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February 28, 2006

Oakland City Council
Oakland, California

Chairperson Reid and Members of the Public Safety Committee:

RE: **Semi-Annual Report and Recommendation Regarding the Status of Implementation of the Department's Reorganization to Expand Community Policing and the Status of Measure Y Implementation, Specifically Regarding Officer Recruiting, Training and Hiring and the Deployment of Officers to Measure Y Positions**

SUMMARY

The City Administrator's Office and the Oakland Police Department jointly present this report to provide an update on the status of implementation and expansion of community policing, including the implementation of programs and positions stipulated by Measure Y, the Violence Prevention and Public Safety Act of 2004 (VPPSA).

We are at a critical point in the implementation of community policing in the City of Oakland. The voters of Oakland spoke clearly in support of community policing by voting for Measure Y. Measure Y establishes a coordinated and comprehensive effort to restore safety to Oakland's neighborhoods by focusing on enforcement, early intervention and prevention. The enforcement portion of this approach puts most of its emphasis into crime prevention and smart, focused community policing.

The Police Department is facing serious challenges in implementing Measure Y due to a shortage of officers and recruiting, training and hiring constraints. This report seeks to clarify these challenges, provide an update on actions OPD has already begun to overcome these challenges and to offer additional possible solutions to enhance and improve upon our current efforts. The additional possible solutions to combat recruiting and hiring challenges include: increasing the budget for recruitment and training efforts, increasing the number of staffing resources in recruitment, relaxing the Emergency Response (Residency) Zone for sworn employees, restructuring the Academy program and using other Academies to train our sworn personnel.

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FISCAL IMPACT

Since this report is informational only, no fiscal impacts are included.

BACKGROUND

Community policing is a collaborative effort between the police and the community. It involves all elements of the community in the search for solutions to problems caused by crime and disorder. Effective community policing has a positive impact on reducing neighborhood crime, reducing fear of crime and enhancing the quality of life in the community. It accomplishes these things by combining the efforts and resources of the police, city government and community members.

Community policing began in Oakland in 1994, when a handful of community policing officers were deployed to the small group of beats sufficiently organized to work with them in an active partnership. A group of five Neighborhood Service Coordinators (NSCs) was hired at the same time to work with the community policing officers and the developing community policing beats. Building on these efforts, the Community Policing Task Force II developed a vision of community policing that became the blueprint for Oakland's community policing efforts.

In 1996, City Council codified this vision of community policing as Oakland's official approach to public safety through the adoption of Resolution 72727 C.M.S. and subsequent amendments – Resolution No. 73185 C.M.S. and No. 73916 C.M.S. Resolution No. 72727 C.M.S. institutionalized community policing through such strategies as creating Neighborhood Crime Prevention Councils (NCPC), establishing the Community Policing Advisory Board (CPAB), and mandating that every police officer be trained in community policing principles. Resolution 72727 also outlined duties for the Neighborhood Service Coordinators (NSC).

In 2003, a reorganization of the Oakland Police Department placed the community policing officers in a separate division called the Division of Neighborhood Services where they remain today. This reorganization placed Police Service Area Lieutenants, Problem Solving Officers (PSO), Crime Reduction Teams (CRT), Neighborhood Service Coordinators, and Beat Health Officers in charge of a particular geographical Police Service Area (PSA) and the rest of OPD took responsibility for its particular watch.

In November 2004, Oakland voters demonstrated their generosity and commitment to public safety and community policing by passing Measure Y, the Violence Prevention and Public Safety Act of 2004 (VPPSA). Voters approved a new parcel tax along with a surcharge on parking in commercial lots in order to support fire safety, community policing services, and targeted violence prevention programs. The goal of the programs and services funded by the VPPSA is to improve public safety and dramatically reduce violence among young people in Oakland.

In May 2005, the City Council approved changes to the City Administrator's Office Neighborhood Services Program, in order to improve and enhance community policing, including the adoption of a vision, three broad goals and twenty-three implementation strategies. At this time, City Council also amended Resolution No. 72727 C.M.S. to include community policing program strategies at the block, neighborhood and citywide levels. These programs include Neighborhood Watch (previously called Home Alert) and National Night Out at the block level, linking to the NCPs at the neighborhood level, and linking to the annual Community Summit at the citywide level. The Neighborhood Services Coordinators, while still employees of the Oakland Police Department, now report directly to the Neighborhood Services Manager in the City Administrator's Office.

KEY ISSUES AND IMPACTS

City Administrator's Office – Neighborhood Services Division – Community Policing Update

The following goals and strategies to strengthen Oakland's community policing program were approved by the City Council on May 17, 2005. This report summarizes the progress of implementation to date.

Goal 1: Consolidate existing community policing efforts into one coordinated program that develops citizen participation in crime prevention and problem solving at the block, neighborhood, and citywide levels.

Strategies to Achieve Goal 1:

1.1 Amend Resolution No. 72727 C.M.S. to include the block, neighborhood, and citywide operational strategy levels and the coordinated, programmatic linkages included in those recommendations.

The Community Policing Advisory Board and the Home Alert Steering Committee partnered with the Neighborhood Services Unit to develop amendments to Resolution 72727 which focused on a tiered, grassroots approach to resident involvement in community policing. A presentation was made to the Public Safety Committee and the amended resolution was approved by Council on May 17, 2005.

1.2 Redesign and retool the Home Alert program, renamed Neighborhood Watch, in partnership with the Home Alert Steering Committee.

The Neighborhood Services Unit and the Home Alert Steering Committee sponsored a community meeting in October 2005. Sixty-five Home Alert captains attended for the purpose of revitalizing the Neighborhood Watch program. The meeting resulted in three resident-driven committees organized to: 1) redesign the Neighborhood Watch curriculum and develop new program materials, 2) develop a promotional campaign for Neighborhood Watch and 3) to address the working relationship between Neighborhood Watch groups and OPD. Consequently new Neighborhood Watch materials are in development, public services announcement are being designed and a dialogue with OPD on a series of issues has begun, including a standard crime

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report for the website. Meetings to vet the materials will be held with Neighborhood Watch captains and NCPC officers prior to presenting the completed materials at the Community Summit in October 2006.

1.3 Bring the Home Alert Program under the Management of the Neighborhood Services Manager

The Home Alert Program, renamed Neighborhood Watch, was brought under the management of the Neighborhood Services Manager (NSM) in May 2005. At that time, five other programs were also brought under the management of the NSM including the Citizen's Police Academy, Citizen's Police Academy Alumni Association, Police Volunteers, Senior Safety, and Youth Safety. These programs had been managed by the Neighborhood Watch staff as well, and because they related to community involvement in policing, it was determined a better fit to keep everything together and under one manager.

There will be five Police Service Technicians facilitating Neighborhood Watch meetings, once training is completed in February, bringing the capacity to 7 Neighborhood Watch meetings per week or approximately 350 meetings per year, assuming the demand is present. Two public service announcements are scheduled to go into production in the Spring of 2006 to increase awareness and demand of Neighborhood Watch throughout the City. (see 1.2 above).

1.4 Partner with the Violence Reduction Team to develop block-level groups in specific neighborhoods.

OPD's Violence Reduction Team targets specific hot spots for concentrated surveillance and interdiction. For example, last year the Violence Reduction Team arrested 11 individuals in Sobrante Park after an intensive surveillance effort.

It is planned that after the team completes its work, Neighborhood Services Unit staff will go to the neighborhood to develop Neighborhood Watch or other block-level groups as a strategy to increase resident involvement as a deterrent to crime. Implementation of this strategy is scheduled to begin in the fall once the Neighborhood Watch program has sufficiently trained staff.

1.5 Increase involvement in National Night Out from all block-level groups.

National Night Out is the nation's block party night. Last year, 35 million people participated in this event by hosting barbeques, ice cream socials or other events to build neighborhood spirit and unity. Neighborhood unity is key to helping residents fight crime and National Night Out is a fun way for neighbors to develop those bonds. In Oakland, resident involvement in National Night Out increased from 35 parties in 2004 to 152 parties in 2005. In addition, staff from all City departments visited the parties and delivered give-away items and a gift for the host. This year's goal is 200 parties.

1.6 Develop and implement a systematic door-to-door outreach program.

A Safety Protocol for staff has been developed, and safety training through OPD will take place February 21, 22, and 24, 2006. Door-to-door canvassing will begin March 1, 2006. Staff will be trained in the following subjects:

- Radio communications. Staff has also been assigned radio call signs.
- Emergency preparedness training
- CPR
- Personal safety, including the use of pepper spray
- Field protocol, including accompanying officers on patrol
- Danger diversion, including weaponless defense and verbal judo

The Safety Protocol also provides personal safety guidelines for staff when in the field including taking a hand-held radio, informing OPD Dispatch and the PSA Lieutenant of their location, and to travel in pairs or groups.

1.7 Coordinate recruitment efforts with other block-level City-sponsored volunteer efforts.

The Neighborhood Services Unit and CORE have been working to increase collaboration between the programs. For example, now Neighborhood Watch groups of 10 or more can receive CORE I and II training in their neighborhoods. Prior to this, their only option was to attend a large group training downtown. The Neighborhood Services Manager has trained CORE volunteers in community organizing and the CORE Coordinator has given a CORE introduction and CORE I and II training to NCPCs. A joint meeting of the Community Policing Advisory Board, the Oakland Home Alert Steering Committee and the CORE Task Force took place February 1, 2006 to discuss the possibility of further collaboration. A sub-committee was established to develop recommendations for consideration by the three groups in April 2006.

1.8 Neighborhood Services Program to include the Community Summit and National Night Out

The Community Summit and National Night Out are now part of the Neighborhood Services Program. Staff worked in partnership with the CPAB to produce the 2005 Community Summit, which was attended by 465 residents, an increase of 265 residents over the 2004 Summit.

1.9 Revise and/or develop outreach tools.

A brochure for the Neighborhood Services program is in progress. The current draft is entitled: *Three Things You Can Do to Stay Safe and Solve Neighborhood Problems*. It includes an introduction to the Neighborhood Watch program, Neighborhood Crime Prevention Councils, and an overview of who to call to address neighborhood problems. It will include a beat map and a contact list for PSA Lieutenants and Program Solving Officers.

1.10 Community Engagement Newsletter

It is anticipated that a quarterly newsletter, *Neighbor to Neighbor*, will be coordinated by staff and written with input from residents who are involved in community building efforts. This newsletter will be produced both electronically and in hard copy will begin in winter 2006.

Goal 2: Adopt the principles of community organizing as the operating principles of the Neighborhood Services Program.

Strategies to Achieve Goal 2:

2.1 Redraft the job description of the Neighborhood Services Coordinators.

The NSC job description has been redrafted in collaboration with the Neighborhood Services Coordinators and in discussions with Local 21, AFL-CIO. The job description now includes such skills as: community organizing; identifying, training, and developing grassroots leaders; effectively solving problems; and building strong grassroots groups such as Neighborhood Watch and the NCPCs. The Neighborhood Services Coordinators will remain civilian employees of the Police Department. The revised job description has been sent to the Personnel Department for review and submittal to the Civil Service Board for acceptance.

2.2 Train the Neighborhood Services Coordinators and the Home Alert Coordinator in community organizing

The training of the Neighborhood Services Coordinators and the Home Alert Coordinator in community organizing is ongoing. An initial introduction was complete in January 2005. Subsequent training is held during staff meetings and in individual sessions. Staff has been trained in the goals of community organizing, how to do a 1-on-1, effective canvassing, the elements of community capacity, how to produce effective flyers, etc.

2.3 Provide training and mentoring to community leaders

A 14-week Citizen's Police Academy is scheduled to begin on Feb 11, 2006. The NSCs have also developed an outline of an NCPC leadership training program to be held in fall 2006. Topics will include meeting facilitation, agenda setting, problem solving, and an overview of community policing.

Goal 3: Improve the coordination, management and accountability of the Neighborhood Services Program

Strategies to Achieve Goal 3:

3.1 Base staff in one location

Neighborhood Services Unit staff will be relocated to 250 Frank Ogawa Plaza, Suite 6303. The Neighborhood Watch Coordinator, four Neighborhood Services Coordinators have already relocated. Staff is working with space planners and others to facilitate the move, which is scheduled to happen in the late spring 2006. Neighborhood locations will be retained for field duties and community meetings. All staff will report to the central office. After check-in and briefing with the Neighborhood Services Manager, staff can relocate to the neighborhood offices, as appropriate.

3.2 Create two Lead NSC positions

Lead Neighborhood Service Coordinator positions are needed to decrease the span of supervision from 1:17 NSCs to approximately 1:8. Funding for these positions will be requested during the mid-year budget review. Pending funding, two existing NSCs will be promoted into these positions to work with a team of NSCs to provide coordination of team activities, facilitate discussion of common problems, provide mentoring on organizing issues, and facilitate common organizing efforts. The Lead NSC will retain their regular NSC duties in addition to this function. This position would provide an advancement opportunity for NSCs for those interested in working at a higher level of skill and responsibility.

3.3 Increase coordination and usage of 444-City and the Oaklanders Assistance Center.

The Neighborhood Services Coordinators informally tracked the number of referrals they made to City departments between July and November 2005. Of the 4,545 referrals made by the NSCs, the most frequent referral was to OPD's non emergency number (781), the second was to the Beat Health Unit/ Drug Hot Line (700), and the third was to the Problems Solving Officer/Crime Reduction Team (615). The complete data set will form the basis of discussions with the Oaklanders Assistance Center in March, 2006 about increased coordination and publicity for the most frequently called numbers.

