Outcomes for 2022

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

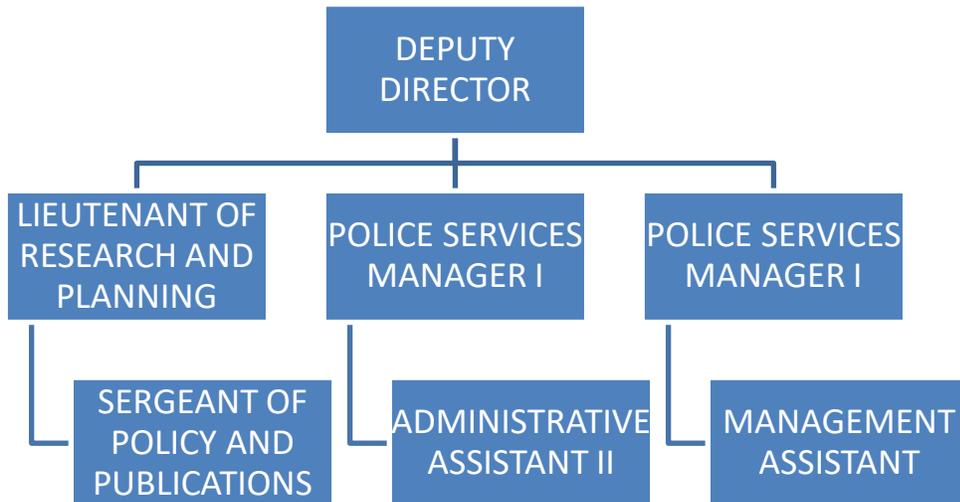
- Recruit and hire personnel to fill the, Accountant II, Accountant III, and two Account Clerk II positions.
- Continue to improve financial management, including reconciling projects and funds.
- Update all SOPs for the Unit.
- Complete the FY22-23 Midcycle Budget.
- Work with OPD staff and ITD to incorporate Fiscal documents on the OPD intranet.

Research & Planning

Role of Research and Planning

The Research and Planning Unit is responsible for the review and development of all departmental agenda reports. Additionally, the Research and Planning Unit updates all departmental policies and procedures and provides project management for several projects. The Research and Planning unit also completes other special reports and projects as approved and requested by the Office of the Chief.

Organization of Research and Planning



Staffing of Research and Planning

Classification	Authorized	Filled
Administrative Assistant II	1	0
Deputy Director	1	1
Lieutenant of Police	1	1
Management Assistant	1	1
Police Services Manager I	2	2
Sergeant of Police	1	0

Significant Accomplishments

The Research and Planning unit completed a total of 11 policies, started 13 policies which are still in progress, and published 99 documents to PowerDMS. The team also completed and submitted 35 reports, contracts, and grants for submission and review by City Council and other City committees.

A notable accomplishment is that industry-leading policies were completed:

- K-03 (Use of Force)
- TB III-P.01 (Armed Unresponsive Persons)
- TB III-P.03 (Dedicated Arrest Teams)
- TB III-P.04 (Armored Vehicles)

Also of note, was the ALPR legislative, reporting, and equipment upgrade process. The Research and Planning team presented two annual reports, updated the usage policy, and surveillance impact statement. OPD is in the process of a transition to the AXON system which will be a significant improvement to its current ALPR and body worn camera systems.

Other accomplishments included:

- A. Compiled, edited, and published 2020 Annual Report.
- B. Managed OPD participation in the City's legislative process.
- C. Coordinated policy development with ad hoc working groups.
- D. Development of Equity Framework for OPD Budget.
- E. Coordination with CAO and Council Offices.
- F. Maintaining Public Safety Committee Pending List and OPD Tracking List.
- G. Coordinated with City Administrator's Office and DVP to roll out Measure Z RFQ process for evaluation of 2022-2024 OPD Community and Geographic Policing.
- H. Completed response to findings and recommendations for 2020-2021 Alameda County Grand Jury Final Report.
- I. Project management of Project Reset.
- J. Website Management (now managed by PIO).

Challenges Encountered

Challenges include significant staffing needs, antiquated policy architecture, and a serious need to streamline the layers of oversight surrounding policy approval.

The Research and Planning Unit continues to experience a heavy workload which includes oversight of over 400 policies and procedures.

Expected Outcomes for 2022

- 1. Reduce Crime to Improve Public Safety
 - a. Continue to develop policy that allows for technology such as LPR, Drones, and FLIR to be used to support ethical, constitutional law enforcement.
- 2. Improve Community Engagement and Strengthen Community Trust
 - a. Continue to work with Police Commission and community on transparency around policy development and input.
- 3. Develop and Foster a High-quality, Involved, and Respected Workforce
 - a. Continue to strive to produce accurately written and researched reports delivered in a timely fashion.
- 4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
 - a. Project Reset is a training program that was kicked off in 2021 with a pilot group of officers. This training program was developed in conjunction with resources from the Stanford SPARQ program. The main purpose of the training is to harness the science of culture—how it can be created, reinforced and changed—to empower police officers to become change agents within the department.
- 5. Prepare for the Future of Police Service Delivery
 - a. Continue to produce policies, reports, and contracts for ALPR and other updates to technology used in policing.

