

A. Agency name, CEO and AM

Oakland Housing Authority Police Department
1180 25th Avenue
Oakland, CA 94601

Carel Duplessis, Chief of Police

James Williams, Lieutenant, Accreditation Manager

B. Dates of the On-Site Assessment:

December 8-12, 2007

C. Assessment Team:

List all team members using rank or title

1. Team Leader: John J. MCQUEENEY
Deputy Chief of Police (retired)
Oneida Indian Nation (NY) Police
3811 Sadler Road
Skaneateles, NY 13152
(315) 685-3756
2. Team Member: William MORGAN
Chief of Police (retired)
Connecticut Capitol Police
61 Colonial Street
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(860) 236-4847
3. Team Member: Paula M. FOX
Lieutenant (retired)
Manchester (NH) Police Department
2100 William Styron Square
Newport News, VA 23606
(804) 647-2982

D. CALEA Program Manager and Type of On-site:

Dennis Hyater

Third reaccreditation, B size (30 personnel; authorized 32 sworn and 10 non-sworn)
5th edition Law Enforcement Accreditation

The agency utilizes the CACE-L software program.

E. Community and Agency Profile:

1. Community profile

Oakland, founded in 1852, is the eighth largest city in the state of California and is the county seat of Alameda County. Oakland is located in Northern California in the San Francisco Bay area, the sixth most populous metropolitan area in the United States.

The Oakland Housing Authority (OHA) was established on April 28, 1938 to provide low-income residents of the city of Oakland with access to low cost housing. Currently, the Authority provides 3,308 public housing units on 268 sites: 1,386 units are in large developments; 1,615 units are scattered sites; 307 units are in mixed-finance partnerships; and 11,142 are Section 8 leased housing units (rental assistance to private owners). The OHA operates under the jurisdiction of a seven-member Board of Commissioners. All board positions are appointed by the mayor of the city of Oakland, and approved by the City Council. Two of the board members appointed by the mayor must be public housing residents. Through formal adoption of policy, the board ensures the Authority's purpose and accompanying responsibilities are carried out in an efficient and economical manner.

2. Agency profile.

Founded in 1972, the Oakland Housing Authority Police Department (OHAPD) was originally titled the Security and Safety Services Department (SSSD). The Department had an authorized strength of 19 sworn employees, including the director of security, one administrative assistant, three sergeants, 15 officers, and three dispatchers. This department was created to supplement the efforts of the Oakland Police Department in combating criminal and narcotic activities occurring on and/or about Authority-owned/controlled properties. In 1981, OHA officers obtained peace officer status (830.31(d) PC), allowing the agency to better supplement the Oakland Police Department.

Currently, the agency has an authorized strength of 32 positions. Twenty-two positions are designated as sworn. The agency employs ten non-sworn staff members who are assigned to departmental functions including communications, records, parking enforcement, the Customer Assistance Center, and fraud recovery. The agency does not provide full service policing to its population, and operates as a supplemental policing entity to the city of Oakland Police

Department (OPD). The OPD is the primary law enforcement agency in the city, which includes Authority owned properties. The utilization of the Oakland Police Department's resources and other specialized equipment/units has allowed the agency to remain focused on its mission and better supplement OPD.

The agency is organized into two components, Administration and Support and Field Operations. Within these components are operational units commanded by an appropriate staff person. A sergeant supervises officers assigned to the patrol function. Their primary responsibility is to respond to citizen calls for service, although officers are expected to remain pro-active in their daily activities. In addition, the agency is committed to community-oriented policing, and is actively involved in crime prevention and community programs. The agency operated its own communication center; however, all 911 requests are dispatched through OPD.

3. Demographics (sworn personnel, service population, available workforce).

The demographic composition of the service area and agency is represented in the following table:

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White	125013	31	104032	35.6	10	50	0	0	10	59	1	6
Black	142400	36	102777	35.2	7	35	1	5	5	29	0	0
Hispanic	87467	22	57270	19.6	3	15	1	5	2	12	0	0
Other	46592	11	28075	9.6	0	0	0	0	0	0	0	0
Total	401472	100	292154	100	20	100	2	10	17	100	0	0

The agency has budgeted for 22 sworn and ten non-sworn positions; actual numbers are 20 sworn and ten non-sworn. The current 2000 census report shows the available work force for the agency is 257,937, with a total service population of 401,472.

The actual workforce for the agency is 90% male and 10% female. The agency does not reflect its service population or available workforce. In addition, the agency's female workforce remains below the national average for law enforcement. Chief Duplessis advised assessors the need to maintain a workforce that reflects the community it serves, is critical; and the agency will seek to employ only the most qualified candidates. A recruitment plan is currently in place, which has provisions for the targeting qualified minority and female candidates.

4. Future issues (agency and community)

Funding is the main issue affecting the agency and its service environment. Housing Authorities received no additional funding from the United States Department of Housing and Urban Development (HUD) to operate. HUD has determined that if housing authorities wish to maintain police departments, they would be required to locate funds from within their current operation to finance it. This means decreased funding, which would normally go to the maintenance of properties or to the management of properties must be used to finance police departments. In 1991, the agency received a drug elimination grant from HUD, which greatly assisted in funding police in public housing. In 2001, this funding was eliminated; and no other funding source was provided.

