

Oakland Police Department



2014 Annual Report

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Department Organization

For 2014, 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 Services
- Criminal Investigation Division
- Ceasefire

The Office of the Chief of Police included:

- Internal Affairs Division
- Office of Inspector General
- Assistant Chief of Police
- Fiscal Services
- Intelligence
- Research and Planning

Bureau of Field Operations 1 included:

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

Bureau of Field Operations 2 included:

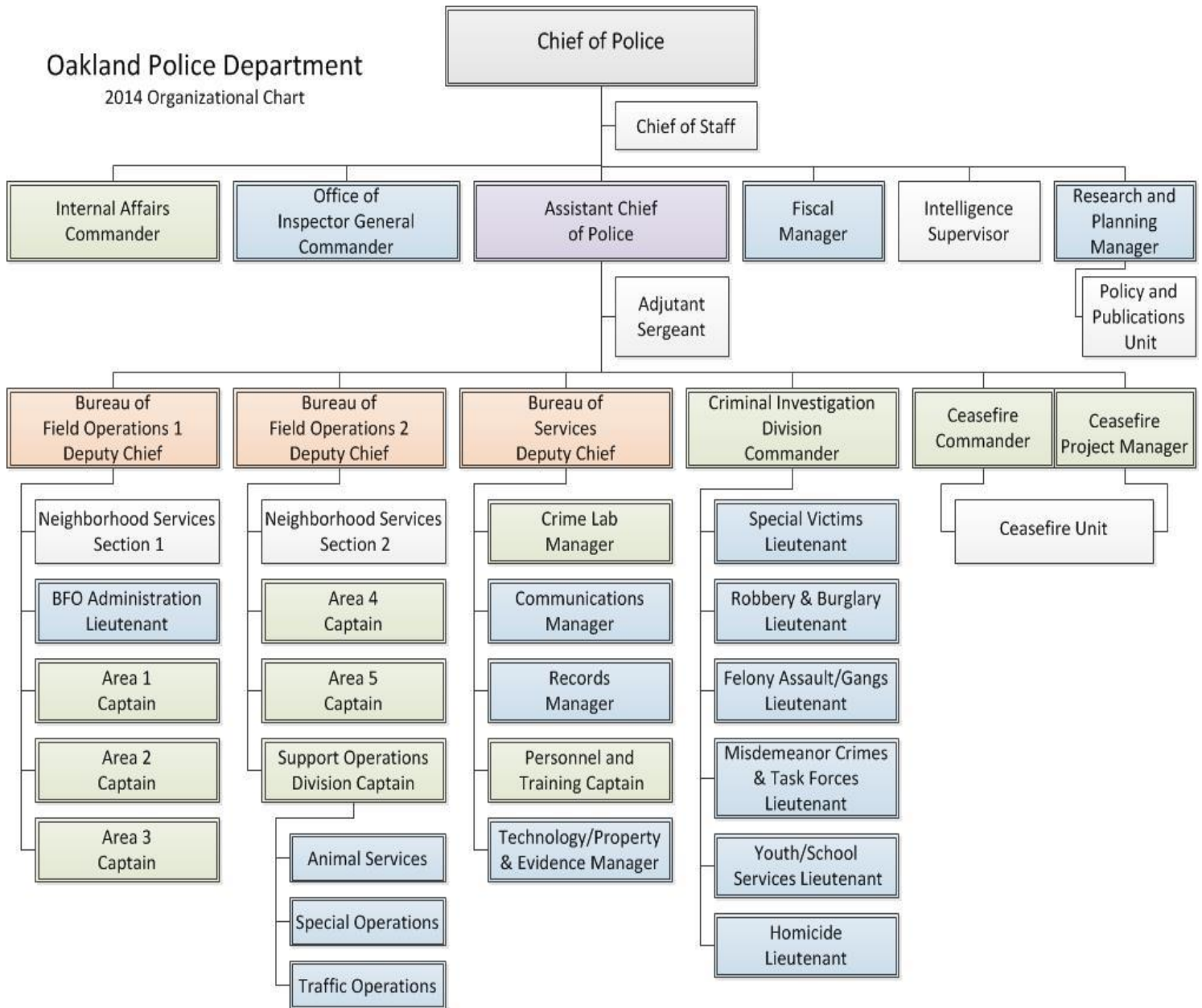
- Neighborhood Services Section 2
- Patrol Area 4
- Patrol Area 5
- Support Operations Division

Bureau of Services included:

- Criminalistics Section
- Communications Division
- Records Section
- Personnel and Training Division
- Technology/Property and Evidence

Oakland Police Department

2014 Organizational Chart



Office of the Chief of Police

The Office of the Chief of Police (“Chief’s Office”) includes several organizational components in addition to the Chief and immediate staff. These components are the Internal Affairs Division; the Office of Inspector General; the Assistant Chief of Police; Fiscal Services; Intelligence; and Research and Planning.



Chief Sean Whent

Chief Sean Whent joined the Oakland Police Department in 1994 as a Police Cadet. He graduated from the 136th Recruit Academy in 1996. During his career, he worked in the Patrol Division, Support Operations Division, Criminal Investigations Division, Internal Affairs Division and the Office of Inspector General. He has also served as a Field Training Officer and an instructor in the Police Academy.

In 2012, Chief Whent was promoted to the rank of Deputy Chief and assigned to the Bureau of Risk Management. In May of 2013, he was appointed as the Interim Police Chief upon the retirement of Chief Jordan. On May 14, 2014 he was appointed as the Chief of Police for the Oakland Police Department. Chief Whent has a Bachelor's Degree in Criminal Justice

Administration from California State University East Bay and a Master's Degree in Criminology, Law and Society from the University of California Irvine. He is married and has three daughters.

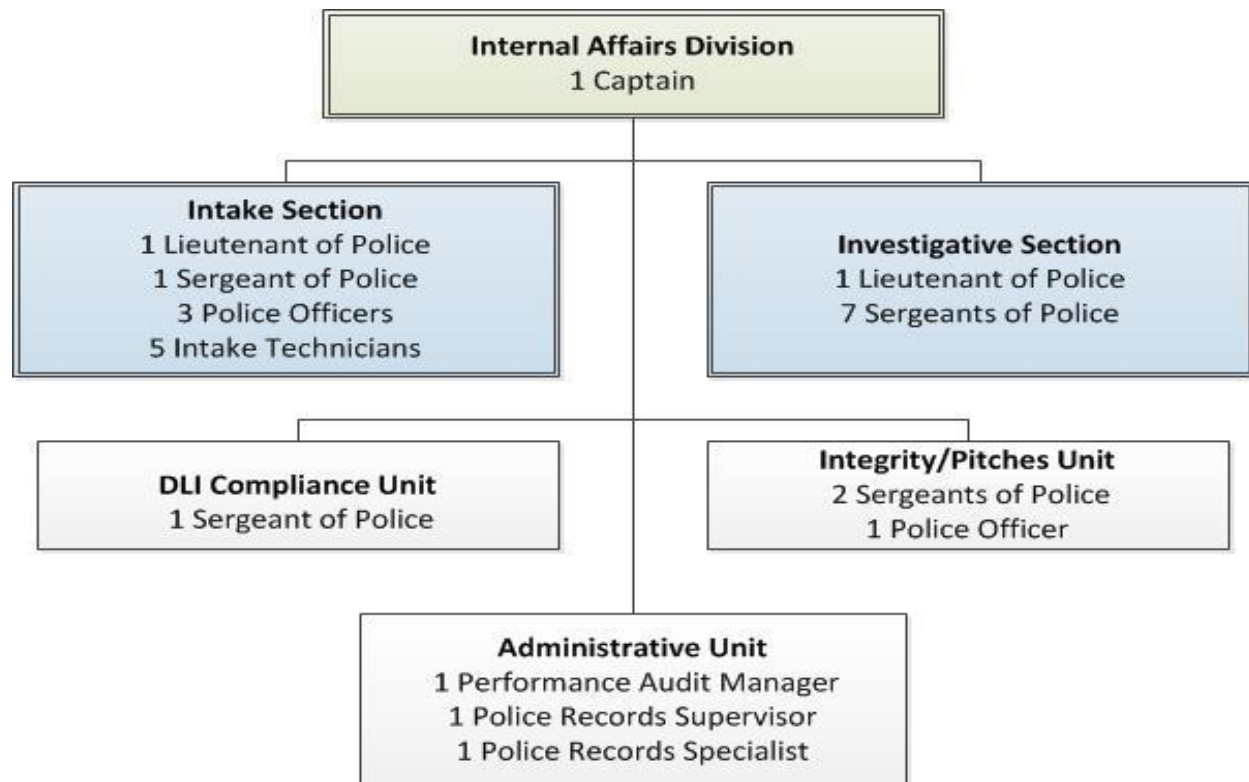
Assistant Chief of Police Paul Figueroa joined the Oakland Police Department in 1991 as a Police Cadet. Paul has extensive experience in field command, criminal investigations, and community policing programs. He has served as the commander in the Patrol Division, Training Section, Internal Affairs Division, Inspector General's Office, and as Chief of Staff to the Chief of Police. Assistant Chief Figueroa holds a Bachelor of Arts in Political Science and Government from California State University East Bay, a Master of Public Administration from Golden Gate University, and a Doctorate of Education in Organizational Leadership from the University of LaVerne. He is married and has two daughters. Assistant Chief Figueroa is a lifelong resident of Oakland and a graduate of Saint Elizabeth.



Assistant Chief Paul Figueroa

Internal Affairs Division

The primary function of the Internal Affairs Division (IAD) is to accept, process, and investigate complaints from any source alleging misconduct by Departmental personnel. IAD investigates firearm discharges from sworn members and certain critical incidents involving death and serious injury. IAD investigations identify policy violations, training needs, equipment failures, and make recommendations for policy revisions. IAD is designated as the custodian of records for all complaints. The IAD Complaint Database feeds vital information into the Internal Personnel Assessment System (PAS). PAS is used by supervisors to evaluate their subordinates and identify areas for recognition or intervention.



Internal Affairs Division Staffing 2014

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	2	2
Sergeant of Police	11	11
Police Officer	4	4
Performance Audit Manager	1	1
Police Records Supervisor	1	1
Police Records Specialist	3	3
Intake Technicians	5	2

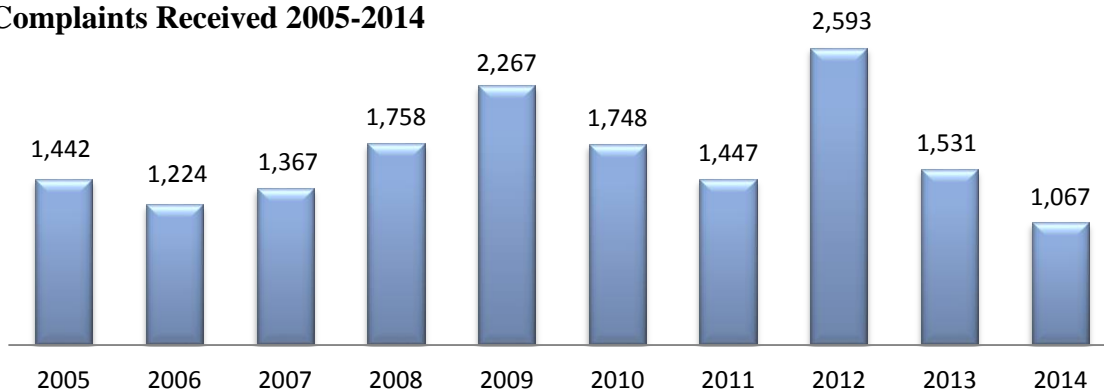
Internal Affairs Significant Accomplishments 2014

- Filled several Civilian Intake Technician positions.
- Conducted integrity tests, administrative reviews, policy development, compliance checks, administrative and criminal investigations.
- Tracked and reviewed internal investigations completed by investigators not assigned to the IAD and reviewed 304 investigations during 2014.
- Maintained centralized documenting and tracking discipline and corrective action.
- Developed and initiated weekly audits of sustained findings to ensure compliance with state timeline requirements.
- Prepared, distributed, and tracked over 1,060 investigative files for division level and internal investigations, processed hundreds of requests for information from the Office of the City Attorney, IMT, CPRB, and other City departments.
- Processed public requests from other units within the OPD and sent over a thousand letters informing complainants of the outcome of their complaints.
- The number of complaints received in 2014 decreased to the lowest level since 2004.
- Focused on policy and procedure from the Negotiated Settlement Agreement (NSA) rather than NSA tasks to promote high standards.
- Trained staff across classifications and positions to ensure consistent performance and compliance measures despite movement of personnel.
- Identified core training requirements for assigned personnel to ensure individual and divisional performance and growth.
- Provided training throughout OPD in key compliance areas.

Complaints Received and Investigated 2005-2014

IAD received 1,531 complaints in 2013 and 1,067 in 2014 – a 30 percent decrease. The complaint process was restructured pursuant to a policy revision in 2013. As a result, there continues to be a significant corresponding decrease in IAD cases and an inherent increase in communication with the community, particularly by way of field supervisor responses to incidents. The below chart provides the number of complaints filed annually beginning in 2005.

Complaints Received 2005-2014



The findings for allegations investigated in 2014 are as follows.

Exonerated	Unfounded	Not Sustained	Sustained
219	419	92	150

Manual of Rules (MOR) Violations Received 2014

In addition to investigating complaints, IAD investigates alleged violations of the OPD Manual of Rules (MOR). For 2014, the number of MOR allegations received are provided below.

Manual of Rules Violation	Allegations
No MOR, Service, Duplicate	676
Performance of Duty (Class II)	539
Conduct (Class II)	198
Use of Force	182
Retaliation, Interfering, Refusal to Take Complaint or Provide Name	44
Performance of Duty (Class I)	13
Preventable Collision	53
Obedience to Laws & Regulations (Class II)	38
Truthfulness and False Reports	11
Obedience to Laws (Class I)	10
Supervision and Command	13

The number of findings for allegations investigated is the number of investigations completed. The number of Manual of Rules Violations is the number of allegations received.

Internal Affairs Goals for 2015

IAD 2015 goals include the following:

- Reach full authorized staffing for civilian support staff and Civilian Intake Technicians.
- Update IAD policies and procedures to incorporate best practices.
- Completing a successful transition of civilianizing the Administrative Section.
- Provide quarterly training to Department personnel.
- Track preliminary and administrative investigations while meeting established timelines.
- Conduct timely and efficient internal audits to improve all areas of performance.
- Increase accountability, promote corrective action, and improve the performance of all Department personnel.
- Complete duties with fairness, integrity, and objectivity reflecting professional service, increased knowledge, outstanding work ethic and a premier quality product.
- Promote career development of all IAD personnel.

Office of Inspector General

The Office of Inspector General (OIG) performs a risk management function for OPD. This includes compliance management for the Negotiated Settlement Agreement (NSA) and NSA-mandated audits and reviews. These efforts aid the Department's focus on meeting the standards of increased responsiveness, effectiveness, and accountability as set forth by the Agreement. OIG is responsible for oversight and review of departmental policy and practices. OIG assists in the collection and processing of data and documents for the court-appointed Independent Monitoring Team (IMT) and provides team members with access to Department personnel. OIG enhances the public's confidence in the integrity of the officers who serve the citizens of Oakland.

OIG consists of two units: Audit/Inspections and Compliance. The Audit/Inspections Unit assesses compliance with Department policies, evaluates practices, and makes recommendations to fix deficiencies and improve management accountability. The Compliance Unit serves as a liaison among OPD, the IMT (provided by Police Performance Solutions in 2014), and the Plaintiff Attorneys who are represented in the NSA. It also supports OPD compliance with the NSA by ensuring that documents, data, and records are maintained as required by the NSA.

Inspector General Staffing 2014

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

Inspector General Significant Accomplishments 2014

- Provided risk management services to executive command staff through audits, reviews, policy development, and NSA compliance updates.
- Continued to work closely with the IMT in facilitating document requests, scheduling meetings, and participating in compliance discussions.
- Prepared and facilitated monthly Risk Management Meetings, requiring a significant allocation of resources based on the data analysis required.
- Assisted with development of policies and processes related to the NSA and risk management
- Conducted numerous audits and reviews.
- Made recommendations to resolve deficiencies and mitigate risk.
- Initiated and coordinated the Lieutenant's Review Program.

Inspector General Audits and Reviews 2014

- IAD Staffing and Resources Audit (Task 1)
- IBC Process Audit (Task 5)
- Methods for Receiving Citizen Complaints Audit (Task 7)
- Performance Reviews Audit (Task 21)
- Oleoresin Capsicum Log and Checkout Procedures Audit (Task 27)
- Personnel Practices Audit (Task 44)
- Control and Management of Active Informant Files Review (DGO O-04)
- Control and Management of Active Informant Files Review (DGO O-04)
- External Search Warrant Audit (T.B. I-F)
- Internal Search Warrant Audit (T.B. I-F)

- Use of Force Review, June 04, 2014
- Use of Force Review, June 30, 2014
- Use of Force Review, October 21, 2014
- Supervisors' Review of PDRD Recordings Review

Inspector General Goals for 2015

- Complete mandated audits in a timely manner and maximize auditing capacity by utilizing outside consultants when possible.
- Provide the Chief of Police with thorough and unbiased analysis of OPD policies and procedures.
- Ensure compliance with the NSA through an emphasis on compliance with OPD policies.
- Continue to prudently manage the OIG budget and not exceed appropriations.
- Increase OIG staffing by adding two auditor positions.

Fiscal Services

Fiscal Services (Fiscal) manages OPD's \$237 million annual operating budget. Fiscal Services 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. Fiscal Services processes purchase orders, requisitions and payment requests to enable the purchases of merchandise and services vital to OPD operations. Fiscal Services administers various OPD checking accounts (e.g. Imprest Account) along with petty cash and change funds; reconciles and reports funds from various funds and projects; bills for special events; provides technical assistance for contract administration; provides front desk service for Fiscal and Payroll; and performs a variety of other financial transactions.

Fiscal Services Division Staffing 2014

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

Fiscal Services Significant Accomplishments 2014

- Updated and distributed travel authorization forms.
- Created travel frequently asked questions (FAQs) document.
- Created and distributed the monthly overtime report to command staff.
- Updated banking information from Wells Fargo to JP Morgan Chase.