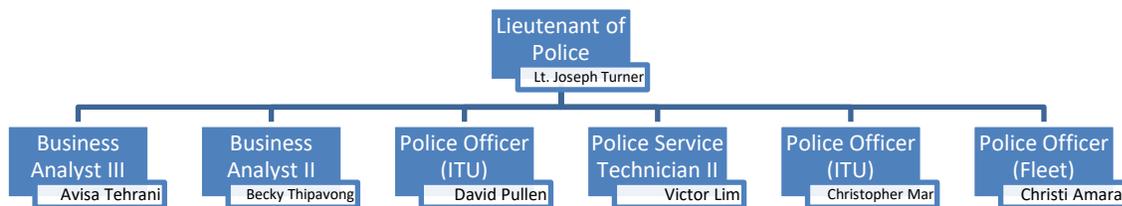
Police Information Technology Unit (ITU)

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.

Organization of the ITU

In 2021, the ITU was a sub-unit of the Research, Planning, and Technology Section. This section was under the Bureau of Risk Management at the beginning of the year before being transferred to the Bureau of Services, under Deputy Director Kiona Suttle, in June of 2021. The Lieutenant in charge of the ITU also heads the Policy and Publication Unit, under Research and Planning.



Staffing of the ITU

Classification	Authorized	Filled
Business Analyst III	1	1
Business Analyst II	1	1
Lieutenant of Police	1	1
Police Officer	3	3
Police Services Technician II	1	1

Significant Accomplishments

- Assisted with continued need for remote work and remote meetings for the department to include identifying/purchasing equipment and assisting with technical needs.
- Vision troubleshooting and continued work to implement a fully functional system. Major upgrades / build-out complete, with ongoing maintenance continuing.
- Build-out of VCOC office at PAB.
- Completion of AXON BWC purchase contract.
- Fleet Lease 4.0 build specs and continued work to get vehicles to units.
- Finalized CCTV system at PAB and EMM.

Challenges Encountered

- Completing tasks during 2021 was extremely difficult due to COVID-19 restrictions.
- Partner agency and city Department functions were significantly impaired by COVID restrictions, meaning less support was available for things like completing Fleet Lease 4.0 vehicles.
- Work on new CAD/Records system with City DIT encountered significant setbacks due to staffing.

Expected Outcomes for 2021 – All Correspond to Goal 5 of the Strategic Plan

- New CAD / records implementation by Mid-2022.
- Formalization of ongoing maintenance and performance improvement tasking for VISION.
- LEASE 4.0 vehicles built and issued to units.
- Master Lease 5.0 initiated and worked on with PWA.
- Completion of ALPR policy with Research and Planning, and re-fresh of system infrastructure.
- Installation of new Academy Computer lab system and equipment.
- Roll-out of AXON BWCs and signal technology to all sworn officers.

Bureau of Risk Management

The Bureau of Risk Management (BRM) was created by Chief LeRonne Armstrong in March 2021. Deputy Chief Angelica Mendoza led the new bureau until October 2021 when Acting Deputy Chief Clifford Wong assumed command. The Bureau of Risk Management consists of the Office of Inspector General, Internal Affairs Division, and Training Division.

Office of the Inspector General

Role of the Office of Inspector General

The Office of Inspector General (OIG) provides support and guidance to the Chief of Police and the Chief's management and supervisory staff on effective risk management practices. The OIG 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. In addition, the OIG acts as the liaison between the Department, the Monitor and the Plaintiff's Counsel.

When the BRM was created, the role of the OIG expanded with the addition of the Personnel Assessment System Administration Unit (PAU) and newly formed Risk Impact and Risk Analysis Units.

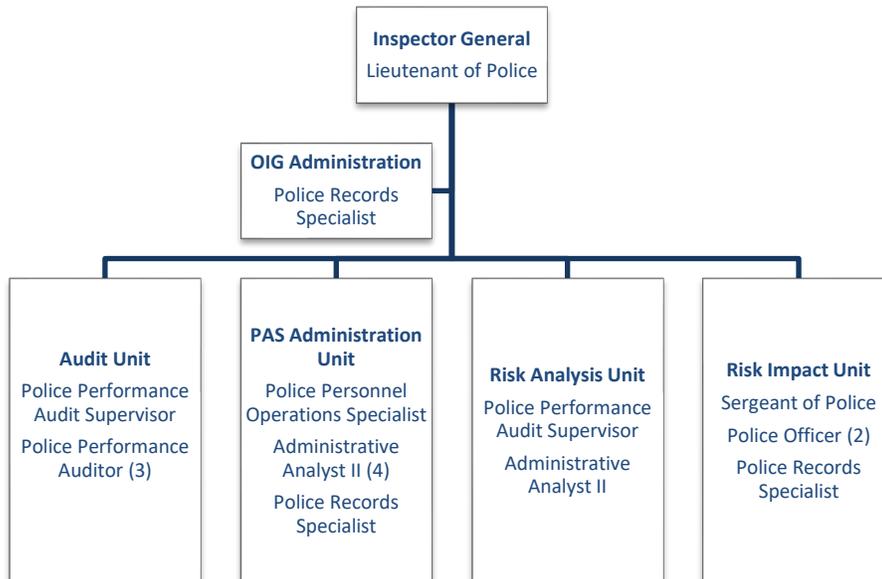
Organization of the Office of Inspector General

The Office of the Inspector General (OIG) is led by a Lieutenant of Police. The Audit Unit, PAS Administration Unit, Risk Analysis Unit, and Risk Impact Unit report directly to the lieutenant.

