

CITY OF OAKLAND

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AGENDA REPORT

TO: DEANNA J. SANTANA
City Administrator

FROM: Howard A. Jordan
Chief of Police

SUBJECT: Action On A Report From The Office of Chief of Police Providing an Update On The Oakland Police Department Strategic Plan And Other Crime Reduction Strategies Including The 100 Blocks Initiative

DATE: April 11, 2012

City Administrator
Approval

Date

4/12/12

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the City Council accept this report providing an update on the Oakland Police Department's (OPD) Five-Year Strategic Plan which was approved by Council in 2010. This report provides an update on the priority actions that have been accomplished and are ongoing, particularly on the strategic objectives associated with *Vision 1: Oakland is One of the Safest Large Cities in California* (found on pages 3-13 of *Attachment A – Oakland Police Department Strategic Plan*).

EXECUTIVE SUMMARY

The City of Oakland has a serious violent crime problem. Homicides, shootings, robberies, and violent assaults occur almost daily, impacting lives within various communities and the ability of OPD to respond to other less serious calls for service and proactively problem solve. The Oakland Police Department developed and implemented a Five-Year Strategic Plan in August 2010, to establish a vision for the Oakland community and the Department as well as to improve how OPD serves the City of Oakland. At the same time that the plan was adopted, sworn staffing levels were significantly reduced forcing the Department to make difficult decisions about how to prioritize its limited resources and work more effectively and creatively to solve long-standing crime problems.

This report highlights accomplishments to date, and directly ties these accomplishments to the strategic plan, its vision, strategic objectives, and the specific priority actions that were outlined in the plan of August 2010. OPD is determined to stay the course and work toward the vision

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outlined in its strategic plan. The plan was developed by conducting a needs assessment and listening to members of the community and members of the Police Department, as well as comparing Oakland and OPD with other large California cities. OPD will continue to make difficult decisions about how to direct its limited resources, and welcomes the feedback and input of the City Council and community on how the vision outlined in the strategic plan can be realized.

This report is particularly focused on providing an update on the parts of the Strategic Plan that address violent crime and, providing information on the 100 Blocks Initiative. Recent efforts to use violent crime data and intelligence-based policing have helped to narrow the Department's focus on the most dangerous blocks in the City where the largest cluster of homicides and shootings have occurred consistently over the past two years, and in some cases five years. The Department is strategically focusing internal and external resources on locations and people known to be involved in serious and dangerous criminal activity. This focus has allowed us to see a reduction in homicides and shootings in these blocks, when comparing period two to period one.

Although this report focuses on this particular section of the Department's Strategic Plan, staff is prepared to address inquiries related to the rest of the Plan during the April 24th Public Safety Committee.

OAKLAND POLICE DEPARTMENT STRATEGIC PLAN – UPDATE

OPD developed its five-year strategic plan in August 2010; the Department is in year two of this five-year plan. The plan establishes the vision of the Department, articulated in five, overarching vision statements. Each of the five areas also includes strategic objectives and specific priority actions to be accomplished in working toward the vision. This plan was well-researched, was created with input from the community and members of the Police Department, and reflects the findings of the needs assessment that was completed at that time. This working draft still represents the best thinking of the Department and the community. The biggest issue identified at the time the plan was presented to City Council, and the issue that still remains, is the reduction in OPD's sworn staffing and the resulting need for prioritizing the work of the Department.

This report specifically addresses the strategic objectives listed within *Vision 1: Oakland is One of the Safest Large Cities in California – Both in Reality and Perception*. This first vision statement is the section of the plan that articulates OPD's Violence Reduction Plan and provides an opportunity to discuss the 100 Blocks Initiative. However, the entire strategic plan is shown in *Attachment A* to this report and OPD staff is prepared to answer questions on the status of implementation of all areas of the strategic plan at the Public Safety Committee meeting of April 24th. Particular attention should be paid to the appendix of the strategic plan which displays all five vision statements, the associated strategic objectives, and all priority actions set forth by the Department.

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POLICE DEPARTMENT STAFFING

This section of the report provides a review of the staffing of the Department. On July 13, 2010, the Department experienced a reduction in force with the termination of 80 sworn officers, which directly impacts the available resources and capacity to fight crime and sustain other traditional law enforcement responsibilities. It should be acknowledged that the Public Safety Committee receives monthly staff reports on OPD's staffing levels/trends.

Additionally, on March 8, 2011, OPD presented a report to City Council that described the level of sworn staffing and how officers were being deployed. This was also presented to the Measure Y Oversight Committee and the Citizens Police Advisory Board in January 2011. This included a discussion of the decision to match community policing beats to patrol beats, resulting in a transition to 35 community policing beats. Each of the 35 beats has at least one assigned Problem Solving Officer. At the Council's July 5, 2011 Council meeting (shown in **Attachment D**), OPD presented a report detailing the Department's reorganization plan. The major feature of the reorganization was the division into two Bureaus of Field Operations, each led by a Deputy Chief. This organizational structure remains in place today.

In addition to significantly reduced resources, the OPD has been challenged with extraordinary events over the past months, increased crime, and relatively constant call volume. These conditions combined have illustrated the fragile nature of staffing levels and resource challenges associated with implementing concurrent proactive and direct-response police services. As has been widely covered, the City experienced several extraordinary events: three toddlers murdered, several large and/or frequent protests and, most recently, the tragedy at Oikos University. Each of these events required significant staffing and resources to complete law enforcement duties ranging from field response to investigation. To add additional detail, below represents the volume of calls for service:

Table 1

Service Calls Received			
Year	2010	2011	*2012
Total Calls Received	630,357	612,400	125,072
Average Calls Per Month	52,529	51,033	41,691
Average Calls Per Day	1,727	1,677	1,376
Average Calls Per Hour	72	70	57

*2012 YTD includes 1Jan12-31Mar12

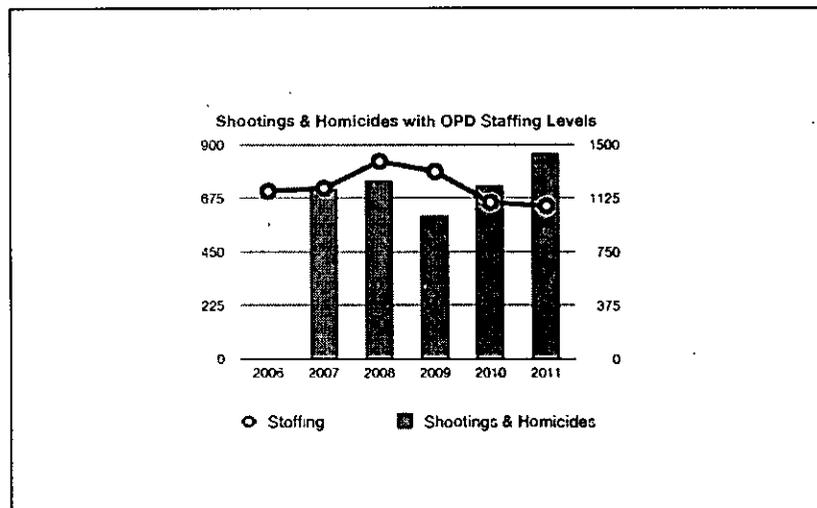
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Table 2

Dispatched Calls				
Year	Month	Day	Hour	Total
*2012(YTD)	18,789	626	26	56,368
2011	19,931	664	27	239,177
2010	20,484	683	28	245,811

*2012 YTD includes 1Jan-31Mar12.

Table 3



CRIME STATISTICS

Current State of Crime in BFO1 and BFO2

Prior to the deployment of the 90-day violence reduction tactical plan on January 17, 2012, occurrences of violent crime in the target areas were more frequent. Performance was measured by comparing monthly crime data. The City of Oakland is divided into two Bureaus of Field Operations (BFO)².

BFO 1 (West) crime data indicates a reduction in serious crime occurrences from the prior period.

² BFO 1 spans from the Bay to 23rd Avenue and includes the North Oakland Hills to Keller Avenue in East Oakland..

BFO 2 includes 23rd Avenue to the San Leandro Border inclusive of the East Oakland hills from Keller to the San Leandro border

Crime Period 1	(1/28/12-2/24/12)	Period 2 (2/25/12-3/23/12)	% Change
Murder	4	2	-50%
Shootings and Murder	20	16	-20%
Robbery	144	144	0
Total Part 1 Offenses	1310	1034	-21%

BFO 2 (East) crime data for the most recent CompStat period also indicates a reduction in crime although one additional shooting took place.

Crime Period 1	(1/28/12-2/24/12)	Period 2 (2/25/12-3/23/12)	% Change
Murder	9	3	-67%
Shootings and Murder	39	40	+3%
Robbery	123	110	-11%
Total Part 1 Offenses	1002	890	-11%

Crime Stats in BFO1 and BFO2 – 2010 to 2011

BFO 1 experienced an overall 3% reduction in crime in 2011 compared to 2010; however, Part 1 crimes increased 11% and violent crime, such as homicides and shootings combined, were more than 18% higher. Property crimes, such as auto theft and burglaries also drove the crime rate up with double digit (+14%) increases.

BFO 2 saw an overall 1% reduction in crime in 2011 compared to 2010; however, Part 1 crimes³ were up 6% including homicide (31%), shootings (27%) and robberies (5%). Overall crime⁴ citywide remained even from 2010 to 2011, with Part 1 crimes increasing by 7%.

Gang activity is suspected to be the leading factor in driving retaliatory violent crime such as homicides, shootings, robberies, and other assaults. Citywide, from 2010 to 2011, homicides increased 14% and shootings increased about 20%.

It is estimated that there are over 70 active gangs, subsets, and drug crews in Oakland. These groups significantly contribute to the assaults, shootings, robberies, and homicides occurring in Oakland. Previous long term investigations including wire taps, surveillance, and narcotics enforcement operations validate intelligence that these individuals are involved in narcotics trafficking, weapons possession, human trafficking, extortion, and witness intimidation. Currently, these individuals are engaging in more frequent street robberies as a way of making

³ Part I crimes include homicides, shootings, rape, burglary, larceny, and auto thefts.

⁴ Inclusive of both part 1 and part 2 crimes.

money. These robberies tend to occur in areas near main thoroughfares, residential neighborhoods, public transportation (BART) or business districts. These groups terrorize our neighborhoods and drain our resources; therefore, putting violent groups out of business is a public safety priority.

STRATEGIC PLAN UPDATE

While the implementation of the Strategic Plan has been underway for the past two years, strategic focus and collaboration has been accelerated under new leadership. With a number of initiatives underway, the Mayor is focused on implementing the reestablished Mayor's Gang Prevention Task Force; City Administrator is focused with strengthening internal resources to shared focus and ownership on crime fighting strategies; and, the Chief is focused on collaborating with external law enforcement agencies while implementing targeted crime fighting initiatives.

The Administration has begun to change the organization's philosophy relative to fighting crime from one that is OPD-centric to a multi-department shared ownership of crime fighting solutions. Coupled with targeted law enforcement strategies, departments meet regularly to discuss how

City services can address crime, better serve youth, outreach, and inform each other's work with a shared focus on reducing crime. In this arrangement, departments meet regularly to discuss crime trends, sit side-by-side with OPD staff at CompStat meetings to participate in these briefings, and focus on how to link their service to crime fighting efforts. This paradigm shift is not one that occurs within a 90 day window, we are learning together how to achieve shared ownership of crime fighting; but, this critical step has started and thoughtful actions are beginning to show results. Additionally, the OPD is working with external agencies to increase focused collaboration.

With the City Council's approval of the Strategic Plan, along with collaboration with other City departments and implementation of best practices, the City departments through the direction of the City Administrator, have the responsibility to reduce crime utilizing data, including analyzing trends and patterns targeting locations and individuals identified by the OPD and City personnel.

VISION 1: OAKLAND IS ONE OF THE SAFEST LARGE CITIES IN CALIFORNIA

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

OPD has been engaged in the priority actions outlined on page A-2 of the Strategic Plan Appendix to accomplish this strategic objective. The increases in violent crime, combined with the staffing and budgetary challenges faced by the City and Department in 2011, called for a rapid and sustainable strategic effort focused on reducing gun related violence and robberies.

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Sustainability is the challenging aspect of any violence reduction plan, due to a high demand for service, inadequate staffing (sworn and non-sworn), and changing Department priorities.

Staff developed a 90-day violence reduction tactical plan, implemented January 17, 2012, to focus on the most dangerous people and locations in order to quickly and substantially impact violent crime. The violence reduction plan represents the overview, situation, and mission for violence suppression operations in Oakland. The strategy considers the Mayor's 100 Blocks Initiative and the identified locations where the largest clusters of homicides and shootings have occurred historically and consistently for the past two years (and in some cases five years), specifically in East and West Oakland. While there are areas of Oakland that share many similar crime attributes, there are also unique elements that call for distinctive and tailored strategies to address violent crime. As such, the Department's violence reduction tactical plan describes specific strategies that cannot be stated in this report without compromising officer safety and undermining the goals of the plan. (*Priority Actions 1.1.1 and 1.1.3*)

The mission of the violence reduction tactical plan is three-fold:

- (1) Reduce the violent crimes (shootings and robberies) by 20% in the target areas; and
- (2) Address any emerging violent crime trends City-wide, and
- (3) Reduce the fear of crime in neighborhoods City-wide and increase community involvement in crime prevention.

Grounded in Proven Best Practices

The 90-day violence reduction tactical plan is rooted in proven best practices. It focuses on addressing the City's known hotspots for homicides and shootings, dismantling public drug markets, using CompStat and mapping data for intelligence-led policing, and implementing gun programs with the assistance of federal partners. Our local, state, and federal law enforcement partners, other City agencies, and service providers are providing resources in the identified target areas and with a focus the Department has not seen in the past. Specific gang prevention and enforcement strategies are employed to reduce gang activity. The Department is gearing up to begin a sustainable call-in⁵ effort with new committed partners. Directed patrols are deployed based on intelligence gathered from beat officers, residents, and on-going analysis of crime trends. Along with the continued focus on reducing shootings, we are deploying focused, directed patrols to street robbery hotspots city-wide in an effort to reduce these crimes. The focus of the plan is to identify, investigate, and dismantle the criminal street gangs and crews that exist to sell drugs and commit robberies, and end the violence and criminal behavior.

⁵ Call-ins are meetings between the community, law enforcement, and suspected perpetrators (usually part of a group or gang) in a given geographic area. The purpose of the call-in is to send a message to those perpetrating violence that violence will not be tolerated by the law enforcement and the impacted community. Services (i.e. jobs, GED training, etc) are typically offered to suspected perpetrators at these meetings.

Violence suppression and enforcement units are focused on the following operational areas:

- Violence Suppression Operations - Regularly scheduled operations are conducted to target crime trends and known offenders.
- Narcotics Enforcement.
- Intelligence gathering and case management - PSOs are designated as case managers focusing on robberies. The PSOs coordinate and share information with robbery investigators.
- Directed Patrol - The directed patrols include high visibility patrols, zero tolerance enforcement, intelligence gathering, parole/probation compliance checks on targeted violent offenders and traffic enforcement. Directed patrol includes PSOs and Patrol during their duty assignments.
- Human Trafficking operations - Suspects involved in narcotics trafficking, violence and robberies are also frequently involved in human trafficking. Focusing enforcement on prostitution activities in the target areas impacts other Part 1 crimes.

Enforcement and Arrests

This plan requires the use of Crime Reduction Teams (CRT); it also requires overtime to deploy officers for specific violence suppression operations. With previous efforts to reduce violence, uniformed teams were deployed to hotspots throughout the City on a set schedule. Although this deployment resulted in the arrests of violent offenders⁶ and the recovery of firearms, it wasn't efficient due to the lack of focus on specific individuals and groups engaged in shootings. Our response must be very focused on individuals committing and perpetuating violence and not just the location. By relying on crime data and human intelligence, commanders identify locations and people responsible for violent crime. Since most of the primary violent offenders are involved in street level drug dealing, the plan uses proven strategies to support intelligence gathering and enforcement operations to support criminal charges against identified individuals. (*Priority Actions 1.1.2, 1.1.4, 1.1.5, 1.1.6 and 1.1.7*)

Arrests are made to obtain timely information that can: (a) lead to additional arrests of those responsible for shootings, (b) develop criminal informants who will, in the future, provide information that will lead to the arrest of violent suspects before they are able to commit future shootings and, (c) remove potential violent suspects off the street. Additionally, the arrests usually result in messaging to other violent offenders that their activity will not be tolerated. Intense enforcement efforts will drive criminal activity indoors and to other areas.

In an effort to address displacement, analysis is conducted to detect any new trends resulting from enforcement, and deployment is modified to address the new trend/threat. OPD currently uses an Arrest

Warrant Service. Felony and violent misdemeanor warrants are distributed to patrol officers for service during their shift to arrest known offenders.

Community Outreach – Law Enforcement

The Problem Solving Officers (PSO) who were already assigned to the beats in the target areas collaborate with their respective Neighborhood Crime Prevention Council's (NCPC), merchant groups, Neighborhood Watch groups and other City agencies. Problem Solving Officers focus on identified hotspots within the target areas utilizing the S.A.R.A model (Scanning, Analysis, Response, and Assessment) with the goal of eliminating crime and related issues permanently.

PSOs provide intelligence obtained through the Criminal Investigation Division (CID) and their counterparts in the Patrol Division. Progress is shared with community stakeholders at scheduled NCPC meetings. We seek out every opportunity to work with the Neighborhood Services Coordinators (NSC) on prevention and education efforts such as crime bulletins and Personal Safety Workshops. The Area Commanders work with Measure Y funded programs to bring in support services to the target locations. OPD also partners with the Oakland Unified School District, Oakland Housing Authority, and BART Police Departments. The Department also works with faith-based organizations to ensure that they have a presence in the target areas. Traditionally, they have been instrumental in helping to diffuse tense situations, and direct community members to City and County resources.

Additionally, with a focus on improving community relations and increasing community participation, under the leadership of Chief Howard Jordan community engagement has been further advanced through community surveys, Community CompStat presentations, increased citywide communication, and other educational initiatives. One of the CompStat presentations has already occurred in East Oakland, with other dates to be scheduled in other parts of the City over the next few months. Realizing that a broadening knowledge base is a two-way street, the Chief not only seeks to educate the community about crime trends but to also learn from them as well as experts in the field. The Chief regularly meets with current and former law enforcement executives to discuss enhancing community relations, crime reduction strategies, and other relevant issues facing OPD. Learning from the community is also accomplished through more formalized community engagement processes including the Chiefs' African-American, Latino, and Business Advisory Committees. This reflects a sampling of changed community engagement practices over the past months.

Other community outreach initiatives include relationship-building programs like Code 33. In recognition that the underreporting of crime and the lack of cooperation with the OPD is due to mistrust of the Oakland Police Department, efforts similar to Code 33 will be implemented in

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impacted areas. The OPD understands that the reciprocal lack of mistrust between the community and the Department must be overcome to not only help reduce crime long-term but also to improve the image of the OPD through the eyes of the community and generate interest in the profession by local community members.

Community Outreach- Measure Y Service Providers

Community outreach is not only through the efforts of sworn personnel, but also through our Measure Y Service Providers. Crisis Response and Support Network and Caught in the Crossfire respond to the friends and families of homicide victims and to young people who are gun violence injury victims and allows for a non-enforcement response to these community crises. OPD Homicide Unit has partnered with CRSN to call them out to scenes and other venues as appropriate to support the friends and families of victims and to seek to reduce retaliation. CRSN joined Alameda County in responding to the recent tragedy at Oikos University and contacted each victim's family.

The work of other providers include the involvement of street outreach workers funded by Measure Y. Street Outreach also focuses their efforts in areas identified as shooting or homicide hotspots to discourage retaliation and encourage a "cooling off period" to reduce the possibility of retaliatory acts. – Oakland Street Outreach (OSO) works to reach primarily young men who are most likely to be perpetrators of and/or victims of gun violence and provide them with alternatives. The program seeks to engage young people who are out on the street and might not otherwise be reached by any other program activity by bringing the intervention to them during the late night and evening hours. OSO works in the Measure Y identified highest stressor beats which include the Mayor's 100 blocks.

With the support of a federal Department of Justice grant, OSO workers are being trained to serve as conflict mediators and violence interrupters modeled after the Chicago Ceasefire program. Through funding received by a federal grant and with technical assistance from the University of Illinois, Chicago School of Public Health, outreach workers are being trained to disrupt violence. This new model is part of the *Ceasefire* initiative. OSO interrupters can help to stop the cycle of retaliation and can be helpful to OPD when enforcement activities are not appropriate.

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

The following focused operations are ongoing with our law enforcement partners (*Priority Actions 1.2.1, 1.2.2 and 1.2.3*). Federal, state, regional, and local law enforcement agencies have been working in Oakland for many years, but the focus on target areas has provided increased opportunities for coordination, communication, and common goals.

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- The Chief of Police meets monthly with representatives of all of the law enforcement partners who are working in the target areas to share data and discuss upcoming operations.
- The Mayor's Office and OPD requested and have received additional federal law enforcement agency support from ATF and the United States Marshall's Service. We conduct joint operations with ATF and the U.S. Marshall to pursue and apprehend wanted violent offenders responsible for crimes in the targeted areas.
- The District Attorney has assigned a high-level DA to work directly with the OPD Major Crimes Unit to assist in the prioritization of investigations and to ensure that cases are fully developed and ready for prosecution.
- Alameda County Probation is tracking violent offenders, both youth and adults on probation.
- Oakland Housing Authority role/support – We conduct joint operations when focusing on the hotspots or targeted offenders at or in the vicinity of OHA properties. In addition, OHA can assist with providing high police visibility in the targeted areas.
- Traffic Enforcement – CHP and OPD enforcement operations are conducted to target crime trends and known offenders.
- Compliance Checks/Parole – The California Department of Corrections partners with OPD to conduct compliance checks on high risk offenders in the target areas.
- BART Police deploy walking officers during “high crime” days and times. Most recently they have been at West Oakland and Fruitvale BART stations.

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

Intelligence Based Policing

We are using intelligence and crime data to create deployment strategies that schedule officers in locations and times predicted to experience retaliation related to prior incidents. The goal is to reduce the possibility of retaliatory shootings, and provide comfort to community members wanting a higher police presence after recently experiencing a violent crime in their neighborhood. Through collaboration with the Department of Human Services, Measure Y providers including street outreach are also deployed to areas where retaliation is likely to occur.

Prior to all operations, sergeants contact the Criminal Investigation Division (CID) to gather current crime intelligence for targeted hotspots/individuals. Whether it is to address homicides, shootings or robberies, the operation plan clearly identifies the objective of each deployment and how and strategies that will be used to achieve crime reduction goals (i.e., surveillance, narcotics enforcement, parole/probation searches). Key players responsible for crimes in the City of

Oakland are identified and sought after to lessen the likelihood of future criminal acts (i.e., retaliation shootings, assaults and robberies).

Sergeants are responsible for preparing after action reports at the conclusion of each operation. The after action report details locations of enforcement and officer activity, and is submitted to the Area Commander who evaluates the effectiveness of staff's efforts, and makes any necessary adjustments to ensure high impact on our crime rate.

The Department's Bureau of Investigation provides the following resources toward this strategic response:

Criminal Investigation Division:

- Provides intelligence and updates on gangs/homicides/violence;
- Assists in target identification;
- Conducts patrol lineup training to include witness interviews, intelligence gathering, evidence recovery and recognition, and crime scene containment;
- Conducts patrol lineup briefings on homicides, robberies, shootings, gangs, etc.;
- Responds to investigative callouts and conducts professional investigations and ensures evidence is properly submitted for analysis (DNA, ballistics, etc.);
- Conducts debriefings on arrestees;
- Assists with surveillance; and
- Conducts surveillance training. (*Priority Action 1.3.2 and 1.3.4*)

Additionally, the Criminalistics Division (Crime Laboratory) contributes by prioritizing forensic examination.

Youth and Family Services Division (YFSD):

- Participates in planning and intelligence meetings;
- Provides investigative updates for relevant YFSD cases, including patrol lineup briefings;
- Provides patrol lineup trainings on sexual assault, and child exploitation investigations;
- Assists in identification of juvenile gang members and providing prevention services;
- Conducts Vice/Prostitution operations in selected hot spots to rescue/arrest prostitutes and target pimps (who are typically drug dealers and shooters as well) for incarceration;

- Respond to investigative callouts;
- Debrief arrestees as necessary; and
- Collaborate with Measure Y street outreach workers where necessary to reduce retaliatory shootings.

Use of Data and Technology (Priority Action 1.3.5 and 1.3.7)

- **CompStat and Crime Analysis** - The crime data comparison reports created by Forensic Logic identify hotspots, crime trends/patterns and officers' proactive work in the field. We use the information to identify deployment strategies for Departmental crime reduction resources, measure effectiveness, and evaluate overall work productivity in the field. Staff are provided timely and relevant crime statistical data to focus on; these reports are also the basis for CompStat meetings where patrol commanders are held accountable for their knowledge of crime patterns and their responses.
- **Shotspotter in vehicles** - Three patrol vehicles are equipped with Shotspotter technology and respond to such calls. The objective is to respond in a timely manner in an attempt to direct Patrol units to possible suspects/witnesses. Shotspotter information is also included and discussed at monthly CompStat meetings.
- **Vehicle License Plate Reader (VLPR)** - Patrol vehicles equipped with VLPR cameras identify (in real time) the location of stolen vehicles and vehicles wanted for felony crimes.
- **Personal Digital Recorders Devices** - Officers wear small digital video recording devices that capture their encounters with the public. These recordings assist with criminal prosecutions, complaint investigations, and evaluations concerning supervision and training. The cameras significantly benefit the Department's goal of professional and constitutional policing.
- **Surveillance Cameras (Chinatown, Fruitvale, and East Oakland).**
- **Social Media (Nixie, Facebook, Twitter)** - We are using these social media outlets to communicate with residents through text and email alerts, advisory, or community related messages involving police actions or criminal activities. The objective is to keep the citizenry informed to prevent crime and to reach out to them as potential witnesses.

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

OPD is currently working on the following targeted programs for youth and schools (*Priority Actions 1.4.2 and 1.4.3*).

- Gang Resistance and Education Training (GREAT) – Select OPD officers are trained to teach GREAT classes in middle and high schools. This is an opportunity to make positive contact with youth and provide relevant educational materials to help young people make good choices.
- Police Activities League (PAL) – OPD PAL and the OK mentoring program currently serve hundreds of East Oakland youth with after school programs, athletic training and competitions, tutoring, computer literacy classes, overnight camping activities, holiday events, and opportunities to mentor youth.
- Connecting with OUSD and the Middle Schools and High Schools – We conduct joint operations with OUSD to target juvenile related crimes at or within the vicinity of schools in the target areas.
- Collaborating with OUSD to develop the grant funded *Cops In Schools* program including two full time enforcement officers and two full time mentoring officers for each school in the program. Six middle schools have been selected based on crime data and other criteria. The enforcement officers will focus on providing safe passage for students travelling to and from school. The mentoring officers will work closely with school site officials to identify and mentor at-risk youth with the goal to improve their attendance and eliminate other at-risk behaviors. The City is currently in the process of finalizing job descriptions, meeting with the individual school sites and surrounding communities to address their specific safety challenges, and addressing issues raised by the police union. This initiative will be implemented in the summer of 2012.

