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CITY OF OAKLAND
AGENDA REPORT

To: 2010 SEP 22 PM 5:52 Office of the City Administrator
Attn: Dan Lindheim
From: Police Department
Date: September 14, 2010

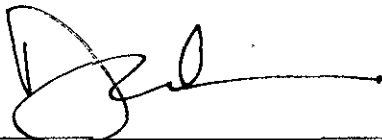
Re: **An Informational Report From the Office of Chief of Police Detailing the Police Department's Five Year Strategic Plan**

When I was appointed Chief of the Oakland Police I was directed to develop a strategic plan that would improve upon how OPD serves the City of Oakland. To accomplish this task, I conducted an assessment of the policing needs of the City and the effectiveness of the Police Department. This included meeting with and listening to members of the Community and members of the Police Department, as well as comparing Oakland and OPD with other large California cities. This attached plan is the result of that assessment, and is what I believe needs to occur for the Oakland Police Department to effectively meet the needs of the City of Oakland.

Since development of this plan there has been a substantial reduction in our Department's sworn staffing, with the potential for additional reductions in the near future. These reductions do not change what I believe needs to occur for OPD to effectively meet the policing needs of the City of Oakland. However, staff reductions will require further reductions in services provided to the Community, and will likely move the City of Oakland and OPD in the opposite direction to that outlined in the strategic plan; much of the positive progress achieved over the past several months is also at risk.

As requested by the City Council, the attached information details my comprehensive five year strategic plan for the Oakland Police Department.

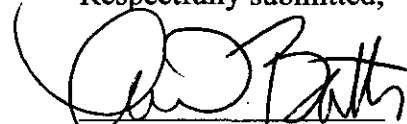
APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Attachment: Strategic Plan Publication

Respectfully submitted,



Anthony W. Batts
Chief of Police

Prepared by:
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Item: _____
Public Safety Comte.
September 14, 2010



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Message from Chief Batts

The day after Thanksgiving, five-year-old Azaria was struck in the back by a stray bullet. The bullet was fired during a running gun battle, presumably between rival gang members. Little Azaria was visiting her grandmother in Oakland. Thankfully, her injuries were relatively minor. A few days later I visited Azaria, looked into her young eyes and apologized to her. I told her that when I became Chief of the Oakland Police Department, I accepted the responsibility for keeping her and others in Oakland safe. I was sorry to have failed her.

Unfortunately, Azaria's story is not unusual in Oakland. Since becoming Chief, I have learned of innumerable similar tragedies, many with more devastating outcomes. My mission, and the mission of the Oakland Police Department, is to eliminate these tragedies. This Strategic Plan outlines my vision and strategies to accomplish this mission.

When I was appointed Chief of the Oakland Police I was directed to develop this strategic plan to improve how OPD serves the City of Oakland. To accomplish this I conducted an assessment of the policing needs of the City and the effectiveness of the Police Department. This included meeting with and listening to members of the Community and members of the Police Department, as well as comparing Oakland and OPD with other large California cities. This plan is the result of that assessment, and is what I believe needs to occur for OPD to effectively meet the needs of the City of Oakland.

Since development of this plan there has been a substantial reduction in OPD's sworn staffing, with the potential for additional reductions in the near future. These reductions do not change what I believe needs to occur for OPD to effectively meet the policing needs of the City of Oakland. Staff reductions will require further reductions in services provided to the Community, and will likely move the City of Oakland and OPD in the opposite direction to that established by this plan. Much of the positive progress achieved over the past several years is also at risk.

The Strategic Plan establishes a vision for the Community of Oakland and the Oakland Police Department. This vision is based on what I have heard over the past few months from members of the Oakland Community and members of the Oakland Police Department. I have heard parents say they would like their children to be able to play outside without fearing they will be hurt or killed. Members of the business community have said they would like to open and operate their businesses without the fear of being harassed or robbed. Many people have expressed a desire for police to be there when they need them, and to treat them with respect and dignity. Others would like a more effective partnership between the Community and the Police.



Strategic Plan Oakland Police Department

From the men and women of the Oakland Police Department, I have heard a desire for clear and consistent direction, for fair treatment, and to be developed rather than just disciplined. I have also heard their need to have the tools and support they need to effectively do their jobs. They would like to be seen as an innovative, professional, and effective police agency. Perhaps most importantly, I have heard their desire to be respected and valued by the Community of Oakland.

As with any plan, it is important to define the current reality or starting point as well as the destination. Unfortunately, the current reality is not very positive; Oakland is among the least safe and most violent cities in the United States. Services provided to the Community by the Police Department are nowhere near the standards that should be expected. Many good people in the Community do not trust the Police Department and live in fear of the police as well as of criminals. Collaboration between the Police Department and the Community has not met the expectations of some Community members.

The Department is clearly under staffed given the level of crime in Oakland and the demand for police services. Basic equipment needed for Department personnel to do their jobs, such as police vehicles, is inadequate. The Department lacks basic police management tools and processes that would allow its limited resources to be focused most effectively. The fact that employees are still able and willing to provide services given the lack of support is commendable.

Realizing the vision outlined in this strategic plan will require substantial change in the Oakland Police Department, including change in direction and priorities, change in organization, and change in operations. Most importantly, change in the culture and focus of the Police Department will be required.

Realizing the vision will also require patience and support from the Community of Oakland. I ask you to put aside the past and find ways you can help work toward the vision outlined in this plan.

Some will say the vision and strategies outlined are idealistic and unrealistic, especially given the current economy and the City's budget. I disagree. I believe they provide Oakland with much needed vision, leadership, and hope. I also know the only certain way to not reach a goal is to not try. This plan describes a vision for Oakland and the Oakland Police Department – working toward that vision is an imperative.

The strategic plan is titled as a "Working Draft" because it must be a living document that will continue to evolve and be refined. Strategic planning is a dynamic and flexible way of managing the services and operations of the Police Department, not a static document.

Anthony Batts
Chief of Police

OAKLAND POLICE DEPARTMENT



STRATEGIC PLAN

"We will be there when you need us"

(NEW OPD Motto)

Working Draft

August 2010



Mission, Vision and Values

Mission Statement

The Mission of the Oakland Police Department is to provide the people of Oakland an environment where they can live, work, play, and thrive free from crime and the fear of crime

Vision for Oakland and the Oakland Police Department

- Oakland is one of the safest large cities in California – both in reality and perception
- The Oakland Police Department provides high quality services in a Community-driven and customer-friendly manner
- The Oakland Police Department is trusted, respected, and valued by those it serves
- The Oakland Community and the Oakland Police Department work together to solve Community and neighborhood concerns and issues
- The Oakland Police Department is an effective organization, providing a supportive and positive work environment for its employees



Values of the Oakland Police Department

In dealing with our Community and customers, we:

- ✓ Recognize that we are here to serve the needs of the Community
- ✓ Strive to provide the best service possible, in a professional and positive manner
- ✓ Operate with ethics, honesty, and integrity
- ✓ Treat our customers with respect, dignity, and fairness
- ✓ Are responsive to the changing needs of our Community and individuals we serve

In dealing with each other, we:

- ✓ Treat each other with respect based on mutual trust and common purpose
- ✓ Do the right things, ethically and honestly
- ✓ Communicate openly and positively about plans and decisions
- ✓ Set priorities to ensure services are delivered to the Community by personnel who are properly trained, equipped, and supported
- ✓ Are accountable for the quality of our work and the quality of the service the Department provides
- ✓ Are innovative and creative, acknowledging mistakes will be made from which we will learn
- ✓ Go beyond basic duties to help others and improve our Community
- ✓ Take responsibility for developing and training each other and ourselves



Vision 1: Oakland is One of the Safest Large Cities in California – Both in Reality and Perception

Safety from crime and the fear of crime is critical to the future of Oakland. A safe environment is the foundation for any community to thrive. Often, communities that are seen as unsafe begin to decline in population as families and individuals move to safer areas. It becomes more difficult to attract new business and jobs, and for existing businesses to expand. Communities that are seen as unsafe develop a negative reputation and perception, and Oakland is certainly no exception.

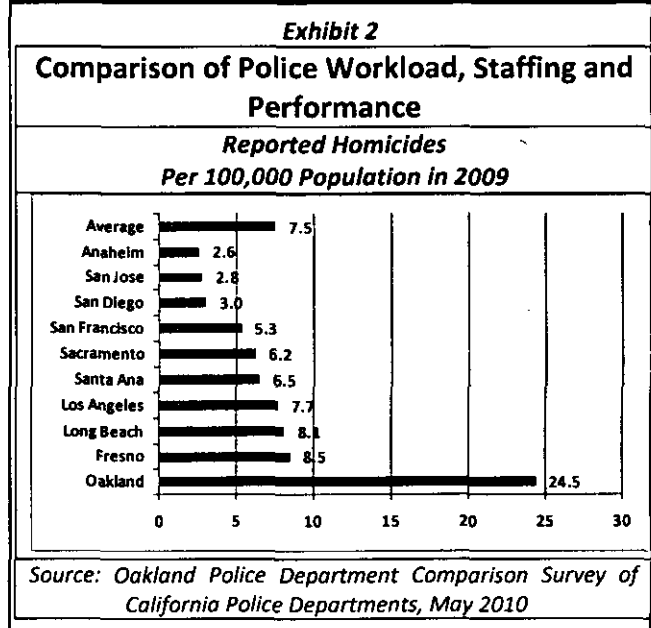
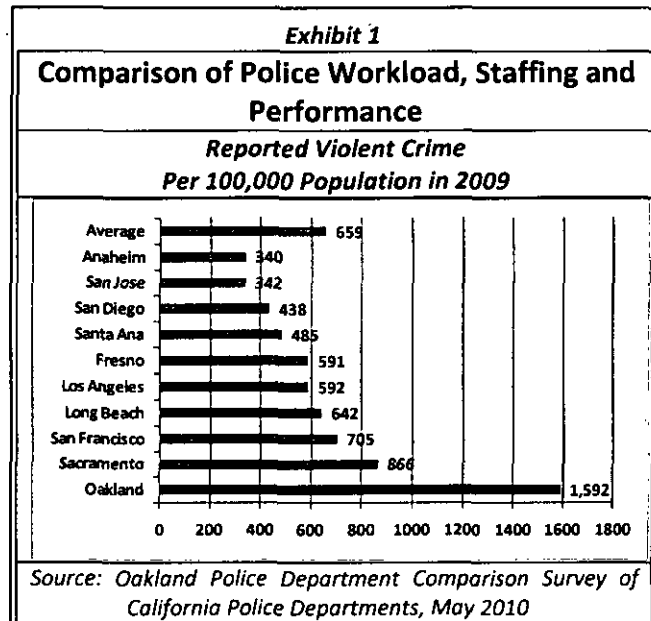
Addressing Oakland’s crime issues, and the related perceptions, is critical to the future economic viability and health of the City. Given this, the Police Department (in addressing crime) is a major economic driver or engine for the City.

Crime in Oakland

Recently released City Crime Rankings, published by CQPress, ranked Oakland as the 3rd most dangerous city – out of nearly 400 cities nationwide.

The violent crime rate in Oakland is much higher than that of other large cities in California. It is nearly double that of Sacramento, the city with the next highest violent crime rate. It is over four times that of San Jose and Anaheim, the Cities with the lowest violent crime rate. It is nearly two and one-half that of Long Beach, a city with very similar demographics to Oakland.