Staffing of the Office of Inspector General

The following table includes the staff of the Audit Unit, PAS Administration Unit, Risk Analysis Unit, and Risk Impact Unit.

Classification	Authorized	Filled
Administrative Analyst II	5	4
Lieutenant of Police	1	1
Police Officer	2	1
Police Personnel Operations Specialist	1	1
Police Program and Performance Audit Manager	2	2
Police Performance Auditor	3	3
Police Records Specialist	3	3
Sergeant of Police	1	1



Role of Audit Unit

In addition to its compliance function, the Office of the Inspector General (OIG) has an audit function. Through its audits, inspections, and compliance reviews, the Audit Unit identifies problems and inefficiencies preventing the Department from achieving its goals and objectives. The Audit Unit assesses performance, evaluates policies and procedures, measures compliance, and makes recommendations to improve and reduce risk in the Department’s processes, practices, and policies.

Organization of Audit Unit

The Audit Unit consists of one (1) Police Program and Performance Audit Manager, three (3) Police Performance Auditors and one (1) Police Records Specialist.

Staffing of Audit Unit

	Classification	Authorized	Filled
	Police Performance Auditor	3	3
	Police Program and Performance Audit Manager	1	1
	Police Records Specialist	1	1

Significant Accomplishments

The Audit Unit conducted six audits and inspections in 2021, including:

- Review of 2020 OPD Search Warrants.
- Inspection of OPD Vehicle Pursuit Investigation and Review Timelines.
- Inspection of Use of Force Reporting.
- Audit of Oakland Police Department Supervisors' Review and Approval of Adult Arrests for Alleged Violations of Penal Code 69, 148(a)(1) and/or 243(b)(c).
- Audit of the Oakland Police Department's Management of Its Managed Confidential Informants.
- Review of Field Training Officer Selection, Decertification, and Training Requirements.

Challenges Encountered

The OIG ended 2021 with all audit positions filled. However, the Unit had a vacant Police Performance Auditor position for the first half of 2021. Additionally, the restructuring of OIG and leadership changes resulting from the creation of the Bureau of Risk Management resulted in delays in the audit review process. Finally, the ongoing pandemic caused staffing disruptions resulting in delayed reporting.

Expected Outcomes for 2022

1. Reduce Crime to Improve Public Safety
 - a. The Audit Unit'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, audits and inspections lead to a more effective police department. The Audit Unit will continue conducting audits and inspections in 2022 to further improve departmental operations and assist with compliance efforts.
2. Improve Community Engagement and Strengthen Community Trust
 - a. The Audit Unit conducts objective, comprehensive reviews of Department operations. The audits, reviews and inspections are made available to the public, ensuring transparency. The Department's efforts to self-identify risk, mismanagement, and inefficiencies help to strengthen community trust and increase accountability. The OIG will continue to review Department operations and performance, and issue public reports in 2022.
3. Develop and Foster a High-quality, Involved, and Respected Workforce
 - a. To achieve organizational excellence, the Department must engage in continuous review of policies, procedures and practices. The Audit Unit'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 Audit Unit will continue to assess areas of risk and ways to improve transparency and accountability in 2022.

4. Demonstrate Sustained Compliance with the Negotiated Settlement Agreement
5. Prepare for the Future of Police Service Delivery

Attachments/Links/Supporting Data

OIG’s audits and reports are published [here](#) on the City of Oakland’s website.

Role of PAS Administration Unit

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

- Preparing at least 4 normative threshold reports (histograms) per year for the preceding 18 months to identify outliers.
- Preparing and forwarding normative and single event threshold notifications to the appropriate Bureau Deputy Chief/Director and responsible commander or manager.
- Writing PAS Activity Review Reports for individuals identified by the threshold reports, providing the chain of command with the PAS and PAS Supervisor recommendations, assigning the approval task in VISION to the chain of command, and overseeing the PAS procedure until the review’s completion.
- Ensuring all PAS Activity Reports are complete, concise, and consistent.
- Facilitating 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 task and status.
- 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.
- Validating VISION data to ensure stability and accuracy.
- Migrating and archiving PRIME data into VISION.
- Working with Quartech and VISION Team, report and test bugs and updates.
- Working with City ITD to create and test Power BI Reports.
- Tracking submission of PAS Quarterly and Annual Reports.
- Assessing compliance by auditing subtasks for Task 40 and 41.

Organization of PAS Administration Unit

The PAU consists of one (1) Police Personnel Operation Specialist, four (4) Administrative Analysts II and one (1) Police Records Specialist.

