

# Monthly Progress Report

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Of the Office of Inspector General



**May 2016**

**Office of the Inspector General**

**Oakland Police Department**

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## INTRODUCTION

Racial profiling data collection and analysis is by far the most challenging of tasks facing 21<sup>st</sup> Century law enforcement. As the State Attorney General's Office prepares to launch a new and promising data collection initiative throughout California's agencies affected by the passage of Assembly Bill 953, the Oakland Police Department continues to refine, analyze, and adjust its own racial profiling data collection program now in existence for more than a decade. Understanding how law enforcement field activity may be accurately captured – along with all possible variables, interpretations, situations, decisions and results that are inherent in police work – may be more difficult than the actual analysis of data a successful program requires.

The Office of Inspector General routinely assists and evaluates the department with progress in collecting and assessing the results of officer activity. In repeated efforts to design a stop data program capable of bringing understanding, direction and change to discretionary law enforcement decision making, numerous changes have been implemented over the years to the data collection forms and systems. Each change required department wide training, revisions to policy or procedure, and the seemingly inevitable discovery of new challenges and questions to be designed and addressed. Although progress is measurable, the process understandably appears slow to those who expect quick solutions and deserve results. To compound things, data is collected inconsistently across a myriad of law enforcement technologies used to collect the data. There is no universally accepted best practice for collecting and categorizing every field of data for understanding enforcement activity. The Department has and will continue to work with our key partners to refine this process. The purpose of the OIG audits in this area is to continue to focus in on areas to better refine and improve data collection.

This Monthly Progress Report of the Office of Inspector General contains an evaluation of stop data following revised training and direction issued to officers in December 2015. A previous OIG review had raised questions and concerns about how uniformly officers were documenting the existence of evidence or contraband given the innumerable variables of circumstance. Reviews are also included that evaluate the Internal Affairs Division and the Department's Search Warrant policy, procedure and results.

Respectfully submitted,



Christopher C. Bolton  
Lieutenant of Police  
Office of Inspector General

## AUDITS, REVIEWS, and/or INSPECTIONS

### Review of Search Warrants

**Lead Auditor:** Charlotte Hines, Office of Inspector General

#### Objective(s)

1. Determine if all required search warrant forms are correctly completed and submitted timely
2. Determine if all sworn members have completed an online “*Search Warrant Fundamentals*” course through the POST Learning Portal website
3. Determine if additional search warrant training is being developed and presented to members

**Policy Referenced:** Training Bulletin (TB): I-F *Obtaining a Search Warrant*

#### Significant Finding(s)

1. Although the review found the Department is complying with its search warrant policy, the current policy does not address minimum experience requirements (i.e. 12 months - 18 months) in patrol allowing an opportunity to gain knowledge/experience prior to completing a search warrant. In support of the issuance of a search warrant and to show probable cause, an officer is required to describe his/her knowledge of and experience of relative crimes, evidence, behaviors etc.

#### Recommendations

1. The Department should consider including in policy requirements for minimum experience in patrol prior to being authorized to obtain and serve a search warrant.

#### Overview

As required by Department policy, Training Bulletin I-F “Obtaining a Search Warrant,” the Office of Inspector General conducted an annual review of search warrants and search warrant training. The purpose of the training bulletin is to set forth Department policy and procedures for obtaining a search warrant and to ensure that the information in a search warrant affidavit is factual, reliable, true to the best of the knowledge of the peace officer affiant, and supports the issuance of a search warrant.

It is the policy of the Oakland Police Department that every officer who prepares a search warrant affidavit ensure the contents of the affidavit are true and correct to the best of the officer’s knowledge. The officer is to review and verify all the information, not rely on assumptions regarding any facts asserted in the affidavit, and submit to his/her supervisor and a commander for review prior to presenting to the judge or magistrate for signing. While the general process of applying for and obtaining a search warrant should be familiar to most

officers, there are many technical and legal pitfalls that must be avoided. Therefore, officers must have a sound knowledge of the legal requirements associated with obtaining a search warrant and be aware that failure to recognize these challenges, any material errors, omissions, or misstatements of the factual basis for the warrant – whether intentional or not – may result in an illegal search and seizure, cause a violation of a person’s constitutional rights, expose the officer(s) to criminal prosecution and/or disciplinary action, and expose the officer and the Department to civil liability.<sup>1</sup>

The Training Bulletin also stipulates mandatory training and that additional training be developed and presented by the Department.

