

Oakland Police Department

Bureau of Services

Communications Division

Annual Report 2007





Table of Contents

I. Division Functions / Responsibilities 3

II. Staffing..... 4

III. Fiscal Management..... 6

IV. Training Received and/or Provided 8

V. Significant Accomplishments 9

VI. Performance Data 11

VII. Other Performance Data 14

VIII. Plans and Goals..... 14

IX. Major Projects..... 16



Communications Division 2007 Annual Report



I. Division Functions / Responsibilities

The Communications Division answers and evaluates calls for service, dispatches resources 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.

Services Provided

- Answers 9-1-1 calls for service and calls on other emergency and non-emergency lines.
- Transfers fire and medical calls to the Fire Services Agency.
- Dispatches police officers, rangers, animal control officers and field civilians.
- Refers non-emergency calls to other Oakland Police Department units, when appropriate.
- Responds to demands for tape copies of 9-1-1 and other incidents from the court, attorneys, media and other persons.
- Answers the Internal Affairs Division “24-Hour” Complaint Hotline after hours documenting misconduct allegations or service complaints, notifying the Watch Commander and dispatching a supervisor if appropriate.
- Monitors the Shot Spotter equipment and creates calls for service if appropriate.
- Conducts mandatory basic dispatch training for new hires and in-service training for entire staff.
- Supports tactical and other emergency operations via the Tactical Operations Support Team.



Communications Division 2007 Annual Report



II. Staffing

Classification	Authorized Number	Actual Number	Percent (+/-)
Lieutenant	1	1	100%
Sergeant	4	4	100%
Police Communications Supervisor	4	4	100%
Police Communications Dispatcher	72	57*	79.1%
Police Records Specialist	1	0	0%

*Includes: 4 PCDs on extended sick leave and 2 PCD Trainees – as of 31 Dec 07

Temporary Assignments None

Promotions None

Long Term Injury/Illness Absences

Position	Reason	Absence Since
PCD	Maternity Leave	10 Nov 07
PCD	Maternity Leave	24 Nov 07
PCD	Long Term Illness	19 Apr 07
PCD	On-Duty Injury	25 Apr 05

Voluntary Terminations, Discharges, Retirements

Position	Hire Date	Severance Date	Yrs	Reason
PCD	24 Apr 06	13 Jan 07	**	Reclass – to PRS
PCD	15 Jul 06	8 Apr 07	**	Reclass – to PRS
PCD	5 Nov 87	1 Jul 07	19.5	Medical Retirement
PCD	24 Apr 06	25 Jun 07	**	Reclass – to City position
PCD	14 Jan 02	1 Aug 07	5.6	Personal
PCD	19 Aug 74	18 Aug 07	33	33 Yr Retirement
PCD	3 Mar 87	14 Sep 07	20	20 Yr Retirement
PCD	8 Nov 99	19 Oct 07	6.11	To another PD
PCD	1 Apr 97	14 Jul 07	10.4	Terminated
PCD	11 Sep 07	7 Dec 07	**	Resigned
SGT	13 Oct 80	13 Jul 07	27	27 yr retirement

** - Less than a year

Retirements:

Two Police Communication Dispatchers and one Sergeant of Police retired in 2007.

The overall attrition rate for the Communications Division in calendar year 2007 was 13.9%. Attrition was due to three resignations, four retirements, three re-classifications and one termination. There are four PCDs who have been off on long term leave.

