



# AGENDA REPORT

**TO:** Edward D. Reiskin  
City Administrator

**FROM:** Adam Benson, Finance Director  
Susan Manheimer, Chief of Police

**SUBJECT:** Response to Proposed Council  
Amendments to the FY 2020-21  
Adopted Midcycle Budget

**DATE:** July 20, 2020

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City Administrator Approval

Date: July 20, 2020

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## **RECOMMENDATION**

**Staff Recommends That The City Council Receive This Supplemental Report Concerning The Resolution Proposed By Council President Kaplan And Councilmember Bas Amending The City Of Oakland's Fiscal Year 2020-21 Budget.**

## **ANALYSIS**

Council President Rebecca Kaplan and Councilmember Bas published proposed amendments to the Fiscal Year (FY) 2020-21 Adopted Midcycle Budget on July 17, 2020. The Proposed amendments are scheduled to be heard by the City Council on July 21, 2020. Staff have reviewed the proposed amendments to the General Purpose Fund (GPF) and have noted the following questions and concerns. As the review is ongoing, this list of questions and concerns should be considered preliminary. Should the Council wish to cut an additional \$11 million from the Police Department budget, it will need to identify the specific police services to the public to be reduced or eliminated. Staff recommends against these amendments as proposed.

**Regarding Items 1, 2, 7, and 29** – Staff's understanding of these items is that they collectively propose transferring the responsibility for special event staffing, street closures and festivals to other Departments. Please note that revenue and expenses for these reimbursable special events are not budgeted and that the items taken together are cost-neutral on the City's budget (revenue reduction is equal to expenditure reduction). Further, for some special events the event sponsor may request police presence for security or functions other than street closures. Additionally, a Police Department staff member would still be recommended to review the security and traffic plans for special events and identify any potential threats to, or associated with, the events.

Staff recommends that, in lieu of this cost-neutral budgetary action, the Council consider directing staff to develop a plan for staffing special events using non-sworn personnel to the greatest extent possible. Such a plan may necessitate the development of new classifications and other administrative tasks which will take time to complete and would be appropriate for implementation to be included in the FY 2021-23 Biennial Budget.

Item: \_\_\_\_\_  
City Council  
July 21, 2020

**Regarding Item 3** – The Administration believes this amendment is unnecessary. The Adopted FY 2020-21 Midcycle Budget provides OPD with the needed flexibility to hold a lateral academy or to delay the academy in the event that a lateral academy does not attract sufficient qualified applicants.

**Regarding Items 4 and 16** – The proposal freezes OPD officers but does not note the functional area/ units that will be impacted by these freezes. In order to implement this item, the sponsors of this legislation will need to specify the service areas that will be eliminated. Note that any reduction of sworn positions would increase already unacceptable wait times for patrol response or eliminate specialty units. Staff requires direction as to what types of OPD functions / unit to reduce or discontinue. Examples of OPD functions include: sideshow detail, foot patrol, robbery suppression, youth and school services, unsheltered unit, mental health unit, traffic enforcement, and victims services units. Staff have provided a detailed accounting of these specialty units along with all other functions and costs of OPD operations in Attachment 4A and 4B to the Informational Memorandum regarding OPD Budget & Operations which was transmitted to the City Council on July 15, 2020. These documents are also included as **Attachments 1a and 1b** to this report for your convenience.

Restoring the professional staff positions will not correlate to relieving sworn staff positions and their duties. The costing of the civilian positions proposed for restoration are noted in the table below. Please note that restoration of these civilian positions will not offset the service impacts from freezing sworn positions as noted above.

<b>Organizational Unit</b>	<b>Classification</b>	<b>Cost</b>
Criminal Investigations	Police Evidence Technician	136,656
Criminalistics	Forensic Technician	119,776
Homicide	Police Services Technician II	113,776
District Area 3	Police Services Technician II	116,501
District Area 4	Police Services Technician II	115,570
District Area 5	Police Services Technician II	113,776
Traffic Operations	Police Services Technician II	125,698
<b>Total</b>		<b>841,753</b>

**Regarding Item 5** – A policy which places a moratorium on pedestrian and bicycle violations will not yield any cost savings. These arrests are typically conducted by officers in the Area Patrol / 911 Response units or the Foot Patrol Units and constitute a very small number officer hours. In addition, most arrests of pedestrians and bicyclists are for specific criminal activity either when responding to crime scenes or for criminal arrest warrants, not for traffic violations. In order to generate cost savings the proposal must identify OPD operational functions for reduction.

