CITY OF OAKLAND

AGENDA REPORT

TO: FRED GLOVER-BLACKWELL   **FROM:** ARTURO SANCHEZ
City Administrator   Interim Assistant City Administrator

SUBJECT: Public Safety Initiatives   **DATE:** March 27, 2014
Throughout the City

City Administrator Approval	Date ᔓ-2ʔ-/ᔉ

COUNCIL DISTRICT: City-Wide

RECOMMENDATIONS

Staff recommends that the City Council accept this Informational Report from the Office of the City Administrator providing a synthesis of the City's public safety strategies, investments, and outcomes to effectively reduce and prevent violent crime in Oakland.

EXECUTIVE SUMMARY

The City of Oakland is challenged with unacceptable crime and violence levels at a time of limited public resources. To realize our public safety goals, the City Administration believes that Oakland's public safety plan must be a living and action-oriented document with active community engagement as the foundation and which strategically deploys limited public safety resources.

Over the last several years in order to guide the development of strategic public safety efforts, the City retained national public safety experts, as well as conducted a broad community engagement process to honor the role of local community knowledge and partnership towards achieving public safety. Based upon this extensive work, the City of Oakland developed a focused set of public safety strategies using proven best practices and Oakland specific conditions. The preliminary outcomes in the reduction of crime and violence provide validation for these focused strategies.

The Council is in the process of deliberations critical to the City's public safety, including a possible public safety ballot measure to replace the expiring Measure Y which is a property tax that provides about $21 million annually for community policing, violence prevention and intervention, and emergency services. To help guide Council policy-making, this report provides the following summary information:

1. Current City public safety investments and main programs.
2. Oakland community partnership efforts.
3. Preliminary public safety outcomes.
4. Staff recommendations on priority public safety efforts.

Information in this report was gathered from City departments, as well as a synthesis by Safe Passages (Attachment 1) of over 30 source documents, including reports from City public safety consultants such as Bob Wasserman, the Bratton Group, and Resource Development Associates (RDA), the Measure Y independent evaluator.

Current City Public Safety Investments and Main Programs

The City currently spends approximately $320 million annually for public safety and violence prevention programs and services.

- The Oakland Police Department (OPD) budget for FY13-14 is $204 million with 88% of the budget coming from the General Purpose Fund (GPF), 6% from Measure Y, 1% from grants, and the rest from miscellaneous sources.

- The Oakland Fire Department (OFD) budget for FY13-14 is $111 million with 86% of the budget coming from the GPF, 3.6% from Measure Y, 1% from grants, and the rest from miscellaneous sources.

- Violence prevention funds, administered by the Department of Human Services, includes $6.6 million annually from Measure Y funds and several millions from federal, state and other grants.

The City's current public safety framework is organized around the following 5 targeted goals:

1. Stop violent crime.

2. Assure school success and invest in prevention.

3. Fund jobs and promote workforce readiness.

4. Engage communities and build healthy neighborhoods.

5. Renew the Oakland Police Department.

The table below includes key strategies and programs based upon best practice research and data to achieve the goals.

Main Public Safety Target and Strategy	Key Public Safety Tactics
Stop Violent Crime through targeting main offenders & hot spot areas	1. Crime Reduction Teams/ Problem Solving Officers 2. Enhanced and geographic investigations 3. Compstat: Data-driven, geographically accountable crime analysis 4. Oakland Ceasefire: focus on gang and group gun violence 5. Oakland Street Outreach 6. Homicide and shooting response and support services 7. Family violence intervention 8. Maintain Fire/Emergency Medical Services (EMS) response time
Assure School Success & Invest in Prevention through public/private partnerships	1. Comprehensive network of afterschool programs (Oakland Fund for Children and Youth) 2. Juvenile justice: focus on youth back in school and graduating 3. Restorative Justice 4. Attendance and graduation initiatives 5. Library Read 2020: reading at grade level by 3rd grade 6. Boys and Men of Color Initiative 7. Commercially sexually exploited children (CSEC) interventions
Fund Jobs & Promote Workforce Readiness	1. Youth employment programs, summer and year-round 2. Reentry employment initiatives (e.g., Golden State Works) 3. West Oakland Jobs Center 4. Business partnerships to enhance local hiring (e.g., Workforce Investment Board) 5. Linked Learning initiatives: linking learning to the workplace
Engage Residents & Build Healthy Neighborhoods	1. Support for Neighborhood Watch and Neighborhood Councils 2. Coordinated cross-departmental City service teams 3. Improved response and service for blight and graffiti removal 4. Adopt-a-spot and other community beautification efforts Parks and Recreation Programs: vibrant community centers 5. Friday Night Peace in the Parks Program 6. Faith-based partnerships: Night Walks
Renew the Oakland Police Department: Strong, Strategic, and Community-Focused	1. Expand police staffing: officers and support staff 2. Improve community trust/police legitimacy 3. Community Advisory Groups for Area Commanders 4. Improved service delivery for reporting crimes 5. Better coordination and integration with code enforcement

Oakland Community Partnership Efforts

The answer to crime reduction is within everyone in the city, thus community engagement and partnership is a cornerstone of the City's public safety strategy. Strong community collaboration

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with OPD, including strategic and tactical development, transparency, and the sharing of responsibility, is integral to improving the City's public safety. No one strategy alone can help Oakland reach its Public Safety goals. Key progress made includes the following:

- Increased number of community members teaching in the Policy Academy.
- The new requirement that officers to attend at least one community meeting per quarter.
- Stationing officers at schools to mentor students and create safe passages.
- Progress towards the creation of inter-departmental teams between OPD, Public Works, Building Services, and the City Attorney's office to address quality of life issues such as illegal dumping and severe blight.
- Conducted extensive community forums over the past several years to hear from residents and other community stakeholders on their pressing concerns and proposed solutions.
- Ceasefire program partnerships with faith based and community organizations and regional, state, and federal law enforcement agencies.
- Service coordination among public entities and community service systems, such as the monthly Juvenile Justice Center (JJC) Case Conferencing meetings, attended by Department of Human Services (DHS), Alameda County Probation, Health Care, Oakland Unified School District, Children's Hospital, and community agencies.

Preliminary Public Safety Outcomes

While the City of Oakland's public safety challenges remain significant, there have been major improvements to the City's public safety systems and operations that have resulted in the preliminary reduction of crime and violence and improvements to quality of life. For example, according to the Community Policing Evaluation conducted by Resource Development Associates (RDA) and the University of California Berkeley, School of Law, the recent property crime rates, although increasing, are still lower than 25 years ago. And while violent crime in Oakland has remained consistently high over the past 25 years, the 2013 calendar year ended with the reduction in homicides by 28 percent and a 16 percent decline in shootings.

In addition, based upon Measure Y evaluation, the funded programs and strategies which reach about 5,500 high risk youth and young adults annually, have resulted in the following participant outcomes:

- Following enrollment, the number of youth participants arrested for any offenses, including violent offenses, decreased by 71% across all programs.
- After enrollment, there was an 83% reduction in arrests for violence.
- The recidivism rate at 2 years after program enrollment is 29%, whereas the recidivism rate for Alameda County Juvenile Probation overall is about 73%.

Staff Recommendations for Public Safety Priorities

Based upon an analysis of crime and violence data and multiple public safety consultant and evaluation reports, staff recommends that the City prioritize the following actions:

1. Prioritize efforts to first reduce violent crime in Oakland and target resources to specific high need areas, violent groups and youth and young adults, especially–those at risk or involved in the justice system.

2. Build on what is working with a focus on evidence based practices and promising approaches, such as the Ceasefire program, Oakland Street Outreach, Caught in the Crossfire, Juvenile Justice Program, other violence prevention programs, and area-based policing.

3. Increase and sustain long-term investments along the public safety continuum, as referenced in the public safety strategies above (from strategies for those affected by different types of violence to other quality of life issues).

4. Increase leveraging opportunities via the philanthropic and government (both state and federal) sectors to improve the quality of life across all Oakland neighborhoods.

5. Continue to invest OPD resources into achieving the Wasserman and Bratton Group recommendations, such as investments in Constitutional Policing's span of control structure, decentralized OPD, improved community-police relations, and involvement of Oakland's diverse constituents at all levels of public safety discussions.

6. Support a new ballot measure that focuses resources for some of these key strategies which contribute to a safer Oakland.

With an extensive amount of research conducted about public safety, the City has collected the tactics needed to accomplish the targeted goals and recommendations. With continued resource investment, the city can gradually progress toward increased public safety in Oakland.

BACKGROUND/LEGISLATIVE HISTORY

This section first discusses key assumptions and external factors that undergird and set the context for the Public Safety Framework. Public safety investments are shown through the cost summary tables, and then presented in broad strokes with a description of the major strategies and activities that comprise the specific elements of the Public Safety Framework. Activities are connected to populations reached. Finally, short and long-term outcomes are presented in the Public Safety Framework.

Assumptions- Oakland residents want to be safe in their homes, neighborhoods, and everywhere in the City of Oakland. Oakland residents want to feel good about raising their children in our city. Oakland residents are also passionate about social justice. As a

City, Oakland is committed to the principles of equity, fairness, justice, opportunity and rehabilitation. Oakland's Public Safety Framework, therefore, must exist in a larger social justice context.

External Factors- Many external factors impact public safety, including: the economy (local, state and federal; unemployment and under employment), local economic development efforts, public health, educational attainment, and other socio-economic factors. Government funding for public safety strategies is often fluid, and should be considered a major external factor impacting public safety.

What We Invest- Public safety requires government funding for implementation. The City of Oakland's current investments in public safety include funding from many grant sources, the general purpose fund, and public safety ballot measures. The Key Public Safety Strategies section of the report outlines the financial investments into the Oakland Police Department programs, Oakland Fire Department programs, and Violence Prevention programs in the Department of Human Services. In addition to financial investment into actual strategies and programs, the City of Oakland has invested considerable expertise and research to build out the key elements of the Public Safety Framework, as evidenced by the numerous research and evaluation reports that form the backbone of this synthesis. Expertise of nationally recognized public safety experts and researchers are leveraged along with the local expertise of Oakland's elected officials, city staff, residents and community service providers.

In addition, the City of Oakland invests staff across every City Department towards its overarching goal of public safety. While City staff from OPD, OFD, and the Department of Human Services (DHS) address violent crime through interaction with the suspects and victims, all City agencies and staff contribute towards increasing the quality of life for Oakland residents. The Strategic Policy Partners third report addresses the significance of quality of life crime with two key recommendations for the City to expand beautification and clean-up efforts and for the City to create Coordinated Response Teams that address many quality of life issues throughout Oakland Neighborhoods.