In an effort to be a better partner and to coordinate our efforts, the Mayors' Office has reinstated the Mayors Gang Prevention Task Force (MGPTF). The purpose of the MGPTF is to address street violence by supporting gang involved youth and their families. Although, the MGPTF has been in existence for many years the structure was changed to align with national best practices.⁶ This change includes a geographic approach, participation from impacted community members, faith leaders in the respective areas, participation from the City Administrators Office, and the inclusion of a policy and technical team for each geographic area. This integrated approach allows more than OPD and street outreach to own the challenges and the solutions. Specifically, the teams provide a vehicle for information and solutions to be shared by Measure Y service providers, City staff, County staff, community members, faith leaders, and

⁶ "US Attorney General Lauds Mayors Gang Prevention Task Force," May 20, 2011, ktvu.com. "San Jose Gang Task Force Gets National Attention", April 2, 2012, CBS 5 San Francisco. "US Attorney Prioritizes Gang Violence," May 12, 2010, npr.org. "The National Forum on Youth Violence Prevention- Salinas and San Jose Chosen as Two of Six Cities In the Country." United States Department of Justice, National Forum on Youth Violence, <http://www.justice.gov/usao/can/programs/nationalforum.html>. Urban Networks to Increase Thriving Youth (UNITY) Through Violence Prevention, A Framework for Effectiveness and Sustainability, Community Engagement Examples, preventioninstitute.org

outside law enforcement agencies. Although the technical team meetings have already begun, the policy teams are not slated to begin until July. The reinstatement of the MGPTF is aligned with *Priority Actions 1.4.4, 1.4.5 and 1.4.6.*

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

Ceasefire Call-ins – The program is modeled after David Kennedy’s work⁷ in other cities and designed to create a unified enforcement and community message regarding violence and its impact on the community and the consequences for continued violence. The purpose of the Call-Ins is to identify gang members or individuals associated with criminal groups with a history of gun violence to change their behavior. This occurs with the impacted community and law enforcement partners *both* holding them accountable for their actions. Through enhanced and improved partnerships with law enforcement agencies and community partners the City of Oakland has reinstated the Call-in process. Although the City has previously utilized the Call-in strategy, developments over the past 18 months have required necessary adjustments. The City has used this time to consult nationally recognized experts, clearly define the roles of the partnering agencies, better utilize data and intelligence to select appropriate participants, and conduct home visits by partnering agencies and key community members in advance of the actual call-in. Additionally, enhanced partnerships between the Mayor’s Office, OPD, the Department of Human Services, Highland Hospital, Oakland Community Organizations, Alameda County Probation, State Parole, and the US Attorneys’ office will allow for a more strategic and sustainable effort going forward. (*Priority Action 1.5.4*)

100 Blocks Initiative (*Priority Actions 1.1.1, 1.2.1, 1.2.2, 1.2.3, 1.2.6, 1.4.2, 1.4.3, 1.4.4, 1.4.5, 1.4.6, 1.4.7, 1.5.1, 1.5.2, 1.5.3, 1.5.4*)

The 100 Blocks Initiative brings together the enforcement and crime-fighting efforts described throughout this report that are grounded in best practices⁸, with the work of the City’s agencies and departments and our County partners. The target areas where this work is focused were identified by OPD and the Mayor’s Office by analyzing five-year and two-year trend data of homicides and shootings. For the past two years (and in many cases, the past five years), the largest clusters of shootings and homicides city-wide have occurred in the same 10 locations in the City – approximately 100 blocks. These areas are contained in the beats that have historically been the focus on the Measure Y violence prevention and intervention programs as well, which have been approved by City Council in each Measure Y Request for Proposal. The 100 Blocks Initiative further refines these locations to use the City’s limited resources in the most effective, efficient ways possible and to provide clear, consistent areas of focus for our law enforcement

⁷ *Don’t Shoot: One Man, A Street Fellowship & the End of Violence in Inner-City America*, David Kennedy.

⁸ San Jose Community Engagement Model, Chicago Ceasefire, US Department of Justice Office of Juvenile Justice Programs.

and programmatic partners. (Executive Summary of the 100 Blocks Initiative is shown in *Attachment B.*)

The 100 blocks initiative is a place-based initiative that was created and developed through the input of the over 3,000 Oakland residents. Information was also gathered through consultation with nationally recognized violence prevention experts, Measure Y evaluators, local law enforcement partners, and focus groups with participation from ex-offenders, probationers, parolees, neighborhood leaders, community activists, service providers, and the faith community. Data was also requested and analyzed to determine Oakland's historical and current trends regarding shootings and homicides. The focus of the initiative is the reduction of shootings and homicides caused by gang/street-level violence⁹ utilizing existing limited resources and leveraging services from outside agencies with the cornerstone of accountability, coordination, and collaboration. Although these themes are not new, the concept of weaving together the work of City agencies with prevention, intervention, and enforcement utilizing a place-based initiative to reduce homicides and shootings with a common goal is new for Oakland and has generated interest in the academic community.¹⁰

By thinking strategically, using data to inform decision making, and utilizing existing resources in a more coordinated and collaborative manner the City has attracted interest in the academic community, but also has positioned itself to be more competitive when applying for grant funding. Specifically, because national best practices have embraced and advocate for place-based initiatives, this effort automatically opens the door to the City for grants that we would have not otherwise been eligible for. Additionally, the City also becomes more competitive when funding requests are tied to activities that are part of a larger initiative and that leverage existing partnerships and funds.

Description

A set of deliberate, coordinated strategies are being implemented in these areas with the intention of transforming these historically violent areas so that opportunities for crimes to occur are decreased. Due to limited resources, and the initiative being in the early stages of implementation, strategies during the first year will be phased in throughout 2012. As such, the initiative will not be fully up and running until the end of 2012.

The law enforcement parts of this initiative have been described earlier in this report, so this section seeks to describe the other components of the initiative in greater detail. One of the most critical parts of this initiative however, is the way that OPD is working closely with external law enforcement partners to focus efforts in these target areas. Federal, state and regional law

⁹ The purpose is not intended to address shootings or homicides related to domestic or family violence.

¹⁰ The Department of Human Services has received unsolicited requests from Universities throughout California to act as a research partner in the implementation of this plan.

enforcement partners are collaborating in much more meaningful and coordinated ways with greater results that will be shared at the completion of the special operations.

Beyond law enforcement, the initiative can be likened to the work the City agencies and departments led through SDS (Service Delivery System) teams. By bringing all of the City's agencies and departments to the table, the City Administrator has the opportunity to create a set of cohesive expectations and an accountability structure that can be measured in the target areas. For example, the Public Works Agency has begun to track the services they are providing in the 100 Blocks areas to abate blight and remove graffiti and trash (shown in *Attachment C*). The Mayor's Office and the Office of Parks and Recreation held summer job fairs in the 100 Blocks target areas to make the recruitment process easily accessible to the young people living in these areas. These job fairs would not have occurred without key partnerships and collaboration with Oakland Community Organizations (OCO), East Oakland Youth Development Center, Measure Y Service Providers, the Department of Human Services, the Oakland Housing Authority, Office of Parks and Recreation, the Oakland Police and Fire Departments. The Neighborhood Services Division, Mayor's Office, merchant groups, the School District, and Measure Y providers have also worked with neighborhood youth to develop a mural making process focused on the commercial corridors in their neighborhood to abate graffiti. The Department of Human Services, the Police Activities League, Oakland Housing Authority, and the Oakland Fire Department participated in the Late Night Live parks program during the summer to provide alternative activities to young people living in these target areas with the goal of reducing violence. This collaboration at the East Oakland site led to a 51% reduction in crime in the blocks surrounding the park, during the dates and times when the program was implemented.

The Late Night Live in the Parks program was largely effective due to the collaboration with *Messengers4Change* and Oakland Street Outreach. The approach of Messengers4Change is based upon approaching violence as a public health issue. With support from the same federal Department of Justice grant that trains street outreach, Messengers4Change is designed to send a clear message that gun violence is not okay. Based on a public health model of violence prevention similar to Chicago Ceasefire, the goal is to change community norms through stronger community engagement strategies. Messengers4Change participates in peace marches, works at the neighborhood level with merchants and neighbors to publicize an antiviolence message through signs and other tactics, conducts vigils after a homicide or shooting, and works on neighborhood projects designed to encourage meaningful engagement in communities heavily impacted by gun violence.

All agency directors and department heads recently toured the 100 Blocks areas with the City Administrator to have an opportunity to view these neighborhoods together and discuss ways to make an impact beyond law enforcement. This same group meets on a monthly basis to review crime statistics and discuss upcoming efforts in these areas. It is a new way of working together, with a common focus and goal while utilizing existing resources. Additionally, it approaches public safety and the reduction crime as more than just an OPD issue while breaking departmental silos to leverage resources and ideas from city agencies. This collaboration is still

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in its beginning stages. These internal meetings are in addition to the monthly meetings that the Chief of Police holds with all of the external law enforcement partners.

The Mayor's Office will make a presentation at the April 24th Public Safety Committee to describe the 100 Blocks Initiative in greater detail. This information is being presented to Neighborhood Crime Prevention Council meetings and other community group meetings throughout the City. The Mayor's Office welcomes the opportunity to speak to any group about this work and to gather input and feedback.

MOVING FORWARD

The OPD will continue to implement the strategic plan until 2013 and make necessary adjustments dependent upon resources available from 2013-2016. Throughout this time frame the OPD, other City departments, and outside agencies will continue to analyze data, leverage resources, make appropriate adjustments, implement best practices, and utilize limited resources in a more efficient manner. Due to the shortage in sworn staffing, the OPD will have to revisit their response to crime city-wide to deal with potentially increased demand and decreased resources.

Costs associated with the implementation of the Strategic Plan have been absorbed within the existing budget of the Oakland Police Department and the budgets of respective departments. These expenditures encompass and are part of the regular course of business for City Departments. Despite expenses being part of the regular course of business the City Administrator and the Budget office will continue to evaluate progress every 90 days to determine whether enforcement, prevention, and intervention efforts are having any impact. This information will be made available to the public. Thus far, police service delivery is enhanced Citywide since fewer serious crimes occurred in the target areas requiring extensive police resources. This resulted in patrol officers Citywide the opportunity to allocate more of their time to preventative patrols in their assigned areas.

The City continues to move forward with the implementation of the Strategic Plan. Given the lapse in time and the progress that has been made on priority actions more information will be provided to the public via electronic updates, revamped web pages, and continued community meetings. These enhanced communication efforts seek to address frequently asked questions and common misconceptions which include: what national models the public safety strategy and violence reduction initiatives are founded on, how the 100 Blocks Initiative affects the allocation of police resources in other parts of the City, how it relates to the Strategic Plan adopted by the City Council in 2010 and other violence reduction efforts citywide, why we are declining to release specific street names of the 100 Blocks while specific enforcement actions are underway, and how we will measure the effectiveness of our crime reduction efforts.

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ANALYSIS

The City of Oakland has a crime problem that impacts its residents and alters lives forever. With a generation of young people at risk of becoming victims or perpetrators of crime in Oakland, now is a critical time for a new approach to public safety to take place. While various strategies

have been implemented, intelligence-led, strategically focused strategies (dependent on force multipliers) have proven to be effective and sustainable. OPD does not have sufficient staffing resources to address the voluminous crime problems challenging public safety today; therefore, a creative approach and reliance on internal and external resources is key.

Relying on near, real time crime data analysis and a process to ensure commanders' responsiveness (CompStat), is working to reduce crime in the most violent neighborhoods. As crime continues to drop the impact is not only in those neighborhoods, but Citywide because beat officers have fewer violent crimes in which to respond and investigate, fewer perimeters to establish and staff, fewer victims to interview, fewer offenders to apprehend, fewer reports to prepare. Less violent crime in just one area of the City translates to increased, unobligated time for every patrol officer, and more time to proactively address other crime problems.

The Violence Reduction Plan requires a sustainable effort in the problem areas even when crime is reduced to ensure a permanent change. Our community sees the difference and is taking back their neighborhoods; all signs indicate that this plan is effective.

PUBLIC OUTREACH/INTEREST

It is in the City's best interest as well as the residents of Oakland to reduce violent crime, ensure public safety, and permanently change neighborhoods so that everyone feels safe.

COORDINATION

Other City Agencies affiliated with this plan include but are not limited to: the City Attorney's Office, Office of the City Administrator, Office of the Mayor, Fire Department, Department of Human Services, Public Works Agency, Department of Information Technology, Oakland Parks and Recreation, and Library Services.

Other law enforcement agencies affiliated with this plan include but are not limited to: State Parole, Alameda County Probation, Alameda County District Attorney's Office, United States Marshall Service, United States Attorney's Office, BART PD, Oakland Housing Authority PD, Oakland Unified School District PD, FBI, DEA, United States Secret Service, ATF, Alameda County Sheriff's Office, and CHP.

SUSTAINABLE OPPORTUNITIES

Economic: Reducing violent crime, saving lives, and improving public safety encourages retention and growth of both residential and commercial populations; thereby increasing revenue through property and sales taxes.

Environmental: There are no environmental opportunities.

Social Equity: Citizens deserve to have a City that is safe for them to live, play and work. Oakland is an amazing City, rich in culture and physical characteristics available in some of the most desirable destinations in the world that must have a public safety record to match.

CONCLUSION

The OPD acknowledges that there has been much interest in the City's Public Safety Strategic Plan and holding a conversation surrounding measures to increase crime fighting. While the 100 Block initiative is in its first 90 days, we recognize that there is much pressure and expectation to reduce crime in the short-term. OPD is better equipped than ever to quickly identify and track crime and crime trends. Although specific tactics and investigative approaches cannot be discussed publicly, overall short and long term strategies include focusing law enforcement agencies, City resources and service providers in target areas and maintaining a presence to ensure conditions that lead to crime do not resurface. Specific gang prevention and enforcement strategies are being employed to reduce gang activity. Directed patrols based on intelligence gathered from beat officers, citizens, and on-going analysis of trends are successfully stopping violent crime. Along with the continued focus on gun related crimes, directed patrols are also focusing on street robbery hotspots and burglary trends Citywide.

Our focus is to identify, investigate, and dismantle the criminal street gangs and crews that exist to sell drugs and commit robberies and end the violence and criminal behavior.

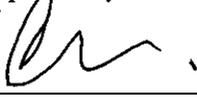
The Oakland Police Department will continue to address our crime issues through a balanced approach focusing on prevention, education and enforcement. Through the Problem Solving Officer program, our collaboration with the different facets of our community (faith based organizations, law enforcement, businesses, community based organizations, other City agencies) will continue ensuring that all stakeholders will play a role towards a safer Oakland.

For questions concerning this report, please contact Assistant Chief Anthony Toribio at extension 3958.

Attachments:

- A: Strategic Plan
- B: Executive Summary 100 Blocks
- C: 100 Block Project
- D: Council Report of Staffing (7/5/2011)

Respectfully submitted,



Per Howard A. Jordan

Chief of Police

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OAKLAND POLICE DEPARTMENT



STRATEGIC PLAN

"We will be there when you need us"

(NEW OPD Motto)

Working Draft

August 2010



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Message from Chief Batts

The day after Thanksgiving, five-year-old Azaria was struck in the back by a stray bullet. The bullet was fired during a running gun battle, presumably between rival gang members. Little Azaria was visiting her grandmother in Oakland. Thankfully, her injuries were relatively minor. A few days later I visited Azaria, looked into her young eyes and apologized to her. I told her that when I became Chief of the Oakland Police Department, I accepted the responsibility for keeping her and others in Oakland safe. I was sorry to have failed her.

Unfortunately, Azaria's story is not unusual in Oakland. Since becoming Chief, I have learned of innumerable similar tragedies, many with more devastating outcomes. My mission, and the mission of the Oakland Police Department, is to eliminate these tragedies. This Strategic Plan outlines my vision and strategies to accomplish this mission.

When I was appointed Chief of the Oakland Police I was directed to develop this strategic plan to improve how OPD serves the City of Oakland. To accomplish this I conducted an assessment of the policing needs of the City and the effectiveness of the Police Department. This included meeting with and listening to members of the Community and members of the Police Department, as well as comparing Oakland and OPD with other large California cities. This plan is the result of that assessment, and is what I believe needs to occur for OPD to effectively meet the needs of the City of Oakland.

Since development of this plan there has been a substantial reduction in OPD's sworn staffing, with the potential for additional reductions in the near future. These reductions do not change what I believe needs to occur for OPD to effectively meet the policing needs of the City of Oakland. Staff reductions will require further reductions in services provided to the Community, and will likely move the City of Oakland and OPD in the opposite direction to that established by this plan. Much of the positive progress achieved over the past several years is also at risk.

The Strategic Plan establishes a vision for the Community of Oakland and the Oakland Police Department. This vision is based on what I have heard over the past few months from members of the Oakland Community and members of the Oakland Police Department. I have heard parents say they would like their children to be able to play outside without fearing they will be hurt or killed. Members of the business community have said they would like to open and operate their businesses without the fear of being harassed or robbed. Many people have expressed a desire for police to be there when they need them, and to treat them with respect and dignity. Others would like a more effective partnership between the Community and the Police.



Strategic Plan Oakland Police Department

From the men and women of the Oakland Police Department, I have heard a desire for clear and consistent direction, for fair treatment, and to be developed rather than just disciplined. I have also heard their need to have the tools and support they need to effectively do their jobs. They would like to be seen as an innovative, professional, and effective police agency. Perhaps most importantly, I have heard their desire to be respected and valued by the Community of Oakland.

As with any plan, it is important to define the current reality or starting point as well as the destination. Unfortunately, the current reality is not very positive; Oakland is among the least safe and most violent cities in the United States. Services provided to the Community by the Police Department are nowhere near the standards that should be expected. Many good people in the Community do not trust the Police Department and live in fear of the police as well as of criminals. Collaboration between the Police Department and the Community has not met the expectations of some Community members.

The Department is clearly under staffed given the level of crime in Oakland and the demand for police services. Basic equipment needed for Department personnel to do their jobs, such as police vehicles, is inadequate. The Department lacks basic police management tools and processes that would allow its limited resources to be focused most effectively. The fact that employees are still able and willing to provide services given the lack of support is commendable.

Realizing the vision outlined in this strategic plan will require substantial change in the Oakland Police Department, including change in direction and priorities, change in organization, and change in operations. Most importantly, change in the culture and focus of the Police Department will be required.

Realizing the vision will also require patience and support from the Community of Oakland. I ask you to put aside the past and find ways you can help work toward the vision outlined in this plan.

Some will say the vision and strategies outlined are idealistic and unrealistic, especially given the current economy and the City's budget. I disagree. I believe they provide Oakland with much needed vision, leadership, and hope. I also know the only certain way to not reach a goal is to not try. This plan describes a vision for Oakland and the Oakland Police Department – working toward that vision is an imperative.

The strategic plan is titled as a "Working Draft" because it must be a living document that will continue to evolve and be refined. Strategic planning is a dynamic and flexible way of managing the services and operations of the Police Department, not a static document.

Anthony Batts
Chief of Police



Mission, Vision and Values

Mission Statement

The **Mission** of the Oakland Police Department is to provide the people of Oakland an environment where they can live, work, play, and thrive free from crime and the fear of crime

Vision for Oakland and the Oakland Police Department

- Oakland is one of the safest large cities in California – both in reality and perception
- The Oakland Police Department provides high quality services in a Community-driven and customer-friendly manner
- The Oakland Police Department is trusted, respected, and valued by those it serves
- The Oakland Community and the Oakland Police Department work together to solve Community and neighborhood concerns and issues
- The Oakland Police Department is an effective organization, providing a supportive and positive work environment for its employees



Values of the Oakland Police Department

In dealing with our Community and customers, we:

- ✓ Recognize that we are here to serve the needs of the Community
- ✓ Strive to provide the best service possible, in a professional and positive manner
- ✓ Operate with ethics, honesty, and integrity
- ✓ Treat our customers with respect, dignity, and fairness
- ✓ Are responsive to the changing needs of our Community and individuals we serve

In dealing with each other, we:

- ✓ Treat each other with respect based on mutual trust and common purpose
- ✓ Do the right things, ethically and honestly
- ✓ Communicate openly and positively about plans and decisions
- ✓ Set priorities to ensure services are delivered to the Community by personnel who are properly trained, equipped, and supported
- ✓ Are accountable for the quality of our work and the quality of the service the Department provides
- ✓ Are innovative and creative, acknowledging mistakes will be made from which we will learn
- ✓ Go beyond basic duties to help others and improve our Community
- ✓ Take responsibility for developing and training each other and ourselves



Vision 1: Oakland is One of the Safest Large Cities in California – Both in Reality and Perception

Safety from crime and the fear of crime is critical to the future of Oakland. A safe environment is the foundation for any community to thrive. Often, communities that are seen as unsafe begin to decline in population as families and individuals move to safer areas. It becomes more difficult to attract new business and jobs, and for existing businesses to expand. Communities that are seen as unsafe develop a negative reputation and perception, and Oakland is certainly no exception.

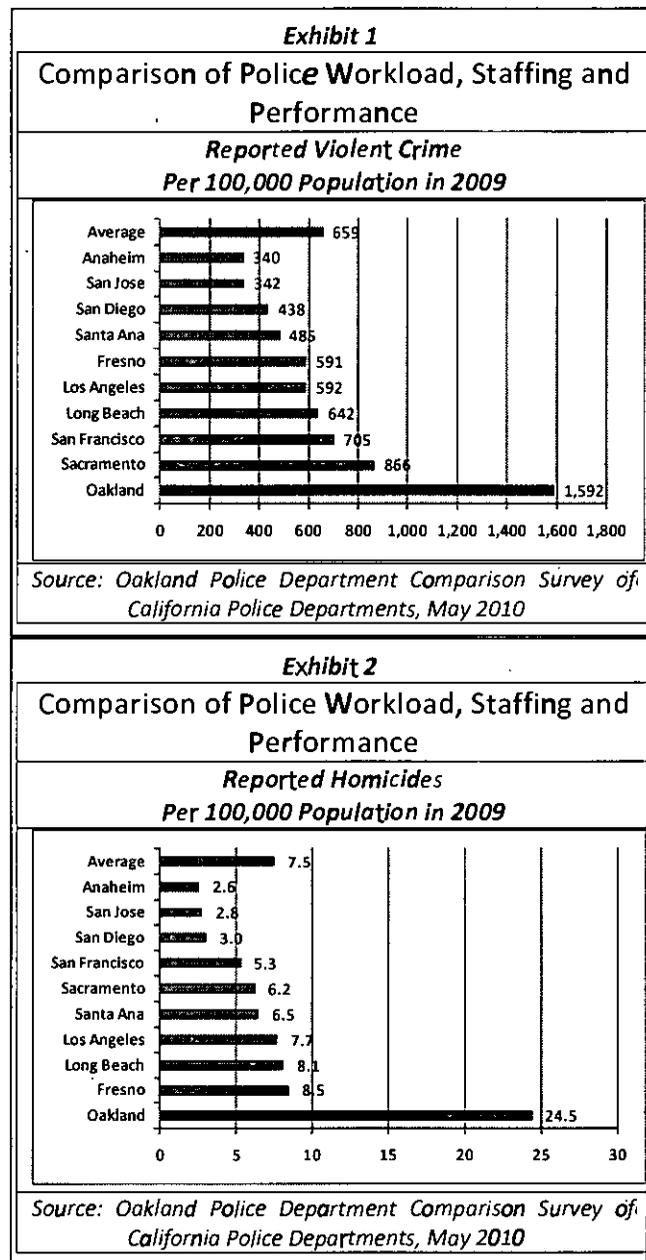
Addressing Oakland’s crime issues, and the related perceptions, is critical to the future economic viability and health of the City. Given this, the Police Department (in addressing crime) is a major economic driver or engine for the City.

Crime in Oakland

Recently released City Crime Rankings, published by CQPress, ranked Oakland as the 3rd most dangerous city – out of nearly 400 cities nationwide.

The violent crime rate in Oakland is much higher than that of other large cities in California. It is nearly double that of Sacramento, the city with the next highest violent crime rate. It is over four times that of San Jose and Anaheim, the Cities with the lowest violent crime rate. It is nearly two and one-half that of Long Beach, a city with very similar demographics to Oakland.

The homicide rate in Oakland is even more out of line with the other large cities in California. Oakland had 24.5 homicides reported per 100,000 population in 2009. This is nearly three times the homicide rate in Fresno, which reported 8.5 homicides per

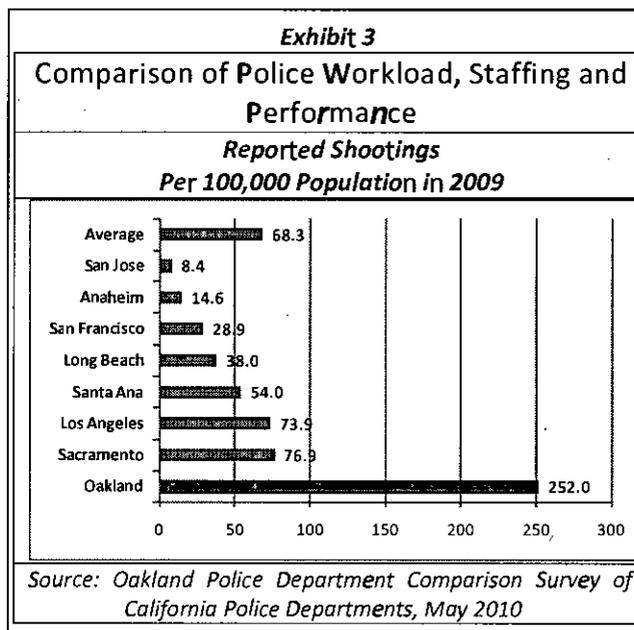




100,000 population in 2009. The homicide rate in Oakland was about 9 times the rate in the large cities with the lowest homicide rates – Anaheim and San Jose.

Not surprisingly, the number of reported shootings in Oakland is also much higher than in other large cities in California. Oakland had 252 reported shootings per 100,000 population in 2009. The next highest was Sacramento, with about 77 reported shootings per 100,000 population – about one-third the number in Oakland. San Jose had the fewest reported shootings in 2009 with 8.4 per 100,000 population. Oakland’s reported shootings were 30 times that of San Jose.

There is obviously a direct connection between the high number of shootings that occur in Oakland and the high level of homicides. There is also a higher likelihood for innocent bystanders to become victims of shootings given the comparatively high incidence in Oakland.



