

**Oakland Police Department**



**2016 Annual Report**

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**Department Organization**

For 2016, the Oakland Police Department was divided up into the following organizational components:

- a. Office of the Chief of Police
- b. Bureau of Field Operations 1
- c. Bureau of Field Operations 2
- d. Bureau of Investigations
- e. Bureau of Services

The Office of the Chief of Police included:

- a. Internal Affairs Division
- b. Office of Inspector General
- c. Assistant Chief of Police
- d. Ceasefire
- e. Fiscal Services
- f. Intelligence
- g. Research and Planning

Bureau of Field Operations 1 included:

- a. Neighborhood Services Section 1
- b. Bureau of Field Operations Administration
- c. Patrol Area 1
- d. Patrol Area 2
- e. Patrol Area 3

Bureau of Field Operations 2 included:

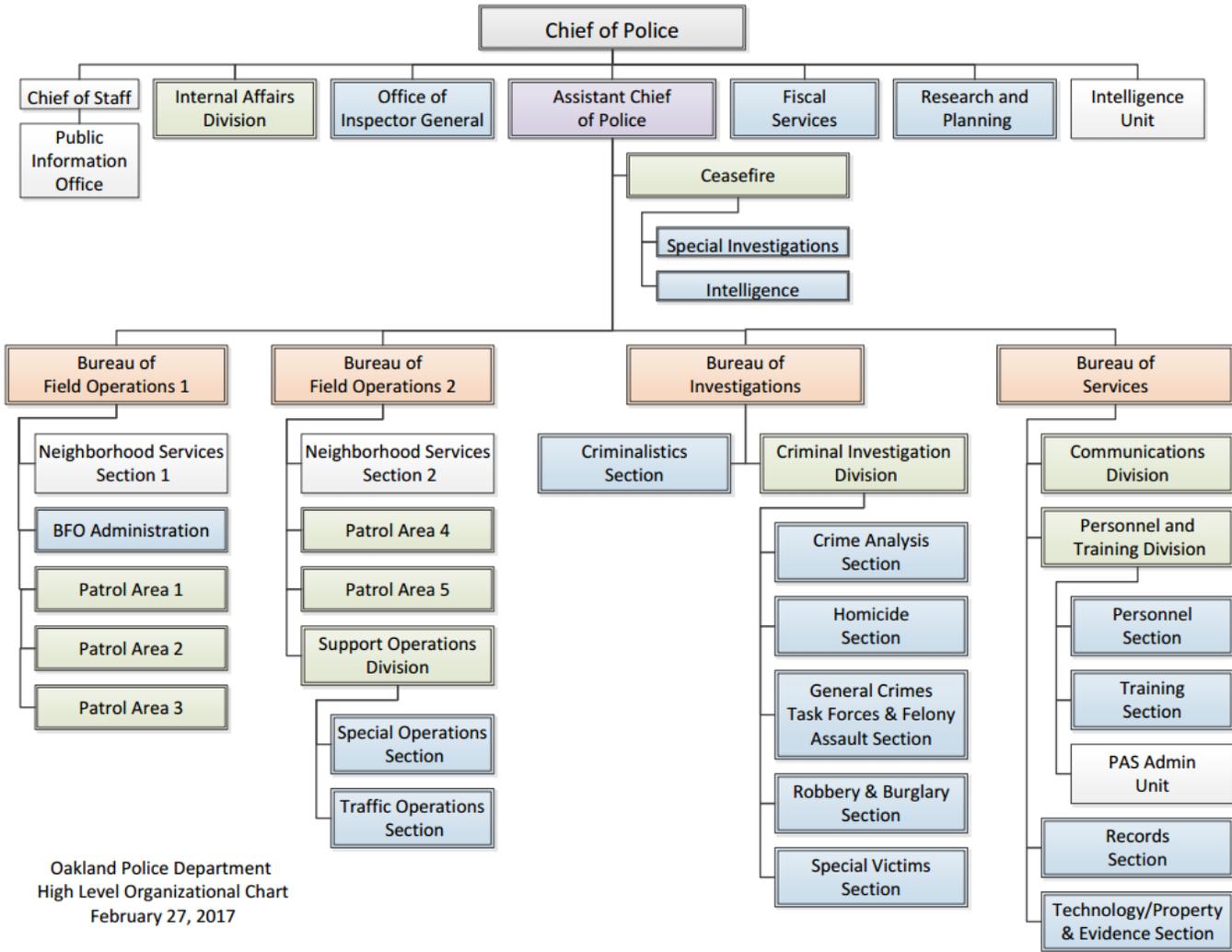
- a. Neighborhood Services Section 2
- b. Patrol Area 4
- c. Patrol Area 5
- d. Support Operations Division

Bureau of Investigations included:

- a. Criminal Investigation Division
- b. Criminalistics

Bureau of Services included:

- a. Communications Division
- b. Records Section
- c. Personnel and Training Division
- d. Technology/Property and Evidence



Oakland Police Department  
 High Level Organizational Chart  
 February 27, 2017

**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*

For the first six months of 2016, Sean Whent served as Chief of Police. He joined the Oakland Police Department in 1994 as a Police Cadet and graduated from the Academy in 1996. He worked in Patrol, Support Operations, Criminal Investigations, Internal Affairs, and the Office of Inspector General. He served as a Field Training Officer and Academy instructor. In 2012, Chief Whent was promoted to Deputy Chief. In May of 2013, he was appointed Interim Police Chief. On May 14, 2014 he was appointed Chief of Police. Chief Whent has a Bachelor's in Criminal Justice Administration from California State University East Bay and a Master's in Criminology, Law and Society from the University of California Irvine. He is married with three daughters.

For the first six months of 2016, Paul Figueroa served as the Assistant Chief of Police. Assistant Chief Figueroa joined the Oakland Police Department in 1991 as a Police Cadet and has experience in field command, criminal investigations, and community policing. He has served as the commander in Patrol, Training, Internal Affairs, Office of the Inspector General, and as Chief of Staff. Assistant Chief Figueroa has 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. He is a lifelong resident of Oakland and a graduate of Saint Elizabeth.



*Assistant Chief Paul Figueroa*



*Assistant Chief David Downing*

For the last six months of 2016, David Downing served as the Assistant Chief of Police. Assistant Chief Downing joined the Oakland Police Department in 1988 and was promoted through the ranks, having served in every division within OPD. Assistant Chief Downing has a Bachelor of Science in Administration of Justice from San Jose State University and a Master of Science in Criminology from Indiana State University. He retired as a Chief Master Sergeant from the United States Air Force Office of Special Investigations in 2014 after nineteen years of service in the USAF Reserve. Assistant Chief Downing is married with a daughter and a son.

**Public Information Unit**

The Officers assigned to the Public Information Unit acts as liaison between the Department and the media. They are responsible for coordinating the Department’s response to the media and acting as the spokespersons.

**Organization of Public Information Unit**

The Public Information Unit is assigned to the Office of the Chief of Police and is supervised by the Chief of Staff. The Unit is comprised of two sworn officers and one professional staff member.

**Staffing of Public Information Unit**

Classification	Authorized	Filled
Police Officer	2	2
Technical Writer	1	1

**Public Information Unit - Significant Accomplishments in 2016**

There were several high profile incidents handled by the Public Information Unit in 2016:

- a. Internal Sexual Misconduct Case
- b. Officers involved in off-duty battery
- c. Resignation of Chiefs
- d. Multiple fatality fire
- e. Numerous protests
- f. Continual improvement on OPD website

**Challenges Encountered**

For half of 2016, a temporary employee assisted with social media review and response as well as with authoring various crime updates. The Unit has limited opportunities for proactive projects due to the limited staffing capacity.

**Expected Outcomes for 2017**

- Increase effectiveness of messaging on social media platforms (Facebook, Twitter, NIXLE, Nextdoor, and Instagram). The unit will distribute messages that engage the community with crime related, community event, and department accomplishment information. Success will be measured by the increase in the number of followers and posted messaging on said platforms.
- Develop a more efficient use of the website will increase public access to information. The use of the website and social media to post photos of unidentified suspects / suspect vehicles, rewards and unsolved crimes will be used to help involve the public and reduce crime. Internally generated unit performance reports will continue to be posted to the website. Social media will continue to be used to share positive community interactions.

<b>Internal Affairs Division</b>
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The primary function of the Internal Affairs Division (IAD) is to accept, process, and investigate complaints from any source alleging misconduct by Departmental personnel. Additionally, IAD investigates firearm discharges from sworn members and certain critical incidents involving death or serious injury. IAD investigations identify policy violations, training needs, equipment failures, and make recommendations for improvements.

Departmental values and the POST<sup>1</sup>-mandated Law Enforcement Code of Ethics serve as the IAD guiding philosophy. The 2016 OPD Strategic Plan serves as the roadmap for achieving these goals. Complaints received by IAD are investigated and findings are shared with the complainant as well as the investigated member. IAD responds to subpoenas and requests for records involving claims against OPD. IAD works collaboratively with the Citizen's Police Review Board (CPRB) and the Office of the City Attorney (OCA) to provide information necessary for the completion of CPRB investigations and civil suits.

IAD is the designated custodian of records for all complaints. The IAD complaint database feeds vital information into the Internal Personnel Assessment System (iPAS) used by supervisors to evaluate their subordinates and identify areas for recognition or intervention.

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#### **Internal Affairs Division Staffing**

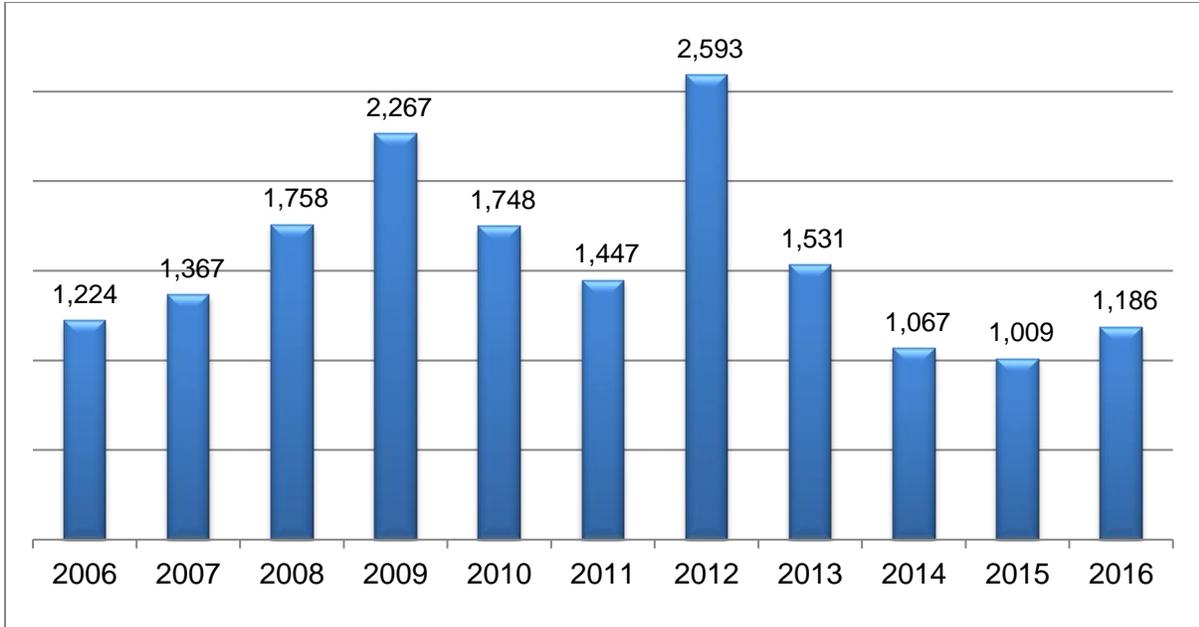
<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	2	2
Sergeant of Police	12	12
Police Officer	4	5
Performance Audit Manager	1	1*
Police Records Supervisor	1	1
Police Records Specialist	3	3
Project Manager III	1	1
Intake Technician	4	3
<b>Total</b>	<b>29</b>	<b>29</b>

\* Position filled for 6 months of this reporting period

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#### **Internal Affairs Significant Accomplishments in 2016**

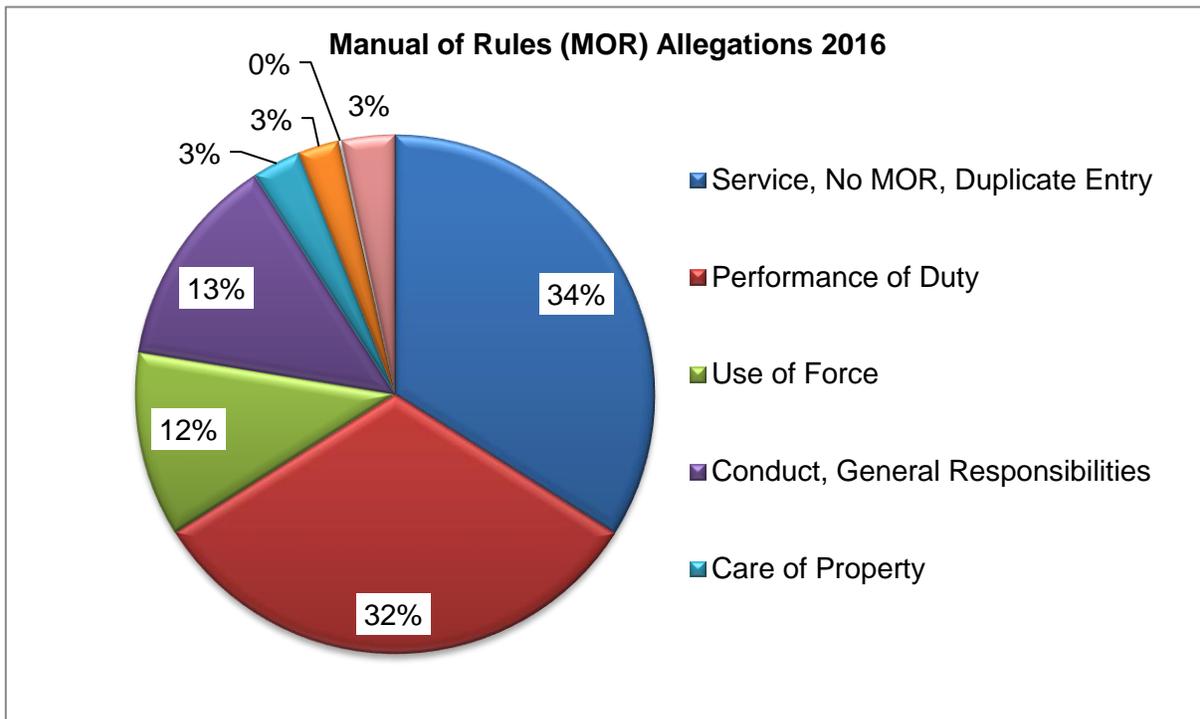
IAD staff processed 1,186 complaints with a total of 2,559 allegations in 2016.