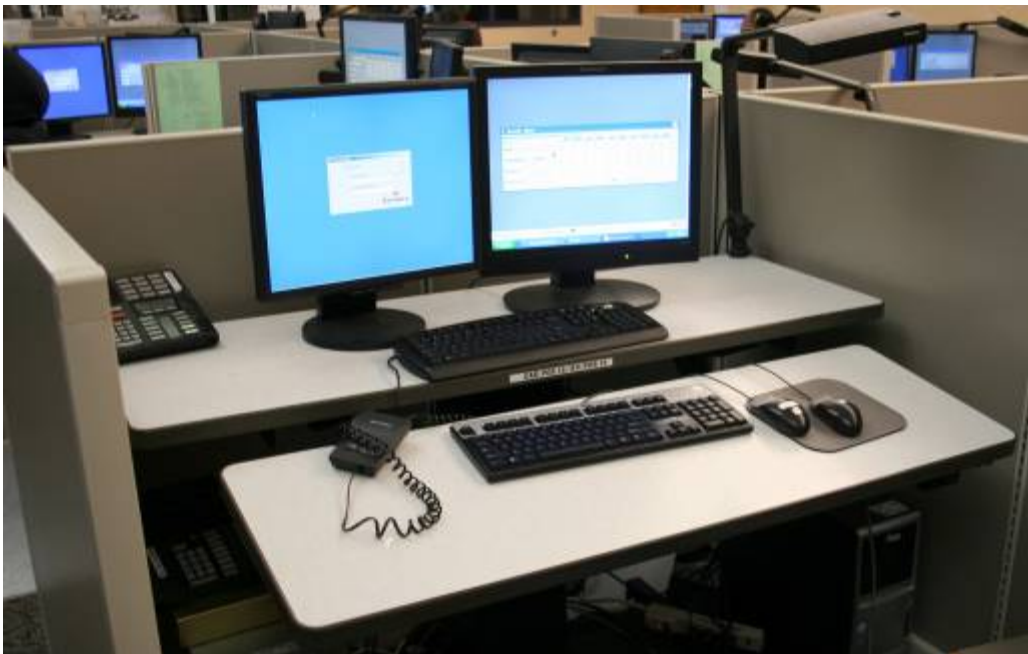
Communications Division 2007 Annual Report



Like Police Officers, much time and effort are spent in the hiring and training process for Dispatchers. There is a 40 week training program and a POST mandated one year probation period for Public Safety Dispatchers.

At the beginning of Fiscal Year 2003-04, the Communications Division Police Communications Dispatcher (PCD) staffing was reduced from 92 to 73 positions in order to save City funds. In 2005, one PCD position was cut bringing the Division's authorized FTE staffing to 72. Starting July 2004, the civilian supervisory (PCS) staffing was reduced from 5 to 4 positions.

It is critical to the timely delivery of emergency services to maintain Division staffing. On 16 Feb 1999, the City Council recognized the importance of maintaining staffing and passed Resolution 74790 C.M.S. The Resolution found that "the 9-1-1 emergency response line is one of the most vital services provided" and that "there is a critical need to begin the testing and hiring without delay". The funding for the hiring was provided through an "increase in General Fund revenues resulting from a utility user's tax settlement". However, in the last three years there has been only three job tests for Dispatchers.



As of January 2008 there are 63 staffed PCD positions and 9 vacancies. In June 07 a job test was held for PCDs. This resulted in an eligibility list of 69 PCD candidates. Six (6) of those candidates were hired and will started training on 14 Jan 08.

It should be noted the Communications Division did not have 4 sergeants of police until 15 Dec 07. One of the four was on loan from CID for 30 days. Due to loans being rescinded or ending we are back to 3 sergeants. Staffing of sergeants will be full on 2 Feb 08.



Communications Division 2007 Annual Report

III. Fiscal Management

The following table shows the Communications Division FY 2007.

Categories	Budget Appropriation	Actual Expenditures	Difference
O&M	\$59,364.69	\$59,572.31	(\$207.62)
Grants	\$185,907.00	\$166,603.28	\$19,303.72
Personnel	\$9,452,718.01	\$8,060,624.49	\$1,392,093.52
Overtime	\$691,707.00	\$1,315,977.17	(\$624,270.17)
Total:	\$10,389,696.70	\$9,602,777.25	\$786,919.45

Explanation – Negative O&M Expenditures

The above figures for O&M expenditures were provided by the Fiscal Services Division. To our knowledge we did not overspend as we had money left at the close of the fiscal year.

Explanation – Negative Sworn and Civilian Overtime Expenditures

Sworn Overtime expenditures reflect a staffing shortage of Watch Sergeants. The Division Commander, the Watch Sergeants and the Supervisors closely monitor the use of overtime. Overtime for both civilian and sworn is primarily authorized to backfill for absences due to authorized leaves and illnesses, as well as, to alleviate situations where staffing shortages will seriously impact the safe and efficient operation of the Public Safety Answering Point.

