

CITY OF OAKLAND

AGENDA REPORT

OFFICE OF THE CITY CLERK


2006 APR 11 PM 1:10

To: Office of the City Administrator
Attn: Deborah Edgerly
From: Police Department
Date: April 25, 2006

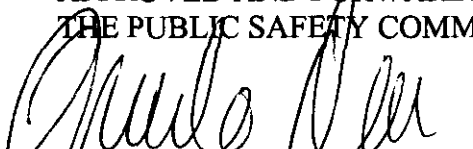
Re: **A Semi-Annual Status Report And Recommendation From The Community Policing Advisory Board (CPAB)**

The attached report contains information on the state of the Oakland Police Department's community policing efforts, as detailed by the Community Policing Advisory Board (CPAB). Mr. Don Link, Chairman of the CPAB, will attend the April 25, 2006 Public Safety Committee meeting to present this information.

Respectfully submitted,


Wayne G. Tucker
Chief of Police

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:


Office of the City Administrator

Item: 9
Public Safety Comte.
April 25, 2006

CITY OF OAKLAND
COMMUNITY POLICING ADVISORY BOARD

TO Mayor Jerry Brown, the City Council, the Public Safety Committee, City Administrator Deborah Edgerly, and Police Chief Wayne Tucker
FROM The Community Policing Advisory Board
DATE April 25, 2006
SUBJECT 2005 Annual Report to the City Council on the State of Community Policing in Oakland

SUMMARY

Citizen perception is widespread that Measure Y is not working and that the city is in a state of emergency. Taxes are being collected, but 16 months after the voters approved the ballot measure, the police force has fewer officers on staff than at the time of the election; no contracts have been signed with service providers needed to provide the jobs and anti-violence prevention and intervention programs; and violent crime, including homicides and brutal, strong-armed robberies are spiraling towards record levels.

Community policing is still struggling to deliver on its promises to the citizens, hampered by staffing and equipment shortages, an ambiguous relationship with the rest of OPD, and supervision deficiencies that affect performance.

There have been numerous, important changes in OPD since January 1, 2006 that have significant impacts on community policing. The CPAB offers a series of recommendations here to address the situation at the end of 2005, a situation that has not changed in many regards. In the coming months, we will deliver a mid-year report to the City Council to address the events occurring in early 2006.

Addressing the ongoing issues through the end of 2005: first and foremost, a more robust recruiting program to attract new officers to Oakland, while at the same time adopting short term policies that will better utilize staff on hand while simultaneously forestalling the departure of seasoned officers eligible for or forced into retirement by injuries. The city and OPD need to adopt a program of smart, out of the ordinary approaches to the situation they find themselves in today. Routine responses will not meet the citizens' needs and expectations.

FISCAL IMPACT

None unless the city follows our recommendation to end the Oakland Police Department's enforcement responsibilities at the Oakland airport terminals, resulting in a revenue loss from the Port of Oakland of approximately \$ 5 million annually

BACKGROUND

This report covers the period between our last report in the fall of 2004, and the new 2005 duty assignments in late January 2006. Several important changes have occurred in the Oakland Police Department in the last few months:

- the assignment of the first Measure Y community policing officers to community policing beats
- the convening of the new Measure Y Oversight Committee
- the announcement of a new eight hour/five day work week for most command and all officers not working in patrol. This prompted many if not most of the Problem Solving Officers (PSO) to announce that they would ask for reassignment out of community policing duty
- the development of a training curriculum for PSOs so that the new Measure Y officers would have a structured introduction to their new duties and required skill sets

9
PUBLIC SAFETY CMTE.

APR 25 2006

- the reassignment of 5 of the 6 existing PSA Lieutenants to other duties in OPD
- OPD's consideration of replacing Patrol 35 with (PSA) District policing, using a team approach for responding to calls for service instead of one based on each patrol officer being responsible for a specific beat

In its report to the City Council in the fall of 2004, the Community Policing Advisory Board (CPAB) painted a bleak picture of community policing and OPD in general: understaffed and heading steadily lower due to attrition, no police academies scheduled, open patrol beats daily, and intense citizen discontent over the absence of both effective enforcement and satisfactory responses to their calls for service.

These realities were coupled with the only community policing officers in OPD—the PSOs and Crime Reduction Teams (CRT)—being regularly pulled out of their PSAs and assigned to either patrol (in the case of the PSOs) or suppression of “sideshow” activities (CRTs). There was also active discussion of disbanding the Beat Health Unit, the CRTs, and PSOs and returning all of those officers to patrol duty. The situation in late 2004 was made worse by the unexpected resignation of Chief Word and an ensuing period of drift until Chief Tucker was appointed to replace him.

The CPAB advised the city in 2004 to avoid any further raids on community policing resources and to restore the PSOs and CRTs to normal duty in their PSAs. It also called for a concerted effort to restore OPD to its authorized staffing levels by resuming recruiting and police academies to train new officers. The CPAB also called for the city to provide OPD with the equipment and technological support to allow officers to function optimally.

Analyzing the situation a year later, we conclude that the report card reflects both failures and successes. The city failed to prevent OPD staffing levels from dropping below the 739 authorized sworn positions: they fell to below 700 during 2005. Today, that level is still below 700, more than 40 officers short of authorized staffing levels, and more than 100 officers short of Measure Y staffing levels. (Appendix A)

The manpower shortage has resulted in over-budget, mandatory overtime, and the concomitant reduced level of police services that citizens complain about with increased stridency. OPD has remained largely in a maintenance mode since the fall of 2004, struggling to recruit and train new officers while having to devote staff and management attention to meeting the requirements of the Negotiated Settlement Agreement.

The verdict is mixed: OPD is still alarmingly understaffed and struggling to reach the minimums authorized by the City Council (when it cut the force from 778 to 739 during the 2001-2002 budget cycle). At the same time, the strictures of the NSA and the threat of the Federal Court ordering the take-over of OPD has forced OPD to deal with both sets of demands simultaneously.

In the specter of this grim scenario, it is gratifying to report that there is good news to accompany the bad. The approval of Measure Y (M-Y) has already begun to reinvigorate community policing; the violence prevention and job training efforts for the city's young and its at-risk young adults is under way. The city is busy recruiting the service providers and new officers mandated by the ballot measure, while OPD has assigned M-Y community policing officers (PSOs) to three beats with the highest “community stressors.”

OPD is committed to assigning the new positions created by the back-to-back police academies 40% to M-Y duty, and 60% to patrol and other OPD duty. The most recent academy's contribution in December, however, went entirely to non-M-Y duty, with the promise that the April 2006 Academy infusion would make up for the January failure to allocate 40% to M-Y duties.

OPD and the CPAB collaborated to create a job description (Appendix B) and training curriculum for the new M-Y community policing officers to assure that those assigned to this duty are introduced to the requirements of their new assignment and given the skills to perform their duties. The first training began on February 15, 2006 and continued for a total of six full days. Tailored to PSO duties in the field, the training is built around the problem-solving methodology and tools of the nationally-recognized Beat Health Unit of OPD, augmented by the community partnership elements of community policing as it is practiced in Oakland today. (Appendix C)

The wholesale resignation from PSO duties rumored and threatened in the fall of 2005 did not occur. Only 2 of the 18 officers serving as PSOs requested reassignment at the annual draw in January. This means that there is stability and continuity in the ranks of the community policing officers in OPD.