Staffing of PAS Administration Unit

Classification	Authorized	Filled
Administrative Analyst II	4	3
Police Personnel Operations Specialist	1	1
Police Records Specialist	1	1

Significant Accomplishments

- Generated four threshold reports that included an analysis of performance activity of normative and relational comparison thresholds. This resulted in over 477 records of individuals meeting or exceeding thresholds to be evaluated to determine the need for a review, performance assessment, or command notification.
- PAU analysts oversaw approximately 270 PAS Activity Reviews.
- About 157 PAS Reviews were written by the PAS Administration Unit.
- Maintained PAS Activity Review timelines for all members in intervention and supervisory monitoring to ensure compliance with required follow-up meeting dates and documentation for personnel in a program. There were approximately 66 employees on Monitoring during 2021.
- Worked with VISION support testing bugs and workflows, which resulted in most workflows now being fully functional.
- Migrated over 450 records from PRIME to VISION.
- Worked with IT to create and test reports for VISION as well as validate data for the 20 dimensions.
- Provided excellent customer service to VISION users.
- Conducted training sessions on the PAS Process.
- Provided Promotional Reports to Human Resources upon request.
- Provided Monitoring data to OIG each month.
- Continued to develop and update policies and procedures for PAS Activity Review Panel.
- Facilitated monthly PAS Activity Review Panel meetings and trained PAS Panel Members. A total of 117 reviews were evaluated by the panel in 2021.
- Participated in Risk Management Meetings to support the risk management process and to facilitate the exchange of information as needed.
- Began working with Training Division 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.

Challenges Encountered

- In March 2021, Chief Armstrong returned the responsibility of writing PAS Reviews to the PAS Admin Unit. 114 PAS Reviews were re-assigned from supervisors to four analysts.
- Following pandemic related telecommuting, professional staff returned to the office in April 2021. During the first few months after the end of telecommuting, PAU staff experienced delays during the transition back to in-person work. One analyst remained off work for several months.
- The above two events impacted the PAU's ability to produce the 114 PAS Reviews in addition to those new reviews created in 2021. The PAU has now completed all the 114 PAS Reviews as well as any Management Referrals and Single Event reviews created (the 157 reviews mentioned in the Accomplishments section).

Expected Outcomes for 2022

- An analyst retired at the end of 2021 and the hiring of a replacement has begun. The process is being expedited to lessen the impact on the unit's production. [Develop and Foster a High-quality, Involved, and Respected Workforce; Demonstrate Sustained Compliance with the Negotiated Settlement Agreement; Prepare for the future of Police Service Delivery]
- To complete all 2021 PAS Reviews and to be on track with PAS Reviews that will be created in 2022. [Develop and Foster a High-quality, Involved, and Respected Workforce; Demonstrate Sustained Compliance with the Negotiated Settlement Agreement; Prepare for the future of Police Service Delivery]
- Continued data validation to ensure accuracy of reports. [Demonstrate Sustained Compliance with the Negotiated Settlement Agreement]
- Implement enhancements to the VISION system as improvement to the user experience. [Demonstrate Sustained Compliance with the Negotiated Settlement Agreement]
- VISION'S automated histogram process will be operational, thus eliminating the need for manual intervention by PAS Admin Unit analysts. [Develop and Foster a High-quality, Involved, and Respected Workforce; Demonstrate Sustained Compliance with the Negotiated Settlement Agreement; Prepare for the future of Police Service Delivery]
- A system to obtain feedback from members released from the PAS Program to be developed to assess the effectiveness of strategies and to solicit recommendations for better options. [Develop and Foster a High-quality, Involved, and Respected Workforce; Demonstrate Sustained Compliance with the Negotiated Settlement Agreement; Prepare for the future of Police Service Delivery]
- A strategy and training library to be developed for supervisors to assist in the Monitoring process. [Develop and Foster a High-quality, Involved, and Respected Workforce; Demonstrate Sustained Compliance with the Negotiated Settlement Agreement; Prepare for the future of Police Service Delivery]

Role of Risk Analysis Unit

The Risk Analysis Unit (RAU) is responsible for analyzing key areas of risk such as the PAS dimensions, stop and enforcement data (to include whether disparities exist in outcomes or practices), and other police data that is collected by the Department. The analyses include assessment of departmental trends, drilldowns to individual-level concerns, and drill-ups to review the impact of supervisory and command decisions on risk. The RAU is responsible for analyses, preparation of documents, and discussion points for Risk Management Meetings which occur monthly. Meetings are held at the Unit, Area, Bureau, and Citywide level.

Organization of Risk Analysis Unit

The Department's Data Manager (Police Program and Performance Audit Manager) leads the unit. An AAll has been authorized to assist with the analyses, data cleaning, and public records requests.

Significant Accomplishments

The Risk Analysis Unit was created in the second quarter of 2021 when the Bureau of Risk Management was established. The primary focus of the RAU is to ensure that at a minimum, the data for the 20 PAS dimensions can be extracted and analyzed in a way that is useful to the

Department and helps to identify risk outliers. Coinciding with this primary focus is the redevelopment of Risk Management Meetings. In 2021, the RAU was able to complete data extraction reports on multiple PAS dimensions, develop and produce a monthly risk analysis report that reviews all 20 dimensions plus additional risk factors of note, and redesign the format and data presentation of Risk Management Meetings. Of particular importance was that the Department came into compliance with Task 41: Use of Personnel Assessment System (PAS) and Risk Management in the 74th Report of the IMT, which was released in August 2021.

Challenges Encountered

The RAU experienced three key challenges this year: staffing, data extraction and cleanliness, and changing needs and wants of the Department. Currently, the RAU is only staffed the by Data Manager. The transfer of AAll staff was delayed but will occur in mid-February 2022.

