

OAKLAND POLICE DEPARTMENT



VIOLENCE REDUCTION PLAN 2003-2004

6
PUBLIC SAFETY CMTE.

MAR 23 2004

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FOREWARD

The Oakland Police Department's Violence Reduction plan consists of four phases. Each phase addresses interrelated violent crime issues faced by the City of Oakland. It has been necessary to implement the Violence Reduction Plan in phases, as each phase requires training, and the development of partnerships and working agreements with allied agencies to include State Parole, the Probation Department, and the Alameda County District Attorney's Office. When fully implemented in March or April 04, the combined phases will form a comprehensive and sustainable violence reduction strategy.

It is essential that the Violence Reduction Plan is implemented as a sustainable, long-term strategy. The effectiveness of the combined phases will increase over time as many of their elements will have progressive, deterrent effects on both individuals and groups that engage in criminal activity related to violent crime. In order to realize reductions in violent crime, the Oakland Police Department must focus its enforcement efforts on eradicating street-level drug dealing, targeted enforcement of high-risk and repeat offenders, and the disruption of violent criminal networks within Oakland.

PHASE I – Coordinated, Supplemental and Focused Enforcement

On 1 Oct 03, the Oakland Police Department implanted Phase I of the Violence Reduction Plan. Project S.A.F.E. (Supplemental and Focused Enforcement), the foundation of the Violence Reduction Plan, was designed to coordinate and focus Department resources towards well-defined violence crime objectives. The plan also increases the effectiveness of specialized and undercover operations and holds personnel at all levels accountable for their violence reduction efforts.

PHASE II – Creating a Strategic Partnership with the Parole Department

On 19 Nov 03, the Oakland Police Department entered into a partnership agreement with the California Department of Parole to enhance the supervision of individuals on parole who are most likely to be involved in violent criminal activity. The partnership has greatly increased communication between OPD and the Parole Department and allows officers in the field to recommend the modification of conditions of parole for individuals who are engaging in activity indicative of more serious criminal behavior. Additionally, the partnership offers a variety of alternatives to incarceration and provides parolees with access to a wide range of counseling and support services sponsored by the Oakland Police Department.

PHASE III – Enhancing the Effectiveness of Probation in Oakland

On 5 Feb 04, the Oakland Police Department reached an agreement with the Alameda County District Attorney's Office to enhance the effectiveness of probation as a deterrent to violence crime. Scheduled to begin in March or April 2003, offenders who receive probation for crimes directly related to violent crime will be subject to a curfew (2100-0600 or 2000-0600 TBD) in the City of Oakland. Additionally, a process has been developed to modify the probation conditions of individuals who have violated their current conditions of probation and add curfew restrictions.

PHASE IV – Federal Targeted Enforcement of Violent Street-Level Narcotics Groups

There is a clear nexus between street-level narcotics activity, gun violence and homicides in the City of Oakland. It is also clear that the Oakland Police Department has been attempting to address this problem since the mid 1980's using a variety of

enforcement techniques, with some isolated success stories, but minimal impact overall.

In order to achieve dramatic, effective, and sustainable results in eliminating/reducing street-level narcotics trafficking and associated violence, the systematic identification and elimination violent trafficking groups at targeted locations is required (Targeted Enforcement). The ability for a unit to devote all enforcement efforts exclusively to a violent, street-level narcotics trafficking group, which leads to the dismantling entire organizations is paramount.

The Oakland Police Department has negotiated a partnership with the United States Attorney's Office and the Federal Bureau of Investigation to prosecute select street-level narcotics trafficking groups in Federal Court. This Federal Targeted Enforcement Task Force should be operational by 14 Mar 04.

GOALS, OBJECTIVES AND REQUIREMENTS

Violence Reduction Plan Goals and Objectives:

The objective of the violence reduction plan is to reduce the incidence of street-level violence through coordinated and sustained actions by the fullest range of Department, allied agency, and community resources possible, in order to achieve the following strategic goals:

1. Reduce injuries and deaths, especially from gun-related incidents.
2. Reduce the fear of violent crime.
3. Prevent incidents that discourage the legitimate use of public places.
4. Improve the City's image as a safe, orderly place in which to conduct business, social, and recreational activities.
5. Foster a high level of public trust and confidence in the Police Department to abate street-level violence.

General Requirements:

1. Efforts must be reasonably sustainable and conducted largely within the Department's existing resource limits.
2. Efforts must address all significant facets of the problem.
3. The role of specific operational components must be clearly defined and performance measures created and tracked for each component.
4. The Chief of Police plays an important, visible role in the program, including the chairing of regular "summit meetings," to ensure close coordination with allied agencies and community resources, and hold key commanders accountable and responsible for their efforts and achievements.
5. Community involvement in problem identification, intelligence gathering (at all levels), and follow up assessment are critical.

6. The program's operational and assessment phases must be long-term and focus on both activities and outcomes.
7. Good data is absolutely essential for program planning and evaluation.
8. Planning and reporting must occur at all levels, but avoid being administratively burdensome.

COMPONENTS OF PHASE I

I. PATROL DIVISION ACCOUNTABILITY AND DEVELOPMENT

- Establishes a system to track the self-initiated, proactive enforcement activity of Patrol Division personnel.
- Holds Patrol Division personnel accountable for reasonable levels of proactive enforcement (All Ranks)
- Develops the Patrol Division Mentoring Program
- Develops a specific violence reduction training program
- Expands the recognition of patrol officers who perform notable proactive enforcement and violence reduction projects

II. MAXIMIZING THE EFFECTIVENESS OF SPECIALIZED OPERATIONS

- Allows for weekly buy-bust operations in each PSA
- Provides specialized, proactive, enforcement (7) days per week
- Requires Crime Reduction Teams to establish targeted enforcement operations
- Properly equips Crime Reduction Teams with covert vehicles
- Conducts (3) undercover training schools per year to enhance undercover operations
- Establishes a process and procedures for coordinating focused enforcement efforts
- Develops a targeted and focused enforcement strategy for the Police and Corrections Team

III. COORDINATED AND FOCUSED ENFORCEMENT

- Strategically aligns Department Units towards well-defined, manageable objectives
- Maximizes the effectiveness of available resources

DEFINITIONS OF ENFORCEMENT CONCEPTS

The Oakland Police Department's Violence Reduction Plan is based on three types of enforcement concepts that when utilized together strategically, form the Oakland Police Department's Coordinated Enforcement Concept.

