

# **Oakland Police Department**



**2015 Annual Report**

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## **Department Organization**

For 2015, the Oakland Police Department was divided up into the following organizational components:

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

The Office of the Chief of Police included:

- Internal Affairs Division
- Office of Inspector General
- Assistant Chief of Police
- Ceasefire
- 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 Investigations included:

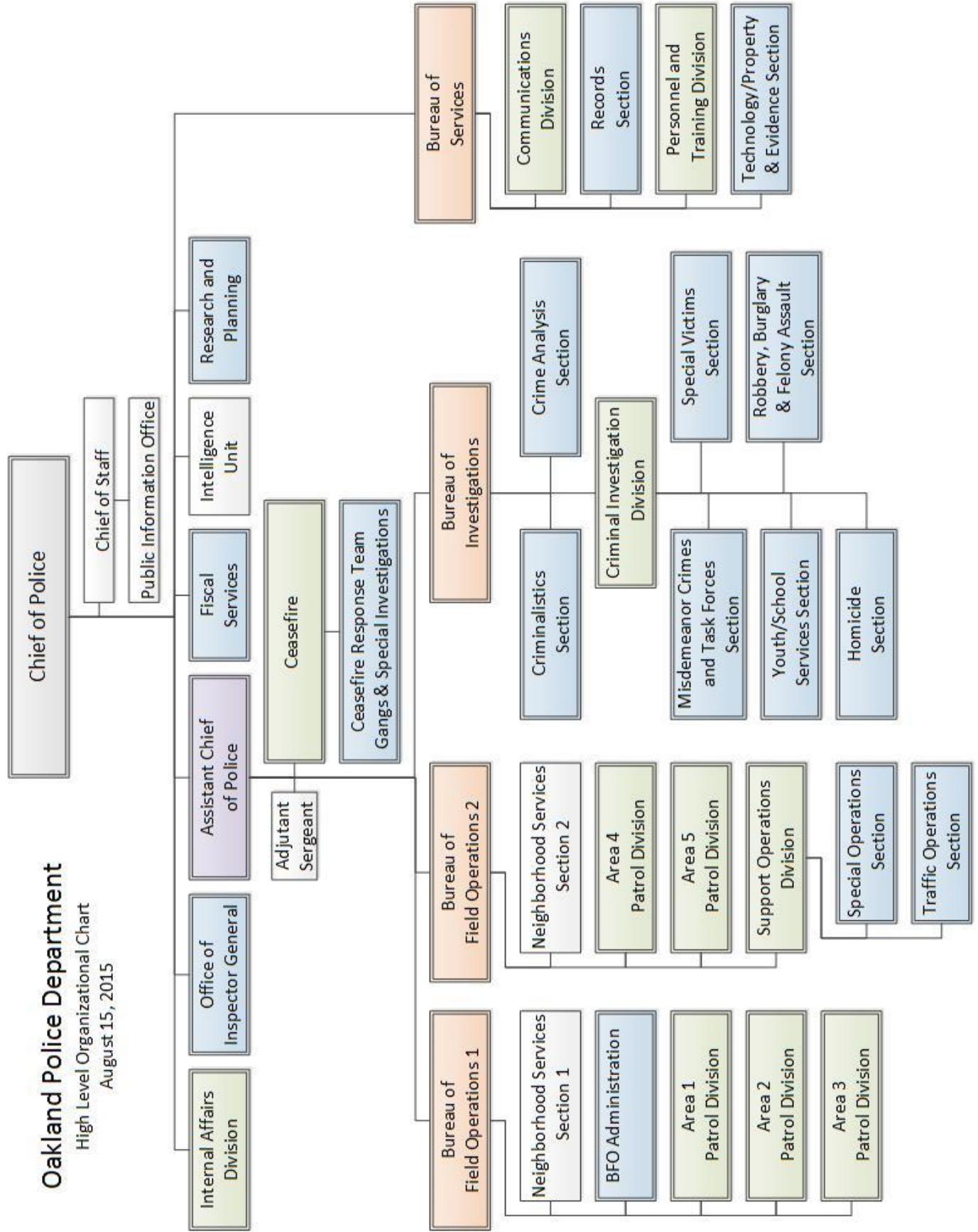
- Criminal Investigation Division
- Criminalistics

Bureau of Services included:

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

# Oakland Police Department

High Level Organizational Chart  
August 15, 2015



## 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; Ceasefire; Fiscal Services; Intelligence; and Research and Planning.



*Chief Sean Whent*

In 2015, Sean Whent was the Chief of Police. Chief 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.

In 2015, Paul Figueroa was the Assistant Chief of Police. Assistant Chief 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 Internal Affairs Division (IAD) is led by a Captain of Police, who serves as Division Commander, overseeing the Administrative and Investigation Sections (each of which is commanded by a Lieutenant) and a Division Level/Audit and Integrity Unit. In 2015, IAD was commanded by Captain Donna Hoppenhauer.

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 by sworn members and certain critical incidents involving death or serious injury. IAD investigations identify policy violations, training needs, and equipment failures, and include recommendations for change.

IAD is committed to creating a sustainable relationship based on trust and integrity with the community as well as other OPD and City of Oakland personnel. Feedback on investigations (including findings) are provided to the complainant and the investigated member. IAD responds to subpoenas and requests for records involving claims against OPD. IAD works with the Citizen's Police Review Board (CPRB) and the Office of the City Attorney (OCA) to provide information necessary for CPRB investigations and civil suits. The IAD Complaint Database feeds vital information into the Personnel Assessment System (PAS) used by supervisors to evaluate their subordinates and identify areas for recognition or intervention.

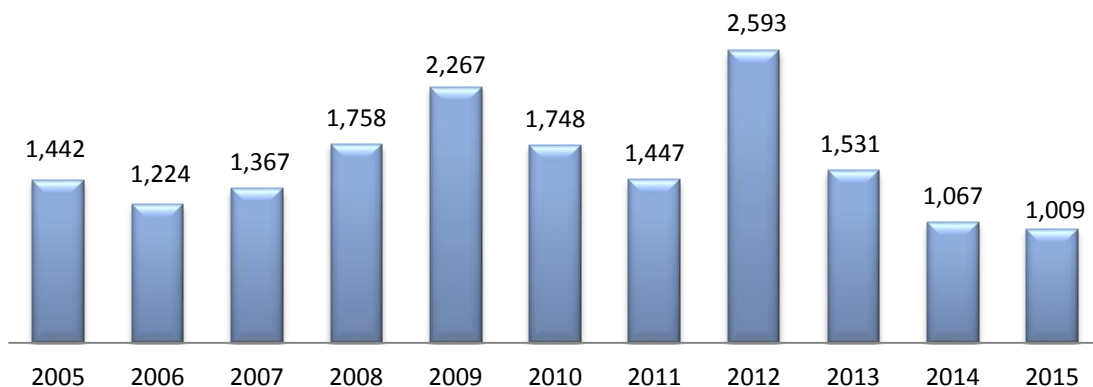
### **Internal Affairs Division Staffing**

The number of IAD staff fluctuated in 2014 ending with a total of 26 filled positions compared to 35 in 2013. IAD was supplemented in 2014 by several light duty/transitional personnel.

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	1	2
Sergeant of Police	12	13
Police Officer	3	4
Performance Audit Manager	1	1
Police Records Supervisor	1	1
Police Records Specialist	3	3
Intake Technicians	4	3
<b>Total</b>	<b>26</b>	<b>28</b>

### **Internal Affairs Significant Accomplishments in 2015**

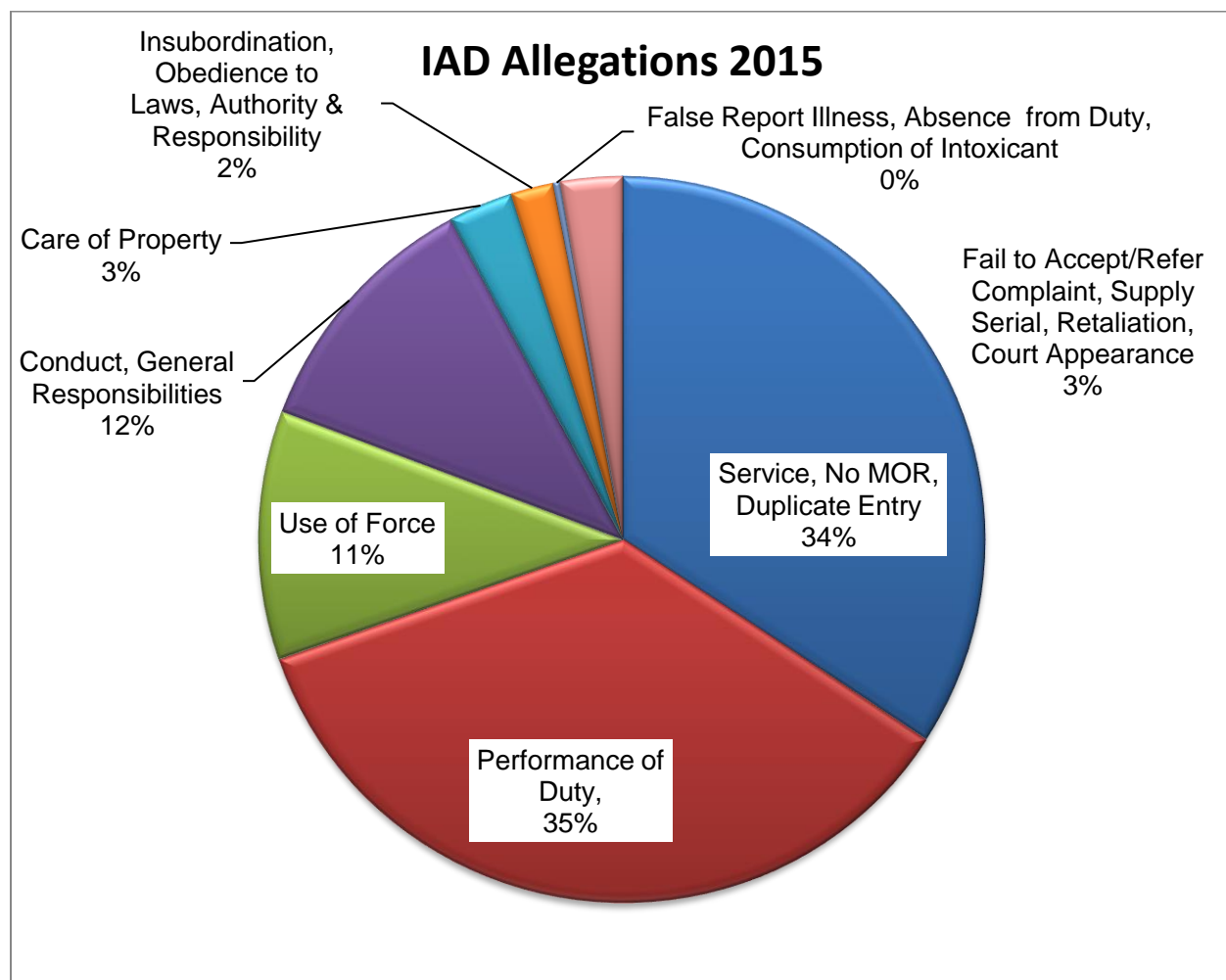
IAD staff processed 1,009 complaints with a total of 1,942 allegations in 2015 - the lowest number of complaints the Department has seen since 2004.



The findings for allegations investigated in 2015 are as follows.

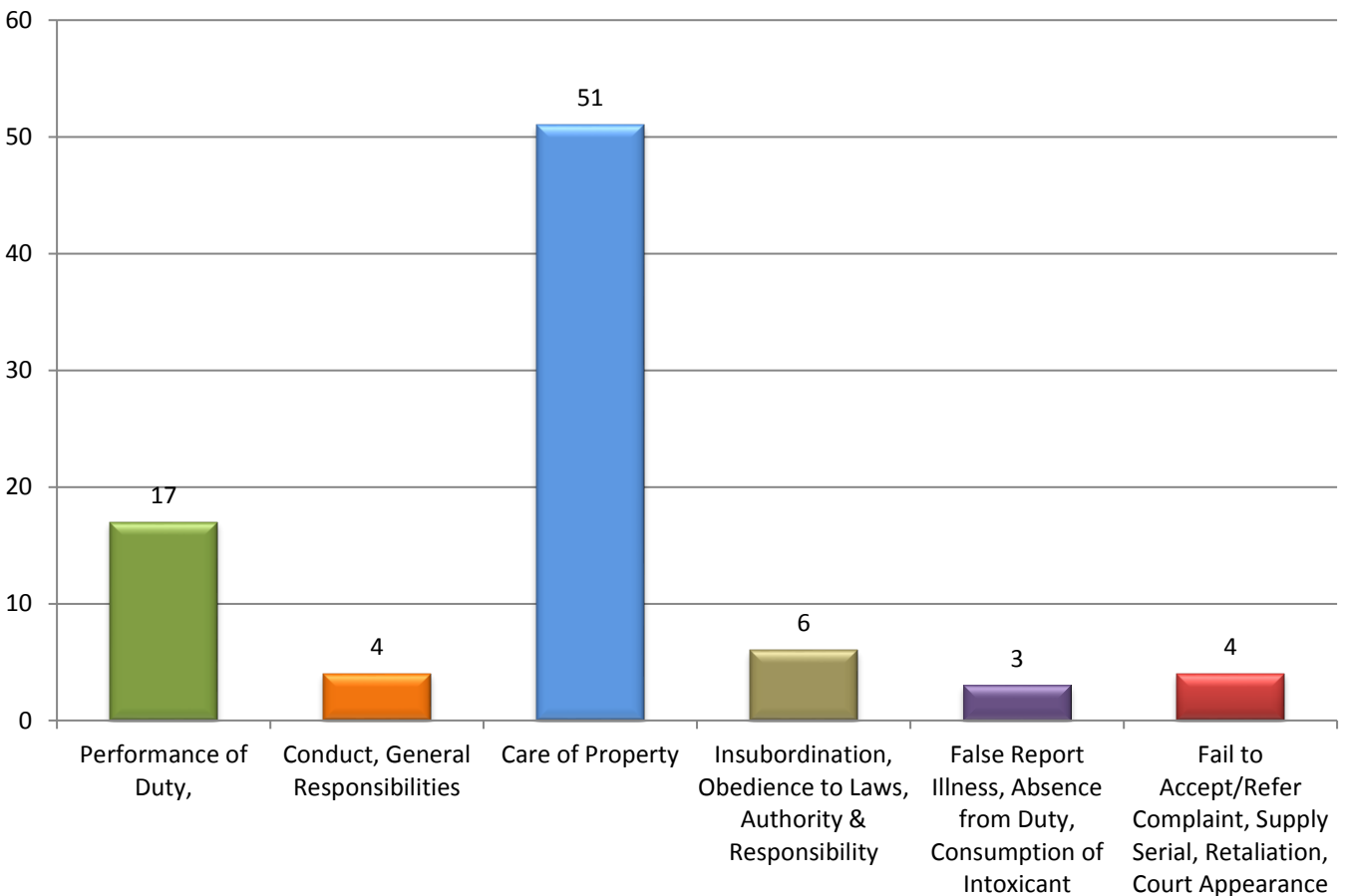
Exonerated	Unfounded	Not Sustained	Sustained
182	272	35	86

*Please note that complaints are not necessarily investigated in the year received and that a single complaint may lead to more than one finding.*





## IAD Sustained Findings for 2015



IAD continues to support civilianizing the Intake Unit and actively participated in the 2015 selection process of civilian Intake Technicians. IAD staff also participated in a training program for this new civilian staff. Additionally, a Civilian Manager was hired in order to assist with the challenges of the rotation of sworn command personnel.

IAD has developed a quarterly report (available on the OPD website) that provides statistics on complaints, complaint types, personnel numbers disciplined, and types of discipline. The reports also list the numbers of commendations and letters of appreciation personnel received.

IAD has developed a more efficient way of handling service related complaints which has cut the processing time in half and allowing communications and intake personnel more time to process allegations of misconduct. IAD and OCA established a better arbitration product, more thorough and complete investigations, and office hours for IAD to consult with OCA early in the course of an investigation. This partnership has resulted in a better work product and better arbitration outcomes for the City.