The federal government has failed to carry out its funding formula with adequate appropriations. Full funding of operating subsidies has only been provided in two of the past twelve years. Funding is currently being provided at 78% of what the housing authorities needs to operate. Further, this degrades the public housing program and forces Housing Authorities to defer necessary and vital maintenance and repair, which ultimately affects police services. All OHA public housing is consequently compromised in terms of its service delivery to low-income residents. With no reasonable hope of a dependable and adequate stream of federal funding for public housing, the OHA may be forced to identify other reasonable alternatives for replacing public housing, which could affect the operation and structure of the agency.

5. CEO biography

Carel J. Duplessis joined the agency in 1991, after serving for two years with the Contra Costa County Sheriff's Department. He became the first member of the agency to hold all ranks until his appointment as Chief of Police in 2002. Chief Duplessis attended Columbia College, and has attended numerous police management schools. He is an active member of the California Police Accreditation Coalition and is a current CALEA team leader.

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The Public Information Session was held in the Oakland Housing Authority's Main Administration Building, 1619 Harrison Street, Oakland, California 94612 on Tuesday, December 11, 2007 commencing at 7:00 p.m. Seven persons attended the Public Information Session, with three persons speaking. Each of the three speakers was very complimentary to the agency.

b. Telephone Contacts

The telephone call-in session was held on Monday, December 10, 2007 between 1:00 p.m. and 5:00 p.m. An unfiltered telephone line was made available to the assessors in their work area. The assessors received two telephone calls, both extremely complimentary to the agency

c. Correspondence

There was no written correspondence received by the assessment team.

d. Media Interest

The assessment team did not have any media contact during the on-site assessment.

e. Public Information Material

A news release announcing the on-site assessment, the Public Information Session, and the telephone call-in session was distributed on November 15, 2007 to the usual media contacts, which included television/radio stations, newspapers, and individual groups and organizations. A public notice announcing the on-site assessment was prepared and posted in the following areas: 1619 Harrison Street lobby, Capital Service Center reception area, West District Office reception area, East District Office reception area, and the Oak Grove Senior Resident lobby area.

f. Community Outreach Contacts

The assessment team had the opportunity to interview agency personnel of all ranks and positions during prearranged interviews, impromptu meetings, and during unannounced visits to various units and facilities. All staff encountered was professional and obviously proud to be members of the Oakland Housing Authority Police Department. The assessment team had actual contact with 25 of the agency's 30 employees (83.3%). Assessors also interviewed local community members, who indicated their satisfaction with the agency.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

Prior to sworn status, officers swear to the Oath of Office to enforce the law and uphold the Constitution of the United States and the state of California. Agency personnel are also subjected to the Law Enforcement Code of ethics promulgated by the International Association of Chiefs of Police, which acts as a supplement to all agency rules, regulations, and orders. Agency training on ethics is conducted biennially. Rights of parties relating to arrest, interviewing, access to council, and search and seizure are stated in policy. Officers are allowed a certain level of discretion in making an arrest when dealing with mentally or emotionally disturbed persons, juvenile offenders, and intoxicated individuals needing social services intervention.

The agency does not directly participate in any criminal justice diversion program, but under state statute, officers may participate in the involuntary commitment of mentally ill persons. Agency policy details authorities and procedures to arrest with or without a warrant. If practicable under the circumstances, officers may use a Consent to Search form to document consent searches. An officer may conduct a strip search of an arrestee only if the officer has reasonable and articulable facts or has the suspects consent; conducted by the same sex, and the search is authorized in writing by the highest ranking supervisor on duty. Physical body cavity searches may be conducted under the authority of a warrant and must be conducted by a medical professional. When an officer develops probable cause to believe a vehicle contains contraband or evidence of a crime and exigent circumstances exist, the officer may conduct warrantless search of the vehicle and its contents.

Bias Based Profiling

The agency has policies in place to conduct bias based profiling analysis in compliance with standards. Policy clearly prohibits officers from making traffic stops or pedestrian checks on the basis of the subject's race, ethnicity, age, sex, or residency by country or state. All officers receive annual training concerning bias based policing issues including legal updates. If a bias based complaint were to be received, an agency supervisor, outside the chain of command of the affected officer, would conduct the investigation. The chief of police conducts a documented annual review of agency practices including citizens concerns.

