

FILED
OFFICE OF THE CITY CLERK
OAKLAND

CITY OF OAKLAND
AGENDA REPORT

2010 SEP 16 PM 6:08
Office of the City Administrator

Attn: Dan Lindheim
From: Police Department
Date: September 21, 2010

Re: Supplemental Information From the Office of Chief of Police Detailing the Department's Strategic Goals as Outlined in the Five Year Strategic Plan And Addressing the Issue of Civilianization Within the Police Department

SUMMARY

Strategic Goals

The Oakland Police Department's Strategic Plan includes an appendix (Attached) outlining the strategic objectives and priority actions related to each vision in the strategic plan. The implementation time frame for each priority is defined by categories, which are:

- **Short Term** - to be implemented within 1 year;
- **Mid Term** - to be implemented within 2 to 3 years; and
- **Long Term** - to be implemented within 4 to 5 years.

The majority of these priority actions are listed as *Budget Neutral*. It is worth noting that these designations were made assuming that the Department would have the same staffing and funding level in FY 2009-10 for each of the priority actions. Other priority actions have an unknown fiscal impact, and are defined as *To Be Determined*.

The Oakland Police Department's Strategic Plan was developed with a five year implementation period. However, the time required for implementation may be extended if resources or other constraints delay the planned implementation.

Civilianization

As previously reported, in November 1995, the Police Executive Research Forum (PERF) completed a management study of the Oakland Police Department and made recommendations for the civilianization of several sworn administrative positions so they could be reallocated to law enforcement functions. The PERF report identified a total of 58 sworn positions that could effectively be civilianized.

On December 2, 2008, the Department reported to the Council on its efforts to civilianize a variety of sworn positions within the Department. Since that time, there has been some civilianization of sworn positions that has occurred. In December 2008, we reported that there

Item: _____
City Council.
September 21, 2010

were four sergeant positions assigned in the Communications Division, there are currently three. The civilianization of these positions is subject to arbitration; therefore, the Department is unable to replace those sergeants with civilian supervisors at this time. Additionally, the Training Division has been reduced from two sergeants to one and, four officers to three. One of the officers currently assigned to the Training Division has taken on additional responsibilities as the facilities manager as a result of budget cuts resulting in the lay off of the Department's Facility Manger, which was a civilian position.

San Francisco

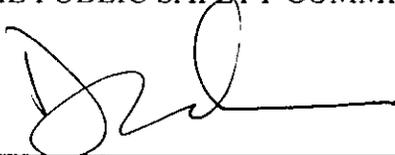
On June 14, 2010 the City and County of San Francisco Office of the Controller published a report on the civilianization of the San Francisco Police Department, which recommended the civilianization of 328 positions within the San Francisco Police Department. In some cases, the Oakland Police Department has implemented the civilianization recommendations, such as using civilian police evidence technicians to collect evidence or Police Services Technicians to respond to non-injury accidents. In other cases, such as the facilities manager noted above or the reduction in the abandoned vehicle unit, civilian positions were eliminated due to budget considerations and that work is now being performed by police officers or not at all.

One barrier to civilianization is the additional cost to the City. If police officers positions are moved out into the field rather than eliminated, then the total number of positions funded by the City will grow. Additionally, Article IX, Section C.1 of the OPOA MOU states:

"The Chief of Police or designee may assign or re-assign to non-sworn employees any work which is not required to be performed by a peace officer so long as; (a) the assignment or re-assignment of the work does not result in the layoff of any member of the bargaining unit or the elimination of any currently budgeted bargaining unit position; or (b) there is no adverse impact on officer safety."

This MOU stipulation limits the City's ability to civilianize through reductions in sworn strength, but it does not limit the City's ability to move police officers to patrol and investigative positions through civilianization.

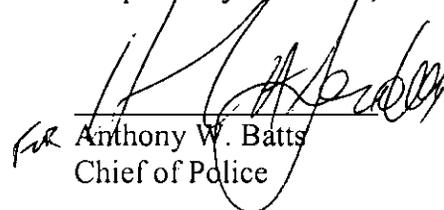
FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Attachment: Strategic Plan Appendix

Respectfully submitted,



For Anthony W. Batts
Chief of Police

Prepared by:

Mr. Gilbert Garcia
Fiscal Services Director
Office of Chief of Police

Item: _____
City Council
September 21, 2010

OAKLAND POLICE DEPARTMENT STRATEGIC PLAN APPENDIX



Strategic Objectives and Priority Actions

Working Draft – August 2010



Vision 1: Oakland is One of the Safest Large Cities in California

Strategic Objectives:

- 1.1: Focus Proactive Violence Suppression and Enforcement Units
and Efforts on Gangs, Drugs, and Guns
- 1.2: Expand and Strengthen Partnerships and Coordination Efforts with
Law Enforcement and Criminal Justice Agencies in the Region
Working to Suppress Violence and Reduce Crime
- 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability
to Target Violent Crime in Oakland
- 1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and
Organizations Working to Prevent and Reduce Violence and Crime In Oakland
- 1.5: Develop and Implement Innovative and Effective Approaches to Reducing Violence and Crime in
Oakland Working with the Academic and Research Community

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.1.1	Develop and implement 90 day violence reduction tactical plans using current violence suppression and enforcement units.	Short-Term	Budget Neutral	BOI, BFO	Area Commanders
1.1.2	Review the current allocation of personnel among specialized units Department-wide, and determine which units to combine to establish a consolidated proactive violence suppression and enforcement unit.	Short-Term	Budget Neutral	BOI, BFO	Area Commanders
1.1.3	Review and analyze the occurrence of violent crime by time of day, day of week, and location to determine the optimal deployment schedule and assignment areas for the consolidated proactive violence suppression and enforcement unit.	Short-Term	Budget Neutral	BOI, BFO	Area Commanders
1.1.4	Identify the staffing requirements for the proactive violence suppression and enforcement unit based on deployment analysis and request additional personnel to fully staff the unit.	Mid to Long-Term	TBD	BOI, BFO	
1.1.5	Establish clear and consistent direction for the proactive violence suppression and enforcement unit including well defined and specific operational goals and objectives.	Short-Term	Budget Neutral	BOI, BFO	
1.1.6	Conduct weekly coordination meetings with area commanders and proactive unit commanders to establish weekly priorities and tactics. Communicate these priorities to proactive unit and patrol personnel.	Short-Term	Budget Neutral	BOI, BFO	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.1: Focus Proactive Violence Suppression and Enforcement Units and Efforts on Gangs, Drugs, and Guns

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.1.7	Develop and implement policies and protocols for the proactive violence suppression and enforcement unit that define operational standards including an intelligence-led policing approach.	Short-Term	Budget Neutral	BOI, BFO	
1.1.8	Develop performance standards, monitor and report weekly performance for the proactive violence suppression and enforcement unit.	Short-Term	Budget Neutral	BOI, BFO	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement and Criminal Justice Agencies in the Region Working to Suppress Violence and Reduce Crime					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.2.1	Request increased assistance and resources from Federal law enforcement agencies including the FBI, DEA, ATF, IRS, USSS and the U.S. Marshals to focus on suppressing violence and reducing crime.	Short-Term	Budget Neutral	OCOP	BOI
1.2.2	Conduct monthly planning and coordination meetings with regional municipal law enforcement agencies to develop targeted cooperative operations and leverage existing partnerships.	Short-Term	Budget Neutral	OCOP	BOI
1.2.3	Conduct monthly planning and coordination meetings with the District Attorney's Office and other elements of the criminal justice system to develop and implement near-term objectives and tactics to suppress violence and reduce crime.	Short-Term	Budget Neutral	BOI	
1.2.4	Take an active role in the ongoing planning and implementation of changes in regional law enforcement services including communications, laboratory services, detention services, air support, etc., to improve services and reduce costs or contract-in services with other agencies.	Short-Term	Budget Neutral	OCOP	Department-Wide
1.2.5	Identify potential services other regional law enforcement agencies could provide to OPD to enhance its ability to serve the Community and reduce costs.	Mid-Term	Budget Neutral	OCOP	Department-Wide

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement and Criminal Justice Agencies in the Region Working to Suppress Violence and Reduce Crime					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.2.6	Actively use the City's State and Federal lobbyists to advocate for resources and legislation beneficial to Oakland and the OPD's mission.	Short-Term	Budget Neutral	OCOP	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.3.1	Centralize existing crime analysis function within Investigations to provide more coordinated analysis and results.	Short-Term	Budget Neutral	BOI	
1.3.2	Develop a Department-wide philosophy of intelligence-led policing and operationally integrate Intelligence-Led Policing into the OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
1.3.3	Develop policies and procedures for the collection, development, analysis, sharing and use of intelligence among OPD and external partners. Ensure privacy issues are protected in policy and practice.	Mid-Term	Budget Neutral	BOI	
1.3.4	Provide training to field and investigative personnel on collecting usable information and intelligence.	Mid-Term	Budget Neutral	Training	BOI, BFO
1.3.5	Acquire technology tools that facilitate the development and analysis of information and intelligence using existing information on crime, calls for service, field interviews, witness and victim information, and other sources.	Short-Term	Budget Neutral	BOI	ITD
1.3.6	Connect to the California criminal justice network and regional intelligence databases, and participate in information sharing initiatives.	Short-Term	Budget Neutral	BOI	
1.3.7	Routinely use intelligence to improve tactical and strategic decision making.	Short-Term	Budget Neutral	BOI	BFO