IAD is currently working with Microsoft about to develop the PRIME System which will add to functionality in areas of data processing and storage. IAD provided Division Level Investigation (DLI) training to all Communications Section supervisors and to all potential sergeants on the promotional eligibility list.

## Challenges Encountered

IAD had difficulty in 2015 in reaching staffing capacity for civilian intake technicians. Retaining these staff has been challenging due to a demanding workload and concerns about compensation. Sworn staffing rotation has also created challenges as several police officers in the Intake Unit were promoted to sergeant. This has hindered productivity. Long term injuries, illnesses, and Family Medical Leave have also impacted productivity

Level 1 Uses of Force increased in 2015 due to seven officer-involved shooting incidents. This led to IAD implementing a separate Force Investigations Section (FIS) and reassign two sergeants (from the Administrative and Investigations Sections) to complete these critical investigations. Prior to February 2015, there had not been an officer-involved shooting involving the Oakland Police Department since May 2013. The below chart provides detailed information about the 2015 officer-involved shootings.

Incident Date	Outcome	Circumstances
February 7, 2015	No injury	Subject began assaulting officers with golf clubs.
February 13, 2015	Subject wounded	Subject with knife approached officers.
June 6, 2015	Subject killed	Subject reached for loaded gun in vehicle when confronted by officers.
August 8, 2015	Subject killed and officer wounded	Subject fired assault rifle repeatedly at officers.
August 12, 2015	Subject killed	Subject pointed gun at officers
August 27, 2015	Subject killed	Subject hit officer in head repeatedly with chain.
November 15, 2015	Subject killed	Subject brandished replica handgun at officers.

## Expected Outcomes for 2016

In 2016, IAD will continue to strengthen community trust and relationships by continuing to provide an online quarterly report to support transparency. IAD will strive to increase information available to the public and incorporate it into the report as appropriate.

It will be important to reach full authorized staffing in the Intake Unit and be able to retain this staffing to achieve organizational excellence. Full authorized staffing and trained personnel are critical to the success of the Intake Unit in order to meet our timelines and organizational goals. Improving the timeliness and quality of our internal audits will be a priority for IAD in 2016. The community needs to be assured that IAD is conducting fair, thorough and unbiased investigations within our policies in order to strengthen their trust in our process. Quality internal audits are one way to monitor the process and assist IAD with assessing any weaknesses. This is a key component for sustainability.

## Office of Inspector General

The Office of Inspector General (OIG) serves the Chief of Police by providing analysis and evaluation of risk management, police performance and related policy. Through the use of feedback and recommendations from audits, reviews and inspections, the OIG promotes quality policing, police management, and accountability in order to effect and maintain positive change within the organization.

## Inspector General Organizational Structure

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The OIG is composed of an Audit Unit and Compliance Unit. The Audit Unit assesses police performance against OPD policies, evaluates procedure and results, and makes efficiency recommendations. The Compliance Unit conducts and attends regular reviews of operational data with executive management and serves as a liaison with the court-appointed Monitor and the Plaintiffs' Counsel in support of the [Negotiated Settlement Agreement](#) (NSA).

## Inspector General Staffing

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

## Inspector General Significant Accomplishments in 2015

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Since January 22, 2003, the City of Oakland and the Oakland Police Department (OPD) have been implementing the reforms outlined in the NSA with the goal of transforming the Department into a model agency with superior police practices. Over the past 13 years, the Department has reformed its policies and procedures and continues to improve practices in the areas of supervision, accountability, police intervention programs, use of force, and misconduct investigations.

The Monitor, Chief Robert Warshaw, Police Performance Solutions, LLC, assesses compliance with the NSA Tasks and reports on his findings. For implementation, delegation, and tracking purposes, NSA reform provisions were separated into 52 separate tasks. A subsequent Memorandum of Understanding (MOU) focused on 22 tasks that were not yet in full compliance and/or were considered to be the most critical tasks at the completion of the NSA in January 2010. As of December 2015, there were only three tasks not yet in substantial compliance; Task 5 (*Complaint Procedures for IAD*), Task 34 (*Stop Data - Vehicle Stops, Field Investigation and Detentions*), and Task 45 (*Consistency of Discipline*). Implementation progress as of December 2015 for the 22 Tasks included in the MOU is summarized in the table on the following page.

OIG leadership helped with the planning and facilitation of several professional law enforcement conferences, and served as expert presenters.

- Began issuing a monthly progress report covering audits and reviews typically conducted the month prior in response to NSA Court Order (May 21, 2015) directing the Department to "institutionalize an internal system of monitoring by the Office of Inspector General...along with internal mechanisms for corrective action."
- Published two audits of NSA related tasks and two audits of non-NSA related policy and procedures. Four monthly progress reports were completed between September and December 2015, containing reviews of 13 areas. Audit reports and Monthly Progress Reports are available on the Department's website at:<http://www2.oaklandnet.com/Government/o/OPD/o/BureauofInvestigation/DOWD004998>

Task		Phase 1: Policy and Training	Phase 2: Implementation			
		In Compliance	In Compliance	Partial Compliance	Not in Compliance	Deferred
Task 2:	Timeliness Standards and Compliance with IAD Investigations					
Task 3:	IAD Integrity Tests					
Task 4:	Complaint Control System for IAD and Informal Complaint Resolution (ICR) Process (4.7 and 4.10 only)					
Task 5:	Complaint Procedures for IAD					
Task 6:	Refusal to Accept or Refer Citizen Complaints					
Task 7:	Methods for Receiving Citizen Complaints (7.3 only)					
Task 16:	Supporting IAD Process – Supervisor/ Managerial Accountability					
Task 18:	Approval of Field – Arrest by Supervisor (18.2.2 only)					
Task 20:	Span of Control for Supervisors					
Task 24:	Use of Force Reporting Policy					
Task 25:	Use of Force Investigations and Report Responsibility					
Task 26:	Force Review Board (FRB)					
Task 30:	Executive Force Review Board (EFRB)					
Task 33:	Reporting Misconduct					
Task 34:	Vehicle Stops, Field Investigation and Detentions					
Task 35:	Use of Force Reports – Witness Identification					
Task 37:	Internal Investigations – Retaliation Against Witnesses					
Task 40:	Personnel Assessment System (PAS) – Purpose					
Task 41:	Use of Personnel Assessment System (PAS)					
Task 42:	Field Training Program					
Task 43:	Academy and In-Service Training (43.1.1 only)					
Task 45:	Consistency of Discipline Policy (45.1 and 45.4 only)					
<b>Total Tasks</b>		<b>22</b>	<b>19</b>	<b>3</b>	<b>0</b>	<b>0</b>

### **Challenges Encountered**

A contract with an independent auditing firm was extended for an additional year on May 8, 2015, to meet the auditing requirements of the NSA and Departmental policy. Elite Performance Assessment Consultants, LLC (EPAC) provided as-needed law enforcement audit services during 2015 in order to assist the OIG. EPAC completed two audits during the year for an amount of \$32,000 in order to assist the OIG in meeting their auditing obligations.

### **Expected Outcomes for 2016**

The OIG will complete reviews of at least 24 areas that present risk to the Department and/or are need of improvement. With the increase in audits/reviews/inspections, OIG will be contributing to improved policies and procedures, increased efficiency, and reduced risk, all of which lead to a more accountable police department. The OIG will explore a new work flow management system (SharePoint) during 2016. OIG will also review all NSA related policies to ensure compliance with NSA mandates are maintained, as OPD transitions to the Lexipol Policy Management System. The Department has been working with Stanford University and Professor Jennifer Eberhardt since 2014 on stop data analysis and racial profiling. During 2016, Professor Eberhardt and her colleague will be providing technical assistance on stop data and risk management issues.

### **Ceasefire**

Ceasefire is a proven violence reduction strategy that uses direct, respectful communication of a powerful anti-violence message to groups and individuals at highest risk of violence. Ceasefire has four basic components that form a cycle:

- Collecting real-time intel on the most violent groups and individuals via shooting reviews and other activities
- Engaging with those individuals and groups through direct communication
- Support and service opportunities for those wishing to step away from violence
- Enforcement focused on groups that remain violent

Ceasefire is a partnership-based strategy; it combines the efforts of OPD, local, state, and federal enforcement partners, faith-based leaders, other community members, outreach, and service providers - all focused on individuals and groups at highest risk of violence.

### **Staffing of Ceasefire**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Project Manager II	1	1
Captain of Police	1	1
Lieutenant of Police	1	1
Volunteer Program Specialist II	1	1
Sergeant of Police	5	5
Police Officer	32	30

### **Significant Accomplishments**

From 2012 to 2015, Oakland had a 34 percent reduction in homicides and a 39 percent reduction in shootings citywide; such a significant year-to-year decline has only happened one other time since 1969. These reductions in violent crime are congruent with the decline in arrest year to year (in other words, the right violent people are being arrested). The design of the

intervention and the results strengthen the department's relationship with the community and builds trust.

### **Challenges Encountered**

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- Continued partnership building
- Continued staffing shortages<sup>1</sup>
- Continued marketing and understanding of the strategy both internally and externally

### **Expected Outcomes for 2016**

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#### *Reduce Gang/Group related shootings and homicides*

- Spend 95 percent of time focused on groups most at risk
- Build capacity for social network analysis
- Complete a problem analysis on robbery cases
- Contract with an uninvolved entity for a rigorous academic evaluation
- Hire a dedicated Ceasefire crime analyst
- Plan and host Law Enforcement partners meetings
- Work with Human Services Department (HSD) to force multiply for clients
- Ensure targeted enforcement

#### *Reduce recidivism rate*

- Continued development with HSD
- Develop a framework for better case management
- Strive for meaningful connection with clients
- Ensure that 25 percent of direct communications with clients done with community partner
- Dedicate a timeline to get this accomplished

#### *Community relationships*

- Expand Procedural Justice to include homicide scenes
- Continue coordination meetings
- Expand community partners in west Oakland
- Brief community on operations after they occur
- Develop detailed plans regarding Ceasefire to ensure that it is institutionalized and sustained
- Provide presentations of Ceasefire to at least three community groups
- Conduct at least four call-Ins
- Conduct 300 custom notifications
- Train entire police department on Ceasefire Strategy

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<sup>1</sup> Even though staffing at the time of this report was near capacity, this was not consistent throughout 2015. A significant number of officer vacancies occurred throughout the year.

## **Fiscal Services**

The Fiscal Services Division (Fiscal) is responsible for managing the Oakland Police Department's (OPD) over \$235 million operating budget and related forecasting and financial reporting; accounts payable and receivable; grants and contract administration; as well as managing the False Alarm Reduction Program. Fiscal provides staff support, technical assistance, and training related to procurement; financial and overtime management and reporting; budget analysis; as well as grants and contracts administration.

On a day-to-day basis, Fiscal is responsible for the following:

- Processing payment requests for the receipt of merchandise and services
- Invoicing and booking revenue for the Department's Special Events Unit
- Processing travel requests
- Booking credit card merchant and equipment fees
- Depositing cash receipts
- Performing pre and post-award grant activities for the Department's grants
- Reviewing the cost summary/implications section in OPD's agenda reports
- Assisting the Department with contract administration
- Reconciling Measure Z and special projects
- Providing information for various audits
- Working with City staff to implement City fiscal policies
- Working with PMAM Corporation to implement the City's alarm ordinance and administer the Department's False Alarm Reduction Program

### **Organization of Fiscal Services**

The Fiscal Services Division is aligned under the Office of the Chief of Police and managed by a Police Services Manager I. There are five functional units within Fiscal: Grants, Accounts Payable (AP), the False Alarm Reduction Unit (FARU), Accounts Receivable (AR), and Contracts.

### **Staffing of Fiscal Services**

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

### **Fiscal Services Significant Accomplishments in 2015**

Last year, Fiscal achieved several noteworthy accomplishments that are highlighted below:

- Developed OPD's FY 2015-17 biennial budget
- Updated OPD's Master Fee Schedule
- Created and distributed OPD's Grants Management Handbook

- Implemented new controls for rental vehicles
- Routinely reconciled Measure Y, resulting in no reported audit findings
- Generated \$3,063,867 in revenue from the False Alarm Reduction Program during FY 14-15
- Assisted with the transition of the Animal Shelter from OPD to the City Administrator's Office
- Awarded \$3,512,502 in grant funds

These accomplishments were achieved while Fiscal processed over 3,700 invoices, 720 travel requests, 100 tuition reimbursements, 60 professional development allowances, 650 budget change requests, 180 journal vouchers, 350 special event invoice billings, 50 grant quarterly financial reports and 40 contract agreements.

### **Challenges Encountered**

In 2015, staffing remained a challenge for Fiscal. There was heavy turnover in the Accountant II and Grants Coordinator positions, which impacted all personnel and operations within the Division. In addition, system limitations impacted our ability to streamline processes and shorten turnaround times for accounts receivables, accounts payables and the False Alarm Reduction Program.

### **Expected Outcomes for 2016**

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

- Continue to participate in the City-wide Oracle upgrade meetings and testing to assist in the transition from Oracle 11 to the new Oracle platform
- Recruit and hire personnel to fill the vacant positions
- Execute a new contract for the administration of the False Alarm Reduction Program; update the False Alarm ordinance; and ensure the website and forms are accurate and user-friendly
- Continue to develop, update, and document fiscal policies and procedures to facilitate the ability of Departmental staff to self-serve and minimize Fiscal staff disruptions; provide key forms and documents on PowerDMS for OPD staff
- Continue to improve financial management, including reconciling projects and funds
- Continue to improve revenue management, including better tracking of revenues and pursuit of competitive funding opportunities

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



## **Intelligence Unit**

The Intelligence Unit is responsible for gathering information from all sources in a manner consistent with the law in support of efforts to provide tactical or strategic information on the existence, identities, and capabilities of criminal suspects and groups.

The Intelligence Unit Sergeant is the departmental Western States Information Network (WISN) Coordinator and serves as the Informant Program Coordinator (IPC). The Intelligence Unit compiles criminal intelligence, analyzes and disseminates the information received to anticipate, prevent or monitor criminal activity. The information received is forwarded to other entities within OPD and other law enforcement entities that have a right to know and a need to know.

The Intelligence Unit is responsible for the protection of dignitaries while in the City of Oakland including the President of the United States, Members of Congress, the Mayor, other City Officials, Constitutional Officers, State and Federal officials and other visiting dignitaries. The Intelligence Unit coordinates with the United States Secret Service, California Highway Patrol and other entities' dignitary protection teams for visits in Oakland.

### **Staffing of the Intelligence Unit**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	6	6

### **Significant Accomplishments**

In 2015 the Intelligence Unit worked with the Federal Bureau of Investigation (FBI), US Secret Service, and Department of Homeland Security (DHS), State Parole, and US Marshals and various investigations, some of which are still on-going. Below are highlights of our accomplishments:

- An Officer was assigned to work with a regional ATF Task Force on the Enhanced Enforcement Initiative (EEI). The task force recovered over 100 firearms and large quantities of drugs.
- An officer recruited an informant with information on five unsolved gang-related homicides. Working with DHS, CID, and the regional US Attorney, arrest warrants for two of those cases have been issued.
- An Officer working with the FBI was able to identify several gun traffickers supplying guns in Oakland. Numerous firearms were recovered and several arrests were made. The investigations are still on-going.

### **Challenges Encountered**

Efforts are still ongoing to reinstate a successful jail interview program. The program was halted when the Alameda County Sheriff's Office began charging OPD for services to interview inmates. The FBI has agreed to split costs and secure necessary funding.

### **Expected Outcomes for 2016**

- Reinstate the jail interview program to gain more intelligence on crime, particularly violent crime.

- Develop additional informants with knowledge of groups involved in violent crimes in Oakland.

## Research and Planning

Research and Planning fulfills three primary functions for OPD:

- Develop policy and procedure
- Manage legislation
- Meet short- and long-term planning needs

## Staffing of Research and Planning

Classification	Authorized	Filled
Police Services Manager I	1	1
Management Assistant	1	1
Police Officer	1	2

## Significant Accomplishments

2015 was the first full year of Research and Planning in OPD after being absent from the organization for several years. Below are some of the significant accomplishments for 2015.

