

CITY OF OAKLAND

AGENDA REPORT

FILED
CITY CLERK
2006 OCT 31 PM 5:22

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Oakland Police Department
DATE: October 3, 2006

RE: **Action on a Report from the Chief of Police on Strategic Area Command and the Deployment of the Problem Solving Officers (PSOs)**

SUMMARY

As requested at the July 18, 2006 City Council meeting, this report provides an update on the implementation of community policing in the City of Oakland. This report highlights the progress that has been made in finding common ground with the Community Policing Advisory Board (CPAB) and the Measure Y Violence Prevention and Public Safety Oversight Committee and suggests areas for further work and discussion.

The Police Department is committed to implementing community policing as envisioned by Resolution 72727 and the Violence Prevention and Public Safety Act of 2004 (Measure Y). The Department is currently experiencing real challenges in the implementation of community policing due to the strain on the entire department related to staff shortages. However, instead of going backward and reducing its commitment to the community, the Department is determined to continue the implementation of community policing as envisioned in Measure Y. The Department believes that problem-oriented policing is an extremely effective use of critical personnel resources and the best method to achieve long-term sustainable solutions to crime and quality of life problems.

The Problem Solving Officers (PSOs) are receiving substantial support and resources enabling them to be more effective in the important work facing them. Residents are building relationships with the problem solving officers that have been assigned to their neighborhoods. There are real, measurable gains being made. There is much room for improvement, but the Department is determined to continue to assign Problem Solving Officers and to continue to support these officers in the critical, long-term problem-solving efforts they are undertaking. This work is contributing to the safety of Oakland's neighborhoods and will continue to make a positive difference over time in crime and the quality of life in Oakland.

FISCAL IMPACT

As of September 23, 2006, there are three PSO sergeants and 28 authorized PSO positions in Strategic Area Command. Fourteen of the PSO positions are funded by the general fund and the remaining 18 are funded by Measure Y. Currently, one PSO is on extended leave and four PSOs are on modified duty. In August 2006, after engaging in negotiations with the Measure Y

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Oversight Committee and the CPAB, the Chief and City Administrator decided to discontinue the use of Measure Y funds to pay PSO personnel costs when they are assigned to Patrol duties one day a week and to reimburse the Measure Y account from the General Purpose Fund for costs incurred as a result of this deployment strategy. This deployment strategy will end on January 31, 2007 when PSOs will no longer be used to supplement Patrol staffing.

Measure Y funds are not expended when PSOs work on “Sideshow” deployments, Holiday Major Response Operations, or special events overtime time such as working at the Coliseum. Measure Y funds are used to pay officer salaries while they are on vacation or other leave or assigned to complete training.

BACKGROUND

Measure Y funds a total of 63 officers dedicated to community policing duties, 43 of which will be assigned as PSOs. There were 14 PSOs in place when Measure Y was passed, so the additional 43 funded by Measure Y ensure that every community policing beat will be assigned one officer. Measure Y language states that, “Each community policing beat shall have at least one neighborhood officer assigned solely to serve the residents of that beat to provide consistent contact and familiarity between residents and officers, continuity in problem solving and basic availability of police response in each neighborhood.” Measure Y also mandates that the Department shall deploy seven (7) fully staffed Crime Reduction Teams and provide improved police services at the Public Schools.¹

At the July 18, 2006 City Council meeting, OPD presented a report explaining the current implementation of community policing and deployment of the Problem Solving Officers throughout the City. An accompanying report was presented by the Community Policing Advisory Board. At that time, the Community Policing Advisory Board voiced its concern about the deployment strategy that requires PSOs to answer calls for service one day a week. Their report proposed ten recommendations regarding the current implementation of community policing. After listening to both presentations, City Council asked the Chief and the Community Policing Advisory Board to meet over the summer to attempt to resolve their differences and return to City Council with the results of those efforts. This report describes the progress that has been made in bringing the Department together with the Community Policing Advisory Board and the Measure Y Oversight Committee to find some common ground and also describes the areas in which further work is needed.

KEY ISSUES AND IMPACTS

The Chief of Police invited all of the members of the CPAB and the Measure Y Oversight Committee to come together at a retreat on Saturday, September 16th to build trust among the

¹ The Violence and Public Safety Act of 2004 establishes the staffing level of a Crime Reduction Team as one sergeant of police and 8 police officers. The current staffing level of the 6 CRT teams is a sergeant and 6 police officers.

groups and to find some common ground in the implementation of community policing. The idea to hold a retreat with the involved parties was an attempt to re-establish these lines of communication and to learn to work together more effectively. A committee made up of a representative of the City Administrator's Office, a representative of OPD, the Chair of the CPAB and the Chair of the Measure Y Oversight Committee served as the design team for the retreat with the retreat facilitator to ensure that each group's concerns were represented and addressed in the agenda of the retreat.

Fifty people participated in the all-day retreat on September 16th. This included 10 of the 14 members of the CPAB and 9 of the 11 members of the Measure Y Oversight Committee. The retreat was very successful in building relationships between the three groups, opening lines of communications between the three groups and establishing a sense of trust, collaboration and good will. In addition, the retreat served the purpose of clarifying some misunderstandings between the groups and a theme of providing OPD with flexibility in its deployment (within the mandates of Measure Y and Resolution 72727) emerged. A summary of all of the feedback received from participants on the retreat is attached to this report as Attachment I. With one exception, all feedback received on the retreat was positive.

Although the retreat was a success, some members of the CPAB left feeling unsatisfied. The area of contention that remains between the CPAB and OPD is that PSOs are assigned to answer calls for service one day per week while assigned to a larger Patrol beat that includes their community-policing beat. This deployment strategy was discussed in great detail during the negotiations meeting between the City Administrator, the Chief, several members of the CPAB and several members of the Measure Y Oversight Committee. The City Administrator and the Chief listened to the concerns raised and at that meeting communicated to the parties that this was a temporary deployment strategy to deal with the current staffing shortages in the Department. At that meeting, the City Administrator and Chief committed to stop using Measure Y funds for PSO personnel costs during the one day a week deployment to Patrol and also committed to end this deployment to answer calls for service on January 31, 2007 when some of the pressure of the staffing shortages had been relieved.