The second challenge was the Department's ability to create data extraction reports to assist in the analysis of the 20 PAS dimensions. It took longer than expected to get these reports produced and RAU continues to address data cleanliness inherent with human error in data entry.

Finally, as expected with the development of new reports or meetings, needs and wants evolved, leading to additional requests and analyses. Implementation of the 2022 Patrol shift plan at the watch change significantly impacted the analyses for risk management. A plan to adjust to these changes in in development.

Expected Outcomes for 2022

In 2022, the primary focus of the RAU will be to demonstrate compliance and sustained compliance with Tasks 34 and 41. The RAU will continue to run Risk Management Meetings and conduct analyses for the meetings and for any other Departmental needs. The RAU will continue to manage OPD's internal risk management dashboard to maintain its accuracy and accessibility by all ranks within the Department. To increase transparency and strengthen community trust, the RAU will continue to produce quarterly stop data reports and release the data online.

Role of Risk Impact Unit

The Risk Impact Unit (RIU) tracks use of force, city property vehicle collisions, and pursuits; manages the force, pursuit and Departmental Safety Committee board processes; and acts as a conduit between field operations, training, and risk management.

Organization of Risk Impact Unit

The RIU consists of one (1) Sergeant, two (2) Police Officers and one (1) Police Records Specialist.

Staffing of Risk Impact Unit

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

Significant Accomplishments

1. All force review boards were held within required timelines, and none exceeded one year 3304 timeframes.
2. The Department came into full compliance with Task 26: Force Review Boards on 8/23/2021 (74th Report of the Independent Monitor).
3. The backlog of force review board deliverables decreased from 158 in June 2021 to 6 as of 1/31/2022.
4. All vehicle pursuit boards were held within 180 days.

Challenges Encountered

The unfilled Police Officer position was staffed by an officer on loan but ended when the officer was promoted in November 2021 and reassigned. Modified duty officers are currently assisting the RIU.

Expected Outcomes for 2022

The RIU will continue to support the Department's efforts to come into full compliance with Task 24: Use of Force Reporting and Task 25: Use of Force Investigations and demonstrate sustained compliance with Task 26: Force Review Boards. The RIU will implement the recommendations from the OIG "Inspection of OPD Vehicle Pursuit Investigation and Review Timelines" report.

Attachments/Links/Supporting Data

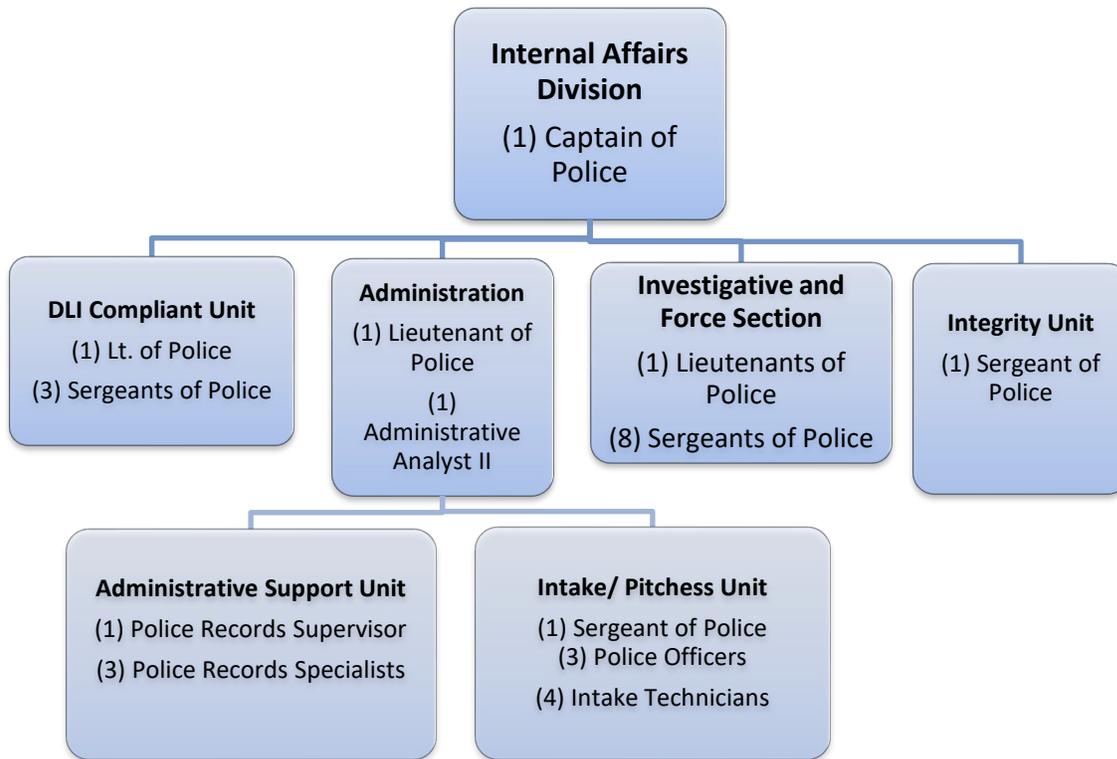
"Inspection of OPD Vehicle Pursuit Investigation and Review Timelines" report published [here](#) on the City of Oakland's website.

