CITY OF OAKLAND

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April 28, 2009

Public Safety Committee
Oakland California

Chairperson Reid and Members of the Committee:

RE: **An Update on Public Safety, Financial Impact, Implementation Strategies, And How the Plan Aligns with City Council's Public Safety Priorities**

EXECUTIVE SUMMARY

The attached Public Safety Update outlines the Mayor's strategy to create a comprehensive, violence prevention plan that includes police enforcement, violence prevention programming as well as a system of accountability throughout all city departments.

The Mayor's Public Safety Update addresses the sometimes subtle and often explicit differences in neighborhood and community problems. The Plan provides a structure that fosters neighborhood level communication, problem-solving, and capacity building. It also connects residents in multiple ways to various City resources and supports the need to effectively solve community problems. In doing so, it cultivates a partnership between residents and city institutions and reinforces the sense that the City responds to community needs. Finally, when neighborhood-level problem solving efforts can't address the scope and scale of the problem, the Plan ensures that the responsibility for addressing the problem is reassigned to those who can secure the resources necessary to be successful.

Public Safety Initiatives
The Mayor as undertaken a number of public safety initiatives, which have resulted in a significant reduction in serious crime, including a 30% drop in homicides:

- Full staffing of the police department for the first time in many years. The department has now exceeded the goal of 803 for full staffing

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- Assignment of 57 problem solving officers (PSO), one for each beat, for the first time ever.
- Geographic organization of the police department, which increases accountability
- Assignment of police officers to shifts when crime is at it's peak
- A re-entry coordinator to work on the re-entry needs of the previously incarcerated, including changes in City employment policies
- Employing outreach workers using funding from Measure Y
- Creation of Clergy Cares to involve the faith community in public safety activities.

Status of Council Priorities

School Security
School Police Legislation- The Oakland Police Department (OPD) is searching for grant opportunities that would support hiring additional officers to provide security at Oakland public schools. The Oakland Unified School District (OUSD) recently received a Federal grant to support an enhanced security system. OPD worked closely with OUSD on the grant and provided them with data and other resources, including a security assessment, for them to compete for this grant. OPD will continue to support OUSD in administering this grant.

Maintaining 803
OPD is currently staffed at 829 police officers. This is in excess of the authorized 803 positions. However, OPD is averaging an attrition rate of three to four per month. This would put OPD at or below 803 in August, 2009. In order for OPD to maintain staffing at 803, the goal is to have a Lateral Academy in April and an Entry Level Academy in August 2009. This will be contingent on the City's financial constraints.

Community Policing
As part of the 2009 Bureau of Field Operations Goals, officers are required to do the following:
- Increase problem-oriented policing projects to a range of 2-4 to achieve a "fully effective" on their evaluation.
- Develop and maintain a PSO project tracking database
- All required personnel to meet the 100% requirement for attending community meetings in their assigned area.

Additionally, OPD incorporates addressing quality of life issues as a part of its approach to community policing. Quality of life sweeps include truancy enforcement, walking patrol and vehicle stops, arrests and citations for nuisance activities, and increased enforcement of laws against public intoxication.

Data Driven Crime Fighting (CompStat)
OPD is planning to implement the Los Angeles Police Department (LAPD) CompStat (computer analysis of crime statistics) process in an effort to reduce crime and increase accountability through more efficient and timely collection, analysis and access to criminal and performance data. The CompStat process is a crime fighting program which relies on sophisticated custom

software, continuous process improvement, relentless follow-up investigations, and management accountability.

There has been a series of discussions with LAPD CompStat Unit personnel about their design and deployment experience. Staff has identified short term and long term objectives with specific action items and dates for implementation of the process. Since January 2009 current Crime Analysis personnel have been assigned to each Area Commander for a 90 day period. Next steps include: establish the goals, determine the business needs, develop the processes, identify the resources (human as well as equipment), and identify sustainable funding sources. In order to fully implement an effective and sustainable CompStat process in Oakland, a significant commitment by the City is required.

Walking/Biking Officers on Commercial Corridors
Walking or biking officers are being deployed incrementally by patrol and PSOs in the downtown and East Oakland commercial areas. OPD intends to add additional staff to these areas as more officers are released from the Field Training Program.

Community Prosecution (Special Prosecution Team)
The City's Special Prosecution Team (SPT) is a new unit of criminal lawyers in the City who work with the Council, the District Attorney, the Police Department, Alcohol Beverage Action Team (ABAT), Fire, Community & Economic Development Agency (CEDA) and Public Works to prosecute chronic non-felony, misdemeanor crimes that severely impact the community's quality of life. The SPT works closely with the community to target the pervasive misdemeanors and infractions that invariably contribute to more serious crime, fear and disorder in the City. By partnering with the District Attorney, the City can more aggressively go after loitering, illegal dumping, disorderly conduct, property crimes, drug-related offenses and other problems that too often drag down the quality of life in our neighborhoods.

The SPT attorneys also handle community inquiries, attend NCPC meetings, study hot spots and crime trends in the City, and train OPD officers in ways to better investigate and document quality of life incidents, so that the case can be successfully charged. In addition, the SPT is working the DA's office to institute a Citation Hearing process. This process is similar to a community prosecution court where quality of life cases are presented, either before or after charges are filed, and the appropriate restorative remedy is imposed against the violator.

ACHIEVEMENTS

Since the arrival of the city prosecutors (September 15, 2008 to the present,) the cases handled by the SPT have included the following:

Description of Violation	Number of Violations
Theft	53
Possession of Illegal Substance	45
Prostitution	104
Parole Violation	29
Vandalism	52
Trespassing	21
Loitering	9
Battery	15
Riot	80
Municipal Code Violations (various)	14
Miscellaneous	58
Total	**480**

Crime and Violence Prevention

Measure Y funds a variety of programs, described below, that address the complex and multiple risk factors associated with violence in Oakland. Together these programs provide a comprehensive effort to build on existing positive community assets, and resilience within individuals, families and communities:

Youth Outreach, Employment, School-Based, and Comprehensive Services
- **Youth Outreach and Case Management Programs** provide mentoring, case management and support services for truants, drop-outs, and other at-risk youth.
- **Sports and Recreational Programs** intervene with high risk youth to develop pro-social behaviors via recreational programs that provide a high intensity of mentorship.
- **City-County Neighborhood Initiative** uses community builders to support and organize neighbors to address issues impacting their quality of life (e.g., blight and drug dealing).
- **After-School Job Training** helps high-risk youth acquire skills and make a small income.
- **Subsidized Summer Youth Employment** provides job placement for high-risk youth in the Mayor's Summer Jobs Program.
- **Safe Passages Middle School Model** provides assessment, case management and referrals, (including mental health) for high-risk students at Oakland public middle schools.
- **Second Step Violence Prevention Curriculum** reduces suspensions and violence in Pre-K – 8th grades at all Oakland public schools and Head Start centers.
- **Peer Conflict Resolution Program** reduces campus conflicts, office referrals, and suspensions at Oakland middle schools with high rates of truancy.

Services to Children and Youth Exposed to Violence
- **Family Violence Intervention Unit** reduces the negative effects of exposure to domestic violence by providing victims with Family Advocates and Child Caseworkers.
- **Mental Health Services** are provided to young children (0-5) who witness violence.
- **Youth Support Groups** are provided to older youth exposed to violence.
- **Outreach to Sexually Exploited Minors** connects young women exploited by prostitution to the programs and support they need to get off the streets.

Diversion and Reentry Services
- **Project Choice Model** provides intensive support both pre- and post-release for youth and young adults being paroled to Oakland in order to reduce recidivism.
- **Pathways to Change** is a diversion program for repeat juvenile offenders on probation.
- **Restorative Justice** programs teach staff who work with young people on probation and parole how to engage communities in dialogue with perpetrators of violence and find ways to heal. Measure Y provider provides healing circles and seeds restorative practices at schools and in the community for families and youth touched by violence. They also organize and train a diverse group of community activists, youth, lawyers, and judges, educators, elected officials, and others who implement restorative measures within Alameda County's juvenile justice division.
- **Intensive Reentry Training and Employment** for individuals on parole, including subsidized on-the-job training, reduces the allure of the underground economy.
- **Crew-Based Employment** offers parolees subsidized work activity as part of a small crew.
- **Transitional Jobs** directly place adult probationers and parolees into employment.

Violent Incident/Crisis Response:
- **Crisis Response and Support Network** provides first response, intensive support and mental health services to friends and relatives of homicide victims.
- **Caught in the Crossfire** program provides intensive support services to young gun shot victims.
- **Mayor's Street Outreach** provides neighborhood and "hot spot" specific street outreach in high-violence areas in order to reduce street violence.
- **Gang Intervention** provides services and case management to gang involved youth at five Oakland public Alternative Schools.
- **Parent Education and Gang Awareness Classes** are offered to parents of elementary and middle school aged children at high risk for future gang involvement.

FISCAL IMPACT

Resources are currently not available to expand the scope of work. Staff will be seeking funding from public and private resources. The total cost for full implementation is estimated at $350,000.

- Communications and Public Information Campaign including professional marketing consultation, advertising, printing and materials: $200,000
- Training and Staff Development: $85,000
- Social Networking technology platform: $60,000 per year.
- Project Management System for the SDS Teams: $5,000

BACKGROUND

The Public Safety Committee requested at their meeting of January 13, 2009, that the Mayor's Office provide a report on the Mayor's Public Safety Plan including the justification for the specific recommendations, financial impact, the implementation strategy, and how the plan aligns with the City Council's public safety priorities.

In order to establish and support a proactive approach to public safety and policing, the City Council adopted Resolution No. 72727 C.M.S., A Resolution Establishing Implementation of the City of Oakland's Community Policing Policy June 1996 and Resolution No.79235 C.M.S. in May 2004, which amended Resolution No.72727 to *PROVIDE A STRUCTURED APPROACH TO COMMUNITY INVOLVEMENT.* In addition the residents of Oakland passed Measure Y, The Public Safety and Violence Prevention Act November 2004.

The Oakland City Council has set numerous public safety priorities, including:
- Support legislation which provides funding and programming for foster youth and other at-risk youth as an alternative to gangs or prostitution.
- Support legislation that prevents recidivism, by providing inmates educational and training opportunities for job readiness prior to release.
- Monitor legislation that provides additional resources and job training for recent parolees and probationers re-entering the community.
- Support legislation that creates funding for school police and other school security programs.
- Support legislation that appropriates funds for violence prevention programs, which includes, but is not limited to, anti-gang violence, youth empowerment, restorative justice in schools and after-school programming.
- Data-driven crime prevention strategy.
- Maintaining a police force at a minimum of 803 police officers.
- Walking/biking officers in neighborhoods and on commercial corridors.

These resolutions, policies and initiatives put in place a working partnership between Oakland residents, the City Administrator's Office, and the Oakland Police Department to analyze neighborhood problems, set priorities, develop strategies for prevention, and ensure appropriate

responses and interventions when public safety is threatened or violated. Extending this strategy, Oakland redeployed its police force into three geographic zones, each with its own captain of police, four lieutenants, and neighborhood-based patrol and beat officers.

Consistent with best practices in community policing, this geographic division also allows for a realignment of other public safety-related agencies and services along the same geographic lines, creating smaller-scale coordination for community problem-solving. The three interagency "Public Safety Coordinating Councils," along with the community engagement and empowerment strategies of community policing, Service Delivery System Teams (SDS), and an integrated system of accountability, comprise the heart of Oakland's Public Safety Plan.

GUIDING PRINCIPLES

This plan presents a systems approach to public safety. A systems approach recognizes the interconnected relationships and the capacity to leverage resources across City department jurisdictions and other organizations. A systems approach to public safety assumes that what is necessary to create a healthy and safe community is dependent on the efforts and coordination of a multitude of stakeholders. This plan has been designed according to these six guiding principles:

1. Community health and safety depends on its residents' ability to access problem solving resources
2. Maintaining public safety depends upon close coordination and communication among multiple public agencies and community partners
3. Decision-making around public safety must be informed by current and accurate data and researched information on best practice strategies
4. Concrete measurable outcomes must be utilized and communicated throughout the public safety system for the purposes of accountability and ongoing program improvement
5. The performance of all public safety partners and participants will be carefully managed, utilizing appropriate training, feedback and accountability
6. Leadership throughout the public safety system is responsible for communicating a shared vision, ensuring collaboration and cooperation among stakeholders and instituting the highest standards of performance and accountability

The multiple components of this approach build upon these principles to comprise a comprehensive plan to address and remedy the most pressing threats to public safety in Oakland. The ultimate result of implementing this plan is that crime should be reduced and Oakland residents should feel safer and increasingly connected to each other, strengthened by virtue of their involvement in efforts to improve the quality of life in their neighborhoods. But perhaps most importantly, the implementation of this plan should demonstrate to Oakland residents that their City works for them and that together the City and its residents can solve its problems and create a more harmonious, cohesive community.

KEY ISSUES

COMMUNITY EMPOWERMENT AND ACCESS TO SERVICES

1. COMMUNITY POLICING & NEIGHBORHOOD-LEVEL PROBLEM SOLVING

Community problems vary significantly in nature and scope, requiring vastly different strategies and resources. Some require only neighbor-to-neighbor communication, others the involvement of the police, and still others the involvement of other city agencies; some require attention and resources from systems and jurisdictions outside of our city.

There is significant research that shows when community problems are not solved, a culture of helplessness is generated, and residents and public officials succumb to the scope and scale of the problems, leaving neighborhoods visibly neglected. This neglect can come in the form of abandoned cars left in neighborhoods, loud parties and street side-shows late into the evening, visible drug sales on street corners, or prostitution within blocks of an elementary school. In each instance the failure to respond and solve the problem creates the impression that community norms are not respected and enforced.

According to 'broken windows' research, systematically addressing these neighborhood level problems, does more than repair windows and remove cars, it creates a visible commitment to enforcing community norms. Residents are buoyed by their ability to solve problems and are more insistent that anything that undermines those norms and threatens their quality of life will be addressed.

In a cohesive community, many problems can be solved at the level of neighbors talking to neighbors to seek cooperation in abiding by community norms. The resident who parks five or six cars on the block leaving no space for other residents or guests to park can be approached by another neighbor and the two can resolve the problem amiably. In other cases, neighbors do not trust each other and are fearful to ask their neighbor to address the problem. In still other contexts, the multiple cars may be only one piece of the problem. There may be criminal or gang activity operating out of the home, making it impossible for even a well-organized group of residents to have any impact. Indeed, attempting to intervene might jeopardize their safety.

Oakland Resolution No.79235 C.M.S. defines Community Policing as "Creating a working partnership between the community and the police to analyze neighborhood problems, set priorities, develop strategies, and work together to improve the quality of life in our neighborhoods and focus on issues of ongoing public concern rather than specific incidents as reported; and employ a comprehensive City inter-departmental approach to solving neighborhood problems. Community Policing assists in the empowering of neighborhoods by relying on the organization of people in our communities to identify problems, prioritize concerns, and develop solutions which are implemented through the cooperation and collaboration of neighborhood residents, public employees and public officials."

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Community Policing is central to Oakland's approach to public safety. The Oakland Police Department uses Problem Solving Officers (PSOs) in each of the City's 57 beats to interact on a daily basis with neighborhood residents. PSOs work with community members to help them identify potential and actual public safety problems, and create a bridge for communities to reach out to intervention and enforcement services that otherwise may be perceived as inaccessible.

PSOs work closely with Neighborhood Crime Prevention Councils (NCPCs), where residents participate in joint problem-solving and priority-setting with the police and with a Neighborhood Services Coordinator. A beat's Neighborhood Services Coordinator sits on the area Service Delivery System (SDS) team which is comprised of representatives from multiple City agencies able to deliver a range of public works, code enforcement, and other city services. Through meetings and ongoing collaboration with the community, the NSC ensures that appropriate agencies take needed actions to resolve problems the community has identified through their NCPC, with the help of their PSO.

Operating at even a more grassroots level, a network of Neighborhood Watch groups extend the effort to empower neighborhoods, providing a forum for block level planning and communication. In many neighborhoods, with support from the PSO or NSC, beautification, crime prevention, and minor quality-of-life problems can be solved at this level. What's more, with linkages to the NCPCs, residents have a resource to go to for problems that can't be solved at the block level.

Walking beats, participating in community meetings, attending NCPC meetings brings the PSO into consistent, proactive contact with community residents. The resulting frequent personal contact between PSOs and residents, the empowerment of community members, and the use of alternative problem-solving approaches allow a greater degree of mutual trust and accountability to develop between the community and the police force. Over time, police are no longer simply viewed as the arm of enforcement, but as a key resource for improving the quality of life in the neighborhood.

Over time it is no longer "OPD" but rather Officer Brown, the man or woman who removed all inoperable or abandoned cars or who helped close the liquor store where drugs were being dealt. OPD develops a human face - people trust individuals they know and who have helped them. This is one of the elements that distinguishes Community Policing from conventional police practices and contributes to a healthier community that has greater access to law enforcement, youth programs, and the kinds of counseling and support services that increase resiliency and reduce risk.

The Oakland Police Department has adopted a model of problem-solving known as SARA. SARA has been used for some time in problem-oriented policing as a methodology process for problem solving. It is an integral part of the philosophy of community policing throughout the United States. Where applied, the process ensures that a crime problem is effectively identified and tackled. An understanding of the SARA process helps partner organizations work with the police to tackle local problems.

SARA'S four stages are:

1. **Scanning** - spotting problems using knowledge, basic data and electronic maps
2. **Analysis** - using information and data to dig deeper into a problem's characteristics and underlying causes
3. **Response** – developing and implementing a solution, working with the community wherever possible
4. **Assessment** - looking back to see if the solution worked and what lessons can be learned.

PSOs function in a different manner than traditional police officers. They are as much community builders and networkers as they are investigators. This unique blend of skills and perspectives requires ongoing training, supervision and support. New PSOs are trained, and existing PSOs continue to receive additional training and, as described below, their chain of accountability creates the expectation that PSOs function differently.

2. COORDINATION AND COMMUNICATION AMONG PARTNERS

Public safety is not the domain of one single individual or government agency. Rather, multiple public agencies, service providers, community groups, and residents, play a role in safeguarding Oakland. In some ways, Oakland's public employees, whether PSO's or not, are problem-solving employees for the citizens of Oakland. Their efforts to problem-solve issues are leveraged when they collaborate and work across departments and systems to address individual or neighborhood concerns. Recognition that fixing Oakland's 'broken window's' requires more than just a police response is central to this Plan.

The Plan calls for the agencies, groups and individuals listed below to better coordinate their
work in order to maximize their collective impact on public safety:

Neighborhood Level	City-Wide Level	County	Other
☐ Community Based Organizations ☐ Neighborhood Watch Block Groups ☐ Neighborhood Crime Prevention Councils ☐ Neighborhood Services Coordinators ☐ Street Outreach Workers ☐ Community Building Coordinators ☐ Resident Action Committees ☐ Core Groups ☐ Parks and Recreation Radical Rovers Outreach Team	☐ City Administrator ☐ City Council ☐ City Attorney ☐ Police Department ☐ Citywide Public Safety Council ☐ Community and Economic Development ☐ Fire Department ☐ Mayor's Office ☐ Oakland Housing Authority ☐ Oakland Unified School District ☐ Public Works ☐ Parks and Recreation ☐ Community Policing Advisory Board ☐ Mayor's Public Safety Task Force ☐ CORE Advisory Council ☐ Department of Human Services ☐ Mayor's Re-entry Task Force	· ☐ Probation Dept. ☐ Health Care Services Agency, including the Public Health Department and the Behavioral Health Department ☐ Social Services Agency ☐ Sherriff ☐ Public Defender ☐ District Attorney	☐ Attorney General's Office ☐ FBI ☐ Governor ☐ Parole ☐ DEA, ATF ☐ CHP ☐ US Attorney ☐ Workforce Investment Board ☐ Private Industry Council ☐ Police Athletic League ☐ OK Mentoring ☐ East Bay Works ☐ HUD

3. THREE-TIERED STRUCTURE AND APPROACH TO PROBLEM SOLVING

The public safety strategy chart *(Attachment A)* depicts a three-tiered structure that convenes
different levels of City staff and law enforcement representatives appropriate to addressing
problems of differing scope, severity, and scale. Common to each of the three levels is a
partnership between OPD and appropriate representatives from the City, county, state and federal
agencies listed above.

The middle level of the three-tiered structure is the Service Delivery System which is comprised
of a cross section of all City departments and agencies that bring resources to bear on problems
that cannot be solved at the neighborhood level. The SDS Teams are organized and assigned to
parallel OPD's three geographic district areas.

The Six SDS Units consist of roughly 10-12 police beats apiece. On each SDS team are employees from many of the City's agencies, including Public Works, CEDA/Redevelopment, City Attorney, Oaklander's Assistance Center, Fire Department, Police Department, Parks and Recreation and the Office of the City Administrator. All SDS teams enjoy the participation of PSOs assigned to the area, as well as the area's NSCs. The Plan requires all SDS Teams to begin by meeting weekly, then after at least three months of issue prioritization and establishing methods for identifying and resolving issues the Team Lead decides how often the team will meet.