3.4 Interface with City staff.

With the exception of assignments from SDS Teams and PSA Lieutenants, requests from OPD and other departments for NSC assistance currently go through the Neighborhood Services Manager for assignment based on NSC workload and priorities.

3.5 Utilize accepted management tools for greater staff coordination, management and accountability

The Neighborhood Services Manager is currently utilizing tools such as daily activity logs, major projects lists, weekly staff meetings, and individual briefings to increase the oversight and coordination of staff activity.

3.6 Neighborhood Services Manager will complete the annual NSC staff evaluations

The Neighborhood Services Manager is developing annual performance plans with the NSCs and will complete annual NSC staff evaluations.

3.7 Upgrade and improve utilization of communications equipment

NSCs have received Blackberries to aide in communication and access. All NSCs will receive computer upgrades when they move to 250 Frank Ogawa Plaza. All NSCs will be trained to use the Outlook calendar and other computer functions to enhance coordination and communication.

3.8 Re-determine beat assignments

There is an inequitable distribution of beat assignments among NSCs due to a vacant position. The average assignment is three beats per NSC; however assignments range from two to six.

With the hiring of a seventeenth NSC, beat assignments will be re-determined to balance workload, and consider language needs of the community.

3.9 *Recognition*

The efforts of staff and NSP program volunteers will be recognized at the annual Community Summit.

3.10 *Annual Report to Council*

An annual report will be given to Council highlighting successes, challenges and changes in program implementation. Progress will be measured against the goals outlined, and the implementation plan will be updated yearly.

Oakland Police Department – Community Policing Update, including the Implementation of Measure Y programs and services

In November 2004, Oakland residents voted to approve Measure Y, thereby sending a message of support for community policing and specifically the important and valuable work being accomplished by the Department's Problem Solving Officers and Crime Reduction Teams. Measure Y establishes a coordinated and comprehensive effort to restore safety to Oakland's neighborhoods by focusing on enforcement, early intervention and prevention. The enforcement portion of this approach puts most of its emphasis into crime prevention and smart, focused community policing. All aspects of this approach address the root issues of violence including, poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families and domestic violence.

Measure Y creates a well integrated violence prevention system at the neighborhood level, where strong links among the social services, school district, police, workforce development, and criminal justice agencies result in greater leveraging of scarce resources, better coordination of services and better outcomes for participants. Prevention programs are designed to work together with community policing to provide a continuum of support for high risk youth and young adults. Interventions will reach out to those youth and young adults most at risk for committing and/or becoming victims of violence.

In December of 2005, the Department adopted Training Bulletin III-A.5 (shown in Attachment A) to set forth Departmental objectives and corresponding changes to the responsibilities of Bureau of Field Operations (BFO) personnel and to set forth procedures to strengthen the Department's commitment to community policing. To institutionalize the Department's core values of Fairness, Integrity, Respect, Service and Teamwork (F.I.R.S.T.), the Department has embraced and adopted Community Oriented Policing (COP) as its operational philosophy and strategy.

The Department's plan to expand the community policing philosophy requires the successful implementation of the component strategies discussed below:

- Geographical Accountability – Patrol officers remain in the neighborhood or business district where s/he is assigned. This continuity of presence provides an opportunity for daily, ongoing contact and ensures that officers are aware and informed of the community's current priorities.
- Problem Solving – When crime or disorder adversely affects a neighborhood or the Department's deployment of resources, the PSA Lieutenant, appropriate supervisor, or Problem Solving Officer should initiate a problem solving project to address the issue. The Department's goal is for a Problem Solving Officer, in concert with a Patrol Officer, to be available for problem solving assignments during his/her shift. These assignments might include walking a specific area to meet citizens and collect information; identifying and assessing problems; developing solutions with other officers, community members and stakeholders; and attending public meetings.
- Requests from the Community to Meet with Members of the Department – Meetings with community members to share ideas and information serve everyone's interest and give community members an opportunity to voice their concerns.
- Attendance at Neighborhood Crime Prevention Council Meetings – The Neighborhood Crime Prevention Councils are an integral part of the development of community policing in Oakland. The 57 community policing beat concept remains in effect for the NCPCs. In order to engage officers in community policing and problem solving, all sworn Patrol Division personnel assigned to a regular geographic area of the City, supervisors, CRT members, PSOs, and Foot Patrol Officers shall attend at least one NCPC meeting in their regularly assigned area each quarter.
- Measuring Effectiveness – Commanders shall ensure at the time a problem-solving plan or strategy is developed that a mechanism to measure its success is also developed. Any plan or strategy that lacks an effective way to evaluate its success or failure is not complete.

At the heart of problem-oriented policing are the Problem Solving Officers and the Crime Reduction Team members housed in the Department's Neighborhood Services Division and the Neighborhood Service Coordinators reporting to the Neighborhood Services Manager in the City Administrator's Office. The Neighborhood Services Division is organized through Police Service Areas and NSD staff work closely with the community by establishing relationships with the NCPCs and other established community organizations.

The Violence Prevention and Public Safety Act of 2004, hereafter referred to as Measure Y, provides the Department with an additional funding source to recruit, hire and train, and pay the salaries of 63 new officers to expand the community policing program and provide increased public safety:

- One problem solving officer assigned to each community policing beat. These officers work with Neighborhood Crime Prevention Councils and Neighborhood Service Coordinators to solve priority problems.
- Six additional Crime Reduction Team officers to focus on homicides and drug dealing in each Police Service Area.
- Expanded police staffing in the Oakland schools and assigned to truancy duty.
- Officers assigned to work with social service providers to intervene in situations involving domestic violence, child abuse and child prostitution.
- \$500,000 a year for training and equipment associated with these mandates, including establishing a police-social services response system.

Measure Y reads, in part, funds “raised by this ordinance may only be used as part of the following integrated program of violence prevention and public safety intervention.” It then outlines specific programs to be funded. For the Police Department it specifies the following: “Community and Neighborhood Policing: Hire and maintain at least a total of 63 police officers assigned to the following specific community-policing objectives.

Table A lists the programs to which the officers will be assigned, the Measure Y program text and the proposed number of officers to be assigned to each program.

Table A.

Program / Measure Y Descriptions and Text	Number of Officers
Community Policing & Problem Solving Officers (PSOs) Neighborhood Beat Officers: Each community policing beat shall have at least one neighborhood officer assigned solely to serve the residents of that beat to provide consistent contact and familiarity between residents and officers, continuity in problem solving and basic availability of police response in each neighborhood.	43
Community Policing & Problem Solving Sergeants The Negotiated Settlement Agreement requires that the PSOs be supervised at a ratio of 1 supervisor for every 8 officers.	7
School Resource Officers (SROs) School Safety: Supplemental police service available to respond to school safety and truancy	3
Crime Reduction Team (CRT) Officers Crime Reduction Team: At least 6 of the total additional officers to investigate and respond to illegal narcotic transactions and commission of violent crimes in identified violence hot spots.	6

Officers for Criminal Investigations Domestic Violence and Child Abuse Intervention: Additional officers to team with social service providers to intervene in situations of domestic violence and child abuse, including child prostitution.	4
TOTAL	63

Measure Y was passed by the voters in November 2004. The Oakland Police Department immediately took steps to begin the recruiting, training, hiring and deployment of the new officers afforded by the Measure. We have highlighted the status of implementation in each area below, as well as the challenges faced in these efforts.

RECRUITMENT, TRAINING AND HIRING

RECRUITMENT

The current and future recruiting efforts, as outlined below, represent a competitive effort on the part of the Recruiting and Background Investigation Unit to fulfill the hiring needs for the Department. Because recruiting methods and needs are very fluid, it can be expected that as time goes by, new and innovative recruiting methods will be added to address the changing hiring conditions.

Recruit Academy History: 2001 - 2005

In 2001, the Oakland Police Department's Recruiting and Background Investigation Unit had six (6) FTEs consisting of four (4) police officers, one (1) sergeant, and one (1) clerk. In prior years, two (2) or three (3) recruit academies took place each year. That resulted in approximately 25 – 35 Police Officer Trainees, being selected for each academy.

By 2002, a hiring freeze was instituted and no academy trainings took place.

In 2004, the hiring freeze was lifted and OPD began recruiting. Forty-three (43) currently employed police officers from various law enforcement agencies applied for the Oakland Police Department's 6th Lateral Academy. At the end of the selection process only seven (7) officers remained, who were eligible to attend the academy. That academy began in January 2005.

Three (3) other academies commenced in 2005 (154th, 155th, and 156th). These academies trained entry level Police Officer Trainees and the results of these academies are as follows:

154th Recruit Academy – Academy began February 28, 2005

The initial testing for this academy began in 2002, at that time; there were approximately 450 applicants who applied. The entire selection process was halted after these applicants completed their oral board examinations due to a hiring freeze that year. Since there were no tracking methods in place to stay in contact with the applicants, no follow up contacts were made. When the selection process began in 2005, efforts to reconstruct the 154th Recruit Academy resulted in only 19 of those applicants being hired.

155th Recruit Academy – Academy began July 11, 2005

- 456 applicants applied
- 392 passed the written examination
- 254 passed the oral board examination
- 122 passed the physical agility examination
- 34 applicants were hired after the remaining selection tests were completed

156th Recruit Academy – Academy began November 28, 2005

- 750 applicants applied
- 325 passed the written examination
- 266 passed the oral board examination
- 150 passed the physical agility examination
- 27 applicants were hired after the remaining selection tests were completed

157th Recruit Academy – Academy began February 6, 2006

- 488 applicants applied
- 266 passed the written examination
- 183 passed the oral board examination
- 156 passed the physical agility examination
- 23 applicants were hired after the remaining selection tests were completed

The remaining selection processes (i.e., background investigation, psychological review, polygraph examination, character review, medical examination, etc.) are continuing.

The following academies have been scheduled to begin in 2006 and 2007:

- 7th Lateral Academy – February 2006 – *Cancelled due to lack of applicants*
- 158th Academy – June 2006
- 159th Academy – October 2006

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- 8th Lateral Academy – January 2007
- 160th Academy – February 2007
- 161st Academy – June 2007

Past Recruiting Methods

In the past, the recruiting process normally began five (5) months before the first day of the start of each academy. Most of the pool of viable candidates was drawn from the nine (9) bay area counties. All other law enforcement agencies in the bay area drew from the same pool of applicants. The methods OPD used to reach these candidates included:

- Newspaper advertisement
- Recruiting poster and brochure distribution and placement
- Job fair visits
- Visits to local colleges and universities that had criminal justice courses
- Word of mouth advertising through current OPD officers

Using only these recruiting methods, the Recruiting Unit was able to sign between 500–600 applicants up for each testing cycle. However, before 2000, the Department did not feel pressured to conduct more than 2-3 academies per year. Part of the advantage the Department had over other law enforcement agencies was its reputation for being an excellent Department and an exciting city to work in as a police officer. OPD also offers an excellent pay and benefits package.

Current Recruiting Plan

A detailed quarterly recruiting plan for January – April 2006 is shown as Attachment B to this report. The Recruiting and Background Investigation Unit currently has nine (9) FTE consisting of one (1) sergeant, two (2) police officers assigned as recruiters, four (4) officers assigned to background investigations, and two (2) clerks.

The Department's Recruiting and Background Investigation Unit and the City's Personnel Department work jointly as a team to recruit police officers. The City's Personnel Department assists with outreach efforts, the Department's testing days and recently implemented changes to the Physical Agility test.

The Recruiting Unit's goal is to fill four (4) entry-level academies and two (2) lateral academies per year. All of the methods listed above are currently being used by the recruiting staff. In addition to the recruiting methods used in the past, the unit is also engaged in or about to start the following:

- Increase the number of recruiting staff to meet the needs of an evolving recruiting program.
- Outreach to more community based organizations.

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- Outreach to professional organizations for applicants (i.e., health related fields, engineering & business fields).
- Use City of Oakland employees (including employees outside of the Police Department) to recruit applicants. Possibly offering a cash or time off incentive.
- Targeted recruiting of minorities and women (beginning within the City of Oakland) through print and radio media, the City's Equal Access program, and professional journals and websites that target women and minorities.
- Extend the recruiting outreach to outside of the 9 bay area counties to areas in both northern and southern California by identifying various recruiting venues (i.e., job fairs, schools, community organizations, etc.) and sending recruiters to those venues.
- Extensive use of Internet advertising.
- Extend the use of print media, radio, newspapers, trade magazines, etc.
- Develop an attractive and informative recruiting unit website for 24-hour access by applicants.
- Recruiting at colleges and universities that do not necessarily have criminal justice type courses as part of their curriculum.
- Mentoring of high school students toward careers in law enforcement
- Ongoing monthly seminars for applicants that give them a realistic view and prepares them for what lies ahead in the selection process and on the job (i.e., *Health Seminars, Living & Working in Oakland Seminar, Women and Policing in the City of Oakland Seminar, How to Take a Written Test Seminar, How to Complete a Personal History Questionnaire Seminar, etc.*)
- Developing incentive programs for successful applicants to accept a position in Oakland.
- Recruitment of military personnel through print advertising and by visiting military bases, discharge centers, etc.
- Continual staff training on the latest recruiting methods and trends.
- Changes to the testing program:
 - Make the testing process more accessible and friendly to applicants located both within and outside of the immediate area of the City of Oakland and the 9 bay area counties (i.e., using a recruiting trailer and vehicle that will take much of the testing process and equipment to locations closer to where applicants live and work.) Date for implementation is pending.
 - Continuous monthly testing (i.e., written test, oral boards, physical agility testing, etc.) to develop a continual pool of candidates ready to start an academy. This change begins in March 2006.
 - Use of the California Commission on Peace Officer Standards and Training (POST) written test so applicants who qualify may have their written test examination waived during the selection process. This change was implemented 6 months ago.
 - Implementing changes to the physical agility testing. In September 2005, the Police Officer Trainee Physical Agility Examination was evaluated by CPS Resource Services, at the request of the City. Because of this study,

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recommendations for changing the agility examination were suggested in a two (2) phase implementation plan that would bring the examination into line with industry standards. The first phase was successfully implemented in November 2005, during the physical agility testing for the 157th Recruit Academy. It is expected that both phases will be implemented in March 2006, during the selection process for the 158th Recruit Academy. The delay in implementing the second phase has to do with a pass-point study that is planned for completion, by the City Office of Personnel, before the next physical agility testing examination. Details of the current physical agility examination are included as Attachment C to this report.