Another success that the city and the CPAB can celebrate is the revitalization of the Neighborhood Services Coordinators' (NSC) position. The appointment of a new Neighborhood Services Manager (NSM) has provided the NSCs with supervision and a new coordinated sense of direction.

NSM Claudia Albano worked with the CPAB to revise Resolution 72727 C.M.S. (the original community policing enabling legislation) to include a broader, more integrated vision of community policing starting at the block level with Neighborhood Watch, proceeding to the beat level with the Neighborhood Crime Prevention Council (NCPC), and finally to the city-wide level of coordination of these entities along with other citizen participation and public safety activities such as Citizens Organized for Response to Emergencies (CORE), National Night Out, Adopt-a-Drain, We Mean Clean, and others.

There is still a piece missing in this scenario: line supervision for the NSCs. A manager, with the mandate to devise and promulgate a new vision of neighborhood organization for the city and to lead the troops in its implementation, cannot effectively supervise seventeen people who have been working for a number of years for other supervisors with differing views of what their jobs entailed. For the Neighborhood Services Manager to succeed in her work, she will need line supervisors to oversee the NSCs and their performance of the work she is developing as part of her plan. If the City Council is serious about her assignment, and committed to its goals, these positions must be created sooner rather than later, otherwise the whole enterprise could fail.

At its Annual Retreat in August 2005, the CPAB resolved to concentrate its energies during the 2005-06 year on the implementation of M-Y and the expansion of Neighborhood Watch in community policing beats throughout the city. (Appendix D) To date, a training curriculum for the new M-Y officers has been developed and implemented in close collaboration with OPD, and a training protocol for the PSO Sergeants and PSA Lieutenants, the managers who will be supervising the PSOs, is in the early stages of development, in cooperation with Captain Vierra.

The CPAB is actively working with the Neighborhood Services Manager and the Neighborhood Watch Steering Committee to strengthen and enhance Neighborhood Watch (formerly known as Home Alert) in Oakland. Efforts include developing new program training and outreach materials, working with KTOP to create a series of television public service announcements, and coordinating with NCPC leaders to sponsor and organize new Neighborhood Watch Groups in their beats. In addition, members of the CPAB have begun to work with Oakland Community Organizations (OCO) to achieve better outreach and cooperation with Oakland's faith based organizations. Finally, the CPAB is in active talks with the Citizens of Oakland Respond to Emergencies Advisory Task Force (CORE) to better coordinate and market Neighborhood Watch and CORE to the citizens in Oakland's neighborhoods. Public safety is more than just crime; it also includes emergency preparedness and other quality of life issues.

KEY ISSUES AND IMPACTS

1. OPD and community policing still face some daunting challenges. The Police Department's recruiting effort is going far too slowly. The city did not move quickly enough in the first place and has not been thinking outside the box as it has proceeded. We recognize that part of the problem is the need to be very selective and to hire only those candidates who are likely to perform to the highest professional standards (the Negotiated Settlement Agreement requires it). At the same time, the CPAB shares the citizens' dismay at the slow pace of hiring new officers. Citizens feel that OPD has not been sufficiently aggressive in its hiring strategies. At the current pace, it could easily take two or even three more years to reach the new authorized level of 802 sworn officers in OPD, and that is clearly not acceptable. (Appendix A has a timeline for this process)

2. The proposal to explore and possibly to implement District Policing is an important issue for community policing and OPD itself. While arguably an appropriate management response to chronic understaffing in patrol and the de facto loss of beat integrity (patrol officers staying in and policing their assigned beats), it has very important implications for the future of community policing and both the nature of patrol duty and its compatibility with community policing. Eliminating patrol officers' geographical responsibility—their ownership of and responsibility for a beat—will inevitably weaken further the connection between citizens in the beat and patrol officers who respond to calls for service. That, in turn, will make the goal of integrating patrol into the community policing partnership less attainable if not impossible. As a long-term change, District Policing would be working in direct opposition to the full implementation of community policing. (Appendix E)

3. Within the NSD itself, a crucial element missing: Sergeants to supervise the PSOs' daily activities. Everyone in OPD agrees that having the PSOs report to PSA Lieutenants who have a host of other responsibilities, is a bad idea and works against the police department's chain of command management structure. The NSA specifically calls for Sergeant supervision of officers in a ratio no more than eight to one. Currently there are 18 PSOs in the NSD and no Sergeants to supervise them. This situation needs to be remedied both for the effective delivery of community policing services to citizens in the beats, and to put OPD in compliance with the requirements of the NSA.

- Beyond providing Sergeants for the PSOs, both they and the PSA Lieutenants need to be trained in the methodology the PSOs are learning in their new training curriculum if they are to be able to carry out their supervisory responsibilities effectively. The commander of the NSD recognizes this need and is eager to work with the CPAB ad hoc training committee and others to develop a training protocol for the Lts. and Sgts.

4. An equally difficult challenge remains in the need to deliver on the promise of OPD's reorganization of 2002 when it was decided that every patrol officer would become a community policing officer. The 2003 and 2004 reorganizations of OPD, creating the Neighborhood Services Division, and then separating it from patrol, returns OPD to the original 1996 model of beat-dedicated community policing officers in a command without any structural connections to Patrol. Most practitioners of community policing and the authors of the reorganization of 2002 argue vociferously for the integration of community policing into the entire fabric of the police department, particularly patrol, where most of the resources of policing go and most of the contact with the citizens occurs.

OPD must find a way to structurally connect the Neighborhood Services Division, where community policing resources are deployed, with Patrol. Community policing will not function optimally until Patrol and the PSOs communicate regularly and efficaciously, supporting each others' efforts in the geographical beat they share during the different shifts of the day. Likewise, the citizens in the city's

beats will not enjoy fully-developed community policing until patrol officers take personal ownership of their assigned beats and identify with the citizens' concerns about safety and quality of life issues. The information required by the various parties involved in these duties is readily available; it is the linkages and the routine that are missing, preventing the coordination we are calling for from becoming a reality.

RECOMMENDATIONS

1. **Staffing:** we strongly recommend that the city implement new ways to expedite the recruiting and training of new officers while, at the same time, maintaining the high standards in place to guarantee that only the best are hired, trained to the highest of standards, and sworn in for duty in the city.

We also urge OPD to look for ways to free up those currently assigned to Recruiting and Internal Affairs by utilizing qualified retired OPD officers to do work appropriate to their status and qualifications, and, at the same time, to forestall the retirement of current officers eligible for retirement or limited to light duty (because of injury), by assigning those with the proper qualifications to Recruiting and Internal Affairs duty where their age or physical limitations will not affect their ability to perform the work. Too many good officers with decades of experience are lost to OPD when they are forced into retirement by OPD's rigid rules about fitness for full street duty. At a time when as many as 60 officers are assigned to light duty work in recruiting, training, Internal Affairs, and the Office of the Inspector General, it seems crazy not to assign this work to qualified officers who cannot do regular street duty. If this requires negotiation with the Oakland Police Officers Association, we recommend that this occur immediately for the greater good of OPD and the city. The goal is to allow OPD to maximize its staffing resources without jeopardizing the important and necessary work being done in these non-street units. By not jettisoning valuable talent and experience because of rules designed to protect jobs when OPD is fully staffed, Oakland could better meet staffing needs now, and later reinstate the existing rules when staffing reaches acceptable and agreed-upon levels.

