

CITY OF OAKLAND
AGENDA REPORT

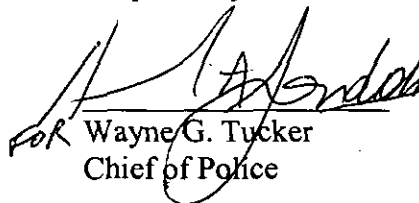
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OFFICE OF THE CITY CLERK
OAKLAND
2008 OCT 16 PM 6:32

To: Office of the City Administrator
Attn: Dan Lindheim
From: Police Department
Date: October 21, 2008

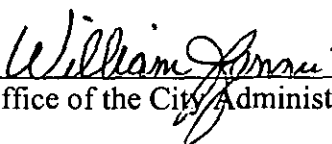
Re: A Supplemental Report From the Chief of Police on the Department's Crime Fighting Strategic Plan, Including the Department's Top Priorities and Strategies to Address them, the Proposed Timeline for Implementation of the Top Priorities and Strategies, The Processes Used to Measure Effectiveness

As requested by the Public Safety Committee on October 14, 2008, attached are revised matrix attachments which include the contact person for each strategy per Bureau.

Respectfully submitted,


for Wayne G. Tucker
Chief of Police

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:


Office of the City Administrator

Attachments:

- A. Bureau of Investigation Strategic Priorities
- B. Bureau of Field Operations Strategic Priorities
- C. Bureau of Services Strategic Priorities
- D. Bureau of Administration Strategic Priorities
- E. Internal Affairs Division Strategic Priorities

Item: _____
City Council
October 21, 2008

ATTACHMENT A
Bureau of Investigation

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
Develop the Compstat (Crime Stop) process to include Crime Analysis Unit staff increases (four new Crime Analysts), development and purchase of new technology (Bishop Rock ¹), and adding one new Systems Analyst	1	July 2009	The ability to provide "real time" information to Area Captains	Deputy Chief Israel is the contact person for all BOI strategies.	
Research and explore different avenues from a technological standpoint in addressing homicides and other violence related crimes. <u>Status:</u> (Shot-spotter, Bishop Rock, Automatic License Plate Readers, Crime Analysis, Crime Index, Crime Stop, Computer Forensics, surveillance technology, GPS monitoring)	2	July 2009	Reduction in violent crimes		
Work toward improving and expanding the PAL programs in the Oakland Unified School District's After-School activities.	3	July 2011	An increase in the number of Oakland children who participate in PAL programs.		
Increase the Homicide Investigations Unit, incrementally over the next two years, to a full-time staff of 16-17 investigators, as staffing becomes available. <u>Status:</u> Homicide currently has 11	4	July 2010	Increase in the solvability rate (enhance the ability to solve crimes).		

¹ Bishop Rock is a software program capable of providing real time crime statistics to officers and commanders in the field.

**ATTACHMENT A
Bureau of Investigation**

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
<p>investigators. One is assigned part time to the Cold Case Team. As the Department's sworn staffing increases, additional investigators can be assigned to the Homicide Section.</p>					
<p>Enhance the services and productivity of the OPD Criminalistics Division:</p> <ol style="list-style-type: none"> 1. Establish full-time funding and staffing for previously temporary positions. 2. Continue and expand the DNA "Cold Hit Program" for Unsolved Serious Assaults and Homicides. 3. Re-open the Latent Print Comparison Services Unit. 4. Re-establish the Fire Debris Analysis capability of the Criminalistics Division. 5. Install a laboratory Information Management System (LIMS). 6. Continue to work toward the relocation of the Crime Lab into a new and more functional facility. 7. Create Computer Forensic capabilities in the Crime Lab. <p><u>Status:</u> Implemented in part [(1) full time funding achieved, (2) expanded DNA Cold Hit Program, (3) Latent</p>	5	July 2010	Reduction in the number of backlogged DNA/Cold cases.		