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Vision 1: Oakland is One of the Safest Large Cities in California

*Strategic Plan
Oakland Police Department*

Strategic Objective 1.3: Strengthen OPD's Intelligence Collection and Analysis Capability to Target Violent Crime in Oakland

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.3.8	Establish a well trained and responsive Counter Terrorism Unit.	Mid to Long-Term	TBD	BOI	
1.3.9	Train Department employees as Terrorism Liaison Officers (TLOs).	Mid-Term	TBD	Training	BOI
1.3.10	Train all Department employees in Homeland Security mandates and critical facility protection and response.	Mid-Term	TBD	BOS	BOI

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.4.1	Develop and work with policy decision makers to implement additional violence suppression and enforcement mechanisms to strengthen OPD's ability to address violence and reckless behavior (e.g., gang injunctions, anti-loitering ordinances, etc.)	Short to Mid-Term	Budget Neutral	OCOP	City Attorney
1.4.2	Work with the Oakland Unified School District to reduce the level of truancy, and to provide gang and drug resistance education and training to elementary and middle school students.	Short-Term	Budget Neutral	BOI	
1.4.3	Expand interaction with Oakland's youth and youth development programs including the Explorer Program, Police Cadet Program, Police Athletic League (PAL), Youth Court, Code 33, and Our Kids (O.K.) Mentoring Program.	Long-Term	TBD	BOI	
1.4.4	Fully and actively participate in existing efforts to plan and coordinate efforts among City, County, and Community Based Organizations to prevent and reduce violence and crime in Oakland.	Short-Term	Budget Neutral	Department-Wide	City, County, State, CBO's
1.4.5	Advocate for and support efforts to develop broad based violence and crime prevention planning and coordination among all public and community organizations.	Short-Term	Budget Neutral	OCOP	City, County, State, CBO's

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Strategic Objective 1.4: Expand and Strengthen Partnerships and Coordination Efforts with Policy Decision Makers and Organizations Working to Prevent and Reduce Violence and Crime In Oakland

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.4.6	Identify violence and crime prevention services provided by other government and Community service organizations and provide it to enforcement personnel as referral opportunities for individuals at risk.	Mid-Term	Budget Neutral	BOI	Area Commanders
1.4.7	Develop operational partnerships to develop multi-agency approaches to permanently transform violence and crime "hotspots" throughout the City.	Short-Term	Budget Neutral	BOI	BFO

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 1.5: Develop and Implement Innovative and Effective New Approaches to Reducing Violence and Crime in Oakland Working with the Academic and Research Community

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
1.5.1	Establish an advisory group of regional academic leaders in the fields of law enforcement and criminal justice to provide assistance and guidance to the Chief and Department.	Short-Term	Budget Neutral	OCOP	Academic Advisory Group
1.5.2	Identify specific issues and areas of research in which to request assistance from the academic and research communities.	Short-Term	Budget Neutral	OCOP	Academic Advisory Group
1.5.3	Identify grant funds available to conduct research and develop and implement innovative and effective approaches to reducing violence and crime in Oakland and pursue funding in partnership with the academic and research communities.	Short-Term	Budget Neutral	OCOP	Academic Advisory Group
1.5.4	Continue to work with the academic and research communities to implement innovative approaches including Operation Ceasefire and the "Call-In Program."	Short-Term	Budget Neutral	OCOP	Academic Advisory Group

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Vision 2: The Oakland Police Department Provides High Quality Services in a Community Driven and Customer Friendly Manner

Strategic Objectives:

Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance.

Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations



Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.1.1	Reassign sworn staff from Radio Room to other sworn functions and fully civilianize the communications staff to reduce costs.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.2	Recruit and fill vacant dispatcher positions and maintain full staffing to the extent practical.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.2	Review the potential to develop separate call taker and dispatcher positions to provide a more effective career ladder and reduce the loss of effective call takers that are not able to make the transition to dispatching.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.3	Review and revise the shifts and schedule for call takers and dispatchers to reflect the distribution of call workload by day of week and time of day to the extent practical.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.4	Develop and implement policy and procedures for answering and handling 911 calls on hold to reduce the time required for a 911 call to initially be answered.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.5	Review and revise the call priority ranking to clarify how each call type should be handled and dispatched, including developing alternative methods of responding (other than a physical response), and increased on-line crime reporting.	Short-Term	Budget Neutral	Radio Room Commander	BOS, BFO
2.1.6	Review and revise the process for dispatching calls so calls are dispatched regardless of unit availability, allowing field units to know of calls requiring a response.	Short-Term	Budget Neutral	Radio Room Commander	BOS