### *Staffing*

A Police Officer and Management Assistant joined Research and Planning in January 2015.

### *Legislation*

Research and Planning was able to bring a higher level of quality and organization to the legislative process in 2015. With the Management Assistant managing the majority of agenda reports and related documents, OPD was able to provide dozens of well-written, complete reports in a timely manner.

### *Policy*

The greatest development for OPD policy in 2015 was the beginning of the Lexipol migration process. Council approval was received to use Lexipol for OPD policy at the beginning of the year. By August, 11 hours a week of Research and Planning staff time was being devoted to online policy review and development sessions with Lexipol. An equivalent amount of time is required outside of these sessions to perform follow up and work with subject matter experts.

### *Strategic Plan*

Research and Planning began facilitation of the OPD strategic planning process in November 2014. The 2016 OPD Strategic Plan was completed on December 31, 2015. Countless hours went into dozens of meetings with stakeholders, development, and revision.

### *Event Planning*

Research and Planning developed personnel details for a number of large-scale crowd management events in 2015 including those associated with the Golden State Warriors.

## Challenges Encountered

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The greatest challenge encountered in 2015 was staff turnover. A Sergeant supervised the Policy and Publication Unit within Research and Planning at the beginning of the year. After transferring to the Traffic Operations Section, he was replaced by an Acting Sergeant, who retired in late October 2015.

## Expected Outcomes for 2016

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### *Reduce Crime*

For 2016, Research and Planning in facilitating the analysis and implementation (hopefully in January 2017) of a new patrol staffing plan and six-area plan. This plan should provide better distribution of personnel to match call load, thus making more patrol staff available when and where needed to better reduce crime.

### *Strengthen Community Trust and Relationships*

Along with better matching personnel to call load through a new patrol staffing plan and six-area plan, these plans should build community trust and relationships by providing an additional area captain and assigning foot patrol officers throughout Oakland.

### *Achieve Organizational Excellence*

For 2016, Research and Planning will complete the migration to the Lexipol policy system. This will assist the organization in completing the third goal of the 2016 OPD Strategic Plan: Achieve Organizational Excellence by providing robust, well-written, easy to locate and follow policies. Full implementation is expected by March 2017.

## Bureau of Field Operations

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The Bureau of Field Operations, (BFO) is the largest subordinate unit of the Oakland Police Department with 529 sworn personnel and 170 civilian professional staff. BFO is divided into two components: Bureau of Field Operations 1 (BFO 1) and Bureau of Field Operations 2 (BFO 2). BFO 1 is responsible for West Oakland (Area 1, Area 2, and Area 3) and includes the BFO Administrative Section and Neighborhood Services Section 1. BFO 2 is responsible for operations in East Oakland (Area 4 and Area 5) and includes the Support Operations Division and Neighborhood Services Section 2. In 2015, BFO 1 was commanded by Deputy Chief David Downing and BFO 2 was commanded by Deputy Chief Oliver Cunningham.



*Deputy Chief David Downing*



*Deputy Chief Oliver Cunningham*

## **Bureau of Field Operations Administrative Section**

The Bureau of Field Operations Administrative Section (BFO Admin) is responsible for conducting audits of “Approval of Field Arrests by Supervisors” (NSA Task 18) and “Consistency of Supervision” (NSA Task 20.2). It is also responsible for organizing and scheduling the Force Review Board (NSA Task 26) and the Executive Force Review Board (NSA Task 30). BFO Admin coordinates training for newly hired Police Services Technicians (PSTs) and Police Evidence Technicians (PETs) prior to first assignments.

BFO Admin includes the BFO Admin Unit and the Field Training Unit. The BFO Admin Unit coordinates staffing in Field Operations. The Unit coordinates the annual shift draw for officers and sergeants and tracks personnel movements within and into and out of the Bureau of Field Operations. The BFO Admin Unit is responsible for the following:

- Discipline Reports
- Division Level Investigations
- Monthly Management Reports
- Performance Appraisals
- Performance Assessment System Reports and Follow Ups
- Pursuit Reports
- Coordinates FRB and EFRB
- Use of Force Reports and Investigations
- Scheduling of annual firearms qualifications

The BFO Admin Unit maintains the Use of Force Database, schedules Force Review Boards, and ensures completion of deliverables from Review Board findings. Use of Force data is as follows:

*Number of uses of force by level for 2015:*

<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
11	12	39	442

- Number of officer-involved shootings - 7
- Number of uses of force resulting in death - 5
- Number of in-custody deaths - 4

The BFO Admin Unit maintains and confirms community meeting attendance, and coordinates the Civilian Ride Along program.

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

The Field Training Unit (FTU) is responsible for the recruiting, testing, selection, and training of successful candidates who become Field Training Officers (FTOs). FTU ensures that the Field Training Program meets the standards of the California Commission on Peace Officer Standards and Training (POST) as well as OPD standards. The unit monitors the performance of trainees assigned to field training and conducts focus groups for continuous evaluation of the Field Training Program.

## Staffing of BFO Admin

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Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	2	2
Police Records Specialist	5	5
Police Services Technician II	2	2

## Significant Accomplishments

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- BFO Admin tracked all staff work from Patrol, Special Resources, and the Special Operations Division, which included 249 Division Level Investigations. Staff also coordinated participation for 312 individuals in the Civilian Ride-Along Program.
- BFO Admin coordinated several 4 week civilian staff trainings.
- The Field Training Unit (FTU) recruited, tested and selected 9 officers to attend a field training officer (FTO) training course; increasing certified staffing.
- In 2015, FTU beta-tested and purchased a web-based system for documenting and monitoring the progress of new officers in the Field Training Program. The program has increase the efficiency for FTOs, Field Supervisors, and FTU staff.

## Challenges Encountered

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Maintaining sufficient FTOs to keep pace with the numbers of new officer in training continues to be a FTU challenge.

## Expected Outcomes for 2016

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- Use document tracking and audits to promote effective operations
- Continue to provide training to newly-hired civilian staff.
- Maintain its high standards to ensure that new officers demonstrate proficiency to perform as solo Patrol officers.
- All FTOs are required to demonstrate ethical and community-based policing as a qualification for the position and all Trainees undergo intensive instruction in these areas as part of the Basic Academy curriculum.
- Continue to recruit, select, and train FTOs to meet Departmental needs for current academies and those planned in the future; with the goal of having 80 certified FTOs by the end of 2016.

## **Patrol Area 1**

Area 1, composed of police beats 1-7 was commanded by Acting Captain LeRonne Armstrong in 2015. Area 1 encompasses West Oakland, the Downtown/Uptown area, and the Maritime Port of Oakland and borders the City of Emeryville to the north and the City of Alameda to the South.

### **Area 1 Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	3	3
Police Officer	64	59
Police Service Technician II	5	4
Sergeant of Police	16	14

### **Area 1 Significant Accomplishments**

- Experienced an eight percent decrease in violent crime, including a 15 percent decrease in robbery compared to 2014. This is the second year that Area 1 achieved a reduction in overall violent and robberies.
- Conducted weekly crime intelligence meetings with commanders, Special Resource Supervisors, personnel (as needed), and Criminal Investigation Division investigators to discuss crime patterns and trends, priority offenders, crime analysis, and area intelligence.
- Maintained communication with surrounding law enforcement, particularly BART PD.
- Worked collaboratively with Ceasefire Unit to focus on the violent groups and gangs in Area 1.
- Conducted meetings with security patrol companies in the Acorn and Mohr housing developments to discuss crime prevention strategies.
- Managed crowd control events at City Hall and adjacent plaza while balancing crime reduction efforts.
- Organized "Coffee with a Cop" event in West Oakland.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Implemented and deployed new Metro Walking Unit.
- Implemented the Rapid Response Enforcement Strategy which has contributed to the 15% reduction in Robberies area wide and 30% in the downtown area.
- Seven Captains Commendations were given out during the last quarter of 2015 to officers who had performed exceptionally well.

### **Challenges Encountered**

Area 1 experienced a 19 percent increase in homicides despite a reduction in overall violent crime and robberies. Area 1 also faced resource challenges related to homelessness, which may be associated with auto burglaries, thefts, and area blight.

## Expected Outcomes for 2016

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### *Reduce Crime*

- Achieve at least a 15 percent reduction in violent crime
- Expand the walking unit in the Downtown area, with a focus on reducing robberies, burglaries, and crimes that impact quality of life.
- Ensure all Area 1 personnel understand crime patterns and trends, using technology.
- Continue to share crime trends and information with Area personnel, developing an Area-wide response to crime
- Develop community-policing projects connected with beat-specific crime trends.
- Utilize the crime reduction team to identify violent offenders and engage in focused intervention and enforcement.

### *Strengthen Community Trust and Relationships*

- Continue to expand the reach of social media.
- Organize Area 1-sponsored community events.
- Increase walking assignments.
- Collaborate with community leaders.
- Continue to support community-led officer appreciation efforts.

### *Achieve Organizational Excellence*

- Continue to strive for excellence in performance, productivity, and professionalism by holding leaders accountable for personnel actions.
- Identify and provide training to personnel.
- Ensure compliance with all organizational policies.
- Foster internal communication among staff and other organizational units
- Maintain fiscal responsibility related to discretionary overtime

## Patrol Area 2

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Patrol Area 2 (Police Beats 8-14) was commanded in 2015 by Captain Darren Allison in 2015. Area 2 covers much of North Oakland and is bordered by the City of Emeryville and the City of Berkeley to the west, Contra Costa County to the north, and the City of Piedmont and Area 3 to the south and east. Area 2 includes the neighborhoods and commercial areas of Rockridge, KONO, Temescal, Montclair, and Piedmont Avenue.

### Area 2 Staffing

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Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	3	3
Police Officer	64	59
Police Service Technician II	5	3
Sergeant of Police	14	9

### Area 2 Significant Accomplishments

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- Experienced a six percent decrease in robberies compared to 2014. This is the second year that Area 2 achieved a reduction in robberies.

- Improved the weekly priority report to Area 2 personnel by focusing on data - crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, and Area Intel.
- Used Community Resource Officers and patrol personnel to assist investigations with actionable leads.
- Maintained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies, particularly Berkeley PD.
- Gained access to the Berkeley PD discussion board, enhancing awareness of crime trends and potential cross border issues.
- Conducted meetings with security patrol companies to discuss crime patterns, trends, and strategies in an effort to focus their deployments
- Managed crowd control events, while balancing crime reduction efforts
- Collaborated with Community Advisory Committee on crime reduction strategies
- Led officer appreciation efforts
- Expanded the reach of Social Media, increasing Area 2 NextDoor followers to over 23,000 people
- Organized “Coffee with a Cop” event in North Oakland.
- Provided lieutenant and sergeants with access to a crime analysis database.
- Developed briefing format and trained Area watch commanders on the format to foster better communication among personnel.
- Incorporated Stop Data discussions into quarterly personnel assessment review meetings with commanders and supervisors.

### **Challenges Encountered in 2015**

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Overall crime increased five percent, due largely to a significant upsurge in burglaries, particularly auto burglaries around the business districts. With the Area’s prioritization on violent crimes, Area 2 had challenges providing sufficient resources to address the burglaries. Similarly, Area 2 faced resource challenges to address the ongoing homeless concerns, which contributed to aggravated assaults, thefts, and blight.

### **Expected Outcomes for 2016**

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#### *Reduce Crime*

- Achieve at least a 10 percent reduction in violent crime.
- Expand walking unit into North Oakland, with a focus on reducing robberies, burglaries, and quality of life issues.
- Use technology to ensure that all Area personnel understand crime patterns and trends, and continue to share crime trends and information with Area 2 personnel, so as to develop an Area 2-wide response to crime.
- Develop community policing projects connected with beat specific crime trends.
- Utilize crime reduction teams to identify violent offenders and engage in focused intervention / enforcement.

#### *Strengthen Community Trust and Relationships*

- Expand use of social media in order to better communicate, collaborate, and engage with the community.
- Organize Area 2-sponsored community events.



- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders on fostering police / community relationships.
- Continue community-led officer appreciation efforts.

#### *Achieve Organizational Excellence*

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

### **Patrol Area 3**

Area 3 (encompassing Police Beats 14-22) was commanded by Captain Freddie Hamilton in 2015. Area 3 is bordered by Lakeshore Ave on the west and Fruitvale Ave. on the East. Area 3 neighborhoods include Adams Point, Bella Vista, San Antonio, the Dimond, the Laurel, Crestmont and Woodminster.

#### **Area 3 Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	4	4
Police Officer	66	64
Police Service Technician II	4	4
Sergeant of Police	11	13

#### **Area 3 Significant Accomplishments**

- Experienced a nine percent decrease in violent crime, including a seven percent decrease in robberies. Also experienced a 25 percent decrease in burglaries and an overall four percent decrease in Part I crimes.
- Area 3 Special Resources made 46 Firearm arrests and 285 total arrests.
- Officer Stout, an Area 3 CRT member was nominated for Officer of the year.
- Used Community Resource Officers (CRO) and Patrol personnel to assist investigations on crimes with actionable leads.
- Worked collaboratively with Ceasefire to focus on violent groups and gangs.
- Collaborated with the Community Advisory Committee on crime reduction strategies and community partnership events.
- Organized "Coffee with the Captain" events throughout the area.
- Incorporated Stop Data discussions into quarterly personnel assessment review meetings with commanders and supervisors.
- Received two Captains Commendations for Area 3 captains for exceptional performance.

## **Challenges Encountered**

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- Did not reach the overall 10 percent reduction crime and 20 percent reduction in violent crime goals set forth in the 2014 annual report.
- Individuals from around the city come into Area 3 to commit robberies.
- Area 3 lacks sufficient numbers of administrative sergeants to fill budgeted positions.
- Area 3 lacks sufficient regular staffing to fill patrol beats.

## **Expected Outcomes for 2016**

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### *Reduce Crime*

- Achieve a 10 percent reduction in violent crime.
- Assign patrol units to walk their beats at least 1 hour of their patrol shifts.
- Use technology to ensure all Area personnel understand crime patterns.
- Continue to share crime trends and information to Area 3 personnel, and develop an Area 3-wide response to crime.
- Develop community policing projects connected with beat specific crime trends
- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement.
- 

### *Strengthen Community Trust and Relationships:*

- Expand use of social media in order to better communicate, collaborate, and engage with the community.
- Organize Area sponsored community events.
- Increase walking assignments with patrol personnel to enhance community interaction.
- Collaborate with community leaders on fostering police / community relationships.
- Continue community led officer appreciation efforts.

### *Achieve Organizational Excellence:*

- Continue to strive for excellence in performance, productivity, and professionalism, holding leaders accountable for personnel actions.
- Identify and provide training to personnel to improve performance, career development, community relations, and supervision and leadership.
- Foster internal communication among staff and other organizational units.
- Maintain fiscal responsibility related to discretionary overtime.

## Patrol Area 4

Area 4 (encompassing Police Beats 23-28) is bordered by Area 3 to the west, Redwood Regional Park to the north, Area 5 to the east, and the estuary to the south. Area 4 is a diverse community with thriving business districts of Fruitvale and Macarthur Boulevard. Area 4 was commanded by Acting Captain Nishant Joshi in 2015.

### Area 4 Staffing

Classification	Authorized	Filled
Captain of Police	1	1
Lieutenant of Police	3	3
Sergeant of Police	13	13
Police Officer	65	65
Police Evidence Technician	2	2
Police Services Technician II	4	4
Administrative Analyst II	1	1

### Area 4 Significant Accomplishments

Area 4 worked to address issues surrounding violent crime. In doing so, staff applied traditional and non-traditional methods of problem solving. All deployments were data, community, and intelligence driven and resulted in significant reductions in shootings and robberies. Efforts included:

- Coordinating with Ceasefire partnerships as the underlying strategy to reduce gang violence and recidivism.
- Utilizing social media as a means of providing relevant and timely information as it related to public safety.
- Implementing a violence reduction operation on known gang members responsible for robberies and shootings.
- Developing a ShotSpotter Response Team for a dedicated weekly deployment to ShotSpotter activations.
- Deploying a walking detail in areas high in street level robberies.