Immediate Focus Areas

- Expansion of the geographical recruiting area outside of the 9 bay area counties (i.e., Southern California and states that geographically touch California). This should be done by physically traveling to those areas to actively recruit and to offer the opportunity to immediately begin the testing process (i.e., written test, physical agility test, oral board examination, etc.) close to an applicant's home.
- Recruitment of minorities and women.
- Military recruitment

TRAINING

Recently Completed Police Academies

Class	Number Started	Number Graduated	Graduation Date	Attrition Rate
154 th Academy	16	11	2 Sep 05	31%
6 th Lateral Course	7	7	20 May 05	0%
155 th Academy	34	18	13 Jan 06	47%

Current Police Academies

Class	Number Started	Current Number	Attrition Rate
156 th Academy	27	20	26%
157 th Academy	24	22	9%

Attrition Rates

The attrition rates have been high for the past few academies. The Academy average for the past 10 years has been approximately 26%, which is on par with other police academy attrition rates. The last two academies have been 31% and 47% for Oakland Police Recruits. The Training Division is looking at the following measures to try and reduce the attrition rate:

- Evaluate our own testing specifications in comparison to other police academies to determine an industry standard and whether our testing specifications are in

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line with other academies. This evaluation is expected to be completed by the end of February 2006.

- Continue to transition Police Cadets into Police Officer Trainee Positions. Cadets are assigned to the Training Division and, upon completion of college, many transition over to Police Officer Trainees. Their success rate in the Academy and the Field Training Program is near 100%.
- A meeting was held with Peralta College Administration to explore the establishment of a pre-Academy course. This course would better prepare students for the Police Academy environment, thereby ensuring greater success. The Training Division conducted a training needs assessment and identified some core areas that most trainees tend to fail. Peralta College will determine if there is enough interest in the course in order to add it to the curriculum.

Planned Academies

Class	Planned Dates	Anticipated Recruits
157 th Academy	6 Feb – 11 Aug 06	25
7th Lateral Course	13 Feb – 17 Mar 06	4- Cancelled due to lack of applicants.
158 th Academy	5 Jun – 8 Dec 06	30
159 th Academy	9 Oct 06 – 13 Apr 07	30
160 th Academy	19 Feb – 24 Aug 07	30
8 th Lateral Course	8 Jan – 9 Feb 07	8

CHALLENGES FACED BY RECRUITING, TRAINING AND HIRING

1. **The Department has a number of mandatory competing resources, which limits the number of academy graduates to assign to community policing and patrol assignments.** The Negotiated Settlement (NSA) requires that a number of resources be devoted to specific activities. Prior to implementation of the NSA, the department was budgeted for four sworn employees in the Office of the Inspector General (OIG) and 14 sworn and civilian employees in the Internal Affairs Division (IAD). As part of the Department’s efforts to adhere to the NSA and based on the most recent court order where the Department was instructed to “redouble its efforts”, the number of employees increased to 12 in OIG and 33 in IAD. In addition the NSA requires a supervision ratio for sworn employees of 8:1. The increases in these areas have created a burden on other essential areas and have forced the Department to assign newly graduated officer to other critical areas.
2. **The Department’s retirement/attrition rate averages three per month.** Legislation enacted in 2001 and adopted by the City in 2003 allows sworn employees the ability to retire at 50 years of age. The MOU allows sworn employees to retire

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with 3% of their highest base salary for each year worked in the profession. This retirement provision is very attractive to many of the City's sworn staff. Accordingly, the majority of those eligible for this provision are exercising retirement at the average rate of three per month.

- 3. Lower than anticipated recruiting and hiring rate of trainee for scheduled basic academies and lateral officer transitional courses.** During the dot.com prosperity era, as Silicon Valley based businesses thrived and the nation's economy grew stronger, applicants seeking a career in law enforcement became more difficult to recruit. When the dot.com phenomena began to fade, along with the financial boon, the Department saw a return of some of the larger numbers of applicants applying to the City. Cities in general; however, were falling short of funding and fewer numbers of police officers were being hired. Today, most jurisdictions acknowledge that they are in dire need of many more qualified officers than they can recruit. All of the law enforcement agencies in California are now competing against one another. Here in the bay area the local pool of qualified applicants is becoming over taxed by the never-ending recruitment by local police departments. To further exacerbate the dilemma, the City's Residency Zone precludes a number of individuals from applying. The high cost of housing in the immediate Oakland area has caused a number of highly desirable applicants to apply to other jurisdictions because many officers are already established in school districts and have other family-based considerations.

Across the nation, police departments are suffering from a shortage of officers and are looking for ways to combat the downward recruitment trend. The following comes from a December 28, 2005 New York Times article entitled, *Police Forces, Their Ranks Thin, Offer Bonuses, Bounties and More*:

"In a generation's time, the job of an American police officer, previously among the most sought-after by people with little college background, has become one that in many communities now goes begging. Experts find that the life has little appeal among young people, and those who might be attracted to it are frequently lured instead by aggressive counteroffers from the military. The problem is compounded by better pay at entry-level jobs in the private sector, where employment opportunities have recently brightened.

The resulting shortage of new officers, says Elaine Deck, who tracks recruitment matters for the International Association of Chiefs of Police, is the top concern among issues facing law enforcement across the country. Nearly every police department at a recent statewide meeting in California reported being at least 10 percent short of the officers it needed. The Los Angeles Police Department has about 700 officers fewer than its full complement of 10,000, says Cmdr. Kenny Garner, who oversees recruiting there."

4. **Higher than anticipated attrition rate of trainees in the Academy.** The Department pass point for the Academy is higher than other jurisdictions. Accordingly, the success rate has been lower than in other jurisdictions.

ADDRESSING THESE CHALLENGES

It is important to keep in mind, that Measure Y funds can only be used for recruiting, training, hiring and deployment to the extent that officers are deployed to Measure Y positions. The Department is looking for solutions for the limitations it faces in its ability to recruit, train and maintain applicants. The areas being explored are as follows:

- **Increase the budget for recruitment and training efforts.** The Department did not receive additional funding for recruiting and training efforts associated with the Academies. The department can only use Measure Y funds to the extent that Measure Y officers are deployed. In order to put forth a viable hiring effort, the Department will need funding for the following: 1) Recruitment efforts: more extensive advertising, written testing materials, oral boards, background investigations, polygraphs, psychological testing, agility testing, travel, supplies, etc.; and 2) Training/Academy: Police Officer Trainee salaries, instruction materials, payment for instructors, gear; rental fees, etc. (See Attachment D for additional details on the costs associated with these efforts.)
- **Increase the number of staffing resources in Recruitment.** Currently, the Recruitment Unit has one less staff member than it had when there were no recruitment efforts being made in 2000. Additional staff members, both sworn and civilian, are needed to put forth a high-quality competitive recruitment effort (see Attachment D). One effort to address the shortage of resources is the use of retired officers in the unit. As the Memorandum of Understanding with the Police Officers' Association does not allow the use of retired officers to perform work performed by current bargaining unit employees, the Department is currently negotiating with the union to allow retired officers, on a part-time basis, to perform background investigations and to aid in the recruitment efforts. The cost for the use of these resources is approximately one-third of the cost of a full time officer to perform the same work on overtime.
- **Emergency Response (Residency) Zone to be lifted for sworn employees.** The City established a Residency Zone requirement for sworn personnel. It requires sworn personnel to live within a specified zip code area surrounding the City of Oakland. The market rate of housing in the immediate area is often cost prohibitive for applicants who have established themselves outside of the City's Residency Zone. This is especially applicable for the Lateral applicants who are more desirable and more seasoned in the law enforcement field. Furthermore, there are a large number of candidates who are immediately discouraged by the requirements of the Residency Zone. Therefore, the City

Administrator is considering relaxing the Residency Zone requirement for sworn personnel in order to recruit more qualified and desirable candidates.

- **Restructuring the Academy program.** The Chief, in conjunction with the City Administrator's Office, is developing a task force to completely revamp the entire training academy program. The task force will take into account the practices of other jurisdictions, national best practices and POST requirements to determine the best course of action for the Department's training program to ensure quality officers, while mitigating the increasing attrition rate. In addition, the following actions have already been taken:
 - a. Remedial training is provided to a recruit that has failed a testing specification within a learning domain. Remedial training has been an option for recruits, but was previously voluntary. The Department established a new requirement to make remedial training for basic recruits mandatory.
 - b. Once a recruit failed a learning domain test, they were afforded an amount of remedial training that was no more than 20% of the original amount of training provided. This amount of remedial training has been increased to an unlimited amount. Recruits will be provided additional training time in an effort to guarantee their success in the remedial test. Recruits will be afforded the opportunity to take the remedial exam all the way until graduation of the academy.
 - c. If recruits failed out of the academy, they would be evaluated in accordance to Training Division specifications for recycling to another Academy. Starting immediately, all recruits will be afforded the opportunity to recycle into another Academy unless they elect to resign.
- **Use of other Academies.** The Department can only physically run two Academies concurrently. Accordingly, the Department is currently conferring with other jurisdictions to determine the possibility of housing and running additional City of Oakland Academies in other locations.

DEPLOYMENT

Currently, the goal is to deploy 60% of the number of all officers who successfully complete the field training program to the Patrol Watches and 40% to a Measure Y assignment. The first of these assignments will be to the Community Policing and Problem Solving Officer (PSO) positions. The PSO positions will not be filled with officers fresh from the Academies, but rather with seasoned officers who have been trained in community policing and have the skills and experience to be a quality problem solving officer. The order in which community policing beats will be staffed is based on the list of community "Stressors" by beat list (See Attachment E). The stressor list is being updated with new crime data to break the "tie-rankings" on the list.

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The update will be completed by the April 2006 deployment of officers in. Other Measure Y programs will be staffed after a significant number of PSOs are assigned.

Officers are not deployed in a vacuum and the 60/40 split is not absolute. Before deploying officers to any assignment, including a Measure Y position, the overall staffing needs of the Department and its four Bureaus are taken into consideration. These need assessments are reviewed weekly at executive level staff meetings. Significant consideration is given to the responsibilities mandated by law or agreement, and the need to efficiently respond to calls for service, in progress crimes and to provide other public safety responses by uniformed officers. Most officers are assigned to the Bureau of Field Operations in one of the units in Table B below.

Table B

Division / Unit	Responsibilities
Patrol Administration Unit	
<ul style="list-style-type: none"> • Administrative Unit 	This unit provides bureau level management oversight and administrative support to the divisions listed below and is responsible for the staffing and coordination of efforts of each division.
<ul style="list-style-type: none"> • Field Training Unit 	This unit coordinates the field training of all new officers assigned to the bureau. (See Field Training Program below)
Patrol Division	
<ul style="list-style-type: none"> • 1st Watch • 2nd Watch • 3rd Watch 	The primary responsibility for the officers assigned to the watches is responding to calls for service, crimes in progress and public safety issues. In their free time, they engage in preventative patrol, traffic enforcement, and assist in project hotspots identified by their watch or by the Neighborhood Services Divisions problem solving officers. The Patrol Division Watches are staffed on a 24 hour a day, 7 days a week basis.
Neighborhood Services Division	
<ul style="list-style-type: none"> • Alcoholic Beverage Control Team (ABAT) 	This team addresses problems related to establishments selling alcoholic beverages in the City.
<ul style="list-style-type: none"> • Community Policing and Problems Solving Unit 	The Problem Solving Officers are the heart of the Community Policing program. These officers work with the community to determine what problems exist in their assigned community policing beats, prioritize the issues and develop integrated solutions to abate the root causes of the problem. (See Attachment F for a more inclusive set of responsibilities.)