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 2.1: Improve the OPD's Call Taking and Dispatch Capability and Performance					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.1.7	Explore the potential for dispatching calls via the data system rather than by voice to reduce the time required for dispatch.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.8	Plan for the implementation of Enhanced 911 and the potential expanded call volume from its implementation.	Short-Term	Budget Neutral	Radio Room Commander	BOS
2.1.9	Develop performance standards, and monitor and report monthly performance for call answering, handling, and dispatch.	Short-Term	Budget Neutral	Radio Room Commander	BOS

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.2.1	Acquire and implement the Police Resource Optimization System (PROS) to analyze Community call for service workload by beat, day of week and time of day, to determine the optimal deployment approach for patrol resources based on call for service workload.	Short-Term	Budget Neutral	BFO	Area Commanders, ITD
2.2.2	Revise the deployment schedules and beat assignments for patrol resources based on the results of the PROS analysis, including beats that should be staffed with two-officer units (stresser beats), and those requiring one-officer units.	Mid-Term	Budget Neutral	BFO	Area Commanders, ITD
2.2.3	Develop and implement policies and monitoring procedures for ensuring patrol units are deployed as assigned.	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.4	Move police resources from other OPD functions into patrol functions to the extent practical.	Short-Term	Budget Neutral	OCOP	Department-Wide
2.2.5	Review and revise the current beat structure and boundaries based on demand for service and workload – combining some beats with low demand for service and splitting other beats with high demand for service.	Mid-Term	Budget Neutral	BFO	OCOP, Area Commanders
2.2.6	Acquire and maintain adequate patrol vehicles and equipment to ensure patrol officers and units can be deployed.	Mid-Term	TBD	BOS	BFO, Public Works

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.2.7	Explore options for maximizing the amount of time patrol units spend in the field and availability to handle calls including: <ul style="list-style-type: none"> • <i>Expediting the patrol "line-up" process and time to the extent possible</i> • <i>Developing a field transport system for booking suspects in the field and transporting them to jail, and</i> • <i>Streamlining the administrative and reporting processes required of patrol personnel</i> 	Mid-Term	Budget Neutral	BFO	Area Commanders, BOS
2.2.8	Improve field supervision on units responding to calls to expedite the return to service of units no longer needed as quickly as possible.	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.9	Develop and implement policies and procedures for maintaining beat integrity for patrol units – assigning patrol units to specific beats and requiring units to remain on their designated beats to the extent practical.	Mid-Term	Budget Neutral	BFO	Area Commanders
2.2.10	Implement GPS / AVL Technology to provide the ability to centrally monitor and supervise patrol resources and dispatch based on location.	Short-Term	Budget Neutral	BOS	BFO
2.2.11	Develop performance standards, and monitor and report monthly performance for responding to calls for service by priority.	Short-Term	Budget Neutral	BFO	Area Commanders

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.3.1	Review the caseload and staffing of criminal investigations and enhance the staffing level to match caseload.	Long-Term	TBD	BOI	
2.3.2	Deploy investigative personnel to match workload, including increased evening, night, and weekend shifts.	Long-Term	TBD	BOI	
2.3.3	Increase the level of field deployment of investigative personnel to conduct investigations, interview victims and witnesses, and collect evidence.	Long-Term	TBD	BOI	
2.3.4	Develop a working group in investigators and prosecutors from the District Attorney's Office to develop a working agreement on case filing and prosecution policies.	Short-Term	Budget Neutral	BOI	District Attorney's Office
2.3.5	Develop a plan to use civilian personnel to perform routine tasks related to investigations and case filing to expand the available time for sworn investigators to conduct investigations and reduce costs.	Long-Term	Cost Savings	BOI	
2.3.6	Review the current structure, assignment, and staff composition of the crime scene response units and revise to make their function more consistent and aligned with the Crime Laboratory.	Short-Term	Budget Neutral	Crime Lab Director	BOS, BOI, BFO
2.3.7	Expand the capability of crime scene response units to collect evidence at the scene of crimes.	Long-Term	TBD	Crime Lab Director	BOS, BOI, BFO
2.3.8	Expand the capability of the crime lab to process evidence in a timely manner.	Long-Term	TBD	Crime Lab Director	BOS, BOI

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 2.3: Improve the Quality and Effectiveness of Criminal Investigations					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
2.3.9	Explore the potential for forensic laboratory services from other regional law enforcement agency laboratories.	Mid-Term	TBD	Crime Lab Director	BOS
2.3.10	Develop performance standards and monitor and report monthly performance for criminal investigations, crime scene investigations, and crime lab services.	Short-Term	Budget Neutral	BOI	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Vision 3: The Oakland Police Department is Trusted, Respected, and Valued by Those it Serves