Area 4 worked to improve community relations and strengthen trust. In doing so, staff endeavored to make all interactions with community members a learning experience and a teaching experience. Staff was trained in procedural justice as well as updated policies and procedures developed by examining relevant industry standards and practices. Staff received several letters of appreciation as well as Departmental awards initiated by members of the community. Efforts included:

- Attending community meetings.
- Hosting NCPC meetings.
- Conducting a 90-day neighborhood blight and quality of life clean up.
- Hosting block parties.
- Coordinating with Ceasefire partnerships to involve community stakeholders in the crime reduction process.

Area 4 worked to achieve organizational excellence. In doing so, staff identified processes that were less efficient. Efforts included:

- Identifying a need for a larger report writing room with more computers to improve efficiency.
- Building a new report writing room for line level staff.
- Completing regular equipment and training audits to ensure staff was properly equipped and trained.

### **Challenges Encountered**

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The deployment of the walking detail in the Fruitvale Business District is believed to have contributed to an approximate reduction in street level robberies by 15 percent. The program was eliminated due to budgetary constraints, as overtime was eliminated for this purpose. With the acceptance of the COPS 2015 grant for additional walking officers, this should be reconciled in the near future.

During incidents where staffing levels were higher than normal, officers were deployed to the Fruitvale Business District with the goal of preventing street level robberies. Additionally, the Department's Mobile Command Post was deployed in this area to provide an overt police presence. Furthermore, staff continued to make each encounter with the public learning and teaching moments where citizens were advised of robbery trends.

Although the street level robberies increased by approximately 20 percent after eliminating the walking detail, the year to date robberies decreased by approximately 14 percent.

### **Expected Outcomes for 2016**

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Area 4 resources will be primarily directed at known gangs identified through Ceasefire efforts. The gathering, analyzing, and dissemination of intelligence information to Patrol officers to dismantle/disrupt gangs and gang-related activity will be the primary objective for 2016 to achieve a measurable reduction with shootings and homicides. The resources within Area 4 will be directed and focused at known 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.

Officers will balance the need to respond to emergency calls for service and handle critical incidents while engaging in proactive enforcement efforts to reduce crime and completing community based problem-oriented policing projects. Staff will be reminded to ensure the tenets of Procedural Justice are included in the service delivery process, and community input and review will be solicited to ensure staff is operating at optimum levels. Supervisors and commanders will provide strong and effective leadership managing critical incidents, investigating and reviewing use of force, vehicle pursuits, and division level investigations. Training and equipment needs will be identified and audited on a regular basis.

### **Patrol Area 5**

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Area 5 (Beats 29-35) is the area traditionally known as East Oakland and was commanded by Captain Sharon Williams in 2015. 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 the Oakland International Airport.

## Area 5 Staffing

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Classification	Authorized	Filled
Captain of Police	1	1
Police Evidence Technician	5	5
Lieutenant of Police	3	2
Police Officer	76	68
Police Services technician II	5	5
Sergeant of Police	14	14

## Area 5 Significant Accomplishments

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- Area 5 realized a three percent reduction in homicides (the lowest number in five years) and a 17 percent reduction in shootings.
- Area 5 implemented processes to increase the ability and willingness of officers to conduct comprehensive preliminary investigations. These processes led to enhanced officer reporting.
- Sergeants were tasked with assessing the investigative capabilities of their officers and identifying areas where additional training could enhance their efforts
- Sergeants were directed to respond to all critical incidents and, using their experience in conducting investigations, provide clear direction to officers on what investigative steps needed to be taken.
- Lieutenants were tasked with auditing, for thoroughness and comprehensiveness, five preliminary investigations of robbery, shootings or homicides every month and noting on their monthly management reports the results of their audits.
- Area 5 commanders developed and implemented a weekly patrol line up training program, which continually reiterates the foundations of policing via reviewing policy and real critical incident examples.
- Area 5 developed and implemented a training process where patrol officers were placed on loan for a 90-day period and placed in the Special Resources Section to learn how to utilize relevant databases and equipment as well as enhance interviewing skills in the area of interviewing.
- Area 5 staff attended numerous community meetings, and community events in which they had opportunities to build and strengthen relationships, address crime issues, increase lines of communication and enhance partnerships.
- Area 5 staff partnered with City Council Member Desley Brooks and Brookfield native Damien Lillard to provide over eighty school backpacks filled with school supplies for children in elementary and middle school.
- Area 5 staff partnered with neighborhood crime prevention council members and prepared over eighty gift bags filled with sundries for youth who are pending placement, are currently placed and/or timing out of placement in the foster care system.

## Challenges Encountered

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In 2015, Area 5 saw the continual movement of officers into and out of Area 5. Although Area 5 was able to develop processes to address these challenges, the results of these efforts were not seen until the later months of the year.

## Expected Outcomes for 2016

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- Reduce homicides, shootings and robberies by 10 percent.

- Strive towards Organizational Excellence.
- Increase the trust relationship between the OPD and the community.

### **Neighborhood Services Section 1 and Section 2**

Neighborhood Services (NS) organizes residential and business neighborhoods, works in partnership to identify and resolve safety-related concerns. NS offers programs and services which inform, educate, and engage residents and merchants.

NS is organized into two sections – NS Section 1 serves Bureau of Field Operations (BFO) 1; NS Section 2 serves BFO 2. Each section is supervised by a Community Programs Supervisor. Each section has five Neighborhood Services Coordinators (NSCs) and one Police Services Technician II (PST II). Section I also has an Office Assistant I. Each Neighborhood Services Coordinator is assigned to five to seven police beats. These staff members conduct outreach and coordinate committees, teams, projects, and programs. Program include Citizens Police Academy, the Alumni Association, the Neighborhood Watch Steering Committee, and the Volunteers in Policing Program. PST IIs conduct CPTED inspections and trainings such as Neighborhood Watch, Merchant Watch, Personal Safety, Youth Safety, and Senior Safety. They also attend festivals and events to engage with the public.

### **Staffing of Neighborhood Services Section**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Neighborhood Services Coordinator	10	9
Office Assistant I	1	0
Police Service Technicians II	2	2
Program Analyst III (Community Programs Supervisor) (Neighborhood Services Supervisor)	2	2

### **Significant Accomplishments**

#### *Staff Recognition*

- NS staff received a Unit Citation and an NSC received the Night Owl award.
- Four Allendale Park Neighborhood Watch groups presented an NSC Araina Richards with a Certificate of Appreciation.
- The MacArthur Corridor Neighborhood Council also presented NSC Araina Richards with a plaque for her service and dedication.
- NSC Edith Guillen was also acknowledged in the City's Employee Appreciation presentation for the Quad Project and nominated for the Spirit Award. NSC Ana Martinez, Karen Harris, Araina Richards, Renee Sykes, Patricia Rose, PST II Marlon Guzman, PST II Kenny Ip also received a letter of appreciation for their work on the Quad project.

#### *Training*

Staff provided over 110 hours of instruction and attended nearly 50 community outreach events for over 2,200 residents, in areas of:

- Senior safety training
- Youth safety by fingerprinting and educating children and parents

- Home security
- Burglary and robbery prevention
- Code Compliance training
- Security Camera workshops
- Ceasefire presentations
- Gang Awareness training (G.R.E.A.T)
- Personal safety and CPR classes with OFD
- Burglary and Robbery prevention workshops
- BART safety escort program at Fruitvale Bart Station
- Communications tours & trainings (How to call & report activity)
- Education:
  - How cases are investigated by the Criminal Investigations Division
  - Training on City services (public works, Neighborhood Law Corps, code compliance)
- Community Outreach – staff engaged the public regarding public safety at numerous public events as well as staffing the City’s 44 neighborhood community councils (see below for specific projects).
- Specific Public Education & Community Engagement Programs
  - Domestic Violence Workshop
  - Senior Safety Training
  - CPTED
  - National Night Out
  - Neighborhood Watch
- Neighborhood Watch Steering Committee – led numerous trainings.
- Citizens Police Academy
- Citizens Police Academy Alumni Association – coordinated volunteer efforts.
- Spanish City Academy – led engagement efforts
- Organized Oakland Community Summit
- Kiddie Cop program – childhood engagement

### **Challenges Encountered**

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- Two vacant positions.
- Increased workloads. Staff assigned additional duties to cover for vacant positions.
- Training new PSTs to conduct CPTED surveys. The current format and style of reports are well received by the City Administrator’s Office, City Attorney’s Office and local residents and business owners. The NS Unit is in the process of training new staff to conduct the surveys using the established format.
- Older vehicles need replacement

### **Expected Outcomes for Upcoming Year**

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- Elicit great assistance from community through Procedural Justice training, external community info sharing, further engagement of public in Ceasefire.
- Modify Senior Safety Program training and offer in different languages.
- Improve outreach to improve communication homicide and shooting investigations

- Provide notification of residents within 24 hours following SWAT operations and specific search warrants.
- Pilot living room meetings.
- Implement SharePoint with IT for Neighborhood Services.
- Implement Council-approved funds for Neighborhood Councils.
- Help recruit 100 volunteers in the Volunteers in Policing Program.

### **Numerous Neighborhood Council Projects**

- Prescott Neighborhood Council, Beat 2Y/5Y - organized a block party in Campbell Village, organized an ice cream social working with churches and East Bay Asian Local Development Corporation that included nearly 150 attendees.
- Upton/Gold Coast Neighborhood Council, Beat 4X, residents held a meet and greet event with residents of a downtown condominium building and a transition housing residence to share information and resolve neighborhood concerns.
- West Oakland Neighbors, Beat 7x, worked with the Neighborhood Law Corp Attorney and Alliance Metals agreed to relocate.
- Northgate, Beat 8X, in Harrison neighborhood, state and city fines imposed on nuisance liquor store for multiple violations.
- Greater Rockridge Neighborhood Council, Beats 12Y/13X, auto burglary project for educating the community and passing out flyers reduced auto burglaries.
- Adams Point Neighborhood, Beat 14x, Adams Point neighbors transformed over 20 city trash cans along and near Grand Avenue with mosaic art to prevent graffiti and other blight as well as strengthen neighborhood identity.
- Cleveland Heights Neighborhood Network, Beat 15X:, two Feet on the Street walks to distribute education materials on lighting and other crime prevention
- Greater San Antonio Neighborhood Council, Beat 18X, 18Y & 19, conducted safety presentations at their meetings and for parents at Manzanita Recreation Center. They also held an officer appreciation event.
- Fruitvale Unity, Beats 20, 23X, 24X, abated nuisance activity, prostitution and drug dealing, on 35th Ave. They also addressed gang activity and created a beautiful mosaic and mural stairway on Carrington Way. This beautification project decreased the gang activity and graffiti in the stairway.
- Laurel/Redwood/Leona Heights Neighborhood Council, Beat 25X, conducted outreach to reduce burglaries & held a burglary workshop. Residents received “target hardening” tips. This resulted in a reduction of burglaries.
- Coliseum Melrose Neighborhood Council, Beat 26, held a safety meeting which included the District Attorney’s office, OHA, OUSD, county and city staff. The residents successfully abated speeding, illegal vendors, and nuisance activity near the school and 81st Avenue Library. They also hosts an annual beat-wide National Night Out celebration with over 200 attendees.
- Melrose High Hopes Neighborhood Council, Beat 27X, abated problem properties on Belvedere, Congress, & Foothill. They also hosts neighborhood events including a fiesta block party, back pack give-a-way, Thanksgiving food box give-a-way, and burglary workshop.
- Millsmont/Evergreen/Millsbrae Neighborhood Council, Beat 29, partnered with Oakland Housing Authority to abate problem properties on Lacey Ave. They conducted outreach to reduce burglaries and robberies. They launched a successfully public awareness campaign and distributed prevention tips online and door to door.
- 66-82 Neighborhood Council, Beat 30X, abated a problem properties on Arthur St, Greenly St, and MacArthur Blvd. They successful partnered with ALACO Environmental



Services to abate illegal food vendors/trucks. They also assists their CRO & provided information which resulted in a major narcotics, weapons arrest on 73rd Ave.

- Brookfield/Columbian Gardens/Sobrate Park Neighborhood Council, Beat 31Y/Z, partnered with ALACO & was selected by Supervisor Nate Miley as the target neighborhood for the Violence Prevention Initiative to improve neighborhood safety. They organized beautification projects to abate illegal dumping and speeding. They also host successful events including National Night Out party, back to school backpack give-away, & a multi-cultural celebration.
- South Hills Neighborhood Council, Beat 35Y, abated problem properties on Oak Hill Rd and Oak Knoll. They conducted outreach to reduce burglaries and home invasions. They distributed updates, informational bulletins, and prevention tips online and door to door. CRO suppression project resulted in arrest of burglary suspects. This resulted in a significant reduction in home burglaries.
- Neighborhood Services Coordinators (NSCs) continue 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, various stakeholders and community based organizations.

### **Support Operations Division**

The Support Operations Division (SOD) provides specialized capabilities, resources, and enforcement throughout Oakland. In 2015, SOD included the Special Operations Section (SOS), and the Traffic Operations Section (TOS) and was commanded by Captain Anthony Toribio.

### **Special Operations Section (SOS)**

The Special Operations Section manages several units. These units typically include one or two assigned personnel with numerous other personnel working for the unit as a collateral assignment. Units include:

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

### **SOS Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Administrative Analyst II	1	1
Lieutenant of Police	1	1
Police Officer	8	8
Police Services Technician II	2	2
Sergeant of Police	3	3

## **Significant Accomplishments**

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### *Air Support Unit*

- Certified a second Command Pilot.
- Completed testing and selection of a new pilot to the unit.
- Sent all qualified personnel to LAPD for Tactical Flight Officer (TFO) training.
- Completed recurrent training for all qualified personnel.
- Supported special events to include the Oakland Marathon and Triathlon.
- Supported the Warriors Victory Parade.
- Participated in memorial flyovers for San Jose PD and Hayward PD.
- Organized memorial flyovers for ALCO Sheriffs and San Leandro PD.
- Led Flyover for Oakland A's Law Enforcement Officer appreciation day.
- Assisted Department of Homeland Security with Man-Pad Evaluations for the Oakland Airport.
- Assisted Oakland Control Tower in attempting to locate origins of multiple laser strikes on aircraft.
- Assisted Department of Energy with Radiological Survey.
- Assisted SFPD with takedown of a homicide suspect.
- Assisted SLPD with officer-involved shooting incident.
- Assisted ALCO DA's office with photo assignments.
- Supported numerous sideshow operations, which led to apprehension of numerous violating vehicles that fled from ground units.
- Assisted in numerous OPD search warrant operations including photos of locations.
- Completed photo assignments for all OPD officer-involved shootings.

### *Alcoholic Beverage Action Team*

- ABAT was granted \$50,000 from the Department of Alcoholic Beverage Control to conduct underage decoy operations and anti-loitering operations at alcohol premises within the city of Oakland.
- ABAT conducted an investigation of illegal sales of alcoholic beverages from a residential house, which resulted in the suspect being cited.
- ABAT conducted an investigation of a tobacco smoke shop that was engaged in the sales of narcotics. The tobacco license was revoked and the store owner was evicted.
- ABAT requested a tobacco retail license revocation hearing at a premise that was engaged in selling marijuana, which resulted in the revocation of the tobacco license by an administrative hearing judge. The alcohol license is pending revocation.
- No accounts were sent to Collections from the 2015 Annual Billing Cycle.

### *Canine Program*

- Purchased two new dogs and added one new handler to the program.
- Conducted 28 public appearances at schools, community events, Citizens' Police Academy and the OPD Open House.
- Engaged in 128 deployments, 18 apprehensions, and two bites, resulting in an 11 percent bite ratio.

### *Marine Program*

- Participated in enforcing a United States Coast Guard imposed safety /security zone for Fleet week and July 4<sup>th</sup> event.
- Participated in escorting the USS Potomac as on a charity bay tour for children with cancer.

