

CITY OF OAKLAND

AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

To: Office of the City Administrator
Attn: 23 Sgt. Lamont Ewell
From: Police Department
Date: July 5, 2011

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.

Item: _____
City Council.
July 5, 2011

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

Item: _____
City Council
July 5, 2011

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

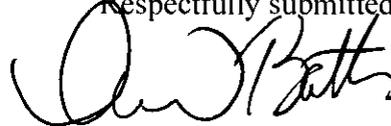
Item: _____
City Council
July 5, 2011

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

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

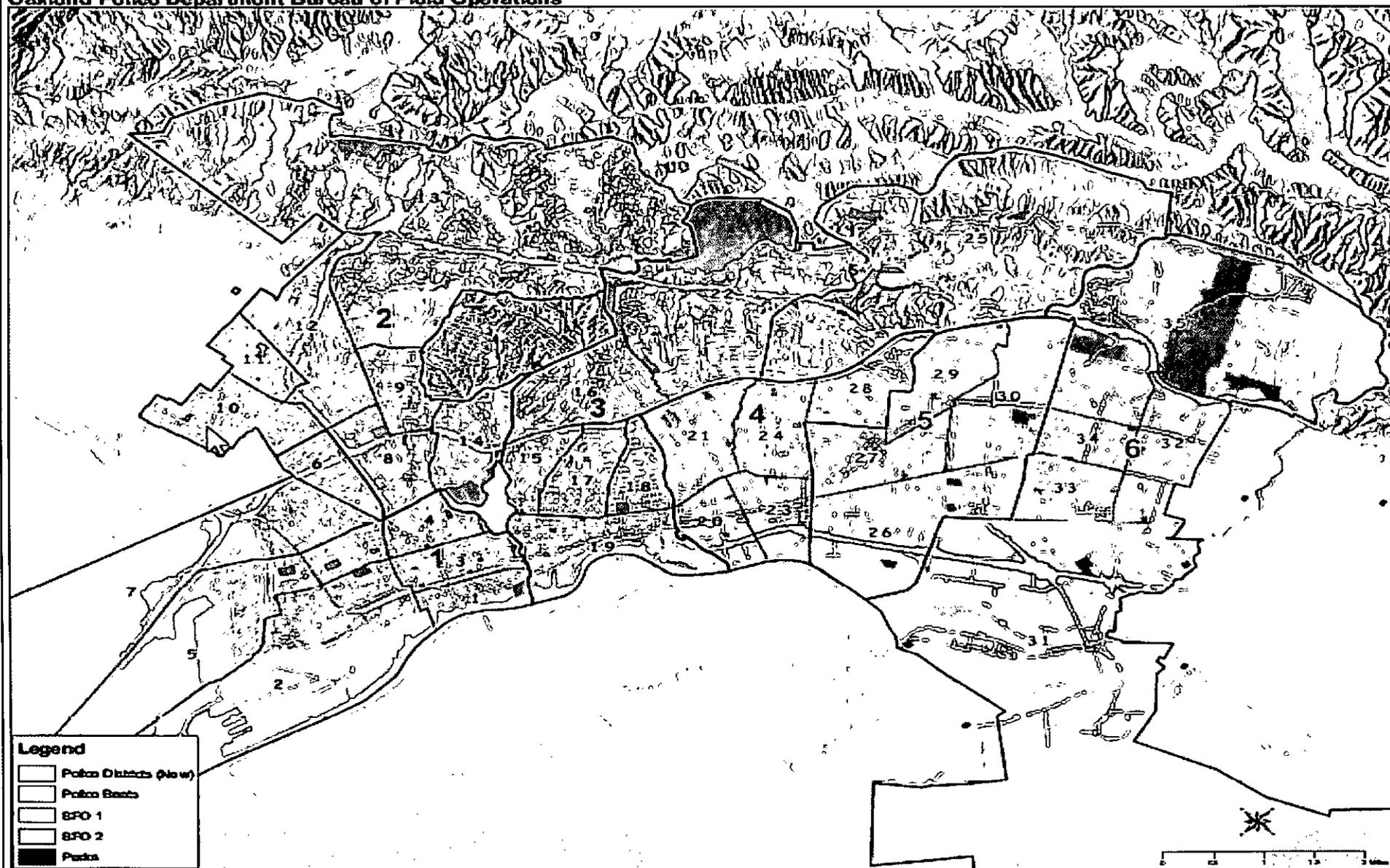
City of Oakland Police Beats

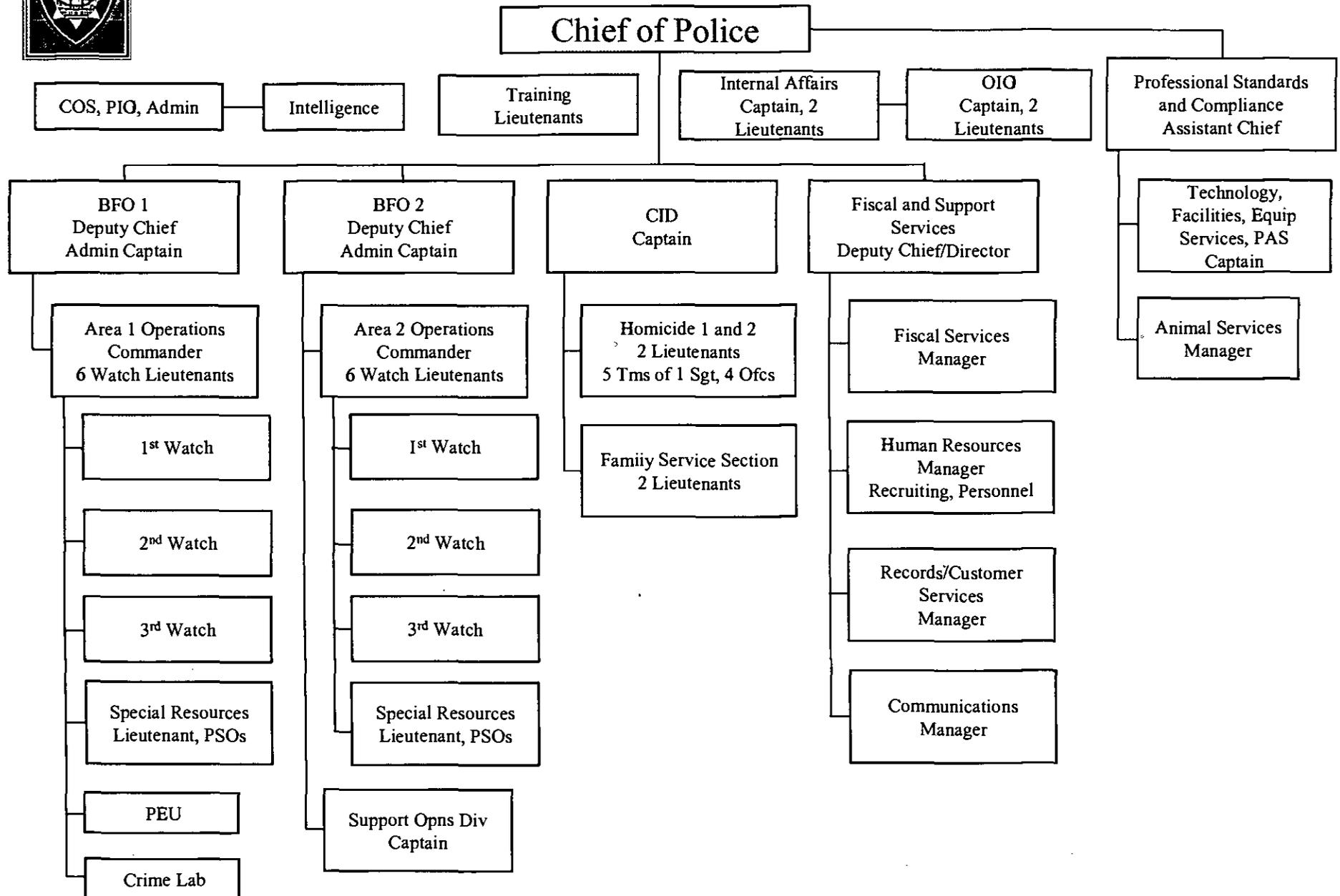




Revised Map – Two Bureaus of Field Operations

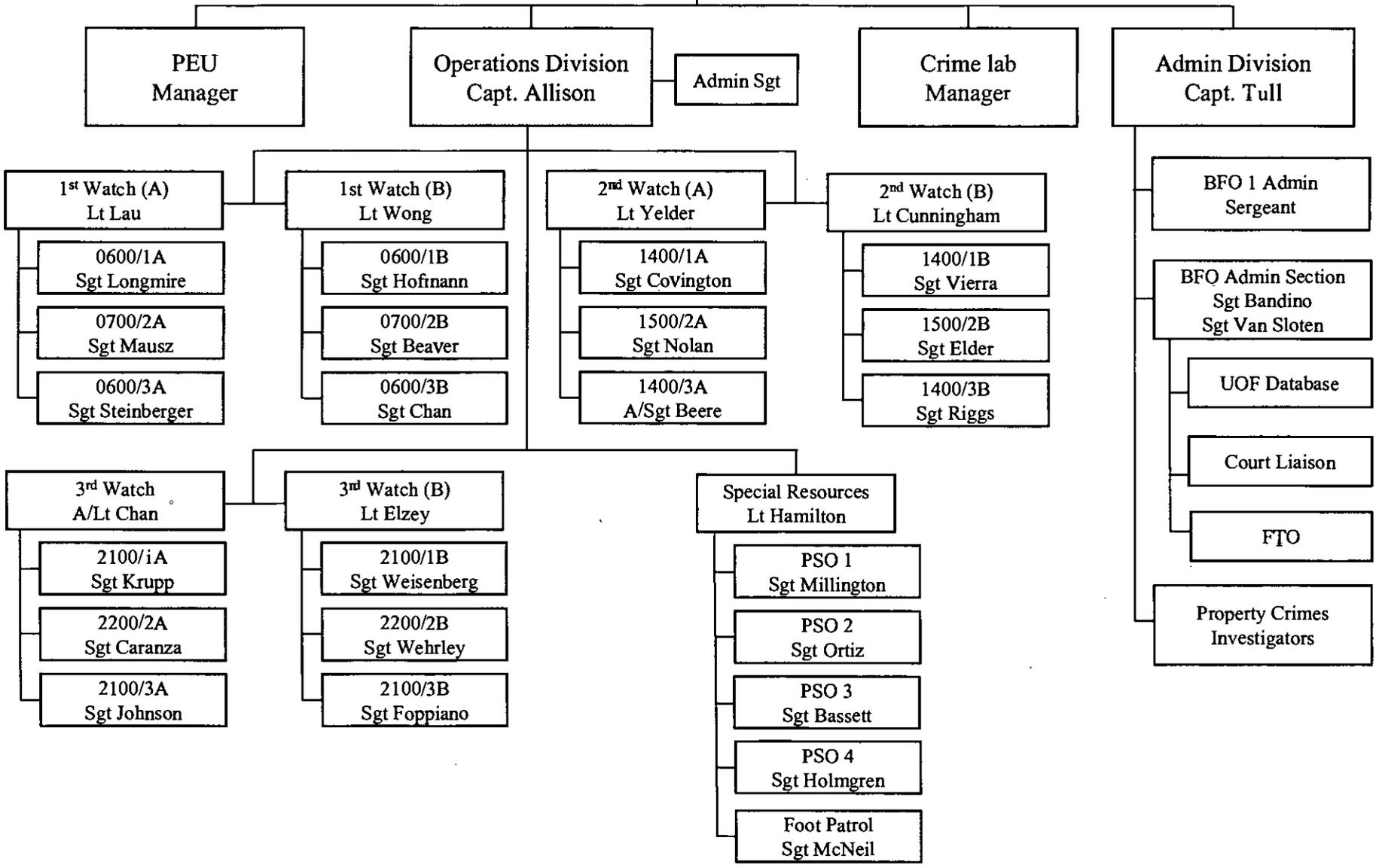
Oakland Police Department Bureau of Field Operations







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 Hookfm

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 Mullnix

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 8
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 Poirier

Spec Opns Sec
Sgt Green

ABAT Spec Events
Sgt Espinoza



Criminal Intelligence Division