We recommend that OPD, the City Administrator, and the City Council agree to end OPD's responsibility for policing the Oakland Airport terminals. The officers assigned there are paid for by the Port of Oakland, but remain part of OPD's authorized force of 739 (before November 2004) and 802 after the passage of Measure Y. The return of these 27 officers to regular street duty would immediately alleviate some of the most critical staffing shortages OPD is currently experiencing. (Estimated cost due to loss of Port payments to the city: approximately \$ 5 million annually.)

The city should also consider offering bonuses to keep those with more than 30 years of service or older than 50 on duty until the staffing shortages are eliminated. Now is not the time to get rid of some of our most experienced and capable officers.

Along with bonuses to retain current officers, we also recommend bonuses for new recruits and for citizens who identify and refer viable Oakland residents for police duty who are successful in making it through training to police officer status. Retention bonuses should also be considered as part of this package so that new officers do not choose to leave Oakland to work for another police department after their training with OPD is completed or during their first several years as "rookies" on the force.

2. The proposal to institute District Policing is an important decision for OPD and the city. If OPD decides to implement this departure from the Patrol 35 Beat Integrity model Oakland has been following since the mid-1970s, it is important that it be carefully evaluated and judged for its effectiveness and consequences, and have a stated sunset date, tied to staffing levels, that allows Beat Integrity to become a reality again. District Policing must be regarded as a stop-gap, crisis response to staffing shortages for the purpose of optimal utilization of the minimal staff available. A long-term or permanent abandonment of Beat Integrity will have a lasting negative effect on community policing in Oakland.

3. OPD needs to immediately identify and assign Sergeants to the Neighborhood Services Division for the purpose of supervising the PSOs who will be delivering community policing services to the city. They are reporting, for the most part, to new PSA Lieutenants, who themselves are on a steep learning curve as they learn their new duties and roles. Not having adequate line supervision in place at this juncture is risking performance problems in the near and distant future.

An important note: in April, as many as 11 new PSOs may be assigned to duty in Oakland's six PSAs. And, more will be coming after that. The Measure Y train left the station a long time ago; supervisory infrastructure is not an option but a necessity unless OPD and city want community policing to fail. We further recommend that OPD be required to honor the 40% PSO deployment requirement when the new police officers of the 155th Academy finish their Field Training and are released for full street duty in April of this year. That number should also include 40% of the 154th Academy which was not allocated to PSO duty when those new officers finished their Field Training in December of 2005.

4. Top command in OPD must find a way to connect community policing with normal patrol duties. Since 1996, OPD has come full circle from community policing being an isolated, independent unit, to being synonymous with patrol, and back again to being an isolated, independent unit serving the citizens and not connected to everyday police work. A bridge needs to be built that makes community policing part of the fabric of everyday police work, connecting the various duties that routinely deliver police services to the citizens of Oakland.

5. We call on the city to authorize the Neighborhood Services Manager to hire 2 line supervisors for the NSCs so that the managerial span of supervision is in line with city standards and best management practices. A manager with program development responsibilities cannot manage seventeen people who work in the field at different times and in different parts of the city.

6. Last: we renew our recommendation from 2004 to provide the technological resources that will make policing in Oakland more efficient and effective: e-mail and computer access for all officers; cell phones for CRTs; computers in all patrol cars; and video cameras in all police cars assigned to routine street duty involving regular interaction with citizens (e.g. patrol, CRTs, PSOs, Watch Sergeants).

Respectfully submitted,



Don Link, Chair



Colleen Brown, Vice Chair

Bill Ashley, David Flack, Brendan Mulholland,
Olugbemiga Oluwole, Sr., Charles Porter
Members of the the NCPC Resource Committee

9
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APR 25 2006

OPD Staffing

Past, Present & Future

Introduction

We know there is a staffing crisis in the police department. But how bad is it? And how soon will it be over?

With all the contradictory pronouncements and projections emanating from various OPD command staff, city officials, media sources and community leaders, it is difficult to ascertain what is really going on. In this document, I'll attempt to bring some clarity to the situation.

The figures cited here come from the Oakland Police Department, the City Administrator's Office, the US Census Bureau, and the California Department of Finance. In cases where the sources disagree, I've tried to determine and use the more accurate figure.

The Past

The Oakland Police Department has slipped to its lowest staffing level in the past 25 years (see page 5, OPD Staffing Levels: 1982 - 2006). In the 80s and 90s, the department averaged 18.4 officers per 10,000 citizens. Even as recently as 2002, there were 19.2 officers per 10,000. Over the last two years, the average is down to 17.1, and it dipped to 16.5 in January 2006.

Compared with other medium sized cities, Oakland is below average in police staffing (see page 6, 2000 Census: Mid-sized Cities). We rank 17 out of 26 cities. To meet the average of 23 officers per 10,000 citizens, we would need 950 officers. Note that some other cities do not include school police and airport police in their sworn officer counts. If we made adjustments for these units, Oakland would move farther down in the rankings.

The Present

As of early March, 2006, there are 694 sworn officers according to the OPD personnel department. 33 new officers have graduated from the academy in the 15 months since Measure Y passed (see page 7, OPD Academies: 2005 - 2007). The largest academy graduated 18.

The 7th lateral academy that was scheduled to start in February, 2006 was cancelled. At this point, there are no lateral academies scheduled until January, 2007.

There are 2 academies in progress. The 156th academy has 16 members left. It will probably graduate a maximum of 15. The 157th academy has 17 members left. It is also unlikely to graduate more than 15. At best, 30 new officers will join the force between April and August 2006. With attrition due to retirements and resignations running 3 officers per month, OPD will lose 15 officers by August. The net gain will be 15 officers, bringing us to 709 officers in August 2006.

If we assume a more optimistic 20 graduates for the 158th academy starting in June, we will be at 717 in December (20 graduates less 12 for attrition). This is 5 officers lower than the 722 we had the day Measure Y passed, and 75 officers below the authorized 802.

The Future

Before attempting to predict the future, we need to understand when a new recruit is added to OPD's sworn officer count. Does a recruit become an officer when he or she joins the academy, when he or she graduates from the academy, or when he or she leaves field training? The CPAB has consistently used the academy graduation date as the point when a new officer is included in the sworn count. It is the middle of the three dates, and therefore a compromise between the two extremes. The academy start date would present an overly rosy picture by ignoring the expected and inevitable academy dropout rate. And, most important, the academy graduation date is the date the citizens of Oakland begin seeing the new officer on the street.

OPD is scheduling 3 regular academies and 1 lateral academy per year. The regular academies graduate 15 – 18, the laterals about 7. The current crime spike will likely focus more resources on recruiting and training, so it is reasonable to believe that the hiring pace will accelerate. Let's assume 3.5 regular and 1 lateral academies per year, with 20 graduates per regular academy and 10 per lateral. This gives us 80 new hires and 36 attrition losses, for a net gain of 44 officers per year. Using the 717 figure we calculated above for December 2006 as our starting point, the next two years look as follows:

- Dec 2006 717
- Dec 2007 761
- Dec 2008 805

We won't get to the 739 baseline until mid 2007. We won't get to the full authorization of 802 until the end of 2008, 4 years after Measure Y passed. And if OPD does not increase the pace of hiring, these milestones move farther into the future.

Conclusion

OPD command staff has publicly said that they:

- Currently have enough officers to police the city
- Currently have more than 700 officers on staff
- Will be at 739 officers by the third quarter of 2006
- Will be at 802 officers by the end of 2007

I hope this analysis will help the reader assess the validity of these statements.