The homicide rate in Oakland is even more out of line with the other large cities in California. Oakland had 24.5 homicides reported per 100,000 population in 2009. This is nearly three times the homicide rate in Fresno, which reported 8.5 homicides per

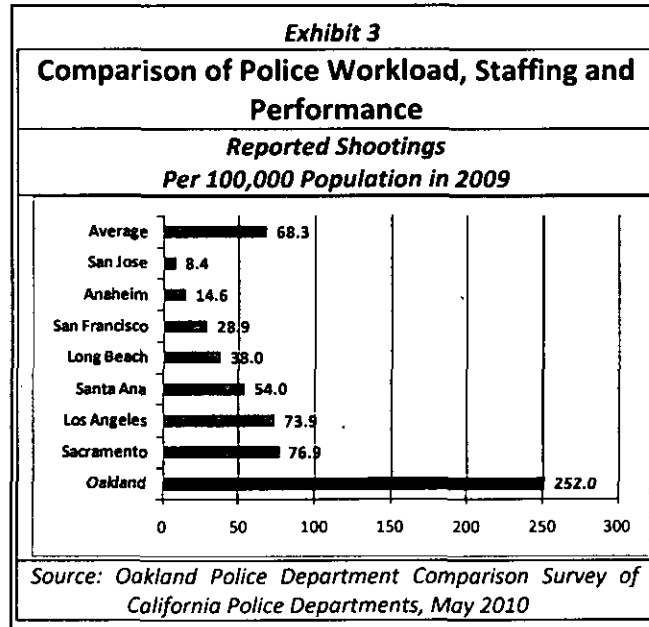




100,000 population in 2009. The homicide rate in Oakland was about 9 times the rate in the large cities with the lowest homicide rates – Anaheim and San Jose.

Not surprisingly, the number of reported shootings in Oakland is also much higher than in other large cities in California. Oakland had 252 reported shootings per 100,000 population in 2009. The next highest was Sacramento, with about 77 reported shootings per 100,000 population – about one-third the number in Oakland. San Jose had the fewest reported shootings in 2009 with 8.4 per 100,000 population. Oakland’s reported shootings were 30 times that of San Jose.

There is obviously a direct connection between the high number of shootings that occur in Oakland and the high level of homicides. There is also a higher likelihood for innocent bystanders to become victims of shootings given the comparatively high incidence in Oakland.



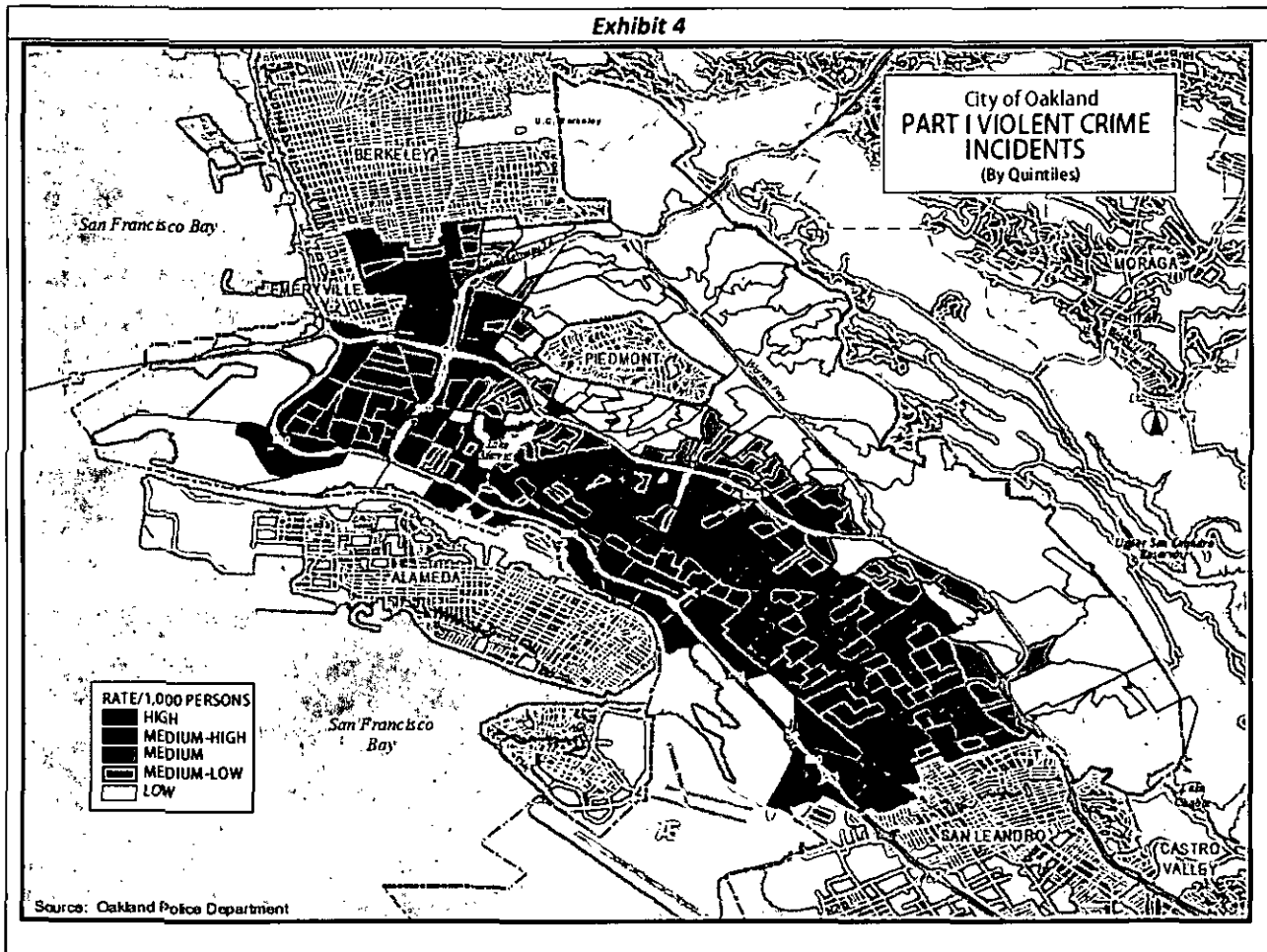
Each year the list of heartbreaking examples of innocent bystanders injured or killed by stray bullets continues to mount. Reducing the level of shootings in Oakland, and the destroyed lives that most often result, must be a priority of the Oakland Police Department and the Community it serves.

Crime Victims in Oakland

Violent Crime affects everyone in Oakland; however, it is more severe in certain areas of the City as the following map shows. The map below demonstrates that a substantial portion of the City of Oakland experiences high or medium-high rates of violent crime. The likelihood of being a victim of violent crime, or being an innocent bystander hit by a stray bullet is much higher in these areas of the City.

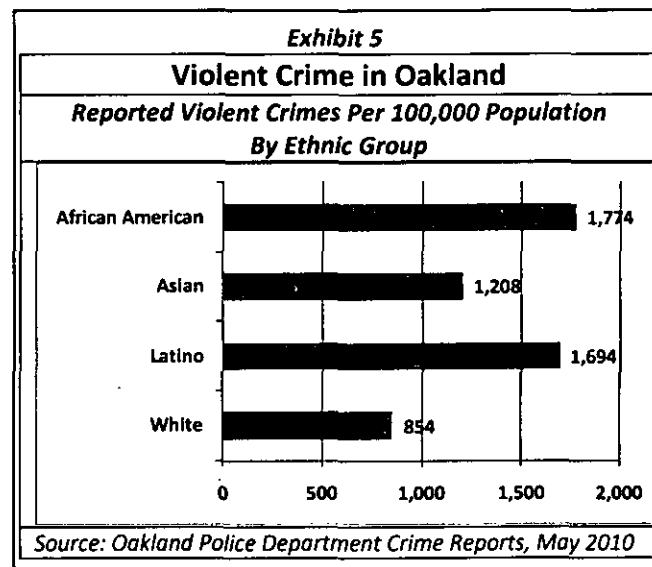


Exhibit 4



Violent crime not only impacts every area of the City of Oakland, it also impacts every ethnic group and every age group. Some may believe that the violent crime in Oakland is limited to certain ethnic groups. Although the African American and Hispanic communities are more severely impacted by violent crime all ethnic groups are impacted. The following exhibit shows the victims of violent crime in 2009 by ethnic group.

African Americans and Latinos have a much higher likelihood to be victims of violent crime than other ethnic groups. While the





violent crime rate for Asians and Whites is lower, it is still much higher than reported violent crime rates in other large cities in California.

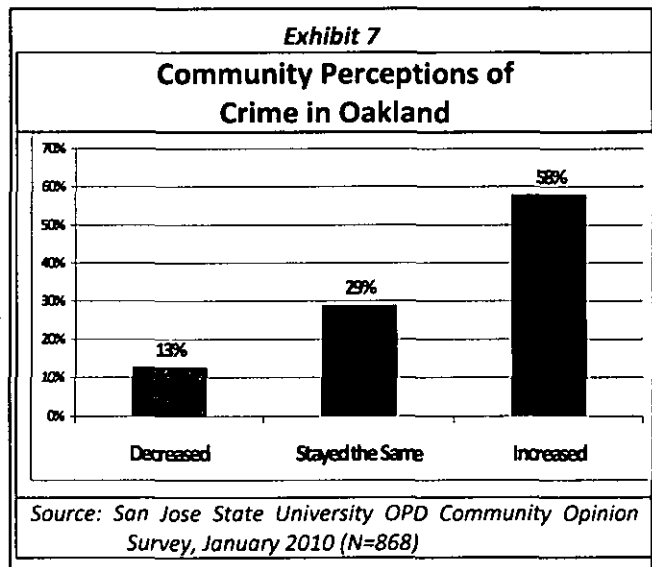
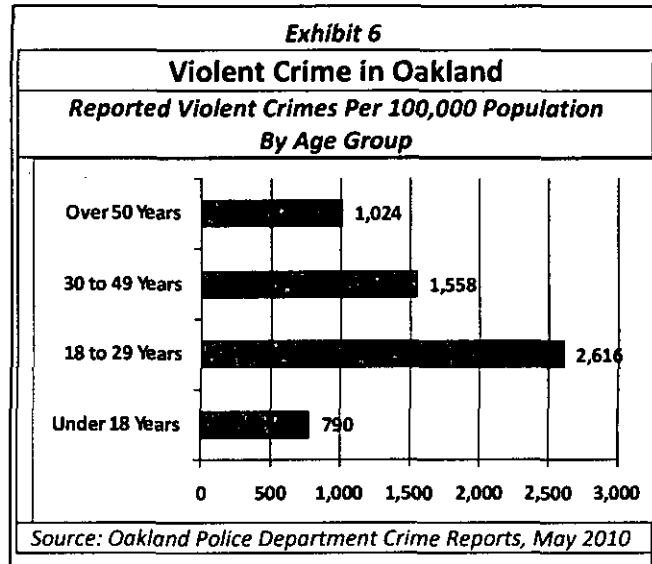
The average violent crime rate for large cities in California (including Oakland) was 759 per 100,000 population. Sacramento had the next highest rate of violent crime, with 866 per 100,000 population. Oakland's overall violent crime rate was 1,592 per 100,000 population.

Being a young person in Oakland poses a substantial risk for being a victim of violent crime. Young people between the ages of 18 and 29 have a high likelihood of being a victim of violent crime. Young people in this age group have a 64 percent greater likelihood to be a victim of violent crime. The rate of violent crime for individuals in this age group is about two and one-half times that of people over 50 years of age.

Community Perception of Crime in Oakland

While the violent crime rate in Oakland is very high, many in Oakland feel that crime is moving in the wrong direction. Over half of the Community members surveyed feel crime has increased. Only 13 percent feel crime has decreased. The remaining 29 percent see no change in crime in Oakland.

