

CITY OF OAKLAND
AGENDA REPORT

To: Office of the City Administrator
Attn: Dan Lindheim
From: Police Department
Date: June 23, 2009

**Re: A Follow-Up Report from the Police Department on the Proposed
2009-2011 Performance Measures**

SUMMARY

As requested by the Public Safety Committee on March 24, 2009, staff has prepared a follow-up report containing revised performance measures for the Fiscal Year Period of 2009-2011 as part of the proposed budget. Performance measures represent the goals set forth by the Police Department in its efforts to provide the highest caliber of security, protection, and crime reduction for the City (*Attachment A*).

FISCAL IMPACT

This is an informational report; therefore no fiscal impact statement is included.

KEY ISSUES AND IMPACTS

The following information is in response to questions or comments submitted by members of the Public Safety Committee on March 24, 2009.

Criminal Investigation Division (CID)

- **Staff was asked to provide “target” numbers from FY 06-07, 07-08, and 08-09 to help show a more complete picture of performance**, however the Bureau of Investigation has created all new measures so targets from past years are not available as they did not exist.
- **Staff was asked to provide “industry standards” for each Performance Measure.** The Department was previously reporting “clearances” based on prosecution instead of arrests, as required by the FBI’s Uniform Crime Reporting (UCR) standards. This is the only Measure that has an “industry standard.”
- **Staff was asked to continue tracking the number of cases presented to the District Attorney’s (DA) Office, as well as the number of cases charged.** New CID Measures #3 and #4 will more effectively measure this area of performance.
- **Staff was asked to establish measures to track effectiveness of policy decisions made by Council, i.e., crime lab caseload (rape kit) decreases as a result of increased**

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staffing. New crime lab Measurements #1 and #2 will provide measurement data for this area of performance.

Communications Division

In response to the question “What is the average time to dispatch?”

- **Performance Measure #1** - Percentage of “priority 1” calls dispatched within 1 minute of the time call is received: **The target for dispatching a unit to a Priority 1 call within 1 minute of receiving the call is 100%.** If a unit is not available to be dispatched, the Department can not meet the 100% dispatch goal. According to statistics from 2008, **the Communications Division averaged dispatching a unit in less than one minute 30.69% – 34.14% of the time.** It should be noted that some Priority 1 calls are not as urgent as others. An example would be a runaway which state law mandates a Priority 1 dispatch.

Attachment A includes additional measures that have been newly created by staff or revised at the request of the Public Safety Committee..

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities identified in this report.

Environmental: There are no environmental issues identified in this report.

Social Equity: It is important to note that the established Performance Measures aim at enhancing the quality of life for the residents of Oakland.

DISABILITY AND SENIOR ACCESS

There are no ADA or senior citizen access issues identified in this report.

RECOMMENDATION / RATIONALE

Establishing quality Performance Measures will help identify ways to overcome the challenges and some of the obstacles facing the Department.

Staff recommends acceptance of this report.

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ACTION REQUESTED OF THE COUNCIL

This is an informational report; therefore, no action is requested of the Council.

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Attachments:

A. OPD Performance Measures

Respectfully submitted,



Howard A. Jordan
Acting Chief of Police

Prepared by:
Mr. Gilbert Garcia
Interim Deputy Director
Oakland Police Department

Reviewed by:
Ms. Cynthia P. Perkins
Legislative Analyst
Oakland Police Department

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Agency / Department: Police Department

Program Name (Code): Agency Wide Admin PS01

Program Description: This program provides agency-wide administrative functions including executive leadership, fiscal services, personnel services, and information technology.