Traffic Warnings, Citations, and Arrests (2004)

Race/Sex	Warning	Citations	Arrests	Total
Caucasian	30	7	4	41
African-American	550	91	38	679
Hispanic	0	7	0	7

ASSESSMENT REPORT
 OAKLAND HOUSING AUTHORITY (CA) POLICE DEPARTMENT
 PAGE 7

Asian	41	6	0	47
OTHER	26	6	1	33
TOTAL	647	117	43	807

Traffic Warnings, Citations, and Arrests (2005)

Race/Sex	Warning	Citations	Arrests	Total
Caucasian	71	15	9	95
African-American	827	126	118	1071
Hispanic	0	15	0	15
Asian	55	6	3	64
OTHER	24	11	4	39
TOTAL	977	173	134	1284

Traffic Warnings, Citations, and Arrests (2006)

Race/Sex	Warning	Citations	Arrests	Total
Caucasian	89	16	11	116
African-American	958	109	116	1183
Hispanic	0	16	0	16
Asian	30	14	3	47
OTHER	15	4	3	22
TOTAL	1092	159	133	1384

Data regarding traffic stops, within the agency's jurisdiction, is collected pursuant to agency policy and state statute. Each traffic stop must be reported via the agency's Records Management System, which does not differentiate persons stopped by sex. A review of the statistical data on traffic stops shows remarkable consistency regarding the race of drivers stopped, cited, and arrested. The agency consistently stops about 85% African Americans, 7% Caucasians, 5% Asians, and 2% Others. It should be noted the Oakland Housing Authority Police Department's service population is predominantly African-American.

Biased Based Policing Complaints

Complaints from:	2004	2005	2006
Traffic contacts	0	0	0
Field contacts	0	0	0
Asset Forfeiture	0	0	0

Agency supervisors investigate all complaints, which are bias based. During this assessment period there have been no complaints of bias based policing. The annual review of bias based issues has not caused any change in agency policies or training.

Use of Force

The agency's General Orders specifically forbids officers from utilizing unnecessary force or threat of force and restricts them to using only as much force in the discharge of their duties as is reasonable in the given circumstances. A law enforcement officer may

use deadly force when the officer reasonably believes such action is immediately necessary to protect the officer, or another person, from imminent danger of death or serious physical injury. The use of deadly force against a fleeing felon must meet these same considerations.

Types and specifications of all lethal/less-than-lethal weapons and ammunition approved for officer's use on and off duty are clearly specified in policy. Officers must qualify twice yearly with any firearm used in official duties. Less-than-lethal weapons approved for use include Oleoresin Capsicum (OC), rigid or expandable baton, electronic counter weapon (ECW), and extended range baton. Agency personnel receive less-than-lethal training annually. Training in lethal and less-than-lethal weapons includes training in the agency's use of force policy.

A Use of Force Report has to be completed any time a firearm is discharged other than during supervised training. A Use of Force Report has to be completed anytime an officer uses empty-hand control techniques or greater level of control, uses the chemical agent OC, or uses another application of serious force. The lawful pointing of a firearm at a suspect is not considered a use of force incident. These specific reports, along with the underlying Incident Report, are initially reviewed by the officer's supervisor before being forwarded through the chain of command to the chief of police.

The chief of police designates a supervisor to conduct an annual analysis of use of force incidents, verifying compliance with agency policies, and includes recommendations for training needs, policy modifications, and equipment performance. The agency's supervisors review each individual officer's use of force occurrences and maintain records and reviews of each officer.

Use of Force			
	2004	2005	2006
Firearm	0	0	0
ECW	0	0	0
Baton	0	0	0
OC	1	2	0
Weaponless	1	0	1
Total Types of Force	2	2	1
Total Use of Force Arrests	2	2	1
Complaints	0	0	0
Custodial Arrests	348	330	303

In 2004, the agency had two uses of force incidents: one weaponless and one application of oleoresin capsicum (OC) spray. This represents less than 1% of the total number of persons arrested by the agency. These uses of force were policy compliant. In each case there were no injuries to the officer or the arrestee.

In 2005, the agency had two uses of force incidents. Each use of force incident was an application of OC spray. This represents less than 1% of the total number of persons

arrested by the agency. These uses of force were policy compliant. In each case, there were no injuries to the officer or the arrestee.

In 2006, the agency had one weaponless use of force incident. This represents less than 1% of the total number of persons arrested by the agency. This use of force was policy compliant. In this case the defendant complained of an injury to her head as a result of the application of force and was treated, medically cleared, and released into custody from Alameda County Hospital. The involved officer was not injured.

During the assessment period there have been no lawsuits filed against the agency as the result of use of force application. Annual analysis of use of force incidents stress continued training in use of force techniques, which have given officers confidence in their abilities causing them to be less likely to use a weapon. Additionally, during this assessment period there has been no need for the agency to initiate interventions against any officer concerning use of force applications.

Personnel Structure and Personnel Process (Chapters 21-35)

Agency employees are categorized on the basis of similar duties, responsibilities, and qualifications. Employees or agency supervisors may request a reclassification of a given position when the duties of that position change substantially. The chief of police and the Oakland Housing Authority's Human Resource Director periodically review all job classifications to maintain consistency with other area employers. Hard copies of all job descriptions are available for all personnel to review.