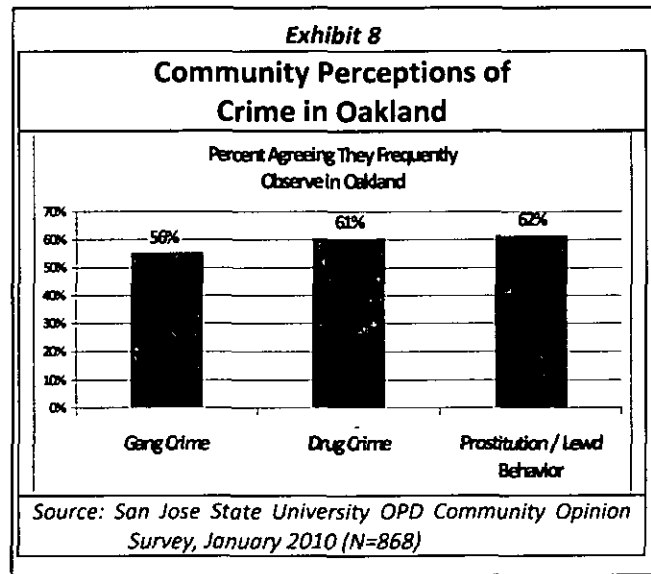
Members of the Community have shared their concerns about crime in Oakland at the numerous strategic plan input meetings held. Mothers and fathers who are afraid to let their children play outside because they may be hurt or killed, business people who are afraid to open and operate their business for fear of being harassed or robbed shared their concerns during the strategic plan meetings.





Many members of the Oakland Community frequently observe crime in Oakland. In each category of crime – gang, drug, and prostitution – a majority of those surveyed agreed they frequently see these crimes in Oakland. This open and apparent crime activity adds to the perception of Oakland as a high crime Community.

Making Oakland one of the safest large cities in California by the Year 2015 is definitely a stretch goal for the Oakland Police Department. However, making this goal a reality is critical to the future health and well-being of the Community of Oakland.



The OPD is committed to achieving this vision, in partnership with the Community. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns

OPD's current proactive violence suppression and enforcement efforts are fragmented among numerous specialized units. The individual focus and efforts of each of these units have been valuable and productive; however, these efforts have been largely uncoordinated and have lacked a common focus.

Recently, these units have been provided a common focus – gangs, drugs, and guns. Additionally, 90 violence reduction plans have been developed and implemented to strengthen this focus and coordination. In the longer-term, these units may be more productive if they are consolidated into a proactive violence suppression and enforcement unit.

It is essential that proactive violence suppression and enforcement resources be highly focused given the limited resources of the Department, and the high level of violent crime in the City. The occurrence of violent crime throughout the City, by area, by time of day, and by day of week should be reviewed and analyzed to determine an optimal deployment schedule and assignment areas for proactive violence suppression and enforcement units.

While much can be accomplished by refocusing and redeploying existing proactive resources, it is clear that additional resources will be required in the longer term. Identifying the staffing requirements for these proactive units and requesting these additional resources will be pursued when such resources are available.



Developing and implementing clear and consistent direction for these units, making sure activities are well coordinated, and clear policies, protocols, and operational standards are in place are also essential to accomplishing this objective. In addition, supplementary tools such as gang injunctions or anti-loitering ordinances may be effective. The Department will work with policy decision makers to develop and implement these resources.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and implement 90 day violence reduction tactical plans using current violence suppression and enforcement units.
- Review the current allocation of personnel among specialized units Department-wide, and determine which units to combine to establish a consolidated proactive violence suppression and enforcement unit.
- Review and analyze the occurrence of violent crime by time of day, day of week, and location to determine the optimal deployment schedule and assignment areas for the consolidated proactive violence suppression and enforcement unit.
- Identify the staffing requirements for the proactive violence suppression and enforcement unit based on deployment analysis and request additional personnel to fully staff the unit.
- Establish clear and consistent direction for the proactive violence suppression and enforcement unit including well defined and specific operational goals and objectives.
- Conduct weekly coordination meetings with area commanders and proactive unit commanders to establish weekly priorities and tactics. Communicate these priorities to proactive unit and patrol personnel.
- Develop and implement policies and protocols for the proactive violence suppression and enforcement unit that define operational standards including an intelligence-led policing approach.
- Develop performance standards, monitor and report weekly performance for the proactive violence suppression and enforcement unit.



Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement Agencies in the Region Working to Suppress Violence and Reduce Crime

OPD is one of many law enforcement agencies working in Oakland and the Bay Area to suppress violence and reduce crime. Each of these agencies collects and analyzes criminal intelligence and have ongoing enforcement operations. Partnering and coordinating with these agencies can contribute to making Oakland a safe City.

Additional assistance will be requested from each of these agencies to expand and enhance the Department's efforts. Planning and coordination will also be expanded, and the Department will take a more active role in regional planning and implementation of changes impacting regional law enforcement services.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Request increased assistance and resources from Federal law enforcement agencies including the FBI, DEA, ATF, IRS, USSS and the U.S. Marshals to focus on suppressing violence and reducing crime.
- Conduct monthly planning and coordination meetings with regional municipal law enforcement agencies to develop targeted cooperative operations and leverage existing partnerships.
- Conduct monthly planning and coordination meetings with the District Attorney's Office and other elements of the criminal justice system to develop and implement near-term objectives and tactics to suppress violence and reduce crime.
- Take an active role in the ongoing planning and implementation of changes in regional law enforcement services including communications, laboratory services, detention services, air support, etc... to improve services and reduce costs or contract-in services with other agencies.
- Identify potential services other regional law enforcement agencies could provide to OPD to enhance its ability to serve the Community and reduce costs.
- Actively use the City's State and Federal lobbyists to advocate for resources and legislation beneficial to Oakland and the OPD's mission.



Strategic Objective 1.3: Strengthen OPD’s Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland

One of the most effective tools for reducing violence and crime in Oakland is the effective collection, analysis, and use of intelligence. Much of the violent crime that occurs in Oakland is the result of ongoing disputes between rival gangs or ongoing disputes between individuals. Collecting and using information on these disputes can help prevent and reduce homicides in Oakland.

About 39 percent of the homicides committed in Oakland in 2008 were the result of the activities of gangs or criminally active groups. Nearly 25 percent of the remaining homicides were the results of personal disputes between individuals, with most of these being ongoing disputes. Another nearly 10 percent of the homicides were related to drugs. Taken together, nearly three-quarters of the homicides in Oakland were related to gang or criminal active groups, personal disputes, or drugs.

Having the right information at the right time – and using this information to target violence suppression and enforcement efforts - can potentially reduce the level of violence. To improve the Department’s intelligence collection and analysis capabilities the existing crime analysis function will be centralized. A Department-wide approach to “intelligence-led” policing will be developed, along with new policies, procedures, training, and technology. In the longer term, a Counter-Terrorism Unit will be developed, staffed, and trained.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Centralize existing crime analysis function within Investigations to provide more coordinated analysis and results.
- Develop a Department-wide philosophy of intelligence-led policing and operationally integrate Intelligence-Led Policing into the OPD.

<i>Exhibit 9</i>		
Oakland Homicide Circumstances in 2008		
Circumstance	Number	Percent
Gang / criminally active group – related	49	39.2%
Ongoing dispute between two gangs / groups	25	20.0%
Personal dispute with gang / group dynamics	16	12.8%
Drug dispute with gang / group dynamics	6	4.8%
Robbery with gang / group dynamics	2	1.6%
Personal dispute	31	24.8%
Ongoing dispute between individuals	20	16.0%
Sudden dispute between individuals	11	8.8%
Drug-related	12	9.6%
Drug business dispute	8	6.4%
Drug robbery	4	3.2%
Robbery	8	6.4%
Domestic / family violence	6	4.8%
Other	7	5.6%
Unknown	12	9.6%
Totals	125	100%

Source: Understanding Serious Violence in Oakland: Preliminary Findings, Anthony A. Braga, Ph.D., Harvard University, January 2010



- Develop policies and procedures for the collection, development, analysis, sharing and use of intelligence among OPD and external partners. Ensure privacy issues are protected in policy and practice.
- Provide training to field and investigative personnel on collecting usable information and intelligence.
- Acquire technology tools that facilitate the development and analysis of information and intelligence using existing information on crime, calls for service, field interviews, witness and victim information, and other sources.
- Connect to the California criminal justice network and regional intelligence databases, and participate in information sharing initiatives.
- Routinely use intelligence to improve tactical and strategic decision making.
- Establish a well trained and responsive Counter Terrorism Unit.
- Train Department employees as Terrorism Liaison Officers (TLOs).
- Train all Department employees in Homeland Security mandates and critical facility protection and response.

Strategic Objective 1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland

The level of violence and crime in Oakland is largely due to underlying economic and social issues. These include poverty, a lack of jobs and other opportunities, and for many, limited future options and hope. Clearly, the long term solution is to address these underlying issues. Violence suppression and enforcement alone cannot provide long-term solutions.

Numerous organizations in Oakland are working to prevent and reduce violence and crime, including City of Oakland and Alameda County programs. It also includes programs and efforts of community and faith based organizations. The long-term success in reducing crime and violence and making Oakland a safe city requires OPD to have strong partnerships, and work in coordination with these agencies and programs.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.



- Develop and work with policy decision makers to implement additional violence suppression and enforcement mechanisms to strengthen OPD's ability to address violence and reckless behavior (e.g., gang injunctions, anti-loitering ordinances, etc.)
- Work with the Oakland Unified School District to reduce the level of truancy, and to provide gang and drug resistance education and training to elementary and middle school students.
- Expand interaction with Oakland's youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, Code 33, and Our Kids (O.K.) Mentoring Program.
- Fully and actively participate in existing efforts to plan and coordinate efforts among City, County, and Community Based Organizations to prevent and reduce violence and crime in Oakland.
- Advocate for and support efforts to develop broad based violence and crime prevention planning and coordination among all public and community organizations.
- Identify violence and crime prevention services provided by other government and Community service organizations and provide it to enforcement personnel as referral opportunities for individuals at risk.
- Develop operational partnerships to develop multi-agency approaches to permanently transform violence and crime "hotspots" throughout the City.

Strategic Objective 1.5: Develop and Implement Innovative and Effective Approaches to Reducing Violence and Crime in Oakland Working with the Academic and Research Community

Making Oakland one of the safest large cities in California (given the likelihood of ongoing severely limited resources) will require innovation. The Department will develop strong partnerships with the academic and research community to assist in developing these innovative and effective approaches.

An advisory group of regional academic leaders in the fields of law enforcement and criminal justice has already been established to provide assistance and guidance. Research partners will be identified to assist the Department and community with pursuing grant funding where available. Ongoing efforts to work with the academic and research community will continue and be expanded when opportunities are present.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Establish an advisory group of regional academic leaders in the fields of law enforcement and criminal justice to provide assistance and guidance to the Chief and Department.
- Identify specific issues and areas of research in which to request assistance from the academic and research communities.
- Identify grant funds available to conduct research and develop and implement innovative and effective approaches to reducing violence and crime in Oakland and pursue funding in partnership with the academic and research communities.
- Continue to work with the academic and research communities to implement innovative approaches including, Operation Ceasefire and the "Call-In Program."