### Methodology

The OIG reviewer was provided the electronic file and the detailed listing (spreadsheet) of all search warrants processed during January through December 18, 2015 from the Criminal Investigations Division (CID). Search warrants were served by various units throughout the Department (see Table I below).

TABLE 1: 2015 Search Warrants Served by Unit

Ceasefire	115
Homicide	157
Robbery / Burglary / Felony Assault	126
Special Resources	62
Special Victims Unit	55
Theft & Misdemeanor Crimes	15
Traffic Operations	54
<b>Grand Total</b>	<b>584</b>

There were a total of 584 search warrants completed during January through December 18, 2015. Using a one-tail test, to achieve a 95% confidence level with an error rate of +/- 4%, a sample of 83 search warrants was determined. To ensure the sample included search warrants from each of the units in the total population, a number randomizer formula was applied (See Table II below).

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<sup>1</sup> Departmental Training Bulletin I-F

TABLE 2: 2015 Search Warrant Sample

Unit	# of Warrants	% of Sample
Ceasefire	14	17%
Homicide	21	25%
Robbery / Burglary / Felony Assault	16	19%
Special Resources	11	13%
Special Victims Unit	10	12%
Theft & Misdemeanor Crimes	2	2%
Traffic Operations	9	11%
<b>Grand Total</b>	<b>83</b>	

Each search warrant file was reviewed to determine that all required forms were completed correctly and submitted timely.

- Search Warrant Approval Tracking Sheet (TF-3343) – form listing the review and approval signatures for a search warrant application.
- Search Warrant – a written order signed by a judge, magistrate or other judicial authority, authorizing and directing a peace officer to search for a person or persons, a thing or things, or personal property and other evidence of a crime and bring it before the court. (*Penal Code 1523, 1528*).
- Search Warrant Affidavit – a legal document, signed under penalty of perjury containing the facts upon which probable cause is based. The affidavit must set forth the facts tending to establish the grounds of the application, or probable cause for believing that they exist (*Penal Code 1527*). It must contain the descriptions of the places(s), person(s), vehicle(s), and item(s) to be searched and the evidence to be seized.
- Sealing Order (if applicable) – certain limited circumstances provide for sealing of a search warrant (*Penal Code 1534*), sealing of a warrant may be necessary to protect the identity of a confidential informant or to protect the integrity of an on-going

investigation. If any portion of the affidavit is to be sealed, that fact may be disclosed on the face of the warrant and the request shall be included in the affidavit.

- Chemical Analysis Report (TF-708), if applicable – written report prepared by OPD Criminalistics Division confirming the results of drug tests performed on submitted drug evidence.
- Inventory Sheet (TF-3079-1 and TF-3079-2) – a list of evidence seized based on the search warrant (*Penal Code 1534*).

A spreadsheet was created detailing the results of each file.

In addition, the roster of all police officers that completed the online course “Search Warrants Fundamentals” through the POST Learning website and all other courses regarding search warrants that was presented during calendar year 2015 from the Training Division were reviewed. The Personnel Unit provided a listing of all officers hired in 2015, which indicated their current status (i.e. active officer, ex-employee or Police Officer Trainee), and the FTO Program Supervisor provided a list of all officers that completed their FTO training. The POST training rosters were compared to the list of officers hired in 2015 and the FTO officers that completed training to determine which officers completed the mandatory training course and/or any additional search warrant training,

### **Finding #1**

All required forms were completed and submitted timely; however, the reviewer noted two areas for potential improvement.

- The search warrant process requires a written affidavit made under penalty of perjury (*Penal Code Section 1527 the affidavit or affidavits must set forth the facts tending to establish the grounds of the application, or probable cause for believing that they exist.*), to describe probable cause based on the knowledge and/or what the officer believes to be true and factual. The current policy does not address minimum experience requirements (i.e. 12 months -18 months) in patrol allowing an opportunity to gain knowledge/experience. The consequences of erroneous or misstated warrants could adversely affect the Department. The ability to execute valid search warrants prevents the suppression of evidence, protects the Constitutional rights of persons, and can promote public confidence in the Department’s ability to carry out the police function in an ethical and legal manner.
- It was noted that some of the Inventory sheets were illegible partly because the copy was very faint and/or the penmanship on the Inventory Sheets was hard to read. While a record of any items seized should also be listed in the crime report a legible copy of the Inventory sheet would improve the departments’ records.

