

# CITY OF OAKLAND

## AGENDA REPORT

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OFFICE OF THE CITY CLERK  
OAKLAND

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**To:** Office of the City Manager  
**Attn:** Deborah Edgerly  
**From:** Police Department  
**Date:** February 24, 2004

**Re:** **A Status Report from the Chief of Police on Implementation of the Department's Reorganization To Expand Community Policing**

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### SUMMARY

This report outlines recent changes in the Police Department's organization to expand Community Policing in the City of Oakland.

### FISCAL IMPACT

This is an informational report. Fiscal impacts are not included.

### BACKGROUND

This year marks the tenth anniversary of Community Policing in the City of Oakland. While the philosophy of community policing has not changed, there have been a number of organizational changes over the years to enhance the Department's ability to interact with the community, collaboratively solve problems, and build strong, positive relationships.

Several informational reports have been presented to the Council as OPD's Community Policing efforts have progressed. In 2003, two reports were presented on the Department's efforts to evaluate Community Policing through measures such as meeting attendance, work with the Neighborhood Crime Prevention Councils (NCPCs) and a wide variety of problem solving projects.

### KEY ISSUES AND IMPACTS

Community Policing continued to evolve in 2003 as several measures were implemented. In January of 2003, the position of Problem Solving Officer (PSO) was created to provide Police Service Area (PSA) lieutenants with dedicated staff to engage in problem solving. In September of 2003, the Bureau of Field Operations was restructured to enhance Community Policing and to create new inter-links between units inside the Department due to the commonality of work functions.

#### **Problem Solving Officer**

Problem Solving Officers (PSO) address neighborhood issues and design problem-solving plans. There are two PSOs assigned to each PSA. PSOs drive the problem-solving projects and

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coordinate the activities of other Departmental units such as Crime Analysis, Beat Health, Patrol, and Neighborhood Services Coordinators on the specific strategies. They utilize NCPC priorities and drug hotline calls as a key foundation of their work. The PSOs spent several months training with experienced Beat Health Unit officers to better acquaint themselves with the “how to” procedures involved in problem property abatement and creating other successful problem solving strategies.

### **Watch Command and Geographic Responsibility**

For the past 10 years, the Department has assigned three (3) Captains as Area Commanders, each having geographic responsibility for one-third of the city. Over four years ago, seven (7) lieutenants were assigned to manage a Police Service Area (PSA), a smaller geographic section within each of the Areas. As the focus for crime reduction strategies and problem solving became fixed on the assigned PSA lieutenant, the role of the Area Commander diminished. It was determined that a better use of the Captain position would be to assign them to command a patrol watch. A “watch” has geographic responsibility over the specific period of time worked.

Therefore, the three Area Commanders are now redeployed to the three daily watches as Watch Captains. Each Captain supervises two Watch Lieutenants, who each supervise 7 patrol squads of sergeants, officers and civilian staff on each of the three watches.

Geographic accountability has increased from the seven PSA lieutenants to include all watch commanders. Each watch commander and watch lieutenants manage the sergeants and officers on each watch and are responsible for the geography during the span of time of their work shifts. The PSA lieutenants share information on crime trends and issues with the other watches so officers can address these issues 24 hours a day. Commanders are held strictly accountable for problem-solving projects and for the conduct of all assigned officers in their command.

The Deputy Chief in the Bureau of Field Operations coordinates the work of all three watches through regular, bi-weekly CrimeStop meetings. At the CrimeStop meetings, representatives of the watches, other organizational units within OPD and PSA lieutenants discuss the emerging crime trends, enforcement responses and the utilization of other units in implementing the crime reduction plan.

To assist the watch command staff and other managers, each officer on every watch completes a Daily Activity Report to document their activity. These reports are used to determine if specific crime strategies that have been implemented are being regularly employed by patrol staff. The Daily Activity Report shows the number of calls for service to which an officer responds, cover assignments, car stops, citizen contacts and arrest information. The report also documents information on what each officer did within a focused enforcement area to address the area’s violent crime. The report also serves as a management tool for commanders to provide performance counseling if it appears an officer is not managing his/her time effectively.

### **Neighborhood Services Division**

The newly created Neighborhood Services Division (NSD) is commanded by the Second Watch Captain, who is responsible for all Police Service Area (PSA) personnel: PSA Lieutenants, Problem Solving Officers (PSOs), Crime Reduction Teams (CRTs), Neighborhood Services Coordinators (NSC), and all Second Watch personnel.

Each PSA lieutenant manages two patrol squads, each with a sergeant and no more than eight officers (per the Negotiated Settlement Agreement), plus one Crime Reduction Team (CRT). The PSA lieutenant also supervises two or three Neighborhood Services Coordinators (NSCs) and two Problem Solving Officers. The PSA lieutenants are better able to manage one watch of staff and focus on crime reduction and officer conduct than when they managed the entire PSA of all three shifts. The lieutenants frequently contact the other watch command staff to provide information, get updates on projects and discuss strategies and other area-specific issues.

Watch command on the Second Watch is accomplished by one dedicated watch lieutenant and the three-week rotation of PSA lieutenants to cover the days off of the watch lieutenant. Note: When the PSA lieutenant is assigned to this position, they are unable to attend evening or some weekday community meetings due to their schedule change. However, since this extra assignment occurs only twice a year, the impact is temporary and minimal.

### **Field Support Division**

The new Field Support Division (FSD) is commanded by a captain and a lieutenant who manage and supervise the following units: Beat Health, Campus Life and School Safety (CLASS), Community Services, Police Athletic League (PAL), and Park Rangers. These units were reorganized into the FSD due to their commonalities of working with youth, schools and recreation (the parks).

### **Community Meetings**

The Negotiated Settlement Agreement mandates that patrol officers attend or host a community meeting once per quarter. This task is nearing implementation. This mandate will assist patrol officers in developing a better relationship with the community through their attendance and involvement with these local neighborhood groups. Attendance will be closely monitored by the watch commanders. Each officer will document their presence by completing a Public Appearance Report.

### **Overall Evaluation**

As these changes in the Department are relatively recent, there has not been an opportunity to

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evaluate them with data. The attendance by Department members at community meetings has been met with community support and compliments about the changes. For example, a comment was made at a recent Community Policing Advisory Board (CPAB) meeting that the change to have the PSA lieutenants in the NSD under one Captain was "brilliant".

Community Policing in Oakland has been a living and evolving series of improvements aimed at problem solving and improving the quality of life in the community. As such, the Department will continue to evaluate its efforts to improve Community Policing. Additional enhancements may be forthcoming as part of Negotiated Settlement Agreement Tasks that have yet to be implemented.

### **SUSTAINABLE OPPORTUNITIES**

*Economic*- Effective Community Policing strategies increase the desirability of Oakland's commercial and residential neighborhoods, thereby encouraging resident growth and new retail venues.

*Environmental*- There are no identified environmental opportunities contained in this report.

*Social Equity*- Effective Community Policing increases positive police/public interaction and dramatically reduces incidents of crime and disorder in local neighborhoods.


### **DISABILITY AND SENIOR CITIZEN ACCESS**

There are no disability or ADA citizen access issues contained in this report.

### **RECOMMENDATION**

Accept this status report on OPD's re-organization strategies to enhance Community Policing.

Respectfully submitted,

  
Richard L. Word  
Chief of Police

APPROVED AND FORWARDED TO  
THE PUBLIC SAFETY COMMITTEE:

  
Office of the City Manager

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