Each team is staffed by an SDS Team Lead provided through the City Administrator. The Team Lead sets the agenda and distributes it to team members in advance to ensure that staff people with decision-making authority attend the meeting – when the neighborhood problems identified in a particular agenda call for it. The Team Lead may add additional officials or community-based groups, including faith-based organizations, charitable organizations, governmental entities or other grantee organizations funded through Oakland's Measure Y.

The Team Lead assigns every identified problem to a particular team member to work the problem through to its resolution and report back to the SDS team. The SDS Team Lead is responsible for bringing problems that cannot be solved by the community, City services, or the SDS team to the Public Safety Coordinating Council (PSCC) for analysis and resolution. The SDS Team Leads also report once a month to the Mayor's cabinet. This serves to integrate the Service Delivery System into the City's operations, provides coordination with management over-site, and serves to highlight SDS achievements.

Issues come from a variety of sources, including individuals, City departments, the Mayor and Council offices, the Oaklanders Assistance Center, Neighborhood Watch and Merchant Watch groups, and the Neighborhood Crime Prevention Council's (NCPC). It is very important for residents and merchants to know what the problem solving process is. We must be sure they understand and we need to reinforce the following process:

Neighborhood Watch or Merchant Watch	→	NCPC	→	SDS
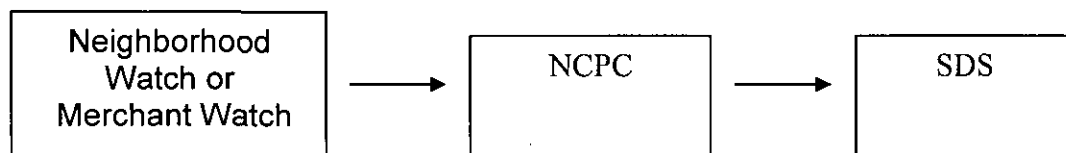
Neighborhood Services Coordinators (NSC) have been tasked to increase their emphasis on door- to- door outreach, to involve and inform residents about the problem solving process, and what City resources are available. This outreach effort is targeted in neighborhoods where violence has recently occurred as well as in top stressor beats. The Neighborhood Services Division will continue to coordinate their efforts with the Measure Y Street Outreach Teams to strengthen their collaborative efforts. In order to better manage the SDS Teams as an integrated organization, staff is evaluating various project management computer platforms for future implementation.

Project management software will help SDS teams schedule and track their projects, control costs and budget, allocate resources to the proper areas, quality control, and much more. A project management SDS system can deliver benefits to solve community problems within acceptable limits of scope, quality, time and cost, as well as provide overall coordination to the many problems entering the SDS system.

A project management system is recommended to manage the people involved, manage and commit the resources required, manage an effective change process, orchestrate decision-making, and manage reporting and project communications (including publicity). The contributing efforts of more than one organization require integrating. The total estimated cost of a networked project management system is $5,000.00.

4. COMMUNICATIONS AND PUBLIC INFORMATION

Public safety is Oakland's number one concern. Good communication with the public about the various prevention, intervention, enforcement and sustainability strategies is fundamental to the success of the overall public safety effort. Our central communications goal is two-fold: 1) to inform the community about what Oakland is doing to address various public safety challenges and 2) to engage community participation in the solutions.

As a first step we must build credibility and trust. The community must understand that Oakland recognizes its various public safety challenges and that a comprehensive public safety strategy is underway to address those challenges. Second, the public must understand what individuals and families can do to prevent crime, how to respond if it happens, and participate in efforts to prevent violence.

Given the complex nature of the public safety challenge—which by definition includes many diverse agencies, organizations, partners, stakeholders and audiences—strategic communications is essential. We must coordinate our efforts so that our public safety messages are clear and consistent, and leverage the communications opportunities afforded by the many messengers and avenues available to deliver our messages.

Before any specific communications plan or public education campaign can be developed, a Public Safety Communications Team must be established as a subset of the Citywide Public Safety Council. It will include representatives from the Mayor's Communications Office and Public Safety Team, the Oakland Police Department, the Neighborhood Services Division, Measure Y program staff, street outreach workers and other public safety stakeholders. This group will meet at least twice per month to identify communications challenges and opportunities that each participant faces, identify communications strategies to address the challenges and coordinate the various communications efforts.

Once this Public Safety Communications Team is established, it would develop a strategic communications plan. The plan will outline specific communications goals, identify target audiences, develop specific public safety messages and select communications tools to deliver those messages.

Communications goals would include:

- Increase awareness of the programs, tools and resources available to prevent violence or keep individuals and families safe
- Showcase success stories to inspire the community and give them hope that problems can be solved
- Increase awareness of educational, training and employment opportunities that reduce recidivism and violence, and empower individuals, families and communities
- Demonstrate and communicate the impacts of the public safety efforts
- Address the culture of violence
- Address the high drop-out rate
- Address the high unemployment rate for our youth

Target audiences would include:

- residents and businesses in high-impact zones
- young people
- the re-entry community
- members of and organizations representing the broader business community (i.e., local Chambers of Commerce, the Port of Oakland, the Oakland Convention and Visitors Bureau, the Oakland Merchants Leadership Forum)

Key messages would include:

- The scope of the public safety problem (using statistics and comparative statistics) and what Oakland is doing to address it
- Specific resources available to keep individuals, families and businesses safe
- What is working. Publicize and celebrate our successes as an inspiration for others, highlight problems that were solved, humanize the solutions and showcase Oakland as national model.
- The importance of hiring Oakland residents, including our youth
- Employer incentives for hiring the re-entry community

Communications tools to reach target audiences would include:

- Comprehensive public safety web page that would serve as a portal to all of the prevention, intervention, enforcement and sustainability efforts
- Fact sheet on our public safety strategy and how the community can participate
- Public service announcements,
- Local Newspapers
- KTOP programming
- Youth Radio
- Special events
- Healing centers for community dialogue

- Media relations (i.e., op-ed pieces, letters to the editor, editorial board meetings)

The City's communications and public information resources are minimal and spread thin citywide; the two designated public safety Public Information Officers (one in Police and one in Fire) only have time to respond to immediate events. Given this shortage of resources, and the scope, complexity and importance of effective and well-coordinated public safety communication, staff recommends that resources be allocated to either hire a full-time communications specialist or fund an outside consultant to work with the City's Communications Office to develop and carry out a comprehensive, strategic, targeted and proactive day-to-day public safety communications effort. In addition, staff recommends that additional resources be allocated to fund communications and outreach tools to support this effort. The total estimated cost for a Communications and Public Information Campaign including professional marketing consultation, advertising, printing and materials is $200,000.

4. PUBLIC SAFETY – SOCIAL NETWORKING PLATFORM

Simply put, an online Public Safety support community is exactly what it sounds like: An online community for delivering community support. Like any other online community, it is a technology platform with multiple groups of people working together for a common goal.

As a technology platform, on-line community begins with forums or discussion boards. They are accessible not only on line but via e-mail and syndication. Users have a wide range of choices for personalizing their experience, from discussion format to the basic look and feel. The City has a wide range of choices for deploying forums, from making them accessible to all users or only some, to determining what each user would be enabled to do in each forum (read, post, reply, rate, edit, delete, subscribe, etc.). Other common elements would include blogs and chat, which ranges in format from one-on-one live conversations with support agents to auditorium style events with moderated Q&A, and private messaging, which allows users to communicate while protecting their privacy.
A robust search tool, can incorporate knowledgebase content into search results alongside community content, is another key element. A reputation system, which recognizes contributions, and provides incentives to continue participation, is also an element. A final requirement is a profile system in which users can share individual details, add friends or associates, and manage their online identities.

Considered as a group of people with a common goal, an online support community focused on Public Safety can be much, much more. It is, first and foremost, a collection of people sharing their knowledge with the goal of helping all members select or use services more effectively. It is as diverse as our public safety community, including novices and experts, new users and long-time community members Web savvy individuals, and those who've never used a forum before. It will take the right combination of technology and best practices to make this program successful.

Internally, the Service Delivery System (SDS) teams can use social networking and deeply integrate it with their project management collaboration. Social networking can connect work colleagues and give them a full picture of each other. Social networking can give the SDS Teams the full context of who, what, when, where and the why of the others with whom they are working; therefore building their level of trust with each other, and increasing teamwork and work quality. With social networking everyone is aware of what is going on inside and outside the City's Public Safety organization. For the provision of complex services, members of the community can also contribute to the city's success in many ways beyond just receiving services.

The total estimated cost of a computerized Social Networking Public Safety Platform is $58,000 per year. Staff is researching grant opportunities to cover development costs to create the platform. *(Attachment B)*

5. TRAINING NEEDS FOR THE PUBLIC SAFETY PLAN

Training for both staff and community members is an important component of Oakland's public safety plan. A Leadership Academy is planned for community leaders involved in Neighborhood Crime Prevention Councils, Neighborhood Watch, CORE and other programs. Training will include skill building in the areas of meeting facilitation, conflict resolution and group dynamics, etc. A Refresher Course for Service Delivery System Team members is also planned. There has been a lot of staff turnover since the last training in 1999. There is a need to clarify roles and responsibilities and to be sure all SDS Teams are using the same format for minutes, agendas and a problem-solving matrix.

Training in Project Manager Software will also be provided to SDS Team Leads and others and will serve as a common format for documenting and monitoring SDS Team progress toward problem resolution including status and the responsible party. Community organizing training for Neighborhood Services Coordinators is also recommended, as is enhanced professional development and coaching for SDS team leads and others through the Citywide Training Program. The total estimated cost of this training is $85,000.

Training Needs, Invitees, Possible Trainers, and Estimated Costs

Type of training	Invitees	Possible Trainers	Estimated Cost
Leadership Academy Modules include: • Meeting facilitation 2.5 days, • Community Policing 101 & Community Organizing 4 hours, • Group Dynamics 4 hours • Nuts and Bolts of NCPCs 8 hours • Conflict Resolution and Problem Solving 16 hours	NCPC, NW, MW, CORE and other community leaders	• Meeting facilitation providers like SEEDs, or Susan Forester • In house staff for Community Policing 101,etc • Community organizing training providers – Ella Baker Center, Center for Third World Organizing, PICO, etc.	$45,000 per Academy
SDS Teams Refresher	All SDS team members including the 3 captains, NSCs, PSOs, Y team members, etc.	• In house staff • Meeting facilitation providers like SEEDs,.or Susan Forester •	$5,000
Project Management Software	Captains, SDS Team Leads, PSOs, NSCs.	• Training provided by software manufacturers or in house IT	$5,000
Community Organizing	NSCs for their 5% increase in salary	• Ella Baker Center, PICO, Midwest Academy, CTWO	$15,000 for training, Does not include cost of 5% increase in salary
Professional Development and Coaching	Captains, SDS team leads	• City's Employee Assistance Program • 12 sessions each x 6 participants 72 sessions x $200 per session =$14,400	$15,000
TOTAL			$85,000

Street Outreach

Another component to Oakland's Public Safety Plan is street outreach. The above coordination of city/county services support and interventions may address problems identified by residents, however, more is needed. A key component of the Plan is street outreach that employs mostly young adults with street credentials who can easily relate to and are trusted by at-risk youth and young adults.

In the early stage of implementation of community policing, resident acceptance and appreciation of the police as a helpful resource will take time. Many young Oakland residents view the police as an oppressive force rather than a trusted resource. For many youth and young adults a problem-solving officer is first and foremost a person who can detain or arrest them. To create a link between the City, its resources and supports, and our most at-risk residents, the Mayor's Public Safety Plan calls for teams of *street outreach workers* to work the streets during times that at-risk youth and young adults congregate. Street outreach workers connect with those individuals least likely to seek resources that might help them find alternatives to crime, improve

their education, prepare for gainful employment and become engaged as contributing citizens. Street outreach workers perform the vital task of conveying a strong community message: There are alternatives to at-risk activities and there are resources available to help find a path to a safe and productive life.

Measure Y Services: Measure Y funds a wide range of counseling, employment, education, mentoring, case management, and other supports and services targeting youth and young adults. Measure Y services and supports are designed to provide opportunities and alternatives to a risky, dangerous lifestyle. Probation officers, parole officers, PSOs, and community outreach workers collaborate to identify youth and young adults who might benefit from Measure Y services and encourage them to do so. In some cases street outreach workers deliver criminally-involved youth and young adults to meetings where service providers and employers are present, and where immediate enrollment in training and /or immediate access to jobs is available. In this way, the Plan provides ready availability of resources and alternatives to those ready to exit a life of crime and violence.

Mayor's Re-entry Employment Specialist: Another component of Oakland's Public Safety Plan is to work with City department heads to create training and employment opportunities for the re-entry community. The Mayor's Re-entry Employment Specialist is charged with developing policies that assist the re-entry community with obtaining training and employment opportunities, and with developing a comprehensive re-entry resource guide. He also facilitates a bi-weekly orientation of the re-entry community on "How to Access City of Oakland Jobs", along with one-on-one direct career development services.

District Level Problem-Solving: While many NCPC or neighborhood-identified priority problems will be solved at the neighborhood level, more entrenched problems may require the involvement of higher authorities as well as the use of strong and coordinated interventions. The group of young adults who deal drugs on the corners may move from one beat to the next as pressure mounts from law enforcement, but then return months later to the initial corner location. For more pervasive, entrenched and persistent problems, the Mayor's Plan calls for an enhanced level of problem solving.

The Public Safety Coordinating Council (PSCC): Provides the next level of coordinated, multi-agency, community-centered problem solving and communication. Each of Oakland's three geographic zones has a Public Safety Coordinating Council (PSCC), co-led by the City's Public Safety Coordinator and a County of Alameda representative. In addition, each PSCC has representation from the following: City Council representative, SDS Team Leads, OPD Captains and Specialized Police Units (as needed), Probation, Parole, District Attorney, youth serving agencies (as needed), Measure Y Outreach Coordinator, Oakland Housing Authority, Public Health, Neighborhood Services Division supervisors, City County Neighborhood Initiative (as needed), OUSD, City Attorney Misdemeanor Prosecution personnel, Parks & Recreation, Libraries (as needed), Urban Strategies Council and the UC Berkeley Center on Criminal Justice (as needed). The SDS Team Lead and the Public Safety Coordinator will track all of the issues for the Area PSCC meetings and drive those issues to resolution.. PSCCs meet monthly and follow the same problem-solving structure, follow-through and reporting out as the SDS teams.

By undertaking entrenched problem areas, the PSCC ensures that neighborhoods are not abandoned. The effectiveness of the PSCCs will instill confidence in residents that the City will reinforce community norms and use its resources to create a better quality of life and a safer Oakland.

At the Public Safety Coordinating Council level, it may be determined that a relatively small number of individuals are perpetrating a majority of the crimes. In these instances, the PSCC may engage and convene a meeting with those individuals to outline the alternatives before them. These "call-in" meetings would bring together all arms of the enforcement community along with community service providers and employers in a single room. Street outreach workers work the streets, identify the individuals involved in gun and gang violence and 'invite' them to the "call-in". During the meeting, law enforcement representatives describe how the criminal activity is not acceptable and that all branches of law enforcement are about to converge to stop the activity. Law enforcement personnel present a clear choice - cease the criminal activity or prepare to go to jail. (*Attachment C*)

Next, service providers, prospective employers and faith-based organization representatives would present a more positive alternative, immediate enrollment in training programs and/or immediate employment. The "invited" individuals are encouraged to commit to training and/or employment at the meeting. Part of the commitment would include being connected with a Measure Y case management program. This form of intervention, which requires the coordination of teams of individuals from multiple agencies, prospective employers and faith-based clergy, has been proven to be very effective in reducing crime and violence.

Citywide Problem-Solving: The Citywide Public Safety Policy Council (CPSPC) is a high-level citywide policy team that addresses major public safety issues and guides the overarching policies, goals, strategies and resource deployment for the City of Oakland. The Public Safety Policy Council is co-led by the Mayor of Oakland and a County representative. Also on the Council are the City Council Public Safety Committee Chairperson, the Chief of Police, the Director of Department of Human Services, the Director of Parks and Recreation, the Alameda County Board of Supervisors Public Protection Committee Chair, the Alameda County District Attorney, a Workforce Investment Board Representative, Public Safety Coordinator, SDS Team Leads, Public Safety Task Force conveners, a Community Policing Advisory Board representative and, at the Mayor's discretion youth community leadership, and faith community representation. *(Attachment D)*

The Public Safety Coordinator helps set the agenda based on issues that come from the three Area PSCCs, assigns issues to team members for follow-up, and tracks issues through to resolution. The Policy Council will meet every six months after implementation, and focus on addressing systemic issues, the need for new policies, realignment of resources, and integrating the efforts of county, state and federal resources.

The three-tiers of problem-solving from the Service Delivery System Teams (SDS), the Public Safety Coordinating Councils (PSCC) and the citywide Public Safety Policy Council,

establish clear lines of neighborhood-based, solution-oriented communication among all agencies. In addition, inter-agency data sharing will provide for a truly coordinated and effective citywide approach to public safety.

Common barriers to data sharing include differences in definitions, collection methods, and reporting, or confidentiality and turf concerns that make agencies hesitant to share. While these are legitimate barriers, other successful cross-agency initiatives show that when agencies share in the oversight and management of a project or policy they make a deeper investment in its success and have a more collaborative approach to data sharing. The Plan seeks to overcome the barriers to data sharing with direct engagement and collaboration with our inter-agency partners.

6. DATA-DRIVEN DECISION-MAKING

The approaches laid out in this plan assume threats to public safety can be affected by how and where resources are deployed, and by the strategies and tactics used. Decisions to implement a particular strategy must be based on a thorough analysis of available data and research. While basic quality-of-life problems identified by residents are resolved by working through their NCPCs and SDS teams, entrenched violence and behavioral problems rise to the Public Safety Coordinating Council, where additional data will be utilized to hone in on the nature of the problem, patterns related to incident locations, participants, and time as related to the specific problems. More importantly, analysis of trends and data enable the Police Department to better understand how community-policing efforts are impacting specific high stressor beats.

Data-driven decision-making is increasingly common due to the widespread availability of database and mapping technology. These tools can help all public safety partners better understand neighborhoods and keep better track of the impact of specific interventions over time, from beat to beat, geographic district to geographic district or from city to city.

For police departments in particular, documenting trends and monitoring the effect of innovative programs like Community Policing can provide a valuable guide to decisions for resource allocation and strategic interventions. In other words, regularly looking at geographic and demographic trends is a management tool that allows everyone from beat officers to the Chief of Police to better understand what is going on in the areas they are protecting and serving, and ensures that solutions are not proposed on the basis of outdated notions, assumptions or misunderstandings, but upon facts and documented patterns.

When police departments bring together a cross-section of community stakeholders to look at crime data visually displayed on local maps, it provides everyone a more complete understanding of the challenges and offers opportunity for productive, better-informed discussion. And when police officers are regularly presented with data on offender characteristics, victim characteristics, crime locations (mapping), time of day, and the nature of the crimes taking place (stranger, intimate, suspected gang-related, etc.), they can see how patterns shift from month to month. As a result, officers and their neighborhood partners know what interventions are having the greatest impact.

[An example of basic data-driven deployment strategies for problem-solving officers is best illustrated with an analysis of property and violent crime data from 2006-2008. *(Attachment E)*

Violent and property crime data from OPD crime records (for the top 13 high stressor beats) is complied to show at-a-glance three years of crime trends. A cursory review of the data discloses peaks and valleys for crime in specific community policing beats that should guide community policing priorities. For instance, Beat 6X crime statistics show consistently high incidents of aggravated assault over the three year period, particularly during the months of June – November. Assigned problem-solving officers, using even this rudimentary crime data, can develop engagement strategies designed to reduce the number of residents victimized]

This plan calls for increased use of data in the daily work of line-level police officers, especially PSOs, and the regular inclusion of crime mapping and data on victim, offender and crime characteristics in NCPC, SDS, PSCC and Citywide Public Safety Policy Commission meetings.

7. GOALS WITH MEASURABLE OUTCOMES

Every aspect of this plan must be tied to a method for measuring progress and a system of accountability. Performance metrics will be clearly defined, measurable and public. The analysis of how well the City is doing in relation to these measures will also be available to the public. In short, transparency is an essential element of building resident trust in City government. For Oakland residents to actually feel safer in their neighborhoods, clear measures of change and improvement must be readily available. Below is a list of Public Safety Plan goals and objectives, along with tables that lay out the activities, participants, and measurable indicators associated with each objective. The goals, objectives, activities and indicators of success all follow a framework of:

Prevention, Intervention, Enforcement and Sustainability (PIES).

Goal 1: Prevention
Objective 1: There are state of the art effective programs in place to insulate Oakland's young people from involvement in violence and at-risk behavior that threatens public safety.

Objective 2: Oakland residents can readily access the people and agencies they need to resolve community problems that present a threat to public safety.

Objective 3: Threats to public safety are prevented through increased community and police problem solving.