## **Finding #2**

Effective July 2015, the responsibility for tracking the POST online course “Search Warrant Fundamentals” was transferred to the Field Training Program. Since this change, all officers that have completed the FTO program have successfully completed this mandated training. The responsibility for training was transferred to the FTO Unit last year following a 2015 OIG review and recommendation when it was discovered that newly hired officers were not being trained as required by policy. The level of compliance found in this review is a marked improvement and the FTO Unit should be commended.

## **Finding #3**

The Department developed and/or made available several search warrant training opportunities in 2015. The Search Warrant & Informant Management course (40 hours) was presented in April, July and September by Department instructors. Some officers also attended a training hosted by an outside agency, the Search Warrants – Patrol – “A-Z” course (8 hours) presented in January and March 2015 in San Jose, CA.

In addition, a search warrant block was added to the Academy in 2012. While not a requirement of POST, the Department has implemented search warrant training, usually a four-hour block, for all new officers.

## **Conclusion**

The Department is in compliance with the Search Warrant process. Although this review focused on 2015 search warrants, the Department recently updated its policy (Training Bulletin I-F) in March 2016. The revisions include the expansion of several sections to include specificity in critical areas and also deleted outdated or unnecessary language.

A new training bulletin, TB I-F.1 “Consolidated Records Information Management System (CRIMS) E-warrants” was also published in March 2016, which provides the opportunity to process a search warrant electronically after hours (i.e. 5:00pm – 9:00am, weekends).

Additional training classes on both the search warrant process and the new E-warrants process was developed and made available to officers.

## **Stop Data Recovery Review**

**Lead Auditor:** Kristin Burgess-Medeiros, Office of Inspector General

## **Objectives**

1. Determine if officers are documenting recoveries of evidence and contraband consistent with stop data search and seizure training.

## References

1. December 2015 Lineup Training on Search and Seizure

## Significant Findings

Past reviews of search recoveries have identified inaccuracies with multiple person stops. In some incidents, officers assign a recovery to multiple people in a single stop without explaining who the evidence or contraband belongs to. This review of multiple person recoveries in March 2016 found that these errors continue to occur. In addition, the review found that some officers are documenting a recovery even though they do not retain the evidence. The result of these errors is a lower recovery rate than what is calculated from the raw data.

The Department may be able to address the majority of remaining training issues by focusing on personnel assigned to specific geographic areas or assignments.

## Overview

OPD is required to collect data on all discretionary stops. The data collected includes, but is not limited to race, gender, type of search, type of evidence recovered, and outcome of stop. Associated with this data for each stop is a narrative describing the justification for the stop and search and details about evidence recovered. The Department has been monitoring the recovery rates (the rate at which officers recover evidence on those persons they search) to help inform commanders about officer performance.

Over the last year, during reviews of stop data and analysis of recovery rates, OIG discovered that recovery data was inconsistently applied to a variety of situations. Recovery rates may be inflated if one piece of evidence is attributed to multiple people in a single stop, or if definitions of a “recovery” are liberally applied. Some officers were documenting they had recovered evidence from multiple people in a single stop (example: four people in a car stopped by the officer), while other officers were documenting that a recovery was attributed to a single person under the same circumstances. In addition, some recoveries were being documented as the result of a search even though the evidence or contraband was not retained to be preserved or destroyed.

As a result of OIG’s discovery, the Department provided updated training on searches and recoveries beginning in December 2015. This training was rolled out to patrol officers over the course of a few months. The updated training clarified that the Field Interview (FI) or crime report must articulate “the reasonable suspicion/probable cause for the seizure, the probable cause for the search, the location of the contraband, and that the recovery was submitted to the Property Section for destruction. (Policy requires that all contraband seized be submitted either for evidence or destruction).”