**Regarding Item 6** – The Mayor’s Office reduced \$237,918 in staff costs in the FY 2020-21 Adopted Budget. Further reductions will result in the layoff of at least two filled positions. We are unaware of any nonprofit that is performing Mayoral Office duties. The resolution must

identify the specific position proposed for elimination so that the Department of Human Resources can begin the layoff process.

**Regarding Items 8 and 20** – Staff’s understanding of these items is that they collectively propose transferring the responsibility for City Hall and Frank Ogawa Plaza security from OPD to security contractors. These functions are provided via overtime assignment and are not included in the base budget, so the transfer will only create new costs without any budgetary savings, though it could reduce OPD overtime overspending.

**Regarding Item 9** – The operation of the MACRO program is unlikely to immediately reduce sworn patrol overtime. Once it is underway later in the fiscal year, the MARCO program pilot would substitute trained civilians for sworn patrol officers in responding to certain calls. The majority of overtime from the patrol unit is due to backfill to ensure that there are sufficient officers on duty to provide coverage to all beats within the City. While reducing the types and number of calls that OPD responds to may improve 911 response times generally, there is not enough information about this partial fiscal year pilot to ensure it will result in cost savings. In order to generate cost savings, the City Council would need to revise the policies regarding how many patrol officers are assigned to duty at any given time. So, while the MACRO program may reduce 911 response times to the extent that those calls fit within the program’s purview, reductions to the number of patrol officers will increase 911 response times.

**Regarding Items 10 and 17** – The cost of the civilian Public Information Officer in OPD is \$245,795 rather than the \$300,000 noted on the proposal. Also, if the PIO is removed from the police department it might hinder timely and coordinated alerts and crisis communications.

**Regarding Items 11 and 15** – This proposal to shift responsibility for investigations of complaints against civilian OPD employees from Internal Affairs to Employee Relations assumes there is one FTE’s worth of work associated with these complaints. Absent analysis to support that assumption and recognizing the significant workload in Internal Affairs, which is predominantly associated with investigations of sworn OPD employees and which is one of the City’s challenges with regard to coming into compliance with the Negotiated Settlement Agreement in terms of timeliness of investigations, staff recommends Council consider directing staff to explore moving investigations of civilian employees out of Internal Affairs.

**Regarding Items 12 and 21** – In lieu of cost neutral budgetary action, staff recommends that the Council consider directing staff to develop a plan for the transfer of special events staffing to the City Administrator’s Office or other appropriate Department as of January 1. This direction will allow sufficient time to hire required staff and address other operational concerns. Savings for this item would thus be \$50,000 (50% of the estimated full year cost savings). As noted previously, sworn personnel would still be required to conduct threat and safety assessments for events.

**Regarding Item 13** – Legal settlement costs for OPD and other City units are determined using an actuarial model. The costs represent contributions to the City’s Self Insurance Liability fund from which settlement claims and associated insurance premiums are paid. The negative balance in this Fund is estimated to exceed \$24.5 million before the settlement costs and potential insurance premium cost increases associated with the Ghostship Fire Settlement

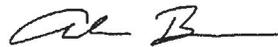
Agreement are included. Staff does not recommend reducing contributions to this increasingly negative City fund.

**Regarding New Expenditures, Items 14, 18, 19, 22 - 28, and 30** – Staff recommends that the City Council reevaluate the funds available for additional expense once the concerns and questions regarding cost savings items above are addressed.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Accept This Supplemental Report To Resolution Proposed BY Council President Kaplan And Councilmember Bas Amending The City Of Oakland's Fiscal Year 2020-21 Budget.

Respectfully submitted,



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ADAM BENSON  
Director of Finance



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SUSAN MANHEIMER  
Chief of Police

Attachments:

- Attachment 1a - Cost / Staffing By Unit / Function
- Attachment 1b – Service Impact by Unit

**Oakland Police Department**  
**Estimated Cost by Operational Function**  
 Personnel Cost Rounded to the nearest \$100,000

7/14/20

<b>Chief of Police</b>	
Office of the Chief of Police	1,800,000
Intelligence Unit	1,800,000
Public Information Unit	400,000

<b>Internal Affairs</b>	
Internal Affairs Division	7,600,000

<b>Inspector General</b>	
Office of the Inspector General	1,400,000

<b>Training Division</b>	
Research and Planning	700,000
Training	
<i>In-service Training</i>	2,500,000
<i>Recruit Training</i>	1,600,000
<i>Training (General)</i>	7,200,000

<b>Bureau of Services</b>	
Bureau of Services, Administration	2,200,000
Communications (911 Call Center)	14,100,000
Fiscal Services	1,500,000
Personnel Assessment System Unit	700,000
Police Information Technology	1,300,000
Police Personnel	1,600,000
Property & Evidence	1,300,000
Records & Warrants	3,600,000
Recruiting & Background	2,700,000

