



City of
OAKLAND
California

Media Contact:

Erica Terry Derryck
(510) 238-7072
ederryck@oaklandnet.com

Karen Boyd
(510) 238-6365
kboyd@oaklandnet.com

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ANNE KIRKPATRICK NAMED CITY OF OAKLAND'S NEW CHIEF OF POLICE

Oakland, CA — Mayor Libby Schaaf and City Administrator Sabrina Landreth were joined by a diverse, cross-section of Oakland community and civic leaders to announce their selection of Anne Kirkpatrick as the City of Oakland's new Chief of Police.

One of the most tenured police chiefs in the country, incoming Chief Kirkpatrick is a 34-year veteran law enforcement leader who previously served the people of the state of Washington as Chief of Police for the cities of Spokane, Federal Way and Ellensburg over 15 years of her career. She also held the post of Chief Deputy (Undersheriff) in King County, Washington – the 14th most populous county in the nation. There she was responsible for the daily operations of the office which had an annual budget of \$155M and 1,056 members.

Chief Kirkpatrick comes to the City of Oakland from Chicago, Illinois where she was tapped by Mayor Rahm Emmanuel to lead the Chicago Police Department's reform efforts. She will assume her duties as Oakland's Police Chief on February 27, 2017.

"Through our extensive community engagement process that was the cornerstone of our chief search, we heard Oaklanders say clearly that they wanted a leader with integrity and the ability to lead culture change who will improve community-police relations, deliver fair and just policing, prevent violence and increase accountability," said Oakland Mayor Libby Schaaf. "Anne Kirkpatrick is the reform-minded leader Oakland's been looking for. She is a nationally respected Police Chief and master instructor in leadership development, procedural justice and implicit bias. She has demonstrated she is unafraid to hold officers accountable. Her deep experience as a police chief and sincere excitement about serving the Oakland community will let her hit the ground running and continue Oakland's momentum in both safety and reforms. In Chief Kirkpatrick Oakland is getting a leader prepared to bring greater accountability, justice and safety to our city."

Chief Kirkpatrick's selection was made following a 6-month, nationwide search process that began in July 2016 with the hiring of Ralph Andersen and Associates, an executive recruiting firm based in Rocklin, California.

The process included a robust community engagement effort that kicked off in August 2016 with a range of opportunities for Oaklanders to provide input and feedback on what they wanted to see in the city's new police chief, what they thought the top community safety priorities should be for Oakland and the criteria for the mayor's selection of community members to participate in the hiring selection process. Residents had the opportunity to engage via an online survey available in multiple languages, an online platform, a designated phone line and nearly a dozen community meetings, including two focused on youth participation and two held in Spanish and Cantonese, respectively.

More than 30 candidates applied and a pool was selected for panel interviews.

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“Anne Kirkpatrick brings exceptional experience and stable leadership to the Oakland Police Department,” said City Administrator Sabrina Landreth. “Over her 34-year career in law enforcement she has tackled many of the same issues facing Oakland today. Her experience leading a department through culture change and her focus on mentoring the next generation of OPD leaders will serve Oakland well. The hard-working men and women of the Oakland Police Department deserve a leader of her caliber, and I am delighted to welcome her to Oakland.”

Chief Kirkpatrick is a seasoned officer who began her career in law enforcement with the Memphis (Tennessee) Police Department in 1982. She went on to earn the rank of Sergeant with the Redmond (Washington) Police Department where she served as Assistant Commander for the State Law Enforcement Academy and was a criminal procedure instructor and tactical officer.

Her extensive experience includes a specialized focus on police reform, training, and management. She is a Master Instructor for the FBI Law Enforcement Executive Development Association and has conducted extensive trainings nationally on Procedural Justice, Implicit Bias and Executive Leadership.

“I applied for this position because I was looking not for a job, but for an opportunity,” said incoming Chief Kirkpatrick. “I want to be a part of the team that makes the Oakland Police Department one of the most respected police departments in the nation. I have already been a leader of reform, but I want to be a leader of an agency that wants to be transformed. Oakland meets that profile.”

Chief Kirkpatrick is an attorney and also holds a master’s degree in counseling psychology from the University of Memphis in 1984 and her Juris Doctorate in 1989 from Seattle University Law School. She has a BA in business administration from King College earned in 1982.

She is FBI LEEDS (Law Enforcement Executive Development School) certified.

Chief Kirkpatrick’s contract will go before the Oakland City Council for approval, anticipated to come this month.