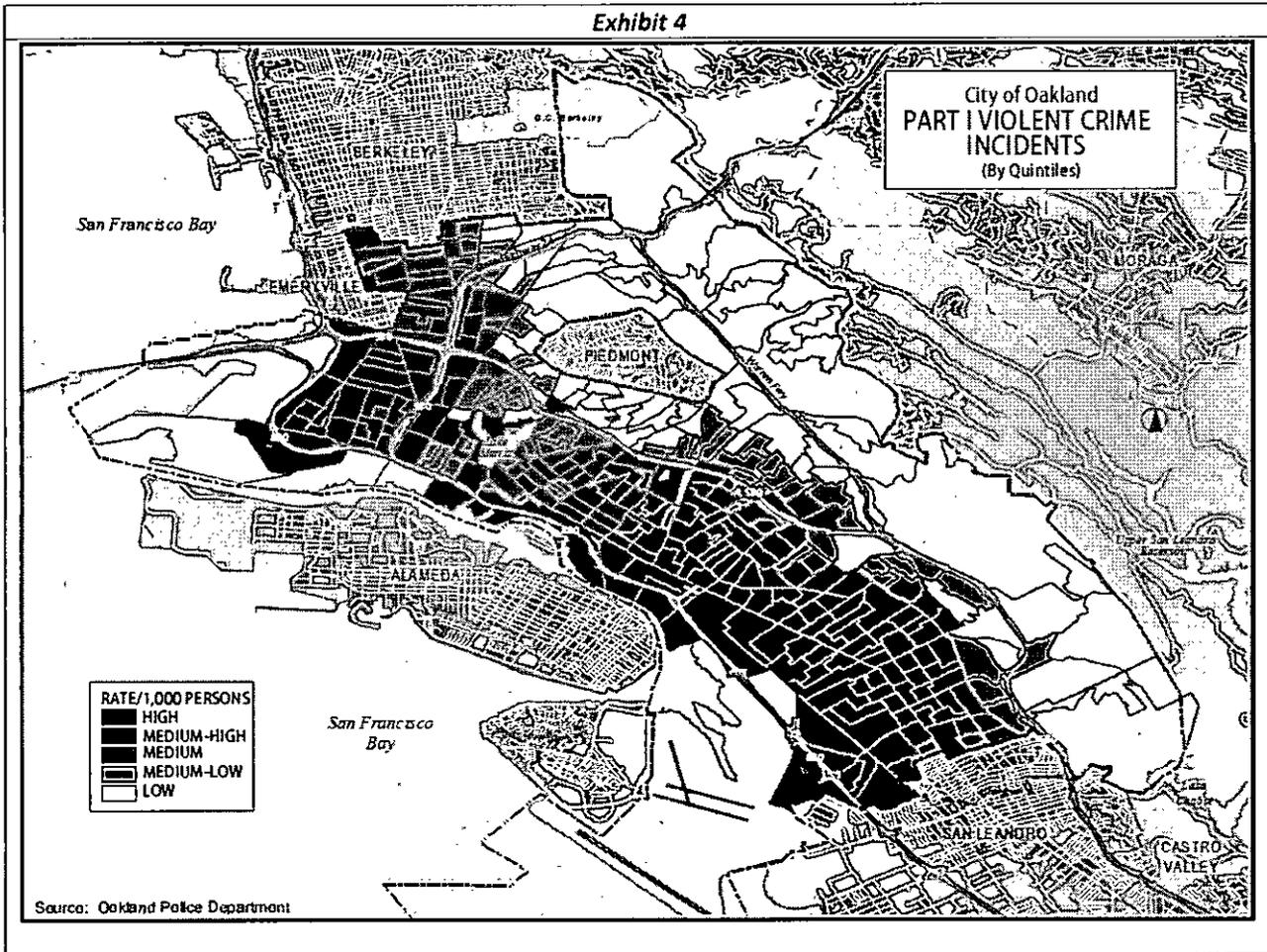
Each year the list of heartbreaking examples of innocent bystanders injured or killed by stray bullets continues to mount. Reducing the level of shootings in Oakland, and the destroyed lives that most often result, must be a priority of the Oakland Police Department and the Community it serves.

Crime Victims in Oakland

Violent Crime affects everyone in Oakland; however, it is more severe in certain areas of the City as the following map shows. The map below demonstrates that a substantial portion of the City of Oakland experiences high or medium-high rates of violent crime. The likelihood of being a victim of violent crime, or being an innocent bystander hit by a stray bullet is much higher in these areas of the City.

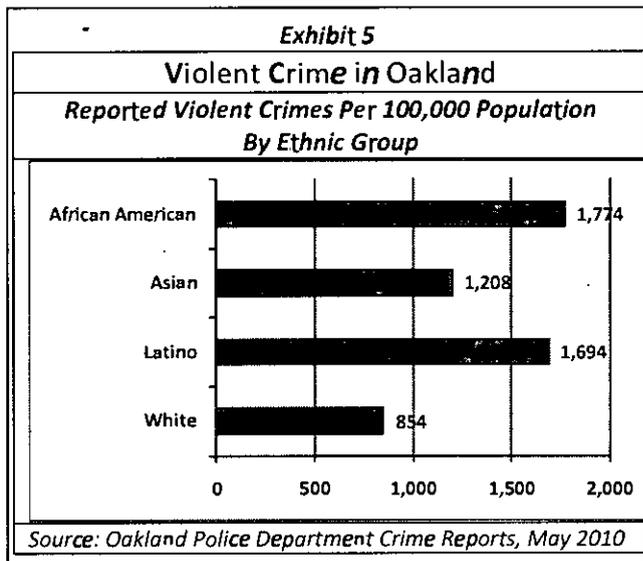


Exhibit 4



Violent crime not only impacts every area of the City of Oakland, it also impacts every ethnic group and every age group. Some may believe that the violent crime in Oakland is limited to certain ethnic groups. Although the African American and Hispanic communities are more severely impacted by violent crime all ethnic groups are impacted. The following exhibit shows the victims of violent crime in 2009 by ethnic group.

African Americans and Latinos have a much higher likelihood to be victims of violent crime than other ethnic groups. While the





violent crime rate for Asians and Whites is lower, it is still much higher than reported violent crime rates in other large cities in California.

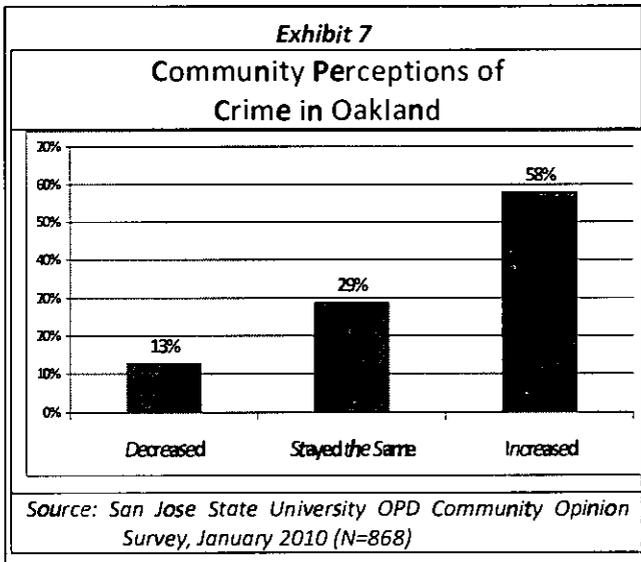
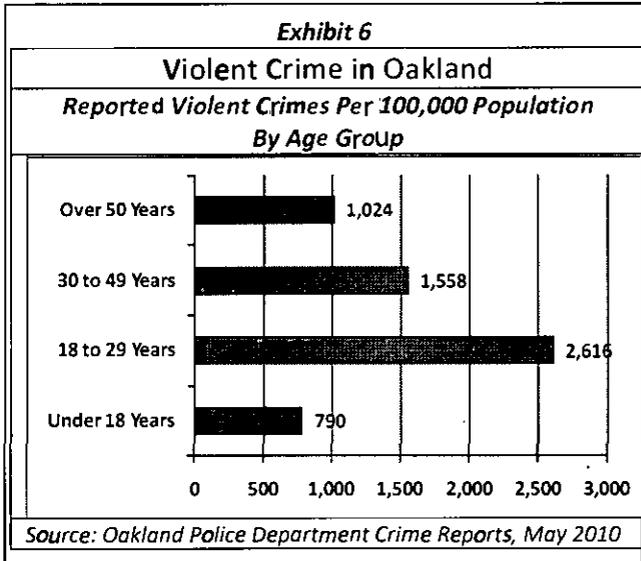
The average violent crime rate for large cities in California (including Oakland) was 759 per 100,000 population. Sacramento had the next highest rate of violent crime, with 866 per 100,000 population. Oakland's overall violent crime rate was 1,592 per 100,000 population.

Being a young person in Oakland poses a substantial risk for being a victim of violent crime. Young people between the ages of 18 and 29 have a high likelihood of being a victim of violent crime. Young people in this age group have a 64 percent greater likelihood to be a victim of violent crime. The rate of violent crime for individuals in this age group is about two and one-half times that of people over 50 years of age.

Community Perception of Crime in Oakland

While the violent crime rate in Oakland is very high, many in Oakland feel that crime is moving in the wrong direction. Over half of the Community members surveyed feel crime has increased. Only 13 percent feel crime has decreased. The remaining 29 percent see no change in crime in Oakland.

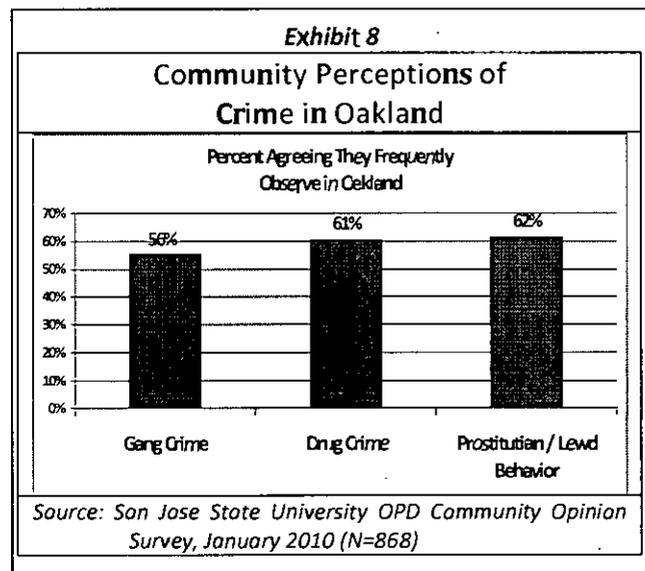
Members of the Community have shared their concerns about crime in Oakland at the numerous strategic plan input meetings held. Mothers and fathers who are afraid to let their children play outside because they may be hurt or killed, business people who are afraid to open and operate their business for fear of being harassed or robbed shared their concerns during the strategic plan meetings.





Many members of the Oakland Community frequently observe crime in Oakland. In each category of crime – gang, drug, and prostitution – a majority of those surveyed agreed they frequently see these crimes in Oakland. This open and apparent crime activity adds to the perception of Oakland as a high crime Community.

Making Oakland one of the safest large cities in California by the Year 2015 is definitely a stretch goal for the Oakland Police Department. However, making this goal a reality is critical to the future health and well-being of the Community of Oakland.



The OPD is committed to achieving this vision, in partnership with the Community. The following strategic objectives will contribute to accomplishing this vision.

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

OPD’s current proactive violence suppression and enforcement efforts are fragmented among numerous specialized units. The individual focus and efforts of each of these units have been valuable and productive; however, these efforts have been largely uncoordinated and have lacked a common focus.

Recently, these units have been provided a common focus – gangs, drugs, and guns. Additionally, 90 violence reduction plans have been developed and implemented to strengthen this focus and coordination. In the longer-term, these units may be more productive if they are consolidated into a proactive violence suppression and enforcement unit.

It is essential that proactive violence suppression and enforcement resources be highly focused given the limited resources of the Department, and the high level of violent crime in the City. The occurrence of violent crime throughout the City, by area, by time of day, and by day of week should be reviewed and analyzed to determine an optimal deployment schedule and assignment areas for proactive violence suppression and enforcement units.

While much can be accomplished by refocusing and redeploying existing proactive resources, it is clear that additional resources will be required in the longer term. Identifying the staffing requirements for these proactive units and requesting these additional resources will be pursued when such resources are available.



Developing and implementing clear and consistent direction for these units, making sure activities are well coordinated, and clear policies, protocols, and operational standards are in place are also essential to accomplishing this objective. In addition, supplementary tools such as gang injunctions or anti-loitering ordinances may be effective. The Department will work with policy decision makers to develop and implement these resources.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and implement 90 day violence reduction tactical plans using current violence suppression and enforcement units.
- 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.
- 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.
- 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.
- Establish clear and consistent direction for the proactive violence suppression and enforcement unit including well defined and specific operational goals and objectives.
- 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.
- Develop and implement policies and protocols for the proactive violence suppression and enforcement unit that define operational standards including an intelligence-led policing approach.
- Develop performance standards, monitor and report weekly performance for the proactive violence suppression and enforcement unit.



Strategic Objective 1.2: Expand and Strengthen Partnerships and Coordination Efforts with Law Enforcement Agencies in the Region Working to Suppress Violence and Reduce Crime

OPD is one of many law enforcement agencies working in Oakland and the Bay Area to suppress violence and reduce crime. Each of these agencies collects and analyzes criminal intelligence and have ongoing enforcement operations. Partnering and coordinating with these agencies can contribute to making Oakland a safe City.

Additional assistance will be requested from each of these agencies to expand and enhance the Department's efforts. Planning and coordination will also be expanded, and the Department will take a more active role in regional planning and implementation of changes impacting regional law enforcement services.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- 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.
- Conduct monthly planning and coordination meetings with regional municipal law enforcement agencies to develop targeted cooperative operations and leverage existing partnerships.
- 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.
- 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.
- Identify potential services other regional law enforcement agencies could provide to OPD to enhance its ability to serve the Community and reduce costs.
- Actively use the City's State and Federal lobbyists to advocate for resources and legislation beneficial to Oakland and the OPD's mission.



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

One of the most effective tools for reducing violence and crime in Oakland is the effective collection, analysis, and use of intelligence. Much of the violent crime that occurs in Oakland is the result of ongoing disputes between rival gangs or ongoing disputes between individuals. Collecting and using information on these disputes can help prevent and reduce homicides in Oakland.

About 39 percent of the homicides committed in Oakland in 2008 were the result of the activities of gangs or criminally active groups. Nearly 25 percent of the remaining homicides were the results of personal disputes between individuals, with most of these being ongoing disputes. Another nearly 10 percent of the homicides were related to drugs. Taken together, nearly three-quarters of the homicides in Oakland were related to gang or criminal active groups, personal disputes, or drugs.

Having the right Information at the right time – and using this information to target violence suppression and enforcement efforts - can potentially reduce the level of violence. To improve the Department’s intelligence collection and analysis capabilities the existing crime analysis function will be centralized. A Department-wide approach to “intelligence-led” policing will be developed, along with new policies, procedures, training, and technology. In the longer term, a Counter-Terrorism Unit will be developed, staffed, and trained.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Centralize existing crime analysis function within Investigations to provide more coordinated analysis and results.
- Develop a Department-wide philosophy of intelligence-led policing and operationally integrate Intelligence-Led Policing into the OPD.

<i>Exhibit 9</i>		
Oakland Homicide Circumstances in 2008		
Circumstance	Number	Percent
Gang / criminally active group – related	49	39.2%
Ongoing dispute between two gangs / groups	25	20.0%
Personal dispute with gang / group dynamics	16	12.8%
Drug dispute with gang / group dynamics	6	4.8%
Robbery with gang / group dynamics	2	1.6%
Personal dispute	31	24.8%
Ongoing dispute between individuals	20	16.0%
Sudden dispute between individuals	11	8.8%
Drug-related	12	9.6%
Drug business dispute	8	6.4%
Drug robbery	4	3.2%
Robbery	8	6.4%
Domestic / family violence	6	4.8%
Other	7	5.6%
Unknwn	12	9.6%
Totals	125	100%

Source: Understanding Serious Violence in Oakland: Preliminary Findings, Anthony A. Braga, Ph.D., Harvard University, January 2010



- 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.
- Provide training to field and investigative personnel on collecting usable information and intelligence.
- 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.
- Connect to the California criminal justice network and regional intelligence databases, and participate in information sharing initiatives.
- Routinely use intelligence to improve tactical and strategic decision making.
- Establish a well trained and responsive Counter Terrorism Unit.
- Train Department employees as Terrorism Liaison Officers (TLOs).
- Train all Department employees in Homeland Security mandates and critical facility protection and response.

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

The level of violence and crime in Oakland is largely due to underlying economic and social issues. These include poverty, a lack of jobs and other opportunities, and for many, limited future options and hope. Clearly, the long term solution is to address these underlying issues. Violence suppression and enforcement alone cannot provide long-term solutions.

Numerous organizations in Oakland are working to prevent and reduce violence and crime, including City of Oakland and Alameda County programs. It also includes programs and efforts of community and faith based organizations. The long-term success in reducing crime and violence and making Oakland a safe city requires OPD to have strong partnerships, and work in coordination with these agencies and programs.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.



- 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.)
- 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.
- 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.
- 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.
- Advocate for and support efforts to develop broad based violence and crime prevention planning and coordination among all public and community organizations.
- 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.
- Develop operational partnerships to develop multi-agency approaches to permanently transform violence and crime "hotspots" throughout the City.

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

Making Oakland one of the safest large cities in California (given the likelihood of ongoing severely limited resources) will require innovation. The Department will develop strong partnerships with the academic and research community to assist in developing these innovative and effective approaches.

An advisory group of regional academic leaders in the fields of law enforcement and criminal justice has already been established to provide assistance and guidance. Research partners will be identified to assist the Department and community with pursuing grant funding where available. Ongoing efforts to work with the academic and research community will continue and be expanded when opportunities are present.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- 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.
- Identify specific issues and areas of research in which to request assistance from the academic and research communities.
- 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.
- Continue to work with the academic and research communities to implement innovative approaches including, Operation Ceasefire and the "Call-In Program."

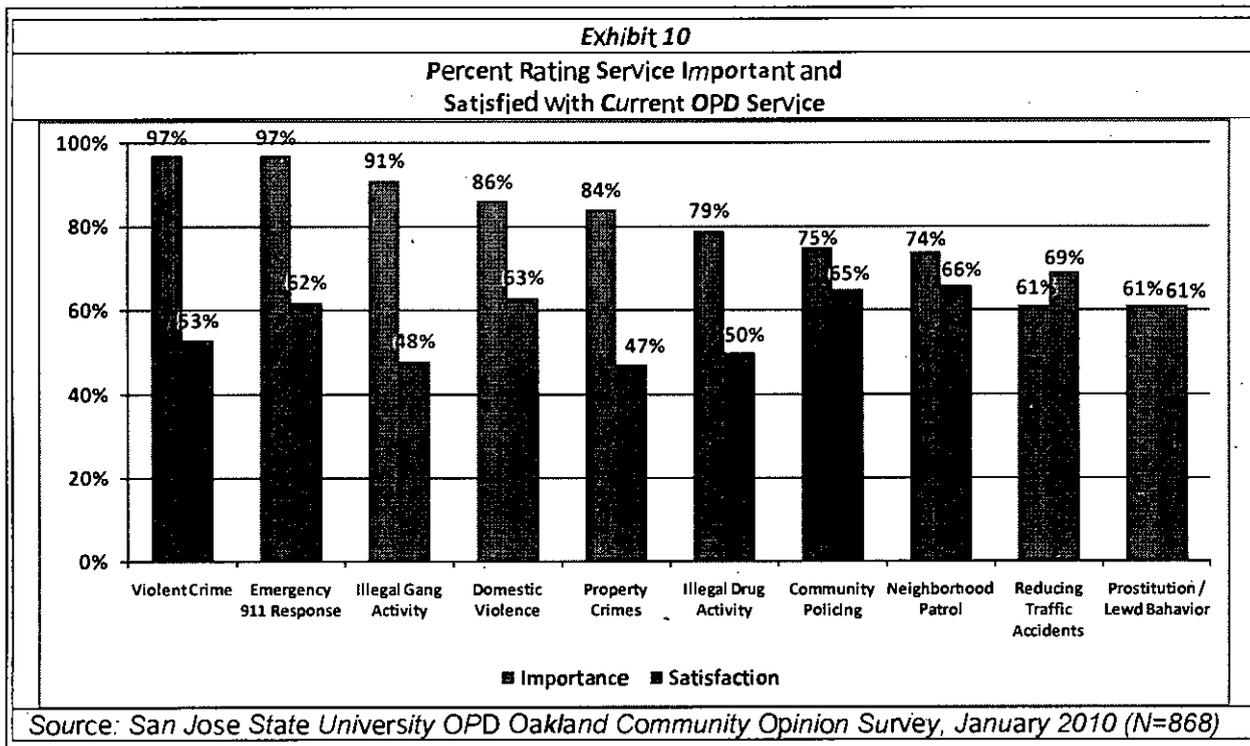


Vision 2: The Oakland Police Department Provides High Quality Services in a Community Driven and Customer Friendly Manner

Like most public organizations, the Oakland Police Department is a service providing agency. It was created, and continues to exist, to serve the Community of Oakland and to meet the needs of its members. The future success of the Police Department is directly tied to how well it serves the needs and priorities of the Community. The quality and effectiveness of these services has a major impact on the level of crime and the feelings of safety in any community

Focusing on the priorities of the Community is also a basic principle of community policing. To successfully implement community policing the Department's foundation must contain a comprehensive understanding of the community and its priorities, as well as an ongoing commitment to focus on those priorities.

The following exhibit shows how Community members rated the importance of services provided by the OPD. The majority of Community members rated all of the services provided by the OPD as either extremely or very important. The most important services to the community were addressing violent crime and responding to emergency 911 calls for service. For each of these services 97 percent rated them as either extremely or very important. Addressing illegal drug activity and domestic violence also had a high percentage, rating them as extremely or very important.

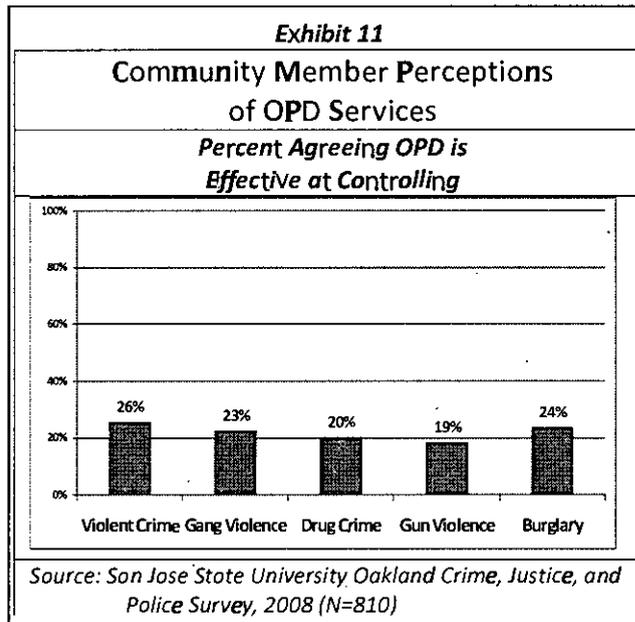




This exhibit also shows the level of satisfaction with each of the services provided by the Police Department. The percentage of Community members that are either very or somewhat satisfied with these OPD services ranged from 47 percent for property crimes, to a high of 66 percent for neighborhood patrol.

Less than half of Oakland Community members agreed the OPD was effective in controlling violent crime, gang violence, drug crime, gun violence, or burglary.

The OPD is committed to improving its services and providing high quality services based on the Community's priorities.



The following strategic objectives will contribute to accomplishing this vision.

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

When a member of the Community dials 911 there is most likely an urgent need for some type of police service. There may be a robbery in progress, or a personal assault occurring. A Community member may have just returned home to discover their home had been broken into and burglarized in their absence, or car may have been stolen.

911 calls received by the Police Department may also be for medical emergencies or to report fires. Since the Police Department is the Public Safety Answering Point (PSAP) for Oakland, all calls to 911 are initially answered by the Police Department. The Police communications staff answering the call will get enough information to determine the type of emergency. If the call is for a medical emergency or fire the call will be transferred to the Fire Department for processing.

Regardless of the specific situation, members of the Community should have a reasonable expectation that such calls will be answered quickly, information transferred efficiently, and the appropriate response made; unfortunately this is not always the case. On average, it took 17 seconds for the Oakland Police Department to answer 911 emergency calls in 2009. It was not unusual for calls to be on hold for five or more minutes on the 911 line prior to getting through to an emergency call taker. The longest hold time for 2009 on the 911 line was 9.7 minutes.



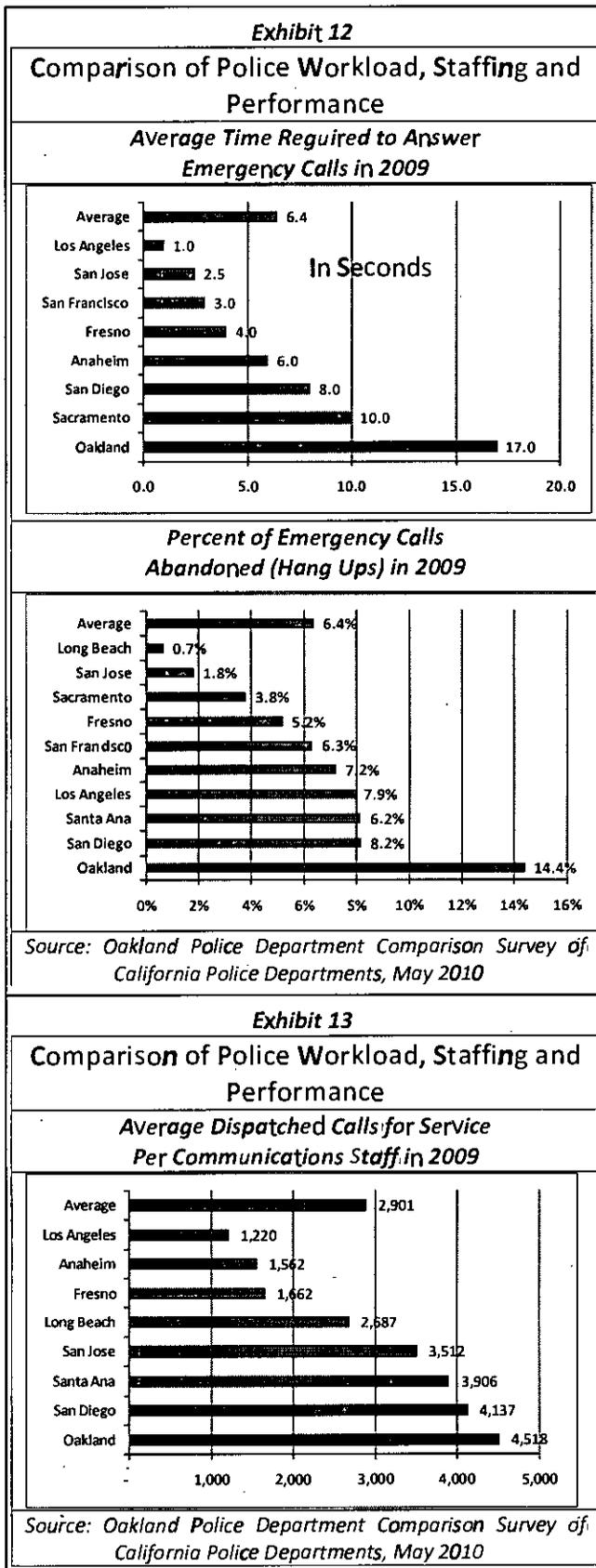
The answering and hold times are even longer on the Police Department's non-emergency lines, with an average of 29 seconds for the two non-emergency numbers. The longest hold time on the two non-emergency lines was 43.2 minutes.

The call answering speed for Oakland was much longer than for other police departments serving California's largest cities. The average for the cities we were able to compare was 6.4 seconds, close to one-third as long as Oakland.