Division / Unit	Responsibilities
	Currently, there are 18 PSOs. When the unit is fully staffed, there will be 57 PSOs, one assigned to each of the community policing beats.
<ul style="list-style-type: none"> • Crime Reduction Team (CRT) 	This team addresses public safety problems and crime trends. Currently there are 6 CRTs, one assigned to each Police Service Area.
<ul style="list-style-type: none"> • Foot Patrol Unit 	Foot Patrol Officers are assigned to designated commercial areas throughout the City. Their primary responsibility is to address problems in those assigned areas.
Special Operations Division	
<ul style="list-style-type: none"> • Airport Security Section 	This section is comprised of two units: <ul style="list-style-type: none"> ○ Helicopter Unit which provides aerial patrol for the City. ○ Airport Security which provides police services to Oakland International Airport.
<ul style="list-style-type: none"> • Campus Life and School Safety 	These officers patrol and provide police services to the public schools.
<ul style="list-style-type: none"> • Special Operations Section 	This section is comprised of the following units: <ul style="list-style-type: none"> ○ Canine Unit which provides canine support to the patrol officers. ○ Police Reserves Unit which provides volunteer police services to the City. ○ Police Technicians Unit which provides evidence collection and preservation support to officers investigating crimes.
<ul style="list-style-type: none"> • Traffic Enforcement 	This section is comprised of the following units: <ul style="list-style-type: none"> ○ Abandoned Auto Unit which addresses blight and public safety issues caused by abandoned vehicles within the City. ○ Bicycle Recovery Unit that recovers stolen and abandoned bicycles and attempts to return them to the rightful owners. ○ Commercial Vehicle Unit which focuses on commercial vehicle inspection and traffic enforcement issues. ○ Fleet and Taxi Unit that inspects taxis and enforces laws and regulations related to the operation of taxis in the City.

Division / Unit	Responsibilities
	<ul style="list-style-type: none"> ○ Scofflaw Unit that tows and impounds vehicles which have accumulated unpaid parking citations. ○ Special Events Unit that, where necessary, issues permits for large events in the City and, where appropriate, arranges for police security. ○ Traffic Enforcement Unit which provides motorcycle traffic enforcement and field investigation of vehicular collisions in the City. ○ Traffic Investigations Units which provides follow-up investigations for vehicular collisions. ○ Traffic Safety & Crossing Guards Unit which provides crossing guard assistance to the schools in Oakland.

Officers Deployed to Measure Y Assignments: There have been two opportunities for deployment to Measure Y positions, since the adoption of the Measure. The 6th Lateral Academy graduated 6 officers on Sept. 2, 2005. At this time, the Department deployed 4 seasoned officers to Measure Y Problem Solving Officer positions. Three of these officers were deployed to the top three beats on the “Stressors” list with the most stressors (Beat 06X in West Oakland and Beats 26Y and 34X in East Oakland). The other officer was deployed to PSA 3 to provide general coverage in that area.

The 154th Basic Academy graduated 8 officers on December 23, 2005. Prior to the release of these officers, the Department closely reviewed the staffing needs of the Patrol Division. No officers were deployed to Measure Y positions when the 8 officers from the 154th Basic

Academy completed field training, based on a severe shortage of officers in Patrol and the need to:

- Ensure adequate response time to in progress crimes and calls for service,
- Maximize officer safety, and
- Minimize the likelihood of fatigue.

Instead, the new officers were deployed to Patrol and in addition, officers from other units were temporarily redeployed to supplement the Patrol division. It is anticipated that the next deployment of officers to Measure Y assignments will occur in April 2006 after officers from the 155th Basic Academy complete their field training. (See Table C below.) These officers will be assigned to the Community Policing and Problem Solving Officer Unit and will be deployed to community policing beats based on the needs prioritized by the Stressors list, as shown in Attachment E.

Field Training Program: The field training program is assigned to the Bureau of Field Operations. Table C reflects the number of officers who entered and completed the Field Training Program and the number who were subsequently assigned to a community policing Problem Solving officer position. It reflects how many officers entered the program, how many successfully completed the program and the number/percentage of officers that were deployed to a Measure Y assignment based on the number of officers that successfully completed the program. A comprehensive table showing anticipated training, deployment and attrition rates through 2008 is shown in Attachment G. This represents the Department's plan for reaching the goal of 803 officers and shows an anticipated date to reach this number of

Table C

Academy	No. to Field Training	No. that Completed Training	No. Deployed to Measure Y (PSO)
6 th Lateral	21May05 7	02Sep05 6	10Sep05 4 – 66.33%
<p>Comments: The one person who did not complete the program was sent to the 155th Basic Academy for retraining.</p> <p>The officers were deployed to the following Police Service Areas (PSA) and/or Community Policing Beats:</p> <ul style="list-style-type: none"> • PSA 1, Beat 06X • PSA 3, Roving officer addressing a number of PSA problems. • PSA 4, Beat 26Y • PSA 6, Beat 34X 			
154 th Basic Academy	10Sep05 8	23Dec05 8	0 – 0% -----
<p>Comments: As a result of severe staffing shortages, no officers were deployed to Measure Y positions.</p> <p>It is anticipated that officers will be deployed to Measure Y positions when the trainees from the 155th Basic complete the FTO program.</p>			
155 th Basic Academy	14Jan06 18	28Apr06 N/A	???? N/A
<p>Comments: These officers are now in place.</p>			

Academies in Progress			
Academy	Start Date # Started / # Remaining	Graduation Number Graduated	FTO Completion Number Completed
156 th Basic Academy	28Nov05 27/20 (6Feb06)	2Jun06 N/A	15Sep06 N/A
157 th Basic Academy	6Feb06 24/22	11Aug05 N/A	24Nov06 N/A

Community Policing Officer Training: Providing effective and efficient policing services to the public requires quality and comprehensive training. During the last several months, the Community Policing Advisory Board, members of the community and Police personnel developed a 48 hour Community Policing and Problem Solving Training Course. The first session began February 15, 2006 and will include all Problem Solving Officers, ABAT Officers, their supervisors/commanders, members of the Violence Prevention and Public Safety Committee, members of the Community Policing Advisory Board, Neighborhood Services Coordinators, the Oakland Housing Authority Intervention Team, Oakland Community Organizations leaders, representatives from community-based organizations who will be delivering Measure Y-funded violence prevention programs and other community leaders. The course curriculum is shown in Attachment H. All new officers assigned to the Community Policing Unit will receive this training. Portions of the training have been designed to include community leaders, community based organizations (specifically those delivering Measure Y violence prevention programs) and other city staff outside of the Police Department in order to coordinate and collaborate on the delivery of Measure Y programs and services.

CONCLUSION

The City of Oakland is at a critical juncture in the implementation of community policing. The voters of Oakland spoke clearly in support of community policing by voting for Measure Y. The City Administrator’s Office and the Oakland Police Department are firmly committed expanding the reach of community policing throughout the City. Measure Y provides a unique opportunity to focus resources on community policing and targeted violence prevention programs.

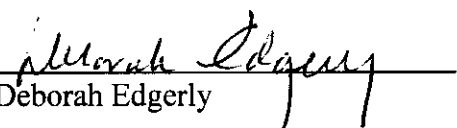
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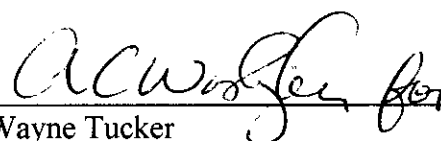
However, the Police Department is facing serious challenges in implementing Measure Y due to a shortage of officers and recruiting, training and hiring constraints. This report has attempted to clarify these challenges, provide an update on actions OPD has already begun to overcome these challenges and to offer additional possible solutions to enhance and improve upon our current efforts.

The additional possible solutions to combat recruiting and hiring challenges include: increasing the budget for recruitment and training efforts, increasing the number of staffing resources in recruitment, relaxing the Emergency Response (Residency) Zone for sworn employees, restructuring the Academy program and using other Academies to train our sworn personnel.

The City Administrator's Office and the Police Department remain committed to implementing the full intent of Measure Y and will continue to pursue innovative ways to improve our recruiting, hiring and training in order to ensure we get as many qualified, skilled, excellent police officers on the streets of Oakland as fast as possible.

Respectfully submitted,


Deborah Edgerly
City Administrator


Wayne Tucker
Chief of Police

Prepared by:
Anne Campbell Washington
Assistant to the City Administrator

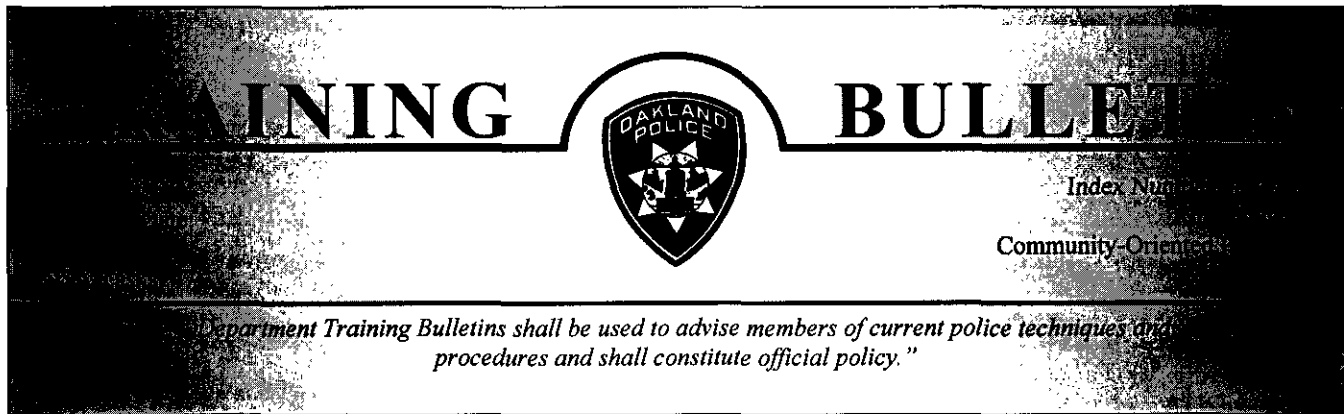
Claudia Albano
Manager, Neighborhood Services Program

Gregory Lowe
Deputy Chief of Police

David Downing
Lieutenant, OPD

Jon Madarang
Sergeant, OPD

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COMMUNITY-ORIENTED POLICING

Introduction

This Training Bulletin sets forth Departmental objectives and corresponding changes to the responsibilities of BFO personnel and sets forth procedures to strengthen the Department's commitment to Community Policing.

Departmental Core Values

In 2001, the Department adopted the core values of Fairness, Integrity, Respect, Service and Teamwork (F.I.R.S.T.). To institutionalize the core values, the Department has embraced and adopted Community-Oriented Policing (COP) as its operational philosophy.

The Philosophy of Community Policing

Community Policing is both an organizational strategy and philosophy that enhances customer satisfaction with police services by promoting police and community partnerships. Proactive problem solving in collaboration with other public service agencies and community-based organizations reduces crime and the fear of crime, and improves the overall quality of life in our neighborhoods. Community Policing is a customer service approach to policing that embodies a true partnership, one in which all stakeholders advise, listen and learn, and the resultant strategies reflect that input. Community Policing involves a commitment from all Departmental employees at every level in the organization to work smarter in finding creative approaches to traditional and non-traditional problems, and to do so in a manner that recognizes and rewards integrity, creativity, courage and commitment.

Department Objectives

The Department has set the following objectives:

- Establish a strong geographic focus for all Patrol Officers, assigning officers to a specific area of the City, where they spend the majority of their time responding to calls for service, proactively addressing neighborhood problems and interacting with the community;
- Establish clearly defined roles and accountabilities for all managers¹;
- Hold all managers accountable for the conduct and performance of their subordinates;

¹ See attached list of roles and responsibilities (Attachment A) for select command officer positions in the Bureau of Field Operations.

- Create special assignments and use specialized teams when the solution is beyond the capability of existing units;
- Manage the call-for-service function so citizens know what they can expect when calling the police for assistance;
- Deploy personnel to match call-for-service fluctuations;
- Strengthen communication between police personnel, City staff, the community, and other governmental agencies (e.g., DEA, County Health Department, etc.); and
- Under the direction of Watch Commanders and PSA Lieutenants, support community policing by assigning specific problem solving responsibilities to personnel assigned to the three Watches.

Goals & Reorganization Summary

Community policing helps us better partner with the community to respond to problems and significantly improve communication between residents, business owners, and the personnel working in the area and institutionalizes the philosophy at all levels so that each officer engages in community policing and long-term problem solving efforts.

The 2003 reorganization of the BFO implemented the following changes:

- Captains were deployed to the three watches as Watch Commanders and, assumed responsibility for a span of time (1st, 2nd, and 3rd Watch).
- The new Neighborhood Services Division (NSD) is commanded by a Captain who is responsible for all Police Service Area (PSA) personnel: PSA Lieutenants, Problem Solving Officers (PSOs), Crime Response Teams (CRTs), Foot Patrol Officers and the ABAT unit.
- Commanders are held strictly accountable for problem-solving projects and for the conduct of all assigned personnel in their command.

Components of the Reorganization

The Department's plan to expand the community-policing philosophy requires the successful implementation of the component strategies discussed below.

Geographical Accountability

Geographical accountability is historically rooted in Oakland, where officers are familiar with Oakland's geography, crime problems, "hot spots," and community members. The relationships that develop between officers and community members are invaluable to the successful implementation of community-policing. Community members want their Patrol officer to remain in the neighborhood or business district where he or she is assigned. This continuity of presence provides an opportunity for daily, on-going contact and ensures that officers are aware and informed of the community's current priorities.

Problem Solving

The Department's goal is for a Problem Solving Officer (PSO), in concert with a Patrol Officer, to be available for problem-solving assignments during his or her shift. These assignments might include walking a specific area to meet citizens and collect information; identifying and assessing problems; developing solutions with other officers, community members and stakeholders; and attending public meetings.