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Anne E. Kirkpatrick

EDUCATION

Juris Doctorate (1989) *Law*, Seattle University Law School
Master of Science (1984) *Counseling*, University of Memphis
Bachelor of Arts (1982) *Business Administration* King College
FBI National Academy (2000) Quantico, Virginia
FBI Law Enforcement Executive Development School (LEEDS) (2003) Quantico, Virginia
FBI National Executive Institute (NEI) (2009) Australia

EXPERIENCE

Bureau Chief (July 2016 to Present)

Chicago Police Department
Chicago, Illinois

One of 6 Chiefs who oversee a Bureau in the second largest police department in the country (12,550 sworn police officers/15,000 total members). Bureau of Organizational Development includes the Chicago Police Academy, Research and Development which encompasses policy development, analysis, CALEA, the Inspections Unit, the Integrity Unit which implements the Federal Consent Decree over Stop and Frisk, and the Department of Justice (DOJ) Liaison Section that works with the DOJ team out of Washington DC who are conducting a Civil Rights investigation of the Chicago Police Department. In 2017, 1,000 new officers will be hired and trained in order to bring the department to 13,500 sworn police officers.

Master Instructor: FBI - LEEDA (July 2014 to July 2016)

FBI – Law Enforcement Executive Association – FBI-LEEDA
Malvern, Pennsylvania (Headquarters); Seattle, Washington

National Instructor for the FBI's Leadership Program called LEEDA. Teach leadership to mid and high ranking law enforcement executives around the country. Leadership topics include: Transformational versus Power-based Leadership, Leading Generations, Executive Survival, The Problem Employee, Credibility, and Liability.

Chief Deputy (Undersheriff) (December 2012 to July 2014)

King County Sheriff's Office
Seattle, Washington

Second-in-Command of the King County Sheriff's Office (KCSO). King County is the 14th largest county in the nation with a population of 1.9 Million residents. KCSO is a CALEA agency and services all of unincorporated King County and 16 partner cities and agencies. In addition to patrol and the normal specialty services, KCSO also provides such specialties as an Air Support Unit (3 police helicopters) and a Marine Unit. The agency has 1,056 members and a budget of \$155M.

Accomplishments include:

- Oversight of designing and implementing a new Use of Force Protocol
- Oversight of backlogged Discipline cases in our Internal Investigations Unit
- Oversight of restoring Precinct Model of policing from a Zone Model
- Oversight of facility needs for a Precinct and other operational needs
- Oversight of RADAR (Risk, Awareness, De-Escalation, Referral) – for Mentally II

Senior Instructor: FBI - LEEDA (January 2012 to December 2012)

FBI – Law Enforcement Executive Development Association
Malvern, PA (Headquarters); Seattle, Washington

Instructor for The FBI's Leadership Program called LEEDA. Teach leadership to mid and high ranking law enforcement executives around the country. Leadership topics include: Transformational versus Power-based Leadership, Leading Generations, Executive Survival, The Problem Employee, Credibility, and Liability.

Chief of Police (2006 to January 2012 - Retired)
Spokane, Washington

Second largest city in the State of Washington with a population of 205,500 and the largest city Between Seattle and Minneapolis. The metro community serves 500,000 in population and is the retail and medical hub for 1 million people. The department has 400 members and over 100 volunteers. \$50M budget.

Accomplishments include:

- Implemented AIM (an accountability management system - type of Comp-Stat)
- Supported and Negotiated Spokane's first Ombudsman (Civilian Oversight)
- Revised the entire Policy and Procedure Manual to reflect the Nation's "Best Practices". First revision in 17 years.
- Implemented the Leadership Mentoring Program
- Department wide reorganization due to draconian budget cuts
- Implemented electronic ticketing (e-Citations) known as SECTOR which automatically files with the Court system. (from patrol car to court).
- Implemented alternative criminal traffic diversion programs
- Negotiated Fatal Incident Protocol (use of outside agencies to investigate officer involved shootings and other deadly force encounters)
- Implemented Red Light Photo Enforcement
- Implemented DOJ - funded Gang Net data base
- Actively involved in successful 1/10th 1% sales tax for Interoperability (\$42M project to bring critical radio infrastructure into compliance with FCC mandates). Going to a 800 mhz system.
- Created the Auto Theft Detective Division under new State - funded Auto Theft Authority – Spokane is the 4th in the Nation for Auto Theft. Dropped 20% since 2010
- Despite reduction in staffing reduced crime in every UCR category to include an 80% reduction in Homicide.
- Reduced False Alarms by 84% since 2006 after implementation of our Enhanced False Alarm Verification Program.
- Built better community relations through a myriad of outreach efforts such as our Police Advisory Committee (PAC). PAC is an advisory board to the Chief of Police that is mainly comprised of our more underrepresented populations such as those suffering from mental illness, the Native American, NAACP, the LBGT, the physically challenged, and Asian and Russian/Ukraine communities.
- Overall, restored healthy/transparent relationship with the media through a vibrant PIO program that includes media academies and PIO's attending newsroom briefings.
- Implemented Overtime Banks for every Unit with first line supervisory accountability – significant reduction of 50% savings.