Oakland Police Department  
 Estimated Cost by Operational Function  
 Personnel Cost Rounded to the nearest \$100,000

7/14/20

<b>Bureau of Investigations</b>	
Crime Analysis Section	800,000
Criminal Investigation	5,200,000
Criminalistics	5,600,000
Felony Assault & Gang Section	2,300,000
Field Support	1,300,000
Homicide	4,100,000
Misdemeanor Crimes & Task Forces	
<i>Misdemeanor Crimes &amp; Task Forces (General)</i>	2,900,000
<i>Alameda County Narcotics Task Force Unit</i>	200,000
<i>Alameda County Regional Auto Theft Task Force Unit</i>	200,000
<i>Alcohol Tobacco Firearms Unit</i>	400,000
<i>Drug Enforcement Agency Unit</i>	200,000
<i>Fugitive Unit</i>	400,000
<i>General Crimes Unit</i>	1,800,000
<i>Report Writing Unit</i>	700,000
<i>Secret Service Unit</i>	200,000
<i>US Marshal Unit</i>	200,000
Robbery & Burglary Section	4,400,000
Special Victims Section	
<i>Special Victims Section (General)</i>	1,800,000
<i>290 (Sex Offender Registry) Detail</i>	700,000
<i>Child Exploitation Unit</i>	1,400,000
<i>Domestic Violence Unit</i>	1,800,000
<i>Juvenile Intake Unit</i>	1,400,000
<i>Missing Persons Unit</i>	400,000
<i>Special Victims Unit</i>	2,000,000
Youth & School Services	
<i>Youth &amp; School Services (General)</i>	2,500,000
<i>Ok Program</i>	900,000

Oakland Police Department  
 Estimated Cost by Operational Function  
 Personnel Cost Rounded to the nearest \$100,000

7/14/20

<b>Bureau of Field Operations</b>	
Bureau of Field Operations Administration	2,500,000
<b>Area 1</b>	
<i>Area 1 Command &amp; Support</i>	900,000
<i>Area 1 Patrol &amp; 911 Response</i>	19,100,000
<i>Community Resource Officers Area 1</i>	1,800,000
<i>Crime Reduction Team 1</i>	1,400,000
<i>Foot Patrol Unit 1</i>	2,000,000
<i>Foot Patrol Unit 2</i>	1,800,000
<b>Area 2</b>	
<i>Area 2 Command &amp; Support</i>	800,000
<i>Area 2 Patrol &amp; 911 Response</i>	15,100,000
<i>Community Resource Officers Area 2</i>	1,800,000
<i>Crime Reduction Team 2</i>	1,600,000
<b>Area 3</b>	
<i>Area 3 Command &amp; Support</i>	700,000
<i>Area 3 Patrol &amp; 911 Response</i>	16,400,000
<i>Community Resource Officers Area 3</i>	2,000,000
<i>Crime Reduction Team 3</i>	1,600,000
<b>Area 4</b>	
<i>Area 4 Command &amp; Support</i>	800,000
<i>Area 4 Patrol &amp; 911 Response</i>	19,900,000
<i>Community Resource Officers Area 4</i>	1,600,000
<i>Crime Reduction Team 4</i>	2,000,000
<b>Area 5</b>	
<i>Area 5 Command &amp; Support</i>	1,100,000
<i>Area 5 Patrol &amp; 911 Response</i>	21,700,000
<i>Community Resource Officers Area 5</i>	1,600,000
<i>Crime Reduction Team 5</i>	1,800,000

Oakland Police Department  
 Estimated Cost by Operational Function  
 Personnel Cost Rounded to the nearest \$100,000

7/14/20

<b>Ceasefire</b>	
Ceasefire	10,000,000

<b>Support Operations Section</b>	
Support Operations Section	1,100,000

<b>Special Operations</b>	
Special Operations	
<i>Air Support (Helicopter) Unit</i>	700,000
<i>Alcohol Beverage And Tobacco Unit</i>	900,000
<i>Canine Unit</i>	500,000
<i>Mental Health Unit</i>	300,000
<i>Special Operations</i>	1,800,000
<i>Un-Sheltered Unit</i>	700,000

<b>Traffic Operations</b>	
Traffic Operations	
<i>Abandoned Auto Detail</i>	800,000
<i>Motocycle Unit</i>	1,800,000
<i>Scofflaw Detail</i>	300,000
<i>Traffic Investigations</i>	1,500,000
<i>Traffic Operations</i>	2,700,000
<i>Traffic Vehicle Enforcement</i>	900,000
<i>Vehicle Abatement</i>	200,000