Agency employees' salary and retirement packages are below those of other agencies in the San Francisco Bay area. However, this does not seem to hamper the agency's recruiting effort. Agency personnel benefit package is on par with other agencies in the Bay area. An Employee Assistance Program (EAP) is available to any employee, or a dependant family member, who needs assistance in coping with personal or job-related stress. Participation in the EAP program may be voluntary or involuntary as the result of the agency's discipline system. The agency has a mandatory Physical Abilities Test for sworn employees. This testing encourages employees to maintain a level of fitness necessary to perform the functions of police work. The agency permits approved off-duty employment; however, extra duty employment is prohibited.

Only one agency employee, a dispatcher, is covered by a collective bargaining agreement. The bargaining unit for this employee is the Office and Professional Employees' Union - Local 29. The Oakland Housing Authority's Human Resource Director is the principal collective bargaining negotiator for the agency. The agency's management does not become directly involved in negotiations, except as requested by the Human Resource Director. The latest contract expired June 30, 2007. Current negotiations are presently in progress. The agency has directives in place to update policies after a labor agreement is ratified.

Grievances

Procedures relating to the filing and resolution of grievances are defined in the Oakland Housing Authority's personnel policies and in a collective bargaining agreement for the one represented employee. The agency's policy applies to all the agency's non-represented employees, whether the employee is sworn or non-sworn and includes all classes and ranks of employees.

Grievances	2004	2005	2006
Number	1	0	0

The agency had one formal grievance filed during the assessment period. This grievance involved a personnel action and was found in favor of the grievant. The figures in the chart represent sworn, non-sworn, and represented employees. There is insufficient data, based on the single grievance, to establish any analytical trends. Records governing grievances are maintained in a secure location in the Authority's Human Resource Department. There has been no law suits or media coverage associated with the grievance procedure. Additionally, there has been no impact on collective bargaining associated with the grievance procedure.

Disciplinary

Agency personnel are guided in their conduct and appearance by a number of policies including Manual of Rules, General Order A-1, General Order C-1, and General Order C-1.3. The agency's non-sworn employees are also guided by these policies. Harassment in the work place is specifically prohibited by both agency policy and Oakland Housing Authority policy. In addition to internal reporting of harassment through the chain of command, agency employees may report harassment to any agency supervisor, the Housing Authority Director of Human Resources, the Housing Authority's Equal Employment Opportunity Officer, The California Department of Fair Employment and Housing, or any state or federal agency, which receives such types of complaints.

The agency utilizes progressive discipline, which includes positive discipline, such as verbal counseling, written counseling, and training. Finally, negative discipline may be imposed for serious transgressions, which includes demotion, suspension, reduction of salary, and separation from employment.

The Oakland Housing Authority's Executive Director has the sole authority to impose suspensions, reductions in pay, demotions, and dismissals within the agency. The chief of police may impose any discipline not held solely by the executive director. Sworn employees above the rank of officer may impose written reprimands upon notification and approval of the chief of police. Written records regarding discipline are secured in the Oakland Housing Authority's Human Resource Department.

The agency recognizes employees who perform outstanding acts of heroism or quality services by awarding individuals with nine specified awards. Any agency member who witnessed, or has knowledge of exemplary conduct, may recommend the officer for an award. The chief of police, along with the Awards Committee, determine the viability of the award. An award ceremony is conducted in annually.

Personnel Actions

	2004	2005	2006
Suspension	0	1	0
Demotion	0	1	0
Resign In Lieu of Termination	0	0	1
Termination	1	1	0
Reduction in Salary	0	1	2
Written Reprimand	2	2	2
Total	3	6	5
Commendations	13	21	26

The agency's lieutenant is the primary investigatory body investigating complaints of misconduct on the part of agency employees, both sworn and non-sworn. The mission of the Internal Affairs function is to protect the public, protect the accused employee, and protect the agency through fair, thorough, and impartial investigations of alleged misconduct.

Discipline appeal is governed by the Oakland Housing Authority grievance procedure. During this assessment period, there was one disciplinary action on a 2004 case, which was appealed. The assessment team is unaware of any media coverage or lawsuits relating to the disciplinary process. Public employees in California may elect to be represented by a union; however, the sworn officers of the agency chose not to be represented. Therefore, there are no collective bargaining issues relating to discipline.

In 2004, the agency had three personnel actions for various violations against rules/regulations, policy/procedures, and general orders. The agency terminated one officer for cause. Two officers were issued written reprimands. One officer, who was issued a written reprimand, appealed the punishment through the grievance procedure. The punishment was reduced to a counseling, which the agency does not consider a personnel action. Thirteen officers were issued commendations.

In 2005, the agency had six personnel actions for various violations against rules/regulations, policy/procedures, and general orders. One officer was terminated for cause; one officer was suspended for one work day; one agency sergeant was reduced in rank to corporal; one officer's salary was reduced; and two officers were issued a written reprimand. Twenty-one officers were issued commendations.

In 2006, the agency had five personnel actions for various violations against rules/regulations, policy/procedures, and general orders. One officer resigned in lieu of

termination, two officers salaries were reduced, and two officers were issued written reprimands. Twenty six officers have been issued commendations.