**ATTACHMENT A
Bureau of Investigation**

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
<p>Print Unit filled one position, recruitment for second position completed and a candidate will be moved to background investigation phase shortly (4) fire debris analysis program is not reopened. Progress has been made in the training of two analysts to assume these duties. Implementation expected by the end of 2008. (5) LIMS system is not installed. Contract development phase will begin in spring 2009. (6) no progress to relocate lab, (7) no progress in-house but plans to participate in the Regional Computer Forensics Laboratory are moving forward.</p>					
<p>Increase the recovery of stolen property by use of search warrants, informants and leads online. (staffing issue)</p>	6	July 2010	Reduction in Property Crimes.		
<p>Collect 100% of alarm permitting fees and recovery costs incurred by responding to false alarms.</p> <p><u>Status: Implemented in part</u> (False Alarm Unit is currently collecting fees for alarm permits but is not collecting any fees for fines. The False Alarm Unit will not be able to continue in any form unless funds are identified to staff the unit, as the assigned staff</p>	7	July 2009	Reduction in the number of False Alarms reported to the Police Department.		

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
person retired in May. Two temps are in place but are not a permanent solution. If additional staff is lost / transferred from FAU it will significantly cripple efforts to outsource.)					

ATTACHMENT B
Bureau of Field Operations

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
Establish a strong geographic focus for all patrol officers, assigning officers to a specific area of the City, where they spend the majority of their time responding to calls-for-service, proactively addressing neighborhood problems and interacting with the community.	1	Jan 2009	Reduce crime, and the perception of crime	Deputy Chief Kozicki is the contact person for all BFO strategies.	
Develop an assessment tool to evaluate crime patterns and assign BFO Staff where needed based on crime trends.	2	July 2009	A significant reduction in Part I crimes		
Improve police-community relations by regularly attending community meetings.	3	Jan 2009	Each beat officer always assigned works on at least 3 projects on his or her beat to work on.		
Strengthen communication and collaboration between police personnel, city staff, the community, and other government agencies (e.g., DEA, County Health Department, other Police Departments, etc.).	4	In place and on-going- SDS, Operation Nutcracker, DEA Task Force, Public Safety Districts (Mayor's Office).	The successful implementation of the Mayors Public Safety plan.		
Require patrol officers to proactively address "Quality-of-Life" issues that contribute to the negative perceptions of neighborhoods. These issues include abandoned vehicles; disruptive cruising (sideshows); homeless encampments; loitering; malfunctioning street light; noise; prostitution; public drunkenness; vacant houses; vandalism and blighted property.	5	July 2009	The number of "beat projects" completed by Patrol officers that address "Quality of Life" issues.		

ATTACHMENT C
Bureau of Services

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
Conduct three Basic Police Recruit Academies and one lateral course in each of the next three years, training enough new officers to facilitate the staffing mandated by Measure Y.	1	Jan 2009	Train over 100 new officers	Deputy Chief Loman is the contact person for all BOS strategies.	
Train enough qualified police officers to maintain a full time staffing level of 803 sworn officers.	2	Jul 2009	Continued training to meet the needs of the department's staff		
Comply with and implement all 51 tasks outlined in the Negotiated Settlement Agreement relative to the Bureau of Services.	3	Jan 2010	Fully compliance with the Training component for the NSA		
Prepare for and accept additional 9-1-1 wireless (cell phone) calls by the OPD Dispatch Center. Current legislation mandates the Department take these additional calls by the year 2010. This is a two year project.	4	July 2010	Maintaining an acceptable standard (which depends on staffing levels) for answering 911 calls with the increase in the volume of calls.		
Create a long-term records management plan. Increase the Department's ability to store and efficiently locate all crime reports and associated documents.	5	Dec 2009	Full implementation of a paperless system		