Strategic Objectives:

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the
Requirements of the Negotiated Settlement Agreement / MOU

Strategic Objective 3.2: Increase the Level of Openness and
Accessibility of the OPD and OPD Personnel

Strategic Objective 3.3: Increase the Level of Positive Interaction
Between the Oakland Police Department and the Community



Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.1.1	<p>Review policy and procedures and develop mechanisms to gain compliance in outstanding settlement agreement tasks including:</p> <ul style="list-style-type: none"> • Task 3: IAD Integrity Tests - 3.2 Proactive/reactive integrity tests • Task 5: Complaint Procedures for IAD - Gathering of evidence, evidence standards • Task 7: Methods of Receiving Citizen Complaints - 7.3 anonymous complaints • Task 16: Supporting IAD Process-Supervisor/Managerial Accountability - Properly identify and investigate supervisory failures • Task 20: Span of Control for Supervisors - Sufficient primary sergeants • Task 24: Use of Force Reporting Policy - Notification of supervisors following Use of Force • Task 25: Use of Force Investigations and Report Responsibility - Use of Force investigation timeliness • Task 26: Use of Force Review Board (UFRB) - FRB scheduled in timely manner • Task 33: Reporting Misconduct - Anonymous complaints /confidential complaints • Task 34: Vehicle Stops, Field Investigations and Detentions - Accurate data, searchable database, forms completed • Task 42: Field Training Program - Reimplementation of FTP • Task 45: Consistency of Discipline Policy - Skelly hearing inconsistencies 	Short-Term	Budget Neutral	OIG	Department-Wide

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



*Vision 3: The Oakland Police Department is
Trusted, Respected, and Valued by Those it Serves*

*Strategic Plan
Oakland Police Department*

Strategic Objective 3.1: Accelerate the Pace of Accomplishment of the Requirements of the Negotiated Settlement Agreement / MOU					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.1.2	Revise the approach to completing the requirements of the NSA / MOU from compliance driven to an approach driven by improving OPD management and operations using the concepts and requirements of the NSA / MOU across all divisions.	Short-Term	Budget Neutral	OIG	Department-Wide
3.1.3	Expand the command level resources of the Office of Inspector General to increase the focus on acceleration of the pace of accomplishment.	Short-Term	Budget Neutral	OIG	
3.1.4	Collaborate with the Monitor as an advisor in developing and implementing policies, procedures, and approaches to improving OPD management and operations consistent with the NSA / MOU.	Short-Term	Budget Neutral	OIG	
3.1.5	Create a culture and reality of effective accountability for accomplishing the requirements of the NSA / MOU.	Short-Term	Budget Neutral	OCOP	OIG
3.1.6	Provide training, mentoring, and supervisory support for managers and supervisors to facilitate effective accountability across all divisions.	Short-Term	Budget Neutral	BOS	OIG

*Implementation Timeframes: Short-Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the Oakland Police Department and OPD Personnel

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.2.1	Develop and institute a Department-wide philosophy and corresponding policies and procedures based on Community Based Legitimacy Policing standards.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.2	Conduct an annual survey of Community members to determine their perceived level of safety, priority of services, rating of police services, perspective of the OPD, and suggestions for improvements and use to evaluate progress and performance improvements over the past year.	Short-Term	Budget Neutral	OCOP	
3.2.3	Conduct public meetings with Community and neighborhood groups throughout the City to solicit input into Police priorities and strategies.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.4	Develop and publish an annual progress report communicating to the Community the Department's efforts and results based on the Community's priorities.	Short-Term	Budget Neutral	OCOP	PIO
3.2.5	Implement individual body cameras on police officers in the field to record all officer interactions with members of the Community.	Short-Term	TBD	BOS	BFO, Area Commanders, BOI
3.2.6	Improve the language capabilities of the OPD and ability to directly communicate with Oakland's non-English speaking communities.	Long-Term	TBD	BOS	

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the Oakland Police Department and OPD Personnel

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.2.7	Explore the use of current state-of-the-art technology to better communicate with the Community (twitter, facebook, blogs, texting, internet, up-to-date OPD website, etc.)	Short-Term	Budget Neutral	BOS	ITD
3.2.8	Expand the Public Information / Media Office to improve access to OPD by the media and address OPD's and the City's negative image with positive stories.	Short-Term	Budget Neutral	OCOP	
3.2.9	Expand the use of Community Advisory groups to provide input and assist the OPD in identifying and resolving Community issues and concerns.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.10	Strengthen the day-to-day coordination and working relationship with the Neighborhood Services Division and pursue changes in organizational structure to integrate the Division back into the OPD.				
3.2.11	Develop a plan to have officers attend school programs, neighborhood watch meetings, and other Community events.	Short-Term	Budget Neutral	BOS	BFO, BOI
3.2.12	Reinforce the new values of the OPD focusing on service to the Community, professional and respectful demeanor, courteous customer service, and Community-based legitimacy.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.2.13	Expand the number of Community volunteers working with OPD, especially reserve police officers.	Short-Term	Budget Neutral	BOS	Neighborhood Services