General Enforcement

Operations designed to suppress criminal activity over a fairly large but defined geographic area. Examples include buy-bust operations that target street-level narcotics dealing in one PSA, citywide prostitution enforcement, and other similar types of enforcement.

Focused Enforcement

Operations designed to suppress criminal activity in a smaller, narrowly defined geographic area, such as a patrol beat or neighborhood with defined boundaries. This enforcement concept includes enforcement by the Patrol Division and Traffic Division in concentrated areas designated by a PSA Commander, as well as specialized units performing various types of enforcement operations in the same location over a designated period of time.

Targeted Enforcement

Targeted Enforcement Operations are pre-planned operations with the goal of enforcement against particular individuals or criminal organizations such as violent street-level narcotics trafficking groups or criminal street gangs.

The Coordinated Enforcement Concept

The Oakland Police Department's baseline enforcement strategy that utilizes the aforementioned enforcement concepts and aligns Departmental Units and outside resources together to form strategic plans to deal with defined crime problems.

PATROL DIVISION ACCOUNTABILITY

Accountability for Proactive Enforcement

In addition to handling calls for service, it is essential that patrol officers regularly engage in proactive enforcement and intelligence gathering with the specific intent of reducing violent criminal activity. At a minimum, this activity should include traffic stops, walking stops, and consensual contacts in areas identified as having high incidents of violent crime.

The previous activity log was not an effective or efficient means of monitoring proactive enforcement activity. Therefore, was replaced with one that is easier for supervisors to monitor performance (See Appendix – Activity Summary Report). Patrol officers must be held accountable for reasonable levels of proactive enforcement, as it is a key element in a comprehensive violence reduction strategy. Additionally, patrol officers must be held accountable for focused, rather than random enforcement, so the Patrol Division's efforts are strategically aligned with those of Department wide violence reduction efforts.

Obviously, the ability to engage in such activity will be influenced to some degree by calls for service. It is therefore the patrol sergeant's responsibility to ensure that free time is spent in a productive, focused manner.

The Patrol Division Mentoring Program

Because the assignment of patrol officers is largely based on a seniority system, most new officers find themselves working with officers of similar limited experience. Therefore, with the exception of the sergeant, mentoring by senior, experienced, officers is limited and often non-existent.

The newly created Patrol Division Mentoring Program allows for the continued development of less experienced personnel by placing them with carefully selected mentor officers. Patrol sergeants can request that certain patrol officers are matched with a mentor for a periodic mentoring sessions, so that patrol officers learn how to engage in proactive police work which meets the highest standards of professional police conduct. It is essential that mentor officers are carefully selected and are individuals with a strong work ethic, specialized skills and training, and are respected by their peers.

The Mentoring Program provides the Patrol Division with the ability to conduct two, 10-hour mentor training sessions per week. The mentor sessions are staffed by two, 10-hour overtime shifts. Requests for training shall be approved by the Watch Commander. Combined with the Supplemental Focused Enforcement Program, the Patrol Division has the ability to conduct twenty mentor-training sessions per week or 1040 mentor-training sessions per year.

Training Section Responsibilities

It is important that every unit within the Department is aligned with the goals and objectives of violence reduction. The Training Section Commander shall identify personnel with specialized skills and training in the following areas and develop an on-going line-up-training program for Patrol Division officers.

- Dealing with Difficult Persons, Professionalism
- Beat Integrity and Beat Management
- Developing and Managing Informants
- Basic Narcotics Enforcement Techniques
- Intelligence Gathering
- Proactive Enforcement Techniques
- Beat Level Violence Reduction Techniques
- Effective Time Management

This training program has been implemented without additional overtime costs.

Recognizing Excellence

Just as it is essential that personnel be held accountable for poor levels of proactive enforcement, it is equally essential that officers are recognized for above average and exceptional performance. The Watch Commander shall devote a segment of every line-up to recognize officers who display excellence in the area of self-initiated, proactive enforcement. When appropriate, Captain's Commendations and other Departmental Awards shall be used to recognize officers who routinely perform proactive enforcement with distinction. The Chief of Police and Deputy Chiefs shall be invited to attend line-ups when officers are to be singled-out for special recognition.

ENHANCING SPECIALIZED OPERATIONS

Buy-Bust Operations

Crime Reduction Teams (CRT) were previously unable to conduct buy-bust operations on a regular basis due to the lack of overtime funds. Narcotics Buy-Bust Operations are one of the most effective operations designed to target street-level narcotics trafficking and suppress associated violent crime in a large geographic area. Each of the six Crime Reduction Teams needs a budget specifically allocated to staffing undercover assignments to conduct covert operations. An overtime budget of **\$27,369.60** per Crime Reduction Team, allows each CRT to perform one buy-bust operation per week using two undercover officers on an overtime basis per operation. The covert funds (buy money) needed to perform weekly buy-bust operations amounts to **\$2,880.00** for each CRT per year. This plan allows Crime Reduction Teams to run **144** buy-bust operations per year, which should result in the arrest of approximately **2,500** additional narcotics offenders per year. These are offenders who greatly contribute to violent crime in Oakland.

It is essential that each arrested suspect during buy-bust operations is de-briefed and interviewed for potential violent crime intelligence.

Supplemental Focused Enforcement

Crime Reduction Teams regularly work the hours of 1400 –2400. A recent study (Aug 2002 – Aug 2003) conducted in PSA IV determined that although **62%** of all shootings occurred during 3rd Watch hours, **73%** of all shootings occurred during CRT IV's non-working hours. **62%** of all shootings occurred Sunday-Tuesday, which are CRT

IV's off-days. Of the shootings that occurred on 3rd Watch, shootings Sunday-Tuesday resulted in 72% of all shootings during 3rd Watch hours. It appears that criminal activity is being displaced to non-CRT working hours and days. Therefore, the effectiveness of violence reduction efforts appear to be dependent on the ability to provide specialized, proactive enforcement (7) days per week during peak violent crime hours.

PSA Commanders must have the flexibility to provide supplemental, focused enforcement during time periods when Crime Reduction Teams are not on-duty. An effective way of accomplishing this is to provide PSA Commanders with the ability to deploy a supplemental, two-officer unit to conduct high visibility enforcement focused in violent crime areas. A proposed budget of \$2,736.96 per week, would allow a PSA Commander to staff this assignment 52-weeks per year. However, PSA Commanders should have the flexibility to deploy specialized personnel using this budget to focus on emerging violent crime trends. PSA Commanders will be accountable for providing monthly assessments of the effectiveness of their deployment of personnel.