The use of PSOs to answer calls for service provides real relief for the Department's current staffing problem. Approximately 140-170 Patrol shifts go unfilled each week. Currently, those shifts are being filled by officers and sergeants working a combination of voluntary and mandatory overtime. The PSOs reduce the number of vacant shifts by 23 per week. This is a significant number that has allowed the department to maintain a mandatory overtime rotation of once every three weeks thus preventing increasing overtime expenditures and officer fatigue. While not the optimal deployment of PSOs, the Department has made a good faith effort to have these PSO assignments be meaningful and continue to promote the community policing effort.

The City Administrator and Chief met in good faith at the original negotiation meeting and at the retreat and have offered these concessions, but the CPAB will not be satisfied until the deployment to Patrol one day per week has ended. Again, the Chief has committed to end the PSO deployment to Patrol on January 31, 2007.

Areas of Agreement Between the Parties

1. The Department will review significant plans/decisions regarding community policing with the CPAB and Measure Y Oversight Committee prior to implementation.
2. The Department should have flexibility with regards to PSO deployment consistent with Measure Y and Resolution 72727.
3. A process or structure should be developed to ensure regular and ongoing communication and collaboration between OPD, the CPAB, the Measure Y Oversight Committee and the greater Oakland community regarding community policing implementation.
4. A dispute resolution process should be developed between the three parties so that, when possible, disagreements do not escalate.
5. The Department will provide PSO services to all beats now and in the future.
6. The Department will create a sustainable structure or procedure to connect PSOs to Patrol officers in their community policing beats.
7. The Department will encourage and work to ensure that the PSOs serve the needs of the whole community policing beat.

Area of Disagreement Between the Department and the CPAB

1. The Department has directed the PSOs to answer calls for service one day per week in their assigned beat. Because each Patrol beat is made up of 1-3 community policing beats, there are times when the PSO is answering calls for service outside his/her assigned community policing beat. The Chief has committed to end this practice on January 31, 2007 when the Department has a greater number of officers in Patrol. The CPAB has asked that this practice end immediately.

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Current State of Community Policing Implementation

The table below shows the current complement of Police Service Area Lieutenants, Problem Solving Officer Sergeants and Problem Solving Officers and their assignments. Of the 57 PSO positions that are envisioned in the full implementation of community policing in Measure Y and Resolution 72727, the Department currently has nearly half (28 positions) filled as of September 23, 2006.

<u>PSA Lieutenants</u>		<u>Location</u>	
	Paul Berlin	PSA 1	
	James Meeks	PSA 2	
	Ed Tracey	PSA 3	
	Rick Orozco	PSA 4	
	Sharon Williams	PSA 5	
	Freddie Hamilton	PSA 6	
<u>PSO Sergeants</u>		<u>Location</u>	
	LeRonne Armstrong	PSA 1 & 2	
	Carlos Gonzalez	PSA 3 & 4	
	Steve Walker	PSA 5 & 6	
<u>PSA 1</u>		<u>Beats Assigned</u>	
1	Steve Bang	01X, 03X, 03Y, 05X, 05Y	
2	Erin Mausz	02Y	Modified Duty
3	Brodie Rivera	06X	
4	Bruce Vallimont	07X	
5	Kevin Wright	02X	
6	Bradley Young	04X	
<u>PSA 2</u>			
7	Debi Mack	12X, 12Y, 13X, 13Y, 13Z	Modified Duty
8	Steve Mitchell	10X, 10Y, 11X	
9	Everett Peterson	09X	
10			
<u>PSA 3</u>			
11	Mario Bonilla	14X, 14Y, 15X, 16X, 16Y	
12	Sammy Kim	19X	Modified Duty
13	Scott Wong	17X, 17Y, 18X, 18Y	
<u>PSA 4</u>			
14	Ryan Chan	22X, 22Y, 24X, 24Y, 25X, 25Y	
15	Sean Festag	23X	
16	Bob Silva-Rodriguez	20X	
17	Ouseng Saeparn	21X	
18	Mike Valladon	21Y	
<u>PSA 5</u>			
19	Ron Johnson	28X, 29X, 30Y	
20	Greg Loud	27X	
21	Sekou Millington	30X	
22	Karla Rush	26Y	Modified Duty

23	Garret Smit	27Y	
24	Maureen Vergara	26X	On Leave
	PSA 6		
25	John Cave	31X, 31Y, 31Z, 32X, 32Y, 35Y	
26	Derek Smitheram	33X	
27	Steve Vierra	34X	
28	Sarah Whitmeyer	35X	

Working with the Community – Details of PSO Deployment – Daily/Weekly Tasks

OPD’s Strategic Area Command, the division in which the Problem Solving Officers are assigned, has experienced many significant community policing successes. The PSOs continue to start and resolve SARA² projects in their community policing beats. Weekly, PSOs give presentations to their peers and to the Neighborhood Services Coordinators about successful community policing projects. Twice a month, PSOs have given similar problem oriented policing presentations to OPD Command at Crime Stop. These presentations both reinforce the importance of community policing and also provide training about current best practices.

The Strategic Area Command has strengthened community policing by bringing more resources to focus on community priorities. PSOs work from the same division and same OPD Eastmont Sub-Station as Traffic, Crime Reduction Teams, ABAT, and Foot Patrol. This gives the PSO unprecedented access to the resources they need to address the most prevalent neighborhood problems. PSOs have been challenged to work more systematically and with closer supervision on these neighborhood issues. The PSO Sergeants monitor community meeting attendance and work on the community problems. Each week one PSO, often in partnership with a Neighborhood Services Coordinator, presents a successful SARA community policing project to all PSOs, NSCs and PSO Sergeants. SAC Lieutenants often sit in on these presentations. In addition, every two weeks, PSOs present SARA community policing projects at Crime Stop to Chief Tucker and police captains, lieutenants and sergeants. These presentations are meant to reinforce the importance of community policing and as an opportunity to share best practice strategies.