Contact Person: Acting Chief of Police Howard Jordan; Gilbert Garcia

Program Related Performance Measures

	Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting performance measure
1)	Annual decline in Part 1 crime, excluding homicides, from prior year.	-11%	-52%	-10%	-10%	-10%	Mayor and Council priorities to improve quality of life in Oakland.
2)	Annual decline in homicides from prior year.	11%	0%	-10%	-10%	-10%	Mayor and Council priorities to improve quality of life in Oakland.
3)	Annual decline in Part II Violent Crime	15%	2%	-10%	-10%	-10%	Mayor and Council priorities to improve quality of life in Oakland.
4)	Percent of overtime budget spent (should not exceed 100%)			100%	100%	100%	To ensure fiscal accountability by spending within budget
5)	Within 30 days, complete all paperwork required to fill positions that become vacant.			100%	100%	100%	To ensure that managers within the department have the resources to meet their performance standards

Agency / Department: Police Department
Program Name (Code): Internal Affairs PS02
Program Description: This program investigates citizen complaints and helps resolve disputes arising from police personnel actions.
Contact Person: Captain Sean Whent

Program Related Performance Measures

Measure		FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting performance measure
1)	Reach and maintain full compliance with all IAD tasks in the NSA.			100%	100%	100%	Currently 9 in full compliance, 6 in partial compliance and 6 in non compliance
2)	Ensure no cases pass a 3304 deadline for administering discipline			100%	100%	100%	
3)	Run integrity tests as required by policy and the NSA			100%	100%	100%	

Agency / Department: Police Department
Program Name (Code): Police Training PS09
Program Description: This program manages Basic and In-Service training for sworn and civilian employees mandated by Peace Officers Standards and Training (POST) and the Negotiated Settlement Agreement.
Contact Person: Lieutenant Johnny Davis

Program Related Performance Measures						
Measure	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
	Actuals	Actuals	Target	Proposed Target	Proposed Target	
1) Percentage of sworn members provided with 40 hours of basic in-service training every 18 months	In Progress	In Progress	95%	95%	95%	The Training Division revised the Continuous Professional Training format in 2008, to ensure future compliance. The format will now run with a 1-2 month break between officer and sergeant CPT, instead of running only one CPT per year.
2) Percentage of the sergeants provided with 40 hours of supervisory training every 18 months	99%	95%	95%	95%	95%	A Dec 08 audit of 101 Sergeants revealed ninety-six had completed every class of their 2008 Sergeants CPT, ensuring compliance.
3) Percentage of the commanders/managers provided with 40 hours of command training every 18 months	100%	100%	95%	95%	95%	A Dec 08 audit of 39 Commanders revealed all had completed 40 hours of command training within the past 18 months.
4) Percentage of the newly promoted sergeants provided with 80 hours of supervisory training within six months of promotion	100%	100%	95%	95%	95%	During 2007-2008, 33 officers were promoted to sergeant. Thirty-two completed their POST Management class within six months. The last sergeant was on extended injury leave and completed the course upon his return to OPD.
5) Percentage of the newly promoted commanders provided with 80 hours of command school within six months of promotion	100%	100%	95%	95%	95%	In 2007-2008, eleven new Lieutenants were promoted. Ten have completed their POST Management course within the 6 months. The eleventh new Lieutenant is set to start in Jan 09, within the six month window.
6) Provide tactical driving training to drivers involved in preventable collisions within 6 months of the collision	N/A	50%	50%	50%	50%	Due to over time constraints and the number of Basic Academies, Lateral Academies and officer and sergeants CPT, there was only one Tactical Driving Update course in 2008.
7) Provide tactical driving training to drivers involved in preventable collisions within 12 months of the collision	N/A	92%	100%	100%	100%	A tactical driving update course was completed in Nov and Dec 08 for all involved in a preventable accident. Sixty-nine out of 75 completed the driving update and the other six have been contacted to re-schedule their attendance.

Agency / Department: Police Department
Program Name (Code): Criminalistics PS05
Program Description: This program analyzes and documents evidence for the prosecution of crimes.
Contact Person: Mary Gibbons

Program Related Performance Measures-Criminalistics						
Measure	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
				Proposed Target	Proposed Target	
1) Reduce backlog of untested sexual assault kits received between October 1, 2003 and June 30, 2009	NA	NA	NA	40%	100%	New Measure: Address backlog of an estimated 500 untested sexual assault kits
2) Complete forensic biology/DNA requests within 90 business days of assignment	NA	NA	NA	70%	85%	New Measure: Improve public safety through more timely analysis and response