Recruitment and Selection (Chapter 31 and 32)

Sergeant Proverb Jacobs is responsible for the formal recruitment function. The agency makes an extra effort to recruit qualified minority and female candidates through local colleges, targeted media advertising, and electronic media. The entire city of Oakland is an equal opportunity employer. The agency's hiring policies ensure all applicants are given an equal opportunity for employment, regardless of race, sex, creed, color, and age within established limits, religion, national origin, or physical impairment. The agency periodically evaluates its progress toward recruitment objectives and revises its recruitment plan, as needed. Agency and Housing Authority policy prohibits the rejection of applications for positions based solely on minor omissions or minor deficiencies in the application, which can be corrected prior to the hiring process.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	25	3	33.3	25.9%
Caucasian/Female	5	1	11.1	
African-American/Male	7	2	22.2	25.6%
African-American/Female	2	1	11.1	
Hispanic/Male	8	1	11.1	14.3%
Hispanic/Female	2	1	11.1	
Other	0	0	0	34.2%
Total	49	9	99.0	100%

The preceding table represents sworn officer selection activity in the past three years. The percentage of workforce population is based on the 2000 census. The percentage breakdown for African American females, Caucasian females, and Hispanic females is not available. The available workforce data for females in the San Francisco Bay area is 12.7 %.

Training

The Training Committee consists of the training manager; one supervisory employee; two officers, one of which should be a Field Training Officer (FTO); and any other employees as assigned. The Training Manager is responsible for selection and replacement of committee members based on the employee's overall performance and technical abilities on the training issues to be addressed. The Training Advisory Committee met twice in 2005, and once each in 2006 and 2007. All recommendations are forwarded to the chief of police for implementation approval. All assigned training

programs are mandatory. Employees are responsible to notify the training manager to reschedule any training not attended.

Newly appointed officers must attend an approved California Police Officers Standards and Training (POST) academy prior to assuming duties as sworn law enforcement officers. The Oakland Housing Authority only hires officers who have already successfully completed a POST basic academy, or are in the process of attending the academy at the officer's own cost.

Training Officers may visit recruits at any basic academy to review progress or issues if hired by the agency during the time the officer was at the academy. Once graduated from POST training, recruits are required to successfully complete a 17 week Field Training Program. The curriculum is based on POST field training program guidelines and the most frequent tasks that Housing Authority Officers are likely to perform. Provisions are in line for time extensions in the event more time is needed and for early release should a recruit successfully complete all phases prior to the 17 weeks. Regardless, all recruits must complete a minimum of ten weeks of field training. Trainees are assigned a primary Field Training Officer (FTO) for four weeks; then rotate between two additional FTO's for four-week periods before returning to the primary FTO for the last four weeks for final evaluation and shadowing.

Line up training is conducted daily and documented on officers' daily reports. Accreditation training is conducted on day four of the in-house recruit training schedule for all newly hired employees and was conducted in November 2007, just prior to the agency's on-site.

Promotions

The Housing Authority Human Resource Department and its director have full authority for administering the promotional process. The chief of police or his designee may oversee the process and develop measuring instruments used to determine the skills, knowledge, and abilities of promotional candidates, as well as facilitate the written exam, assessment center, oral examination, job performance evaluations, and professional experience. The chief of police position is an appointment through the director of the Oakland Housing Authority, who has full authority for the hiring of all Authority employees.

A promotional process took place in 2005 between six candidates. All candidates were given a written exam, which weight accounted for 30% of the overall score. The remaining 70% consisted of combined scores in four other testing areas which included a leaderless group exercise, subordinate counseling exercise, writing exercise, and an assessment center. On June 8, 2005, Corporal James Williams, Corporal Proverb Jacobs, and Officer Paul Malech were all promoted to sergeants. No promotional process has taken place since then.

ASSESSMENT REPORT
 OAKLAND HOUSING AUTHORITY (CA) POLICE DEPARTMENT
 PAGE 14

PROMOTIONS – 2004-2006			
	2004	2005	2006
GENDER / RACE TESTED			
Caucasian/Male	0	3	0
Caucasian/Female	0	0	0
African-American/Male	0	3	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE			
Caucasian/Male	0	5	0
Caucasian/Female	0	0	0
African-American/Male	0	4	0
African-American/Female	0	0	0
Hispanic/Male	0	1	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	2	0
Caucasian/Female	0	0	0
African-American/Male	0	1	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Eligibility of lateral entry is determined by adherence to the promotional process, as well as a polygraph exam, background investigation, psychological, and medical exam. James Williams was appointed by the chief of police to an acting lieutenant's position in August to assist Chief Duplessis with administrative duties while Chief Duplessis administers the police department function, as well as his newly assigned duties as head of the Authority's Maintenance Department. Internal promotions for lieutenant and above are appointments. Should the lieutenant's process open up for lateral entry, all candidates (internal and external) would submit to the entire promotional process for sergeants and lateral entries.