Not surprisingly, the percentage of emergency calls that are abandoned, or where the caller hangs up prior to the call being answered, is much higher in Oakland. Over 14 percent of the calls to the Oakland Police Department were abandoned in 2009. This is more than twice the average of 6.4 percent for the other large cities in California, and well above the next highest percentage in San Diego at 8.2 percent.

One of the primary reasons for the longer answering time and higher abandoned call rate in Oakland is the level of workload required of each dispatcher answering and dispatching calls for service. As the exhibit shows, the average number of dispatched calls per communications staff was higher for the Oakland Police Department than other departments. The average communications staff in Oakland handled 4,518 dispatched calls in 2009, which is about 56 percent more calls each than the average of the other cities.

The Oakland Police Department must clearly improve its call answering and handling speed to provide a better quality





service to the Community. Accomplishing this will clearly involve enhanced staffing, filling vacant positions, and revising the staff positions for call taker and dispatcher. Other changes will be required to improve this service which includes reviewing and revising policies and procedures, call priority rankings, and the method of call dispatch.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Re-assign sworn staff from Radio Room to other sworn functions and fully civilianize communications staff to reduce costs.
- Recruit and fill vacant dispatcher positions and maintain full staffing to the extent practical.
- 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.
- 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.
- 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.
- Review and revise the call priority ranking to clarify how each call type should be handled and dispatched, including developing alternate methods of response (other than a physical response), and increase online crime reports.
- 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.
- Explore the potential for dispatching calls via the data system rather than by voice, to reduce the time required for dispatch.
- Plan for the implementation of Enhanced 911 (accepting 911 calls from cell and mobile phones directly based on location of the caller) and the potential expanded call volume from its implementation.
- Develop performance standards, monitor and report monthly performance for call answering, handling, and dispatch.



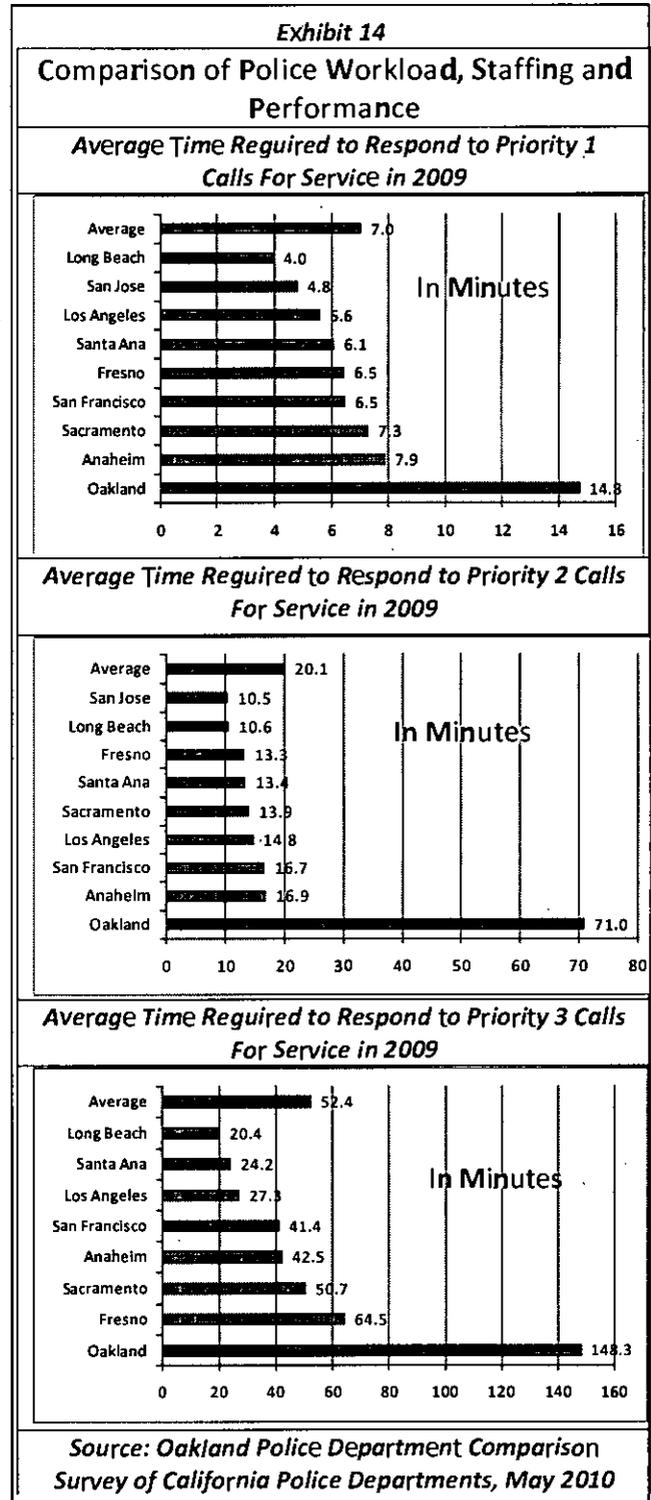
Strategic Objective 2.2: Provide Timely Response to Calls for Service and Effective Police Presence in Neighborhoods

Responding to emergency calls and effectively addressing emergency situations is a high priority to the members of the Oakland Community. Ninety-seven percent of Oakland Community Members rated this service as either extremely or very important. Only 62 percent were satisfied with the current level of service provided by the Department.

Calls for service that require a physical police response are categorized and dispatched by Oakland Police in three priorities:

Priority 1 Calls: Are the highest priority and include situations where life or property is in imminent danger. These include crimes in progress such as robberies, rapes, assaults, or burglaries. These also include violent domestic disturbances, reports of individuals with guns or shots fired. A reasonable standard is for no more than 5 minutes to elapse from the time someone dials 911 until a police officer is on-scene for a priority 1 call. In Oakland, It takes an average of 14.8 minutes to respond to a priority 1 call. This is substantially higher than the average of 7 minutes for all the cities compared.

Priority 2 Calls: Include situations that require a fairly immediate police response, with no immediate threat to life or property. These could include family disputes, disturbances of the peace, and suspicious activities. Ideally, these calls should be responded to in between 10 and 15 minutes. In Oakland, it takes an average of 71 minutes to respond to a priority 2 call. This is substantially higher than the average of 20.1 minutes for all the cities compared and over four times as long as the next highest city.





Priority 3 Calls: Include calls where there is no substantial threat to life or property, but a police response is needed. These include taking reports on crimes where a significant amount of time has elapsed since the occurrence of the crime. For example, someone comes home from work to find their home had been broken into several hours earlier. Ideally, these calls should be responded to within about 30 minutes. While there may be no immediate threat, being a crime victim can be traumatic and waiting for a police response for a long time adds to that trauma. In Oakland, it takes an average of 148 minutes to respond to a priority 3 call. This is substantially higher than the average of all the cities compared, and over twice as long as the next highest city.

These delays are primarily due to a lack of patrol units available to be dispatched to these calls. The number of dispatched calls for service for each sworn officer assigned to respond to these calls was much higher than for most other police departments in California's large cities. Oakland Police responded to an average of 787 calls for service per patrol staff in 2009. This is nearly 50 percent more calls than the average of 517 calls for all departments compared. The result of this high level of workload is that patrol units are often not available to respond quickly to calls.

Providing a police presence in neighborhoods to deter crime and provide a sense of security is another basic police service. Many members of the Oakland Community have said that for many neighborhoods in Oakland there is no police presence until there is an incident. Providing a police presence in neighborhoods requires that patrol officers have time available for directed patrol and for initiating enforcement activities when required. It is generally accepted among police professionals that (to be effective) patrol officers should spend at least one-third of their time in these directed patrol and officer initiated activities. The International Association of Chiefs of Police (IACP) has recommended that the amount of patrol officer time available for these activities be 40 percent.

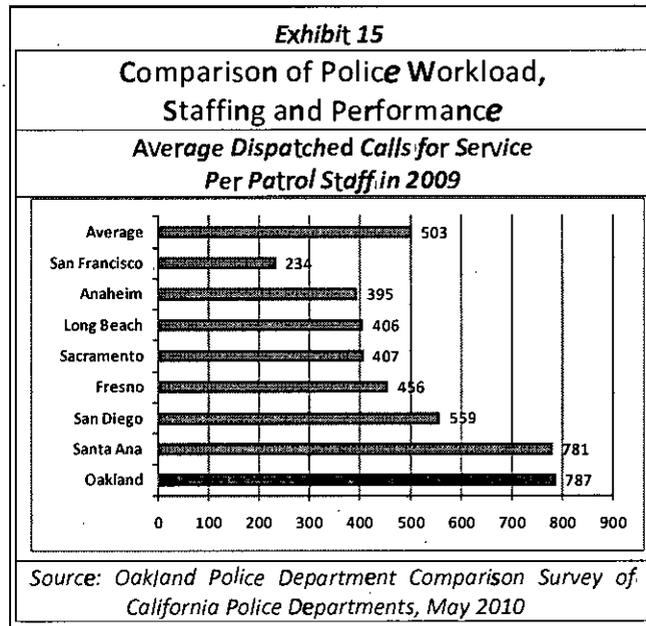


Exhibit 16
Comparison of Current Patrol Staffing with Recommended Staffing Levels

Actual Patrol Officers in 2009	334	Shortage
Minimum Recommended Staffing (33% Officer Initiated Time)	420	86
IACP Recommended Staffing (40% Officer Initiated Time)	517	183

Source: Evaluation of Actual Calls for Service and Staffing Requirements, Analysis Central Systems, August 2010



An analysis of actual calls for service responded to by Oakland Police patrol officers shows that the current patrol staffing is not adequate to meet either the 33 percent or 40 percent targets. An additional 70 patrol officers would be required to provide 33 percent of officer initiated time, and an additional 159 officers would be required to meet the 40 percent target.

The Department has already begun moving sworn personnel from other functions into the patrol function to provide better patrol presence in neighborhoods and improve the response to Community calls for service. The current deployment of patrol officers by time of day and day of week will also be modified to better match demand for patrol services. Approaches to increasing the amount of time patrol units are available to respond to calls and patrol neighborhoods will be developed. In addition, the current beat structure and assignments will be revised to provide more effective deployment and better maintain beat integrity. Improved technology will also be used to better match resources and response requirements.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- 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.
- 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.
- Develop and implement policies and monitoring procedures for ensuring patrol units are deployed as assigned.
- Move police resources from other OPD functions into patrol functions to the extent practical.
- 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.
- Acquire and maintain adequate patrol vehicles and equipment to ensure patrol officers and units can be deployed.
- Explore options for maximizing the amount of time patrol units spend in the field and availability to handle calls including:
 - Expediting the patrol “line-up” process and time to the extent possible;



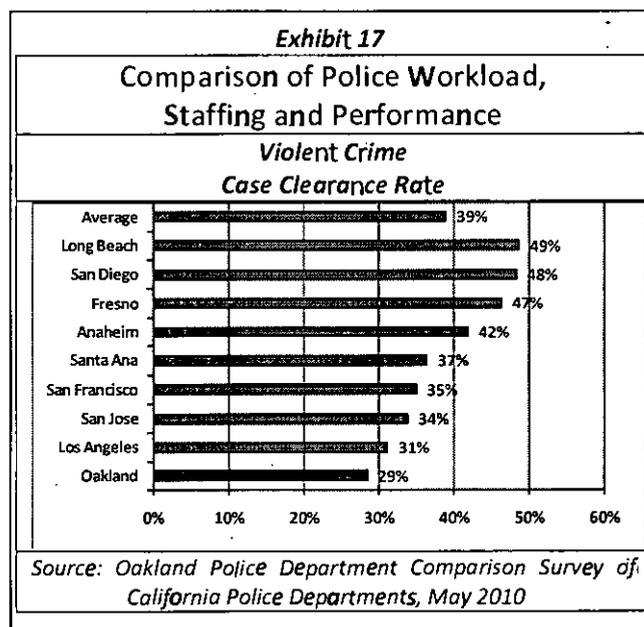
- Developing a field transport system for booking suspects in the field and transporting them to jail; and
- Streamlining the administrative and reporting processes required of patrol personnel.
- Improve field supervision on units responding to calls to expedite the return to service of units no longer needed as quickly as possible.
- 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.
- Acquire and implement GPS / AVL Technology to provide the ability to centrally monitor and supervise patrol resources and dispatch based on location.
- Develop performance standards, monitor, and report monthly performance for responding to calls for service by priority.

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

Effectively investigating and solving crimes that have occurred is a key basic police service. When a crime does occur it is important that they be investigated and prosecuted – this is key to preventing future crime as well as providing justice for victims. The OPD’s investigative resources are spread very thin – and many crimes in Oakland are not investigated at all.

Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the District Attorney or City Prosecutor. Investigators support the prosecution of suspects, and often testify during criminal trials.

Violent crimes include homicides, robberies, assaults, and rapes. Addressing violent crime was the top priority of the members of the Oakland Community. Ninety-seven percent of Oakland Community Members rated this service as either extremely or very important. Only fifty-three percent were satisfied with the





current level of service provided by the Department

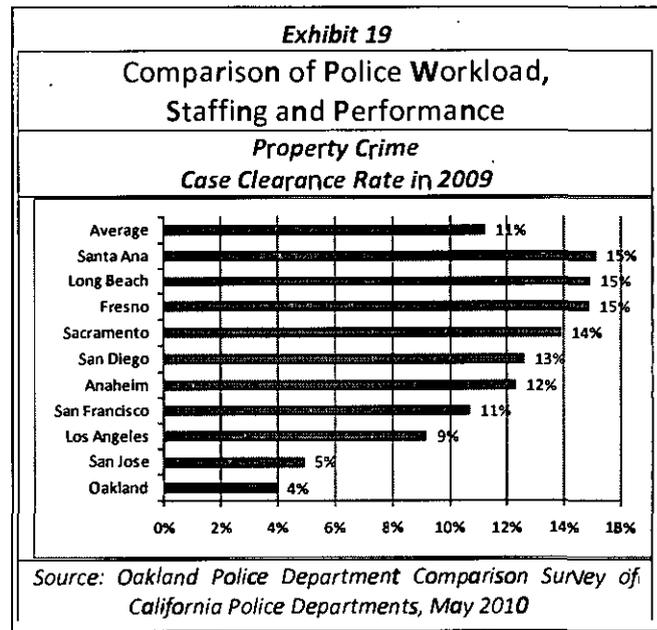
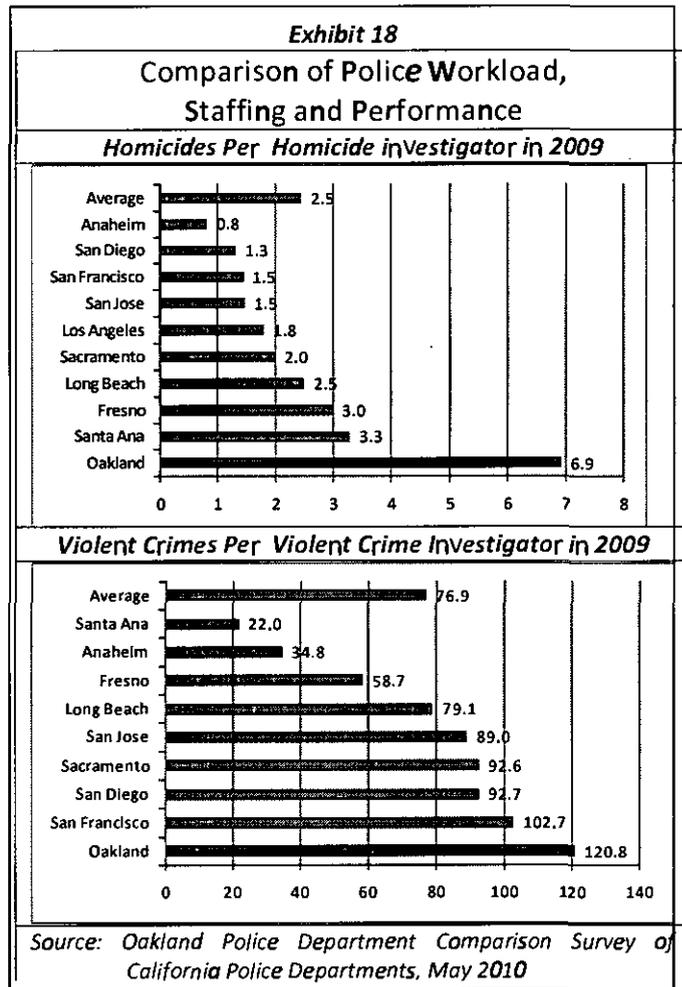
The percentage of violent crimes that are solved, or cleared, in Oakland is lower than in any of the other large California cities. Only 29 percent are cleared, compared to an average of 39 percent for all the cities compared.

A key reason for the relatively low percentage of cases solved or cleared is the number of these crimes that must be investigated by each investigator assigned to these investigations. In Oakland, in 2009 there were about 7 homicides for each homicide investigator assigned to investigate homicides. This is almost four and one-half times as many as the average of 2.5 for the other large California cities.

Similarly, there are more violent crimes that occur in Oakland for each investigator assigned to these cases than in other cities. In Oakland in 2009 there were about 121 violent crimes for each investigator assigned to these cases. This is nearly 60 percent more cases than the average of about 77 for the other large cities in California.

Property crimes include burglaries, auto thefts, larceny, and forgery or fraud cases. Addressing property crime was a lower priority of the members of the Oakland Community. However, eighty-four percent of Oakland Community Members rated this service as either extremely or very important. Only forty-seven percent were satisfied with the current level of service provided by the Department.

As with violent crime, the percentage of property crimes that are solved or cleared in Oakland is lower than in any of the other

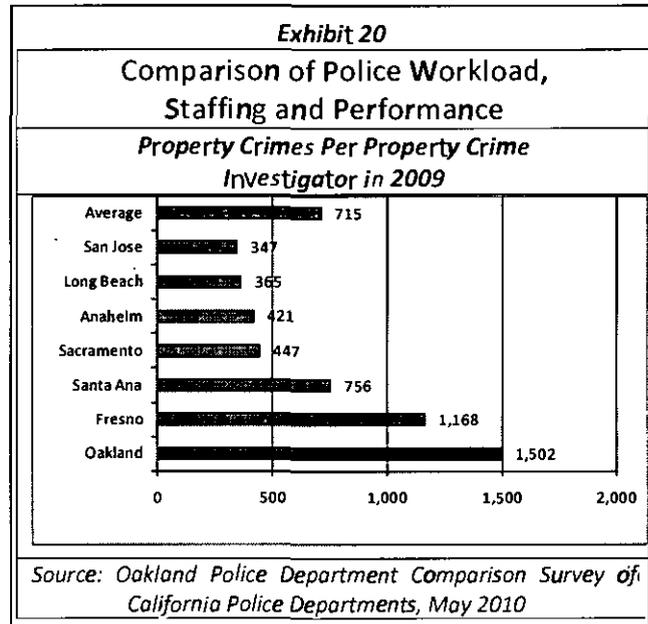




large California cities. Only 29 percent are cleared, compared to an average of 39 percent for all the cities compared.

Like violent crime, there are more property crimes that occur in Oakland for each investigator assigned to these cases than in other cities. In Oakland in 2009 there were about 1,500 property crimes for each investigator assigned to these cases. This is over twice the number of cases than the average of 715 for the other large cities in California.

It is important to note that the number of investigators assigned to these crimes in Oakland is proportional to the other cities based on the size of each city. The difference is that the violent crime rate and the number of violent crimes committed in Oakland is substantially higher than in the other cities. This high rate of violent crime creates a tremendous demand for service or workload for the Oakland Police Department's investigators.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Review the caseload and staffing of criminal investigations and enhance the staffing level to match caseload.
- Deploy investigative personnel to match workload, including increased evening, night, and weekend shifts.
- Increase the level of field deployment of investigative personnel to conduct investigations, interview victims and witnesses, and collect evidence.
- 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.
- 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.



- 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.
- Expand the capability of crime scene response units to collect evidence at the scene of crimes.
- Expand the capability of the crime lab to process evidence in a timely manner.
- Explore the potential for forensic laboratory services from other regional law enforcement agency laboratories.
- Develop performance standards and monitor and report monthly performance for criminal investigations, crime scene investigations, and crime lab services.



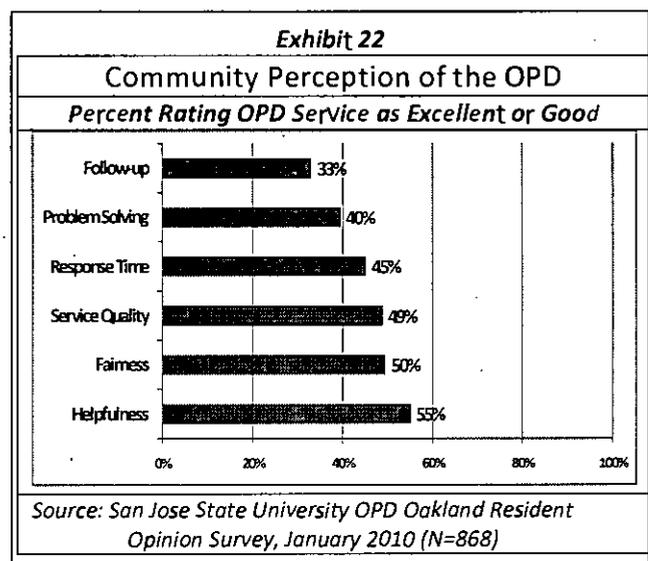
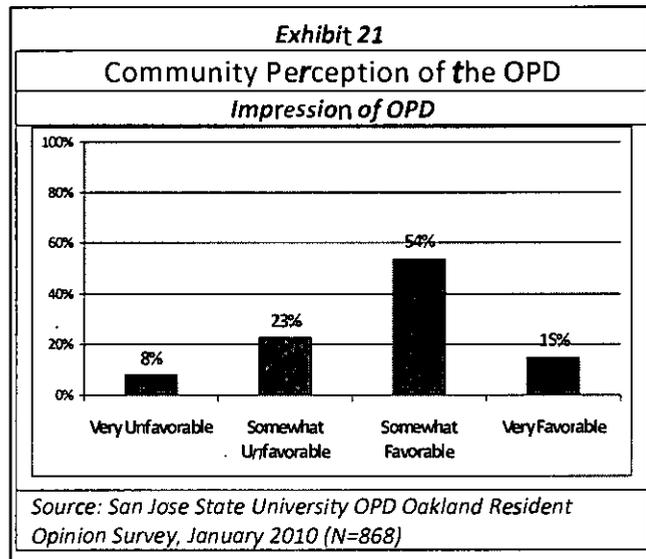
Vision 3: The Oakland Police Department is Trusted, Respected, and Valued By Those it Serves

For any police organization to be effective it must have the trust and respect of the Community it serves. The Police Department needs public support and cooperation to be effective in its order-maintenance role, and particularly benefits when they have the voluntary support and cooperation of most members of the public, most of the time.

Voluntary support and cooperation of the Police Department is linked to judgments about the legitimacy of the police. A central reason people cooperate with the police is that they view them as legitimate legal authorities, entitled to be obeyed. These public judgments about the legitimacy of the police and of policing activities are based on the public's assessments of the manner in which the police exercise their authority. Enhancing the Community's views about the legitimacy of the Police Department is essential to their success.

A total of 69 percent of the Community have a somewhat or very favorable impression of the Police Department. That leaves 31 percent of the Community members with a somewhat or very unfavorable impression of the OPD.

The level and quality of service provided by the Police Department has a major impact on the impression members of the Community have of the Department. When asked to rate the quality of service provided by OPD fewer than half rated those services as excellent or good. About half viewed OPD as helpful and fair. Fewer than half rated OPD's service quality, response time, problem solving, and follow-up as excellent or good. Making improvements in the quality of services provided, as outlined in the earlier sections of





this strategic plan, will contribute to improving the Community's impression of the Department. The OPD is committed to improving the Community's level of trust, respect, and value for the Department. The following strategic objectives will contribute to accomplishing this vision.

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

In January 2003, the City of Oakland entered into a Negotiated Settlement Agreement as a result of a case of misconduct against four Oakland Police Officers. The Agreement set up an effective system to identify problem officers, investigate complaints related to officer conduct and ensure that officers who train others are the best in the Department.

The reforms and standards required by the Agreement aimed to make the Oakland Police Department one of the best in the nation by promoting effective and respectful policing. The Department considers compliance with the Agreement to be part of its commitment to provide competent and effective law enforcement to the citizens of Oakland. The goals of the Agreement are to use the best available practices for police supervision, training and accountability, and to enhance OPD's ability to protect the lives, rights, dignity and property of the community.

The original timeline for reaching compliance with the NSA was January 2008. The Department was not in compliance at that point and the NSA was extended for two additional years, through January 2010. In January of this year a number of requirements of the NSA had still not been completed. Rather than further extend the NSA the parties agreed to continue efforts toward compliance and documented this agreement in a Memorandum of Understanding (MOU).

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Review policy and procedures and develop mechanisms to gain compliance in outstanding settlement agreement tasks including:
 - 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
- 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.
 - Expand the command level resources of the Office of Inspector General to increase the focus on acceleration of the pace of accomplishment.
 - 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.
 - Create a culture and reality of effective accountability for accomplishing the requirements of the NSA / MOU.
 - Provide training, mentoring, and supervisory support for managers and supervisors to facilitate effective accountability across all divisions.

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

For the Police Department to be successful in meeting the needs of the Community it must be open and accessible to the members of the Community and must keep the Community well informed of its activities. There are definite barriers between the Department and Community. A major challenge for the Police Department is to develop an environment where individual Community members are comfortable to approach both the Department and individual officers, feel informed of and invested in police activities, and are enthusiastic about working together.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and institute a Department-wide philosophy and corresponding policies and procedures based on Community Based Legitimacy Policing standards.
- 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.
- Conduct public meetings with Community and neighborhood groups throughout the City to solicit input into Police priorities and strategies.
- Develop and publish an annual progress report communicating to the Community the Department's efforts and results based on the Community's priorities.
- Implement individual body cameras on police officers in the field to record all officer interactions with members of the Community.
- Improve the language capabilities of the OPD and ability to directly communicate with Oakland's non-English speaking communities.
- 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.).
- 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.
- Expand the use of Community Advisory groups to provide input and assist the OPD in identifying and resolving Community issues and concerns.
- 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.
- Develop a plan to have officers attend school programs, neighborhood watch meetings, and other Community events.
- Reinforce the new values of the OPD focusing on service to the Community, professional and respectful demeanor, courteous customer service, and Community-based legitimacy.



- Expand the number of Community volunteers working with OPD, especially reserve police officers.
- Expand Community awareness and interaction training for all personnel including Field Training Officers.
- Expand efforts to communicate with and develop common understandings with Oakland's youth, focused on the role of OPD in meeting their needs.
- 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.
- 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.

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

A key way to improve the level of trust, respect, and value for the Police Department is to increase the level of positive interaction between OPD and the Community. This will require some training of police personnel on how provide better Community and customer oriented service, and an increase in the importance placed on this positive interaction. Time must be made available for this interaction, and recognition and incentives provided to encourage this positive interaction. Positive information can also be developed and shared with the media.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and implement a comprehensive employee training program on Community and customer oriented service and legitimacy policing.
- Communicate and demonstrate to employees at all levels the importance of Community service and legitimacy orientation and customer service to the future success of the OPD.
- Communicate and demonstrate the importance of good police work (timeliness, courteousness, empathy, diligence, etc.) to improving the image and success of OPD.
- Develop and implement a recognition program for employees that excel in providing Community and customer service.
- Encourage police personnel at all levels to walk and talk in neighborhoods, and interact with members of the Community in informal settings, to the extent practical.