- Updated academy and officer O&M costing.
- Created policies and procedures for Measure Y reconciliation, False Alarm Reduction Program, unclaimed money, and contracts.
- Conducted contracts training for OPD staff.
- Created purchasing fact sheet for OPD staff.
- Reduced the number of false alarms by 7 percent from 2013 to 2014.

Fiscal Services Productivity and Performance Data 2014

- Processed approximately 45 professional services agreements and contracts
- Created over 900 requisitions and purchase orders
- Processed over 4500 payments for invoices
- Processed approximately 815 travel requests
- Processed over 90 tuition reimbursement requests
- Processed 36 Professional Development Allowance requests
- Processed approximately 500 budget change requests
- Created and processed approximately 190 journal vouchers
- Administered approximately \$25M in grant funds
- Provided cost analysis for approximately 13 add/deletes
- Created and processed over 410 invoices
- Processed 45 subpoena requests

Fiscal Services Goals for 2015

The Fiscal Services primary goal for 2015 is to assist OPD in cost reduction/ containment. A secondary goal is to ensure financial transactions are processed timely and accurately as well as continuing to empower operational staff with knowledge pertaining to the Department's and City's fiscal guidelines. Further, Fiscal aims to minimize expenditures and maximize revenue in order to facilitate a more solvent financial position for OPD and assist in aligning administrative resources with operational priorities and need. Specific goals include:

- Improve financial management, including reconciling funds and closing out projects
- Work with the Budget Office to develop the FY 2015-17 bi-annual budget
- Submit proposed changes to OPD's Master Fee Schedule
- Improve revenue management, including better tracking of revenues and pursuit of competitive funding opportunities
- Mentor, train, and support Fiscal Services Division staff with technical skills and professional development
- Host cross-functional OPD meetings to discuss false alarms and how to improve OPD's response and customer service
- Continue to work with PMAM and FARU clients to continue fostering resolution of user issues from the transition of the False Alarm Lockbox to the website platform
- Conduct false alarm program needs assessments and evaluations with residents, businesses, and PMAM to identify potential process and policies improvements
- Assist with the transition of Animal Services from OPD to a standalone department

Intelligence Unit

The Intelligence Unit is responsible for gathering information in a lawful manner to provide tactical and strategic information on the existence, identities, and capabilities of criminal suspects and groups. The Intelligence Unit Sergeant is the OPD Western States Information Network coordinator. The sergeant is also the Informant Program Coordinator (IPC). The Intelligence Unit compiles criminal intelligence, analyzes and disseminates the information received to anticipate, prevent and monitor criminal activity. The information is shared within OPD and with other law enforcement entities that have a right and need to know the information. The Intelligence Unit is also responsible for the protection of dignitaries while in Oakland.

Intelligence Unit Goals for 2015

- Work closely with other law enforcement agencies to identify and arrest criminals that pose a threat to the citizens of Oakland, the Bay Area, and law enforcement officers.
- Ensure that all information developed is disseminated to those that have a right and need to know the information.
- Participate in investigations that identify and lead to the arrest of individuals that aim to commit terrorist acts within the City of Oakland.
- Participate in systems set up to coordinate all Oakland, State, and Federal agencies in the event of a large scale terrorist incident.
- Continue to gather criminal intelligence in accordance with all rules and regulations of local, state, and federal laws.
- Continue to complete all NSA training and abide with all regulations governing OPD.
- Attend additional training courses provided by OPD, Department of Justice, and other entities involved in training.

Research and Planning

Research and Planning returned to OPD after being absent for several years due to budget cuts. Research and Planning was reinstated in September 2014 with the appointment of a civilian manager. Research and Planning has three primary responsibilities within OPD:

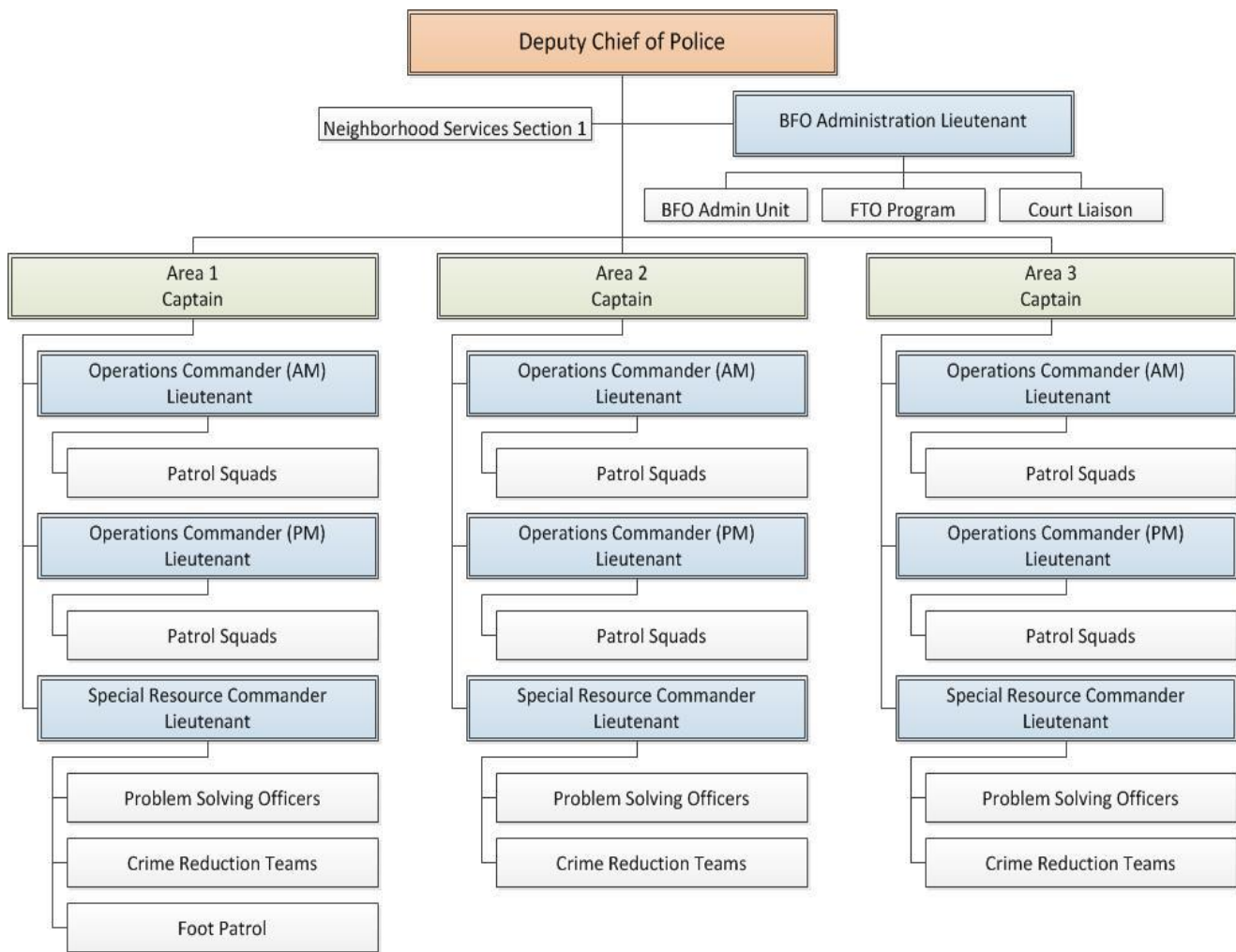
- Oversight and coordination of all legislative matters.
- Management of the Policy and Publication Unit.
- General research and planning duties – including development of the OPD Strategic Plan.

Bureau of Field Operations 1 (West)



*Deputy Chief David Downing
BFO 1 Commander*

BFO 1 (West) was commanded by Deputy Chief David Downing in 2014. BFO 1 is responsible for operations in Patrol Areas 1, 2, and 3 and includes the BFO Administration Section and Neighborhood Services Section 1. Each of the three Patrol Areas in BFO 1 is commanded by a Captain of Police. Each Patrol Area has a Daytime Operations Commander, Nighttime Operations Commander, and Special Resource Commander. Each Operations Commander is responsible for Patrol Squads (a Sergeant of Police and several Police Officers). Each Special Resources Commander is responsible for Problem Solving Officers and Crime Reduction Teams. Area 1 also includes the City's only dedicated Foot Patrol Unit. The BFO Administration Section is commanded by a Lieutenant of Police and includes the BFO Administration Unit and FTO Program.



Area 1

Area 1 was commanded by Captain Drennon Lindsey in 2014 and includes Beats 1 through 7. Area 1 is known as West Oakland. It is bordered by the City of Emeryville and Area 2 on the north, Lake Merritt on the east, the Oakland Estuary on the south, and the San Francisco Bay on the west. Area 1 is diverse with business districts including Jack London Square and Downtown Oakland. City Hall and Frank Ogawa Plaza are in Area 1. Crime in Area 1 decreased in 2014:

- Robberies decreased from 870 in 2013 to 655 in 2014, a 25% reduction.
- Burglaries decreased from 2,605 in 2013 to 2,573 in 2014, a 1% reduction.
- Part One Crimes decreased overall from 6,273 in 2013 to 5,941 in 2014, a 5% reduction.

Area 1 Staffing 2014

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	5
Sergeant of Police	13	19
Police Officer	65	73
Canine Officer	1	2
Police Evidence Technician	3	2
Police Service Technician II	2	3

Area 1 Significant Accomplishments 2014

- Implemented strategies to reduce violent crimes related to gang activity that had led to an increase in homicides and aggravated assaults (including shootings).
- Created a Special Investigative Unit (SIU 1) to focus on gangs and violent felonies.
- Directed officers to conduct thorough preliminary investigations.
- Required commanders to audit the quality of preliminary investigations.
- Increased collaboration with community groups and security teams including Ambassadors and Acorn Security.
- Problems Solving Officers (PSOs) assisted Criminal Investigations Division (CID) investigators with follow ups by looking for additional witnesses and/or video.
- Conducted compliance checks of probationers and parolees with robbery and gun-related history.
- Officers worked with Neighborhood Service Coordinators and community members on known hot spots and disseminated flyers on robbery and burglary prevention.
- Conducted outreach in Latino and Asian communities in Spanish, Cantonese, Mandarin, and Vietnamese on how to avoid being a victim and how to report incidents.
- Operations conducted by SIU 1 resulted in:
 - Identification and arrest of suspects involved in shootings, robberies and burglaries.
 - Surveillance of known felony warrant suspects.

- Search warrants operations.
 - Identification of gang members.
 - Collaboration within OPD and with outside agencies in violence reduction.
 - 70 felony arrests.
 - 30 firearms recovered.
- Collaborated with the Youth and School Services Section to help sexually exploited women and teens along the San Pablo Avenue corridor.
 - Built partnerships with all Neighborhood Crime Prevention Councils.
 - Created and worked with the Area 1 Captain's Community Advisory Committee.
 - Conducted operations that curbed shootings, robbery, and burglary incidents.
 - Crime Reduction Team 1 (CRT 1) focused on several projects related to violence and:
 - Arrested over 700 individuals for felony offenses.
 - Served over 22 search warrants.
 - Recovered 31 firearms.
 - Recovered large quantities of narcotics.

Area 1 Productivity and Performance Data 2014

Firearm Arrests	Vice Crimes Arrests	Total Arrests	Citations Issued	Field Contacts
96	14	4,506	2,405	9,711

Uses of Force

Level 1	Level 2	Level 3	Level 4	Total Incidents
0	6	16	231	253

Other Data

Internal Affairs Complaints	Vehicle Collisions (Preventable)	Vehicle Collisions (Non-Preventable)	Pursuits
123	4	0	20

Area 1 Goals for 2015

Area 1 will continue to focus on gang related violence, shootings, street level robberies, and burglaries. Patrol officers will, as time permits, continue to focus directed patrol activities on identified "Hot Spots." Additionally, First and Second Watch Officers will walk in business districts and meet with merchants. Third Watch Officers, will focus their directed patrol activities on "Hot Spots" and the 7th Street corridor. Crime Reduction Team officers will focus on violent offenders, "Hot Spots" and serving search warrants. All community policing beats are filled and more is expected from Problem Solving Officers (PSOs). PSOs will be expected to:

- Develop larger and more sophisticated problem solving projects.
- Coordinate and utilize patrol and other Department resources.
- Work with Criminal Investigation Division personnel on street level robberies and assist with canvasses, recovering video, and locating additional witnesses.

Area 2

Area 2 was commanded by Captain Anthony Toribio for most of 2014 and includes Beats 8-14. Area 2 is the area traditionally known as North Oakland. It 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. Area 2 has a combination of residential neighborhoods and the commercial districts of Rockridge, KONO, Temscal, Montclair, and Piedmont Avenue.

Area 2 Staffing 2014

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	4
Sergeant of Police	12	9
Police Officer	63	58
Canine Officer	3	0
Police Evidence Technician	1	1
Police Service Technician II	4	3

Area 2 Significant Accomplishments 2014

Due to focused effort on violent criminal offenders and crime hotspots, overall crime in Area 2 decreased 12% in 2014 compared to 2013:

- Robberies decreased 44% in 2014 compared to 2013.
- Shooting incidents decreased 38% in 2014 compared to 2013.
- Area 2 had no change in homicides compared to the previous year.
- Burglaries decreased overall 5% compared to 2013. Of the burglaries, residential burglaries decreased 31% compared to the previous year.

Increased efforts were undertaken to recognize and communicate crime patterns and trends. Weekly crime control meetings were implemented with Area 2 commanders, Area 2 special resource supervisors, Area 1 Special Investigations Unit personnel, Criminal Investigation Division investigators, Area 1 and 2 Intelligence personnel to discuss crime pattern and trends, priority offenders.

Weekly priority reports were distributed Area 2 personnel. These reports outlined crime hotspots, peak offense times, focused patrol expectations, and priority offenders. Problem

Solving Officers and Patrol personnel assisted the Criminal Investigation Division in conducting follow-up investigations on crimes with actionable leads. Regular meetings were conducted with surrounding law enforcement agencies and security companies to discuss crime patterns, trends, and strategies. Other strategies employed in Area 2 in 2014 include collaboration with the Community Advisory Committee on crime reduction strategies and officer appreciation efforts. Finally, social media was expanded with increased use of Twitter and NextDoor. These efforts were balanced against staffing significant crowd control events.

Area 2 Productivity and Performance Data 2014

Firearm Arrests	Vice Crimes Arrests	Total Arrests	Citations Issued	Field Contacts
39	5	1,020	1,442	6,210

Uses of Force

Level 1	Level 2	Level 3	Level 4	Total Incidents
0	2	8	126	136

Other Data

Internal Affairs Complaints	Vehicle Collisions (Preventable)	Vehicle Collisions (Non-Preventable)	Pursuits
88	4	6	13

Area 2 Goals for 2015

- Achieve at least 10% reduction in overall crime and 20% reduction in violent crime.
- Ensure all Area personnel understand crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel, developing an Area wide response to crime.
- Closely monitor crime, 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.
- Identify and provide training to personnel to improve performance, career development, community relations, and supervision and leadership.
- Foster internal communication among staff and other organizational units.
- Maintain fiscal responsibility related to discretionary overtime.
- Closely monitor personnel leave and absences.
- Continue to expand the reach of social media in order to better communicate, collaborate, and engage with the community.
- Continue to strive for excellence in performance, productivity, and professionalism.
- Ensure compliance with policy and all related Negotiated Settlement Agreement areas.

Area 3

Area 3 was commanded by Captain Ricardo Orozco in 2014 and includes Beats 15 through 22. Area 3 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 west, and the Oakland Estuary to the south. Area 3 is a diverse community with several thriving business districts including Lakeshore; Eastlake; Park; Dimond; Laurel; and Fruitvale.

Area 3 Staffing 2014

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	2
Sergeant of Police	16	11
Police Officer	64	62
Sworn Evidence Technician	1	1
Canine Officer	2	1
Police Evidence Technician	2	2
Police Services Technician	5	5

Area 3 Significant Accomplishments 2014

The goals for Area 3 for 2014 were to focus on reducing street level robberies, human trafficking, and residential burglaries. Area 3 had the following accomplishments in 2014:

- Street level robberies decreased 29%.
- Murders decreased from 14 in 2013 to 12 in 2014, a 14% reduction.
- Shooting incidents decreased 16%.
- Residential Burglaries decreased 24, and overall Burglaries decreased 2%.
- Auto Thefts decreased 25%.
- Overall, serious crime (Part One Crime) decreased 15%.

Strategies that were implemented to reduce street level robberies included:

- Officers were directed to conduct thorough preliminary investigations.
- Periodic audits were conducted by commanders to ensure officers were conducting thorough preliminary investigations.
- Problems Solving Officers worked with investigators to assist in identifying additional witnesses and obtaining video.
- Compliance checks were conducted on Area 3 probationers and parolees for robbery.
- Neighborhood Service Coordinators disseminated flyers at known “Hot spots” concerning robbery prevention.
- Outreach was provided to Latino and Asian communities to provide information in

Spanish, Cantonese, Mandarin and Vietnamese on how not to be a victim and how to report incidents.

- Area 3 personnel worked with Youth and Family Services to help sexually exploited women along the International Boulevard corridor.
- Partnerships were built with all Neighborhood Crime Prevention Councils.
- An Area 3 Captain's Community Advisory Committee was implemented.

Area 3 Productivity and Performance Data 2014

Firearm Arrests	Vice Crimes Arrests	Total Arrests	Citations Issued	Field Contacts
70	201	1,888	1,779	2,014

Uses of Force

Level 1	Level 2	Level 3	Level 4	Total Incidents
0	1	8	143	152

Other Data

Internal Affairs Complaints	Vehicle Collisions (Preventable)	Vehicle Collisions (Non-Preventable)	Pursuits
95	12	4	5

Area 3 Goals for 2015

Area 3 will continue to focus on street level robberies, human trafficking, and residential burglaries. Patrol officers will, as time permits, continue to focus directed patrol activities on identified "Hot Spots." First and Second Watch will walk in business districts and meet with merchants. Officers assigned to the part-time bicycle patrol unit from 14th Avenue to Fruitvale along the International corridor will meet with merchants and focus on human trafficking. Third Watch officers will focus their directed patrol activities on "hot spots" and the International Boulevard corridor. All community policing beats are filled and more is expected from the Problem Solving Officers (PSOs). Crime Reduction Team officers will focus on violent offenders, "Hot Spots" and serving search warrants. Area 3 will continue our efforts with "Ceasefire" and use technology to identify those responsible for crimes in Area 3.