The purpose of this review was to determine if recoveries are being properly articulated, assigned, and retained by the officer.

## **Methodology**

This review focused on multiple person stops where more than one person was searched and had a recovery, to be able to assess whether the number of recoveries was being inflated due to incorrect assignment of evidence to more than one person in a stop. This specific scenario was identified in previous reviews as being the most likely cause of potentially inflated recovery rates. Although case law suggests that the driver and all passengers in a vehicle are usually in control of items to which they had immediate access or which were in plain view, this review used a more conservative criteria that evidence found in a vehicle belonged to the driver only, unless the officer articulated how it was linked to other passengers or was clearly in plain view.

To identify the incidents for review, all persons searched during March 2016 were downloaded from Speedtrack on April 14, 2016. There were a total of 1058 people searched. Three people were removed from the dataset, when it was discovered they were duplicate entries, resulting in a total of 1055 people searched. There were a total of 367 people who had a recovery.<sup>2</sup> The recovery rate based on this data was 35%.

The reviewer isolated 67 incidents in which two or more persons in the same stop had a recovery. These 67 incidents included 152 people and all were reviewed. Forty-one percent of all recoveries were reviewed (152 of 367). The remaining recoveries were for single person stops, which were not included in the sample.

The reviewer assessed each incident to identify if the officer articulated why each piece of evidence or contraband belonged to the person to whom it was assigned, therefore resulting in a correct recovery for that person. In addition, the reviewer identified if the officer stated that the evidence was retained to be preserved or destroyed.

## **Finding**

There were 34 people, of the 152 people reviewed, for which the officer did not articulate how the evidence was specifically linked to that person. In some instances, evidence (most often marijuana or other drugs/drug paraphernalia) was found in the car, but the officer did not articulate who the evidence belonged to or how a fair probability of possession existed for some or all people in the car. The reviewer assumed the evidence belonged to the driver unless the officer provided further explanation. In other instances, there was no information in the narrative indicating that a person had evidence on their person, but they were marked as having a recovery. All 34 people were categorized as not having a validated recovery by the reviewer.

There were 13 people, of the 152 people reviewed, for whom the officer did not collect the evidence and turn it in. In a few instances, marijuana was found but not turned in because the owner of the marijuana had a medical marijuana card. In most other instances, the officer did

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<sup>2</sup> There are multiple categories of evidence to choose from and officers can choose more than one (narcotics, weapons, other evidence, and other weapons). Since other weapons usually are lawful items held by the officer for safety purposes during the detention and then returned, they were not considered as recoveries for this review.

not document in the narrative that they turned in the evidence. Although it's possible that the evidence was turned in but not documented as such, the reviewer did not consider these to be valid recoveries.

The recovery rate for total searches in March was 35% (367 recoveries out of 1055 searches). However, this review identified 47 incorrectly documented recoveries. If all 47 are considered no recovery, the adjusted number of recoveries is 320 (367 – 47 = 320). Therefore, the adjusted recovery rate is 30% (320 recoveries out of 1055 searches). While this review likely caught most incorrect recoveries due to evidence being assigned to multiple people without justification, it likely did not identify all incorrect recoveries due to evidence not being retained by the officer. In addition, it is possible that there were more duplicate searches in the population than found in the sample reviewed. Incidents in which only one person had a recovery were not reviewed.

The reviewer recognizes that there is room for interpretation in the area of documenting and assigning recoveries. With regard to assigning evidence to multiple people in a single stop, the findings may be worst case scenario given the more conservative criteria used.

### Other Observations

Additional analysis of the recovery data found that weapons and probable cause searches had the highest percentage of incorrect recoveries. Of 67 probable cause searches with recoveries reviewed, 21 had incorrect recoveries (31%). Of 18 weapons searches with recoveries reviewed, 12 had incorrect recoveries (67%). Table 1 shows consent searches with the highest recovery problem; however, there was only one consent search.