Agency / Department: Police Department
Program Name (Code): Youth & Family Services Division (YFSD)
Program Description: This program is dedicated to serving the youth, the families, and the elderly of Oakland by assisting victims of sexual abuse, child abuse, domestic violence and physical elder abuse as well as investigating missing person reports.
Contact Person: Captain Ben Fairrow

Program Related Performance Measures-Youth and Family Services Division

Measure	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10	FY 2010-11	Justification for reporting Performance Measure
				Proposed Target	Proposed Target	
1) Human trafficking field operations per year				36	36	The YFSD conducted 33 operations in the 2008 calendar year. Based upon funding, it is our goal to conduct at least 2-4 operations per month
2) Average monthly case load for Child Exploitation Crime Investigators				35	35	This measure helps to show the average investigator caseload and serves to measure workload and staffing sufficiency. The Child Exploitation Unit investigated approximately 460 cases in the 2008 calendar year.
3) Percentage of cases involving a known suspect presented to District Attorney				100%	100%	This measure ensures all cases with a named suspect are presented for prosecution.
4) Percentage of sexual assault cases presented for charges <u>and charged</u> by District Attorney				60%	60%	A goal of the YFSD is to have every viable case charged by the District Attorney. This is not always possible due to a lack of evidence or witness/complainant credibility.
5) Average monthly case load for Sexual Assault Crime Investigators				45	45	This measure helps to show the average investigator caseload and serves to measure workload and staffing sufficiency. The Special Victims Unit investigated approximately 1,600 cases in the 2008 calendar year.
6) Actual number of juveniles diverted from Juvenile Hall and referred to a service provider per year from Intake			150	175	175	The Juvenile Intake Desk processed approximately 1200 juveniles in the 2008 calendar year. This measure shows how many eligible juveniles are diverted from the Juvenile Justice System through referrals to service providers.
7) Average monthly case load for Domestic Violence Crime Investigators				150	150	This measure helps to show the average investigator caseload and serves to measure workload and staffing sufficiency. The Domestic Violence Unit investigated approximately 4,800 cases in the 2008 calendar year.

Agency / Department: Police Department
Program Name (Code): Criminal Investigation PS03
Program Description: This program investigates criminal activity and develops cases for the prosecution of crimes.
Contact Person: Captain Steven Tull

Program Related Performance Measures

Measure		FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed	FY 2010-11 Proposed	Notes
1)	Percentage increase or decrease of Part I Crime, excluding homicides, from prior year	-11%	-52%	-5%	-10%	-10%	This is a reflection of the Police Department's overall crime reduction strategy and implementation plan. This also reflects the Department's goal. The increase in Departmental staffing and working with the community should result in a measurable reduction in crime.
2)	Percentage increase or decrease of Homicides, from prior year	11%	0%	-10%	-10%	-10%	This is a reflection of the Police Department's overall crime reduction strategy and implementation plan. This also reflects the Department's goal. The increase in Departmental staffing and working with the community should result in a measurable reduction in crime.
3)	Percentage of cases involving a known suspect presented to District Attorney	100%	100%	100%	100%	100%	Cases with known suspects and suspects in custody are submitted to the District Attorney for charging purposes.
4)	Percentage of cases presented for charges and charged by District Attorney	74%	71%	75%	75%	75%	The facts of the case are presented to the District Attorney and the District Attorney decides whether to charge a case based on the facts of the investigation. For a variety of reasons, the District Attorney might elect not to charge a case.
5)	Uniform Crime Reporting (UCR) homicide clearance rate	41%	28%	53%	41%	49%	This is based upon national reporting standards (UCR). The number for FY 08/09 is higher because we are now reporting pursuant to UCR standards, which include arrests as a cleared case.
6)	Average monthly case load for violent crime investigators	27	20	15	15	15	The average monthly caseload for robbery, assault, and homicide, is dependent upon staffing and the prioritization of cases. The objective is to ensure that the investigator have sufficient time to conduct a through investigation for prosecution purposes. However, all homicide cases are investigated.