Neighborhood Services Section 1

Neighborhood Services organizes residential and business neighborhoods, works in partnership to identify and resolve concerns, offers programs and services to inform, educate, and engage residents and merchants. Neighborhood Services was transferred from the City Administrator's Office to the Oakland Police Department on August 2, 2014.

Neighborhood Services Section 1 Staffing 2014

Classification	Authorized	Filled
Community Program Supervisor	1	1
Neighborhood Services Coordinators	4	4
Police Services Technician II	1	1

Neighborhood Services Section 1 Significant Accomplishments 2014

Neighborhood Services Section 1 staff provided over 100 hours of instruction and participated in community outreach events for over 2,000 residents. The trainings and workshops included:

- Community capacity trainings to address chronic nuisance issues
- Develop action planning training
- Neighborhood Watch block level training
- Senior safety trainings
- Youth safety by fingerprinting and educating children and parents
- Home Security Inspections and advising resident on how to be safe in their homes
- Burglary and Robbery Prevention Workshops
- Identity theft and cyber-crime training
- Public works training (procedures on reporting illegal dumping)

In 2014, Neighborhood Services Section 1 staff attended nearly 180 meetings to assist residents and merchants address neighborhood concerns. Neighborhood Councils resolved numerous concerns and sponsored successful events in their community including:

- Beat 3X: Chinatown encroachment project and the arrest and prosecution of a youth harassing seniors and committing robberies in Chinatown.
- Beat 6X: Closed a property on Brockhurst for blight, drugs and shootings.
- Beats 2, 5, 6, 7: Worked with the City Administrator's Office to address homeless encampments.
- Beats 12, 13: Projects included panhandling, burglary and robbery suppression operations; addressing lighting, parking, visibility, traffic complaints.
- Beat 11: Closed drug house on Dover St.
- Beat 9X: Closure of Egbert Souse on MacArthur Boulevard and Piedmont Avenue.
- Beats 14X/15X: Addressed nuisance issues at Lake Merritt including noise, loud music, illegal vendors, public drinking, and parties without permits which resulted in the installation of signs asking visitors to adhere to park rules.
- Beat 22X: Addressed community concerns at Dimond Park including loitering, partying, and prostitution.

There are 643 Neighborhood Watch groups organized in BFO 1, with 51 groups in Area 1; 340 groups in Area 2; and 242 groups in Area 3. Overall, approximately 15,620 people have been trained on the neighborhood watch concept, personal safety, and home security. In 2014, 53 groups were trained with 794 attendees. In 2014, Oaklanders hosted 626 National Night Out parties participation included 31,623 adults and youth. There were 411 parties hosted in BFO 1, with 41 parties in Area 1; 203 parties in Area 2; and 167 parties in Area 3. Neighborhood Services staff offer 23 public education and community engagement programs, trainings, special events and workshops to Oaklanders. There were 105 trainings and 147 special events.

2014 Neighborhood Services Section 1 Training Programs and Events

- Citizens Police Academy: In 2014, there was one 12-week academy with 36 hours of training. The 35th Citizens Police Academy class graduated over 30 participants.
- Citizens Police Academy Alumni Association: In 2014, they held 12 meetings and received 10 hours of training. Members hosted the BART Safety Escort program and Officer Appreciation Day. They also volunteered at the Officer Memorial Ceremony and Art and Soul Festival.
- Town Hall Meetings: Neighborhood Services staff assist organized, conducted outreach, and staffed the six town hall meetings. They were held in each Police Area along with a separate Spanish speaking town hall meeting. There were over 600 attendees citywide.
- Safety Presentations and Trainings: Neighborhood Services staff conducted safety presentations and trainings for youth, seniors, and faith based communities.

Neighborhood Services Section 1 Goals for 2015

Neighborhood Services Section 1 goals include the following:

- Complete transfer of all staff and budget from the City Administrator's Office to OPD.
- Continue to enhance and improve the OPD's Community Policing efforts.
- Upgrade technology, equipment, vehicles, website, and databases.
- Develop online registration for Neighborhood Services programs including Neighborhood Watch and Merchant Watch.
- Increase staff training including crime prevention through environmental design and Basic Crime Prevention training for new Police Services Technicians.
- Continue community training series provide training in topics including Community Policing 101, City resources, and problem solving.
- Host Citizens Police Academy and Oakland City Academies in Cantonese and Spanish.
- Complete recertification for Neighborhood Councils and increase outreach, engagement, information sharing, and offer leadership training for newly elected board members.

Bureau of Field Operations Administration Section

The Bureau of Field Operations Administrative Section (BFO Admin) is responsible for conducting audits of Approval of Field Arrests by Supervisors and Consistency of Supervision (NSA Tasks 18 and 20.2). BFO Admin coordinates training for Police Services Technicians (PSTs) and Police Evidence Technicians (PETs). BFO Admin includes the BFO Admin Unit and the Field Training Unit.

BFO Admin Staffing 2014

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	1	3
Police Record Specialist	5	5
Police Services Technician	2	3

BFO Admin Unit

The BFO Admin Unit coordinates staffing in Field Operations. The Unit coordinates the annual shift draw for officers and sergeants and any draws for mandatory overtime. The BFO Admin Unit is responsible for ensuring compliance by tracking the following for Field Operations:

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

The BFO Admin Unit maintains the Use of Force Database, schedules Force Review Boards, and ensures completion of deliverables from Review Board findings. The unit tracks training and vehicle inspections. BFO Admin confirms community meeting attendance and coordinates the Civilian Ride Along program.

The Court Liaison Detail is part of the BFO Admin Unit. The detail processes service of subpoenas. Court Liaison facilitates personnel appearances when schedule conflicts exist, maintains the Department Court Log, and updates the Court Cancellation Line Monday through Friday. The Court Liaison Detail is responsible for tracking court attendance for overtime.

Field Training Unit

The Field Training Unit (FTU) is responsible for recruitment, testing, selection, and training successful candidates to become Field Training Officers (FTOs). Additional training is provided to Patrol Commanders, Patrol Sergeants, FTOs, and Officers regarding the program. FTU ensures that the Field Training Program meets the standards of the California Commission on Peace Officer Standards and Training (POST) and remains in compliance with OPD Field Training Program Standards. The unit monitors the performance of trainees assigned to field training and conducts focus groups for continuous evaluation of the Field Training Program.

BFO Admin Section Significant Accomplishments 2014

- Reorganized the relief system and brought OPD into compliance with Negotiated Settlement Agreement Task 20.2 (Consistency of Supervision).
- Trained and deployed 25 PSTs to Patrol and other organizational assignments.
- Increased the number of FTOs from 42 to 87.

BFO Admin Section Productivity and Performance Data 2014

BFO Admin tracked staff work from Patrol, Special Resources, and the Support Operations Division, including 227 Division Level Investigations. Staff coordinated 135 participants in the ride along program. In 2014, 174 officers were assigned to Field Training. One-hundred seventeen successfully completed the program and 52 were in training at the end of the year.

Uses of Force

Level 1	Level 2	Level 3	Level 4	Total Incidents
0	0	0	5	5

Other Data

Internal Affairs Complaints	Vehicle Collisions (Preventable)	Vehicle Collisions (Non-Preventable)	Pursuits
3	1	0	1

BFO Admin Section Goals for 2015

- Provide 100 certified FTOs by the end of 2015.
- Implement a web-based monitoring system for the Field Training Program.

Deputy Chief Danielle Outlaw
BFO 2 Commander



Area 4

Area 4 was commanded by Captain Steven Tull in 2014 and includes Beats 23 through 28. Area 4 is centrally located within the City of Oakland. It is bordered by Area 3 to the west, Redwood Regional Park to the north, Area 5 to the east, and the Oakland Estuary to the south. Area 4 is a diverse community with the thriving business districts of Fruitvale and Macarthur Boulevard.

Area 4 Staffing 2014

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	2
Sergeant of Police	14	13
Police Officer	60	55
Sworn Evidence Technician	1	1
Administrative Analyst II	1	1
Police Evidence Technician	4	4
Police Services Technician	4	2

Area 4 Significant Accomplishments 2014

Officers balanced the need to respond to calls for service while engaging in proactive enforcement efforts to reduce crime and complete community based problem-oriented policing projects. Supervisors and commanders provided strong and effective leadership in managing critical incidents, vehicle pursuits, and division level investigations as well as investigating and reviewing use of force. Area 4 continued to take the initiative in 2014 in dealing with the rise in violent crime. Staff incorporated non-traditional strategies to increase productivity and decrease negative contacts:

- Incorporation of Operation Ceasefire as a part of the overall crime reduction strategy to violent crimes associated with shootings.
- Measurable reduction in overall robberies.
- Utilized the social media platform NextDoor to provide the community with relevant and timely information regarding police operations and crimes.
- Implemented a violence reduction operation targeting two known violent gangs.

Area 4 Productivity and Performance Data 2014

Firearm Arrests	Vice Crimes Arrests	Total Arrests	Citations Issued	Field Contacts
142	29	1,901	2,014	7,220

Uses of Force

Level 1	Level 2	Level 3	Level 4	Total Incidents
0	2	5	192	199

Other Data

Internal Affairs Complaints	Vehicle Collisions (Preventable)	Vehicle Collisions (Non-Preventable)	Pursuits
118	4	5	77

Area 4 Goals for 2015

As part of the overall violence reduction plan, Area 4 resources will focus on criminal street gangs and their sphere of influence, utilizing a variety of innovative and creative strategies, while respecting the rule of law and adhering to the Departmental policies. The gathering, analyzing, and dissemination of information to Patrol officers to dismantle/disrupt gangs and gang-related activity will be the primary objective for 2015 to reduce shootings and homicides.

Area 5

Area 5 was commanded by Captain Kirk Coleman for most of 2014 and includes Beats 29 through 35. Area 5 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 and Oakland International Airport.

Area 5 Staffing 2014

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	2
Sergeant of Police	12	9
Police Officer	69	54
Canine Officer	2	1
Police Evidence Technician	4	4
Police Services Technician	7	5
Police Records Specialist	1	1

Area 5 Significant Accomplishments 2014

The goals for Area 5 in 2014 were to reduce violent crime, strengthen relationships with the community, and develop staff. Area 5 personnel took the initiative to become proactive in dealing with the rise in gun violence by using non-traditional methods of enforcement to increase productivity and decrease negative public contacts. Efforts included:

- Operation Ceasefire as the primary model for reducing shootings
- Multiple probation and parole operations
- Multiple joint operations with outside agencies in enforcement efforts

Area 5 Productivity and Performance Data 2014

Firearm Arrests	Vice Crimes Arrests	Total Arrests	Citations Issued	Field Contacts
171	13	2,741	1,563	8,658

Uses of Force

Level 1	Level 2	Level 3	Level 4	Total Incidents
1	2	16	271	290

Other Data

Internal Affairs Complaints	Vehicle Collisions (Preventable)	Vehicle Collisions (Non-Preventable)	Pursuits
145	3	5	33

Area 5 Assistance from Outside Law Enforcement 2014

OPD has a long history of working with outside agencies to reduce crime in City of Oakland. The California Highway Patrol (CHP) and Alameda County Sherriff's Office (ACSO) have provided personnel to help with "Sideshow" enforcement, where hundreds of people watch motorists drive in a reckless manner. CHP conducted enforcement operations from January 2014 to November 2014 in East Oakland, with the following results:

Felony Arrests	DUI Arrests	Total Arrests	Guns Seized	Citations Issued	Vehicles Towed
353	618	1,988	27	6,976	2,072

Area 5 Goals for 2015

Area 5 2015 goals include the following:

- Conduct more comprehensive preliminary investigations.
- Expand overall knowledge of policing processes and tactics.
- Increase communication with the community.
- Reduce homicides, shootings and robberies by 25%.

Support Operations Division

The Support Operations Division (SOD) was commanded by Captain Darren Allison for most of 2014 and provides specialized capabilities, resources, and enforcement throughout Oakland. In 2014, SOD included Animal Services, the Special Operations Section (SOS), and the Traffic Operations Section (TOS).

Support Operations Division Staffing 2014

Classification (<i>Special Operations Division</i>)	Authorized	Filled
Captain of Police	1	1
Classification (<i>Animal Services</i>)	Authorized	Filled
Director of Animal Services	1	1
Sergeant of Police	0	2
Police Records Specialist	2	1
Animal Control Supervisor	1	1
Animal Control Officers	11	8.5
Volunteer Specialist	1	0
Animal Care Attendant, Part Time	12	12
Veterinarian	1	0.5
Veterinarian Technician	2	2
Classification (<i>Special Operations Section</i>)	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	3	3
Police Officer	8	6
Administrative Analyst II	1	1
Reserve Police Personnel	80	7
Classification (<i>Traffic Operations Section</i>)	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	9	9
Police Service Technician II	14	12
Police Records Specialist	3	1
Crossing Guard	59	48
Classification (<i>Traffic: Parking Enforcement</i>)	Authorized	Filled
Police Services Manager I	1	1
Parking Control Supervisor	4	4
Parking Control Technician, Full Time	27	26
Parking Control Technician, Permanent Part Time	8	6
Parking Control Technician, Part Time	51	41

Animal Services

Animal Services regulates animal-related activities within the City of Oakland and responds to a variety of animal-related calls for service (such as vicious and injured animals, animal cruelty, dead animal pick-up, license compliance, and barking dogs). Animal Services investigates violations of animal-related criminal law violations. Animal Services operates a robust shelter that houses abandoned animals, facilitates adoptions, and controls dog licensing.

Animal Services Significant Accomplishments 2014

Volunteers were again critical to the functioning of the animal shelter in 2014. They played a primary role in adoption counseling and were key to socializing marginal animals in order to make them adoptable. They were responsible for rehabilitating hundreds of dogs and cats. They performed work equivalent to over eight fulltime employees by donating 18,488 hours in 2014. This slight increase from 2013 is due to a mid-year hire of the Volunteer Coordinator as well as restarting volunteer recruitment efforts.

Animal Services Volunteer Hours by Year	
2010	19,032
2011	20,613
2012	19,806
2013	18,450
2014	18,488

In June 2014, Animal Services participated in the fifth annual Maddie's Adoption. This led to the adoption of over 100 animals in two days and raised approximately \$72,000 for projects that will improve the quality of life of animals at the shelter. In 2014, Animal Services began a partnership with Hop-A-Long pet rescue to teach humane education on Oakland schools. Animal Services partnered with East Bay SPCA, transferring hundreds of animals to this agency. The East Bay SPCA provides back up veterinary care and spay/neuter services that would cost tens of thousands of dollars. The SPCA is a top rescue partner alongside Berkeley Humane Society and Cat Town.

Intake Versus Outcome for Domestic Animals					
<i>Intake Source</i>	<i>Dogs</i>	<i>Cats</i>	<i>Outcome</i>	<i>Dogs</i>	<i>Cats</i>
Owner/Guardian Surrender	510	321	Adoption	496	435
Return	17	14	Euthanized	970	350
Seized	104	7	Return to Owner	373	24
Stray	2,503	1,303	Transfer Out	1,256	786
Total	3,134	1,645	Total	3,095	1,595

Animal Services Calls for Service 2014

Call Type	Number	Call Type	Number
Vicious Animal	1,461	Animal Bites/Attacks	295
Cruelty to Animal	1,357	Barking Dog	282
Injured Animal	1,381	Live Animal Pick Up	399
Straying Animal	1,738	Leash Law	127
Pound	476	Failure to Provide Care	13
Dead Animal Pick Up	802	Animal Control Unit	37
Animal Bite	389	Total Calls for Service	8,757

Special Operations Section

The Special Operations Section coordinates a variety of specialized units within the Department which includes the following units and programs:

- Canine Program
- Alcoholic Beverage Action Team
- Special Events Unit
- Tactical Operations Team
- Reserve Program
- Marine Program
- Air Support Unit

Canine Program

The Canine Program is responsible for staffing, training, and equipping canine teams. Police canines include patrol canines and narcotic detection canines. Patrol canines are assigned to the Bureau of Field Operations in Patrol Squads. Narcotics detection canines can be assigned to any organizational unit. The Canine Program is managed by the Canine Program Coordinator, who is supervised by the Canine Program Supervisor. The coordinator is the canine subject matter expert for OPD. The coordinator develops and implements training plans and maintains data.

Alcohol Beverage Action Team

The Alcoholic Beverage Action Team (ABAT) is responsible for licensing, inspecting and conducting enforcement operations at alcohol and tobacco establishments in Oakland. ABAT responds to citizen complaints regarding nuisance bars and stores. In 2014, there were more than 360 alcohol establishments and in excess of 200 tobacco-only establishments in the Deemed Approved and Tobacco Retailer programs. ABAT monitors more than 155 restaurants with full-service bars. ABAT investigates unlicensed premises and alleged cabaret violations.

Special Events Unit

In general, any organized activity that impacts City of Oakland services, or that uses or affects public property, public facilities, sidewalks, or street areas, is considered a special event and requires a permit. The Special Events Unit (SEU) assists organizers in planning events and providing police services. SEU works with professional sports and entertainment/festival organizations to provide a safe and enjoyable environment for everyone.

Tactical Operations Team

The Tactical Operations Team conducts special operations in response to critical and high risk incidents or when specially trained personnel or specialized equipment are required. Operations include barricaded suspects, hostage rescue, mobile intercepts, high risk search/arrest warrants, and crowd control. Personnel serve on the Tactical Operations Team as a collateral duty. The team is administered by the Special Operations Section Commander, and the Team's training, equipment, and operational planning needs are coordinated by the Special Operations Section Administrative Sergeant.

Reserve Program

The Oakland Police Department Reserve Program provides volunteer support to the Department by supplementing the Bureau of Field Operations and the Marine Program.

Marine Program

The Marine Program provides security for the Estuary and Port of Oakland facilities. The program uses four boats to patrol the harbors around Oakland and to assist other marine-related law enforcement agencies. Patrol boats are also used to conduct critical infrastructure inspections (bridges, Port, etc.); underwater searches with side-scan sonar; and underwater ROV (Remotely Operated Vehicle) searches. The boats support the Tactical Operations Team in waterborne operations (static and underway ship boarding and vessel searches). The Marine Program is managed by the Port Security Officer. The program itself is supplemented by personnel who are certified to pilot Departmental boats.

