

CITY OF OAKLAND
AGENDA REPORT

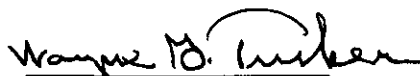
To: Office of the City Administrator
Attn: Deborah Edgerly
From: Police Department
Date: March 14, 2006

Re: **A Report from the Chief of Police on the Oakland Police Department's
Vision and Plan of Action to Reduce Crime and Improve Accountability**

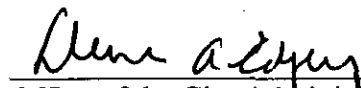
Attached please find a copy of my *Vision and Action Plan to Reduce Crime and Improve Accountability*. The report outlines six key areas where I believe change is necessary. It provides the context of the problem, summarizes progress made to date and outlines a clear plan of action designed to reduce crime and improve accountability of the Oakland Police Department.

I am forwarding this information report to the Public Safety Committee and ask that it be sent forward to the City Council.

Respectfully submitted,


Wayne G. Tucker
Chief of Police

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:


Office of the City Administrator

Vision and Plan of Action to Reduce Crime and Improve Accountability

Presented by Chief Wayne Tucker
Chief of Police
Oakland Police Department

March 2006





March 3, 2006

RE: 2006 Vision and Plan of Action

Dear Mayor Brown, Council President De La Fuente, Vice Mayor Quan, Members of the City Council, City Administrator Edgerly and Members of the Oakland Community,

The Oakland Police Department's current difficulties and many of the public's concerns regarding police work *can* be resolved *if* we have the collective will to recognize the problems, assess them honestly and take the decisive actions necessary to address them. This document provides City officials and the public with the context to understand the problems of the Department and explains the necessity of the steps I propose.

I recognize that change is at times difficult, and that there is often great resistance to change. But we cannot hide behind the fear of change, or the cynical view that change is not possible. I am often surprised by the skepticism with which I am met when I say that the Department's problems can be solved in a period of just a few years; the public demands no less.

I have spent much of the last year determining the sources of the Department's difficulties and the public's complaints regarding service and crime problems in Oakland. To be sure, a part of those problems is the Department's current short staffing. We are working hard to hire new officers and to comply with the mandate of Measure Y – without sacrificing our high employment standards. Although we have greatly expedited the hiring process, hiring new police officers and fully training them is neither quick nor easy.

It is important to recognize, however, that short staffing is only one part of the Department's present difficulties. As a result of outdated rules, outmoded staffing patterns and "past practices," the Department does not use its *present* resources effectively. Simply adding more officers will not solve many of the core problems.

Our ultimate goal is to fight crime, and the most important single step we can take toward achieving this goal is a flexible and strategic deployment. The basics of police management are straightforward – good response times and crime reduction come from having the right number of officers, with the proper tools

and training, in the right place, at the right time. To do this, we must be willing and able to make changes – in staffing patterns, training, evaluation procedures, investigative procedures, assignments and policing techniques. Unfortunately, rather than focusing on adopting best practices, too often the effort has focused on preserving “past practices.” Some of these practices may have once made sense; but they no longer serve the community. We must focus on meeting the present and future needs of the public we serve.

We will soon begin meeting with the Oakland Police Officers’ Association (OPOA) to negotiate a new contract. We hope to engage in a frank dialogue about the Department’s problems, their causes and concrete steps that can be taken to address those problems. Changes in the current OPOA labor contract are essential if we are going to move forward. But so are changes in the Department’s own rules, policies and practices. Over the next few months, I will be proposing numerous revisions in this area as well.