Problem Solving Officers (PSOs) address neighborhood issues and problem-solving plans. PSOs drive the problem-solving projects and coordinate with other Departmental units such as Crime Analysis, Patrol, and Neighborhood Services Coordinators.

As discussed in Training Bulletin VIII-P, Problem Solving in Police Work (16 Feb 01), long-term problem solving using the process of Scanning, Analysis, Response and Assessment (SARA) is effective in responding to problems affecting the quality of life and crime trends².

When crime or disorder adversely affects a neighborhood or the Department's deployment of resources, *the PSA Lieutenant, appropriate supervisor, or Problem Solving Officer should initiate a problem-solving project to address the issue.*

The SARA model is the Department's primary problem-solving process. Officers shall document their projects using the SARA model, and performance appraisals shall include problem solving as an evaluated ability.

Each PSA Lieutenant is accountable for the assignment, tracking and completion of projects within his or her PSA. Projects will be tracked through utilization of the existing database created for this purpose.

Requests from the Community to Meet with Members of the Department

Community members must have access to Departmental services and personnel in order to establish and maintain effective communication.

Meetings with community members to share ideas and information serve everyone's interest and give community members an opportunity to voice their concerns.

All requests for public appearances e.g., Neighborhood Watch meetings, NCPC meetings, or Townhall meetings, shall be processed in accordance with the provisions of Departmental General Order B-7, Public Appearances.

Attendance at Neighborhood Crime Prevention Council Meetings

The Neighborhood Crime Prevention Councils (NCPCs) are an integral part of the development of community policing in Oakland, and the fifty-seven community-policing beat concept remains in effect for the NCPCs.

Each quarter in a calendar year, every PSA Lieutenant shall ensure that a community meeting is hosted by Departmental personnel in his or her PSA in accordance with the provisions of Bureau of Field Operations Policy and Procedure 03-03, Community Meetings.

² See attached Problem-Solving checklist (Attachment B) which presents a suggested method of tracking the problem-solving process during a project – from start to finish.

In order to engage officers in community policing and problem solving, all sworn Patrol Division personnel assigned to a regular geographic area of the City, supervisors, CRT members, PSOs, and Foot Patrol Officers shall attend at least one NCPC community meeting in their regularly assigned area each quarter. Sworn Police Technicians and K-9 Officers, while not mandated to, should be encouraged to attend a community meeting. Field supervisors shall ensure that Patrol Officers are familiar with the priorities of the NCPCs in their assigned area. Meetings shall be attended during regular work hours unless overtime has been approved in accordance with the provisions of BFO Policy & Procedure 03-03.

Officer attendance at community meetings is an important facet of community policing and may include working overtime. Officers must be part of the NCPC team in order to know the area, actively discuss issues with community members, and solve neighborhood problems. Proactive communication with community leaders will also assist in enhancing this effort.

Measuring Effectiveness

Commanders shall ensure at the time a problem-solving plan or strategy is developed that a mechanism to measure its success is also developed. Any plan or strategy that lacks an effective way to evaluate its success or failure is not complete.

Problem-solving strategies or project updates shall be presented at CrimeStop meetings. Updates shall include positive data on community policing and problem-solving activities along with citizen complaints and use-of-force incidents related to the project.

In addition to CrimeStop, other mechanisms designed to measure the success of community-policing efforts and problem-solving activities include, but are not limited to the following:

- City of Oakland Annual Community Survey
- Focused Project Surveys
- Verbal Feedback-Community Meetings (NCPC, Neighborhood Watch,, etc.)
- Email to the Department's Website
- Electronic Message Boards (NCPC & PSA Yahoo groups, etc.)
- Drug Hotline Calls (the increase or decrease of complaints)
- Computer Aided Dispatch Calls (the increase or decrease of complaints)
- Crime Analysis Reports (i.e., Top 10 Repeat Locations)
- Complaints to Service Delivery System Teams
- Crime Statistics (i.e., Targeted Crime Statistics)
- Observations (i.e., the condition causing concern no longer exists.)
- Public Appearance Reports
- Monthly NCPC/NSC Meeting Reports
- Patrol Officer Daily Activity Reports

For individual strategies, commanders will identify and implement specific evaluation criteria that will measure the success of their strategic goals.

The appropriate PSO shall document any project requiring a long-term commitment of police resources in a project folder, equivalent file or an electronic database. Documentation of a problem-solving plan or strategy, including project activity and the specific evaluation criteria that measure its success or failure, shall be maintained for a three year period by the PSO responsible for its implementation.

Reorganization of the Bureau of Field Operations

Operational Responsibilities of Divisions

The roles and responsibilities specific to the Watch Captain, Neighborhood Services Division Captain, Watch Lieutenant, PSA Lieutenant, Patrol Sergeant, Crime Reduction Team member, Problem-Solving Officer, Patrol Officer, and Neighborhood Services Coordinator have been updated to include levels of accountability necessary for the reorganization of the Bureau of Field Operations. (see attached BFO Organization Chart)

Patrol Division

The Patrol Division is the front line of law enforcement and community policing.

Patrol personnel respond to calls for service and provide the resources necessary for short-term problem-solving efforts.

Patrol personnel support problem-oriented policing by becoming familiar with neighborhood problems and, in concert with the area's Problem Solving Officer, proactively implement effective solutions.

Neighborhood Services Division (NSD)

At the heart of problem-oriented policing are the PSOs, NSCs³, and CRT members. NSD staff drive and coordinate problem-solving strategies and projects.

Successful long-term problem solving requires a commitment to the SARA model of problem solving.

The NSD staff work closely with the community by establishing relationships with the NCPCs and other established community organizations.

The NSD is organized through Police Service Areas (PSAs).

Special Operations Division (SOD)

The SOD provides necessary services that cover those areas of the Department's law enforcement efforts that require specific technical expertise and/or have a narrowly focused purpose.

The Traffic Section enforces state and local traffic laws, investigates vehicle collisions, abates vehicles, regulates taxis, and coordinates special events.

The Special Operation Section (SOS) consists of units that address specific, technical situations (e.g., K-9, evidence technicians, and Tactical Operations Team).

The Airport Police Section enhances the safety and security at the Metropolitan Oakland International Airport by providing a full range of effective and competent law enforcement services.

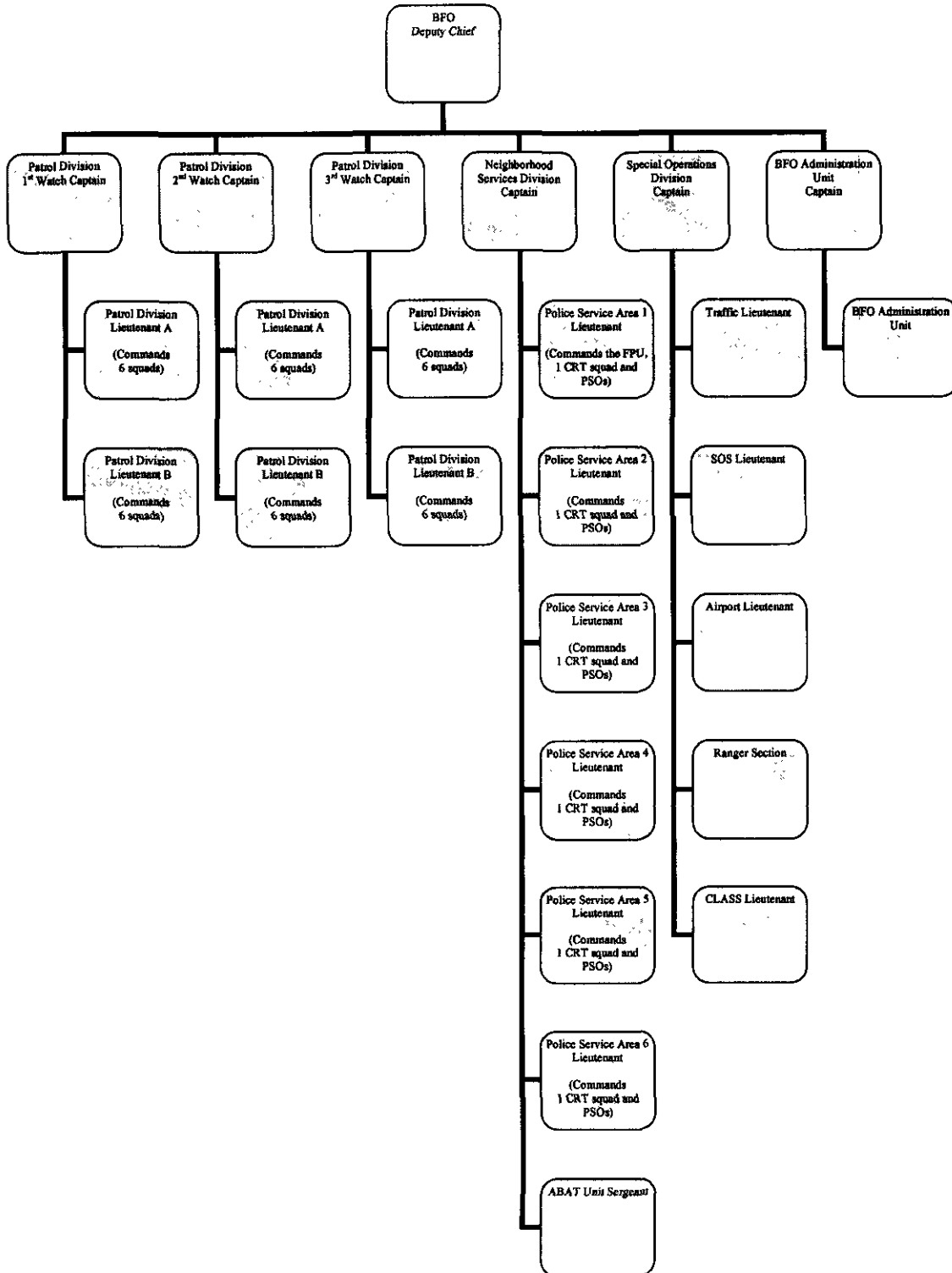
The CLASS unit provides the Oakland Unified School District with law enforcement services to ensure a safe learning environment for the youth of Oakland.

³ Neighborhood Services Coordinators work out of the Office of the City Administrator.

Conclusion

The reorganization of the BFO is a step toward the continued development of community policing in *the City of Oakland*. *Success will not be achieved unless all personnel contribute to this problem-oriented-policing plan.* The success of community policing is dependent on the level of support and cooperation from neighborhood residents. With every contact, officers and employees should seek to build community trust, respect and support. Community policing represents a genuine partnership between police officers and the community they serve. This partnership is strengthened when officers display courteous behavior, willingly share information with others, and respect the rights of all *Oakland's citizens, residents, and visitors at all times.*

Bureau of Field Operations Organization Chart



Attachment A

Role of the Watch Commander [Captain]

The permanent watch commander position was incorporated in the PSA structure to increase levels of field supervision and accountability. The watch commander's primary role is to ensure staff on the watch comply with all rules and regulations. The watch commander is responsible for the overall delivery of quality police services provided within the city as well as the daily deployment of resources and incident management. They report directly to the Deputy Chief in the Bureau of Field Operations. They also supervise investigative and administrative personnel when no other commander is present.

The watch commander is responsible for the overall level of service provided, which includes officer development, training and even discipline. The watch commander also must reinforce existing Departmental, BFO and watch policies, conduct inspections and provide leadership on the watch. A watch commanders duties and responsibilities include, but are not limited to, the following:

- Manage line up and establish a consistent application of department rules and policies throughout the watch.
- Ensure, to the greatest extent possible, that staff remains within the PSA to respond to calls for service and work on problem solving projects.
- Serve as incident commander for critical incidents that require a command officer, as outlined in Departmental General Orders. Re-deploy staff as needed to address the immediate situation.
- Make notifications as outlined by the Bureau Deputy Chief.
- Serve as the final authority for all activities on shift, and resolve any disputes or conflicting interests that arise on the watch.
- Make decisions regarding requests from outside agencies, mutual assistance and mutual aid in accord with Department General Orders.
- Maintain knowledge of PSA Commanders' priorities and problem-solving projects for the purpose of ensuring that personnel on the watch consistently focus on them.
- Evaluate and review use of force and vehicle pursuit incidents that arise on shift to ensure compliance with established policy.
- Terminate vehicle pursuits when the public interest is not well served by continuance
- Monitor the amount and type of radio traffic to ensure transmissions are appropriate and limited to work-related necessity.
- Immediately address improper activity and record for the Deputy Chief.

Role of the NSD Commander [Captain]

The Neighborhood Services Division (NSD) Commander is accountable for the quality of policing in the area and is in command of all area operational and administrative functions. Their primary focus is crime reduction and strategies to further crime reduction. They shall hold their team members accountable for the conduct of their subordinates through audits and risk management reviews. The area commander ensures that area personnel have the ability to accomplish the area and PSA plans and stay focused on their respective missions.

Crime reduction/prevention

- Develop and implement strategies, in coordination with the PSA Lieutenant, that are designed to reduce the number of “hot spots” among the PSA’s.
- Obtain statistical reports from Crime Analysis and develop strategies to reverse identified crime patterns or negative trends.
- Establish special project teams for enhanced delivery of services, paying particular attention to problems that cross boundaries of the various PSA’s.
- Keep informed of new or innovative crime reduction/prevention strategies in other police agencies for possible inclusion in local efforts.
- Assist and/or coordinate the delivery of other city services that help to address crime, disorder and other safety issues.
- Engage community leaders in dialogue and strategy development to strengthen crime reduction and prevention efforts throughout the city.
- Prepare and present crime trend reports, summarizing crime strategy progress, changing trends and any new initiatives that have been undertaken to address emerging problems. Meet regularly (at least monthly) with all subordinates to keep them updated on any changes in the environment (e.g., crime trends, community concerns, etc.)