Air Support Unit

The primary goal of the Air Support Unit is to assist in the apprehension of suspects by quickly responding to crimes in progress. The unit assists in ground searches, vehicle and foot pursuits, and large area searches and is a critical component for crowd management. The Air Support Unit enhances officer safety, minimizes risks to citizens, and assists in the effective deployment of ground units during major incidents. The unit acts as a force multiplier by conducting flights over various calls for service and enabling ground units to complete other assignments and tasks. The Air Support Unit provides vital assistance to the Oakland Fire Department by locating unreported fires and saving numerous hours in fire suppression through early detection.

Canine Productivity and Performance Data 2014

Type of Canine Response	Total	Type of Canine Response	Total
Requests for Patrol Dogs	88	Directed Bites	0
Dogs Deployed	58	Prevention by Presence*	7
Suspects Found	1	Yard Searches	12
Bites on Finds	0	Building Searches	45

*Prevention by Presence means that the canine team contributed to the successful detention and/or arrest of suspects by preventing flight and/or resistance of suspect(s).

ABAT Productivity and Performance Data 2014

In July 2014 the ABAT unit was awarded a two-year, \$90,000 grant from the California Department of Alcoholic Beverage Control to conduct enforcement operations, resulting in:

- Sixty-eight attempts by minors to purchase alcoholic beverages, resulting in 24 buys.
- Shoulder-tap operations which resulted in seven buys out of 32 contacts.
- Five crime prevention through environmental design inspections.
- One Licensee Education on Alcohol and Drugs (LEADS) Training Seminar in which 43 merchants were trained.
- ABAT issued 52 re-inspection fee charges which resulted in re-imbursement of \$10,400 in police related service costs.

Annual Store Site Visits/Inspections	851
Operating Restrictions Letters	8
CPTED Reports/Assessments	5
Minor Decoy Operations	68 attempts/24 buys
Shoulder Tap Operations	32 contacts/7 cites
Anti-Loitering Operations (LACE)	2 operations/29 cites
Tobacco Seizures and Hearings	31
Tobacco Hearings Funds Generated	\$19,000
Nuisance Abatement Notices	277
Re-Inspection Fee Charges	52/ \$10,400
Alcohol & Tobacco Merchant Education	43 Merchants
Community Outreach/Meetings	3

Special Events Unit Productivity and Performance Data 2014

The Special Events Unit coordinated event planning for the Fifth Annual Oakland Marathon – with over 8,500 participants. The unit coordinated with the same promoters for the Third Annual Hell-Ween Running Festival. The Special Events Unit coordinated over 1,000 special event applications and providing police services for 150 large events in 2014, including:

- Oakland Athletics (84 games)
- Oakland Raiders (9 games)
- Golden State Warriors (41 games)
- Various AEG Musical Concerts
- Cinco De Mayo Festival
- Dia de los Muertos Festival
- Oakland Pride Festival
- Black Cowboys' Parade
- Chinatown Street Festival
- Lunar New Year Bazaar Festival
- The Art and Soul Festival
- The Eat Real Festival
- Love Our Lake Day
- Oakland Triathlon
- Oakland Marathon
- Town's Half Marathon
- Raider Run
- Broads on Broadway Half Marathon
- Lady of Guadalupe March

Marine Program Productivity and Performance Data 2014

- Participated in enforcing a United States Coast Guard imposed safety /security zone for Fleet week, SF July 4th, and SF Giants World Series.
- Participated in escorting the USS Potomac as they conducted a charity bay tour for their passengers who are children with cancer patients.
- Responded to a mutual aid request to conduct a human body search and recovery mission at the site of a small plane crash near the San Rafael / Richmond Bridge.
- Responded to a mutual aid request to deploy Homeland Security Boarder Protection teams onto a foreign vessel suspected of containing drugs within the ship in the bay waters near the SF/Oakland bay bridge in an area known as Anchorage 9.
- Responded to a mutual aid request to conduct a human body search and recovery mission at the Orville dam.

Air Support Unit Productivity and Performance Data 2014

The Air Support Unit assisted:

- San Francisco PD with a search warrant in Oakland for a murder suspect
- San Rafael PD with search for missing person
- Joint FBI / OPD search warrants
- San Francisco PD with photos of a target location in Oakland
- With the Oakland Marathon
- Sacramento PD with acquisition of new helicopter
- Lawrence Livermore Labs with equipment test flight over Port of Oakland
- With May Day march
- ACSO with nine search warrants in Oakland for human trafficking
- ACSO / OPD on four search warrants in Oakland
- Oakland Fire Department with grass fire
- The US Marshal Service warrant in Oakland with two arrests
- Locating a missing six year old girl

Radio Assignments		Arrest Assists*	
Dispatched	396	Murder	2
Self-Initiated	563	Robbery	16
Total	959	Assault w/ Deadly Weapon	1
Flight Hours		Burglary	7
General Crime	102	Vehicle Theft	5
Narcotics	12	Narcotics	0
Traffic	12	Felony Hit & Run	0
Special Assignments	49	Misdemeanor Hit & Run	0
Training	22	Felony Warrants	27
Oakland Fire Department Assist	11	Misdemeanor. Warrants	0
Maintenance & Repair	39	Other Felonies	24
Homeland Security	32	Other Misdemeanors	54
Total Flight Hours	279	Total Arrest Assists	136

*The Air Support Unit also provided assistance to outside agencies 73 times.

Special Operations Section Goals for 2015

- Obtain UASI Grant funding for Tactical Operations Team equipment requirements.
- Use a training contractor for a uniform and comprehensive training methodology for the Canine Program.
- Publish Tactical Operations Team Policy and Procedures (SWAT Manual).
- Bring new Tactical Commanders and Team Leaders onto the Tactical Operations Team.
- Certify an additional Command Pilot and Tactical Flight Officer for the Air Support Unit.
- Collaborate with other units to provide tactical support for intelligence-based policing.
- Fill the Reserve Coordinator position to enhance oversight and increase the number of reserve officers.

Traffic Operations Section

The Traffic Operations Section (TOS) focuses on vehicle enforcement and traffic safety. TOS provides support to area commanders through traffic enforcement (motor vehicle violations and DUI checkpoints), traffic investigations, and vehicle abatement. TOS receives traffic concerns from community members, accident data, and officer observations. TOS includes the Traffic Enforcement Unit, Traffic Investigations Unit, Vehicle Enforcement Unit, Traffic Safety Unit, and Parking Enforcement Unit.

Traffic Enforcement Unit

Due to staffing shortages, OPD did not staff the Traffic Enforcement Unit (TEU) in 2014. Any enforcement operations were funded through grants and conducted on overtime.

Traffic Investigations Unit

The Traffic Investigations Unit (TIU) conducts follow-up investigations to all reported traffic collisions. The TIU also coordinates and directs all traffic fatal investigations. The TIU manages the Red Light Camera Program.

Vehicle Enforcement Unit

The Vehicle Enforcement Unit (VEU) includes Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Enforcement and Taxi Details. These units work 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. The Unit also enforces rules and regulations pertaining to commercial trucking particularly around the Port of Oakland as well as taxis.

Traffic Safety Unit

The Traffic Safety Unit (TSU) focuses on pedestrian and bicycle safety programs. TSU does so by providing tools and safety equipment (through grant funding) to individuals who attend training seminars facilitated by TSU. TSU coordinates, trains, and supervises school crossing guards who provide assistance to the City's youth as they walk to and from school.

Traffic Operations Section Productivity and Performance Data 2014

- Implemented a SafeTREC Sobriety Checkpoint grant for \$48,500 designed to address driving under the influence
- Implemented an Office of Traffic Safety grant for \$175,000 designed to reduce at-risk driving behavior
- Participated in the regional Avoid 21 Program
- Participated in the regional Click it-Ticket Program
- Participated in the regional Distracted Driving campaign
- Awarded a Selective Traffic Enforcement Program grant for \$140,220
- Awarded the California Law Enforcement Challenge for Bicycle Safety/Impaired Driving by the California Highway Patrol in December 2014

Traffic Investigations Unit Productivity and Performance Data 2014

The Red Light Camera Program resulted in the issuance of 24,764 citations in 2014 generating \$636,407.63 in revenue for the City of Oakland. TIU participated in the Every 15 Minutes Program, an alcohol avoidance education presentation at Oakland High School.

Hit & Run Reports Investigated	3,802
Fatal Collisions Investigated	20
Total Collision Reports Investigated	6,954
DUI w/Injury Reports Investigated	36
Average DUI Blood-Alcohol Content (BAC)	.182%
Total DUI Reports Investigated	299

Vehicle Enforcement Unit Productivity and Performance Data 2014

Moving Citations Issued	259
Parking Citations Issued	25
Total Complaints Investigated	20
Total Inspections	30
Accident's Investigated	34
Total Vehicles Towed	4
Recovered Stolen Vehicles	0

Vehicle Abatement

Sites Inspected	1,703
Vehicles Removed	397
Vehicles Towed	12
Cases Cleared	438
10.64.180 Cites	54

Commercial Enforcement

Moving Citations Issued	96
Parking Citations Issued	28
Vehicles Towed	3
Complaints Resolved	10
Permits Issued	2,200
Inspections	70
Accidents Investigated	5

Abandoned Auto

Complaints Received	96
Towed Vehicles	28
Complaint Vehicle's Marked	3
On View Marked	10
10.28.030 Citations	2,200

Scofflaw

Total Value of Citations Issued	\$1,253,244
Vehicles Booted	1,835
Vehicles Towed	812

Parking Enforcement Unit Productivity and Performance Data 2014

Parking Citations Issued	331,711
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Traffic Operations Section Goals for 2015

Traffic Operations Section 2015 goals include the following:

- Expand partnerships with local, State, and Federal agencies to assist in traffic enforcement and crime reduction.
- Obtain State and Federal grants to assist with traffic enforcement.
- Assess the need and possibly restart the red light camera enforcement system.
- Assess the need and possibly the implementation of a collision tracking system.
- Integrate the Parking Enforcement and OPD communication systems.
- Explore the increase in enforcement operations with existing Motor staff.
- Assess the geographical reconfiguration for the Parking Enforcement Unit.

Neighborhood Services Section 2

As stated above regarding Neighborhood Services Section 1, Neighborhood Services organizes residential and business neighborhoods, works in partnership to identify and resolve concerns, offers programs and services to inform, educate, and engage residents and merchants.

Neighborhood Services Section 2 Staffing

Classification	Authorized	Filled
Community Program Supervisor	1	1
Neighborhood Services Coordinators	5	5
Police Services Technician II	1	1

Neighborhood Services Section 2 Significant Accomplishments 2014

Neighborhood Services Section 2 staff provided over 118 hours of instruction to approximately 2,000 residents. The trainings and workshops include:

- Neighborhood Council capacity building trainings
- Merchant capacity building trainings
- Youth, parent groups, & school safety presentations
- Senior safety trainings
- Personal safety trainings & presentations
- Gang awareness training (G.R.E.A.T)
- CPR classes in partnership with OFD
- Burglary & Robbery Prevention Workshops
- Identity theft & cyber-crime training

In 2014, Neighborhood Services Section 2 staff attended over 179 meetings to assist residents and merchants address neighborhood concerns. Neighborhood Councils addressed numerous concerns along with sponsored successful events in their community including:

- Beat 25 concerns were related to redevelopment, traffic, and foreclosed properties, the Safeway remodeling project, homes illegally occupied, and nuisance activity.
- Beat 27Y residents abated problem properties & successfully implemented a beatification project by building and installing mosaic planter boxes in the neighborhoods.
- Beat 29 removed a problem tattoo shop, re-aligned traffic lanes to address speeding concerns, provided video surveillance of suspects, & removed graffiti.
- Beat 30 removed squatters from vacant/foreclosed properties and distributed auto clubs to reduce auto theft.
- Beats 33/34 resolved drug, loitering, and nuisance activity including prostitution.
- Beat 27X abated problem properties and hosted a Thanksgiving Giveaway.

Neighborhood Services Coordinators (NSCs) continued to implement the City's Community Policing Program by increasing outreach and engagement opportunities, empowering residents and merchants to strengthen partnerships with law enforcement, City and County staff, other stakeholders and community based organizations. There are 321 Neighborhood Watch groups organized in BFO 2, with 158 groups in Area 4 and 163 groups in Area 5. 15,620 people have been trained on the neighborhood watch concept, personal safety, and home security. In 2014, 53 groups were trained with 794 attendees. In 2014, Oaklanders hosted 626 National Night Out parties participation included 31,623 adults and youth. There were 210 parties hosted in BFO 2, with 117 parties in Area 4 and 93 parties in Area 5. Many neighborhoods and Neighborhood Councils host large beat-wide parties i.e. beats 24, 26, and 35Y.

2014 training programs and events Neighborhood Services Section 2 included:

- Oakland City Academy: Neighborhood Service Coordinators redesigned the curriculum and held the first City Academy in over six years. This course provides an overview of City government, City Departments, and how to access City services. In 2014, there were two six-week academies with 18 hours of instruction and 48 graduates for the year.
- Youth Citizens Police Academy: In 2014, there was one six-week academy conducted with 18 hours of training. This pilot program introduced Oakland youth to the Police Department, build positive relationships and hopefully “grow our own” future recruits. Over 15 future recruits graduated from the First Youth Citizens Police Academy class.
- Kiddie Cop program: The Kiddie Cop program offers Jr. Police badge stickers, tattoos, lollipops, and teddy bears to all Police Officers to distribute to youth in the community. In 2014, Neighborhood Service Coordinators redesigned this program in order to enhance the relationship between youth and the Police in Oakland neighborhoods.

Neighborhood Services Section 2 Goals for 2015

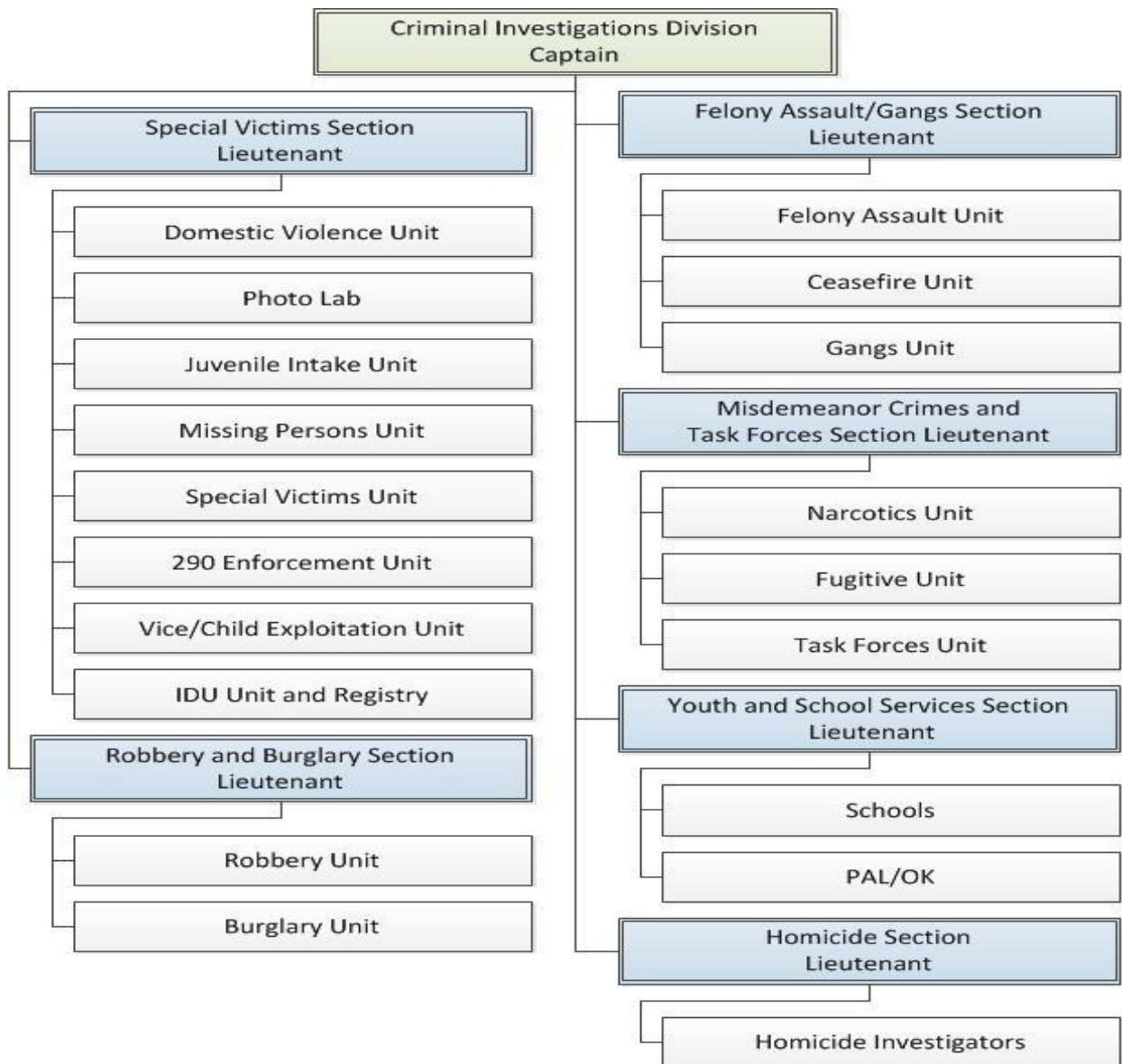
Neighborhood Services 2015 goals include the following:

- Complete transfer of all staff and budget from the City Administrator’s Office to OPD.
- Continue to enhance and improve the OPD’s Community Policing efforts.
- Upgrade technology, equipment, vehicles, website, and databases.
- Develop online registration for Neighborhood Services programs including Neighborhood Watch and Merchant Watch.
- Increase staff training including CPTED (crime prevention through environmental design) and Basic Crime Prevention training for new Police Services Technicians.
- Continue community training series provide training in topics including Community Policing 101, City resources and problem solving.
- Host Citizens Police Academy and Oakland City Academies in Cantonese and Spanish.
- Complete recertification for Neighborhood Councils and increase outreach, engagement, information sharing, and offer leadership training for newly elected board members.