Contributions toward public safety come from public partners (such as the Alameda County and the U.S. Department of Justice), private partners (e.g., unions and businesses), community partners, and Oakland residents. Everyone has a role in the effort to make Oakland a safer place.

ANALYSIS

I. Statement of the Problem
Oakland elected officials, residents, businesses, and city staff identify public safety as their #1 concern. The data described below shows that there is a reason for this to continue to be cause

for concern. Public safety has been at the center of public conversation for decades. Residents have even been moved towards creating their own solutions for public safety in their neighborhoods such as engaging private security firms which further emphasizes the gap between high-income and low-income neighborhoods. The City continues to actively engage neighborhoods in public safety partnerships as part of a larger public safety agenda. This section provides an overview of select crime, victim, and suspect data. It concludes with Oakland's emergency response-related needs.

1. Crime Data: Homicides

    According to the Community Policing Evaluation conducted by RDA and the University of California Berkeley, School of Law, violent crime in Oakland has remained consistently high over the past 25 years. Multi-year annual homicide averages (3-year, 5-year, and 10 year) all hover around 107-109 homicides. In recent years, Oakland's violent crime rate has been between three to four times the California state rate; homicide rate has been between three to six times the California state rate; and violent crime rates tend to resist state and national downward trends (Gilbert, Crandall, and Wakeling, 2014-analysis covers January 2012 and June 2013). However, the 2013 calendar year ended with a 28 percent reduction in homicides, and a 16 percent reduction in shootings, according to an Informational Report on the Status of the City's Public Safety Ceasefire Strategy to Reduce Violent Crime in Oakland to City Administrator Fred Blackwell (March 2014). The reduction in shootings indicates an important step forward because a reduction in shootings will lead to a reduction in homicides.

    Fifty-three percent (53%) of homicides occur in East Oakland (High Street to the San Leandro border which is 1/3 of Oakland's area)[i]; and the remaining 47% of homicides are distributed primarily across West Oakland (bounded by the I-580, I-880, and I-980/24 freeways)[ii]; and Central Oakland (Lake Merritt to High Street).[iii](Gilbert, Crandall, and Wakeling, 2014- analysis covers January 2012 and June 2013).

    The data identifies approximately 50 violent groups (i.e., gangs) in Oakland, with an active membership of 1,000-1,200 people- approximately 0.3% of Oakland city's population. Of active groups in Oakland, at any one time, only a small subset of the groups are at highest risk of violence. During the review period, eighteen (18) groups citywide were associated with a majority of group involved violence.[iv]
    While only a small number of groups, these groups play a significant role in driving serious violence at the Oakland citywide level- at least 59% and up to 84% of homicides citywide are group member involved. The differences between victim group involvement and suspect group involvement in homicides includes: for victims, 47% of victims are group involved and 9% of victims have unknown/not confirmed group involvement; for suspects, 53% of suspects are group involved and 27% of suspects have unknown/not confirmed group involvement.[v]

Fifty-nine percent (59%) of all homicides involve group members as victims, suspects, or both- Forty percent (40%) are running group feuds, personal disputes between group members, or internal group disputes while 19% are instances where group members use violence to resolve other kinds of disputes. Another 25% of all homicides may involve group members as suspects and/or victims. Thirteen (13%) of all homicides involve disputes over drugs, drug turf, or drug business. Risk of involvement in homicide is concentrated within and among groups and their networks.[vi]

According to Gilbert, Crandall, and Wakeling (2014), eighty-four percent (84%) of homicide victims and 94% of suspects are male. While only 28% of Oakland's population, approximately 80% of victims and suspects are Black. Numbers were not available for Latinos. Serious violence is most concentrated among individuals ages 18-34. They comprise: 67% of all individuals involved in homicides (both victims and suspects); 66% of all homicide victims; 69% of known homicide suspects; and 76% of homicide victims known to be group involved. The average age of an individual involved in homicide is 29 with the average victim age of 30, and the average suspect age of 26.

Approximately 70% of victims and 90% of suspects have come into contact with the criminal justice system prior to the homicide incident. Homicide victims and suspects come into contact with the criminal justice system frequently and for a variety of offenses: arrested an average of 10 times prior to their homicide victimization or perpetration; approximately 7% of all their arrests are felony arrests; approximately 73% have been convicted of a felony; 76-80% have been on probation; and approximately 84% have been incarcerated and have high averages of violent offenses and other offenses, particularly drug and property.

2. Additional Crime Data

According to a recent 2013 City of Oakland Victim and Suspect Report victim data showed 3,495 juveniles and 61,716 adults were victims of crime (all crimes/incidents).

According to a recent 2013 City of Oakland Victim and Suspect Report, suspect data showed 739 juveniles and 7,099 adults were arrested.

Oakland's domestic violence rate is the highest in Alameda County at 9.8 per 1,000 with children present at over half of such incidences (55%)[vii]. At least 3,000 incidences of domestic violence are reported to the Oakland police each year.

Table 1 represents robberies, robberies with a firearm, and burglaries by time period.

Table 1: Crime by Time Period:

	January 1 – March, 9, 2012	January 1 – March, 9, 2013	January 1 – March, 9, 2014
Robberies	697	879	620
Robberies with a Firearm	336	503	341
Burglaries	2,065	2,418	2,255

Despite recent increases, property crime rates remain lower than in the late 1980s through the mid 1990s (Bennett, et. Al, Community Policing Evaluation, 2012). Property crime rates came to an all time low in 2009 where they were a 58 percent decrease from the 1988 rate. Oakland, similar to Fresno, Richmond, Sacramento, and Stockton, experienced an uptick in property crime since 2009. These crimes are cause for concern considering that Oakland and comparison cities have property crime rates which are significantly higher than the state overall as well as the fact that Oakland's property crime rate continued to increase in 2012 and 2013 when the comparison cities experienced a relatively stable rate.

3. Stressor Data

These homicide and crime data coincide with multiple other high stress indicators prevalent to the identified Oakland areas. The Measure Y stressor analysis locates a concentration of socio-economic disparities, domestic violence and school disengagement within the high homicide neighborhoods. The Stressor Index by Community Police Beat ranks the neighborhoods of East and West Oakland that experience the majority of homicides as also experiencing the greatest level of poverty and incarceration. Youth from these same neighborhoods have comparatively high truancy and school suspensions, particularly for violence. Stressor analysis has been used along with crime data to focus resources in neighborhoods where interventions will likely lead to highest results. See appendices B and C for stressor map and data which is updated every two years.

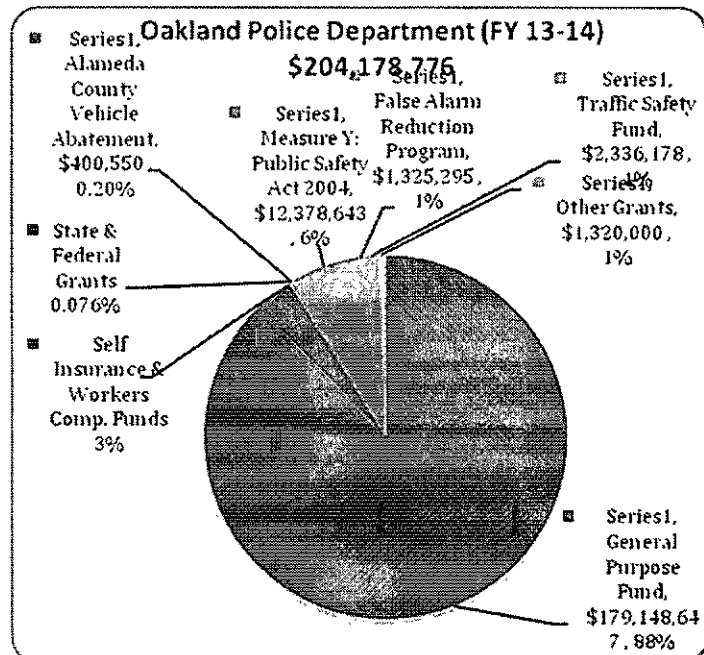## II. Key Public Safety Strategies and Initiatives

What We Do (Efforts to Reduce and Respond to Violent Crime) – In the Public Safety Framework, specific activities implemented along Oakland's continuum of enforcement, prevention, intervention, response, and community engagement strategies are referenced in key Oakland public safety analyses as critical strategies to improving public safety in Oakland.

1. Focused and Strategic Law Enforcement: Oakland Police Department

The General Purpose Fund (GPF) serves as the main fund for the Oakland Police Department (OPD). OPD receives 88 percent of its funding from the GPF. The table below summarizes all OPD funds:

				OPD		
Funding Source	**$ FY13-14**	**$ FY14-15**	**Civilian FTE FY13-14**	**Sworn FTE FY13-14**	**Civilian FTE FY14-15**	**OPD Sworn FTE FY14-15**
General Purpose Fund	$179,148,647	$194,023,498	445.7	573.0	447.7	627.5
Self Insurance & Workers Comp. Funds	$6,858,036	$6,864,404	2.0	0.0	2.0	0.0
Federal Grants	$155,441	$158,783	1.0	25.0	1.0	12.5
State Grants	$255,986	$238,674	1.7	0.0	1.6	0.0
Alameda County Vehicle Abatement	$400,550	$412,615	1.0	1.0	1.0	1.0
Measure Y: Public Safety Act 2004	$12,378,643	$12,922,251	0.3	63.0	0.4	63.0
False Alarm Reduction Program	$1,325,295	$1,351,958	6.5	1.0	6.5	1.0
Traffic Safety Fund	$2,336,178	$2,365,619	15.7	2.0	15.7	2.0
Other Grants	$1,320,000	$1,320,000	0.0	0.0	0.0	0.0
Grand Total	$204,178,776	$219,657,802	473.9	665.0	475.9	707.0

Oakland Police Department (FY 13-14) $204,178,776

a) Community Policing- At the center of Oakland law enforcement strategies to improve public safety and support collaboration between the OPD and Oakland residents are Community Policing and Neighborhood Services, "whose primary role is to solve problems of concerns to residents in their assigned neighborhood beats."[viii] The goal of this strategy is to have every OPD staff member, sworn and civilian, to become a

community policing specialist. In addition, the geographic organization of OPD resources discussed below facilitates the implementation of this best practice strategy. At minimum, 63 Problem Solving Officers (PSOs) are dedicated to OPD's Community Policing program.