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 employee 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

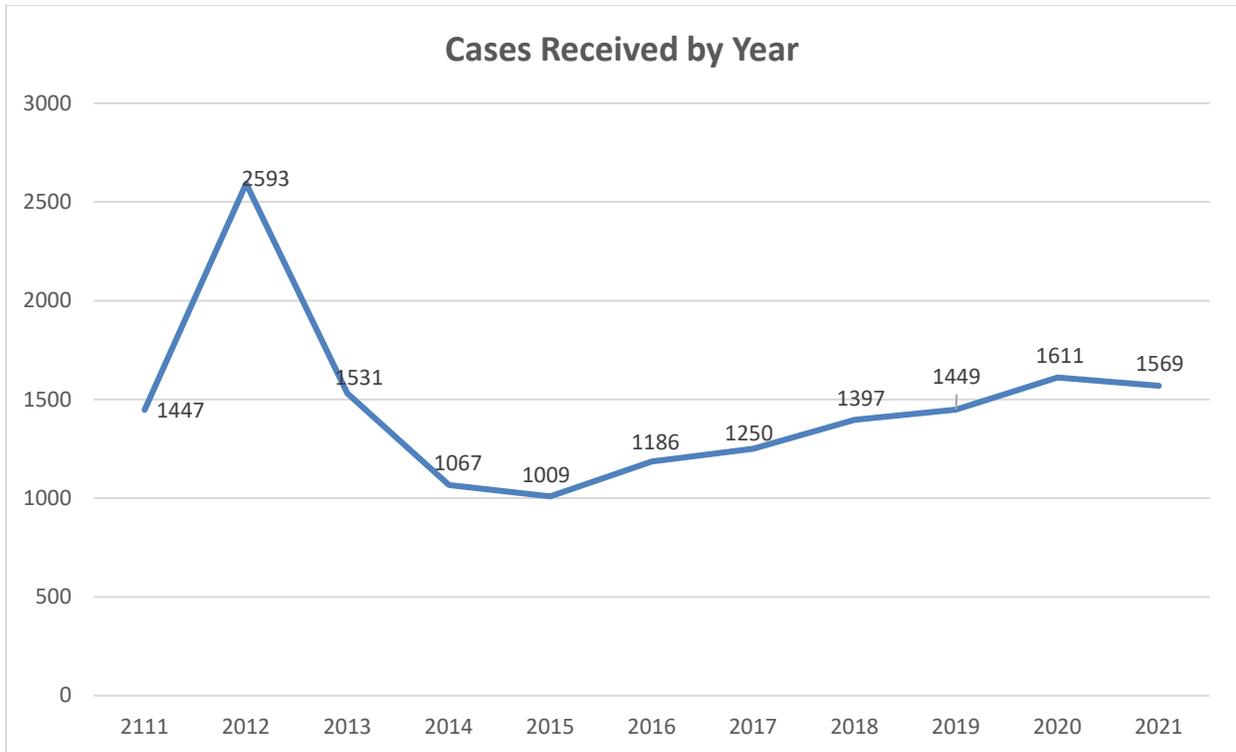


Staffing of Internal Affairs Division

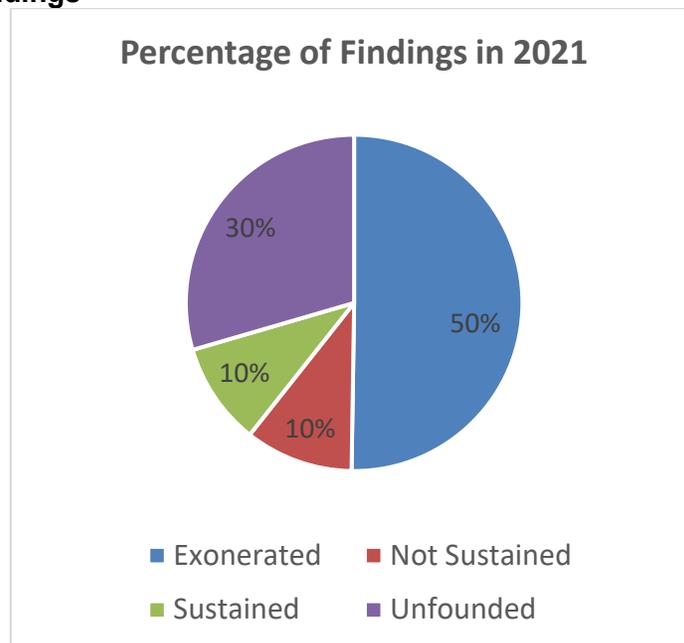
Classification	Authorized	Filled	Frozen
Administrative Analyst II	1	1	-
Captain of Police	1	1	-
Compliant Investigator II	4	-	4
Complaint Investigator III	1	-	1
Intake Technician	6	4	-
Lieutenant of Police	3	3	-
Police Officer	2	3	-
Police Records Specialist	3	1	-
Police Record Supervisor	1	1	-
Sergeant of Police	12	12	-

Significant accomplishments

Continued to process a high number of cases. There were 1,569 in 2021.



Allegations and Findings



Challenges Encountered

- Staffing challenges were present throughout the Oakland Police Department to include the Internal Affairs Division throughout the pandemic in 2021.
- IAD continues to be out of compliance in Task 2.1 and 5.