Strategic Area Command personnel routinely attend Neighborhood Crime Prevention Council (NCPC) and other community meetings. PSOs are required to attend the NCPC meetings in their assigned community policing beats. The PSOs and Neighborhood Services Coordinators work on the community priorities while empowering and developing leadership in the community.

Strategic Area Command is working on systematically reviewing the NCPC priorities to ensure that the PSOs are receiving the proper support and resources to partner with the community in solving addressing those priorities. SAC is also committed to addressing the quality of life

² SARA: This is a problem solving strategy – Scanning, Analysis, Response and Assessment – developed by the COPS Office of the Department of Justice based on work by Herman Goldstein. The process has been widely used by police departments across the country to identify problems and seek ways to ameliorate the underlying conditions.

issues, emerging crime trends, and perception of fear that affect the entire community, whether or not they belong to an organized group.

PSOs also develop strategies to work with individuals who have been unable or unwilling to participate in a more organized community policing process. By some calculations the organized groups represent only 4% of the City of Oakland's population making inclusion a significant objective of the Department's community policing effort.

PSOs have been asked to walk half of their shifts on their assigned beats at high crime locations. While walking, PSOs are required to make contacts with residents, community members as well as potential suspects. This walking is meant to be a visible example of community policing and an opportunity to reach community members who do not normally participate in community meetings. PSOs are not deployed outside of their assigned beats on these walking assignments. With input from the PSOs, the locations are selected by their Strategic Area Command Police Service Area (PSA) Lieutenants who analyze NCPD priorities, drug hot line calls, community complaints and crime trends based on crime reports and calls for service.

In September 2006, the three PSO Sergeants and PSOs worked on community policing issues for approximately 750 hours a week. They worked approximately 250 hours on patrol duties. While working patrol in their community policing beat or the neighboring community policing beat, PSOs answer calls for service one day per week and are encouraged to develop community policing projects from the problems they encounter during these duties.

During the latter part of 2005 and early 2006, the City experienced an increase in violent crime such as homicides, robbery, assaults, and domestic violence. The City has also been plagued by an emerging gang problem and serious juvenile crime, both of which are exacerbated by an increase in the use of "designer drugs" such as ecstasy.

The need to continually address "Sideshow" activity also adds to the important challenges faced by OPD. On their normal days off, PSOs work additional overtime hours to suppress the Sideshow and on violence reduction projects. This is in addition to their normal assignment and is consistent with the rest of the officers and sergeants on the Department who are currently required to complete one mandatory overtime assignment every three weeks. All SAC lieutenants, sergeants and officers participate in this rotation including those assigned to Crime Reduction Teams, Special Events, Traffic and Alcoholic Beverage Action Team (ABAT.) This is a SAC contribution to supporting the short-staffed Bureau of Field Operations and to strategically address the emerging violent crime at the times and locations where it is most likely to occur. Large projects related to prostitution and narcotics dealing have been completed during the mandatory overtime deployments. This mandatory overtime is not charged to Measure Y and does not decrease the amount of time dedicated to community policing.

Training

In collaboration with the Community Policing Advisory Board and the Oakland Community Organizations, the Oakland Police Department has developed a 40-hour Problem Solving and

Community Policing Training Course. Most of the current PSOs and all of the sergeants have completed the course. The next PSO Development Course will be scheduled for January or February 2007.

Three PSO Sergeants Assigned on 26 May 06; More needed in 2007

Three PSO Sergeants have been assigned to supervise the PSOs. At this time there is one PSO Sergeant for PSA's 1 and 2, one for PSA's 3 and 4 and another for PSA's 5 and 6. These sergeants supervise and guide the PSOs in their community policing and problem solving efforts. In order to comply with the Negotiated Settlement Agreement, the span of control should be one sergeant for every eight officers. When the PSOs are fully staffed at 57 officers, seven sergeants will be required.

Challenges to Implementing Community Policing

The implementation concerns that have been discussed on numerous occasions with the Measure Y Oversight Committee and CPAB committee members are:

1. **PSO partnering with another PSO:** Measure Y states that PSOs should be assigned to one community policing beat to "solely...serve the residents of that beat." There are not enough police vehicles or funds for each PSO to have his or her own car now or during the term of the legislation. This major logistical issue complicates the implementation process. *At the Saturday retreat held on September 16th, there seemed to be a consensus among the parties that PSOs should share cars to ensure officer safety and efficient problem solving. It may be necessary to clarify the language of Measure Y to express this intent.*
2. **Vacancies:** When a Measure Y beat is vacant due to extended leave, the community on that beat is left without the assistance of a PSO. Technically, Measure Y funded PSOs from neighboring beats are unable to respond to community crime and quality of life priorities. *At the Saturday retreat held on September 16th, there seemed to be a consensus among the parties that PSOs should be assigned to cover vacant beats. PSOs funded by the general fund could be used for this purpose. Additionally, an idea was raised by one group to cross-train other officers not on the 911 system (such as Traffic and Crime Reduction Teams) to handle some PSO duties related to their assignments and to respond to NCPC and other neighborhood concerns.*
3. **Team projects:** Some crime problems are better dealt with a partner or as a team. For example, prostitution and drug problems on 23rd Avenue or street robberies in the Eastlake District cannot be handled by one or even two PSOs. Effective long-term crime prevention strategies and the short-term enforcement require PSOs and their sergeants to partner together or implement a team approach involving themselves and other stakeholders such as Crime Reduction Teams, Department of Human Services, Neighborhood Services Coordinators, Youth and Family Services, Alameda County etc. In addition, for effective problem solving and officer safety reasons, PSOs often need to work together. When two or more officers work together, one or another officer must

leave his or her beat. *At the Saturday retreat held on September 16th, there seemed to be a consensus among the parties that PSOs should be allowed to collaborate with each other and the supervisors for efficient problem solving. It may be necessary to clarify the language of Measure Y to express this intent.*