- Responded to a mutual aid request from CHP for protestors climbing on the power line towers at the San Mateo Bridge.
- Responded to assist the Coast Guard with a person ejected from a vessel. Located the unmanned vessel that was underway and disabled the vessel.
- Assisted Alameda PD with the service of a search warrant at a boat.
- Worked with OPD Fiscal to execute grant from Boating and Waterways for Estuary clean-up project. Secured a contract with a salvage company to remove hazards and derelict vessels from the estuary.
- Hosted an Underwater Robot Operators course in January that provided training to OPD members as well as members of other departments in the UASI region.

#### *Reserve Program*

- Provided over 1,900 hours of volunteer time assisting with Patrol functions and security for events such as Music in the Redwoods, walking details, Warriors Victory Parade, Oakland Marathon, First Friday Security, Oakland Museum's White Elephant Sale and North Field Airport Patrol.

#### *Special Events Unit*

- Planned and executed security at all home games for Raiders, A's, and Warriors, including the Warriors playoffs and championship series.
- Planned and executed Warriors victory parade.
- Received high scores from NFEL security during their review.
- Planned and executed security for city-wide events such as marathons and a triathlon.
- Issued over a thousand special event / encroachment permits.

#### *Tactical Operations Team*

- Participated in over twenty planned and unplanned high-risk operations.
- Coordinated three major operations that included the simultaneous service of over a dozen warrants each time.
- Staffed numerous sites for Urban Shield where dozens of agencies participated.
- Entered a team into Urban Shield that placed second overall.
- Added two new tactical commanders to fill vacancies and ensure availability.

Additionally, for eight weeks during the summer the Air Support Unit, Marine Unit, and Tactical Operations Team staffed and coordinated weekly half-day excursions for youth from the Police Activities League (PAL). The excursions included a tour of Argus and the BearCat, as well as a trip on the OPD boat to see the Bay Bridge. Dozens of children from the ages of five to 18 participated.

All SOS units participated in an afternoon SOD neighborhood social at the PAL center in November, which included equipment displays and the opportunity to talk with members.

### **Challenges Encountered**

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#### *Air Support Unit*

Maintenance on the helicopter continued to be a challenging endeavor. Due to the age of the helicopters, 23 and 25 years old, parts are becoming more difficult to locate. Service providers – along with pilots – continued to identify potential issues to minimize down time for the helicopters.

#### *Alcoholic Beverage Action Team*

- The database used to maintain records is outdated. Attempts to update the system have been hampered by technical issues and depletion of the budget.
- The sergeant also supervises the Special Events Unit, which impacts availability and results in overtime expenditures.

#### *Canine Program*

The greatest challenge was providing 24/7 canine coverage to Patrol. The addition of one new handler filled a vacancy on graveyard shift, but handlers were not able to respond to every request due to handlers being off work for vacation and other reasons.

#### *Marine Program*

The Marine program met all assigned tasks.

#### *Reserve Program*

The Reserve Program completed all assigned tasks, but the Reserve Coordinator Position remains unfilled, burdening the single administrative sergeant who also supervises the Air Support Unit and Marine Unit.

#### *Special Events Unit*

The Special Events Unit sergeant also supervises the Alcoholic Beverage Action Team, which impacts his availability and results in overtime expenditures.

#### *Tactical Operations Team*

Maintaining full staffing of officers has been difficult due to the promotion of existing members, as well as the availability of officers who meet the minimum requirements to apply for the team. Consequently, many officers remain on the team after promotion to sergeant.

### **Expected Outcomes for 2016**

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#### *Air Support Unit*

Certify a third pilot for the unit and train an additional Tactical Flight Officer. This should ensure the availability of pilots for both regular duties as well as special operations and requests for mutual aid assistance.

#### *Alcoholic Beverage Action Team*

- Ensure a smooth transition of newly-assigned personnel and maintain the success of the previous years.
- Marijuana regulations officer(s) may be added to this unit to handle the new “seed to sale” laws implemented by the state. Enforcement of regulations should reduce crime and assure the orderly transition from a few authorized sellers in the City to dozens of operations handling each step of the seed to sale process.

#### *Canine Program*

Add two additional Patrol handlers and one Narcotics handler to the Canine Program in 2016 in an effort to:

- Reduce Crime: More handlers in Patrol increase the availability of a resource that enhances officers’ ability to apprehend the City’s most dangerous criminals. The addition of a Narcotics Detection handler will aid field and investigative units with the drug interdiction, which is often linked to violent crime.

- Strengthen Community Trust and Relationships: Handlers will continue to make themselves available to public appearances and demonstrations, which have proved to be great opportunities to have positive interactions with members of the community.
- Achieve Organizational Excellence: The OPD Canine Program remains committed to becoming one of the best programs in the State by maintaining high standards for training, handler selection and the application of police canines.

#### *Marine Unit*

Support the Coast Guard and provide mutual aid assistance to Bay Area UASI agencies. Support California's Boating and Waterways Abandoned Watercraft Abatement Fund (AWAF) and Vessel Turn In Program (VTIP) in order to reduce crime and abate nuisances along the estuary and neighboring waterways.

#### *Reserve Program*

Provide security and conduct community engagement for the Oakland Museum's White Elephant Sale, Oakland Marathon, and Music in the Redwoods.

#### *Special Events Unit*

Assess the security plans and staffing for professional sports and other events in the context of current perceived threats to large public gatherings to ensure that they are handled in safe manner.

#### *Tactical Operations Team*

Each element of the Tactical Operations Team will recruit, test, select and train new officers to fill existing vacancies.

### **Traffic Operations Section (TOS)**

The Traffic Operations Section (TOS) focuses on vehicle enforcement and traffic safety. TOS provides support to Area Commanders through traffic enforcement (motor vehicle violations, bicycle and pedestrian safety enforcement, DUI saturation patrols, and DUI checkpoints), traffic collision investigations, and vehicle abatement (towing abandoned, blighted or scofflaw vehicles). TOS receives feedback regarding traffic concerns from a variety of sources, such as community members and groups, accident data, and officer observations. TOS is comprised of the following units:

- Traffic Investigations Unit
- Traffic Enforcement Unit (School Safety Motor Squad)
- Vehicle Enforcement Unit
  - Scofflaw Detail
  - Abandoned Auto Detail
  - Vehicle Abatement Detail
  - Commercial Vehicle Detail
  - Taxi and Tow Detail
  - Bicycle Recovery Detail
  - Traffic Safety Detail (School Crossing Guards)
- Parking Enforcement Unit

#### *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 and serious injury investigations.

### *Traffic Enforcement Unit*

The Traffic Enforcement Unit (TEU) was reinstituted in March 2015 with a limited and specific mission: to conduct traffic enforcement and education at and around six schools, to ensure the safety of the City's youth as they walk and bike to and from school. The six schools are:

1. Roosevelt Middle School
2. Coliseum College Prep Academy and Roots International Academy
3. Elmhurst Community Prep
4. Frick Middle School
5. Parker Elementary School
6. Bunche Academy

### *Vehicle Enforcement Unit*

The Vehicle Enforcement Unit (VEU) consists of Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Vehicle, Bicycle Recovery, Traffic Safety and Taxi and Tow Details. The VEU works to improve Oakland's neighborhoods and enhance Oakland's physical assets by addressing the problems of abandoned vehicles on public and private property and aggressively pursuing parking citation scofflaws. The VEU also enforces rules and regulations pertaining to commercial trucking (near the Port of Oakland) as well as the City of Oakland Taxi industry. The Bicycle Recovery Detail stores and processes bicycles recovered as evidence, safekeeping, or lost/found property. The Traffic Safety Detail is responsible for school safety, coordinating and deploying School Crossing Guards, establishing and maintaining Student Safety Patrols, and collaborating with school staff to develop effective traffic safety plans (i.e., student drop-off and pick-up procedures). The Traffic Safety Detail focuses on pedestrian and bicycle safety for the City's youth as they walk and bike to and from school.

### *Parking Enforcement Unit*

The Parking Enforcement Unit (PEU) ensures compliance of local and state parking regulations to facilitate availability of parking spaces throughout the City, which supports local businesses and events.

## **TOS Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Crossing Guard	49	49
Lieutenant of Police	1	1
Parking Control Supervisor	4	4
Parking Control Technician, Full Time	26	26
Parking Control Technician, Permanent Part Time	8	8
Parking Control Technician, Temporary Part Time	52	37
Police Officer	18	18
Police Records Specialist	3	3
Police Services Manager I	1	1
Police Service Technician II	14	14
Public Service Representative	1	1
Sergeant of Police	3	3

## **Significant Accomplishments**

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- Implemented and completed an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$140,220. The grant included the purchase of two Traffic Collision Reconstruction systems to be used in fatal accident investigations and officer-involved shooting incidents.
- Participated in the regional traffic campaigns:
  - AVOID the 21 campaign - impaired driving
  - Click it or Ticket enforcement campaign. Distracted Driving enforcement campaign.
- Awarded an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$290,000, which includes the purchase of six new police motorcycles.
- Reinstated the TEU with the increase of nine TOS personnel (one-Sergeant and eight-Officers) to form a newly created School Safety Motor Squad.
- Created a Sideshow Enforcement Officer position within the TIU, responsible for conducting follow-up investigations and vehicle evading offenses.
- Created Sideshow Enforcement telephone Tip Line and email Obtained 27 tow seizure warrants for vehicles involved in reckless driving and evading officers – 15 were towed.
- TOS staff conducted four 160-hour solo motorcycle officer training courses certifying 13 officers.
- Supervised 27 elementary schools that have a Student Safety Patrol program. Nearly 400 students participated in the Annual School Safety Pass in Review Award ceremony held in June 2015 at the Scottish Rite Temple.
- TIU staff developed a user-friendly waiting system at the Eastmont front desk/counter for citizens making or purchasing collision reports
- TIU staff developed a more efficient and cost-effective process for the delivery of collision reports (SoftFile).
- The TOS presented a Staff Report to the City Council requesting approval for a comprehensive Traffic Collision Database (Crossroads Software, Inc.) to assist in traffic engineering and enforcement efforts; City Council approved the request.
- The PEU, in coordination with other City offices, developed an effective plan to improve employee hiring practices by converting temporary employees (Parking Control Technician) to permanent employees.
- The TOS conducted the Christmas Motor Santa operation delivering over 500 toys to children citywide. Motor Santa is an OPD Traffic Section tradition where a motorcycle officer dresses as Santa Claus and rides a police motorcycle throughout Oakland contacting and giving children toys. This was a successful charitable community event.
- TIU staff member Police Records Specialist Susanna Gonzales was awarded the 2015 Department Challenger Award for demonstrating a commitment toward achieving Departmental goals and values.

## **Challenges Encountered**

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- The collision reports queue varied from 500 to 900 reports needing review/approval. This queue delays reports getting to citizens and was reduced by adding additional personnel in mid-2015.
- Community concerns about traffic issues were difficult to address because of not having a traditional traffic enforcement Unit.
- The Parking Enforcement Unit was unable to fill all employment vacancies because of an internal review and restructuring of citywide hiring practices.

## **TOS Expected Outcomes for 2016**

- Expand partnerships with local, State and Federal agencies and organizations to assist in traffic enforcement, crime reduction, traffic safety, education and sideshow enforcement (i.e., provide educational presentations at Mothers Against Drunk Driving Victim Impact Panels, partner in operations with Alameda County Sheriff's Office High Impact Traffic Team, collaborate with local and State entities for the passing of sideshow legislation).
- Obtain State and Federal grants to assist with traffic enforcement.
- Obtain City Council approval to accept an award from the Alameda County Health Department to provide traffic enforcement and traffic safety plans and establish Student Safety Patrols for Oakland schools (Be Oakland Be Active grant).
- Finalize a contract with Crossroads Software, Inc., to provide a comprehensive Traffic Collision Database.
- Assess the need and possibly reinstitute the Red Light Camera Enforcement system (Redflex).
- Increase targeted and focused enforcement operations with existing Motor staff.
- Expand and continue the TOS/Motors role and attendance at community and ceremonial events (i.e., Motor Santa operation, Motor Drill Team demonstrations, school Open House events, block parties, traffic safety presentations, Memorial rides and escorts, Major League Baseball Law Enforcement Recognition Days).

## **Bureau of Investigations**

In mid-2015, the Oakland Police Department reinstated the Bureau of Investigations following a five-year absence. The Bureau includes the Criminal Investigations Division and Criminalistics. Deputy Chief John Lois commanded the Bureau of Investigations in 2015.



*Deputy Chief John Lois*

## **Criminal Investigation Division**

The Criminal Investigation Division (CID), serves as the formal investigative branch of the Department and was divided into six sections for much of 2015. The sections are:

- Homicide
- Robbery, Burglary, and Felony Assault
- Theft/Misdemeanor Crimes and Task Forces
- Special Victims
- Youth and School Services
- Crime Analysis

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



## Significant Accomplishments

- CID developed excellent teamwork on major investigations, increased training opportunities, and increased the quality and thoroughness on follow-up investigations.
- CID assigned a Sergeant to oversee the coordination and training of Civilian and Sworn Police Technicians.
- CID implemented a foundational and progressive training plan for all investigators. Each investigator was advised that he/she had to attend the following four courses: OPD Basic Investigator Course (POST certified); OPD Search Warrant Preparation Course (POST certified); Behavior Analysis Training Institute (BATI) Interview and Interrogation Course; and Institute for Criminal Investigation (ICI) Core Investigation Course

## Challenges Encountered

Staffing levels have decreased to the point where, with the exception of homicide cases, only in-custody cases and a limited number of out of custody investigations assigned for follow-up are presented to the District Attorney's Office for charging. These cases are screened for investigative leads to provide the follow-up investigators a higher probability of solving them. These challenges would be addressed through increased staffing.

## Expected Outcomes for 2016

- Ensure that each Investigative Section is staffed to capacity. Increase staffing, specifically the assignment of additional Designated Area Investigators to Robbery, Burglary, Felony Assault and Sexual Assault Units and increase staffing in Homicide and other CID units.
- Continue to increase the quality and thoroughness 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.
- Enhance investigators' continual communication with victims and witnesses of crimes and their families.

## Homicide Section

The mission of the Homicide Section is to build partnerships and protect the community through the effective investigation of crimes and apprehension of violent offenders. The Homicide Section provides assistance to crime victims and their families. Homicide investigators are available 24 hours a day to respond to incidents. The moments and hours immediately following a homicide are often the most important for investigators. Investigators examine the scene of the incident, locate and interview witnesses, speak with family members or friends who may have relevant information and work with other units to develop suspect information.

## Homicide Section Staffing

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

## **Homicide Significant Accomplishments**

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- Total number of UCR homicides for 2015 was 83, up 5 percent from 2014 (79), representing the second lowest number of homicides since 2000.
- The Homicide Section implemented an increase focus on investigative efficiency and time management.
- Several high profile cases were quickly resolved in 2015, including the tragic death of a mother sheltering her children from gunfire, the murder of a muralist as he painted a freeway underpass, and the shooting death of a neighborhood ice cream vendor.
- Homicide Investigators were able to solve 46 cases that were charged by the District Attorney's office, leading to a clearance rate to 55 percent.
- The section investigated a total of 10 officer involved shootings (7 OPD- 5 fatal; 3 outside agencies-1 fatal) and four in-custody deaths. These investigations demand a vast amount of resources given the extremely critical nature of the event.
- The Homicide Section began conducting private case presentations for family members impacted by a high profile incident (e.g., officer involved shooting, in-custody death).
- The section developed and distributed in partnership with the KAHDAFY Foundation, the Homicide Cold Case Poster and launched a Cold Case website.
- The OPD/FBI Task Force joint workspace was approved and is near completion.
- A Homicide Investigator was named Law Enforcement Officer of the Year by 1,000 Mothers to Prevent Violence.
- Established a Police Evidence Technician Coordinator position.
- Conducted quarterly trainings with the Alameda County District Attorney's Office.
- Participated in the forming of regional Homicide Investigator Association.
- Routinely utilized media to assist with investigations and provide information to communities throughout the city.

