

CITY OF OAKLAND

AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2008 OCT -1 PM 5: 22

To: Office of the City Administrator
Attn: Dan Lindheim
From: Police Department
Date: October 14, 2008

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

SUMMARY

As requested by the Public Safety Committee on July 22, 2008, and the Rules and Legislation Committee on September 11, 2008, staff has prepared supplemental information on the Police Department's Strategic Plan.

FISCAL IMPACT

This is a supplemental report to the original Strategic Plan report presented to Public Safety Committee on July 22, 2008. Fiscal impact information as presented in the original report which was presented to the Public Safety Committee on April 22, 2008 is detailed below:

Expenditures for most of the existing strategies are funded through the Department's General Purpose Fund appropriations and successful grant application process.¹ Frequently unfunded or partially funded programs are executed as grant funds come available, which places the continuation of these strategies in question. For example, the Shotspotter system is unfunded and the Department's ability to continue the program through this fiscal year was only possible through the use of grant funds. This is also true of the Tactical Operations Team and Helicopter Unit.

Many of the major programs listed in this strategy are unfunded. The significant strategies are listed in the table below:

¹ The Department successfully applied for and received \$6.3 million in grants during the current FY.

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Initiative	Cost	Funded Y/N
Complete Measure Y hiring and assignments	\$7.7 million	Y
Shotspotter (existing) Support and maintenance plus telephone costs	\$110,000	N
In-Car Video Project	\$1.9 million	Y
Expanded (North Oakland) Wireless Shotspotter System Installation and Maintenance	\$1.4 million	N
Expanded License Plate Recognition (LPRS) Program Hardware and Maintenance	\$170,000	Y
LPRS Maintenance	\$62,240 (2 years)	N
Oakland Redevelopment Agency Neighborhood Enhancement Team	\$5.2 million	Y
Wireless Mesh and 20 additional Community Surveillance Cameras and a Monitoring Center at Eastmont	\$3 million	N

BACKGROUND

On September 17, 2008 the Oakland Tribune reported: "Despite furor over the city's homicide rate, which is slightly up after a big drop last year, most kinds of crime have slowed in Oakland over the past year and a half, according to FBI and police figures." Still, crime—violent crime (homicide, forcible rape, robbery, and aggravated assault), gun and gang violence, open air drug markets, property crimes, sideshows, and narcotic trafficking—remains a stark reality in our community. Improving police services to the City of Oakland and reducing crime is the most important task facing the Oakland Police Department (OPD).

Violent crime in Oakland can be further subdivided:

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1. Homicide
 - a. Drug-related
 - b. Gang-related
2. Forcible Rape
3. Robbery
 - a. Street robbery
 - b. Commercial robbery
4. Aggravated Assault
 - a. Drug-related
 - b. Gang-related

Like police departments nationwide, OPD must balance the "5 Cs": crime, community, conduct, cops, and cost. In order to sustain our achievements in the fight against crime, we must build and maintain long-term relationships with the community we serve. Our conduct must be professional, which comes by way of experience and training. The crime fight must be understood in context of its effect on police officers (cops), a human resource with human frailties. Finally, one must consider the cost of any action taken; this philosophy also includes members of the community.

The Department is using the following tools to reduce violent crime in Oakland

- Community and Geographic Policing
- Partnerships
- Technology

KEY ISSUES AND IMPACTS

OPD Strategic Plan priorities

The Department's top priorities are outlined in Attachments A-E, which includes individual Departmental strategies, estimated implementation timelines, and measurable goals.

Geographic Policing

In January 2008, the Department reorganized its patrol function from a watch system to a geographic system and began a new schedule (12-hour shifts) to improve consistency of staffing and continuity of supervision. Implementation of the reorganization was a monumental task. The benefit of the 12-hour shift schedule is improved team and beat integrity. Officers see their assigned area every day of the week over a two-week period, which enables them to identify patterns and more consistently respond to problems. The change to 12-hour shifts with fluctuating days off has been a difficult adjustment; however, the benefit has been noticed in a reduced use of sick leave as well as in strengthened relations with the community.

The Department's reorganized patrol function makes both Patrol Division and specialized units responsible to an assigned area commander. Under the new system, the Department has more stringent staffing requirements and has improved its documentation of daily staffing.