The Community Policing Program is organized at the block level, the neighborhood level, and the city level. At the Block level the Neighborhood Services Division has established 946 individual Neighborhood Watch Groups where neighbors are provided training on Personal, Home, and Neighborhood Safety and are encouraged to conduct regular meetings including an annual Block Party on National Night Out. In 2013, a record 660 National Night Out Block Parties occurred citywide, indicating a strong interest on behalf of the community to work together to prevent crime. Similarly, the division assisted in the creation of 18 Merchant Watch Groups in commercial corridors to enhance public safety and promote better communication among business owners.

At the Neighborhood level the City has nine (9) Neighborhood Services Coordinators (NSCs) who work with the City's 45 Neighborhood Crime Prevention Councils (NCPCs) organized by beat for the purpose of bringing community members together to work in partnership with OPD and other City departments to prioritize and solve neighborhood problems. The NSCs serve as liaisons to the Police Department and other City departments to ensure that the City and OPD prioritize neighborhood problems. The NSCs also work closely with the PSOs to provide a consistent contact and familiarity between residents and officers as well as continuity in problem solving.

PSOs are responsible for the coordination of problem solving activities on their beats in partnership with the NSCs. These activities include documenting and tracking NCPC progress priorities and addressing crime and blight problems identified by the Area command staff. As necessary, PSOs have also been used to assist with Area wide crime trends and other emerging public safety needs not bound by geographic boundaries.

PSOs act as the lead project managers for problems on their assigned Community Policing Beats by way of utilizing a process of Scanning, Analysis, Response, and Assessment (SARA) to solve problems and document all aspects of this process in OPD's SARA Database Management System.

They engage the community by building community support for OPD through positive customer service and assisting their assigned NCPC in establishing appropriate priorities based on crime data. It is expected that the PSO, working in conjunction with the community, will help reduce violent crime and the fear of crime while improving community and police relationships.

At the Citywide Level two organizations, the Community Policing Advisory Board (CPAB) and the Neighborhood Watch Steering Committee review and oversee the successful implementation of community policing at the neighborhood and block levels.

b) Constitutional Policing-Another major strategy of OPD in the Public Safety Framework is Constitutional Policing, that is, the implementation of all police services in a manner aligned with the constitutional rights of every individual. OPD has made a Department-wide commitment to treat every person with respect and dignity regardless of their circumstances in life.[ix] OPDs commitment is to be evidenced by officers understanding the importance of meeting constitutional standards and fully supporting them as the core foundation of the OPD policing culture.[x] The Department has diligently worked to enhance community policing partnerships, reduce crime, and increase organizational accountability to further Constitutional Policing within OPD. The City of Oakland's Negotiated Settlement Agreement (NSA) with the Federal Court supports this activity. This strategy also furthers Oakland's commitment to Social Justice, organizational excellence, and collaboration between OPD and Oakland residents.

The NSA has brought about significant change within OPD. The reforms focused on the Internal Affairs (IA) Investigations, Supervisory Span of Control, Unity of Command, Use of Force Policy and Procedures, Personnel Information Systems, Stop Data Collection, Field Training Program, Training, Personnel Practices, Community Policing, Internal Auditing Capabilities, and Management Reports. Although several tasks remain, the Department continues to make significant progress. One of the most significant OPD structural changes that the NSA has produced relates to the sergeant's rank. The NSA requires OPD to assign one primary sergeant to each field team. A field supervisor's span of control shall not exceed eight (8) members. Additionally, this provision also requires OPD to ensure that field based squads are supervised by their primary sergeant 85% of the time. To comply, OPD created the Relief Sergeant position with a corresponding increase in the ratio of sergeants to total membership. This reform added critical supervision to our field operations to ensure consistency for staff and leadership during important operations.

Additionally, the OPD has implemented a stop data policy and data collection program with the intention of creating an internal culture of accountability, allowing for assessments and identification of biased behaviors, and increasing transparency. The Stop Data information collected for an eight·month reporting period, from April to November 2013 provided an overview of data collected and the categories used in the Department's first statistical report since the implementation of the new revisions and data collection procedures. The Department recognizes the complexities, challenges, and responsibilities associated with the presentation of Stop Data statistics. The data can be influenced by variables of beat demographics, crime trends, deployment patterns, OPD staffing, traffic levels, and transit patterns in the City.

The Stop Data report has three goals: to 1) present Stop Data statistics for any given time period; 2) create transparency regarding stops, including the racial/ethnic identity of those stopped by officers; and 3) build a solid foundation for ongoing analysis and discussion. All Stop Data information gathered is reviewed at Risk Management meetings to determine if there are any disparities requiring additional review by commanders and supervisors. This information is another step in the process of making OPD more open, transparent, and accountable to the community.

c) District Based Policing and Investigative Units- Crime reduction requires specific strategies related to the deployment of law enforcement resources. The City of Oakland has organized its resources into 5 District Based Policing geographic areas in an effort to increase accountability for crime reduction and increase responsiveness to neighborhood concerns and crime. Within each of the OPD Districts, OPD is implementing District Investigative Units to increase crime-solving effectiveness. These crime solving teams are dedicated to the Neighborhood Districts in an effort to identify and target pattern crime and the criminals associated with them, thereby reducing pattern, robberies and burglaries, among other crimes. Although not fully staffed, Area commanders are prioritizing investigations for the assigned investigators in their Area.

d) Ceasefire-This program is a proven homicide and violent crime reduction law enforcement/community collaborative strategy. Oakland's Ceasefire Strategy focuses attention on reducing gang/group related shootings and homicides. Specifically, the goals include: reducing gang and group related shootings and homicides; decreasing the recidivism rate of participants and their networks; and improving community police relationships.[XI] Since May 2013, Oakland's Ceasefire Strategy has been in full implementation and entails weekly shooting review meetings and monthly Multi-Agency Law Enforcement Partners meetings focused on special assistance on gangs/groups most active and unresponsive to direct communication. The Ceasefire collaboration includes Measure Y funded DHS staff, Faith-based partners and community service providers.

e) CompStat (Crime Analysis and Problem Solving)-Effective crime reduction requires quality data, strategic analysis, and accountability. The Bratton Group, LLC, in conjunction with Strategic Policy Partnership, has been working with OPD on maximizing the CompStat crime management and command accountability system as well as reorganizing its investigative functions to respond more effectively to homicides, shootings, robberies, and burglaries.

A Bratton Group report (May 2013) described the enhanced CompStat Process as a paradigm-shifting approach to police management and as an accountability, training, motivational, and crime analysis tool whose fundamental purpose is to keep key police managers, including chiefs, district captains, investigative supervisors, and special unit

commanders, sharply focused on the central police responsibilities of responding to and controlling crime. According to the report, the heart of the enhanced CompStat process is a series of regularly scheduled crime strategy meetings where a police department's top management and its field managers engage in tough, probing sessions about current crimes and the plans and tactics to counter them.[xii]

The Oakland Police Department received 587,000 calls for service in 2013 and 609,355 in 2012. According to the Oakland Police Department 2010 Strategic Plan, the OPD response time in all call priority categories is higher than it should be. When compared to other cities such as Fresno, Long Beach, and Sacramento, Oakland's response time is at least double the average response time of other communities in all call priority categories. Based on the call volume and national standards, OPD needs more staff, both sworn and non-sworn, to accomplish better response times and departmental public safety goals. Who We Reach- Activities described above reach Oakland residents, businesses, and community organizations. In addition, the more targeted activities like CompStat and Ceasefire, reach pattern criminals, perpetrators of violence, particularly perpetrators of shootings and homicides. Finally, these activities reach victims of community and family violence, high-risk youth, vulnerable families, and reentry youth and young adults.

2. Evaluation-based Violence Prevention and Intervention Programs in DHS

Investments:

Department of Human Services				
Funding Source	$ FY13-14	$ FY14-15	Civilian FTE FY13-14	Civilian FTE FY14-15
Measure Y: Public Safety Act 2004	$ 6,601,959	$ 6,711,570	10.2	10.4
Second Chance Juvenile Justice Grants*	$ 468,750	$ 0	0.0	0.0
Transitional Employment (CEO/REDF) Grant*	$ 1,591,667	$ 1,591,667	0.0	0.0
CalGRIP 2012 Ceasefire Grant*	$ 121,880	$ 121,880	0.0	0.0
Community-Based Violence Prevention Grant*	$ 733,333	$ 0	0.0	0.0
Grand Total	$ 9,517,589	$ 9,627,200	10.2	10.4

* Funding may have been approved by Council Resolution outside of the biennial budget process and thus numbers may vary from the Adopted Policy Budget, funding estimate is based on individual grant amounts spread proportionately over the term of the grant. The term of each individual grant varies.

Violence Prevention and Intervention activities reside in four major strategy areas: 1) Focused Youth Services, 2) Family Violence Intervention, 3) Young Adult Reentry Services, and 4) Violent Incident/Crisis Response and Community Organizing. Federal, state, and local funding (Measure Y) has been leveraged to fund the implementation of best practices in Oakland.[xiii] Thirty (30) public and private partners are currently funded to deliver the following specific strategies.

a) **Focused Youth Services** – Address the needs of high-need youth in the Juvenile Justice System, commercially sexually exploited children, and middle school students

exposed to trauma. Funded community based agencies work closely with Alameda County Probation, along with a Measure Y funded OUSD Enrollment Manager at the Juvenile Justice Center, to provide wraparound comprehensive case management and help youth transition back into schools. Other activities under this strategy area include: Summer and Afterschool Youth Employment, Restorative Justice, and Gang Prevention.

b) Family Violence Intervention – Activities include the Family Violence Intervention Unit that connects domestic violence survivors and their children to the services needed to break the cycle of violence, and trains OPD on the dynamics of family violence, emergency protective orders, and the effects of family violence on young children.. Other activities focus on the identification and treatment of young children from birth to age five (5) exposed to family and/or community violence. This strategy includes work with Commercially Sexually Exploited Children including coordination with OPD, a drop in center, and case management.