The Communications Division O&M budget reflects an inaccessible \$31,123.42 in funds (54919) obligated for agency contracts. This represents over 47.6% of the Division O&M figure.



Communications Division 2007 Annual Report



Other Factors Impacting Overtime Usage

1. High Dispatcher Position Vacancy Rate

Currently our dispatcher vacancy rate (9), including long term leaves (4), is approximately 18.1%. Despite this considerably high vacancy rate, Division supervisors constantly monitor over time expenditures so that are used appropriately.

2. TOST Training and Deployment Backfill

The Tactical Operations Support Team (TOST) is totally comprised of Police Communications Dispatchers (PCDs) and a Police Communications Supervisor (PCS) as team lead. When deployed or conducting training, TOST amounts to approximately 10% of the total dispatch staff. Positions vacated by TOST members when in training or deployed have to be backfilled by other dispatchers to ensure continuity of service.

3. Increase in Time Delay to Answer In-Coming Calls

Due to the decreased staffing and training of new dispatchers, the Communications Division call answering speed for 911, seven-digit emergency and non-emergency lines continues to fall short of the recommended goal. There have been complaints from the community of waiting in excess of 20 minutes on the non-emergency line only to abandon their effort to report an incident to OPD. This delay is due to lack of available PCDs to answer the incoming calls. PCDs on mandatory overtime are used to fill positions open due to scheduled leaves (such as vacations) and un-scheduled leaves (sickness, family leave, injuries, etc.).

4. Increase in Delay to Answer In-Coming Calls - Performing Other Duties

In addition to it's regular responsibilities, the Communications Division has been tasked with duties from other units which added to the Complaint Operator duties further increasing the delay in answering 911, seven-digit emergency and non-emergency lines. These additional duties include; answering the Internal Affairs Division "24-Hour" Complaint Hotline after hours, documenting misconduct allegations/service complaints, dispatching a supervisor to investigate a complaint if appropriate and documenting the out come of that complaint, and monitoring the Shot Spotter system.