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



*Vision 3: The Oakland Police Department is
Trusted, Respected, and Valued by Those it Serves*

*Strategic Plan
Oakland Police Department*

Strategic Objective 3.2: Increase the Level of Openness and Accessibility of the Oakland Police Department and OPD Personnel

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.2.14	Expand Community awareness and interaction training for all personnel including Field Training Officers.	Mid-Term	Budget Neutral	Training Commander	BOS
3.2.15	Expand efforts to communicate with and develop common understandings with Oakland's youth, focused on the role of OPD in meeting their needs.	Short-Term	Budget Neutral	BOI	BFO/BOS
3.2.16	Expand efforts to develop Oakland youth and residents for service in OPD, and recruit and select residents of Oakland for positions to the extent practical.	Short-Term	Budget Neutral	BOS	
3.2.17	Explore the potential for providing encouragement and incentives for sworn OPD personnel at all levels to live within the City and become involved in the Community.	Mid-Term	TBD	BOS	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Vision 4: The Oakland Community and Oakland Police Department Work Together to Solve Community and Neighborhood Concerns and Issues

Strategic Objectives:

Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements

Strategic Objective 4.2: Work with Members of the Community to Develop and Implement and Expanded Community Policing Model in Oakland Based on Best Practices

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Strategic Objective 4.1: Effectively Implement Community Policing in Oakland as Defined by Current Policies and Requirements					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
4.1.1	Clarify the understanding of the objectives, strategies and desired outcomes of the Community Policing approach.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.2	Develop and implement Community Policing training for all OPD personnel and offer it on a frequent and consistent basis.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.3	Clearly define the roles and responsibilities of the Neighborhood Services Coordinators, the Neighborhood Crime Prevention Councils, Neighborhood Watch, and others involved in Community Policing.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.4	Develop and implement a community policing activity tracking system to provide information on problems identified, activities conducted, and outcomes achieved.	Short-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.1.5	Develop an annual Community Policing report highlighting the accomplishments of the Community, and OPD Community Policing in addressing Community Issues and concerns.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 4.2: Develop and Implement an Expanded Community Policing Model in Oakland Based on Best Practices in Partnership with Members of the Community					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
4.2.1	Collect information and conduct research on best practices in Community Policing and potential models to be implemented in Oakland.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.2.2	Develop a draft model for Community Policing in Oakland based on best practices research and Oakland's strong Community Policing history.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.2.3	Obtain feedback and input from members of the Community on the draft model for Community Policing in Oakland and revise as needed.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board
4.2.4	Identify changes required in ordinance or voter initiatives to implement the revised model of Community Policing in Oakland and pursue needed changes.	Mid-Term	Budget Neutral	BFO	Community Policing Advisory Board, City Council, Voters

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Vision 5: The Oakland Police Department is an Effective Organization Providing a Supportive and Positive Work Environment for its Employees

Strategic Objectives:

Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees

Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices

Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance

Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.1.1	Communicate the new mission, visions, strategic objectives, values and motto of the OPD to all employees.	Short-Term	Budget Neutral	OCOP	Department-Wide
5.1.2	Develop an organization wide philosophy and approach as a "learning organization", encouraging employee questions, suggestions, and opinions about OPD organization, management decisions, and operations; and continuously attempting to identify and implement improved ways of providing service or performing functions.	Short-Term	Budget Neutral	OCOP, Command Staff	Department-Wide
5.1.3	Conduct annual employee surveys to identify their perspectives, concerns, and issues and to gauge progress in improving the work environment of OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
5.1.4	Develop an ongoing web based employee suggestion capability that allows employees to provide feedback identifying themselves or remaining anonymous.	Short-Term	Budget Neutral	OCOP	Department-Wide
5.1.5	Share information from Command staff meetings with all Department personnel to provide an increased communication about decisions and the direction of OPD.	Short-Term	Budget Neutral	OCOP	Command Staff
5.1.6	Maintain the employee Communications Focus Group and implement the Group's initiatives to the extent practical.	Short-Term	Budget Neutral	Assistant COP	Department-Wide