Law Enforcement Operations and Operations Support (Chapters 41-61)

Crime Statistics and Calls for Service

The agency does not participate in Uniform Crime Reporting (UCR). All crime reports generated by the agency are submitted and filed with the Oakland Police Department, who submits data contained in these reports for UCR.

Offense	2004	2005	2006
Murder	0	2	2
Rape	0	2	1
Aggravated Assault	10	24	25
Robbery	7	10	10
Burglary	56	102	77
Theft	52	46	40
Auto Theft	133	177	199
Narcotics Violation	176	255	143
TOTAL OFFENSES	434	618	497
Arrests	348	330	303
Total Calls for Service	6014	6638	9050

The Oakland Housing Authority provides low-income residents of the city of Oakland with access to low-cost housing. Growth within the agency's programs has not changed significantly in the past ten years. Calls for service have increased 34% since 2004; however, total reported offenses have decrease by 20%. In 2005, to combat the increase in narcotic related offense, four officers were redeployed into an Intervention Team. The purpose of this team is to separate themselves from traditional calls for service in order to focus exclusively on issues which plaque Authority owned property. The introduction of these officers has led to a reduction in serious offenses; however, through the trust gained from this pro-active policing, citizens are not reporting issues at a higher rate.

Vehicle Pursuits

The Oakland Housing Authority Police have officers assigned to either the 9:00 a.m. to 7:00 p.m. or the 4:00 p.m. to 2:00 a.m. shifts. Officers are not assigned to specific service areas. Instead, they have city-wide jurisdiction during their tour of duty. Officers collaborate on enforcement efforts prior to implementing an interdiction into a specific known problematic area. Days off are dictated by the individual's assignment, seniority, and agency needs. Shift briefing is conducted at the beginning of every shift.

The agency's Mobile Command Center and agency-owned bicycles are the only special purpose vehicles. Training requirements are outlined as are authorizations for specific personnel authorized to use these special purpose vehicles.

Policy outlines 17 different circumstances to evaluate in order to justify engaging in, continuing or terminating a pursuit.

Vehicle Pursuits

PURSUIITS	2004	2005	2006
Total Pursuits	0	0	0
Policy Compliant	0	0	0
Policy Non-compliant	0	0	0
Accidents	0	0	0
Injuries (officer/suspect/third party)	0	0	0
Traffic offense	0	0	0
Felony	0	0	0
Misdemeanor	0	0	0

A report in the standard folder indicated one pursuit was initiated on November 14, 2007. The pursuit lasted approximately one minute before the operator in the stolen vehicle ran into a parked car and ran from the scene. A review of the pursuit was conducted by supervisory personnel; and an Allied Agency Vehicle Pursuit Report, a mandatory state of California report form, was filled out and sent in to the state. Oakland Police units were in the immediate area and assisted the Housing Authority officer. Housing Authority police officers may only engage in assistance to other law enforcement agencies for pursuits in felony cases only and only to the extent of coverage until other agency specific units arrive to assist. No such incidents have occurred during the assessment period.

Pursuit analysis is difficult as agency personnel were not involved in any pursuits from 2004 through 2006 and only involved in one pursuit in 2007, just one month before the on-site assessment. Since 1995, only 15 pursuits have taken place, including this past pursuit.

Missing person and missing children reports for citizens in the agency's service area are taken by Housing Authority police on Oakland Police Department's report forms. Reports are forwarded to the Oakland police for follow-up and entry/removal from National Crime Information Center (NCIC).

Training of agency personnel on persons suspected of suffering from mental illness takes place during recruit training. Refresher training for all personnel likely to have interaction with persons suffering from mental illness took place in November 2007.

Critical Incidents, Special Operations and Homeland Security

Although agency policy relinquishes all reporting responsibilities for unusual occurrence to the Oakland Police Department, agency employees appear more than prepared to handle any situation. Employees involved in any critical incident operate under Oakland Police Department's Incident Command System (ICS); however, because of the

different needs between agencies, the Oakland Housing Authority Police Department may still need to operate all phases of the Incident Command System in order to achieve Oakland Housing Authority agency goals. The Incident Command System is used for all critical incident management. Even though the Oakland Police Department and Oakland Fire Department are the first line of response to any critical incident, the planning officer within the Oakland Housing Authority Police Department is the position tasked with planning responses for the Housing Authority to critical incidents, utilizing the National Incident Management System (NIMS).

Sergeant Jerold Coats conducts a monthly inspection of all equipment for use in support of the critical incident plan, exceeding standard requirements of a quarterly inspection. The inspection includes the Mobile Command Center, generator logs, shields and batteries, rams and tools, weapons, and all extra radios not assigned to agency personnel.

The agency has a written plan for handling VIP security, which was successfully implemented in January 2006, when a planned visit from ten Congressmen from the National Black Caucus were scheduled to tour the Mandela Gateway. The Mandela Gateway is an Oakland Housing Authority project where low interest loans were provided to low income families in order for residents to participate in lease-to-own property. The area received awards for private and public entities working together to enhance the quality of life in the neighborhood and is still a success story. The Congressmen never showed; however, a comprehensive plan was in place for implementation. No other VIP visits took place during the assessment period. Special events plans are in place for National Night Out, the Annual Holiday Splendor event, and the Palo Vista Farmer's Market Barbeque.