Agency / Department: Police Department
Program Name (Code): Communications PS08
Program Description: This program manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel.
Contact Person: Lieutenant Michael Johnson

Program Related Performance Measures						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Propose	FY 2010-11 Propose	Notes
1) Percentage of "Priority 1" calls broadcast within 1 minute of the time it is received		N/A	100%	100%	100%	Communications Division controls how quickly a call can be "broadcast" but cannot control the availability of field units.
2) Percentage of "Priority 1" calls dispatched within 10 minutes of the time it is received		N/A	85%	85%	85%	A call is considered dispatched when the information regarding that call is broadcast and acknowledged by a unit (s) that they are now responding. This is a measure of the available of patrol units to respond to Priority I and Priority II calls for services.
3) Average seconds to answer a 911 call		7.25	10	10	10	State of California Telecommunications Division recommends a goal of answering 9-1-1 calls within 10 seconds.
4) Average seconds to answer a non-emergency call.		N/A	75	75	75	Public Safety Committee requested periodic reporting of the answering speeds on the non-emergency telephone lines. 75 seconds is a reasonable goal based upon the current and anticipated staffing level in Communications.

Agency / Department: Police Department
Program Name (Code): Police Records PS07
Program Description: This program maintains all non-traffic police crime-related reports and records.
Contact Person: Millie Crossland

Program Related Performance Measures

Measure		FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed	FY 2010-11 Proposed	Justification for reporting Performance Measure
1)	Percentage of crime reports assigned to an investigative unit reproduced and distributed within 16 hours of arrival.	99%	90%	95%	90%	90%	To reduce crime through data sharing and analysis. MBS impacts ability to meet previous 95% target.
2)	Percentage of monthly Federal and State Uniform Crime Reports compiled, validated and submitted to California Department of Justice by the 10th working day of each following month.	N/A	50%	100%	90%	90%	To reduce crime through data sharing and analysis. MBS impacts ability to meet previous 95% target.

Agency / Department:
Program Name (Code):
Program Description: This Division manages the Animal Services in Oakland
Contact Person:

Program Related Performance Measures						
Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Notes
1) Percentage increase in volunteer staffing	N/A	N/A	25%	20%	20%	To improve improve the quality of life of Shelter animals, provide faster and enhanced customer service to citizens, and publicize animals for adoption.
2) Increase in the investigation and presentation of cruelty to animal cases for charging	N/A	0%	95%	100%	100%	To prosecute individuals who neglect and abuse animals so that the public understands that these are crimes that are taken seriously by the law enforcement and judicial system.
3) Decrease the amount of time adoptable animals remain in the shelter	N/A	N/A	N/A	10	10	To decrease the incidence of illness and mental deterioration caused by long term kenneling and to reduce the cost of caring for these animals.

Agency / Department: Police Department
Program Name (Code): Patrol PS11
Program Description: This program provides police patrol, general investigation, community policing, and crime prevention.
Contact Person: Deputy Chief David Kozicki

Program Related Performance Measures

	Measure	FY 2006-07 Actuals	FY 2007-08 Actuals	FY 2008-09 Target	FY 2009-10 Proposed Target	FY 2010-11 Proposed Target	Justification for reporting performance measure
1)	The Bureau of Field Operations shall average three problem-oriented policing projects for all officers assigned to field duties						Problem-oriented community policing has been mandated by City Council Resolution, The 2004 Violence and Crime Prevention Act (Measure Y) and Mayoral directive. In 2008, the BFO instituted a program requiring all officers assigned to the patrol function to complete 1-3 problem-oriented policing projects annually. In 2009, the base line for projects was expanded to 2-4. In FY '09-10, the program will be expanded to all officers assigned to the Bureau.

2)	Address and bring closure to 2 out of 3 NCPC priorities on each of the City's 57 Community Policing Beats.						This performance measure will build upon the Department's community policing effort. It will involve both traditional policing including, but not limited to, arrests, narcotics operations, traffic enforcement, preventative patrol, and emergency response as well as non-traditional measures such as community outreach and "call-ins" to address the neighborhood priorities mutually established between the OPD and NCPC
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