The findings for allegations investigated in 2016 are as follows:

Exonerated	Unfounded	Not Sustained	Sustained
206	462	69	132

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



- IAD successfully filled Civilian Intake Technician positions. Civilian position hires have allowed OPD to redeploy several sworn personnel positions to patrol and investigations functions, where they can protect the lives and property of citizens of Oakland.
- The IAD Integrity Testing Unit (IAD ITU) is responsible for conducting integrity tests, administrative reviews, policy development, compliance checks, administrative and criminal investigations, and for supervising the Pitchess Motion process. The Pitchess Motion program continues to actively and successfully seek to ensure integrity and high performance standards throughout the Department. In several instances, IAD ITU identified individual performance deficiencies as well as systemic shortcomings and made policy and procedure recommendations promoting a healthy organization and a high standard of excellence.
- The Division Level Investigation (DLI) Unit is overseen by a Civilian Manager and staffed with a Sergeant of Police. The DLI Unit is responsible for tracking and reviewing all internal investigations completed by investigators not assigned to IAD. The IAD Unit reviewed 386 investigations in 2016.
- The IAD Intake Unit has maintained compliance with Department Policy, thus demonstrating the proper level of preliminary investigation of each complaint has taken place. The Intake Unit does not resolve complaints of misconduct without first determining/documenting whether the OPD member or employee committed misconduct.
- The IAD Performance Audit and Administrative Support Section continues to maintain compliance with Department policy regarding the complaint process. Department policy requires IAD to maintain a centralized system for documenting and tracking all forms of discipline and corrective action, whether imposed centrally or at the Division level. The Section also developed and initiated weekly audits of sustained findings to ensure compliance with state timeline requirements to ensure that a high level of performance is maintained and to identify areas of improvement.
- The Administrative Support Unit prepares *Skelly*<sup>1</sup> documents for review by a *Skelly* hearing officer. The unit prepared, distributed and tracked over 1,186 investigative files for division level and internal investigations and processed hundreds of requests for information from the Office of the City Attorney (OCA), Federal Monitoring Team, Citizen's Police Review Board, the Departments within the City of Oakland and public requests from other units within the OPD, and sent over a thousand letters informing complainants of the outcome of their complaints. The Administrative Support staff greets individuals as they enter the IAD office. The Administrative Support staff treated community members with dignity, respect and compassion even when community members voiced displeasure with a particular engagement with OPD staff.

### **Challenges Encountered**

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IAD had difficulty in 2016 in reaching staffing capacity of civilian intake technicians. Retaining staff continues to be a challenge due to a combination of workload and salary. Sworn staff

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<sup>1</sup> A *Skelly* hearing allows an employee to respond to the allegations prior to the imposition of any actual disciplinary action.

rotation creates challenges as several police officers in the Intake Unit were promoted to sergeant, which hindered productivity within the Intake Unit as new personnel require training.

### **Expected Outcomes for 2017**

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IAD began 2017 with a clear understanding and direction. Throughout 2016, IAD continued to improve performance by developing solutions, revising policy and procedures, and presenting training. While challenges remain, movement continues in a positive direction. IAD will not compromise investigative quality; steps are continually being taken to streamline processes to increase efficiency and enhance the quality of administrative investigations throughout OPD.

2017 goals for IAD include:

- Reaching authorized staffing for our civilian support staff and Civilian Intake Technicians.
- Updating IAD policies and procedures to incorporate best practices consistent with the current complaint procedure.
- Completing a successful transition of civilianizing the Administrative Section.
- Increasing training opportunities for all IAD personnel.
- Providing quarterly training to Department personnel.
- Tracking all preliminary and administrative investigations while meeting all established timelines.
- Conducting timely and efficient internal audits to improve all areas of performance.
- Increasing accountability, promoting corrective action, and improving the performance of all Department personnel.
- Completing duties with fairness, integrity, and objectivity in a manner that reflects professional service, increased knowledge, outstanding work ethic and a premier quality product.
- Promoting career development of all IAD personnel.

### **Office of Inspector General**

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The Office of Inspector General (OIG) serves the Chief of Police through an internal process of risk management and evaluation of police performance, outcomes, and related policy. Through the use of audits, reviews and inspections, OIG promotes quality policing, police management, and accountability in order to effect positive change within the organization and for the community. OIG also serves as the Negotiated Settlement Agreement (NSA) liaison for the Independent Monitor and Plaintiffs' Counsel. Through collaboration, direction, evaluation and recommendation, OIG assists with NSA compliance.

### **Status of the Negotiated Settlement Agreement**

Since January 22, 2003, the City of Oakland and 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 14 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.

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 2016, three tasks were 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 for the 22 Tasks included in the MOU is summarized below.

**State of Compliance (as of December 2016)**

Task		Phase 1: Policy and Training	Phase 2: Implementation			
		In Compli- ance	In Compli- ance	Partial Compli- ance	Not in Compli- ance	De- fer- red
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 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	Phase 1: Policy and Training	Phase 2: Implementation	Task	Phase 1: Policy and Training	Phase 2: Implementation	Task
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>

**Organization of the Office of Inspector General**

The Office of the Inspector General (OIG) is composed of an Audit Unit and a Compliance Unit. The Audit Unit assesses police performance against Department policies, evaluates procedure and results, and makes recommendations to improve efficiency and reduce risk through use of audits, reviews, and inspections. The Compliance Unit conducts and attends regular reviews of operational data with executive management, routinely responds to IMT and Plaintiffs’ Counsel requests, hosts regularly occurring meetings to address sustainable progress in compliance, and helps coordinate compliance and technical assistance site visits by the IMT.

**Staffing of the Office of Inspector General**

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

OIG recommended that a Sergeant of Police position within the Compliance Unit be reassigned elsewhere within the organization due to a low span of control between the commander and staff as well as operational need elsewhere within OPD. The position was removed and duties were absorbed without impact to operational ability or success.

## **OIG Significant Accomplishments in 2016**

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### *Monthly Progress Reports*

OIG issued monthly progress reports throughout 2016. This manner of monthly reporting resulted from an 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.” Accordingly, OIG followed a scope of auditing and review work which was developed in collaboration with the IMT and approved by Plaintiffs’ Counsel.

Between January and December 2016, OIG published 30 separate audits of Department policy, process, or performance.

The 2016 Monthly Progress Reports produced 21 recommendations which have been assessed and implemented by the Department while 15 additional recommendations are awaiting implementation through policy and training to be developed in line with other processes.

### *Review of Hiring and Training Practices*

On May 13, 2016 OIG was directed to “examine OPD recruitment and early warning systems for any practices or patterns that would identify unsuitable candidates from the applicant pool, and ensure the continued suitability of current officers to be on the force.” Through guidance from the Office of the City Auditor and technical assistance received from the IMT, OIG submitted its report to the Assistant Chief of Police on December 2, 2016. The report, *Oakland Police Department: Officer Integrity Trends and Other Critical Observations Regarding Hiring and Training Practices*, produced eleven recommendations to systematically address preferred practices and strengthened control measures in order to hire, train, and retain the most qualified officers while also properly addressing those who may pose an elevated risk of committing misconduct. The report and recommendations can be found here:

<http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak062376.pdf>

### *Risk Management Meetings*

OIG hosts and provides recommendations to improve the Department’s Risk Management Meeting process. The purpose of a Risk Management Meeting is to critically examine performance, results, and data to gauge operational success and risk. Operational data includes, but is not limited to, the review of numerous sources, incidents, trends, and patterns:

- Collected information regarding the nature, circumstance, outcome, and demographics of discretionary police enforcement practices (Stop Data)
- Complaints of misconduct
- Vehicle pursuits
- Compliance with training and qualification mandates
- Use of force incidents
- Sick leave usage

- Evaluation of Area, squad, or officer data as reported by the Department's personnel assessment or early warning systems

#### *Stop Data – Continued Professional Development Course*

OIG created and presented an in-service training course regarding aggregate stop data trends and patterns in 2016. The class was provided to all commanders and supervisors in 2106 and training will be provided to all officers in 2017. The class was designed to evaluate stop data statistics, outcomes, and trends in line with the Department's mission, goals and values.. Additionally, , several 2016 OIG reviews and recommendations helped to evaluate policies, procedures, crime reduction strategies, as well as operational expectations based on stop data analyses. The research, findings and recommendations from Stanford SPARQ (Social Psychological Answers to Real-world Questions) has begun to address potential organizational influences which may lead to racially disparate results such as officer deployment, direction, implicit bias, public safety strategy, handcuffing policy and training, neighborhood crime, and the presence or absence of objectively-based crime intelligence within discretionary stop decisions and post-stop outcomes. OIG expects to continue this important work in order to increase operational effectiveness, reduce crime, and improve public trust and police legitimacy.

#### *Professional Development*

In order to sustain and promote organizational excellence and enhanced skillsets of OIG staff, Audit Unit team members attended several courses and conferences specific to auditing roles and functions.

#### **Challenges Encountered**

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2016 was the first full year of a fast-paced monthly schedule of auditing, review and reporting. The commitment to the schedule of reviews was challenged by the request for an audit of hiring and training practices. OIG staff was able to adjust monthly reporting obligations in order to complete the requested review. OIG had expected to improve auditing practices and records management in 2016 through use of a new work flow management platform. This project was delayed due to unit and organizational priorities.

#### **Expected Outcomes for 2017**

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Three Mills College graduate level public policy students partnered with OIG to explore topics related to officer health, officer wellness, and stop data outcomes. All work performed by graduate researchers will be overseen by OIG staff, and projects will culminate in written policy reports with recommendations.

#### **Ceasefire**

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The goals of the Ceasefire are:

- Reduce gang/group related homicides
- Reduce recidivism by groups/gangs that are the focus of the strategy
- Develop better community/police relationships.

OPD has devoted significant resources to support and institutionalize the Ceasefire strategy. Four units (Special Investigations Unit 1, Special Investigations Unit 2, Ceasefire, and Gang and Gun) work full-time on the most active individuals within gangs/groups that have been identified through data and analysis to be most involved in shootings and homicides. These enforcement

teams are not limited to a beat or police district. Instead, they move throughout the City to focus on active individuals within gangs/groups. These teams have developed significant institutional knowledge and continue to be a resource to other CRT's and area captains.

Ceasefire is a data-driven and partnership-based strategy that involves significant coordination with community, social service, and multiple law enforcement partners.

### Staffing of Ceasefire

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	1	1
Sergeant of Police	5	5
Police Officer	32	25
Project Manager II	1	1
Volunteer Services Coordinator	1	1

### Significant Accomplishments

2016 saw numerous accomplishments for the Ceasefire Unit despite challenges. The chart below illustrates the reductions in shootings and homicides since the strategy began in 2012.

<b>Year</b>	<b>Call in Participants</b>	<b>Custom Notifications</b>	<b>Total</b>
2012	20	6	26
2013	63	20	83
2014	50	83	133
2015	47	215	262
2016	46	196	242
<b>TOTAL</b>	<b>226</b>	<b>520</b>	<b>746</b>

Ceasefire continued with direct communications and conducted more quality direct communications which is a crucial element of the Ceasefire Strategy. These call-ins, combined with reductions of shootings and homicides, helps to reduce the recidivism rate among participants (another strategy goal).

Ceasefire entered into an agreement with Northeastern University for them to perform a comprehensive evaluation of the Ceasefire strategy from 2012-2016. This evaluation will help inform the OPD leadership, the community, and elected officials on whether the reductions achieved can be attributed to the Ceasefire strategy, the elements of the strategy that seem to matter the most, and lastly the areas where improvement is needed. Ceasefire also entered into an agreement with the Urban Institute and Urban Peace institute (Urban). The agreement will help develop the second phase of procedural justice training and implementation. The course will include literature and practice review, scenario-based training for crime reduction teams, and role-specific trainings for the implementation of the principles of procedural justice at shooting and homicide scenes.

To help build community/police relationships (one of the goals of Ceasefire), members of Ceasefire participated in 19 outreach events in 2016. These outreach events ranged from participating in the OPD Open House, to giving presentations at community meetings, to adopting a transitional foster home for the Christmas holidays and buying gifts and sharing a holiday dinner with the residents and their children.

### **Challenges Encountered**

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Challenges in 2016 included shortage in staffing, changes in the reporting structure, and strained community/police relationships due to the OPD sexual abuse scandal of 2016. Because Ceasefire is a partnership-based strategy, many community partners felt betrayed and questioned their continued involvement in a strategy that partners with law enforcement. Therefore, certain core elements of the strategy involving community members were not implemented or had to be adjusted. Moreover, a significant amount of time was spent on rebuilding relationships with community members so that they felt comfortable working in a community/police partnership again.

### **Expected Outcomes for 2017**

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The expected outcomes for 2017 include a 10 percent reduction in homicides and shootings. Another expected outcome for 2017 is the implementation of phase 2 of the procedural justice training (see above).

These goals for 2017 relate to the OPD 2016 Strategic Plan in the following ways:

1. Reduce Crime- The expected outcome for 2017 includes a 10 percent reduction in shootings and homicides.
2. Build and Strengthen Community Trust and Relationships- This is also a goal of the Ceasefire strategy. One of the ways we seek to achieve this in 2017 is to implement phase 2 of the procedural justice training.
3. Achieve Organizational Excellence- Pursuing Phase Two of procedural justice training will help achieve organizational excellence. The training in combination with the implementation at crime scenes is not only new to Oakland, but is also groundbreaking work that has only been tried in select cities.

### **Fiscal Services**

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Fiscal Services (Fiscal) manages the Oakland Police Department annual \$234 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.