Operation Impact:

The Oakland Police Department is also receiving focused enforcement assistance from the California Highway Patrol. For limited time periods in 2003-2004 the California Highway Patrol will provide supplemental, high-visibility patrols in select focused enforcement areas 2-3 nights per week. Operation Impact provides approximately 20 additional officers per shift, usually on Thursday, Friday and Saturday evenings from 1800-0400 hours.

Covert Vehicle Availability

Crime Reduction Teams require daily access to covert vehicles. Covert vehicles are used to conduct buy-bust operations, surveillance operations, and a variety of other undercover operations. Each CRT needs at least one covert vehicle on a daily basis. Between Vice/Narcotics Section vehicles and Weapons Unit vehicles, Crime Reduction Teams have access to approximately six different vehicles. However, these vehicles are often unavailable and have been compromised through extensive use over several years of service. The best means of meeting this need is to enter into a rental agreement with the same company utilized by the Alameda County Narcotics Task Force. This has enabled each CRT to change vehicles frequently, depending on unit needs. The cost for the rental contract is \$475 per month, per vehicle; or \$5700 per year per Crime Reduction Team.

Undercover School

The Department does not currently have enough skilled undercover personnel to sustain a long-term buy-bust campaign using all six Crime Reduction Teams. The Department needs to recruit and train from within its ranks, enough undercover personnel to staff 144 buy-bust operations per year. The Department should immediately conduct one undercover school in order to sustain operations to the end of 2003, and run three undercover schools in 2004. At the end of 2004, the number of productive undercover buy-officers should be assessed to determine if additional schools are required in 2005. The total cost to run one undercover school is **\$4,166.80**. The cost to run three undercover schools per year is **\$12,500.40**.

Coordinating Focused Enforcement Efforts

The Department needs to have a permanent system in place that promotes a coordinated effort by all units to support current violence reduction operations. Rather than have a variety of units conduct random enforcement operations, each PSA should establish focused enforcement efforts in specific, high crime areas.

Focus locations should be limited in number so that a coordinated response by multiple enforcement units will have a noticeable impact. At each bi-monthly Crime Stop Meeting, each PSA Commander shall establish focus locations that may or may not change from week to week depending on current, violent crime trends. These locations shall then be disseminated to representatives of other Departmental enforcement units so personnel from those units can assist with focused enforcement at identified locations.

The following units should be represented at Crime Stop meetings:

- PSA Commanders
- Patrol Division Commanders
- Traffic Division Commander
- Beat Health Unit Supervisor
- Crime Reduction Teams
- Criminal Investigation Division
- Police and Corrections Team Supervisor

Supervisors and Command Officers will be held accountable for ensuring that their operations support focused enforcement efforts.

Targeted and Focused Police and Corrections Team Enforcement

The Police and Corrections Team (PACT) should align with those of the Department's short and long-term violence reduction strategies. PACT should engage in both focused and targeted enforcement and therefore, its personnel must communicate

regularly with PSA Commanders to determine how the unit can best support on-going violence reduction efforts.

PSA Commanders shall solicit input from their Crime Reduction Teams and other intelligence sources to develop a list of (5) persons currently on parole or probation who are believed to be involved in violent criminal activity. These names shall be submitted to the PACT sergeant each month, providing PACT with (30) high-risk subjects who will be the focus of targeted enforcement operations each month. This portion of the violence reduction plan also does not incur additional overtime expenses.

The Department, coordinated by the Intelligence Section, will publish a quarterly intelligence report to all personnel to inform officers about individuals and groups associated with violent crime and to assist with both field and investigative operations. The Intelligence Section will be responsible for providing this report.

YEARLY BUDGET

Overtime Rate: Overtime is calculated at the current top-step overtime rate for police officers effective 3 Jan 04 which is **\$57.02**. Sergeants are calculated at **\$65.79**

Supplemental Focused Enforcement

Personnel	Rate	Shift	Per Day	3 Days	City/Week	City/52 Weeks
2 (Off)	\$57.02	8 hours	\$912.32	\$2736.96	\$16421.76	\$853,931.52
2 (Sgt)	\$65.79	8 hours	\$1052.64	\$3157.92	\$3157.92	\$164,211.84

Patrol Division Mentoring Program

Personnel	Rate	Shift	Per Day	2 Days	City/Week	City/52 Weeks
1	\$57.02	10 hours	\$570.20	\$1140.40	\$1140.40	\$59300.80

CRT – Weekly Buy-Bust Operations

Personnel	Rate	Shift	Per Day	2 Days	City/Month	City/52 Weeks
2	\$57.02	10 hours	\$1140.40	\$2280.80	\$13684.80	\$164,684.80

Covert Vehicle Budget

Monthly Cost per CRT	Yearly Cost per CRT	Cost per Year CRT (6)
\$475.00	\$5700.00	\$34200.00

Covert Funds for Buy Bust Operations

Operational Cost	Monthly Cost / 1 CRT	Yearly Cost/ 1 CRT	Cost/Year CRT (6)
\$120.00	\$240.00	\$2880.00	\$17280.00

Undercover School Funding

Instructor Cost (Off)	Instructor Cost (Sgt)	Cost per School	Cost per Year (3)
\$2851.00	\$1315.80	\$4166.80	\$12500.40

TOTAL YEARLY BUDGET

PROGRAM	COST
Supplemental Focused Enforcement	\$1,018,143.36
Patrol Division Mentoring Program	\$ 59,300.80
Crime Reduction Buy-Bust Program	\$ 164,217.60
Covert Vehicle Budget	\$ 34,200.00
Covert Funds Budget	\$ 17,280.00
Undercover School Funding	\$ 12,500.40
TOTAL YEARLY COST	\$1,305,642.16
Per Month Cost	\$ 108,803.51

MEASURING VIOLENCE REDUCTION EFFORTS

Although there are undoubtedly a variety of external factors that contribute to shifts in criminal activity, it is important to monitor crime statistics to assess operational effectiveness and to make adjustments to chosen enforcement methods. Accordingly, the Oakland Police Department will conduct quarterly assessments of its Violence Reduction Plan by measuring the following crime categories:

- Homicide
- ADW with a Firearm
- Robbery
- Carjacking
- Drug Related Calls for Service

Since street-level violence reduction efforts also impact other types of criminal activity, additional crime categories should also be monitored.