- Encourage police personnel to actively brief individuals in neighborhoods about OPD activities including crime problems, police activities to resolve those problems, and ways Community members can provide assistance.
- Develop an ongoing program of interaction with the business community, including identifying their concerns and issues, informing them of OPD activities, and identifying opportunities to work together to address issues and concerns.
- Develop and encourage the press/media to publish positive information about the Community's or OPD's activities.
- Develop programs for KTOP that inform the public on OPD activities and operations.
- Develop Community or business sponsored ads that inform the public on or promote police issues and activities.



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

Collaboration with the Community of Oakland, and community policing, are key to the success of Oakland and the OPD. Members of this Community have invested untold hours and effort at making community policing work in Oakland; there is much to build on.

Looking to the future, the OPD must be completely committed to community policing and work very hard to make it as effective as possible in Oakland. The Community and OPD can work together to make community policing even better for the future.

The OPD is committed to improving Community Policing in Oakland. The following strategic objectives will contribute to accomplishing this vision.

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

Community policing in Oakland is defined clearly and in substantial detail in current City ordinances and in the voter passed initiative known as Measure Y. These provide directives on how community policing is to be implemented. OPD must work within this current framework for community policing and do all that is possible to make the programs as defined as effective as possible.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Clarify the understanding of the objectives, strategies and desired outcomes of the Community Policing approach.
- Develop and implement Community Policing training for all OPD personnel and offer it on a frequent and consistent basis.
- Clearly define the roles and responsibilities of the Neighborhood Services Coordinators, the Neighborhood Crime Prevention Councils, Neighborhood Watch, and others involved in Community Policing.
- Develop and implement a community policing activity tracking system to provide information on problems identified, activities conducted, and outcomes achieved.



- Develop an annual Community Policing report highlighting the accomplishments of the Community, and OPD Community Policing in addressing Community Issues and concerns.

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

In the long-term, there are substantial improvements that can be made to the current model of community policing in Oakland. The Community Policing Consortium of the International Association of Chiefs of Police (IACP) has put substantial effort into reviewing and evaluating various models and strategies for implementing community policing. This includes defining and evaluating various community policing models.

The model used in Oakland is referred to as the split force model. While there are some definite advantages to this model it also presents some clear disadvantages. The primary disadvantage is that it makes community policing the responsibility of a unit rather than the responsibility of everyone in the police department. The following exhibit outlines the advantages and disadvantages of this model.

**Exhibit 23
"Split Force" Model of Community Policing**

Advantages	Disadvantages
<ul style="list-style-type: none"> • Provides Community Policing "specialists" 	<ul style="list-style-type: none"> • Can result in animosity between regular and Community Policing officers
<ul style="list-style-type: none"> • Focused time and attention 	<ul style="list-style-type: none"> • Not all officers buy into Community Policing
<ul style="list-style-type: none"> • Builds territorial imperative 	<ul style="list-style-type: none"> • Patrol refers routine complaints to Community Policing
<ul style="list-style-type: none"> • Positive relationship with the Community 	<ul style="list-style-type: none"> • Community attachment to "their" Community Policing officers
<p><i>Source: Community Policing Deployment Models & Strategies, International Association of Chiefs of Police</i></p>	

An alternative model is referred to as the "Total Community Policing Model." In this model the organization as a whole is fully committed to community policing – all segments of the department are involved in and support community policing. The following exhibit outlines the advantages and disadvantages of this model.



Exhibit 24

"Total Community Policing" Model of Community Policing

Advantages	Disadvantages
<ul style="list-style-type: none"> Organization fully committed to Community Policing 	<ul style="list-style-type: none"> Requires long-term commitment from Police Chief and Command Officers
<ul style="list-style-type: none"> Builds territorial imperative among patrol officers and Community served 	<ul style="list-style-type: none"> Not a good starting point for Community Policing
<ul style="list-style-type: none"> Builds long-term relationships 	<ul style="list-style-type: none"> Requires dedication of additional resources to patrol operations
<ul style="list-style-type: none"> Focuses more on proactive problem solving 	
<p><i>Source: Community Policing Deployment Models & Strategies, International Association of Chiefs of Police</i></p>	

Clearly, any changes to community policing in Oakland must be through collaboration – doing it any other way would violate the basic principles of community policing

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Collect information and conduct research on best practices in Community Policing and potential models to be implemented in Oakland.
- Develop a draft model for Community Policing in Oakland based on best practices research and Oakland’s strong Community Policing history.
- Obtain feedback and input from members of the Community on the draft model for Community Policing in Oakland and revise as needed.
- Identify changes required in ordinances or voter initiatives to implement the revised model of Community Policing in Oakland and pursue needed changes.



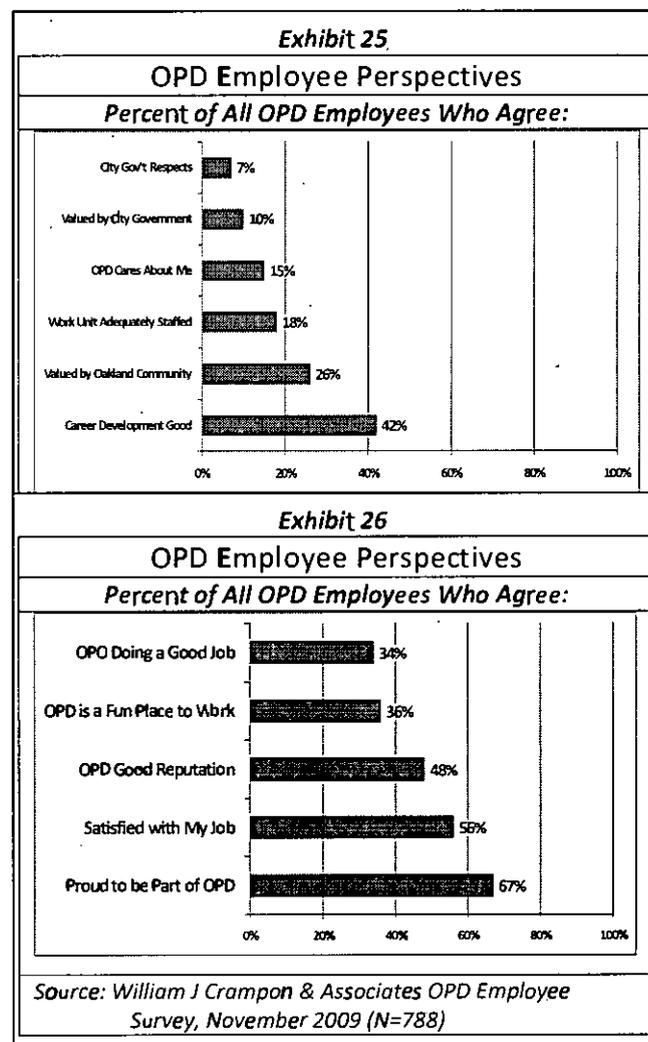
Vision 5: The Oakland Police Department is an Effective Organization, Providing a Supportive and Positive Work Environment for its Employees

For a police department to be successful, as with any organization, it must have the basic capability to perform its functions. The Department is understaffed given the level of crime in Oakland and the demand for police services. Basic equipment needed for Department personnel to do their jobs, such as police vehicles, are lacking and inadequate. The Department also lacks basic police management tools and processes that would allow the Department's limited resources to be focused most effectively.

The morale of the Department's personnel is also very low. Most Department employees felt that they were not valued or respected, and that the Department did not care about them. Most also felt their work units were not adequately staffed, and did not feel career development was good.

Perhaps most importantly, only about one-third of the Department's employees felt that OPD was doing a good job. Less than half felt OPD had a good reputation, and just over half were satisfied with their jobs. Clearly, most Department employees see substantial room for improvement in the performance and effectiveness of the Department's services. The fact that over two-thirds of employees still were proud to be part of the OPD speaks loudly about their love for and commitment to the organization.

Improving the effectiveness of the Oakland Police Department is essential to accomplishing each of the visions outlined in this strategic plan. The following strategic objectives will contribute to accomplishing this vision.

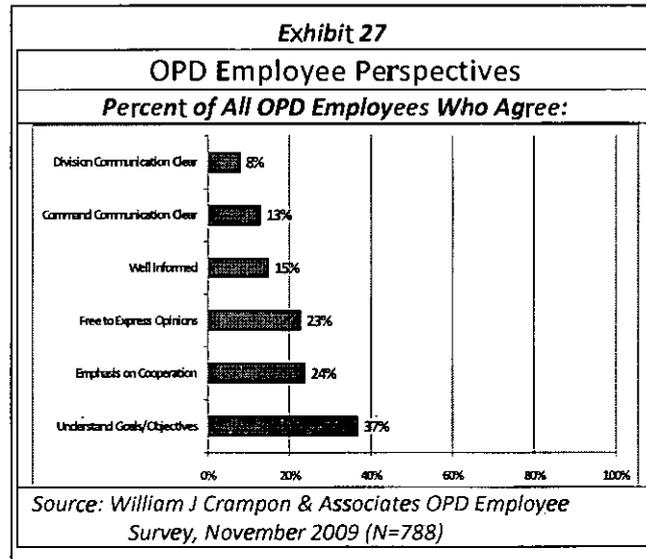




Strategic Objective 5.1: Provide Clear Direction and Open Communication Within the OPD, and Encourage Teamwork and Shared Accomplishment

Clear, consistent, and open communication is key to the success of any organization. The Oakland Police Department has faced challenges in its efforts toward effective communication. Very few employees felt either division or command communication was clear in the Fall of 2009 when the employee survey was conducted.

Most did not feel well informed regarding what was going on within the Department, nor did they feel free to express their opinions. Only about one-quarter felt the Department placed an emphasis on cooperation within the Department, and only a little over one-third understood the Department's goals and objectives.



Progress has already been made in providing clear and consistent direction within the OPD, including a focus on gangs, drugs and guns. This strategic plan and the mission, visions, values, and strategic objectives provide ongoing detail on where the Department must move to be successful in the future. These efforts will continue and be expanded.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Communicate the new mission, visions, strategic objectives, values and motto of the OPD to all employees.
- 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.
- Conduct annual employee surveys to identify their perspectives, concerns, and issues and to gauge progress in improving the work environment of OPD.



- Develop an ongoing web based employee suggestion capability that allows employees to provide feedback identifying themselves or remaining anonymous.
- Share information from Command staff meetings with all Department personnel to provide an increased communication about decisions and the direction of OPD.
- Maintain the employee Communications Focus Group and implement the Group's initiatives to the extent practical.
- Develop additional employee problem solving working groups to identify and resolve issues and concerns within OPD.
- Develop an OPD Intranet site for providing secure access to OPD information.
- Provide training to OPD managers and supervisors on the parameters of MOU's and how to effectively manage under these agreements, and how to motivate and obtain optimal performance from staff.
- 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.
- 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.
- More actively publicize Department and Individual accomplishments in the OPD newsletter, on the OPD Intranet site, and with the media.

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

More than most organizations, the skills and judgment of police personnel largely determines the success or failure of that police agency. Few occupations demand such a wide range of abilities or challenges those abilities as often. For a police department to be successful it must give its officers a great deal of discretion.

While rules and procedures are important, they cannot describe every situation nor prescribe behavior in every circumstance. Police Officers must have substantial freedom to decide how best to handle situations. To be effective, Officers must have very good decision making skills. Poor decisions by Police Officers may result in substantially more severe consequences than poor decision making in many other professions.



In addition, the requirements and expectations of police officers are changing as police departments move from their traditional role of law enforcement and crime control to a role of community improvement. Not only are officers expected to enforce the law and control crime, they are expected to be community problem solvers. Increasingly, police are being called upon to be entrepreneurial, finding creative ways of solving neighborhood and community problems.

The Oakland Police Department must make additional investments in developing the skills and capabilities of its personnel to be successful into the future.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Expand the level of training for all sworn staff in:
 - Tactical operations
 - Search and seizure laws
 - Strip search Mandates
 - Intelligence gathering on gang members and activities
 - Gun trafficking and sales
 - Tracking of arrests, citations, and field contacts.
- Increase the requirements for firearm qualification testing to enhance OPD personnel's firearm skills and capabilities.
- Conduct a comprehensive training needs assessment and develop a training matrix highlighting the skills required for each position within the OPD.
- Expand current training to meet OPD training needs identified through the training needs assessment.
- Develop weekly training topics and scenarios for supervisors to discuss with employees as training opportunities.
- 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.



- 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.
- 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.

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

In April the California Association of Tactical Officers (CATO) completed an independent assessment of the Oakland Police Department's Special Weapons Team (SWAT). The assessment included an overall analysis of the SWAT policies and procedures, command and control, selection, tactics, training, discipline, and equipment.

The assessment also included an in-depth appraisal of the SWAT team's conformity with the California POST SWAT Guidelines. These Guidelines address legal and practical issues of SWAT operations, personnel selection, fitness recommendations, planning, tactical issues, safety, after-action evaluation of operations, logistical and resource needs, uniform and firearms recommendations, risk assessment, policy considerations, and multi-jurisdictional SWAT operations.

Numerous recommendations for improving the Department's tactical policies, procedures, skills, capabilities, and practices were made by CATO. Implementing these recommendations is key to achieving this strategic objective.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Develop and enforce a written Tactical Team Policy and Procedures Manual that includes:
 - 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
- 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.
- Develop annual training plans for the Tactical Operations Team.
- 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.
- 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.
- Develop and make use of SWAT subject matter experts (SME's) within the SWAT Team.
- Develop a tactical emergency medical support (TEMS) program.
- Develop and cultivate positive working relationships with SWAT Teams from other regional law enforcement agencies and pursue opportunities to conduct joint training exercises.
- Focus training for tactical operations on law enforcement SWAT practices rather than military based operations.
- Explore options for improving the response time to requests for service by the SWAT Team.
- Review and improve radio communication during tactical operations.

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

Information is essential to effective law enforcement and crime reduction. Patrol Officers rely on it for their safety and effectiveness. Detectives rely on it to solve crime. Information is important to management in identifying progress made and holding employees, supervisors, and managers accountable. The effective use of information is critical to effective policing.



Advances in technology have revolutionized many functions and organizations, making it possible to provide more effective services with the same or fewer resources. Innovative technologies are continually developed and successfully implemented in police operations. The Police Department must ensure it is in a position to take advantage of these opportunities when presented, and must monitor and plan for future technological advances.

Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- 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.
- Evaluate, acquire, and effectively implement technology that can improve the effectiveness of the OPD in accomplishing its mission.
- 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.
- 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.
- 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.

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

At no time in the history of the Police Department has it operated out of so many different buildings and facilities. And at no time has it faced so many issues with these facilities. These facilities have become important in the Department's efforts to implement community policing. Providing adequate facilities is critical to the future success of the Department in meeting the Community's needs. In today's threat environment, security over these facilities is essential as well as reducing the potential loss of life and capability due to security breaches.

Equipment is also an essential resource to the Police Department. This equipment includes vehicles, radios, protective devices, and other miscellaneous items. The Department annually spends millions on this equipment. Ensuring It is functional and well maintained is important from an operational as well as financial perspective.



Priority Actions

OPD will pursue the following priority actions to achieve this strategic objective.

- Conduct a threat and vulnerability assessment of OPD's Police Administration Building and enhance the level of building security as needed.
- Conduct a threat and vulnerability assessment of OPD's Eastmont Station Building and enhance the level of building security as needed.
- Develop and implement standard facility operating procedures including safety and contingency plans.
- 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.
- Continue to explore and pursue alternative approaches to acquiring, maintaining, and replacing the OPD's vehicle fleet with one that more effectively and consistently meets the Department's fleet requirements.

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*



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 Some 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 Some 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
2.1.8	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"> • Expediting the patrol "line-up" process and time to the extent possible • Developing a field transport system for booking suspects in the field and transporting them to jail, and • Streamlining the administrative and reporting processes required of patrol personnel 	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 Some 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
2.3.8	Explore the potential for forensic laboratory services from other regional law enforcement agency laboratories.	Mid-Term	TBD	Crime Lab Director	BOS
2.3.9	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



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 Some 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



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



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

	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.3.1	Develop and implement a comprehensive employee training program on Community and customer oriented service and legitimacy policing.	Mid-Term	Budget Neutral	BOS	Department-Wide
3.3.2	Communicate and demonstrate to employees at all levels the importance of Community service and legitimacy orientation and customer service to the future success of the OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.3	Communicate and demonstrate the importance of good police work (timeliness, courteousness, empathy, diligence, etc.) to improving the image and success of OPD.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.4	Develop and implement a recognition program for employees that excel in providing Community and customer service.	Short-Term	Budget Neutral	BOS	
3.3.5	Encourage police personnel at all levels to walk and talk in neighborhoods, and interact with members of the Community in informal setting, to the extent practical	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.6	Encourage police personnel to actively brief individuals in neighborhoods about OPD activities including crime problems, police activities to resolve those problems, and ways Community members can provide assistance.	Short-Term	Budget Neutral	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 3.3: Increase the Level of Positive Interaction Between the Oakland Police Department and the Community					
	PRIORITY ACTIONS	Implementation Time Frame	Fiscal Impact	Assignment of Responsibility	Others Involved
3.3.7	Develop an ongoing program of interaction with the business community, including identifying their concerns and issues, informing them of OPD activities, and identifying opportunities to work together to address issues and concerns.	Short-Term	Budget Neutral	BFO	Area Commanders
3.3.8	Develop and encourage the press/media to publish positive information about the Community's or OPD's activities.	Short-Term	Budget Neutral	OCOP	Department-Wide
3.3.9	Develop programs for KTOP that informs the public on OPD activities and operations.	Short-Term	Budget Neutral	OCOP	KTOP
3.3.10	Develop Community or business sponsored ads that inform the public on or promote police issues and activities.	Short-Term	Budget Neutral	OCOP	Community and Business Groups

*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 Some 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



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, NCPC'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 Some 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 Some 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*



Focused resources, stronger partnerships getting results

Oakland's 100-Block Community Initiative to Reduce Violence

"All children, families and businesses need to feel safe in Oakland. --Mayor Jean Quan

Focus on the 5% of the City Where 90% of Shootings & Homicides Occur

While recent crime rates have declined, Oakland's level of violent crime remains high. As a City we need to and can do better.

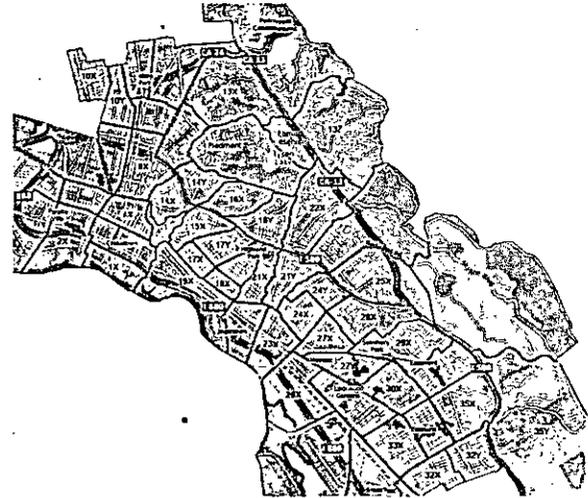
This year, when the Oakland Police and the Mayor's staff analyzed both historical and current data on shootings and homicides, we found that 90% of shootings and homicides occurred in 5% of the City—or approximately 100 city blocks.

Not surprising, these same 100 blocks have some of the highest joblessness and school dropout rates. Many of these areas straddle economically depressed commercial corridors that attract prostitution and open-air drug markets. These "hotspots" are also in or near the same areas where children under the age of six lost their lives to senseless gun violence in 2011.

The violence in these neighborhoods has been allowed to fester for far too long. Decisive, coordinated, and focused action by government and citizens is needed.

Maintaining Police Services Citywide, Working Smarter in the 100 Blocks

Like any city facing the recession and budget cuts, we are struggling to meet the needs of all our citizens. Public safety is a citywide priority, but our resources are limited. After contract negotiations last year, new pension contributions by Police funded the return of



Over 90% of homicides are committed in approximately 100 blocks.

32 officers. This allowed us to put more police in high crime areas. This year, a new federal grant will fund 25 new officers assigned to middle schools in the 100 blocks.

Additionally, the Oakland Police Department will concentrate their efforts in these communities by creating Crime Reduction Teams (CRT's), and focusing local, state, and federal investigative efforts there.

In short, we are concentrating law enforcement efforts to reduce shootings and homicides in the neighborhoods most impacted by violence while maintaining police coverage throughout the City. We are beginning to see promising results.

More enforcement is not enough. We will also prioritize other services in the 100 Blocks including blight abatement, litter and graffiti clean-ups. We will recruit for jobs and improve the quality of life in these neighborhoods. If we create economic opportunity and reduce crime

in these 100 blocks, we believe we will also reduce crime throughout the City.

Drawing on Best Practices

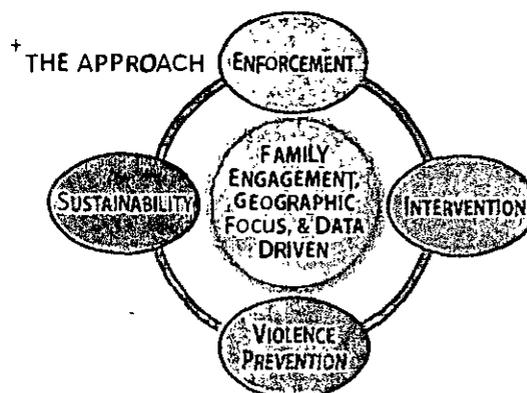
After examining the data and assessing our internal and external resources, we looked at key elements from successful violence reduction strategies from cities with similar demographics nationwide. These strategies were selected for their effectiveness and their ability to align with existing successful initiatives. Additionally, they were chosen due to their ability to provide results despite fiscal challenges. They include:

- **New York City's CompStat—Hotspot & geographically-based policing** utilizing data and holding service providers and police staff accountable.
Start Date: Already in progress.
- **Los Angeles Gang Reduction & Youth Development Model (LA GRYD)—Hotspot focus** including comprehensive family support and involvement. Start Date: This effort began in 2011 and will be enhanced beginning in the summer of 2012.
- **Chicago Ceasefire—Youth outreach, messaging and violence interruption.**
Start Date: This effort will start in the Spring of 2012.
- **Harlem Children's Zone—Age 0 to high school focus** with wraparound family services. Start Date: Already in progress.
- **San Jose—Internal communications & meaningful community engagement.**
Start Date: Spring 2012.

Short-term Goal: Concentrated Multi-Agency Enforcement

Working smarter means leveraging the resources already available in these neighborhoods and coordinating an enforcement response. In addition to concentrating our enforcement staff on these 100 Blocks, we are partnering with local, state and federal enforcement agencies to share information and to track Oakland's most violent offenders and re-offenders:

- District Attorney Nancy O'Malley has assigned a high-level DA to work



directly within the Oakland Police Department's Major Crimes Unit to assist in the prioritization of investigations and to ensure that cases are fully developed and ready for prosecution.

- Chief Probation Officer David Muhammad is tracking violent offenders, both youth and adults on probation.
- 25 OPD officers will be stationed at middle schools in the 100 Blocks, thanks to a \$10 million Federal COPS grant from the Department of Justice based on a collaborative model.

"Working with the District Attorney's Strike Team, we will focus on prosecuting Oakland's most violent offenders. Through the leadership of the Alameda County Probation Department, violent, high-risk offenders will be tracked and information will be shared across departments."--OPD Interim Chief Howard Jordan.

Multiple agencies will coordinate their efforts, share information and focus on the common goal of reducing shootings and homicides in the 100 Blocks. This coordination stemmed from an assessment that determined that many agencies were already operating in the 100 Blocks but they lacked coordination, communication, and a common goal:

100 BLOCK LAW ENFORCEMENT

- Oakland Police Department Patrol
- BART
- Oakland Police Department Problem Solving Officers
- Oakland Housing Authority (OHA) Police
- California Highway Patrol (CHP)

- Oakland Unified School District (OUSD) Police
- Alameda County Sheriff's Department
- Alameda County Probation Department
- Alameda County District Attorney's (OA's) Office
- Federal Law Enforcement Agencies
- State Parole
- Private Security Companies

Prioritized City Services

Reducing violence takes more than police. We are also asking all City departments to do their share to improve the quality of life in these 100 Blocks and to support public safety efforts.

- Measure Y-funded Oakland Street Outreach workers will be assigned to the 100 blocks where they will spend 80% of their time connecting with young people and their families, creating truces between rival groups, and performing immediate scene and hospital-response to shooting victims in an effort to reduce retaliatory shootings.
- The Public Works Agency (PWA) has prioritized new lighting, blight, graffiti and street projects.
- This year we doubled the National Night Out block parties and organized more community clean-ups in some of these areas.
- Oakland Parks & Recreation (OPR) will provide more safe activities, leadership training and will recruit youth for jobs in summer programs.
- The City will support economic development including small business development to help improve retail and job opportunities.

Violence prevention, job opportunities and quality of life enhancements also make a difference. Based on the 'broken window theory,' crime prevention through environmental design (CEPTED), and the LA GRYP model, we know communities are safer when blight is reduced, neighborhood youth are employed and engaged in recreational programs, and there are thriving businesses.



City Administrator Deanna Santana, Alameda County District Attorney Nancy O'Malley, Mayor Jean Quan and Interim Police Chief Howard Jordan at the Neighborhood Safety Summit on October 15, 2011.

Mid-term Goal: Community Engagement & Mobilization

Even the combined coordination of the Police and all our City departments cannot reduce violent crime. Changing neighborhood dynamics depends on developing positive relationships among neighbors and partnerships between citizens and the City. Building trust between officers and our youth is especially critical. We will implement programs like Code 33 (open discussion between community and police) and other programs that support positive interaction. Additionally, we will recruit more Oakland and urban residents into our Police Department.

Other midterm strategies include assigning Street Outreach Workers to the 100 blocks, holding Measure Y service providers accountable for outcomes, re-invigorating Ceasefire strategies, and coordinating our efforts through the Mayors Gang Prevention Task Force.

Long-term Goal: Provide Opportunity to Youth and Families

Our long-term goal is to reduce violence by improving communities through meaningful engagement and providing much needed

services to youth and their families. We are building coordination among school, county, health, religious, and non-profit community organizations and plan to bring change through:

- Asking private sector employers to prioritize hiring youth in the 100 Blocks for summer employment, internships and job training.
- Parent education and increased community involvement
- Universal pre-school
- Support of school-based health clinics
- Support of Full Service Community Schools
- Recruiting mentors for the 2000 youth who are aging out of Foster Care, truant, or contacted by police for illegal activities.
- Late Night Live: Maintaining late night programming in the parks. Last summer our pilot program reduced crime in one neighborhood by 51%.
- Promote and support a Citywide Truancy Program

Over 60% of middle school students who missed 20 days of school 5 years ago have had contact with the **Oakland Police**

It Makes Sense for All of Oakland

Although there has been a decline in the rate of homicides over the years, the number of people getting killed and shot is not acceptable. These violent acts not only destroy the lives of those immediately impacted, but it has a ripple effect that negatively impacts neighborhoods, communities, and the city's economic forecast.