4. **Social equity in the order of Measure Y Officer deployment:** Assignment of Measure Y funded PSOs is done in order by stressor beats. This means that beats with the most crime and economic stressors are filled first. This has resulted in more PSOs being deployed to higher stressed areas of the city, increased work loads for generalist PSOs, and portions of the city who feel neglected as a result of their relatively lower placement on the stressor list. See the attached stressor list and the table above which shows beat assignments.
5. **The Chief must be empowered to deploy and make assignments as he sees fit.** After consideration of community concerns, Chief Tucker needs to have the ability to manage the personnel resources of the Department in the best interest of the entire community. Chief Tucker must consider both the priorities of the organized community as well as the disenfranchised stakeholders. Deployment decisions must consider the most effective use of staff to address and reduce emerging crime trends crime and to improve the quality of life and perception of fear in the neighborhoods. *This includes assigning PSOs to answer calls for service one day per week on a temporary basis, assigning PSOs to walk high crime areas within their assigned beats and assigning new PSOs according to the stressor list.*
6. **PSO Patrol Assignment:** Due to the critical staffing and crime challenges, for ten hours a week, PSOs are assigned to answer calls for service. PSOs are assigned to work their own and neighboring community policing beats when possible and are deployed elsewhere as patrol staffing and calls for service dictate. With the increased recruitment and graduating officers, **Chief Tucker has committed to end this temporary one day a week Patrol assignment on January 31, 2007. Measure Y funds have not and will not be used to pay for this temporary Patrol assignment.** *This is the area of contention that remains between the CPAB and the Department. The CPAB wishes this deployment to end immediately.*
7. **PSO Generalists vs. dedicated PSOs:** Measure Y dictates that Measure Y funded PSOs should be assigned to one beat. As the Measure Y funded PSOs are being deployed, there is a disparity of workload between the general fund and Measure Y PSO positions. For example, Some of those officers cover up to six beats such as PSO J. Cave who covers 31x, 31y, 31z, 32x, 32y and 35 y. As more Measure Y funded PSOs are deployed in order of the stressor list, PSO Cave's beats will be reduced until finally he has one beat.

Ideas for Further Discussion and Exploration

Several ideas came out of the Saturday retreat that warrant further exploration and consideration by the Department, the CPAB and other interested parties:

1. **Consolidation of oversight/advisory effort:** Form a holistic Public Safety Board by consolidating the Measure Y Oversight Committee, the Community Policing Advisory Board (CPAB), the Citizens Police Review Board (CPRB), Neighborhood Watch (NW), Citizens of Oakland Respond to Emergencies (CORE) that has some level of defined policy-making and funding authority.
2. **Community input into deployment at the PSA level:** Form a Police Service Area Community Policing Implementation Board for each PSA that includes representation from OPD, the CPAB and the community to encourage geographically-based solutions and increased input from the community into Department decision-making.
3. **Cross-train other officers that are not part of the 911 system to deliver community policing/PSO services when vacancies occur:** Officers not a part of the 911 system (such as Traffic, Foot Patrol and Crime Reduction Teams) could be offered incentives and training to assume additional responsibility for a community policing beat when a vacancy occurs, to attend NCPC meetings, and respond to community concerns in addition to the officer's regular duties.
4. **Funding request to City Council during the FY 2007-09 budget development process for additional vehicles and vehicle maintenance for PSOs:** Although the agreement between the parties to share vehicles was a major step forward for the Department, there is still an unresolved issue facing the Department regarding a shortage of vehicles as more PSOs are deployed.

Conclusion

There have been growing pains in fully implementing Community Policing. Along the way, the Oakland Police Department has learned valuable lessons about the value of keeping in constant communication with the Measure Y Oversight Committee and the Community Policing Advisory Board regarding critical matters of implementation. OPD is whole-heartedly committed to community policing and its effective implementation. At the same time, the Chief of Police must be given the latitude to devise and implement violence and crime prevention strategies that are in the best interest of all residents. The Chief is committed to working with all stakeholders in an effort to fully implement community policing for Oakland while maintaining his authority and responsibility to deploy police resources in a manner that is consistent with that effort.

SUSTAINABLE OPPORTUNITIES

Sustainable solutions to crime problems involve community-building that includes other city agencies. For this reason PSA Lieutenants and PSOs attend the inter-agency Service Delivery System Team meetings. PSOs often partner with personnel from other parts of the Strategic Area Command (Crime Reduction Teams, Traffic Division) and other parts of OPD (Patrol Division, Youth and Family Services, Homicide, Criminal Investigation Division, Gang Unit etc.) Long term solutions involve stronger neighborhoods and involved residents.

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Economic

Crime prevention and reduction activities will make an environment where the City of Oakland's commercial areas can thrive.

Environmental

Many of the quality of life problems that the PSOs address involve environmental issues such as blighted properties, illegal dumping and illegal encampments. Through coordination with City and County agencies, these situations are improved.

Social Equity

By deploying PSOs in accordance with the attached stressor list, the neighborhoods with the greatest crime and social inequity will receive PSOs in order of need. These community policing PSOs will improve the Department's ability to respond to the concerns of individuals who have been unable or unwilling to participate in the more organized community-policing process. A desirable outcome would be to involve those disenfranchised people in the solution to the problems facing them and their communities.

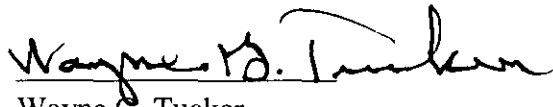
DISABILITY AND SENIOR CITIZEN ACCESS

There are no American with Disabilities Act (ADA) or senior access issues contained in this report.

RECOMMENDATION

Staff recommends the acceptance of this report and Council support for the Chief's community policing effort as demonstrated by the continued deployment of PSOs and PSO Sergeants.