In addition to reported shifts in the aforementioned crime categories, quarterly reports will include feedback from external sources such as community groups and confidential informants.

The report will also detail specific types of enforcement operations conducted and include arrest statistics by crime category. Finally, the report shall include an assessment of shootings. An example of this assessment report is contained in the appendix.

THE COORDINATED ENFORCEMENT CONCEPT

Overview of the Coordinated Enforcement Concept

A coordinated plan employing a variety of strategically aligned resources focused toward a common goal is infinitely more effective than the random application of resources. Therefore, the Oakland Police Department must engage in enforcement efforts that coordinate and focus all available resources towards reducing or eliminating well-defined crime problems and community concerns.

In the past, most enforcement strategies have been reactive rather than proactive, e.g., flooding an area with police officers to abate an upsurge in violent crime. Such actions usually have noticeably short-term positive results, but fail to address the long-term, core issue or issues responsible for the problem's existence.

The Oakland Police Department's Coordinated Enforcement Concept, the cornerstone of the citywide Violence Reduction Plan, will utilize coordinated and sustained crime reduction strategies. However, in order to be effective, the following criteria must be continually monitored and maintained:

✓ Well-Defined and Manageable Goals:

Crime problems must be well defined and enforcement efforts must be selectively focused. The Department must move away from generalizing crime problems. Instead of viewing a Police Service Area (PSA) as having "a street-level narcotics problem" each street-level narcotics location must be first identified and analyzed. Then appropriate enforcement efforts must be applied in a focused manner in order to achieve both noticeable and measurable results. Efforts may not be limited to one particular type of crime problem; however, enforcement efforts should be focused on a limited, well-defined area.

With limitations of both personnel and resources, enforcement efforts can be directed in two very different ways. Resources deployed randomly and reactively will likely yield random and non-sustainable results. Resources that are both focused and coordinated, however, are likely to yield results at select locations that are both significant and sustainable. Commanders must assess their available resources and determine the extent to which those resources can be deployed and the number of focused enforcement efforts that can be both manageable and effective.

✓ Coordination of Resources

Most of the Department's personnel resources, with the exception of the Patrol Division, operate during a limited number of days per week / hours per day. Therefore, it is essential that enforcement plans are designed to ensure the relentless application of enforcement activities seven days per week.

✓ Communication

The most essential element of the Coordinated Enforcement Concept is communication. Each Departmental Unit must not only be aware of their specific role in focused enforcement efforts, they must also be aware of the roles and responsibilities other unit's and the inter-reliance each unit plays upon the other(s).

✓ Maintenance of Accomplishments

The citywide arrest of 100 narcotics dealers citywide accomplishes very little if the arrests do not improve neighborhood conditions. However, arresting 10 narcotics dealers from within a very focused area can have a substantial, long-term, positive impact on crime if the results are maintained. Moreover, a cumulative series of accomplishments that are maintained form a long-term crime reduction strategy that aligns with community goals and expectations. Each focused enforcement effort must include a plan for

maintenance. In addition to monitoring on-going crime reduction efforts, Commanders must ensure that existing accomplishments are maintained.

Assessment can be difficult to do well and as a result is often largely overlooked or consists merely of the gathering of statistical data. Assessment must be a routine feature of any enforcement strategy. Assessment is not an evaluation of the performance of those involved but what happened to the problem that was addressed. Continued assessment of enforcement actions must be performed in order to find out whether a particular problem still exists and requires continuing attention.

ROLE OF THE PSA COMMANDER

Overview

In order for the Department's coordinated enforcement strategy to be effective, there must be a Commander who is assigned the responsibility of overall project management. PSA Commanders shall be assigned this role and are responsible for problem identification and focused enforcement project selection. They shall be required to develop, coordinate, and facilitate coordinated enforcement efforts. Additionally, PSA Commanders shall be responsible for assessing effectiveness of focused enforcement efforts with the assistance of the Crime Analysis Section.

Preparation of Focused Enforcement Plans

To best utilize Department resources, PSA Commanders shall develop one or more focused enforcement plans designed to reduce or eliminate specific crime problems in a well-defined, geographic area. The number of on going focused enforcement projects must be manageable and reasonable and practical use of Department Units and resources. PSA Commanders shall determine the location of focused enforcement operations based upon a variety of criteria. The area should be selected based upon factors similar to the following:

- Higher incidents of violent crime
- Substantial negative impact on quality of life issues in the immediate and surrounding neighborhoods.

Once the location of a focused enforcement project is selected, it is the responsibility of the designated PSA Commander to develop an overall strategy to best address the specific crime problems within the geographic boundaries of the project. This shall include consultation with other Unit Commanders and the preparation of a “Focused Enforcement Plan”, i.e., a specific timeline (calendar) that coordinates the enforcement efforts of different units and resources and mitigates potential conflicts. While it may be beneficial to have overlapping enforcement efforts in some cases, certain operations, such as covert surveillance operations or buy-bust operations may be compromised by other enforcement operations in the same area.

PSA Commanders shall attend Crime Stop meetings every other week, at which time Focused Enforcement Plans shall be submitted and reviewed by the Deputy Chief of the Bureau of Field Operations. Consultation with other Unit Commanders shall then take place in order to schedule specialized enforcement operations. Time shall also be devoted to assessing the effectiveness of on-going Focused Enforcement Plans, as well as delegating the assignment of maintenance responsibilities for completed projects.

Supervision of Crime Reduction Team Personnel

PSA Commanders should ensure that Crime Reduction Team (CRT) operations are planned to compliment focused enforcement efforts. While a certain amount of flexibility must exist with the scheduling of CRT operations, it is essential that good channels of communication are established with other units to prevent conflicts and maximize the effectiveness coordinated enforcement operations. CRT operations shall minimally include buy-bust operations, narcotics surveillance, and prostitution enforcement.

Assigning and Supervising Supplemental Focused Enforcement Personnel

Each PSA Commander is responsible for assigning Supplemental Focused Enforcement Personnel. Each PSA is authorized to deploy one two-officer unit on an overtime basis, three days per week. As a general practice, the assignment of Supplemental Focused Enforcement Units shall coincide with the PSA's Crime Reduction Team's off-days in order to provide proactive, high visibility enforcement, seven days per week during peak violent crime hours. However, PSA Commanders shall maintain the flexibility to deploy these supplemental units to best support on going focused enforcement operations. Two focused enforcement Sergeants shall each supervise (3) supplemental Focused Enforcement Units (6 officers each).