TABLE 1: Incorrect Recoveries by Type of Search

Type of Search	Total Searches Reviewed	Evidence Assigned, but not Justified	Evidence not Retained by Officer	Total Incorrect Recoveries	% Evidence Assigned, but not justified	% Evidence not Retained by Officer	% Incorrect Recoveries
Probable Cause	67	14	7	21	21%	10%	31%
Probation/Parole	37	6	3	9	16%	4%	24%
Consent	1	1	0	1	100%	0%	100%
Incident to Arrest	29	3	1	4	10%	3%	14%
Weapons	18	10	2	12	56%	11%	67%
Grand Total	152	34	13	47			

The reviewer also identified some trends with officers who had incorrect recoveries. There were 25 officers identified who incorrectly documented recoveries. Of these 25 officers, 12 were assigned to Special Resources Sections (crime reduction teams) or Ceasefire and 7 were assigned to Area 5 patrol squads. One officer assigned to a crime reduction team had four incidents in which there were incorrect recoveries. Two officers had two incidents with incorrect recoveries, one was assigned to a crime reduction team and one was assigned to an Area 5 patrol squad. The remaining officers each had one incident with incorrect recoveries.

### **Conclusion**

Department reviews of stop data over the last few months have continued to show some problems with recoveries. A follow up reminder about the proper documentation of recoveries was emailed to all officers by the Assistant Chief on March 30, 2016. Since March, in order to assist the Department with continued focus and training, the OIG commander has been teaching weekly courses on stop data, stop data recovery training, and stop data risk management to Department supervisors.

In addition, the Department is updating the stop data collection form and upgrading the software to clarify recoveries and increase the efficiency of data collection.

### **IAD Staffing**

**Auditor:** Rose Sutton, MPP, CGAP, Office of Inspector General

### **Objectives**

1. Assess training, experience and qualifications of IAD investigators against the requirements of Internal Affairs Policy and Procedure Manual 10-01.
2. Review IAD Intake Unit's performance in processing complaints within the prescribed deadline.

**Policy Referenced:** Internal Affairs Policy and Procedure Manual 10-01

### **Significant Findings**

IAD Investigators maintain an acceptable level of training and experience. In addition, the majority of cases that were assigned to IAD Investigators were processed through IAD within the 180 deadline.

However, opportunities to improve the investigatory process itself are evident. Specifically, vacancies for the position of Intake Technician could cause a delay in the investigative process, thereby impacting IAD's workload capacity and timely performance.

### **Recommendations**

1. IAD should work with the Department’s Recruiting and Backgrounds Investigation Unit and the City’s Human Resources Management in developing a strategy to address targeted recruitment and retention of Intake Technicians.

**Overview**

Preventative controls are activities designed to keep an entity from falling short of its objectives. Examples of preventative controls include selecting personnel with previous work experience and providing continuous and adequate training. Because these forms of preventative controls naturally demonstrate a Departmental commitment towards operational competence, OIG sought to determine whether IAD investigators are given relevant and quality training, and to assess the level of aggregate and collective internal investigative experience among IAD Investigators.

In addition, OIG reviewed the individual and collective performance of IAD Intake Technicians in completing preliminary investigations in an expedient manner.

**Background**

The IAD is charged with investigating allegations of misconduct involving Department personnel. Reported allegations require Intake Technicians to perform preliminary investigations followed by assignment to either an IAD Investigator or another Division to be investigated by a supervisor. Generally, the more serious and complex investigations are investigated by IAD Investigators. Depending on the specifics of each case, some allegations may be administratively closed or informally resolved (see Table 1). All investigated allegations are required to come to a finding and all findings are reviewed and approved by the commanding officer of IAD.

According to IAD, it has an intake goal for preliminary investigations of 45 days and an overall deadline of 180 days, per Department policy, to complete an investigation. The deadline is meant to be timely and responsive to complainants, fair and impartial to subject officers, and cognizant that evidence and witness statements tend to dissipate as more time passes. One investigation may have multiple allegations and involve more than one employee. Consequently, the complexity of each case varies.

**Table 1** Types of preliminary resolutions and investigative findings

<b>Preliminary Resolution</b>	
<b><i>Informally resolved</i></b>	Complainant agrees to participate in the Informal Complaint Resolution process and no further investigation is required. Resolutions may include imposing remedial corrective action, revising Department policy/procedures, or explaining to the complainant relevant Departmental policy/procedures like: <ul style="list-style-type: none"> <li>• Serving search warrant (legal presence) or citation (failure to sign)</li> <li>• Landlord/tenant disputes (voluntary leave vs. eviction)</li> <li>• Domestic disputes/violence (mandatory arrest)</li> </ul>
<b><i>Administratively closed</i></b>	Complainant could not articulate an act or omission by known OPD personnel which, if sustained, rises to the level of a Manual of Rules violation and/or

complaint lacks specificity.