Communications Division 2007 Annual Report

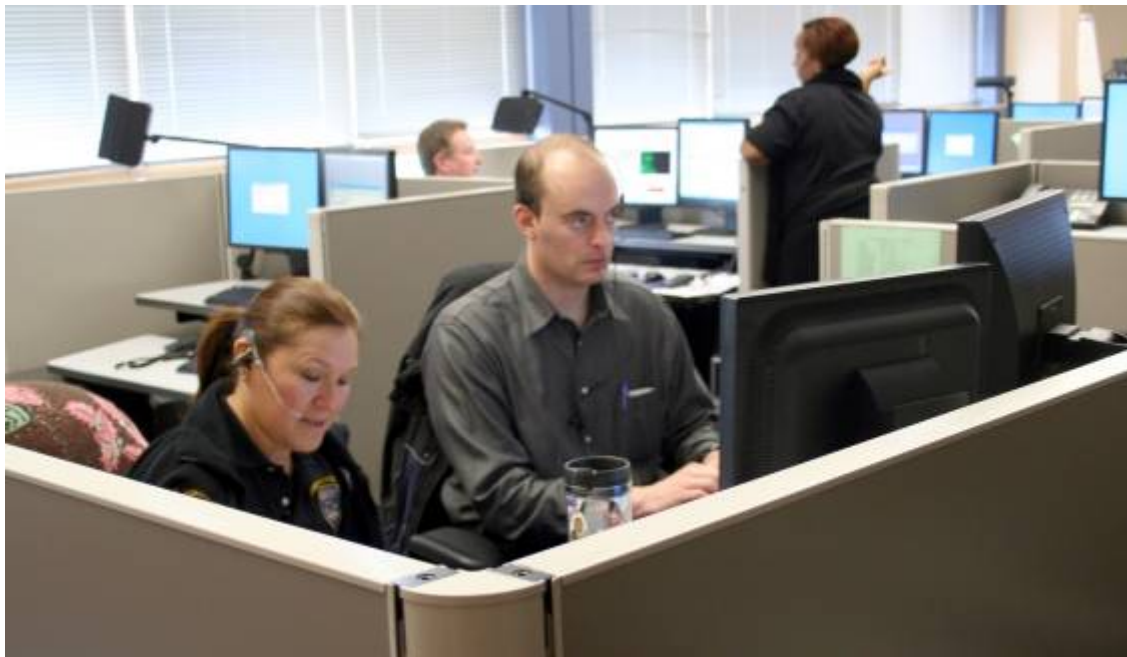


5. No Administrative Support

With the recent fiscal year's non-sworn staffing reductions, the Communications Division lost a Police Records Specialist (PRS) who provided invaluable administrative support to the Division. With the loss of this PRS position, PCSs have been called upon to take on additional duties formerly performed by the Division PRS. The addition of these duties has, at times, caused the PSCs to exceed their normally assigned work hours, requiring the use of overtime to complete. This is especially true in response to subpoenas for tape recordings and purges.

IV. Training Received and/or Provided by Division Personnel

During 2007, the Division began the cycle of POST mandated in-service training for dispatchers. Due to staffing cuts and funding shortages, training for the Division was severely limited. The following training was provided in 2007.



Training Program	Hours	Number of Personnel
ADA & Workers' Compensation	4	All 4 Sworn & 4 PCSs
APCO Conference/Training	32	1 PCS
Audit & Compliance Training	4	1 Lt.
Basic Tactical Dispatch	32	2 PCSs, 6 PCDs
California Tactical Dispatcher Association	24	1 PCS, 4 PCDs
Communications In-Service Training for incumbent Dispatchers	24	3 PCDs
Communications In-Service Training for new Dispatchers	6wks	8 PCDs
Communications In-Service Training for new Sergeants	120	2 Sgts. (Reed, Muniz)
Communications Training Officer Course	40	2 PCSs
DOJ Rap Sheet Interpretation	4	1 PCS, 1 PCD

Communications Division 2007 Annual Report



Training Program	Hours	Number of Personnel
Domestic Violence for Dispatcher	8	2 PCDs
In-Service Firearms Qualifications	4	All Sworn Personnel
Instructor Development	40	2 PCDs
Introduction to TOST	4	5 PCD's
NIMS_ICS Training	8	All 4Sworn & 4 PCSs
NSA Training – 6 Topics (Sworn only)	1	All Sworn Personnel
NSA Training – 8 Topics (All Staff)	2.5	All Personnel
POST Continuous Professional Training	24	All Dispatchers
POST Instructor Symposium	16	5 PCDs, 1 PCS
POST Sexual Assault for Dispatchers	8	2 PCDs
POST Training Administrator Course	16	1 PCS
TeleStaff – Scheduling	4	All Personnel
TTY Training	.50	All Personnel
WMD/All Hazards	24	1 Lt.
Women in Law Enforcement Leadership	8	2 PCSs

** Number of training hours would be for each employee listed under "Number of Personnel"

V. Significant Accomplishments

- Two new PCDs were hired in 2007. However, with the increased duties and the CPT training obligations the 9-1-1 call answering time only decreased slightly in 2007 to 11 seconds. Currently the average answering speed is still slightly above the State recommended guidelines of 10 seconds for 9-1-1 calls and the City Council's specified goal of 6 seconds. Since the 2008 Division Watch Change has been implemented and the new PCDs trainees have become "solo" as Complaint Operators, the 9-1-1 answering time average was as low as 3 seconds on 2nd and 3rd Watches and as low as 1 second on 1st Watch.
- A review of the Division's policies and procedures is currently in progress. Several changes have already been implemented to improve professionalism, maintain the highest possible customer service standards and to comply with the Negotiated Settlement Agreement (NSA) and the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) guidelines.
- In addition to processing calls for services one of the other major accomplishments for the Communications Division is to maintain up-to-date technologies, procedures and training. The Oakland Police Department's Communications Division is a model for many other agencies. Of particular note is the Communications Division's training program. Each year, all supervisors and dispatchers receive the training necessary to maintain their certification from the Peace Officer Standards & Training (POST) Delivery & Compliance Bureau. In addition, because our Training Program is highly recognized, outside agencies send their staff to our Continuing Professional Training Classes. This year, staff from twelve outside agencies will be attending the Oakland training.