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.1.7	Develop additional employee problem solving working groups to identify and resolve issues and concerns within OPD.	Short-Term	Budget Neutral	Assistant COP	Department-Wide
5.1.8	Develop an OPD Intranet site for providing secure access to OPD information.	Short-Term	Budget Neutral	BOS	ITD
5.1.9	Provide training to OPD managers and supervisors on the parameters of MOU's and how to effectively manager under these agreements, and how to motivate and obtain optimal performance from staff.	Mid-Term	Budget Neutral	Training	
5.1.10	Develop and implement departmental team building and other activities, including light social events, to provide opportunities for employees to interact with and build constructive work relationships outside their functional units.	Mid-Term	Budget Neutral	BOS	OPOA
5.1.11	Explore methods of increasing recognition of professional staff as important members of the OPD team, including providing civilian employees with uniforms, including them in regular training, and expanding employee recognition and award programs to more fully incorporate professional staff.	Mid-Term	Budget Neutral	BOS	
5.1.12	More actively publicize Department and individual accomplishments in the OPD newsletter, on the OPD Intranet site, and with the media.	Mid-Term	Budget Neutral	BFO	Area Commanders, PSO's, NCPD's, Neighborhood Services

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



*Vision 5: The Oakland Police Department is an Effective Organization
Providing a Supportive and Positive Work Environment for its Employees*

*Strategic Plan
Oakland Police Department*

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.2.1	Expand the level of training for all sworn staff in: <ul style="list-style-type: none"> • Tactical operations • Search and seizure laws • Strip search Mandates • Gather Intelligence on gang members and activities • Gun trafficking and sales • Tracking of arrests, citations, and field contacts. 	Short-Term	Budget Neutral	Training	Command Staff
5.2.2	Increase the requirements for firearm qualification testing to enhance OPD personnel's firearm skills and capabilities.	Short-Term	Budget Neutral	Training	Command Staff
5.2.3	Conduct a comprehensive training needs assessment and develop a training matrix highlighting the skills required for each position within the OPD.	Mid-Term	TBD	Training	
5.2.4	Expand current training to meet OPD training needs identified through the training needs assessment.	Mid to Long-Term	TBD	Training	
5.2.5	Develop weekly training topics and scenarios for supervisors to discuss with employees as training opportunities.	Short-Term	Budget Neutral	Training	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 5.2: Enhance the Skills, Capabilities, and Professional Development of OPD Employees					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.2.6	Develop a Supervisory Excellence Training Module for new professional staff supervisors including progressive discipline, grievance procedures, sick leave management, how to motivate employees, worker's compensation procedures, effective leadership, payroll documents and timelines, management reports, applicable administrative instructions, performance evaluation procedures, documents and timelines, conflict resolution, and organizational structure.	Short-Term	Budget Neutral	Training	
5.2.7	Develop a succession plan for leadership positions within OPD and provide leadership training and leadership development opportunities to expand individual skills, abilities, and to prepare future OPD leaders to fill the command positions in the future.	Mid-Term	Budget Neutral	Training	
5.2.8	Review positions currently filled with sworn personnel that do not require the skills of sworn personnel and reclassify them as professional staff to reduce the cost of these positions, increase the level of expertise, and maintain greater consistency of personnel in these positions.	Mid-Term	Cost Savings	BOS	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.3.1	Develop and enforce a written Tactical Team Policy and Procedures Manual that includes: <ul style="list-style-type: none"> Clearly defined roles and responsibilities of the Tactical Operations Team Specific Tactical Operations Team activation procedures Standardized reporting system for operational after action reports High risk warrant planning, briefing, and service procedures Documenting and archiving the planning and execution of emergency and pre-planned tactical operations Oversight and supervisory approval of all Tactical Team documentation Internal accountability mechanisms such as a computerized database system to collect, track, monitor, and archive all SWAT incident reports, training records, and weapons, munitions, and equipment inventory 	Short-Term	Budget Neutral	BFO	
5.3.2	Conduct a SWAT Team Needs Assessment to determine training requirements for the OPD Tactical Team including long-term training facilities with live fire ranges and practical application training structures.	Short-Term	Budget Neutral	BFO	BOS
5.3.3	Develop annual training plans for the Tactical Operations Team.	Short-Term	Budget Neutral	BFO	BOS