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

- Processing payment requests for the receipt of merchandise and services
- Processing employee reimbursements for professional development and petty cash
- Invoicing and booking revenue for the Department's Special Events Unit
- Processing Departmental travel requests
- Booking credit card merchant and equipment fees
- Depositing cash receipts
- Performing pre and post-award grant activities for the Department's grants

- Providing custom financial reports for project managers
- Reviewing the cost summary/implications section in OPD’s agenda reports/resolutions
- 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 a private vendor to implement the City’s alarm ordinance and administer the Department’s False Alarm Reduction Program

**Staffing of Fiscal Services**

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

**Fiscal Services Significant Accomplishments in 2016**

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In 2016, Fiscal achieved several noteworthy accomplishments:

- Participated in regular meetings, testing and validation in preparation for the transition from Oracle 11i to R12
- Created and distributed the Equal Employment Opportunity Plan Utilization Report
- Developed OPD’s FY 2016-17 Mid-Cycle budget
- Executed a new contract with PMAM to administer the False Alarm Reduction Program
- Updated OPD’s Master Fee Schedule
- Hosted a Fiscal Services Division Staff Retreat
- Created COPS Hiring Accounting Standard Operating Procedures and Personnel Tracker
- Administered \$5,076,266 in grant funds

These accomplishments were achieved while Fiscal processed over 3,800 invoices, 800 travel requests, 130 tuition reimbursements, 20 professional development allowances, 600 budget change requests, 120 journal vouchers, 475 special event invoice billings, 50 grant quarterly financial reports and 20 contract agreements.

### **Challenges Encountered**

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In 2016, staffing remained a challenge for Fiscal. There was turnover in the Accountant II positions, which impacted all personnel and operations within the Division. The City's Human Resources Department has been conducting a classification analysis of the Accountant series, which has halted the recruitment and hiring for the vacant Accountant II position. In addition, while Fiscal Services technically has both Administrative Analyst II positions filled, one of the two positions was vacant due to approved leave the entire year. Lastly, system limitations and the Oracle transition impacted our ability to streamline processes and shorten turnaround times for accounts receivables, accounts payables and the False Alarm Reduction Program.

### **Expected Outcomes for 2017**

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

- Recruit and hire personnel to fill the vacant Accountant II and Account Clerk I positions
- Update and document Fiscal policies and procedures to reflect changes related to the implementation of the new financial systems
- 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
- Streamline processes between Fiscal and Personnel/Payroll
- Receive intensive training in order to master the newly implemented financial systems
- Work with the Information Technology (IT) Unit to identify cost savings related to IT systems, software and equipment
- Complete the FY17-19 Biennial Budget

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**

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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 also designated as the departmental Western States Information Network (WISN) coordinator. The Sergeant is also designated as the Informant Program Coordinator (IPC) for all managed confidential informants.

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 the Patrol Unit, Criminal Investigation Unit, and all other law enforcement entities that have a right to know and a need to know the information.

The Intelligence Unit is also responsible for the protection of dignitaries while in the City of Oakland including the President of the United States, Members of Congress, the Mayor, 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. The Intelligence Unit is responsible for planning, advance analysis of routes and locations, protection of the dignitary and coordination of all Oakland Police Department personnel when a dignitary is in Oakland.

**Staffing of the Intelligence Unit**

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Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	7	7

**Significant Accomplishments**

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In 2016, the Intelligence Unit worked with the Federal Bureau of Investigation (FBI), US Secret Service, Department of Homeland Security (DHS), State Parole and US Marshals Service and various investigations. Some of these operations are still on-going.

In 2016, Department management was able to successfully negotiate the MOU for the Santa Rita Jail Interview program. Interviews began on in June of 2016. Since the program started, 178 arrests were conducted. From these interviews, several sources of intelligence were developed that resulted in narcotics, weapons and money seizures. In addition intelligence regarding streets and gangs was gathered and decimated to the appropriate investigators.

**Challenges Encountered**

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Although the Santa Rita Jail interview program was reinstated it has faced challenges. First, with legislation turning many crimes into misdemeanors, there is a dramatic decrease in the jail population, reducing the pool of interviewees. In addition, those there that are facing only misdemeanor crimes are less inclined to talk because they know they will be out shortly. These factors have reduced the effectiveness of the program compared to past years.

**Expected Outcomes for 2017**

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- Develop additional intelligence sources with knowledge of groups involved in violent crimes in Oakland.
- Continue to work with federal partners and outside agencies to address crime in Oakland.

**Research and Planning**

Research and Planning is responsible for three primary functions:

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

**Research and Planning Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Management Assistant	1	1
Police Officer	1	1
Police Services Manager I	1	1

**Research and Planning Significant Accomplishments**

In 2016, Research and Planning had the following significant accomplishments:

- Compiled, edited, and published the 2015 Annual Report
- Assisted with the Fiscal Year 2015-17 Mid-cycle Budget
- Participated in formation of the Mayor’s Community Safety Plan
- Managed OPD participation in the City’s legislative process
- Completed reports for Executive Force Review Boards and Force Review Boards
- Staffed the Privacy Advisory Commission
- Developed and modified a number of OPD policies and procedures
- Developed an alternative staffing plan for Patrol Operations
- Collaborated with the Department of Public Works, two architectural firms, and all OPD functional units in the design of a new Police Administration Building
- Responded to a number of Public Records Act Requests
- Participated in the White House Police Data Initiative
- Provided staffing plans for a number of large-scale crowd management events
- Reconciled all sworn and civilian positions to align with budget

**Research and Planning Challenges Encountered**

As with all OPD functional units, the primary challenge encountered by Research and Planning in 2016 was staffing. The year began with a Police Services Manager I, a Management Assistant, and two Police Officers assigned. Through the reconciliation of funded positions in the fall of 2016, the second Police Officer position was eliminated.

**Research and Planning Expected Outcomes for 2017**

Expected outcomes for Research and Planning include:

- Transition additional policies from the traditional OPD framework to Lexipol format
- Activate the Lexipol Knowledge Management System (KMS) in order to use the Daily Training Bulletin (DTB) function

Both of the expected outcomes support the third goal of the OPD 2016 Strategic Plan: Achieve Organizational Excellence. A transition to the Lexipol policy system will assist OPD in

implementation of effective, well-written policy and procedure as well as a providing an excellent training and risk management tool.

### **Bureau of Field Operations**

The Bureau of Field Operations, (BFO) is the largest subordinate unit of the Oakland Police Department with 562 sworn personnel and 150.5 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. For the first six months of 2016, BFO 1 was commanded by Deputy Chief David Downing. For the last six months of 2016, BFO 1 was commanded by Deputy Chief Darren Allison. For all of 2016, BFO 2 was commanded by Deputy Chief Oliver Cunningham.



*Deputy Chief  
David Downing*



*Deputy Chief  
Darren Allison*



*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); Consistency of Supervision (NSA Task 20.2); organizing and scheduling Force Review Boards (NSA Task 26); and Executive Force Review Boards (NSA Task 30). BFO Admin coordinates training for new Police Services Technicians (PSTs) and Police Evidence Technicians (PETs). BFO Admin includes the BFO Admin Unit and the Field Training Unit (FTU).

BFO Admin coordinates staffing in Field Operations. The Unit coordinates the annual shift assignment for officers and sergeants and any subsequent personnel movement. BFO Admin is responsible for ensuring compliance by tracking the following for Field Operations:

- Discipline Reports
- Division Level Investigations
- Monthly Management Reports

- Performance Appraisals
- Performance Assessment System Reports and Follow Ups
- Pursuit Reports
- Use of Force Reports and Investigations
- Scheduling of annual firearms qualifications

*Number of uses of force by level for 2016*

Level 1	Level 2	Level 3	Level 4
0	29	47	335

- Number of officer-involved shootings: 0
- Number of uses of force resulting in death: 0
- Number of in-custody deaths: 0

BFO Admin maintains, tracks, and confirms community meeting attendance. BFO Admin also coordinates and schedules the Civilian Ride Along program. BFO Admin maintains and orders sufficient supplies such as forms, paper, gloves, printer toners to personnel assigned to BFO 1.

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

**Staffing of BFO Admin**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	2	2
Police Records Specialist	5	4
Police Services Technician II	1	1
Administrative Analyst II	1	1

**Significant Accomplishments**

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In 2016, BFO Admin tracked 352 Division Level Investigations. Staff also coordinated 128 ride-alongs. BFO Admin ensured that the department remained in compliance with Negotiated Settlement Agreement (NSA) Task 20.2, Consistency of Supervision and Task 18, Approval of Field Arrest by Supervisor.

FTU increased the number of certified FTOs from 63 to 68 in 2016. FTU is responsible for coordinating the training of new officers upon completion of the academy and lateral officers after the transition course. In 2016, 130 officers were assigned to Field Training. One-hundred two completed the program and 10 were still in training at the end of the year. In September 2016, FTU was transferred to the Personnel and Training Division.

**Challenges Encountered**

Staffing continued to be a great challenge for BFO Admin 2016.

**Expected Outcomes for 2017**

BFO Admin will continue to seek ways to improve efficiency and capacity of staff assigned to the Bureau of Field Operations. The Section will continue to ensure the Bureau conforms to timelines and other operational policies and procedures through document tracking and audits. BFO Admin will also continue to provide training to newly hired PSTs and PETs to improve the Department’s service delivery to its residents and visitors. Additionally, PST’s will be deployed to Patrol to take over duties that do not require the services of a sworn officer.

BFO Admin will seek to fill vacancies to continue optimal operational efficiency.

**Patrol Area 1**

Area 1, composed of police beats 1-7 was commanded by Acting Captain LeRonne Armstrong in 2016. 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.

The Area 1 team provides patrol, walking units, and SRS services to the West Oakland and Downtown communities. Patrol includes sworn and non-sworn staff, responsible for 24/7 emergency response, crime prevention, and calls for service. The SRS Section includes the crime reduction team, who focuses on violent crimes and offenders, and the community resource officers, who engage in problem solving efforts and metro unit which services the downtown business districts as well City Hall and Government buildings.

**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**

- Decrease in Violent Crime of seven percent and robberies of 12 percent compared to 2015. This is the second year that Area 1 achieved a reduction in overall violent crimes and robberies.

- Conducted weekly crime intelligence meetings with Area 1 commanders, Area 1 SRS supervisors, Area 1 personnel (as needed), and Criminal Investigation Division investigators to discuss crime pattern and trends, priority offenders, Crime Analysis, and Area Intel.
- Provided weekly priority reports to Area 1 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, and Area Intel.
- Used community resource officers (CRO) and patrol personnel to assist CID in conducting follow-up investigations on crimes with actionable leads.
- Maintained communication with surrounding law enforcement agencies to discuss crime patterns, trends, and strategies, particularly the BART Police Department.
- Worked collaboratively with the Ceasefire Unit to focus on the violent groups and gangs in Area 1.
- Conducted meetings with security patrol companies in the Acorn and Morh housing developments to discuss crime patterns, trends, and strategies, to focus their deployments.
- Managed crowd control events at City Hall and Frank Ogawa Plaza (FOP), while balancing crime reduction efforts.
- Collaborated with Community Advisory Committee on crime reduction strategies and community partnership events.
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Implemented and deployed new Metro Walking Units.
- Conducted meetings with Downtown Ambassadors regarding their patrols and partnering with them to increase their presence in the Downtown.
- Implemented the Rapid Response Enforcement Strategy which has contributed to the 15 percent reduction in Robberies area-wide including 25 percent in the downtown area.

### **Challenges Encountered**

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In the 2015 Annual report, Area 1 established a goal of a 10 percent reduction in overall crime and 20 percent reduction in violent crime. Area 1 experienced a decrease of eight percent in homicides. The decrease was mostly due to a focused Ceasefire-related effort to reduce shootings and homicides related to gang/group feuds. With a focus on reducing violent crime, Area 1 experienced a reduction in violence in the Fourth quarter of 2016. Area 1 also faced resource challenges related to addressing ongoing homeless concerns. Concentrations of homeless individuals are connected to auto burglaries, thefts, and blight in the area.

### **Expected Outcomes for 2017**

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#### *Reduce Crime*

- Achieve at least 15 percent reduction in violent crime.
- Expand walking unit in the Downtown, with a focus on reducing robberies and burglaries, and improving quality of life.
- Ensure Area personnel understand crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel, developing an Area wide response to crime.

- Closely monitor crime, adjusting resource deployment as necessary.
- Develop community policing projects connected with beat specific crime trends.
- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement.

*Strengthen Community Trust and Relationships*

- Continue to expand the reach of social media 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 & leadership.
- Ensure compliance with policy and all related Negotiated Settlement Agreement areas
- Foster internal communication among staff and other organizational units.
- Maintain fiscal responsibility related to discretionary overtime

**Patrol Area 2**

Area 2 (Beats 8-14) was initially commanded by Captain Darren Allison in 2016. It was then commanded by Acting Captain Randall Wingate. Area 2 is traditionally known as North Oakland. It is bordered by the City of Emeryville and the City of Berkeley to the west, Contra Costa County to the north, and Area 1, the City of Piedmont and Area 3 to the south and east. Area 2 has a combination of residential neighborhoods and the commercial districts of Rockridge, KONO, Temscal, Montclair, and Piedmont Avenue.

The Area 2 team provides patrol and SRS services to the North Oakland community. Patrol includes sworn and non-sworn staff, responsible for 24/7 emergency response, crime prevention, and calls for service. The SRS includes the crime reduction team, who focus on violent crimes and offenders, and the community resource officers, who engage in problem solving efforts.

**Area 2 Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	1
Lieutenant of Police	3	3
Police Evidence Technician	5	5
Police Officer	64	63
Police Service Technician II	5	5
Sergeant of Police	13	8

## **Area 2 Significant Accomplishments**

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- Experienced an 18 percent decrease in robberies; Area 2 had eight homicides in 2016 (this is the same number as in 2015).
- Conducted crime control meetings with Area 2 commanders and SRS supervisors, Area 1 personnel (as needed), and Criminal Investigation Division investigators to discuss crime pattern and trends, priority offenders, and Area Intel.
- Improved weekly priority report to Area 2 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, and Area Intel.
- Used CROs and patrol personnel to assist CID in conducting follow-up investigations on crimes 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 deployments
- Managed crowd control events while balancing crime reduction efforts
- Collaborated with Community Advisory Committee on crime reduction strategies and officer appreciation efforts (semi-annual community appreciation award and community briefing visits)
- Provided lieutenant and sergeants with access to LEAP and Omega Crime Dashboard
- Organized lineup training for officers on LEAP
- Developed briefing format and trained Area watch commanders on the format to foster better communication among personnel (briefing topics included crime, training, risk management, law enforcement trends and issues)
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors
- Developed spreadsheet to conduct comparative analysis of Area 2 stop data information

## **Challenges Encountered in 2016**

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Although Area 2 saw a significant decrease in reported crime, there are still a considerably high number of robberies and burglaries compared to other East Bay cities.