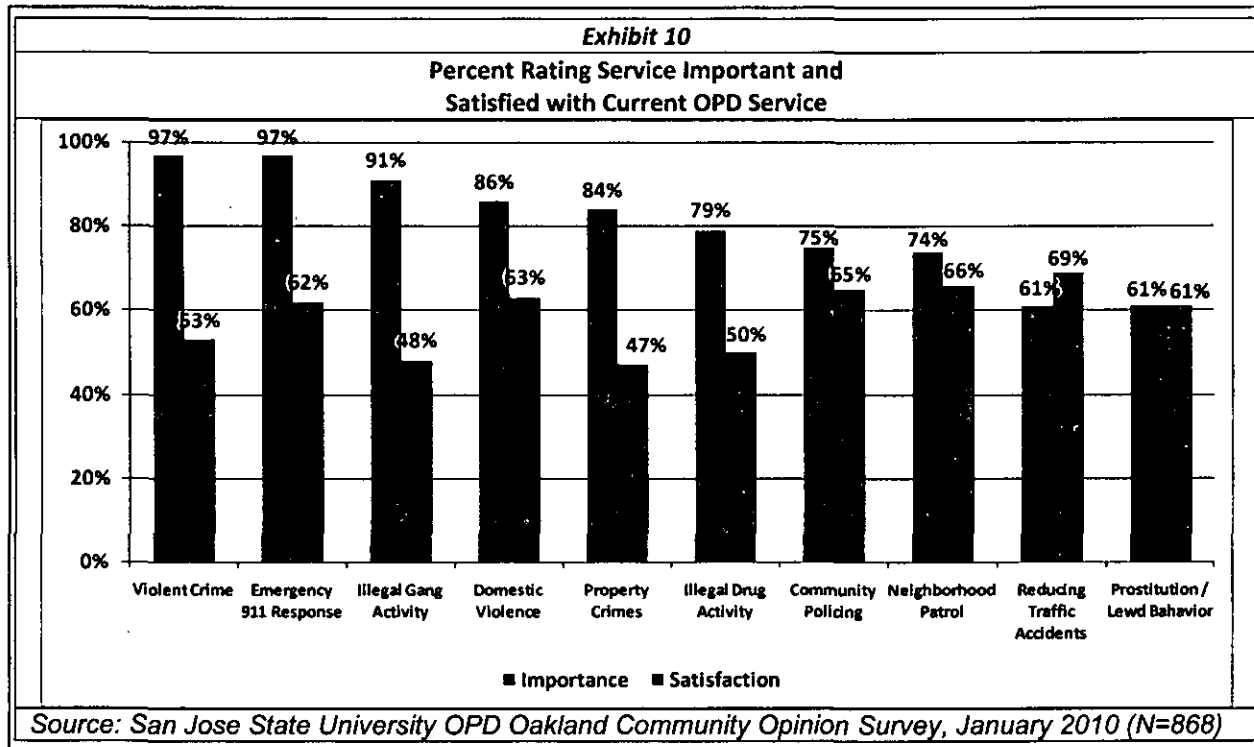


Vision 2: The Oakland Police Department Provides High Quality Services in a Community Driven and Customer Friendly Manner

Like most public organizations, the Oakland Police Department is a service providing agency. It was created, and continues to exist, to serve the Community of Oakland and to meet the needs of its members. The future success of the Police Department is directly tied to how well it serves the needs and priorities of the Community. The quality and effectiveness of these services has a major impact on the level of crime and the feelings of safety in any community

Focusing on the priorities of the Community is also a basic principle of community policing. To successfully implement community policing the Department's foundation must contain a comprehensive understanding of the community and its priorities, as well as an ongoing commitment to focus on those priorities.

The following exhibit shows how Community members rated the importance of services provided by the OPD. The majority of Community members rated all of the services provided by the OPD as either extremely or very important. The most important services to the community were addressing violent crime and responding to emergency 911 calls for service. For each of these services 97 percent rated them as either extremely or very important. Addressing illegal drug activity and domestic violence also had a high percentage, rating them as extremely or very important.

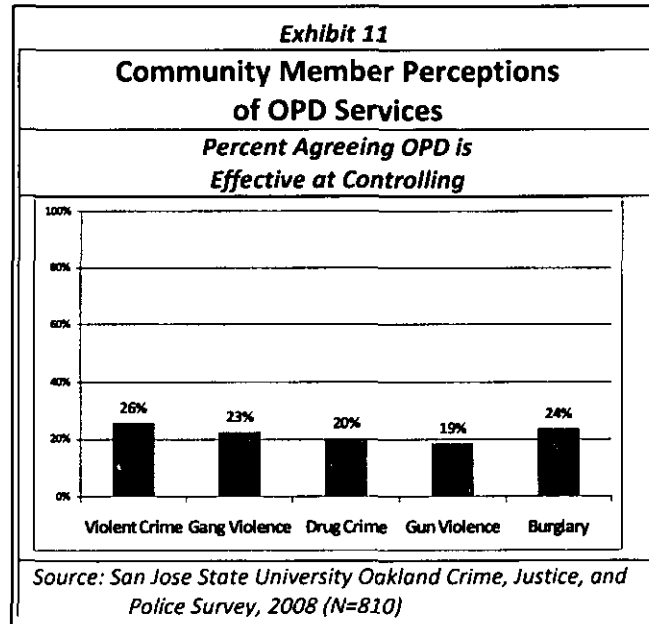




This exhibit also shows the level of satisfaction with each of the services provided by the Police Department. The percentage of Community members that are either very or somewhat satisfied with these OPD services ranged from 47 percent for property crimes, to a high of 66 percent for neighborhood patrol.

Less than half of Oakland Community members agreed the OPD was effective in controlling violent crime, gang violence, drug crime, gun violence, or burglary.

The OPD is committed to improving its services and providing high quality services based on the Community's priorities.



The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance.

When a member of the Community dials 911 there is most likely an urgent need for some type of police service. There may be a robbery in progress, or a personal assault occurring. A Community member may have just returned home to discover their home had been broken into and burglarized in their absence, or car may have been stolen.

911 calls received by the Police Department may also be for medical emergencies or to report fires. Since the Police Department is the Public Safety Answering Point (PSAP) for Oakland, all calls to 911 are initially answered by the Police Department. The Police communications staff answering the call will get enough information to determine the type of emergency. If the call is for a medical emergency or fire the call will be transferred to the Fire Department for processing.

Regardless of the specific situation, members of the Community should have a reasonable expectation that such calls will be answered quickly, information transferred efficiently, and the appropriate response made; unfortunately this is not always the case. On average, it took 17 seconds for the Oakland Police Department to answer 911 emergency calls in 2009. It was not unusual for calls to be on hold for five or more minutes on the 911 line prior to getting through to an emergency call taker. The longest hold time for 2009 on the 911 line was 9.7 minutes.



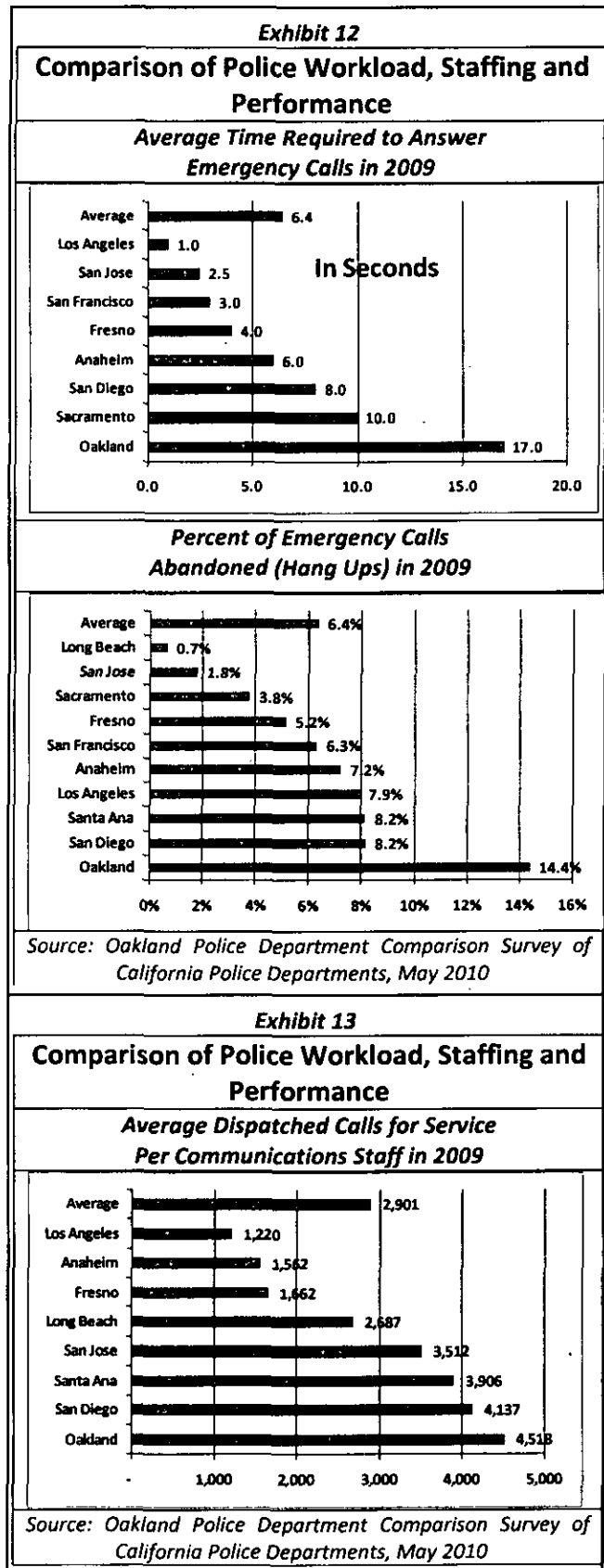
The answering and hold times are even longer on the Police Department's non-emergency lines, with an average of 29 seconds for the two non-emergency numbers. The longest hold time on the two non-emergency lines was 43.2 minutes.

The call answering speed for Oakland was much longer than for other police departments serving California's largest cities. The average for the cities we were able to compare was 6.4 seconds, close to one-third as long as Oakland.

Not surprisingly, the percentage of emergency calls that are abandoned, or where the caller hangs up prior to the call being answered, is much higher in Oakland. Over 14 percent of the calls to the Oakland Police Department were abandoned in 2009. This is more than twice the average of 6.4 percent for the other large cities in California, and well above the next highest percentage in San Diego at 8.2 percent.

One of the primary reasons for the longer answering time and higher abandoned call rate in Oakland is the level of workload required of each dispatcher answering and dispatching calls for service. As the exhibit shows, the average number of dispatched calls per communications staff was higher for the Oakland Police Department than other departments. The average communications staff in Oakland handled 4,518 dispatched calls in 2009, which is about 56 percent more calls each than the average of the other cities.

The Oakland Police Department must clearly improve its call answering and handling speed to provide a better quality





service to the Community. Accomplishing this will clearly involve enhanced staffing, filling vacant positions, and revising the staff positions for call taker and dispatcher. Other changes will be required to improve this service which includes reviewing and revising policies and procedures, call priority rankings, and the method of call dispatch.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Re-assign sworn staff from Radio Room to other sworn functions and fully civilianize communications staff to reduce costs.
- Recruit and fill vacant dispatcher positions and maintain full staffing to the extent practical.
- Review the potential to develop separate call taker and dispatcher positions to provide a more effective career ladder and reduce the loss of effective call takers that are not able to make the transition to dispatching.
- Review and revise the shifts and schedule for call takers and dispatchers to reflect the distribution of call workload by day of week and time of day to the extent practical.
- Develop and implement policy and procedures for answering and handling 911 calls on hold to reduce the time required for a 911 call to initially be answered.
- Review and revise the call priority ranking to clarify how each call type should be handled and dispatched, including developing alternate methods of response (other than a physical response), and increase online crime reports.
- Review and revise the process for dispatching calls so calls are dispatched regardless of unit availability, allowing field units to know of calls requiring a response.
- Explore the potential for dispatching calls via the data system rather than by voice, to reduce the time required for dispatch.
- Plan for the implementation of Enhanced 911 (accepting 911 calls from cell and mobile phones directly based on location of the caller) and the potential expanded call volume from its implementation.
- Develop performance standards, monitor and report monthly performance for call answering, handling, and dispatch.