As violent crime rates increase, housing values decrease and taxes increase to meet the increasing strain on police and social services. Additionally, when cities develop a negative reputation due to violent crime and drug abuse, businesses are less willing to invest anywhere in Oakland. Thus, what happens in the 100 Blocks impacts *all* of us. It is the success of these communities that will define us and is the lens through which people see us.

We are changing the way others see us. Recently the *New York Times* named Oakland as one of "the 45 places to go in 2012" in the

world. We were #5, the FIRST American city on the list. Oakland is undergoing a renaissance. Oakland's beauty, diverse population, arts and food scene, social conscience and tolerance make us one of the best places to live in the world. Yet, until we eliminate the persistent violence and unequal opportunities in these neighborhoods, we will not reach our potential as a great city.

How You Can Help

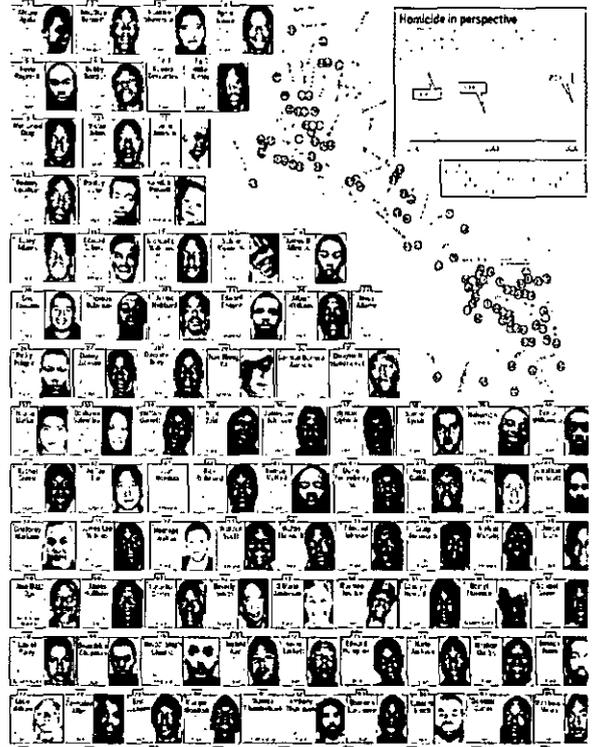
Community engagement is a key to making Oakland safer:

- Organize or join a Neighborhood Watch Group
 - Attend your Neighborhood Council
 - Offer jobs to Measure Y-identified youth and young adults
 - Organize a Neighborhood Beautification Project, Adopt a School or Park.
 - Anonymously report crimes to OPD via text or e-mail; call 238-DRUG
 - Volunteer in a 100-Block School, Library, Recreation Center or Senior Center.
 - Fund a Summer Camp Scholarship
- For details, call 444-C-I-T-Y.

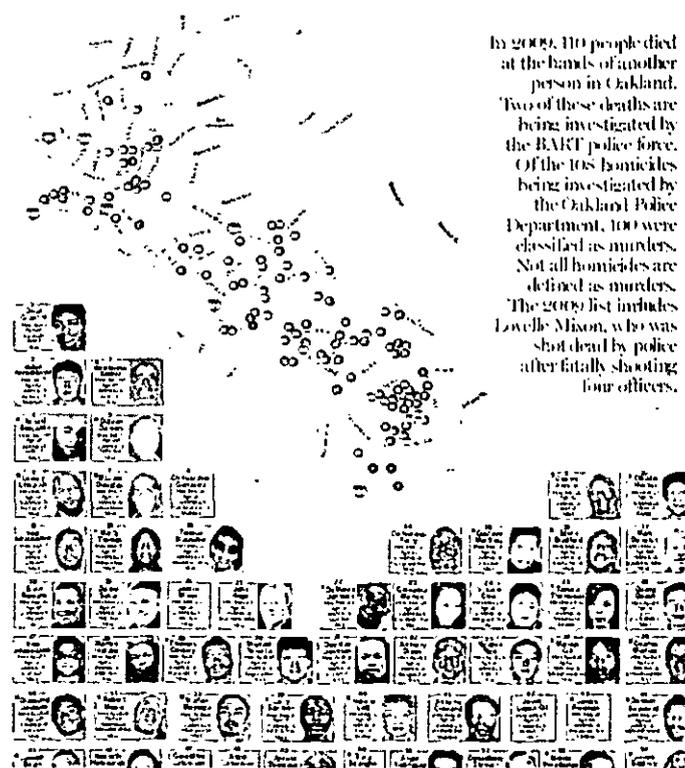


Oakland Homicides 2010

110 photos of people who were killed in Oakland in 2010. The photos are arranged in a grid that is shaped like a map of Oakland. The photos are arranged in a grid that is shaped like a map of Oakland.

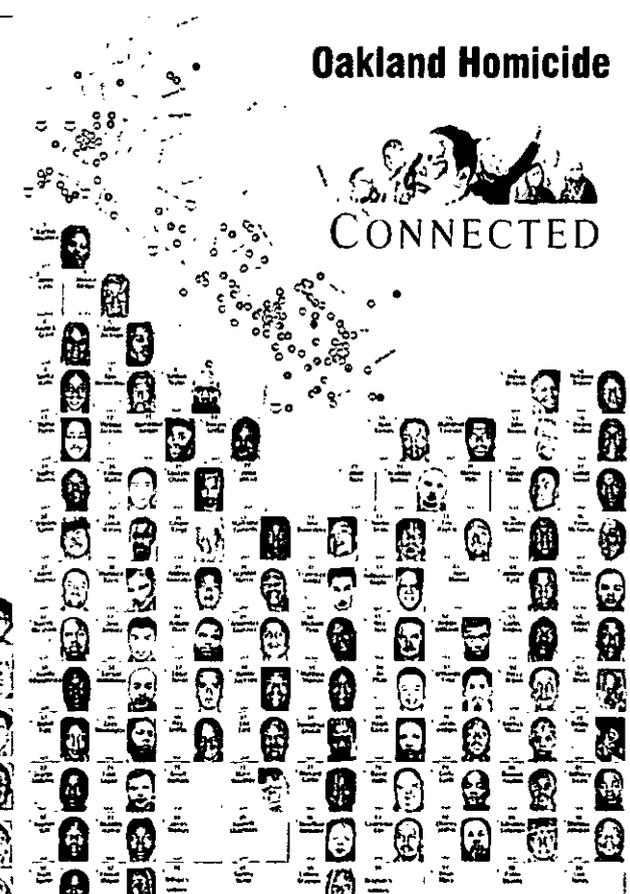


110 OAKLAND HOMICIDES 2009



In 2009, 110 people died at the hands of another person in Oakland. Two of these deaths are being investigated by the BART police force. Of the 108 homicides being investigated by the Oakland Police Department, 100 were classified as murders. Not all homicides are defined as murders. The 2009 list includes Lovelle Mixon, who was shot dead by police after fatally shooting four officers.

Oakland Homicide



100 Blocks Initiative

Focused Resources, Enhanced Partnerships... Getting Results



Components

- City Council Priorities
- Goals & Objectives
- Homicide Facts
- Geographic Focus
- Maintaining Police Services City-wide
- Drawing on Best Practices
- Short-term Goals
- Mid-term Goals
- Long-Term Goals
- Why this initiative makes sense for Oakland
- How you can help

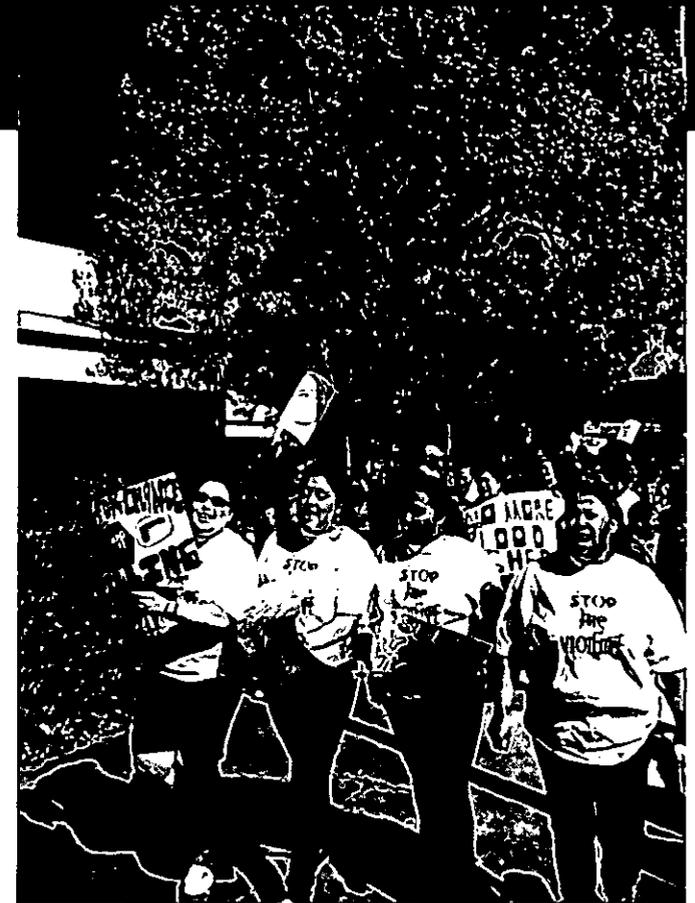


City Council Priorities

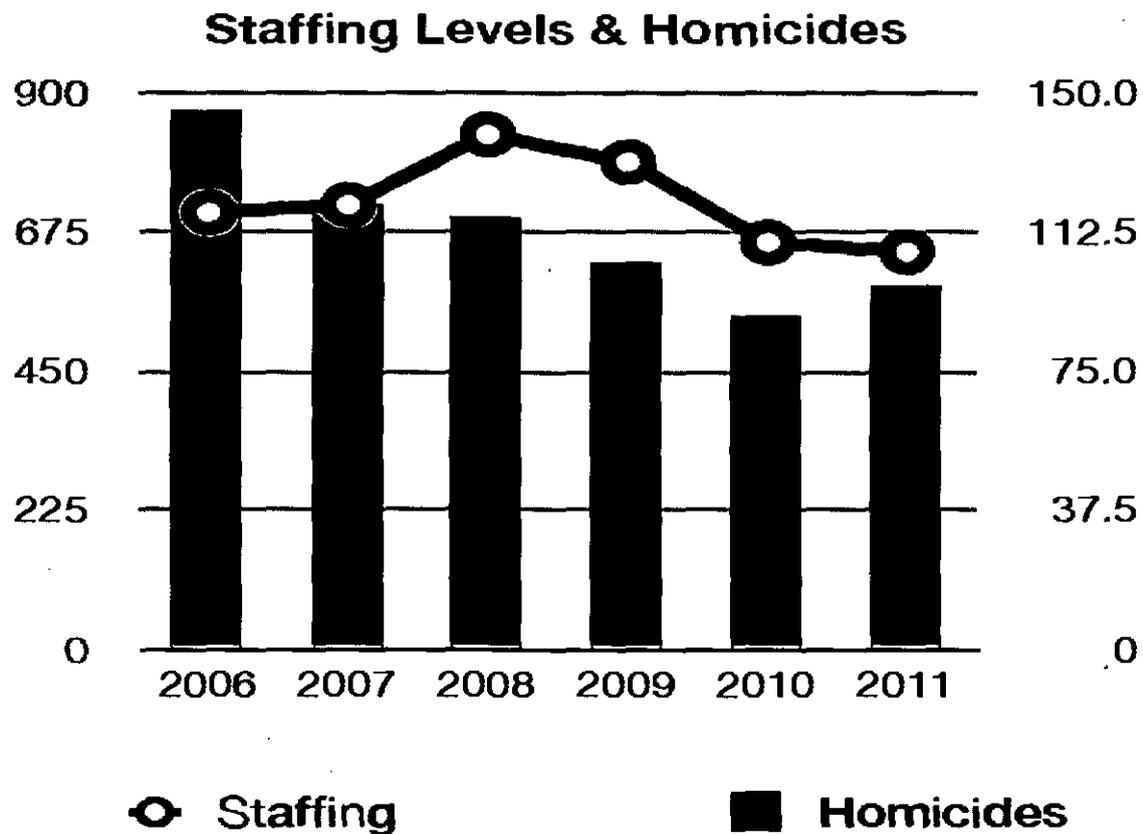
- Crime Reduction
- Data Driven
- Geographic Accountability
- More than OPD
- Intelligence led
- Restorative Justice
- Community Policing

Goals & Objectives

- **Goal:** Safe Neighborhoods
- **Objective:** To Reduce Homicides & Shootings that are caused by street level or gang violence
- **Strategy:** Identify where most of the shootings and homicides occur and focus resources accordingly



Homicide Rates Compared to Sworn Staffing Levels



Homicides in Oakland Facts

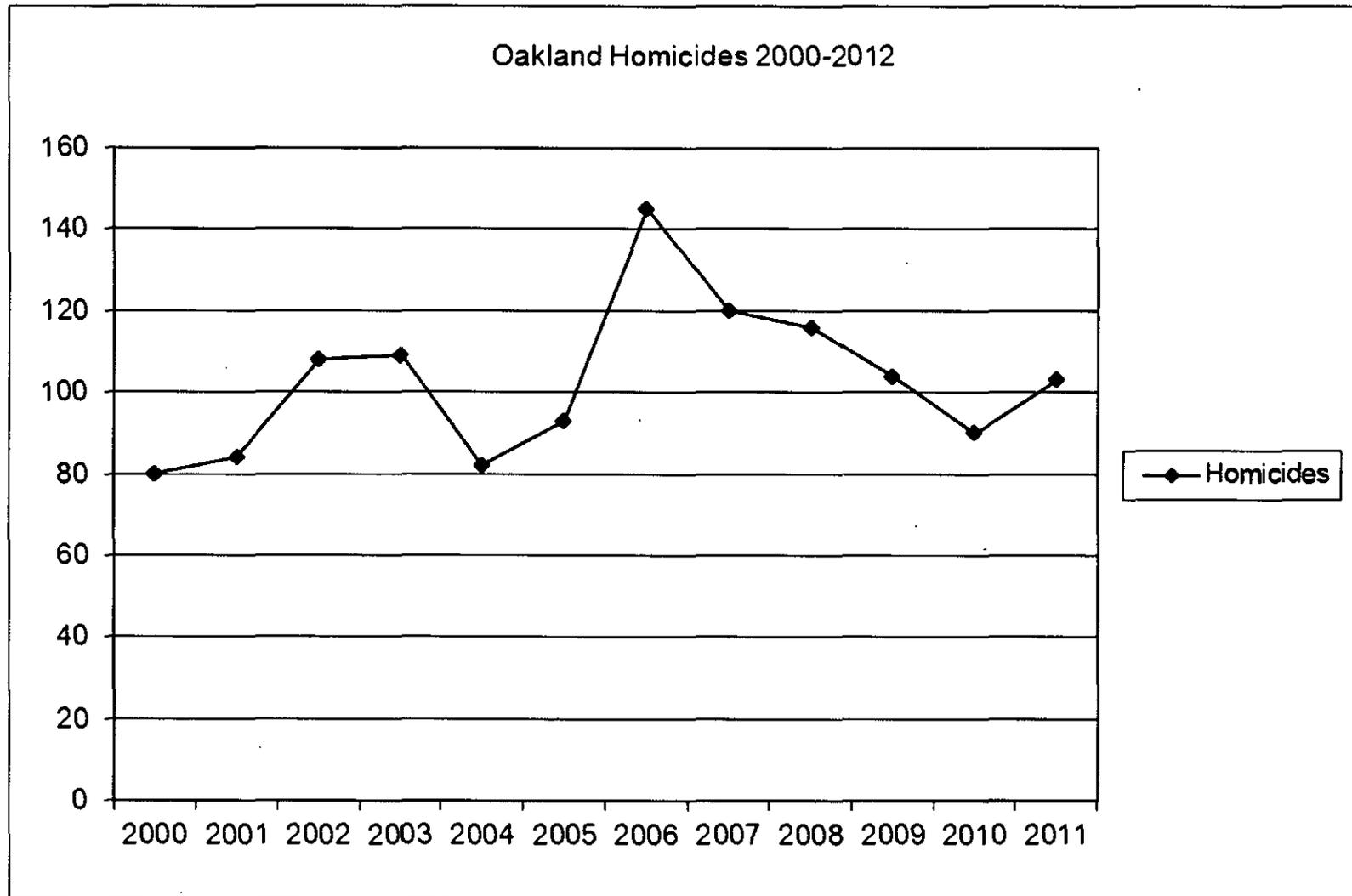
- ***African-Americans Are Disproportionately the Victims of Murder***
 - Out of the 90 people killed in 2010, 70 (78%) were African-Americans, while African-Americans composed only 28% percent of the city's population^[1]. An African-American male between the ages of 18 and 39 was over 10 times more likely to be killed by shooting than any other resident of Oakland.

- ***Most Victims are between the Age of 18-25***
 - In 2010, 30% of people killed were young adults between the ages of 18 and 25. One in ten victims was under the age of 18.
 - As of April 2012 88% of victims are between the age of 18-35

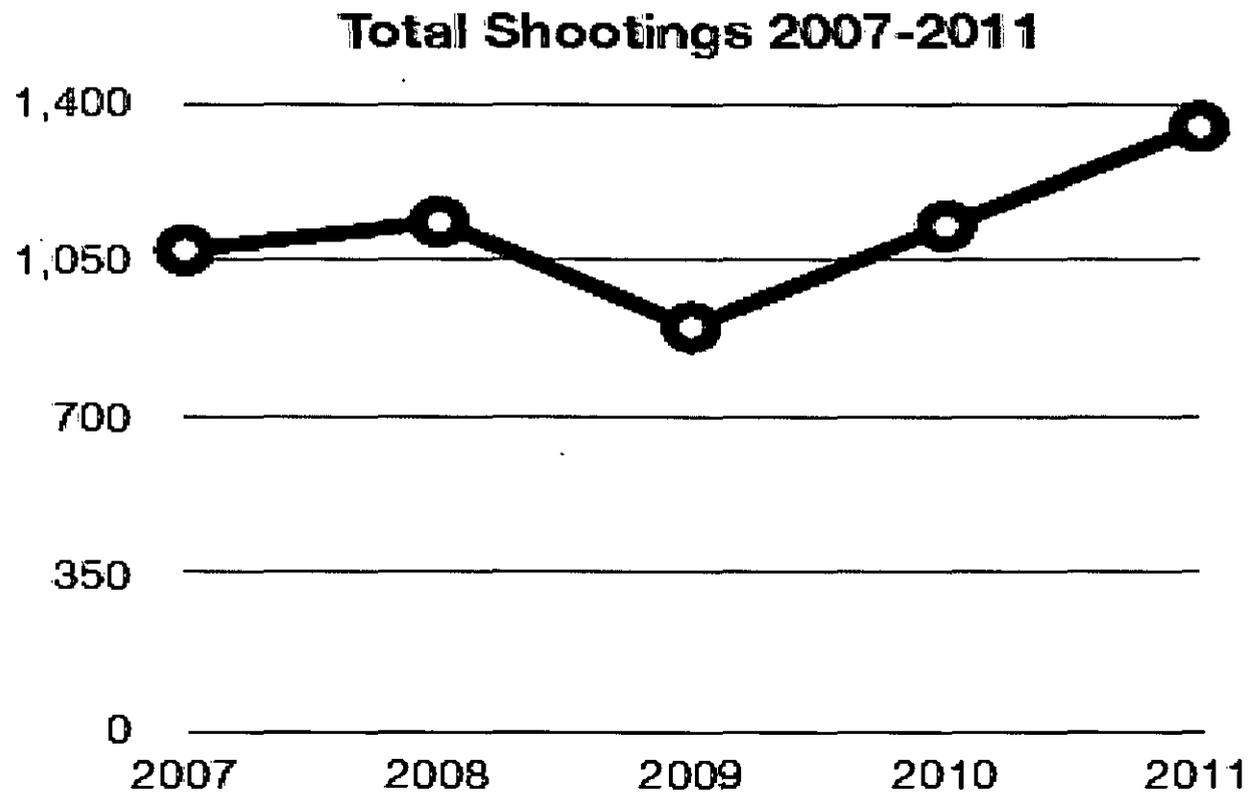
- ***The Largest Clusters of Homicides Historically Occur in East & West Oakland***

- ***The border cities of Emeryville, San Leandro, and Berkeley have some of the lowest homicide rates in the region per capita***
 - Berkeley had 6 homicides in 2010 and 1 in 2011
 - San Leandro had 4 homicides in 2010, and 7 homicides in 2011
 - Emeryville had 0 homicides in 2010, and 2 in 2011