Leadership

- Keep lieutenants informed about the reasons for new or changed policies/procedures
- Establish due dates when assigning tasks in order to ensure they are completed on time and within quality standards. Require immediate subordinates to give early notification if timelines cannot be met.
- Coach continuously, taking advantage of opportunities to teach immediate subordinates how to improve their handling of different problems and situations that arise.
- At least monthly, meet individually with each immediate subordinate and provide him/her with written feedback regarding their strengths, weaknesses and any suggestions for improvement that seem appropriate.
- Personally provide orientation training to newly acquired immediate subordinates so that they will know the requirements of their new role, along with priorities and strategies that are relevant to the work being done within it.

- Review all complaints and/or criticisms regarding the conduct of officers and/or sergeants for the purpose of discovering weaknesses in managerial leadership at the lieutenant level. Take immediate action to correct any deficiencies that are discovered, and make written report for the BFO Deputy Chief and IA.
- Review all non-IA complaints against sergeants and/or officers and ensure the accountable lieutenant personally and promptly contacts the complainant and documents action taken.
- Review complaints regarding off-duty conduct of personnel and handle in accordance with Departmental policy.
- Review all reports on use of force and firearm discharges to determine whether there may be lapses in training, policy, etc.
- Meet with lieutenants weekly to discuss personnel issues within the various PSA's. Discussion topics may include:
 1. Complaints against officers and action taken (for the purpose of ensuring that officers are being treated fairly, consistently, and in accord with Departmental policy).
 2. Behavioral problems among officers or sergeants (for the purpose of developing corrective measures).
- At established intervals, convene meetings with lieutenants, sergeants and officers to discuss overall direction, to communicate particular issues or concerns that might be timely, and to learn of any special problems subordinates might be having.
- Mentor each lieutenant by having open conversations with each of them regarding their individual potential, their career aspirations and the realistic opportunities for achieving them.
- In collaboration with BFO Deputy Chief, seek developmental assignments for subordinates who are at the top level of effectiveness in current role.

Community Engagement

- Keep open channels of communication with community leaders who are active throughout the city. Keep them informed of issues and enlist their aid in developing and communicating crime reduction/prevention strategies.
- Create and utilize feedback loops that gauge community satisfaction with services delivered in each of the PSA's, and regularly analyze such information, responding to changes as needed.

Fiscal Management

- Develop appropriate budgets that enable effective completion of the Department's plan of action.
- Develop and implement an approved overtime spending plan that limits the use of overtime to true operational necessity, and that keeps expenditures within allocated levels.
- Manage budget expenditures throughout the year, and avoid controllable spikes in spending patterns (e.g., filling excessive vacation slots with overtime). Promptly alert the BFO Deputy Chief of any unexpected or unplanned events that could have budgetary impact so that he/she can make necessary adjustments in advance.

Staffing and Administration

- Ensure the availability of sufficient physical resources (vehicles, radio, etc.) to personnel.
- Take steps to ensure that equipment and facilities (e.g., offices, furnishings, vehicles, etc.) reflect a positive work environment.
- Review reports from immediate subordinates for accuracy and timeliness; route promptly to appropriate persons.
- Allocate resources among the PSA's in accordance with established priorities and workload demands.
 1. Aggressively implement new operational policies and procedures.
 2. Promptly inform the BFO Deputy Chief of any unusual or critical event.
- Deploy personnel resources in a way that matches availability with workload demands.
- Make decisions, both on and off duty, that reflect Departmental values. Avoid creating even the *appearance* of impropriety or engaging in activity that could be perceived as a conflict of interest.

Role of the PSA Commander [Lieutenant]

The PSA lieutenant will be responsible for the quality of police services in the PSA and held accountable for the efficient and effective deployment of staff and resources to optimize results and reduce crime, fear and disorder. PSA lieutenant duties include, but are not limited to the following:

- Complete all task and assignments in a timely and effective manner.
- Coach and develop all staff assigned to him/her in the PSA.
- Establish accountability systems that create an appropriate "tone" in the PSA.
- Obtain and maintain knowledge of crime trends and patterns within the PSA.
- Respond to community concerns and priorities.
- Respond to crime trends and patterns in an efficient and effective manner -- using all resources.
- *Provide oversight of all problem-oriented policing projects*
- Deploy staff and resources (within the guidelines of the MOU) to achieve optimal results.
- Recognize when PSA resources are not sufficient to respond to problems and seek additional resources throughout the Department.
- Coordinate with watch commanders.

Attachment B

Problem-Solving Checklist

SCANNING

1. Identify the nature of the problem

- location based
- area based
- activity/event based

Investigation

2. Identify the persons involved or present

- Property owner
- Property manager
- Business operator
- Tenant or lessee
- Squatter/trespasser
- Neighbors
- Corporate officials
- State, County officials

3. Documentation & File Building

- Property records
- Police records (LRMS,RMS)
- Information from patrol officer
- Related police reports
- Internet databases (State, private)

Site Visit

4. Verify investigation information

- Verify address/location
- Who is there
- What activity is evident
- Photographs and/or video

5. Document other activities/conditions

- Utilities, on or off
- Code compliance issues
- Health & safety
- Licensing/permitting issues

6. SMART determination
 - Needs assessment: who & why
 - Date & time
 - Owner notification
7. Immediate enforcement or resolution action
 - Owner cooperative, commits to solution
 - Arrests or citations
 - Evidence of crime gathered

ANALYSIS

Smart Response

8. Pre-meeting
 - Discuss problem
 - Set objectives
 - Confirm time & place
9. Respond to site
 - Contact all inspectors or agents
 - Render the premises safe
 - Contact owner and occupants
 - Discuss findings with team
 - Thank all participants
 - Request copies of reports for file
 - Involve patrol officer whenever possible
 - Owner present

Strategize

10. Review documentation and options
 - Enforcement
 - Eviction
 - Nuisance Abatement or Eviction Ordinance
 - Drug Nuisance Abatement
 - Code enforcement, i.e. demolition
 - Community action, i.e. Small Claims Court
 - Other solutions appropriate to a particular site or problem
 - Voluntary compliance documented by a written agreement

RESPONSE

11. Notification

- Due process letter to property owner, i.e. §11570 H&S
- Certified Mail or hand deliver*
- Document the delivery

12. File building

- Follow-up site visits
- Enforcement
- Coordinate efforts with patrol officer
- Surveillance
- File any responses from owner/occupants
- Maintain database

13. Civil Action

- Nuisance Ordinance declaration/hearing
- Eviction Ordinance filing
- Drug Nuisance Abatement lawsuit filed
- Lis Pendens
- Lender notification
- Corporate notification (businesses)
- Community action, Small Claims Court action filed

14. Code Enforcement

- Substandard Public Nuisance Declaration
- Imminent Hazard
- Relocation
- Clean & board
- Lien the property
- IRS & Franchise Tax Board notification

Negotiate

15. Follow-up with decision maker

- Seek resolution
- Deal only with decision maker, i.e. owner or agent
- Use sound negotiating techniques
- Written documentation of all agreements

16. Settlement Agreements

- Completed by CAO
- Reviewed by OPD
- 2 year term
- Performance bond

Closure

17. Closure steps & requirements
- Verify no Drug Hotline calls or CAD calls for service for 90 days
 - Owner contacted
 - Site visit to verify compliance documented
 - Closing statement in file
 - Closing photographs
 - Supervisory review and approval

ANALYSIS

Maintenance

18. Maintenance steps & requirements
- Advise community of their responsibility to monitor
 - Respond to activity indicative of a return of problem
 - Maintain file on project
 - Monitor indicators such as calls for service, RMS, etc
 - Make a periodic drive-by or site visit
19. Process review
- Review entirety of the project for process improvement
 - Incorporate successes in similar projects
 - Review project with supervisor/commander
 - Review project with patrol officer

**Quarterly Recruiting Plan
January – April 2006**

Goals

To establish an ongoing pool of qualified candidates thru continuous recruiting and testing. The applicants we are seeking are those individuals of all nationalities and genders, who have proven themselves to be caring, motivated, intelligent, compassionate and healthy individuals. They are people, who are genuinely interested in the welfare of the citizens of the City of Oakland, and all those who visit the City. They must be willing to commit themselves to a career of service that is both ethical and beyond reproach. The recruiting unit is particularly committed to finding qualified applicants, who represent the rich diversity that is the City of Oakland.

Proposed Courses of Action

1. Insure that the written testing (beginning the third week of March) and continuing every third week of each of the successive months have sufficient applicants.
2. Establish the following on-going seminars in conjunction with the monthly testing plans:
 - Women and Policing in the City of Oakland
 - Practice Physical Agility Test
 - Physical Fitness Workshop (Sergeant Ray Backman)
 - Policing in the City of Oakland A thru Z (What to expect starting with the selection process thru your first 2 years with the Department)
3. Establish and maintain a 24 hour recruiting website.
 - Used to maintain 24 hour updated general recruiting information to all applicants
 - Continuous exchange with applicants via email and instant talk formats (Q&A opportunities)
4. Expand military recruitment
 - Identify O.P.D. officers who are current or former military and utilize them as information sources and active recruiters
 - Advertising on military based website (i.e., Recruitmilitary.com, The scoutonline.com, Bluetogrey.com, etc.)
 - Attend “Transitioning Out” job fairs
 - ROTC programs
5. Develop and distribute recruiting pamphlets, brochures, posters & baseball cards, etc.
 - Posters to be distributed to local businesses, schools, un-employment centers, community organization storefronts, etc.
 - Brochures & trinkets to be distributed at all recruiting venues (i.e., job fairs, schools, etc.)
 - Informational baseball cards to all of the above as well as to all City of Oakland employees (sworn & civilian).

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ATTACHMENT B

6. Expand recruitment efforts outside of the nine bay area counties.
 - “Road shows” to various venues outside of the bay area and possibly California (i.e., schools, community organizations, professional organizations, law enforcement related events, etc.)
 - Advertising (i.e., print, radio, PORAC type papers & trade magazines not law enforcement related) outside of the bay area and California
 - Expansion of online and print advertising, both locally and outside of the bay area

7. Expand into other areas of advertising+
 - Radio and TV ads
 - Interview opportunities (Radio, print, TV)
 - Roadway billboards
 - Stadium advertising (i.e., Oakland Coliseum & Arena, Arco Arena – Sacramento)
 - Movie theaters

8. Identify and include other Department/City personnel in the recruiting effort
 - Sworn members (including the Chief of Police and the Bureau Chiefs/Deputy Director)
 - Employees from other departments within the City (i.e., P.A.B. & OPRM employees, Recreation Department, Public Works, etc.)
 - Use of special incentive programs to spark recruiting interest/efforts (i.e., extra OTA, cash, vacation, etc. per successful applicant found)

9. Identify and include private city based organizations (i.e., Clorox, Oakland A’s, Warriors, etc.) in the recruiting effort

10. Identify local city based organizations and include them in the recruiting effort (i.e., church groups, hobby clubs, neighborhood watch groups, O.P.D. Neighborhood Service Coordinators and their groups, etc.)

11. Develop the recruiting lobby as an information point.
 - Recruiting display board and photos
 - Ongoing video presentations of everyday life as a police officer in the City of Oakland.
 - Short biographical video presentations of officers representative of the Department and the City’s population.
 - Computer access for the recruiting website.
 - Informational brochures, pamphlets & baseball cards, etc.
 - Immediate access to recruiting officers.

Physical Agility Examination

The current physical agility examination is as follows:

The physical agility course begins from a seated position in a police patrol vehicle. The applicant exits the patrol vehicle and begins the obstacle course by running in a serpentine manner thru a series of eight traffic cones (event #1). The applicant then continues at a run to a cyclone fence (event #2) that is five feet high and six feet wide. The applicant climbs over the fence and continues to a simulated ditch jump (event #3) that is four feet wide. After clearing the simulated ditch, the applicant continues to a stair and window obstacle (event #4). After negotiating the two sets of stairs and the simulated open window, the applicant continues on to the dummy drag (event #5). The dummy (an articulated mannequin) simulates an incapacitated human body that is six feet tall and 145 pounds in weight. The applicant is required to physically carry or drag this mannequin a total of twenty-five (25) feet in a straight line. After the dummy drag, the applicant continues on to the handcuffing simulation (event #6). The applicant is required to hold the ends of a resistance bar together for 30 seconds. This is the end of the examination. The entire course was formerly 816 feet in length (it is now 616 feet).