c) Young Adult Reentry – The strategy provides an array of employment opportunities from transitional employment to paid job training to direct job placement and retention for individuals on parole or probation. It includes intensive case management pre-release in San Quentin and state juvenile facilities through Project Choice.
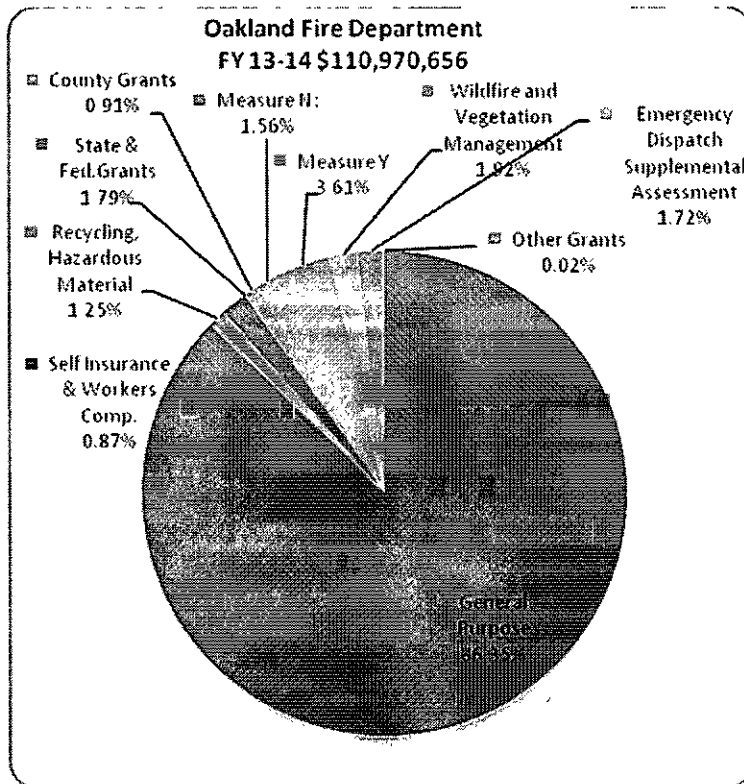
d) Violent Incident/Crisis Response and Community Organizing- The Crisis Response and Support Network is a key activity, providing immediate and ongoing support to the family and friends of homicide victims in Oakland. Highland Hospital Intervention provides support to youth and young adults involved in an Oakland based gunshot or stabbing incident. Street Outreach in hot spot areas is conducted to reduce violence among high-risk youth and young adults through focused mediation and intervention. This strategy includes Ceasefire case management and service coordination.

Who We Reach- Violence Prevention and Intervention strategies reach the following: victims of both family and community violence; young children exposed to violence; high-risk youth; vulnerable families; children and youth; and reentry youth and young adults.

3. Emergency Medical Response (Oakland Fire Department)

The General Purpose Fund (GPF) serves as the main fund for the Oakland Fire Department (OFD). OFD receives 86 percent of its funding from the GPF. The table below summarizes all OFD funds:

Oakland Fire Department						
Funding Source	**$ FY13-14**	**$ FY14-15**	**Civilian FTE FY13-14**	**OFD Sworn FTE FY13-14**	**Civilian FTE FY14-15**	**OFD Sworn FTE FY14-15**
General Purpose	$95,824,502	$109,970,556	46.549	504.249	46.549	505.249
Self Insurance & Workers Comp	$964,715	$965,189	0.2	0	0.2	0
Recycling, Clean Up, Hazardous Material	$1,388,158	$1,412,569	8.1	0.0	8.1	0.0
Federal Grants	$1,924,939	$1,914,490	14.5	2.0	14.5	2.0
State Grants	$61,218	$62,661	0.3	0.0	0.3	0.0
Alameda County Grants	$1,005,697	$1,005,697	1.0	0.0	1.0	0 0
Measure N: Paramedic Emergency Services	$1,733,370	$1,756,433	6.1	0.8	6 1	0.8
Measure Y. Public Safety Act 2004	$4,000,000	$4,000,000	0.0	0.0	0.0	0.0
Wildfire and Vegetation Management	$2,134,012	$2,128,071	1.0	0.0	1.0	0.0
Emergency Dispatch Supp. Assessment	$1,909,393	$1,954,240	11.1	0.0	11.1	0.0
Other Grants	$24,652	$24,652	0.2	0.0	0.2	0.0
Grand Total	$110,970,656	$125,194,558	89.0	507 0	89.0	508 0

Oakland Fire Department
FY 13-14 $110,970,656

County Grants 0 91% · Measure N: 1.56% · Wildfire and Vegetation Management 1.92% · Emergency Dispatch Supplemental Assessment 1.72% · State & Fed.Grants 1 79% · Measure Y 3 61% · Other Grants 0.02% · Recycling, Hazardous Material 1 25% · Self Insurance & Workers Comp. 0.87% · General Purpose

The Oakland Fire Department (OFD) consists of 32 engine and truck companies which respond to an average of 50,000 to 60,000 emergency calls annually. Almost 80% of the emergency calls responded to by OFD are medical in nature which is why all OFD

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companies have Paramedics and all OFD members receive certification as Emergency Medical Technicians. Together with other emergency care providers, OFD provides fast, reliable, and professional medical care to all in need and is an integral component of critical pre-hospital care in the community.

Measure Y provides funds ($4M annually) for two of the 32 OFD companies. These two companies are Advanced Life Support (ALS) fire engine companies which respond to life emergency calls including medical and fire incidents. These two fire companies contribute to a reduction in response time and increases chances to save lives and properties from medical or fire incidents. These important lifesaving emergency response responsibilities are critical to the City's public safety. In addition, fire academies and vehicle replacements as the fleets continue to age are important City budget considerations.

Who We Reach- OFD activities reach Oakland residents and businesses throughout the City in crises caused by emergency situations and fires. OFD is often the first responder to serve victims of crime and violence in Oakland.

4. Community Engagement, Partnership, and Coordinated Service Delivery

Community engagement is a cornerstone of Public Safety and is perhaps the most critical and cost effective crime prevention strategy. While the City of Oakland currently employs 665 sworn officers, more than 400,000 Oakland residents[xiv] live in our communities.

Strong community collaboration with OPD in all areas of policy and strategy development is essential to improving public safety. Strategic and tactical development, transparency, and the sharing of responsibility between policy and community is an integral part of the Police Vision for Oakland[xv] Further, Oakland is building towards a strong moral voice in every neighborhood declaring that everyone has a stake in improving the quality of life in our neighborhoods and that criminal and disruptive behavior will no longer be tolerated anywhere in our city.

The OPD has increased the number of community members teaching in the Police Academy. Officers are required to attend one community meeting per quarter. Commanders remain responsive to community requests for participation in events at schools, churches, festivals, and numerous other events. Officers are stationed at schools to mentor students and create safe passages.
In addition, a consistent theme heard throughout Oakland at Neighborhood Council Meetings and during every 2013 Town Hall Meeting was a desire from residents and businesses to see the City address quality of life crime in addition to any focus on violent crime in the city. Such quality of life crimes included illegal dumping, graffiti, blight and

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other nuisance activity. Problems with homeless encampments, illegal dumping hot spots, and blighted, abandoned properties have a significant impact on safety and the perception of safety in a neighborhood. The Strategic Policy Partners third report addresses the significance of quality of life crime with two key recommendations for the City to expand beautification and clean-up efforts. It emphasizes public spaces such as Parks and Recreation Centers and recommends that the City create Coordinated Response Teams that address a variety of crime and quality of life issues throughout Oakland Neighborhoods.

Criminal activity is more likely to occur in a neighborhood that looks as if these problems go unresolved. Issues of blight and other nuisance activity also stand as obstacles to sustainable economic development that could ultimately fund the services needed to prevent these problems. While very important, most of these activities do not require an emergency police or EMS response and even reporting those to OPD via the dispatch center could be a burden on already thin resources. As described by James Q. Watson and George Kelling's "broken windows theory," disorderly places create an impression of societal neglect, one that fosters fear, which thus leads to crime. The two examples below summarize how the City currently invests in addressing these problems:

> In FY 12-13, the Oakland Public Works Department (OPW) received over 13,000 service requests to remove illegal dumping from Oakland streets. OPW estimates that it will respond to a total of 18,000 service requests in the current FY 13-14. That amount of service requests represents a 19% increase over the previous year. Although illegal dumping occurs citywide, the majority of it occurs in the neighborhoods with the highest crime rates. This overlap reinforces the importance of an inter-agency/departmental targeted response. Since the passage of tho new illegal dumping ordinance in the spring 2013, the Office of the City Attorney's Neighborhood Law Corps (NLC) unit partnered with OPW and the Office of the City Administrator on illegal dumping enforcement. As a result, OPW referrals resulted in the issuance of 36 warning letters, 45 administrative citations and the seizure of one vehicle in 2013. The Office of the City Attorney also coordinates with the Office of the District Attorney to work on dumping cases that might be appropriate for prosecution instead of just a citation.

> The Building Services Department received over 6,000 complaints about blighted properties in FY 12-13. Often these include abandoned or foreclosed homes that have become neighborhood magnets for illegal behavior including squatting, drug dealing, and prostitution. Neighborhood Councils routinely identify these properties as a priorities and OPD can track increased calls for service from blocks with such properties located on them.

One tactic the City has used successfully to address problem privately-owned properties is a Strategic Multi-Agency Response Team "SMART" Inspection. This coordinated response includes Building Services, OPD, OFD, and other agencies, such as Social Service providers, that may be required to mitigate these problems. These SMART Inspections have been successful for a number of years and the City is in the process of implementing an expanded version of that model as one component of the new coordinated service delivery effort.

The City is establishing Area Response Teams as part of the coordinated service delivery effort. The teams will align with the OPD geographic boundary areas to be able to quickly respond to the aforementioned quality of life issues. These teams will include staff from a variety of City departments to work on specific targeted problems initiated by input from the Area Commanders, the NSCs, and data indicating a need for a multi-agency response. While these teams will be designed to provide fast, coordinated service delivery from a City enforcement perspective, they will also seek long term solutions to problem spots.including economic development opportunities, small business assistance, and the involvement of outside agencies and partners such as Caltrans, Alameda County, and private businesses.

These teams will focus on a specific geographic area for a finite period of time. The teams have two functional differences from the 1999-2009 Service Delivery System Model (SDS): 1) they will be more streamlined and project oriented in order to avoid unnecessary meetings and ensure a clearly defined goal for each project; 2) where possible, the teams will involve an expanded list of potential resources including outside agencies and the private sector to promote wider collaboration.

III. Preliminary Outcomes

In addition to the outcomes listed in the key strategies section, Oakland can look forward to more positive outcomes through continued investments in public safety strategies. With these investments, the Public Safety Framework is expected to yield the following outcomes over the short and long term provided sustained implementation of the activities described above:

SHORT TERM OUTCOMES	LONG TERM OUTCOMES
Increased collaboration among police and community members.	Increase safety among Oakland Residents.
Increased accountability of all public safety partners for outcomes.	
Decreased number of shootings	No tolerance for criminal behavior in Oakland.
Decreased number of homicides	
Decreased number of major crimes including robberies and burglaries.	
Increase school attendance for high-risk youth.	Improved quality of life for all Oakland residents.
Decrease adult and juvenile recidivism on probation and parole.	
Increase employment rates for individuals on probation and parole.	