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Objective 5.3: Enhance Tactical Policies, Procedures, Skills, Capabilities, and Practices					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.3.4	Review and revise the curriculum of the OPD Basic SWAT Course to include core skill training that is measureable and documented and scenario based training.	Short-Term	Budget Neutral	BFO	BOS
5.3.5	Increase the level of training encompassing all elements of the Tactical Operations Team including tactical commanders, team leaders, entry team, sniper team, negotiators, and the support team.	Short-Term	Budget Neutral	BFO	BOS
5.3.6	Develop and make use of SWAT subject matter experts (SME's) within the SWAT Team.	Short-Term	Budget Neutral	BFO	
5.3.7	Develop a tactical emergency medical support (TEMS) program.	Short-Term	Budget Neutral	BFO	
5.3.8	Develop and cultivate positive working relationships with SWAT Teams from other regional law enforcement agencies and pursue opportunities to conduct joint training exercises.	Short-Term	Budget Neutral	BFO	
5.3.9	Focus training for tactical operations on law enforcement SWAT practices rather than military based operations.	Short-Term	Budget Neutral	BFO	
5.3.10	Explore options for improving the response time to requests for service by the SWAT Team.	Short-Term	Budget Neutral	BFO	
5.3.11	Review and improve radio communication during tactical operations.	Short-Term	Budget Neutral	BFO	BOS

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Strategic Objective 5.4: Effectively Use Information and Technology to Improve OPD Management, Operations, and Performance					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.4.1	Establish an OPD Information and Technology Steering Committee to establish consistent direction among IT stakeholders, review options, establish priorities, and monitor acquisition and implementation progress.	Short-Term	Budget Neutral	BOS	ITD
5.4.2	Evaluate, acquire, and effectively implement technology that can improve the effectiveness of the OPD in accomplishing its mission.	Mid to Long-Term	TBD	BOS	ITD
5.4.3	Develop and implement service level agreements between OPD and the Information Technology Department (ITD) clearly defining mutual expectations, roles and responsibilities, deliverables, and performance expectations for each project in development or technology being supported.	Short-Term	Budget Neutral	BOS	ITD
5.4.4	Establish an OPD Planning and Research function responsible for researching new tactics, approaches, and technologies; and collecting and analyzing information on best practices for policing and law enforcement.	Long-Term	TBD	BOS	
5.4.5	Develop a system for tracking crime and violence in the City, assigning responsibility for addressing it, and accountability for results similar to CompStat used in other cities.	Short-Term	Budget Neutral	BOS	ITD

Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years

Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined



Strategic Objective 5.5: Effectively Plan and Manage Essential OPD Facilities and Equipment					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
5.5.1	Conduct a threat and vulnerability assessment of OPD's Police Administration Building and enhance the level of building security as needed.	Short-Term	Budget Neutral	BOS	
5.5.2	Conduct a threat and vulnerability assessment of OPD's Eastmont Station Building and enhance the level of building security as needed.	Short-Term	Budget Neutral	BOS	
5.5.3	Develop and implement standard facility operating procedures including safety and contingency plans.	Short-Term	Budget Neutral	BOS	
5.5.4	Develop a facilities master plan that is based on the likely future organizational structure and staffing of the OPD, an inventory of future facility needs, and potential facility configuration, cost estimates, and potential development schedule. Include the potential for the further decentralization of police operations and facilities.	Long-Term	TBD	BOS	
5.5.5	Continue to explore and pursue alternative approaches to acquiring, maintaining, and replacing the OPD's vehicle fleet that more effectively and consistently meets the Department's fleet requirements.	Short-Term	TBD	BOS	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Plan Implementation

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*



Strategic Plan Implementation					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
I.1	Determine the relative importance of each strategic objective and priority action and the potential for effective implementation with resources available.	Short-Term	Budget Neutral	OCOP	Department-Wide
I.2	Provide a copy of the Strategic Plan to every OPD employee and provide a forum to answer employee questions and to underscore the Plan's importance.	Short-Term	Budget Neutral	OCOP	
I.3	Make the OPD's Mission, Vision, and Values Statements highly visible.	Short-Term	Budget Neutral	OCOP PIO's	
I.4	When possible, explicitly tie budgetary and operational decisions to the strategic plan visions and strategic objectives.	Short-Term	Budget Neutral	OCOP	Department-Wide
I.3	Keep OPD employees apprised of status toward achievement of Strategic Plan goals by regularly providing information including developing posters and other visual aids that provide updates on progress toward visions and OPD's performance and post them throughout OPD facilities.	Mid to Long Term	Budget Neutral	OCOP	
I.4	Keep City residents apprised of status toward achievement of Plan goals through the regular provision of information.	Mid to Long Term	Budget Neutral	OCOP PIO's	
I.5	Keep the Mayor and City Council members apprised of status toward achievement of Plan visions and strategic objectives.	Mid to Long Term	Budget Neutral	OCOP	

*Implementation Timeframes: Short Term is Within 1 Year, Mid-Term is 2 to 3 Years, Long Term is 4 to 5 Years
Fiscal Impact: Budget Neutral Assumes the Same Staffing and Funding Level as FY 2009-10, TBD is To Be Determined*