Objective	Activities	Partners	Indicator	Source
Youth programs prevent threats to public safety	School-based outreach	Measure Y-funded programs, OUSD,	Reduced school violence, youth crime	Measure Y evaluation, school and police records
Residents access problem solving resources	NCPCs, Oaklanders Assistance Center, SDS, PSCC	OPD (PSOs), listed participants in SDS and PSCC teams	Participation levels, agendas and minutes from NCPCs, Home Alert Block Group formation	Measure Y evaluation, PSO reports to Commission
Prevention through community and police problem solving	PSO training, PSO community outreach, Street Outreach, NCPCs	OPD (PSOs), listed participants in SDS and PSCC teams	Crime prevented where NCPCs are active, community impressions of improved safety where NCPCs are active	Measure Y evaluation, Police data, PSO reports to Commission

Goal 2: Intervention
Objective 1: The Oakland Police Department responds promptly to threats to public safety.

Objective 2: The Oakland Police Department works collaboratively with community members to respond to threats to public safety in a way that is consistent with local neighborhood expectations and priorities.

Objective 3: Oakland residents play an active role in identifying and reporting when public safety is threatened or violated.

Objective 4: Appropriate City, county and community agencies are brought in to respond when threats to and/or violations of public safety are identified.

Objective 5: There are sufficient programs in place to increase resiliency factors when individuals are identified as a threat to public safety.

Objective	Activities	Partners	Indicator	Source
OPD responds promptly	Zone-based policing	OPD	Calls, response times	Police data
OPD-community collaboration and joint priority setting	PSOs, NCPCs, Neighborhood Watch Block Groups	PSOs, NCPCs	Participation levels, satisfaction among participants	Agendas and minutes from NCPC team meetings
Oakland residents active in identifying and reporting	PSOs, NCPCs, SDS teams	PSO, NCPCs, listed participants in SDS and PSCC teams	Participation levels	Agendas and minutes from NCPC, SDS, PSCC team meetings, community survey (Measure Y eval)
Appropriate agencies respond	PSOs, NCPCs, SDS teams, PSCCs, Street Outreach	OPD, PWA, listed participants in SDS and PSCC teams	75% of problems resolved	Agendas and minutes from NCPC, SDS, PSCC team meetings, PSO reports
Increase resiliency among at-risk individuals	Mental health and substance abuse services, re-entry services, job training & placement	PSOs, Public health, Street Outreach, community-based services, Measure Y-funded programs	Increased referrals from PSOs, Street Outreach, reduced recidivism among those receiving services	Measure Y evaluation, PSO and Street Outreach records, parole and probation records
Support when safety is violated	Victim services programs, mental health, school-based outreach	PSOs, Measure Y-funded programs, mental health, public health, OUSD, Street Outreach	Increased referrals from PSOs, reduced trauma symptoms	Measure Y evaluation, public health records

Goal 3: Enforcement

Objective 1: The Oakland Police Department works collaboratively with community members to contain threats to public safety

Objective 2: The Oakland Police Department uses current and accurate data regarding crime patterns, population changes, risk and resilience factors, etc.

Objective	Activities	Partners	Indicator	Source
Collaborative containment of threats	NCPCs, SDS, PSCC, Pub Safety Policy Council	PSOs, NCPCs, listed participants in SDS, PSCC and Pub Safety Policy Council	75% of problems resolved	Agendas and minutes from NCPC, SDS, PSCC team meetings, PSO reports
OPD data-driven decision-making	Better data systems, increased use of data presentations	OPD, PSOs, NCPCs, SDS and PSCC teams	Increased awareness of crime patterns, better decisions	OPD middle and top management reports

Goal 4: Sustainability

Objective 1: There is a common vision and commitment to public safety among the Office of the Mayor, Office of the City Administrator, the City Council the Police Department, the Alameda County Department of Public Health, and the Oakland Unified School District.

Objective 2: There are clear lines of communication and increased data sharing across all agencies that address all aspects of public safety.

Objective 3: Threats to public safety are prevented through increased community engagement and police problem solving.

Objective	Activities	Partners	Indicator	Source
Shared vision and commitment among key city officials	Planning, participation in PSCC meetings and follow-through	Mayor's office, OPD, DPH, OUSD	Articulated vision and commitment, equally high levels of participation	Meeting notes, written vision
Communication and data sharing among agencies	Data communication, shared database design and management	Mayor's office, OPD, DPH, OUSD, Parole, Probation	Increased knowledge, better informed decisions, time savings	Commission notes

8. MANAGEMENT, COORDINATION AND IMPLEMENTATION

The Public Safety Coordinator, Chief of Police, City Administrator and the Mayor will meet quarterly to review specific data and hear staff reports summarizing the effectiveness of each level of the three-tier problem solving structure. This review will include review of process measures to verify each level is functioning as planned, that attendance of key stakeholders is consistent, and that PSO and NSC time is consistently devoted to problem-solving and addressing resident-identified problems.

The summary will also provide analysis of specific outcomes, including the number and type of problems being addressed at each level and the percentage of problems being solved. In a quarterly summary, the Public Safety Coordinator will analyze problems that resist problem solving efforts, identify and summarize relevant evidence-based or promising practices, and provide a work plan for implementing those strategies. The solutions to some problems may well lie outside of law enforcement and involve Public Works, Code Enforcement, and/or other agencies. As a result, the Public Safety Coordinator will collaborate broadly with other departments and serve as the facilitative conduit to integrate the resources of the City in service to its residents,

In addition to the quarterly summaries, a set of dashboard indicators will be developed to determine if goals are being met. This dashboard will be posted on the City's website and will include:

- ☐ Stressor beat trend data (which goes beyond crime data and incorporates other indicators of quality of life)
- ☐ Number of NCPC and neighborhood problems reported and solved at the NCPC, PSCC, and CPSCC levels organized by district
- ☐ Updated trends in key crime statistics by stressor beats and by districts
- ☐ Attendance by members of the SDS and PSCC at their regularly scheduled meetings;
- ☐ Analysis of the number of new Neighborhood Watch and Merchant Watch groups, including number of participants in each
- ☐ Updated community surveys summarizing community perceptions around public safety: Do they feel safer? Do they feel the City is addressing their concerns?

The Quarterly Public Safety Report and the Dashboard will be public documents; to be used by the Oakland community to hold City leadership responsible for achieving the outcomes outlined in this report. Only through an open process can the confidence of City residents be restored. The Public Safety Coordinator will present this quarterly report to the City Council Public Safety Committee and to the full City Council (upon referral).

DISABILITY AND SENIOR CITIZENS ACCESS

All programs referenced in this Plan are accessible to persons with disabilities.
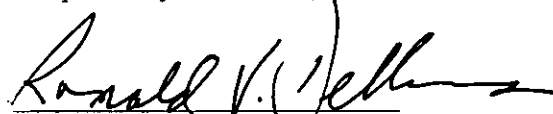
CONCLUSION

We have established a bold vision for expanding the new geographic policing model beyond the Police Department. In my January 2008 State of the City speech, I announced a vision for expanding this model to other departments to create a "true community policing" model for the City. It is now time to begin re-aligning the distribution of other City services along the same geographic lines as the Police Department to enhance efficiency, collaboration, and accountability.

This coordination and re-alignment will create three "Public Safety Districts" in which agencies will share information, strategies, and public safety goals. Staff will create an inter-agency, coordinating council made up of all the City's major agencies to work on efforts to improve public safety. This coordinating council will implement uniform and highly coordinated efforts to improve community policing, and bring peace to Oakland's streets.

The complicated issues facing urban communities need to be addressed through a comprehensive approach that must be well resourced. Although Oakland is home to numerous nationally recognized violence prevention programs, the total investment in prevention and intervention strategies is insufficient to overcome the magnitude of the problems. I will continue to work aggressively to bring in state, federal, county, and private resources to build solutions big enough to significantly impact these problems.

Respectfully submitted,

RONALD V. DELLUMS
Mayor
Prepared by: Staff and Reviewed by
Dorlista R. Reed
Public Safety Coordinator

Item: _____
Public Safety Committee
April 28, 2009

Prepared by: Staff and Reviewed by
Dorlista R. Reed
Public Safety Coordinator

Attachments:
    A. **Public Safety Strategy Chart**
    B. **More Police Using Twitter to Track the Bad Guys – News Story**
    C. **Project Safe Neighborhoods in Chicago, Evaluation and Summary, Tracey Meares, Andrew Papachristos and Jeffrey Fagan**
    D. **City of Oakland and County of Alameda Violence Prevention Compact, Office of the Mayor**
    E. **Property and Violent Crime Statistics 2006-2008, Oakland Police Department**
    F. **Public Safety Districts Strategy 09-11-2008, by Lenore Anderson**

Attachment A

Unresolved Community Issues

Issues from a variety of sources, including individuals, City Departments, the Mayor & Council offices, OAC, Neighborhood Watch & Merchant Watch groups, and NCPCs

| SDS 1 | SDS 2 | SDS 3 | SDS 4 | SDS 5 | SDS 6 |

SDS Teams work, primarily, on quality of life issues

Public Safety Coordinating Council

The PSCC works, primarily, on multi-jurisdictional issues of behavior and violence

Citywide Public Safety Policy Council

Policy Councils works on a policy level to address unresolved issues

Arrows go both ways to show the feedback loop back to the community group or individual who reported problem.

Milwaukee's department is one of a growing number of police and fire agencies turning to social networking Web sites such as Twitter, which lets users send text-message "tweets" to a mass audience in 140 characters or less. The tweets can be read on the Web or on mobile phones within seconds.

Some departments use Twitter to alert people to traffic disruptions, to explain why police are in a certain neighborhood or to offer crime prevention tips. Others encourage leads on more pressing matters: bomb scares, wildfires, school lockdowns and evacuations.

People signed up to automatically receive every tweet from one source are known as "followers," and by that measure, public-safety Twitter pages are nowhere near the most popular. Cyclist Lance Armstrong and actress Demi Moore each have more than 500,000 followers. Milwaukee police have about 900.

But even non-followers can see the updates too, and Milwaukee police spokeswoman Anne E. Schwartz, one of two Twitterers in the department, says the site is a valuable resource.

"We are trying to reach people in the places they are already going for information," she said.

One risk of Twitter is that anyone can go on the site and claim to be the cops. In March, the Texas attorney general's office shut down a phony Twitter account called "Austin PD," which had about 450 followers and used the official city seal.

The culprit has not been arrested, so his or her intent is not yet known. Mainly the tweets were in a joking vein, such as "Warming up my radar gun for SXSW," a reference to Austin's South By Southwest music conference.

But the potential for more dangerous misinformation worries Craig Mitnick, founder of Nixle LLC, which offers what it calls a secure "municipal wire" that public agencies can use instead of Twitter to broadcast updates.

Web sites like Twitter or Facebook are "meant for social purposes and not for trusted information," Mitnick said. "It's a bombshell waiting to explode."

Schwartz pointed out that anyone concerned about the validity of the Milwaukee police posts on Twitter can call the department, and she said most of its posts direct readers back to the police Web site as well.

Police are tweeting all over, from Canada to such U.S. cities as Boston, Baltimore, Richmond, Va., Boulder, Colo., Dalton, Ga., and Mount Pleasant, S.C. Fire departments do it in Napa, Calif., Charlotte, N.C., Trenton, Mo., Mesa, Ariz., and Oradell, N.J.

In Scottsdale, Ariz., police plan to use Nixle, but they also will keep their Twitter account, which has 800 followers. Sgt. Mark Clark said that the emergency telephone notification system known as Reverse 911 doesn't always work efficiently, and that Twitter is useful because so many people check it from wireless devices.

While Milwaukee and other police agencies use it primarily to direct people to positive stories on their Web sites, the Los Angeles Fire Department uses Twitter both to broadcast and to receive information. Firefighter and spokesman Brian Humphrey said he monitors keywords like "LA" and "fire" on Twitter and received real-time reports on flare-ups and wind directions during the 2007 Griffith Park wildfires. He relayed the information to firefighters.

Humphrey said he's aware of the risks about the legitimacy of tweets. But the department isn't abandoning the mainstream media and other ways of relaying information, and considers networking sites an additional way to reach people, he said.

Since the fall, the FBI -- "FBIPressOffice" on Twitter -- has accumulated more than 2,000 followers, including people in at least 150 public safety agencies. Special Agent Jason Pack tweets about job fairs, computer worms, fugitives and missing children. During the presidential inauguration the FBI used the account to update information on checkpoints and subway stations that were closed in Washington.

Pack said the FBI is still treating it as a prototype and doesn't accept crime or fugitive tips over Twitter. For now social media sites are a good educational tool for the public, he said.

"Sometimes their opinions of the FBI are what they see on television," Pack said, "and when we have a chance to educate folks this is a good venue to do that."

Project Safe Neighborhoods in Chicago

R E V I E W   O F   R E S E A R C H

January 2009

Homicide and Gun Violence in Chicago: Evaluation and Summary of the Project Safe Neighborhoods Program

A Summary of Research by Tracey Meares (Yale), Andrew V. Papachristos (UMass, Amherst), and Jeffrey Fagan (Columbia)

Rates of violent crime in Chicago are at a near 30-year low, yet the city continues to grapple with a murder and violent crime problem. In 2002 and again in 2008, Chicago had more murders than any other city in the U.S., including the much larger Los Angeles and New York. Today, as in the past, Chicago's murder and gun violence problem results from a deadly nexus of illegal guns and gang violence. In the last five years, Chicago has averaged 512 murders per year. About 80 percent of these murders are committed with an illegal firearm, and nearly half of are somehow connected to gang-related disputes and activities.

Since 2002, a Department of Justice funded program called Project Safe Neighborhoods ("PSN") has been implemented in Chicago with the specific charge of reducing the city's high levels of homicide and gun violence. Chicago's PSN began in May 2002 under the direction of the U.S. Attorney for the Northern District of Illinois, Patrick Fitzgerald. The U.S. Attorney's office brought local, state, and federal law enforcement agencies together with community based organizations and researchers from the University of Chicago with the specific purpose of analyzing Chicago's gun violence problem and devising context-specific gun violence reduction strategies.

CHICAGO'S HOMICIDE PROBLEM
PSN is a "research driven" program—scientific analysis of data is intended to guide: (a) the analysis of the specific crime problem, (b) the selection of the intervention targets, (c) the design of strategic interventions, and (d) the overall short-term and long-term program evaluation.

Data analysis immediately revealed that a very small number of neighborhoods in Chicago are responsible for most of the city's violence trends. The "city's" crime problem is in fact geographically and socially concentrated in a few highly impoverished and socially isolated neighborhoods. Data also revealed that most victims (and offenders) of gun violence in Chicago tend to be young African American men who live in neighborhoods on the West or South sides of the city.

Keeping this in mind, the PSN team selected two police districts (or approximately 24 "neighborhoods") on the Chicago's West Side where rates of murder and gun violence were more than four times higher than the city

Figure 1. Homicide Rates in Chicago, 1999 to 2007
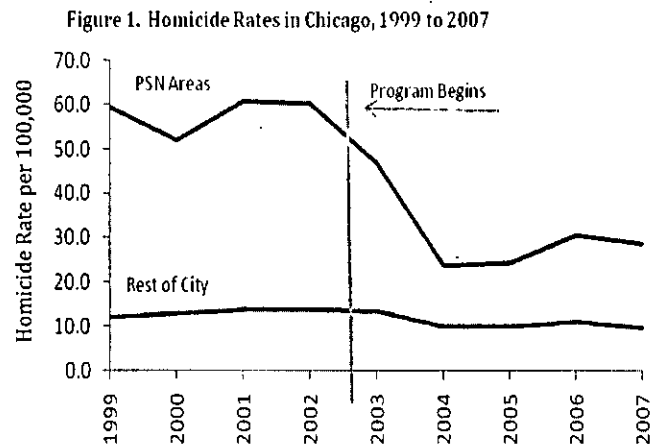
average in 2002. The murder rate on Chicago's West Side at that time was approximately 75 per 100,000, compared to the overall city average of approximately 22 per 100,000 (New York's murder rate that same year was 7 per 100,000.) Without the PSN areas, the average homicide rate in the rest of the city drop to approximately 17 per 100,000. Additionally, Chicago's West Side is home to one of Chicago's oldest gang "Nations," the Vice Lords, an organization responsible for most of the area's gang-related violence.

Data analysis also demonstrated that the victims *and* offenders of gun violence in Chicago consist of a small group of individuals who have had repeated contacts with law enforcement. More than 60 percent of homicide victims and 80 percent of homicide offenders in the PSN target areas had at least one prior arrest. Furthermore, offenders involved in gun and violent crimes in the area have been incarcerated an average of three times in their adult life. This suggests that the population most at risk of committing a murder *and* of becoming a murder victim is highly concentrated among a small population of "active" offenders. In the PSN area, this population of active offenders consists of about 1,500 individuals, or less than one percent of the area's total population.

STRATEGIC INTERVENTIONS
The PSN team reasoned that the best way to address Chicago's homicide and gun violence problem was to craft intervention strategies focused on the population with a very high risk of being a victim or offender of gun violence in the targeted neighborhoods. Two principles guided the design and development of PSN interventions: (1) that enforcement efforts be highly specified and targeted to those most at risk of being a victim and offender of gun violence, and (2) that serious efforts should be directed towards changing the normative side of gun violence, i.e., the reasons young men use guns and their attitudes towards the law and law enforcers. Following these principles the PSN team devised several law enforcement, community outreach, and offender notification forums and follow-up re-entry programs.

Law Enforcement Strategies. The PSN team devised a targeted deterrence law enforcement approach. Rather than increasing punishment and enforcement efforts uniformly across the city, the PSN team concentrated its efforts on those high-risk offenders residing in the target areas. The basic premise is that increased enforcement efforts against gun violence are likely to have the desired deterrent effect only when directed at the population most likely to be engaged in the behavior.

The PSN team created several targeted enforcement strategies, the most important of which are: (1) increased federal prosecutions of gun cases; (2) bi-weekly review of all gun-related cases in the city by a joint team of federal and local law enforcement officials; and (3) the creation of unique law enforcement "gun teams." All three of these efforts were intended to bring heightened resources and attention to gun offenders in the targeted neighborhoods and ensure constant cross-agency communication in all gun-related cases. In particular, the "gun teams" were a new creation the sole purpose of which was to give top priority to following the flow of illegal guns in the city: in at least two high-profile cases, this meant following the trail of guns into two other source states, Indiana and Mississippi.

Community Outreach Efforts. The PSN team implemented several community and school-based prevention programs. In particular, the PSN team worked with local non-profit organizations to implement two programs that brought gun violence education and prevention curricula to grammar and high schools in the targeted areas. These programs, called "Hands without Guns" and "In My Shoes," were used to inform school aged youth about the perils and consequences of gun violence. Hands Without Guns provided youth outreach workers who spoke candidly with students about the types of interactions leading to gun violence and ways to avoid or mitigate such situations. In My Shoes organized dialogue sessions between students and victims of gun violence (many in wheelchairs), who spoke about how guns had changed their lives. The PSN program also provided modest seed grants to several other community organizations in the target areas working on gun violence issues.

Offender Notification Forums and Follow-Up Re-entry Programs. The PSN team's law enforcement strategies are, for the most part, traditional in nature in that they emphasize direct policing and prosecution of gun-related offenses. However, the PSN team also believed that the key to changing patterns of gun crime lies in altering the normative beliefs of gun users themselves. Prior research, including research in Chicago, suggested that individuals are most likely to comply with the law (a) when they believe in the substance of the law, (b) when they have positive interactions with law enforcement agents, and (c) when they perceive the procedures used in enforcing the law to be fair and just.

Keeping these principles in mind and considering other successful programs implemented in Boston, the PSN team crafted its most innovative strategy, *Offender Notification Forums* ("Forums"). Offenders in the target neighborhood with a history of gun violence and gang participation who were recently assigned to parole or probation are requested to attend a forum hosted by the PSN team. The forums are hour-long, round-table style meetings in which approximately 20 offenders sit with representatives from state and local law enforcement officials, community representatives, and various service providers. Informal conversations with attendees after the conclusion of meeting often last an additional hour and lead to more intimate follow-up and service provision. The meetings take place in a location of civic importance (such as a local park, library, or school) and are designed to be egalitarian in nature, meaning that offenders sit at the same table as all other Forum participants rather than as passive audience members.

The content of the meeting is designed to stress to offenders the *consequences* should they choose to pick up a gun, as well as, the *choices* they have to make to ensure that they do not re-offend. The meeting is divided into three different segments. First, law enforcement agencies openly discuss the targeted PSN enforcement efforts, giving examples of cases that have occurred *within* the offenders' neighborhoods. Many times, the Forum attendees were familiar with the defendants. The point of the first segment is to explain in very specific terms the consequences of gun offending for both the individual and his neighborhood. The second segment of the Forum entails a presentation by an ex-offender who has successfully stayed away from a life of offending for several years. The ex-offender talks about how he has been able to stay away from a life of crime using poignant examples from his own experiences. The speaker's message stresses the seriousness of the current levels of violence in the community, the problems of intra-racial violence, the truth about gang life (including its meager financial rewards to most of its gang members), the troubles offenders face when looking for work, and the seriousness of the PSN enforcement efforts. The final segment of the forum stresses the choices offenders can make in order to avoid re-offending. This entails a series of conversations with service providers, community agencies, and employers from the offenders' own neighborhoods. Programs include substance abuse assistance, temporary shelter, job training, mentorship and union training, education and GED courses, and behavior counseling. Often several local employers attend and actually instruct attendees on the necessary steps to gain employment with their respective firms.