## **Expected Outcomes for 2017**

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### *Reduce Crime*

- Achieve at least 10 percent reduction in violent crime
- Expand walking unit into North Oakland, with a focus on reducing robberies and burglaries and improving quality of life issues
- Ensure all Area personnel understand crime patterns and trends, using available technology
- Continue to share crime trends and information to Area personnel, developing an Area wide response to crime
- Closely monitor crime, adjusting resource deployment as necessary
- Develop community policing projects connected with beat specific crime trends

- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement

*Strengthen Community Trust and Relationships*

- Continue to expand the reach 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 & leadership
- Ensure compliance with policy and all related Negotiated Settlement Agreement areas
- Foster internal communication among staff and other organizational units
- Maintain fiscal responsibility related to discretionary overtime

**Patrol Area 3**

Area 3 (Beats 14-22) was commanded by Captain Freddie Hamilton in 2016. 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.

The Area 3 team provides patrol and SRS to the community. Patrol includes sworn and non-sworn staff, responsible for 24/7 emergency response, crime prevention, and calls for service. The SRS includes the Crime Reduction Team (CRT), who focus on violent crimes and offenders, and the CROs, who engage in problem solving efforts.

**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	9

**Area 3 Significant Accomplishments**

- Experienced a six percent decrease in violent crime, a 28 percent decrease in shootings, a 20 percent decrease in homicides, a 20 percent decrease in robberies, a five percent decrease in burglaries, and a total Part I decrease of seven percent compared to 2015.

- Conducted weekly crime intelligence meetings with Area 3 commanders, Area 3 SRS supervisors, and CID investigators to discuss crime pattern and trends, priority offenders, Crime Analysis, and Area Intel.
- Area 3 SRS made 43 Firearm arrests and 267 total arrests.
- Completed and provided weekly priority report to Area 3 personnel, outlining crime hotspots, trends, peak offense times, focused patrol expectations, priority offenders, and Area Intel.
- Used community resource officers and patrol personnel to assist CID in conducting follow-up investigations on crimes with actionable leads.
- Worked collaboratively with Ceasefire Unit to focus on the violent groups/gangs.
- Collaborated with the Area's Community Advisory Committee on crime reduction strategies and community partnership events
- Incorporated Stop Data discussions into quarterly PAS review meetings with commanders and supervisors.
- Three Captains Commendations were given out during 2016 to officers who had performed exceptionally.

### **Challenges Encountered**

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- In the 2015 Annual report, Area 3 established the goal of a 10 percent reduction in overall crime and 20 percent reduction in violent crime. Area 3 did not realize those goals. Area 3 shootings did decline by 28 percent.
- Individuals from other areas of Oakland continue to commit robberies in Area 3.
- There was a lack of Administrative Sergeants for the area.
- Filling patrol beats is challenging.

### **Expected Outcomes for 2017**

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#### *Reduce Crime*

- Achieve a 10 percent reduction in violent crime.
- Assign patrol units to walk their beats at least one hour of their patrol shift.
- Ensure all Area personnel understand crime patterns and trends, using available technology.
- Continue to share crime trends and information to Area personnel and develop an Area - wide response to crime.
- Closely monitor crime, adjusting resource deployment as necessary.
- Develop community policing projects connected with beat specific crime trends.
- Utilize crime reduction team to identify violent offenders and engage in focused intervention / enforcement.

#### *Strengthen Community Trust and Relationships*

- Continue to expand the reach of social media 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.
- Ensure compliance with policy and related Negotiated Settlement Agreement areas.
- 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 2016.

Patrol personnel respond to emergency and non-emergency calls and critical incidents, conduct preliminary investigations, and engage in community-oriented problem solving and other and crime-reducing efforts. Patrol Officers, CROs, CRT officers, Neighborhood Service Coordinators (NSCs), Police Service Technicians (PSTs), and Police Evidence Technicians (PETs) work to reduce crime, strengthen community trust, and achieve organizational excellence.

**Area 4 Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Captain of Police	1	0
Lieutenant of Police	3	3
Sergeant of Police	13	9
Police Officer	62	62
Canine Handler	2	2
Sworn Evidence Technician	1	1
Police Evidence Technician	4	4
Police Services Technician II	4	4

**Area 4 Significant Accomplishments**

*Reduce Crime*

- Implement violence reduction operations focusing on known gang members responsible for robberies and shootings.
- Develop ShotSpotter Response Teams for a dedicated deployment to ShotSpotter activations.
- Deploy a walking detail, when possible, in areas high in street level robberies.

*Strengthen Community Relations and Trust*

- Staff was trained in procedural justice as well as updated policies and procedures developed by examining relevant industry standards and practices.
- The High Street Substation was opened
- Meals were delivered to homes on Thanksgiving Day
- Toys were given away

- Regular attendance was provided at community meetings
- Neighborhood Crime Prevention Councils were attended
- Ceasefire partnerships involved community stakeholders in the crime reduction process

*Achieve Organizational Excellence*

Regular equipment and training audits were completed 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 was done as funding permitted. In the previous year, there was a dedicated foot patrol in the Fruitvale Business District in response to a spike in robberies (2015 ended with a 15 percent decline in robberies). The program was ultimately eliminated in the interest of budgetary constraints. Staffing adjustments were made to continue the efforts made towards street level robberies.

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. Staff continued to make each encounter with the public learning and teaching moments where citizens were advised of robbery trends.

**Expected Outcomes for 2017**

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*Reduce Crime*

As part of the Department's overall violence reduction plan, Area 4 resources will be primarily directed at known gangs identified through Ceasefire efforts. The gathering, analyzing, and dissemination of information to Patrol officers to dismantle/disrupt gangs and gang-related activity will be the primary objective for 2017 to achieve a reduction in shootings and homicides.

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 Department policies. This will require a high degree of integration, cooperation, and alignment across all the divisions, sections, and units within the Department.

*Strengthen Community Trust and Relationships*

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 complete community based problem-oriented policing projects.

Staff will be reminded to ensure the tenets of procedural justice are included in the service delivery process. Community input and review will be solicited to ensure staff is operating at optimum levels. A closer look at stop data will be done regularly to ensure officers are engaged in crime-related stops and other stops that positively impact public safety.

*Achieve Organizational Excellence*

Supervisors and commanders will provide strong and effective leadership to manage critical incidents, investigate and review uses of force and vehicle pursuits, and conduct division level investigations. Training and equipment needs will be identified and audited on a regular basis.

All needs will reasonably be filled to ensure staff is properly trained and equipped to provide the highest level of public safety.

**Patrol Area 5**

Area 5 (Beats 29-35) was commanded by Captain Sharon Williams in 2016. Area 5 is the area traditionally known as East Oakland. It is bordered by Area 4 and the City of Alameda to the West, Chabot Regional Park to the north, The City of San Leandro to the east, and the San Francisco Bay to the south. Area 5 has a diverse community and is home to the Coliseum Complex and the Oakland International Airport.

The function of Area 5 is to provide the Area 5 community of Oakland an environment in which its citizens can live, work, play, and thrive free from crime and fear of crime by reducing crime utilizing the Ceasefire strategy and increasing trust with the community through procedural justice which is fair quality policing.

**Area 5 Staffing**

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

**Area 5 Significant Accomplishments**

*Reduce Crime*

Comprehensive preliminary investigations are one of the primary ways to reduce crime and strengthen community trust. In 2016, Area 5 improved processes for officers to conduct comprehensive preliminary investigations through:

- Obtaining very detailed accounts of the incident and persons involved; complete canvass' for witnesses, video and other evidence;
- Using information to obtain recent and historical information on persons, residences, and vehicles associated with an incident to quickly identify the responsible party.

In 2016, Area 5 tried to ensure that assigned lieutenants had significant criminal investigative experience. Lieutenants were tasked with auditing five preliminary crime investigations each month for performance management. Sergeants worked to ensure strong investigative protocols for training new officers.

*Strengthen Community Trust and Relationships*

- Personnel attended numerous community meetings to build and strengthen relationships, address crime issues, increase lines of communication and enhance partnerships;
- Personnel attended street and safety fairs.
- Personnel participated in several events/ meetings which increased partnership, communication and trust with the community.

*Achieve Organizational Excellence*

In 2016, Area 5 developed and implemented a training process where patrol officers were placed on loan for a six-week period with SRS. While assigned there, officers learned how to utilize relevant databases and equipment as well as enhance their skills in interviewing. Area 5 commanders developed and implemented a weekly patrol line up training program to reiterate the foundations of policing through reviewing policy and real critical incident examples.

**Challenges Encountered**

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- Continual movement of officers in and out of Area 5 units, as well as the level of policing experience of Area 5 police officers;
- Inadequate time for patrol sergeants to be in the field, supervising, mentoring, training, and coaching officers as they conducted their day to day assignments.

**Expected Outcomes for 2017**

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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 via procedural justice principles.

**Neighborhood Services Section 1 and Section 2**

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**Role of Neighborhood Services Section**

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Neighborhood Services organizes residential and business neighborhoods; work in partnership to identify and resolve concerns; and offers programs and services to inform, educate, and engage residents and merchants.

**Staffing of Neighborhood Services Section**

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Classification	Authorized	Filled
Neighborhood Services Coordinator	10	9
Office Assistant I	1	1
Police Service Technicians II	2	2
Program Analyst III	2	2

**Significant Accomplishments**

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The following highlights Neighborhood Services 2 staff and programs accomplishments:

Awards and Recognition

- NSC Brenda Ivey coordinated the Teddy Bear Patrol program, resulting in over 500 teddy bears being donated to the program. The primary program sponsor received a plaque and challenge coin from Assistant Chief Downing.
- NSC Hoang Banh received the Adams Point Angel Award.
- PST Kenny Ip received recognition from several groups for his efforts to educate seniors, including a certificate of appreciation for valuable contributions to the Lion Creek Crossings Senior community.
- Mayor Schaaf acknowledged NSC Renee Sykes for her participation in the Reading Partners Volunteer Program at the annual appreciation event.

- Citizen Police Academy Alumni Association volunteer Jenny Chea-Vaing received the Jefferson award.
- NSC Edith Guillen nominated Acorn Woodland Elementary school for the Legacy project. The 174<sup>th</sup> academy selected the school, adopted a classroom, donated items and supplies.

#### *Neighborhood Councils*

- There are 44 Neighborhood Crime Prevention Councils. In 2016, BFO 1 NSCs attended over 200 meetings and BFO 2 NSCs attended over 200 meetings to assist residents and merchants address neighborhood concerns. Neighborhood Councils resolved numerous concerns and sponsored successful events.

#### *Training*

Neighborhood Services Section 1 staff provided instruction to approximately 1,000 residents in topics such as robbery prevention, senior safety, security cameras, neighborhood watch, and crime prevention through environmental design. Neighborhood Services Section 2 staff also provided instruction to approximately 1000 residents. The trainings and workshops included new leaders training, robbery prevention, security camera workshops, neighborhood watch, how to report community concerns, and personal safety / CPR.

#### *Public Education and Community Engagement*

- Attended living room meetings in which OPD personnel met with community members in the residence of a community member.
- Conducted three Citizens Police Academies: One each in English, Spanish, and Cantonese. Participants learned about police operations and specialized units. The academies graduated 94 participants.
- Administered the Citizens Police Academy Alumni Association: Staff coordinated monthly meetings, trainings and events which included ORCA (ham radio) training, BART safety escort program, officer appreciation day, and open houses at Eastmont and the PAB. They also sponsored a day at the A's game with proceeds supporting the Teddy Bear Patrol.
- Facilitated the Eastmont Holiday Open House: Over 140 adults and youth enjoyed an evening of fun, food, games, and tours of the facility. Attendees donated toys for the Motor Santa Toy Give away.
- Conducted Neighborhood Watch Steering Committee Meetings: Hosted trainings and events to engage and support Block Captains. The committee conducted tours of the Communications Division (911 center), hosted a leap year party, and provided a burglary prevention workshop.
- Maintained a social media presence by sharing safety tips, meeting notifications, and events. The team worked with the PIOs and City's Communication team to highlight events, post success stories, and share pictures on OPDs and the City's website, Facebook, Twitter, and Instagram accounts.

**Challenges Encountered**

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- Continued staffing shortage, increased workload, and no administrative support.
- Older vehicles need replacement

**Expected Outcomes for Upcoming Year**

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For 2017, Neighborhood Services Sections 1 and 2 will again focus primarily on Strengthening Community Trust and Relationships.

- Recruit, hire, and train personnel to fill vacant positions.
- Expand use of social media to better communicate, collaborate, and engage with the community.
- Improve outreach and increase participation at meetings, events, and trainings.
- Improve marketing and reinstate the quarterly newsletter to promote successful section and department events.
- Implement SharePoint with IT for Neighborhood Services.
- Continue work with IT to finalize site content, documents, and shared calendars.

**Support Operations Division**

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The Support Operations Division (SOD) provides specialized capabilities, resources, and enforcement. In 2016, SOD included the Special Operations Section (SOS) and the Traffic Operations Section (TOS), and was commanded by Captain Anthony Toribio.

**Special Operations Section (SOS)**

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The Special Operations Section encompasses several functions, including:

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

**SOS Staffing**

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Classification	Authorized	Filled
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 Detail*

- Certified a third Private Pilot.

- Certified an additional Tactical Flight Observer.
- Initiated Private Pilot training for a fourth officer.
- Assisted the US Marshals with search warrant service.
- Hosted a UASI sponsored training class on the FLIR.
- Assisted in locating a person missing in the Estuary and coordinating ground units for the recovery.
- Completed recurrent training for all qualified personnel.
- Supported special events including the Oakland Marathon and Triathlon.
- Participated in memorial flyover for San Jose PD and Stanislaus County Sheriff.
- Conducted fly-over for Oakland A's, Oakland Raiders, and San Francisco Giants.
- Assisted Oakland Control Tower in attempting to locate origins of multiple laser strikes on aircraft.
- Assisted Fremont PD with officer-involved shooting search.
- 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.