## **Challenges Encountered**

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The Homicide Section continues to experience staffing challenges that drastically affect the overall capability of the unit. The Section has seen the transferring of several investigators due to promotions, reassignments, and service retirement. The frequent transition of investigators in and out of the unit has hampered the ability to maintain a necessary level of experience. These challenging conditions are faced throughout the CID, which is the supply system for future homicide investigators.

Investigators continue to be challenged by large caseloads, ultimately working against the potential effectiveness of the unit and well-being of the investigator. In 2015, the average caseload for investigators was 9.3 (the recommended national average is five per primary investigator).

## **Expected Outcomes for 2016**

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The homicide section will continue to set a standard of excellence regarding investigations by developing, mentoring, and training future homicide investigators. It is the goal of the Homicide Section to increase and maintain a staffing level that will allow for effective and efficient investigations and overall health of the unit.

Homicide Investigators will continue to work tirelessly in their efforts to solve violent crimes/homicides and bring justice to victims and their families. Their success will be increased by continued community partnerships and collaboration with local, state, and federal law enforcement agencies. Homicide Investigators will continue to identify, utilize, and exploit innovative technology measures to assist with investigations.

The Homicide Section will seek to improve and increase communication with families suffering from the loss of a homicide victim. Continued support for organizations that assist victims of violent crime (e.g. 1000 Mothers to Prevent Violence, Catholic Charities, Their Lives Matter and the Khadafy Foundation) will aid families through the investigative process.

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**Robbery, Felony Assault and Burglary Section**

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The Robbery Unit investigates carjackings and residential robberies as well as other robberies. Felony Assault Unit investigators often assist the Homicide Section on investigations such as officer-involved shootings and other complex investigations. The Burglary Unit's investigators are also responsible for CID call outs and can be tasked with investigating other felony crimes.

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**Robbery, Felony Assault, and Burglary Section Staffing**

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Robbery Section

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	3	3
Police Officer	20	18

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**Significant Accomplishments**

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All officers assigned to the Robbery, Felony Assault, and Burglary Section were tasked with call-out duties. Officers on call-outs were responsible for conducting follow-up investigations on felony crimes that had just occurred. The three sections accomplished this goal by continuing to conduct comprehensive and thorough investigations. Investigators also worked closely with the various Area Commanders to reduce crime in their respective areas. . These goals were partly realized: the City experienced a 7 percent reduction in robberies and an 18 percent reduction in firearm related assaults.

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**Challenges Encountered**

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Staffing issues have resulted in longer hours, more call-out rotations, and increased workloads for each investigator. There is a need for additional investigators to address an increasing caseload. Even if the Robbery, Felony Assault, and Burglary Section was at authorized strength, there would still be incredibly heavy caseload for each investigator – requiring long work hours. Over the years, the Department has – correctly – placed a higher standard on the quality of robbery and shooting investigations, resulting in substantial impacts to limited staffing.

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**Expected Outcomes for 2016**

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- Continue to assist the five Area Commanders in their efforts to combat and reduce crime in their respective areas
- Continue to work as a team
- Contribute to the OPD strategic plan development
- Continue to develop intelligence useful to criminal investigations
- Continue to be responsive to victims of crime
- Continue to treat all victims of crime with dignity and respect
- Continue to recruit and develop new investigators
- Continue to conduct thorough and comprehensive investigations
- Share information throughout OPD
- Partner with outside law enforcement agencies

### **Theft/Misdemeanor Crimes and Task Forces Section**

The Theft/Misdemeanor Crimes and Task Forces Section includes investigators assigned to Theft, Financial Crimes, Auto Theft, Misdemeanor Crimes, Arson/Bomb, Weapons, Fugitive, Charging, Inspectional Services and all Federal/County/Regional task forces. Investigators investigate all financial crimes such as fraud, embezzlement, identity theft, forgery, elder financial abuse, grand and petty theft and auto theft. The Misdemeanor Crimes Unit investigates all misdemeanor crimes such as battery, threats and vandalisms. The unit also investigates court order violations and probation violations. In addition, the Theft Unit handles all case related charging (e.g., narcotics, violations of City ordinances, misdemeanor citations, etc.) with exception of robbery, burglary, and homicides. The Theft Unit is responsible for the review and approving all online reports made on the CopLogic online crime reporting website.

### **Staffing of the Theft/Misdemeanor Crimes and Task Forces Section**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Police Officer	17	17
Police Records Specialist	2	2
Sergeant of Police	2	2

### **Significant Accomplishments**

The Theft/Misdemeanor Crimes and Task Forces Section made great strides toward entering all of the backlogged data entries into ATF's e-Trace and DOJ's AFS systems for recovered guns during that year. In 2015, the Section was able to maintain the data entry process and remain current. In addition, the City has granted \$1 million in funding for additional resources to reduce gun violence. These funds will go toward purchasing of modern forensic firearm equipment and certified crime analysts. These additional resources could result in significant gun violence reduction.

### *Reports Generated*

Grand Theft	519
Petty Theft	2,869
Stolen Vehicle	9,563
Vandalism	1,815
Felony Assaults (Not Shootings)	167
Misdemeanor Assaults	3,346
Threats	2,099
Court Order Violation166/273.6 (non-domestic)	656
CopLogic	21,369
Fraud, ID Theft, Elder Abuse Financial	1,132
Total	43,535

### **Challenges Encountered**

Many of the challenges listed in the 2014 Annual Report remained in place for 2015. Staffing continues to be a concern, especially for caseload management and review of CopLogic reports. Although the Theft/Misdemeanor Crimes and Task Forces Section received two new

permanent investigators, staffing is inadequate to handle the 56,000-plus cases the Section processes each year. CopLogic use by the public continues to increase, requiring at least two full-time staff members to review reports. Currently, officers on modified duty are utilized to review CopLogic reports. Staffing issues ensue when these members return to their regular assignments and regularly-assigned investigators must leave their investigations to keep up with CopLogic.

### **Expected Outcomes for 2016**

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- Partnering with the new crime analysts assigned to CID.
- Partnering with outside law enforcement agencies (e.g., Department of Justice, & the Bureau of Alcohol, Tobacco, Firearms & Explosives).
- Implementing a meaningful gun violence reduction plan through social networking and other measures.
- Continuing to reduce violent crime in the City of Oakland.

### **Special Victims Section (SVS)**

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SVS provides professional, compassionate, and effective investigation and intervention services for families and youth based on 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. SVS includes the Intake and Intelligence Unit; the Domestic Violence Unit; the Special Victims Unit; the Vice and Child Exploitation Unit; and the Identification/Offender Registration Unit.

#### *Intake and Intelligence Unit*

The Intake and Intelligence Unit processes juveniles arrested or detained by law enforcement. The Unit provides referrals to services to improve life choices and prevent future incidents. In addition, the unit serves as the centralized intelligence fusion center for the section, logging, tracking and providing follow-ups to all information received by a range of sources.

#### *Domestic Violence Unit*

The Domestic Violence Unit investigates domestic violence and physical elder abuse while partnering with support services advocates housed at the Family Violence Law Center.

#### *Special Victims Unit*

The Special Victims Unit investigates sexual assault and child abuse and provides victims and families with social services to address trauma. Victims also receive assistance to understand and navigate the legal process.

#### *Vice and Child Exploitation Unit*

The Vice and Child Exploitation Unit investigates vice-crime related incidents as well as child prostitution, Internet crimes against children, child sex rings and human trafficking.

#### *Identification/Offender Registration Unit*

The Identification/Offender Registration Unit monitors compliance of all registered sex offenders living and/or working in Oakland. The Unit registers arson, drug, and sexual assault offenders as a condition of their conviction. The Sexual Assault Felony Enforcement [SAFE] Task Force is a multi-agency county organization that monitors and conducts proactive enforcement of predatory sex offenders. The SAFE Task Force also ensures convicted sex offenders are in compliance with current registration laws.

## SVS Staffing

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Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	4
Police Officer	35	27
Police Services Technician II	10	10
Police Records Specialist	2	2

## SVS Significant Accomplishments

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- SVS staff participated in multiple training's through OPD's PowerDMS system.
- Staff began to use the Geofeedia social tracking system to with active and/or in-progress investigations.
- Staff provided education to the Alameda County Probation Department regarding Domestic Violence Investigations.
- Staff conducted Domestic Violence and Elder Abuse training for the Oakland Police Department Dispatcher Academy.
- Staff conducted line-up training to Bureau of Field Operations personnel on updates in Domestic violence case law and on how to conduct more effective through preliminary investigations.
- SVU investigators assisted in the development of a formalized debriefing instrument to be used during human trafficking operations to gather actionable information/ intelligence on a wide-range of subjects, e.g., prostitution, human trafficking, robberies, homicides/shootings and other social media related topics. SVU investigators conducted these interviews, which further expanded the entire SVS's role in anti-human trafficking efforts.
- Due to the increase in staffing, for the first time in nearly 8-years, the SVU was able to dedicate two investigators to cold case DNA investigations.
- Staff repurposed a general suspect interrogation room into a victim centered/ family interview room. This effort has resulted in SVS being able to provide a more comfortable and supportive environment for families and victims of crime.
- In May 2015, investigators concluded an extensive investigation, covering several months, on human trafficking, drugs and weapons charges involving the Mills Motel. In partnership with the FBI and the Oakland City Attorney's Office, the Mills Motel was shut down.
- Staff conducted two human trafficking operations in conjunction with the FBI's Operation Cross Country (a take-off of OPDs 2007 Operation Strike Out). Thirty-one arrests were made during the Oakland portion of this national event which included the arrest of one trafficker and the rescuing of three children.
- In order to address undercover and plain-clothes officer safety issues, members of the Vice/CEU assisted in the development of the TAC (Tactical Assault Carrier) Vest program. This program consists of a purchasing, training and deployment protocol, which now afford those officers in undercover and/or plainclothes assignments to wear a protective vest. For 2015, 44 officers participated in this program and are now utilizing this vital piece of safety equipment.
- The Vice/CEU compiled an intelligence packet of 146 known traffickers, i.e., pimps, which was distributed to all intelligence officers in both CID and BFO as well as uploaded into the MDTs so that all field officers have access to these subjects.

- In October of 2015, members of the Vice/CEU received the Law Enforcement Appreciation Award from the Chief Special Agents' Association of Northern California for their dedication and hard work in combating Human Trafficking.
- In December of 2015, members of the Vice/CEU received an OPD Unit Citation for their investigative work and operational results for the past 11 months.
- Identification/Offender Registration Unit Accomplishments:
  - Worked undercover at the Alameda County Fair;
  - Assisted the US Marshals on a special operation;
  - Worked with State Parole on offender GPS tracking;
  - SAFE Task Force 290 sweep operation.

### **Challenges Encountered**

The lack of adequate staffing to address the ever increasing caseloads is the greatest challenge to SVS.

### **Expected Outcomes for 2016**

#### *Investigations*

- Enhance the overall foundational and 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 Vice/CEU.
- Provide training to the command staff regarding the Identification/Offender Registration Unit responsibilities and enforcement strategies.
- Complete the Annual Registrant Compliance Project via GPS tracker to address checks.
- Create a safer work environment for the ID Unit staff.
- Expand the GPS tracking to include all violent felonies in the City and to expand intelligence gathering efforts.
- Enhance the use of social media tracking software to assist with Human Trafficking cases.
- Expand the knowledge base of all Vice/CEU investigators in the area of Internet Crimes Against Children (ICAC) and participate more with the regional task force.
- Operations:
  - Enhance the skill set of all personnel at the Juvenile Intake Desk into a 24/7 intelligence and field support unit.
  - Continue to expand the 290 Enforcement Team to include a better intelligence/profiling capability which will aid SVU related cases. In addition, develop stronger investigative and operational ties with the Alameda County SAFE Task Force.
- Training Presentations:
  - Present no less than one POST-Certified Child Abuse Course
  - Present no less than POST-Certified Vice/UC Courses
  - Present an Intake and Intelligence training course

## Youth and School Services Section

The role of the Youth and School Services (YSS) Section is to:

- Reduce child trafficking
- Reduce student truancy
- Provide students safe passage to and from school
- Provide school campus safety
- Provide mentoring services to students
- Provide safe youth activities, and
- Build positive youth-police relationships.

YSS is made up of the following units:

### *School Safety Unit*

There are two supervising sergeants and 12 mentor officers assigned to the School Safety Unit. The officers are assigned to designated school sites throughout the City of Oakland. These officers provide mentoring services and school safety services to Oakland students. This program is funded by a COPS grant.

### *Oakland Police Activities League*

One officer is assigned to the Oakland Police Activities League (OPAL) and coordinates youth activities. Additionally, the officer manages the day to day operation of the OPAL youth center. Multiple youth activities are implemented throughout the year which includes activities such as: youth basketball, soccer, track & field, homework lab, field trips, police explorer program, youth internships etc. Officers assigned to the School Safety Section assist with these activities.

### *OK Program*

Two officers are assigned to the Our Kids (OK) Program. These officers work in collaboration with a non-profit organization that provides mentoring services for young African American men.

## Youth and School Services Staffing

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	2	2
School Safety Unit Police Officers	12	12
OPAL Police Officer	1	1
OK Program Police Officer	2	2

## Significant Accomplishments

- Mentor officers provided by the COPS School Safety Program have permitted OPD to assign community-policing officers to the neighborhoods surrounding the designated schools.
- Officers have referred students to youth services including community based organizations within the City of Oakland. These referrals have allowed students to receive tutoring assistance, mental-health assistance, and participation in extracurricular activities like basketball, soccer, baseball, football, and track.



- School Safety Unit Mentor Officers have also received extensive training in several different areas including Restorative Justice, Effective Communication with Youth, Crisis Intervention, and Response to Critical Incidents on School Campuses. These trainings have equipped officers with the ability to handle incidents on school campus where arrest is the least desirable option.
- The Unit conducted a survey to measure the success of the program. The study looked at the specific identified issues facing the mentees, including truancy and academic performance. Successes include increased grade point averages and increased school attendance. As a result, the Unit will be looking at every student served and will report accordingly.
- The Safe Passage Officers were able to enforce traffic violation around their designated schools, issuing 177 citations to traffic violators. School Safety Mentor Officers are continuing to provide this service upon the request of school staff.
- The School Safety Section teamed up with the OPD's Vice Unit in an effort to combat child human trafficking and prostitution through enforcement and prevention efforts. This collaboration included working with our community partner organization Bay Area Women Against Rape. A total of 23 juveniles were processed for human trafficking. This process includes arrests, citations, and counseling services.
- Oakland Police Activity League (OPAL) – The Unit currently has over 350 students signed up for the OPAL program.
- In the summer of 2015, the OPD School Safety Section organized an Explorer/Intern "Academy" that was open to all OUSD students. 30 students participated in the eight-week program that included paid work assignments. Upon completion of the program, participants also received approximately forty hours of training related to law enforcement. This training included gaining familiarity with all aspects of OPD – from the Criminal Investigation Division to the Crime Lab to Field Operations and beyond. Each student received a certificate of completion. The interns were asked to fill out a survey; there was a 100 percent completion rate. The evaluations were extremely positive.
- School Safety Section launched the Inter/Explorer "Academy". Students were encouraged to talk, ask questions, and give opinions about what they have seen, heard, and/or experienced with police officers and law enforcement. Students were involved in "role playing" scenarios acting as police officers, witnesses, victims, and violators of the law.
- The Section also led many youth-oriented events to award participating youth (sports, recreation, amusement parks, special luncheon).

### **Challenges Encountered**

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The Youth and School Services Section faced challenges filling staff positions.

### **Expected Outcomes for 2016**

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YSS officers will continue to conduct their duties on school campuses with the upmost professionalism, working in a collaborative effort with the campus administrators, teachers, students, and campus staff in order to create a model program for other cities to follow. Section officers will continue to utilize alternatives to arrest and making on-campus arrests a last option.

## Criminalistics

Criminalistics (aka Crime Laboratory) is responsible for the scientific analysis and interpretation of physical evidence of crimes. This work is conducted for the purposes of reconstructing crime events, including the identification of persons responsible for those events. Division scientists produce written reports of their work and findings and testify in courts of law as expert witnesses.