Homicides 2000-2011

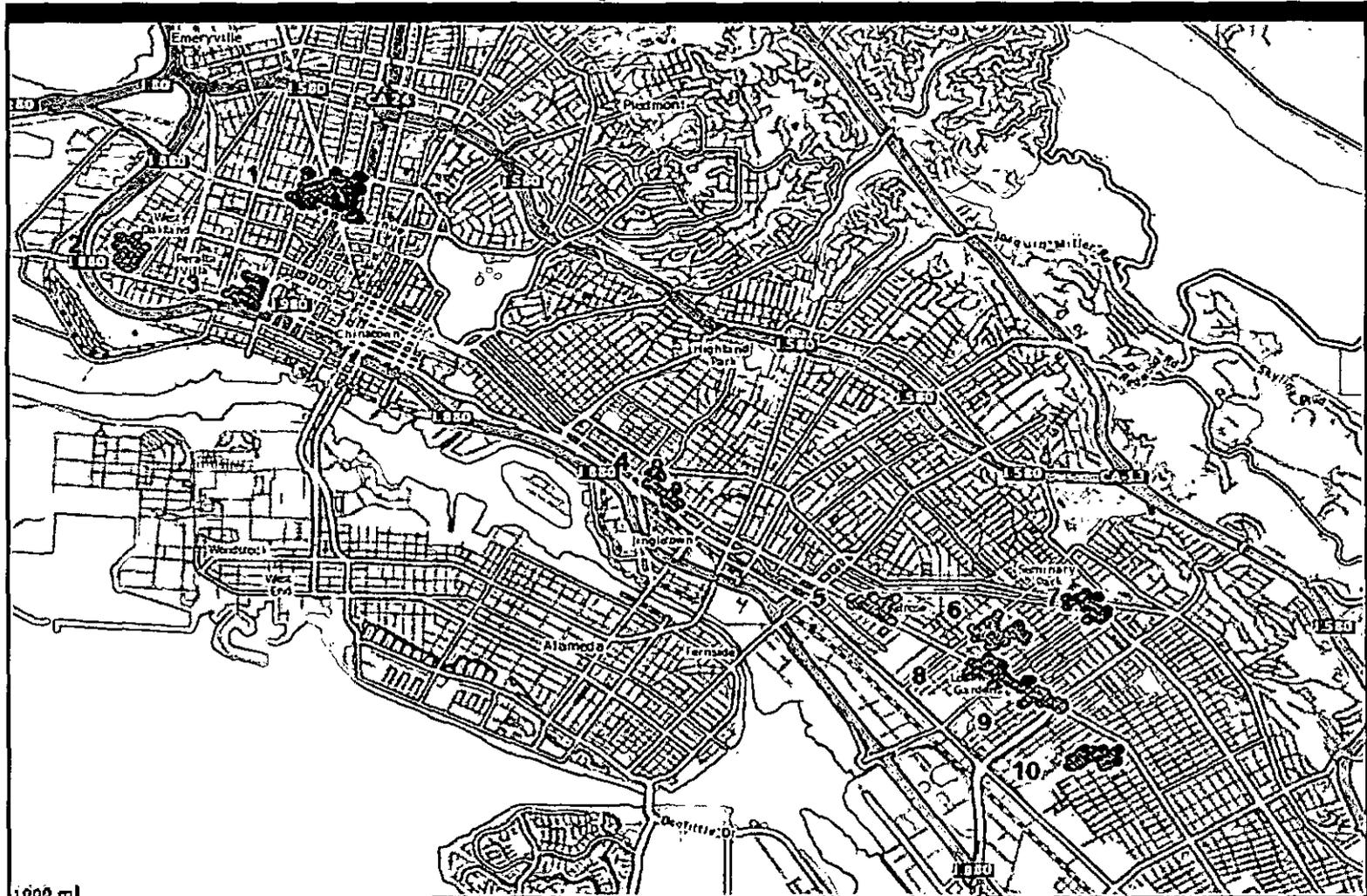


Shootings 2007-2011



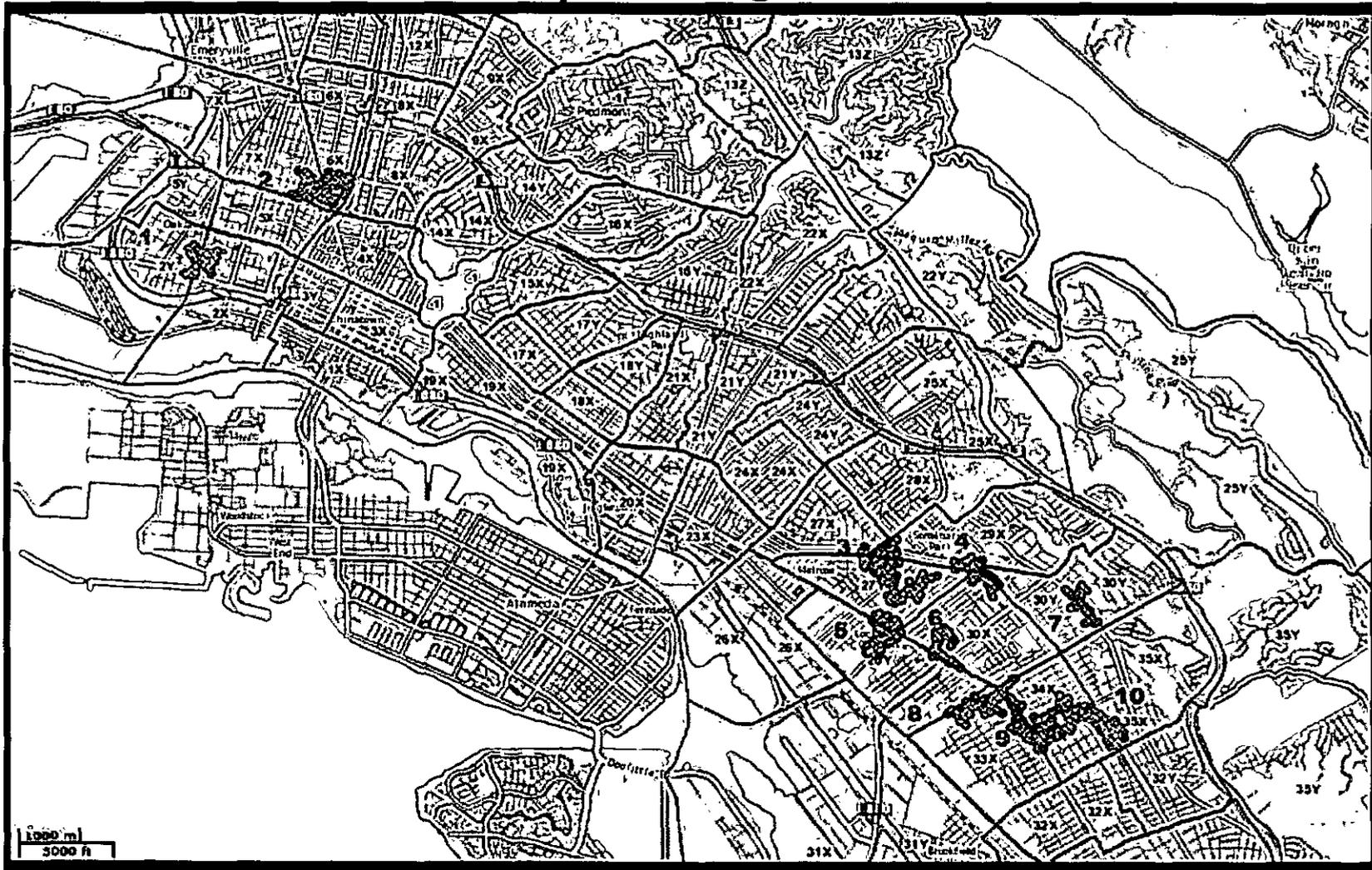
Geographic Focus

Hotspots 2006-2008



Geographic Focus

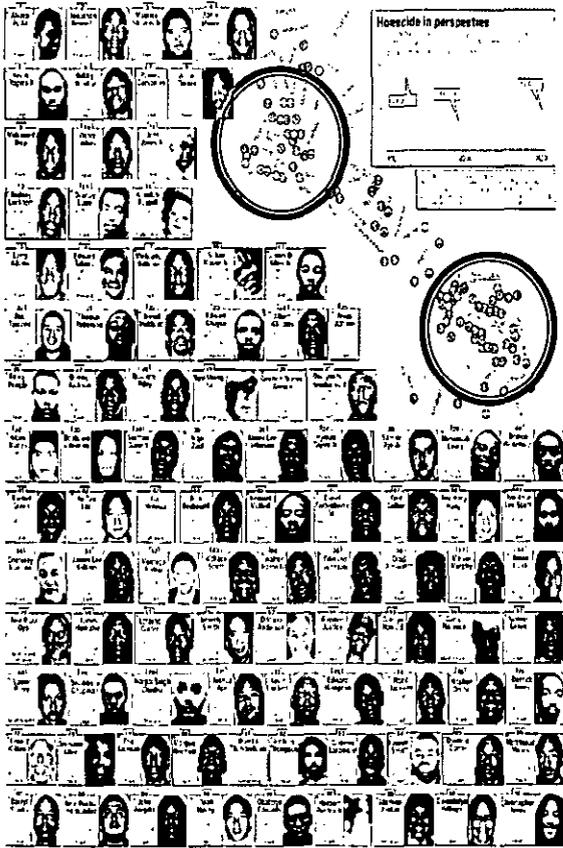
Hotspots 2009-2011



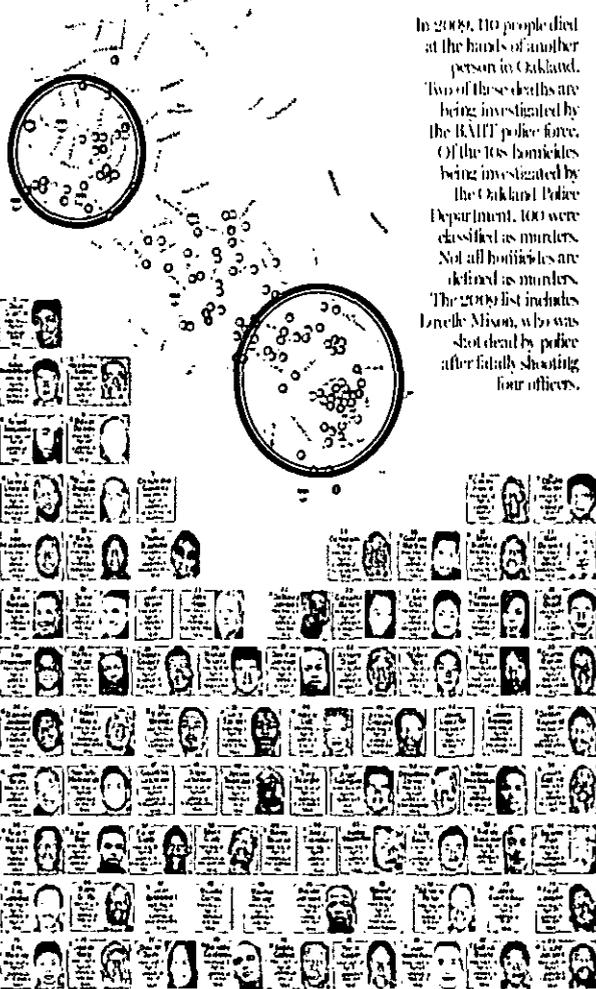
Oakland Homicide Locations

Oakland Homicides 2010

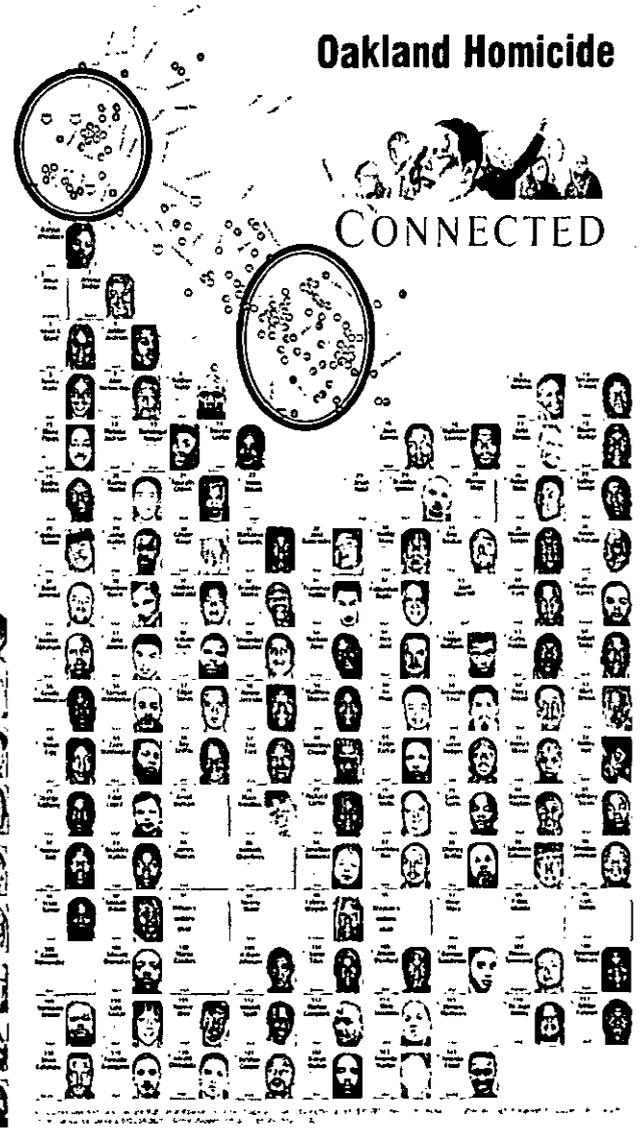
Last year, 135 people were killed in the streets of Oakland. Here are the faces of those whose lives were cut short by violence.



110 OAKLAND HOMICIDES 2009

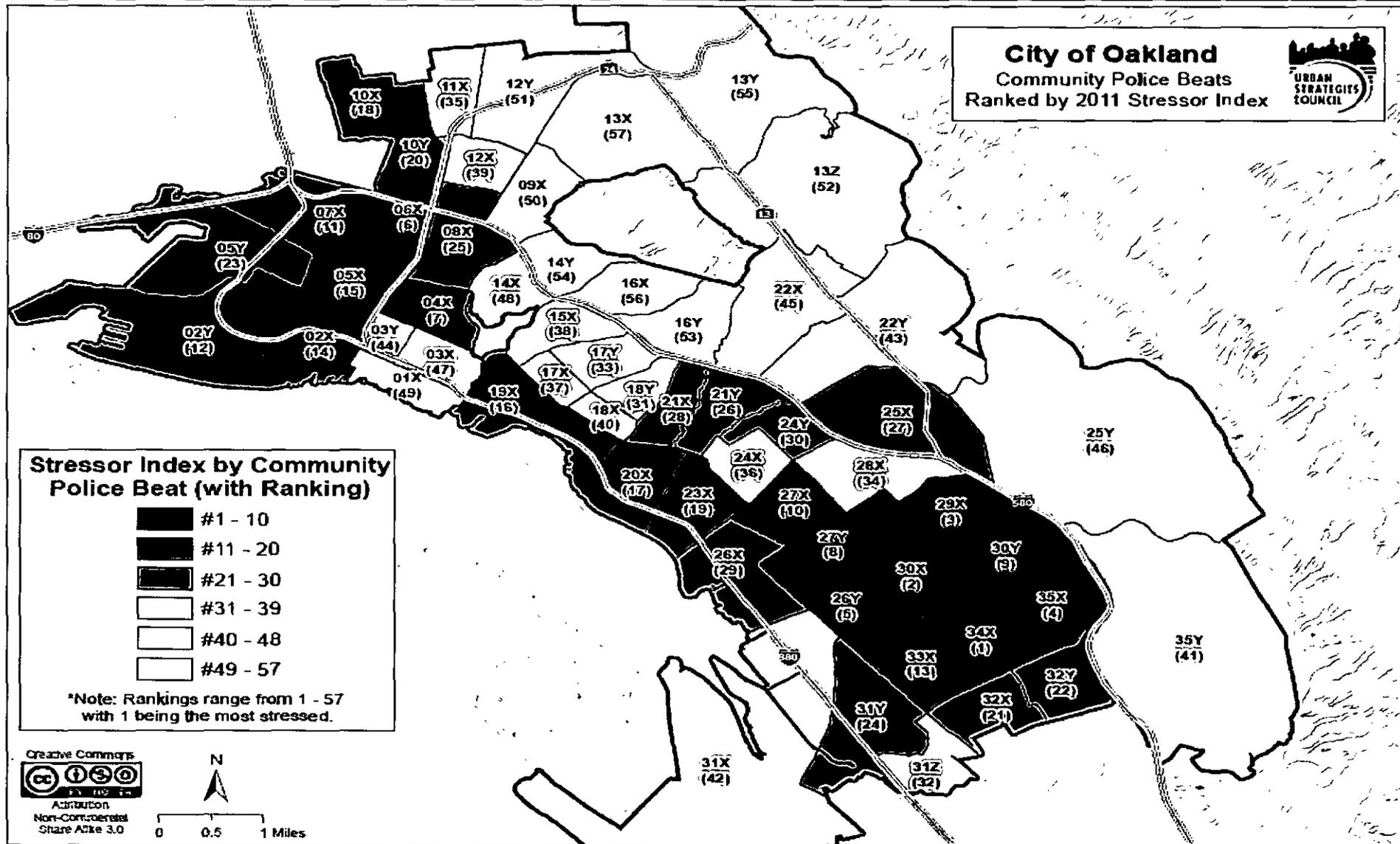


Oakland Homicide

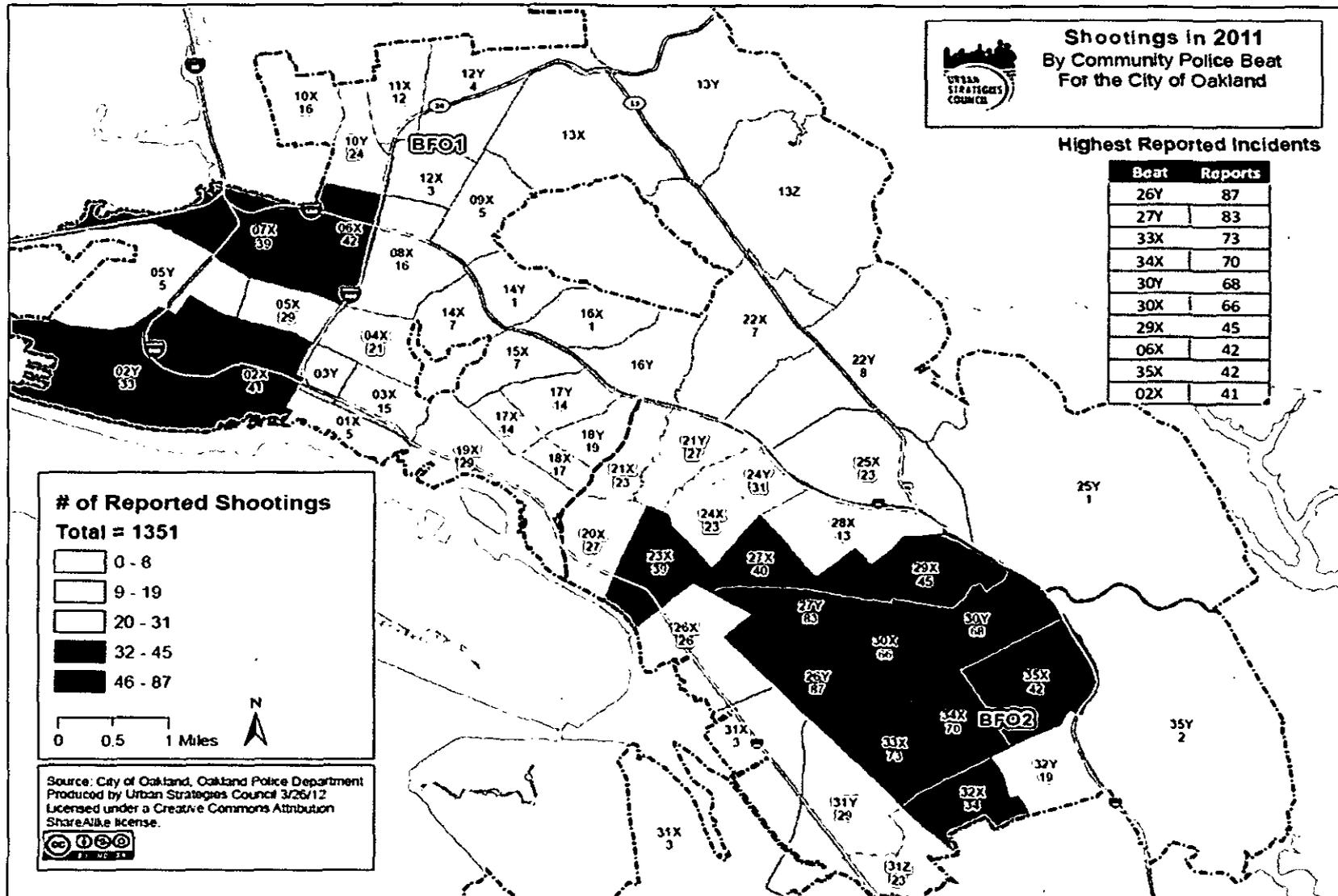


Data Correlates with Measure Y

Stressor Data



Data Correlates with Other Data Sources



Maintaining Police Services

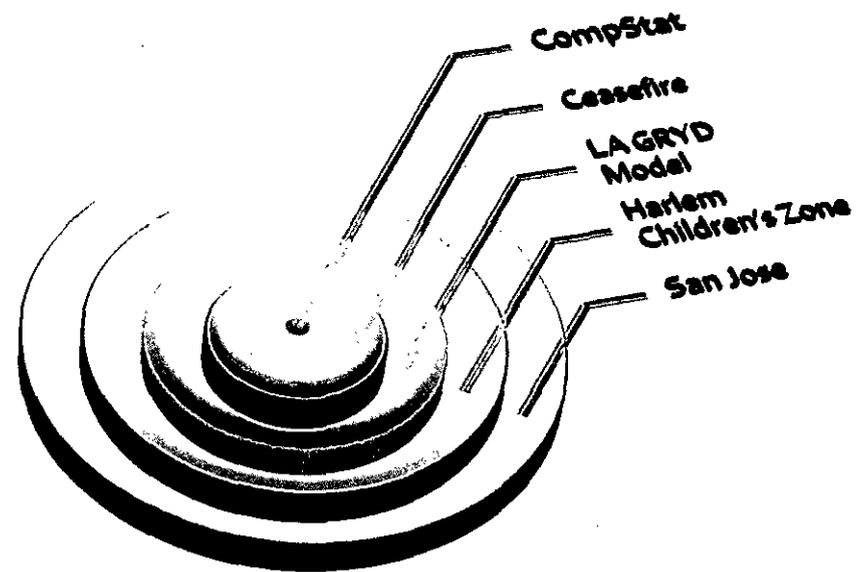
AGENCIES ALREADY OPERATING IN THE 100 BLOCKS

- Alameda County Probation
- Alameda County District Attorneys' Office (DA)
- State Parole
- Federal Law Enforcement Agencies
- Private Security Companies
- Oakland Police - Patrol
- Oakland Police- Problem Solving Officers
- BART Police
- Oakland Housing Authority Police (OHA)
- California Highway Patrol (CHP)
- Oakland Unified School District Police (OUSD)
- Alameda County Sheriffs Dept



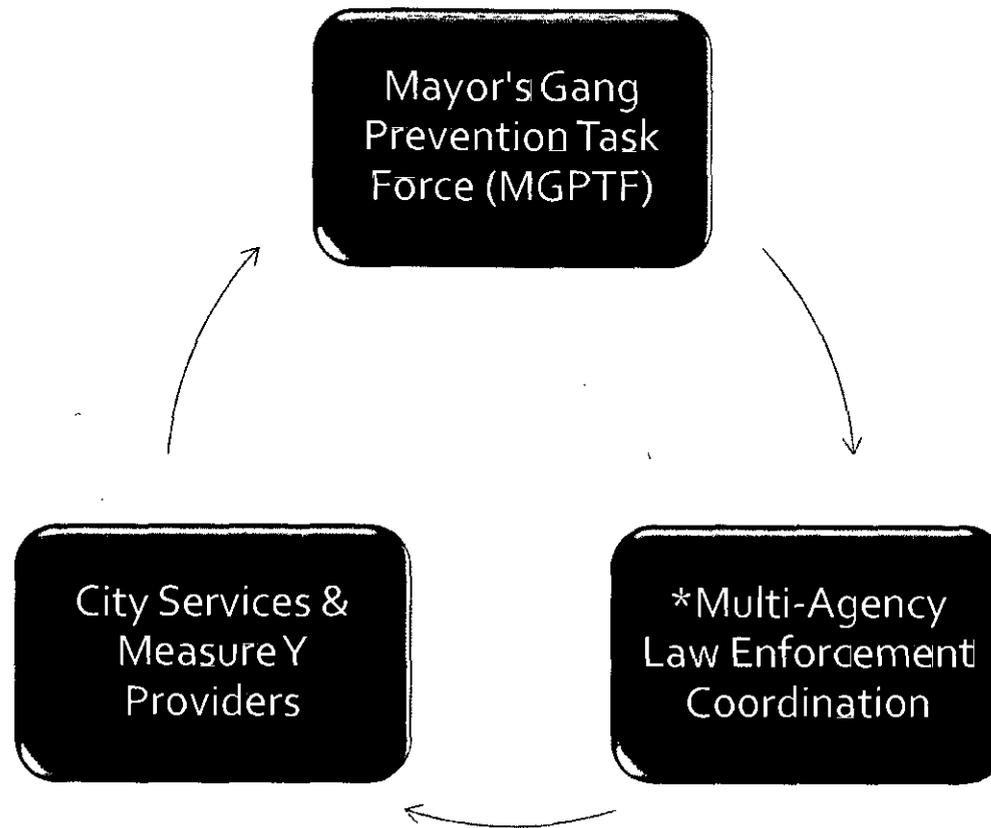
Drawing on Best Practices

- **New York City's CompStat- Hotspot & geographically-based policing** utilizing data and holding service providers and police staff accountable.
Start Date: Already in progress
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Start Date: Spring 2012

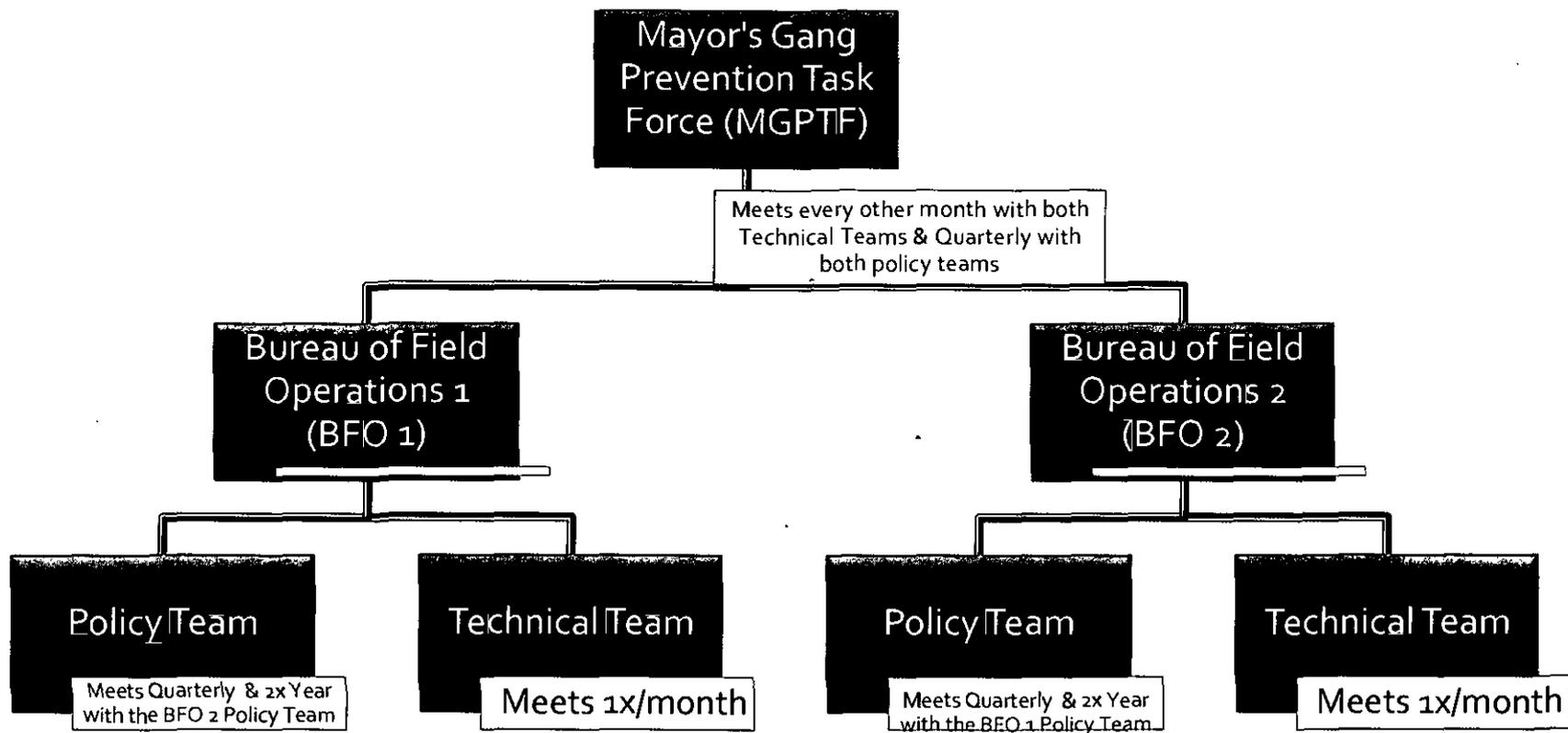


Coordination, Collaboration & Accountability

100 Blocks: Flow and Sharing of Information

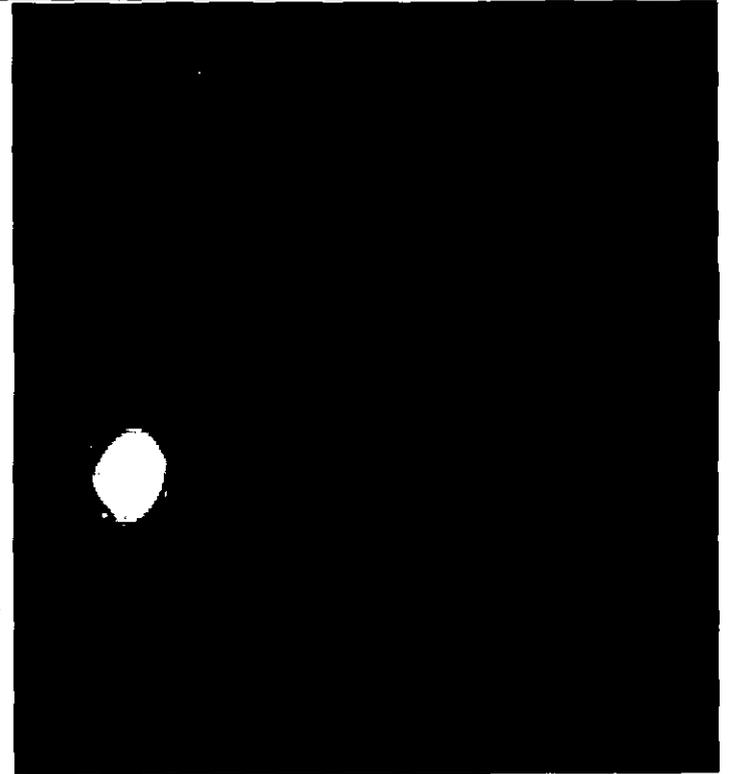


Coordination, Collaboration & Accountability



Short-term Strategies

- Concentrated Law Enforcement
- 25 Additional Officers
- Coordinated City Services