<b>Type of Investigatory Finding</b>	
<b><i>Exonerated</i></b>	The investigation disclosed sufficient evidence to determine that the alleged conduct did occur, but was in accordance with law and with all Department policy.
<b><i>Not sustained</i></b>	The investigation did not disclose sufficient evidence to determine whether or not the alleged conduct occurred.
<b><i>Sustained</i></b>	The investigation disclosed sufficient evidence to determine that the alleged conduct did occur and was in violation of law and/or Department policy.
<b><i>Unfounded</i></b>	The investigation disclosed sufficient evidence to determine that the alleged conduct did not occur.

Additionally, misconduct allegations are categorized into two offense groups; Class I and II. Class I offenses are the most serious allegations of misconduct and, if sustained, could result in serious disciplinary action. Examples of Class I offenses include unnecessary use of force, untruthfulness and knowingly filing a false report. Class II offenses include minor misconduct like a pattern of rudeness or intentional disregard for Department policy.

### **Methodology**

OIG accessed and reviewed training and assignment history for the last 1.5 years for all currently assigned IAD Investigators. OIG also interviewed the Commanding Officer of IAD, the Investigation Section Commander and the Intake Commander to gain a better understanding of the investigatory process. OIG reviewed any outstanding discrepancies in training and experience. Using the best available information, OIG also analyzed IAD's case tracking data to determine the average duration it took for a case to be processed by the Intake Unit.

### **Finding # 1**

**Performing internal affairs investigations requires a specialized skillset best acquired through training and experience, both of which IAD reasonably maintains**

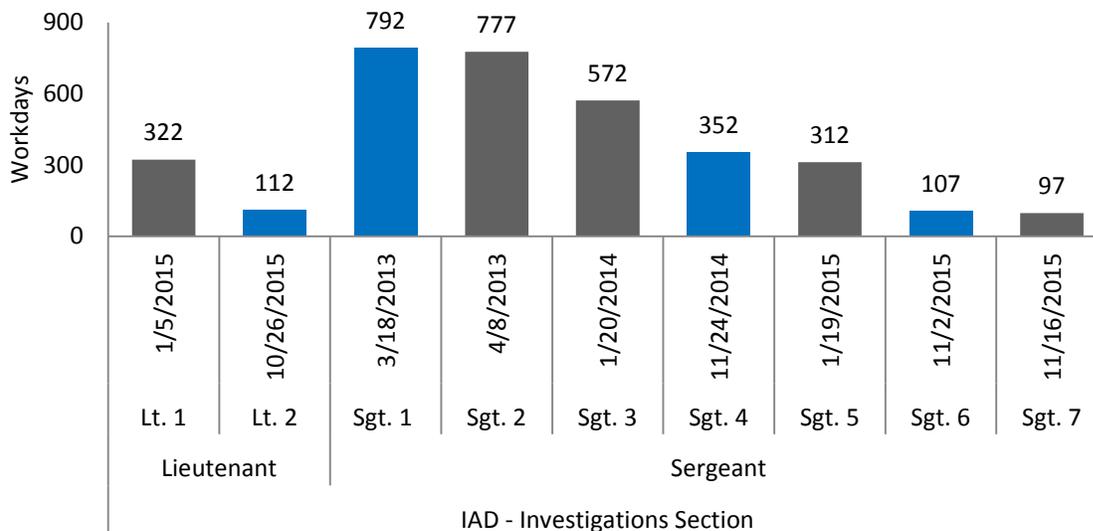
#### *Training*

The Department requires all IAD investigators attend a state accredited twenty-four hour training course on internal affairs investigations. The course typically covers legal issues, case law, interviewing techniques and report writing; and is meant to develop the skills for an investigator to perform effective, thorough and defensible investigations.