As noted in this synthesis, several evaluation reports support the above referenced short-term outcomes. [xvi]

Additionally referenced across the source documents used as the basis for this synthesis, is that successful implementation of the strategies outlined in the Framework requires sustained investment across the continuum of enforcement, prevention, intervention and engagement described in this report. Only through sustained and focused investment can the short and long-term outcomes be achieved.[xvii]

IV. Staff Recommendations

Based upon an analysis of crime and violence data and multiple public safety consultant and evaluation reports, staff recommends that the City prioritize the following actions:

1. Prioritize efforts to first reduce violent crime in Oakland and target resources to specific high need areas, violent groups and youth and young adults, especially–those at risk or involved in the justice system.

2. Build on what is working with a focus on evidence based practices and promising approaches, such as the Ceasefire program, Oakland Street Outreach, Caught in the Crossfire, Juvenile Justice Program, other violence prevention programs, and area-based policing.

3. Increase and sustain long-term investments along the public safety continuum, as referenced in the public safety strategies above (from strategies for those affected by different types of violence to other quality of life issues).

4. Increase leveraging opportunities via the philanthropic and government (both state and federal) sectors to improve the quality of life across all Oakland neighborhoods.

5. Continue to invest OPD resources into achieving the Wasserman and Bratton Group recommendations, such as investments in Constitutional Policing's span of control structure, decentralized OPD, improved community-police relations, and involvement of Oakland's diverse constituents at all levels of public safety discussions.

6. Support a new ballot measure that focuses resources for some of these key strategies which contribute to a safer Oakland.

PUBLIC OUTREACH / INTEREST

Current Outreach and Public Engagement Efforts

Ownership of a public safety strategy for Oakland belongs to the community as a whole. The process of increasing public safety in Oakland must include residents, leaders, students, parents, stakeholders, community organizations, elected officials, and the city organization in order to be effective. Because public safety has been consistently identified as our number one priority, our elected officials (mayor and elected officials) have held meetings in the past few years about public safety. For example, anytime a neighborhood or elected official holds a meeting about public safety, the city should be active and engaged in the conversation.
In spring 2013, the City began a series of community engagement town hall meetings where the community voiced concerns about crime and violence in their neighborhoods. The most common themes heard across all discussions in those meetings were:

- For OPD to be more consistent in the community policing assignments to allow the community to get to know the officer(s).
- For the City to address quality of life crimes in addition to violent crime. And to coordinate work between all City departments including OPD.
- For the community to come together and be more active to reduce crime in their neighborhoods.
- To continue to build better relationships between OPD and the community.

Specifically the 2013 Town Hall Meetings focused on four questions and received the following trends for each:
1) What does crime look like in each neighborhood?

- No/slow response or follow-up from OPD
- Violent crime from youth
- Prostitution/pimps
- Drug dealing and lots of traffic in and out; increases around 1st of month
- Illegal Dumping and blight especially on vacant lots
- Loss of business due to crime
- Increase in burglaries and robberies (All types)
- Fighting, shootings, presence of many guns, gun violence, murder, and assaults
- Theft (e.g., car break ins, bike theft and cell phone theft)
- Graffiti and vandalism to all types of property (including cars)
- Squatting and homeless encampments
- Illegal parking, illegal motor bikes, and reckless driving (donuts, speeding, etc.)
- Domestic violence and child neglect
- Disturbing the peace
- Public intoxication and public urination
- Blight, garbage, and littering
- Truancy

2) What would residents like to see the police department do differently?
- Training residents to respond to lower level crimes
- Ceasefire resourees in central area
- Officers visible being friendly/walking (building relationships) balanced citywide with More hours for weekend shifts
- Continuity of all assignments where officers get to know the community and are geographically organized
- Better collaboration with other police departments: OPD, BART Police, OHA Police, CHP, National Guard, ete. and with other City departments (e.g., to improve street lighting)
- Increase sensitivity for victims
- Better dispatch customer service for emergency and non-emergency calls
- Bilingual officers
- More knowledge of problem solving officers (PSOs) and provide list of PSOs to community
- Address and cite for quality of life issues like traffic violations, blight, noise, loitering, robberies, burglaries, and lower level crimes instead of just giving warnings. Have an option for people to do this as community service instead of having to pay tickets. Communicate to people how to report these types of issues.
- More data driven policing with the data accessible to the community
- More dedication to solving crimes; use decentralized structure to solve all crimes
- More police officers on the streets at all times (inside and outside of the car)

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- Stop profiling; conduct ongoing cultural sensitivity classes
- Put the Neighborhood Services Coordinators (NSCs) back in OPD
- Encourage more youth to become police officers; encourage neighborhood to do the Citizens Police Academy
- Listen, show respect, and be transparent and positive
- Revamp Community Oversight Boards (CPAB and CPRB)
- Have fewer officers respond to one incident where they all just stand around
- Improve training of Neighborhood Service Coordinators (NSCs)
- Enforce Police code of ethics and hold each other accountable
- Better response time

3) What they would do if they were an officer to gain the trust and respect of the community?
- Create more jobs
- Move forward and take action – get community together to make changes and take ownership of their neighborhood, for example: forming a Neighborhood Watch group or creating a campaign to educate on non-emergency calls or installing surveillance cameras
- Organize Neighborhood Watch to include surrounding blocks
- Youth mentorship/role modeling; engage youth in productive activity and hear from them OR how we/they can help
- Clean-ups/Beautification/Block Parties and Events; use technology to communicate
- Community work more closely with OPD by offering spaces for OPD visibility
- Expose more people to crime prevention programs
- This is your community: increase civic participation (e.g., attend NCPC meeting) and connect neighborhoods with outreach to all diverse groups and public education (e.g., which beat do you live in)
- Reduce overloading the 911 call system by using the anonymous tip line to report illegal activities in my neighborhood
- Visit and participate/volunteer at the libraries (community building), schools, and with seniors
- Create more volunteer opportunities for youth such as more advisory commissions
- Sign-up for Mayor's, Councilmembers, and district listserves
- Come together as a city; create a neighborhood phone tree and use it
- Youth curfew
- Unite renters and homeowners
- Address root causes of crime; build community where there is pride and trust
- Start CORE groups and report issues (e.g., use SeeClickFix)

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4) What would they be willing to contribute to public safety in Oakland?
   - Get to know residents in the beat you work in by building relationships with parents, youth, etc. at schools and parks
   - Be consistent and get more involved with the community – Visit the same places every month to build relationships, engage the faith community, and attend community events like Earth Day
   - Don't be afraid of the community (leave personal biases/problems at home); use more friendly persuasion and less intimidation
   - Improve the department internally
   - Build trust, treat people with respect and present a good attitude to the community (say 'hi')
   - Educate yourself about the undocumented
   - Chief go door-to-door
   - Keep PSOs in their beat for longer-terms
   - Be more critical of OPOA
   - Educate the citizens about crime/local issues
   - Mentor youth/show interest
   - Be responsible with my role, not abuse my authority, and be ethical in- and accountable for my actions
   - Live in Oakland at least for a year or two
   - Address quality of life issues as I see them (e.g., illegal dumping)

The Strategic Policy Partner Team facilitated the meetings which were located in each of the proposed Police Areas. Individual break-out sessions were conducted by police beat to ensure accurate information was being discussed about each neighborhood.

The third report from Strategic Policy Partners was a broad assessment of the many resources Oakland has that can assist in increasing public safety and spoke to a need to better coordinate those resources. The report also calls for an extensive outreach and public engagement effort to align the many stakeholders in Oakland around the Public Safety Plan. Currently the City Administrator's Office, in partnership with OPD, is implementing that engagement strategy. The goals of this process are to: provide an update on the transformative changes OPD is undergoing, present ways in which the City departments are aligning themselves behind the new geographic structure as a model of more effective service delivery, and receive input from the various stakeholders as to what action items they would insert into the plan that they can take responsibility for.

Outreach efforts thus far include visits to the following boards, commissions, and community stakeholder groups:

- Community Policing Advisory Board (CPAB) - two visits, a third planned

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- Neighborhood Watch Steering Committee, met with the board, a meeting of the full membership will be scheduled.
- Youth Commission, met with their board, a broader youth forum is being scheduled.
- Measure Y Oversight Committee (MYOC)
- Library Advisory Committee
- Senior and Executive Staff Meetings (multiple visits)
- Parks and Recreation Advisory Commission (two visits)
- West Oakland Business Alert Group
- Coliseum Business Alert Group

The next few planned (or being organized) new outreach efforts include the following:
- Budget Advisory Committee (BAC)
- Oakland Housing Authority (OHA) residential board and the OHA Commission
- Participation in the Oakland Chamber of Commerce Public Safety Series
- Oakland Metropolitan Chamber of Commerce
- Police Area Advisory Boards
- A series of Mayor's Town Hall meetings, one per Police Area, are occurring at which the plan is a key component to the discussion.
- Councilmember organized meetings/town halls

The outreach effort around public safety is an ongoing process where the City continues to engage groups with one or more of the following focuses:
1. General overview and education about public safety – (how to report crimes, etc.)
2. Discussion about how the City can better support the work that they do (for NCPCs and community groups)
3. Discussion about what their contribution will be, and for City departments, this discussion is about how the department can change service delivery to look at it through a public safety lens, using OPD data to focus efforts.

In addition to the meetings referenced above, prior outreach was conducted in the form of surveys, interviews, and focus groups for the many source documents used for this report and the Safe Passages synthesis report. The City is actively implementing changes based off of the input heard at the 2013 town hall meetings and those prior. As these changes continue to occur, the City encourages the community to join or increase participation in the effort to increase public safety in Oakland as it is a continual work in progress.

COORDINATION

The City Administrator's staff worked with the Oakland Police Department, the Department of Human Services, and Safe Passages on this report.

COST SUMMARY/IMPLICATIONS

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The detailed Public Safety allocations are found in the charts below.