I have a strong sense of what the Oakland Police Department must accomplish over the next three to five years to be successful in meeting the public’s legitimate expectations. Generally speaking, I believe there are six key areas in which change is necessary:

- **Improved Responsiveness:** Present response times to both emergency and non-emergency calls are unacceptable. While the addition of 63 officers as a result of Measure Y will improve response times, fundamentally response times are poor because current staffing rules limit the Department’s ability to put the optimal number of officers on the street at the times when crime and calls are highest, and to reassign staff based on crime patterns.
- **Fulfill the Vision of Community Policing:** Staffing shortages and inflexible staffing rules have delayed the public’s demand for community policing. I am a strong supporter of community policing and am very pleased the voters have approved funding for additional officers devoted to community policing.
- **Fiscal Responsibility:** Our police officers are well paid, as they should be. However, we must change numerous wasteful personnel practices that have, for example, resulted in overtime costs of \$18 million last year – nearly a quarter of the Department’s regular payroll. Many of the areas of needed reform were identified in a report last year by Public Financial Management, nationally recognized police financial and labor management experts. Perhaps most critical among them is a “past practices” clause in the existing OPOA contract that has been used to prevent needed changes in Department operations. *The effect of these wasteful practices is very direct; if these practices are addressed, millions of dollars will be freed up to spend on improved responsiveness, crime*

reduction and community policing. Again, we must move beyond focusing on past practices to focusing on best practices.

- **Improved Accountability:** We are working hard to provide clear guidance to our line and command staff regarding the performance we expect, and to assess performance based on clearly defined standards. Basic job descriptions are lacking and are being updated to ensure that expectations are clearly communicated. Individual performance measurement systems are being developed to help place the right people in the right job. Through proper training and on-going professional development, the Department will develop staff, hold them accountable for failures and recognize successes.
- **Achieve the Highest Standards of Policing:** Citizens who feel they have been subjected to improper treatment by members of the Department are entitled to have their complaints investigated promptly and fairly, in conformance with nationally recognized standards. We are in the process of implementing such standards in the Department's Internal Affairs Division. We have also adopted the best practices of departments across the country to track and investigate uses of force and gather information that will enable the Department to identify and offer a variety of interventions to officers whose performance may need improvement.
- **Adopt New Methods and Technology:** Antiquated technology and inadequate facilities have further hampered the Department's efficient and accountable service delivery. This must change. I will provide my staff with appropriate technology, tools, training and facilities to enhance the Department's responsiveness and maximize service delivery.

Oakland has some of the best, most dedicated police officers in the country. The changes I propose will serve both the public – by improving public safety – and the officers – by improving job satisfaction and public recognition of their efforts.

I hope this report will serve as a catalyst for a public discussion of how to improve the Department's delivery of services. I ask the public, the City's leaders and the men and women of the Oakland Police Department to support the goals outlined in this report and, especially, the changes necessary to accomplish them.

Sincerely,


Wayne G. Tucker
Chief of Police

Vision and Plan of Action to Reduce Crime and Improve Accountability

Direction 1: Effectively Respond to Calls for Service

CHALLENGES

***“Too many officers
are assigned and
deployed to duties
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the Patrol Division.”***

The current level of response to calls for service is unacceptable. All calls for service must receive a timely and effective response. After studying the issue, I have concluded that there are a number of factors that contribute to the current delays in providing timely and effective service.

Understaffing

The Department has too few police officers available to meet the demands for service. A number of factors contribute to the problem. Foremost among them is the need to assign more officers to patrol duties. I am currently engaged in a two-prong effort to solve this problem.

First, we are conducting continuous recruiting and testing and we are overlapping police academies in order to recruit, hire and train enough new police officers to achieve the Measure Y-authorized strength of 802 police officers by the spring of 2007. This is a daunting task because only a very small percentage of those who apply to become police officers are selected and ultimately complete the required training. In the meantime the Department continues to suffer attrition rates of about 3.5 officers per month due to service and disability retirements.

Out of the Office; Onto the Streets

The second prong of the problem is equally important: too many officers are assigned and deployed to duties that make them unavailable to deliver services in the Patrol Division. I plan to get these police officers back onto the street and available to answer your calls for service. This means civilianizing jobs formally held by sworn officers that can be done more effectively and efficiently by civilians.

Police officers belong on the street, not behind a desk. A variety of historical job-assignment practices, sometimes referred to as “past practices,” have resulted in many officers being unavailable for patrol assignments. These practices, protected by the existing labor agreement with the OPOA, and which endorse poor

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deployment strategies, cannot be permitted to continue depleting the Department's resources.