Communications Division 2007 Annual Report



- The Training Program and records have been further developed and maintained in an exemplary manner by the current Division's Training and NSA Compliance Coordinator, PCS Regina Gilyard. She recently planned and led an all day session of a focus group of Communications Training Officers [CTOs] to update the Weekly Training Reports. Both the aforementioned programs were reviewed by the Independent Monitoring Team who favorably commented on the Division's efforts to comply with the NSA training requirements.



- PCS Bruning did a great job coordinating the upgrade to the 9-1-1 equipment and other items in the State 9-1-1 Project. This was a two year long project. The last phase was having new carpet installed as well as new Complaint Unit console paneling. added to the Communications Division. We are still in the process of having the last of the Project monies refunded by the State.

Communications Division 2007 Annual Report



Specific Accomplishments to Note

- Division personnel answered over 14,000 calls per person for service, one of the highest levels of per person service in the U.S.
- The Tactical Operations Support Team (comprised of Dispatchers) responded to approximately 23 call outs including New Years Eve, Super Bowl Sunday, *Cinco de Mayo*, 4th of July weekend, and Memorial/Labor Day weekends.
- PCS Bruning and Bill Weiman (DIT) completed the 7 month project to transition the desk-top automated information terminals to the new Alameda County Consolidated Records Information Management System (CRIMS).
- Revision of the 800 MHz radio programs.
- To comply with the NSA requirement to have 24/7 live personnel complaint capability, the Internal Affairs After-Hours Complaint Line procedures were implemented.

VI. Performance Data

The following is a summary of the Productivity Performance Data for the Communications Division during Calendar Year 2007.

Calls Received

The Communications Division received and processed **789,336** telephone calls in 2007, a decrease of 3.2% from 2006. The calls received via the 9-1-1 system (176,575) were 22.6%, 17.6% of the calls (137,686) were received on the 7-digit emergency lines, and 39.3% (307,307) were received on the 7-digit non-emergency lines.

Measure	2007	2006	% Change
Total Calls Received	789,336	815,039	3.2%
Average Calls Per Month	65,778	67,920	
Average Calls Per Day	2,193	2,264	
Average Calls Per Hour	91	94	

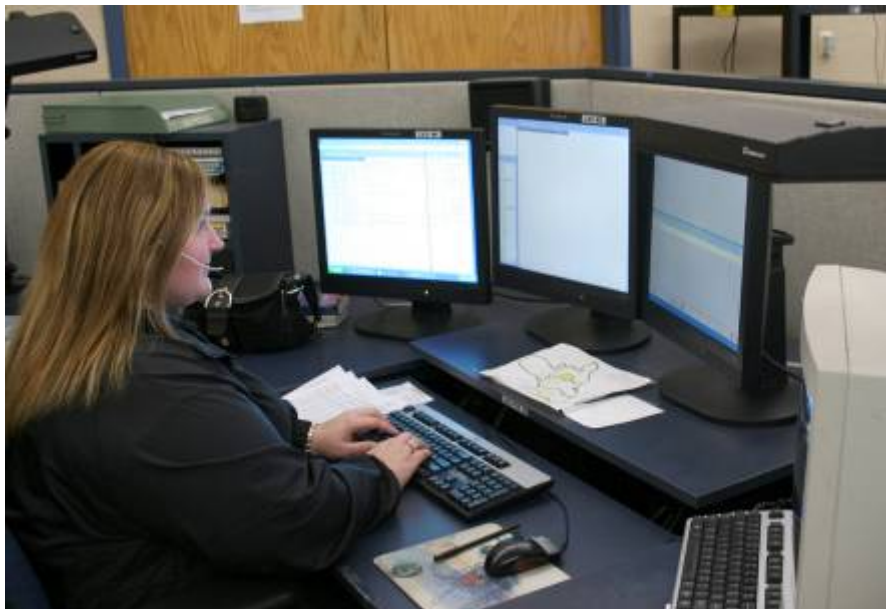
Communications Division 2007 Annual Report



Calls Dispatched

The Division dispatched a total of **293,991** calls for service in 2007. This is an decrease of 3.90% from 2006.