*Alcoholic Beverage Action Team / Marijuana Officer*

- ABAT continued operations from the previous Department of Alcoholic Beverage Control grant of \$50,000 (awarded mid-year 2015). These operations resulted in 15 separate citations issued, for sales of alcohol to a minor and purchasing alcohol for a minor.
- ABAT conducted investigations of three liquor stores that resulted in a 30-day, 45-day, and an indefinite suspension in alcohol sales. All these investigations resulted from locations that were engaged in the sales of narcotics or marijuana.
- ABAT investigated multiple nightclubs identified as nuisance locations; some investigations led to citations and ABC administrative hearings.
- ABAT conducted investigations of six tobacco retail locations for selling single cigarettes. This resulted in two one-day suspensions and \$1000 fines, three five-day suspensions and \$5,000 fines and one closing of a store.
- ABAT visited over 620 locations to make sure locations complied with Deemed Approved (DA) and Tobacco Retail license (TRL) operating conditions. Approximately 35 percent of locations were served with nuisance abatement notice for violations of operating conditions and had to be visited a second (or third or fourth) time and inspected again to assure compliance.
- ABAT processed / investigated over 100 ABAT hotline calls that consist of citizen complaints against ABC locations.
- The marijuana officer reached out to neighboring jurisdictions, which had existing marijuana enforcement units in place. The marijuana officer developed a working relationship with neighboring jurisdictions for enforcement collaboration.
- The marijuana officer assisted patrol with several incidents and investigations, which lead to arrests and marijuana recoveries,

*Canine Program*

- Purchased two new dogs and added one new handler to the program.
- Conducted 27 public appearances at schools, community events, Citizens' Police Academy and the OPD Open House.
- Provided 142 deployments, 36 apprehensions, and three bites in 2016, resulting in an 8.1 percent bite ratio.

### *Marine Detail*

- Participated in enforcing a United States Coast Guard imposed safety / security zone for Fleet Week and July 4<sup>th</sup> events.
- Participated in numerous events including escort for the USS Potomac, supporting the Coast Guard with a body recovery, supported CID for firearm recovery, supported boat-related search warrants, and coordinated a missing person search.
- The Marine Unit received a Boating and Waterway Grant Award for \$42,000.
- Established a service contract with Bay Ship for required maintenance.
- Coordinated the removal of eight derelict vessels from the Oakland Estuary by utilizing funding from a Boating and Waterway Grant.

### *Reserve Program*

The Reserve (Officer) Program provided over 1,700 hours of volunteer time to assist with Patrol functions and security for events such as Music in the Redwoods, walking details, Oakland Marathon, First Friday Security, Oakland Museum's White Elephant Sale, and North Field Airport Patrol.

### *Special Events Detail*

- Planned and executed security at all home games for sport Raiders, A's, and Warriors, as well as other events at the Oracle Arena and Oakland Coliseum.
- Planned and executed security for city-wide events such as marathons, triathlons, and festivals, and issued over one thousand special event / encroachment permits.

### *Tactical Operations Team*

- Participated in over twenty planned and unplanned high-risk operations.
- Staffed numerous sites for Urban Shield where dozens of agencies participated.
- Entered a team into Urban Shield.
- Added two new tactical commanders to fill vacancies and ensure availability.
- Conducted three full-team trainings during the year that included full-scale exercises.
- During the continuing professional training for all commanders, sergeants, and officers, taught a course on tactics for responding to critical incidents.

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

### **Challenges Encountered**

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Two significant challenges for the Air Support Detail over the last year were maintenance and technological communication issues. Parts continue to be difficult to find and major maintenance is required for both helicopters exceeding the current budget by \$800,000. Obtaining a radio purchase order has also proved challenging and prevented the helicopter from communicating on encrypted channels with ground units. Service providers and OPD pilots continued to identify potential issues to minimize down time for the helicopters.

Maintaining full staffing of officers for the Tactical Operations Team continued to be a challenge due to promotions, retirements, and voluntary resignations from the team. It is also a challenge to find officers who meet the minimum requirements and are interested in serving on the team.

### **Expected Outcomes for 2017**

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#### *Air Support Unit*

- Certify a fourth Private Pilot for the unit, to ensure greater availability for operations.

*Alcoholic Beverage Action Team*

Enforcement of regulations should reduce crime and assure the orderly transition from a few authorized marijuana sellers in the City to dozens of operations handling each step of the “seed to sale” process.

*Canine Program*

- Adapt to the redeployment of the Canine Unit Sergeant position through the development of the officer canine coordinator and his successor. The unit will be supervised by the same sergeant supervising ABAT and Special Events.
- Add two additional Patrol handlers to the Canine Program in 2017 to reduce crime, strengthen community trust, and achieve organizational excellence.

*Marine Detail*

The Marine Detail will continue to 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) to reduce crime and abate nuisances along the estuary and neighboring waterways.

*Reserve Program*

The Reserve Program will continue to provide security and conduct community engagement for the Oakland Museum’s White Elephant Sale, Oakland Marathon, and Music in the Redwoods.

*Special Events Detail*

- 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.
- Assess the permit process to streamline it and make it more user friendly.

*Tactical Operations Team*

- Provide tactical training in both formal and informal settings; instruction in the Officer CPT begun in 2016 continues through the summer of 2017.
- Provide tactical support for planned and unplanned high-risk incidents and operations.

**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 traffic concerns from a variety of sources to include community members/groups, accident data, and officer observations. TOS is comprised of the following:

- Traffic Investigations Unit
  - Traffic Enforcement Unit (School Safety Motor Squad)
- Traffic Safety Detail (School Crossing Guards)
- Vehicle Enforcement Unit
  - Scofflaw Detail
  - Abandoned Auto Detail
  - Vehicle Abatement Detail

- Commercial Vehicle Detail
- Taxi and Tow Detail
- Bicycle Recovery Detail
- Parking Enforcement Unit

*Traffic Investigations Unit*

- The Traffic Investigations Unit (TIU) conducts follow-up investigations for all reported traffic collisions. TIU coordinates and directs all fatal and serious injury investigations.
- A Sideshow Enforcement Officer position is within the TIU and is responsible for conducting follow-up investigations related to vehicle evading offenses. The Fatal Accident Standby Team (FAST) is a collateral assignment comprised of officers from the Traffic Section and Patrol.

*Traffic Enforcement Unit*

- The Traffic Enforcement Unit (TEU) was reinstated in March 2015 with a limited and specific function: a School Safety Motor Squad to conduct traffic enforcement and education at and around six identified schools to ensure the safety of the City’s youth as they walk and bike to and from school.
- The Traffic Safety Detail focuses on pedestrian and bicycle safety for the City’s youth as they walk and bike to and from school.

*Vehicle Enforcement Unit (VEU)*

- VEU consists of Vehicle Abatement, Abandoned Auto, Scofflaw, Commercial Vehicle, Bicycle Recovery and Taxi and Tow Details.
- 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.
- VEU enforces rules and regulations pertaining to commercial trucking and bicycle recovery.

*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>
Lieutenant of Police	1	1
Police Services Manager I	1	1
Sergeant of Police	3	3
Parking Control Supervisor	4	4
Parking Control Technician, Full Time	26	26
Parking Control Technician, Permanent Part Time	16	16
Parking Control Technician, Temporary Part Time	24	24
Public Service Representative	1	0
Police Officer	20	20
Police Records Specialist	3	3
Police Service Technician II	14	14
Crossing Guard	49	49

## **Significant Accomplishments**

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- Implemented and completed an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$290,000. The grant included the purchase of six new police motorcycles.
- Participated in the regional traffic safety campaigns.
- Awarded an Office of Traffic Safety Selective Traffic Enforcement Program Grant for \$753,350, which includes the purchase of five new police motorcycles and one year of full funding for two police officers deployed as dedicated DUI Enforcement officers.
- The Sideshow Enforcement Officer obtained 54 tow seizure warrants for vehicles involved in reckless driving and evading officers.
- Conducted two 160-hour Solo Motorcycle Officer training schools, certifying nine officers.
- Supervised 28 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 2016 at the Mormon Temple.
- Fatal Accident Standby Team (FAST) members received training to operate the Leica ScanStation Forensic 3-D Laser Scanner System for processing crime scenes; FAST members responded to 27 callout incidents involving fatal or near fatal vehicle collisions.
- Entered in to contract with Crossroads Software, Inc., and obtained a comprehensive Traffic Collision Database to assist in traffic engineering and enforcement efforts.
- TTOS conducted the Christmas Motor Santa operation delivering over 600 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.
- Entered in to contract with the Alameda County Public Health Department to receive \$84,000 in grant funds to assist in a Safe Routes to School Program, "Be Oakland Be Active," involving 41 elementary schools.
- Conducted traffic safety educational presentations with Mothers Against Drunk Driving (MADD).
- Responded to 18,956 reported abandoned auto complaints, towed 3,169 vehicles, recovered 294 stolen vehicles and issued 2,505 citations for various vehicle code violations.
- Extended operating days for the TIU Traffic Window at the Eastmont Station Desk to five days per week, and for bicycle recovery to two days per week.
- Participated in community events (sports teams, OPD Open House, schools, Neighborhood Councils, and with community organizations).
- Issued 322,828 citations for various California Vehicle Code and Oakland Municipal Code violations.

## **Challenges Encountered**

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- The collision reports queue varied from 600 to 900 reports needing review and approval. This report queue backlog delays reports getting to citizens and has been intermittently reduced by increasing personnel. On average, officers in the field complete 400 to 450 collision reports per month.
- Community concerns about traffic issues were difficult to address due to the absence of a traditional traffic enforcement unit.

### **TOS Expected Outcomes for 2017**

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- 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 schools, collaborate with Bike East Bay to establish a Bicycle Diversion Program (Bicycle School), collaborate with local and State entities for the passing of sideshow legislation).
- Obtain State and Federal grants to assist with traffic enforcement.
- Increase targeted and focused enforcement operations with existing Motor staff.
- Effectively deploy the new Motor Squad: TOS was increased by eight personnel (one Sergeant and seven Officers) assigned to the TEU as a newly formed second Traffic Enforcement Motor Squad; the two grant funded DUI Enforcement officers are assigned to this squad.
- Expand and continue TOS / Motors role and attendance at community and ceremonial events (i.e., Motor Santa operation, school Open House events, block parties, traffic safety presentations, Memorial rides and escorts, Major League Baseball Law Enforcement Appreciation Days).
- Effectively transition of the Parking Enforcement Unit out of OPD and to the City's newly created Department of Transportation.

### **Bureau of Investigations**

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The Bureau of Investigations includes the Criminal Investigations Division and the Criminalistics Section. Deputy Chief John Lois commanded the Bureau of Investigations in 2016.



*Deputy Chief John Lois*

### **Criminal Investigation Division**

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The Oakland Police Department's Criminal Investigation Division (CID), serves as the formal investigative branch of the Department and included six sections in 2016: Homicide; Robbery, Burglary, and Felony Assault; Theft/Misdemeanor Crimes and Task Forces; Special Victims; Youth and School Services; and Crime Analysis.

Members assigned to CID investigate criminal cases referred by the Patrol Division, 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. Members of the Division conduct interviews and lawful searches during an investigation to gather information and/or evidence that are useful in reconstructing the occurrence or circumstances of an illegal act. The primary duties of an investigator include:

- Identification and apprehension of offenders
- Recovery of property
- Preparation of cases for court prosecution
- Presentation of evidence in court cases

## CID Administration Staffing

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

## Significant Accomplishments

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- In 2016, despite staffing and caseload challenges, CID's "can do" attitude resulted in numerous successful investigations throughout the Division.
- CID was recognized for its investigative expertise and provided several trainings both internally and externally to other law enforcement partners. Investigators from the Homicide Section hosted and provided training for members of the Alameda County Homicide Investigators Association. The instruction was highly sought and well attended.
- Teamwork on major investigations has been outstanding, and quality and thoroughness of follow-up investigations continues to increase.
- Several multi-jurisdictional major crime investigation / operations were conducted.
- Significant increases in training opportunities have been extremely beneficial.
- Funding approved for new interview room upgrades.
- Implemented a foundational and progressive training plan for all investigators, including the following POST-certified courses: Basic Criminal Investigation; Interview and Interrogation; and Basic Search Warrant (POST Certified)

## Challenges Encountered

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Staffing limitations continued to impact CID's ability to conduct follow-up investigations. Staffing shortages force investigators, with the exception of homicide, to triage incidents assigned for follow-up investigation. In-custody cases and out of custody cases with significant solvability factors receive a higher priority and are presented to the District Attorney's Office. Maintaining an institutional investigative knowledge base is challenging due to high personnel turnover.

## Expected Outcomes for 2017

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- Ensure that each Investigative Section is staffed to capacity.
- Establish a succession plan that will reduce Division vacancies and lost institutional knowledge.
- Continue to strengthen communication between investigators and field units.
- Continue to identify and utilize technology to assist with traditional investigative measures.
- Employ and support the tenants of procedural justice both internally amongst peers and externally amongst communities.
- Continue to increase the quality and thoroughness of criminal investigations.
- Improve job satisfaction of officers, professional staff, supervisors and commanders.
- Ensure all investigators complete 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.

- Create the “Detective” classification for all CID investigators.
- Certify CID Mentor Program to assist new investigators and develop leadership amongst existing investigators.

**Homicide Section**

The mission of the Homicide Section is to build partnerships and work in collaboration to protect the community through the effective investigation of crime and apprehension of violent offenders. Additionally, the Homicide Section aids crime victims and their families.

Homicide investigators are available on a 24-hour basis to respond to incidents. The moments and hours immediately following a homicide are often the most important for investigators. Investigators will examine the scene of the incident, locate and interview witnesses, speak with family members or friends who may have relevant information, and work concurrently with other units to develop suspect information.

**Homicide Section Staffing**

Classification	Authorized	Filled
Lieutenant of Police	1	1
Sergeant of Police	5	6
Police Officer	10	5
Police Records Specialist (PRS)	1	1
Police Services Technician (PST)	1	1

**Homicide Significant Accomplishments**

- There were 85 UCR homicides in 2016, a 2.5 percent increase from 2016. This represents the third lowest number of homicides since 2000. The average number of homicides over the last five years is 92.6.
- The Homicide Section increased its focus on investigative efficiency and better time-management. Investigators are continually tasked with prioritizing caseloads based on priority actors. Staff assigned to the Homicide Section participated in major deployments related to the Department’s response to violent crime.
- Investigators solved 48 cases that were charged by the Alameda County District Attorney’s Office. Of those cases, 33 were 2016 cases and 15 were homicides from previous years, bringing the homicide clearance rate to 56 percent. A total of 38 suspects were charged with murders that occurred in 2016. The five-year average clearance rate is 53.6 percent.

**Challenges Encountered**

The Homicide Section continues to experience staffing challenges that drastically affect the overall capability of the section. In 2016, the average caseload for was 8.7 cases per investigator. The recommended national average is five per primary investigator.

**Expected Outcomes for 2017**

- Increase and maintain a staffing level that will allow for effective and efficient investigations and overall health of the unit.