PROGRESS

Recruiting

***“We are
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We are aggressively increasing our sworn strength, and we are competing in the hottest job market for law enforcement in the modern history of the state. The entire state is experiencing a shortage of police officers as the “baby boomer” generation of police officers retires. This has been caused in large part by adoption of the 3% at 50 retirement program, which has become the standard in much of California.

In this climate, the Office of Personnel and the Police Department have partnered in state-wide recruiting efforts to attract the next generation of police officers. At the same time, the job of policing has become far more complex over the years. As a result, our recruiting efforts have a new focus in the education and healthcare fields, community organizations, “homegrown” candidates and national resources.

Significantly, it takes one year to hire and fully train a police officer. Training alone takes 33 weeks. Pre-hire background investigation, medical and psychological testing is also essential. While I am anxious to get a new complement of officers on board, legally we cannot sacrifice the testing and training requirements even if we were inclined to do so.

Training

I have directed staff to assess our academy attrition rates. Our standards are higher than the state-mandated minimums. While I am pleased that they are, I want to ensure that our expectations are reasonable and consistent with national standards and training practices.

Information Management

Our newly developed performance index database is tracking specific incident response and service delivery times. This will provide important data needed for smart staff deployment. I am excited to have this state-of-the-art management tool.

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Need-Based Deployment

I am currently meeting and conferring with the OPOA about a Department proposal to deploy officers to maximize their street presence during peak demand times. My proposal will more than **double patrol staff** during peak times and **eliminate** the need for mandatory overtime.

ACTION

“My proposal will more than double patrol staff during peak times and eliminate the need for mandatory overtime.”

Even with more officers available for patrol duties, officers will not always be able to be to prevent crime. For that reason, we must deploy our officers wisely, using the most modern technology and training – including modern investigative techniques and crime mapping – to maximize the effectiveness of each officer on patrol. Interdicting and preventing crime is not a matter of dumb luck; using modern techniques, our officers are more likely to have the tools and knowledge to be at the right place at the right time. In this regard, the City’s Information Technology staff are working with the Department to map crime patterns in real time.

We are addressing the problem of resource deployment with every creative method available. We are also seeking changes to our labor agreement with the OPOA that will afford the Department the flexibility to deploy sworn police officers in direct response to crime patterns and service demands. In addition, we plan to:

- Complete development of a redeployment plan and implement the plan as soon as possible;
- Evaluate position requirements and job tasks, personnel evaluations, promotional opportunities, professional development and other human resource issues to develop a plan that more effectively uses and improves our staff;
- Where possible without jeopardizing public safety, fill sworn positions (administrative, managerial and investigative) with non-sworn personnel;
- Provide adequate professional support to patrol staff and investigators;
- Prepare written job descriptions to guide us when selecting staff.

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Direction 2: Fulfill Vision of Community Policing

No community can be vital and thrive without public safety. My vision of community policing is grounded in the belief that community-oriented problem solving is a two-way street. To be successful, the Department must:

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- Provide consistent contact and familiarity between residents and officers;
- Deliver continuity in problem solving;
- Provide timely response in each neighborhood by being adequately staffed to meet the needs of the community;
- Deploy officers who are well trained in community policing techniques;
- Prevent crime by engaging citizen participation in problem-solving at the block, neighborhood and citywide level.

CHALLENGES

The Department has tried unsuccessfully for over a decade to implement community policing citywide. Over the years, chronic staffing shortages have forced the Department to continually redeploy community policing officers to patrol duties to address crime hot-spots. This situation was exacerbated when additional officers were sent to the Oakland International Airport and Port of Oakland to address increased security needs following the 9/11 terrorist attack.

The Community Policing Advisory Board (CPAB), in their Annual Report to City Council in October 2004, described the challenge in a nutshell: “Community policing in Oakland is at a crossroads. On the one hand the citizens, newly united by powerful Police Service Area (PSA) e-mail groups, are clamoring to be part of the community policing process at precisely the moment that the Oakland Police Department is least able to respond to their identified needs because of severe staffing shortages.”