Coordinating the Efforts of Problem Solving Officers

Problem Solving Officers (PSO's) should be used to assist with ensuring regular communication between Department Units. Additionally, PSO's should be tasked with soliciting community feedback with the assistance of Neighborhood Service Coordinators; to assist with assessing the effectiveness of current focused enforcement operations. PSO's should be used to monitor the sustainability of previous efforts and coordinate maintenance efforts between both Department and community resources.

Coordinating Police and Corrections Team Efforts

The Police and Corrections Team (PACT) should be utilized as an additional level of support for focused enforcement operations. PACT efforts shall include geographically focused parole and probation searches that coincide with focused enforcement operations.

PSA Commanders shall also be responsible for identifying and providing PACT with (5) individuals on probation or parole that shall become the subject of PACT targeted enforcement operations. Once a targeted individual has been arrested, it is the responsibility of the PSA Commander to provide a replacement so that (5) individuals will always be targeted in each PSA.

Assessing the Effectiveness of Coordinated/Focused Enforcement Operations

It shall be the responsibility of each PSA Commander to develop criteria to assess the effectiveness of focused enforcement efforts. Because each focused enforcement operation is unique, assessment methods must be tailored to best measure results. PSA Commanders will work closely with the Crime Analysis Section to develop assessment techniques for each project.

Maintaining Accomplishments

PSA Commanders should develop a system that allows for the continual assessment of previous focused enforcement projects. PSO's should be utilized to monitor previous enforcement project locations and provide recommendations for both Department and community responsibility in order to sustain crime reduction accomplishments.

ACCOUNTABILITY

Command and Supervisory Accountability: Supervision and Leadership

In order to hold officers accountable for reasonable levels of proactive enforcement, supervisors and command officers must also be accountable in their dual roles as both of supervisors and leaders. Supervisors and commanders must be held to account for understanding and demonstrating the significant differences between supervision and leadership. The fundamental differences, as applied to managing front-line officers, are

- Supervision requires ensuring accountability, oversight, planning, and risk mitigation.
- Leadership demands creation of an environment that promotes productivity, enthusiasm, achievement, and high morale while maintaining ethical and professional boundaries.

Supervision without leadership breeds mediocrity, stifles progressive change, and fails to promote an atmosphere where personnel are empowered to perform at high levels.

Leaders set the tone for adherence to policy compliance and ethical conduct by personal example.

Patrol and Traffic Division Accountability

In addition to handling calls for service, it is essential that both patrol and traffic officers engage in proactive enforcement activity. At a minimum, such activity should include traffic stops, walking stops, and consensual contacts in high crime areas. It is understood that the ability to engage in proactive enforcement activities will be

influenced by some degree by calls for service. Therefore it is the patrol sergeant's responsibility to ensure that free time is spent in a productive and focused manner.

Commanders and Supervisors should examine both conventional and creative solutions to fulfill their unit's role and responsibilities in coordinated enforcement efforts. For example, if resources are stretched, parking may an unmanned patrol car in the heart of a focused enforcement location during 1st Watch hours may suffice as a focused enforcement action. It may also include sergeants dictating that proactive enforcement such as high visibility vehicle and pedestrian stops occur in focused enforcement areas. Sergeants should also designate that officers perform their report writing and conduct meetings at locations in designated high crime areas.

Specialized Unit Accountability

Specialized Units shall be closely monitored to ensure their goals, objectives, and policies are consistent with those of the Department. It is not uncommon for specialized units to develop their own interpretation of how enforcement operations should be directed and conducted and can develop the view that their unit is independent from the overall organization. Unit commanders shall ensure that their units' enforcement efforts align with current coordinated enforcement plans.

Unit commanders shall be responsible for reporting unit productivity. It is vital that when assessing unit performance, commanders clearly determine whether or not the units' operations are having an actual effect on identified problems. Problem Oriented Policing principles should be utilized to determine productivity. Law enforcement has

had a longstanding history of measuring performance only by the number of arrests generated, which rarely depicts effectiveness accurately.

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PATROL DIVISION: CRITERIA FOR EVALUATING SELF-INITIATED ACTIVITY

The following criteria are incorporated into the Oakland Police Department's "Activity Summary Report". All Patrol Division personnel are required to complete this form on a daily basis. Patrol supervisors review each report and submit a weekly analysis along with the completed reports through their chain of command for review.

- Calls dispatched as the primary unit.
- Calls dispatched as a cover unit.
- Self-Initiated cover assignments
- Crime Reports completed
- Self-Initiated vehicle stops
- Self-Initiated walking stops
- Felony on-view arrests
- Misdemeanor on-view arrests
- Felony warrant arrests
- Misdemeanor warrant arrests
- Under the influence of narcotics arrests
- Citations issued
- Vehicles towed
- Firearms recovered

Self-initiated activity that occurs in designated "Focused Enforcement" locations is also captured. Activity Summary Reports shall also be used to monitor compliance with the completion of "racial profiling" stop-data collection forms.

Assessment of ADW Shootings Aug 2002 – Aug 2003

During this time period, PSA IV experienced a **37%** increase in ADW shootings. Although it is impossible to ascertain exactly what factors contributed to the increase, the following analysis may provide some insight into trends that can possibly be addressed.

Overall Shootings by Month

Month	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Shootings	8	5	3	3	3	4	1	4	6	6	4	5	52

The number of shootings by month appears to be fairly consistent with the exception of October – March. It is possible that foul weather contributed to the decrease during this period, however, during this time period, overtime money was available for an increased number of violence suppression, buy-bust operations. This six-month period only accounted for **35%** of the period's shootings.

Overall Shootings by Day of Week

Day of Week	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Total
Shootings	6	12	8	12	6	4	4	52

While it has been generally assumed that the majority of violent crime occurs on Friday and Saturday evenings, **62%** of the shootings in PSA IV occurred on Sunday, Monday, and Tuesday. Intelligence developed by unit members through informants, indicates that many street-level narcotics dealers have shifted the majority of their activity to these days to avoid CRT IV operations.

Shootings by Watch

Watch	1st	2nd	3rd	Total
Shootings	14	6	32	52

Shootings During CRT Shift by Day of Week

Day of Week	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Total
Shootings	3	--	--	--	4	3	4	14

Although **62%** of all shootings occurred during 3rd Watch hours, **73% of all shootings occurred during CRT IV's non-working hours.** This appears to be related to the fact that **62%** of all shootings occurred Sunday-Tuesday. Of the shootings that occurred on 3rd Watch, shootings Sunday-Tuesday resulted in **72%** of all shootings during 3rd Watch hours.