Chief of Police (2001 to 2006)
Federal Way, Washington

Federal Way is a suburb city of Seattle and Tacoma with a population of 87,500 in a metro area with a population over 1 million. The department was a "start-up" police agency. At the time of start-up it was comprised of almost all laterals representing 17 states and 85 agencies. The department has 158 members. \$17M budget.

Accomplishments include:

- Achieved initial CALEA accreditation and re-accreditation
- Reorganized the Command Rank
- Embarked on creative recruitment strategies to hire the best officers

- Engaged in strong community-oriented policing strategies with the Build the Bridge coalition that resulted in an incredible reduction of crime in a particular high risk area and improved the neighborhood's quality of life. Other examples of COP enhancements included our Cops and Docs programs in the high schools.
- Oversaw new police facility construction
- Served as lead agency to reduce jail costs in King County (significant savings of 50%)
- Integrated advanced WIFI technology to in-car mobile data units
- Served as Co-Chair of King County Police Chief's Association
- Served as Co-Chair on the King County Car Theft Initiative Task Force (27% reduction in auto theft first year)

Chief of Police (1996 to 2001)

Ellensburg, Washington

A college town in Eastern Washington and the County Seat. Home of one of the four State Universities – Central Washington University - and site of one of the nation's biggest professional rodeos. Population of 15,000 with an impact population of 30,000 counting students, impacts of the county seat government services, and the impacts of the regional retail center. A 30member department. \$8M budget.

Accomplishments include:

- Achieved the agency's first state accreditation
- Reorganized the department's chain of command
- Developed excellent working relationships with the union (Teamster's), City Hall, other city departments, schools, and community
- Significantly reduced Internal Affairs complaints 20 fold
- Created three successful ad hoc drug task forces: 95% conviction rate
- Implemented strong Community-Oriented Policing projects: Adult and Youth Citizen Academies, Downtown Foot-beats, Cops vs. Kids Softball games. Mystery Reading Programs in the public library, proactive team that verified registered sex offender restrictions.

College Instructor (1995 to 1996)

Green River College, Auburn, Washington

Criminal Justice Department. Full-time faculty for one school year. Served as Ad Hoc Director of Criminal Justice Program. One of the largest law enforcement degree programs in Washington State's community college systems. Assigned to over 100 students

Accomplishments include:

- Revamped the course curriculum with a focus on combining more academic coursework with vocational studies.
- Designed and taught new courses on Community-Oriented Policing, Domestic Violence, and Police Administration.
- Received excellent ratings on student and faculty evaluations

Police Officer/Sergeant (1987 to 1995)

Redmond, Washington

Redmond is a suburb city of Seattle and the headquarters of Microsoft. Its population is 40,000 with a workday impact of 80,000. In addition to working uniform patrol. I held the following assignments as shown below:

Accomplishments include:

- Assistant Commander (1994 to 1995) Washington State Law Enforcement Academy. Full-time assignment
- Criminal Procedure Instructor and TAC Officer (1992 to 1993) Washington State Law Enforcement Academy
- Legal Instructor (1990 to present) Washington State Criminal Justice Training Commission – statewide trainer
- Named Officer of the Year (1989)

- President of the Police Officer's Association (the Guild)
- Earned law degree while working full-time

Educational Leave of Absence (1985 to 1986)

Seattle, Washington

Took educational leave of absence from the Memphis Police Department in late 1985 to move from Tennessee to Washington in order to begin law school.

Police Officer (1982 to 1985) Memphis, Tennessee

Memphis is a major urban city serving a population of 670,900. It is very diverse with a minority population of 65%. It has a history steeped in racial tension and is consistently rated in the Top 10 most violent cities in the nation. The Department has 2400 commissioned officers. I served in uniform patrol.