In the 16 months since publication of the CPAB’s report, the situation has grown more challenging. Due to unsatisfactory response times to 911 emergency calls and the reasonable

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demands of citizens for improved responsiveness, at the annual watch change in January 2006, we temporarily re-deployed 11 walking officers to the Patrol Division to reduce the shortage of 95 patrol officers.

PROGRESS

Last year, with support from the City Council and organized community groups, voters passed Measure Y — the Violence Prevention and Public Safety Act — which will fund 63 community policing officers throughout the City. This is a real opportunity. In May 2005, the City Council approved significant changes to community policing legislation that strengthened the program and re-oriented the focus to a grassroots approach to resident involvement in community policing.

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So far we have:

- Revitalized and increased the capacity of the Neighborhood Watch Program to increase resident involvement as a deterrent to crime;
- Consolidated community-oriented programs under the management of the Neighborhood Services Manager: Neighborhood Watch, Citizen’s Police Academy, Police Volunteers, Senior Safety, Youth Safety;
- Increased Oakland’s participation in the Neighborhood Anti-Crime Initiative — National Night Out — from 35 parties in 2004 to 152 parties in 2005;
- Developed and implemented a systematic door-to-door outreach program;
- Partnered with the Violence Reduction Team to develop block-level groups in specific neighborhoods;
- Coordinated recruitment efforts with other block-level, City-sponsored volunteer efforts, such as CORE (Citizens of Oakland Responding to Emergencies);
- Begun filling community policing beats.

We are also working to find new ways to share information with the community. Internet-based community forums, e-mail groups, cellular phone access and community meetings contribute greatly

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to neighborhood cohesion and assist us in learning what citizens already know about crime in their neighborhoods.

ACTION

The Department's plan to expand the community policing philosophy requires successful implementation of the following:

“The continuity of presence (of a patrol officer) provides an opportunity for daily, ongoing contact and ensures that officers are aware of the community’s current priorities.”

Geographical Accountability: Patrol officers will 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, a problem-solving project will be initiated to address the issue. Our 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.

Fulfilling Community Requests 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 (NCPCs) are an integral part of community policing. The 57 community policing beat concept remains in effect for all NCPCs. To engage officers in community policing and problem solving, all sworn Patrol Division personnel assigned to a regular geographic area of the city, supervisors, Crime Reduction Team members, PSOs and foot patrol officers will attend at least one NCPC meeting in their regularly assigned area each quarter.

Measuring Effectiveness: Once a problem-solving plan or strategy is developed, commanders will ensure 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.

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When Measure Y is fully staffed and implemented:

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

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Direction 3: Achieve Fiscal Responsibility

The City’s ability to put more police on the streets to engage in community problem solving, and fight and deter crime is directly related to its ability and willingness to control excessive overtime and compensation practices, as well as its ability to select and reassign officers based on the public’s needs. We should compensate well; but every compensation practice — including overtime, premiums, holidays and sick leave — should be justifiable in terms of the prevailing practices of police departments elsewhere — and be transparent to the public. With respect to the assignment of officers, the public’s needs must be paramount.

Good policing is expensive. A regular beat cop in Oakland with five years’ experience is paid \$79,299 base pay, and with benefits the officer costs the City \$133,250. These costs have escalated rapidly in recent years. Since 2001, police officers have received 27% in raises alone, not counting the spiraling cost of retirement and health care benefits and an additional salary step for officers with six or more years of experience. As a result, the cost of the

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Department has escalated at a rate far greater than the City's growth in revenues, and the cost of the Department directly impacts other critical services.

Oakland police officers' total compensation exceeds that of its two large-city neighbors — San Francisco and San Jose. Given the Department's ambitious recruitment goals over the next few years, the passage of Measure Y and the relatively high violent crime rate, these compensation levels may be warranted, and perhaps even necessary. However, providing this "premium" level of compensation requires that we carefully control and monitor additional costs, such as overtime, holiday pay and other forms of added compensation. Further, we must strategically deploy personnel to ensure the Department uses its resources wisely and prudently.

"Last fiscal year, the Department ran up a nearly \$18 million overtime bill, exceeding its overtime budget by more than 50 percent."