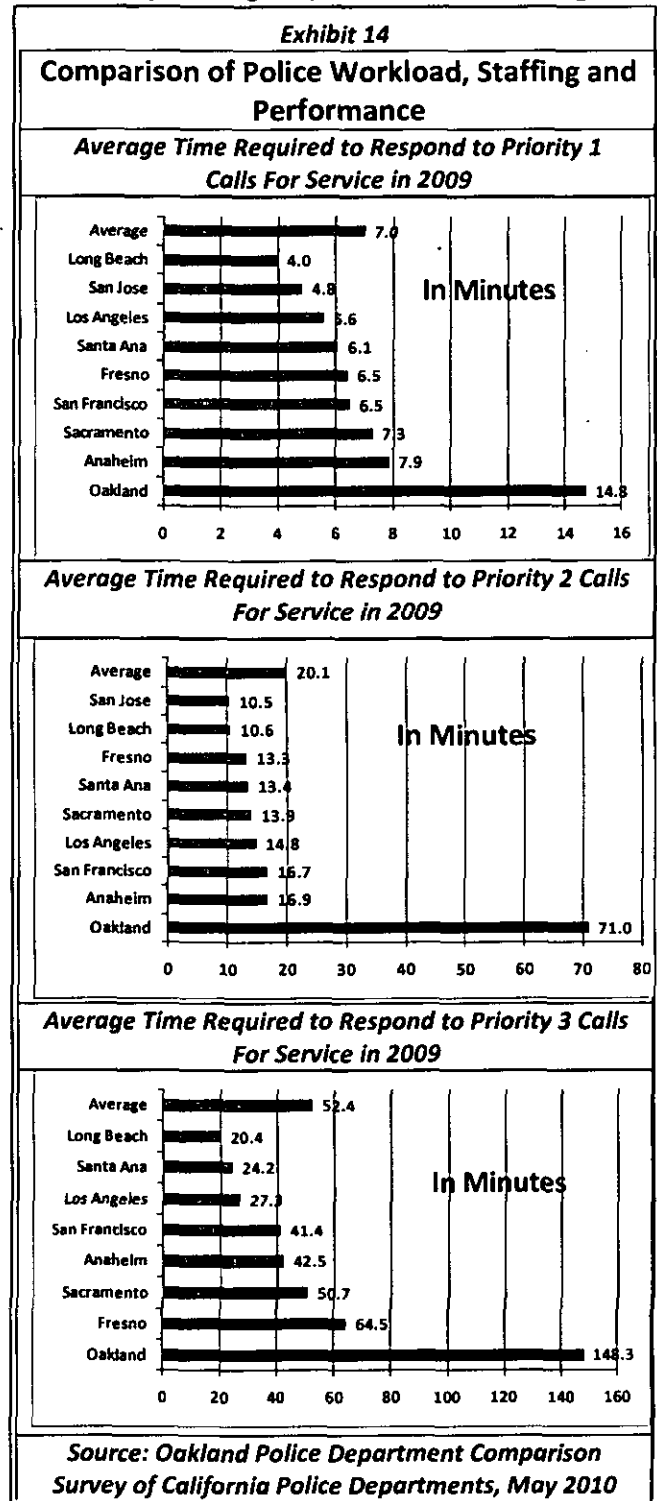
Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

Responding to emergency calls and effectively addressing emergency situations is a high priority to the members of the Oakland Community. Ninety-seven percent of Oakland Community Members rated this service as either extremely or very important. Only 62 percent were satisfied with the current level of service provided by the Department.

Calls for service that require a physical police response are categorized and dispatched by Oakland Police in three priorities:

Priority 1 Calls: Are the highest priority and include situations where life or property is in imminent danger. These include crimes in progress such as robberies, rapes, assaults, or burglaries. These also include violent domestic disturbances, reports of individuals with guns or shots fired. A reasonable standard is for no more than 5 minutes to elapse from the time someone dials 911 until a police officer is on-scene for a priority 1 call. In Oakland, it takes an average of 14.8 minutes to respond to a priority 1 call. This is substantially higher than the average of 7 minutes for all the cities compared.

Priority 2 Calls: Include situations that require a fairly immediate police response, with no immediate threat to life or property. These could include family disputes, disturbances of the peace, and suspicious activities. Ideally, these calls should be responded to in between 10 and 15 minutes. In Oakland, it takes an average of 71 minutes to respond to a priority 2 call. This is substantially higher than the average of 20.1 minutes for all the cities compared and over four times as long as the next highest city.





Priority 3 Calls: Include calls where there is no substantial threat to life or property, but a police response is needed. These include taking reports on crimes where a significant amount of time has elapsed since the occurrence of the crime. For example, someone comes home from work to find their home had been broken into several hours earlier. Ideally, these calls should be responded to within about 30 minutes. While there may be no immediate threat, being a crime victim can be traumatic and waiting for a police response for a long time adds to that trauma. In Oakland, it takes an average of 148 minutes to respond to a priority 3 call. This is substantially higher than the average of all the cities compared, and over twice as long as the next highest city.

These delays are primarily due to a lack of patrol units available to be dispatched to these calls. The number of dispatched calls for service for each sworn officer assigned to respond to these calls was much higher than for most other police departments in California's large cities. Oakland Police responded to an average of 787 calls for service per patrol staff in 2009. This is nearly 50 percent more calls than the average of 517 calls for all departments compared. The result of this high level of workload is that patrol units are often not available to respond quickly to calls.

Providing a police presence in neighborhoods to deter crime and provide a sense of security is another basic police service. Many members of the Oakland Community have said that for many neighborhoods in Oakland there is no police presence until there is an incident. Providing a police presence in neighborhoods requires that patrol officers have time available for directed patrol and for initiating enforcement activities when required. It is generally accepted among police professionals that (to be effective) patrol officers should spend at least one-third of their time in these directed patrol and officer initiated activities. The International Association of Chiefs of Police (IACP) has recommended that the amount of patrol officer time available for these activities be 40 percent.

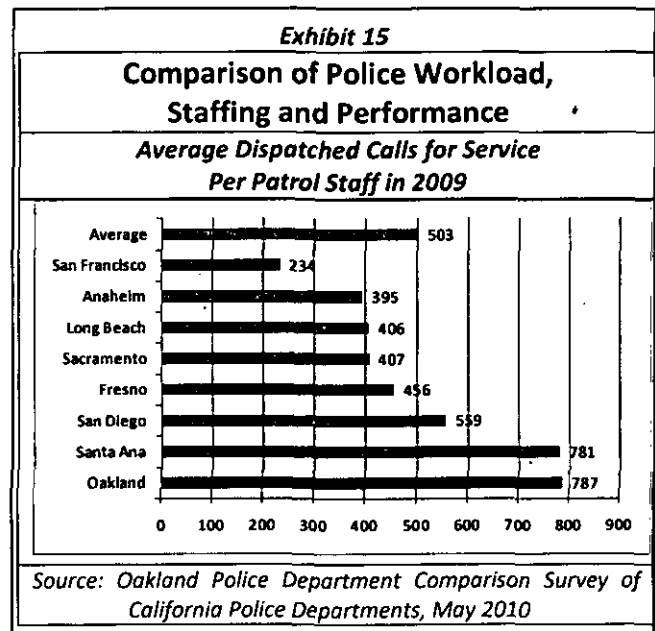


Exhibit 16
Comparison of Current Patrol Staffing with Recommended Staffing Levels

Actual Patrol Officers in 2009	334	Shortage
Minimum Recommended Staffing (33% Officer Initiated Time)	420	86
IACP Recommended Staffing (40% Officer Initiated Time)	517	183

Source: Evaluation of Actual Calls for Service and Staffing Requirements, Analysis Central Systems, August 2010



An analysis of actual calls for service responded to by Oakland Police patrol officers shows that the current patrol staffing is not adequate to meet either the 33 percent or 40 percent targets. An additional 70 patrol officers would be required to provide 33 percent of officer initiated time, and an additional 159 officers would be required to meet the 40 percent target.

The Department has already begun moving sworn personnel from other functions into the patrol function to provide better patrol presence in neighborhoods and improve the response to Community calls for service. The current deployment of patrol officers by time of day and day of week will also be modified to better match demand for patrol services. Approaches to increasing the amount of time patrol units are available to respond to calls and patrol neighborhoods will be developed. In addition, the current beat structure and assignments will be revised to provide more effective deployment and better maintain beat integrity. Improved technology will also be used to better match resources and response requirements.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Acquire and implement the Police Resource Optimization System (PROS) to analyze Community call for service workload by beat, day of week, and time of day, to determine the optimal deployment approach for patrol resources based on call for service workload.
- Revise the deployment schedules and beat assignments for patrol resources based on the results of the PROS analysis, including beats that should be staffed with two-officer units (stresser beats), and those requiring one-officer units.
- Develop and implement policies and monitoring procedures for ensuring patrol units are deployed as assigned.
- Move police resources from other OPD functions into patrol functions to the extent practical.
- Review and revise the current beat structure and boundaries based on demand for service and workload – combining some beats with low demand for service and splitting other beats with high demand for service.
- Acquire and maintain adequate patrol vehicles and equipment to ensure patrol officers and units can be deployed.
- Explore options for maximizing the amount of time patrol units spend in the field and availability to handle calls including:
 - Expediting the patrol “line-up” process and time to the extent possible;



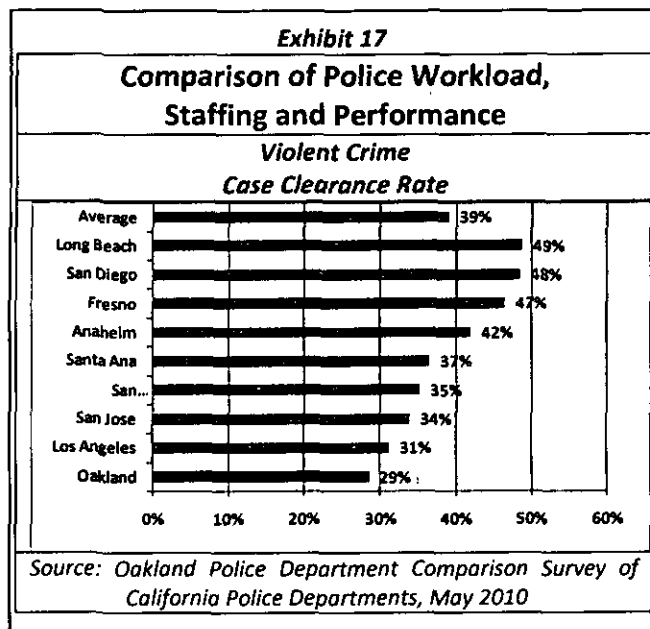
- Developing a field transport system for booking suspects in the field and transporting them to jail; and
- Streamlining the administrative and reporting processes required of patrol personnel.
- Improve field supervision on units responding to calls to expedite the return to service of units no longer needed as quickly as possible.
- Develop and implement policies and procedures for maintaining beat integrity for patrol units – assigning patrol units to specific beats and requiring units to remain on their designated beats to the extent practical.
- Acquire and implement GPS / AVL Technology to provide the ability to centrally monitor and supervise patrol resources and dispatch based on location.
- Develop performance standards, monitor, and report monthly performance for responding to calls for service by priority.

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations

Effectively investigating and solving crimes that have occurred is a key basic police service. When a crime does occur it is important that they be investigated and prosecuted – this is key to preventing future crime as well as providing justice for victims. The OPD’s investigative resources are spread very thin – and many crimes in Oakland are not investigated at all.

Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the District Attorney or City Prosecutor. Investigators support the prosecution of suspects, and often testify during criminal trials.