EVALUATION RESULTS AND SUMMARY

Researchers used a quasi-experimental design to evaluate the impact of PSN strategies on neighborhood level crime rates and individual rates of re-offending. While the full evaluation results are available elsewhere, major findings are summarized below.

Reducing Neighborhood Crime Rates. At the neighborhood level, PSN appears to have been remarkably effective in reducing neighborhood crime rates. As seen in FIGURE 1, there were dramatic reductions in homicide in the PSN districts as compared to control areas and the city as a whole. More specifically, there was an approximately **37 percent decrease** in monthly homicide rate after the start of the program as compared to the preceding three years. Furthermore, as can also been seen in FIGURE 1, this decrease is significantly larger than the rest of the city

as a whole—in fact, if one considers the PSN areas separately from the city, nearly all of the decline in the city's homicide can be associated with the drop in the PSN areas.

Neighborhood level analysis also demonstrates the relative impact of the various PSN enforcement and community efforts. Increased federal prosecutions and the number of guns recovered by the gun teams were correlated with declining neighborhood level homicide rates—namely, more federal prosecutions and getting more guns off of the street are associated with a small portion of the observed drop in homicides in the PSN neighborhoods.

The PSN program with the greatest effect on declining neighborhood level homicide was the Offender Notification Forums. In short, the greater the proportion of offenders who attend the Forums, the greater the decline in neighborhood levels of homicide. The reason for this large effect is explored in individual levels of re-offending and their opinions of law enforcement.

Individual Levels of Recidivism and Attitudes towards the Law. Analyses of recidivism rates give further support of the efficacy of the PSN Forums. To summarize, individuals who attended a PSN Forum were almost **30 percent**

less likely to return to prison as compared to similar individuals in the same neighborhood who did not attend a forum. As seen in FIGURE 2, those individuals in the PSN treatment group tend to "survive" on the street longer periods of time as compared to individuals in the control group. By the third year after release from prison, approximately half of all non-PSN group members have re-offended and been incarcerated, as compared to about 25 percent of the PSN treatment group. Furthermore, the program appears to diminish levels of recidivism and reincarceration among gang *and* non-gang members, and appears to be particularly effective for first-time offenders, those individuals who have been convicted of only a single prior offense.

Figure 2. Survival Rates of First Cohort of Forum Attendees
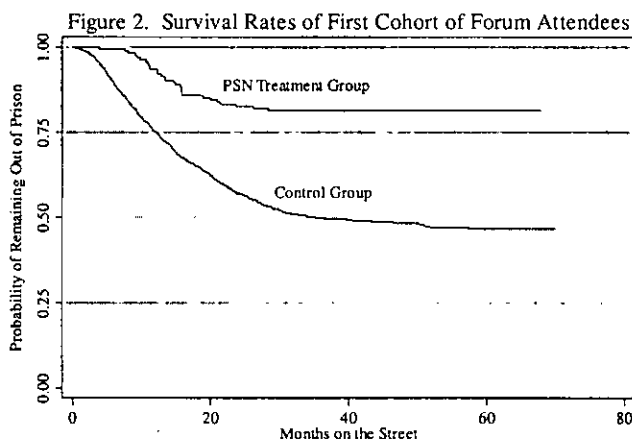
Researchers also conducted a survey of 150 offenders who attended the Forums in order to assess their opinions of the law, the various PSN enforcement efforts, and other neighborhood and crime factors. Survey results suggest that offenders are more likely to comply with the law and less likely to carry a gun when they have more positive opinions of the law and, in particular, the police.

FURTHER READING

The full evaluation results can be found in the following papers:

- Papachristos, Andrew V. , Tracey Meares, and Jeffrey Fagan (2007). "Attention Felons: Evaluating Project Safe Neighborhoods in Chicago," *Journal of Empirical Legal Studies.*

- Meares, Tracey and Andrew V. Papachristos (2008). "Policing Gun Crime without Guns." Available at the Social Science Research Network: http://ssrn.com/abstract=1326932

- Papachristos, Andrew V., Tracey Meares, and Jeffrey Fagan. (2009). "Why Do Criminals Obey the Law? The Influence of the Law and Social Networks on Active Gun Offenders." Available at the Social Science Research Network: http://ssrn.com/abstract=1326631

- Fagan, Jeffrey, Andrew V. Papachristos, Danielle Wallace, and Tracey Meares. (2008). "Desistance and Legitimacy: Effect Heterogeneity in a Field Experiment with High-Risk Offenders." Available at Columbia Law School:
  http://www2.law.columbia.edu/fagan/papers/Desistance_and_Legitimacy_PSN_Recidivism_2.ppt

CITY OF OAKLAND

1 FRANK H. OGAWA PLAZA · 3RD FLOOR · OAKLAND, CALIFORNIA 94612

Office of the Mayor
Ronald V. Dellums
Mayor

(510) 238-3141
FAX: (510) 238-4731
TDD: (510) 238-7629

City of Oakland and County of Alameda
VIOLENCE PREVENTION COMPACT

Preamble

WHEREAS crime and violence in Oakland constitutes a public health crisis; effectively addressing this crisis will require a comprehensive, multi-jurisdictional approach sustained over time. Effective prevention and intervention strategies partnered with strategic law enforcement and a sustainability plan will eliminate the root causes of crime and violence and lift up our community.

WHEREAS the City of Oakland and other jurisdictions and agencies including: the County of Alameda, Oakland Unified School District, Oakland Housing Authority, State and County Legislative offices, among others are committed to working together and with Oakland residents to improve their quality of life, prevent crime and violence, and increase public health and safety; and

WHEREAS the City of Oakland has developed a Public Safety Plan that focuses on developing a multi-jurisdictional, collaborative problem solving process utilizing the principles of Prevention, Intervention, Enforcement and Sustainability also knows as the PIES model, and

WHEREAS the County of Alameda has developed a Violence Prevention Blueprint - an action plan that coordinates, supports and strengthens community assets and resiliency while reducing risk factors for violence, and

WHEREAS the undersigned support a collaborative effort, and will take specific actions to prevent violence, and increase public health and safety as outlined in both the Public Safety Plan and the Violence Prevention Blueprint; and

NOW THEREFORE, with the understanding that this is a flexible working compact among the signatories, the purpose of this compact is to facilitate collaboration among jurisdictions for the purpose of identifying, accessing, and coordinating the delivery of services to Oakland residents, to solve problems, stabilize the social structure, and increase the living standards and the overall health of Oakland residents.

The undersigned hereby agree to identify and invoke the participation of agencies under their jurisdiction in the following:

1. **Participate in the Public Safety Policy Council.** The Public Safety Policy Council is a high-level policy team that addresses major public safety issues. The Public Safety Policy Council is co-led by the Mayor of Oakland and a County representative. Meetings are held monthly or on an as needed basis.

   Team members include: Mayor of Oakland, Public Safety Coordinator, City Council Public Safety Committee chair, Chief of Police, Chief of Fire, Director of Department of Human Services, Director of Parks and Recreation, Director of CEDA, Director of Public Works, Oakland Unified School District Administrator, Alameda County Board of Supervisors Public Protection Committee Chair, Alameda County District Attorney, Alameda County Chief of Probation, Workforce Investment Board Representative, SDS team leads, City Attorney, Representative from Federal, State and County Legislative offices, Alameda County Public Health Director, Alameda County Social Services Agency Director, Public Safety Task Force convener, Community Policing Advisory Board representative, Youth representation appointed by Mayor, Community leaders appointed by Mayor, Faith leaders appointed by Mayor.

   The Policy Council works to resolve issues brought to it by the Public Safety Coordinator, or any other member of the team. Issues will also be referred from the Public Safety Coordinating Council described below.

2. **Participate in a Public Safety Coordinating Council.** The Public Safety Coordinating Council is co-led by the City's Public Safety Coordinator and a County representative. The Public Safety Coordinating Council takes an expansive view of problem-solving utilizing City, County and State resources and utilizing a case management approach to solve people and behavior-based issues. The Public Safety Coordinating Council addresses issues of major crime and violence, facilitates coordinated strategies, and tracks outcomes. The Public Safety Coordinating council will meet monthly and members will be asked to attend as needed.

   Team members include the Public Safety Coordinator, Council representatives, Service Delivery System Team Leads, Oakland Police Department Captains & Specialized Units, Alameda County Probation Department, State of California Parole Office, Alameda County District Attorney, Youth serving agencies, Department of Human Services Outreach Coordinator, Oakland Housing Authority, Alameda County Public Health Department, Alameda County Social Services Agency, Neighborhood Services Division supervisors, City County Neighborhood Initiative, Oakland

Unified School District, City Attorney Misdemeanor prosecution and Law Corps, Office of Parks & Recreation, Oakland Public Library , Urban Strategies Council & UC Berkeley Center on Criminal Justice.

The Public Safety Coordinating Council works to resolve issues brought to it by the Public Safety Coordinator, or any other member of the team. Issues will primarily be referred from the Service Delivery System Teams.

The Public Safety Policy Council, the Public Safety Coordinating Council, and the Service Delivery System Teams are part of a tiered system designed to triage and solve problems based on type and their multijurisdictional nature.

3.   **Participation in a Communications Group**

4.   **Agree to a data sharing plan** that will provide agencies with up-to-date and accurate data on violence for purposes of planning, prevention and evaluation.

5.   **Consider endorsing** the Alameda County Violence Prevention Blueprint and the City of Oakland Public Safety Plan, as appropriate.

6.   **Coordinate on fundraising activities** where a county-wide effort does not conflict with the specific priorities of cities or other jurisdictions.

7.   **Agree to information sharing** through the Alameda County Office of Violence Prevention when initiating violence prevention activities to ensure that existing knowledge and information is used in formulating new strategies and actions.

OVERSIGHT

The City will provide sufficient oversight, management and facilitation of the Compact which will include:

1. Providing an annual work plan that details how the specific goals, objectives, and actions of the Compact will be achieved; and

2. Reports to the Mayor, City Council, County of Alameda and other signatories at least annually on the degree to which the specific goals, objectives, and actions of the Compact, as detailed in the annual work plan, have been achieved during the reporting period.

MISCELLANEOUS

This compact is not intended to, and does not create any rights or benefits, substantive or procedural, enforceable at low or in equity, against the signatory parties, their agencies, departments, entities, officers, employees, or any other person.

All provision of this Compact are intended and shall be interpreted to be consistent with all applicable provision of Federal, State, and local law.

Nothing in this Compact shall have the effect of changing any existing provision of applicable Federal, State or local law, regulations, or other agreements between the signatory parties.

Nothing in the Compact limits the discretion of the signatory parties in carrying out their statutory and regulatory obligations.

This Compact shall remain in effect only until January 1, 2011, and as of that date is terminated, unless extended by agreement of the parties.

IN WITNESS WHEREOF, the parties have signed this Compact on the dates set forth below their signatures.