Geographic policing means that the City is divided into three areas with an area commander in charge of police services within each area. To give the Department the opportunity to effectively address root causes and engage in data-driven, proactive, coordinated public safety strategies, the Mayor plans to align all public safety City services with the three districts (multi-agency collaboration). The three area commanders use these tools to reduce crime in their area of responsibility:

- Crime Reduction Teams (CRTs)
 - CRTs do surveillance, buy-bust² operations, and reverse operations. They serve search warrants on identified drug houses and assist the Criminal Investigations Division in arresting outstanding wanted subjects.
 - CRTs & PSOs meet with the Targeted Enforcement Task Force (TETF) team to share information and develop plans.
 - CRTs and PSOs are being trained on how to use informants.
- Problem solving officer teams (PSOs)
- Foot patrol officer teams
- Oakland Redevelopment Agency (ORA) Neighborhood Enhancement Team (NET)
 - ORA has completely funded one sergeant and 13 officer positions to improve police services in five redevelopment areas.

Oakland's diversity often requires that many enforcement strategies be developed from the ground up, at the neighborhood level. Geographic policing supports the vision of Community Policing. With a fully staffed Department, this vision can be developed and fulfilled. Community policing is emphasized in all aspects of Department training.

Community Policing

The Community Policing model, funded by Measure Y, has expanded SARA model problem-based policing to the foot patrol units. The SARA model is a problem-solving approach to recurring problems. In order to establish an effective long-term solution, the causes of a problem and the underlying factors must be accurately identified. The four critical components that make up the acronym are:

- Scanning – Identifying the problem.

² Buy -bust operations are when undercover officers soliciting narcotics sales from suspected drug dealers. Uniformed officers respond to the scene and arrest the drug dealers once the drug transaction is completed. Reverse Buy Bust operations are when undercover officers posing as suspected drug dealers sell fictitious narcotics to drug users. Uniformed officers then respond to the scene and arrest the drug users.

- Analysis – Learning the problem’s causes, scope, and effects.
- Response – Acting to alleviate the problem.
- Assessment – Determining whether the response worked.

Measure Y is funding all 63 PSO positions (currently there are 57 PSOs, one for each beat: 44 are full-time and another 13 have part-time PSOs). Measure Y is also funding violence prevention programs, including Youth UpRising!, which collaborates with OPD on training to increase trust and overcome the “stop snitching” culture.

Another crime prevention tool that is strengthening the connection and trust the community has with the Department is the Crime Stoppers program. Crime Stoppers allows community members to report crime information anonymously and in some cases receive a reward for their efforts.

Each of the three area commanders meet with criminal investigators to identify patterns and trends unique to their area and/or throughout the City (e.g., citywide crime sprees). They work to improve communications and working relationships between investigators and officers. They also focus on quality of life issues. “Quality of life” policing, also known as “the broken windows theory,” is the idea that relatively minor problems like a single broken window left unrepaired can infect entire streets and neighborhoods. The idea is simple: when police take care of small “quality of life” problems such as public drinking, excessive noise, or broken windows, a sense of order is restored to the neighborhood, which will reduce more serious, violent crimes such as assault, murder, and rape. The Department incorporates quality of life issues as a part of its approach to community policing. Quality of life sweeps include truancy pickups, walking patrol and vehicle stops, arrests and citations for nuisance activities, and increased enforcement of laws against public intoxication.

Additional examples of approaches being used, and the focus points in each area are listed below:

Area 1

- One annuitant reviews crime reports to identify patterns and trends and recommends strategies
- The Mobile Command Post is deployed to target areas—high visibility.
- Neighborhood Enforcement Team (NET) officers provide high visibility, proactive enforcement around BART stations. As of February of this year, three NET officers have been deployed (two to West Oakland, one to San Pablo.)
- Using Violence Suppression funds to enhance proactive enforcement efforts.