Violent crimes include homicides, robberies, assaults, and rapes. Addressing violent crime was the top priority of the members of the Oakland Community. Ninety-seven percent of Oakland Community Members rated this service as either extremely or very important. Only fifty-three percent were satisfied with the





current level of service provided by the Department

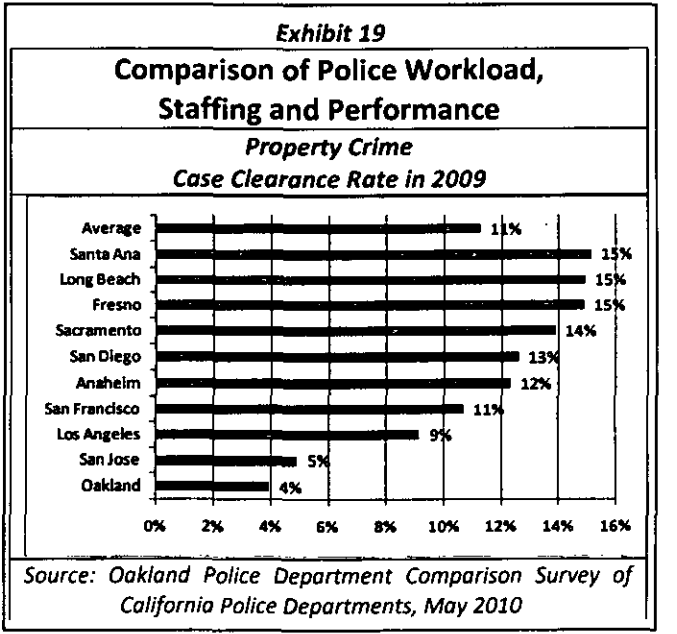
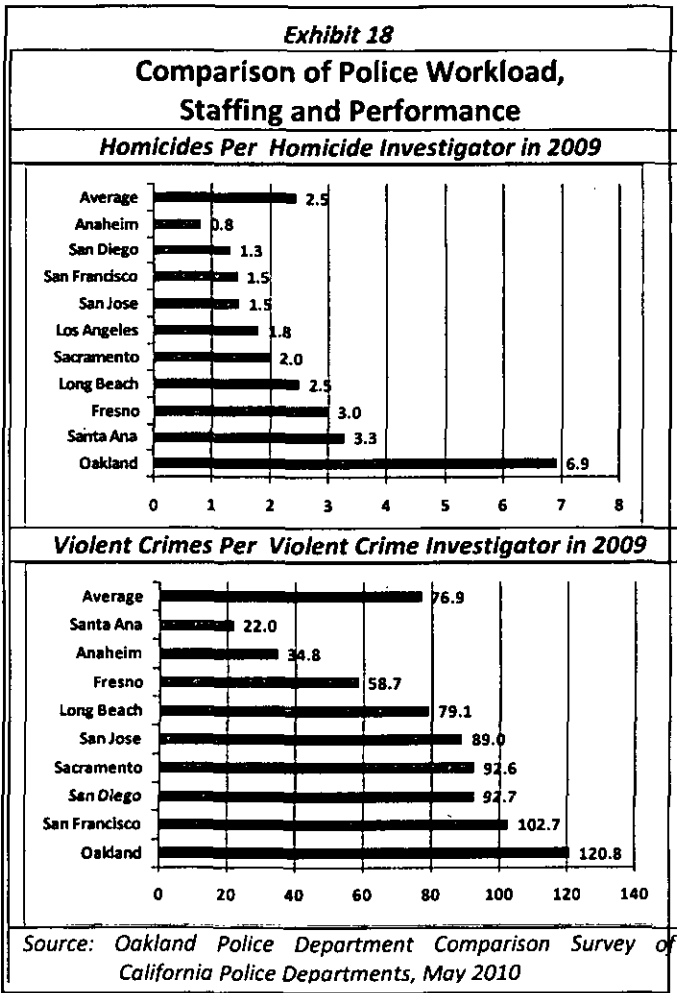
The percentage of violent crimes that are solved, or cleared, in Oakland is lower than in any of the other large California cities. Only 29 percent are cleared, compared to an average of 39 percent for all the cities compared.

A key reason for the relatively low percentage of cases solved or cleared is the number of these crimes that must be investigated by each investigator assigned to these investigations. In Oakland, in 2009 there were about 7 homicides for each homicide investigator assigned to investigate homicides. This is almost four and one-half times as many as the average of 2.5 for the other large California cities.

Similarly, there are more violent crimes that occur in Oakland for each investigator assigned to these cases than in other cities. In Oakland in 2009 there were about 121 violent crimes for each investigator assigned to these cases. This is nearly 60 percent more cases than the average of about 77 for the other large cities in California.

Property crimes include burglaries, auto thefts, larceny, and forgery or fraud cases. Addressing property crime was a lower priority of the members of the Oakland Community. However, eighty-four percent of Oakland Community Members rated this service as either extremely or very important. Only forty-seven percent were satisfied with the current level of service provided by the Department.

As with violent crime, the percentage of property crimes that are solved or cleared in Oakland is lower than in any of the other

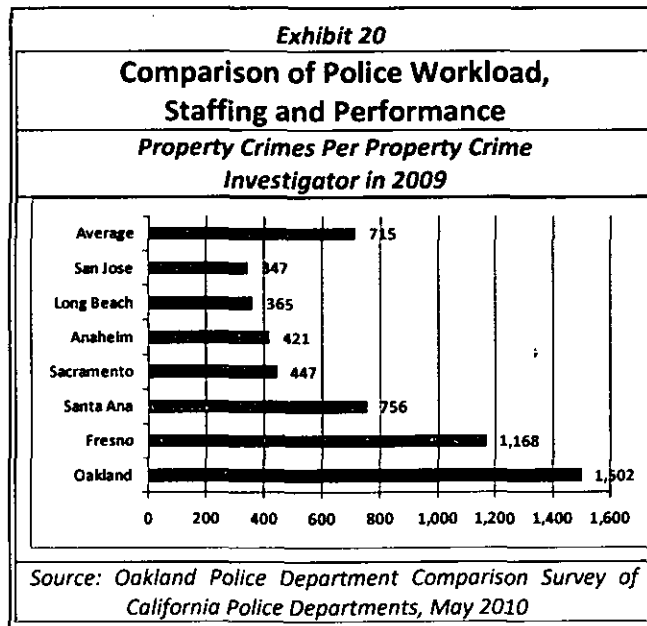




large California cities. Only 29 percent are cleared, compared to an average of 39 percent for all the cities compared.

Like violent crime, there are more property crimes that occur in Oakland for each investigator assigned to these cases than in other cities. In Oakland in 2009 there were about 1,500 property crimes for each investigator assigned to these cases. This is over twice the number of cases than the average of 715 for the other large cities in California.

It is important to note that the number of investigators assigned to these crimes in Oakland is proportional to the other cities based on the size of each city. The difference is that the violent crime rate and the number of violent crimes committed in Oakland is substantially higher than in the other cities. This high rate of violent crime creates a tremendous demand for service or workload for the Oakland Police Department's investigators.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Review the caseload and staffing of criminal investigations and enhance the staffing level to match caseload.
- Deploy investigative personnel to match workload, including increased evening, night, and weekend shifts.
- Increase the level of field deployment of investigative personnel to conduct investigations, interview victims and witnesses, and collect evidence.
- Develop a working group in investigators and prosecutors from the District Attorney's Office to develop a working agreement on case filing and prosecution policies.
- Develop a plan to use civilian personnel to perform routine tasks related to investigations and case filing to expand the available time for sworn investigators to conduct investigations and reduce costs.



- Review the current structure, assignment, and staff composition of the crime scene response units and revise to make their function more consistent and aligned with the Crime Laboratory.
- Expand the capability of crime scene response units to collect evidence at the scene of crimes.
- Expand the capability of the crime lab to process evidence in a timely manner.
- Explore the potential for forensic laboratory services from other regional law enforcement agency laboratories.
- *Develop performance standards and monitor and report monthly performance for criminal investigations, crime scene investigations, and crime lab services.*



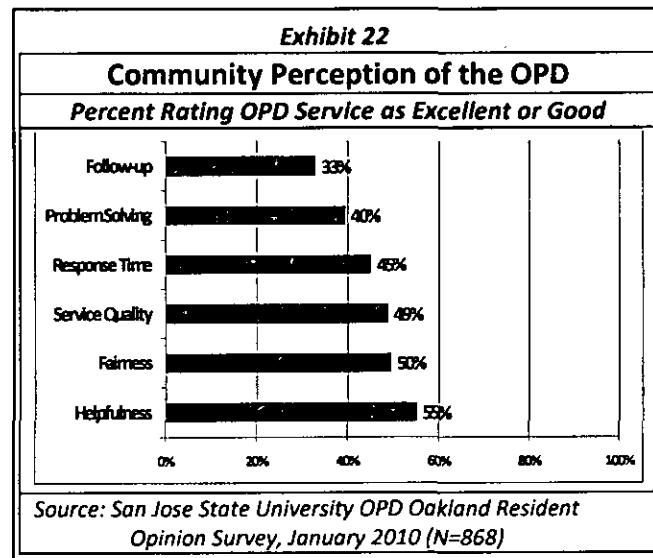
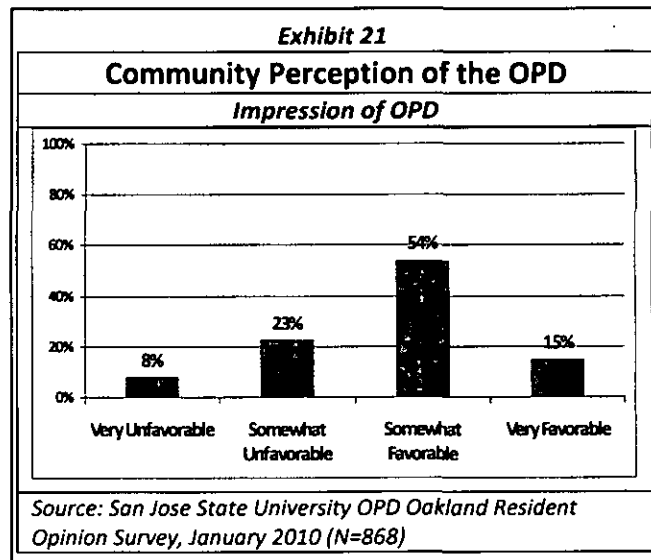
Vision 3: The Oakland Police Department is Trusted, Respected, and Valued By Those it Serves

For any police organization to be effective it must have the trust and respect of the Community it serves. The Police Department needs public support and cooperation to be effective in its order-maintenance role, and particularly benefits when they have the voluntary support and cooperation of most members of the public, most of the time.

Voluntary support and cooperation of the Police Department is linked to judgments about the legitimacy of the police. A central reason people cooperate with the police is that they view them as legitimate legal authorities, entitled to be obeyed. These public judgments about the legitimacy of the police and of policing activities are based on the public's assessments of the manner in which the police exercise their authority. Enhancing the Community's views about the legitimacy of the Police Department is essential to their success.

A total of 69 percent of the Community have a somewhat or very favorable impression of the Police Department. That leaves 31 percent of the Community members with a somewhat or very unfavorable impression of the OPD.

The level and quality of service provided by the Police Department has a major impact on the impression members of the Community have of the Department. When asked to rate the quality of service provided by OPD fewer than half rated those services as excellent or good. About half viewed OPD as helpful and fair. Fewer than half rated OPD's service quality, response time, problem solving, and follow-up as excellent or good. Making improvements in the quality of services provided, as outlined in the earlier sections of





this strategic plan, will contribute to improving the Community's impression of the Department. The OPD is committed to improving the Community's level of trust, respect, and value for the Department. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU

In January 2003, the City of Oakland entered into a Negotiated Settlement Agreement as a result of a case of misconduct against four Oakland Police Officers. The Agreement set up an effective system to identify problem officers, investigate complaints related to officer conduct and ensure that officers who train others are the best in the Department.

The reforms and standards required by the Agreement aimed to make the Oakland Police Department one of the best in the nation by promoting effective and respectful policing. The Department considers compliance with the Agreement to be part of its commitment to provide competent and effective law enforcement to the citizens of Oakland. The goals of the Agreement are to use the best available practices for police supervision, training and accountability, and to enhance OPD's ability to protect the lives, rights, dignity and property of the community.