CITY OF OAKLAND
MAYOR'S OFFICE

Ronald V. Dellums   Date
Mayor of Oakland

ALAMEDA COUNTY
BOARD OF SUPERVISORS

Nate Miley   Date

Supervisor, County of Alameda

OAKLAND UNIFIED SCHOOL DISTRICT

OAKLAND HOUSING AUTHORITY

State Legislative offices

Crime Key

Property Crime

- —♦— THEFT
- —■— MOTOR VEHICLE THEFT
- -- · ARSON
- —*— BURGLARY - AUTO
- —*— BURGLARY - OTHER

Beat 02X Property Crimes

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02X 2007

02X 2006
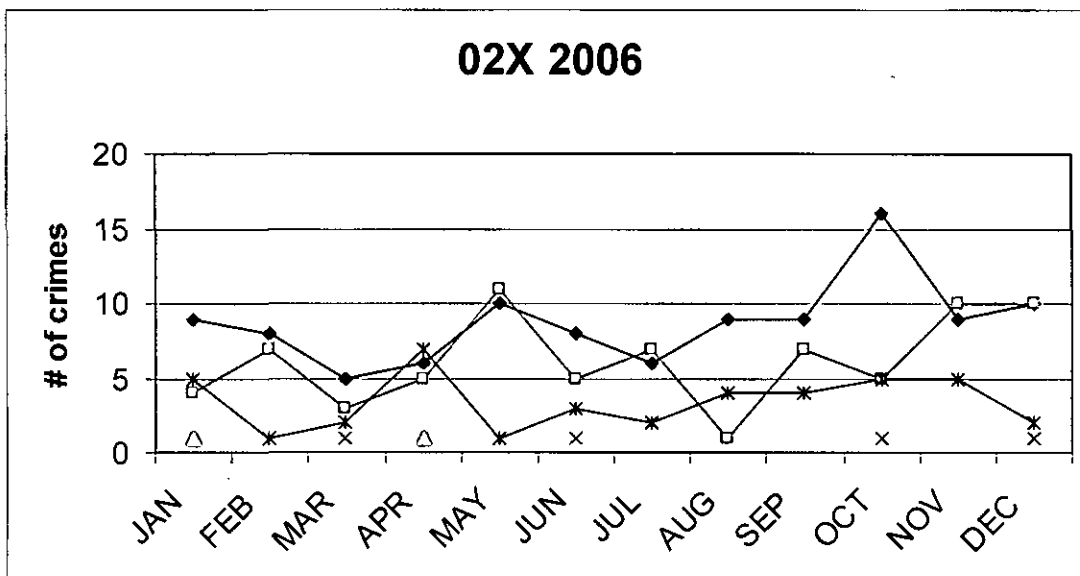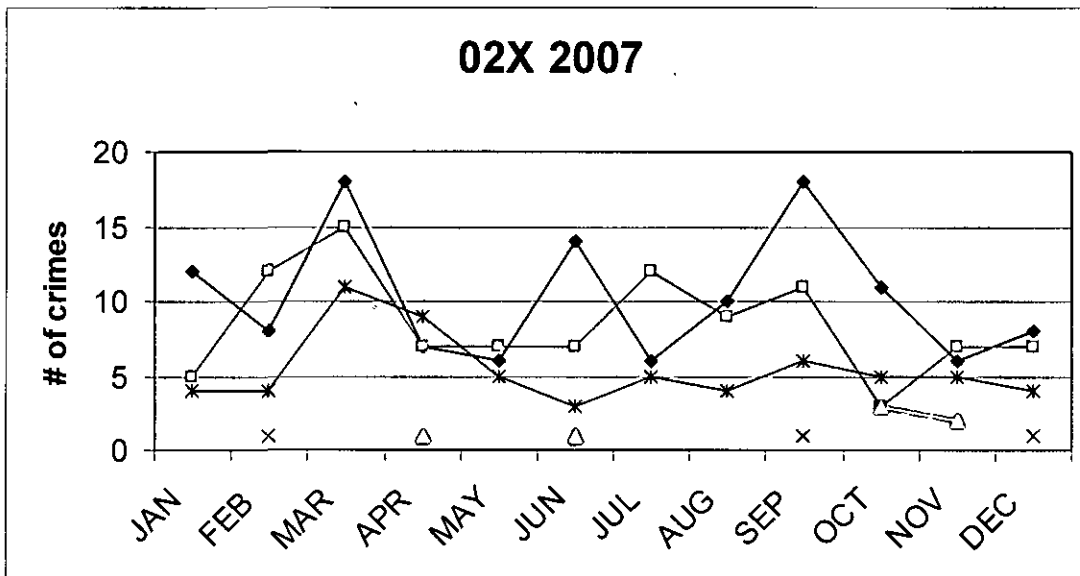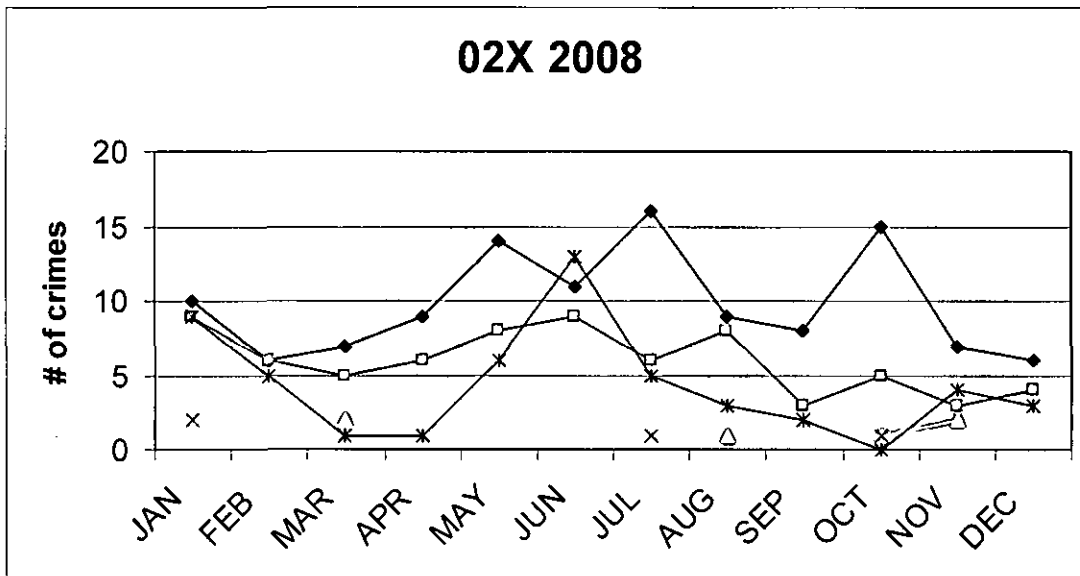
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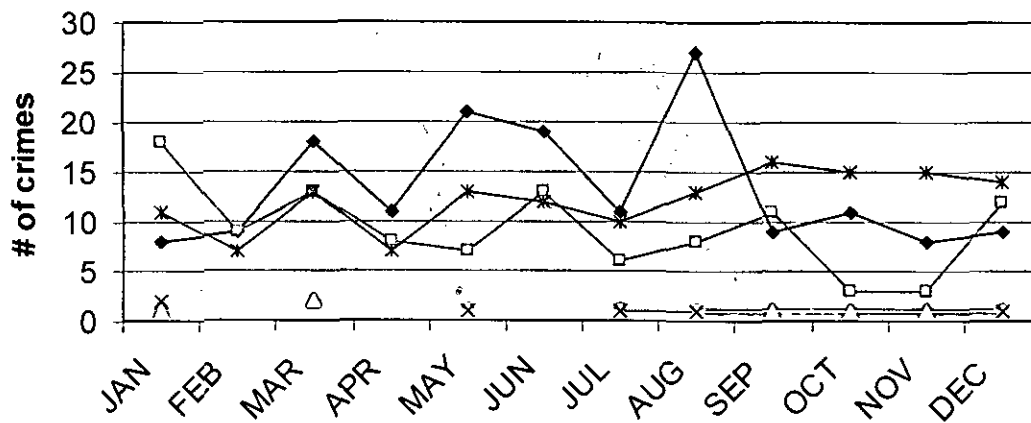
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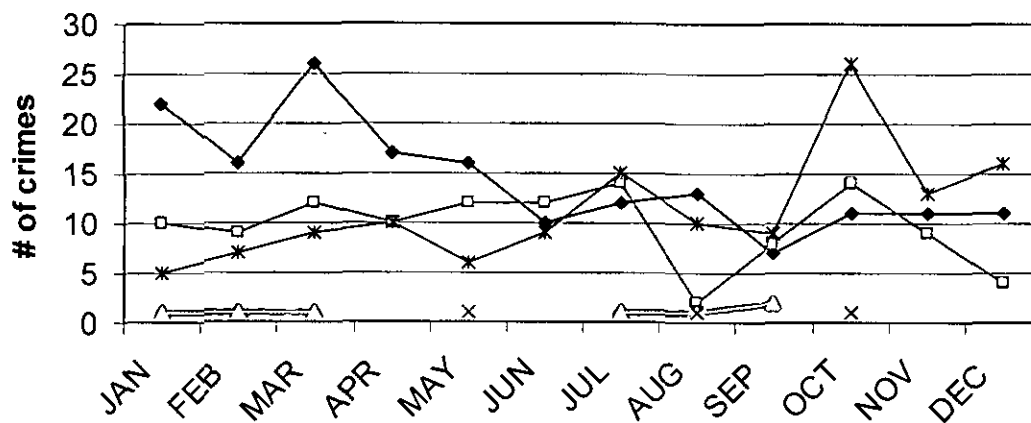
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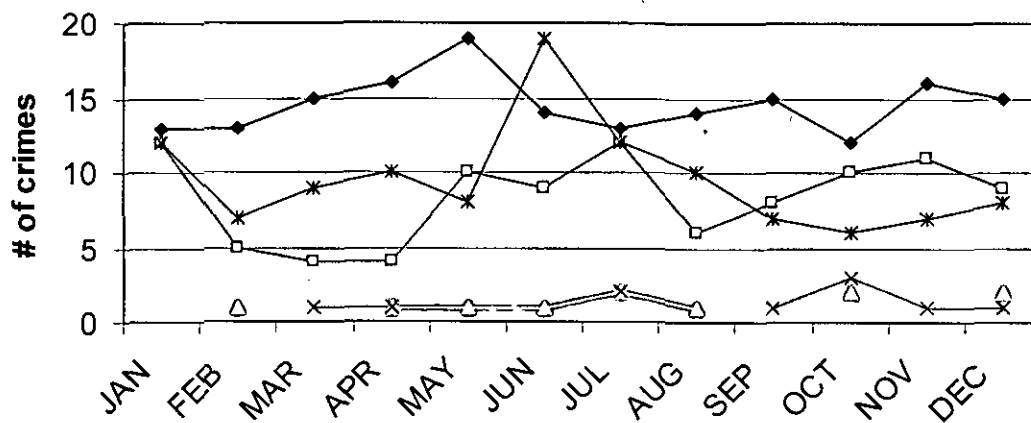
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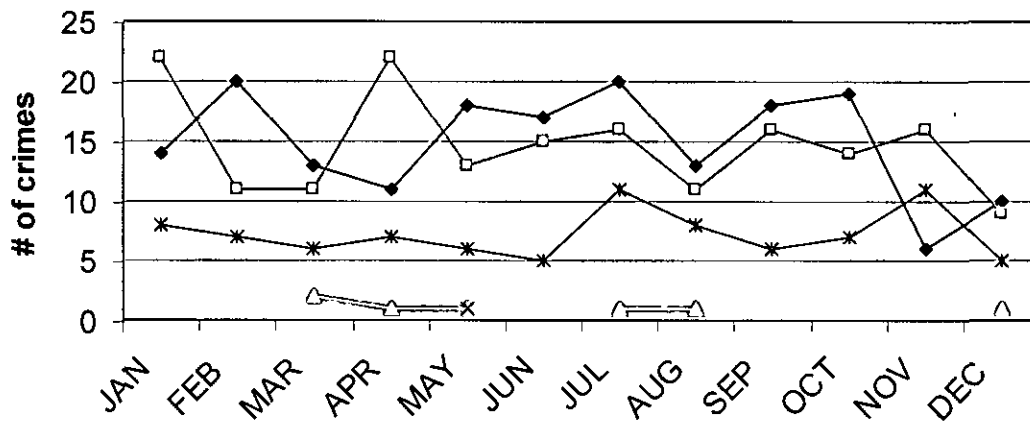
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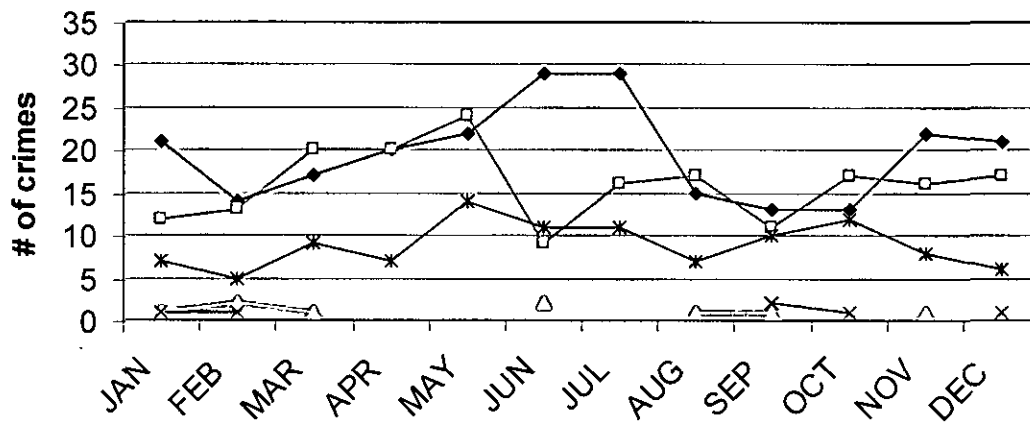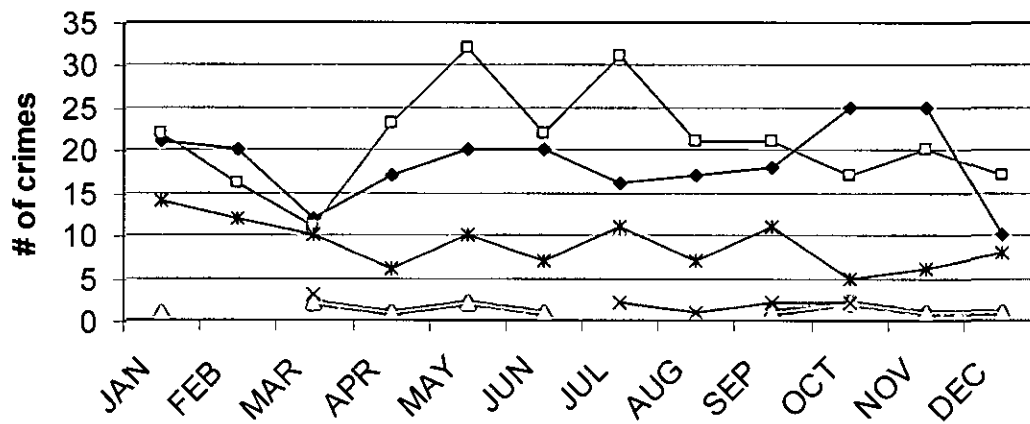
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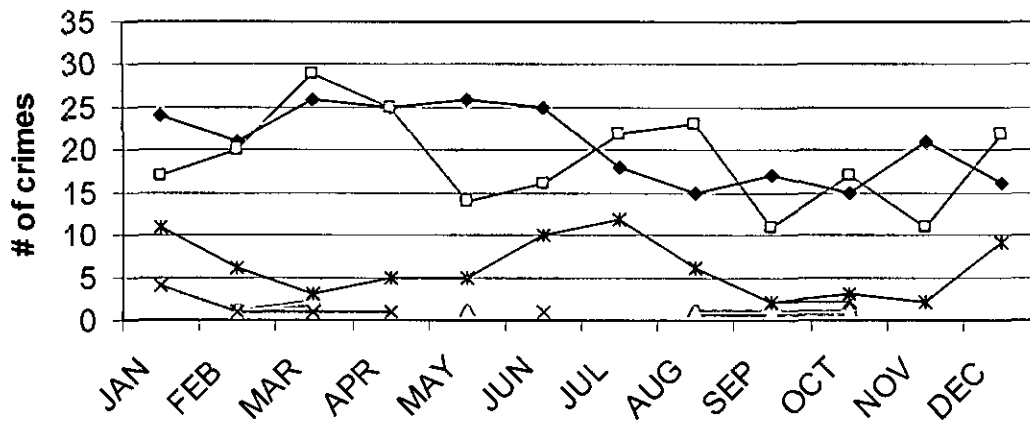
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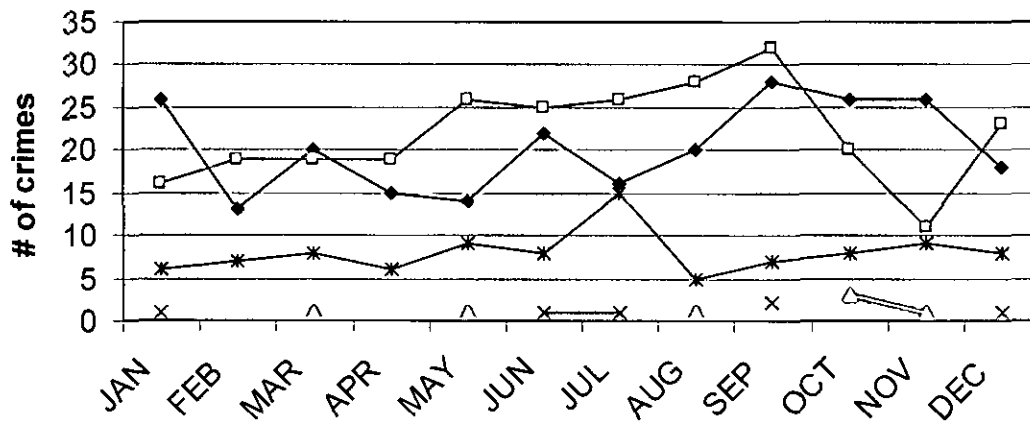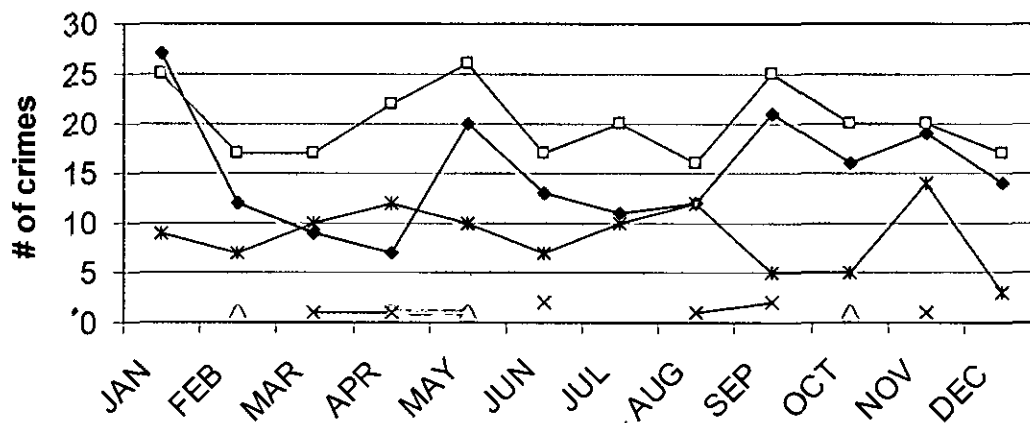
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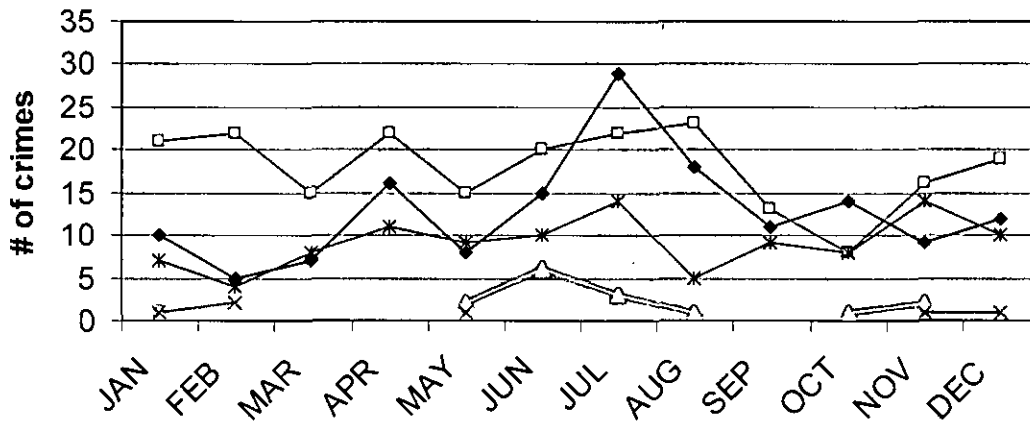
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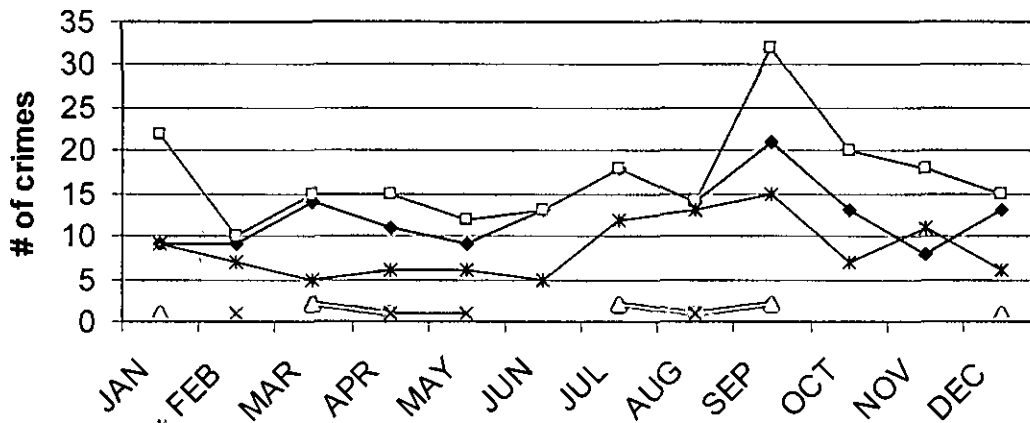
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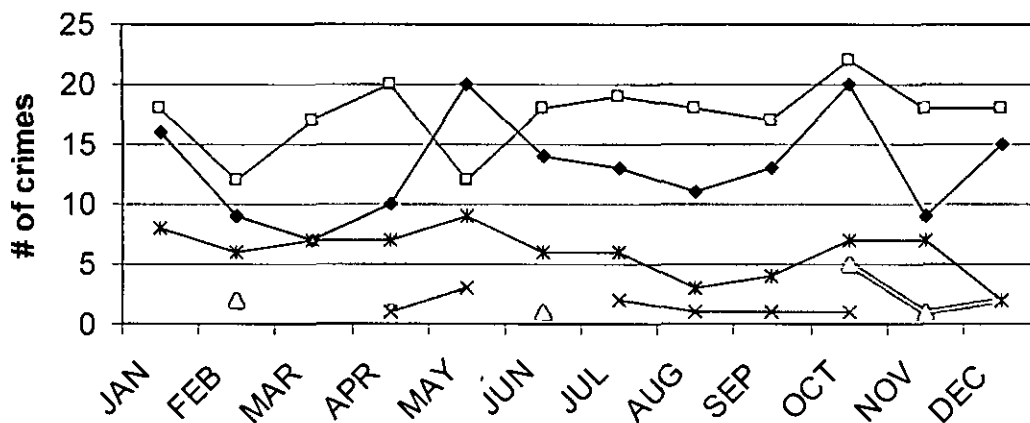
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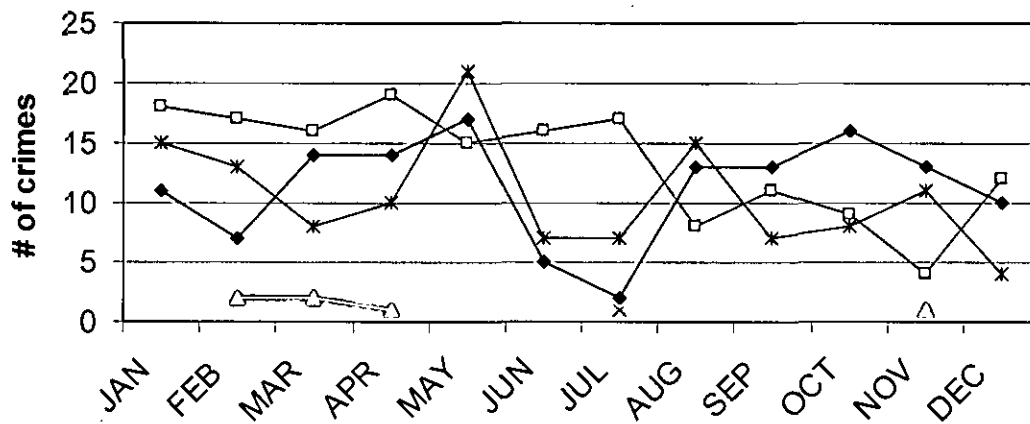
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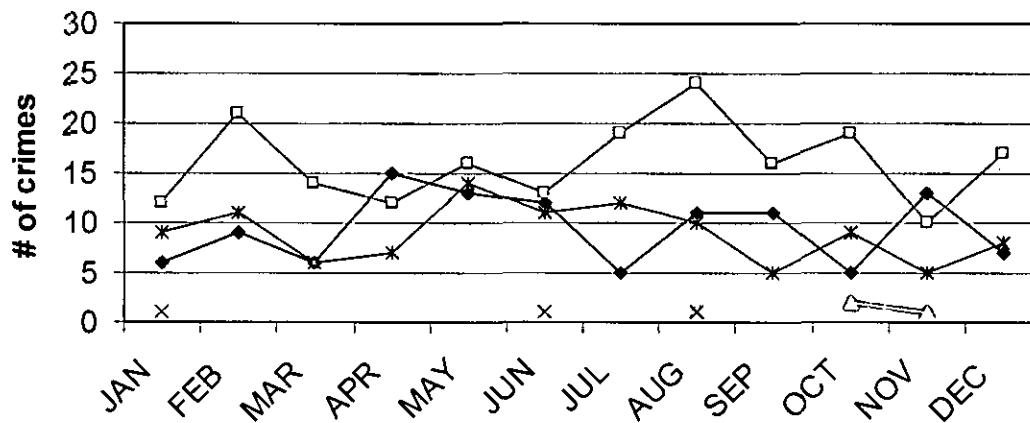
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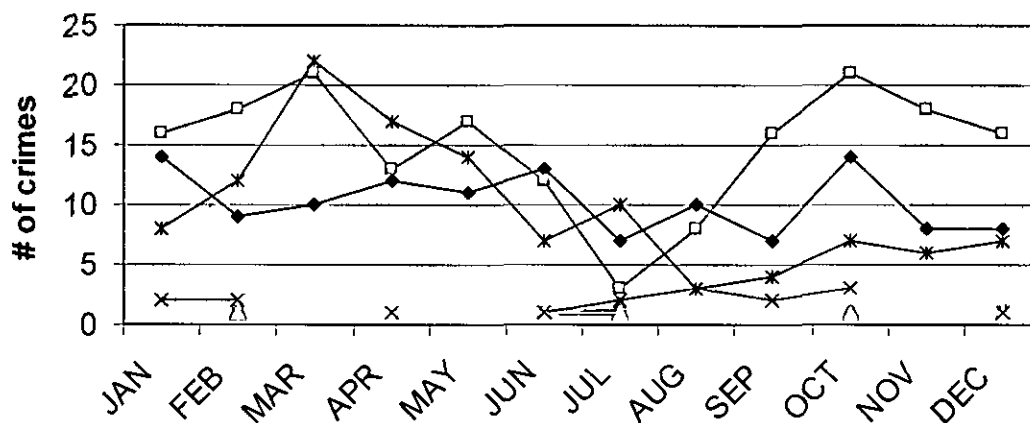
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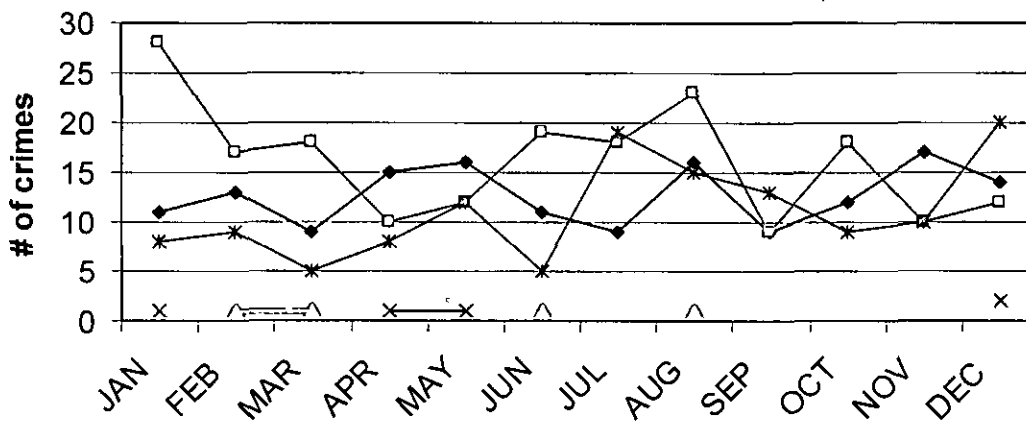
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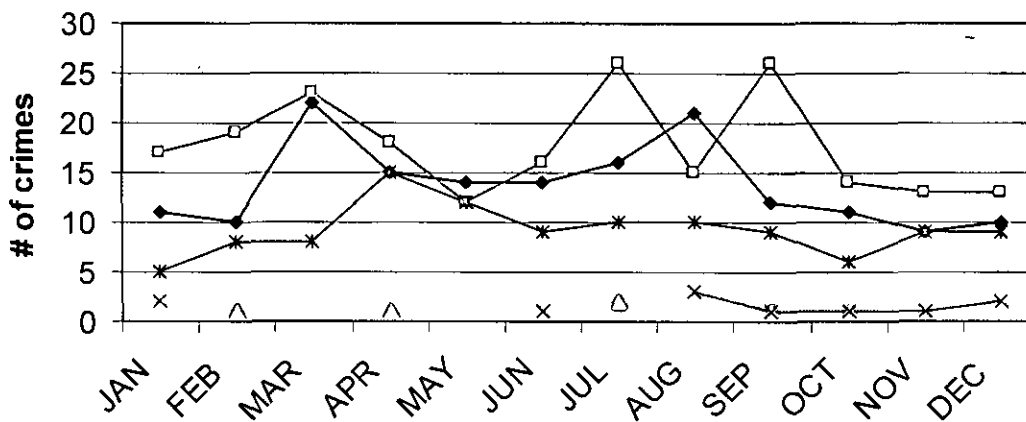
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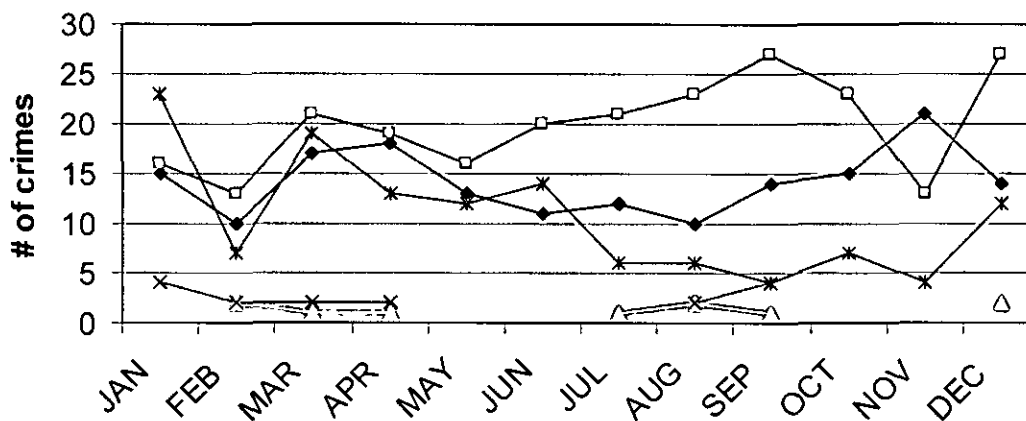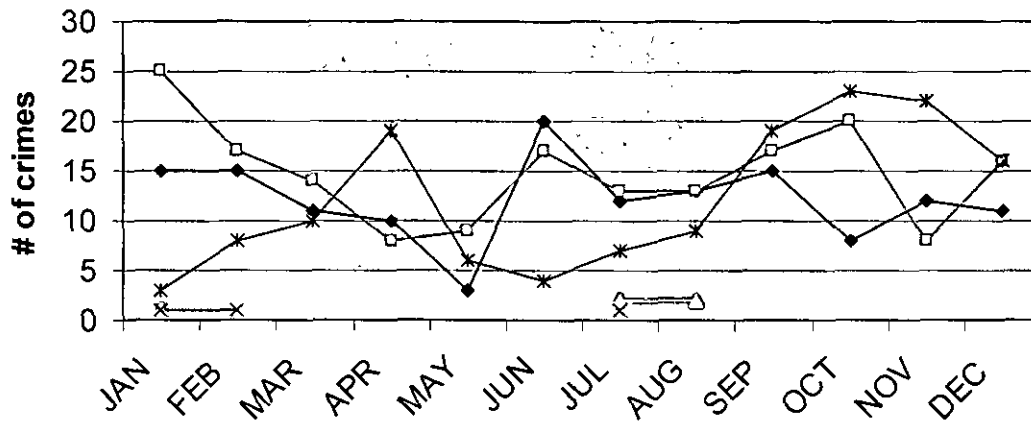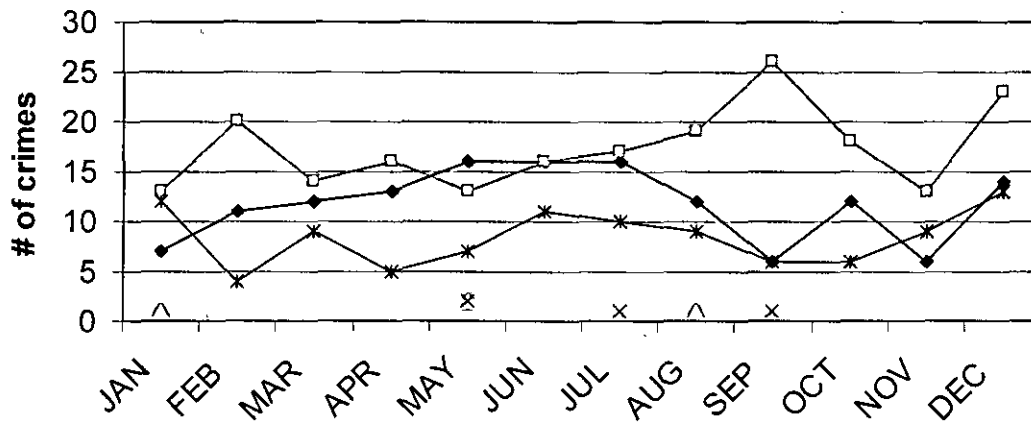
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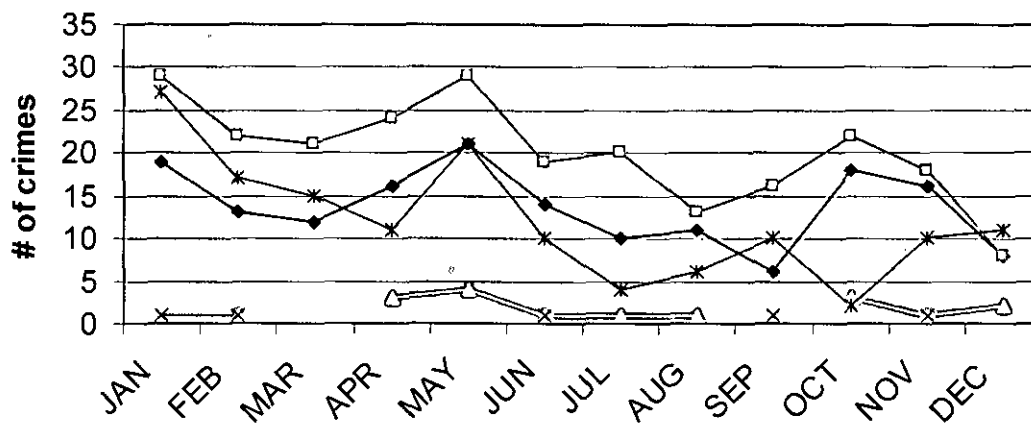
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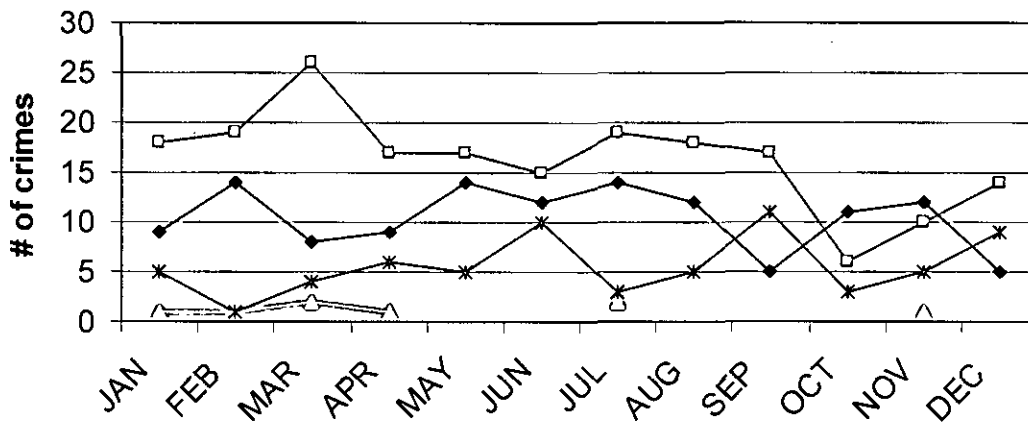
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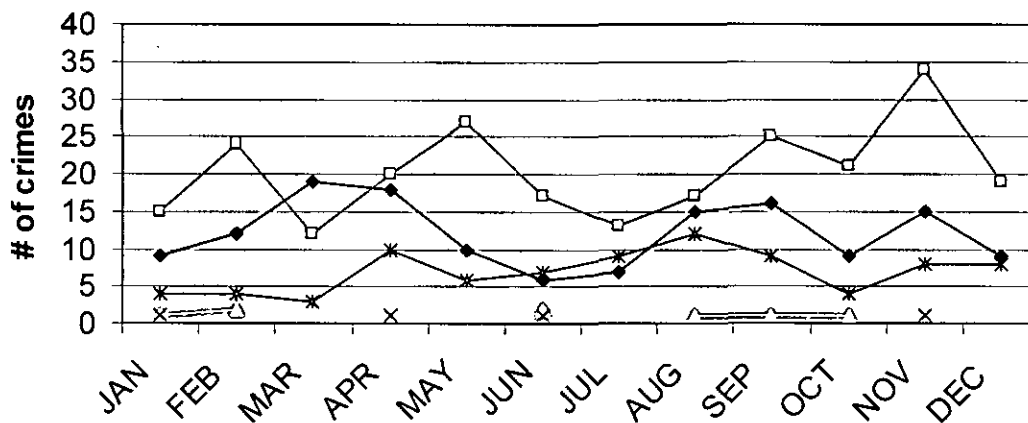
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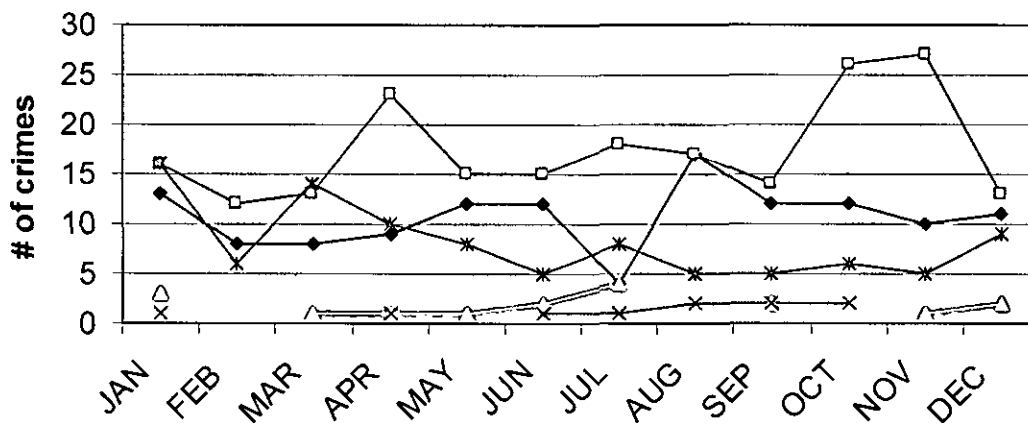
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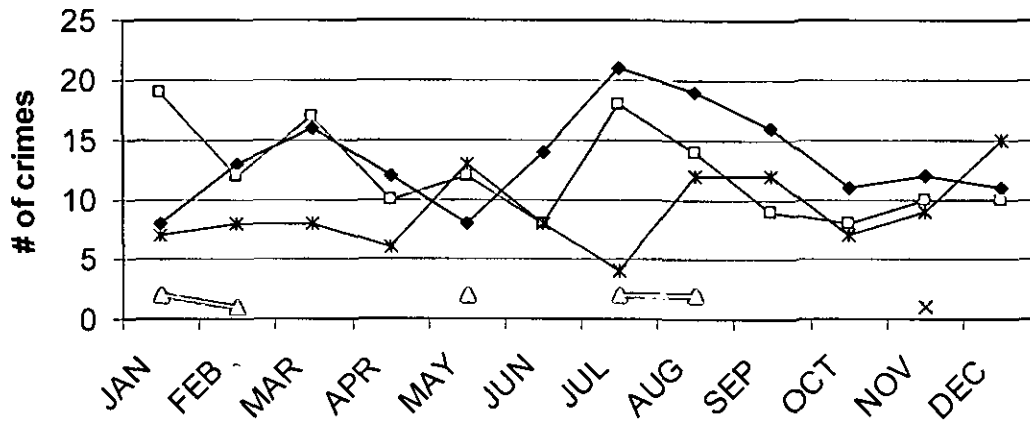
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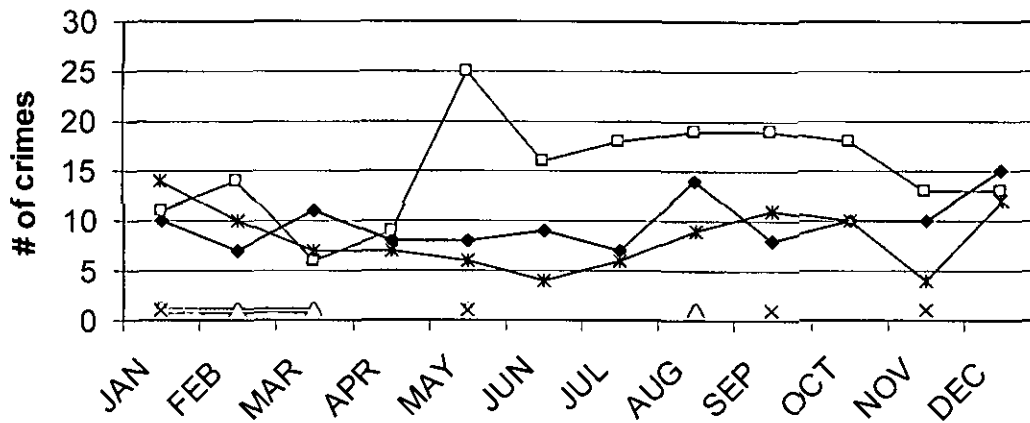
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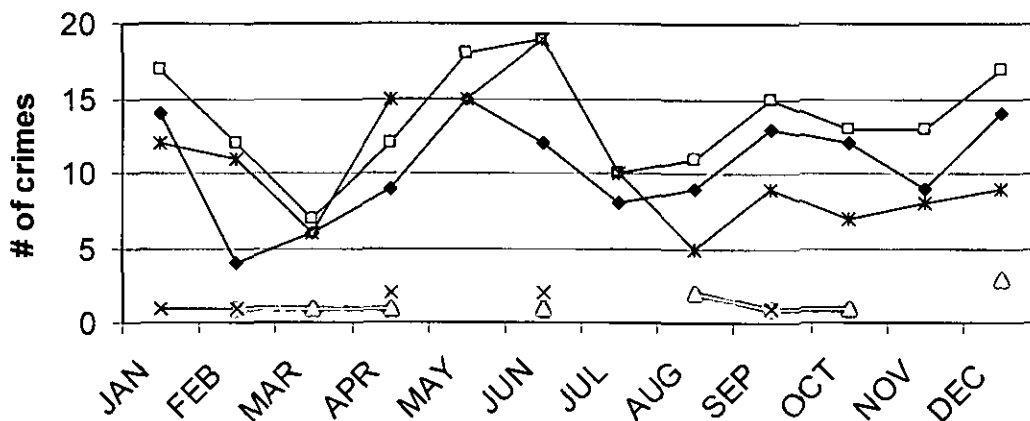
Crime Key