Respectfully submitted,



Wayne G. Tucker
Chief of Police

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE


Office of the City Administrator

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ATTACHMENTS

1. Feedback from Retreat Participants
2. September 16 2006 CPAB, Measure Y Committee and OPD Retreat Agenda
3. Stressor List

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Feedback from Participants of the Community Policing Retreat – 9/16/2006

25 participants turned in comment sheets. Not everyone listed their name, but if they did, their affiliation is listed below. (OPD, CPAB or Measure Y Oversight Committee)

What I value most about our work today is...

- The parties heard the needs and realities of the others.
- All key players in the room at same time to discuss pertinent issues
- People willing to work together to address common concerns (OPD)
- The opportunity to listen to my neighbors who have been working on this issue for years (Measure Y)
- The open conversation
- Teamwork: sharing of information and ideas.
- Understanding the needs and resources of all support groups.
- Positive dialogue about concerns and issues.
- Collaborating with various members and agencies of the City. (Measure Y)
- We all came together for the first time and concerns and agreement. The rank and file met each other and it will work. (CPAB)
- The willingness to engage in constructive conversation. (CPAB)
- Sitting across the table from Captain Kozicki and giving him some of my ideas (CPAB)
- Collaboration. The least helpful was the city attorneys. (CPAB)
- Learning that all parties are pretty much on the same page. I don't think we're that far apart. (OPD)
- Communication with others.
- The opportunity to meet and talk with new people (CPAB).
- Seeing/feeling the OPD willingness to be open and recognition by all of the value of collaboration/consolidation across the board. (Measure Y)
- Communication. (CPAB)
- Participatory, open, frank discussion on a matter vital to our community – violence/crime. Better understanding of the constituencies that impact the legal, policy and logistics of public safety. (Measure Y)
- Trusting everyone. (OPD)
- There was tremendous cooperation among all the participants. (CPAB)
- The opportunity to come together to discuss issues across affiliations.
- The importance of the changing of language in Measure Y.
- Hearing the Oakland citizen demand that we get more officers.
- The level of collaboration.
- The chance to deliberate and share ideas toward finding solutions to the shortcomings of OPD and its ability to effect good public safety.

Where we moved forward the most today is...

- Recognizing the need for trust, flexibility in OPD's deployment of police services
- Effective communication from the OPD to the citizens.
- Understanding the need to improve communication
- Coming together and willing to solve problems (OPD)
- Shared themes and core values (Measure Y)
- Each side got the chance to talk and understand the other point of view.
- Communication between resources
- Flexibility has to be given to the Police Dept.
- The need for flexibility of deployment of officers regardless of designation. (Measure Y)

- Agreement on shared vehicles. Need for more outreach, collaboration and trust among OPD, Measure Y and CPAB. (CPAB)
- Possible solutions/communication with community. (CPAB)
- Measure Y language amendments. (CPAB)
- Discussing some possible solutions on an interim basis. (CPAB)
- Collaboration process (CPAB)
- Learning that communication is key to facilitate trust. (OPD)
- More understanding of the issues.
- Very little movement. (CPAB)
- Hearing from all the willingness to work together. (Measure Y)
- More common understandings. (CPAB)
- Policy proposals that should find their way to the City Council, OPD leadership & Mayor. (Measure Y)
- Understanding each others direction and motivation. (OPD)
- Collaboration between the CPAB & MY Committee with the OPD. (CPAB)
- Understanding the basis of our disagreements are about trust and communication – everything else comes from that and serves to reinforce/detract from it.
- Everyone agreed we need to collaborate better.
- Understanding that police work is fluid and everyone must be flexible.
- The understanding of OPD's need for flexibility and command decision making.
- Finding common ground and seeing similarities in our proposals.

What I most want the leadership that are the stewards of Community Policing (OPD, Community Policing Advisory Board, Violence Prevention & Public Safety Oversight Committee) to hear is...

- Cooperation and trust
- To improve communication we must see every level in structure as valuable – from residents to NSCs to PSOs to oversight structure
- What the concerns and issues are (OPD)
- OPD should be excluded from my suggestion of a public safety board. OPD already has enough to do. (Measure Y)
- CPAB & VP&PS Oversight Committee and SAC need to stop bickering!! (Measure Y)
- The police needs to be flexible in order to provide the best possible service to the community.
- Educate others of your purpose and limitations
- Flexibility must be given to the Police Dept. to address emerging crime trends of the situation.
- Let the Chief do his job without undo interference! (Measure Y)
- Trust and let our PSA Commanders do what they know best – police the community. (CPAB)
- It's okay to agree to disagree and to eventually come to a consensus. (CPAB)
- Focus on geographic responsibility for non-911 officers (CPAB)
- District Council Meetings (by PSA) needed (CPAB)
- Public Safety Oversight Board needed (CPAB)
- Clarify language (CPAB)
- Outsource vehicle repair (CPAB)
- The PSOs are tasked with too many jobs that aren't in the same realm, making us ineffective. (OPD)

- Recommend anything you want, but the final decision must be left w/OPD. The Chief is thus held accountable.
- This meeting, while enjoyable and informative, did very little to resolve the issues that brought us here. Many of the most important and contentious subjects were removed from the agenda. (CPAB)
- They all need to work together. (Measure Y)
- Communication, collaboration, evaluation and reflection (CPAB)
- Discussed how to organize the communication channels to improve the trust between OPD & the community. (Measure Y)
- Communication with each other is very important. (OPD)
- We can work together on common issues regarding Community Policing and make a difference. (CPAB)
- We can work together to make community policing work.
- Working together is the only way to truly make this work.
- Let OPD do their jobs.
- We need to respect each others expertise and communicate more effectively.
- Engage in better dialogue and implore the City Council to provide resources necessary for public safety.

One idea that I would most like to see move forward is...