OPD Staffing Levels: 1982 - 2006

Date	Sworn	Population	Per 10K	Authorized	Shortage
1980		339,337			
Jul-82	634	345,918	18.3		
Jul-83	634	349,209	18.2		
Jul-84	635	352,499	18.0		
Jul-85	640	355,790	18.0		
Jul-86	642	359,080	17.9		
Jul-87	638	362,371	17.6		
Jul-88	679	365,661	18.6		
Jul-89	692	368,952	18.8		
Jul-90	696	372,242	18.7		
Jul-91	713	374,966	19.0		
Jul-92	710	377,690	18.8		
Jul-93	711	380,415	18.7		
Jul-94	682	383,139	17.8		
Jul-95	699	385,863	18.1		
Jul-96	706	388,587	18.2		
Jul-97	697	391,311	17.8		
Jul-98	698	394,036	17.7		
Jul-99	747	396,760	18.8		
Jul-00	747	399,484	18.7		
Jul-01	747	402,443	18.6		
Feb-02	778	404,169	19.2		
Jul-04	734	411,319	17.8	739	-5
Aug-04	731	411,402	17.8	739	-8
Sep-04	728	411,486	17.7	739	-11
Oct-04	724	411,569	17.6	739	-15
Nov-04	722	411,652	17.5	802	-80
Dec-04	717	411,735	17.4	802	-85
Jan-05	704	411,819	17.1	802	-98
Feb-05	703	411,902	17.1	802	-99
Mar-05	704	411,985	17.1	802	-98
Apr-05	697	412,068	16.9	802	-105
May-05	701	412,152	17.0	802	-101
Jun-05	699	412,235	17.0	802	-103
Jul-05	697	412,318	16.9	802	-105
Aug-05	689	412,401	16.7	802	-113
Sep-05	689	412,485	16.7	802	-113
Oct-05	693	412,568	16.8	802	-109
Nov-05	691	412,651	16.7	802	-111
Dec-05	690	412,734	16.7	802	-112
Jan-06	683	412,818	16.5	802	-119
Feb-06	698	412,901	16.9	802	-104
Mar-06	694	412,984	16.8	802	-108
Apr-06				802	
May-06				802	
Jun-06				802	
Jul-06				802	
Aug-06				802	
Sep-06				802	
Oct-06				802	
Nov-06				802	
Dec-06				802	

2000 Census: Mid-sized Cities

Rank	City	Population	# Sworn	# Civilian	Part One Crimes (1999)	Crimes / 10,000 Citizens		Crimes / Officer		Officers / 10,000 Citizens	
						#	Rank	#	Rank	#	Rank
29	Oklahoma City, OK	506,132	1,000	253	44,388	877	20	44	24	19.8	13
30	Tucson, AZ	486,899	877	368	42,680	877	19	49	26	18.0	18
31	New Orleans, LA	484,674	1,658	382	35,982	742	15	22	5	34.2	3
33	Cleveland, OH	478,403	1,890	556	33,938	709	13	18	1	39.5	2
34	Long Beach, CA	461,522	902	559	18,372	398	4	20	3	19.5	14
35	Albuquerque, NM	448,607	851	345	41,177	918	21	48	25	19.0	16
36	Kansas City, MO	441,545	1,250	636	52,137	1,181	24	42	20	28.3	9
37	Fresno, CA	427,652	882	342	29,577	692	12	43	23	15.9	23
38	Virginia Beach, VA	425,257	727	125	16,243	382	3	22	6	17.1	20
40	Atlanta, GA	416,474	1,404	447	55,866	1,337	25	40	19	33.7	4
41	Sacramento, CA	407,018	657	369	27,540	677	10	42	21	16.1	21
42	Oakland, CA	399,484	737	394	31,402	786	17	43	22	18.4	17
44	Tulsa, OK	393,049	800	154	28,535	726	14	36	16	20.4	12
45	Omaha, NE	390,007	748	175	26,477	679	11	35	15	19.2	15
46	Minneapolis, MN	382,618	889	259	31,029	811	18	35	14	23.2	10
48	Miami, FL	362,470	1,101	311	40,264	1,111	23	37	17	30.4	8
49	Colorado Springs, CO	360,890	577	261	19,081	529	5	33	10	16.0	22
50	St. Louis, MO	348,189	1,467	603	48,389	1,390	26	33	9	42.1	1
51	Wichita, KS	344,284	612	193	20,977	609	7	34	11	17.8	19
52	Santa Ana, CA	337,977	369	302	11,414	338	2	31	8	10.9	26
53	Pittsburgh, PA	334,563	1,066	81	21,398	640	8	20	2	31.9	5
54	Arlington, TX	332,969	507	150	19,489	585	6	38	18	15.2	24
55	Cincinnati, OH	331,285	1,022	288	21,824	659	9	21	4	30.8	7
56	Anaheim, CA	328,014	388	177	10,157	310	1	26	7	11.8	25
57	Toledo, OH	313,619	683	118	23,601	753	16	35	13	21.8	11
58	Tampa, FL	303,447	939	292	32,230	1,062	22	34	12	30.9	6
	Averages	394,110	916	313	30,153	761		34		23	

Lower rankings mean greater public safety, more police.

Cities #32, 39, 43 and 47, Las Vegas, San Juan, Mesa City and Honolulu are not listed because crime data was not available.

OPD Academies: 2005 - 2007

Academy Name	Applicants	Start Date	# Started	Graduation Date	# Graduated
6th Lateral	43	Apr 2005	17	5/20/2005	7
154	450	2/28/2005	16	9/10/2005	8
155	456	7/11/2005	34	1/13/2006	18
156	750	11/28/2005	27	6/2/2006	16
7th Lateral		cancelled			
157	485	2/6/2006	22	8/11/2006	17
158		6/5/2006		12/8/2006	
159		10/9/2006		4/13/2007	
8th Lateral		1/8/2007		2/9/2007	
160		2/19/2007		8/24/2007	
161		Jun 2007			

Shaded areas are projections. White areas are actuals.

From: "David Flack" <mdavidflack@yahoo.com>
 Subject: **Numbers Update**
 Date: March 2, 2006 3:41:22 PM PST
 To: "Don Link" <donlink@jps.net>, "Colleen Brown" <oaklandact@earthlink.net>
 2 Attachments, 19.2 KB · Save ▾

Don, Colleen,

OK. Here's the latest.

The OPD personnel department is saying 694 sworn as of today. The chief is saying 703. I don't know where he is hiding those extra 9 people.

The 156th academy that will graduate in June has 16 members left as of today.

The 157th academy that will graduate in August has 17 members left as of today.

That means between now and August we have a maximum of 33 possible graduates. Assuming attrition of 15 in the months April through August, that gives us a net gain of 18, putting us at 712. If we get 20 out of the 158th (less 12 for Sept - Dec attrition), we'll be at 720 by the end of the year. Again, I think the pace will pick up because of the current crisis (perhaps they'll try to reschedule that cancelled lateral), so I would venture 725 by the end of the year. So my previous prediction of 739 by the end of 2006 was obviously too optimistic.