Criminal Investigations Division

The Criminal Investigations Division (CID) was commanded by Captain Sharon Williams for most of 2014 and serves as the formal investigative branch of the Department. For 2014, CID was divided into six sections, each commanded by a Lieutenant of Police:

- Homicide Section
- Robbery and Burglary Section
- Theft/Misdemeanor Crimes and Field Support Section
- Felony Assault and Gang Section
- Special Victims Section
- Youth and Family Services Section



Criminal Investigations Division Administration Staffing 2014

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

Criminal Investigation Division Goals for 2015

- Continue to increase the quality of criminal investigations.
- Improve job satisfaction of officers, professional staff, supervisors and commanders;
- Ensure all investigators complete all four foundational CID training courses and training courses related to their respective specialties.
- Increase staffing, specifically the assignment of additional Designated Area Investigators to Robbery, Burglary, Felony Assault and Sexual Assault Units.
- Enhance investigators' continual communication with victims and witnesses of crimes and their families.
- Provide continuous training to units within the CID Division so that investigators can increase their expertise in their particular assignment.

Homicide Section

The mission of the Homicide Section is to build partnerships and collaborate with the community through effective investigation and apprehension of offenders. The Homicide Section provides assistance to victims' families. Homicide investigators are available 24 hours day, as the hours immediately following a homicide are often the most important. Investigators examine the crime scene, locate and interview witnesses, speak with family members and friends, and work with other units to develop suspect information. Investigations are complex as investigators ensure they can present a strong case to the District Attorney's Office for prosecution. Homicide Section investigators are responsible for the investigation of homicides, suspicious deaths, officer-involved shootings, in-custody deaths, sudden infant deaths, and Level 1 uses of force.

Homicide Section Staffing 2014

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	6	5
Police Officer	7	5
Police Records Specialist	1	1

Homicide Significant Accomplishments 2014

- Homicides decreased 11 percent for 2014 – lowest number of homicides since 2000.
- Homicide investigations led to 47 suspects being charged with murder.
- Developed Homicide Resource Card (TF-3372) for public distribution.
- Completed P&P 14-03 (Homicide Section Investigative Call-Outs, Procedures and Use of Force Investigations).
- Investigated four Officer-Involved Shootings involving the California Highway Patrol, the Alameda County Sheriff's Office, and the San Leandro Police Department.
- Established a training program for Police Evidence Technicians, including Crime Scene Investigations, DNA Evidence for Investigators, and Evidence Collection.

Homicide Productivity and Performance Data 2014

Arrests	64	Photo Line-ups	450
Arrest Warrants Obtained	9	Physical Line-Ups	11
Ramey Warrants Obtained	69	Statements Taken	1,109
Search Warrants Obtained	375	Felony Prosecutions	94
Removal Orders	268	Surveillances Conducted	11
Parole/Probation Searches	28	DA Refused to Prosecute	2
Admissions/Confessions	50		

Homicides (UCR) Investigated	80
In-Custody Deaths Investigated	1
Officer Involved Shootings (Fatal) ¹ Investigated	4
Suspicious and/or Unexplained Death Investigations Assigned	35
Suspicious and/or Unexplained Death Investigations Reviewed and Closed	543
2014 Homicide Cases Solved and Charged by the District Attorney's Office	28
2014 Cold Case Homicides Charged by the District Attorney's Office	16

Homicide Goals for 2015

- Continue to develop, mentor and train future homicide investigators.
- Increase the number of investigators assigned to the section.
- Continue to increase investigator sufficiency through training.
- Ensure all investigators attend required training.
- Continue to collaborate with the Alameda County District Attorney's Office.
- Continue to work collaboratively with the FBI and United States Marshal's Office.
- Ensure all completed homicide investigations are comprehensive and meticulous.
- Ensure open lines of communication with families of homicide victims.
- Ensure investigators stay committed to bringing violent criminals to justice.
- Ensure investigators support organizations that assist victims of violent crime (1,000 Mothers to Prevent Violence, Catholic Charities, Lives Matter, Khadafy Foundation).

Robbery and Burglary Section

Robbery and Burglary personnel investigate criminal cases referred by Patrol, citizens and merchants while assisting and collaborating with outside law enforcement agencies to link crimes, identify trends, and exchange intelligence. Robberies include street, commercial, and residential. Burglaries include residential, commercial, and auto. Each case is reviewed for solvability factors. If a case has sufficient investigative leads, it is assigned to an investigator.

Robbery and Burglary Staffing 2014

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police (Robbery)	2	2
Sergeant of Police (Burglary)	1	1
Police Officer (Robbery)	8	8
Police Officer (Burglary)	5	3
Administrative Analyst II	2	2
Police Records Specialist	2	1

Robbery and Burglary Section Productivity and Performance Data 2014

Robbery Data	
Reports Received	3,691
Cases Assigned	720
Cases Charged	231
Ramey Warrants	93
Search Warrants	88

Burglary Data	
Reports Received	11,136
Cases Assigned	366
Cases Charged	159

Robbery and Burglary Significant Accomplishments 2014

- Investigators put together an extensive case file on potential suspects committing armed and strong-arm robberies in Chinatown based on a detailed investigation and examination of evidence and intelligence from Patrol, CRT, SIU and PSO officers in Area One. Robbery investigators arrested multiple juvenile suspects for many robberies including carjacking. Chinatown experienced a tremendous reduction in violent crime.
- The summer of 2014 brought a high number of street robberies, residential robberies, and auto burglaries. Area One and Area Two had a large number of these crimes being committed by an identified criminal street gang. Robbery investigators compiled a list of potential suspects after examining evidence, conducting interviews, and working with officers from Patrol, SIU, CRT and PSO. After a lengthy investigation, the criminal street gang members were arrested and charged with multiple felonies.

- In late 2014, Oakland again experienced a rash of armed street robberies in East Oakland. Three suspects used a stolen vehicle to commit multiple robberies each day. After an investigation and development of a criminal profile of the suspects and their methods, three juvenile Oakland residents were arrested with the assistance of Area 5 officers. A total of 19 stolen cell phones were recovered in a stolen vehicle at the time of the suspects' arrest that was part of loss from street robberies. The suspects confessed to stealing vehicles and committing multiple robberies in the City. The investigation led to the closure of multiple robbery cases throughout East Oakland.

Robbery and Burglary Goals for 2015

The Robbery and Burglary Section's goals for 2015 include completion of high quality investigations while providing courteous service and working to reduce violent crimes. Robbery and Burglary personnel will continue attending training to enhance each investigator's skills. The section also endeavors to:

- Increase staffing.
- Develop investigators to become homicide investigators by ensuring completion of the four foundational training courses and courses specific to their investigative specialties.
- Increase the clearance rate.
- Reduce crime by using the most contemporary scientific investigative methods.
- Maintain compliance with policy and procedure.
- Maximize investigative efforts toward linking known serial robbers and burglars with additional violent crimes committed, whenever possible.
- Increase the number of search warrants prepared as well as probation and parole searches conducted.

Theft, Misdemeanor Crimes, and Field Support Section

Theft, Misdemeanor Crimes, and Field Support Section personnel investigate theft, financial crimes, auto theft, and other crimes. This section is responsible for providing services and personnel for arson/bomb, weapons, fugitive, charging, inspectional services, and Federal, county, and regional task forces. The Theft, Misdemeanor Crimes, and Field Support Section includes the Theft and Misdemeanor Crimes Unit and the Field Support Unit.

Theft, Misdemeanor Crimes, and Field Support Section Staffing 2014

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	1
Police Officer	19	18
Police Records Specialist	1	1

Theft and Misdemeanor Crimes Unit

Theft and Misdemeanor Crimes Unit personnel investigate financial crime (fraud, embezzlement, identity theft, forgery, elder financial abuse) and grand, petty, and auto theft. Unit personnel investigate all misdemeanor crimes not investigated by another unit including assault, battery, threats, vandalism, violations of court orders and probation, threats, brandishing of weapons, trespassing, perjury, obstruction of a peace officer, defrauding an innkeeper, and misappropriation of lost property. The unit reviews, classifies, approves and refers all non-traffic-related crime reports filed online.

Theft and Misdemeanor Crimes Unit Performance and Productivity Data 2014

Grand and Petty Theft	10,404
Financial Crimes	2,668
Auto Thefts/Recoveries	9,403
Vandalism	7,564
Assaults/Batteries	3,964
Threats	1,267
Court Order Violations	259
Municipal Code Violations and Miscellaneous Crimes	128
Cop Logic	20,522

Field Support Unit

The Field Support Unit (FSU) charges all in-custody cases except for Homicide and Robbery, FSU processes asset forfeiture cases. FSU oversees all OPD Task Force Officers (TFO) who are assigned to Federal, county and regional task forces. In 2014, OPD had personnel assigned to:

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

The Field Support Unit also includes two officers whose responsibility is the transportation and extradition of Oakland warrant suspects from outside jurisdictions. Another officer assigned to the unit is responsible for the investigation and charging of firearms-related cases. All recovered firearms are researched and referred to the Criminalistics Division for Integrated Ballistics Identification System analysis. The firearms officer works with the Property Section and Task Force Officers assigned to the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF).

Theft, Misdemeanor Crimes, and Field Services Section Significant Accomplishments

In 2014, the Theft and FSU Section personnel entered all backlogged recovered firearms in ATF's e-Trace system, a state mandated system. This backlog extended several years. The Information Technology Unit (ITU) implemented a computer software mask to allow a single point of entry for all mandated firearm-tracking systems.

- Reinstated the 10851 program for officers who recover a number of stolen vehicles.
- Recovered over \$72,000 in asset forfeiture money based on a single case leading to several narcotics cases.
- Recovered over \$141,100 in asset forfeiture funds from work on several narcotics cases.
- As part of the USMS Fugitive Task Force, arrested over 100 fugitives in and around Oakland. Most were wanted for violent crimes (murder, rape, robbery and shootings).
- As part of the ACRATT Task Force, shut down several auto theft dismantling operations in Oakland.

Theft, Misdemeanor Crimes, and Field Services Section Goals for 2015

- Maintain compliance with Departmental training requirements.
- Add personnel to reach a minimum staffing level.
- Charge all in-custody and citation cases.
- Reduce the backlog of cases to be closed, out of statute, or with exhausted leads.
- Correct errors with the Law Records Management Systems.
- Define and increase selection criteria for follow-up investigations on out-of-custody cases to prevent a resurgence of backlogged cases.
- Continue to cross-train members.
- Seek training to develop the Section's staff and maximize effectiveness.
- Use volunteer, non-sworn staff and light duty officers to support investigators.
- Limit the number of cases assigned to light duty officers to reduce the number of open cases left behind upon reassignment.

Felony Assault and Gang Section

In 2014, the Felony Assault and Gang Section included the Felony Assault Unit, the Gang Unit, and the Ceasefire Response Team.

Felony Assault and Gang Section Staffing 2014

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police (Felony Assault)	1	1
Police Officer (Felony Assault)	6	5
Sergeant of Police (Gang)	1	1
Police Officer (Gang)	6	6
Sergeant of Police (Ceasefire)	1	1
Police Officer (Ceasefire)	6	6

Felony Assault Unit

Felony Assault Unit personnel are responsible for conducting investigations of aggravated assaults. These assaults include shootings, stabbings, assaults with blunt objects, and other types of assaults that cause great bodily harm to the victims. Unit personnel follow-up investigations of select discharge of firearm crimes when a pattern indicates these crimes are associated with shootings. The Felony Assault Unit supports the CompStat process by providing real time updates on investigations to area commanders to help inform deployment decisions based on accurate and timely intelligence. This information may be particularly useful in preventing retaliatory shootings.

Gang Unit

The Gang Unit is a specialized enforcement and investigative unit that targets known offenders including gang members and gun traffickers. Unit personnel compile information on known gang members and share that information throughout the Department. The unit supports other CID investigations by locating key witnesses and suspects. The Gang Unit partners with other agencies in enforcement efforts in Oakland and surrounding cities with a nexus to crime in Oakland.

Ceasefire Response Team

Ceasefire Response Team personnel are responsible for enforcement and information collection and sharing on individuals targeted by Ceasefire. The Ceasefire Response Team quickly responds to emerging gang feuds and disrupts potential retaliatory violence between groups. The Ceasefire Response Team is available to assist CID investigators in locating subjects, but the core function is to focus on addressing groups identified by the Ceasefire core group.

Felony Assault Productivity and Performance Data 2014

Total Number of Incidents	1,384
Cases Assigned for Investigation	915

Gang Unit Productivity and Performance Data 2014

Search Warrants	72
Felony Arrests	61
Firearms Recovered	65
Defendants Charged with Gang Enhancement	26

Ceasefire Response Team Productivity and Performance Data 2014

Felony Arrests	31
Firearms Recovered	15
Field Contacts	42

Felony Assault and Gang Section Significant Accomplishments 2014

- The Felony Assault Unit conducted an operation targeting one of Oakland's most violent offenders. The investigation included the Gang Unit, the Ceasefire Team, and the Alameda County District Attorney's Office's Gang Unit. The individual was arrested and charged with murder and armed robbery. He confessed to his role in an East Oakland homicide.
- The Gang Unit and the Ceasefire Team partnered with ATF on an operation targeting street gangs in North Oakland. Search and arrest warrants were served at 13 locations in the Bay Area, leading to several indictments. This operation had a significant impact on violence in North Oakland, as shown by a significant reduction in shootings and homicides in the area.
- In June 2014, the Gang Unit partnered with the Alameda County District Attorney's Office on an operation that targeted a violent East Oakland Street gang. The group was responsible for six homicides and dozens of shootings. The investigation resulted in the arrest of 13 gang members for serious violent crimes. The entire gang was taken down and there were no homicides in Oakland for the five weeks following.

Felony Assault and Gang Section Goals for 2015

- Expand law enforcement partnerships to leverage resources against criminal street gangs.
- Conduct long-term investigations targeting violent street gangs in Oakland.
- Ensure investigators continue to complete thorough and comprehensive investigations.
- Continue supporting the Ceasefire initiative by identifying those groups that engage in violence and conducting a variety of operations to address those groups.
- Increase staffing levels in the Felony Assault Unit so that dedicated investigators are assigned to each Area.

Special Victims Section

The Special Victims Section (SVS) provides investigation and intervention services for families and youth using a victim-centered/driven philosophy. SVS endeavors to improve the quality of life in Oakland by providing superior service to our citizens, especially children, and completing comprehensive investigations of those who victimize. In 2014, SVS was organized as follows:

- Domestic Violence Unit
- Juvenile Intake and Missing Persons Unit
- Special Victims Unit
- Vice and Child Exploitation Unit
- Identification and Offender Registry Unit

Special Victims Section Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	4

Classification	Authorized	Filled
Police Officer	35	24
Police Services Technician II	8	6
Police Records Specialist	2	2

Domestic Violence Unit

Domestic Violence Unit personnel investigate incidents of domestic violence and physical elder abuse and partner with support services advocates housed at the Family Violence Law Center. Victims are assisted through the legal process and receive help with relocation. Domestic violence victims are afforded immediate advocacy through the Family Violence Law Center's 24-Hour Mobile Response Team.

Juvenile Intake and Missing Persons Unit

Juvenile Intake and Missing Persons Unit personnel process arrested and detained juveniles. Unit personnel provide referrals to services designed to improve life choices and prevent future incidents and investigate missing persons and runaway cases to assist with uniting friends, families, and other loved ones. The unit serves as a central information center for the Special Victims Section and investigates abduction cases involving non-custodial parents.

Special Victims Unit

Special Victims Unit personnel investigate incidents of sexual assault and child abuse. Unit personnel provide victims and families with social services to address trauma. Victims also receive assistance to understand and navigate the legal process. In 2014, the Cold Case Team was dissolved due to staffing reductions. All Special Victims Unit investigators now handle these cases.

Vice and Child Exploitation Unit

This unit is responsible for investigating vice-crime related incidents as well as child prostitution, Internet crimes against children, child sex rings, and human trafficking. This unit conducts enforcement operations and works with outside agencies – including the FBI's Innocence Lost Task Force and the San Jose Police Department's Internet Crimes Against Children Task Force.

Identification and Offender Registry Unit

The Identification and Offender Registry Unit is organized as follows:

- **290 Enforcement Team:** This field-based team monitors compliance of registered sex offenders living or working in Oakland. Based on the California Penal Code Section (290) governing such registration, detail personnel investigate compliance violations and disseminate sex offender information to other OPD units. One member of this team works with the Alameda County Sexual Assault Felony Enforcement (SAFE) Task Force.

SAFE monitors and conducts proactive enforcement of predatory sex offenders by ensuring that convicted sex offenders are in compliance with registration laws.

- **Identification Detail:** Detail personnel register arsonists, drug offenders, and sexual assault offenders as a condition of their conviction. The Identification Detail is responsible for printing for court bookings, provides clearance letters, and provides occasional printing of registrants in the field, as necessary. The Identification Detail fingerprints applicants for Police Officer Trainees, Annuitant, and positions with Parks and Recreation. The detail fingerprints for taxi, cabaret, massage, and cannabis permits.

Juvenile Intake and Missing Persons Unit Productivity and Performance Data 2014

Missing Persons/Runaway Investigations	921
Child Abduction/Custody Order Violations	507
Juveniles Processed	378
Youth Referred to Juvenile Hall	304
Notices to Appear Delivered	69
Youth Referred to Center Force Youth Court	5

Juvenile Intake Unit Significant Accomplishments 2014

- Cleaned, reorganized, returned detention cells to full service after five years of non-use.
- Provided information to the California Board of State and Community Corrections regarding the detention of minors within the City of Oakland.
- Participated in the Alameda County Commission for Minority Juvenile Justice.
- Assigned missing persons cases to Desk Officers after business hours. Desk Officers cleared five missing persons cases initiated as callouts and saved \$3,000 in overtime.
- Updated the Juvenile Intake Manual to properly reflect operations and responsibilities.
- Provided an Intelligence Brief to the Special Victims Unit regarding a serial rape case.
- Provided over 20 Intelligence Briefs for Vice Crimes Operations.
- Assisted Gang Task Force, Ceasefire, and other CID investigators in use of the automated fingerprint system. Personnel from the other units have created 150 photo line-ups and identified over 300 intelligence items including suspects' photos, known associates, potential addresses, and details of arrests.
- Cultivated ten confidential informants for units within OPD and surrounding agencies.