ATTACHMENT D
Bureau of Administration

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
<p>Recruit and hire 160 Police Officer Trainees (POT) per year for the next three years so that OPD can comply with the mandates of Measure Y, as it relates to Community and Neighborhood Policing.</p> <p><i>Status: The Strategy has been updated to recruit and hire enough Police Officer Trainees (POTs) to fill the department's vacancies by the end of 2008. That strategy is on track as the City Council appropriated \$7.7 million on an Augmented Recruitment Program. To date Department has begun two Academies of 95 POTs. Expected to graduate 70 Officers.</i></p>	1	Jan 2011	A fully staffed department with additional officers being trained to counter attrition in future years.	Captain Downing is the contact person for all BOA strategies.	
<p>Installation and completion of Internal Personnel Assessment System Project in 2007.</p> <p><i>Status: The Department had received conditional approval of this project; however, in the last month several errors have developed that jeopardize the integrity of the data within the system.</i></p>	2	September 2008	A fully functional IPAS that identifies Risk Management issues to the department. Reduce the number of terminations as a result of Risk Management issues.		
<p>Establish a technology "Master-Plan" that includes all technology based programs and ensure that the OPD is using the most appropriate and effective technology available for each objective.</p> <p><i>Status: Funding has been identified to develop a</i></p>	3	December 2008	A uniform technology program.		

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
<p><i>Master Plan/Needs Assessment. The vendor presented a proposal that was comprehensive and appealing. However, the cost of \$46,000 for the plan will delay the Department's ability to move forward. The Master Plan will evaluate the Department's current systems and recommend systems and processes to enhance services.</i></p>					
<p>Research viable sources for law enforcement grants and make application for funding for those grants that fit into the strategic plan of the OPD.</p> <p><i>Status: This past year the department was awarded \$6.4 million in grants dollars. We have been more successful this year than in previous years. The Grants Administrator position and the Management Assistant position became vacant in May 2008. Special emphasis is being placed on the recruitment of those positions. .</i></p>	4	December 2008	Generate grant funds to off-set funding costs for under funded projects (shotspotter, surveillance vehicles, computer upgrades, etc)		
<p>Telestaff personnel management system implementation by the end 2007.</p> <p><i>Status: The system is installed, however, there have been several concerns raised by staff regarding its ease of use. The vendor states that the new release will address these concerns. The vendor is willing to provide the updated release at no charge to the department. Staff will participate in a demonstration of the new release in December 2008.</i></p>	5	December 2008	Manage/and track personnel information in each Bureau.		

ATTACHMENT E
Internal Affairs Division

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
<p>Comply with and implement the provisions of the NSA relative to the operations of the Internal Affairs Division.</p> <p><i>Status: The IAD has achieved compliance with most tasks for which it is responsible. Its attention is focused on two tasks (12-recusals and 2-timeliness. The goal is to achieve compliance by the end of 2008.</i></p>	1	Jan 2009	Increase the number of IAD complaints processed (intake) within 45 days after receipt.	Captain Poulson is the contact person for all IAD strategies.	
<p>Complete all investigations in accordance with Government Code 3304 (d) and Department guidelines.</p> <p><i>Status: This is an ongoing effort by IAD. The Chief has instituted a directive that commanders report out on due dates at Management Assessment Planning meetings, which help ensure no deadlines are missed.</i></p>	2	Jan 2009	Increase the number of IAD investigations completed within the NSA required timeline (180 days).		
<p>Complete the revision of the Discipline Matrix and Manual of Rules by the end of 2007.</p> <p><i>Status: The Discipline Matrix has been completed and the Manual of Rules is under revision.</i></p>	3	July 2009	Reduce the number of times discipline is issued to personnel.		
<p>Continue development of the Integrity Test Unit (ITU), tasked with the</p>	4	Jan 2009	Reduce the number of officers involved in criminal activity.		

**ATTACHMENT E
Internal Affairs Division**

Strategies	Priority	Timeline	Measurable Goals	Contact Person	Status
<p>proactive investigation of Departmental personnel who may be engaging in criminal activity or violations of Departmental policies.</p> <p><i>Status: The ITU Unit is fully functional and has begun doing quarterly analysis of repeated allegations to determine if integrity tests are needed.</i></p>					
<p>Establish a Quality Assurance Unit to standardize investigation practices in an effort to provide the Department with a clear sense of priority and direction regarding the Internal Affairs Division and being in compliance with policy and procedure.</p> <p><i>Status: This is no longer a priority because this function is done by the Investigations Section. There is not a need to create a separate unit to perform this function.</i></p>	5	This is no longer a priority because this function is done by the Investigations Section. There is not a need to create a separate unit to perform this function.	NA		