Criminalistics consists of an Administrative Unit, which includes the Quality Assurance Program. Laboratory casework is structured into three areas: Latent Prints Unit, Drug Analysis Unit, and Major Criminalistics. Major Criminalistics includes the Forensic Biology/DNA Units 1 and 2, 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 Staffing

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Crime Laboratory Manager	1	1
Criminalist I	1	1
Criminalist II	17 <sup>2</sup>	15 <sup>1,2</sup>
Criminalist III	5	5
Forensic Technician	1	1
IBIS Technician	1	1
Latent Print Examiner I	0	0
Latent Print Examiner II	5	5
Latent Print Examiner III	1	1
Office Assistant II	1	1
<b>TOTALS</b>	<b>33</b>	<b>31</b>

<sup>1</sup> Two Criminalist II positions are under-filled at the Criminalist I level

<sup>2</sup> Two additional Criminalist II positions in the Firearms Unit are frozen due to insufficient space in which to accommodate them.

### Significant Accomplishments

This past year has been one of significant accomplishment. The additional personnel resources allocated following the 2012 Grand Jury Report are bearing considerable fruit. When all new staff is fully trained, which will occur in 2016, productivity is expected to increase significantly as all staff will be able to focus on casework.

- All vacancies were filled with the exception of two firearms examiner positions which are frozen due to space limitations in the laboratory.
- Eighty-one percent of scientific staff is certified by external, nationally recognized certification bodies. This is an increase of 10 percent over 2014 levels. Three staff gained certification. Three staff gained certification: Sandra Sachs, Susan Molloy and Jennifer Sealy.
- The Division successfully completed its first ASCLD/LAB-International surveillance visit.
- Staff of the laboratory is fully engaged professionally; many serve in leadership roles in regional and national forensic science organizations and committees.

- The Drug Analysis Unit (DAU) staff is fully staffed with fully trained scientists for the first time since 2012.
- The DAU met the required turnaround times in 99% of their casework.
- The Firearms Unit (FAU) received 901 requests for service—an increase of 5 percent.
- FAU staff completed 893 requests for service—a 31 percent increase over last year. Of these requests for service, 770 were IBIS-only cases, designed to rapidly generate investigative leads and demonstrate interconnections between gun crime cases in Oakland and regionally. They test-fired 308 firearms for entry into IBIS—a 68 percent increase over 2014—and found 74 hits to shooting incidents, 11 of which were to homicides.
- They entered 875 crime scene casings into IBIS.
- Overall, 400-plus IBIS new hits were achieved.
- Eighty percent of IBIS cases are reported in fewer than 30 business days.

The Forensic Biology Unit (FBU) expanded the automated DNA digestion protocol to non-sexual assault casework to increase throughput and reduce backlogs.

- The FBU maintained real time (i.e. weekly) analysis of victim sexual assault kits. All kits received by the department were evaluated by SVU and 156 kits were analyzed. 95% were completed and reported within 35 business days. This turnaround time greatly exceeds the requirements of AB 1517 which took effect January 1<sup>st</sup> and urges the timely analysis of all victim kits within 120 days and outsourcing if the recommended target cannot be met.
- The FBU entered 251 new DNA profiles into CODIS in 182 cases.
- CODIS returned 168 associations in 122 cases, of which 135 matches in 98 cases were true “cold” hits.
- One cold hit was to a cold homicide case from the 1979 which has revived this case.
- The cumulative CODIS cold hit rate is 55.2 percent.
- Average turnaround times in the FBU decreased by 56 percent over 2014 levels.
- Fifty-five percent of the 851 latent print submissions received by the laboratory contained AFIS quality (computer searchable) prints.
- The Latent Print Unit (LPU) completed 383 requests for service—a 47 percent increase over 2014.
- Of these, 289 requests were AFIS cases and almost half of those were associated with property crimes. This is the highest number of property crimes related cases searched in AFIS since 2006.
- A major goal of providing at least 0.5 FTE latent print examiner to AFIS to work property crimes was exceeded. 1.5 FTEs were devoted to AFIS casework and half of the AFIS cases completed were from property crime cases.
- AFIS hit rate in 2015 was 45 percent--vastly exceeding the corresponding named suspect identification rate of 24 percent.
- Division staff received 174 subpoenas and provided court testimony 50 times during the year, most often in cases involving crimes against persons.
- Division staff provided a significant amount of forensic training to investigators and police evidence technicians throughout the year.

## **Challenges Encountered**

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Several goals were not met. These include the wrap-up of instrument and method validations studies in the LPU, and the elimination of a group of backlogged, non-sexual assault cases in the FBU. However, significant progress was made in both endeavors.

- LPU validation projects are nearing completion which is now expected by the end of the March 2016.
- Of the 131 biology requests enrolled in the above referenced project, 81 were completed by the October 31, 2015 target date (62 percent).
- An additional 32 requests (24 percent) were in progress as of that date.
- Complex DNA results in many of these cases required additional analyses and/or additional time in the interpretation and technical review phases of the work. We expect these cases to be completed by June 30, 2016.

LPU requests for service declined by 19 percent, raising the concern that investigators may not be utilizing this type of evidence to the fullest extent.

The LPU lost access to state and national AFIS databases four years ago when Alameda County changed AFIS platforms from NEC to Cogent. Recently, access was restored. However functionality issues remain. The Alameda County Sheriff's Office is the lead agency responsible for providing access and resolving the remaining technical issues. Access to these databases would enable us to make additional identifications. These databases were routinely searched in any homicide case that did not produce a hit in the regional AFIS database and with considerable success prior to the switchover to the new vendor.

Space allocated to laboratory operations is inadequate in many ways. Demand for service exceeds capacity in several casework areas, most notably FAU and LPU, and additional personnel are needed. Two Criminalist II positions intended for the Firearms Unit are frozen because there is no space in the current laboratory to accommodate them. The OPD Strategic Plan recommends expansion of DNA testing to evidence in property crimes. This recommendation is equally relevant to the systematic searching of AFIS quality latent prints in property crimes cases—a goal that has not yet been achieved. However, either will require more staff and significantly more space for these and all other laboratory operations.

## **Expected Outcomes for 2016**

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When all new hires are advanced to casework, Criminalistics expects increases in throughput in all casework areas, thus contributing to the reduction of crime. It is also an imperative that the laboratory continues to operate in a manner compliant with the standards under which it is accredited and all applicable federal standards. The specific goals are listed below.

### *Crime Reduction Goals*

- Advance all new hires in all casework units to independent casework by June 30, 2016 to increase throughput and lower turnaround times in all units.
- Assign a minimum of 1.0 FTE latent print examiner exclusively to search property crime related latent prints in AFIS, doubling the number of property crimes cases searched in AFIS to 300.
- Continue real time testing of all eligible victim sexual assault kits on a weekly basis with the goal of completing 95 percent of these kits within 20 business days.
- By June 30, 2016, complete the biological analysis of the remaining cases from the original group of 131 backlogged non-sexual assault requests compiled in 2015.

- Increase throughput in conventional FBU Unit 2 related casework by 20 percent over 2015 levels.
- Validate and launch in casework a new megaplex DNA typing kit, related instrumentation, and probabilistic software to meet the FBI mandated deadline of January 1, 2017.
- Acquire three Gun Tracing Project funded microscope cameras and a laser scanner for FAU use by March 31, 2016.
- Acquire JAG grant funded microscopes for the DAU by March 31, 2016.
- Continue to meet 24 hour or other specified turnaround time in a minimum of 95 percent of drug analysis cases.

#### *Organizational Excellence/Laboratory Quality Assurance Goals*

- Maintain all requirements of ASCLD/LAB-International accreditation with a view to continuous improvement.
- Increase the number of eligible staff certified by external, nationally recognized forensic science certification bodies above the current level of 81 percent.
- Reduce the volume of stored controlled substances evidence by destroying all eligible evidence received from 2008 through 2011 by April 30, 2016.
- In collaboration with the Police Evidence Technicians Unit sergeant, by March 31, 2016 produce a draft procedures manual, including training plans, for use by the Police Evidence Technician Unit.

### **Bureau of Services**

The Bureau of Services provides a number of critical services to the Oakland Police Department and the Oakland community. The Bureau is made up of the Communications Division; the Records Section; the Personnel and Training Division; and Technology/Property and Evidence. In 2015, the Bureau of Services was commanded by Deputy Chief Danielle Outlaw.

### **Communications Division**

The Communications Division (Communications) is the Public Safety Answering Point (PSAP) for the City of Oakland, receiving all emergency calls for police, fire, and medical service. Communications answers and evaluates calls, both emergency and non-emergency, to determine whether or not police resources should be dispatched, or if the call should be referred to a different agency or organizational unit. Communications is managed by a Police Services Manager and a supervisory staff that consist of four Police Communications Supervisors and four Sergeants of Police. Supervisory staff is responsible for the supervision of the Administrative Unit, Complaint Unit, and the Dispatch Unit.



*Deputy Chief  
Danielle Outlaw*

## Staffing of the Communications Section

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Classification	Authorized	Actual
Police Services Manager I	1	1
Sergeant of Police	4	3
Police Communications Supervisor	4	4
Police Communications Dispatcher	67	61
Police Communications Operator	7	5
Police Records Specialist	1	1

## Significant Accomplishments

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- Reduced the average answering time, from 16 seconds to 11 seconds.
- Trained 12 Dispatchers and two Operators (five dispatchers were trained in 2014).
- Installed Wi-Fi in the Communications classroom. Instructors now have internet access.
- Upgraded the telephone system to be in compliance with all available system patches.

### *Five-Year History of Calls to OPD*

Year	Received	Dispatched
2011	612,400	239,196
2012	609,355	246,675
2013	592,095	246,028
2014	587,904	250,107
2015	572,088	253,927

## Challenges Encountered

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### *State of California Answering Time*

Communications did not meet the State's recommended 10-second answering time, despite improvements. The variance from the State recommendation stems from low staffing, increased sick leave usage, on-duty injuries, and resignations.

### *Vacancy Rate*

The Communications Section continues to struggle with its vacancy rate. In 2015, two dispatchers retired, three accepted employment at other agencies, and one resigned for personal reasons.

### *Staff Retreat*

Communications was unable to hold a staff retreat in 2015. Communications' 24-hour/7-day operations and staff shortages require mandatory overtime and sufficient staff coverage to hold staff events. The staffing requirements impeded all scheduling efforts to hold a retreat.

## Expected Outcomes for 2016

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- Transfer two Acting Sergeants of Police to more suitable assignments. This will increase the number of staff members available to assist in the Department's crime reduction efforts.
- Begin accepting wireless 911 calls for service, currently triaged through CHP. The City Council has approved a plan to accept GIS software upgrades from the State, and to hire at least four the operators whom staff believes will be necessary for a full 911 wireless call migration.

- Continue to engage the community through facility tours, an effective way to educate the community about 911 operations.
- Continue to attend community meetings, participate in Department open houses, and work collaboratively with other City Departments.
- Implement a community satisfaction survey program. This will provide a mechanism to gauge the section's performance and identify areas needing improvement. The survey will hopefully also provide insight on the community's perception of the 911 center.
- Continue developing and mentoring staff members by providing continuous education and creating more leadership opportunities.
- Decrease the staffing impact of training new hires by implementing a scenario-based training program. This type of training will increase classroom training time and reduce the amount of time trainers are removed from their assignments in the Complaint Unit. This process will decrease call answering times.
- Work closely with the City's Department of Human Resource Management (DHRM) to implement continuous testing. Continuous testing should assist in expediting the hiring process.
- Collaborate with DHRM to provide ergonomic and health and wellness training - in an effort to reduce repetitive stress injury and reduce on-duty injury leave.
- Implement additional productivity reports to better manage staff. Communications will continue to monitor performance to ensure all staff member are providing excellent customer service.

## Records Section

The Records Section (Records) processes and maintains records concerning reported incidents (excluding vehicle collision information), such as crimes, arrests, towed vehicles, restraining orders, warrants, teletypes, peddler/solicitor permits and Public Records Requests (PRR). Records also provides staff support, technical assistance and training for incident reports, warrants, public records, record sealing, subpoenas and Uniform Crime Reporting (UCR) information, which is submitted to the Department of Justice. Records supports these critical Oakland Police Department (OPD) operations 24 days hours a day, seven days a week.

On a day-to-day basis, Records details and assigns incident reports; processes towed vehicles payments and addresses related vehicle issues; retrieves, redacts and provides reports to community members and law enforcement personnel; distributes and manages responses to PRRs; validates crime data reporting; warehouses records-related information; and also enters, updates and purges police warrants. Records is comprised of an Administrative Unit, which includes the Warrants Section; the Report Reproducing/Field Based Reporting Section; the Towing Operation Detail; the Hot Sheet Detail; and the Arrest Entry Detail. Also included within the Records Division is the PRR Unit.

## Staffing of the Records Division

Classification	Authorized	Filled
Police Services Manager I	1	1
Police Records Supervisor	4	4
Police Records Specialist	25	24
Police Services Technician II	1	1
Administrative Assistant I	1	0

## **Significant Accomplishments**

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Records trained staff from two of its three shifts in the rules of redacting and providing public information, which resulted in a reduction of backlogged requests for information. Records also secured funding to convert reports located on microfilm to an electronic format, which will make information more accessible and readily available to requesters. All Records personnel attended at least one professional development training in 2015, which contributed towards an increased level of professionalism and accountability.

## **Challenges Encountered**

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The third shift has not yet been trained in the rules of redacting and providing public information due to staffing challenges and budgetary constraints. Records experienced functionality issues with several of its computer databases and other technology, resulting in PRR delays. The Oakland Police Department has begun the procurement process to replace some of its computer databases, but this is not expected to occur until at least 2017.

## **Expected Outcomes for 2016**

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Records' main goals are to achieve better customer service and records data accuracy. These goals align with OPD goals of reducing crime, strengthening community trust and relationships, and achieving organizational excellence. Records has also prioritized the following for 2016:

- Convert crime and arrest reports on microfilm to an electronic format to promote staff and public accessibility. Requesters won't have to wait an extended period of time to receive needed information once this digital transfer occurs.
- Provide mandatory professional development and customer service training to all Records personnel twice a year, which will help improve efficiency in performance and reduce the number of complaints from community members related to unsatisfactory customer service.
- Solicit quarterly feedback from staff on what is working and what can be improved and track the results.

## **Personnel and Training Division**

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The Personnel and Training Division is comprised of three entities: the Personnel Section, the Training Section, and the Personnel Assessment Unit. In 2015, the Personnel and Training Division was commanded by Captain Drennon Lindsey.

### **Personnel Section**

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In 2015, the Personnel Section was comprised of three units:

#### *Personnel and Payroll Unit*

The Personnel and Payroll Unit manages all personnel-related matters for Oakland Police Department employees. The unit is responsible for maintaining over 1,100 active personnel files as well as files for inactive and former OPD employees. The unit monitors bilingual test requests; maintains the department's compliance with the City of Oakland's Equal Access Ordinance; generates personnel rosters; monitors and updates the OPD scheduling system; maintains filled and vacancy records and position control reports; coordinates the promotional and awards ceremonies; and maintains sworn transfers and order of merit lists.



The unit also processes annual salary step increases; badge assignment and inventory; new employee paperwork; final checkout for separating employees; transfers and reassignments; personnel database system (PAS) updates; public records requests and employment verifications; timecards; payroll corrections and adjustments; annual uniform allowances; check advice disbursements; payroll inquiries; quality control checks and serves as liaison for the self-serve training and monitoring between the employees and city payroll departments.

#### *Recruiting and Background Unit*

The Recruiting and Background Unit recruits and develops qualified candidates to fill positions in the Department. The goal is to recruit a diverse group of applicants and conduct thorough and fair background investigations in an effort to protect the Police Department and the City of Oakland from hiring unsuitable employees. The Recruiting and Background Unit coordinates the extensive selection processes for Police Officer Trainee (POT) and Lateral Police Officer.

#### *Medical Unit*

The Medical Unit manages the worker compensation program; processes and tracks all injury reports, maintains medical files; administers payroll for injured members and employees; coordinates disability retirements; manages the transitional assignment program; tracks Family Leave requests; schedules ergonomic workplace evaluations; and acts as liaison between the Worker's Compensation vendor, Risk Management and OPD.