Personnel On Long-Term Leave (Injury, Military, etc)	9,500,000
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<b>Grand Total</b>	<b>251,500,000</b>
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**SERVICE IMPACT BY UNIT**

<b>UNIT</b>	<b>SERVICE IMPACTS IF UNIT CUT OR REDUCED</b>
<b>Office of the Chief of Police</b>	
Office of the Chief of Police	The office of the Chief includes the Chief and the Assistant Chief and three support personnel who manage and support all department services. A large volume of information and requests initially come into this office. Reducing the support staff to the chief would reduce the efficiency of the Chief's front office and ability to track, manage and prioritize appointments and incoming information.
Intelligence Unit	This unit provides support to the City by identifying serious safety and security risks to the Oakland community, Oakland officials, visiting dignitaries and City property. They are the conduit for specific types of intelligence that require interface with outside entities. Reducing the size of the unit could impact analysis of important information about risks to our community.
Public Information Unit	Reducing the Public Information Unit would result in less communication to the public and media, crime bulletins about risks to the community, reduced support to Records Unit on issues related to responding to public records requests on serious incidents involving police personnel such as officer-involved shootings and OPD issues.
<b>Internal Affairs</b>	
Internal Affairs Division	Staffing cuts to sworn or professional staff will have an overall negative impact on Internal Affairs investigations and workflow process. There is a very heavy administrative support role imbedded in the IA workflow and losing any of the above positions would negatively impact the quality and timeliness of investigations which are mandated in the NSA state law and MOUs. Collectively, IAD could lose years of training and experience in policy, procedure and law.  Overall, reductions in IAD would put the Department's compliance record with the NSA at risk and reduce internal oversight of employees.

<b>Inspector General</b>	
Office of the Inspector General	Any reductions to the OIG will impact NSA-required information requests, audit schedule and internal oversight. OIG also schedules and oversees monthly Monitor visits and coordinates monitor activities with the department.
<b>Training Division</b>	
Research and Planning	The three-person unit manages all OPD's policy development, council reports, commission reports and research. The unit is working at capacity with the Police Commission and Privacy Commission on various policy development and revisions as well as updating and managing existing policies. Reducing the unit will cause OPD to delay updating important policies and preparing thorough council and commission reports.
Training	A significant amount of the training division's time and personnel resources are dedicated to required training hours and standards, from POST, the NSA and other job-related requirements. Accordingly, reductions in the training staff could compromise meeting those standards and increase risk factors for employee activity.
<ul style="list-style-type: none"> <li><i>In-service Training</i></li> </ul>	The In-service Training team coordinates the continued professional training at the Department, along with ongoing use of force and de-escalation training. The reduction of staff would impact the Department's ability to deliver mandated and critical training.
<ul style="list-style-type: none"> <li><i>Recruit Training</i></li> </ul>	The Recruit Training team coordinates and facilitates the Department Academies. The team also manages the Field Training program. Reduction of staff would impact the Department's ability to conduct Recruit Academies and Field Training, which affects sworn staffing.
<ul style="list-style-type: none"> <li><i>Training (General)</i></li> </ul>	Training runs the Health and Wellness Unit that provides services to the entire department to support healthy lifestyle and stress reduction programs. The unit also coordinates the pre-sergeant leadership academy with Goldman School of Public Policy and approves specialized training throughout the department.

<b>Bureau of Services</b>	
Bureau of Services, Administration	<p>The Bureau of Service provides the support services for OPD which includes the 911 Communications Center, Records, Property and Evidence, IT, Fleet, Personnel, Background and Recruiting, Fiscal, and Personnel Assessment System. This Bureau includes the majority of OPD's non-sworn employees. Reduction of the administrators will reduce the ability to provide high level oversight of these support functions.</p> <p>The Oakland Police Emergency 911 Center handles over 700,000 calls per year. A city audit and an Alameda Grant Jury report both recommend increasing staffing in the Center to be able to meet state mandated call answering times. Any reductions to this program will affect the ability to meet these standards and provide timely service to the community.</p>
Fiscal Services	<p>The fiscal unit is already thinly staffed, with two positions frozen for FY 20-21, and a very large volume of budget, finance, grant and contract work. Further cuts will slow management of the budget, application and monitoring of grants, and accounts to be collected and paid. This year OPD is moving to a new system for inputting payroll that will require SMEs from fiscal and if the unit is further reduced, the IT project will be compromised.</p>
Personnel Assessment System Unit	<p>The Personnel Assessment Unit is required in the Negotiated Settlement Agreement. The early warning and employee performance management system will be significantly affected if the unit is cut or disbanded and additional tasks in the NSA will be affected or will be found out of compliance.</p>
Police Information Technology	<p>The IT unit assists with managing OPD's technical systems, body worn cameras, radios, vehicles and interfaces with the City's IT Department to implement tools and systems that are required for NSA compliance as well as efficient department operations. Reducing this unit could affect the ability to manage these systems and manage and monitor vehicles.</p>
Police Personnel	<p>There is a heavy workload for the OPD personnel staff. Many personnel tasks still rely on paper-based systems. There are many complicated features of the labor MOUs that govern employee pay and benefits. OPD has a large and complicated payroll, and a very old paper OT tracking system. Cuts to the payroll team could make it more difficult to track and monitor and audit payroll issues. The payroll clerks are working at capacity and any reductions will affect quality or timeliness of payroll processing.</p>