Accomplishments include:

- Earned Master's degree while working full-time
- Hand-selected to join a small team in Research and Development to design an entire new police rank structure for the entire department
- Recruited to join Organized Crime Unit and Narcotics Unit (I declined both)

PROFESSIONAL AFFILIATIONS

- Former Chair of the Executive Board for Washington State's Fusion Center
- WASPC committee member of Statewide Integrated Intelligence System
- Commissioner for the Washington State Criminal Justice Training Commission
- Member of Police Executive Research Forum (PERF)
- Member of International Association of Chiefs of Police (IACP)
- Member of Washington Association of Sheriffs and Police Chiefs (WASPC)
- Former President of Washington State Chapter of FBI Academy Graduates (2006)
- Member of Washington State Bar Association
- Former Co-Chair of King County Chiefs of Police
- Former Co-Chair of King County Police Chief's Association's Auto Theft Task Force
- FBI Academy Guest Speaker

AWARDS/RECOGNITIONS

- **Officer of the Year** – named by my peers in 1989, Redmond Police Department
- **American Jurisprudence Award** – for top legal scholarship in Products Liability (1989), University of Puget Sound Law School
- **Police Chief's Medal of Meritorious Service** –awarded to me by the officers and staff of the Federal Way Police Department in honor of my service as their Chief

INTERESTS: traveling, running, biking, swimming, fishing, reading, Special Olympics

City of Oakland
Chief of Police

Supplemental Questions – Anne E. Kirkpatrick

Briefly describe your background and experience overseeing a large and diverse police department similar in size, scope, and complexity to the City of Oakland Police Department, with a special focus on the following key challenges and opportunities:

I was a Chief of Police in the State of Washington for 15 years, including serving as the Chief of Spokane- - the state's 2nd largest city and the regional hub for one million people. I've also served as the 2nd in command of a large and complex sheriff's office- - the King County Sheriff's Office headquartered in Seattle. As the Chief Deputy (Undersheriff), I had 1,056 employees under my command and I managed the day-to-day operations of the agency. There were 16 police chiefs under my command. (King County is the nation's 14th largest county and one of the most urban.)

a. Ensuring public confidence in the integrity of the department;

First of all, being transparent is the best way to build public trust and confidence in the police department. I am an advocate of civilian oversight and brought in the first Civilian Police Ombudsman when I was the Chief of Police of Spokane. I also successfully negotiated with the Spokane Police Guild to create a regional investigative team comprised of outside agencies who investigate officer- involved shootings or other high profile misconduct cases. In a shooting or other high profile case, the involved agency is on the team, but is not allowed to be the lead in the investigation. In other words, we stopped investigating our own.

When I joined the King County Sheriff's Office, I helped to design and implement an Administrative Review Team (known as ART) that is a parallel investigation to a criminal investigation involving our own deputies but completely independent. It is modeled after the Los Angeles Use of Force Team.

b. Maintaining the gradual decline in violent crime in Oakland;

I would maintain what is working. Clearly, the strategies being employed now are effective, so I would not take them away. I do not believe in change for the sake of change. However, I would make sure that the strategies are being measured. Also, I would work toward enhancing them with evidence-based harm reduction strategies. A strategy that works today may not work tomorrow, and it is important to stay ahead of the game.

I would bring in some newly innovative initiatives such as LEAD – Law Enforcement Assisted Diversion. This program allows officers on the street to divert low level drug users and prostitutes to enter wrap-around social services rather than go to jail. The purpose of the program is to break the cycle of crime by addressing the public health need. It is a holistic approach to getting to the root causes of violent crime.

I would also like to implement an Amnesty Day for clearing up warrants. It allows people to clean a slate.

Lastly, we need to play a role in Re-Entry programs to reinstate those who have been incarcerated to have meaningful opportunities to be successful.

There are many approaches that we can try that are holistic that target the root causes for crime, all of which are aimed at the goal of crime reduction.

c. Continuing to implement geographic-based policing;

We know that crime occurs in geographic clusters: 80% of crime is committed in 20% of known locations. That is why geographic-based policing, also known as “Hot Spot policing”, works. However, without having a culture of community-policing, a particular Hot Spot neighborhood might feel over-policed and under-protected. That is why the culture of the police department should be that we are *guardians of the community not warriors*.

d. Implementation of the Negotiated Settlement Agreement remaining reform tasks that are in partial compliance;

First of all, I would set the expectation that there will be no retreat. A plan would be mapped out with a clear direction and timelines for achieving compliance. I would make it a priority to build a good working relationship with the Federal Monitor, Mr. Warshaw.

e. Strengthening police resources;

I am aware of the great staffing pressures on the police department, and I see that funds have been budgeted in order to add more officers to the force. Another consideration for strengthening police resources is achieving the right balance in staffing. My experience has been that the non-commissioned professional staff tends to be cut first during times of recession, but their work doesn't go away. The net effect is that fully commissioned officers end up being taken out of patrol services to handle professional staff work. You do not strengthen police resources with an imbalanced approach to staffing. Balance should be a guiding principle. As Chief, I would review staffing levels and, as needed, improve the balance between professional staff and commissioned officers. Also, I think that resources can be leveraged by creating a cadet program and by expanding the scope of the police support technician program to handle tasks that do not require the services of commissioned officers. In a similar way, a robust volunteer program can enhance resources.