OIG verified all currently assigned IAD investigators have either attended the twenty-four hour state accredited training or are presently scheduled to attend (as some investigators have recently transferred to IAD). Moreover, beyond receiving this standard course, OIG finds value in IAD allowing training in a variety of specialized topics that have an indirect, yet relevant impact on the breadth of expertise held by IAD investigators. IAD acknowledges and supports

### Individual and Collective Experience of IAD Investigators

- Based on Investigators' *current* assignment start date in IAD
- Lieutenants have 6 years of total collective IAD experience



this belief citing a strong nexus with an investigator's overall proficiency. OIG consequently reviewed other training received in the last 1.5 years beyond the previously mandated training; it included topics such as force options, preliminary and workplace investigations, report writing, division level investigations, legal updates and case law, crowd control policy, sexual harassment awareness and leadership development. OIG concludes IAD's commitment towards developing and training staff bolsters its ability to perform adequate work.

### Experience

Forty-four percent of all current and permanently assigned IAD Investigators have previous experience working in IAD (represented by the blue bars on the chart below) and collectively possess *at least* about ten years of investigatory experience based on their most recent assignment date in IAD. There are two supervising lieutenants in IAD who oversee the Intake Unit and Investigations Section, respectively. Collectively these lieutenants possess a total of six years of IAD work experience.

According to IAD, when considering selection and placement of possible transferees, IAD strives to balance individual development opportunities against departmental needs for experienced personnel. And once transferred, the Investigative Section Commander noted his consideration of an investigator's years of experience (in addition to case due date and current case load) as influencing factors when assigning particular cases to investigators. This practice of allowing

new personnel to rotate into IAD while maintaining some experienced staff can be seen across IAD as a whole, with forty-six percent of *all* IAD personnel having had some previous IAD experience. OIG supports an appropriate mix of seasoned and new personnel as it allows for coaching/on-the-job training opportunities.

**Finding #2**

**Given known constraints, IAD efficiently processes cases within the 180-day deadline**

Of cases assigned to an IAD Investigator and completed in 2015, it took on average 127 days from the time the Department was made aware of a complaint alleging misconduct, to the time a finding was reviewed and approved by IAD management, thereby completing the investigatory process and satisfying the 180 deadline. However, there were four instances in which IAD exceeded the deadline by a range of 18 to 81 days.<sup>3</sup>

Investigatory Process <i>Based on IAD Assigned Cases Completed in 2015</i>	Average Duration of Days
Department is made aware of a complaint and reports it to IAD’s Intake Unit	1
IAD’s Intake Unit receives the complaint alleging misconduct and completes its preliminary investigation. <i>Some cases are administratively closed or informally resolved at this stage.</i>	22
Cases are forwarded from the Intake Unit and assigned to an IAD Investigator	7
IAD Investigator begins an investigation of the allegation(s) - reaches a determination which is sent to IAD management for review and approval	98

A closer review of the Intake Unit’s processing efficiency suggests a wide variety of performance among individual Intake Technicians. The quickest technician averaged a processing time of seven days while the slowest averaged thirty-four days to complete a preliminary investigation. One factor that may be influencing the range in processing time is the volume of allegations each technician receives, which also varies greatly from month to month. Another influencing factor is the complexity of each allegation, the ease at which an Intake Technician can quickly perform preliminary interviews, and identify and collect all other pertinent information – all of which is oftentimes outside of IAD’s control. And lastly, another variable to consider is IAD is currently seeking to fill two Intake Technician vacancies. Short-staffing in the Intake Unit has caused the excess workload to be redistributed among the remaining technicians. According to IAD, attracting and retaining Intake Technicians is exceedingly challenging considering the skillset required and compensation offered.

While the Intake Unit has been able to maintain meeting the 45 day deadline for completing preliminary investigations, OIG questions the sustainability of their long-term performance. OIG recommends IAD work with the Department’s Recruiting and Backgrounds Investigation Unit and the City’s Human Resource Management in developing a strategy to address targeted recruitment and retention of Intake Technicians.

<sup>3</sup> Given time constraints, OIG was unable to determine the cause for the four delayed cases.

## NEXT MONTH'S PLANNED REVIEWS

The reviews scheduled for June 2016 are:

1. Management Level Liaison
2. Transporting Detainees and Citizens