The examination is timed (the new pass point is to be determined by the City's Office of Personnel). The actual course modifications that were suggested by CPS Human Resource Services are as follows:

- The cone maze (event #1) was limited to one run thru (originally this obstacle was maneuvered twice in succession). This was done to reduce the overall course length.
- **Phase 1**
- The fence (event #2) was changed from a six-foot high solid wood wall to the five-foot high cyclone fence design. **Phase 1**
- The ditch jump (event #3) was lessened from a five-foot wide jump to a four-foot wide jump. **Phase 1**
- No changes to event #4. **Phase 1**
- The dummy drag (event #5) was changed so that the applicant no longer had to pickup the mannequin from the top of a two foot high platform and return it to the same platform (after dragging the dummy fifty feet in distance.) The platform was eliminated and the transport distance was cut by twenty-five feet. **Phase 1**
- No changes to event #6. **Phase 1**
- The entire course distance was shortened by 200 yards. **Phase 1**
- A study conducted by the City Office of Personnel was recommended to establish a new pass point to account for the aforementioned course modifications. **Phase 2**

Recruiting & Background Investigation Cost for 12 Month Period - 6 Academies

	Unit Cost	Total Yearly Cost
Print Advertising:		
Newspapers (8 separate news groups)		\$80,000.00
Trade Magazines (i.e., Military news, trade periodicals, etc.)		\$30,000.00
Misc Advertising		
Radio Station Spots (4 radio stations)	\$8,500.00/mo	102,000.00
Internet		\$8,500.00
Sport Arenas (Arco Arena & Oakland Coliseum)		\$25,000.00
Movie Theaters Spots (50 movie theaters)		\$10,000.00
A.C. Transit Bus Advertisement Boards		\$3,000.00
B.A.R.T. Station Advertisement Boards		\$3,000.00
Electronic Roadside Billboards		\$12,000.00
Website Development		\$33,100.00
Website Monthly Maintenance	\$350.00/mo	\$4,200.00
Advertising Materials		
Brochures, Pamphlets, Baseball Cards		12,000.00
Give-aways, Trinkets		\$15,000.00
Recruiting Venue Canopy		\$150.00
Misc Staff Expenditures		
Computers (10 stations - Monitors & printers)		\$12,000.00
P.O.S.T. Training		\$2,000.00
Vertical Files		\$1,000.00
General Office Supplies		\$20,000.00
Computer Programing Costs		Unknown
Recruiting Road Trips (3 events)		
Travel Costs		\$6,000.00
Room & Board		\$4,500.00
Overtime Compensation (40 hours x 8 officers)		\$2,515.00
Job Fairs (12 events)		
Registration		\$10,200.00
Room & Board		\$8,000.00

ATTACHMENT D

Travel	\$16,800.00
Laptop, Power Generator	\$2,500.00
Vehicle Transportation	\$1,500.00
Recruiting Video Development	\$6,000.00

Applicant Selection and Testing Costs

Polygraph Examination (50 per academy)	\$100.00	\$30,000.00
Phase 1 Psychological Written Examination (325 per academy)	\$200.00	\$390,000.00
Phase 2 Psychological Written Examination (50 per academy)	\$75.00	\$22,500.00
Psychological Testing Material (325 per academy)	\$20.00	\$6,500.00
Psychological Interviews (50 per academy)	\$100.00	\$30,000.00
Medical Examination (50 per academy)	\$375.00	\$18,750.00
Equifax Check (300 per academy)	\$45.00	\$13,500.00
Live Scan Inquiry (300 per academy)	\$35.00	\$10,500.00
P.O.S.T. Test Book & Answer Sheet (800 per academy)	\$20.00	96,000.00
P.O.S.T. Testing Material Reproduction Costs (800 per acaden)	\$7.00	\$33,600.00
Background Investigations (150 per academy)	\$1,257.30	\$1,131,570.00
Written Testing Site Rental (large test site)	\$4,000.00	\$4,000.00
12 Officers Physical Agility Testing Overtime Compensation (5 hrs/Office)	\$314.00	\$3,768.00
Civilian Test Proctors	\$3,500.00	\$3,500.00
	Total:	\$2,225,153.00

Additional Staffing

3	Sworn Members	\$143,764.39	\$431,293.17
10	Annuitants	\$31,334.40	\$313,344.00
1	Civillian Clerk	\$70,225.37	\$70,225.37
0.5	Personnel Analyst	\$60,795.90	\$30,397.95
	Total		\$775,035.12

Academy Costs

Nomenclature	Total Expense*	Amount Charged to	Notes
Recruit Salary	\$54,874.80	\$0.00	Based on 27 weeks of pay while in academy including benefits

ATTACHMENT D

Equipment	\$2,825.90	\$1,130.36	Amount includes all safety equipment and uniform
Rental Fees	\$13,250.00	\$5,300.00	Amount is based on the expenditure for
Ammunition and Supplies	\$77,495.00	\$30,998.00	Amount is based on the expenditure for
Office Supplies	\$11,967.64	\$4,787.05	Amount is based on the expenditure for
Instructor Over Time	\$159,200.19	\$63,680.00	Amount is based on the expenditure for

*All expenditures are based on the 155th Recruit Academy (11 Jul 05 – 13 Jan 06)

**Measure Y expenditures are obtained by subtracting 40% from the original expenditure.

The approximate cost to train one recruit in a police academy is \$68,177.21.

This amount is obtained by the following:

- One Police Officer Trainee's Salary while in the 27 Week Academy.
- Equipment Issued to one Police Officer Trainee.

Rental Fees, Ammunition, Office Supplies and Instructor Overtime is based on dividing the expense among 25 Police Officer Trainees in one academy.

Community "Stressors" by Beat

CP BEAT	POPULATION			CRIME FACTORS						ECONOMIC FACTORS			EDUCATION FACTORS		TOTAL STRESSORS
	TOTAL POPULATION	RESIDENTS AGE 0-17 years	RESIDENTS AGE 18-29 years	ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOY-MENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE	CHRONIC TRUANTS	VIOLENT SUSPENSIONS	
06X	7,291	2,207	1,181	673	2,558	86	83	652	3,023	9.4%	41.1%	20.7%	273	85	11
26Y	8,420	3,035	1,675	520	1,493	80	74	451	2,823	9.2%	36.5%	24.3%	257	132	11
34X	9,238	3,410	1,840	454	2,115	71	97	658	3,078	7.4%	20.2%	7.9%	317	102	9
27Y	10,907	3,663	2,426	287	1,135	73	72	466	2,831	6.2%	26.6%	17.7%	290	118	7
30X	10,191	3,388	1,973	389	1,523	66	106	439	2,973	6.4%	30.7%	15.3%	286	123	7
23X	8,621	2,596	2,135	414	1,704	54	63	609	3,895	4.9%	45.5%	16.7%	168	36	6
08X	9,779	1,443	2,279	265	1,230	87	56	591	5,548	2.6%	36.1%	17.8%	112	39	5
33X	7,489	2,746	1,552	311	1,470	70	66	568	3,222	4.9%	22.1%	8.1%	243	63	5
19X	10,523	2,543	2,521	456	1,726	46	53	544	3,832	2.9%	26.8%	7.0%	177	29	4
20X	9,948	3,184	2,441	311	1,498	51	85	498	3,100	2.6%	19.2%	6.2%	193	45	4
21Y	11,622	3,575	2,126	219	822	84	66	370	2,793	5.8%	11.4%	1.7%	252	91	4
35X	8,083	2,643	1,504	451	1,179	74	87	416	2,818	6.4%	24.4%	10.7%	198	104	4
02Y	4,528	1,582	861	279	982	55	48	423	2,082	11.9%	3.7%	0.7%	225	74	3
03Y	2,264	187	447	148	1,564	13	5	79	1,002	3.7%	35.5%	18.4%	8	1	3
04X	6,117	624	1,388	358	1,833	41	22	564	5,791	2.6%	24.4%	6.3%	40	18	3
07X	5,252	1,551	1,058	452	1,690	42	53	417	2,826	12.0%	20.3%	7.0%	172	60	3
27X	8,299	2,641	1,614	390	1,075	56	64	384	2,604	5.6%	2.5%	0.2%	233	86	3
26X	1,645	468	413	113	794	15	16	188	1,888	6.2%	28.7%	16.9%	29	7	2
30Y	8,094	2,520	1,493	362	1,102	64	77	317	2,291	3.8%	16.6%	3.2%	158	50	2
32Y	7,516	2,407	1,401	157	655	57	49	293	1,972	5.6%	32.2%	18.4%	113	39	2
02X	3,857	1,148	711	211	563	40	47	252	1,813	8.0%	6.8%	2.6%	161	47	1
13Z	10,336	1,841	843	51	101	17	10	58	1,704	0.3%	26.6%	17.8%	23	5	1
15X	8,945	1,127	2,044	112	229	17	19	175	2,235	1.6%	27.9%	13.6%	49	19	1
18Y	6,877	2,193	1,496	157	558	51	42	163	1,681	2.8%	9.3%	3.6%	200	33	1
24X	8,988	2,883	1,844	216	591	49	55	269	1,969	8.0%	8.5%	2.5%	170	37	1
25X	9,619	2,193	1,363	125	397	23	32	264	2,787	2.4%	7.4%	1.9%	160	77	1
25Y	5,322	1,018	521	128	65	1	6	41	715	0.7%	27.5%	16.3%	35	14	1
28X	5,982	1,437	1,041	70	240	19	26	113	1,408	3.5%	39.7%	14.7%	86	42	1
29X	9,979	2,792	1,747	333	1,243	72	63	369	2,963	3.9%	16.0%	6.6%	191	71	1
31X	452	186	93	114	1,288	8	2	96	2,749	12.7%	19.6%	9.7%	0	0	1
31Y	5,474	1,647	877	161	877	39	28	318	2,928	11.1%	11.5%	1.5%	90	47	1
31Z	5,054	1,701	984	109	353	37	60	180	1,510	7.6%	22.4%	10.2%	130	58	1
09X	9,007	824	1,886	114	363	12	18	243	3,089	2.4%	8.4%	3.1%	39	20	0
14X	10,177	851	2,388	63	257	42	12	192	2,684	2.7%	6.2%	1.0%	37	12	0
21X	8,119	2,725	1,605	244	1,075	42	64	242	1,670	6.4%	3.1%	0.6%	196	67	0
01X	532	84	80	89	1,255	11	5	93	1,548	2.1%	21.2%	13.5%	5	1	0
03X	5,382	679	761	149	752	26	10	260	2,435	2.7%	6.1%	3.1%	22	6	0
05X	4,367	1,233	759	204	668	19	45	229	1,477	6.4%	19.1%	7.3%	109	50	0
05Y	952	304	134	49	218	14	10	66	512	3.0%	24.8%	7.8%	38	11	0
10X	6,582	1,456	1,131	182	730	44	41	277	1,929	3.8%	19.4%	10.9%	142	56	0

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CP BEAT	TOTAL POPULATION	RESIDENTS AGE 0-17 years	RESIDENTS AGE 18-29 years	ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOYMENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE	CHRONIC TRUANTS	VIOLENT SUSPENSIONS	TOTAL STRESSORS
10Y	5,625	1,382	963	133	431	37	47	226	1,597	2.7%	2.9%	1.0%	193	51	0
11X	6,569	1,173	1,574	120	493	29	34	178	1,892	3.0%	26.7%	13.9%	135	60	0
12X	4,191	665	1,171	226	362	22	31	328	2,275	2.5%	26.7%	12.0%	46	17	0
12Y	10,575	1,389	2,153	90	232	12	25	252	3,144	2.0%	3.3%	0.9%	48	28	0
13X	5,760	1,118	469	22	31	2	4	22	845	0.4%	23.7%	15.0%	9	1	0
13Y	7,280	1,183	694	12	46	8	6	21	1,176	0.6%	4.8%	1.7%	6	4	0
14Y	7,264	846	1,483	34	144	10	8	136	1,624	2.2%	23.9%	11.5%	32	9	0
16X	4,757	1,082	327	37	91	3	6	58	796	1.1%	21.3%	10.7%	15	8	0
16Y	6,862	1,144	852	50	128	7	8	88	1,486	1.3%	20.5%	9.6%	25	11	0
17X	7,927	2,015	1,939	120	434	57	27	241	1,898	3.3%	23.2%	13.5%	131	41	0
17Y	9,663	2,366	2,107	228	459	42	47	219	2,424	4.0%	26.5%	6.5%	149	68	0
18X	3,559	1,227	686	133	490	22	18	124	1,015	3.7%	18.4%	12.5%	136	13	0
22X	8,274	1,789	1,005	155	307	28	28	234	2,569	2.0%	17.5%	12.3%	76	29	0
22Y	9,271	1,780	1,250	175	186	7	33	149	1,976	2.2%	18.9%	9.4%	103	27	0
24Y	7,836	2,281	1,844	123	333	47	31	227	1,791	3.3%	9.2%	5.6%	188	53	0
32X	6,917	2,347	1,352	269	926	51	62	327	2,186	4.0%	24.9%	11.2%	169	38	0
35Y	6,190	1,105	553	28	111	11	13	55	1,055	2.6%	25.8%	13.0%	52	30	0
CITY AVG	7,020	1,748	1,313	208	793	38	40	276	2,280	4.4%	20.2%	9.4%	125	43	1.9

Population data taken from 2000 Census. Beat breakdown courtesy of Urban Strategies Crime Factor data from Oakland Police Department Crime Analysis Section. Date range: 01 January 2000 through 31 June 2004. Arrest data indicates the location of the arrest, and are for all offenses.

Domestic Violence includes felony offenses only.