	<p>One AAll is dedicated to tracking workers compensation and medical issues with employees which are numerous, in part due to the nature of this work.</p> <p>OPD Personnel prepares information that feeds the department personnel management system which provides information to the early warning system to manage employee performance.</p> <p>Reductions to personnel can affect the accuracy of the data used for important departmental and NSA oversight tasks.</p>
<p>Property &amp; Evidence</p>	<p>The property and evidence unit is the repository for a large volume of case evidence and found property. To ensure reliable chain of custody of evidence, the unit is not open to anyone other than employees working that function. At the current staffing levels, the unit closes frequently when personnel are absent causing delays in cataloging and storing evidence. Further reductions would reduce the hours the unit is available. The unit has been working to upgrade technology and reduce backlogged evidence that needs to be disposed. Cuts to the Unit would slow the technology upgrade and disposal process.</p>
<p>Records &amp; Warrants</p>	<p>The Records and Warrants is a 24/7 support Unit. The unit ensures Crime and Arrest Reports are validated and disseminated to the appropriate units for investigating and charging. Records is also responsible for entering Emergency Protective Orders, entering and confirming warrants and sending and responding to teletypes. In addition, the division provides frontline service to the public and other law enforcement agencies, processing peddler/solicitor permits, juvenile/adult record sealing, fulfilling public records requests and issuing releases for towed and impounded vehicles.</p> <p>Each year the unit processes over 100,000 incident reports, 2000 insurance requests, and more than 3500 public records requests. Any further reductions in the Unit will increase the time it takes to provide information to the public and the department.</p>
<p>Recruiting &amp; Background</p>	<p>The unit conducts the state and federally required background checks for all potential OPD employees and contractors and assists with background investigations for other City Departments on request.</p> <p>The unit also works to recruit for the many different job classifications needed at OPD.</p>
<p><b>Bureau of Investigations</b></p>	

<p>Crime Analysis Section</p>	<p>The Crime Analysis section is the central repository for analyzing crime information and crime trends in the City. If we reduce or eliminate the crime analysts, OPD would experience: ·</p> <p>Reduction or loss of all strategic and tactical analysis provided to operational staff, including daily and weekly tactical overviews of problem crime areas, analysis of crime patterns and series and recommendation on enforcement action</p> <p>Elimination or reduction of investigative analysis, which looks at one major crime type, providing in-depth analytical products associated with the incidents. Gunfire analysis would cease, which is needed to assist in reducing gun-related violence and homicides.</p> <p>Elimination or reduction of all regular reports, such as the Weekly and Area crime reports, Weekly Crime Briefs, robbery series reports, emerging hotspots, robbery and burglary weekly reports, and burglary monthly reports.</p>
<p>Criminal Investigation</p>	<p>The Administration of the Bureau of Criminal Investigations provides command and oversight, as well as the management of the civilian Police Evidence Technicians for the entire unit. Reducing this group would affect the oversight and strategic direction of the bureau and collection of evidence to support the Bureau's cases.</p>
<p>Criminalistics</p>	<p>The Criminalistics Section (Crime Lab) provides essential support to the criminal investigation division. The work is highly technical and requires extensive training and experience. Work done in this unit includes processing sexual assault kits, DNA processing, firearms processing and tracking, latent print processing and other criminal investigation support.</p> <p>The current contingent of employees works at capacity to assure quality and keep the necessary documentation to ensure continued lab accreditation. Loss of any of these positions, including supervisor or support positions, could affect the unit's ability to process evidence and keep the lab accredited. The Crime Lab applies for and receives significant grant money, which requires regular and detailed reporting to the grantor organizations.</p>
<p>Felony Assault &amp; Gang Section</p>	<p>The City has a high volume of felony cases - these are serious and violent cases. Reduction of the unit would either delay or reduce the cases that could be investigated. This unit also provides support to Ceasefire and reducing the unit would affect the volume of support it could provide.</p>