Violent Crime

─◆─ AGGRAVATED ASSAULT

─■─ HOMICIDE

· · · RAPE

─✳─ ROBBERY

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02X 2007

02X 2006
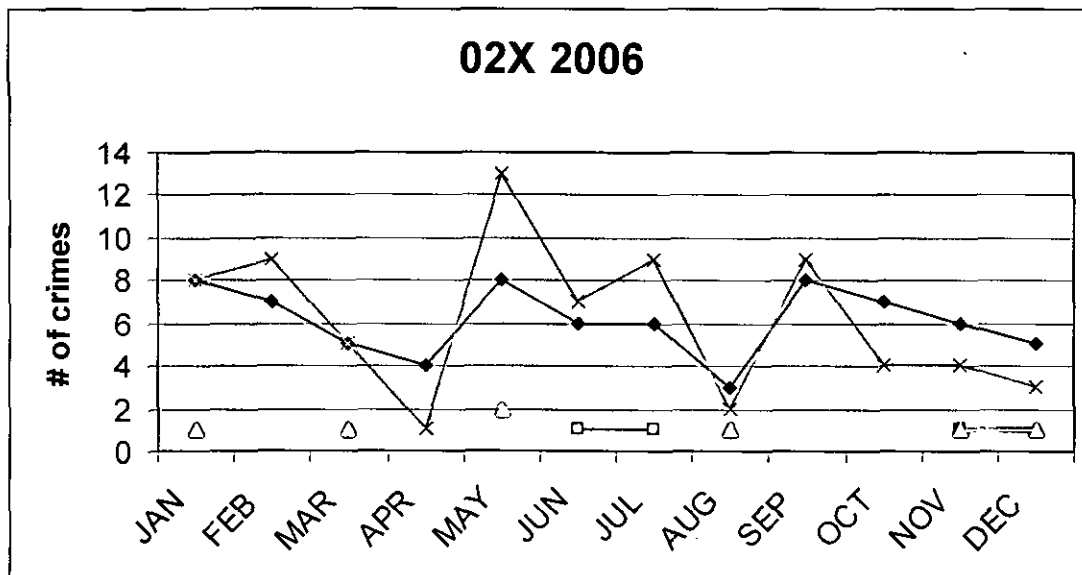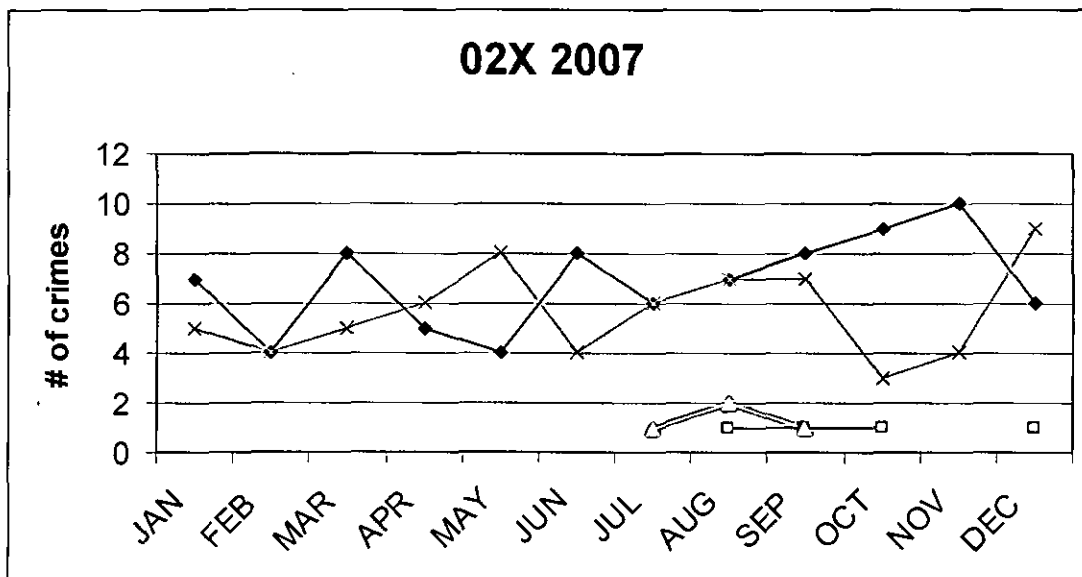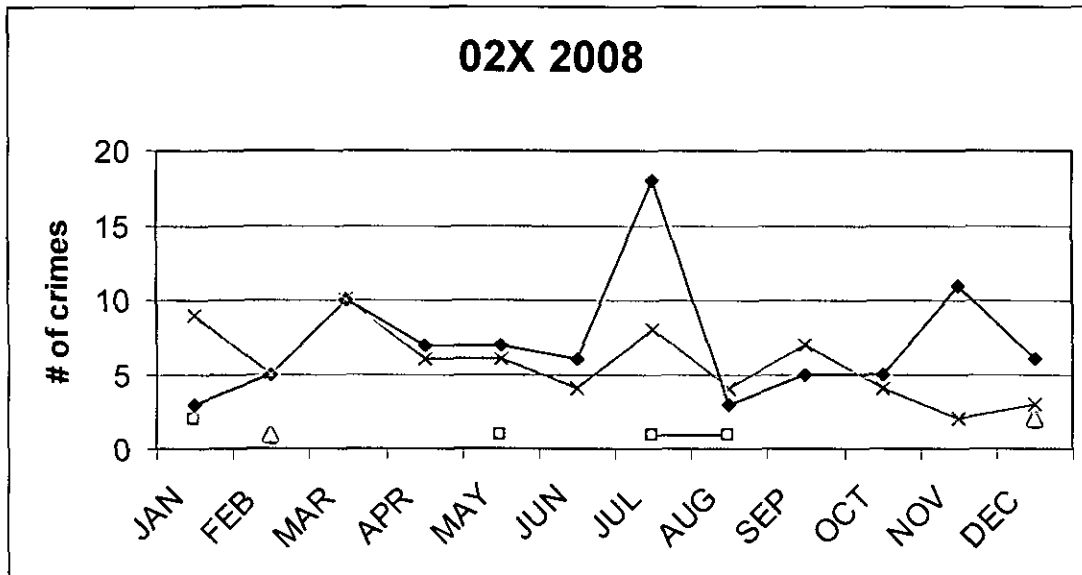
Beat 06X Violent Crimes