David

Historical OPD Staffing Levels

<u>Date</u>	<u>Sworn</u>	<u>Population</u>	<u>Per 1K</u>	<u>Authorized</u>	<u>Shortage</u>
Jul-82	634	339,337	1.87		
Jul-83	634	339,337	1.87		
Jul-84	635	339,337	1.87		
Jul-85	640	339,337	1.89		
Jul-86	642	339,337	1.89		
Jul-87	638	339,337	1.88		
Jul-88	679	339,337	2.00		
Jul-89	692	339,337	2.04		
Jul-90	696	372,242	1.87		
Jul-91	713	372,242	1.92		
Jul-92	710	372,242	1.91		
Jul-93	711	372,242	1.91		
Jul-94	682	372,242	1.83		
Jul-95	699	372,242	1.88		
Jul-96	706	372,242	1.90		
Jul-97	697	372,242	1.87		
Jul-98	698	372,242	1.88		
Jul-99	747	372,242	2.01		
Jul-00	747	399,484	1.87		
Jul-01	747	401,000	1.86		
Feb-02	778	401,000	1.94		
Jul-04	734	411,319	1.78	739	-5
Aug-04	731	411,319	1.78	739	-8

9
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APR 25 2006

Month	728	411,319	1.77	739	-11
Sep-04	728	411,319	1.77	739	-11
Oct-04	724	411,319	1.76	739	-15
Nov-04	722	411,319	1.76	802	-80
Dec-04	717	411,319	1.74	802	-85
Jan-05	704	412,318	1.71	802	-98
Feb-05	703	412,318	1.70	802	-99
Mar-05	704	412,318	1.71	802	-98
Apr-05	697	412,318	1.69	802	-105
May-05	701	412,318	1.70	802	-101
Jun-05	699	412,318	1.70	802	-103
Jul-05	697	412,318	1.69	802	-105
Aug-05	689	412,318	1.67	802	-113
Sep-05	689	412,318	1.67	802	-113
Oct-05	693	412,318	1.68	802	-109
Nov-05	691	412,318	1.68	802	-111
Dec-05	690	412,318	1.67	802	-112
Jan-06	683	412,318	1.66	802	-119
Feb-06	701	412,318	1.70	802	-101
Mar-06	694	412,318	1.68	802	-108
Apr-06				802	
May-06				802	
Jun-06				802	
Jul-06				802	
Aug-06				802	
Sep-06				802	
Oct-06				802	
Nov-06				802	
Dec-06				802	

These figures come from various OPD, City of Oakland, Census Bureau, and State of California sources.

OPD Academies

Academy Name	Applicants	Start Date	# Started	Graduation	
				Date	# Graduated
6th Lateral	43	Apr 2005	17	5/20/2005	7
154	450	2/28/2005	16	9/10/2005	8
155	456	7/11/2005	34	1/13/2006	18
156	750	11/28/2005	27	8/2/2006	16
7th Lateral		cancelled			
157	485	2/6/2006	22	8/11/2006	17
158		6/5/2006		12/8/2006	
159		10/9/2006		4/13/2007	
8th Lateral		1/8/2007		2/9/2007	
160		2/19/2007		8/24/2007	
161		Jun 2007			

Yellow cells are projections. White cells are actuals.

These figures come from various OPD and City of Oakland sources.

9 Nov 05
To: Capt Vierra -


08 Nov. 05
Approved
W.G. Tucker, COP

CITY OF OAKLAND
for your files
Interoffice Memorandum


TO: Chief of Police
ATTN: Chief Wayne G. Tucker
FROM: Neighborhood Services Division
DATE: November 1, 2005
RE: Problem Solving Officer Job Description

APPENDIX B

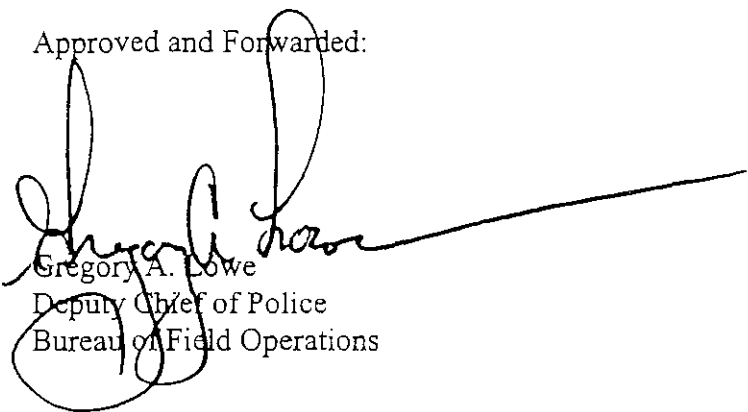
Attached is the Problem Solving Officer job description for your review and approval. This job description was developed and reviewed by the Problem Solving Officer Training Group whose members include: Mr. Don Link, Mr. Charles Porter, Ms. Colleen Brown, Mr. Marvin Smith and Ms. Daphne Markham.


Robert P. Crawford
Sergeant of Police
Neighborhood Services Division

Approved and Forwarded:


Cyril Vierra
Captain of Police
Neighborhood Services Division

Approved and Forwarded:


Gregory A. Lowe
Deputy Chief of Police
Bureau of Field Operations

Approved:

Wayne G. Tucker
Chief of Police

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.
- Make regular referrals to agencies with violence prevention programs funded by

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.*

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), 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

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		OPD Eastmont Beat Health Conference Room
0730-0930	Beat Health Problem Solving Methods and Procedures:	Officer Bryan Hubbard and Sgt. Bob Crawford
0930- 1030	Crime Prevention Through Environmental Design	Sgt. Glock
1030 - 1130	Tobacco enforcement	Ms. Janice Louie Alameda County Health
1130- 1200	Online Real Estate Information	Andrew Lew
12:00- 1230	<i>Lunch</i>	
1230-1430	Recording industry theft: Illegal sales of CDs, DVDs, videos etc.	Sgt. Crawford and Mr. Jim Orr
1430-1530	Retail theft and flea markets	Mr. Victor Woods and Mr. Ken York

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WEDNESDAY 22 Feb 06 OPD Eastmont Beat Health Conference Room

0730-0900	Beat Health Information Management System (BIMS)	Officer Bryan Hubbard and Sergeant Bob Crawford
0900-1030	Drug Nuisance Abatement	Mr. Jim Hodgkins and Mr. Arturo Sanchez
1030-1130	Nuisance Eviction Process	Mr. Arturo Sanchez
1130-12:00	Code Enforcement Permit Tracking System (PTS)	PST Andrew Lew
1200-1230	<i>Lunch</i>	
1230-1330	Current Issues in Gang Activity	Sgt Fred Mestas
1330-1530	Public Housing Community Policing and Procedures	OHA Corporal. Jerry Williams

THURSDAY 23 Feb 06 OPD Eastmont Beat Health Conference Room

730-830	"Everything PSOs should know about the Neighborhood Watch Program"	Sgt. Don Williams and Ms. Claudia Albano
0830-0930	Liquor Stores and other alcohol licensees	Sgt. Bob Crawford and Mr. Arturo Sanchez
0930-1030	Environmental Health: Alameda County and the City of Oakland Working Together	Mr. Atkinson-Adams, Mr. Tage Gipson, Mr. Dan Wilson and Mr. Raphael Campos
1030-1130	Problem Solving Aspects of Vehicle Removal and Traffic Control	Captain Dave Kozicki
1130-12:00	Drug Hotline Review	PST Andrew Lew
1200-1230	<i>Lunch</i>	
1230-1330	Child Abuse and Sexual Exploitation	Lt. Kevin Wiley
1330-1430	Youth Violence Prevention and Intervention: Department of Human Services	Ms. Sara Bedford, Mr. David Mohammed and Ms. Deanne Calhoun
1430-1530	Domestic Violence	Officer Jim Frugoli, Ms. Cherri Allison, Ms. Veronica Boutelle and Ms. Nancy O'Malley