Domestic Violence Unit Productivity and Performance Data 2014

Total Cases	7,270
Total Cases Assigned	4,908
Felony Prosecutions	101
Misdemeanor Prosecutions	599
Parole Violations	1
Probation Violations	133

Ramey/Arrest Warrants	24
Search Warrants:	4
Elder Abuse Investigations	252
Call-Out Activations	5

Domestic Violence Unit Significant Accomplishments 2014

- Provided education to the Alameda County Probation Department regarding Domestic Violence Investigations.
- Partnered with BAWAR on a domestic and sexual violence presentation to the LGBTQ Hispanic Community.
- Provided training to Building Futures with Women and Children on the dynamics of domestic violence and how it affects the community.
- Delivered a Spanish-language presentation on the dynamics of domestic violence and sexual assaults in the Hispanic Community.
- Provided domestic violence and elder abuse training to the OPD Dispatch Academy.
- Partnered with BAWAR to provide Victim impact training to inmates at Vacaville Medical Correctional Facility.
- Conducted line-up training to Bureau of Field Operations Patrol Units on updates in domestic violence case law and effective preliminary investigations.
- Increased participation in the District Attorney's Office Elder Abuse Collaborative.

Vice and Child Exploitation Unit Significant Accomplishments 2014

- Partnered with the Alameda County Sheriff's Office (ACSO) to conduct street, motel, and massage parlor operations targeting human trafficking.
- Disseminated information within OPD human trafficking arrests.
- Collaborated with the FBI in shutting down social media site myredbook and arresting its owner on Federal charges. The FBI allocated 15 percent of seized funds seized to the Vice and Child Exploitation Unit.
- Conducted human trafficking operations in conjunction with the FBI's Operation Cross Country (modeled on OPD's 2007 Operation Strike Out). Twenty arrests were made during the Oakland portion of this national event.

Identification and Offender Registry Unit Significant Accomplishments 2014

Identification Detail Significant Accomplishments

- The Identification Detail received a console radio system, three new computers and a commercial grade printer/copier/fax machine.

290 Enforcement Detail Significant Accomplishments

- Restructured 290 PC Registration Saturdays to allow Parolees to schedule appointments in the morning and walk-ins in the afternoon. This allows for better parolee registration compliance by assuring they are scheduled a registration time.

- Wrote a 290 Information Bulletin to educate the Department on 290 laws and requirements.
- Received training on the Veritracks GPS monitoring system to track and monitor sex offenders in the City. The system is also used to map crime scenes to locate possible suspects and victims.
- Provided line-up training on 290 PC laws and reporting. Facilitated the authorization of all OPD personnel to add CRIMS notes to 290 registrants when contacted.
- Completed sex offender training sponsored by the Child Abuse Listening, Interviewing, and Coordination Center (CALICO), which led to volunteering to assist CALICO to teach sex offender education at schools throughout Oakland.
- Trained Identification Detail personnel on the upcoming CORPUS to CRIMS only registration process.
- Updated the status of all Transient registrants. There will be no longer out of compliance transient registrants without a violation charge. All transient registrants are either in-compliance or out-of-compliance with an arrest warrant or in-custody for a failure to register case. The annual registrant project is underway at this time.
- Assigned a full time officer to the SAFE Task Force, which created a stronger partnership with California State Parole, Alameda County Sheriff's Office, and other Alameda County departments. Information concerning out-of-compliance 290 registrants is shared throughout the county. The 290 Detail has worked enforcement operations with the SAFE Task Force, leading to shared intelligence and better registrant tracking.
- Received a California Department of Emergency Management Systems (now Operations Emergency Services) Anti-Human Trafficking Task Force Grant for \$200,000. These funds were used to conduct 41 operations and present two POST-Certified Prostitution Enforcement and Undercover Courses in 2014.

Identification and Offender Registry Unit Performance and Productivity Data

290 Detail Performance and Productivity Data

Compliance Checks	248
Arrests	68
290 Cases Written / Charged	64
SVU Cases Assigned	81
SVU Cases Charged	68
*Special Projects	6
Search warrants / Ramey	3

*The 290 Detail participated in 6 special projects:

- Worked undercover at the Alameda County Fair;

- Assisted the US Marshals on a special operation;
- Worked with State Parole on a 290 enforcement operation;
- Area 3 290 compliance check operation;
- Worked with OPD School Resource Officers on a 290 compliance check operation;
- 290 probation sweep operation.
- Since 2007, the YFSS has participated with the Department of Homeland Security on the issuance of visas for victims of certain crimes in which the applicant had suffered mental or physical abuse. The applicant must have cooperated and/or pledge to cooperate with law enforcement on the successful prosecution of the case. It is the role of the SVS Commander, to review all U-Visa applications, determine if they satisfy the legal requirements, and endorse or deny them as part of the application process.

Special Victims Section Goals for 2015

SVS Investigations Goals

- Enhance the overall expertise of each investigator in the section, utilizing the designed investigator career plan for the section, i.e., Intake to SVU, DVU or MPU to V/CEU.
- Provide training to the command staff regarding the 290 Unit responsibilities and enforcement strategies.
- Complete the Annual Registrant Compliance Project.
- Create a safer work environment for Identification Section staff.
- Expand the GPS tracking to include all violent felonies in the City.
- Enhance social media tracking software to assist with Human Trafficking cases.
- Increase training of Vice and Child Exploitation Unit investigators in Internet Crimes Against Children (ICAC) and increase participation with the regional task force.

SVS Operations Goals

- Re-design the Juvenile Intake Desk into a 24/7 intelligence and field support unit.
- Re-build and expand the 290 Enforcement Team to include a better intelligence/profiling capability which will aid SVU-related cases and develop stronger investigative and operational ties with the Alameda County SAFE Task Force.

SVS Training Presentation Goals

- Present at least one POST-Certified Child Abuse Course
- Present at least two POST Vice/Undercover Courses
- Present an Intake and Intelligence training course

Other SVS Goals

- Seek additional grant opportunities that will enhance the section's overall operations.

Youth and School Safety Section

The Youth and School Safety Section (YSSS) provides programming to Oakland youth and works with Oakland schools to reduce juvenile involvement in the criminal justice system.

Youth and School Safety Section Staffing 2014

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	3	1
Police Officer	24	13

Youth and School Services Section Significant Accomplishments 2014

The OPD Police Activities League (PAL) is a non-profit, public benefit corporation with exempt status in accordance with Section 501(c)(3) of the Internal Revenue Code. PAL is based out of the Verdesse Carter Recreation Center in the 9600 block of Sunnyside and offers a number of services to the youth of Oakland.

Adopt-a-Family Program: PAL celebrated 23 years of partnering with local organizations to provide needy families with assistance during the Christmas season. PAL partnered with five organizations to make provisions for 24 families. Each selected family received toys, food, and other critical items.

Annual Christmas Dinner: PAL celebrated its 23rd year of sponsoring this dinner and served to over 500 guests from the community. The dinner was a joyous time where representatives from OPD and other local agencies served dinner to families. The dinner was funded by donations and a small grant from a local company.

Basketball: Throughout the year, PAL had a boys' basketball team that competed in Amateur Athletic Union (AAU) tournaments locally as well as nationally.

Building Strong Minds Mentorship: PAL received a grant from the National PAL Mentoring Program. With the grant funds, PAL hired a Mentorship Coordinator who recruited police personnel as well as children to participate in the program. Forty youth registered in 2014. This program provided services to youths regardless of age, sex, race or socio-economic status.

California PAL: The Oakland PAL Executive Director served on the California PAL Board of Directors. Oakland PAL officers ensured issues being addressed by California and National PAL were relevant to Oakland youth.

Camping: In June, July and August 2014, PAL hosted a camp in the Oakland Hills. Various youth-serving organizations brought groups of up to 50 youths to enjoy the camp. Some of the groups benefiting were the Asian Youth Advisory Council, Mayor's Summer Stars, Oakland Police Explorers, Manzanita Recreation Center, Willie Keyes Recreation Center, Girl Scouts of

Northern California and the Youth Sciences Academy. PAL provided food and accommodations at no cost to the youth groups.

GREAT: The Gang Resistance Education and Training Program is administered through PAL. This program focuses on students in middle and elementary schools. GREAT-certified officers instructed kids on how to resist the dangers of gangs, drugs, violence and crime. GREAT was taught at elementary and middle schools in Oakland Unified School District as well as charter and private schools. Over 400 youths graduated from the GREAT Program in 2014.

Track and Field: For the past 26 years, PAL has been known for its Track and Field program. The program has assisted countless youths move on to college on track scholarships. The team participated in meets locally, regionally, and nationally. On the Saturday after Thanksgiving, as the tradition, PAL held its track season registration. Over 100 youths showed up to register.

Police Explorers: As part of the PAL program, the explorers continue to stress team, partnership, service and education. The program was expanded in 2014 with a new chapter at the Coliseum College Preparatory Academy (CCPA) and a new partnership with Oakland Police Department Cadet Program. The Cadet partnership will provide additional opportunities for Explorers to continue their progress to becoming OPD officers if that is a career path they choose.

Our Kids (OK) Program: The OK Program is a mentorship program for African-American males between the ages of 12 and 18. There are two OK Program chapters with the addition of a new West Oakland /McClymonds chapter. In 2014, the OK and PAL programs merged with the COPS Grant Program to provide additional officers to the program.

Youth Summer Internship Program: During the summer of 2014, the Youth and School Safety Section put on a Youth Summer Internship Program for students in the City of Oakland. The eight-week program provided training in criminal investigations, traffic enforcement, crime laboratory and criminalistics, communications, recruitment and backgrounds, and a patrol ride-along. There were 15 students in 2014.

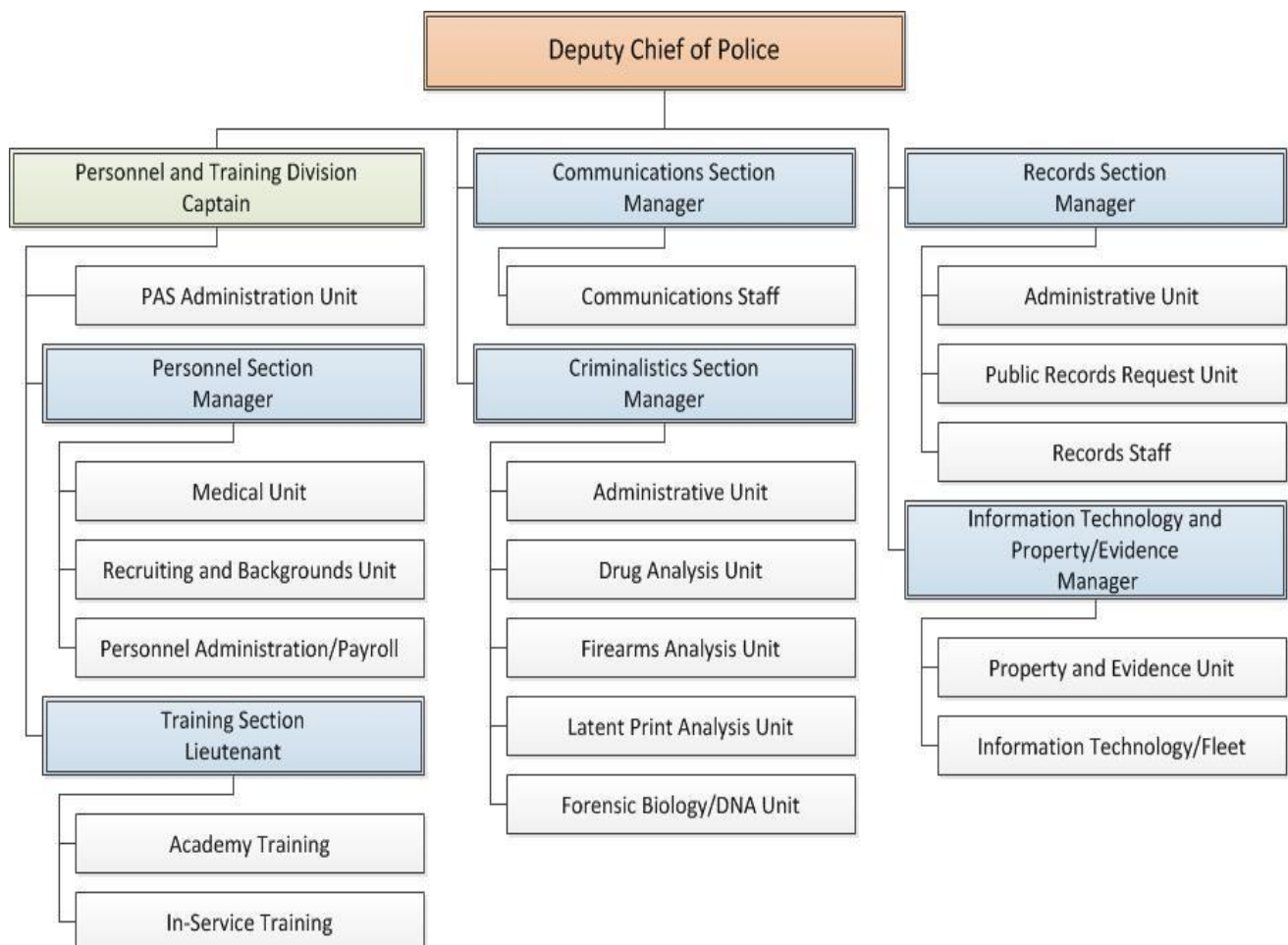
In 2014, the COPS grant officers were all trained in the Restorative Justice practice, making them the only officers in the City of Oakland to be able to sit in on Restorative Justice counseling session. This practice which allows youths to take responsibility for their actions but avoid incarceration, allows students the opportunity to see police officers as someone they can feel good about.

Bureau of Services



*Deputy Chief Eric Breshears
BOS Commander*

The Oakland Police Department requires several divisions and sections to support frontline activities. The Bureau of Services provides this support. 2014 began with a Deputy Director leading this bureau. In May 2014, the Deputy Director position was eliminated and the Bureau of Services was placed under the management of Deputy Chief of Police Eric Breshears. The Bureau of Risk Management was eliminated at the same time. This resulted in the movement of the Personnel and Training Division as well as Criminalistics being added to the Bureau of Services. The Fiscal Services Section was moved from the Bureau of Risk Management to the Office of the Chief of Police. The Communications Section, Information Technology Section, and Records Sections remained as part of the Bureau of Services.



Personnel and Training Division

The Personnel and Training Division consists of the Personnel Section, the Training Section, and the Personnel Assessment System (PAS) Administration Unit. The three sections work to ensure the effective and efficient delivery of police services to all OPD personnel. The Personnel and Training Division is headed by a Captain of Police.

Personnel Section

The Personnel Section is headed by a Police Services Manager I and includes the Personnel and Payroll, Medical, and Recruiting and Background Investigations units.

Personnel and Payroll Unit

The Personnel and Payroll Unit is responsible for the daily processing of personnel-related and payroll matters for all OPD personnel. The unit is responsible for maintaining over 1,100 active employees and the files of all former OPD employees. The unit processes and monitors bilingual test requests; annual salary step increases; badge assignments and inventory; generates personnel rosters; handles new employees and processes the final checkout for separating employees; transfer and reassignments of members and employees, updates the Personnel Database system that feeds into PAS; monitors and updates the personnel scheduling system; maintains filled/vacancy records and the position control report and coordinates the promotional and Awards ceremonies. The unit also maintains the Sworn Transfer Book; initiates and tracks personnel surveys, handles the public records requests for personnel records and verifies employment. In addition, the unit duties includes inputting of the weekly timecards, processing of payroll corrections and adjustments, requests of initial and annual uniform allowances, disbursement of the check advices, researches and responds to payroll questions from employees, completes quality control checks for annual auditor request and serves as liaison for the self-serve training and monitoring between the employees and the city payroll department.

Medical Unit

The Medical Unit manages the worker compensation program; processes and tracks injury reports, maintains medical files, administers payroll for injured personnel; coordinates disability retirements; manages the Transitional Assignment program to return injured workers to limited duty whenever possible; tracks FMLA requests, and schedules ergonomic workplace evaluations.

Recruiting and Backgrounds Unit

The Recruiting and Backgrounds Unit main function is to actively recruit, hire, and develop qualified candidates who are hired within the OPD. Responsibilities include maintaining a constant flow of information to the public concerning employment opportunities within the Police Department; coordinating the extensive selection processes for Police Officer Trainee, and Lateral Police Officer; conducting extensive background investigations on prospective members, employees and other City of Oakland agencies.

Personnel Section Staffing 2014

Classification	Authorized	Filled
Police Services Manager I	1	1
Support Services Supervisor	1	1
Administrative Analyst II	3	3
Police Records Specialist	3	3
Storekeeper II	1	1
Payroll Clerk III	3	3
Payroll Clerk II	1	1
Police Personnel Operations Specialist	1	1
Police Officer	4	4
Police Services Technician	1	1

Medical Unit Significant Accomplishments 2014

- Initiated 21 ADA/FEHE referrals.
- Coordinated vaccination clinic and blood drive
- Secured a Substance Abuse Program and increased mental health services.
- Completed RFP for mental health vendor and EAP vendor.
- Facilitated the transition of the City Physician for both employment medicals and worker's compensation cases.

Recruiting and Background Investigation Unit Significant Accomplishments 2014

- Utilized the social media to recruit: POST.com; LinkedIn.com; Nextdoor.com; Instajob.com; Nixle.com; Twitter @opdjobs; Facebook.com; Craigslist.com; Indeed.com.
- Attended and conducted a large number of recruiting events.

Personnel and Payroll Unit Productivity and Performance Data 2014

The Personnel and Payroll Unit coordinated two award ceremonies and processed the following:

- 1,100 employee time and record transactions processed on a bi-weekly basis.
- 216 new hires
- 165 separations
- 7,050 payroll adjustments
- 416 awards and commendations
- 52 promotions

Medical Unit Productivity and Performance Data 2014

- Reduced average monthly off work personnel due to industrial injuries from 50 to 30.
- Processed 142 Eligibilities for FMLA.
- Processed 29 EDD Disability Insurance Application Information Requests.
- Processed Equipment 22 Turn-In Letters for long-term medical leave.
- Processed approximately 243 new injury claims resulting in 226 actual claims.

- Coordinated 179 transitional assignments for employees returning to work.
- Processed 18 disability retirements.

Recruiting and Background Investigations Unit Productivity and Performance Data 2014

- Processed approximately 4,761 applicants for the position of Police Officer Trainee.
- Hired 148 Police Officer Trainees for ACSO, 170th, Lateral, and 171st Academies.
- Processed background investigations for 754 sworn and 405 civilian applicants.