The original timeline for reaching compliance with the NSA was January 2008. The Department was not in compliance at that point and the NSA was extended for two additional years, through January 2010. In January of this year a number of requirements of the NSA had still not been completed. Rather than further extend the NSA the parties agreed to continue efforts toward compliance and documented this agreement in a Memorandum of Understanding (MOU).

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Review policy and procedures and develop mechanisms to gain compliance in outstanding settlement agreement tasks including:
 - Task 3: IAD Integrity Tests - 3.2 Proactive/reactive integrity tests
 - Task 5: Complaint Procedures for IAD - Gathering of evidence, evidence standards
 - Task 7: Methods of Receiving Citizen Complaints - 7.3 anonymous complaints
 - Task 16: Supporting IAD Process-Supervisor/Managerial Accountability - Properly identify and investigate supervisory failures



- Task 20: Span of Control for Supervisors - Sufficient primary sergeants
 - Task 24: Use of Force Reporting Policy - Notification of supervisors following Use of Force
 - Task 25: Use of Force Investigations and Report Responsibility - Use of Force investigation timeliness
 - Task 26: Use of Force Review Board (UFRB) - FRB scheduled in timely manner
 - Task 33: Reporting Misconduct - Anonymous complaints /confidential complaints
 - Task 34: Vehicle Stops, Field Investigations and Detentions - Accurate data, searchable database, forms completed
 - Task 42: Field Training Program - Reimplementation of FTP
 - Task 45: Consistency of Discipline Policy - Skelly hearing inconsistencies
- Revise the approach to completing the requirements of the NSA / MOU from compliance driven to an approach driven by improving OPD management and operations using the concepts and requirements of the NSA / MOU across all divisions.
 - Expand the command level resources of the Office of Inspector General to increase the focus on acceleration of the pace of accomplishment.
 - Collaborate with the Monitor as an advisor in developing and implementing policies, procedures, and approaches to improving OPD management and operations consistent with the NSA / MOU.
 - Create a culture and reality of effective accountability for accomplishing the requirements of the NSA / MOU.
 - Provide training, mentoring, and supervisory support for managers and supervisors to facilitate effective accountability across all divisions.

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the OPD and OPD Personnel

For the Police Department to be successful in meeting the needs of the Community it must be open and accessible to the members of the Community and must keep the Community well informed of its activities. There are definite barriers between the Department and Community. A major challenge for the Police Department is to develop an environment where individual Community members are comfortable to approach both the Department and individual officers, feel informed of and invested in police activities, and are enthusiastic about working together.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and institute a Department-wide philosophy and corresponding policies and procedures based on Community Based Legitimacy Policing standards.
- *Conduct an annual survey of Community members to determine their perceived level of safety, priority of services, rating of police services, perspective of the OPD, and suggestions for improvements and use to evaluate progress and performance improvements over the past year.*
- Conduct public meetings with Community and neighborhood groups throughout the City to solicit input into Police priorities and strategies.
- Develop and publish an annual progress report communicating to the Community the Department's efforts and results based on the Community's priorities.
- Implement individual body cameras on police officers in the field to record all officer interactions with members of the Community.
- Improve the language capabilities of the OPD and ability to directly communicate with Oakland's non-English speaking communities.
- Explore the use of current state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, internet, up-to-date OPD website, etc.).
- Expand the Public Information / Media Office to improve access to OPD by the media and address OPD's and the City's negative image with positive stories.
- Expand the use of Community Advisory groups to provide input and assist the OPD in identifying and resolving Community issues and concerns.
- Strengthen the day-to-day coordination and working relationship with the Neighborhood Services Division and pursue changes in organizational structure to integrate the Division back into the OPD.
- Develop a plan to have officers attend school programs, neighborhood watch meetings, and other Community events.
- Reinforce the new values of the OPD focusing on service to the Community, professional and respectful demeanor, courteous customer service, and Community-based legitimacy.



- Expand the number of Community volunteers working with OPD, especially reserve police officers.
- Expand Community awareness and interaction training for all personnel including Field Training Officers.
- Expand efforts to communicate with and develop common understandings with Oakland's youth, focused on the role of OPD in meeting their needs.
- Expand efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent practical.
- Explore the potential for providing encouragement and incentives for sworn OPD personnel at all levels to live within the City and become involved in the Community.

Strategic Objective 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community

A key way to improve the level of trust, respect, and value for the Police Department is to increase the level of positive interaction between OPD and the Community. This will require some training of police personnel on how provide better Community and customer oriented service, and an increase in the importance placed on this positive interaction. Time must be made available for this interaction, and recognition and incentives provided to encourage this positive interaction. Positive information can also be developed and shared with the media.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and implement a comprehensive employee training program on Community and customer oriented service and legitimacy policing.
- Communicate and demonstrate to employees at all levels the importance of Community service and legitimacy orientation and customer service to the future success of the OPD.
- Communicate and demonstrate the importance of good police work (timeliness, courteousness, empathy, diligence, etc.) to improving the image and success of OPD.
- Develop and implement a recognition program for employees that excel in providing Community and customer service.
- Encourage police personnel at all levels to walk and talk in neighborhoods, and interact with members of the Community in informal settings, to the extent practical.



- Encourage police personnel to actively brief individuals in neighborhoods about OPD activities including crime problems, police activities to resolve those problems, and ways Community members can provide assistance.
- Develop an ongoing program of interaction with the business community, including identifying their concerns and issues, informing them of OPD activities, and identifying opportunities to work together to address issues and concerns.
- Develop and encourage the press/media to publish positive information about the Community's or OPD's activities.
- Develop programs for KTOP that inform the public on OPD activities and operations.
- Develop Community or business sponsored ads that inform the public on or promote police issues and activities.



Vision 4: The Oakland Community and the Oakland Police Department Work Together to Solve Community and Neighborhood Concerns and Issues

Collaboration with the Community of Oakland, and community policing, are key to the success of Oakland and the OPD. Members of this Community have invested untold hours and effort at making community policing work in Oakland; there is much to build on.

Looking to the future, the OPD must be completely committed to community policing and work very hard to make it as effective as possible in Oakland. The Community and OPD can work together to make community policing even better for the future.

The OPD is committed to improving Community Policing in Oakland. The following strategic objectives will contribute to accomplishing this vision.

Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements

Community policing in Oakland is defined clearly and in substantial detail in current City ordinances and in the voter passed initiative known as Measure Y. These provide directives on how community policing is to be implemented. OPD must work within this current framework for community policing and do all that is possible to make the programs as defined as effective as possible.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Clarify the understanding of the objectives, strategies and desired outcomes of the Community Policing approach.
- Develop and implement Community Policing training for all OPD personnel and offer it on a frequent and consistent basis.
- Clearly define the roles and responsibilities of the Neighborhood Services Coordinators, the Neighborhood Crime Prevention Councils, Neighborhood Watch, and others involved in Community Policing.
- Develop and implement a community policing activity tracking system to provide information on problems identified, activities conducted, and outcomes achieved.



- Develop an annual Community Policing report highlighting the accomplishments of the Community, and OPD Community Policing in addressing Community Issues and concerns.

Strategic Objective 4.2: Work with Members of the Community to Develop and Implement an Expanded Community Policing Model in Oakland Based on Best Practices

In the long-term, there are substantial improvements that can be made to the current model of community policing in Oakland. The Community Policing Consortium of the International Association of Chiefs of Police (IACP) has put substantial effort into reviewing and evaluating various models and strategies for implementing community policing. This includes defining and evaluating various community policing models.

The model used in Oakland is referred to as the split force model. While there are some definite advantages to this model it also presents some clear disadvantages. The primary disadvantage is that it makes community policing the responsibility of a unit rather than the responsibility of everyone in the police department. The following exhibit outlines the advantages and disadvantages of this model.

**Exhibit 23
“Split Force” Model of Community Policing**

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides Community Policing “specialists” 	<ul style="list-style-type: none"> • Can result in animosity between regular and Community Policing officers
<ul style="list-style-type: none"> • Focused time and attention 	<ul style="list-style-type: none"> • Not all officers buy into Community Policing
<ul style="list-style-type: none"> • Builds territorial imperative 	<ul style="list-style-type: none"> • Patrol refers routine complaints to Community Policing
<ul style="list-style-type: none"> • Positive relationship with the Community 	<ul style="list-style-type: none"> • Community attachment to “their” Community Policing officers
<p><i>Source: Community Policing Deployment Models & Strategies, International Association of Chiefs of Police</i></p>	

An alternative model is referred to as the “Total Community Policing Model.” In this model the organization as a whole is fully committed to community policing – all segments of the department are involved in and support community policing. The following exhibit outlines the advantages and disadvantages of this model.



Exhibit 24

“Total Community Policing” Model of Community Policing

Advantages	Disadvantages
<ul style="list-style-type: none"> • Organization fully committed to Community Policing 	<ul style="list-style-type: none"> • Requires long-term commitment from Police Chief and Command Officers
<ul style="list-style-type: none"> • Builds territorial imperative among patrol officers and Community served 	<ul style="list-style-type: none"> • Not a good starting point for Community Policing
<ul style="list-style-type: none"> • Builds long-term relationships 	<ul style="list-style-type: none"> • Requires dedication of additional resources to patrol operations
<ul style="list-style-type: none"> • Focuses more on proactive problem solving 	
<p><i>Source: Community Policing Deployment Models & Strategies, International Association of Chiefs of Police</i></p>	

Clearly, any changes to community policing in Oakland must be through collaboration – doing it any other way would violate the basic principles of community policing

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Collect information and conduct research on best practices in Community Policing and potential models to be implemented in Oakland.
- Develop a draft model for Community Policing in Oakland based on best practices research and Oakland’s strong Community Policing history.
- Obtain feedback and input from members of the Community on the draft model for Community Policing in Oakland and revise as needed.
- Identify changes required in ordinances or voter initiatives to implement the revised model of Community Policing in Oakland and pursue needed changes.



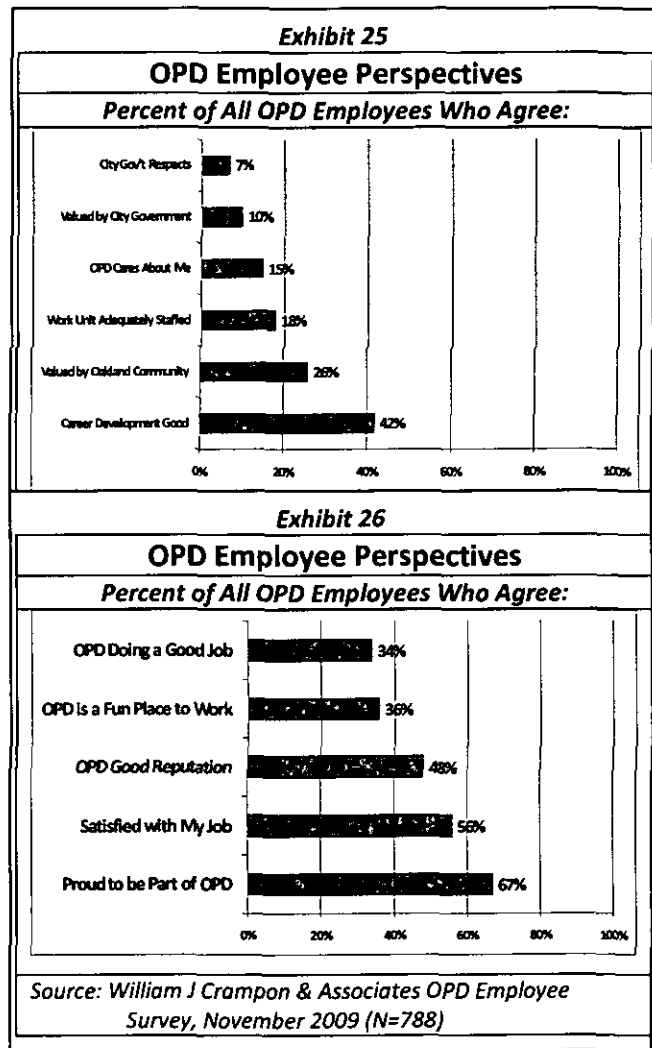
Vision 5: The Oakland Police Department is an Effective Organization, Providing a Supportive and Positive Work Environment for its Employees

For a police department to be successful, as with any organization, it must have the basic capability to perform its functions. The Department is understaffed given the level of crime in Oakland and the demand for police services. Basic equipment needed for Department personnel to do their jobs, such as police vehicles, are lacking and inadequate. The Department also lacks basic police management tools and processes that would allow the Department's limited resources to be focused most effectively.