- Recruit new investigators to join the section. The goal is to increase the level of excellence in CID. Furthermore, it is a benchmark to increase staff to 12 callout investigators (six teams of two investigators each) to reduce workload and increase investigative accountability.
- Continue to work tirelessly in their efforts to solve violent crimes and homicides and bring justice to victims and their families.
- 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 family member or friend, and partner with community organizations in the investigative process.

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

The Robbery Unit is responsible for investigating all robbery-related crime, including carjacking and residential robberies. The Burglary Unit is responsible of for all burglary-related investigations. The Felony Assault Unit is responsible for all shooting-related investigations. Investigators often assist the Homicide Section on complex investigations such as officer-involved shootings. All three units are part of the CID call-out rotation, which includes investigating other felonies.

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

A Lieutenant of Police oversees the Section.

*Robbery Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	8	8
Police Records Specialist	1	1

*Burglary Section*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	5	4
Police Records Specialist	.5	1.5

*Felony Assault Unit*

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Sergeant of Police	1	1
Police Officer	8	8
Police Records Specialist	.5	.5

## Significant Accomplishments

The Section investigated and charged the following in 2016:

Unit	Cases		
	Reported	Assigned	Charged
Robbery	2,957	1,603	235
Burglary	10,196	1,051	293
Felony Assault	2,678	683	351

## Challenges Encountered

The Robbery, Burglary, and Felony Assault Section continues to have issues with recruiting officers to fill open vacancies. Transfers, retirements, and promotions continued to create staffing challenges. Staffing challenges have led to increased workload.

## Expected Outcomes for 2017

To support OPD's goal of reducing violent crime by 10 percent, the Robbery, Burglary, and Felony Assault Section will continue to:

- Assist Area Commanders
- Work as a team
- Develop intelligence
- Be responsive to victims of crime
- Treat all victims of crime with dignity and respect
- Recruit and develop new investigators
- Conduct thorough and comprehensive investigations
- Share information throughout the Department
- Partner with outside law enforcement agencies
- Take into consideration officer preferences for assignment
- Update the Department on the status of follow-up investigations.
- Treat victims of crime with the upmost respect and be responsive to inquiries concerning their cases.

## Theft/Misdemeanor Crimes and Task Forces Section

Investigators assigned to the Theft and Misdemeanor Crimes Section conduct follow-up investigations on a wide range of crimes. This includes, but is not limited to, fraud, embezzlement, identity theft, forgery, elder financial abuse, grand theft, petty theft, auto theft, battery, threats, vandalism, court order violations and narcotics violations. The section is also responsible for reviewing and approving all reports made on CopLogic (OPD's on-line crime reporting system).

The Field Support Unit (FSU) includes the Fugitive Detail, Weapons Detail and all Federal/County/Regional task forces, including:

- United States Marshals (USMS)
- United States Secret Service (USSS) Bay Area Identity Theft Task Force (BAIT)

- Alcohol, Tobacco, Firearms & Explosives (ATF)
- Drug Enforcement Administration (DEA)
- Alameda County Narcotics Task Force (ACNTF)
- Alameda County Regional Auto Theft Task Force (ACRATT)

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

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

**Significant Accomplishments**

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- Established a program with Home Depot that allows the loss prevention employees at Home Depot to complete an entire theft report on CopLogic when they detain a shoplifter, freeing officer time for other needs.
- ACRATT - During 2016, ACRATT made 25 arrests, uncovered three chop shops, and recovered 322 stolen cars valued at more than \$2,484,000. In addition, ACRATT recovered four guns and identified over 50 burned/wrecked vehicles at A&B and Auto Plus Tow for the 10751 project.
- DEA Task Force - During 2016, because of various investigations, the following asset forfeiture revenues were gained:
  - \$166,755 from the United States Postal Inspection Service and the Drug Enforcement Administration.
  - Roughly \$1,952,842 still pending.
- Reports Generated:

Grand Theft	1,385
Petty Theft	5,087
Stolen Vehicles	8,418
Vandalism	4,489
Felony Assaults/Batteries (Not Shooting Related)	1,197
Misdemeanor Assaults/Batteries	3,601
Threats	1,278
Court Order Violations-166PC(Non-Domestic)	932
Fraud, ID Theft, Elder Financial Abuse	1,978
Possession of Stolen Property	571
Possession of Burglary Tools	171
Weapons Violations	1,542
CopLogic (Online Reporting System)	21,518
<b>Total</b>	<b>52,167</b>

### **Challenges Encountered**

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- Staffing remains a challenge, especially when it comes to case load management and review of CopLogic reports.
- CopLogic has grown significantly in its use by the public; therefore, there needs to be investigative staff dedicated to reviewing these reports. Currently, members on modified/light duty are being tasked with reviewing CopLogic reports.

### **Expected Outcomes for 2017**

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- The addition of permanently assigned investigators will help to complete more investigations and better serve the citizens of Oakland.
- The section looks to increase its knowledge and training in the area of financial crimes.

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

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The SVS provides professional, compassionate, and effective trauma-related investigations. The SVS also provides intervention services for families and youth based on a victim-centered philosophy. In addition, the SVS endeavors to improve the quality of life in Oakland by providing superior service to our citizens, especially those children who are victimized.

SVS is comprised of the following units:

- Intake and Intelligence/ Missing Persons Unit: Processes juveniles arrested, or detained by law enforcement and provide referrals to internal and external services designed to improve life choices and prevent future incidents. Missing Persons investigates missing persons and runaway cases to unite friends, families, and loved-ones. Missing Persons also investigates abduction cases involving non-custodial parents.
- Domestic Violence Unit: Investigates incidents of domestic violence and physical elder abuse while partnering with support services advocates housed at the Family Violence Law Center.
- Special Victims Unit: Investigates incidents of sexual assault and child abuse and provides victims and families with social services to address trauma.
- Vice and Child Exploitation Unit: Responsible for investigating vice-crime related incidents as well as child prostitution, internet crimes against children, child sex rings and human trafficking. This unit conducts clandestine enforcement operations throughout the year and works with a range of outside agencies, e.g., FBI's Innocence Lost Task Force, Hayward Police Department's ACVET (Alameda County Vice Enforcement Team) and the San Jose Police Department's ICAC (Internet Crimes Against Children Task Force).
- Identification Unit and 290 Enforcement
  - 290 Enforcement Detail: Monitors compliance of all registered sex offenders living and/or working in Oakland.
  - Identification Detail: Registers sexual assault offenders, arsonists, and drug offenders as a condition of conviction. They also process court bookings, license/permit applications, employment applications, and background clearance letters.
  - Sexual Assault Felony Enforcement [SAFE] Task Force: 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	5
Police Officer	35	33
Police Services Technician	9	9
Police Records Specialist	2	2

## SVS Significant Accomplishments

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- Provided substantial training to department personnel
- Oversaw 3,642 domestic violence cases.
- Oversaw 1,765 missing persons / runaway cases.
- Oversaw 764 child abduction and custody order violations cases.
- Processed hundreds of cases related to juveniles, truants, juvenile hall, notices to appear and Center Force Youth Court.
- The Intake/Intelligence Unit successfully passed all state and local inspections. The Intake/Intelligence Unit worked with the California Board of State and Community Corrections regarding the detention of minors.

## Challenges Encountered

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The most serious challenge was the lack of adequate staffing to address increasing caseloads.

## Expected Outcomes for 2017

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- Work on a monitoring system for transient 290 registrants.
- Verify all parolee 290 registrant's address or transient status by utilizing the VeriTracks GPS system.

### *Investigations*

- Enhance the 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.
- 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 social media tracking software to assist with Human Trafficking cases.
- Expand the knowledge base of all Vice/CEU investigators in Internet Crimes Against Children (ICAC) and increase participation 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 per year.

- Present no fewer than two POST Vice/Undercover courses per year.

**Youth and School Services Section (YSSS)**

The four goals of the School Safety Officer Program are:

1. Reduce and / or eliminate child trafficking.
2. Reduce and / or eliminate student truancy.
3. Provide students safe passage to and from school.
4. Provide mentoring services to students.

The program covers students enrolled at the following schools:

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

In addition to providing safe passage for students coming to and from campus and mentoring and relationship-building on campus, YSSS officers assist with truancy reduction; combat human trafficking; provide gang resistance training for students; and participate in restorative justice sessions on campus. OPD has assigned CROs to the neighborhoods surrounding the designated schools through YSSS, enhancing safety in and around neighborhood schools by providing safe passage for students to and from school.

**Youth and School Services Staffing**

*Mentor Unit*

Classification	Authorized	Filled
Sergeant of Police	1	1
Police Officer	8	7

*PAL/OK Unit*

Classification	Authorized	Filled
Sergeant of Police	1	0
Police Officer	4	4

**Significant Accomplishments**

Mentor officers partnered with other City departments and community members to better serve our youth.

- Safe passage officers issued 468 citations in and around school sites and recovered a handgun.

- Mentor officers participated in 17 restorative justice sessions with students at their designated OUSD school sites. In addition, mentor officers also participated in five restorative justice sessions with youth via Community Works (i.e., a non-profit organization).
- Mentor officers teamed up with the Vice Unit in an effort to combat child human trafficking and prostitution through enforcement and prevention efforts.

### **Challenges Encountered**

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Youth and School Safety Section staffing has been significantly reduced.

### **Expected Outcomes for 2017**

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The following are the goals for 2017:

- Continue to reach out and build strong relationships with the youth community.
- Continue to work as a team.
- Continue to develop trust in the youth community and the OUSD.
- Continue to be responsive to youth needs and outreach.
- Continue to conduct monthly open house sessions.
- Continue to recruit and develop youth for the Explorer and Cadet programs.
- Partner with School administration to ensure solid working relationships are sustained and Goals are met.

## **Crime Analysis Section**

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### **Role of Crime Analysis Section**

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The Crime Analysis Section provides crime analysis information to a variety of stakeholders within the Department as well as to outside law-enforcement partners and city officials. The Crime Analysis Section is tasked with a wide variety of analytical objectives; ranging from patrol support, to major case investigations, to statistical analysis.

Patrol support includes daily and weekly tactical overviews of problem crime areas, temporal reporting, hot spotting, and threshold analysis. Patrol analysts are tasked with identifying crime patterns and series, providing in-depth products to identify potential suspects and recommendations on enforcement action.

The investigative and intelligence analyst focuses on major crime incidents, such as homicides and shootings, and provides a variety of in-depth analytical products associated with the incidents. The analyst also works with human intelligence, maintaining various intelligence databases, working with OPD's focused deterrent program (Ceasefire), and using SNA (social networking analysis) to identify criminal targets.

The data illuminator provides a wide variety of statistical analytics, including comparative statistical reports (CompStat), ad hoc complex data products for administrative stakeholders, and before-and-after statistics during strategic operations. Additionally, the data illuminator is tasked with creating easy-to-use informational reports at all levels, while drawing from a variety of data sources.

## Staffing of Crime Analysis Section

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Classification	Authorized	Filled
Police Services Manager I	1	1
Administrative Analyst II	2	2
Crime Analyst	3	3
Crime Analyst LD	2	0
Police Records Specialist	1	1

## Significant Accomplishments

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The Crime Analysis Section was established in the first quarter of 2016. During the startup phase, the Crime Analysis (Police Services) Manager began supervising three existing analysts, started a recruitment for two additional analysts, and began creating infrastructure for the new section. After a successful recruitment with OPD Personnel and City of Oakland Human Resources, three additional analysts were hired and seated in CID.

The Crime Analysis Manager provided written policies and procedures to the section, established individual analysts' assignment specialties, and worked with OPD ITU to upgrade all five analysts' computer hardware and software.

Additional significant achievements from 2016 include:

- Establishing a relationship with the ATF gun tracing taskforce.
- Working with executive staff and city government stakeholders to review and re-work the Weekly Crime Report and Area Crime Report.
- Bringing CrimeView, the ArcGIS-based third-party suite of tools used for the bulk of crime and pattern analysis work, up to current standards.
- Providing comprehensive patrol analysis to BFO 2 through development of a series of weekly reports that included information on robberies and shootings.

## Challenges Encountered

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While the Crime Analysis Section is still new, one of the issues that presented itself during the latter part of the year was limited staffing. With the establishment of the five full-time analysts and their specialties, it became clear that the need for their products and services was great, and quickly threatened to overwhelm the section.

While the section was provided with two limited duration analysts and a limited duration PRS, the recruitment for these positions proved problematic. In the case of the analyst positions, the experience requirements in the job specification precluded the best and most qualified candidates from applying for the job because of the limited nature of the position. The limited duration PRS position was filled; however, the individual was offered a full-time PRS position and removed from the section after only six months.

## Expected Outcomes for 2017

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### *Operations*

- Continue to provide a variety of high-quality tactical, intelligence, and statistical products.
- Expand the role of the GIS analyst to provide coverage on past-tense crimes, such as vehicle theft and burglary.
- Bring CrimeView Dashboard to command staff and supervisors, giving patrol analysts the ability to work more crime patterns and series.

- Bring social networking analysis (SNA) to the Ceasefire section via the Ceasefire analyst.
- Complete a technology RFP to determine best products for crime analysis team.
- Develop new statistical reports that capitalize on our data resources.
- Develop departmental training presentations that can be inserted into academy training as well as the quarterly management retreats to help bring crime analysis to all facets of OPD.

*Staffing*

- Begin the process to expand the section with new job classifications, additional staff, and in-section hierarchy (to encourage retention).
- Work with OPD Personnel to fill open positions.

*Training*

- Continue to move analysts through the California Department of Justice Crime and Intelligence Analysis Certificate Program.
- Complete training pertinent to analytical specialties (tactical, statistical, intelligence).

**Criminalistics**

The Criminalistics Section (Criminalistics or Crime Lab) includes the Drug Analysis Unit, Firearms Unit, two Forensic Biology Units, and Latent Print Unit. There are two ad hoc units; General Criminalistics and Specialized Crime Scene Response. The scientific staff objectively examines, evaluates, and interprets physical evidence related to the investigation of crimes. The Administrative Unit includes the Quality Assurance Program and overall management.

The Laboratory’s primary client is OPD and services are available to the Alameda County District Attorney’s Office and other law enforcement agencies. The analyses conducted in the laboratory often lead to expert witness testimony in criminal trials. Case consultation and training are provided to OPD and local law enforcement agencies.