Members of the agency belong to the East Bay Terrorism Early Warning Group, where terrorism information/intelligence is shared interdepartmentally with password authentication. Various agencies such as the Oakland Police Department Intelligence Unit, the Alameda County Office of Emergency Services, the San Francisco Regional Terrorism Threat Assessment Center (RTTAC), the FBI Joint Terrorism Task Force and the San Francisco office of the FBI, are listed with which agency members may share terrorism information. The agency also provides terrorism awareness information to the public on its website.

Internal Affairs and Complaints against employees

All complaints, internal and external, are investigated by the agency. Sergeants, corporals and the chief's designee constitute the Internal Affairs unit. Complaints received will be investigated by either the Internal Affairs unit, line supervisors, outside investigators (Oakland Police Department), or by any department employee as assigned by the chief of police. Lieutenant James Williams is the designated Internal Affairs investigator; although, all supervisors are capable of, and responsible for, investigating all complaints whether a complaint is labeled as Internal Affairs or not.

The Peace Officer Bill of Rights is governed by California State Law. Personnel who are subject to an Internal Affairs interview are provided with a written statement of the allegations, a notice of agency policy on required truthfulness, and the Lybarger Advisement. This case law dictates that employees are informed of their rights, whether the investigation is administrative or criminal or both, and if administrative employees are ordered to provide an administrative statement. The Housing Authority Executive Director has sole authority to place an employee on administrative leave pending criminal charges, based on the physical or psychological condition of the employee, or based on the seriousness of the allegations within the complaint. No Housing Authority police employee was placed on administrative leave during the assessment period.

Records of investigations are kept in a locked file cabinet in the back of the administrative assistant's work area, just outside of the chief of police's office. Internal complaint records, by California law, are confidential in nature and only subject to discovery after approval from an appropriate court. Lieutenant James Williams is the Internal Affairs coordinator. His position reports directly to the chief of police. Brochures containing complaint registration and referrals are available in the police department lobby. Information and an electronic complaint form are also accessible to the public via the Oakland Housing Authority Police Department's website. Annual statistics are available to the public and agency members via the department's website postings.

Complaints and Internal Affairs Investigations

External	2004	2005	2006
Citizen Complaint	1	1	0
Sustained	1	0	0
Not Sustained	0	1	0
Unfounded	0	0	0
Exonerated	0	0	0
Commendation	2	3	5
Internal			
Directed complaint	4	3*	6**
Sustained	3	6	6
Not Sustained	1	0	1
Unfounded	0	0	0
Exonerated	0	0	0
Commendation	13	6	8

*All three internal complaints had two subject employees

** One internal complaint had two subject employees

Agency employee Meeke Hoang is responsible for intake, dissemination, ensuring follow-up, and completion of all complaints received for the entire Oakland Housing Authority, including the police department. The executive director placed the trust of complaint investigation to the police department to ensure every complaint filed would be taken, assigned for investigation to the proper division of the Authority, and returned to Ms. Hoang within established timelines as a completed investigation. The agency

investigates very few complaints and internal affairs investigations annually. The great majority of complaints received by Ms. Hoang are from other Housing Authority divisions.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency does not have temporary detention facilities. The processing of all prisoners is done at the North County Jail or the Santa Rita Jail operated by the Alameda County Sheriff's Office, a CALEA accredited agency. The agency does not use or operate any processing or temporary detention areas in its facility, nor does it operate a holding facility. Therefore, chapters 71 and 72 are not applicable by function. Additionally, the agency has no court security responsibilities due to the nature of the authority. Court security within Alameda County is provided by the Alameda County Sheriff's Office.

The agency utilizes the Oakland Police Department to maintain warrants and wanted persons files due to the nature of the authority and the agency's work hours. The agency does not have 24 hour-a-day coverage, so using the Oakland Police Department is the only way to ensure proper response to warrants is accomplished. Civil processes executed by the agency are properly recorded and tracked in the agency's records management system.

The agency's communications center is staffed by civilian service aids. These aids dispatch officers to calls for service received, which are not 911 calls. The communications center has access to the California Law Enforcement Telecommunication System (CALETS) and NCIC, as needed. The agency has a new generator, which self tests and automatically activates when a load drop is observed providing uninterrupted electrical power to the communications center. The communications systems are secured in the communications center, as access is limited to authorized personnel. The communications center has several digitally recorded closed circuit televisions, which monitor access points to authorities' properties and other high crime areas. The agency's phone system and radio system are taped and immediate play-back systems are in place and working. Additionally, the communications center has radio contact with Oakland Police Department. Dispatchers can use the wireless in-car computer systems to silently dispatch and communicate with officers in the field.