Oakland Police Department						
Funding Source	**$** **FY13-14**	**$** **FY14-15**	**Civilian FTE** **FY13-14**	**OPD Sworn FTE** **FY13-14**	**Civilian FTE** **FY14-15**	**OPD Sworn FTE** **FY14-15**
General Purpose Fund	$179,148,647	$194,023,498	445 7	573 0	447.7	627.5
Self Insurance & Workers Compensation Funds	$6,858,036	$6,864,404	2 0	0 0	2 0	0.0
Federal Grants	$155,441	$158,783	1 0	25 0	1 0	12 5
State Grants	$255,986	$238,674	1 7	0 0	1 6	0 0
Alameda County Vehicle Abatement	$400,550	$412,615	1.0	1.0	1 0	1 0
Measure Y. Public Safety Act 2004	$12,378,643	$12,922,251	0.3	63 0	0 4	63 0
False Alarm Reduction Program	$1,325,295	$1,351,958	6 5	1 0	6 5	1.0
Traffic Safety Fund	$2,336,178	$2,365,619	15.7	2 0	15 7	2 0
Other Grants	$1,320,000	$1,320,000	0 0	0 0	0 0	0.0
Grand Total	$204,178,776	$219,657,802	473 9	665 0	475 9	707.0

Oakland Fire Department						
Funding Source	**$** **FY13-14**	**$** **FY14-15**	**Civilian FTE** **FY13-14**	**OFD Sworn FTE** **FY13-14**	**Civilian FTE** **FY14-15**	**OFD Sworn FTE** **FY14-15**
General Purpose	$95,824,502	$109,970,556	46.55	504 25	46 55	505 25
Self Insurance & Workers Comp.	$964,715	$965,189	0.2	0	0 2	0
Recycling, Clean Up, Hazardous Material	$1,388,158	$1,412,569	8.1	0 0	8 1	0 0
Federal Grants	$1,924,939	$1,914,490	14 5	2 0	14 5	2 0
State Grants	$61,218	$62,661	0 3	0 0	0 3	0 0
County of Alameda: Grants	$1,005,697	$1,005,697	1.0	0 0	1 0	0 0
Measure N Paramedic Emergency Services	$1,733,370	$1,756,433	6.1	0 8	6 1	0 8
Measure Y: Public Safety Act 2004	$4,000,000	$4,000,000	0 0	0 0	0.0	0.0
Wildfire and Vegetation Management	$2,134,012	$2,128,071	1.0	0.0	1 0	0 0
Emergency Dispatch Supplemental Assessment	$1,909,393	$1,954,240	11 1	0 0	11.1	0.0
Other Grants	$24,652	$24,652	0 2	0.0	0.2	0.0
Grand Total	$110,970,656	$125,194,558	89.0	507.0	89 0	508.0

Department of Human Services				
Funding Source	**$** **FY13-14**	**$** **FY14-15**	**Civilian FTE** **FY13-14**	**Civilian FTE** **FY14-15**
Measure Y. Public Safety Act 2004	$ 6,601,959	$ 6,711,570	10 2	10 4
Second Chance Juvenile Justice Grants*	$ 468,750	$ 0	0 0	0 0
Transitional Employment (CEO/REDF) Grant*	$ 1,591,667	$ 1,591,667	0.0	0.0
CalGRIP 2012 Ceasefire Grant*	$ 121,880	$ 121,880	0 0	0 0
Community-Based Violence Prevention Grant*	$ 733,333	$ 0	0 0	0 0
Grand Total	$ 9,517,589	$ 9,627,200	10.2	10.4

* Funding may have been approved by Council Resolution outside of the biennial budget process and thus numbers may vary from the Adopted Policy Budget, funding estimate is based on individual grant amounts spread proportionately over the term of the grant The term of each individual grant varies
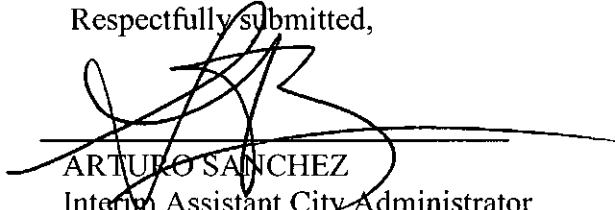
SUSTAINABLE OPPORTUNITIES

Economic: The proposed recommendations will improve the City's capacity to address the issues of violent crime prevention, intervention and enforcement in the City of Oakland. The plan placed forward would be implemented in coordination with other public and private service providers to maximize revenue leveraging and outcomes.

Environmental: The proposed plan would improve the City's safety climate and perceptions of safety.

Social Equity: The recommendations in this report support programs that address both racial and economic inequities identified in the reports and highlighted in the recommendations.

For questions regarding this report, please contact Arturo Sanchez, at 510-238-3301.

Respectfully submitted,

ARTURO SANCHEZ
Interim Assistant City Administrator
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Josefina Alvarado, Executive Director, Safe Passages

Reviewed by Oakland Police Department, DHS

Attachments:
Attachment 1: *Safe Passages Summary of Public Safety Efforts and Reports*

Citations:

Fred Glover-Blackwell, City Administrator
Subject: Public Safety Initiatives Throughout the City
Date: March 27, 2014

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[i] Beats 26Y, 27Y, 29X, 30X, 30Y, 33X, 34X, and 35X),

[ii] Beats 02Y, 02X, 04X, 05X, 06X, 07X, and 08X

[iii] Beats 17Y, 19X, 20X, 21X, 21Y, 23X, 24X, and 24Y.

[iv] Gilbert, D., Crandall, V, & Wakeling, S, CA Partnership for Safer Communities, "Understanding Serious Violence in Oakland A Problem and Opportunity Analysis," Presentation, January 2014

[v] Ibid

[vi] Ibid.

[vii] "A Profile in Family Violence." Alameda County Domestic Violence Collaborative, 2003.

[viii] Bright Research Group & Research Development Association, "Measure Y 2012 -2013 Community Policing Neighborhood Services Evaluation Annual Report," 2014.

[ix] Strategic Policy Partnership, LLC. "Best Practices Review: Oakland Police Department," 2013.

[x] Strategic Policy Partnership, LLC. "Best Practices Review: Oakland Police Department," 2013.

[xi] Harmon, R & Whent, S "Informational Report on the Status of the City's Public Safety Ceasefire Strategy to Reduce Violent Crime in Oakland," Agenda Report to Fred Blackwell, March 2014

[xii] The Bratton Group, "Oakland Crime Reduction Project: Findings and Recommendations," May 9, 2013.

[xiii] Department of Human Services, City of Oakland, "Oakland Unite Summary"

[xiv] American Community Survey, 2014

[xv] Strategic Policy Partnership, LLC "Best Practices Review: Oakland Police Department," 2013

[xvi] Harmon, R & Whent, S. "Informational Report on the Status of the City's Public Safety Ceasefire Strategy to Reduce Violent Crime in Oakland," Agenda Report to Fred Blackwell, March 2014, Jain, S, Cohen, A, & Bassey, H City of Oakland, Department of Human Services & West Ed, "Systems Change Across Sectors: A Collaborative Community-Based Approach to Improving Outcomes for Reentry Youth in Oakland," April 2013, The Bratton Group, "District-Based Investigations in Oakland: Rapid and Effective Response to Robberies, Burglaries, and Shootings," 2013.

[xvii] Gilbert, D., Crandall, V, & Wakeling, S, CA Partnership for Safer Communities, "Understanding Serious Violence in Oakland A Problem and Opportunity Analysis," Presentation, January 2014

APPENDICES

APPENDIX A

TABLE 1. The Strengths of Oakland Unite's Strategies.

STRATEGIES	STRENGTHS
Juvenile Justice Center & OUSD Wraparound Services	-Case managers develop strong relationships with clients that drive successful outcomes -Behavioral change is incremental and can be seen through the lens of harm reduction
Oakland Street Outreach	-Strong trust and community buy-in allow for shared information critical to reducing and preventing violence -Solid coordination with Oakland Unite partners results in leveraged resources
Crisis Response and Support Network	-Clinical case management (CCM) model including grief and trauma counseling and traditional case management -Help coping with loss and trauma
Highland Hospital Intervention	-Case managers engage youth prior to their discharge from the hospital -Case manager relationships support positive outcomes related to physical and emotional health, safety, employment, and education
Restorative Justice	-Creating dialogue about harm and students' struggles increases their sense of self-worth and confidence -Restorative justice reinforces positive interpersonal communication techniques
Gang Prevention	-Overcomes community distrust and engages parents and teachers with concrete strategies for gang prevention -There is high demand for trainings for organizations as well as follow-up classes for parents
Our Kids/Our Families Middle School Model	-Multidisciplinary, team-based approach to case management and counseling -Program works with students to reduce their stress and deal with their emotions
Family Violence Intervention Unit	-Working with clients from start to finish, including referrals and follow-up -Strong partnership and engagement with OPD
Outreach to Sexually Exploited Minors	-Immediate intervention for sexually exploited minors -Youth receive unconditional support from program staff
Mental Health Services for Ages	-Clinical staff are critical bridges to services and

0-5	resources for families and children -Staff educate children on social problem-solving skills, which positively impacts the whole family
Reentry Employment	-Teaches clients soft skills and hard job skills so they can obtain and maintain employment -Programs go above and beyond to offer emotional support and motivation to clients
Youth Employment	-Clients learn job skills, communication, and soft skills -Youth gain confidence through their success
Project Choice	-Pre-release planning helps clients prepare and creates stability upon release -Programs provide positive role models who clients can relate to

Source: Bennett, P. et al, Resource Development Associates, "City of Oakland: Evaluation of Oakland Violence Prevention Programs, FY 2012-2013".

APPENDIX B

TABLE 2. Implemented Recommendations in 12 Areas of the Oakland Police Department.