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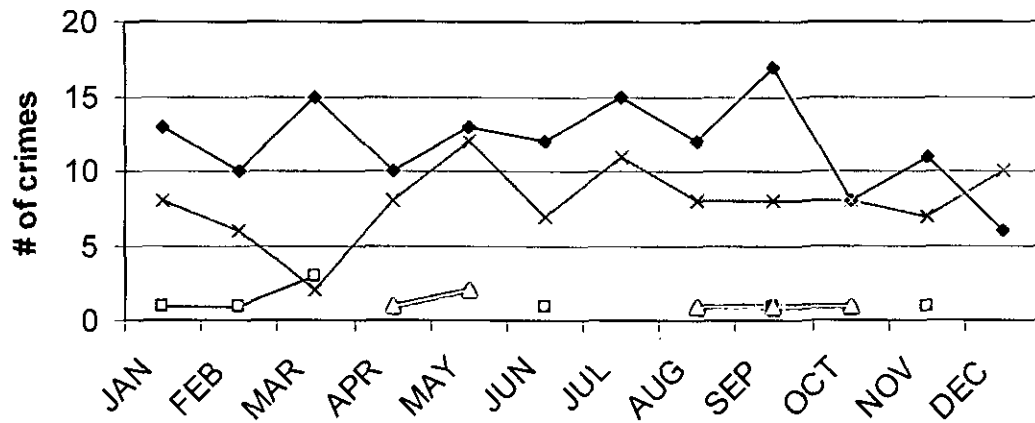
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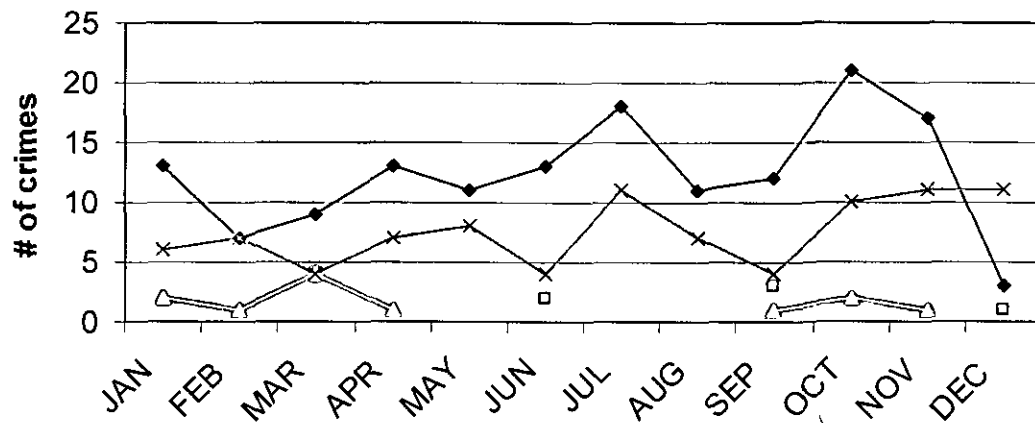
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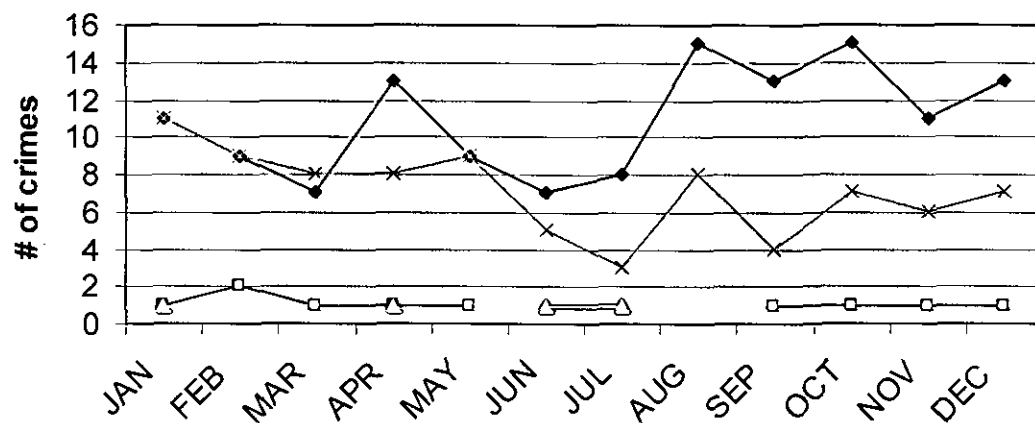
Beat 19X Violent Crimes

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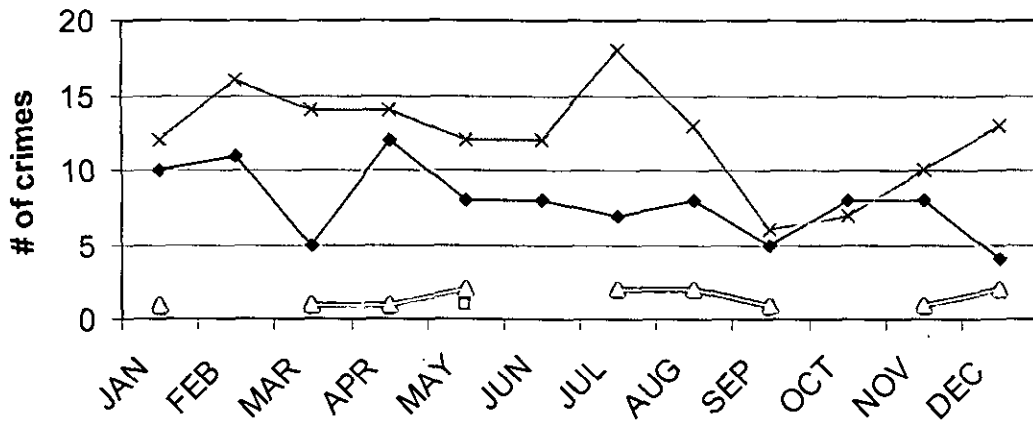
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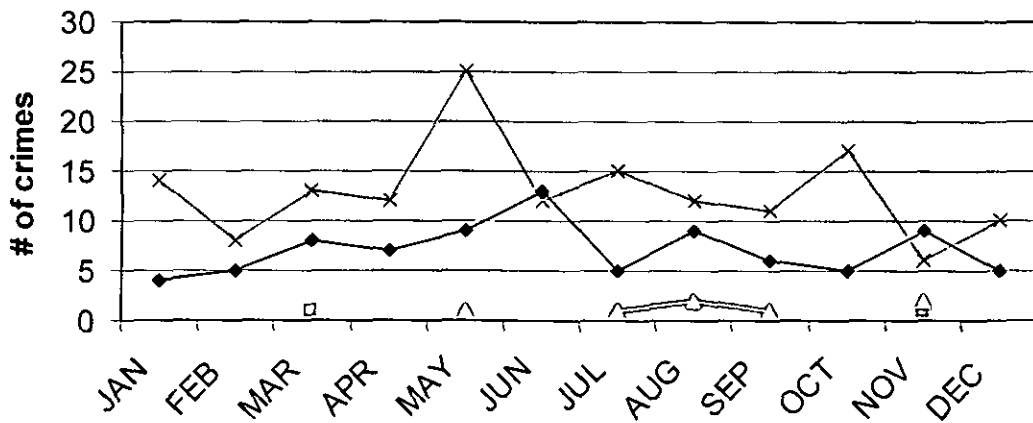
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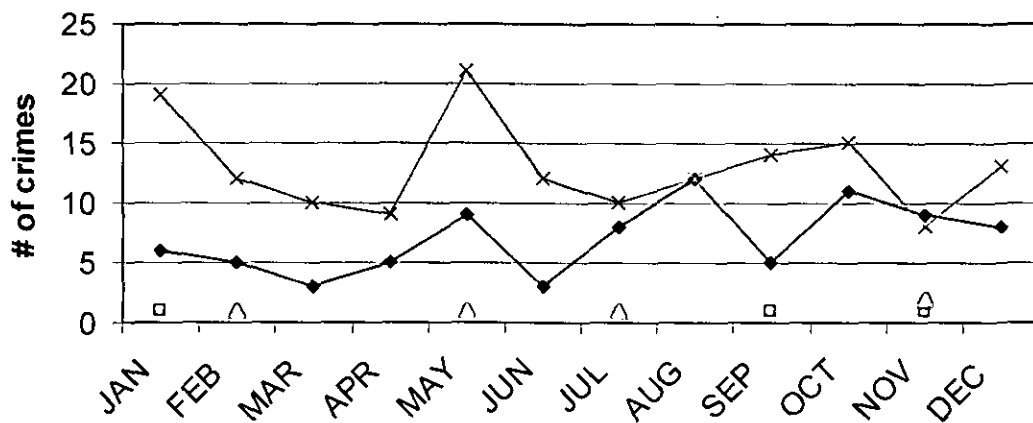
Beat 23X Violent Crimes

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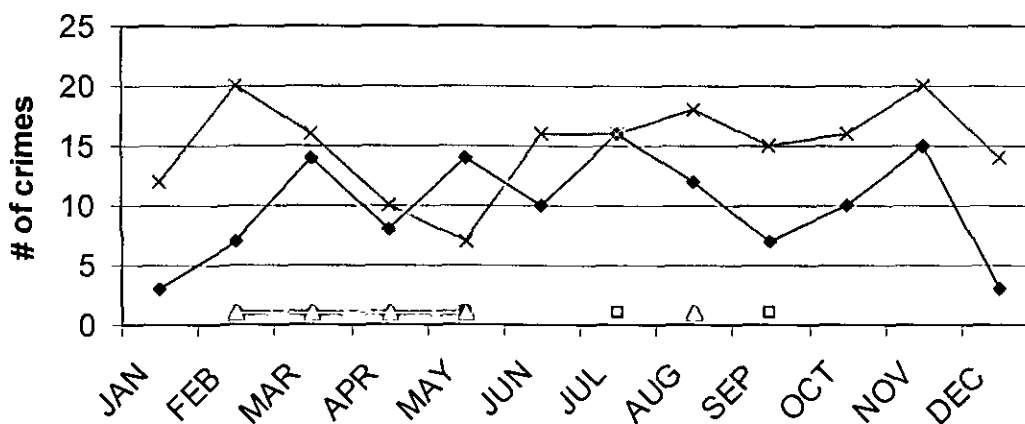
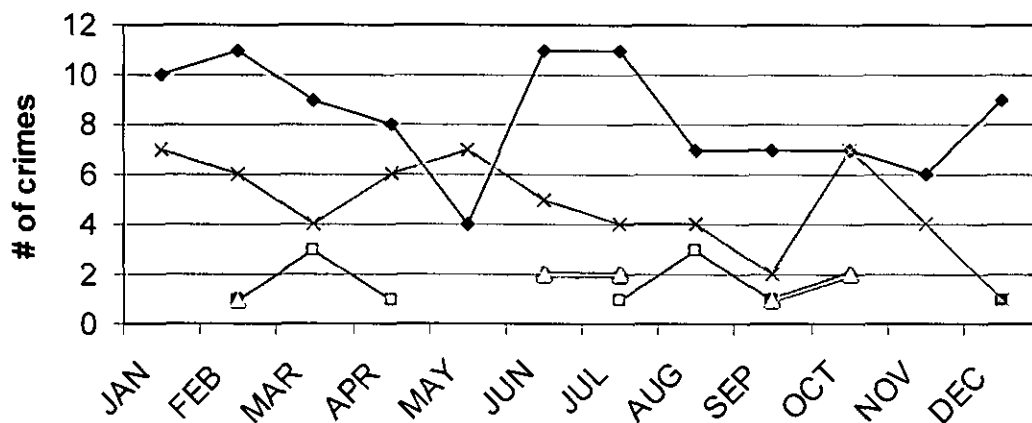## 23X 2007
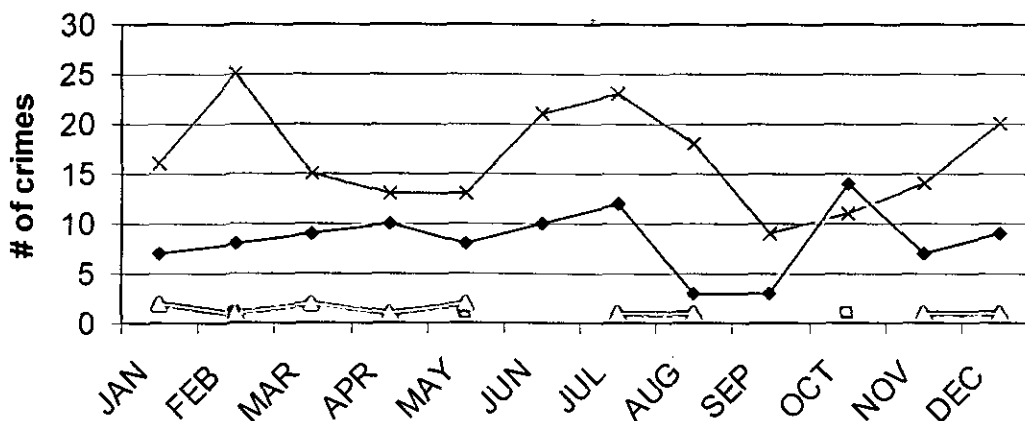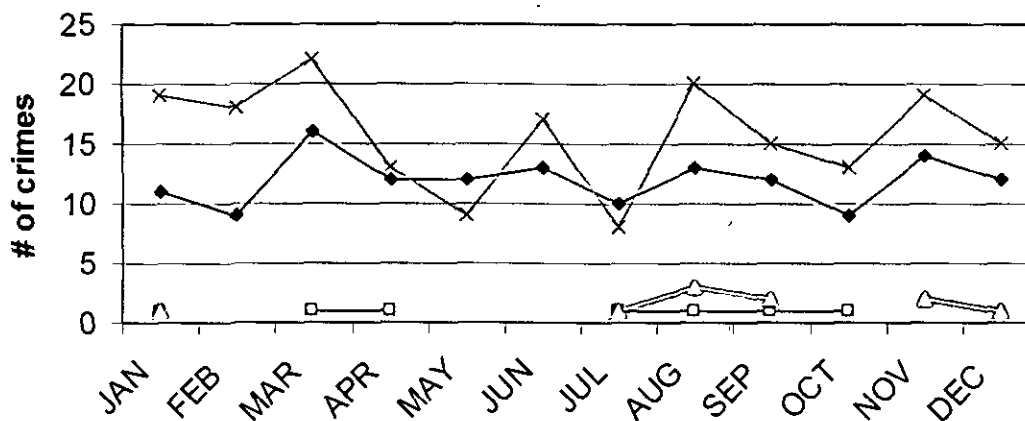
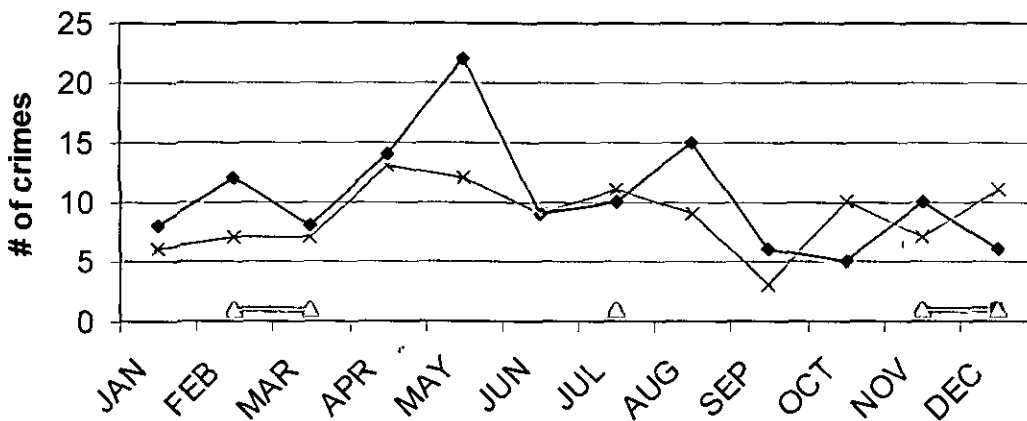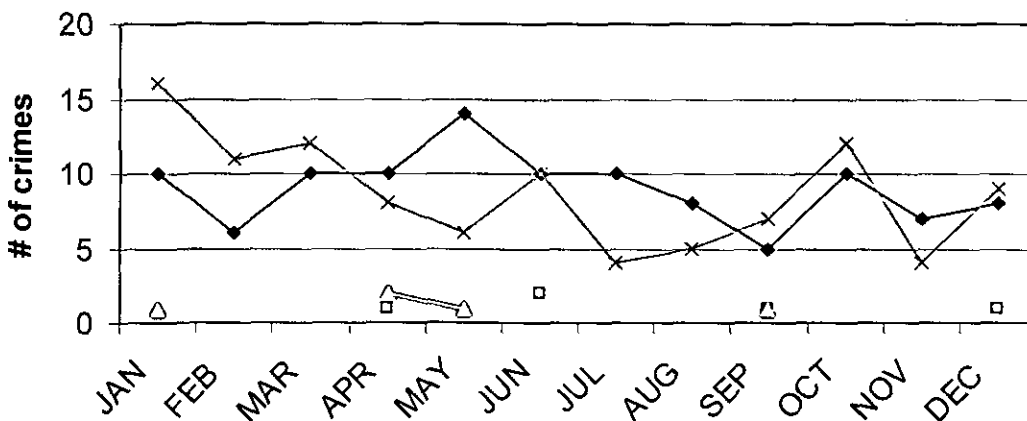## 23X 2006

Beat 26Y Violent Crimes

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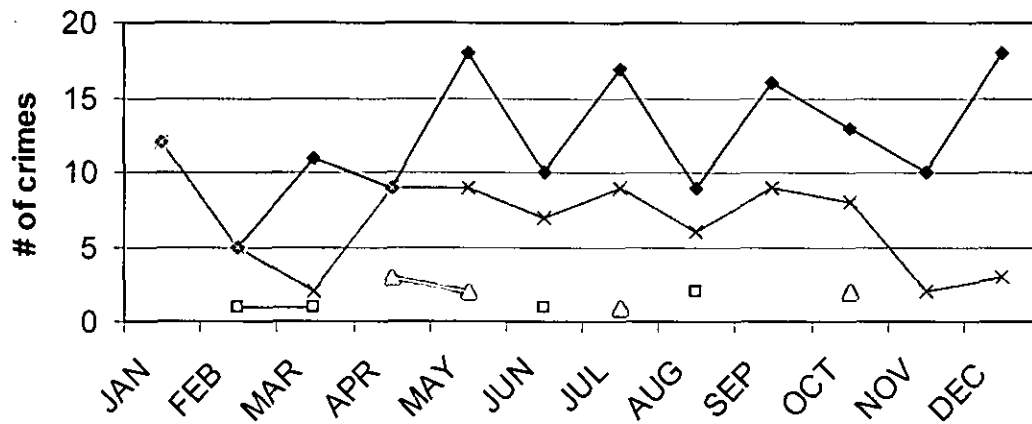
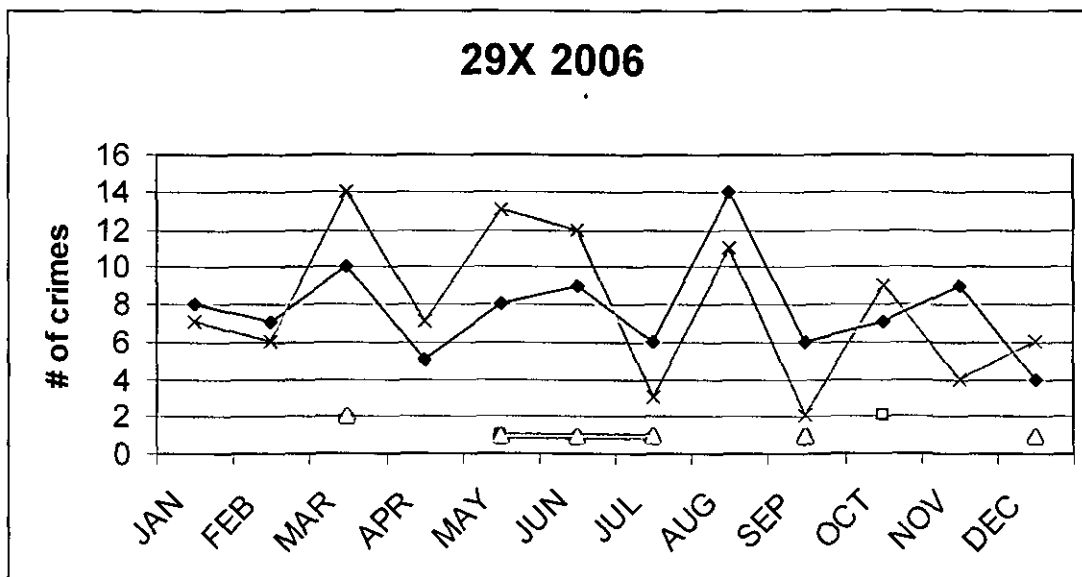## 26Y 2007
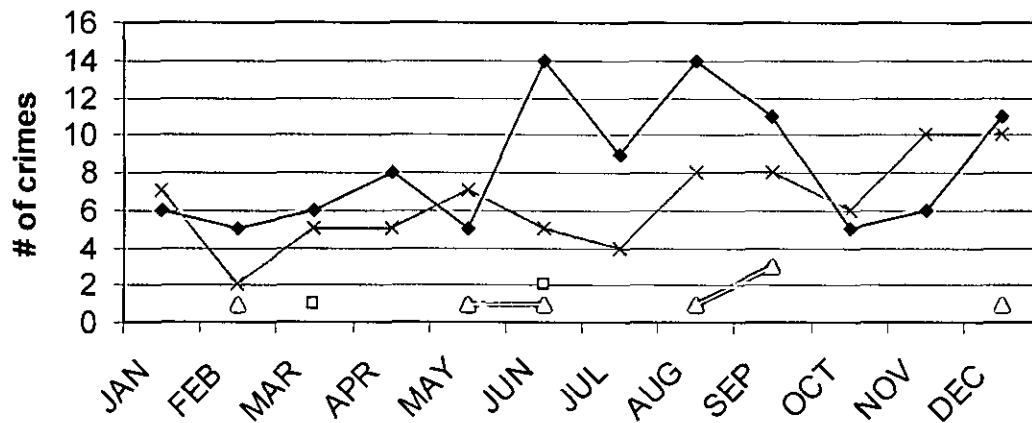
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Beat 27X Violent Crimes