- Patience and flexibility over time until full deployment eliminates most of today's problems
- Consolidation of effort
- The idea of flexibility to complete the tasks in front of the issues (OPD)
- Consolidation and formation of a public safety board. (Measure Y)
- Creation of a Public Safety Board
- Maintain communication – develop solutions from topics discussed.
- Mediating committee (Measure Y)
- We outreach to the entire community. (CPAB)
- We need 300 officers. (CPAB)
- Officer flexibility and a clear policy. (CPAB)
- Cross-train those officers who are not in Patrol to do PSO/Community policing work (CPAB)
- Public Safety Oversight Board (CPAB)
- The Beat Health Unit needs to be revived. (OPD)
- PSO flexibility!
- Trust!
- Since so little progress was made today, let's start over with a different format and try to tackle the real issues. (CPAB)
- How OPD can better communicate with the community. (Measure Y)
- Consolidation of all neighborhood-based services in the Neighborhood Services Division for a true NSD capable of serving all Oaklanders. (CPAB)
- Better communications between all parties. (Measure Y)
- Allowing 2 officers to work together. (OPD)
- Establish a sub-committee with Measure Y and CPAB and OPD to discuss ongoing problems with our mandates under Measure Y and Reso 72727. (CPAB)
- We need at least 300 more officers! (CPAB)
- The pairing up of PSOs in twos to share a car.

- Periodic ways for all community leaders and interested parties to come together to share information/ideas with OPD – be it via a quarterly leadership meeting, a consolidated organization...
- A committee with all of the stakeholders involved.
- Less political involvement, more trust in OPD command staff.
- Consolidation of advisory boards.
- Funding of the OPD by the City Council.

Strengthening Community Policing in Oakland: A Day of Dialogue and Deliberation

Contributing Organizations

Oakland Police Department
The Community Policing Advisory Board
Violence Prevention and Public Safety Oversight Committee
The Office of the City Administrator

September 16, 2006
Preservation Park, Oakland, California

Creating a positive future begins in human conversation. The simplest and most powerful investment any member of a community may make in renewal is to begin talking with other people as though the answers matter to them.

William Grieder, Who Will Tell the People

Prepared and Facilitated by
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The Intents of the Session

To bring together the experience and insights of individuals and organizations participating in the success of the Community Policing program in Oakland to help address questions and issues that we are currently experiencing and anticipate occurring in fully implementing Community Policing.

To cultivate a collaborative approach to working together to address issues and challenges that will inevitably occur as we face the realities of our current situation in Oakland.

To further a shared sense of direction and unity of purpose.

The Agenda

Welcome and Introductions

Open Forum

Clarifying the Current Situation

The Current and Projected Picture of Community Policing in Oakland
Agreements and Differences in Measure Y and Resolution 72727
What Each Group Needs to Do Meet Their Responsibilities Effectively

Conversations that Matter: Discussing the Issues

Topic 1

What steps can we take to ensure effective community policing when PSO's experience conflicting priorities from their organized Community, OPD Command Staff, emerging crime trends affecting their community policing beat, emergency situations, and political pressure on them and their commanders?

Topic 2

In what ways can we address the current logistical issues affecting full deployment of community policing: Measure Y PSOs inability to remain in their community policing beats; PSOs having to share patrol cars; PSO coverage of all community policing beats in the interim before full deployment; filling in for PSOs on medical, administrative, or disability leave; PSO's collaborating with each other (determining scope of problems, expertise needed, officer safety, commonality of issue), or other reasons?

Discerning Possibilities

Closing

Guidelines for a Productive Meeting

To build collaboration we:

- Agree to participate. This is complex work. If we had an easy solution it would already be implemented. Each of us has something important to contribute
- Learn from others questions and comments. No one has the perfect answer. It is by putting together various insights and wisdom that we'll be able to come up with solutions that all support
- Share "floor time" and curb your impulse to speak if a point has already been made. Points don't need to be restated multiple times by each person who holds the same view

To show respect and courtesy, we agree to:

- Have one person speak at a time
- Focus on one process, one content at a time
- Express disagreement with ideas, not people
- Keep your comments short – if you take up a lot of time others won't have any to share their experience, ideas and insights
- Be back on time from breaks and lunch
- Stay on the agenda
- Use the parking lot to write down questions that are not on the agenda or will not serve the greater good of the meeting
- Cells phones should be turned off or at minimum on vibrate

To promote understanding, we agree to:

- Ask for clarification vs assuming what another person means or intends to say
- Uncover underlying assumptions – your own as well as other.
- Try to see the whole picture not just the part that you have the most concern about
- Be open to the possibility that with our combined intelligence, experience and commitment to ensuring sound community policing we will find ways to address the challenges in front of us

Understanding the Current Situation

Notes

	Points to Remember	Questions to Explore	Ideas Triggered
Current and Projected Picture of Community Policing in Oakland			
Violence Prevention and Public Safety Act & Resolution 72727			
Organizational Needs/Criteria for Effective Problem Solving			

Roles and Responsibilities

Roles of the Problem Solving Officer	Roles of the Neighborhood Services Coordinator
<ul style="list-style-type: none"> ➤ Champion the problem solving process in the community policing beat ➤ Bring all resources and tools to bear on problems including OPD, City, County and State ➤ Coordinate and meet with community members, landlords, Neighborhood Services Coordinators (NSCs), community based organizations, County public agencies, attorneys, magistrates, District Attorney investigators, business owners and others to collectively achieve common goals ➤ Identify projects and bring successful resolution to priority neighborhood problems ➤ Develop superior knowledge of assigned beat, including acquaintance with residents, business owners, Neighborhood Crime Prevention Council (NCPC) leaders, Neighborhood Watch leaders and other stakeholders ➤ Attend and participate in NCPC meetings ➤ Attend and participate in Neighborhood Watch, Oakland Community Organization, merchant and community group meetings when requested. 	<ul style="list-style-type: none"> ➤ Outreach to residents through a variety of means to disseminate information, identify leaders and surface self-interest ➤ Help Neighborhood Crime Prevention Council (NCPC) leaders and others win concrete improvements in their neighborhood ➤ Partner with Problem Solving Officers (PSOs) and City Departments to solve problems ➤ Identify and develop leaders and build their skills ➤ Recruit Neighborhood Watch captains, NCPC leaders and participants of these groups ➤ Recruit National Night Out parties ➤ Help the NCPC leaders develop an effective organization ➤ Help residents and leaders access City services ➤ Help produce the Leadership Summit

Conversations that Matter

There are two questions that we'll specifically address today. We'll have two rounds of conversations. Each of the tables has one person designated to help keep the conversation on track, your "table-top facilitator".