- While challenges remain, IAD has not compromised investigative quality. Steps are continually being assessed to streamline processes to increase efficiency and enhance the quality of administrative investigations throughout OPD.

Significant Accomplishments

- In 2021, The Internal Affairs Division completed two Executive Force Review Boards. The Department was placed back into compliance with Task 30 - Executive Review Board (74th IMT report) after being out of compliance since 2018.
- NSA Task 2.1- requires the Department to completed at least 85% of Class 1 and 85% of Class 2 misconduct investigations within 180 days to be considered timely. The Department remains out of compliance with Task 2.1. However, the department improved compliance standard to Class 1 to 83% and Class 2 to 91% in the 3rd of quarter of 2021 (76th IMT report). The Department is confident it will reach full compliance with 85% during the IMT's 2021 4th Quarter assessment.
- As a result of the Hillard and Heintze study, IAD and the Data Manager developed a Disparity in Discipline report that can track real time data to ensure the Department is monitoring findings and discipline to identify any disparate outcomes and/or trends.
- IAD has continued a concerted effort to provide additional training to supervisors to help them complete better Division Level Investigations.

Expected Outcomes for 2022

Crime Reduction

- IAD will continue the development of the Integrity Unit, which is 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 protests to take complaints in the field. This allows the sergeants in the field to focus on the event or protest and has a direct effect on protecting the lives and property of citizens of Oakland, consequently enhancing the City's crime fighting efforts.

Strengthen Community Trust and Relationships

- IAD will continue to ensure the proper level of preliminary investigation for each complaint taken.
- IAD staff remain committed to determining and documenting whether OPD personnel committed any 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 consistent, and on the few occasions where timelines are exceeded, provide justification for the delay (i.e. complexity of investigation, availability of witnesses, etc.).
- The Internal Affairs Division Integrity Testing Unit (IADITU) will continue to actively ensure integrity throughout the Department by conducting integrity tests, administrative reviews, policy development, compliance checks, and internal investigations.

Demonstrate sustained compliance with the Negotiated Settlement Agreement

- IAD is responsible for 42% of the NSA tasks. Tremendous progress has been made on the tasks that have been assigned to IAD. While Task 2.1 and Task 5 are currently out of compliance, IAD will continue our efforts to bring these tasks into full compliance by the end of 2022.

Develop and foster a high-quality, involved, and respected worked force and prepare for the Future of Police Service Delivery

IAD will:

- Help ensure 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 public with dignity, respect and compassion when community members voice displeasure with encounters with OPD staff members.
- Continue to maintain a collaborative relationship with the Office of the City Attorney (OCA), the Independent Monitoring Team (IMT), the Citizen Police Review Agency (CPRA), and the new Police Commission's Inspectoral General, which will continue to benefit the Division, the Department, and the City.

Legal Actions Against Members

Number of civil suits filed: 47

Number of arrests of agency members: 3

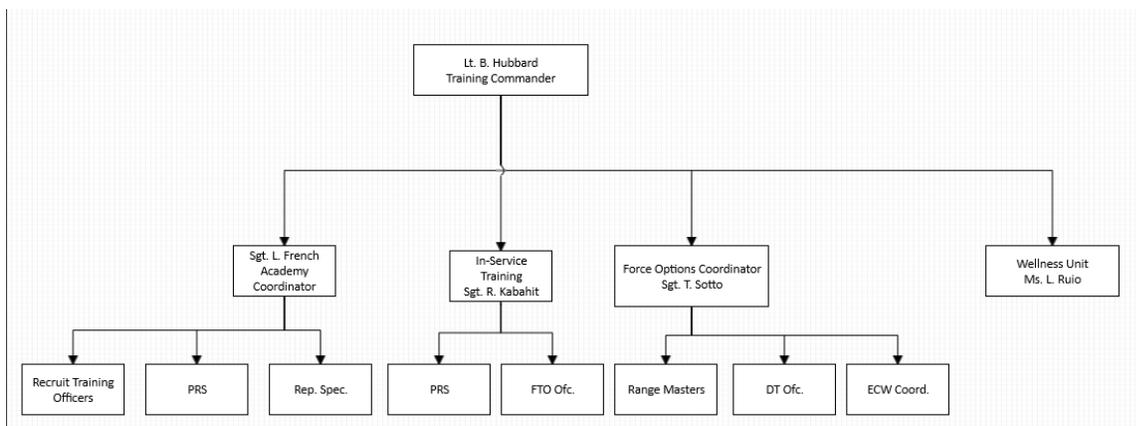
Number of restraining orders filed against agency members: 5

Training Division

Role of the Training Division

The Training Division is primarily responsible for facilitating and managing all department personnel training. The Training Division is divided into five units: Recruit Training, In-Service Training, Field Training, Force Options, and the Wellness Unit.