FRIDAY 24 Feb 06 OPD Eastmont Beat Health Conference Room

0730- 0900	Research and Information Gathering This class will be broken into the following segments: 1. Overview 2. Merlin: 3. Infotrak Investigative Query (IIQ) and (LRMS) 4. Internet research	Officer Bryan Hubbard
0900-1000	Ethics	Sgt. Mike Beal
1000-12:00	Cultural Diversity	Ms. Deborah Liu and

1200-12:30	<i>Lunch</i>	Ms. Linda Hearne
1230-13:30	Elder Abuse	Mr. Don Kinkead and PSO Bruce Vallimont
1330-1430	Major Case Management	Sgt. Bob Crawford
1430-1530	Clean City Academy Condensed and the Role of "SDS"	Mr. Niccolo De Luca

MONDAY 27 Feb 06 OPD Eastmont Beat Health Conference Room

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

730-830	Review of the SARA (Scanning, Analysis, Response and Assessment)	Lt. Paul Berlin
0830-900	Homeless Encampments	PSO Everett Peterson, Mr. Jamil Blackwell and Mr. Alex McElree
0900-0930	Illegal dumping and Graffiti	PSO Everett Peterson, Mr. Jamil Blackwell and Mr. Bobby McConnel
0930-1030	Code Compliance: Process and Case Studies including blighted properties and hotels	Mr. Isaac Wilson
10 30-1130	ID Theft: Criminal Investigations Division	Officer Simon Rhee
1130-1230	<i>PSO Team Lunch</i>	

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

1230-1430	Street Level drug dealing, loitering and gambling.	Lt. Sharon Williams and CRT 4 Officer Mike Cardoza
1430-1530	Prostitution, including child prostitution	Sgt. Gary Foppiano

COMMUNITY POLICING ADVISORY BOARD
MINUTES OF MEETING
BOARD RETREAT
August 13, 2005

Members Present: Colleen Brown, Jose Corona, David Flack, Sandra Frost, Don Link, Brendan Mulholland, Charles Porter, Nicholas Vigilante, Jerry Williams.

Members Excused: Bill Ashley, Marvin Smith.

Members Not Present: Adante Pointer, Frank Rose

Staff Present: Claudia Albano, NSM, Chief Wayne Tucker, NSC Yeda Altes

Staff Excused: Ofc. Iram Padilla, PST Ida Rish, Deputy City Attorney Rocio Fierro

Guests/Members of the Public: Emanuel D. McGee, Joyce M.E. McGee, Allene Warren, Madeline Wells

1. Call to order and establishment of a quorum: Chair Don Link convened the meeting at 9 am
2. Public Comments: Mrs. Joyce McGee commented on the success of NCPC and citizen effectiveness in dealing with some of the problems in Beat 6: things are not fixed yet but better. She expressed her gratitude to the CPAB and engaged citizens active in community policing for their efforts and the benefits they brought to the neighborhoods of Oakland.

The Chair responded that it was because of the efforts of engaged citizens in the neighborhoods and NCPCs and beats of the city, like the McGees, that these beneficial changes occurred. The CPAB has no power to effect changes in the beats and streets of the city, only the ability to assist those at the grass roots level, who do the actual work, with advice and support.

With the Board's approval, it was decided to agree with the Chair's request to put off the discussion of new meeting rules to the regular September Board meeting in the interest of time constraints and greater public participation.

3. By consensus, the Board approved the published agenda and added Problem Solving Officer training and Board focus on Home Alert to the list of discussion topics in Item 5.

At the Chair's recommendation, Ground Rules were dispensed with in favor of the agreement to think big and deeply and remain focused on the need for a new focus for the Board for the coming year.

4. The Chair gave a 3 minute synopsis of the goals of the 2004 Retreat and a report on outcomes. Surprisingly, most of the stated goals were met, even though not all of them were entirely the work of the CPAB:

- Support Measure Y
- Address the training of new Measure Y officers if Measure Y is passed
- Oversee NCPC Funds and maximize results
- Report to the City Council
- Creation of a Citizen Complaint problem Solving Committee
- Implement the Re-Certification of NCPCs
- Address the inadequacies in Resolution 72727
- Address the need for NCPCs to have Bylaws
- Address the need for connections between Home Alert and the NCPCs

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5. and 6. The Board decided to postpone the Sideshow update to the September Board meeting because Marvin Smith was not able to be present and report. Several other items were moved to consideration in the afternoon session:

- NCPC Funds Management and funding levels for 2005-06
- CPAB creation of a non-profit for community policing
- CPAB report to the City Council

Brainstorming then began to determine CPAB focus and goals for 2005-06 (see Appendix A for a listing of what was written on the flip chart pages for this session)

After more than an hour of listing broad and ambitious goals, the Board attempted to focus on the one or several goals that could provide it with direction and marching orders for the coming year (see Appendix B for a listing of what was written on the flip char pages for this session).

7. Rather early in the Focusing discussion, it became apparent that the Board was in broad agreement about the need to support, encourage, and engage in a grass-roots effort directed at expanding Home Alert and other block-level and neighborhood level organizing. As David Flack stated succinctly, whereas 2004-05 was focused on legislation (Measure Y and the amendment of Res. 72727) and top-down in its approach, 2005-06 was shaping up to be focused on the grass-roots level and be bottom-up in its approach. While not elaborated upon, this focus was consistent and a logical extension of the inclusion of block-level organizing and Home Alert inclusion in Res. 72727, and major program topics at the May 2005 City-wide Summit.

A second major Board concern was the implementation of Measure Y, particularly the part relating to the training and deployment of the 63 new community policing officers. Chief Tucker stated flatly that he was looking to CPAB to assist and guide in this important group of activities. A CPAB committee was already working on the training issue for the new Community Policing Officers (CPO) and receiving ready cooperation from those in OPD charged with overseeing and providing training. Tucker stated that he wanted the CPAB's input regarding how and where and why the new CPOs would be deployed and what their duty descriptions should include.

In fleshing out the 2005-06 focus of the CPAB the Board decided that they are:

Grass Roots Organizing

- Build relationships between the NCPC, schools, local community based organizations, the PSA, Home Alerts, and youth
 - the role of the NCPC is to invite the parties to participate in this partnership and to establish connections that go both ways
- NCPCs will be the engines that build Home Alert Groups in their beats
- CPAB members must become active participants in this grass-roots organizing activity
- The focus will be on block-level organizing

Tools appropriate to this effort:

- Education and outreach programs to provide information and how-to advice to the NCPCs
- Assignment of oversight of this effort to a committee (Education & Outreach Committee)
- Creating an up-to-date database of leaders in the beats, and neighborhoods, and Home Alerts

Measure Y Implementation

- Work with OPD to develop a training protocol and standards for the new Measure Y CPOs
 - importance of this including an understanding of the community organizing element in partnering with citizens active in CP
- CPAB liaison with the Measure y Oversight Committee
- CPAB work closely with OPD to develop standards for the new CPOs:
 - job descriptions
 - performance standards
 - evaluation measures

Tools appropriate to this effort:

- access to current OPD training materials, job descriptions
- access to available best-practices in training

8. The Board decided to establish 5 permanent committees and one ad hoc committee for 2005-06 to address the goals it identified:

- Education and Outreach: Brendan Mulholland and Nick Vigilante
- Measure Y Training (ad hoc): Nick Vigilante, Colleen Brown, Charles Porter, Jerry Williams, Don Link
- CPAB Fund Raising: Jose Corona, Charles Porter
- City-Wide Summit: Sandra Frost, Charles Porter, Don Link
- Citizen Complaint Problem Solving and NCPC Funds Oversight: Charles Porter, Sandra Frost
- NCPC Resource Committee: Brendan Mulholland, Colleen Brown, Charles Porter, Don Link

The Board recognized that it would have to hear from members not in attendance at the Retreat before listing their committee assignments.