The morale of the Department's personnel is also very low. Most Department employees felt that they were not valued or respected, and that the Department did not care about them. Most also felt their work units were not adequately staffed, and did not feel career development was good.

Perhaps most importantly, only about one-third of the Department's employees felt that OPD was doing a good job. Less than half felt OPD had a good reputation, and just over half were satisfied with their jobs. Clearly, most Department employees see substantial room for improvement in the performance and effectiveness of the Department's services. The fact that over two-thirds of employees still were proud to be part of the OPD speaks loudly about their love for and commitment to the organization.

Improving the effectiveness of the Oakland Police Department is essential to accomplishing each of the visions outlined in this strategic plan. The following strategic objectives will contribute to accomplishing this vision.

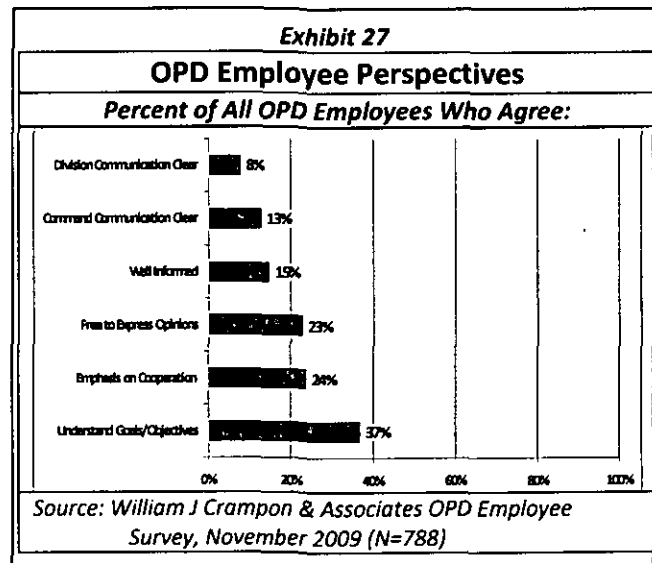




Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

Clear, consistent, and open communication is key to the success of any organization. The Oakland Police Department has faced challenges in its efforts toward effective communication. Very few employees felt either division or command communication was clear in the Fall of 2009 when the employee survey was conducted.

Most did not feel well informed regarding what was going on within the Department, nor did they feel free to express their opinions. Only about one-quarter felt the Department placed an emphasis on cooperation within the Department, and only a little over one-third understood the Department's goals and objectives.



Progress has already been made in providing clear and consistent direction within the OPD, including a focus on gangs, drugs and guns. This strategic plan and the mission, visions, values, and strategic objectives provide ongoing detail on where the Department must move to be successful in the future. These efforts will continue and be expanded.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Communicate the new mission, visions, strategic objectives, values and motto of the OPD to all employees.
- Develop an organization wide philosophy and approach as a “learning organization”, encouraging employee questions, suggestions, and opinions about OPD organization, management decisions, and operations; and continuously attempting to identify and implement improved ways of providing service or performing functions.
- Conduct annual employee surveys to identify their perspectives, concerns, and issues and to gauge progress in improving the work environment of OPD.



- Develop an ongoing web based employee suggestion capability that allows employees to provide feedback identifying themselves or remaining anonymous.
- Share information from Command staff meetings with all Department personnel to provide an increased communication about decisions and the direction of OPD.
- Maintain the employee Communications Focus Group and implement the Group's initiatives to the extent practical.
- Develop additional employee problem solving working groups to identify and resolve issues and concerns within OPD.
- Develop an OPD Intranet site for providing secure access to OPD information.
- Provide training to OPD managers and supervisors on the parameters of MOU's and *how to effectively manage under these agreements, and how to motivate and obtain optimal performance from staff.*
- Develop and implement departmental team building and other activities, including light social events, to provide opportunities for employees to interact with and build constructive work relationships outside their functional units.
- Explore methods of increasing recognition of professional staff as important members of the OPD team, including providing civilian employees with uniforms, including them in regular training, and expanding employee recognition and award programs to more fully incorporate professional staff.
- More actively publicize Department and individual accomplishments in the OPD newsletter, on the OPD Intranet site, and with the media.

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees

More than most organizations, the skills and judgment of police personnel largely determines the success or failure of that police agency. Few occupations demand such a wide range of abilities or challenges those abilities as often. For a police department to be successful it must give its officers a great deal of discretion.

While rules and procedures are important, they cannot describe every situation nor prescribe behavior in every circumstance. Police Officers must have substantial freedom to decide how best to handle situations. To be effective, Officers must have very good decision making skills. Poor decisions by Police Officers may result in substantially more severe consequences than *poor decision making in many other professions.*



In addition, the requirements and expectations of police officers are changing as police departments move from their traditional role of law enforcement and crime control to a role of community improvement. Not only are officers expected to enforce the law and control crime, they are expected to be community problem solvers. Increasingly, police are being called upon to be entrepreneurial, finding creative ways of solving neighborhood and community problems.

The Oakland Police Department must make additional investments in developing the skills and capabilities of its personnel to be successful into the future.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Expand the level of training for all sworn staff in:
 - Tactical operations
 - Search and seizure laws
 - Strip search Mandates
 - Intelligence gathering on gang members and activities
 - Gun trafficking and sales
 - Tracking of arrests, citations, and field contacts.
- Increase the requirements for firearm qualification testing to enhance OPD personnel's firearm skills and capabilities.
- Conduct a comprehensive training needs assessment and develop a training matrix highlighting the skills required for each position within the OPD.
- Expand current training to meet OPD training needs identified through the training needs assessment.
- Develop weekly training topics and scenarios for supervisors to discuss with employees as training opportunities.
- Develop a Supervisory Excellence Training Module for new professional staff supervisors including progressive discipline, grievance procedures, sick leave management, how to motivate employees, worker's compensation procedures, effective leadership, payroll documents and timelines, management reports, applicable administrative instructions, performance evaluation procedures, documents and timelines, conflict resolution, and organizational structure.



- Develop a succession plan for leadership positions within OPD and provide leadership training and leadership development opportunities to expand individual skills, abilities, and to prepare future OPD leaders to fill the command positions in the future.
- Review positions currently filled with sworn personnel that do not require the skills of sworn personnel and reclassify them as professional staff to reduce the cost of these positions, increase the level of expertise, and maintain greater consistency of personnel in these positions.

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices

In April the California Association of Tactical Officers (CATO) completed an independent assessment of the Oakland Police Department's Special Weapons Team (SWAT). The assessment included an overall analysis of the SWAT policies and procedures, command and control, selection, tactics, training, discipline, and equipment.

The assessment also included an in-depth appraisal of the SWAT team's conformity with the California POST SWAT Guidelines. These Guidelines address legal and practical issues of SWAT operations, personnel selection, fitness recommendations, planning, tactical issues, safety, after-action evaluation of operations, logistical and resource needs, uniform and firearms recommendations, risk assessment, policy considerations, and multi-jurisdictional SWAT operations.

Numerous recommendations for improving the Department's tactical policies, procedures, skills, capabilities, and practices were made by CATO. Implementing these recommendations is key to achieving this strategic objective.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and enforce a written Tactical Team Policy and Procedures Manual that includes:
 - Clearly defined roles and responsibilities of the Tactical Operations Team
 - Specific Tactical Operations Team activation procedures
 - Standardized reporting system for operational after action reports
 - High risk warrant planning, briefing, and service procedures



- Documenting and archiving the planning and execution of emergency and pre-planned tactical operations
- Oversight and supervisory approval of all Tactical Team documentation
- Internal accountability mechanisms such as a computerized database system to collect, track, monitor, and archive all SWAT incident reports, training records, and weapons, munitions, and equipment inventory
- Conduct a SWAT Team Needs Assessment to determine training requirements for the OPD Tactical Team including long-term training facilities with live fire ranges and practical application training structures.
- Develop annual training plans for the Tactical Operations Team.
- Review and revise the curriculum of the OPD Basic SWAT Course to include core skill training that is measurable and documented and scenario based training.
- Increase the level of training encompassing all elements of the Tactical Operations Team including tactical commanders, team leaders, entry team, sniper team, negotiators, and the support team.
- Develop and make use of SWAT subject matter experts (SME's) within the SWAT Team.
- Develop a tactical emergency medical support (TEMS) program.
- Develop and cultivate positive working relationships with SWAT Teams from other regional law enforcement agencies and pursue opportunities to conduct joint training exercises.
- Focus training for tactical operations on law enforcement SWAT practices rather than military based operations.
- Explore options for improving the response time to requests for service by the SWAT Team.
- Review and improve radio communication during tactical operations.

Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance

Information is essential to effective law enforcement and crime reduction. Patrol Officers rely on it for their safety and effectiveness. Detectives rely on it to solve crime. Information is important to management in identifying progress made and holding employees, supervisors, and managers accountable. The effective use of information is critical to effective policing.



Advances in technology have revolutionized many functions and organizations, making it possible to provide more effective services with the same or fewer resources. Innovative technologies are continually developed and successfully implemented in police operations. The Police Department must ensure it is in a position to take advantage of these opportunities when presented, and must monitor and plan for future technological advances.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Establish an OPD Information and Technology Steering Committee to establish consistent direction among IT stakeholders, review options establish priorities, and monitor acquisition and implementation progress.
- Evaluate, acquire, and effectively implement technology that can improve the effectiveness of the OPD in accomplishing its mission.
- Develop and implement service level agreements between OPD and the Information Technology Department (ITD) clearly defining mutual expectations, roles and responsibilities, deliverables, and performance expectations for each project in development or technology being supported.
- Establish an OPD Planning and Research function responsible for researching new tactics, approaches, and technologies; and collecting and analyzing information on best practices for policing and law enforcement.
- Develop a system for tracking crime and violence in the City, assigning responsibility for addressing it, and accountability for results similar to CompStat used in other cities.

Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment

At no time in the history of the Police Department has it operated out of so many different buildings and facilities. And at no time has it faced so many issues with these facilities. These facilities have become important in the Department's efforts to implement community policing. Providing adequate facilities is critical to the future success of the Department in meeting the Community's needs. In today's threat environment, security over these facilities is essential as well as reducing the potential loss of life and capability due to security breaches.

Equipment is also an essential resource to the Police Department. This equipment includes vehicles, radios, protective devices, and other miscellaneous items. The Department annually spends millions on this equipment. Ensuring it is functional and well maintained is important from an operational as well as financial perspective.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Conduct a threat and vulnerability assessment of OPD's Police Administration Building and enhance the level of building security as needed.
- Conduct a threat and vulnerability assessment of OPD's Eastmont Station Building and enhance the level of building security as needed.
- Develop and implement standard facility operating procedures including safety and contingency plans.
- Develop a facilities master plan that is based on the likely future organizational structure and staffing of the OPD, an inventory of future facility needs, and potential facility configuration, cost estimates, and potential development schedule. Include the potential for the further decentralization of police operations and facilities.
- Continue to explore and pursue alternative approaches to acquiring, maintaining, and replacing the OPD's vehicle fleet with one that more effectively and consistently meets the Department's fleet requirements.