Homicide	Investigation and resolution of homicide cases is a clearly identified community priority. Reductions in the Homicide Section will reduce the amount of resources available to quickly and efficiently investigate these cases.
Misdemeanor Crimes & Task Forces	OPD partners with outside agencies in several taskforces. The City benefits from regional collaboration on specific regional such as auto theft and human trafficking. If OPD pulls out of these taskforces we will lose the benefits and resources from this regional collaboration and support.
Robbery & Burglary Section	Oakland has a high per capita volume of robbery and property crime. Reducing this section would affect the ability to investigate and solve these crimes in a timely manner and could affect the types of crimes that the section can effectively investigate.
Special Victims Section	A reduction to the Special Victims Section would reduce resources to protect the most vulnerable members of the Oakland community, especially those victims of sexual violence, domestic abuse, child abuse, elder abuse and victims of human trafficking.  The special victims section includes the Sex Offender Registry, Child Exploitation, Domestic Violence, Juvenile Intake (connecting juveniles with services), missing persons and special victims. Each unit is described in more detail.
<ul style="list-style-type: none"> <li>• <i>Special Victims Section (General)</i></li> </ul>	Professional Staff support of the Section – augment and supplement sworn staff with missing persons and juvenile intake unit, manage U Visa program, invoices from hospitals related to SART exams and evidence recovery related to sexual assault investigations.
<ul style="list-style-type: none"> <li>• <i>290 (Sex Offender Registry) Detail</i></li> </ul>	The Sex Offender Registry is where offenders required to report come to meet their reporting obligations. The unit investigates the status of sex offender compliance location. OPD is required by law to provide this service and is audited by DOJ to monitor the service. This unit also does livescan fingerprinting for the City.
<ul style="list-style-type: none"> <li>• <i>Child Exploitation Unit</i></li> </ul>	This Child Exploitation Unit investigates and intervenes in situations such as sexual assault, trafficking, neglect and abuse.
<ul style="list-style-type: none"> <li>• <i>Domestic Violence Unit</i></li> </ul>	The Domestic Violence Unit focuses on domestic abuse and other related crimes. The DVU works with advocates at the Alameda County Family Justice Center. Reduction in staff would affect the ability to investigate domestic violence cases.

<ul style="list-style-type: none"> <li>• <i>Juvenile Intake Unit</i></li> </ul>	<p>The Juvenile Intake Unit screens and processes at risk juveniles and connects them with appropriate services, ensures compliance with DOJ requirements for handling of detained juveniles, run the diversion program, and start investigations of missing juveniles. This unit also coordinates all information related to threats to schools. Reduction of the unit would cause this work to be shifted to other units without the special understanding of the juvenile rules and resources.</p>
<ul style="list-style-type: none"> <li>• <i>Missing Persons Unit</i></li> </ul>	<p>The missing persons unit coordinates resources for investigations of missing persons.</p>
<ul style="list-style-type: none"> <li>• <i>Special Victims Unit</i></li> </ul>	<p>The Special Victims Unit focuses on sexual violence and child abuse investigations. Reductions in SVU would affect the ability to investigate these serious cases.</p>
<p>Youth &amp; School Services</p>	<p>The Youth and School Services section includes the various forms of youth outreach and mentoring, and the OK program is a faith-based partnership to provide support to youth in Oakland.</p>
<ul style="list-style-type: none"> <li>• <i>Youth &amp; School Services (General)</i></li> </ul>	<p>This unit supports all schools in the City of Oakland, liaisons with OUSD for safe passage to schools, addresses safety issues near schools such a prostitution and drug dealing. This unit bridges the gap with at-risk youth, mentors students, discusses intervention strategies with students and parents, works in tandem with the pipeline program for explorers and cadets. They conduct “clear the air” sessions with students. Summer programs/home visits/partnerships with local organizations. Reducing this unit would require some of these programs to be reduced or suspended.</p>
<ul style="list-style-type: none"> <li>• <i>OK Program</i></li> </ul>	<p>This program is a faith-based partnership focused on African American males between 12 – 18. The goal of the program is to reduce rates of incarceration and homicides of youth. The program works with faith-based community to transform lives and empower African American men to improve the community. Reducing this unit would reverse the progress made with these groups.</p>

<p><b>Bureau of Field Operations</b></p>	
<p>Bureau of Field Operations Administration</p>	<p>The Bureau of Field Operations administration oversees the deployments, scheduling and tracking of the patrol officers, community resource officers (CRO) and crime reduction teams (CRT).  Reduction of this group would result in administrative tasks added to commanders that would result in delays processing and tracking IA cases, Use of Force reviews and NSA tasks.</p>