The Chair again reminded the Board that the real work of the Board occurred in the committees where individuals identified and took on tasks that produced results. Board meetings are essentially the occasions of hearing reports from these action groups and ratifying or modifying their recommendations for implementation of Board policy.

9. The Board also discussed the issue of NCPC funds for the 2005-06 fiscal year (FY). Colleen Brown, chair of the NCPC Resource Committee distributed a handout with its recommendations for the Board to consider, including a draft of new simplified rules for requesting and receiving funds.

Essentially, reimbursement of expenditures made would be simplified, no longer requiring competitive price bids and the listing of a personal social security number. A modified TF3160 form will be signed

by a NCPC representative, the NSC, a designated representative of the CPAB, and Neighborhood Services Manager Claudia Albano, eliminating the need for signatures from the PSA Lieutenant and Deputy Chief of OPD.

In addition to the reimbursement method, a purchase order method has been developed to facilitate the city's direct pay to the vendor, requested on a new TF3160 form designed for this process.

The Board also discussed funding levels for the NCPCs for the 05-06 FY, based on the Resource Committee's recommendation of \$ 700.00 for each NCPC.

The Resource Committee reported to the Board that it was able to purchase \$ 15,000 of mailing privileges from a mailing house for use in the new fiscal year, set up in six \$ 2500.00 accounts, one for each PSA. The Resource Committee's recommendation was that NCPCs with a need to make a mailing to its members (for the annual meeting or some other purpose) could request 40% of the cost of one mailing during the 05-06 FY.

On the issue of capital goods purchased by the NCPCs (fax machines, answering machines, computers, cameras, easels etc.) it was recommended that each NCPC establish and submit a list of items and model and serial numbers(if applicable) and keep track of these items owned by the city of Oakland. The CPAB will research and disseminate information about turning in obsolete, non-operational equipment so that the NCPCs remain in compliance with the law regarding surplus city-owned equipment).

The Resource Committee's recommendations were agreed to in principle by Board members present at the retreat, but could not be approved because of the lack of a quorum in the afternoon session. The recommendations discussed were forwarded to the September Board with a recommendation that the full Board approve them and announce them to the NCPCs and community policing community.

10. At 2:58 pm, the Board Meeting adjourned.

Minutes assembled from meeting notes and memory of events by Board Chair, Don Link and edited by Vice-Chair Colleen Brown and other members of the Board.

QUESTIONS ABOUT TEAM POLICING FROM THE CPAB AND COMMUNITY

Page 1 of 6

1. How does Team Policing work and how is it different from traditional Beat 35 dedicated beat policing?

Beat Health / Dedicated Beat Officer - The concept of Beat Health and the Dedicated Beat Officers dates back to the mid 70s when the Department moved to what it called "Patrol 35".¹ Patrol officers were assigned to each of the 35 beats and expected to address problems on those beats. To optimize an officer's ability to remain on his/her beat to address problems, deployment /support strategies and a call dispatching protocol² were created. For example, tactical and supplemental beat units were assigned to districts to provide cover at two person calls and to concentrate personnel in problem areas; when cover was needed, the beat unit was basically the last field unit to leave his/her assigned area and provide that cover.

In addition to being responsible for enforcement of laws and ordinances, the control of crime, detection of crime, the apprehension of criminals, and response to calls for service, the beat officer was responsible for the maintenance of order and preservation of peace and the discovery of conditions which adversely affect beat health and public welfare. The following is an excerpt from the Department's Beat Health Training Bulletin:³

Some order maintenance activities involve new role definitions for police officers. It was not too many years ago that police agencies viewed their patrol role as almost exclusively "law enforcement;" that is, searching for and apprehending criminals. Numerous experts have described how officers formerly viewed order maintenance activity as an "interruption" of their search for crimes in progress. In recent years, order maintenance activities, such as intervening in family disputes, have been legitimized as real roles for patrol officers, and many officers have received special training in proper methods of handling disputes of various types.

The concept of beat health expands the order maintenance role of the patrol officer. Beat health means that beat officers add to their list of priorities such activities as will enhance and improve the quality of life in the neighborhoods to which they are assigned (at the same time improving their relationship and the Department's to the neighborhoods). Officers who accept beat health as a valid function will initiate actions on their own which tend to improve the community, both from the perspective of reducing crime and improving the quality of life.

The beat officer was the generalist. He/she is essentially the community policing and problem solving officer of today. The sergeant was responsible for ensuring the beat officer:

- Remained, to the extent reasonable, on his/her beat to address the needs of the beat.
- Had the skills, time and resources necessary to address the relevant issues.

¹ TB III-A, Routine Procedures for One-Man Patrol (14Oct75), pg 1. Attachment A

² DGO 1-5 Communication Control and Coordination

³ TB III-A.1, Beat Health (1Feb88), Attachment B.

QUESTIONS ABOUT TEAM POLICING FROM THE CPAB AND COMMUNITY

Page 2 of 6

As we created specialized teams/units (i.e., Crime Reduction Teams, Beat Health Unit, Problem Solving Officers, Vehicle Abatement Unit, PAC Team, Special Duty Units, etc.) personnel assigned to Patrol Watches was reduced. The support for the beat officer (i.e., tactical and supplemental officers) was virtually eliminated in favor of specialized units. “Beat health responsibilities” were moved to specialized units; patrol officers primary responsibilities became calls for service.

District Policing – In district policing, officers are still assigned to beats, but because patrol staffing was reduced to create the specialized team above, tactical units and supplemental officer are no longer available to allow beat officers sufficient time to remain on their beats to effectively address beat health issues. The goal of “District Policing” is still to “Establish a strong geographic focus for all Patrol Officers . . . where they spend the majority of their time responding to calls for service, proactively addressing neighborhood problems and interacting with the community.”⁴ The sergeant is responsible for balancing the needs of the PSA / community and deploying his/her team to:

- Address calls for service
- Mitigate crime patterns or beat health issues when specialized crime suppression teams, community policing and problem solving officers, etc. are not available.
- Provide equitable routine patrol of each beat within the districts.

Likewise, there are clearly defined roles for all commanders and managers which includes;

- Holding all managers accountable for the conduct and performance of their subordinates;
- Creating special assignments and using specialized teams when the solution is beyond the capability of existing units;
- Managing the call-for-service function so citizens know what they can expect when calling the police for assistance;
- Deploying personnel to match call-for-service fluctuations;
- Strengthening 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, supporting community policing by assigning specific problem solving responsibilities to personnel assigned to the three Watches.