Area 2

Provide consistent pressure by conducting:

- Rolling surveillance
- Narcotic surveillance

- Buy-bust operations
- Reverse operations
- Parolee compliance program (parole checks conducted by the Police And Correction Teams and Problem Solving Officers.)
- Robbery decoys
- Vice operations

Area 3

Performance of the following functions:

- Invoke search clauses
- Prepare Field Contact reports on all contacts
- Citations, arrests, tows in sideshow areas
- Increase proactive patrolling in certain beats
- Gangs: Site visits on known gang members and/or associates

Problem Solving Officers

Problem solving officers (PSOs) are not assigned to answer regular service calls, but instead are used to focus on solving long-term, neighborhood-specific problems. For example, they investigate and follow-up on residential burglary cases and on nuisance abatement processes. They take initiative to identify problems, develop solutions, and collaborate with Patrol Division and other units. They monitor robberies, burglaries, and narcotics activity and can be considered “experts” of their beats, because they work closely with the community to know what is most important.

PSOs are the face of the Department in individual neighborhoods; their responsiveness and competence helps build trust within the community. When a PSO attends a Neighborhood Crime Prevention Council (NCPC) meeting, he or she must be fully aware of the problems that concern the neighborhood and be prepared to speak on what (if anything) has been done about the problems in the neighborhood. A PSO will assist the NCPC develop its “Top 3” priorities requiring police attention. A community’s perception of crime and its general concerns are reflected in its Top 3 priorities. Once an NCPC has identified these priorities, the PSO goes to work to resolve them, and shares at following meetings any accomplishments that have been made.

PSOs are supported by Neighborhood Services Coordinators (NSCs), who distribute and discuss crime prevention information at community meetings, coordinate clean up of homeless encampments, focus on business districts, and assist PSOs and CRTs with project documentation and referrals.

PSOs have opportunities to expand and enrich their jobs, and are encouraged to take greater initiative in identifying and responding to crime trends. For example, to help develop their skills,

seven or eight spots have been set aside for PSOs in the next CID Investigators course (scheduled for this fall).

Support Operations Division

The Support Operations Division (created by OPD) uses citywide resources and programs to support enforcement strategies in each of the three areas. Support Operations encompasses a gang unit, Police And Corrections Team (PACT), traffic section (including abandoned autos), helicopter unit, and the ORA (Oakland Redevelopment Agency) Neighborhood Enforcement Team (Areas 2 & 3). Staff also supports special programs (collateral assignments) such as: evidence technicians, tactical teams, the marine program, and the canine program. Note that programs are not stand-alone units, but use officers assigned to other duties. For example, a canine officer is actually a patrol officer who is assigned a canine.

Partnerships

OPD is forming strong partnerships with the City Attorney's Office to better align criminal prosecutions with community priorities. The partnerships will address neighborhood blight and problem liquor and tobacco establishments through civil litigation. Attorneys are "deputized" to prosecute misdemeanor and other quality of life issues. Through the Community Prosecution Program, the Alameda County District Attorney's (DA) Office will designate individual Deputy DAs to work as liaisons with the three area commanders (The City's Community Policing & Geographical Accountability Patrol Plan).

Another example of partnering is the collaborative, multidisciplinary approach that the Area 2 commander is taking to address the Latino gang problem in his area. He is working with the OPD Gang Unit, Council President De La Fuente, City staff, and the Measure Y Outreach Team using education, intervention, and enforcement to tackle gang related issues.

Additionally, the City's Service Delivery System, which is a program designed to bring all City services together to address neighborhood concerns, is used to address community problems including quality of life issues.

The Department has established external relationships and interagency connections to identify best practices in law enforcement:

- Police Executive Research Forum (PERF)
 - PERF is a national membership organization of progressive police executives from the largest city, county, and state law enforcement agencies. PERF is dedicated to improving policing and advancing professionalism through research and involvement in public policy debate. PERF conferences and training programs are targeted to audiences who want to be on the cutting edge of relevant policing topics.