Assessment of ADW Shootings Continued:

Overall Shootings by Beat

Beat	20	21	22	23	24	25	Total
Shootings	10	11	3	12	14	2	52

Shootings by Beat During CRT Shift

Beat	20	21	22	23	24	25	Total
Shootings	0	7	2	4	1	0	14

This is an interesting comparison. When comparing overall shootings by beat to shootings by beat during the CRT IV shift, there are dramatic differences between Patrol Beats 20, 23 and 24, while Beat 21 appears to be less affected. This could be related to the fact that Beat 21 appears to have the highest concentration of narcotics dealing locations in PSA IV.

FOCUSED ENFORCEMENT: PAROLE

PHASE II

19 Nov 03

COMPONENTS OF PHASE II

I. ENHANCES THE SUPERVISION OF PAROLEES

- Creates a strategic working partnership with the Department of Parole
- Enhances the supervision of individuals on parole who are most likely to be involved in violent criminal activity.
- Enables enforcement that discourages parolees engaging in activities that are indicative of or precursors to more serious criminal activity.
- Allows OPD officers to request and place parole violation holds on parolees for misdemeanor and technical violations.
- Enables the Parole Department to better evaluate individuals engaged in at-risk activity who are in an unsupervised status.
- Adds a curfew and “stay away orders” as additional conditions of parole or for individuals who have violated their current conditions of parole.

II. PROVIDES INCREASED COUSELING AND SUPPORT SERVICES

- Provides parolees with increased access to a variety of counseling and support services.
- Provides in-custody detox and substance abuse assistance.
- Provides in-custody access to faith based services and counseling.
- Creates mentor relationships that will continue after the individual is released.

Creating a Strategic Partnership Between Parole and the Oakland Police

In theory, the parole system was designed to accomplish two objectives: (1) It should consist of a process that successfully transitions inmates back into the community, monitors their behavior while out of custody, and reduces the likelihood of recidivism; and (2) Protects the community from criminal activity.

The Oakland Police Department has entered into a partnership with the Parole Department that will enhance the supervision of parolees in Oakland. There are an estimated 60 parole agents responsible for supervising over 2,000 parolees in Oakland. By allowing the Oakland Police Department to request and place parole violation holds on parolees for misdemeanor and technical violations the Parole Department will be able to better address parolees who are engaging in activity that is indicative of or precursors to more serious criminal activity. The Oakland Police Department in turn, will assume the financial responsibility holding parole violators in the Oakland City Jail for the six-day administrative review period

Improving the Parole System in Oakland

There are two key issues that this partnership addresses: (1) Many parolees have low levels of supervision (2) when parolees are found to be committing misdemeanor offenses (possession of narcotics paraphernalia, loitering for the purpose of narcotics sales, etc) or are in technical violation of their parole or probation conditions (failed drug tests, not residing at their address of record) all of which are strong indicators that the individual is continuing to engage in larger criminal activity, the offender is rarely

subjected to additional sanctions or returned to custody. This partnership accomplishes both goals by increasing the supervision of parolees through a coordinated effort between local law enforcement and State Parole and immediately returns parole violators to custody for violating their conditions of parole. Additionally, the partnership provides State Parole with a better ability to evaluate parolees who are engaging in activity likely to return them to prison, places additional sanctions on parolees to deter future criminal activity, and provides parolees with a variety of counseling and support services before returning them back into the community.

Misdemeanor and Technical Violations

The Oakland Police Department has been given the authority to request and place parole holds on parolees who commit misdemeanor crimes and technical violations. A system that enables police officers to immediately return offenders to custody for reasonable time periods, as a deterrent to behaviors that are indicative of, or precursors to more serious criminal acts is essential. This has been an administrative (financial) rather than a legal restriction due to State budget restrictions. Hence it could be changed easily. The Department of Corrections form CDC 1515 "Notice and Conditions of Parole" clearly states in section four of the document: "Criminal Conduct: You shall not engage in conduct prohibited by law (state, federal, county or municipal)."

State Parole has now authorized Oakland police officers in the field to request and place parole holds for misdemeanor and technical violations of parole. To accomplish this, the Oakland Police Department has assumed the financial responsibility of housing the offenders in the Oakland City Jail. Violators will remain in Oakland City Jail facilities during an administrative review process to determine if increased incarceration

periods are warranted or additional conditions of parole should be imposed. This administrative hold will enable parole agents to fully investigate the circumstances leading to the parolee's detention, evaluate the individual's recent parole compliance history, criminal background, and determine if the individual should be subjected to the following sanctions:

- Referral to substance abuse treatment facilities
- Stay-Away orders from specific locations
- Curfew restrictions to address specific criminal behavior
- Return to Custody

Misdemeanor Parole Violation Criteria

To best impact violent crime, misdemeanor and technical violation holds may be placed on parolees who meet the following criteria:

- Individuals on parole for commitment offenses listed in Penal Code Section 667.5 (Violent Felonies – Including Burglary)
- Individuals on parole for commitment offenses involving firearms or other weapons
- Individuals on parole for commitment offenses involving the sale or possession for sale of controlled substances (including marijuana offenses 11360(a) HS and 11359 HS.

Violence Intervention Program (VIP) - Counseling and Support Services

In an effort to impact street-level violence and substance abuse among individuals on parole detained in the Oakland City Jail, the Oakland Police Department has begun piloting a strategic intervention project. The Violence Intervention Program (VIP) focuses on individuals who have shown a propensity towards violent crime, narcotics

dealing, and substance abuse.

This effort is being accomplished through narcotics intervention and life skills training provided by local volunteers, police officers, clergy, and other facilitators. The VIP project can provide this intervention to as many as sixty parolees and probationers per day.

During the six-day period that parolees are awaiting the administrative review of their parole violation, the Oakland Police Department provides intensive counseling and support in the following areas:

- Narcotics / Alcohol Addiction Counseling
- Faith based services and group discussions
- Relationship Counseling
- Employment Counseling
- Ethics and morals based Counseling
- Mentoring (Continued support upon release)

In order to facilitate the implementation of this project, the Oakland Police Department created an exempt limited duration employee (ELDE) position to coordinate and supervise the VIP. This ELDE position enables a civilian director to oversee volunteers and the daily scheduling of program components.