Organization of the Training Division



Staffing of the Training Division

Classification	Authorized	Filled
Training Division Lieutenant	1	1
Recruit Training Sergeant	1	1
Recruit Training Officer	5	5
In-Service Training Sergeant	1	1
Field Training Unit Officers	2	2
Range Officers	5	3
Defensive Tactics Officers	2	2
Electronic Control Weapons Officer	1	1
Force Options and De-Escalation Sergeant	1	0
Police Records Specialist	2	2
Reprographics Specialist	1	1
Admin. Analyst II	1	1

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 various 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 2021, the Oakland Police Department graduated the 185th-186th 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 various assignments designed to develop their interest in police work. The goal is for cadets to transition to police officers, providing a better-educated and skilled police officer.

Significant Accomplishments

- Graduated 185th and 186th 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.
- Continue to use the Oakland Coliseum for EVOC training.
- Continue to use Gamepod (Antioch, CA) as a training location for Scenario-Based Training Exercises.
- 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.
- Held two Academy Instructor Certification Courses.
- Achieving adequate proficiency and exceeding POST standards

Challenges Encountered

- Prohibitive costs to rent the range for firearms training.
- COVID-19.

Expected Outcomes for 2022

- Develop and implement Department-wide training tracks for career development.
- Improve Community Engagement and Strengthen Community Trust by building 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 three academies.
- Provide more reality-based training that generally mirrors current events faced by the Department and Law Enforcement.
- Remain in full compliance with all training responsibilities. Hire more police cadets to strengthen the pool of Police Officer Trainees.

- Prepare for the Future of Police Service Delivery.

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.
- Offered four command retreats.
- 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.
- 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 2022

- AXON/ECW rollout.
- ADL training for all sworn staff.
- 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.
- Through training, develop and foster a high-quality, involved, and respected workforce.
- Through training, prepare for the future of police service delivery.

Role of Field Training Unit

The Field Training Unit (FTU) administers 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 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

None

Expected Outcomes for 2022

- Maintain compliance with Task 42 mandates.
- 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.

Role of Force Options and De-Escalation Unit

The Force Options and De-Escalation Unit is responsible for providing training related 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 avoiding using force and recognizing the need to de-escalate.

Significant Accomplishments

- The VirTra system has been set up, and numerous de-escalation training sessions have been conducted for squads.
- Despite COVID-19 restrictions, the range staff has continued the mandated firearms qualifications course (4-hour qual).
- Practical application of Defensive Tactics.
- ECW recertifications were completed in 2021 and will continue in 2022.
- Less lethal shotgun recertifications were completed in 2010 and will continue in 2022.
- Monthly lineup training.
- Force options SMEs and their successors/backups have been identified.
- K-03 policy training.
- During CPT, force decision-making, articulation, and force de-escalation training were provided to members (shared with EVOC).
- Officers, sergeants, and commanders requested additional tactics and force-related training, and training was provided.
-

Challenges Encountered

- The city budget limited the number of instructors for force options training.
- Due to our PO process, training equipment was slow to arrive, which affected several training sessions.

Expected Outcomes for 2022

- Through tactics training, reduce crime to improve public safety.
- Through tactics training, develop and foster a high-quality, involved, and respected workforce.
- Through tactics training, demonstrate sustained compliance with the negotiated settlement agreement.
- Through tactics training, prepare for the future of police service delivery.

Role of the Professional Development and Wellness Unit

The Professional Development and Wellness (PDW) provides support, assistance, training, and a continuum of services offered to assist all members in managing professional and personal crises and enhancing their mental, emotional, spiritual, and financial wellness.

Significant Accomplishments

- Hosted a Professional Staff Supervisor Development Day.
- Purchased PDW “Thank You” Challenge Coin for all staff.
- Hosted two Flu Shot Clinics (PAB and Communications).
- Finalized legal contract with Cordico Shield to purchase the Wellness Application (app).
- Fostered wellness partnership with Kaiser Permanente.
- Developed the PDW Enhancement Plan (Phase Two).
 - Ordered items (furniture, pool table, ping pong table, big-screen TVs, and accessories)
- The Unit remained open and accessible 24hrs/day (following CDC guidelines for COVID-19 restrictions).
- Multipurpose room was utilized for:
 - Multiple Debriefings (as needed for critical incidents).
 - Academy training.
 - Departmentwide trainings.
 - Executive staff meetings.
- PDW sent 88 emails with information and links to:
 - Virtual Yoga, Zumba, and Meditation classes.
 - Mental and physical health, grief and loss, and stress management.
 - Peer Support and counseling.
 - Informational/educational emails: Black History Month, Women’s History Month, and Hispanic Heritage month.
 - Día De Los Muertos Display in the Unit.
- Began to develop a plan for Wellness Room at Eastmont Station.

Challenges

- Keeping staff engaged with virtual activities.
- Acquiring “spending authority” for DOJ Grant due to legal contract negotiations.
- Unable to purchase “Headspace” due to corporate contract inflexibility.

Expected Outcomes for 2022

- Fully functional Wellness App for all staff and their family members.
- Peer Support Team to be more engaged and fully trained.
- Host more training for Professional and sworn staff.
- If possible, host an Open House during Open Enrollment to showcase the “phase two” Game Room (adhering to CDC guidelines).
- Host flu shot clinics in the Fall.
- Continue offering virtual events, webinars, and classes until we offer in-person training.

The preceding information has been certified as true and correct, to the best of our knowledge.

Signed,



LeRonne L. Armstong
Chief of Police
April 14th, 2022



Darren Allison
Assistant Chief of Police
April 14th, 2022