- National Institute of Justice (NIJ)
 - The Department regularly refers to crime fighting strategy publications offered by NIJ, which offer “toolbox” approaches to addressing crime trends such as street robberies, auto theft, and human trafficking, to name a few.
- California Highway Patrol
 - Assists in the fight against auto theft, street crimes, and robbery. A one-day joint OPD/CHP Targeted Auto Theft Operation conducted on September 15, 2008 led to the recovery of 44 stolen cars.
- Alcohol & Beverage Control
 - The OPD Alcohol and Beverage Action Team (ABAT) has teamed with the City Attorney’s Office to conduct LACE (Loitering & Alcohol Consumption Enforcement) operations at liquor stores and bar checks.
- County Probation, Department of Corrections
 - Both the County Probation Department and State Parole have agents dedicated to working with the OPD. These agents work as part of the Department’s Gang Unit and the Police and Corrections Team. They also work closely with PSOs whose beats have high “re-entry” populations.
- Drug Enforcement Administration (DEA)
 - The Department has personnel assigned to a local DEA Task Force. The task force addresses mid- and high-level narcotics trafficking in the city.
- FBI
 - Long-term investigation of ongoing criminal enterprises.
- Secret Service
 - The Department houses and has personnel assigned to a Secret Service Task Force tasked with addressing the growing crimes of identity theft and credit card fraud.
- Department of Human Services
 - The Department has partnered with Measure Y outreach programs and is working closely with City personnel such as Kevin Grant, the City’s Violence Prevention Coordinator, at targeting street-level outreach in areas most prone to violence. For the most part these coincide with the Department’s effort to participate in the California Urban Cities Collaborative being championed by the Mayor’s Office.

Department Needs

Required tools and equipment will strengthen the Department’s crime fighting efforts. Most vital is improved crime analysis and the delivery of more useful and timely information to patrol officers. Assessment tools that evaluate crime statistics can be used to strategically deploy officers. When information is shared with patrol officers, they can be deployed based on crime trends. Top calls for police service in each of the three areas should be identified and analyzed so that proactive decisions can be made.

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While the Department has been growing (now at about 774 officers) there are still areas within the Department that are chronically short-staffed. One example is the Criminal Investigation Division: Its Crime Analysis Unit has only five staff (two Police Records Specialists and three Crime Analysts) to evaluate and review crime statistics. The Department has a goal of increasing staff by five Crime Analysts. Additionally, the Homicide Investigations Unit is critically understaffed. OPD is the only Department in the Bay Area that assigns double-digit caseloads to its homicide investigators. Increasing staff to 17 investigators will improve service and productivity.

Other goals are to:

- Develop Compstat (Crime Stop)³ process
- Implement Telestaff⁴ a personnel management system
- Increase prosecution/reduce crime.
- Seek out new technology to address homicides and violent crimes.
- Create a long-term records management plan to store and efficiently locate all crime reports and associated documents.
- Overhaul the emergency call system to prepare for additional 911 cellular calls and reduce response time to priority calls. Call management to improve response time to high priority calls. There were 36,000 Oakland Priority 1 calls to 911 in 2007. Priority 1 calls have doubled since 2001.
- Improve long range planning and anticipate future issues before they become problematic. Patrol officers are currently occupied responding to calls for service in crisis mode.

Technology

Crime reduction also requires tools, technology, equipment, supplies, and material. Tools to be used in the reduction of crime include:

- Shotspotter
 - Identifies locations where firearms are discharged.
- License plate recognition system (LPRS), audits an annual maintenance cost (\$22,000 for 2009 with a \$2,000 increase each year)
 - Identifies stolen vehicles or vehicles of wanted persons.
- In-car video (alleviate Internal Affairs complaints)
 - Provides videographic evidence of officers' observations and crime scenes.
- Crime View Web
 - Provides crime mapping and statistical information to the community via the internet.
- LRMS (Law Records Management System) and FBR (Field-Based Reporting)

³ Crime Stop - comprehensive analysis of crime trends and patterns in real time by utilizing specialized software.

⁴ Telestaff is a software program to assist with managing and tracking personnel and addressing staffing issues.

- Automated police reporting systems used to create and store police reports automatically
- Bishop Rock
 - CompStat software
- IPSS (Integrated Public Safety System)
 - Incorporates various databases into a single cohesive management and analytic tool.

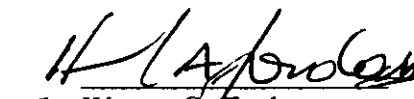
CONCLUSION

Changes made in the past year have strengthened the Department. Building and maintaining long-term relationships with the community has been a primary focus of the Oakland Police Department. It is anticipated that improved service and the reduction of crime will be accomplished as the Department's analytical capabilities are strengthened, staff is increased, and partnerships evolve.