### **Personnel Section Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Administrative Analyst II	3	3
Payroll Clerk II	1	1
Payroll Clerk III	3	3
Police Officer	4	4
Police Personnel Operations Specialist	2	1
Police Records Specialist	3	3
Police Services Manager I	1	1
Police Services Technician II	1	1
Police Services Manager II	1	1
Sergeant of Police	1	0
Storekeeper II	1	1

### **Significant Accomplishments**

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- Met City of Oakland Equal Access Ordinance hiring objectives
- Conducted Personnel Section 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 scheduling system coordinator training updates
- Facilitated self-service time report for all new hires
- Facilitated the first annual civilian supervisory training
- Converted from Measure Y to Measure Z payroll controls
- Completed policy updates
- Facilitated annual training for payroll coordinators

- Attended and organized 75 recruiting events
- Processed 579 sworn and 430 civilian background investigations
- Assisted DHRM in the application and testing process for over 1,400 POT applicants
- Recruited and hired candidates for three Oakland Police Department Academies
- Recruited and hired candidates for two Lateral/Post Academy Graduate Academies (
- Partnered with the San Francisco Police Department and recruited and hired candidates for three 5 member SFPD academy slots
- Conducted monthly practice Physical Ability Test
- Conducted monthly POST written test seminars
- Established Police Officer Trainee oral board workshop
- Ensured OPD is in compliance with Department of Justice background requirements
- Kept the number of employees off work for on-duty injuries at less than 30
- Provided 42 EDD Disability Insurance Application Information Requests to Risk Management
- Processed 17 equipment turn-in letters for all employees off work more than four months
- Less new injuries reported (231 of which 177 were workers' comp claims) compared to 2014( 243 injuries reported with 226 claims being set up).
- Coordinated 116 transitional assignments for on-duty injuries and personal illness/injury
- Processed 17 disability retirements
- Coordinated blood drive at PAB and Health Fair at Eastmont
- Transitioned of the City of Oakland physician

### **Challenges Encountered**

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- Antiquated systems are still in use for scheduling, personnel tracking, and recruiting data management systems.
- The amount of administrative staff is limited and this is exacerbated by increases in the overall number of sworn and civilian positions.
- There is a limited budget to cover increased workload.

### **Expected Outcomes for 2016**

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- Personnel database:
  - Reduce errors in the personnel database
  - Conduct regular personnel database audits
  - Identify a personnel database revision and partner with IT to accomplish upgrades
- Scheduling software:
  - Conduct annual training for scheduling software coordinators
  - Ensure all scheduling software upgrades are completed
- Recruit and hire POTs for the 175<sup>th</sup> and 176<sup>th</sup> Academies
- Recruit and fill vacant employee positions
- Maintain an ongoing pool of qualified candidates for Police Officer, Operator/Dispatcher and Police Cadet
- Attend available POST-approved courses addressing background investigation updates and recruiting methods
- Reduce the number of on-duty injuries by offering tools and services to increase awareness
- Expedite long-term on-duty injury leaves to transition into transitional assignments
- Monitor and promptly return modified duty assignments to full duty
- Reinstate "Assignment to Medical Unit" letter

- Update procedures, forms, and correspondences for the Medical Unit
- Implement 2016 workers compensation plan

## **Training Section**

The Training Section is primarily responsible for facilitating and managing training for all Department personnel and ensuring that the tenets of Procedural Justice are woven into all lesson plans. The Training Section is divided into three primary components: the Recruit Training Unit, In-Service Training Unit, and the Department Safety Coordinator (DSC).

### *Recruit Training Unit*

The Recruit Training Unit is responsible for the operation and the presentation of a 27-week (1,169-hour) Police Academy (Basic Course) for police officer trainees (POT). The Basic Course more than satisfies the requirements established by the California Commission on Peace Officer Standards and Training (POST) by preparing POTs to become effective police officers. The academy curriculum maintains an emphasis on ethics and professionalism, critical thinking and problem solving, conflict resolution, and community relationships. The Recruit Training Unit includes three additional components:

#### Cadet 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. Cadets are hourly, part-time employees who receive training and experience in various aspects of the police profession. Cadets are rotated through a variety of assignments so they can see what a police career looks on a daily basis. Cadets provide actual police support - they are assigned to write crime reports, tow abandoned vehicles, issue parking citations, provide traffic control, and support record keeping, data entry, and investigative work. They also support role-play scenarios in training activities and attend community events and activities.

#### Crisis Intervention Training (CIT) Program

The CIT Program is coordinated by the Mental Health Officer in collaboration with Alameda County Behavioral Health Care Services (ACBHCS).

#### Reprographic Shop

The Reprographic Shop is staffed by an operator. In addition to training material, the shop produces material for all units in the Department. This includes copies of all police report forms, brochures for citizen distribution, and material for Home Alert groups, City Council reports, and Annual reports.

### *In-Service Training Unit*

The In-Service Training Unit provides training to sworn staff, including 40-hour POST-mandated Continuous Professional Training courses for officers and sergeants. The In-Service Training Unit also coordinates, implements, and monitors other training based on POST mandates, Procedural Justice, and the requirements of the Negotiated Settlement Agreement. Outside groups help the training division bring the latest issues in police training to all personnel.

#### Range Staff

The Range Staff emphasizes appropriate force options and de-escalation opportunities. All sworn personnel are required to pass two handgun and shotgun proficiency courses a year.

### Electronic Weapons Coordinator

The Electronics Weapons Coordinator is responsible for providing instruction on the Department's electronic control weapon (ECW), related policy, and the standards of using force and the tracking and monitoring of all training specific to the ECW.

### Arrest and Control Coordinators

The Arrest and Control Coordinators are responsible for providing weaponless defense training and reviewing use of force policy and the legal standards of using force.

### Department Safety Coordinator/Building Liaison Officer

The Department Safety Coordinator (DSC)/Building Facility Liaison Officer oversees responsibilities related to the Police Administration Building. Duties include security, requesting any special/emergency engineering or custodial services, coordinating facility-related activities and projects, safety education programs, preparing and disseminating training materials, and maintaining building access authorizations.

### **Training Section Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Police Officer	15	15
Police Records Specialist	4	4
Sergeant of Police	2	2

### **Significant Accomplishments**

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The Training Section provided the following training courses in 2015:

- Officer continuous professional training
- Sergeant continuous professional training
- Patrol bicycle
- Search warrant
- Police Service Technician
- Police Evidence Technician
- Sergeant transitional
- Field Training Officer
- DNA course
- Crisis intervention
- Command retreat
- Cursory search
- Civilian manager retreat
- CLETS recertification
- Fiscal tracking
- De facto arrests
- Discharging firearms at moving vehicles
- Body worn camera
- Fireworks enforcement
- Sideshow enforcement
- Procedural Justice (<http://www.9-1-1magazine.com/Sedovic-Procedural-Justice-Training>)

#### *Additional Accomplishments*

- All newly-promoted lieutenants attended the mandatory POST Management course and ICS 300 and 400 courses
- All newly promoted sergeants in 2015 attended the mandatory POST Supervisor course
- Graduated the 171<sup>st</sup>, 172<sup>nd</sup> and 173<sup>rd</sup> Basic Academies
- Graduated the 5<sup>th</sup> and 6<sup>th</sup> Transitional Academies

#### **Challenges Encountered**

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- No driving facility
- Need for space to conduct scenario training
- High costs to rent gun firing range
- Short turnaround requirements for training needs impacts the maintenance of training standards.

#### **Expected Outcomes for 2016**

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- Increase Procedural Justice Training
- Graduate a minimum of two academies
- Transition five officers in each upcoming San Francisco Police Department class
- Develop more efficient methods to deliver training
- Include Crisis Intervention Training in Basic Academy
- Include Procedural Justice in Basic Academy
- Be in full compliance with all training responsibilities

#### **Personnel Assessment System (PAS) 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 conduct, correct performance-related problems and recognize exemplary performance. The PAS Notification database captures all of the employees identified for a PAS review from the initiation of the review process until the final disposition of each review. The PAS Unit continues to perform its core tasks in a timely and accurate manner given the current levels of technology and staffing.

#### **PAS Unit Staffing**

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Classification	Authorized	Filled
Police Program and Performance Auditor	1	1
Sergeant of Police	1	1
Administrative Analyst II	4	4
Police Records Specialist	1	1

The transfer of the primary PAS programmer from the Information Technology Department to the Oakland Police Department has had a positive impact on the stability of PAS.

#### **Significant Accomplishments**

- Moved Task 41: Use of Personnel Assessment System from partial Phase 2 compliance into full compliance.

- In response to the continuing decrease in “at-risk” behavior and with the goal of constant improvement, the level of risk acceptance was adjusted to include additional aspects of PAS data and a lower threshold for inclusion in the PAS Program.
- Reduced delinquent reports due to tolling, transfers, and extended leave, from over a dozen to one. The use of automated tasking essentially eliminated overdue reports.
- The number of individuals in PAS monitoring and intervention for longer than a year was reduced from 21 to 1.
- Adjusted the elimination threshold for re-review to include individuals that may have otherwise been overlooked.
- Standardized document flow through PAS Admin to increase efficiency and traceability.
- Continued to reconcile historical audit data in the PAS Unit’s digitized, searchable log and network accessible files for easier retrieval.
- Categorized and re-filed historical PAS files for the City’s document retention program.
- Streamlined notifications by creating a single form letter sent and tracked by one staff member using a PAS maintained personnel transfer list.
- Transitioned from Hummingbird to SAP for BI needs.
- Participated in the development of PRIME.
- Generated seven threshold reports to identify at-risk behavior, sub-standard performance or exemplary performance.
- Evaluated over 1,000 records of individuals meeting or exceeding thresholds to determine the need for a review, reassessment, or notification.
- Reviewed and processed over 115 PAS Activity Review Reports and 126 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.
- Maintained the PAS Notification database.
- Prepared and presented the PAS Activity Status Report to attendees of the Semi-Annual PAS Meetings and PAS Oversight Committee Meetings.
- Maintained an IPAS Request Log to document all requests for IPAS data received from by the PAS Administration Unit.
- Maintained an IPAS Discrepancy Log to document errors and discrepancies in IPAS data and technical problems. Four-hundred sixty-seven issues were discovered or reported and 342 have been rectified thus far.
- Met regularly with ITD to discuss corrections and enhancements to IPAS and the development of an automated threshold report.
- Maintained a Histogram Tracking Database and matrix to document the cut-off points for each peer group by threshold category.
- Maintained a PAS Activity Review Timeline for all members/employees in intervention and supervisory monitoring.

### **Challenges Encountered**

The PAS Unit and the Department faces staffing limitations that limit the ability of the PAS Unit to complete an increasing number of PAS Review Reports. The Unit could benefit from the addition of another Administrative Analyst II.

### **Expected Outcomes for 2016**

The PAS Administrative Unit plans to transition the current PAS activity review workflow into a paperless reporting system known as PRIME in 2016. The Department will have an electronic personnel assessment system that incorporates the needs of the members/employees,

supervisors and executive command staff through statistical dashboard displays, links to source documents and statistical reports for analysis. The project is currently in progress with an expected completion date in of March 31, 2016.

With the upcoming launch of PRIME, the PAS Administration staff will need to advance technological knowledge and capacities. The first six months following the launch of PRIME will be challenging. PAS Admin will continue its current functions and procedures while learning and transitioning to PRIME. As the transition is completed, the time previously used for manual tasks will be used to make improvements on PRIME's functionality.

### **Technology/Property and Evidence Section**

The Technology/Property and Evidence Section is made up of the Police Information Technology Unit (ITU) and the Property and Evidence Unit (PEU).

### **Police Information Technology Unit**

The Police Information Technology (PIT) Unit provides technical guidance and support to OPD in the following areas:

- Collaborate with the City's Information Technology Department (ITD) on OPD technology projects.
- Evaluate new technology products that improve services and/or processes for OPD's employees.
- Publish and review technology related Requests for Proposals (RFPs). Assist with the review of RFP responses and develop evaluation criteria, coordinate site visits, oversee reference checks, and/or make final vendor selection.
- Assist in the negotiation of technology contracts.
- Ensure appropriate information technology is deployed and properly maintained.
- Assist employees with the purchasing of new technology related to hardware and software as well as technology support, training, and procurement.
- Support Field-Based Reporting (FBR) and Body Worn Camera (BWC) systems, mobile laptop computers, and other OPD mission-critical systems.

### **Staffing of the Information Technology Unit**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	2	2
Police Service Technician II	1	1
Programmer Analyst III	1	1

### **Significant Accomplishments**

- Laptop Replacement - All 300 mobile laptop computers were replaced in patrol vehicles. This project substantially reduced downtime experienced with the previous laptops.
- Patrol Vehicle Replacement – One-hundred forty-two new vehicles were procured to replace an aging fleet of vehicles. These vehicles have the latest available technology with equipment focusing on officer safety and comfort.

- BWC Upgrade and Deployment - PIT collaborated with City ITD on a BWC storage system upgrade project. PIT also deployed 629 new body worn cameras.
- Portable Radios Deployment - All officers and field personnel received new portable radios and appropriate training in 2015.
- Data Services Upgrade - All patrol laptop computers and wireless data devices were upgraded from 4G to LTE. This project reduced data service failures to less than one percent of all deployed units.
- Two-factor Authentication - Successfully launched and implemented this program in accordance with the latest FBI Criminal Justice Information Services (CJIS) security policies and requirements.
- Integrating ITD's Programmer Analyst into the unit - The addition of an ITD Programmer Analyst enhanced OPD's database and application capabilities on internal systems including PAS and PRIME systems. This expedites communications between ITD and OPD resulting in faster response to database issues.

### **Challenges Encountered**

The PIT lacks resources to support technology projects. The current FBR reporting system is obsolete and requires constant staffing to manage it. The increasing BWC program continues to tax existing infrastructure with size and capacity issues.

### **Expected Outcomes for 2016**

- Develop a cross-functional committee to select a new Computer-Aided Dispatch/Records Management System (CAD/RMS) vendor.
- Migrate all OPD portable and mobile radios into the regional radio network, East Bay Regional Communications System (EBRCS).
- Continue first-line administration support for the Department's BWC system and potential migration to cloud storage.
- Deploy an annual maintenance upgrade of the current FBR application, which includes enhancements designed to improve efficiency and accuracy.
- Continue excellent customer service to both internal and external customers.
- Decrease system downtime by improving collaboration between City ITD and vendors.

### **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. Evidence items must be retained by the unit until one of the following dispositions occurs:

- The criminal case is adjudicated.
- The criminal case was presented to the District Attorney and not charged.
- The statute of limitations of the alleged crime related to the evidence has been reached.
- It has been determined that no crime has been committed.

PEU makes reasonable attempts to return found property, safekeeping property, and evidence items that have been authorized for release to their rightful owner. When this is not possible, the items are disposed of in accordance with applicable law and Department policy. The PEU is also responsible for stocking, issuing, and tracking Oleoresin Capsicum (OC) (pepper spray) in accordance with the Negotiated Settlement Agreement (NSA) and Departmental policy.



### **Staffing of the Property and Evidence Unit**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	1	1
Police Property Supervisor	1	1
Police Service Technicians	2	2
Police Property Specialists	6	5

### **Significant Accomplishments**

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- Destroyed 979 firearms
- Realized \$4,855.06 in revenue from approved property auctions.

### **Challenges Encountered**

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- Evidence needing purging exceeds staff capacity.
- One Police Property Specialist resigned.

### **Expected Outcomes for 2016**

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- Hire a new Police Property Specialist to fill an existing vacancy
- Purchase and implement an automated property tracking system.
- Assist with the implementation of the PRIME (personnel tracking) system as it pertains to the tracking of OC pursuant to the NSA.
- Continue to purge as many items as possible, when time allows.
- Continue to destroy as many firearms as possible.
- Utilize the auction process to create as much revenue as possible from items purged that qualify for auction.
- Continue to provide a high level of customer service to members of the Department, the Alameda County District Attorney's Office, and the citizens of Oakland.