The VIP Director works under the supervision of a police commander and is responsible for the following aspects of the VIP program:

1. The implementation of the parole/probation intervention program, focusing on violence, substance abuse, and improving life skills.
2. The training and oversight of substance abuse volunteers within the Oakland City Jail.
3. The training and oversight of spiritual intervention volunteers within the Oakland City Jail.
4. The training and oversight of life skills intervention volunteers within the Oakland City Jail.
5. The collection and preservation of statistical data related to the VIP program.

6. The preparation of informational reports and charts, including a monthly status report.
7. The management of intervention materials and resources directly related to the VIP program.

The VIP program mirrors many of the current counseling methods and programs currently utilized by the Community, Clergy, and Recovery Effort (CCARE). The ELDE position is salaried at \$20,000 per year and will be paid for by the Inmate Welfare Fund (Fund: 1010 Project: P05200).

STATE PAROLE – OAKLAND POLICE

PARTNERSHIP AGREEMENT

- Forms a strategic partnership in which the Oakland Police Department will assist State Parole with the supervision of parolees.
- State Parole will allow Oakland Police officers to request parole holds on individuals for misdemeanor and technical violations.
- The City of Oakland will house parole offenders in the Oakland City Jail during the six (6) day administrative hold period to allow State Parole agents to fully investigate the circumstances leading to the parolee's detention, evaluate the individual's parole compliance record, and determine if the individual should be referred to additional counseling, treatment, sanctions, or returned to custody.
- The City of Oakland and the Oakland Police Department will assume the financial responsibility for housing parolees detained during the administrative review period.
- During the time that parolees are awaiting the administrative review process, the Oakland Police Department will provide drug counseling, detox assistance, lifestyle and relationship counseling, faith based services, and mentoring.
- Oakland Police Officers will request additional conditions of parole to be imposed on offenders where there is a clear nexus to the sanction and the parolee's behavior. The additional conditions of parole shall be reviewed and approved by the parolee's Agent of Record and the Agent of Record's Supervisor

**ENHANCING THE EFFECTIVENESS
OF PROBATION IN OAKLAND**

PHASE III

01 MAR 04

Enhancing Probation in the City of Oakland

In theory, the probation system was designed to accomplish two objectives: (1) It should consist of a process that provides an alternative to incarceration, monitors behavior while out of custody, and reduces the likelihood of recidivism; and (2) Protects the community from criminal activity.

This proposed plan will enhance the supervision of persons on felony probation in Oakland. There are approximately 50 probation officers assigned to the City of Oakland who are responsible for supervising an estimated 9,000 adult probationers who reside in the City.

The Need for Improvement

There are two key issues that must be addressed: (1) Many individuals on probation have low levels or no supervision (2) The current stay-away order process does not sufficiently discourage individuals on probation from participating in criminal activity in violent crime areas.

The current practice of sentencing narcotics offenders to 100-yard stay-away orders, as a condition of probation is not effective for the following reasons:

- In many cases, offenders are simply able to adapt their drug-selling operation just outside the proximity of their stay-away order.
- The offender is still able to closely interact with criminal associates on a regular basis increasing the likelihood that the probationer will re-offend.
- Aside from having search clause conditions, current probation conditions have little deterrent effect on determined criminal offenders. Many adapt their criminal behavior to defeat search clause conditions. This often includes concealing their true address of record, hiring others to actually sell their drugs, or keeping a well-concealed “stash” close to where they conduct sales.
- Many narcotics dealers adjust their criminal activity to times when police resources are limited due to a high volume of calls for service or limited staffing.

Because of the aforementioned reasons, an approach to probation with greater restrictions on the time periods probationer are likely to be engaged in criminal activity is necessary to deter the chance of re-offending and reduce the likelihood that the individual may become involved in violent crime as either a victim or a suspect. The Oakland Police Department is currently working with the Alameda County District Attorney's Office to develop a nighttime curfew as a condition of probation for narcotics, firearms, and violent felony convictions. The following City of Oakland 2003 homicide statistics strongly point to the value of such a system and a nexus to curfew restrictions:

OAKLAND HOMICIDES

VICTIM AND SUSPECT PROFILES

2003

Overview:

There is a clear nexus to Oakland homicides and individuals who are involved in drug activity, who have been arrested with firearms, and have previous violent felony convictions. The following data supports this premise by examining the circumstances of each homicide and the criminal background of both victims and identified suspects. The following 2003 homicide data supports imposing a curfew from 2000-0600 hours as a condition of probation for drug offenders, firearm offenses, and other felony crimes.

It is important to note that an unusually high number of homicides occurred between the hours of 8:00 – 9:00 PM.

SUSPECT PROFILES

CIRCUMSTANCES / PRIOR ARREST HISTORY	PERCENTAGE
Felony Drug Conviction, Firearms Arrest, or Violent Felony Conviction	81%
Felony Drug Conviction	67%
Firearms Arrest	29%
Violent Felony Conviction	37%
Homicides Committed by Identified Suspects from 8:00 PM – 6:00 AM	71%
Homicides Committed by Identified Suspects from 9:00 PM – 6:00 AM	52%
Homicides Committed by Identified Suspects from 9:00 PM – 6:00 AM	52%
Homicides Committed by Identified Suspects Using a Firearm	88%
Homicides Committed by Identified Suspects in a Public Place	96%

* 52 identified suspects were identified in 2003 excluding domestic homicides and justifiable homicides.

* The definition violent felony is defined by California Penal Code Section 667.5

VICTIM PROFILES

CIRCUMSTANCES / PRIOR ARREST HISTORY	PERCENTAGE
Felony Drug Conviction, Firearms Arrest, or Violent Felony Conviction	73%
Felony Drug Conviction	50%
Firearms Arrest	24%
Violent Felony Conviction	25%
Homicides committed from 8:00 PM – 6:00 AM	77%
Homicides committed from 8:00 PM – 9:00 PM	47%
Homicides committed from 9:00 PM – 6:00 AM	63%
Homicides involving a firearm	84%
Homicides committed in a public place	88%

* There were 100 homicide victims in 2003 excluding domestic homicides and justifiable homicides.

* The definition violent felony is defined by California Penal Code Section 667.5

The Oakland Police Department is also working closely with the Probation Department to explore methods to increase the cooperation and communication between agencies.