⁴ TB III-A.5 Community Oriented Policing

QUESTIONS ABOUT TEAM POLICING FROM THE CPAB AND COMMUNITY

Page 3 of 6

2. What is the advantage of Team policing over Dedicated Beat policing?

The primary “patrol advantage” district policing is a system that:

- Creates reasonable expectations for the beat officer and his/her team.
- Balances response times to calls for service with the need to address crime problems/trends and beat/district quality of life issues.
- Allows supervisors and commanders to better prioritize, coordinate a teams efforts to address beat health issues and crime patterns that a single officer cannot necessarily accomplish on his/her own.

As a whole, there is increased command and supervisory accountability for addressing all community needs in a balanced and coordinated effort. Each unit will support each other in response to calls for service, crime problems and beat health / public safety issues. All officers assigned to a geographic area (i.e., patrol beat, community policing beat, PSA, etc.) will attend community meetings to foster increased input from and relationships with the community.

3. Who are the players in the new Team and where do they come from (Division, Command Responsibility?)

There are no new players, this is a concept that utilizes existing resources and and coordinates the efforts of other units.

4. Does the new Team include Neighborhood Services Division personnel?

Yes. The four primary units assigned to NSD are:

- Crime Reduction Teams
- Problem Solving Teams
- Foot Patrol
- Alcoholic Beverage Action Team

These officers in general do not work the watches (responding to calls for service, covering beat officers, etc.); they have their own set of primary responsibilities. They, their supervisors and their commanders will identify crime patterns / trends, quality of life and public safety issues and communicate them to the watches. Likewise if there are special issues affecting a particular watch that exceeds the ability of watch personnel, watch commanders will request assistance.

Where appropriate, the NSD personnel will coordinate a watch project on a particular beat with the community and community based organizations. Increased communications include:

- Crime and Command Review Meetings
- Beat Orders
- The BFO Yahoo Communication Group
- Direct communications with PSOs, Officers their supervisors and commanders.

QUESTIONS ABOUT TEAM POLICING FROM THE CPAB AND COMMUNITY

Page 4 of 6

On occasion, a PSO or ABAT officer may come to the watch to work a project on that beat.

5. Who answers calls for services in the new Team Policing deployment?

In general, the officers assigned to the district. In the event of significant problems, officers from one district will be temporarily redeployed from one district to another district until the problem(s) is abated.

6. Will Team Policing improve or make worse the current and previous disconnect between patrol officers and community policing staff working under the Neighborhood Services Division command? (e.g PSOs, CRTs, ABAT, NSCs and NCPCs)

Based on the answers provided above, District policing is designed to better coordinate the efforts of all units in addressing beat / district problems. It increases command accountability for addressing the unique needs of the beats / district based on the issues during the time periods Patrol Officers are working.

7. Is the real purpose of Team Policing to disguise the current understaffing of patrol and create a smokescreen of the Team's responsibility to cover the needs of the multiple beats they are serving with inadequate staff?

The purpose of district policing is to coordinate and maximize the efforts of all officers in responding to the needs of the community and to increase the efficiency with which the Department is able to address the crime and community issues. It assigns specific and reasonable expectations for all units, especially patrol officers.

8. Will Team Policing require more or fewer officers to cover the 35 patrol beats now being served, fully staffed, in theory?

Again, as stated above, district policing is a philosophy that calls for increased integration of effort and participation in addressing crime problems and community concerns. It is a better means of ensuring accountability for addressing these issues.

9. Who will have command responsibility for the Policing Teams? Will it be different from the current Watch Command arrangements?

As noted above, the Patrol Watch command and supervisory structure remains the same. Each of the Patrol Watches is commanded by a captain and two lieutenants. There are 12 team sergeants.

10. Will it involve the Neighborhood Services Division and how?

Yes, see #4 above...

Example 1: 1st Watch identifies a set problems associated with a bar. Problems include prostitution, after-hour sales of liquor, noise created by loud music and

QUESTIONS ABOUT TEAM POLICING FROM THE CPAB AND COMMUNITY

Page 5 of 6

crowds littering in the area. An ABAT officer may assist in addressing ABC violations in the bar, a PSO may assist by organizing the community and the watch officer who identified the problem will address / document the issues that arise on a daily basis.

Example 2: A PSO or CRT officer identify a robbery problem occurring on the 3rd Watch. Crime Reduction Team officers will focus on techniques to arrest the perpetrators, PSOs and NSCs may educate the community, community would take precautions to minimize the likelihood of being a victim. Most importantly, when the PSOs and/or CRT officers are not on-duty, the 3rd Watch Patrol Commanders will *balance emerging calls for service and the robbery pattern and then deploy officers to address the problem with watch resources.*

11. What are the concrete benefits that citizens in the beats and NCPCs can expect to see from this change to Team Policing?

The goal of District policing is to better engage all staff in community policing. For patrol officers, it is to proactively increase contact (i.e., quality contact) with the community in a non-intervention mode (i.e., waking stop, car stop, etc.) or a reactive response to a service call. The community should see a more efficient resolution to problems.

12. How will T.P. benefit or harm community policing in the c.p. beats

District policing should result in a better coordination of efforts to address community *needs and result in a more efficient resolution to problems.*

PSO, CRT, ABAT officers are not on duty 24/7. Patrol officers are assigned 24/7 and to efficiently resolve issues, on days when the PSO / other specialized units are not working, beat officers should be to assist in abating the problems so that new ones can be addressed.

13. How large a geographical area will TP be responsible for? Will they cover the whole city, one of the areas, or existing PSAs?

The geographic boundaries of the community policing beats, patrol beats and PSAs/districts will remain the same. Again, this is a deployment and coordination system designed to maximize service and increase efficiency in resolving community concerns. It does not change boundaries. Officers assigned to a district/PSA will work together to address the problems and calls for service in that PSA/district.

14. How will the new community policing officers, the PSOs, and the Policing Team interface to discuss and share responsibility for the beat(s) they cover over the 3 watches of the day?

See # 4, 10 and 12 above. In district policing, all officers (PSOs, beat officers, CRT officers, etc.) are responsible for identifying problems unique to their watches and/or assigned area and then bring the appropriate resource(s) to bear.

QUESTIONS ABOUT TEAM POLICING FROM THE CPAB AND COMMUNITY

Page 6 of 6

For example, a supervisor of a team of patrol would balance the resolution of problems identified by a PSO against calls for service and as time and workloads permitted, deploy officers address the issue.

15. Is TP just a way to do away with responsibility to provide dedicated officers to patrol the existing 35 beats, and substitute a new loosey-goosey system of teams to cover responsibilities that they cannot handle?

The dedicated beat officers in the Patrol 35 plan are no longer supported as they were in the 70s and 80s. Roughly 80-90 officers were redeployed from patrol and now staff other units (i.e., PSO, ABAT, Airport Security, Foot Patrol, Crime Reduction Teams, etc.) The expectation that the beat officer can stay on his/her beat addressing calls for service, crime problems and hot spots alone is unrealistic. Many of the responsibilities the dedicated patrol beat officer and his/her watch staff handled are now handled by specialized units.

The issue is not which responsibilities a patrol beat officer can't handle, but rather an issue of what his/her primary responsibilities are now and which unit/officers now have primary responsibility for the non-call for service issues the beat officer can no longer routinely and efficiently be expected to handle.

District policing increases accountability for prioritizing and addressing calls for service, crime problems / trends and community/public safety issues in an efficient manner. It demands an integration of effort and focuses the appropriate resources on identified issues; issues identified in conjunction with the community; addressed with the cooperation and assistance of the community.

9

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