In the first round three of the groups will focus on question 1 and three groups will focus on question 2. Each group, *keeping in mind the needs of each of the organizations*, will focus on clarifying the issues involved in order to more fully understand the situation and the challenges arising from it, discussing possible approaches to addressing the challenges and suggesting to the whole group 2 – 4 ideas that they see as particularly useful in addressing the challenges.

Please write out these suggestions on full sheets of paper and report out to the full group. You'll have 2- 3 minutes for this report.

In Round 2 the groups will switch tables and topics. Using the work presented in the first round reports you will build on and add to the ideas suggested. After reviewing the challenges involved in the situation posed in the question you are now addressing, you may bring fresh ideas or reinforce the ideas already presented.

The 2 Topic Questions are:

- What steps can we take to ensure effective community policing when PSO's experience conflicting priorities from their organized Community, OPD Command Staff, emerging crime trends affecting their community policing beat, emergency situations, and political pressure on them and their commanders?
- In what ways can we address the current logistical issues affecting full deployment of community policing: Measure Y PSOs inability to remain in their community policing beats; PSOs having to share patrol cars; PSO coverage of all community policing beats in the interim before full deployment; filling in for PSOs on medical, administrative, or disability leave; PSO's collaborating with each other (determining scope of problems, expertise needed, officer safety, commonality of issue), or other reasons?

Topic 1	Topic 2

Notes on Final Reports

Topic 1	Topic 2

Comment Sheet

Thank you for participating in *Strengthening Community Policing in Oakland: A Day of Dialogue and Deliberation*. We welcome your comments on the day to help us continue to find ways to better serve our community and ensure a healthy community policing program. Please complete this comment sheet and leave it at your table as you leave.

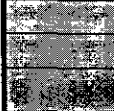



What I value most about our work today is.....	Where we moved forward the most today is.....
What I most want the leadership that are the stewards of Community Policing (OPD, Community Policing Advisory Board, Violence Prevention and Public Safety Oversight Committee) to hear is.....	One idea that I would most like to see move forward is.....

Measure Y: Violence Prevention and Public Safety Act of 2004 Stressors Report

Revised: April 13, 2006

To be used for
September 2006 Deployment

CP BEAT	CRIME FACTORS									ECONOMIC FACTORS			EDUCATION FACTORS		Total Stressors
	ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOYMENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE	CHRONIC TRUANTS	VIOLENT SUSPENSIONS				
	06X	7,291	2,207	1,181	673	2,558	86	83	652	3,023	9.4%	45.5%	16.7%	273	
07X	9,238	3,410	1,840	454	2,115	71	97	658	3,078	7.4%	27.5%	16.3%	317	102	
26Y	8,420	3,035	1,675	520	1,493	80	74	451	2,823	9.2%	28.7%	16.9%	257	132	
30Y	10,191	3,388	1,973	389	1,523	66	106	439	2,973	6.4%	23.9%	11.5%	286	123	
27Y	10,907	3,663	2,426	287	1,135	73	72	466	2,831	6.2%	27.9%	13.6%	290	118	
33X	7,489	2,746	1,552	311	1,470	70	66	568	3,222	4.9%	25.8%	13.0%	243	63	
07X	5,252	1,551	1,058	452	1,690	42	53	417	2,826	12.0%	36.1%	17.8%	172	60	
02Y	4,528	1,582	861	279	982	55	48	423	2,082	11.9%	36.5%	24.3%	225	74	
23X	8,621	2,596	2,135	414	1,704	54	63	609	3,895	4.9%	23.2%	13.5%	168	36	
19X	10,523	2,543	2,521	456	1,726	46	53	544	3,832	2.9%	26.7%	12.0%	177	29	
20X	9,948	3,184	2,441	311	1,498	51	85	498	3,100	2.6%	24.9%	11.2%	193	45	
35X	8,083	2,643	1,504	451	1,179	74	87	416	2,818	6.4%	23.7%	15.0%	198	104	
21Y	11,622	3,575	2,126	219	822	84	66	370	2,793	5.8%	19.4%	10.9%	252	91	
27X	8,299	2,641	1,614	390	1,075	56	64	384	2,604	5.6%	26.7%	13.9%	233	86	3
08X	9,779	1,443	2,279	265	1,230	87	56	591	5,548	2.6%	24.4%	6.3%	112	39	3
04X	6,117	624	1,388	358	1,833	41	22	564	5,791	2.6%	26.8%	7.0%	40	18	3
02X	3,657	1,148	711	211	563	40	47	252	1,813	8.0%	41.1%	20.7%	161	47	3
21X	8,119	2,725	1,605	244	1,075	42	64	242	1,670	6.4%	32.2%	18.4%	196	67	2
30Y	8,094	2,520	1,493	362	1,102	64	77	317	2,291	3.8%	18.4%	12.5%	158	50	2
18Y	6,877	2,193	1,496	157	558	51	42	163	1,681	2.8%	26.6%	17.8%	200	33	2
31X	452	186	93	114	1,288	8	2	96	2,749	12.7%	39.7%	14.7%	0	0	2
18X	3,559	1,227	686	133	490	22	18	124	1,015	3.7%	35.5%	18.4%	136	13	2
12Y	10,575	1,389	2,153	90	232	12	25	252	3,144	2.0%	8.5%	2.5%	48	28	1
09X	9,007	824	1,886	114	363	12	18	243	3,089	2.4%	11.4%	1.7%	39	20	1
29X	9,979	2,792	1,747	333	1,243	72	63	369	2,963	3.9%	18.9%	9.4%	191	71	1
31Y	5,474	1,647	877	161	877	39	28	318	2,928	11.1%	21.2%	13.5%	90	47	1
25X	9,619	2,193	1,363	125	397	23	32	264	2,787	2.4%	9.2%	5.6%	160	77	1
24X	8,988	2,883	1,844	216	591	49	55	269	1,969	8.0%	17.5%	12.3%	170	37	1
31Z	5,054	1,701	984	109	353	37	60	180	1,510	7.6%	20.5%	9.6%	130	58	1