AREA	IMPLEMENTED RECOMMENDATIONS
Building Communities of Trust	-Community representatives are being invited to numerous police events and discussions. Command officers reach out to the community in new districts, with each district having organized a district-wide advisory council. - The Chief of Police and Assistant Chief attend roll calls and in-service training to stress the important of building respect within the community and treating everyone with respect. - Plan for joint presentations to all members of the OPD on the need for a strong commitment to treating all persons with respect.
Accountability-Based Police Structure	-The new organizational structure was implemented, with non-support assignments removed from the daily oversight activities of the Assistant Chief of Police of Operations. -The new Strategic Initiatives unit was formed, under the direction of a Deputy Chief of Police.
Neighborhood Policing Structure	As discussed above in the Decentralized Investigations section, five districts implemented the new neighborhood policing structure on a pilot basis.
Developing a Service Culture	-Command staff appear at roll calls to talk about community perceptions. - Supervisors and managers attend community discussions about crime and violence. -District Advisory Committees were formed and bring the community into discussions with the Department about local problems and joint solutions.
Developing Management Skills	-Captains set up Community Advisory Panels for their Districts. -Captains in the first two Districts were briefed by community residents and pastors from their Distirct about Ceasefire involvement and perceptions regarding crime. -Command staff and management have attended local churches on Sundays to talk about current policing issues and develop community relationships.
Addressing Crime	A strengthened CompStat process has been designed and implemented, with the Captain of Strategic Initiatives assigned responsibility for management of the new process.
Strengthening Police Training	-Community members were incorporated into instructional sessions for the last recruit class and are being used again in the current class. -Plans were underway to provide community orientation of

	new recruits following field training, beginning with the recruits in the Police Academy at the completion of the Strategic Policy Partnership report (2013). -Negotiated Settlement Agreement issues are addressed at the beginning of training, not at the end. -The curriculum was sent out for some partner and community reviews and some feedback was received. -The Fall of 2013 recruit class was scheduled to arrive early for a City and community orientation.
Managing Calls for Service	-A basic implementation plan was developed. -The Project Advisory Committee has reviewed the concept and strategy and made suggestions for implementation. - Improvements in Communications Center practices are being undertaken to reduce wait times to speak with a call taker. - At completion time of the Strategic Policy Partnership report (2013), Management of the Communications Center was being strengthened with new supervisory and management personnel.
The Ceasefire Connection	-There was movement toward a greatly strengthened partnership with community participants for a Ceasefire strategy in Oakland. -Relationships and communication with Federal, County, State, and local partners were strengthened. -High impact actions were implemented following violent acts by target groups. -- At completion time of the Strategic Policy Partnership report (2013), planning for expansion to some other areas was in the initial stages.
Racial Profiling Data Analysis	- At completion time of the Strategic Policy Partnership report (2013), a discussion was planned with the Negotiated Settlement Agreement monitoring body to get approval for external analysis. -Funding was requested from the City of Oakland to support the analysis.
Crisis Intervention Skill Development	-Related needs were slated for discussion with the Advisory Committee.
Reducing Domestic Homicides	-Contact was made with UC Berkeley research staff about partnering on research needed to identify base criteria.
Recruitment of Candidates	-The requirement has been established for age 25 to be required for future recruit class admission. -Plans were underway to include more community representation in the selection process, with greater diversity of participants.

Source: Strategic Policy Partnership, LLC. "Best Practices Review: Oakland Police Department," 2013.

APPENDIX C

Compstat Recommendations:
• Compstat meetings should be firmly under the control of the primary questioner who drives the process forward and keeps it focused on the specific crime problems and the plans to counter these problems.
• The primary questioner, not the reporting captain, should control and direct the electronic maps and screens.
• Captains will be expected to be fully conversant with their crime problems, having accurate, timely information by reading and understanding all Part I crime reports.
• Expanded participation and input will be expected from investigative supervisors at every level in the Department, who should be prepared to describe in detail the response of their investigative units to current crime incidents and patterns, to report on the status of all but the most sensitive active investigations, and to share information about successful strategies.
• The Compstat Report should be a succinct summary of crime and enforcement activity, showing trends in the previous two- and four-week periods, as well as year-to-date comparisons, that can be used as a departure point for Compstat discussions.
• Working from the Compstat Report, the primary questioner should engage the district captain and other relevant supervisors concerning any spikes or trends in the crime numbers, paying particular attention to spikes in killings and shootings, and questioning them on their plans to deal with these issues, i.e., the development of effective tactics.
• All Department chiefs and captains should be present at all Compstat meetings, except in cases when other important business calls them away. Compstat should be seen as one most important regular activities taking place in the Department.
• In addition to general questioning about current crime trends, the primary questioner should pursue a series of regular lines of questioning at the Compstat sessions:
o Hot Spots – What is being done to correct conditions at various hot-spot locations?
o Calls for Service – Are calls for service up or down, and if up, why are they spiking? Consider highlighting the top five locations for repeat calls in each district. Why are police continually called there? What is the underlying problem? Are we wasting valuable resources?
o Enforcement – What is happening with arrests and other enforcement activity? Why are some officers in a given district very productive while others are not? Are we making arrests in the right places and for the right reasons? Are officers being properly directed by their supervisors towards areas where crime is spiking?
o Warrants – What is the progress on executing Ramey warrants and other warrants such as bail jumping, failure to appear, and parole warrants? The number of Ramey warrants should be broken down by district, and this information provided to each district captain and to the CID captain. The district captains should be questioned about what is being done to capture these suspects.

o Measures of Evidence Gathering and Processing – When Bratton Group recommendations concerning the tracking of crime scene work are implemented, Compstat should include a recap of crime scene runs and lab submissions from supervisors assigned to these functions. This would cover the number of runs responded to, the number of locations fingerprinted, the number of ballistics and DNA submissions, etc.

o Ceasefire – How many Ceasefire individuals called to a call-in reside in a district? How many accepted service? How many in/out of jail? How many of them have been victims of a shooting? How many have been victims of crime themselves? How many are wanted for a crime?

o Persistent Quality-of-Life issues – What are the quality-of-life issues that are most problematic for the community? What are we doing about them?

Members of the Bratton Group team worked intensively with Assistant Chief Eric Bershears to help prepare him for his role as the primary Compstat questioner and participated in the Compstat meetings conducted on the new model. They also assisted in revising the Compstat Report.

DIU recommendations:
• Reduce the workload of Major Crimes Section 1 to homicides and grievous assaults from which the victim is likely to die by assigning gun assaults for investigation at the district level.
• Assign most robberies and non-gun assaults for investigation at the district level.
• Assign burglaries for investigation at the district level.
• Establish District Investigation Units (DIUs) in each of the five districts to investigate robberies, burglaries, and assaults/shootings.
• Assign experienced investigative sergeants to manage the DIUs. These sergeants would be responsible for all investigative activity in the districts and would represent district investigations at Compstat.
• Assign three experienced investigators and three to four police officers to each DIU, pairing experienced investigators with officers with less experience.
• Assign each investigator/police officer team to one of three specialties: robbery, burglary, or assaults/shootings.
• Establish staggered schedules for DIU to ensure a working presence by investigators in the afternoon and evening hours seven days a week. Have DIU investigators respond to crime scenes, interview victims, canvass for witnesses, gather evidence and identify crime patterns, modus operandi, and
repeat criminals active in the district.
• As the DIU system is established, use the DIUs as an investigator training ground and career path, with officers moving in progression from police officer assigned to a DIU, to a DIU lead investigator, to centralized CID and homicide investigations.
• Establish strictly observed case management protocols to provide guidelines for DIU investigations, including updated Investigative Action Reports (IARs) at five days, 15 days, and 28 days for each active case. The Bratton Group team has prepared a sample case management system for adaption for use in Oakland.

• Significantly increase the camera monitoring capabilities of the OPD in commercial areas throughout the city to provide identifications and evidence in robbery, burglary and some shooting cases. Cameras would be monitored and recorded at the Domain Awareness Center that is currently under construction.

Evidence Management Recommendations:
• Assign a supervisor, preferably a sergeant, to manage crime scene technicians and establish a systematic dispatch protocol that both prioritizes and tracks all crime scene runs.
• Acquire a faster running digital photo system to access Alameda County's Consolidated Arrest Report System (CARs) so that photo arrays can be shown expeditiously to robbery victims.
• Establish a new protocol for the processing of fingerprints from burglary scenes so that prints in cases with other leads and/or in cases that have been linked a pattern of burglaries can be submitted for expeditious AFIS comparisons. Hire additional fingerprint analysts as needed to provide this service.
Increase the analysis of shell casings found at shooting scenes to link specific weapons to specific crimes across geographical areas and periods of time. Hire additional ballistic analysts as necessary to provide this service.

APPENDIX D

OPD Detailed Recommendations.

Source: Detailed OPD Recommendations The Bratton Group, "District-Based Investigations in Oakland: Rapid and Effective Response to Robberies, Burglaries, and Shootings," 2013.

Oakland Police Department

Project Status 2013 (Version 28.129)

	Recommendation	Implemented	Review For Implementation	No Action	Comments	Owner	Co
A	**Building Communities of Trust**						
1	Implementation of Legitimacy Training		X		Intrim Ceasefire coordinator observed program in Chicago, OPD working with local agencies to host a regional training.		
2	Training for officers in interaction with community members		X		In Benchmark Plan		
3	Role Call Appearances by Chief and Asst. Chief	X					
4	Organization of Community Advisory Councils in Districts	X					
5	Brining community into all aspects of the Department		X				
6	Annual survey of community confidence and satisfaction with police service delivery		X				
7	Invite community representatives into the CompStat process		X		Public Fourm being decided		
8	Involve the community (neighborhoods) in crime analysis and crime strategy development		X				
9	Ensure that the relationships with Ceasefire community participants is seamless	X			Assistant Chief given a leadership role in the strategy management		
10	Limit the use of Problem-solving officers as a personnel pool for special events	X					
11	When personnel are required for an event, use beat officers, not PSOs		X				
B	**Accountability-Based Policing Structure**						
1	Assign the Assistant Chief of Police responsibility for field operations	X					
2	Have other functions report directly to the Chief of Police	X					
3	Have two Deputy Chiefs reporting to the Assistant Chief of Police	X			Patrol Resources Supervised by Two Deputy Chiefs (Sector I and Sector II)		
4	Assign one of the Deputy Chiefs responsibility for District commands			-X	See above		
5	Assign a command officer responsiblity for Strategic Initiatives			X	Assigned to a Captain		
6	Include Crime Analysis, CompStat, Ceasefire and related activities in Strategic Initiatives		X		Assigned to Captain, Partially Implemented exploring Crime Analysis Options		
C	**Neighborhood Policing Structure**						
1	Creation of Five Policing Districts	X					
2	Have the new District commanders (Captains) oriented by the community	X					

	Recommendation	Implemented	Review For Implementation	No Action	Comments	Owner	Completion Date
3	Formation of Strategic Initiatives Unit (CompStat, Ceasefire, Crime Analysis under a Dep. Chief			X	Assigned to Captain		
4	Contract for crime analysts for short term		X		Bratton Group has indicated they can identify a contract person having these		
5	Push down responsibilities to lower-levels of the organization	X			in process		
6	Clearly define District commander accountabilities and authorities	X					
7	Assign a group of Lieutenants to the City-wide Watch Commander function			X	Geographic responsibilities, with rotating watch commander duties.		
8	Have the watch commanders report to the Assistant Chief of Police			X	Report to Area Commanders		
9	Have District Captains respond to all homicides in their geographic area	X					
D	Strengthening District Investigations						
1	Decentralize investigations for key crimes to Districts (robbery, burglary and auto vandalism		X		Initial investigators assigned; one robbery investigator for each District. As academies are released, CID will grow to reach the desired number.		
2	Contract for AFIS Input and Input Technician		X		Crime Lab Hiring Additional Fingerprint Technicians.		
3	Ensure that fingerprints collected by Technicians are reviewed for daily AFIS Input		X		Finger Prints Reviewed for Quality; need aditional staff for AFIS entry and processing		
4	Assign investigators in Districts to broader shift coverage	X			CID was re-organized to provide evening coverage. Will enhance when new officers released from field training.		
E	Developing a Service Culture						
1	The Command Staff must communicate with lower-level personnel the vision for the future	X					
2	Make sure every officer understands the current community perceptions about policing		X		Discussed internally with staff and formal training being formulated		
3	Promote the sense that the Department serves all citizens	X					
4	Have managers and supervisors attend community discussions about policing		X		Increased atten+F36dance by District Commanders which needs to be expanded to Lieutenants and Sergeants. These occur during community meetings with a wide variety of groups concerned about crime and disorder in their neighborhoods.		