The agency's central record system has access to a number of programs including Criminal Offender Record Information (CORI), CALETS, NCIC, and Computerized Arrest and Booking System (CABS). The agency's computer aided dispatch system and records management system can be accessed from mobile data terminals secured in agency vehicles. The agency works closely with the Oakland Police Department, whose juvenile division handles detaining, processing, and storage arrest records for juveniles, as stipulated in agency policy. All agency records are secured, and access to

these records is controlled. Records are maintained and disposed of according to policy and state statute. The records section computers are password protected with appropriate levels of access. Master name indexing, and all the required search features including location, date and time, name of officer, type of complaint, or call and name are available on the agency's record system. The audits for these systems and passwords are completed by the clerical supervisor on an annual basis.

Property and Evidence

The agency uses the Oakland Police Department for crime scene processing and property/evidence collection. The Oakland Police Department has technicians on duty around the clock, who will respond when requested. The agency has access to all property/evidence and crime scene equipment under this arrangement.

The agency's jurisdiction creates unique issues regarding property/evidence. The agency works closely with the Oakland Police Department including use of property/evidence storage, crime scene processing, and assisting OPD with major cases and crimes, which occur on or near Housing Authority properties.

Property/evidence is tracked by OPD case number, which is assigned to the investigation. Any property/evidence, which is associated with the case, is also tracked by the case number on OPD property/evidence forms and property/evidence tags. The property/evidence room is open seven days a week. When the property/evidence room is closed property/evidence storage lockers are available for the temporary storage of the property/evidence. This whole property/evidence area is under closed circuit television surveillance for security purposes. A site visit was conducted to confirm the conditions outlined. Additionally, an interview was conducted with Acting Property/Evidence Room Supervisor S. Boothby, who explained the property/evidence room function and security measures. Boothby explained the system used to track the movement of property/evidence, its storage, and inventories/audits of property/evidence. Although it is a paper-based system, it functions effectively. Boothby advised an independent audit of the property/evidence function had been conducted within the last six months by an independent consultant.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had no standards in applied discretion.

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 93.7% of applicable other than mandatory (O) standards.

K. Future Performance / Review Issues

This section does not apply.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>272</u>
(M) Noncompliance	<u>0</u>
Waiver	<u>0</u>
Other-Than-Mandatory Compliance	<u>74</u>
(O) Noncompliance	<u>0</u>
(O) Elect 20%	<u>5</u>
Not Applicable	<u>108</u>
TOTAL (Equals number of published standards)	<u>459</u>

M. Summary:

The agency's files were well maintained, well organized, and compiled in a manner, which made assessor review easy and efficient. It was obvious the agency's accreditation team took great pride in the preparation and maintenance of the files. Four files were returned for additional proofs of compliance, which were already in possession of the agency. There were no issues, which required attention on this assessment, as well as the agency's last assessment. Annual Reports were submitted to CALEA on time and the assessment was not problematic. The assessors reviewed all applicable standards and found them in compliance with agency practices meeting the intent of CALEA standards.

A comprehensive survey of citizen's attitudes and opinions was conducted in 2006, in which 3% of the service population responded. Housing Authority respondents were mid-ranged in their grading of the agency. Partial reasoning for the grading is based on the fact that the agency's service area is a lower income to poverty level residential

area, where concerns regarding criminal and safety issues are abundant; and the criminal element tends to congregate. Although perceptions on the agency's performance is in the needs to improve category ranging from 21% for overall performance to 42 % for responsive to concerns, assessors observed citizen's waving and interacting positively with agency personnel while on ride-alongs. Chief Duplessis compiled the data himself and placed the results in the agency's 2006 Annual Report.

During this assessment period, the agency received two community awards. In 2006, the agency received an award from the National Association of Housing and Redevelopment Officials for the efforts of its Fraud Investigation unit to recover revenue from over subsidy resulting from tenants/landlords abusing the Housing and Urban Development Low income housing program. In 2007, the agency received a second award from the National Association of Housing and Redevelopment Officials for the efforts put forth in community outreach. The agency sponsored a farmers market for the senior citizen community in East Oakland. The agency provided the food, officers to serve the food, and a staffed mobile command center to ensure public safety.

The Oakland Housing Authority Police Department uses community policing techniques to address crime and public safety issues facing its jurisdiction. The agency uses appropriate equipment and technology in support of its operational challenges. The agency's small Investigative unit focuses on fraud-related crimes. Minor juvenile investigations are handled by the agency's patrol function. More serious juvenile investigations are handled by specially trained investigators from the Oakland Police Department.

The agency, by its compliance with the required number of standards, has shown its commitment to continuing quality service to its constituents, as well as accountability to its community and its employees.

N. Recommendation:

In conclusion, the Oakland Housing Authority Police Department succeeds because of the strength of its managers and its employees. The agency is a credit to Chief Duplessis and CALEA. The assessment team is in full agreement in its recommendation that the Oakland Housing Authority Police Department be reaccredited. It is understood the findings of the assessment team may be modified or rejected, and the Commissioners will make the final accreditation decision.

John J. MCQUEENEY
Team Leader

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