KEY	
	Has on of the top ten (10) highest stressors for this factor
	High Stress Beat
	Medium Stress Beat
	Low Stress Beat

CP BEAT				CRIME FACTORS						ECONOMIC FACTORS			EDUCATION FACTORS		Total Stressors
				ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOYMENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE	CHRONIC TRUANTS	VIOLENT SUSPENSIONS	
05X	4,367	1,233	759	204	668	19	45	229	1,477	6.4%	26.6%	17.7%	109	50	1
03Y	2,264	187	447	148	1,564	13	5	79	1,002	3.7%	22.1%	8.1%	8	1	1
05Y	952	304	134	49	218	14	10	66	512	3.0%	30.7%	15.3%	38	11	1
14X	10,177	851	2,388	63	257	42	12	192	2,684	2.7%	11.5%	1.5%	37	12	0
22X	8,274	1,789	1,005	155	307	28	28	234	2,569	2.0%	7.4%	1.9%	76	29	0
03X	5,382	679	761	149	752	26	10	260	2,435	2.7%	19.2%	6.2%	22	6	0
17Y	9,663	2,366	2,107	228	459	42	47	219	2,424	4.0%	19.6%	9.7%	149	68	0
12X	4,191	655	1,171	226	362	22	31	328	2,275	2.5%	16.6%	3.2%	46	17	0
15X	8,945	1,127	2,044	112	229	17	19	175	2,235	1.6%	8.4%	3.1%	49	19	0
32X	6,917	2,347	1,352	269	926	51	62	327	2,186	4.0%	24.8%	7.8%	169	38	0
22Y	9,271	1,780	1,250	175	186	7	33	149	1,976	2.2%	6.1%	3.1%	103	27	0
32Y	7,516	2,407	1,401	157	655	57	49	293	1,972	5.6%	21.3%	10.7%	113	39	0
10X	6,582	1,456	1,131	182	730	44	41	277	1,929	3.8%	20.3%	7.0%	142	56	0
11X	6,569	1,173	1,574	120	493	29	34	178	1,892	3.0%	16.0%	6.6%	135	60	0
17X	7,927	2,015	1,939	120	434	57	27	241	1,888	3.3%	22.4%	10.2%	131	41	0
26X	1,645	468	413	113	794	15	16	188	1,888	6.2%	26.5%	6.5%	29	7	0
24Y	7,836	2,281	1,644	123	333	47	31	227	1,791	3.3%	19.1%	7.3%	188	53	0
13Z	10,336	1,841	843	51	101	17	10	58	1,704	0.3%	2.5%	0.2%	23	5	0
14Y	7,264	846	1,483	34	144	10	8	136	1,624	2.2%	6.8%	2.6%	32	9	0
10Y	5,625	1,382	963	133	431	37	47	226	1,597	2.7%	24.4%	10.7%	193	51	0
01X	532	84	80	89	1,255	11	5	93	1,548	2.1%	20.2%	7.9%	5	1	0
16Y	6,862	1,144	852	50	128	7	8	88	1,486	1.3%	6.2%	1.0%	25	11	0
28X	5,982	1,437	1,041	70	240	19	26	113	1,408	3.5%	9.3%	3.6%	86	42	0
13Y	7,280	1,183	694	12	46	8	6	21	1,176	0.6%	3.7%	0.7%	6	4	0
35Y	6,190	1,105	553	28	111	11	13	55	1,055	2.6%	4.8%	1.7%	52	30	0
13X	5,760	1,118	469	22	31	2	4	22	845	0.4%	3.3%	0.9%	9	1	0
16X	4,757	1,082	327	37	91	3	6	58	796	1.1%	3.1%	0.6%	15	8	0
25Y	5,322	1,018	521	128	65	1	6	41	715	0.7%	2.9%	1.0%	35	14	0
CITY AVG	7,020	1,748	1,313	208	793	38	40	276	2,280	4.4%	20.2%	9.4%	125	43	1.9

CP BEAT	CRIME FACTORS				ECONOMIC FACTORS			EDUCATION FACTORS		Total Stressors	
	ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOY-MENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE		CHRONIC TRUANTS

Population data taken from 2000 Census. Beat breakdown courtesy of Urban Strategies

Crime Factor data from Oakland Police Department Crime Analysis Section. Date range: 01 January 2001 through 31 June 2005.

Arrest data indicates the location of the arrest, and are for all offenses.

Domestic Violence includes felony offenses only.

Child Abuse Offenses include the following penal code sections: 273A, 273A(A), 273A(A)(1), 273A(B), 273D, 273G, 286(A), 288, 288(A), 288(B)(1), 288.2(A), 245(B), 245(C), 245(D)(1), 245.5(A), 245.5(B), 246, 220/261, 261, 261(A)(1), 261(A)(2), 261(A)(3), 261(A)(4)

Economic Factors derived from the 2000 Census. Beat breakdown courtesy of Urban Strategies.

Unemployment is measured as adults unemployed as a per cent of those in the labor force.

Below Poverty Line is the percentage of people in the beat living below the poverty line in 1999.

Public Assistance is the percentage of households receiving public assistance income.

Education Factors derived from Oakland Unified School District data. Provided Courtesy of Safe Passages

Violent suspensions data are for the 2003-2004 school year and count each incident of a violent suspension (Dangerous Object/Weapon, Hate Violence, Injured Another Person, Robbery or Extortion, Sexual Assault or Battery, Terrorist Threat, Violence Not in Self Defense) and map to the student's home address.

Truancy data are for the 2002-2003 school year and count students who had 16 or more unexcused absences and map to the student's home address.