Personnel Section Goals for 2015

- Implement Measure Y payroll controls.
- Maintain NSA task compliance for tasks 19, 23 and 46.
- Upgrade and improve Telestaff functions and roll out latest version of the Webstaff.
- Enhance the Personnel Database to incorporate certain functionality that will streamline and reduce the manual entry required during annual watch change.
- Develop skills assessment for personnel staff and identify necessary training.
- Enhance and broaden newly hired front line supervisor training with coaching/feedback and customer service modules.
- Develop audit process to ensure accuracy for time card reporting.
- Develop a Payroll DGO.
- Revise DGO D-4 Illness and Injury Procedures and DGO D-12 Military Leave.
- Create a Medical Unit quarterly newsletter providing information to employees.
- Implement workshops during line-up throughout the year.
- Participate in the Annual Health Fair.
- Rollout an annual Workers Compensation Plan.
- Recruit and hire candidates for the 172nd, 173rd, 174th and two Lateral/Post Academy Graduate academies in 2015.
- Attend all POST required background investigations training and conduct a background investigations update for all background investigators.
- Utilize the local educational and faith based organizations to increase applicant pool through workshops and fairs.

<h3>Training Section</h3>

The Training Section facilitates and provides basic and continuing training and is headed by a Lieutenant of Police. In 2014, the Training Section included the Recruit Training Unit, the In-Service Training Unit, the Department Safety Coordinator, and the Policy and Publications Unit.

Recruit Training Unit

The Recruit Training Unit is responsible for the operation and the presentation of a 27-week (1,169 hours) Basic Academy for police officer trainees. This Basic Course exceeds the requirements established by the California Commission on Peace Officer Standards and Training (POST). It prepares police officers for work in the community in a variety of skill and knowledge areas. The curriculum has an emphasis on ethics and professionalism, critical thinking and problem solving, conflict resolution, and relationships with the community.

In addition the Basic Academy, the Recruit Training Unit includes the Cadet Program and The Crisis Intervention Training (CIT) program. The Cadet Program is designed for hardworking ambitious young men and women who desire to explore and develop careers in law enforcement while attending college. CIT is coordinated by the Mental Health Officer. Training is provided in collaboration with Alameda County Behavioral Health Care Services.

In-Service Training Unit

The In-Service Training Unit is made up of a number of components, all providing training to officers after academy graduation as well as members of other ranks and civilians. Range Masters conduct firearm qualifications and force options training. This training emphasizes appropriate force options and de-escalation opportunities.

Policy and Publication Unit

For most of 2014, the Policy and Publication Unit was part of the Training Section until being moved to newly-reinstated Research and Planning. Section personnel are responsible for developing, duplicating, preparing, and distributing written training bulletins, policies, special orders, officer safety notices, and other Departmental publications.

Training Section Significant Accomplishments 2014

- Upgraded PAB Auditorium (sound and lights)
- Implemented the Mobile Evaluation Team Pilot program.
- Graduated three Basic Academy classes and two Transitional Academies.
- Provided Ford Explorer Integration Training.
- Upgraded Training classrooms with sound/video systems.
- Developed new Logistics methods for crowd management events.
- Completed a comprehensive training needs assessment.

Training Section Goals for 2015

For 2015, the Training Section will facilitate completion of the following training for at least 95 percent of each group:

- POST Management Course for Lieutenants within six months of promotion.
- National Incident Management System (NIMS) training for Lieutenants within 12 months of promotion.
- Pre-supervisor course for Sergeants prior to their promotion.
- Twenty hours of supervisory/command training for commanders every 18 months.
- Forty hours of Continual Professional Training every 18 months for Sergeants and Officers.

Additional goals for the Training Section include:

- Identify funding sources such as grants to off-set cost to training funds.
- Explore the use of the Training Management System (TMS) to inventory safety equipment and track training requirements.
- Develop a department-wide training guide to outline training needs (mandatory and essential) of sworn and non-sworn personnel based on assignment.
- Reduce academy failure rate by 10 percent.
- Increase Cadet staffing.
- Increase the Department Instructor pool.
- Reestablish a mentor program for Police Officer Trainees (POT).
- Incorporate more joint training with Cadets and the Police Athletic League (PAL) program.
- Remain in compliance with all training tasks.
- Revise outdated training policies.
- Purchase efficient inventory-tracking software.
- Recruit more in-house instructors.
- Renovate the training classrooms and find additional training locations.
- Implement more efficient means to register members for in-service training.

Personnel Assessment System Administration Unit
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The Personnel Assessment System is a proactive, non-disciplinary, early identification and intervention program designed to identify and positively influence and correct performance-related issues and concerns. The PAS Administration Unit also identifies and recognizes exemplary performance by members and employees. Tasks performed by the PAS Unit include:

- Exercise primary administrative responsibilities for PAS policy.
- Provide reports relevant to the PAS program upon request.
- Maintain confidential files on all persons in the PAS program.
- Retain all PAS files, reports, and other documents for a minimum of five years.
- Prepare bi-monthly normative threshold reports (histograms) for the preceding 18 months to identify outliers.
- Identify employees meeting single event thresholds and receive management referral requests.
- Produce PAS Activity Review Reports for individuals identified by the threshold reports and review all PAS Activity Reports for completeness, clarity, and consistency.
- Distribute completed reports to the employee's chain of command for review.
- Conduct PAS Panel reviews to evaluate reports, updates, and recommendations made by the chain of command of members in the program.
- Monitor the scheduling and frequency of PAS Disposition and Follow-Up Meetings.
- Monitor and evaluate intervention strategies.
- Maintain an error log relevant to the PAS system.

- On a daily basis, monitor PAS data to ensure stability and accuracy.
- Conduct regular comparisons of PAS data against database records, via Hummingbird BI Query, to verify complete and accurate data transfer.
- Identify any problems with the system and work with ITD to resolve the issues.
- Receive and ensure any notification of discrepancy in a PAS file is forwarded to the appropriate custodian of records and corrected.
- Receive weekly custodian of records backlog updates and make that information available to PAS.
- Hold annual meetings with each custodian of record to verify PAS is receiving the proper data and the custodian's business practices are unchanged.
- Conduct periodic audits of PAS data to custodian of records' databases to ensure accuracy.
- Prepare and distribute a written summary of the Oversight Committee meeting to committee members and the Chief of Police within 30 days of the meeting date.
- Assess compliance for NSA Tasks 40 and 41.

Personnel Assessment System Administration Unit Significant Accomplishments 2014

- Standardized meeting timelines to begin from the date of the disposition meeting resulting in more predictable due dates. Due dates are entered into SNF by the PAS Coordinator for ease of reference.
- Introduced a checkbox style histogram review sheet to expedite the outlier determination phase.
- Reduced delinquent reports, due to tolling, transfers, and extended leave, from dozens to fewer than ten.
- Consolidated outlier history into a single database searchable by officer or date range.
- Digitized and backed-up historical files. Nearing completion, this half-year project involved scanning, logging, and reconciling approximately 1,000 paper files, creating a single searchable computerized log and network accessible files.
- Streamlined notifications by creating a single form letter sent and tracked by one staff member.

Performance Assessment Administration Unit Performance and Productivity 2014

- Evaluated over 898 records of individuals meeting or exceeding thresholds to determine the need for a review, reassessment, or notification.
- Reviewed and processed over 100 PAS Activity Review Reports and 269 PAS Follow-Up and Strategy Completion Reports.
- Tracked NSA required follow-up meeting dates and follow-up documentation for personnel in intervention and supervisory monitoring.
- The PAS Coordinator completed the assignments of the Compliance Assessor for Tasks 40 and 41.

Personnel Assessment System Administration Unit Goals for 2015

- Improve the process used to track individuals that have been released from the program to evaluate success.
- Determine areas where PAS information can be beneficial to the Risk Management Program.
- Further consolidate the PAS databases used to track members in the program, documents received, and outliers.
- Continually evaluate the usefulness, accuracy, and relevance of various statistics gathered and used by the PAS admin unit.
- Identify additional strategies to simplify the histogram process, review process, and paperwork to make them more efficient and accurate.
- Automate the majority of the PAS review document preparation in order to reduce the number of documents that are maintained by the PAS Administration Unit.
- Review and revise DGO B-22 to make supervisory notes files more consistent and easier to use.
- Follow up with SAP to transition histogram production from Archon to SAP software.
- Transition to the PAS 2 electronic personnel assessment system.

Personnel and Training Division Significant Accomplishments 2014

- Facilitated one of the largest promotional ceremony in the history of OPD.
- Revised the DGO – B6 (Performance Appraisal).
- Revised the Performance Appraisal Supervisory Training to align with OIG Audit recommendations.
- Met the hiring objectives of bilingual speakers for Public Contact Position mandated by the Equal Access Ordinance.
- Built Partnership with Citywide Training to offered training/brown bag sessions at no cost to employees.
- Conducted Personnel Annual Retreat.
- Maintained full compliance of NSA Tasks 19, 23, 44 and 46.
- Continued to process, monitor and conduct audits of the four NSA tasks related to the Personnel Section.
- Facilitated Telestaff Coordinator Training.
- Facilitated Payroll Self Service Time Reporting for all new hires.
- Developed and implemented database and paperless process for manual adjustments and overtime document record system.
- Developed and facilitated Measure Y training to all applicable users and supervisors.
- Implemented New Hire Orientation Process for OPD employees.

Communications Section

The Communications Section is the Public Safety Answering Point (PSAP) for the City of Oakland, receiving all emergency calls for police, fire, and medical service. The section answers and evaluates emergency and non-emergency calls to determine if police are needed or if the call should be referred to a more appropriate agency. Services include:

- Answering calls for service on 9-1-1, seven digit emergency and non-emergency lines.
- Routing fire and medical calls to the Fire Services Agency.
- Dispatching police officers, animal control officers, and other responders.
- Referring non-emergency calls to units within Oakland Police Department as appropriate.
- Providing CAD purges and audio recordings of 9-1-1 calls and other incidents.
- Answering calls received on the Internal Affairs Division 24-Hour Complaint Hotline.
- Monitoring Shot Spotter equipment and create related calls when applicable.
- Providing basic dispatch training for new hires and in-service training for staff.
- Supporting tactical emergency operations via the Tactical Operations Support Team.
- Providing automated systems training for all OPD personnel.

Communications Section Staffing 2014

Classification	Authorized	Filled
Police Services Manager I	1	1
Lieutenant of Police	1	0
Police Communications Supervisor	4	4
Sergeant of Police	4	4
Police Communications Dispatcher	67	59
Police Communications Operator	7	6
Police Records Specialist	1	1

Communications Section Significant Accomplishments 2014

- Completed hardware upgrade/Installation for radio consoles.
- Decreased main channel radio saturation by restructuring Service Desk duties.
- Installed a 24-foot audio visual wall in the Communications Center.
- Installed recessed lighting in complaint/dispatch units.
- Upgraded Communications Center carpet to standard electrostatic discharge carpet.
- Upgraded computers at each workstation.
- Upgraded CAD system to version 7.
- Hired/trained five new dispatchers.
- Upgraded telephone system at back-up facility.
- Coordinated first Dispatcher Appreciation Week.
- Renovated the Communications Room at the Emergency Operations Center.
- Partnered with Neighborhood Services Coordinators and attended community meetings.
- Facilitated community tours of the 911 center.

Communications Section Performance and Productivity Data 2014

The Communications Section processed 140,774 9-1-1 calls in 2014, which was 23.9 percent of the total calls received. 90,349 (15.4 percent) of calls were received from the 7-digit emergency number. 175,455 (29.8 percent) of calls were received from the 7-digit non-emergency lines.

Calls Received in 2014	587,904
Average per Month	48,992
Average per Day	1,661
Average per Hour	67

Calls Dispatched

250,127 calls for service were dispatched in 2014, a decrease of 1.7 percent from 2013.

Call Type	Calls Dispatched
Priority 1	44,137
Priority 2	155,188
Priority 3	42,799
Priority 4	7,983

- Priority 1 Calls pose potential danger for serious injury to persons or serious public hazards; provide an opportunity to prevent a violent crime; or are felonies in progress with a possible suspect present.
- Priority 2 Calls are urgent, but don't constitute an emergency situation and include hazardous/sensitive matters, in-progress misdemeanors, and crimes where a quick response may facilitate apprehending a suspect.
- Priority 3 Calls include crimes that have already occurred and other non-emergencies.
- Priority 4 Calls are those non-emergency/informational incidents that generally do not require a response from field units.

Communication Section Goals for 2015

- Continue to provide the best service possible, in a professional and positive manner.
- Decrease the answering speed to 10 seconds.
- Staff retreats for the entire Section.
- Fully staff the Communications Section.
- Continue to create, maintain, and update Section Policy and Procedures.
- Develop a simulator-based training room.
- Enhance frontline supervisor training with coaching, feedback, and customer service training.
- Enhance the quality assurance process to include productivity audits.
- Implement of workshops during line-ups throughout the year.

Criminalistics Section

The Criminalistics Section includes the Administrative Unit, which includes overall management and the Quality Assurance Program; the Latent Prints Unit; the Drug Analysis Unit; and Major Criminalistics. Major Criminalistics includes the Forensic Biology/DNA Unit; the Firearms Unit; General Criminalistics; and specialized crime scene response. In some cases, technical staff is assigned to more than one unit depending on individual skills and unit caseloads.

Criminalistics Section Staffing 2014

Classification	Authorized	Filled
Crime Laboratory Manager	1	1
Forensic Technician	1	1
IBIS Technician	1	1
Latent Print Examiner III	1	1
Latent Print Examiner II	5	4
Criminalist I	1	1
Criminalist II	17	11
Criminalist III	5	5
Office Assistant II	1	1

Latent Print Unit Significant Accomplishments 2014

- Received approval for installation of a second AFIS terminal.
- Completed a rush request following a home invasion and shooting of an 81-year old woman that resulted in the identification of three other suspects in less than a day.
- Completed an infrastructure and equipment update project.

Forensic Biology Unit Accomplishments 2014

- Completed laboratory testing of all sexual assault evidence collection kits.
- Established a goal of analyzing sexual assault evidence collection kits within four weeks of receipt.
- Increased throughput and decreased turnaround times.
- Received a \$491,034 NIJ FY 2014 DNA Backlog Reduction Grant.
- Completed an FBI DNA Quality Assurance Standards Audit.
- Developed a highly acclaimed course for investigators that covers the collection of biological material, interpretation of DNA typing results, and the use of CODIS.
- Provided training to Police Evidence Technicians and Officers assigned to process crime scenes on the evidence recognition, crime scene processing, and laboratory analysis.
- Completed a state audit related to the analysis of sexual assault evidence kits.

Drug Analysis Unit Significant Accomplishments 2014

- Filled Criminalist II vacancies.
- Provided weekly Drug Evidence Gap Reports.

Firearms Analysis Unit Accomplishments 2014

- Fully implemented IBIS and LIMS.
- Assigned a Police Services Technician II an IBIS technician.
- Conducted trajectory analysis in two officer-involved shootings and one suspicious death.

Latent Print Unit Productivity and Performance Data 2014

Latent Print Casework Received	2011	2012	2013	2014	Change
Latent Lift/Photo Submissions	857	943	858	872	2%
# of Lift Cards/Photos	2,559	2,895	2,672	3,321	24%
Submissions with AFIS Quality Prints*	515	523	492	528	7%
LP Unit Examination Requests Received	294	251	330	600	82%
Processing Requests	49	53	49	39	-20%
Comparison Requests	62	79	105	98	-7%
AFIS Requests	144	113	174	463	166%

*The quality assessment reported is limited to a determination of whether at least one latent print in a submitted case meets the criteria for a computerized search in AFIS (Automated Fingerprint Identification System).

The Latent Print Unit received 600 examination requests for latent prints in 2014, the highest since 569 requests were received in 2000.

Latent Print Casework Reported	2011	2012	2013	2014	Change
Quality Log Reports Completed	227	235	239	244	2%
LPU Examination Requests Completed	88	145	88	260	195%
Processing - Requests Completed	15	13	7	26	271%
# Exhibits Processed	140	111	34	404	1088%
Comparison - Requests Completed	39	63	45	80	78%
# of Requests with at least one ID	14	23	8	17	113%
# of Suspects Examined	51	86	46	140	204%
# of Suspects ID'd (% of Suspects ID'd) (*Hit Rate per Request)	23 (45%) (36%)	23 (27%) (37%)	11 (24%) (18%)	19 (14%) (21%)	73%
AFIS - Completed Requests	34	69	35	153	337%
# of Requests with at least one ID	22	39	11	73	564%
# of Latent Prints Searched	189	244	104	569	447%
# of Subjects ID'd (Hit Rate of Completed Requests) (*Hit Rate per Request)	31 (91%) (65%)	52 (75%) (57%)	15 (43%) (31%)	85 (56%) (48%)	467%

*This figure is derived from the number of requests that yielded at least one identification over the number of requests analyzed. Multiple suspects can be identified in one request.

Latent Print Unit Request Backlog

Request Type	Backlog
Processing	261
Comparison	189

AFIS	885
Uncategorized	90
Total	1,425

Drug Analysis Unit Productivity and Performance Data 2014

The laboratory attempts to provide 24-hour turnaround time on all drug analysis cases. This effort supports the Department's and the District Attorney's interest in charging suspects prior to release, thus avoiding the need to locate and re-arrest.

Drug Analysis Unit	2011	2012	2013	2014	Change
Cases Received	2,864	2,208	2,329	3,060	31%
Cases Analyzed	1,418	948	966	1,125	16.5%
Exhibits Analyzed (Casework)	1,938	1,382	1,365	1,675	22.7%
Exhibits Analyzed per Case	1.37	1.46	1.42	1.49	4.9%
Random reanalysis of Exhibits for Quality Control Purposes	151	115	126	159	26.2%

Major Criminalistics Unit Productivity and Performance Data 2014

Major criminalistics cases consist of firearms examinations, biological material identification and genetic typing using DNA directed methods, recovery of trace evidence, and field investigations.

	2011	2012	2013	2014	Change	Cumulative Backlog
Cases Received	699	953	1219	955	-22%	NA
Requests Received	1,035	1,359	1,357	1,386	2%	2413 (2567)
Firearms	609	794	748	261	-65%	1913 (1958)
IBIS Only	22	34	22	595	+26 fold	212 (54)
Biology/DNA	394	524	574	526	-8.4%	287 (555)
General Crim*	1	0	0	0	NA	0 (0)
Crime Scenes	9	7	13	4	-69%	1 (2)

* trace recovery, impressions, physical match, serial number restoration, toolmarks

() = backlog year end 2012

	2011	2012	2013	2014	% Change
Cases Reported	578	342	543	1,049	93%
Requests Reported	915	627	694	1,385	100%
Firearms	230	230	245	217	-11%
IBIS Only	9	25	10	465	+45 fold
Biology/DNA	666	362	429	697	62.5%
General Crim *	0	1	0	0	NA
Crime Scenes	10	9	10	6	-40%

* trace, impression evidence, physical matches, serial number restoration, toolmarks.