Mid-term Strategies: Community Engagement & Mobilization



measure
Y
for a safe
Oakland



Mid-term Strategies: Community Engagement & Mobilization

**EARLY EFFORTS IN EAST OAKLAND SHOW A
51% REDUCTION IN CRIME**

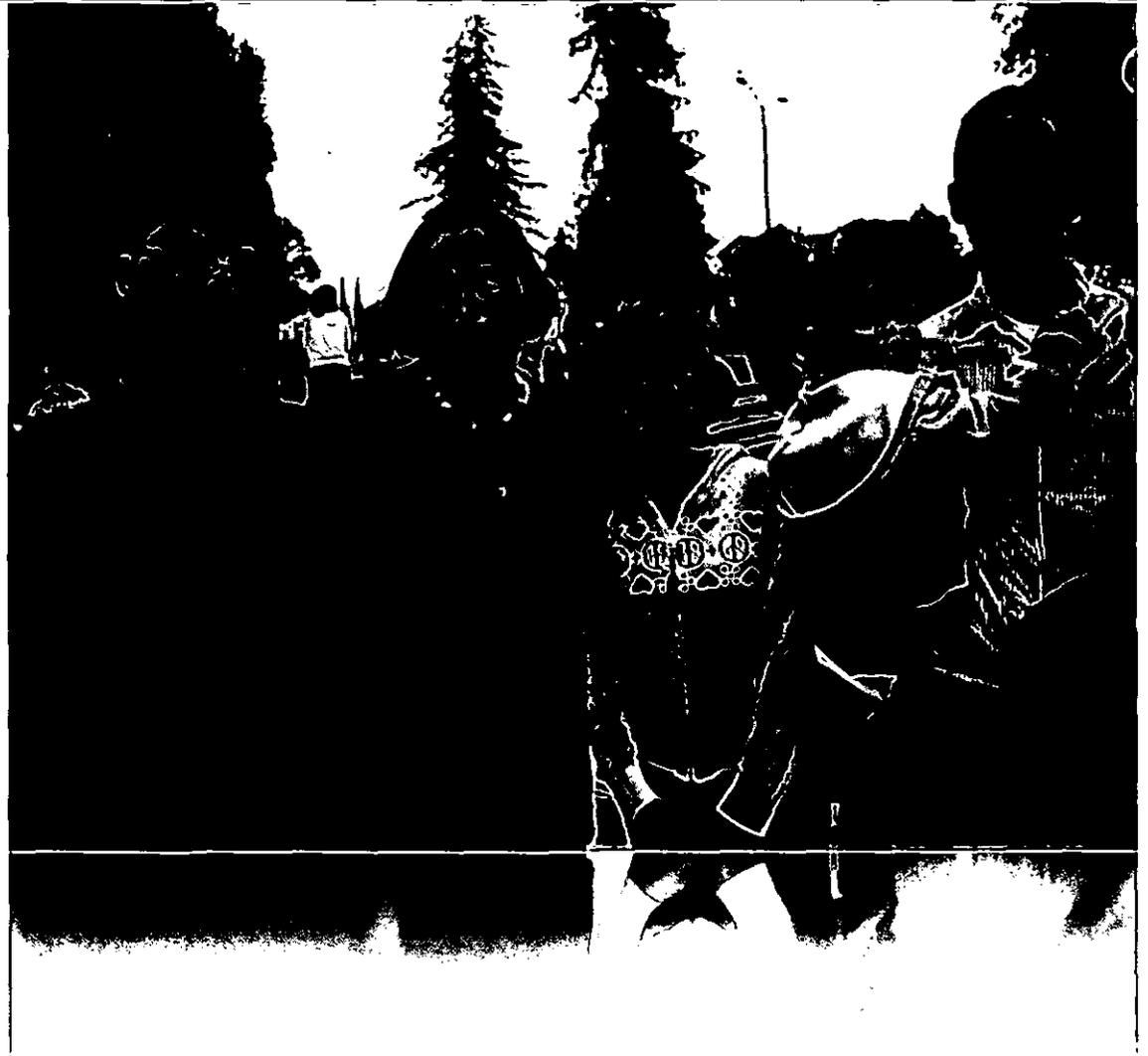


Long-term Strategies: Provide Opportunities to Youth & Families

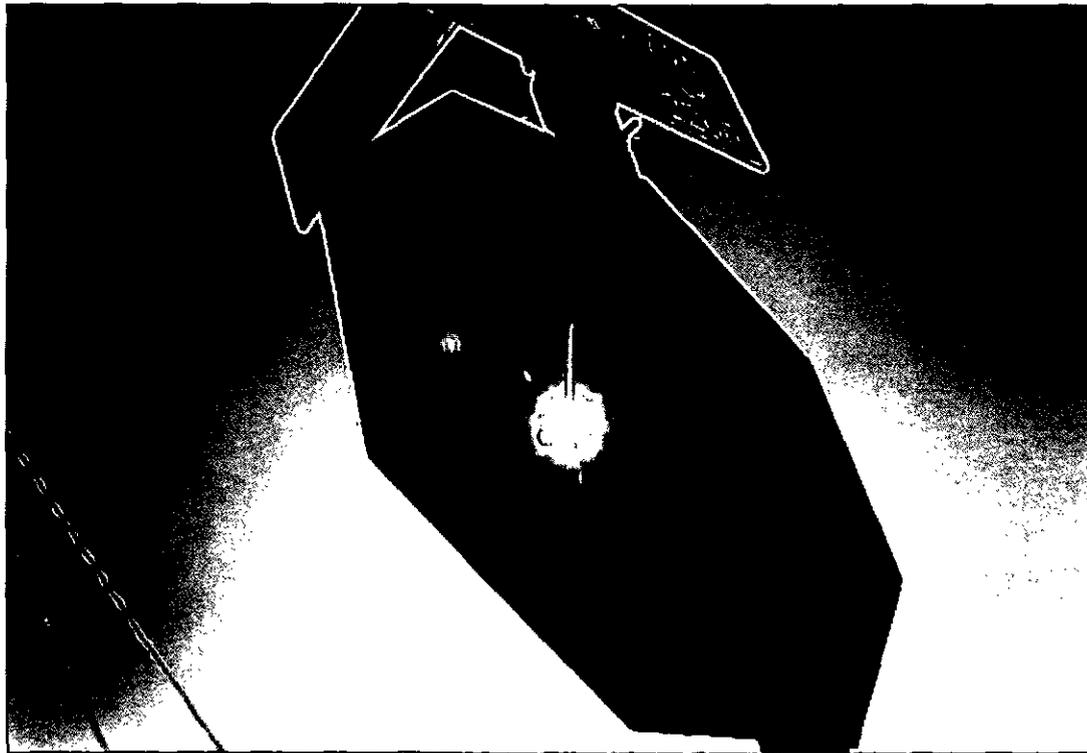
- Parental Education
- Economic Development & Jobs
- Full Service Community Schools
- School-based Health Clinics
- Universal Pre-school
- Youth employment, internships, and job training
- Mentors for the 2000 youth who are aging out of foster care, chronically absent from school, or contacted by police for illegal activities

Long-term Strategies: Provide Opportunities to Youth & Families

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Why the 100 Block Initiative Makes Sense for All of Oakland



The point is this...We rise and we fall together.

How You Can Help

- Organize or join a Neighborhood Watch
- Attend your Local Neighborhood Council Meeting
- Participate in a Board or Commission
- Engage youth in your neighborhood
- Offer jobs to Measure Y-identified youth and young adults
- Organize a Neighborhood Beautification Project, Adopt a School or Park.
- **Gun Tip Line** (tips may be made anonymously): (510) 517-8739
- **Homicide Tip Line** (tips may be made anonymously):
oaklandhomicide@oaklandnet.com
(510) 773-2805
- **Drug Hotline:** 238-DRUG (anonymous)
- Volunteer in a 100 Block School, Library, Recreation or Senior Center.
- Fund a Summer Camp Scholarship



Youth at a Peace Rally at the East Oakland Youth Development Center

Questions???



*Please contact Reygan E. Harmon,
Senior Policy Advisor on Public Safety for
Mayor Quan for more information
rharmon@oaklandnet.com*



Activity in the 100 Block Area

Department of Human Services

The Measure Y and Dept of Justice funded Oakland Street Outreach teams altered their target areas starting on Monday, February 6, 2012 to engage youth in the highest crime areas of Oakland which mirror the Mayor's 100 Blocks. Between 3-6 outreach workers conduct outreach in the target areas on Thursday – Saturday nights, which are statistically proven to be nights with the highest number of shootings and homicides occur. Street outreach workers are from the neighborhoods and have street credibility. They focus on high risk young people with behaviors that put them at high risk of using a gun in these areas and send a message of nonviolence. They provide conflict mediation and connections to case management services. In February, Oakland Street Outreach achieved the following:

- ⇒ Provided general outreach to over 250 young people in the target areas on 16 nights (Thursdays – Saturdays)
- ⇒ Provided one-on-one services (case management, referrals to jobs, education and counseling) to 55 very high risk youth
- ⇒ Mediated 4 conflicts that may have resulted in gun violence or retaliation
- ⇒ Responded to the scene of 10 shootings and homicides

“100 Block” Report - City of Oakland Public Works Agency - 3/7/12

Elmhurst		
Dates covered in this report:	October 15, 2011 - March 6, 2012	Data as of March 7, 2012
# of Work Orders Finished:		
1,123		
Highlights 10/15/11 - 3/6/12:		
	Qty	Description
	145	Graffiti work orders
	7	Tot Lot work orders
	65	Street Light bulbs replaced
	301	Storm Drain inlets cleaned
	259	Illegal Dumping work orders
	256	Potholes filled
	136	Tree work orders
	39	Sewer work orders
	466	Signs fixed
# of Service Requests created 10/15/11 - 3/6/12:	# of Service Requests created 10/15/11 - 3/6/12 that have been resolved (closed or referred to outside partner)	
464	422	

Havenscourt: Central East		
Dates covered in this report: October 15, 2011 - March 6, 2012		Data as of March 7, 2012
# of Work Orders Finished:		
300		
Highlights 10/15/11 - 3/6/12:		
	Qty	Description
	29	Graffiti work orders
	1	Tot Lot work orders
	11	Street Light bulbs replaced
	55	Storm Drain inlets cleaned
	57	Illegal Dumping work orders
	54	Potholes filled
	26	Tree work orders
	14	Sewer work orders
	56	Signs fixed
# of Service Requests created 10/15/11 - 3/6/12:	# of Service Requests created 10/15/11 -3/6/12 that have been resolved (closed or referred to outside partner)	
115	104	

East Oakland: Parker		
Dates covered in this report: October 15, 2011 - March 6, 2012		Data as of March 7, 2012
# of Work Orders Finished		
66		
Highlights 10/15/11 - 3/6/12	Qty	Description
	4	Graffiti work orders
	0	Tot Lot work orders
	11	Street Light bulbs replaced
	0	Storm Drain inlets cleaned
	21	Illegal Dumping work orders
	0	Potholes filled
	3	Tree work orders
	5	Sewer work orders
	17	Signs fixed
# of Service Requests created 10/15/11 - 3/6/12	# of Service Requests created 10/15/11 - 3/6/12 that have been resolved (closed or referred to outside partner)	
49	41	

West Oakland A		
Dates covered in this report:	October 15, 2011 - March 6, 2012	Data as of March 7, 2012
# of Work Orders Finished:		
352		
Highlights 10/15/11 - 3/6/12:		
	Qty	Description
	17	Graffiti work orders
	5	Tot Lot work orders
	39	Street Light bulbs replaced
	49	Storm Drain inlets cleaned
	90	Illegal Dumping work orders
	38	Potholes filled
	9	Tree work orders
	18	Sewer work orders
	230	Signs fixed
# of Service Requests created 10/15/11 - 3/6/12:	# of Service Requests created 10/15/11 - 3/6/12 that have been resolved (closed or referred to outside partner)	
171	152	

West Oakland B: McClymonds		
Dates covered in this report:	October 15, 2011 - March 6, 2012	Data as of March 7, 2012
# of Work Orders Finished:		
333		
Highlights 10/15/11 - 3/6/12:	Qty	Description
	15	Graffiti work orders
	0	Tot Lot work orders
	31	Street Light bulbs replaced
	130	Storm Drain inlets cleaned
	130	Illegal Dumping work orders
	3	Potholes filled
	16	Tree work orders
	10	Sewer work orders
	105	Signs fixed
# of Service Requests created 10/15/11 - 3/6/12:	# of Service Requests created 10/15/11 - 3/6/12 that have been resolved (closed or referred to outside partner)	
212	190	

CITY OF OAKLAND

AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

To: Office of the City Administrator

2011 JUN 23 11:23 AM
From: Police Department

Date: July 5, 2011

Attachment D

Re: An Informational Report From the Office of Chief of Police Detailing the Department's Plan to Reorganize the Oakland Police Department, Effective July 2011, to Address Police Staffing Shortfalls and Deliver Police Services Under a Strengthened Model of Field Supervision

SUMMARY

Staff has prepared this informational report to provide the Council and the Oakland community details concerning reorganization and deployment of the Oakland Police Department ("Department") resources; redeployment implementation is scheduled for July 9, 2011.

FISCAL IMPACT

There are no fiscal implications associated with this report; the Department's redeployment plan will be executed with the use of existing resources.

BACKGROUND

In November 2008, the Department reached a peak sworn personnel strength of 832; today, the Department's strength is 638. The average personnel attrition rate for members over the past nine months has been approximately six per month.

In July 2010, City of Oakland budget shortfalls led to the layoff of 80 police officers, which negatively impacted the use of Measure Y funded positions (due to minimum staffing requirements associated with Measure Y funds), thereby forcing the disbanding of Measure Y-funded units (i.e., the Problem Solving Officers) and other specialized units. With the passage of Measure BB, Measure Y funded positions were re-established (January 2011) with existing personnel resources which required the disbandment of additional specialized units.

In January 2011, the Department switched from a 57 to 35 community policing beat deployment strategy to provide consistency between the PSO and Patrol Beat assignments. Previously PSOs had been individually assigned one to each of 57 community policing beats, corresponding directly to the 57 Neighborhood Crime Prevention Councils (NCPC); the 57 community beat structure is no longer used.

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As a result of staffing reductions, the need to disband specialized units and the attrition rate of personnel facing the Department, the current patrol shift model has become inefficient due to attrition; a more efficient patrol staffing model is required in order to account for continuing and anticipated staffing shortages.

KEY ISSUES AND IMPACTS

Negotiated Settlement Agreement

The Oakland Police Department is in its 8th year of federal court oversight pursuant to the terms and conditions of the Negotiated Settlement Agreement (NSA) and MOU. As stated in the Independent Monitor's *Fifth Quarterly Report*, OPD is in Phase 1 (Policy) compliance with all 22 of the remaining active tasks, and Phase 2 (Full) compliance with 13 of these tasks.

Task 20.2 (Consistency of Supervision) requires that supervisors work with their subordinates 85% of the time. Taking into account the time a supervisor will be away from work due to vacation as well as POST and Departmental mandated training, additional sergeants are required in patrol to improve the consistency of supervision. It will also require the assignment of additional lieutenants and a better managed system for backfilling these lieutenants during their absences.

Benefits of Redeployment

- Providing better service to the community - Splitting the Bureau of Field Operations (BFO) into two separate bureaus, placing a Deputy Chief in charge of each, sends a strong message to the community that OPD plans to deploy its senior leadership in support of crime reduction and customer service efforts. Also, of the two Captains in each BFO Area, one is devoted exclusively to operations, with a specific crime prevention focus.
- Strengthen policy compliance - Strengthening Department policy compliance efforts is ensured in a variety of ways as a result of this redeployment. At the Patrol squad level, Admin Relief Sergeants will be assigned on a ratio of one per every two permanently assigned Patrol sergeants. At the top of the organization, policy compliance is enhanced by the Professional Standards and Compliance Unit, now headed by the Assistant Chief; properly staffed are those subordinate units directly concerned with finalizing OPD's compliance with our MOU and policies.
- Mitigate projected staffing shortages - Although this benefit will not be appreciated until the latter part of 2011, the development of a new and more efficient shift schedule will allow the two Bureaus of Field Operations to provide patrol coverage across the City as staffing levels continue to decrease through 2013. A new more efficient shift plan will mitigate staffing shortages, but not eliminate the impacts of significantly reduced staffing. The Department, even under the City government's most optimistic staffing

projections, will continue to have reductions and significant personnel shortages in the near future. In preparation for this eventuality, the second phase of the redeployment sets the conditions for ongoing public safety coverage.

PROGRAM DESCRIPTION

Redeployment Strategy

Phase 1 – Departmental Reorganization (Scheduled for July 9th implementation)

The major feature of the reorganization is the division of the current Bureau of Field Operations into two Bureaus of Field Operations, each led by a Deputy Chief. Other features include the elimination of the Bureau of Services and Bureau of Investigation, replacing these two structures with a Bureau of Fiscal and Support Services (led by a Director) and the Criminal Investigation Division (led by a Captain). The new organization will also feature a Professional Standards and Compliance Unit (led by the Assistant Chief) with its Internal Affairs, Office of Inspector General, and Training Section subordinate commands. (*Attachment*)

The two Bureaus of Field Operations will be designated as BFO 1 (in the west) and BFO 2 (in the east). BFO 1 will consist of three Patrol districts and a total of 21 beats. BFO 2 will likewise consist of three Patrol districts, with a total of 14 beats. Beats 20, 21, 23, and 24 will move from old-Area 2 into BFO 2; the remainder of the old-Area 2 beats will move into BFO 1. All Patrol squads will remain intact during these moves; importantly, Patrol sergeants' and officers' work schedules will remain unchanged. However, Patrol district boundaries will be slightly modified in order to facilitate workload equity.

Finally, the current PSO structure (9 squads and 3 Special Resources Sections) will undergo a consolidation. In the reorganization, there will be one SRS per BFO 1 and BFO 2; each SRS will oversee 4 PSO squads (Note: all PSOs will remain on their assigned beats). The reduction to 2 SRSs and 8 PSO squads frees up one lieutenant and one sergeant to perform other duties.

Phase 2 – Patrol Work Schedule Change

As previously stated, further anticipated staffing reductions over the next several years necessitates the implementation of a more efficient Patrol work schedule. The Chief of Police has not made a final decision on this schedule; however, members and employees should anticipate that there will be a re-draw in October 11, and that the revised, more efficient work schedule will commence in November 2011.

RECOMMENDATIONS/ RATIONALE

The fiscal challenges facing the City of Oakland and Oakland Police Department are significant. The Department's reorganization plan represents a work plan under which the City will be able to continue to provide public safety with an emphasis on improving community relations, deliver

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to continue to provide public safety with an emphasis on improving community relations, deliver police services under more focused and higher levels of supervision, while completing the compliance requirements of the Negotiated Settlement Agreement. The road ahead will not be easy, but the redeployment plan affords an opportunity for the Department to remain on track to accomplish its major strategic goals and objectives.

ACTION REQUESTED OF THE COUNCIL

There is no action requested of the Council; this is an informational report.

Respectfully submitted,



Anthony W. Batts
Chief of Police

Oakland Police Department

APPROVED AND FORWARDED TO
THE CITY COUNCIL:


Office of the City Administrator

Attachment: PowerPoint Presentation

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Oakland Police Department



2011 REDEPLOYMENT



Benefits of Redeployment

- Providing better service to the community
 - increased community engagement and service through a strengthened focus on BFO services, leadership, deployment and responsiveness
- Strengthen policy compliance
 - improved command and control, communication, coordination, and accountability
 - more even distribution of personnel among executive management
- Mitigate projected staffing shortages
 - concentrates core resources in BFO



Current Map – One Bureau of Field Operations

City of Oakland Police Beasts





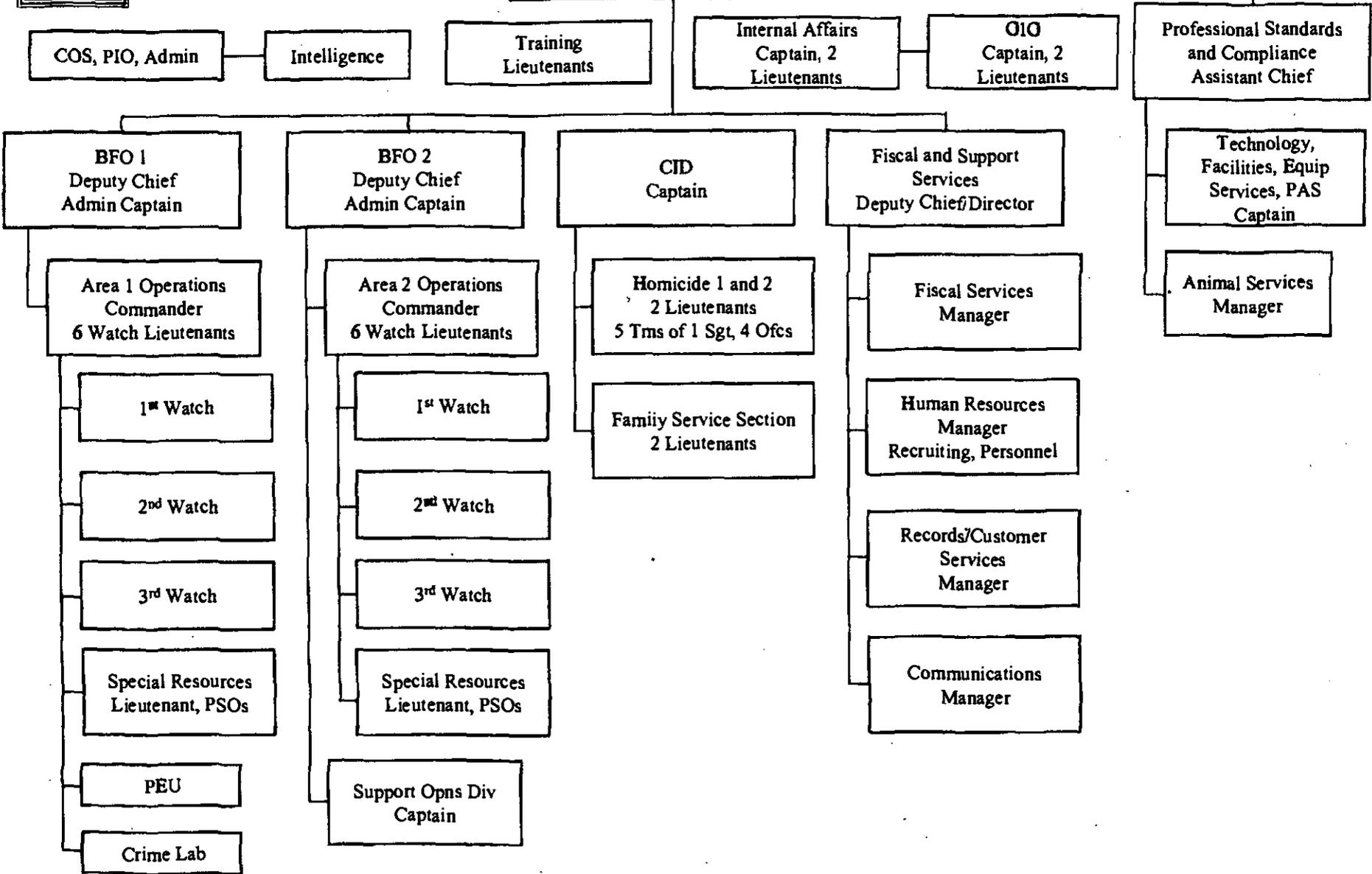
Revised Map – Two Bureaus of Field Operations

Oakland Police Department Bureau of Field Operations



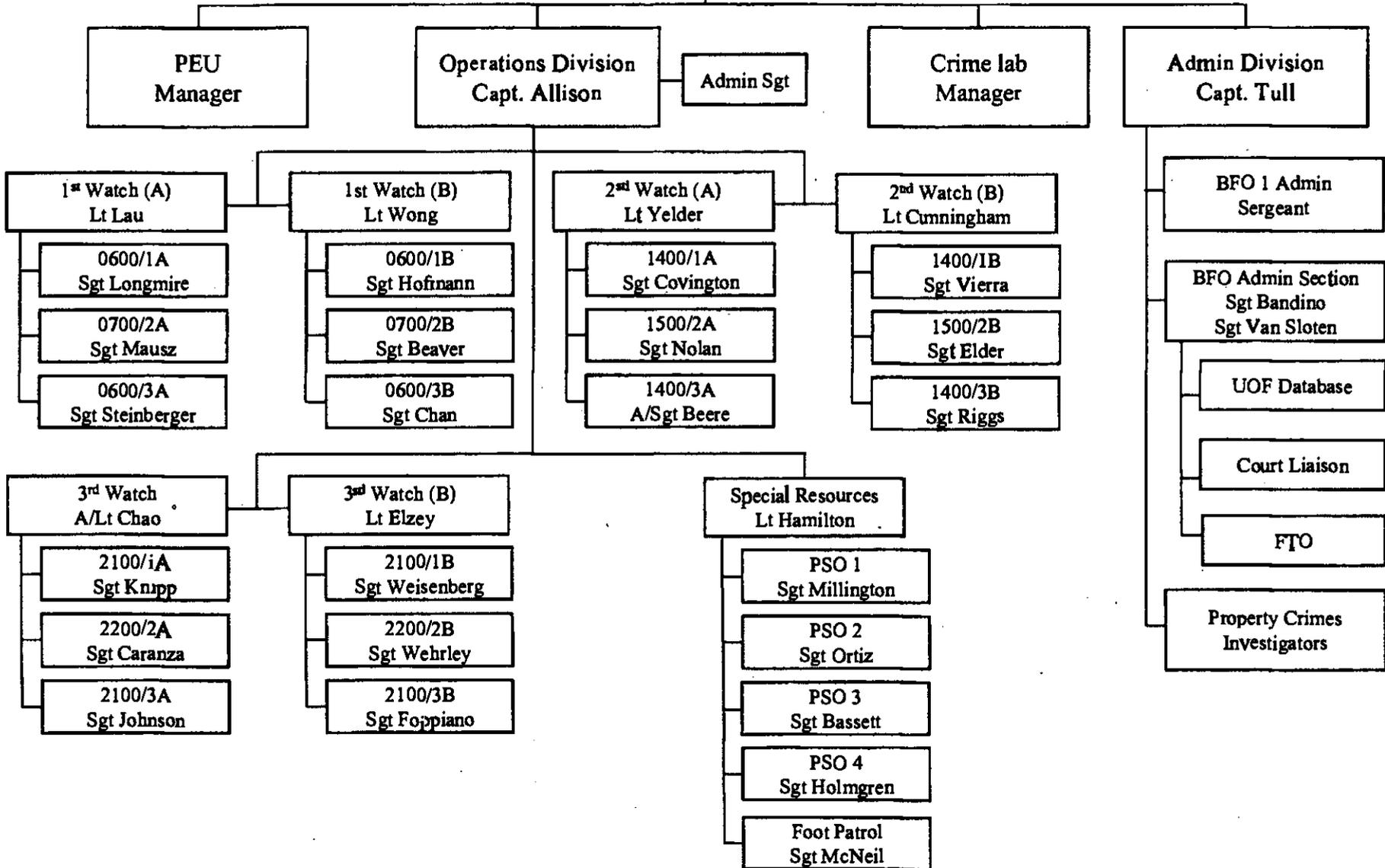


Chief of Police





BFO 1 (West)
DC Israel





BFO 2 (East)
DC Breshears

Operations Division
Capt. Joyner

Admin Sgt

Spt Ops Division
Capt. Downing

1st Watch (A)
Lt Parris

0700/4A
Sgt Babka

0600/5A
Sgt Thomas

0700/6A
Sgt Bautista

1st Watch (B)
Lt Flynn

0700/4B
Sgt Hookfin

0600/5B
Sgt Glover

0700/6B
Sgt Sansone

2nd Watch (A)
Lt Mestas

1500/4A
Sgt Souza

1400/5A
Sgt Crawford

1500/6A
Sgt Doolittle

2nd Watch (B)
Lt Mulnix

1500/4B
Sgt Carmen

1400/5B
Sgt Downum

1500/6B
Sgt Brandwood

3rd Watch (A)
Lt Lozares

2200/4A
Sgt Faeth

2100/5A
Sgt Campbell

2200/6A
Sgt Porritt

3rd Watch (B)
Lt Coleman

2200/4B
Sgt Kim

2100/5B
Sgt Encinias

2200/6B
Sgt Ramirez

Special Resources
Lt Alexander

PSO 5
Sgt Freeman

PSO 6
Sgt Wong

PSO 7
Sgt Walker

PSO S
Sgt Allison

CRT
Sgt Reed

NET
Sgt Mork

Admin Division
Capt. Tracey

BFO 2 Admin
Sergeant

Facilities Mgmt

Traffic Opns
Section
Lt Williams

Veh Enf Unit
Sgt Kelley

Traffic Invest
Sgt Paich

Special Opns
Section
Lt Poirler

Spec Opns Sec
Sgt Green

ABAT Spec Events
Sgt Espinoza



Criminal Intelligence Division