CHALLENGES

Excessive Overtime

In February 2005, the City retained the Public Financial Management Group ("PFM") to examine the Department's use of overtime. Among other things, PFM found that over a period of five years, "OPD's overtime spending has consistently exceeded the budget by a wide margin."

Last fiscal year, the Department ran up a nearly \$18 million overtime bill, exceeding its overtime budget by more than 50 percent.

The PFM study found that one of the root causes of excessive overtime stemmed from provisions in the OPOA contract that provide guaranteed minimum "callback" periods when officers are called back to work on overtime. PFM also found that significant improvements are needed to supervise payroll and monitor the use of overtime.

Past Practices Prevent Best Practices

Many of the obstacles to deploying officers sensibly, however, arise from the Department's own directives and past practices. As noted earlier, the OPOA has in many cases asserted that these policies and practices cannot be changed during the life of the labor contract because Article X.B. precludes changes to "existing benefits or beneficial practices." For example, PFM found that the

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Department's "Transfer Policy prevents managers and unit commanders from reassigning officers based upon need, skills, or emerging condition."

Similarly, a number of the Department's overtime and holiday practices are set out in its General Orders. An example of an ongoing yet unnecessary and costly practice: if a holiday falls on an officer's regular day off and the officer is not required to work, s/he receives 12 hours of pay. Officers on workers compensation leave receive 20 hours of pay for every holiday.

"There are multiple side agreements and arbitration awards providing additional compensation to officers and retirees that do not appear in the OPOA contract."

Some additional examples of troubling practices include:

- Two sworn officers are assigned to hand out car keys;
- A sworn sergeant and an officer are assigned full time to information technology;
- Officers not performing patrol work, at their own option, may choose to work on a holiday and be paid at up to a triple-time rate;
- Employees are permitted to receive vacation pay and work overtime at the same time if they choose to work during a vacation;
- Many "side-letters" have been signed over the years that provide additional monetary benefits to employees that were not properly approved by the City Council;
- There are general orders directly affecting compensation practices, such as holiday pay, that have never been approved by the City Council;
- There are multiple side agreements and arbitration awards providing additional compensation to officers and retirees that do not appear in the OPOA contract;
- Motorcycle officers are permitted to drive their motorcycles home;
- Dental and life insurance benefits for officers are administered by the union, at a cost that appears to exceed the City's cost of providing these benefits.

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PROGRESS

“We will negotiate changes to the OPOA contract to increase service to the public without unnecessary increases in the budget.”

- A city team has been preparing for negotiations with the OPOA with the assistance of outside counsel and PFM. Negotiations are expected to begin in March 2006;
- Fiscal management has improved;
- We now have a much stronger emphasis on budgeting, monitoring and reporting overtime expenditures;
- The command staff is working closely with the Department’s fiscal staff to develop useful tools and practices to assist them in monitoring expenditures and assuring the appropriate use of overtime;
- Workers compensation costs have been reduced significantly.

ACTION

- Negotiate changes to the OPOA contract, general orders and other policies to increase the amount of service to the public without unnecessary increases in the budget and to implement the PFM audit’s recommendations;
- Terminate sideletters or, to the extent appropriate, incorporate their terms in the new OPOA contract;
- Delete contract language making past practices binding;
- Conform contract provisions regarding premiums, overtime and insurance to prevailing practices;
- Negotiate contract provision authorizing the Department to make changes related to the implementation of the Negotiated Settlement Agreement.

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Direction 4: Maximize Accountability to the Public and the Department

I expect consistently high performance from every level of the organization. To meet this goal I have established better methods to measure performance and articulate expectations.

***“I expect
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organization.”***

CHALLENGES

As community expectations have changed policing in America over the last 25 years, our documented job descriptions, policies and procedures have largely been ignored, resulting in antiquated, obsolete and in some cases, useless directives. For example, a policy and procedures manual last revised in 1965 is still “on the books.” Employee evaluation systems are out of date, and the Department’s personnel policies are not kept in an organized or easily-accessible manner.

PROGRESS

I will meet these challenges by developing new job descriptions, performance measurements and accountability standards recognized by professional law enforcement organizations. In the past year, I have improved accountability by communicating new expectations and focused our approach on setting and enforcing new standards.