Forensic Biology Unit Productivity and Performance Data 2014

Requests completed were up 62.5 percent in 2014. This surpasses the throughput achieved in previous years regardless of staffing vacancies. Sixty-five percent of Forensic Biology/DNA requests resulted in a DNA analysis.

Victim Sexual Assault Kit Status	Count
Number of requests submitted to the laboratory at year end 2014 (cumulative since 2000)	2,482
Number of requests submitted to the laboratory for year 2014	173
Total number of kits completed at year end 2014 (cumulative since circa 2000)	2,251
Number of kits completed in 2014	389
Number of requests awaiting analyses (backlog)	11
Number of kits determined to not need analyses (canceled requests since circa 2001)	217

CODIS (Combined DNA Index System) are the state and national DNA identification databases. An “offender hit” is the first association made in CODIS between an evidence DNA profile in which the source is unknown and a convicted offender. Subsequent associations between this DNA profile and additional convicted offender samples are referred to as “conviction matches.” Conviction matches may also be associations between an evidence DNA profile for which the source is known and a convicted offender at the state or national level. “Forensic Hits” are associations between casework evidence samples, often called case-to-case hits.

Profiles Uploaded to CODIS	2013		2014		Total	
	Cases	Profiles	Cases	Profiles	Cases	Profiles
Homicide	215	369	29	39	244	408
Sexual Assaults	867	978	160	188	1,027	1,166
Other	209	269	59	76	268	345
Total	1,291	1,616	248	303	1,539	1,919

2014 Associations

	Known		Unknown		Total	
	Cases	Hits	Cases	Hits	Cases	Hits
Homicides	4	4	16	21	20	25
Sexual Assaults	13	14	93	98	106	112
Other	3	3	36	43	39	46
Total	20	21	145	162	165	183
Hit Rate	8%	7%	58.5%	53.5%	66.5%	60.4%

2014 Cumulative Associations

	Known		Unknown		Total	
	Cases	Hits	Cases	Hits	Cases	Hits
Homicides	27	37	126	163	153	200
Sexual Assaults	119	167	550	592	669	759

Other	24	35	176	196	200	231
Total	170	239	852	951	1022	1190
Hit Rate	11%	12.5%	55.4%	50%	66.4%	62%

2014 Case-to-Case Associations with No Matches to Known Individuals

	2013	2014	Total
Homicides	5	0	5
Sexual Assaults	61	3	64
Other	10	0	10
Total	76	3	79
Hit Rate	8%	2%	6.6%

“Hit rate” is defined as the number of cases having at least one database association compared to the total number of cases entered into the database by this laboratory.

Backlog and Contemporary Sexual Assault Evidence Kit Program

The Forensic Biology Unit and the Special Victims Unit identified 274 untested victim sexual assault evidence collection kits in the Department’s possession as of December 31, 2013. The Unit completed the analytical work on all of these untested kits in August and the final kit report was published in September 2014.

During this process, the FBU, SVU and Property and Evidence Unit (PEU) developed a plan to analyze the newly collected sexual assault evidence collection kits within four weeks of receipt by the laboratory. The plan was implemented on May 1, 2014. Eighty-one victim kits were examined under this plan in 2014. The average turnaround times were met: 10 business days for a profile submitted to CODIS and 20 business days for a report to be published.

Forensic Biology Unit Grants

Award	Award Period	Amount
FY 2011 Forensic DNA Backlog Reduction	10/1/11 – 3/31/14	\$443,201
FY 2011 DNA Training	10/1/11– 12/31/14	\$514,444
FY 2012 Forensic DNA Backlog Reduction	10/1/12 – 9/30/14	\$408,415
FY 2013 Forensic DNA Backlog Reduction	10/1/13 – 3/31/15	\$427,369
FY 2014 Forensic DNA Backlog Reduction	10/1/14 – 9/31/16	\$491,034
	Total	\$2,284,463

Forensic Firearms Performance and Productivity Data 2014

The Firearms Unit received 261 firearms requests and 595 IBIS Only requests in 2014. This input represents a 14% increase over 2013 levels (748). A total of 217 requests were completed under regular firearms casework, including 82 homicide cases and 37 priority requests. 465 requests were completed under IBIS Only protocol (see IBIS Casework below). Firearms Unit staff examined a total of 5,221 fired casings (48 percent increase), 297 bullets and fragments (46 percent decrease), and 183 firearms (39 percent increase). The current number of uncompleted requests in firearms is 2,125. The number of weapons evaluated for IBIS database entry (183)

increased by 9 percent over 2013 (111). Of the 183 IBIS gun only requests examined 37 hit to shooting incidents. The unit confirmed 30 IBIS cold hits in 2014, bringing the total to 361 confirmed hits since the start of the program in 1995.

IBIS Activity

	2011	2012	2013	2014	Total**	2013 vs 2014
Weapons evaluated	142	102	111	183	6,252	+67%
Weapons test fired and databased	73	70	67	175	5,719	+161%
<i>Primary Evidence</i>						
# Shooting incidents involved	131	141	160	637	2,436	+298%
# Evidence items databased	235	192	286	910	3,532	+218%
# Hits	19	22	21	274***	605	+1205%
Hit Rate*	15%	16%	13%	30%	17%	

* The hit rate is defined as the number of IBIS linkages versus the number of primary evidence cases entered into the system.

** Total is total for the program since its inception in 1995.

*** The number of hits reported include confirmed and unconfirmed hits. While an unconfirmed hit has not been compared under the microscope, it is highly likely to be a hit and so is included in the hit total.

The laboratory responds to field requests when case circumstances of evidence processing requirements indicate that the evidence or service required may exceed the capacity of the Police Evidence Technicians. Laboratory staff received four requests in 2014 for crime scene assistance. Requests for field assistance declined by 69 percent compared to 2013.

Criminalistics Section Goals for 2015

- Improve throughput in all case work units.
- Continue to seek efficiencies in Firearms and IBIS casework.
- Review Latent Print Unit procedures to identify process changes that can reduce turnaround time without diminishing quality of results.
- Consult/visit other Latent Print Units with high throughput and adopt process changes that increase throughput without sacrificing quality.
- Expand automated processes to non-sexual assault evidence in the Forensic Biology Unit.
- Maintain 24 hour turnaround on at least 95 percent of requests in the Drug Analysis Unit.
- Fill remaining vacancies that can be accommodated within current space.
- Complete validation and launch of latent print imaging systems in first quarter of 2015.
- Complete latent print processing training of two Latent Print Examiners by July 1, 2015.
- Complete the validation of new Latent Print Unit fuming and atmospheric chambers.
- Re-establish connectivity to the national and state AFIS databases.
- Implement a second AFIS terminal.
- Identify requests that can be cancelled so as to refine backlog figures.
- Maintain or increase the percentage of certified staff, especially the Drug Analysis Unit.
- Complete validation of new Drug Analysis Unit instrumentation by spring 2015.
- Identify policies and procedures to recommend to OSAC to create standards to improve laboratory practices nationally and maintain OPD's compliance with such practices.

- Revise the drug evidence destruction vetting procedure to achieve timely destruction.
- Expand automation in the Forensic Biology Unit.
- Validate and launch Y-STR typing.
- Validate the Fusion DNA typing kit, containing 23 genetic markers.
- Validate OSIRIS to replace GeneMapper software.
- Complete validation of new ArmedXpert software for data interpretation.
- Achieve a 30 day turnaround average of new IBIS and firearms case requests.
- Complete an ASCLD/LAB-*International* surveillance visit scheduled for March 2015.

Records Section

The Records Section provides critical operational support to OPD by processing and maintaining records concerning reported incidents and is headed by a Police Services Manager I. Records provides staff support and technical assistance and training for incident reports, warrants, public records, record sealing, subpoenas, and Uniform Crime Reports (UCR). The section assigns incident reports; processes payments for towed vehicles and taxi permits, and addresses towed vehicle needs; provides reports to community members and law enforcement personnel; responds to public records requests; validates data entry for crime reporting purposes; warehouses information; and enters, updates and purges warrants.

Records Section Staffing 2014

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Records Supervisor	4	4
Police Records Specialist	24	23

Records Section Significant Accomplishments 2014

- Implemented a network interface, which allows arrest reports entered into the Alameda County Consolidated Records Information Management System (CRIMS) to import directly into OPD's Law Enforcement Records Management System (LRMS), improving the accuracy and reliability of data.
- Installed a recording system on Records Division telephone lines, allowing for quality assurance checks to assist with enhancing customer service and providing necessary constructive feedback to personnel.
- Hired six employees to help decrease the backlog of work in the Division.

Records Section Productivity and Performance Data

Report Type	Quantity	Change from 2013
Incident reports	62,235	-12%
Online reports from citizens	13,123	+20%
Public records requests	9,323	-28%
Law enforcement requests	7032	+13%
Tow releases	4862	+22%

Records Section Goals for 2015

- Increase efficiency in providing police reports to requesters.
- Train additional staff in juvenile and adult record sealing.
- Provide professional development opportunities for all Records Division staff.

Information Technology/Property and Evidence Section

The Information Technology/Property and Evidence Section provides technology support, fleet services, and the receipt, storage, and tracking of property and evidence. The section is managed by a Project Manager III.

Information Technology / Fleet Unit

The Police Information Technology/Fleet Unit provides technical guidance and support to OPD:

- Collaborate with City's Information Technology Department (ITD) to successfully support and implement technology projects within OPD.
- Evaluate and test new technology products that improve services and/or processes for the department's employees.
- Develop, publish and review technology related Requests for Proposals (RFP). Assist with the review of RFP responses, creating evaluation criteria, coordinating site visits, reference checks, and/or final vendor selection.
- Assist in the negotiation of technology related contracts with vendors.
- Ensure appropriate information technology is in place and well maintained.
- Assist employees with the purchasing of new technology related hardware and software.

Information Technology/Fleet Unit Staffing 2014

Classification	Authorized	Filled
Police Officer	3	3
Police Services Technician II	1	1

Information Technology and Fleet Unit Significant Accomplishments 2014

- Refreshed desktop computers and mobile laptops.
- Replaced 711 Window 7 Desktop computers.
- Deployed more than 120 Panasonic Toughbook laptops in patrol vehicles.
- Deployed 82 new Ford Explorers.
- Upgraded 3G wireless modems to 4G/LTE with the Information Technology Department.
- Upgraded VisionTek Field Interview Application.
- Facilitated an upgrade to the Field Based Reporting (FBR) Field Interview application.
- Facilitated an upgrade to the Personal Digital Recording Device (PDRD) storage system and the deployment of 566 body worn cameras.
- Facilitated an upgrade of Power DMS and migrated to a cloud-based solution.

Information Technology/Fleet Unit Goals for 2015

- Explore options with the Department of Information Technology to replace the Department's Computer Aided Dispatch and Field Based Reporting (FBR) systems.
- Support the PDRD system migration to cloud storage to reduce costs while complying with all local, state, and federal regulations.
- Deploy an annual maintenance upgrade of the Visiontek/FBR application, including enhancements designed to improve overall efficiency and accuracy.
- Launch two-Factor authentication department-wide for portable (not mounted) patrol laptops to comply with latest FBI CJIS standards.

Property and Evidence Unit

The Property and Evidence Unit (PEU) is responsible for receiving and retaining custody of evidence in criminal cases and property which has either been found, taken for safekeeping, or has been turned in by its owner for destruction.

Property and Evidence Unit Staffing 2014

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Property Supervisor	1	1
Police Property Specialist	5	5
Police Services Technician II	2	2

Property and Evidence Unit Performance and Productivity Data 2014

Item Type	Received	Processed Out
Evidence	32,083	18,667
Firearms	1045	565
Money	\$696,690.19	\$361,344.90

Property and Evidence Unit Significant Accomplishments 2014

- Completely assumed the task of entering firearms data into ATFE's E-trace system.
- Received 87 firearms from a gun buy-back program.
- Completed destruction of 450 firearms.
- Sent items to auction, totaling revenue of \$4,138.57.
- Increased the number of property processed for return, destruction, and auction.

Property and Evidence Unit Goals for 2015

- Work with Information Technology to modernize the evidence management system through purchase and implementation of a bar code system.
- Increase purging of evidence and property to align with the number of items received.
- Destroy as many firearms as possible.

Ceasefire

Ceasefire is a data-driven violence reduction strategy coordinating law enforcement, social services, and the community to reduce gang/group-related homicides and shootings. Ceasefire is managed by a Captain of Police and a Project Manager II. The key components of the strategy are direct communication, community outreach, services and support, and focused multi-agency law enforcement action when necessary. The Ceasefire strategy engages a broad cross-section of community stakeholders concerned with violence—including criminal justice agencies, faith leaders, community organizers, service providers, victims of violence, residents of neighborhoods affected by violence, and the formerly incarcerated—to build working alliances that bridge the often deep divisions among criminal justice agencies, the community, and young people at the highest risk of gun violence.

Through in-depth analysis of shootings and homicides, groups and individuals at highest risk of violence are identified and directly communicated with through meetings known as “Call-Ins” and Custom Notifications.

- **Call-Ins** are larger meetings involving up to 25 participants on active probation/parole with multiple community and law enforcement speakers all in the same room together.
- **Custom Notifications** are individual meetings with law enforcement and one-to-two community members with participants who may or may not be on probation or parole.

During call-ins and custom notifications, services are offered to all individuals, though participation in services offered is not a requirement. Those who choose to access services are connected with an Oakland Unite case manager, who provides intensive support and referrals to resources. The Crisis Response and Support Network provide response for homicides and hospital/violent injury response. Families of homicide victims are offered intensive support immediately following a homicide and ongoing mental health and healing opportunities. Young gunshot victims are provided intensive support services, with the goal of reducing retaliation and recidivism while increasing educational and vocational attainment.

Ceasefire Staffing 2014

Classification	Authorized	Filled
Program Manager	1	1
Volunteer Services Coordinator	1	1
Captain	1	1
Police Officer	1	1
Crime Analyst	1	1

Ceasefire Significant Accomplishments 2014

- Eleven percent reduction in murder and 13 percent reduction in shootings. This is the lowest number of homicides since 2000, and Oakland has not seen two years of consistent reductions in homicide at this level in more than 40 years.
- Held three successful call-ins with 50 participants and conducted 72 custom notifications totaling 122 direct communications.

- Eighty percent of call-in attendees signed up for services and support.
- Started holding regular focus groups with young men at highest risk about their perspective on violence.
- Conducted several focused and intelligence-based law enforcement operations on groups/gangs that continued to engage in violence.
- Implemented Procedural Justice training: Completed 27 classes: trained 396 sworn employees, 22 non-sworn employees, and 10 other agencies and community members.
- Received Certification from Police Officers Standards and Training (POST) for Procedural Justice training, making OPD the only POST-certified course in California and the only course with community instructors.
- Received California grant funding (CalGRIP) for \$1.5million over three years.
- Received funding for stipends.
- Received funding through the assistance of former Assembly Member Nancy Skinner.
- Received Funding for additional case managers.
- Implemented weekly shooting reviews.
- Selected as a Violence Reduction Network recipient.
- Received the Neighborhood Champion Award from the Oakland Police Foundation.

Financial Information Fiscal Year 2013-2014

Organizational Unit	Budget	Actual	Difference
Office of the Chief – Administration	27,744,074	22,545,620	4,938,724
Public Information Office	184,023	26,352	157,671
Strategic Initiatives		161,281	(161,281)
Internal Affairs Division	7,255,126	5,407,007	1,805,049
Office of Inspector General	7,053,970	1,939,354	4,827,665
Intelligence Unit	1,174,876	1,398,419	(223,748)
Bureau of Investigations	427,238	38,667	388,571
Property and Evidence	667,394	926,436	(262,227)
Identification Section	1,138,099	996,120	133,659
Research and Planning	1,105,390	651,594	453,446
Criminal Investigations Division	2,791,792	1,582,172	1,124,990
Homicide Section	3,848,865	3,152,623	696,242
Targeted Enforcement Task Force	3,293,224	6,359,791	(3,066,568)
Felony Assault and Gang Section		101,229	(101,229)
Narcotics		22,542	(22,542)
Robbery and Burglary Section	2,207,615	2,976,259	(768,643)
Misdemeanor Crimes/Theft	336,630	1,644,842	(1,308,212)
Youth and School Services	14,720,730	11,490,083	3,193,116
Assault	1,237,804	699,586	538,218
Criminalistics Section	5,948,222	4,354,972	1,404,296
Bureau of Services – Administration	251,958	511,800	(260,181)
Animal Services	3,154,768	2,077,136	979,904

Organizational Unit	Budget	Actual	Difference
Records Section	362,749	305,868	47,986
Records Section (Warrants)	2,099,783	2,750,512	(656,393)
Communications Section	11,237,385	10,221,215	1,013,711
Training Section	10,549,026	15,417,146	(5,699,829)
Bureau of Administration	815,849	307,920	356,160
Police Personnel	1,545,837	1,506,226	22,217
Information Technology	4,344,669	3,827,670	60,435
Fiscal Services	3,117,948	3,024,597	(59,857)
Recruiting and Backgrounds	1,435,007	3,171,063	(1,782,190)
BFO Administration	6,664,674	6,258,648	348,541
Police Area 1	37,754,108	17,181,609	20,571,436
Police Area 2	11,399,764	1,949,191	9,447,523
Police Area 3	8,186,465	78,737	8,107,728
Support Operations Division	2,143,165	7,435,077	(5,291,944)
Traffic Operations Section	8,791,424	6,191,936	2,197,468
Parking Enforcement	4,695,328	4,055,694	639,359
Special Operations Section	6,105,023	7,665,348	(1,647,628)
Patrol Area 1	8,622,469	2,043,856	6,578,613
Patrol Area 2	1,588,690	9,711,834	(8,123,143)
Patrol Area 3	390,040	11,772,995	(11,382,955)
Patrol Area 4	5,299,450	11,791,007	(6,491,565)
Patrol Area 5	1,634,715	11,550,862	(9,917,986)