Area 1	Reductions of Area 1 personnel will affect the time it takes to respond to calls and gather evidence within the Area. Reductions could affect our obligations under Measure Z.
<ul style="list-style-type: none"> <li>Area 1 Command &amp; Support</li> </ul>	
<ul style="list-style-type: none"> <li>Area 1 Patrol &amp; 911 Response</li> </ul>	Reduction in Area 1 patrol staff would affect the ability to respond to emergencies and other calls for service. Further, a reduction in patrol staff would impact community and officer safety, crime prevention, and overall community service.
<ul style="list-style-type: none"> <li>Community Resource Officers Area 1</li> </ul>	The Community Resource Officers engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn police personnel. Reduction in staff would impact the work outlined in Measure Z and leave beats/NCPCs without a CRO.
<ul style="list-style-type: none"> <li>Crime Reduction Team 1</li> </ul>	The Crime Reduction Team investigates and responds to the commission of violent crimes in identified violence locations using intelligence-based policing. The CRT also supports the Ceasefire teams and Ceasefire strategy. Reduction in staff would impact the Department's ability to respond and mitigate violent crime.
<ul style="list-style-type: none"> <li>Foot Patrol Unit 1</li> </ul>	Reduction or loss of Foot Patrol Units would impact the support to the downtown businesses, public areas and the municipal campus. This unit also includes the officers who serve a collateral duty as mounted patrol officers.
<ul style="list-style-type: none"> <li>Foot Patrol Unit 2</li> </ul>	Same as above
Area 2	Reductions of Area 2 personnel will affect the ability to respond to calls and gather evidence within the Area and to meet obligations under Measure Z.
<ul style="list-style-type: none"> <li>Area 2 Command &amp; Support</li> </ul>	
<ul style="list-style-type: none"> <li>Area 2 Patrol &amp; 911 Response</li> </ul>	Reduction in Area 2 patrol staff would affect the ability to respond to emergencies and other calls for service. Further, a reduction in patrol staff would impact community and officer safety, crime prevention, and overall community service.
<ul style="list-style-type: none"> <li>Community Resource Officers Area 2</li> </ul>	The Community Resource Officers engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn police personnel. Reduction in staff would impact the work outlined in Measure Z and leave beats/NCPCs without a CRO.
<ul style="list-style-type: none"> <li>Crime Reduction Team 2</li> </ul>	The Crime Reduction Team investigates and responds to the commission of violent crimes in identified violence locations using intelligence-based policing. The CRT also supports the Ceasefire

	teams and Ceasefire strategy. Reduction in staff would impact the Department's ability to respond and mitigate violent crime.
Area 3	Reductions of Area 3 personnel will affect the ability to respond to calls and gather evidence within the Area and to meet obligations under Measure Z.
<ul style="list-style-type: none"> <li>• <i>Area 3 Command &amp; Support</i></li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Area 3 Patrol &amp; 911 Response</i></li> </ul>	Reduction in Area 3 patrol staff would affect the ability to respond to emergencies and other calls for service. Further, a reduction in patrol staff would impact community and officer safety, crime prevention, and overall community service.
<ul style="list-style-type: none"> <li>• <i>Community Resource Officers Area 3</i></li> </ul>	The Community Resource Officers engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn police personnel. Reduction in staff would impact the work outlined in Measure Z and leave beats/NCPCs without a CRO.
<ul style="list-style-type: none"> <li>• <i>Crime Reduction Team 3</i></li> </ul>	The Crime Reduction Team investigates and responds to the commission of violent crimes in identified violence locations using intelligence-based policing. The CRT also supports the Ceasefire teams and Ceasefire strategy. Reduction in staff would impact the Department's ability to respond and mitigate violent crime.
Area 4	Reductions of Area 4 personnel will affect the ability to respond to calls and gather evidence within the Area and to meet obligations under Measure Z.
<ul style="list-style-type: none"> <li>• <i>Area 4 Command &amp; Support</i></li> </ul>	
<ul style="list-style-type: none"> <li>• <i>Area 4 Patrol &amp; 911 Response</i></li> </ul>	Reduction in Area 4 patrol staff would affect the ability to respond to emergencies and other calls for service. Further, a reduction in patrol staff would impact community and officer safety, crime prevention, and overall community service.
<ul style="list-style-type: none"> <li>• <i>Community Resource Officers Area 4</i></li> </ul>	The Community Resource Officers engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn police personnel. Reduction in staff would impact the work outlined in Measure Z and leave beats/NCPCs without a CRO.
<ul style="list-style-type: none"> <li>• <i>Crime Reduction Team 4</i></li> </ul>	The Crime Reduction Team investigates and responds to the commission of violent crimes in identified violence locations using intelligence-based policing. The CRT also supports the Ceasefire teams and Ceasefire strategy. Reduction in staff would impact the Department's ability to respond and mitigate violent crime.