**FEDERAL TARGETED
ENFORCEMENT TASK FORCE**

PHASE IV

15 MAR 04

Overview

There is a clear nexus between street-level narcotics activity, gun violence and homicides in the City of Oakland. It is also clear that the Oakland Police Department has been attempting to address this problem since the mid 1980's using a variety of enforcement techniques, with some isolated success stories, but minimal impact overall.

The following will attempt to analyze the shortcomings of current enforcement techniques and staffing, and propose personnel staffing that will likely impact street-level narcotics and the associated violence more effectively.

Current Enforcement Techniques

Our current enforcement techniques include buy-bust operations, surveillance, search warrants, on-view enforcement, and infrequent grand jury indictment programs. The majority of these narcotics enforcement responsibilities are tasked to Crime Reduction Teams. Our recent implementation of focused enforcement has had a greater impact on street-level narcotics in violent crime areas, but because of the large number of active narcotics locations citywide; those tasked with narcotics enforcement are forced to

Additionally, the Alameda County District Attorney's Office, due to staffing, is unable to deal with the large number of narcotics sales cases in Oakland. As a result, many cases result in a probation disposition, thereby lessening the impact of enforcement and prosecution.

Achieving Results in Violence Reduction

In order to achieve dramatic, effective, and sustainable results in eliminating/reducing street-level narcotics trafficking and associated violence, the systematic identification and elimination **trafficking groups** at targeted locations is required (Targeted Enforcement). The ability for a unit to devote all enforcement efforts exclusively to a violent, street-level narcotics trafficking group, which leads to the dismantling entire organizations is paramount. The arrest of its members must take place in a short time period or single event so that the message sent is clear: The organization was specifically identified, intentionally targeted, and completely eliminated.

Operational Format

Because Crime Reduction Teams are unable to devote exclusive enforcement to one specific narcotics trafficking group at a time, a unit with the ability to target the most violent street-level trafficking groups is necessary. The Oakland Police Department proposes to create a joint, Federal/Local Task Force specifically designed to dismantle street-level narcotics groups and prosecute them in United States Federal Court. This citywide "Targeted Enforcement Unit" would conduct its investigations by focusing on one or a small number of street-level trafficking groups at a time. The Drug Enforcement Agency, Bureau of Narcotics Enforcement, and the Alameda County Narcotics Task

Force would still assume the responsibility of investigating high-level narcotics traffickers. The Targeted Enforcement Unit will utilize the following investigative methods:

Intelligence Gathering Phase: Includes the systematic identification of all trafficking group members, its hierarchy, and methods of operation. This phase also would include the development of an overall plan to dismantle the organization. Includes consultation with the U.S. Attorney's Office prior to initiation.

Investigative/Enforcement Phase: Covert operations will be conducted to achieve chargeable criminal cases against all trafficking group members. Arrest of trafficking group members would be delayed until the investigation is complete. The cases will then be presented to the U.S. Attorney's Office and complaint warrants/indictments will then be obtained.

Arrest Phase: In conjunction with the Area Crime Reduction Team, an operation will be conducted to arrest all trafficking group members. Search warrants, probation, and parole searches at applicable locations will also be conducted. A variety of media resources should be used to inform the public of the joint Federal/Local enforcement effort to send a deterrent message to other trafficking groups.

Maintenance Phase: Because the trafficking group has either been eliminated or largely reduced, maintenance by Crime Reduction Teams and beat officers will be both reasonable and manageable.

Requests for case initiation would be submitted to the United States Attorney's Office for review prior to case initiation. The Targeted Enforcement Unit would take the following factors into consideration to select and prioritize the initiation of cases:

Frequency and History of Gun-Related Violence
Organizational Size – Criminal History of Members
Overall Impact on the Surrounding Area

It is imperative that the Targeted Enforcement Unit remains extremely focused on the goal of strategically targeting select, violent, street-level trafficking organizations. The unit must be closely monitored to assure this focused is maintained.

Organizational Structure - Staffing Considerations

In order to be effective, the Targeted Enforcement Unit should be comprised of a minimum of (6) agents/officers and (1) supervisor. The Oakland Police Department will contribute four officers and one sergeant to the Federal Targeted Enforcement Unit. Additional staffing will be provided by the Federal Bureau of Investigation as needed to complete the staffing requirements. One Oakland Police Officer would be devoted to full-time follow-up investigation on completed cases to assist with preparing cases for trial.

Selection Criteria

Due to the unique and specialized nature of this type of enforcement unit, highly skilled, trained, and experienced personnel are required to be effective. The types of operations conducted by this unit will require its personnel to operate in a variety of capacities ranging from making undercover purchases of narcotics to conducting covert, fixed and mobile surveillance. Personnel must also have experience in writing a variety of types of search warrants, intelligence gathering, informant management, and possess advanced interviewing skills. Selection must be made through a carefully structured interview and background process that takes each candidate's prior assignments, training, experience, and work history into careful consideration.

Conclusion

While focused enforcement is an element of a comprehensive, violence reduction strategy, it does not address the long-term issue of dismantling drug organizations permanently. The proposed unit would fill a significant gap in the Department's current inventory by assuring such a capability.

GENERAL OVERVIEW OF OPERATIONS

Once case initiation has been approved by the United States Attorney's Office, the Targeted Enforcement Unit will conduct videotaped surveillance of narcotics transactions. Most investigations should take approximately 1-2 weeks to complete. The types of transactions recorded may include buys made by undercover officers, informants, and other suspects (buyers). The unit structure for most operations would be the following:

Case Agent – Agent/Officer responsible for case preparation and management, and conducting the surveillance during enforcement operations.

Arrest Team – A two-person unit designated to arrest buyers during surveillance operations and provide security/emergency response for the case agent if needed.

Follow-Out Surveillance Units – Two or more undercover agents/officers designated to follow drug buyers away from the surveillance location and direct the arrest team when it is clear to make the arrest. One of these units may have to drive in the case agent into the surveillance position prior to becoming a follow-out surveillance unit.

Supervisor – Responsible for ensuring the operations are conducted safely (risk management). Monitors surveillance and undercover buy operations in the field.

Undercover Buy Agents/Officers – Some cases may utilize undercover personnel to purchase narcotics. The Targeted Enforcement Unit may utilize unit members or personnel from other law enforcement resources.

Follow-Up Investigator – This officer will provide additional follow-up investigation and trial preparation services for the United States Attorney's Office once a case is completed.

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PUBLIC SAFETY CMTE.