Child Abuse Offenses include the following penal code sections: 273A, 273A(A), 273A(A)(1), 273A(A)(B), 273D, 273G, 286(A), 288, 288(A), 288(B)(1), 288.2(A)

Violent Offenses include the following penal code sections: 187(A), 211(A), 211(S), 212.5(A), 212.5(B), 215(A), 245(A)(1), 245(A)(2), 245(B), 245(C), 245(D)(1), 245.5(A), 245.5(B), 246, 220/261, 261, 261(A)(1), 261(A)(2), 261(A)(3), 261(A)(4)

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

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

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

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

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

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

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

Shaded boxes indicate that beat is in the top ten beats for that indicator

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Problem Solving Officer Position

Under the general supervision of a Sergeant of Police¹, a Problem Solving Officer (PSO) is responsible for championing the problem solving process, and the problem solving efforts of other members of the Police Service Area. Each PSO will be assigned to one of 57 community policing beats.

Problem Solving Officers should bring significant patrol experience to the assignment, where performance in all areas of general law enforcement duties has been evaluated as “fully effective” as a permanent member. The scope of work requires familiarity with all units, sections, and details within the OPD structure, and the resources available in each and also the use of myriad investigative tools to build cases (State, County, and OPD databases, as well as third party specialty software, and public domain information.)

The Problem Solving Officer is expected to work independently and possess both critical thinking and problem analysis skills. This is a key requirement, since no one approach can be used to resolve all of the issues presented in any given case. This job requires a high level of poise, tact, and diplomacy, as they are often required to mediate responses by outside agencies, which have competing interests and priorities. The Problem Solving Officer routinely interfaces with community members, business representatives and government officials, not just those criminally inclined. PSOs meet frequently with community members, landlords, Neighborhood Services Coordinators (NSCs), staff from agencies with violence prevention programs funded by Measure Y, attorneys, magistrates, District Attorney Investigators, business owners, and corporate officials.

PROBLEM SOLVING OFFICERS:

- Are expert on the problem solving process.
- Are project case managers and investigators.
- Identify projects and bring successful resolution to the problem(s) as measured by a marked decrease in calls for service and police reports.
- Coordinate and mediate responses inside OPD by interfacing with patrol, Crime Reduction Teams (CRT), and other specialized units. They also coordinate with outside agencies such as Community and Economic Development Agency, Oakland Fire Department, City Attorney, Nuisance Enforcement Unit, Legal Aid, Legal Assistance for Seniors, ALCO Superior Court, ALCO Public Guardian’s Office and Conservator’s Office, plus other allied state and federal agencies to collectively achieve common goals.
- PSOs should develop superior knowledge of their beats, including acquaintance with residents, business operators, Neighborhood Crime Prevention Council (NCPC) leaders, Neighborhood Watch leaders and other stakeholders.

¹ Problem Solving Officers currently report to PSA Commanders in the Oakland Police Department Neighborhood Services Division. It is foreseen that as more PSOs are hired from Measure Y funding, additional Sergeants will be assigned to supervise PSOs.

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- Make regular referrals to agencies with violence prevention programs funded by Measure Y through the Department of Human Services such as, but not limited to, street outreach workers, employment and training programs, mental health services and re-entry services.
- Together with the NSCs, actively develop a working partnership with community members to identify, evaluate and resolve public safety and quality of life concerns in the beat.
- Must be capable of working with minimum supervision, and must maintain a flexible enforcement and compliance strategy to bring projects to successful resolution.
- Are familiar with the large number of resources available.
- Bring original thinking to conventional problem solving and try new and untested strategies as opportunities arise.
- Generate professional business level correspondence on a daily basis.
- Efficiently balance a significant workload.
- Work both in the field and in a telephone and computer intensive office setting.
- Ensure that projects are relevant to Police Service Area (PSA) problems.
- Assist the PSA Lieutenant with monitoring Problem Solving projects in the Police Service Area or community policing beat, especially when problems cross beat boundaries.
- Maintain a list of outside resources available for problem solving efforts.
- Review, during PSA meetings, the status and needs of problem solving projects in the PSA.
- Meet regularly with the PSA Lieutenants and City staff members (Neighborhood Services Coordinators, other Problem Solving Officers, Sergeants, etc.)
- Are required to attend and participate in community meetings such as Neighborhood Crime Prevention Councils (NCPCs)
- Are strongly encouraged to attend Neighborhood Watch, Oakland Community Organizations, merchant and community groups upon request when attendance is approved by their supervisors.
- Serve as a resource for the Service Delivery System (SDS) in the Police Service Area (PSA.)
- Serve as a researcher for potential Problem Solving projects in the PSA and beat, constantly monitoring the PSA and identifying potential problems.

TYPICAL PROBLEM SOLVING OFFICER CASES

Problem Solving Officers provide resource information to Patrol Officers regarding Problem Oriented Policing projects. PSOs also maintain their own cases in case files and should enter case information into a project tracking data base. These files should be maintained for a minimum of three years. These cases encompass a broad range of issues. Examples might include: illegal business practices (e.g. selling of old unsanitary mattresses as new mattresses), assaults in and around liquor establishments, speeding and reckless driving in residential areas (e.g. side show activities), disorderly youth in public places, thefts of and from cars around parking facilities (e.g. a parking lot near a theater),

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nuisance and criminal activity associated with homeless encampments (e.g. under the freeways in parks), crime hot spots that may include street narcotics, loitering, public disorderly conduct, and Beat Health cases such as drug sites (formerly handled by the Beat Health Unit) including houses, apartment buildings or commercial establishments where narcotic trafficking plague the neighborhood with noise, increased crime, disorderly conduct, elder abuse, child abuse and code violations.

The PSOs work with the appropriate sections within and outside of OPD. Typically PSOs might partner with the Crime Reduction Team (CRT), Traffic Division, Vice Division, Alcohol Beverage Action Team (ABAT), Criminal Investigation Division, Neighborhood Services Coordinators, the City Attorney's Office and the City Administrator's Nuisance Enforcement Unit.

Version #11 October 31, 2005 FINAL Approved by Chief Tucker November 8 2005

Current Plan- Hiring Timeline- 739 to 803 Authorized Strength

Authorized 739

FY04-05	1-Jul-04	1-Aug-04	1-Sep-04	1-Oct-04	1-Nov-04	1-Dec-04	1-Jan-05	1-Feb-05	1-Mar-05	1-Apr-05	1-May-05	1-Jun-05
Filled	734	731	728	724	722	717	704	703	704	697	701	699
+/- 739	-5	-8	-11	-15	-17	-22	-35	-36	-35	-42	-38	-40
Attrition	3	3	4	2	5	13	3	0	4	2	1	0
POs added											7	

Note: Actual attrition through 31 Jan 06.

16 OPD POTs start 154th RS >>

Authorized 803

FY05-06	1-Jul-05	1-Aug-05	1-Sep-05	1-Oct-05	1-Nov-05	1-Dec-05	1-Jan-06	1-Feb-06	1-Mar-06	1-Apr-06	1-May-06	1-Jun-06
Filled	697	639	689	693	691	690	683	701	698	695	692	689
+/- 803	(106)	(164)	(114)	(110)	(112)	(113)	(120)	(102)	(105)	(108)	(111)	(114)
Attrition	2	1	4	4	2	8	3	3	3	3	3	3
POs added			11				18					26

154th graduates 2 Sep 05
 34 POTs start 155th RS 11 Jul 05
 155th graduates 13 Jan 06
 27 POTs start 156th RS 28 Nov 05
 156th graduates 2 Jun 06
 35 POTs start 157th RS 23 Jan 06 >>

FY06-07	1-Jul-06	1-Aug-06	1-Sep-06	1-Oct-06	1-Nov-06	1-Dec-06	1-Jan-07	1-Feb-07	1-Mar-07	1-Apr-07	1-May-07	1-Jun-07
Filled	712	735	732	729	726	723	746	743	748	745	768	765
+/- 803	(91)	(68)	(71)	(74)	(77)	(80)	(57)	(60)	(55)	(58)	(35)	(38)
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added	26					26		8		26		

35 POTs start 158th 5 Jun 06
 158th graduates 8 Dec 06
 157th graduates 28 Jul 06
 35 POTs start 159th 9 Oct 06
 159th graduates 13 Apr 07
 35 POTs start 160th 19 Feb 07 >>

FY07-08	1-Jul-07	1-Aug-07	1-Sep-07	1-Oct-07	1-Nov-07	1-Dec-07	1-Jan-08	1-Feb-08	1-Mar-08	1-Apr-08	1-May-08	1-Jun-08
Filled	762	759	782	779	776	773	796	793	790	787	784	781
+/- 803	(41)	(44)	(21)	(24)	(27)	(30)	(7)	(10)	(13)	(16)	(19)	(22)
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added		26				26						

160th graduates 24 Aug 07
 35 POTs start 161st 25 Jun 07
 161st graduates 28 Dec 07

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February 16, 2006

Community Policing and Problem Solving Officer Training 15 Feb, 21-24 Feb06 and 27 Feb 06 Schedule of Classes

WEDNESDAY 15 Feb 06 **Jack London Aquatic Center 115 Embarcadero Oakland**

0830-0845	Sign In	
0845-0900	Welcome	Chief Tucker & Captain Vierra
0900-0915	City Administrator's Office	Mr. Niccolo De Lucca
0915-0930	Measure Y Overview	Ms. Anne Campbell-Washington
0930-0945	History and Evolution of Community Policing	Deputy Chief Jeff Israel
0945-1015	Community Policing Overview	Sgt. Bob Glock
1015-1020	Description of Break-Out Exercise	Officer Steve Mitchell
1020-1030	<i>Break</i>	
1030-1130	Break-Out Exercise	All participants
11:30am	"The PSO Experience"	PSO Steve Mitchell
1200-1245	<i>Catered Lunch</i>	
1245-1345	Theory of Community Organizing	Ms. Claudia Albano
1345-1445	Neighborhood Crime Prevention Council (NCPC) Meetings "Dos & Don'ts"	NSC Araina Richards , NSC Annie Sloan, NSC Renée Sykes and the NSCs
1445-1500	<i>Break</i>	
1500-1615	The OCO Model for Community Organizing for Community Empowerment	OCO Community Organizer Amy Fitzgerald and Oakland Community Organization Leaders
1615-1630	Wrap up	Captain Vierra

TUESDAY 21 Feb 06

Beat Health Problem Solving
Methods and Procedures: Officer Bryan Hubbard and Sgt.
Bob Crawford

Crime Prevention Through
Environmental Design Officer Iram Padilla
Tobacco enforcement Ms. Janice Louie
Alameda County Health
Online Real Estate Information Andrew Lew

Lunch

Recording industry theft:
Illegal sales of CDs, DVDs, videos etc. Sgt. Crawford and Mr. Jim Orr

Retail theft and flea markets Mr. Victor Woods and Mr. Ken

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WEDNESDAY 22 Feb 06

Beat Health Information Management System
(BIMS)

Officer Bryan Hubbard and
Sergeant Bob Crawford

Drug Nuisance Abatement

Mr. Jim Hodgkins and Mr. Arturo
Sanchez

Nuisance Eviction Process
Code Enforcement

Mr. Arturo Sanchez

Permit Tracking System (PTS)

PST Andrew Lew

Lunch

Current Issues in Gang Activity
Public Housing
Community Policing and Procedures

Sgt Fred Mestas

OHA Corporal. Jerry Williams

THURSDAY 23 Feb 06

“Everything PSOs should know
about the Neighborhood Watch Program”

Sgt. Don Williams and Ms.
Claudia Albano

Liquor Stores and other alcohol licensees

Sgt. Bob Crawford and Mr. Arturo
Sanchez

Environmental Health: Alameda County

Mr. Atkinson-Adams

Problem Solving Aspects of
Vehicle Removal and Traffic Control
Drug Hotline Review

Captain Dave Kozicki
PST Andrew Lew

Lunch

Child Abuse and Sexual Exploitation
Youth Violence Prevention and Intervention:
Department of Human Services

Lt. Kevin Wiley

Ms. Sara Bedford, Mr. David
Mohammed and Ms. Deanne
Calhoun

Domestic Violence

Officer Jim Frugoli, Ms. Cheri
Allison, Ms. Veronica Boutelle and
Ms. Nancy O'Malley

FRIDAY 24 Feb 06

Research and Information Gathering
This class will be broken into the following segments:

Officer Bryan Hubbard

1. Overview
2. Merlin:
3. Infotrak Investigative Query (IIQ) and (LRMS)
4. Internet research

Ethics
Cultural Diversity

Sgt. Mike Beal
Ms. Deborah Liu and
Ms. Linda Hearne

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Lunch

Elder Abuse

Mr. Don Kinkead and PSO Bruce Vallimont

Major Case Management

Sgt. Bob Crawford

Clean City Academy Condensed
and the Role of "SDS"

Mr. Niccolo De Luca

MONDAY 27 Feb 06

Lt. Paul Berlin is the lead resource person in the morning.

Review of the SARA
(Scanning, Analysis, Response and Assessment)

Lt. Paul Berlin

Homeless Encampments

PSO Everett Peterson, Mr. Jamil Blackwell and Mr. Alex McElree

Illegal dumping and Graffiti

PSO Everett Peterson, Mr. Jamil Blackwell and Mr. Bobby McConnel

Code Compliance:
Process and Case Studies
including blighted properties and hotels
ID Theft: Criminal Investigations Division

Mr. Isaac Wilson
Officer Simon Rhee

PSO Team Lunch

Lt. Green is the lead resource person in the afternoon.

Street Level drug dealing,
loitering and gambling.

Lt. Sharon Williams and CRT 4
Officer Mike Cardoza
Sgt. Gary Foppiano

Prostitution, including child prostitution