Our Office of the Inspector General audits the Department’s performance and reports its findings to me. As we find deficiencies, we identify solutions and establish timelines for their implementation. Each Unit Commander is held accountable for the performance of his or her subordinates and is expected to identify deficiencies.

Last December, funding was approved for a new software application that tracks staff performance and helps identify staff members who fail to meet performance objectives. This technology will greatly enhance our ability to improve performance at every level and to recognize exceptional contributions.

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ACTION

Our strategy to improve performance is simple: coach, mentor and train our staff, communicate expectations, recognize good performance and correct poor performance. Specifically, we must:

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- Develop the flexibility to place the right people in the right positions to emphasize their skill sets and abilities;
- Develop individual, job-related performance measurement systems to hold all personnel accountable to the public;
- Complete an assessment of the training needs of each staff member and deliver the proper training;
- Provide professional development for staff and ensure recognition for good performance;
- Focus training on community policing, communication, improving service delivery and problem solving;
- Promote officers who reflect the Department’s values and community policing approach.

Direction 5: Achieve the Highest Standards of Policing

CHALLENGES

To lead a department that responds appropriately and flexibly to the needs of the public, it goes without saying that officers must obey the rules. One of my central tasks has been to ensure that the *failure* to comply with rules is dealt with promptly and effectively. This requires improved monitoring of performance and consistent discipline, especially when there are allegations of improper use of force or bias against citizens.

Riders: From Litigation to Reform

In July 2000, the Police Department discovered that four police officers who worked the night shift in West Oakland, self-named

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the “Riders,” had allegedly abused citizens by using unlawful force, planting evidence and fabricating police reports. The conduct of these officers gave rise to a lawsuit brought by multiple plaintiffs seeking both monetary compensation and reforms in the Department.

“The reforms and standards required by the NSA are directed at making Oakland one of the best departments, if not the best department, in the nation. I fully support them.”

In January 2003, the City resolved the litigation by mutually agreeing to a court-approved Negotiated Settlement Agreement (NSA) that required major changes in the reporting, investigation and use of force. It set up an effective system to identify problem officers, overhauled the system for investigating complaints related to officer conduct and ensured that officers who train others are the best in the Department. The NSA also set up systems to strictly monitor officer performance and promptly and appropriately discipline officers who violate rules and policies or who fail to report rule-breaking by others.

Embracing National Standards

The reforms and standards required by the NSA are directed at making Oakland one of the best departments, if not *the* best department, in the nation: I fully support them. When I became Police Chief in February 2005, I knew that insufficient progress had been made toward implementing the needed reforms. It is my job to make sure we move rapidly to embrace the high standards and nationally recognized good practices set out in the NSA, which promote both police integrity and professionalism.

Responding To Citizen Complaints

We have invested valuable resources in upgrading the Internal Affairs Division, so that citizens will have confidence in the system and know that their complaints are handled properly and without delay. Prior to my arrival complaints were sometimes not recorded or investigated properly, and the timeline for investigating complaints was so long that the Department lost the opportunity to discipline officers in situations where it was appropriate. We still struggle with these issues, but I am firmly committed to resolving them.

Some have criticized the number of officers presently assigned to Internal Affairs. We are exploring ways to substitute non-sworn staff and retired officers in some Internal Affairs positions. Until these ideas come to fruition, however, I view the current staff level in Internal Affairs as *essential* to compliance with the NSA.

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***“The Department
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PROGRESS

The mission of this organization is to provide service responsive to *community* needs. Establishing trust and building a partnership with the community will positively impact crime, improve the quality of life and foster economic stability. I can think of no better path to accomplishing this mission than successfully implementing the reforms required by the NSA. My staff and I champion and applaud the efforts of the men and women of this Department to understand and embrace the very substantial changes mandated by that agreement.

When I arrived in February of last year, I directed the Office of the Inspector General to develop a plan to fully implement the NSA. The plan went into effect last year and has driven our compliance efforts. Each reform task has a compliance assessor who is responsible for identifying and fixing any deficiency that causes delays in implementation or compliance. The Inspector General continues to assess and monitor the plan and report directly to me on our progress.