f. Strengthening and cultivating community policing with a continued focus on getting officers on the streets in the neighborhoods; and

Evidence-based Hot Spot policing requires a 15 minute walk around in a Hot Spot. It is most effective when that walk around is conducted at random. And the most effective strategy is for the Dispatchers to make it an assigned Call for Service. Just 2 Calls for Service of this nature per officer during a tour of duty would transform the relationship. Making it a call for service assures the officer is out of the car and shaking some hands. I would make this a practice in all neighborhoods and not just Hot Spots.

g. Building relationships between OPD and the community to improve overall public relations.

Our relationship with the community needs to be rebuilt in terms of being Guardians and not Warriors. We are not at war with our residents. We are peace officers. I, myself, am a peacemaker and servant leader. I plan to lead from the front on this issue. I will be in the community in a public way, and that relationship-building will begin with me.

I plan to take the following steps to put the principle into practice:

- ⤴ I will accept as many invitations as possible to interact with the public, either as a guest speaker or as guest at civic functions (Rotary, Kiwanis, etc.)
- ⤴ Implement as many Citizen's Academies as we can handle;
- ⤴ Create robust volunteer programs;
- ⤴ Have Citizen Advisory groups established in each police district;
- ⤴ Have a great social media presence and a Public Information Officer that has excellent working relationships with the media;
- ⤴ Require officers to get out and walk around – meet people;
- ⤴ Have a Police Athletic Program for our kids.

What do you believe are the most difficult challenges facing the new Chief of Police for the City of Oakland? Please describe how your leadership and past experience will help you and the City in facing these challenges.

Of the several issues identified as the next challenges facing the new Chief of Police, I think three stand out as being the most difficult. They are: (1) ensuring public confidence in the police department, (2) getting into full compliance with the Negotiated Settlement Agreement (consent decree) in a timely way, (3) strengthening police resources.

Ensuring public confidence in the integrity of the police department:

I have experienced what Oakland did when the Rough Riders event surfaced. As the new Chief of Police of Spokane, I inherited a similar very high profile case that involved the tragic death of a mentally ill man who was confronted by a Spokane Police Officer after being wrongfully identified as a potential robbery suspect. That encounter resulted in the subject's death. A department cover-up ensued. After the case was declined by the County Prosecutor, the FBI and the US Attorney took over the case. It took 5 years to bring the case to trial, but the community was so hostile by that time, a change of venue was granted. The trial took place in a city located two hours away. The officer was convicted and sent to prison. Several other officers received target letters for their roles in the cover-up but only one was convicted. Like Oakland, the Spokane event occurred 8 years ago. It can take years to restore the public's trust and confidence, but it can be achieved. Having already navigated those kinds of storms, I believe that I can lead Oakland to a place of restoration.

Getting into full compliance with the Negotiated Settlement:

It is unfortunate that the entire law enforcement community in the nation is aware of how close the Oakland Police Department came to being taken over by the federal government in receivership. It has now been under a NSA for 13 years. Very simply put, I will get it done.

Strengthening police resources:

From the staffing figures that I have seen, Oakland Police has had a high of 802 commissioned staff down to a low of 632. I know that in 2010, 80 officers were laid off.

I was a Chief of Police during the great recession- - and I, too had to lay off a large number of my staff. It took our numbers to 1970's staffing levels at the same time crime was rising and calls for service were increasing. I fully understand the challenge and the pain Oakland has faced.

Now that the City has made a commitment to invest in staffing, this presents a grand opportunity for transformation. It is not just about numbers. The Police Department can seed itself with young men and women who can be screened for their emotional intelligence and commitment to procedural justice. I have a very strong background in training and have run a Police Academy. Although it is difficult to meet the staffing needs of the department, with proper planning and collaboration with the Budget Office, restoring the staff can be done smartly.

Please share your reasons for interest in this position and any barriers to your accepting the position if it is offered.

Frankly, I am not looking for a job. I am looking for an opportunity. I want to be a part of a City and police department that need and desire transformation. I have already been a leader of reform, but I want to be a leader of an agency that wants to be transformed. Oakland meets that profile.

President Abraham Lincoln went through a lot of Generals until he found the right one to get the job done. I would like to present myself to the City of Oakland as possibly being that "right one". This City and its police department excite me. I want to be a part of the team that makes the Oakland PD one of the most respected police departments in the nation.

If offered the job, I am prepared to say "yes". There are no barriers to making a timely transition.