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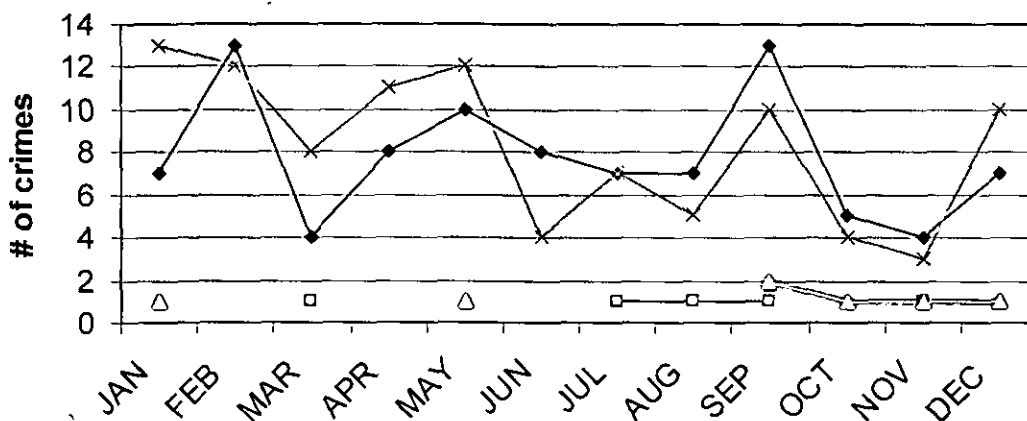
Beat 29X Violent Crimes

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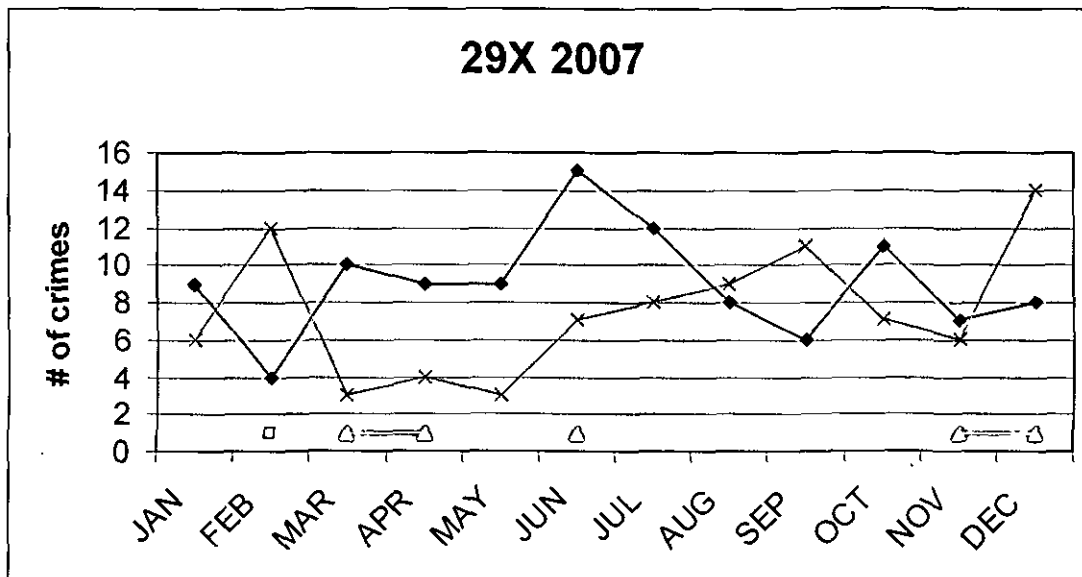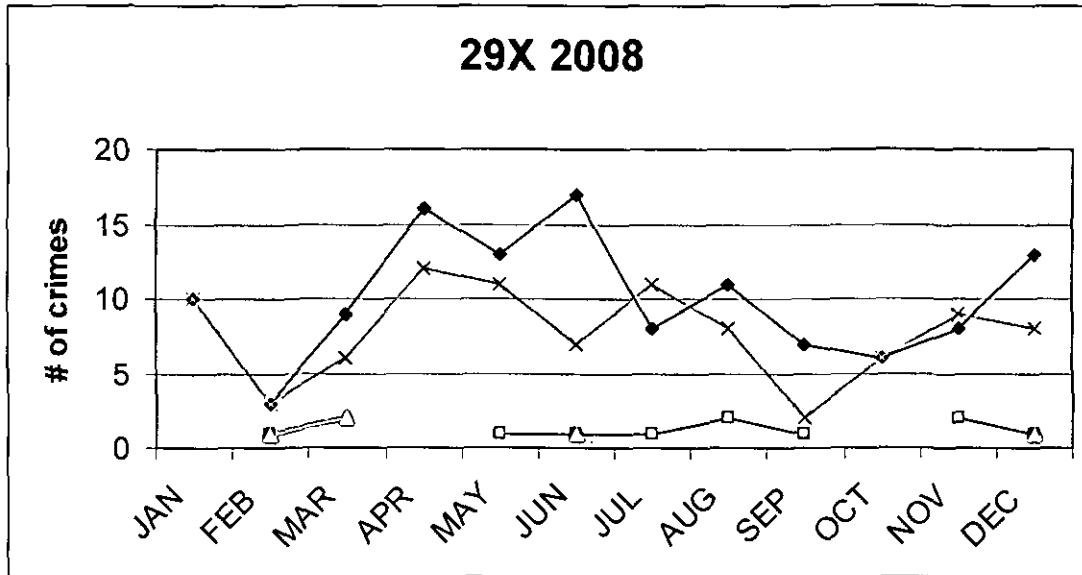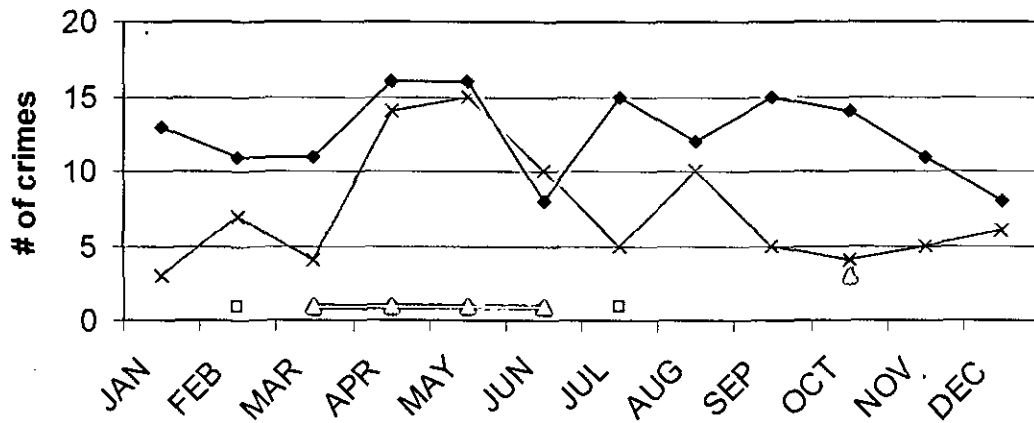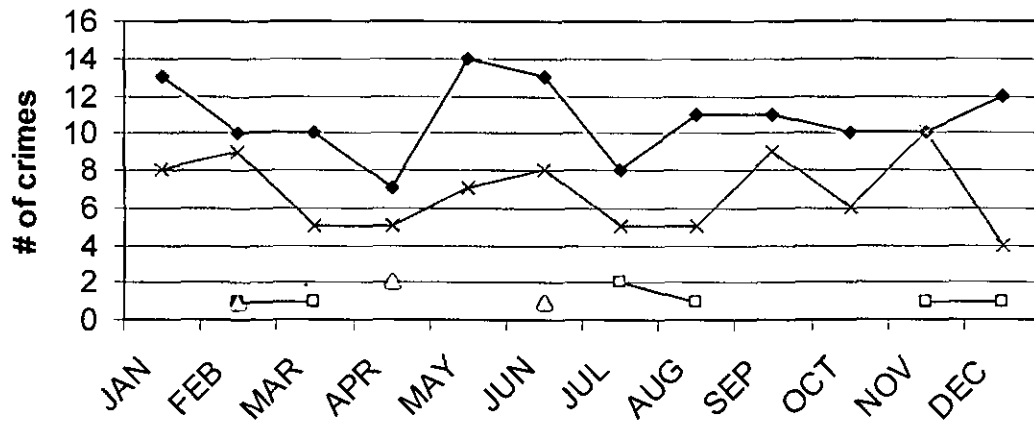
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30X 2007

30X 2006
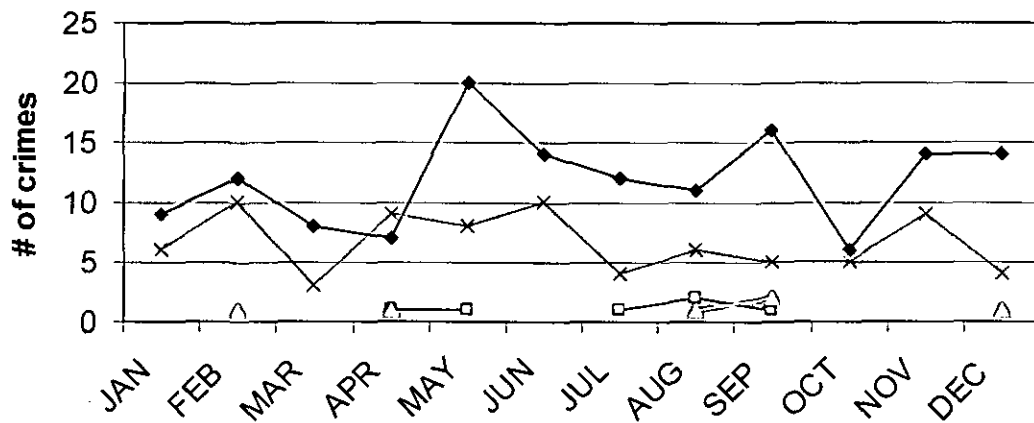
Beat 33 X Violent Crimes

33X 2008

33X 2007

33X 2006

35X 2008

35X 2007

35X 2006

Public Safety Districts:
Background to the Plan

☐ Since his inauguration, Mayor Dellums has affirmed community policing as the central public safety policy for Oakland.

☐ In 1996, the City Council adopted Resolution 72727 to establish the implementation of community policing. This resolution was amended in 2005 by Resolution 79235 to provide a more structured approach to community involvement.

☐ Community policing provides a working partnership between the community and police to analyze neighborhood problems, set priorities, develop strategies, and work together to improve the quality of life in Oakland. Community policing employs a comprehensive interdepartmental approach to solving neighborhood problems.

Public Safety Districts:
Background to the Plan

□ Last year, Mayor Dellums and Oakland Police Chief Tucker determined that the police department needed to be re-organized along geographic lines to strengthen the department's capacity to integrate a community policing approach. In January of this year, Mayor Dellums and the Oakland Police Department launched a new "geographic policing" model, organizing the department into three separate geographic districts, each headed up by a captain and four lieutenants. This was a major advance for the full implementation of community policing.

□ In the Mayor's January, 2008 State of the City speech, Mayor Dellums announced his vision for expanding this model to other departments to create a "true community policing" model for the city. His vision is to begin re-aligning the distribution of other city services along the same geographic lines as the police department to enhance efficiency, collaboration, and accountability.

□ This coordination and re-alignment will create three "Public Safety Districts" in which agencies will share information, strategies, and public safety goals.

□ This plan aims to develop the framework for the three new public safety districts and to create a uniform and highly coordinated multi-agency strategy to improve community policing and bring peace to Oakland's streets.

Public Safety Districts:
Goals of the Plan

There are four goals that this plan seeks to achieve in order to create three "Public Safety Districts" in which community policing is implemented through a uniform and highly coordinated multi-agency approach that tangibly improves public safety:

1. SHARED OUTCOMES: To develop shared public safety outcomes across agencies and to share information and data to track and report on these outcomes and evaluate the effectiveness of our strategies

2. UNIFORM STRATEGIES: To develop clear and uniform strategies across agencies that guide the city's public safety efforts

3. INFRASTRUCTURE FOR COORDINATION: To develop an infrastructure that results in effective and efficient multi-agency collaboration to achieve the shared outcomes and improve public safety

4. STRENGTHENED COMMUNITY ENGAGEMENT: To strengthen mechanisms for ongoing community engagement in resolving public safety problems

Public Safety Districts: Goal #1

Shared Outcomes

The first goal is to develop overarching shared outcomes across agencies. These outcomes will be driven by community priorities, tracked across agencies through sharing data, information, and strategies, and reported out to impacted communities. The following are the core outcomes we seek to achieve. Participating agencies will further delineate the numeric benchmarks to be achieved and the specific measures to be tracked within each of these outcomes:

1. Reduce the incidence of gun and street violence (examples of measures to track include the incidence of part 1 crimes)
2. Reduce recidivism
3. Improve outcomes for families and youth (examples of measures to track include graduation rates, truancy rates, employment rates, etc)
4. Increase resident involvement in neighborhood councils
5. Reduce neighborhood blight
6. Improve community perception on safety and security

Public Safety Districts: Goal # 2
Overarching Strategies

The second goal is to develop and strengthen uniform strategies across agencies. Community policing is the overarching methodology for improving public safety in Oakland – community members partner with police to identify and resolve all community problems. Within that overarching framework, there are specific strategies or program areas that need to be strengthened to achieve the shared outcomes. The following are the major strategic program areas we seek to strengthen. Some of these strategies are already underway in Oakland. The vision for this plan is to strengthen the coordination of these strategies, begin funding them to scale, and elevate them as our core strategic program areas that need to be sustained over time:

1. Data sharing and enhanced training, deployment, and coordination across law enforcement agencies
2. Street outreach and conflict mediation
3. Wrap around individual and family intervention services
4. Job development and job placement
5. Comprehensive re-entry services
6. Drug treatment and mental health services
7. Neighborhood improvement and neighborhood organizing
8. Public education and training on community policing/anti-violence media blitz/peace curriculum

Public Safety Districts: Goal # 2
Definitions for the Strategies

<u>Data sharing and training, deployment, and coordination across law enforcement agencies</u> :
- Data-sharing across law enforcement entities and improved technology to make this possible
- Flexible, geographic deployment for police and coordinated deployment with other agencies
- Officers assigned to all community policing beats and strengthened training for all officers in community policing, community relations, and solving community issues

<u>Street outreach and Conflict Mediation:</u>
- Street-based outreach and conflict mediation services available to all of the city's neighborhoods impacted by violence and support for expansion of street outreach to match the size of the population in need

<u>Wrap Around Individual and Family Services:</u>
- Delivering services to children and families in need by building on their strengths and by addressing multiple problems at once rather than different agencies each handling different issues separately.

<u>Job Development and Job Placement:</u>
- Enhanced coordination for all job training and placement programs in Oakland and support for improved and expanded job placement programs to match the size of the population in need.

<u>Comprehensive Re-entry Services:</u>
- Reentry services accessible and available to all of the city's neighborhoods.

<u>Drug Treatment and Mental Health Services:</u>
- Drug treatment and mental health services accessible and available to all of the city's neighborhoods.

<u>Neighborhood Improvement and Neighborhood Organizing:</u>
- Expand and improve the Neighborhood Services Division's capacity to organize residents and train residents
- Develop uniform mechanisms for tracking and completing neighborhood blight issues

<u>Public Education/Media Blitz. Peace Curriculum:</u>
- Anti-violence messaging through billboards, PSAs, TV spots, etc
- Widespread education and training on the risk and resiliency factors correlated with violence

Public Safety Districts: Goal # 2
Overarching Strategies

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Goal # 3 - Infrastructure for Coordination:

Neighborhood Councils

Participants:

- Neighborhood Service Coordinators

- OPD PSOs

- Invited guests from other departments on an as needed basis

- Residents

- Merchants

Purpose:

These are the neighborhood groups in each of the 57 policing beats

Actions:

- Expand scope of Neighborhood Crime Prevention Councils beyond crime prevention to function as Neighborhood Councils that address a broader range of issues

- Organize and train residents and merchants in effective neighborhood organizing skills

- Work cooperatively with the SDS teams to improve neighborhood conditions

Goal #3: Infrastructure for Coordination

Service Delivery System Teams

Participants:

- Council reps
- OPD PSOs
- Public works
- Code Enforcement
- CEDA
- Neighborhood Services
- OAC
- City Attorney
- Fire

Purpose:

- This is the operational working group focused on neighborhood issues that meets weekly and organizes target area projects in alignment with the high priority areas identified in the public safety coordinating councils

Actions:

- Create uniform job descriptions for all participants and SDS team leads
- Clarify the authority of team leads such that they have direct communication with department heads and authority to hold participants accountable for shared outcomes
- Train all SDS team leads
- Create uniform tracking mechanisms for all constituent issues and Neighborhood Council meeting priorities
- Organize SDS "Target Area" projects focused on solving neighborhood issues and organizing merchants and residents (create uniform target area project strategies across SDS teams)
- Coordinate with neighborhood councils for resident and merchant outreach, education, and training
- Pass major violence and crime concerns on to Public Safety District Coordinating Councils

Goal # 3 - Infrastructure for Coordination:

Public Safety District Coordinating Councils

Participants (mid-level managers and individuals with operational authority):

- Mayor's Office
- Council reps
- Public Safety District Coordinator *
- OPD Captains and specialized units
- Probation
- Parole
- DA
- Youth serving agencies
- DHS/Outreach Coordinator
- OHA
- Public Health
- NSD & City/County Initiative
- OUSD (School District)
- City Attorney Misdemeanor Prosecution Unit Reps
- Parks and Rec. & Libraries
- SDS Team Leads
- Urban Strategies Council and Berkeley Center on Criminal Justice for research and data support

Purpose:

- This is the operational working group that addresses major crime and violence issues that cannot be addressed by the SDS teams within each of the three districts and that facilitates coordinated strategies and tracks outcomes

Actions: Hold monthly meetings to:

- Share information and data on major crime and violence trends from OPD, probation, parole, DA, DHS, public health, OHA, OUSD, etc (obtain MOU's as necessary)
- Develop coordinated enforcement strategies
- Develop coordinated intervention strategies and strategies focused on highest risk individuals
- Develop coordination public education strategies
- Liaison with SDS teams and pass all neighborhood blight issues on to SDS teams to resolve
- Liaison with specialized working groups focused on unique violence issues
- Liaison with citywide policy team to share information as needed
- *Evaluate and assess effectiveness of efforts*

Goal # 3 - Infrastructure for Coordination:
Public Safety Policy Council

Participants:

- Mayor Dellums
- City Council Public Safety Committee chair
- Chief of Police
- Director of Department of Human Services
- Director of Parks and Recreation
- Alameda County Board of Supervisors Public Protection Committee Chair
- Public Safety Task Force Conveners
- Alameda County District Attorney
- Workforce Investment Board Representative
- Public Safety District coordinators and SDS team leads
- Youth representation appointed by Mayor
- Community leaders appointed by Mayor
- Faith leaders appointed by Mayor

Purpose:

- This is the high level citywide policy team that addresses major citywide public safety policy issues and guides the overarching goals and strategies of the public safety district coordinating councils

Actions: Hold Quarterly meetings to:

- Address citywide public safety policy issues and review progress of three Public Safety Districts Coordinating Councils
- Develop shared citywide priorities
- Liaison with three public safety districts coordinating councils and groups addressing specialized violence issues

Public Safety Districts Goal #4:
Strengthened Community Engagement

Strengthened Community Engagement mechanisms are encapsulated throughout the plan. A summary of the key mechanisms include:

- Strengthening the Neighborhood Councils and SDS Teams capacity to serve as the primary venues for solving neighborhood problems
- Setting benchmarks for increasing resident and merchant participation in neighborhood councils
- Ensuring leadership development for neighborhood council participants
- Ensuring citywide policy team has representation from faith and community groups

Public Safety Districts GOAL # 3: Develop An Infrastructure for Coordination

Issues identified through Neighborhood Councils

Issues identified by residents

Issues identified by Mayor and City *Council Members*

Data on Reported Crime and Violence Trends

SDS Team 1: Address: neighborhood issues

SDS Team 2: Address: neighborhood issues

SDS Team 3: Address: neighborhood issues

SDS Team 4: Address: neighborhood issues

SDS Team 5: Address: neighborhood issues

SDS Team 6: Address: neighborhood issues

Public Safety District 1 Coordinating Council - Address: major crime and violence issues using PIES

Public Safety District 2 Coordinating Council - Address: major crime and violence issues using PIES

Public Safety District 3 Coordinating Council - Address: major crime and violence issues using PIES

Citywide Public Safety Policy Council