Criminalistics is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD-LAB) International Program. The fields of accreditation include Drug Chemistry, Firearms/Toolmarks, Biology (DNA and Body Fluids), and Latent Prints (processing and comparisons). The accreditation conforms to the ISO/IEC 17025:2005 and ASCLD-LAB supplemental requirements.

**Criminalistics Staffing**

<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Crime Laboratory Manager	1	0
Criminalist I	1	1
Criminalist II	1	1
Criminalist III	5	5
Forensic Technician	1	1
IBIS Technician	1	1
Latent Print Examiner I	0	0
Latent Print Examiner II	5	4
Latent Print Examiner III	1	1
Office Assistant II	1	1

## Significant Accomplishments

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- The Crime Lab underwent its second ASCLD/LAB-International 17025 Accreditation extended surveillance visit in June 2016.
- Criminalistics completed the internal audits for accreditation requirements in August and September 2016 for all casework units, the management system, the quality system, safety program and the security program.
- Overall, 83 percent of eligible staff are certified in general criminalistics or in their area of specialization by an external, nationally recognized forensic science certification bodies. Individually: Biology is 75 percent; Latent Print is 100 percent; Firearms is 100 percent; Drugs is 67 percent; and Admin/QA is 100 percent.
- The LIMS backend database was migrated to SQL Server in July 2016 with no interruption in service.
- LIMS is building IBIS link charts based on a single association in IBIS. LIMS is able to identify, track and associate all firearms associated with the original entry and all other subsequent hits. Verification testing continues and additional functionality is added on a regular basis.
- The Firearms Unit implemented three major casework efficiencies:
  - Auto population of LIMS data into a unit specific laboratory report and into case notes for comparison/AFIS requests,
  - New tracking of LP lift evidence in LIMS.
  - Rotational assignments of job duties allowing improved work process efficiency.
- The Fingerprint Unit provided a four-hour training course titled “Collecting Latent Prints of Value for Comparison” to five Police Evidence Technicians.
- The Fingerprint Unit completed 501 AFIS requests, an increase of 73 percent over last year. The associated AFIS hit rate per request is 49 percent.
- The Fingerprint Unit completed the validation, training and launch of the ADAM's latent print imaging system on March 31, 2016. This software allows examiners to store, secure, locate and control digital latent print evidence associated with casework.
- The validation studies using the atmospheric incubator and the fuming chamber were completed and their use incorporated into latent print processing.
- The Contemporary Sexual Assault Kit Program established May 1, 2014, continued to be a success in 2016. Kits are retrieved weekly for analysis. Ninety-five percent of kits were completed with reports published within 20 business days. These goals and actual performance exceed the recommendations of AB 1517.

### *Forensic Biology Unit (FBU) Significant Achievements*

- FBU completed an FBI DNA Quality Assurance Standards Audit.
- The average FBU turnaround time from receipt of the request to publication of the report decreased by 12 percent over the prior year.
- The National Institute of Justice awarded OPD Lab FBU \$312,241 in the FY 2016 DNA Backlog Reduction Grant. This grant and the Backlog 2015 grant will fund two positions in the unit through September 2018.
- Eighty-five percent of FBU staff have advanced degrees.

- FBU maintained requested turnaround time, meeting the target of 95 percent. This is remarkable considering the Unit was at reduced staffing for most of 2016.
- Validation was completed of the UV-Vis, GC-MS, and FTIR instruments.
- Identification of policies and procedures to recommend to Organization of Scientific Area Committees (OSAC) was achieved.
- The drug evidence storage vault passed the Oakland Fire Marshall's re-inspection on June 28, 2016.
- FBU provided weekly Drug Evidence Gap Reports to the Deputy Chief in the lab's chain of command as required by policy.

#### *Firearms Analysis Unit Significant Achievements*

- IBIS protocol efficiencies were improved; completed requests completed increased in 24 percent from 724 in 2015 to 953 in 2016.
- IBIS hits increased in by over 33 percent from 447 in 2015 to 594 in 2016.

#### **Challenges Encountered**

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An over-reliance on federal grants for training, basic supplies and services continues. Grant funding is significantly lower than in previous years in the DNA area. An increase in the laboratory budget is needed to cover supplies, kits and consumables for the FBU to meet casework demands, maintain the increased throughput, and meet the FBI DNA Quality Assurance Standards (FBI DNA QAS).

Apart from a small Coverdell Training Grant and DNA Backlog Grant, criminalistics has no division-specific budget for training. The section has requested support from department training funds in 2016. A defined funding source for training is essential to maintain expertise, and meet ongoing certification, accreditation and FBI DNA QAS requirements.

The adequacy of laboratory space continues to be the greatest impediment to meeting the demand for service. The limited laboratory space has resulted in two frozen positions in the Firearms Unit. All laboratory spaces are inadequate, limiting the amount of casework that can be produced. The Latent Print Processing Laboratory space accommodates only one person; significantly limiting the LPU processing capabilities.

#### **Expected Outcomes for 2017**

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Completion of manual revisions expected during the first quarter of 2017. Continue to seek improvements in throughput in all casework units:

- Continue to seek efficiencies in Latent Print casework.
- Conduct internal audits of laboratory units for conformance with the ASCLD/LAB International Accreditation Standards.
- Acquire latent print comparison software to speed examination in complex cases (i.e., those with many latent prints and many exemplar prints for inter-comparison).
- Consult/visit other Latent Print Units in accredited labs with high throughput and adopt process changes that increase throughput without sacrificing quality.
- Re-establish connectivity to the national and state AFIS databases with full functionality. (This depends on Alameda County Sheriff's Office staff completing this project.)
- Fill the LPE, FAU, and Laboratory Manager vacancies.

- Maintain or improve upon the percentage of certified staff (currently 83 percent), with particular focus on the Drug Analysis and Forensic Biology Units.
- Maintain 24 hour turnaround or meet other specified due date on at least 95 percent of requests in the Drug Analysis Unit.

**Bureau of Services**

The Bureau of Services provides several 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 Information Technology/ Property and Evidence. In 2016, the Bureau of Services was commanded by Deputy Chief Danielle Outlaw.



*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 services.

Communications answers and evaluates emergency and non-emergency calls, to determine whether police resources should be dispatched or if the call should be referred to a more appropriate agency or organizational unit. In addition to being the PSAP, Communications provides a variety of services supporting Oakland Police and other City Departments.

**Staffing of the Communications Section**

Classification	Authorized	Actual
Police Communications Manager	1	1
Police Communications Supervisor	8	8
Police Communications Dispatcher	63	53
Police Communications Operator	11	5
Police Records Specialist	1	1

**Significant Accomplishments**

- Received 558,948 calls for service and dispatched 254,017 calls.
- Began the process of accepting wireless calls.
- Seven Police Communications Trainees achieved solo status on the phone. Five successfully completed the training program.
- Sworn personnel were removed from the Communications Section as supervisors. Four dispatchers were then promoted to supervisor.

Year	Total Calls Received	911 Calls Received	3211 Calls Received	3333 Calls Received	Abandoned/ Calls Dialed Out
2012	609,355	155,146	84,834	241,420	127,955
2013	592,095	154,965	115,386	203,122	118,622
2014	587,904	140,774	90,349	175,455	181,326
2015	572,098	144,937	151,039	167,468	108,654
2016	558,948	146,305	103,720	190,560	118,363

*Answering Times (in seconds)*

Phone Line	911	3211	3333
2014	27	34	71
2015	12	18	39
2016	12	25	71

## **Challenges Encountered**

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- State of California Answering Time - The Communications Section did not consistently meet the states recommended answering speed, as a direct result of low staffing, increased sick leave usage, FMLA, on-duty injuries, and resignations.
- Vacancy Rate - The Communications Section continues to struggle with its vacancy rate. The Section has been working closely with Human Resources to establish continuous testing and hiring to fill vacancies as they occur.
- Community Satisfaction - Communications did not implement the community satisfaction survey program which would have been a mechanism to gage the Section's performance from the public's perspective.

## **Expected Outcomes for 2017**

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### *Reduce Crime*

- Continue to migrate wireless 911 calls for service directly to OPD Communications, away from California Highway Patrol.
- Fill existing position vacancies and reduce call for service answer time.

### *Strengthen Community Trust and Relationships*

- Continue to engage the community through tours of Communications.
- Continue to attend community meetings, participate in Department open houses, and work collaboratively with other City Departments.

### *Achieve Organization Excellence*

- Continue to develop a refresher curriculum for trainers. The desired outcome is for trainers to be continually equipped with the tools necessary to adapt to the needs of each adult learner and train/teach them how to perform their duties.
- Implement a community satisfaction survey program. This will provide the section a mechanism to gage how it is performing and provide some input into the community's perception of the 911 center.
- Communications has been in contact with the Health & Wellness Unit to set up interactions with staff on a "casual basis" to give them a comfortable environment to discuss things they may not choose to address with a supervisor
- Communications Section received funding from California Office of Emergency Services (CalOES) for upgrading the current phone system. This upgrade will provide the most up to date Nextgen 911 compliant equipment to move forward with accepting wireless 9-1-1 calls. Additionally, once the platform for text-to-911 is complete, the upgrade will enable the City of Oakland to facilitate text communications as well.

<b>Records Section</b>
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The Records Section (Records) provides critical operational support to the Oakland Police Department by processing and maintaining records concerning reported incidents (excluding vehicle collision information), such as crimes, arrests, towed vehicles, restraining orders, warrants, teletypes, peddler/solicitor permits, juvenile/adult record sealing and public records requests. Records provides Departmental staff support, technical assistance and training about incident reports, warrants, public records, record sealing, subpoenas and Uniform Crime Reporting (UCR) information, which is submitted to the Department of Justice.

On a day-to-day basis, Records details and assigns incident reports; processes payments for towed vehicles and addresses all vehicle needs; retrieves, redacts and provides reports to community members and law enforcement personnel; distributes and manages responses to public records requests; validates data entry for UCR and other crime reporting purposes; warehouse records related information; and enters, updates and purges warrants.

### Staffing of the Records Section

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Classification	Authorized	Filled
Police Services Manager I	1	0
Police Records Supervisor	4	2
Police Records Specialist	25	23
Police Services Technician II	1	1
Administrative Assistant I	1	1

### Significant Accomplishments

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Records increased efficiency during 2016 in the area of providing police reports to requesters by training additional professional staff in the rules of redacting and providing public information. This resulted in Records being able to utilize staff more effectively when addressing the backlogged requests for information received by the Department. Records started the conversion process for reports located on microfilm to an electronic format, which will make this information more accessible and readily available to requesters. Records personnel attended at least two professional developmental trainings during this reporting period, which contributed to increased professionalism and accountability within the Division.

### Challenges Encountered

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Records was unable to provide training to all personnel due to staffing challenges and budgetary constraints. Records experienced severe staffing level constraints due to retirements and promotions within OPD. Several computer databases and other technology were inoperable for extended periods. These malfunctions resulted in delays in information being provided to requesters. The City is currently assisting OPD with replacing some of its computer databases, but this replacement is not expected to be resolved until after the next reporting period.

### Expected Outcomes for 2017

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- Continue assisting OPD in crime reduction, NSA compliance, cost reduction and containment. Records will continue to adhere to the tenants of procedural justice to continue improving OPD's relationship with the community through better customer service and accuracy and reliability with of the Department's crime data.
- Continue converting crime and arrest reports on microfilm to an electronic format to make information more accessible to Department personnel and community members.
- Continue mandatory professional development and customer service training for 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. The implementation of this goal supports the Department's strategic plan of achieving organizational excellence by listening to and addressing staff concerns in a timely manner, which will assist in creating a desirable working environment.

The Records Division remains committed to providing quality customer service, both internal to Department personnel and external to the community. By focusing on professional development for all staff in the upcoming year, the Division will continue to assist the Department in the process of fostering community trust by providing prompt service and accurate and reliable data.

### **Personnel and Training Division**

The Personnel and Training Division is comprised of three entities: the Personnel Section, the Training Section, and the Personnel Assessment Unit. In 2016, the Personnel and Training Division was commanded by Captain Drennon Lindsey.

### **Personnel Section**

In 2016, the Personnel Section was comprised of the following units: Administrative, Payroll, Recruiting and Background, Medical, and Health and Wellness

#### *Administrative Unit*

The Administrative Unit manages all personnel-related matters for OPD sworn and professional staff. This unit is responsible for maintaining over 1,100 active personnel files as well as former OPD employee files. The unit monitors bilingual test requests; maintains Department compliance with the City of Oakland Equal Access Ordinance; generates personnel rosters; monitors and updates the OPD scheduling system; maintains filled/vacancy records; maintains the position control report; coordinates promotional and awards ceremonies; maintains sworn transfers and Order of Merit lists (OML); maintains sworn seniority; maintains badge assignment and inventory; processes final checkout for separating employees; conducts exit interviews; tracks transfers and reassignments; updates the Personnel Database (PDB)/Personnel Assessment System (PAS); processes public records requests and employment verifications; and participates in the recruitment and hiring for all vacant positions within OPD.

#### *Payroll Unit*

The Payroll Unit processes annual salary step increases; completes new hire paperwork; collects, enters and audits timecards; processes payroll corrections and adjustments; reviews and processes annual uniform allowances and longevity pay; provides pay stubs for non-self service employees disbursements; responds to payroll inquires; conducts quality control checks and serves as a liaison for self-service training and monitoring between OPD employees and the City's Finance and Management Agency.

#### *Recruiting and Background Unit*

The Recruiting and Background Unit actively recruits qualified candidates to fill vacant positions in OPD. The goal of the unit is to recruit a diverse group of applicants and conduct thorough and fair background investigations to protect the police department and the City of Oakland from hiring unsuitable employees. The Recruiting and Background Unit maintains a constant flow of information to the public and applicants concerning employment opportunities within OPD. The unit coordinates the extensive selection process for Police Officer Trainees and Lateral Police Officers and conducts extensive background investigations on prospective members of OPD.

#### *Medical Unit*

The Medical Unit manages the workers compensation program; processes and tracks all injury reports; maintains medical files; administers payroll for injured members and professional staff;

coordinates disability retirements; manages the transitional assignment program that returns injured workers to limited duty; tracks Family and Medical Leave Act (FMLA) requests; schedules ergonomic workplace evaluations; and acts as a liaison among the worker's compensation vendor, Risk Management and OPD.

*Health and Wellness Unit*

The Health and Wellness serves as a liaison among OPD employees and the Peer Support Team, Critical Incident Response Team, OPD Medical Unit, Employee Assistance Program (EAP), Human Resources Management (HRM) Agency, Risk Management Agency and (where available) all other City Departments.