Year	Priority 1	Priority 2	Priority 3	Priority 4	Total
2007	32,554	191,574	61,398	8,465	293,991
2006	33,792	198,922	66,276	7,062	306,052





Communications Division 2007 Annual Report

Call Priority

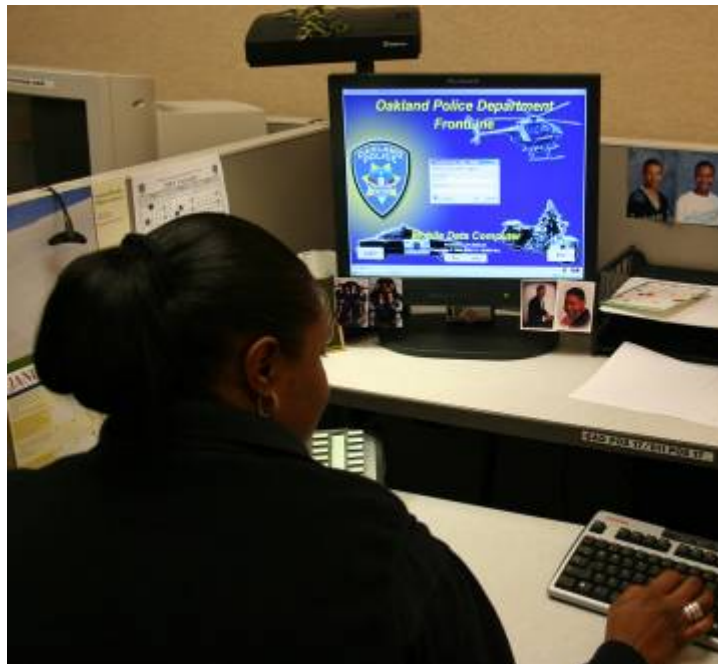
- 1: Potential danger for serious injury to persons, prevention of violent crimes, serious public hazards, felonies in progress with possible suspect on scene.
- 2: Urgent, but not an emergency situation, hazardous / sensitive matters, in-progress misdemeanors and crimes where quick response may facilitate apprehension of suspect(s).
- 3: Cold reports and non-emergencies.
- 4: Non-emergency and/or information type reports which generally do not require a response by field units.

Alternative Reporting Statistics: Phone/Mail/FAX Reports

The Report Writing Unit was reassigned to the Communications Division in August 2006. Personnel assigned to report writing duties completed a total of **10,357** phone reports for 2007. The RWU saved a total of **647** personnel work days for Bureau of Field personnel.

Reports	2007
Phone Reports	3,087
Mail Reports	6,647
FAX Reports	623
Total	10,357
Personnel Days Saved*	647

* Personnel Days Saved: Assuming each report saves a minimum of 30 minutes. A Personnel Day is equal to one 8 hour shift.



Communications Division 2007 Annual Report



VII. Other Performance Data

During 2007, Communications Division Staff received 42 personnel complaints which resulted in misconduct allegations.

Category	2007
Personnel Complaints	43
Vehicle Collisions	0
Letters of Appreciation	34
Uses of Force	0
IPAS Issues	1

The allegation findings are listed below:

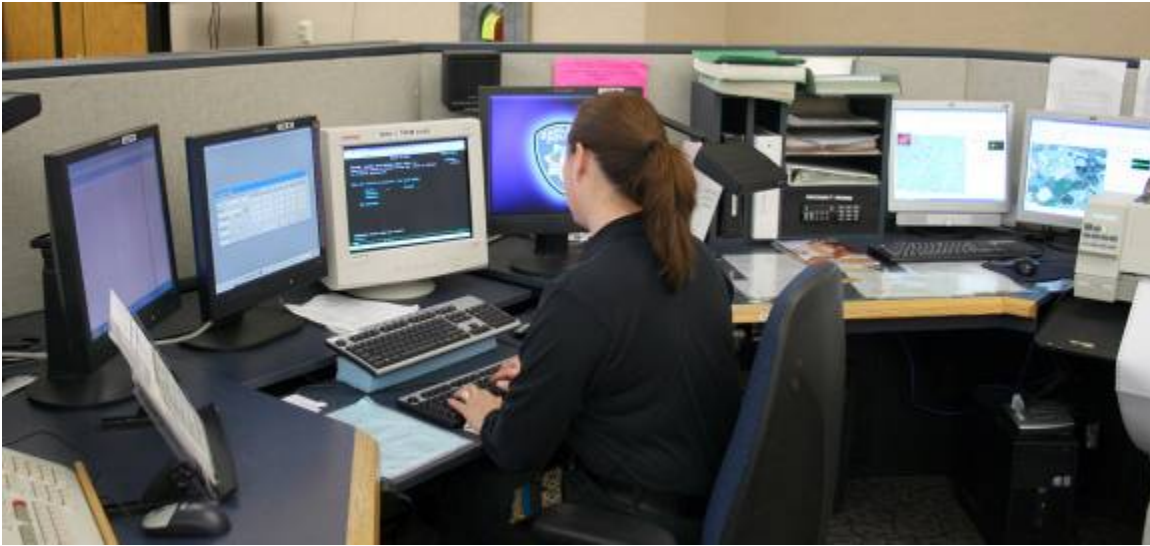
Findings	Number
Exonerated	3
Not Sustained	0
Sustained	3
Unfounded	8
Administrative Closure	0
Informal Complaint Resolution	15
Open	13

There are currently 12 investigations in progress which involve performance or conduct issues. It should be noted that IAD opened up several old administratively closed cases. The Communications Division was not impacted by any uses of force, discharges of firearms, vehicle pursuits or preventable vehicle collisions in calendar year 2007.

VIII. Plans and Goals

Upon assuming command of the Communications Division it was apparent that each of the three watches operated as independent organizations. In order to more effectively operate the Division, standardized procedures were identified and implemented. All modifications to the standardized procedures are now reviewed by the Division Commander and are only implemented when approved and disseminated to all three watches in the Division.

In addition, mandatory overtime procedures were implemented that require every PCD to work overtime; not just those lowest in seniority. Distributing the workload evenly and fairly during the times needed has resulted in no complaints or grievances from Local 790 on this issue.



Critical Goals for 2008

- Achieve and maintain answering 90% of all incoming 9-1-1 calls within ten seconds, the State recommended guideline.
- Alleviate staffing shortage due to vacancies and retirements - Continuing hiring to increase actual assigned Police Communication Dispatcher (PCDs) staff by 20.8% to a total of 72.
- Provide support to the Department in the accomplishment of the Negotiated Settlement Agreement mandates.
- Ensure the Division assists the Department in their Geographical Command.
- Service delivery - Implement on-going, customer service training for all Division personnel.
- Conduct in-service training to meet State mandates and to provide professional development for our personnel and outside agencies.
- Attend interoperability and East Bay Regional Communications System meetings on behalf of the Department.

Communications Division 2007 Annual Report



Major Projects for 2008

- Complete revision of all Division Policies and Procedures to comply with changes in Departmental policy embodied in the Community Policing philosophy and as provided for in the Negotiated Settlement Agreement.
- Complete the Division's portion of the CALEA Project.
- In-Car-Video Project – Continue to work with the City DIT, vendor and Department personnel to resolve the equipment and technology issues with the video equipment. Ensure there are policies and procedures in place for the production and preservation of videos and that the Department is in compliance with the various record keeping laws.
- Ensure during the rebanding process and other projects that our 800 MHz radio system continues to operate in an acceptable manner.
- 9-1-1 Wireless Project – In coordination with State Telecommunications, California Highway Patrol, A. T. & T. 9-1-1 and City Information Technology Division begin process to implement the acceptance of wireless (cell phone) calls by the 9-1-1 Center. This is estimated to be a 2 year project.
- Continue to work with City Department of Information Technology on interoperability measures, the Rebanding project, the GWIN Antenna Project and the re-programming of police radio fleet.