Area 5	Reductions of Area 5 personnel will affect the ability to respond to calls and gather evidence within the Area and to meet obligations under Measure Z.
<ul style="list-style-type: none"> <li>Area 5 Command &amp; Support</li> <li>Area 5 Patrol &amp; 911 Response</li> <li>Community Resource Officers Area 5</li> <li>Crime Reduction Team 5</li> </ul>	<p>Reduction in Area 5 patrol staff would affect the ability to respond to emergencies and other calls for service. Further, a reduction in patrol staff would impact community and officer safety, crime prevention, and overall community service.</p> <p>The Community Resource Officers engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn police personnel. Reduction in staff would impact the work outlined in Measure Z and leave beats/NCPs without a CRO.</p> <p>The Crime Reduction Team investigates and responds to the commission of violent crimes in identified violence locations using intelligence-based policing. The CRT also supports the Ceasefire teams and Ceasefire strategy. Reduction in staff would impact the Department's ability to respond and mitigate violent crime.</p>
<b>Ceasefire</b>	
Ceasefire	Ceasefire is a uniquely successful community intervention program that focuses on individuals in the community who are engaging in high risk behavior. Reduction of the Ceasefire resources will affect the ability of the unit to partner with the community to interrupt and address these violent events.
<b>Special Operations</b>	
Special Operations	Reducing Special Operations would affect the ability to support to OPD for calls that require specialized tools and support. Each unit is unique and described below.
<ul style="list-style-type: none"> <li>Air Support (Helicopter) Unit</li> <li>Alcohol Beverage And Tobacco Unit</li> <li>Canine Unit</li> </ul>	<p>The Air Support Unit assists patrol personnel with pursuits, searches, vehicle tracking, critical incident support, and calls for service, enhancing community and officer safety. Air support can reduce the need to pursue vehicles or the length of those pursuits by tracking vehicles by air.</p> <p>The ABAT unit conducts enforcement and investigations into alcohol beverage and tobacco retail establishments. Staff also provide merchant outreach and serve as a liaison to associated businesses. Additionally, staff serve as a liaison to cannabis dispensaries. Reduction in staff would affect the ability assess the hundreds of stores and establishments.</p> <p>The canine unit provides oversight, training, and certification to the selected canine officers.</p>

<ul style="list-style-type: none"> <li>● <i>Mental Health Unit</i></li> </ul>	<p>Staff assigned to the unit provides crisis intervention training, oversees the mobile evaluation team, and serves as a liaison with the county and outside agencies.</p>
<ul style="list-style-type: none"> <li>● <i>Special Operations</i></li> </ul>	<p>The Special Operations Unit manages the training and equipment of the Tactical Operations Team. Further, the unit also oversees the Reserve Program and Marine Unit.</p>
<ul style="list-style-type: none"> <li>● <i>Unsheltered Unit</i></li> </ul>	<p>As part of the City's Encampment Management Team, staff assist public works and other City staff with encampment outreach, cleanup, and closures. Reduction of staff or removal of the unit would impact the ability to collaborate with other City partners.</p>
<p><b>Traffic Operations</b></p>	
<p>Traffic Operations</p>	<p>Reduction of the Traffic Unit will impair the ability to enforce and investigate traffic safety issues including abandoned vehicles, DUIs, accidents, bicycle and pedestrian safety. Reduction in staff would affect the ability to respond to the volume of collisions, traffic concerns, and abandoned vehicles.</p>
<ul style="list-style-type: none"> <li>● <i>Traffic Investigations</i></li> </ul>	<p>The Traffic Investigations Unit conducts follow-up investigations for all reported traffic collisions. TIU coordinates and directs all fatal and serious injury investigations.</p>
<ul style="list-style-type: none"> <li>● <i>Traffic Enforcement Unit</i></li> </ul>	<p>The Traffic Enforcement Unit is responsible for responding to vehicle collisions, enforcing vehicle code violations and DUIs.</p>
<ul style="list-style-type: none"> <li>● <i>Vehicle Enforcement Unit</i></li> </ul>	<p>The Vehicle Enforcement Unit includes the following details: vehicle abatement, abandoned auto, scofflaw, commercial vehicle enforcement, bicycle recovery, and taxi and tow. The VEU addresses abandoned vehicles on public and private property, while pursuing parking citation scofflaws. The VEU also enforces rules and regulations pertaining to commercial trucking, particularly around the Port of Oakland. VEU regulates the City of Oakland's taxi industry and processes bicycles recovered as evidence, safekeeping, or as lost or found property.</p>