**Personnel Section Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Police Services Manager I	1	1
Police Personnel Operations Specialist	2	2
Sergeant of Police	1	1
Administrative Analyst II	5	4
Police Officer	8	8
Payroll Clerk III	3	3
Payroll Clerk II	1	1
Police Records Specialist	3	3
Office Assistant I	1	0
Student Intern	1	1

**Significant Accomplishments**

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*Administrative Unit*

- Met City of Oakland Equal Access Ordinance hiring objectives by ensuring selective certification positions were filled and language service flyers were posted in public areas.
- Conducted the Personnel Section annual retreat, which covered team building, personality assessments, procedural justice training and recruitment planning.
- Maintained full compliance with NSA Task 44 (Performance Appraisals) and Task 46 (Promotional Consideration).
- Conducted a Personnel Database audit, which consisted of reviewing driver license numbers and expiration dates, employee telephone numbers and addresses and assignment history for Department personnel.

*Payroll Unit*

- Provided self-service time report training to all new hires.
- Assisted with the Citywide Oracle R12 upgrade on behalf of OPD.

*Recruiting and Background Unit*

- Increased the authorized staffing in the Recruiting and Background Unit by four police officers to assist with the timely completion of background investigations.
- Mandated all employees responsible for completing backgrounds to receive Police Officers Standard and Training (POST) background investigation training.
- Conducted monthly physical training workshops to further advance Police Officer Trainee (POT) candidates in preparation for the academy.
- Conducted Women in Law Enforcement Workshops to attract female candidates.

- Increased recruitment efforts for POTs by sending a recruitment team to colleges, military bases, job fairs, career fairs and City sponsored events.
- Conducted 839 backgrounds for POTs and 290 civilian backgrounds

*Medical Unit*

- Reduced the number of sworn employees off work for on-duty injuries to less than 20, an 18 percent reduction from the previous year.
- Reviewed 341 FMLA packets for minimum qualifications (an increase of 145 percent from the previous year) and provided the information to Risk Management for approval and processing.
- Reduced the number of active workers' compensation claims from 54 to 42, a 23 percent reduction. Coordinated 112 new transitional assignments for both on-duty injuries and personal illness/injury, a four percent decrease.

*Health and Wellness Unit (HWU)*

- Established an advisory group comprised of eleven professional staff and eleven sworn staff to address morale building, fitness challenges, and other health and wellness issues.
- Surveyed all personnel to obtain feedback regarding expectations of the HWU and to obtain common health-related items.
- Created HWU programs that focused on wellness and employee appreciation.
- Established a private lactation room for breastfeeding moms.

**Challenges Encountered**

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*Administrative Unit*

- Antiquated software systems:
  - TeleStaff – due to the rate of speed by which this system is able to update information, the creation of positions and movement of Department personnel is a tedious and time-consuming process.
  - PDB (Personnel DataBase) – system limitations related to data entry and access require manual performance of day-to-day tasks such as reviewing and updating position control and personnel related information queries.
- Limited administrative staff assigned to the unit to handle an increase in personnel hired Department-wide.
- Insufficient budget to accommodate increased workload demands associated with the hiring of 108 employees during this reporting period.

*Recruiting and Background Unit*

- Maintaining a qualified pool of background investigators with POST background investigation certification has been challenging.
- Competing with other Bay Area law enforcement agencies to hire qualified personnel for the position of POT has been difficult.

**Expected Outcomes for 2017**

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*Administrative Unit*

- Personnel Database
  - Reduce errors in PDB to five percent or less by conducting regular audits of assignment history, personnel information, step increases and performance appraisals.

- Purchase a new PDB system that will allow for quick and easy access to personnel-related information.
- TeleStaff: Conduct annual training for TeleStaff coordinators, to include updated processes to ensure accurate daily detail reporting and ensuring personnel information and assignments are updated as necessary when changes occur.
- Assist with the hiring of POTs for the 177<sup>th</sup> and 178<sup>th</sup> Academies
- Reduce the amount of time it takes to complete the hiring process for professional staff vacancies.

*Recruiting and Background Unit*

- Increase the number of Department personnel who are able to conduct background investigations, which will assist in the process of hiring POTs and professional staff in a more timely manner.
- Increase recruitment efforts to include more marketing on social media and other outlets such as electronic bill boards. This will assist in maintaining a pool of qualified candidates for POT, Police Communications Operator/Dispatcher and Police Cadet.

*Medical Unit*

- Reduce the amount of time it takes to resolve worker's compensation claims through either industrial disability retirement or return to full duty from five years to three years.
- Update procedures, forms, and other correspondence for the Medical Unit to ensure compliance with ongoing changes to various leave and workers compensation laws.

*Health and Wellness Unit*

- Increase the number of personnel who participate in HWU workshops.
- Completion of remodeling and construction of the HWU.

<b>Training Section</b>
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The Training Section is primarily responsible for facilitating and managing training for all Department personnel. The Training Section is divided into the Recruit Training Unit and the In-Service Training Unit.

*Recruit Training Unit*

The Recruit Training Unit is responsible for the operation and the presentation of a 27-week (1,169 hours) Police Academy for police officer trainees. This Basic Course more than satisfies the requirements established by the California Commission on Peace Officer Standards and Training (POST). It prepares police officers for work in the community in a variety of skill and knowledge areas. Students are given written, practical, and job simulation examinations in accordance with POST regulations. They are exposed to resources within the Department and the community to do their job in the most effective, efficient, and safe manner for all concerned. The curriculum has an emphasis on ethics and professionalism, critical thinking and problem-solving, conflict resolution, and relationships with the community.

The Recruit Training Unit also includes the Cadet Program. This program is designed for 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. They are rotated through a variety of assignments designed to

develop their interest in police work. The goal is for cadets to transition to police officers, providing for a better-educated and skilled police officer.

*In-Service Training Unit*

The In-Service Training Unit is made up of several components, all providing training to officers after academy graduation as well as members of other ranks and civilians. These components include a 40-hour Continuous Professional Training courses for Officers and Sergeants that is mandated by POST to maintain certification and the requirements of the Negotiated Settlement Agreement. These schools are taught by Department and City personnel.

**Training Section Staffing**

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<b>Classification</b>	<b>Authorized</b>	<b>Filled</b>
Lieutenant of Police	1	1
Sergeant of Police	2	2
Police Officer	15	13
Police Records Specialist	4	4

**Significant Accomplishments**

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Training provided the following significant training in 2016:

- Officer CPT training.
- Sergeant CPT training.
- Organized a Command Retreat.
- Procedural Justice for sworn personnel.
- Diversity in Action Training.
- Implicit Bias Training.
- Blue Courage Training (Partnership with Violence Reduction Network)
- Crime Analysis Training Course (Partnership with Violence Reduction Network)
- Sexual Assault School (Partnership with International Association Chiefs of Police)
- Background Investigation Refresher Course.

**Challenges Encountered**

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- No driving facility.
- High costs to rent range for firearms training.
- High number of recruits in the Basic Academy classes.
- No database to capture recruit training file information.

**Expected Outcomes for 2016**

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- Increase procedural justice training.
- Graduate a minimum of two academies.
- Decrease the academy attrition rate.
- Improve the level of training provide to FTOs and Instructors.
- Develop more efficient methods to deliver training.
- Be in full compliance with all training responsibilities.

<b>Personnel Assessment System (PAS) Unit</b>
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The Personnel Assessment System Administration Unit is responsible for:

- Providing reports relevant to the PAS program upon request.
- Maintaining confidential files on all persons in the PAS program.
- Retaining all PAS files, reports, and other documents for a minimum of five (5) years.
- Preparing bi-monthly normative threshold reports (histograms) for the preceding 18 months to identify outliers.
- Identifying employees meeting single event thresholds and receive management referral requests.
- Producing PAS Activity Review Reports for individuals identified by the threshold reports and reviewing all PAS Activity Reports for completeness, clarity, and consistency.
- Maintaining an error log relevant to the IPAS system.
- Monitoring IPAS data to ensure stability and accuracy.
- Conducting regular comparisons of IPAS data against database records, via Hummingbird BI Query and SAP Crystal, to verify complete and accurate data transfer.
- Identifying any problems with the system and work with ITD to resolve the issues.
- Receiving and ensuring any notification of discrepancy in a PAS file is forwarded to the appropriate custodian of records and corrected.
- Holding annual meetings with each custodian of record to verify IPAS is receiving the proper data and the custodian's business practices are unchanged.
- Conducting periodic audits of IPAS data to custodian of records' databases to ensure accuracy.
- Preparing and distributing a written summary of the Oversight Committee meeting to committee members and the Chief of Police within 30 days of the meeting date.
- Auditing all sub-tasks associated with NSA Task 40 Task 41.

### PAS Unit Staffing

Classification	Authorized	Filled
Police Program and Performance Auditor	1	1
Sergeant of Police	0	1
Police Records Specialist	1	1

### Significant Accomplishments

- In the Independent Monitor's Thirty Eighth Quarterly Report dated December 15, 2016, Task 41: Use of Personnel Assessment System was held in compliance.
- The continued use of automated tasking essentially eliminated overdue reports.
- Successfully categorized and re-filed historical PAS files for the City's document retention program.
- Continued transition from Hummingbird to SAP for BI needs.
- Participated in the development, testing and validation of PRIME to ensure accuracy of the workflow and process.

**Expected Outcomes for 2017**

- With the goal of constant improvement, the possible addition and change in thresholds for inclusion in the PAS Program are being discussed and vetted for implementation in 2017.
- The PAS Administrative Unit plans to transition the current PAS activity review workflow into a paperless reporting system in PRIME. The Department will have an electronic personnel assessment system that incorporates the needs of the members and 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 April 31, 2017.
- Continue to provide training to employees at all levels to improve the ability to use and understand the system. The training will continue with supervisors as the primary users of the system and may expand to command officers.
- In conjunction with the Lexipol Project, rewrite policy to reflect the changes anticipated with the introduction of PRIME.
- Review and revise policy to make supervisory notes files more consistent and easier to use.

**Technology/Property and Evidence Section**

The Technology and Property Evidence Section is made up of the Police Information Technology Unit (ITU) and the Property Evidence Unit (PEU). The Section is currently managed by a Captain of Police in place of the approved Business Analyst IV. In addition to the supervision of the ITU and PEU, the commander manages the development the new Performance, Reporting, Information, and Metrics Environment (PRIME).

**Police Information Technology Unit**

ITU supports the Department’s technology to provide efficient and effective service to the community. Through collaboration with the Information Technology Department (ITD), ITU staff:

- Evaluate new technology products for OPD employees.
- Publish and review technology-related Requests for Proposals (RFPs) and assist with the review of RFP responses and negotiation of technology contracts.
- Ensure appropriate information technology is deployed and properly maintained.
- Assist employees with the purchasing of new 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.
- Manage the vehicle fleet. This requires tracking of vehicles, managing maintenance, and working closely with the Department of Public Works.

**Staffing of the Information Technology Unit**

Position	Authorized	Actual
Business Analyst II	1	0
Sergeant of Police	0	1
Police Officer	3	2
Police Service Technician	1	1
Programmer Analyst III	1	1

### **Significant Accomplishments**

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- Smart Phone Deployment – Issued new smart phones to over 500 sworn personnel.
- Stop Data Changes – Updated the FBR application to incorporate new Stop Data recommendations.
- Body Worn Camera Upgrade – Collaborated with ITD to upgrade the body worn camera system to support a new model of camera.
- Mobile Radio Deployment – Collaborated with City ITD on the deployment of mobile radios to police vehicles.
- Computer Training Lab – Assisted the Training Section with the buildout of a new computer training lab in the PAB.
- PRIME System – Continued to assist with the Development of the PRIME System.
- Fleet Management – Maintained over 600 vehicles in a state of operational readiness.
- Protest Van Rental – Coordinated the rental, deployment, and return of vans to transport officers in the field to and from protest activities.

### **Challenges Encountered**

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- Staffing is inadequate for the number of projects in progress at any one time.
- Computers used in the Patrol report writing rooms continue to be problematic for OPD and ITD due to heavy use.
- Continue to work with Public Works in scheduling, servicing, retiring, and replacing an aging police vehicle fleet as needed.
- Continue to modernize and improve on OPD's technology environment while being fiscally responsible.

### **Expected Outcomes for 2017**

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- Participate in the selection of a new body worn camera system vendor.
- Deploy two new prisoner transport vans.
- Deploy 10 mobile fingerprint readers to officers for field use.
- Participate in the implementation of a new CAD, records, and field-based reporting system.
- Assist with the implementation of a new evidence tracking system.
- Coordinate the deployment of 39 new vehicles as part of Lease 3.0.
- Create a realistic vehicle replacement schedule for the Department. The plan will account for growth of staff and changes in organizational structure.
- Launch the electronic key monitoring system for Patrol.
- Replace 20 percent of OPD's aging desktop computers.
- A new technology solution needs to be researched and deployed to stabilize the environment and maximize reliability and operational efficiency.
- Deploy an annual maintenance upgrade of the current FBR application.
- Continue excellent customer service to both internal and external customers.
- Decrease system downtime by improving collaboration between OPD, City ITD and vendors.
- Assist in the creation of additions to the PRIME system to increase organizational efficiency.

## Property and Evidence Unit

The Property and Evidence Unit (PEU) is responsible for receiving and retaining custody of evidence in criminal cases and property that has been found or 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 case is adjudicated
- The case was presented to the District Attorney and not charged
- The statute of limitations has been reached
- It has been determined that no crime has been committed; or
- The case was filed and not presented to the District Attorney

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

### Staffing of the Property and Evidence Unit

Position	Authorized	Actual
Sergeant of Police	0	1
Police Property Supervisor	1	0
Police Property Specialist	5	4
Police Service Technician II	2	2

### Significant Accomplishments

- Realized \$6,000 in revenue from approved property auctions.
- Completed build for OC tracking in the PRIME system.
- Purchase of evidence management software system with a plan for full implementation in first quarter of 2017. This system will allow the PEU to purge evidence at a higher rate than in the past.

### Challenges Encountered

- Vacant positions: one Police Property Supervisor and one Police Property Specialist.
- Purging evidence remains labor-intensive.

### Expected Outcomes for 2017

- Purge evidence to maintain available storage space.
- Fill open positions.
- Conduct large firearms destruction operation.
- Continue to utilize the auction process to purge property and bring additional revenue via auctioned items.
- 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.
- Full implementation of the evidence management software system. This will allow the PEU to eliminate the out-of-date current paper based system.