ACTION

The Department has instituted a number of reforms required by the NSA, but I will not be satisfied until each and every reform has been fully implemented and the spirit of the reforms are embraced by all members of the Department.

I intend to continue to upgrade the tracking system in Internal Affairs and ensure that citizen complaints are properly investigated. When Internal Affairs identifies misconduct, the discipline imposed will be fair and consistent. The Department will continue to closely monitor all uses of force so that the amount and type of force used will be consistent with nationally recognized best practices. Information gathered by new systems will be used to identify deficiencies in training and officers who require additional training will be required to upgrade their skills.

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Direction 6: Adopt New Methods and Technology

As we modernize our policing practices, we must also update our tools, techniques, policies, training and resources to accomplish our goal: state-of-the-art-policing.

CHALLENGES

“As we modernize our policing practices, we must also update our tools, techniques, policies, training and resources to accomplish our goal: state-of-the-art policing.”

Antiquated Technology

Decades of insufficient funding have resulted in the Department using antiquated or inefficient technology. For example, although video cameras are a proven method to enhance investigations and reduce lawsuits, we are just now beginning to install video cameras in our patrol fleet. Wireless ticketing devices, automated vehicle license plate readers and advanced information systems are additional examples of state of the art technology that improves police capabilities.

Inadequate Facilities

Our police facilities have also hindered our progress. Space needs are significant for a growing organization, and if not secured will be a substantial obstacle to progress. More people mean more required space, desks, lockers, parking, storage and meeting rooms. These are just some of the basic space needs associated with added human resources. Broken elevators, substandard security systems, electrical code violations, a cramped crime lab, inefficient heating systems and faulty plumbing are some of the problems. I am amazed that my staff has operated under these conditions for years.

PROGRESS

Timely Training and Auditing

Driven by the reforms mandated by the NSA, we have to develop new policies to comply with the new tasks and procedures. The Office of the Inspector General implemented a comprehensive compliance plan to ensure timely training and auditing, which led to increased managerial oversight. I have seen a marked improvement in how we do business.

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Accreditation: Meeting National Standards

“This year the Department will begin the process of becoming accredited by meeting national standards required by the Commission on Accreditation for Law Enforcement Agencies (CALEA).”

This year the Department will begin the process of becoming accredited by meeting national standards required by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Commission was formed for two reasons: to develop a set of law enforcement standards and to establish and administer an accreditation process through which law enforcement agencies could voluntarily demonstrate that they meet professionally-recognized criteria for excellence in management and service delivery. This is especially true for those in direct contact with the public, criminal investigators and Internal Affairs Division staff.

This accreditation process marks the beginning of a comprehensive overhaul of our directives. I will modernize outdated policies and procedures that until now have had no clear standards for revision. Without updated operating standards we cannot measure performance, effectively assess risk or build a strong relationship with the community.

ACTION

The downtown Police Administration Building is undergoing a retrofit to make it safer during an earthquake. It is an essential-services building and must be able to withstand a seismic event. I have also begun to make interior improvements designed to significantly enhance space and allow us to operate more efficiently.

Our plan includes spreading out to resource centers, shared facilities, sub-stations and precincts around the City. This will allow us to be more accessible to the community we serve. Planned technology upgrades include in-car video systems, upgraded security systems, digital video and audio capabilities in interview rooms, performance tracking systems and computer information systems.

We are also exploring other technological improvements such as wireless ticketing, records management, field-based reporting and new techniques in data management and crime analysis. State of the art policing technology exists; we must acquire it in order to modernize and accelerate our responsiveness.

Vision and Plan of Action to Reduce Crime and Improve Accountability

Conclusion

I am honored to be Oakland's Chief of Police. The Oakland Police Department, like many organizations, requires constant monitoring and assessment to meet changing and emerging conditions. My staff and I recognize this and are committed to making the necessary changes. With a balanced, professional approach to the upcoming labor negotiations with the OPOA and the continued support of the City and its residents, we have a great opportunity to become a recognized model for urban police departments and a leader in the implementation of true community policing. I ask your assistance and support for the Department, and for our efforts to improve it.

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