	Recommendation	Implemented	Review For Implementation	No Action	Comments	Owner	Completion Date
F	Developing Management Skill						
1	Develop a strong mentoring initiative for those who exhibit outstanding potential		x				
2	Develop a leadership academy for future managers in the department		x				
3	Consider basing that academy in a West Coast (UCLA or Stanford)		X				
4	Increase upcoming manager's visitations of other police agencies with best practices		X				
5	Have those who visit report back to their peers on their observations		X				
6	All candidates for Deputy Chief must have served successfully as a District Commander		X				
7	Assign every manager responsibility for liaison for specific city agencies		X				
G	Addressing Crime						
1	Strengthen the CompStat performance management process	X					
2	Bring Ceasefire into the CompStat process	X					
3	Create a daily management report on crime and crime trends to be issued by 8 AM		X				
4	Strengthen the morning crime call by linking to non-attendees by video link		X				
6	Reduce the workload of Major Crimes Section 1 to homicides and grievous assaults from which the victim is likely to die by assigning gun assaults for investigation at the district level.	X			Decentralization has begun		
7	Assign most robberies and non-gun assaults for investigation at the district level.		X		In process- Expect Full Implementation when Current Officers in Field Training are Released from Training-- Cases will be assigned to District Investigators in CID.		
8	Assign burglaries for investigation at the district level.		X		Same as Above		
9	Establish District Investigation Units (DIUs) in each of the five districts to investigate robberies, burglaries, and assaults/shootings.		X		In process- Expect Full Implementation when Current Officers in Field Training are Released from Training- Cases will be assigned to District Investigators in CID.		
10	Assign experienced investigative sergeants to manage the DIUs. These sergeants would be responsible for all investigative activity in the districts and would represent district investigations at Compstat.	X			In process- Expect Full Implementation when Current Officers in Field Training are Released from Training-- Cases will be assigned to District Investigators in CID.		

	Recommendation	Implemented	Review For Implementation	No Action	Comments	Ow
11	Assign three experienced investigators and three to four police officers to each DIU, pairing experienced investigators with officers with less experience.		X		Pending additional personel from recruit classes	
12	Assign each investigator/police officer team to one of three specialties: robbery, burglary, or assaults/shootings.		X		Pending additional personel from recruit classes	
13	Establish staggered schedules for DIU to ensure a working presence by investigators in the afternoon and evening hours seven day a week.		X		Pending additional personel from recruit classes	
14	Have DIU investigators respond to crime scenes, interview victims, canvass for witnesses, gather evidence and identify crime patterns, modus operandi, and repeat criminals active in the district.		'X		Being done in some cases, Full Implementation pending additional personel from recruit classes	
15	As the DIU system is established, use the DIUs as an investigator training ground and career path, with officers moving in progression from police officer assigned to a DIU, to a DIU lead investigator, to centralized CID and homicide investigations.		X		Investigative Career Path Being Created	
16	Establish strictly observed case management protocols to provide guidelines for DIU investigations, including updated Investigative Action Reports (IARs) at five days, 15 days, and 28 days for each active case. The Bratton Group team has prepared a sample case management system for adaption for use in Oakland.		X			
17	Significantly increase the camera monitoring capabilities of the OPD in commercial areas throughout the city to provide identifications and evidence in robbery, burglary, and some shooting cases. Cameras would be monitored and recorded at the Domain Awareness Center that is currently under construction.		X		Video Evidence Sought in Prelimnary Investigations. Domain Awareness Center Policy Being Crafted.	
	Assign a supervisor, preferably a sergeant to manage crime scene technicians and establish a systematic dispatch protocol that both prioritizes and tracks all crime scene runs.		X			
	Acquire a faster running digital photo system to access Alameda County's Consolidated Arrest Report System (CARs) so that photo arrays can be shown expeditiously to robbery victims.		X			
	Establish a new protocol for the processing of fingerprints from burglary scenes so that prims in cases with other leads and/or in cases that have been linked a pattern of burglaries can be submitted for expeditious AFIS comparisons. Hire additional fingerprint analysts as needed to provide this service.		X		Cases Priortized by the Criminal Investigation Division. Additional Crim Lab Technicians Being Hired	

Recommendation	Implemented	Review For Implementation	No Action	Comments	Ow
Increase the analysis of shell casings found at shooting scenes to link specific weapons to specific crimes across geographical areas and periods of time. Hire additional ballistic analysts as necessary to provide this service.		X			
H Strengthening Police Training					
1 Add one week to the front of the recruit training program for a community orientation	X			Three Day Sessoions Planned, involing Department Orientation and Community Interaction	
2 Bring community representatives into a wide range of subject areas as co-instructors	X				
3 Orient the new recruit to the NSA at the start of the training, not at the end	X			In place with last class.	
4 Have recruits attend ride-alongs with officers and report back for class discussion		X			
5 Have the NSA Plaintiffs review the recruit curriculum before it is finalized		X		In process	
6 Bring the community into the in-service training process		X			
7 Assign a week of community orientation prior to a recruit being assigned to a District		X		Subject ot meet and confer, potentially conduct in one District as a pilot, then expand to all Districts	
8 Invite graduated recruits back to the academy for a discussion of observations after 3 months	X				
9 Increase the community involvement in review of applicants for police officer trainee		X			
I Performance Evaluation					
1 Develop a values-based performance evaluation system reflecting the new orientation		X			
2 Use performance evaluation to provide feedback on strengths and weaknesses		X			
3 Lieutenants should oversee the performance evaluation process for police officers		X			
4 Sergeants should rate their subordinates and then, as a group, review them with the Lt.		X			

	Recommendation	Implemented	Review For Implementation	No Action	Comments	Ov
5	The elements of the NSA must be included in the performance evaluation process		x			
6	The performance evaluation system should also be the basis of performance rewards		X			
J	**Internal Affairs Processes**					
1	Replace Intake Officers with Civilians		X		In-Progress	
2	Intake officers should only focus on intake of cases , not investigation	X				
3	Strengthen the statistical reporting on complaints, ensuring accuracy		X			
4	Establish a protocol to ensure cases are neither under or over investigated	X				
5	Simplify the process for reaching findings		X			
6	Limited internal affairs investigators to reporting on findings, not penalties	X				
7	Narrow the timeframes for which investigations are completed and track carefully		X			
8	Informal complaint resolution should not be handled by Internal Affairs personnel		X			
K	**Managing Calls for Service**					
1	Set a goal of reducing the call workload requiring a police response by at least 30 to 40%		X		Roll Out being prepared	
2	Adopt a policy of only sending an officer to a call if sending an officer will make a difference		X			
3	Create a service desk in Communications to receive reports from field officers	X			Assignment of personnel completed and being tested	
4	Ensure that there is no eating at operator consoles	X				
5	Ensure that Communications personnel take a lunch break and have other breaks	X				
6	Undertake a major public relations campaign announcing new response policies		X			
7	Develop a call intervention strategy using limited duty officers		X			
8	Establish a policy that officers on a lower priority call will respond to Priority 1 calls		X			
9	Have Sergeants monitor carefully the amount of time officers spend at calls, particularly calls to which numerous officers respond.	X			Subject to management oversight	

	Recommendation	Implemen-ted	Review For Implement-ation	No Action	Comments	Ow
10	Ensure that supervisors send officers back to their beats when they group at an incident	X			Subject to management oversight	
11	Expand the use of on-line reporting for new categories of calls		X			
12	Tell the caller exactly what they can expect and the time frame of that expectation		X			
13	Arrange for after-action surveying of callers to assess satisfaction with the processes used		X			
14	Train complaint operators in proper responses to complainants, eliminating operators from asking complainant "do you want an officer?"	X			Completed in recent weeks; resulted in a substantial drop in dispatches for calls	
L	The Ceasefire Connection					
1	Undertake a substantive briefing for all members of the Department on Ceasefire		X			
2	Establish performance measures for the Ceasefire initiative to be used in CompStat		X			
3	Develop an improved community outreach explaining Ceasefire with the non-ceasefire community partners (such as the District Advisory Councils		X			
4	Keep the Federal, state, county and community partners fully informed of all events	X				
5	Assign a command officer responsibility for maintaining direct daily links to the Fed partners	X				
6	Be prepared to move rapidly following involvement of a group in violence after warning	X				
M	Racial Profiling Data Analysis					
1	Contract for analysis of racial profiling data and provision of bi-monthly reports		X		Internal OPD Staff Working to Create Reports	
N	Crisis Intervention Skills Development					
1	Develop training program modules to teach officers intervention strategies into crises		X			
2	Explain to officers how to intervene while maintaining citizen confidence in the police		X			
3	Provide for on-call assistance from mental health professional		X			

	Recommendation	Implemen-ted	Review For Implement-ation	No Action	
4	Form a community/professional crisis intervention team for youth group interventions		X		Base on Bosl initiative wh disorder usir social worke
O	Reducing Domestic Homicides				
1	Review the research on domestic homicides undertaken in London, England		X		
2	Develop a partnership with a local university to replicate the London research in Oakland		X		
3	Develop an early intervention strategies at domestic violence calls		X		
4	Monitor the impact of the new strategies		X		
P	Recruitment of Candidates				
1	Raise the age at which recruits are accepted to 25 years of age		X		Life Experine Process, Reg
2	Involve the community in candidate selection process	X			Patricipate i
3	Strengthen the number of Cadets accepted who are from Oakland		X		
4	Give preference to Oakland residents for entry into the Cadet program		X		
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