RECOMMENDATION

Staff recommends acceptance of this report.

Respectfully submitted,


FOR Wayne G. Tucker
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APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Attachments:

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

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

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

Strategies

Priority

Timeline

Measurable Goals

<p>Enhance the services and productivity of the OPD Criminalistics Division:</p> <ol style="list-style-type: none"> 1. Establish full-time funding and staffing for previously temporary positions. 2. Continue and expand the DNA "Cold Hit Program" for Unsolved Serious Assaults and Homicides. 3. Re-open the Latent Print Comparison Services Unit. 4. Re-establish the Fire Debris Analysis capability of the Criminalistics Division. 5. Install a laboratory Information Management System (LIMS). 6. Continue to work toward the relocation of the Crime Lab into a new and more functional facility. 7. Create Computer Forensic capabilities in the Crime Lab. <p>Status: Implemented in part [(1) full time funding achieved, (2) expanded DNA Cold Hit Program, (3) Latent Print Unit filled one position, recruitment for second position completed and a candidate will be moved to background investigation phase shortly (4) fire debris analysis program is not reopened. Progress has been made in the training of two analysts to assume these duties. Implementation expected by the end of 2008. (5) LIMS system is not installed. Contract development phase will begin in spring 2009. (6) no progress to relocate lab, (7) no progress in-house but plans to participate in the Regional</p>	<p>5</p>	<p>July 2010</p>	<p>Reduction in the number of backlogged DNA/Cold cases.</p>
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Strategies

Priority

Timeline

Measurable Goals

Computer Forensics Laboratory are moving forward.			
Increase the recovery of stolen property by use of search warrants, informants and leads online. (staffing issue)	6	July 2010	Reduction in Property Crimes.
<p>Collect 100% of alarm permitting fees and recovery costs incurred by responding to false alarms.</p> <p>Status: Implemented in part (False Alarm Unit is currently collecting fees for alarm permits but is not collecting any fees for fines. The False Alarm Unit will not be able to continue in any form unless funds are identified to staff the unit, as the assigned staff person retired in May. Two temps are in place but are not a permanent solution. If additional staff is lost / transferred from FAU it will significantly cripple efforts to outsource.)</p>	7	July 2009	Reduction in the number of False Alarms reported to the Police Department.

ATTACHMENT B
Bureau of Field Operations

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

ATTACHMENT C
Bureau of Services

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

ATTACHMENT D
Bureau of Administration

Strategies	Priority	Timeline	Measurable Goals
<p>Recruit and hire 160 Police Officer Trainees (POT) per year for the next three years so that OPD can comply with the mandates of Measure Y, as it relates to Community and Neighborhood Policing.</p> <p><i>Status: The Strategy has been updated to recruit and hire enough Police Officer Trainees (POTs) to fill the department's vacancies by the end of 2008. That strategy is on track as the City Council appropriated \$7.7 million on an Augmented Recruitment Program. To date Department has begun two Academies of 95 POTs. Expected to graduate 70 Officers.</i></p>	1	Jan 2011	A fully staffed department with additional officers being trained to counter attrition in future years.
<p>Installation and completion of Internal Personnel Assessment System Project in 2007.</p> <p><i>Status: The Department had received conditional approval of this project; however, in the last month several errors have developed that jeopardize the integrity of the data within the system.</i></p>	2	September 08	A fully functional IPAS that identifies Risk Management issues to the department. Reduce the number of terminations as a result of Risk Management issues.
<p>Establish a technology "Master-Plan" that includes all technology based programs and ensure that the OPD is using the most appropriate and effective technology available for each objective.</p> <p><i>Status: Funding has been identified to develop a Master Plan/Needs Assessment. The vendor presented a proposal that was comprehensive and appealing. However, the cost of \$46,000 for the plan will delay the Department's ability to move forward. The Master Plan will evaluate the Department's current systems and recommend systems and</i></p>	3	Dec 2008	A uniform technology program.

Strategies

Priority

Timeline

Measurable Goals

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

ATTACHMENT E
Internal Affairs Division

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

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